

**URBAN AREA WORKING GROUP (UAWG)
MEETING MINUTES DECEMBER 14TH, 2022**

1. CALL TO ORDER

Jeff Toney called the meeting to order at 9:00 am and roll call was taken.

2. ROLL CALL

Coronado	Chuck Kaye
Del Mar	Corina Jimenez
El Cajon	Steve Swaney
Encinitas	Corina Jimenez
Escondido	Rick Vogt
La Mesa	Ray Sweeney
Lemon Grove	Steve Swaney
Oceanside	Fred Armijo
Poway	Brian Mitchell
San Diego City	Colin Stowell
San Diego County	Jeff Toney
San Marcos	Dan Barron
Santee	John Garlow
Solana Beach	Corina Jimenez

Non-Voting Members

Tribal Representative	Anthony Ravago, Pala Fire Department
Citizens Corps. Council	Dave Maloney, Red Cross
College Representative	Dismas Abelman, UCSD
Chief Info. Security Officer	Darren Bennett, City of San Diego
Public Health	Cory Osth, County of San Diego
Hospital Representative	Frank Rodriguez, Rady Children's Hospital
School Representative	Roberto Bonilla, San Diego Unified Police Department

3. CALL FOR PUBLIC INPUT

There were no requests to speak received from the public.

4. APPROVAL OF MINUTES

ACTION: Motion to accept the minutes from the December 16th, 2021 UAWG meeting was unanimously approved.

First: John Garlow (Santee)

Second: Steve Swaney (El Cajon)

Vote Result: **YES**

5. FY23 URBAN AREA SECURITY INITIATIVE (UASI) ALLOCATION – Megan Beall, City of San Diego Office of Emergency Services

Public input called for, with no comment.

The Regional Technology Partnership (RTP) allocation was shared with the attendees, and the City of San Diego Office of Emergency Services (SDOES) explained the RTP process. Clarifications were provided for questions regarding the funding line in the RTP Allocation Recommendations document, as well as the function of the priority columns. It was also clarified that the current total funding allocation for priorities in the RTP Allocation Recommendations document represents a best-estimated guess using past allocations, but this might change depending on FEMA's final allocation.

ACTION: Motion to adopt the RTPs proposed FY23 UASI Allocation was unanimously approved.

First: Rick Vogt (Escondido)

Second: Chuck Kaye (Coronado)

Vote Result: **YES**

6. MULTI-YEAR TRAINING AND EXERCISE PLAN (MY-TEP) – Megan Beall, City of San Diego Office of Emergency Services

Public input called for, with no comment.

SDOES provided an overview of the updated MY-TEP.

ACTION: Motion to adopt the MY-TEP was unanimously approved.

First: Steve Swaney (El Cajon)

Second: Dan Barron (San Marcos)

Vote Result: **YES**

7. URBAN AREA SECURITY INITIATIVE (UASI) UPDATES – Megan Beall, City of San Diego Office of Emergency Services

An update was provided regarding the formalization of the UAWG charter process, including the inclusion of non-voting members. Additionally, members provided information regarding updates to the UASI Homeland Security Strategy and were advised that this project will launch in upcoming months. Discussion ensued regarding the possibility of establishing a Cyber Security goal in the Strategy.

8. MEETING ADJOURNED

Meeting adjourned at 9:27 AM.

San Diego Urban Area Homeland Security Strategy



September 2023

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EXECUTIVE SUMMARY

BACKGROUND

The U.S. Department of Homeland Security's (DHS's) Urban Areas Security Initiative (UASI) 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 SDUA consists of 18 incorporated cities and the unincorporated areas of San Diego County. The SDUA is 65 miles from north to south, and 86 miles from east to west. The region 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 2023 is approximately 3.2 million, with the City of San Diego home to roughly 1.4 million of those residents.

The 2023 SDUA Homeland Security Strategy ("*SDUA Strategy*" or "*Strategy*") is the seventh iteration of the region's strategic approach for administering homeland security and preparedness funds under the UASI program. Prior strategy versions were developed in 2003, 2007, 2010, 2012, 2014, and 2017. The *Strategy* outlines 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.

PURPOSE

The purpose of the *Strategy* is to guide the use of UASI grant funds in the development of regional capabilities to combat the risk of terrorism. While the *Strategy* is designed primarily to address terrorism risk, consistent with the UASI program guidance, 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 regional partnership centered on enhancing homeland security for the whole community against high-risk threats and hazards. The SDUA will continue to use UASI funding 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 California Homeland Security Strategy, the UASI National Priority Areas (NPAs), and the National Preparedness Goal (NPG). At the center of

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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 roadmap to use UASI funding to build and sustain capabilities needed to reduce the whole region's risk from terrorism, natural disasters, and man-made incidents.

Each of the *Strategy's* goals listed below seeks to align whenever possible with a defined California homeland security priority, or set of priorities, and UASI NPAs. Each objective aligns with a capability or set of capabilities from the NPG. A summary of the goals and objectives, and associated project types, is listed below. The listed example project types are illustrative only and are for the purpose of helping stakeholders determine where a potential UASI project may best fit in the grant investment process. The listing of such projects is not an endorsement of those projects.

GOAL 1	
STRENGTHEN THE REGIONAL RISK MANAGEMENT, PLANNING, AND EMERGENCY MANAGEMENT PROGRAMS	
Objective 1.1: Enhance Planning and Risk Management Capabilities	Example Project Types
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.	<ul style="list-style-type: none">• Emergency Operations Plan• Emergency management staff• THIRA/SPR• SDUA Strategy• Multi-Agency Coordination Group (MAC-G) planning
Objective 1.2: Strengthen Public Information and Warning Capabilities	Example Project Types
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.	<ul style="list-style-type: none">• Alert San Diego/Reverse 911• Hi-Lo sirens in vehicles for evacuations• PIO exercises• PIO training
Objective 1.3: Strengthen Operational Coordination Capabilities	Example Project Types
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 (UC), including the use of emergency operations centers (EOCs), emergency plans and standard	<ul style="list-style-type: none">• EOC enhancements• ICS training• Incident command vehicles for multi-agency response operations

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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.

- Situational awareness tools
- Common operating picture tools

GOAL 2

**ENHANCE INFORMATION COLLECTION, ANALYSIS, AND SHARING IN
SUPPORT OF PUBLIC SAFETY OPERATIONS ACROSS THE REGION**

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

Example Project Types

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.

- SD-LECC fusion center personnel
- ARJIS Regional Training Program Manager
- NYPD Sentry Conference
- ARJIS mapping applications
- SD-LECC fusion center equipment
- Terrorism Liaison Officer (TLO) training
- ARJIS mobile enhancements
- Terrorism intelligence analyst training
- Information sharing for election cyber security
- Information sharing to combat domestic violence extremism
- Training and awareness programs, (e.g., through social media, suspicious activity reporting [SAR] indicators and behaviors) to help detect and prevent radicalization

GOAL 3	
STRENGTHEN CAPABILITIES TO DETECT AND RESPOND TO THREATS FROM CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR, AND EXPLOSIVE (CBRNE) MATERIALS AND WEAPONS OF MASS DESTRUCTION (WMD)	
Objective 3.1: Strengthen Mass Search and Rescue Capabilities	Example Project Types
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.	<ul style="list-style-type: none"> • Search and rescue exercise and training • Drones/UAVs for search and rescue • California Fire Emergency Disaster Conference • US&R canine multi-use vehicle • Lifeguard tactical maritime awareness enhancement • Multiuse vehicle - live scent/human remains detection canine detection canine • Thermal imaging cameras for search and rescue • PER-213: Wide Area Search • PER-334: Search and Rescue in Community Disasters
Objective 3.2: Strengthen On-Scene Security, Protection, and Law Enforcement through Explosive Device Response Operations	Example Project Types
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 includes ensuring public safety, safeguarding the officers on the scene, collecting and preserving evidence, protecting and preserving public and private property, and restoring public services.	<ul style="list-style-type: none"> • Bomb squad training and exercises • Bomb dog training • Bomb squad robot • Rover X-ray system • Bomb squad drone/UAV • Underwater remotely operated vehicle • Remote firing devices • Bomb squad night vision goggles
Objective 3.3: Enhance Environmental Response/Health and Safety through Weapons of Mass Destruction (WMD)/Hazardous Materials (HazMat) Response and Decontamination Capabilities	Example Project Types
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	<ul style="list-style-type: none"> • Mass decontamination response suits • HazMat training • Hazardous Incident Response Team (HIRT) equipment • Mass decontamination trailer • Chemical detection equipment

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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 3.4: Strengthen Screening, Search, and Detection Capabilities	Example Project Types
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.	<ul style="list-style-type: none">• Preventive radiological nuclear detection (PRND) exercises• Personal radiation detection devices• HIRT PRND equipment• PRND primary or secondary screener training• PRND operational planning, and standard operating procedures development

GOAL 4	
STRENGTHEN COMMUNICATIONS CAPABILITIES	
Objective 4.1: Enhance Operational Communications Capabilities	Example Project Types
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.	<ul style="list-style-type: none">• Rapid deployment communications unit• Radio console system for emergency backup center• Interoperable communications exercise• Bluejeans - regional video teleconference• Next generation CAD to CAD information sharing• Regional VHF radio planning and implementation• P25 regional communications• Astrea downlink mesh radio system• Regional VHF radio planning and implementation• Vesta phone console system for emergency backup center• Satellite communication trailers• COML training

GOAL 5	
PROTECT CRITICAL INFRASTRUCTURE, SOFT TARGETS, AND CROWDED PLACES FROM ALL THREATS AND HAZARDS	
Objective 5.1: Increase Regional Critical Infrastructure Protection Activities and Programs	Example Project Types
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.	<ul style="list-style-type: none"> • Anti-terrorism mobile barriers, trailers, and hauler • Critical infrastructure databases • Anti-terrorism mobile pedestrian barriers • Pan-tilt-zoom (PTZ) cameras, fencing, lighting, etc., deployed to soft targets, crowded places, or critical infrastructure • Projects to physically protect voting and other election related sites • Critical infrastructure protection training, (e.g., IS-860.a, or IS-821)
Objective 5.2: Strengthen Law Enforcement Investigation and Attribution Capabilities	Example Project Types
The SDUA law enforcement community can ensure that suspects involved in criminal activities related to homeland security and threats to critical infrastructure are successfully detected, identified, and investigated.	<ul style="list-style-type: none"> • Crime scene investigative equipment • Storage equipment for evidence • Software-based mobile forensics for the examination of smart phones, tablets, and other computer devices to process and analyze digital evidence • Photographic ballistic database/software that will enhance the current capability to match ballistics • AWR-103: Crime Scene Management for CBRNE Incidents • PER-201: Evidence Collection in a Hazardous Materials Environment • Overtime to support Joint Terrorism Task Force (JTTF) investigations/operations
Objective 5.3: Enhance On-Scene Security, Protection, and Law Enforcement through Emergency Public Safety and Security Response	Example Project Types
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.	<ul style="list-style-type: none"> • Mobile field force training and exercises • Mobile field force planning • PER-200: Field Force Operations • PER-264: Law Enforcement Protective Measures for CBRNE Incidents

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Objective 5.4: Enhance Interdiction and Disruption Capabilities Through Law Enforcement Tactical Operations	Example Project Types
<p>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.</p>	<ul style="list-style-type: none">• Crisis response team; crisis negotiation response training module• PER-227: Advanced Tactical Operations: WMD Interdiction• SWAT team training and exercises• Law enforcement sniper training• SWAT academy training• California Association of Tactical Officers Conference• Law enforcement tactical rope training• SWAT rapid response vehicle• Tactical drone/UAV• Thermal imaging device for regional SWAT units• Breaching tools• Basic close quarters clearance training

GOAL 6	
STRENGTHEN SECURITY AND PREPAREDNESS ACROSS CYBERSPACE	
Objective 6.1: Enhance Cybersecurity	Example Project Types
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, 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.	<ul style="list-style-type: none">• Cybersecurity training• Cybersecurity exercises• Cyber analyst or other cybersecurity personnel salaries• Dark web conference• Dark web training• ARJIS cybersecurity platform• SD-LECC cybersecurity manger• ARJIS cloud transformation• Cybersecurity innovation for election security• Cyber-based efforts to combat domestic violent extremism• Encryption of software and networks• Back-up/cloud computing• Anti-virus software• Cybersecurity operations center equipment• Cybersecurity assessment/plan

GOAL 7	
ENHANCE COMMUNITY PREPAREDNESS, RESILIENCE, AND RECOVERY CAPABILITIES	
Objective 7.1: Strengthen Medical and Health Preparedness	Example Project Types
The SDUA's medical and health organizations can provide lifesaving medical treatment via services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected, including appropriate medical countermeasures (such as vaccines, antiviral drugs, antibiotics, antitoxin, etc.) in support of treatment or prophylaxis (oral or vaccination) to the identified population impacted by an incident.	<ul style="list-style-type: none"> • Medical POD exercises • Tactical medical tech training • First aid kits • Auto injectors • Mass vaccine planning • Hospital preparedness exercises • Medical Reserve Corps training and planning • EMS patient tracking systems • Public health laboratory equipment • AWR-111-W: Basic Emergency Medical Services Concepts for CBRNE Events • AWR-323-W: Disease Containment Measures • AWR-900: Framework for Healthcare Emergency Management
Objective 7.2: Enhance Fatality Management	Example Project Types
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.	<ul style="list-style-type: none"> • Body bags • Refrigerated trailers • Coroner/ME mass fatality response training • Coroner/ME equipment • Mass fatality planning • G0386: Mass Fatalities Incident Response • AWR-232: Mass Fatalities Planning and Response for Rural Communities
Objective 7.3: Enhance Economic and Community Recovery and Resiliency	Example Project Types
Across the SDUA, economic impacts are estimated, priorities are set for recovery activities, business disruptions are minimized, individuals and families are provided with appropriate levels and types of relief with minimal delay, and volunteers and donations within the SDUA are organized and managed throughout the duration of an incident. 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	<ul style="list-style-type: none"> • Disaster recovery plan • FEMA public assistance training • Infrastructure systems recovery support function plan • MGT-342: Strategic Overview of Disaster Management for Water and Wastewater Utilities • MGT-343: Disaster Management for Water and Wastewater Utilities • MGT-345: Disaster Management for Electric Power Systems

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possible to support ongoing emergency operations, life sustainment, community functionality, and a transition to long-term recovery.	<ul style="list-style-type: none"> • Multi-purpose generators for critical lifeline infrastructure restoration • CERT programs, i.e., training, equipment, exercises • Volunteer and/or donations management projects • National Voluntary Organizations Active in Disaster (VOAD) programs • “Ready” campaigns
Objective 7.4: Enhance Critical Transportation Capabilities	Example Project Types
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.	<ul style="list-style-type: none"> • EF 1 plans or updates, e.g., evacuation planning • EF 1 related training • Variable message signs on roads and highways • All-terrain vehicle for transport of personnel and equipment to incident scenes • Debris removal plans • E0202: Debris Management Planning for State, Tribal, and Local Officials • G0358: Evacuation and Re-Entry Planning Course
Objective 7.5: Improve Mass Care	Example Project Types
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.	<ul style="list-style-type: none"> • Mass care and shelter plan • Shelter worker training • Shelter assessment and evaluation projects • Mass care shelter exercise • E0411: Mass Care/Emergency Assistance Support for Field Operations • E0417: Mass Care/Emergency Assistance Shelter Field Guide Training • E0418: Mass Care/Emergency Assistance Planning and Operations • E0459: IA Mass Care Program Specialist Surge Training

GOAL 8	
STRENGTHEN TRAINING, EXERCISE, AND EVALUATION PROGRAMS	
Objective 8.1: Strengthen Regional Training Programs	Example Project Types
The SDUA has a multi-disciplinary, multi-jurisdictional training program that enhances priority capabilities needed to mitigate the region's most pressing homeland security-based risks.	<ul style="list-style-type: none">• Regional Training Manager• Emergency management group training personnel• Monthly training reporting (status reports, training evaluations/bulletins, City Council briefings)
Objective 8.2: Enhance Exercise and Evaluation Programs	Example Project Types
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.	<ul style="list-style-type: none">• Updates to integrated preparedness plan (IPP), formally known as the multi-year training and exercise plan

STRATEGY IMPLEMENTATION

To achieve its vision through implementing its goals and objectives, the region has developed a series of proposed implementation steps under each objective that spell out specific planning, organization, equipment, training, and exercise activities the SDUA may seek to undertake. When undertaking these activities, the strategic approach to investing UASI funds 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 that benefit the whole region.
- Close gaps in capabilities with an emphasis on those capabilities that have the highest risk relevance and the largest capability gaps that impact the whole region.

For implementation, on behalf of the region's Urban Area Working Group (UAWG), the City of San Diego, Office of Emergency Services (SD OES) Program Manager will serve as the authorized agent by providing day-to-day management of the *Strategy*. This will be done through the development of annual program guidance, grant project templates, and investment justifications. SD OES will also be responsible for conducting periodic reviews of the *Strategy* and managing any updates.

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SECTION 1

INTRODUCTION

The U.S. Department of Homeland Security’s (DHS’s) Urban Areas Security Initiative (UASI) grant program, which is a component of the larger Homeland Security Grant Program (HSGP), 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. Today, the region receives approximately \$16 million annually from the UASI program. The 2023 SDUA Homeland Security Strategy (“*SDUA Strategy*” or “*Strategy*”) is the seventh iteration of the region’s strategic approach to homeland security and preparedness. Prior strategy versions were developed in 2003, 2007, 2010, 2012, 2014, and 2017.

The SDUA’s UASI grant program is built upon a risk management process designed to ensure 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 UASI regional governance structure and process, with representation from multiple jurisdictions, disciplines, and agencies. 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 the County. As outlined in **Figure 1**, 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.

The SDUA’s total population in 2023 is estimated to be approximately 3.2 million, with the City of San Diego home to just under 1.4 million residents. The population of San Diego County is the second largest in California; the landmass of San Diego County is the 11th largest in the state. The region’s area encompasses 4,261 square miles with 70 miles of coastal beach, and 66 miles of international border.

Figure 1: SDUA Map



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Roughly the size of Connecticut, the region is 65 miles from north to south, and 86 miles from east to west. The altitude in the region ranges from sea level to about 6,500 feet.

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 San Diego-Tijuana border area is a \$230 billion economic engine with over 5 million residents and nearly 2 million employees. The region's San Ysidro Port of Entry is the largest land border crossing between San Diego and Tijuana, and the fourth-busiest land border crossing in the world with 70,000 northbound vehicles and 20,000 northbound pedestrians crossing each day. With more than 1 million truck crossings per year, the area's Otay Mesa Port of Entry is one of the largest commercial crossings 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 desert.

Finally, 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 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 UASI homeland security program – the Unified Disaster Council (UDC), and the Urban Area Working Group (UAWG). Beneath the UAWG are several 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. 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 – Office of Emergency Services (SD OES).

1.2.3 UASI Advisory Group

The UASI Advisory Group assists in the review process of UASI project proposals. Advisory Group members include representatives from various public safety agencies, including law enforcement, fire service, and emergency management from across the region. The Advisory Group provides recommendations on project funding to the UAWG.

1.2.4 City of San Diego, Office of Emergency Services

The City of San Diego has been identified by DHS as the SDUA "core city" for the UASI program. As the core city, SD OES is the primary sub-recipient of UASI funding from the State of California and the administrator of the UASI grant program for the entire SDUA. In this capacity SD OES is responsible for the administration and management of the projects that have been prioritized by the UAWG and all other administrative and legislative responsibilities associated with running the UASI program. This includes planning and strategy development, sub-recipient monitoring, resource allocation, implementation, and evaluation of the San Diego UASI program. Additionally, SD OES serves as the point of contact for all inquiries from regional stakeholders and facilitates, in conjunction with the County Office of Emergency Services, the UAWG and the UASI Advisory Group.

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* and the UASI program are designed. Properly organized, trained, and equipped personnel within a broad range of disciplines are essential to successful execution of homeland security operations.

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 to drive the allocation of federal UASI grant funding for homeland security. 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 UASI 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* will be reviewed annually and updated as needed.

The *Strategy* outlines a comprehensive system for allocating UASI funding to enhance regional capability and capacity 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 the region's preparedness foundation to ensure 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, the SDUA will apply UASI funding 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 the 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 effectively allocate UASI funding.

The Strategy is a tool to integrate and guide the allocation of UASI grant funding to enhance coordination across often disparate authorities and resources necessary to achieve homeland security within the whole community.

SECTION 3

VISION

With support from the UASI program, the SDUA will operate as a unified multi-jurisdictional and multi-disciplinary partnership to support homeland security programs. 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 are intended to prevent acts of terrorism and/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 increased levels of standardization, interoperability, and inter-agency cooperation achieved in the SDUA since its initial development in 2003 under the UASI program.

3.1 The Whole Community and Equitable Approach

The SDUA's vision for homeland security and emergency preparedness is consistent with the "whole community" approach issued formally 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.¹ This approach also incorporates the concept of equity by reducing barriers and increasing opportunities so all people, including those from vulnerable and underserved populations, receive the services and resources they need to be prepared and secure.

There are three core principles guiding 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

¹ 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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work with the diversity of groups and organizations, and the policies and practices that 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 and UASI investments 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 soft targets, crowded places, 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

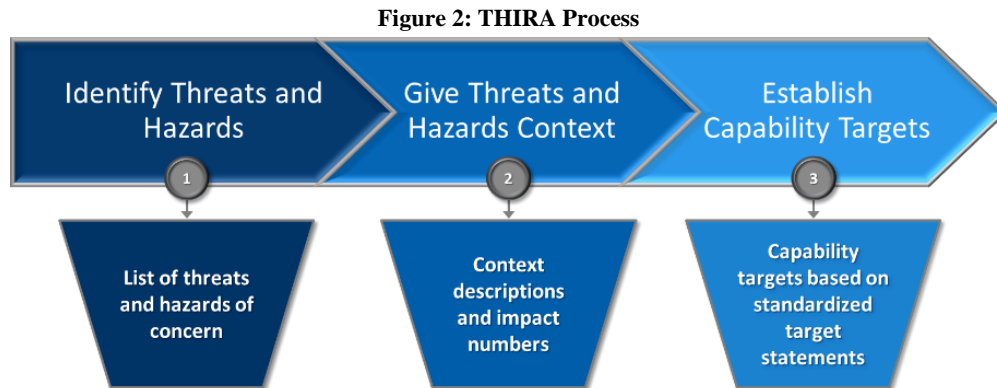
In 2015, DHS released the revised National Preparedness Goal (NPG). At the center of the NPG are the Core Capabilities. Core Capabilities are 32 capabilities necessary to prevent, protect against, mitigate, respond to, and recover from a wide range of threats and hazards based on the results of a national risk assessment conducted by DHS. **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 Threats, Hazards, and Assessing Capabilities

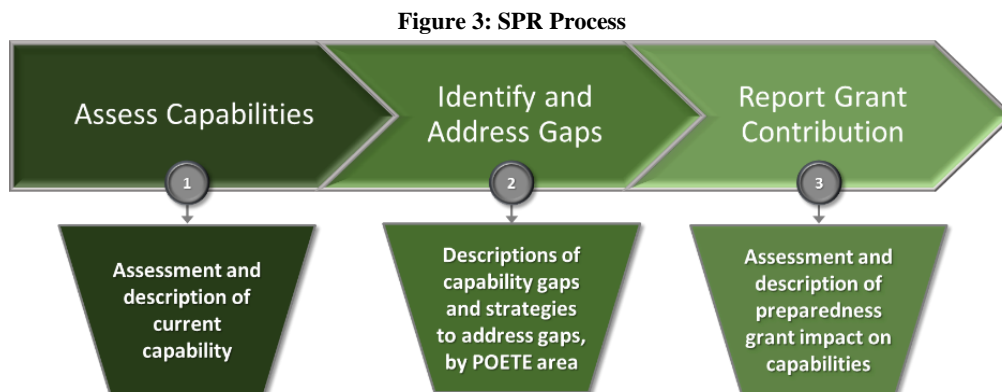
The HSGP requires every state and urban area to annually develop and submit to DHS/FEMA a Threat and Hazard Identification and Risk Assessment/Stakeholder Preparedness Review (THIRA/SPR). The THIRA process involves three major steps outlined in **Figure 2** below. This process is described in detail in FEMA’s Comprehensive Preparedness Guide 201, Threat Hazard Identification and Risk Assessment Guide, 3rd Edition, May 2018.



Pursuant to the THIRA, SDUA stakeholders have developed a series of eight detailed scenarios to help further drive planning and investing efforts. The eight THIRA scenario topics as of 2023 are listed below.

- Cyber Attack
- Earthquake
- Explosive Devices
- Radiological Dispersal Device
- Tsunami
- Utility Interruption
- Wildfire
- Pandemic

The THIRA capability targets are then used to conduct the SPR. The process for conducting the SPR is outlined in **Figure 3** below. **Appendix A** covers how the region can best approach conducting the SPR in the future.



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 with the UASI program over the coming years across the homeland security mission areas, based on the latest risk and capability levels identified in the region. Driving all of the goals and objectives is the need to develop regional capabilities through UASI investments that will benefit the whole community.

Driving all of the goals and objectives is the need to develop capabilities through UASI investments that will benefit the whole community.

In total, there are eight goals and 21 objectives. The goals and objectives are directed towards the next two to three 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 national and state UASI guidance, risk analysis, identified preparedness gaps, and sustainment priorities.

5.2 Formulating and Organizing the Goals and Objectives

The goals and objectives represent not only the priorities of the region, but also the region's implementation of state and national level UASI policy and priorities at the regional level. This includes the NPAs under the HSGP. As of 2023, there are six NPAs, however, the total number of NPAs and the specific priorities themselves are subject to change. For each NPA, DHS/FEMA requires a minimum funding amount (which may vary from one grant year to the next) as a percentage of each state or urban area's total grant award. NPA projects may undergo a special and heightened review by DHS/FEMA before each project is approved and funding is released. The current (as of FY 2023) NPAs are as follows.

- Enhancing information and intelligence sharing and analysis, and cooperation with federal agencies, including DHS
- Enhancing the protection of soft targets/crowded places
- Enhancing cybersecurity
- Combating domestic violent extremism
- Enhancing community preparedness and resilience
- Enhancing election security

Each goal in the *Strategy* is based on alignment with the national homeland security mission areas, the NPAs, and a goal or set of goals from the State of California Homeland Security Strategy. Each objective is aligned with a Core Capability or set of Core Capabilities from the NPG. The purpose of aligning each objective to a capability is to ensure the *Strategy* is designed around managing risk by enhancing capabilities through UASI investments and other activities.

5.3 Structuring the Goals and Objectives

Using the DHS capabilities-based planning model, each goal below is structured using a narrative introduction of the goal and its objective(s). Each objective includes an outcome statement, followed by a series of proposed implementation steps which are distributed among the elements of capability – planning organization, equipment, training, and exercises (POETE), as defined in **Table 2** below.

Table 2
Elements of Capability

Planning	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.
Organization	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.
Equipment	Major items of equipment, supplies, facilities, and systems that comply with relevant standards necessary to perform assigned missions and tasks.
Training	Content and methods of delivery that comply with training standards necessary to perform assigned missions and tasks.
Exercises	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 under each objective provide the 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 one million, and other communities as small as just over four thousand people. This dynamic means the needs and required capabilities in each of the eighteen 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

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outside the SDUA. To manage this complex risk environment, the goals, objectives, and implementation steps are centered on enhancing overall regional capability. Set forth below are the eight goals and 21 objectives under the *SDUA Homeland Security Strategy*.

GOAL 1	Mission Area(s)	National Priority Areas	State Strategy
STRENGTHEN THE REGIONAL RISK MANAGEMENT, PLANNING, AND EMERGENCY MANAGEMENT PROGRAMS	All	Not Applicable	Not Applicable

Goal 1 consists of three objectives that will drive UASI investments in the areas of planning, risk management, and operational coordination during emergencies and disasters. This will include developing emergency response plans, enhancing public information and warning capabilities, ensuring EOCs are equipped and integrated across the region, and enhancing and updating the THIRA/SPR process and overall maintenance of the *Strategy*, among other things.

As part of its efforts under Goal 1, 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 organizations 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 County of San Diego have developed and maintain robust capabilities for notification, alert, warning, and distribution of emergency public information.

The ability for the region to conduct coordinated operations for multi-agency and multi-jurisdictional incidents at the Emergency Operations Center (EOC), department operations center, and field levels based on effective emergency operations plans, and ICS is critical for effective emergency response. As part of its incident management system, the SDUA currently uses the Standardized Emergency Management System (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 FEMA going forward.

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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.

Planning

Implementation Steps

1.1-P1	Sustain and integrate emergency operations plans across the region.
1.1-P2	Sustain emergency management planning staff across the region.
1.1-P3	Update and enhance the region's approach to the THIRA/SPR.
1.1-P4	Maintain and update the <i>SDUA Strategy</i> .
1.1-P5	Continue to enhance multi-agency coordination group (MAC-G) planning across the region.

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.

Planning

Implementation Steps

1.2-P1	Increase the number of languages public information and warnings are developed in to ensure the whole community can understand them.
1.2-P2	Increase planning and coordination with military installations in the region on public information and warning.

Equipment

Implementation Steps

1.2-E1	Enhance and sustain equipment to issue public information and warnings across the region and ensure its interoperability to the extent possible.
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Training

Implementation Steps

1.2-T1	Conduct training on public information and warning for PIOs and other personnel.
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Exercises

Implementation Steps

1.2-Ex1	Conduct exercises to test and evaluate public information and warning capabilities across the region.
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Objective 1.3: Strengthen Operational Coordination Capabilities	
The SDUA has a fully integrated response system through a common framework of the SEMS, ICS, and Unified Command, including the use of 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.	
Planning	
Implementation Steps	
1.3-P1	Sustain and enhance job aids across EOCs and command posts.
Equipment	
Implementation Steps	
1.3-E1	Enhance and sustain EOC equipment and ensure its interoperability across EOCs in the region, including situational awareness tools, common operational picture tools, etc.
1.3-E2	Enhance and sustain equipment for incident command posts and incident commanders to manage major incidents.
Training	
Implementation Steps	
1.3-T1	Provide joint training on how EOCs and incident command posts interact, and organizational coordination across agencies in the region.
1.3-T2	Conduct training for smaller jurisdictions to enhance integration of a countywide emergency response system.
Exercises	
Implementation Steps	
1.3-Ex1	Conduct exercises to test EOC and command post management plans and procedures across all incident types, including those listed in the region's THIRA.

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GOAL 2	Mission Area(s)	National Priority Areas	State Strategy
ENHANCE INFORMATION COLLECTION, ANALYSIS, AND SHARING IN SUPPORT OF PUBLIC SAFETY OPERATIONS ACROSS THE REGION	Prevention Protection	Enhancing Information and Intelligence Sharing and Analysis Combating Domestic Violent Extremism Enhance Election Security	Goal 1 – Enhance Information Collection, Analysis, and Sharing in Support of Public Safety Operations Across California

Goal 2 seeks to enhance information collection, analysis and sharing, and includes combating domestic violent extremism and securing elections. The SDUA has a proven track record of fostering collaborative information sharing initiatives among local, state, and federal public safety agencies. This longstanding commitment is driven by strong governance, investments in cutting-edge technology, and strategic partnerships among multi-jurisdictional and multi-disciplinary stakeholders. Key to the success of information sharing in the SDUA has been the creation of the fusion center, known as the San Diego Law Enforcement Coordination Center (SD-LECC), and the Automated Regional Justice Information System (ARJIS).

The SD-LECC is an all crimes, all hazards fusion center and is an essential component in maintaining regional security, preparedness, and situational awareness. The SD-LECC is the DHS designated fusion center for the San Diego and Imperial County region and is part of the California State Threat Assessment System (STAS). The SD-LECC also serves as the High Drug Intensity Drug Trafficking Area Investigative Support Center (HIDTA) for San Diego and Imperial County. The SD-LECC enhances information sharing and analysis, threat recognition and prevention through the sustain coordination and collaboration with the FBI Joint Terrorism Task Forces (JTTFs), the HIDTA and FBI Field Intelligence Groups. The SD-LECC operates as a collaborative partnership among federal, state, and local public safety agencies focused on enhancing coordination, information sharing, regional preparedness, training, and investigative support/analysis for first responders and other public and private partners in the region.”

ARJIS, is a Joint Powers Agency that was created to facilitate information sharing through a secure law enforcement only network, standardized and geo-validated crime data, and the development of technologies and applications to support 4,500+ regional public safety personnel across the region. ARJIS ingests crime data from the eighteen cities in the SDUA through fifty data interfaces. The data is validated, standardized, and made available to over sixty local, state, tribal and federal agencies allowing seamless information sharing in real-time.

Additionally, local jurisdictions maintain crime analysis units which vary in size based on jurisdiction. The San Diego Crime and Intelligence Analysis Association includes members

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from these units who collaborate to share best practices and lessons learned. The SDUA will continue to support and facilitate effective and seamless sharing of critical information to enhance regional security and mitigate potential threats, including domestic violent extremism.

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.	
Planning	
Implementation Steps	
2.1-P1	Ensure the region develops and maintains data standards that enable the sharing of crime incident and statistical data among local and state agencies and the Department of Justice.
Organization	
Implementation Steps	
2.1-01	Sustain crime analysis, intelligence and information sharing personnel.
2.1-02	Support program analysts and technical staff in the collection and submission of intelligence information and terrorism incidents to federal agencies, including DHS and FBI as requested.
Equipment	
Implementation Steps	
2.1-E1	Continue to support local, state, and federal data sharing interfaces, networks, and systems.
2.1-E2	Sustain and implement crime analysis software, GIS and other mapping tools, and mobile device programs.
Training	
Implementation Steps	
2.1-T1	Provide terrorism intelligence analyst and TLO training.
2.1-T2	Provide regional crime analysis training.
2.1-T3	Provide training and awareness programs to help detect and prevent radicalization across the region.
Exercises	
Implementation Steps	
2.1-Ex1	Conduct exercises that test and evaluate information sharing and collaboration protocols and procedures.

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GOAL 3	Mission Area(s)	National Priority Areas	State Strategy
STRENGTHEN CAPABILITIES TO DETECT AND RESPOND TO THREATS FROM CBRNE MATERIALS AND WMD	Prevention Response	Enhancing the Protection of Soft Targets/Crowded Places Enhance Election Security	Goal 6 – Enhance Multi-Jurisdictional / Inter-Jurisdictional All-Hazards Incident Catastrophic Planning, Response, and Recovery Capabilities

Goal 3 focuses primarily on using UASI funds to build and sustain the capabilities of regional specialty teams and task forces to address weapons of mass destruction (WMD) and chemical biological, radiological, nuclear, and explosive (CBRNE) materials. These teams and task forces include, but are not limited to, the following.

- Urban Search and Rescue Team(s)
- Hazardous Incident Response Team(s)
- Public Safety Bomb Squad(s)
- 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, and others.

The SDUA has multiple search and rescue capabilities that it will seek to maintain and enhance under Goal 5. For urban search and rescue, the region will maintain its Type 1 task force (California Task Force 8) consisting of 70 technical rescue and incident management specialists. For maritime incidents, the region will sustain the San Diego Regional Aquatic Lifesaving Emergency Response Taskforce (SDR ALERT). The mission of SDR ALERT is, "to unify regional emergency services to meet current and future challenges in routine and catastrophic water borne emergencies."

The SDUA has historically allocated UASI funds to maintain and enhance the two public safety bomb squads in the region – the San Diego Fire-Rescue Department 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 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 improvised explosive devices (IEDs capable of containing up to 60,000 lbs. of explosive material), and CBRNE dispersal devices.

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To ensure the region has the capacity to respond to a WMD incident, the SDUA has historically utilized UASI funds to help 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-Rescue Department. The HIRT 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.

Finally, the threat of an improvised nuclear device and/or a radiological dispersal device, as outlined in the THIRA, has been recognized as a risk to the region. The SDUA has used UASI funding to build its framework outlined in the 2018 SDUA Preventive Radiological and Nuclear Detection (PRND) Program Strategy to effectively detect, interdict, assess, and respond to radiological and nuclear encounters in the region. To that end, the SDUA will explore radiological detection capabilities to find and interdict illicit materials before they are employed as a weapon. This entails operators in the field having the equipment, training, and technical support structure they need to help them quickly and successfully resolve radiation detection issues.

Objective 3.1: 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.	
Equipment	
Implementation Steps	
3.1-E1	Sustain and enhance search and rescue equipment for land, air, and water-based operations, including command vehicles for search and rescue teams to coordinate and monitor field personnel.
3.1-E2	Provide computer equipment and redundant communication platforms for search and rescue operations.
3.1-E3	Provide dive teams with deployable equipment to enable them to deploy faster and more effectively.
Training	
Implementation Steps	
3.1-T1	Provide joint inter-agency search and rescue training for land and water-based rescue operations.
Exercises	
Implementation Steps	
3.1-Ex1	Conduct search and rescue exercises to address land and water-based rescue operations.

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Objective 3.2: 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 includes ensuring public safety, safeguarding the officers on the scene, collecting and preserving evidence, protecting and preserving public and private property, and restoring public services.

Equipment

Implementation Steps

3.2-E1	Sustain and enhance bomb squad equipment at the Type 1 level.
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Training

Implementation Steps

3.2-T1	Deliver joint inter-agency coordinated training between the region's bomb squads and other first responders and specialty teams.
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3.2-T2	Maintain bomb squad accreditation and bomb tech certification through training.
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Exercises

Implementation Steps

3.2-Ex1	Conduct joint multi-jurisdictional and multi-agency explosive device response operations exercises.
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Objective 3.3: Enhance Environmental Response/Health and Safety through 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.

Equipment

Implementation Steps

3.3-E1	Sustain and enhance HIRT equipment.
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Training

Implementation Steps

3.3-T1	Provide WMD/CBRNE response training to the HIRT.
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3.3-T2	Provide training to law enforcement to operate in a CBRNE/WMD environment.
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Exercises

Implementation Steps

3.3-Ex1	Conduct a WMD/CBRNE exercise to address the specialized knowledge for dealing with radiological and nuclear incidents.
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Objective 3.4: 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.	
Planning	
Implementation Steps	
3.4-P1	Continue to review, revise, and implement regional PRND response plans and strategies.
Equipment	
Implementation Steps	
3.4-E1	Sustain PRND equipment for designated primary and secondary screeners in the region.
Training	
Implementation Steps	
3.4-T1	Provide PRND training to primary and secondary screeners.
Exercises	
Implementation Steps	
3.4-Ex1	Conduct regional PRND exercises.

GOAL 4	Mission Area(s)	National Priority Areas	State Strategy
STRENGTHEN COMMUNICATIONS CAPABILITIES	Response	Not Applicable	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.

Most of the jurisdictions in the region operate in the 800 MHz spectrum. The majority of these agencies operate on the San Diego County – Imperial County Regional Communications System (RCS), a voice network which provides a coordinated communications capability. This P25 800 MHz public safety trunked radio network provides voice communications coverage throughout the entire county. The RCS network provides access to conventional mutual aid / interoperability frequencies that can be used to communicate with non-member agencies when there is a need to coordinate information and / or operations. Many fire and support agencies also operate on 150 MHz (VHF High Band) spectrum to facilitate voice fire communications under the California Master Mutual Aid Agreement.

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The City of San Diego operates a separate P25 700 / 800 MHz public safety trunked radio network serving the City's fire and rescue, law enforcement, and emergency medical services voice communication operations. In addition, the City network supports the safety voice communications needs of the San Diego Unified School District, 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.

Military facilities within the region are served by UHF trunked networks. Non-military Federal agency and many State agency voice operations are typically in the VHF Lo-band (30 – 50 MHz), VHF Hi-band (150 – 174 MHz) and UHF (450 – 470 MHz) spectrum using conventional communications networks. Some Tribal safety communications are conducted on the RCS, while others operate in the VHF and UHF bands.

The SDUA has established varying levels of interoperability among the voice communication networks. For example, the San Diego Urban Area Tactical Interoperable Communications (TICP) has been developed and is maintained by the Interoperable Communications Committee. The TICP documents the interoperable communications resources available within the region, including which agency controls each resource, and what rules of use or operational procedures exist for the activation and deactivation of each resource.

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.	
Planning	
Implementation Steps	
4.1-P1	Review, and update as needed, all related plans, documents, and tools, i.e., the Tactical Interoperable Communications Plan-TICP, the Tactical Interoperable Communications Field Operations Guide-TICFOG, and the DHS Communications Asset and Survey Mapping tool, following a comprehensive assessment of all SDUA interoperable capabilities and an inventory of deployable assets.
4.1-P2	Incorporate into plans the integration and use of new communications technologies and systems. This includes technology and systems like FirstNet and the state's new radio system, the California Radio Interoperable System.
Equipment	
Implementation Steps	
4.1-E1	Enhance digital media streaming capabilities such as live streaming 9-1-1 calls directly to officers in the field, and the ability to share aerial video, real-time CAD data, and security camera footage with responding partners in real-time across agencies.

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4.1-E2	Link the current P25 radio system through P25 Inter-RF Subsystem Interface (ISSI) and Console Subsystem Interface (CSSI) to enhance interoperability and communications for all radio users, especially between the RCS and the San Diego City radio systems.
4.1-E3	Continue to drive the development of MESH radio networks for passing data such as video, sensor systems (including cameras and radar), and other situational awareness tools to support EOC operations and to create more redundant systems and to increase situational awareness across agencies.
4.1-E4	Build and sustain CAD to CAD information sharing systems across the region.
4.1-E5	Sustain regional radio console systems for emergency backup centers.
4.1-E6	Sustain regional video teleconference systems.
4.1-E7	Sustain regional satellite communication trailers.
Training	
Implementation Steps	
4.1-T1	Provide managerial cross-divisional baseline training across all PSAPs to provide knowledge about the capabilities and equipment available.
4.1-T2	Conduct training for intermediate and/or advanced-level communications interoperability concepts, incident communications planning, and the communications unit functions within the ICS framework.
Exercises	
Implementation Steps	
4.1-Ex1	Conduct regional exercise to test communication system failures and potential workarounds.

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GOAL 5	Mission Area(s)	National Priority Areas	State Strategy
PROTECT CRITICAL INFRASTRUCTURE, SOFT TARGETS, AND CROWDED PLACES FROM ALL THREATS AND HAZARDS	Prevention Protection	Enhancing the Protection of Soft Targets/Crowded Places Enhance Election Security	Goal 2 – Protect Critical Infrastructure and Key Resources from All Threats and Hazards

Goal 5 and its four objectives are focused on the protection of critical infrastructure across the SDUA. This includes enhancing the protection of soft targets and crowded places, and protecting the election infrastructure used across the region. The overall effort to protect critical infrastructure is a public and a 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 effectively integrate and coordinate the roles of the public and private sectors, the SDUA has historically utilized UASI funding to coordinate the identification and prioritization of critical infrastructure. This effort also enhances first responder teams and resources to protect against threats and acts of terrorism. These teams and personnel, such as law enforcement tactical teams, mobile field force units, and counterterrorism and criminal investigators, play a crucial role in safeguarding critical infrastructure.

Within the SDUA, the Critical Infrastructure Protection (CIP) Unit of the SD LECC offers vital support to enhance critical infrastructure protection efforts. Through virtual walkthroughs and vulnerability assessments, the CIP Unit strengthens the resiliency of critical infrastructure. Collaborating with DHS, CalOES, and local partners further ensures effective protection and enhancement of the region's infrastructure. Additionally, the SD LECC's Private Sector Programs group works closely with FBI San Diego and InfraGard San Diego, to enhance situational awareness of current and emerging threats and empowers stakeholders to implement best practices within their organizations and facilities.

To maintain order and protect civil liberties during protests and large gatherings, the SDUA has established a mutual aid response mobile field force. This regionally organized, trained, and equipped group of officers can be deployed anywhere in the region to support incident management operations. Currently, the City of San Diego and the San Diego Sheriff's Department each maintains a mobile field force that meets the region's requirements. Additionally, the SDUA supports ten law enforcement tactical teams operating in the region, with six Tier 1 and four Tier 2 teams under the National Tactical Officers Association standards, highlighting the commitment to enhancing coordination for complex incidents through joint training and exercises. The region aims to prioritize capabilities and needs to maximize its response capability despite limited resources.

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Objective 5.1: 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.	
Planning	
Implementation Steps	
5.1-P1	Develop plans to ensure the integration of physical protection of security equipment deployed across the region.
Equipment	
Implementation Steps	
5.1-E1	Acquire and sustain, as needed, critical infrastructure protection equipment, including lighting, fencing, cameras, anti-terrorism mobile barriers, trailers, haulers, and mobile pedestrian barriers, etc.
5.1-E2	Sustain the regional critical infrastructure database and vulnerability assessments.
5.1-E3	Protect voting and other election related sites with physical security equipment.
Training	
Implementation Steps	
5.1-T1	Provide critical infrastructure protection training to regional stakeholders, e.g., IS-860.a, or IS-821, etc.
Exercises	
Implementation Steps	
5.1-Ex1	Include utilities in regional exercises that address infrastructure protection.

Objective 5.2: Strengthen Law Enforcement Investigation and Attribution Capabilities	
The SDUA law enforcement community can ensure that suspects involved in criminal activities related to homeland security and threats to critical infrastructure are successfully detected, identified, and investigated.	
Implementation Steps	
Equipment	
Implementation Steps	
5.2-E1	Sustain and enhance crime scene investigative and storage equipment and other forensics tools for evidence collection and analysis.
Training	
Implementation Steps	
5.2-T1	Conduct threat recognition and response training for law enforcement investigators and analysts.
5.2-T2	Attend law enforcement training conferences to enhance knowledge and understanding of different threats facing the region.

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Objective 5.3: 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.	
Planning	
Implementation Steps	
5.3-P1	Update local and regional response plans to address command and control issues in emergency public safety and security response operations.
Equipment	
Implementation Steps	
5.3-E1	Sustain mobile field force equipment, such as vehicles, cameras, personal protective equipment, etc., for incident response.
Training	
Implementation Steps	
5.3-T1	Provide officer safety and field tactics and extrication training.
5.3-T2	Attend training conferences on school safety and security.
5.3-T3	Provide joint law enforcement, fire, and EMS training, consistent with NIMS/SEMS/ICS, to manage large-scale responses involving multiple jurisdictions during a civil disturbance or riot.

Objective 5.4: 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.	
Equipment	
Implementation Steps	
5.4-E1	Sustain vehicles for SWAT teams to help manage potential critical incidents, and equipment for smaller agencies to enhance their capabilities and interoperability with larger law enforcement agencies in the region.
5.4-E2	Sustain SWAT team equipment, including breaching equipment, drones, thermal imaging devices, etc.
Training	
Implementation Steps	
5.4-T1	Provide joint training across different SWAT teams in the region and with fire and EMS to include training on new equipment, and integration of tactical medics into tactical law enforcement response operations.
5.4-T2	Sustain and deliver joint inter-agency SWAT team training.

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Exercises	
Implementation Steps	
5.4-Ex1	Conduct joint/integrated SWAT, law enforcement, fire, and EMS exercises to address active shooter and complex coordinated terrorist attack scenarios.

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GOAL 6	Mission Area(s)	National Priority Areas	State Strategy
STRENGTHEN SECURITY AND PREPAREDNESS ACROSS CYBERSPACE	Protection	Enhancing Cybersecurity Combating Domestic Violent Extremism Enhance Election Security	Goal 3 – Strengthen Security And Preparedness Across Cyberspace

As reflected under Goal 6 and its objective, the SDUA recognizes that cyberspace is a permanent fixture in society, the importance of which will only expand 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.

For cybersecurity, the SDUA will use UASI funds to build regional resources to integrate capabilities to the extent possible. This includes the need for clear roles and responsibilities for cybersecurity in the region to be defined and documented, and a need to review relationships between each local organization's IT equipment, including firewalls, intrusion detection systems, and antivirus software. Local agencies must also keep systems up to date and document device inventories and the latest security patches and updates.

Efforts to continue to improve cybersecurity across the SDUA through the UASI program will focus on awareness, especially threat awareness for end users. 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 experts must rapidly adopt security measures in the face of emerging threats. To support such efforts, local chief information officers and chief information security officers require ongoing training and equipment for their staff and their agencies. Exercises to test and integrate local plans and integrate private sector efforts with the region in cybersecurity must also be addressed.

Objective 6.1: 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, 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.	
Planning	
Implementation Steps	
6.1-P1	Conduct a region-wide risk and vulnerability assessment for critical interconnected systems and networks.
6.1-P2	Conduct an in-depth cyber capability assessment across the region.

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6.1-P3	Develop a regional cyber security/preparedness strategy.
6.1-P4	Develop an Operational Area cyber incident response plan or annex to the County EOP.
Organization	
Implementation Steps	
6.1-O1	Develop a cyber security/preparedness working group or equivalent organization to manage the region's cyber security/preparedness program.
6.1-O2	Sustain cybersecurity analysts, investigators, and other related personnel to collect, analyze and share cyber related threats and other information.
Equipment	
Implementation Steps	
6.1-E1	Update and sustain law enforcement information sharing networks and gov cloud transitions.
6.1-E2	Acquire and sustain equipment needed to encrypt, back-up, and overall protect software, systems, and networks across the region's jurisdictions.
Training	
Implementation Steps	
6.1-T1	Review and update cybersecurity training in the regional multi-year training and exercise plan to reflect changes in the threat landscape.
6.1-T2	Provide cybersecurity training to daily end users and cybersecurity professionals across the region.
Exercises	
Implementation Steps	
6.1-Ex1	Conduct exercises to test and evaluate regional and local cybersecurity plans, policies, and procedures.

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GOAL 7	Mission Area(s)	National Priority Areas	State Strategy
ENHANCE COMMUNITY PREPAREDNESS, RESILIENCE, AND RECOVERY CAPABILITIES	Response	Enhancing Community Preparedness and Resilience	Goal 5 – Enhance Community Preparedness
	Mitigation		
	Recovery		Goal 7 – Improve Medical and Health Capabilities Goal 8 – Enhance Incident Recovery Capabilities

The community preparedness, resiliency, and recovery goal is a new addition to the *Strategy* and blends traditional community preparedness with public health and medical preparedness and long-term community recovery. While the use of UASI funding in these areas has traditionally been limited in the region, there has been and will likely continue to be a need for support across these areas in the future.

Health and medical preparedness are fundamental components of homeland security. This fact is evidenced by the 2001 anthrax attacks, the outbreak of Severe Acute Respiratory Syndrome in 2003, the 2009 H1N1 influenza outbreak, the 2017 outbreak of hepatitis A across the SDUA, and of course the COVID-19 pandemic. Given such risks, the SDUA must ensure its medical and public health and emergency response infrastructure can protect against, respond to, and recover from such incidents.

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. For mass fatality issues, ensuring the Medical Examiner has the capacity to fulfill that responsibility will be the primary emphasis for the region.

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 addressing mass care and shelter is the American Red Cross (ARC) San Diego Chapter, which can respond with its own resources for 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.

During an incident, 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 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

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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.

Finally, recovery operations typically begin concurrently with or shortly after commencement of response operations. Implementing and sustaining the OA Recovery Plan is at the center of the region's focus for recovery issues under Goal 7. This includes the coordinated gathering and evaluation of damage assessment information; accurate estimation of the financial value of losses and recovery costs; engagement of the whole community regarding impacts, needs, and resources; the quick application for state and federal disaster relief funds if needed; timely restoration of community services and infrastructure to pre-disaster condition; and implementation of cost effective and practicable mitigation measures.

Objective 7.1: Strengthen Medical and Health Preparedness	
The SDUA's medical and health organizations can provide lifesaving medical treatment via services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected, including appropriate medical countermeasures (such as vaccines, antiviral drugs, antibiotics, antitoxin, etc.) in support of treatment or prophylaxis (oral or vaccination) to the identified population impacted by an incident.	
Planning	
Implementation Steps	
7.1-P1	Evaluate the Emergency Medical Care Committee and its' subcommittees to determine if appropriate stakeholders are represented and to determine whether workflow through these committees is efficient and transparent.
7.1-P2	Establish Points of Distribution (PODs), including a process design and mapping of POD sites, as well as designing a plan to extend beyond Public Health Networks dispensing medication to include all responders that may have a role in the POD process.
Equipment	
Implementation Steps	
7.1-E1	Acquire and sustain field treatment site equipment and a mass casualty incident trailer.
7.1-E2	Acquire and sustain pre-staged equipment at hospitals to facilitate more expedient off-loading of patients in a crisis/incident.
7.1-E3	Update hospital patient tracking platform that ties into County EMS systems for help during medical surge.
Training	
Implementation Steps	
7.1-T1	Provide training on responder health and safety throughout all levels of the system from the field level to the EOC, including providing intermediate care for patients who may not be in critical condition.
7.1-T2	Conduct joint inter-agency medical countermeasures training.
7.1-T3	Deliver tactical medical tech training.

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7.1-T4	Attend fire and EMS training conferences.
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Objective 7.2: 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.

Planning

Implementation Steps

7.2-P1	Review, and update if needed, the region's Mass Fatality Plan.
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Equipment

Implementation Steps

7.2-E1	Acquire highly infectious disease mitigation equipment for the Medical Examiner's Office.
7.2-E2	Acquire equipment to rapidly process numerous fatalities.

Training

Implementation Steps

7.2-T1	Provide cross-training within the Medical Examiner's Office and among staff used for supplementation from outside agencies.
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Exercises

Implementation Steps

7.2-Ex1	Conduct multi-agency exercises to test and evaluate mass fatality management in the region.
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Objective 7.3: Enhance Economic and Community Recovery and Resiliency

Across the SDUA, economic impacts are estimated, priorities are set for recovery activities, business disruptions are minimized, individuals and families are provided with appropriate levels and types of relief with minimal delay, and volunteers and donations within the SDUA are organized and managed throughout the duration of an incident. 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.

Planning

Implementation Steps

7.3-P1	Review, and update as needed, the County or OA level recovery plans to keep current given the increase in frequency, type, and severity of disasters impacting the region.
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Training

Implementation Steps

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7.3-T1	Provide educational training for emergency management staff and others to better understand how to engage in recovery planning.
7.3-T2	Conduct training on the Donations Management Plan.
Exercises	
Implementation Steps	
7.3-Ex1	Include a recovery component to regional exercises, including testing and evaluating donations and volunteer management.

Objective 7.4: 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.	
Planning	
Implementation Steps	
7.4-P1	Develop local transportation plans for disasters and incident management.
7.4-P2	Develop pre-agreements with local transportation entities for emergency use during disasters.
Equipment	
Implementation Steps	
7.4-E1	Ensure adequate transportation vehicles for those entities conducting mass evacuations and for deployments of emergency responders.
Training	
Implementation Steps	
7.4-T1	Conduct awareness training to help stakeholders understand the processes, plans and assets that exist in the region to support critical transportation during disasters.
7.4-T2	Include training to promote an understanding of the transportation needs of individuals and animals during an evacuation.
Exercises	
Implementation Steps	
7.4-Ex1	Exercise the countywide transportation plan, and include the transportation needs of individuals and animals during an evacuation.

Objective 7.5: 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.	
Planning	
Implementation Steps	

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7.5-P1	Assist local jurisdictions in developing their own sheltering capabilities to supplement the ARC and other non-governmental organizations (NGOs) and their capabilities.
7.5-P2	Pre-plan and pre-identify ARC and other NGO shelter locations available for use to set up shelter operations.
7.5-P3	Assess where the vulnerable populations are within the region that will need care and shelter following a disaster.
Equipment	
Implementation Steps	
7.5-E1	Ensure adequate Americans with Disabilities Act compliant equipment for shelters is in place.
Training	
Implementation Steps	
7.5-T1	Provide cross-agency/cross-jurisdictional training on mass care and sheltering.

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GOAL 8	Mission Area(s)	Capabilities	State Strategy
STRENGTHEN TRAINING, EXERCISE, AND EVALUATION PROGRAMS	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* goals, objectives, and associated implementation steps.

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, allocation of UASI funding for training and exercises will be driven by goals one through seven and the region's integrated preparedness plan (IPP), formally known as the multi-year training and exercise plan. The region's IPP is a companion document to the *Strategy* and provides a training and exercise roadmap for the SDUA to follow in accomplishing the priorities described in the *Strategy*. Included in the IPP is the training and exercise schedule, which includes graphic illustrations of the proposed activities scheduled for future years.

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, 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 to implement the lessons.

Objective 8.1: Strengthen Regional Training Programs	
The SDUA has a multi-disciplinary, multi-jurisdictional training program that enhances priority capabilities needed to mitigate the region’s most pressing homeland security-based risks.	
Planning	
Implementation Steps	
8.1-P1	Update the SDUA IPP.

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, tabletop, 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

The *Strategy* can only be accomplished through a network of cooperative relationships, collaboration, and community involvement across the region. The SD OES UASI Program Manager will serve as the executive agent for the UASI grant. This position will also provide day-to-day management of the *Strategy*, ensuring that it is updated as needed. This will be done through the development of investment justifications and periodic reporting.

A core focus of the *Strategy* is for the region to maintain the capabilities it has built over the years using UASI and other funds. Maintaining capabilities does not necessarily mean the region will fund the exact same projects at the exact same level each grant cycle. Some capabilities may require annual funding for sustainment, whereas others may not. When developing UASI projects, the SDUA will use a collaborative allocation process that will be explained and shared with all of the region's grant sub-recipients at various meetings. These may include grant program award roll out meetings, UAWG meetings, and other regionwide meetings. Each UASI sub-recipient or potential subrecipient's prospective project will then be subject to the following process.

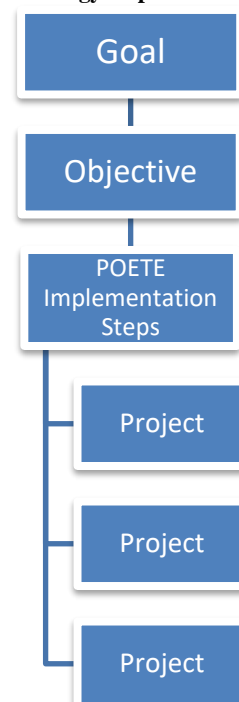
6.2 Strategy Implementation Process

The overall implementation process is highlighted in **Figure 4** 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 includes 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 detail of a POETE implementation step for each objective varies from objective to objective, or even within a single objective, depending on the amount of detailed data available from risk and capabilities assessments.

Given the limited resources available, the region is *not required* to generate projects for each implementation step in a given grant or funding cycle. Nor do the implementation steps prohibit the submission of projects that may fall outside of those steps. Rather, the region's

Figure 4: Strategy Implementation Process



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policy leadership must prioritize projects based on this *Strategy*, the latest federal and state guidance, available resources, and the latest risk and capability data.

6.3.1 National Priority Areas

Beginning in FY 2020, DHS/FEMA made significant updates in UASI program priorities. These updates included the creation of NPAs and a required percentage funding allocation to each of the priorities and an overall funding percentage for all NPAs. Failure to propose adequate projects to address the required allocation to each priority could result in a reduced federal award or at least a federal hold on available funding.

While the number, type, and minimum spend per each NPA has shifted from one year to the next, since FY 2020 through FY 2023, DHS/FEMA has required one or more of the following NPAs.

- Enhancing the protection of soft targets/crowded places
- Enhancing information and intelligence sharing and cooperation with federal agencies, including the Department of Homeland Security
- Combating domestic violent extremism
- Enhancing community preparedness and resilience
- Enhancing cybersecurity
- Enhancing election security
- Addressing emergent threats

For each grant cycle, SD OES will ensure the region meets the ever-shifting NPA requirements and will strive to link existing regional priorities with the NPAs with minimal disruption to how the region allocates its UASI funding. The region will also strive to limit the number of projects that are in excess of the minimum mandatory funding amount required for each NPA. While some cushion slightly above the minimum mandatory funding may be necessary to account for lower-than-expected project costs across various projects, there is little benefit, only additional scrutiny, that will be applied to excess projects placed in an NPA.

6.3.2 Investment Justifications

The 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. 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.

6.3.3 Strategy Implementation and Grant Guidance

At the direction of the UDC and the UAWG, for each fiscal year, SD OES will develop specific UASI grant guidance for the region to follow during each UASI investment justification cycle. This will include planning timelines, requirements, priorities for implementing the *Strategy*

SDUA Homeland Security Strategy

for that year, and other materials and policies, as necessary. The region will strive to ensure that each UASI project has a nexus to terrorism preparedness, even if it will also address natural hazards preparedness. For that reason, this *Strategy* only addresses projects, items, and issues that could have a nexus to terrorism, and excludes those items that have no nexus to terrorism.

6.3.4 Project Template

For the UASI grant cycle, and as part of the implementation guidance, SD 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 and objectives and explain the regional benefit each project will provide.

6.3.5 Projecting Development and Vetting

The *Strategy* goal leads will conduct the initial review of projects under their respective goal. Following the initial review, projects from each goal will be presented to the UASI Advisory Group, which will review, score, and rank those projects. The UASI Advisory Group will then make funding recommendations to the UAWG, which will make all final funding decisions.

**Appendix A
Strategy and Methodologies for Conducting the SPR**

The Stakeholder Preparedness Review (SPR) is a self-assessment of a state or urban area's current capability levels against the targets identified in the Threat and Hazard Identification and Risk Assessment (THIRA). Using the targets from the THIRA, jurisdictions identify gaps in planning, organization, equipment, training, and exercises, and indicate their intended approaches to address those gaps while also maintaining their current capabilities. They also address current capability relative to the THIRA target and how that capability changed over the last year, including capabilities lost, sustained, and built. Distinct from the target assessment, jurisdictions identify capability gaps or needs under each Core Capability's functional areas. This guidance addresses how the SDUA can manage an assessment of those functional areas to derive the greatest benefit from the SPR process.

Every two to three years, starting in 2024, the SDUA may conduct a functional area capability assessment for all or at least a subset of priority Core Capabilities. A potential subset of Core Capabilities would be those that directly link to an objective in the *Strategy*. This is set out below. The goal is to go beyond the quantitative target assessment in the SPR and better understand the root causes of gaps and sustainment needs across capability functional areas. This extra effort is not required every year and may be done every two to three years.

Core Capability and SDUA Objective Crosswalk

Core Capabilities	Corresponding Objective
Planning Risk and Disaster Resilience Assessment Threats and Hazards Identification	Objective 1.1
Public Information and Warning	Objective 1.2
Operational Coordination	Objective 1.3
Intelligence and Information Sharing	Objective 2.1
Mass Search and Rescue	Objective 3.1
On-Scene Security, Protection, and Law Enforcement	Objective 3.2 Objective 5.3
Environmental Response/Health and Safety	Objective 3.3
Screening, Search, and Detection	Objective 3.4
Operational Communications	Objective 4.1
Risk Management for Protection Programs and Activities	Objective 5.1
Forensics and Attribution	Objective 5.2
Interdiction and Disruption	Objective 5.4
Cybersecurity	Objective 6.1
Public Health, Healthcare, and Emergency Medical Services	Objective 7.1
Fatality Management Services	Objective 7.2
Economic Recovery Community Resilience	Objective 7.3
Critical Transportation	Objective 7.4
Mass Care Services	Objective 7.5

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The proposed assessment may be conducted using a digital platform such as Microsoft Forms, fillable PDF, Excel spreadsheet, or other tools the region chooses. In addition, workshops for sets of Core Capabilities may be conducted to discuss and review the results. The following sets out the major steps required to conduct the assessment.

Step 1: Determine the assessment scope, i.e., number of Core Capabilities, and methodology, i.e., simple, or extended assessment (see samples below).

Step 2: Develop assessment methodology and tools (digital forms, worksheets, fillable PDF, etc.).

Step 3: Hold a virtual meeting to review the assessment process and expectations with SMEs, and stakeholders.

Step 4: Release the assessment tool to be filled out by SMEs, and stakeholders.

Step 5: Intake the assessment results and develop a gap analysis report that includes quantitative and qualitative responses, i.e., number of gaps identified in an area and the explanations provided for those gaps.

Step 6: Conduct a briefing for stakeholders on the gap analysis results for review and validation.

Step 7: Take final gap analysis results and upload to the SPR into the functional area gap section of FEMA's Unified Reporting Tool for the SPR.

Option 1: Sample Assessment Structure

The following is a sample assessment structure the region could implement when conducting the functional area assessment. Option 1 is a more simplistic approach that asks what, if any, gaps or needs in a functional area there are and to then explain those gaps and needs. For this example, objective 1.1 is used along with the three Core Capabilities that are linked to that objective.

Objective 1.1: 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.

Planning Core Capability

Core Capability Functional Area	Gap or Need	If Yes, Describe Gap or Sustainment Needs
Continuity Planning	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Evaluating and Updating Plans	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Including Individuals with Disabilities or Access/Functional Needs	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Incorporating Risk Analyses	<input type="checkbox"/> Yes <input type="checkbox"/> No	

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Core Capability Functional Area	Gap or Need	If Yes, Describe Gap or Sustainment Needs
Integrating Different Plans	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Operational Planning	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Pre-Incident Planning	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Strategic Planning	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Whole Community Involvement and Coordination	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Risk and Disaster Resilience Assessment Core Capability

Core Capability Functional Area	Gap or Need	If Yes, Describe Gap or Sustainment Needs
Modeling and Analysis	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Obtaining and Sharing Data	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Education and Training	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Threats and Hazards Identification Core Capability

Core Capability Functional Area	Gap or Need	If Yes, Describe Gap or Sustainment Needs
Data Collection and Sharing	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Estimating Frequency and Magnitude	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Modeling and Analysis	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Stakeholder Collaboration/Coordination	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Option 2: Sample Assessment Structure

The following sample assessment structure for the region is more detailed and requires respondents to address each functional area by POETE element. In this case, for example, respondents will determine if equipment is needed to conduct continuity planning, or training on how to incorporate risk analyses into planning activities, or operational plans under the planning POETE solution area, etc. Respondents would then describe the gaps and needs by POETE area.

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.

Planning Core Capability

Core Capability Functional Area	In which of the following areas does your organization have a capability gap or need? Check as many that apply.	For each POETE area where you listed a gap or need, explain what those gaps and needs are.
Continuity Planning	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:
Evaluating and Updating Plans	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:
Including Individuals with Disabilities or Access/Functional Needs	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:
Incorporating Risk Analyses	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training	Planning:
		Organization
		Equipment:
		Training:

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Core Capability Functional Area	In which of the following areas does your organization have a capability gap or need? Check as many that apply.	For each POETE area where you listed a gap or need, explain what those gaps and needs are.
	<input type="checkbox"/> Exercises <input type="checkbox"/> None	Exercises:
Integrating Different Plans	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:
Operational Planning	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:
Pre-Incident Planning	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:
Strategic Planning	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:
Whole Community Involvement and Coordination	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:

Risk and Disaster Resilience Assessment Core Capability

Core Capability Functional Area	In which of the following areas does your organization have a capability gap or need? Check as many that apply.	For each POETE area where you listed a gap or need, explain what those gaps and needs are.
Modeling and Analysis	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:
Obtaining and Sharing Data	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:
Education and Training	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:

Threats and Hazards Identification Core Capability


Core Capability Functional Area	In which of the following areas does your organization have a capability gap or need? Check as many that apply.	For each POETE area where you listed a gap or need, explain what those gaps and needs are.
Data Collection and Sharing	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:
Estimating Frequency and Magnitude	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:

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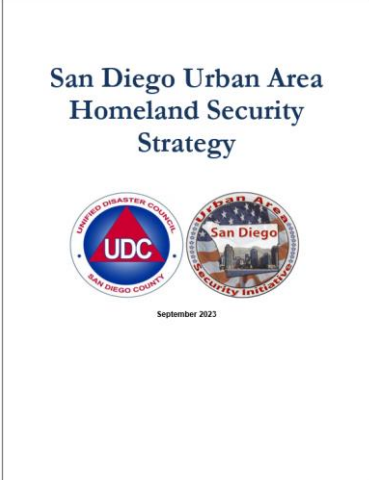
Modeling and Analysis	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:
Stakeholder Collaboration/Coordination	<input type="checkbox"/> Planning <input type="checkbox"/> Organization <input type="checkbox"/> Equipment <input type="checkbox"/> Training <input type="checkbox"/> Exercises <input type="checkbox"/> None	Planning:
		Organization
		Equipment:
		Training:
		Exercises:



1

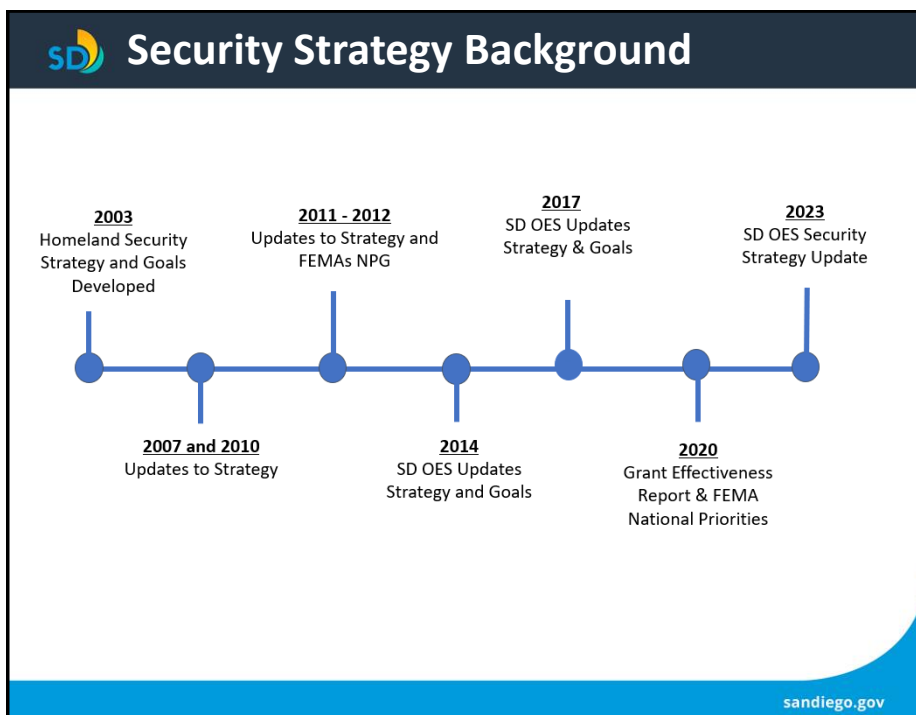
 **SDUA Homeland Security Strategy**

- The San Diego Urban Area (SDUA) Homeland Security Strategy serves as the region's framework for the Urban Area Security Initiative (UASI) Grant Program
- The *Strategy* outlines the SDUAs vision, mission, goals, and objectives for UASI
- Aligns with the Homeland Security Grant Program (HSGP), California Homeland Security Strategy, and FEMAs National Preparedness Goal



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SD 2023 Strategy Overview

- City of San Diego Office of Emergency Services (SD OES) launched project in March 2023
- Multi-phase project which included a review of past, present, and future capabilities:
 - UASI Investment Assessment
 - Analysis of FEMAs homeland security-based risk data
 - Regional Capability Gap Assessment
 - Development of new goals
 - Review of participating UASI committees

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Thanks for Participating!

Automated Regional Justice Information System	Oceanside Fire Department	San Diego County Hazardous Incident Response Team
California Highway Patrol	Oceanside Police Department	San Diego County Medical Examiner
CSU San Marcos Police Department	Port of San Diego	San Diego County Office of Emergency Services
Carlsbad Emergency Services	San Diego County Chiefs' and Sheriff's Association	San Diego County Public Health Preparedness and Response
Carlsbad Fire Department	San Diego Department of Information Technology	San Diego County Sheriff's Department
Carlsbad Information Technology Department	San Diego Fire-Rescue Department	San Marcos Fire Department
Carlsbad Police Department	San Diego Harbor Police	University of California San Diego
Chula Vista Fire Department	San Diego Law Enforcement Coordination Center	
Chula Vista Police Department	San Diego Police Department	
Coronado Fire Department	San Diego Office of Emergency Services	
Encinitas Fire Department		

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Strategy Investment Assessment

- Reviewed prior UAWG allocations, exercise & incident after action reports, previous strategies, grant reports, & DHS threat/risk data
- 2014 to 2023 funding allocation across the goals has been largely consistent
 - Differences in allocations can be due to changes in goals and objectives, federal allocation requirements, FEMA National Priorities, & shifting local priorities

SDUA Homeland Security Goal	2017 Review	2020 Review	2023 Review
Goal 1: Strengthen Regional Risk Management, Planning and Emergency Management Programs	23%	28%	18%
Goal 2: Enhance Information Analysis and Infrastructure Protection Capabilities	22%	19%	27%
Goal 3: Strengthen Capabilities to Meet Threats from CBRNE Materials and WMD, and to Effectively Implement All Hazards Response	21%	19%	25%
Goal 4: Strengthen Communications Capabilities	29%	29%	27%
Goal 5: Enhance Medical and Public Health Preparedness	.80%	.18%	.05%
Goal 6: Enhance Recovery Capabilities	1%	2%	0%
Goal 7: Increase Community Preparedness and Mass Care	1.6%	1.3%	1.4%
Goal 8: Strengthen Training, Exercise, and Evaluation Programs	1.8%	1.4%	1.5%

**Trainings were incorporated into goals 1- 7. Goal 8 includes UASI Regional Training Manager and MYTEP*

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Capability Assessment

- SD OES developed capability assessment surveys to capture regional needs
- Surveys distributed to multiple jurisdictions and disciplines - 80+ respondents
- Questions intended to measure the regions gaps and changes since the previous strategy

SDUA Strategy Goal	Number of Responses	Law Enforcement	Fire Service	Emergency Management	Health Medical	Information Technology
Goal 1: Strengthen Regional Risk Management, Planning and Emergency Management Programs	20	11	4	5	0	0
Goal 2: Enhance Information Analysis and Infrastructure Protection Capabilities	15	9	2	0	0	4
Goal 3: Strengthen Capabilities to Meet Threats from CBRNE Materials and WMD, and to Effectively Implement All Hazards Response	15	11	4	0	0	0
Goal 4: Strengthen Communications Capabilities	8	7	0	1	0	0
Goal 5: Enhance Medical and Public Health Preparedness	6	3	1	0	2	0
Goal 6: Enhance Recovery Capabilities	8	4	2	2	0	0
Goal 7: Increase Community Preparedness and Mass Care	9	5	1	3	0	0

Goal 8: Training was addressed in individual surveys for each goal

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Stakeholder Engagement

- Goals & Objectives Workshop
 - Approx. 40 stakeholders attended
 - Reviewed capability survey results and investment assessment
 - Drafted new potential goals
- Interviews conducted with UAWG members, RTP participants, Goal Leads and other UASI stakeholders
- Met with a small group of key stakeholders from EM, LE, and Fire to discuss vetting and review process
- Draft distributed in August
 - Feedback incorporated – final distributed 8/30/2023

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Significant Updates to the Strategy

- Included Threat and Hazard Identification Risk Assessment (THIRA) & Stakeholder Preparedness (SPR) guidelines
 - THIRA and SPR updates planned for 2024
- Updated vetting process
- Updated existing goals to better align objectives
- Developed new goals based on local, state, and federal priorities
 - Included example projects to assist applicants in identifying which goal their projects align with
 - Included current FEMA national priorities
- Identified potential changes to the training allocation process



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Previous Goals	Updated 2023 Goals
Goal 1: Strengthen the Regional Risk Management, Planning, & Emergency Management Programs	Goal 1: Strengthen the Regional Risk Management, Planning, & Emergency Management Programs
Goal 2: Enhance Information Analysis, Infrastructure, Protection, & Cybersecurity Capabilities	Goal 2: Enhance Information Collection, Analysis, & Sharing in Support of Public Safety Operations Across the Region
Goal 3: Strengthen Capabilities to Detect Threats from CBRNE Materials & WMD, & to Effectively Implement All Hazards Response	Goal 3: Strengthen Capabilities to Detect Threats from CBRNE Materials & WMD
Goal 4: Strengthen Communications Capabilities	Goal 4: Strengthen Communications Capabilities
Goal 5: Increase Medical & Health Preparedness	Goal 5: Protect Critical Infrastructure, Soft Targets, and Crowded Places From All Threats and Hazards
Goal 6: Enhance Recovery Capabilities	Goal 6: Strengthen Security and Preparedness Across Cyberspace
Goal 7: Increase Community Preparedness & Mass Care	Goal 7: Enhance Community Preparedness, Resilience, and Recovery Capabilities
Goal 8: Strengthen Training, Exercise & Evaluation Programs	Goal 8: Strengthen Training, Exercise & Evaluation Programs

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SD Significant Updates - Goals

NEW Goal 5: Protect Critical Infrastructure, Soft Targets, and Crowded Places From All Threats and Hazards

- Combines objectives from the former info sharing/CIP and CBRNE goals
 - Objective 5.1: Increase Regional Critical Infrastructure Protection Activities & Programs
 - Objective 5.2: Strengthen Law Enforcement Investigation and Attribution Capabilities
 - Objective 5.3: Enhance On-Scene Security, Protection, and Law Enforcement through Emergency Public Safety and Security Response
 - Objective 5.4: Enhance Interdiction and Disruption Capabilities Through Law Enforcement Tactical Operations
- Example projects: Anti-terrorism mobile barriers, critical infrastructure databases, SWAT rapid response vehicle, mobile field force training and exercises

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SD Significant Updates - Goals

NEW Goal 6: Strengthen Security and Preparedness Across Cyberspace

- Cybersecurity was formerly included in Goal 2 - Information Sharing
- Due to the increased threat of cyber attacks, FEMA designated Cyber Security a national priority
- Example projects: SD-LECC Cybersecurity Manager, encryption of software and networks, ARJIS/Sheriff's cybersecurity platform

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Significant Updates - Goals

NEW Goal 7: Enhance Community Preparedness, Resilience, and Recovery Capabilities

- Combines objectives from the former Health, Recovery, and Community Preparedness Goals
 - Objective 7.1: Strengthen Medical and Health Preparedness
 - Objective 7.2: Enhance Fatality Management
 - Objective 7.3: Enhance Economic and Community Recovery and Resiliency
 - Objective 7.4: Enhance Critical Transportation Capabilities
 - Objective 7.5: Improve Mass Care
- Example projects: Hospital preparedness exercises, Mass fatality planning, Mass care and shelter plan

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Modified Vetting Process

- SD OES determined the RTP is no longer the appropriate entity for UASI project vetting
- Regional Technology Partnership (RTP) was created in 2005 in parallel with the Regional Technology Clearinghouse (RTC)
 - Intended to vet regional technology projects
- In 2016/2017 SD UASI stopped funding the RTP
- RTP essentially disbanded but continued vetting UASI projects
 - RTP is no longer vetting regional technologies for the RTC
- UASI Advisory Group established to assist SDOES in project review and vetting

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SD Next Steps

- SDOES will incorporate new goals and objectives into the UASI grant guidance for FY24
- Guidance will be posted to www.sduasi.org
- Goal Leads have been identified
- UASI Advisory Group will review proposals for UASI FY24 tentatively scheduled for the end of November
- UAWG FY24 allocations tentatively

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Urban Area Working Group (UAWG) Meeting: Training Allocation

September 6, 2023



UASI Training Allocation History

- Prior to FY19 UASI Training and Exercises received 10% of the total grant allocation.
 - A percentage was allocated to jurisdictions and agencies based on number of public safety personnel
 - Remaining amount was used to conduct regional priority courses
- Beginning in FY19 the state changed requirements
 - Training must be pre-identified in the application
 - Training must be submitted in the Goal it supports instead of Goal 8



UASI Training Allocation Current Process

- All training and exercise requests must be submitted as a separate project proposal and vetted individually.
- If a subrecipient is unable to use those funds the funds are returned to be reallocated based on the UAWGs priority list.



Proposed Allocation Process

- Return to a training allocation
- Remove exercises from that allocation
- Training Working Group will determine specific allocation plan which the UAWG would approve during the allocation meeting
- Training courses will need to be pre-identified and align to a specific Goal (1-7)
 - Courses selected based on the current Multi-Year Training and Exercise Plan
- Subrecipients would have the flexibility to reallocate their awarded amount as needed



UASI Training Allocation

Fiscal Year	Initial Training Amount	Initial Exercise Amount	Total	Total Allocation %	End Training and Exercise Amount
FY19	\$1,415,800	\$214,000	\$1,629,800	12%	\$689,399
FY20	\$700,783	\$425,000	\$1,125,783	7.9%	Still Open
FY21	\$905,350	\$0	\$905,350	6.5%	Still Open
FY22	\$1,344,621	\$160,000	\$1,504,621	10.6%	Still Open
FY23	\$1,523,165	\$175,000	\$1,698,165	13%	Still Open
Averages	\$1,177,944	\$194,800	\$1,372,744	10%	

*Estimated FY24 Allocation is \$13,403,131



UASI Training Allocation

- Options
 - Keep training allocation process the same with training and exercise requests are submitted and vetted as separate projects
 - Designate a Training Allocation
 - Percentage allocated to jurisdictions/agencies based on public safety personnel
 - Percentage allocated to conduct regional training priority courses



UASI Training Allocation History

- Questions