



**Approval Authority Meeting**

Thursday, May 10, 2018

10:00 a.m.

**Location**

Alameda County Sheriff's Office OES

4985 Broder Blvd., Dublin, CA 94568

**OES Assembly Room**

**Agenda**

**1. CALL TO ORDER  
ROLL CALL**

UASI Chair	Anne Kronenberg, City and County of San Francisco
UASI Vice-Chair	Rich Lucia, County of Alameda
Member	Jeanine Nicholson, City and County of San Francisco
Member	Angela Robinson-Pinon, City of Oakland
Member	Ray Riordan, City of San Jose
Member	Dana Reed, County of Santa Clara
Member	Mike Casten, County of Contra Costa
Member	Bob Doyle, County of Marin
Member	Gerry Malais, County of Monterey
Member	Trisha Sanchez, County of San Mateo
Member	Brendan Kearney, County of Sonoma

General Manager Craig Dziedzic

**2. APPROVAL OF THE MINUTES (Action)**

Discussion and possible action to approve the draft minutes from the March 8, 2018 regular meeting or take any other action related to the matter. *(Document for this item includes draft minutes from March 8, 2018.) 5 mins*

**3. GENERAL MANAGER'S REPORT (Discussion)**

General Manager Craig Dziedzic will present the General Manager's Report:

- (a) FY 2018 UASI Grant Update (Discussion)
- (b) Grant Management Update (Discussion)
- (c) Management Team Update (Discussion)
- (d) Management Team Tracking Tool and Future Agenda Items (Discussion)

*(Documents for this item are a report and the Tracking Tool from Craig Dziedzic.) 5 mins*

- 4. HAYWIRED SCENARIO ROLL OUT (Discussion)**  
Michael Germeraad, MTC ABAG Resilience Planner, will present to the Board the HayWired Scenario findings and provide an update of ongoing local, regional, and state policy discussions. *(Documents for this item are a report and a PowerPoint from Michael Germeraad.) 5 mins*
- 5. ANNUAL STAKEHOLDER FEEDBACK REPORT (Discussion)**  
Regional Program Manager Janell Myhre will present the annual stakeholder feedback report. *(Documents for this item are a report and an appendix from Janell Myhre.) 5 mins*
- 6. CYBERSECURITY PROGRAM UPDATE (Discussion)**  
NCRIC Lead Cyber Analyst Alison Yakabe and Project Manager Corey Reynolds will present to the Board updates of the Bay Area UASI Cyber Program. *(Documents for this item are a report and a PowerPoint from Alison Yakabe and Corey Reynolds.) 5 mins*
- 7. EOC SITUATIONAL AWARENESS TOOLS SURVEY RESULTS (Discussion)**  
Project Manager Corey Reynolds will present an analysis of the situational awareness tools used across Bay Area Emergency Operations Centers (EOCs). *(Documents for this item are a report and two appendices from Corey Reynolds.) 5 mins*
- 8. MASS NOTIFICATION SEMINAR CLOSE OUT (Discussion)**  
Project Manager Corey Reynolds will present to the Board a Mass Notification Conference update. *(Documents for this item are a report and a PowerPoint from Corey Reynolds.) 5 mins*
- 9. FY17 UASI SPENDING REPORT (Discussion)**  
Chief Financial Officer Tristan Levarado will present the FY17 spending report for the Bay Area UASI. *(Document for this item is a report from Tristan Levarado.) 5 mins*
- 10. ANNOUNCEMENTS-GOOD OF THE ORDER**
- 11. GENERAL PUBLIC COMMENT**  
Members of the Public may address the Approval Authority for up to three minutes on items within the jurisdiction of the Bay Area UASI Approval Authority.
- 12. ADJOURNMENT**

**If any materials related to an item on this agenda have been distributed to the Approval Authority members after distribution of the agenda packet, those materials are available for public inspection at the Bay Area UASI Management Office located at 711 Van Ness Avenue, Suite 420, San Francisco, CA 94102 during normal office hours, 8:00 a.m. - 5:00 p.m.**

**Public Participation:**

It is the policy of the Approval Authority to encourage and permit public participation and comment on matters within the Approval Authority's jurisdiction, as follows.

- *Public Comment on Agenda Items.* The Approval Authority will take public comment on each item on the agenda. The Approval Authority will take public comment on an action item before the Approval Authority takes action on that item. Persons addressing the Approval Authority on an agenda item shall confine their remarks to the particular agenda item. For each agenda item, each member of the public may address the Approval Authority once, for up to three minutes. The Chair may limit the public comment on an agenda item to less than three minutes per speaker, based on the nature of the agenda item, the number of anticipated speakers for that item, and the number and anticipated duration of other agenda items.
- *General Public Comment.* The Approval Authority shall include general public *comment* as an agenda item at each meeting of the Approval Authority. During general public comment, each member of the public may address the Approval Authority on matters within the Approval Authority's jurisdiction. Issues discussed during general public comment must not appear elsewhere on the agenda for that meeting. Each member of the public may address the Approval Authority once during general public comment, for up to three minutes. The Chair may limit the total general public comment to 30 minutes and may limit the time allocated to each speaker depending on the number of speakers during general public comment and the number and anticipated duration of agenda items.
- *Speaker Identification.* Individuals making public comment may be requested, but not required, to identify themselves and whom they represent.
- *Designated Public Comment Area.* Members of the public wishing to address the Approval Authority must speak from the public comment area.
- *Comment, Not Debate.* During public comment, speakers shall address their remarks to the Approval Authority as a whole and not to individual Approval Authority representatives, the General Manager or Management Team members, or the audience. Approval Authority Representatives and other persons are not required to respond to questions from a speaker. Approval Authority Representatives shall not enter into debate or discussion with speakers during public comment, although Approval Authority Representatives may question speakers to obtain clarification. Approval Authority Representatives may ask the General Manager to investigate an

issue raised during public comment and later report to the Approval Authority. The lack of a response by the Approval Authority to public comment does not necessarily constitute agreement with or support of comments made during public comment.

- *Speaker Conduct.* The Approval Authority will not tolerate disruptive conduct by individuals making public comment. Speakers who use profanity or engage in yelling, screaming, or other disruptive behavior will be directed to cease that conduct and may be asked to leave the meeting room.

### **Disability Access**

**The Bay Area UASI Approval Authority will hold its meeting at the Alameda County Sheriff's Office OES located at 4985 Broder Blvd. in Dublin, CA 94568.**

**In compliance with the Americans with Disabilities Act, those requiring accommodations for this meeting should notify the UASI Administrative Assistant, at least 24 hours prior to the meeting, at (415) 353-5223.**



**Bay Area UASI Program  
Approval Authority Meeting  
Thursday, March 8, 2018  
10:00 AM**

**LOCATION**

Alameda County Sheriff's Office OES  
4985 Broder Blvd., Dublin, CA 94568  
**OES Assembly Room**

**REGULAR MEETING MINUTES  
DRAFT**

**1. Roll Call**

UASI Chair Anne Kronenberg called the meeting to order at 10:00 AM and General Manager Craig Dzedzic subsequently took the roll. Chair Anne Kronenberg and Vice Chair Rich Lucia were present. Members Jeanine Nicholson, Ray Riordan, Mike Casten, Gerry Malais, and Brendan Kearney were present. Members Angela Robinson-Pinon, Dana Reed, Bob Doyle, and Trisha Sanchez were absent, but their alternates, respectively, Melinda Drayton, David Flamm, Dave Augustus, and Alma Zamora were present.

**2. Approval of the Minutes**

Chair Kronenberg asked for any comments or questions concerning the minutes from the January 11, 2018 meeting. Seeing none, she requested a motion to approve the minutes.

**Motion:** Approve the minutes from the January 11, 2018 Approval Authority Meeting.

**Moved:** Member Riordan                      **Seconded:** Member Nicholson

**Vote:** The motion was passed unanimously.

### 3. **General Manager's Report**

#### (a) FY 2018 UASI Grant Update

On February 9, 2018, President Trump signed H.R. 1892, the "Bipartisan Budget Act of 2018," into law. The bill extends a fifth continuing resolution to fund the government through March 23, 2018. On February 12, 2018, the White House released their FY 2019 Budget Request to Congress. A comparative White House Budget Request Summary for 2018 – 2019 was provided.

#### (b) Defense Threat Reduction Agency (DTRA) and Domestic Nuclear Detection Office (DNDO) Training/Equipment Local Initiative

General Manager Craig Dziedzic and Project Manager Phil White met with DTRA Director Gary Blore and DNDO Assistant Director C.J. Johnson to thank them for their support during the Vigilant Guardian full scale exercise. The DNDO will continue their support of Bay Area training and exercise activities following their reorganization into the Countering Weapons of Mass Destruction (CWMD) Office.

#### (c) 2017-2020 CA State Homeland Security Strategy

On February 7, 2018, Cal OES released its revised 2017-2020 CA State Homeland Security Strategy at the meeting of the CA Homeland Security Advisory Committee. The three new goals added to the strategy include: (1) Preventing Violent Extremism (PVE); (2) Cyber security; and (3) Climate Change.

#### (d) Management Team Update

Regional Program Manager Janell Myhre was recently appointed by Governor Brown to the State's Oil Spill Technical Advisory Committee (TAC). The TAC was established in 1991 to provide public input and independent judgment of the actions of the Administrator of the Office of Spill Prevention and Response.

#### (e) Management Team Tracking Tool and Future Agenda Items

There were no additions to the tracking tool.

One member of the public made a comment.

### 4. **Radiological Security Briefing**

Retired Philadelphia Police Captain Ed Baldini, representing the Office of Radiological Security, presented the "2020 Cities Initiative" to increase radiological security in the Bay Area. Recommendations include how local governments, law enforcement agencies, and private industry partners can improve radiological security at specific locations that use or store Class 1 radiological materials.

One Board member made a comment. Two members of the public made comments.

**5. Preventive Radiological/Nuclear Detection Program Update**

Project Manager Phil White presented to the Board an update of the UASI Preventive Radiological/Nuclear Detection (PRND) Program. To date, the Bay Area UASI PRND Work Group has developed multi-year planning efforts, drafted policies and procedures, a Concept of Operations and SOPs, identified regional equipment procurement, and trained over 400 first responders. The PRND Program also participated in the Bay Ferry IV full scale exercise and facilitated the 2017 Vigilant Guardian full scale exercise.

One member of the public made a comment.

**6. Vigilant Guardian 2017 After Action Report**

Project Manager Phil White presented a summary of the 2017 Vigilant Guardian After Action Report and Improvement Plan. Mr. White reported the exercise schedule, geographic operating locations, areas of strength, areas of improvement, and recommendations for emergency management teams.

One member of the public made a comment.

**7. Urban Shield 2017 After Action Report**

Alameda County Sheriff's Office Captain Pace Stokes presented a summary of the 2017 Urban Shield After Action Report. Captain Stokes reported a list of exercise participants and activities as well as goals, strengths, areas for improvement, and recommendations for teams. Bay Area UASI Project Manager Corinne Bartshire reported out on the Yellow Command component of the exercise.

One Board member made a comment. Two members of the public made comments.

**8. Bay Area UASI Homeland Security Goals**

Assistant General Manager Catherine Spaulding proposed to the Board an update to the Bay Area UASI Homeland Security Goals. Reasons for the update are to facilitate and strengthen grant applications to the State and to maintain consistency with past practice.

**Motion:** Approve the proposed Bay Area UASI Homeland Security Goals

**Moved:** Member Riordan      **Seconded:** Member Nicholson

**Vote:** The motion was passed unanimously.

One Board member made a comment. One member of the public made a comment.

**9. Technical Assistance Program Kick-off**

Regional Program Manager Janell Myhre introduced the UASI Management Team’s revitalized Technical Assistance (TA) Program to the Board. The TA Program provides an easy way for Bay Area stakeholders to accomplish jurisdiction goals by using current and previously developed UASI deliverables. TA is delivered by Bay Area UASI project managers and includes support for planning, workshops, tabletops, and exercises.

Two Board members made comments.

**10. Bay Area UASI FY16 UASI Spending Report**

Chief Financial Officer Tristan Levardo provided an update on travel expenditures of the Bay Area UASI for the period of November 1, 2016 – December 31, 2017.

**11. Announcements – Good of the Order**

**12. General Public Comment**

Two members of the public made comments.

**13. Adjournment**

The meeting adjourned at 11:12 AM.



**To: Bay Area UASI Approval Authority**

**From: Craig Dziedzic, General Manager**

**Date: May 10, 2018**

**Re: Item 3: General Manager's Report**

---

**Staff Recommendation:**

No recommendation

**Action or Discussion Items:**

- (a) FY 2018 UASI Grant Update (Discussion)
- (b) Grant Management Update (Discussion)
- (c) Management Team Update (Discussion)
- (d) Management Team Tracking Tool and Future Agenda Items (Discussion)

**Discussion/Description:**

- (a) FY 2018 UASI Grant Update (Discussion)

On March 23, 2018 President Trump signed the fiscal year (FY) 2018 Omnibus Appropriations bill into law providing discretionary funding for the federal government for the current fiscal year.

The FY 2018 Omnibus Appropriations bill funds the Department of Homeland Security at \$47.7 billion, an increase of \$1.8 billion above the FY 2017 enacted level. Funding for grant programs will increase by providing \$507 million for the State Homeland Security Grant program, and \$630 million for the Urban Areas Security Initiative.

	FY 2017 Enacted	FY 2018 Ominbus
UASI	\$605,000,000	\$630,000,000
Nonprofit Security Grants	\$25,000,000	\$50,000,000
Net	\$580,000,000	\$580,000,000

Note: The total FY 2018 allocation for the Nonprofit Security Grant Program is \$60 mil- \$50 mil from the UASI allocation funding nonprofit organizations within UASI-designated urban areas and \$10 mil from the State Homeland Security Grant Program, funding nonprofit organizations located anywhere in a state or territory.

(b) Grant Management Update (Discussion)

The Management Team grant specialists have completed monitoring of the regional subgrantees in accordance with 44 Code of Federal Regulations Section 13.40, which states in pertinent part:

*...grantees are responsible for managing the day-to day operations of grant-and subgrant-supported activities ...to ensure grant recipients comply with applicable Federal requirements.*

This regulation specifies that grantees' monitoring programs must cover each program, function, or activity; and accordingly, the grant specialists focused their attention on project deliverables, asset inspection, and competitive solicitation for UASI FY 2015-2016.

Although there were fewer recommendations than last year (i.e. 8 as compared to 17 last year), there are at least two subgrantees that have not made requested corrections in their procurement and grant management activities. The fiscal staff will be following up with these subgrantees to ensure compliance and remind them that 2 Code of Federal Regulations Section 200.338 provides a number of remedies for noncompliance, which includes, but not limited to, withholding cash payments, disallowance, or suspending or terminating the federal award.

(c) Management Team Update (Discussion)

Analya Tam has been hired to serve as the Grant Accountant for the UASI Management Team. Ms. Tam will be reporting to Tristan Levardo and will be responsible for field monitoring activities among the UASI grant subrecipients to ensure compliance with the necessary federal/state grant regulations. Her start date was May 7, 2018.

Ms. Tam offers a wealth of training and experience in the accounting field. She earned her BA in Business Management Economics from the University of California, Santa Cruz and has worked as an accountant for both the private and public sectors, including the San Francisco Public Utilities Commission and the San Francisco Municipal Transportation Agency.

Staff Sergeant Anastasiya Maynich has been appointed as the Bay Area UASI liaison from the FEMA Region IX California Army National Guard 49<sup>th</sup> Military Police Brigade (Homeland Response Force (HRF)). Staff Sergeant Maynich will be reporting to Phil White and will assist in the review and updating of documents, HSEEP compliant exercise development, and provide advice and support to the PRND Focus Group.

Anastasiya has 15 years of military experience in CBRN plans and operations, advanced WMD and radiological incident response and operations, CBRN terrorism threat analysis, military intelligence operations, radiation safety, and has served as a CBRN Response Force Package (CERFP) Hazardous materials response and decontamination team leader. In addition, she holds a bachelor's degree in Forensic Psychology from Saint Martin's University, located in Lacey, Washington, and a master's degree in Nonproliferation and Terrorism from Middlebury Institute of International Studies at Monterey in Monterey, CA.

(d) Management Team Tracking Tool and Future Agenda Items (Discussion)

Attached as Appendix A is the Management Team Tracking Tool. Members may submit future agenda items to the General Manager.

# UASI Approval Authority and Management Team Tracking Tool

May 10, 2018 Approval Authority Meeting

#	Name	Who	Date Assigned	Due Date	Status / Comments
1	FY18 UASI Hub Projects	Janell Myhre	5/16/17	TBD	
2	FY18 UASI Regional Projects	Catherine Spaulding	5/16/17	TBD	
3	FY18 UASI Allocations	Catherine Spaulding	5/16/17	TBD	
4	Bay Area Extreme Weather Lessons Learned	Ray Riordan and TBD	11/16/17	6/14/18	
5	UASI Annual Report, Work Plans, and Budget	Craig Dziedzic	11/17/17	6/14/18	
6	Risk Management Results	Amy Ramirez	8/15/17	6/14/18	
7	FY19 Proposal Guidance	Catherine Spaulding	8/15/17	6/14/18	
8	Workgroup Annual Workplans	Janell Myhre	5/16/17	6/14/18	
9	Preventing Violent Extremism Statewide Program Update	Jessica Kuron	2/12/18	8/9/18	
10	Emergency Management Projects Updates	TBD	8/15/17	8/9/18	
11	2018 Urban Shield Planning Update	Corinne Bartshire	1/18/18	8/9/18	
12	Communications Projects Update	Corey Reynolds	8/15/17	8/9/18	
13	Hub Funding Formula	Catherine Spaulding	1/18/18	11/8/18	
14	THIRA	Amy Ramirez	1/18/18	11/8/18	

Regular Items/Assignments						
#	Name	Deliverable	Who	Date Assigned	Due Date	Status / Comments
A	UASI Financial Reports	Report	Tristan Levarado		6/14/18 8/9/18 11/8/18 1/10/19 3/14/19 5/9/19	Reallocation of Grant Funds UASI Travel Expenditures FY16 UASI Spending Report UASI Travel Expenditures FY17 UASI Spending Report FY18 UASI Spending Report
B	BayRICS JPA Quarterly Report	Report	Barry Fraser		6/14/18 8/9/18 11/8/18 1/10/19	BayRICS JPA Report
C	Election of UASI Officers	Discussion & Action Item	Chair		1/10/19 (annually)	
D	NCRIC Annual Report	Report	Mike Sena		1/10/19 (annually)	
E	Training and Exercise Program Annual Report	Report	Shawn Sexton		1/10/19 (annually)	
F	NCRIC Threat Briefing	Report	Mike Sena		1/10/19 (annually)	



**To: Bay Area UASI Approval Authority**

**From: Michael Germeraad, Resilience Planner, Association of Bay Area Governments (ABAG)  
and Metropolitan Transportation Commission (MTC)**

**Date: May 10, 2018**

**Re: Item 4: HayWired Scenario Rollout**

---

**Action or Discussion Items:**

Discussion

**Background:**

The “HayWired” project is developing an earthquake scenario for the Bay Area. Since 2014, the project, led by the United States Geological Survey (USGS), has been modeling and studying impacts on the San Francisco Bay Area resulting from a magnitude 7 earthquake on the Hayward fault.

The study, born out of the USGS’ Science Application for Risk Reduction (SAFRR) program, provides the Bay Area with a data-rich and comprehensive resource to prepare for and mitigate risks ahead of the next quake. To date two of three report volumes have been published, with the final volume slated for an October 2018 release. Going forward, the science in HayWired can be leveraged to inform future operations plans, exercises, mitigation plans, and local policy decisions.

**Discussion:**

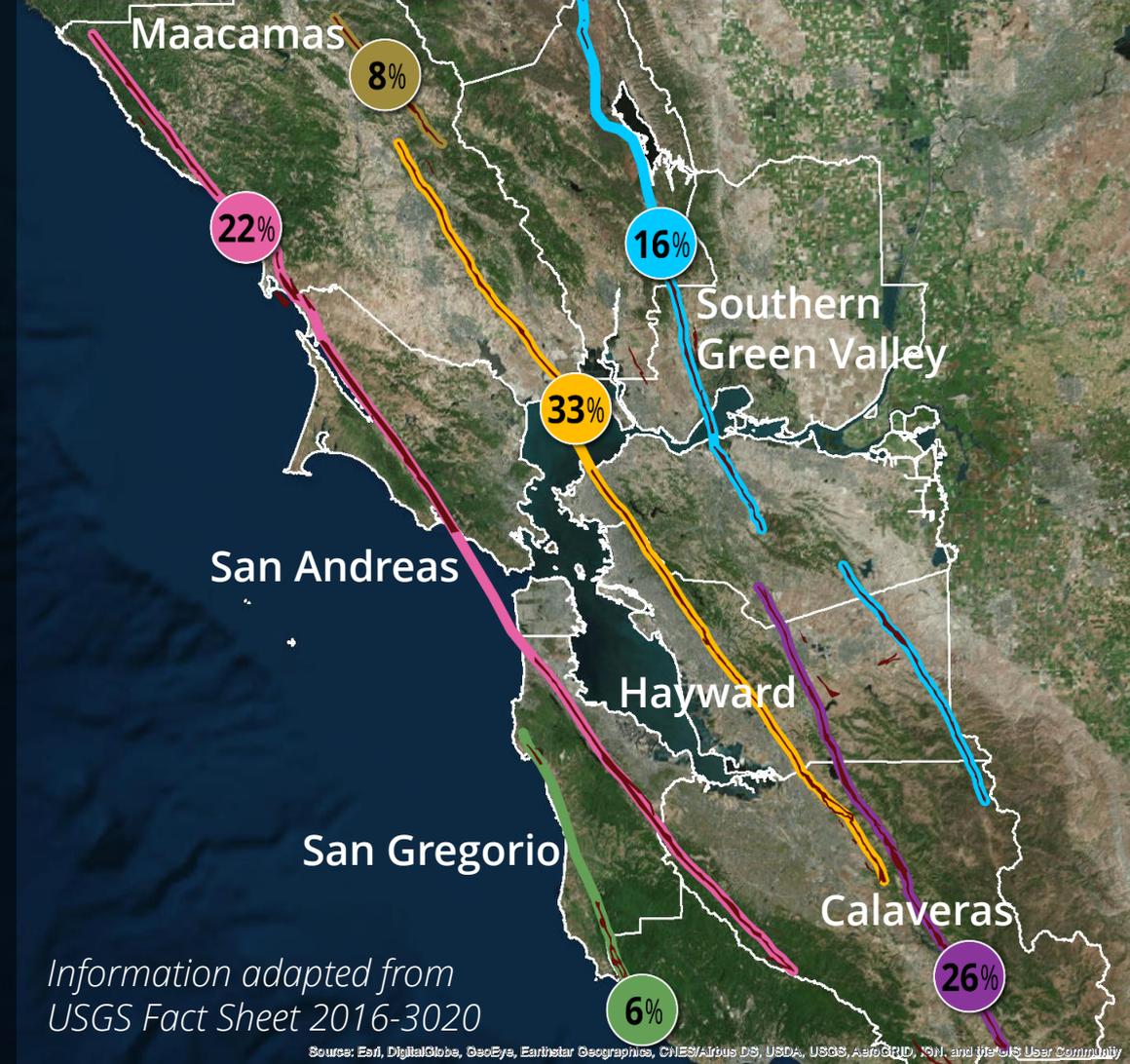
Michael Germeraad from the Association of Bay Area Governments and Metropolitan Transportation Commission will provide an update on the roll out of the HayWired scenario, discuss its findings, and provide an update of ongoing local, regional, and state policy discussions. The attached Appendix A is an accompanying PowerPoint presentation.

INFORMATION BRIEFING

# Earthquake Scenarios & Seismic Policies



Michael Germeraad  
ABAG | MTC



Information adapted from  
USGS Fact Sheet 2016-3020

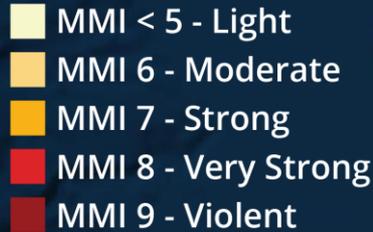
Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

# HayWired Scenario

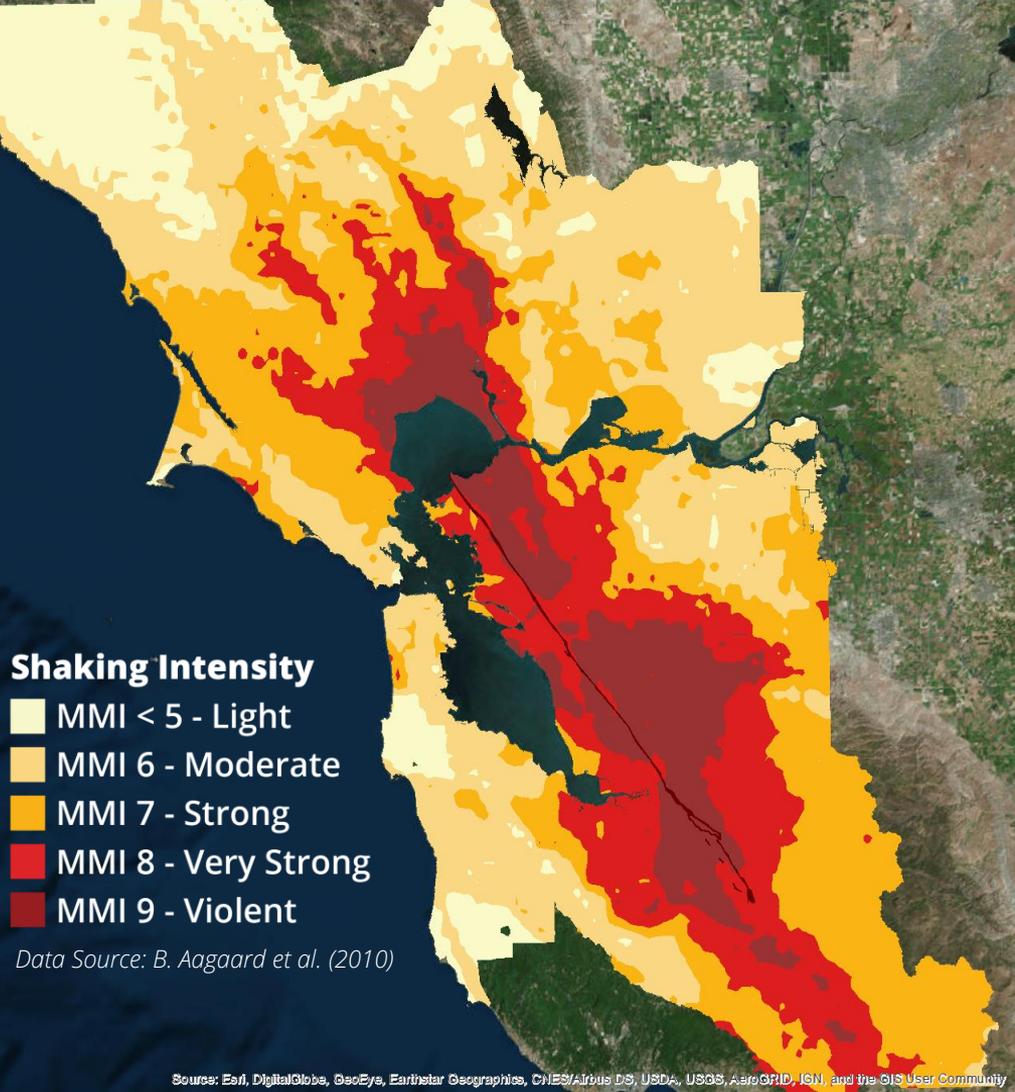
## Mainshock

- 7.0 earthquake
- April 18, 2018, at 4:18 p.m.
- Wind is mild
- No rain, average temperature
- Rupture starts under Oakland, runs North to San Pablo Bay & South to Fremont (53 miles)
- 2 meters (6.5 feet) of fault offset

### Shaking Intensity



Data Source: B. Aagaard et al. (2010)



# HayWired Scenario

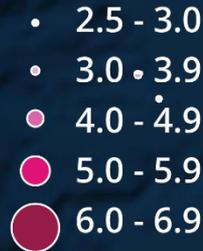
## Aftershocks

Next two years:

- 16 registering magnitude 5 or greater
- Up to 30 miles from the Fault
- Some ground shaking stronger than the mainshock

### Aftershocks

#### Earthquake Magnitude



Data Source: USGS (2015)



# HayWired Scenario

## Fire

- Over 400 ignitions occur simultaneously
- Fire services overwhelmed
- Water systems disrupted
- Fire fighting difficult or impossible
- Fires spread

### Fire Losses *in millions of dollars*

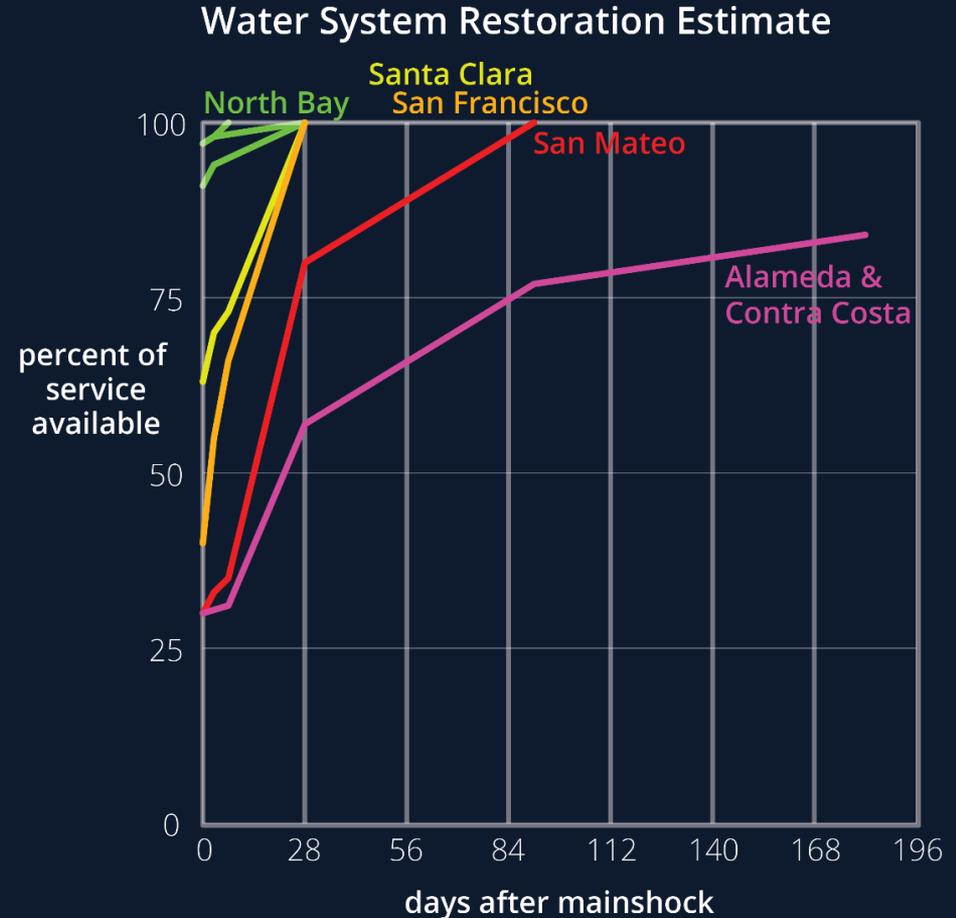


*Data Source: C. Scawthorn (2018)*

# HayWired Scenario

## Water System Impacts

- Shaking, liquefaction, and fault rupture results in extensive water main breaks
- Water system failures make fire fighting difficult or impossible
- Chart shows multi-month restoration timelines for some Counties



Data Source: K. Porter (2018)

# HayWired Scenario

## Building Damage

- 50% extensively or completely damaged
- \$43B in damage
- Fires double total to \$80B
- Comparison:
  - 1989 Loma Prieta quake totaled \$12B<sup>1</sup>
  - 2017 North Bay Fires totaled ~\$10B



Data Source: Seligson Consulting (2018)



# HayWired Scenario

## Objectives

- Advance knowledge of, and inform action to reduce earthquake risks.
- Help build community capacity to respond and recover.
- Improve understanding of earthquake early warning.
- Educate about building code performance and public perception.
- Facilitate conversations about utility lifeline restoration interdependencies.

# Resilience Policies

1. Survey existing buildings and enact retrofit standards to save lives and preserve housing.
2. Expand financing measures to support resilience initiatives.
3. Retrofit the California Building Code to provide immediate occupancy standards for all new construction.
4. Convene a Regional Lifelines Council to address interdependencies among cities, special districts, and private utilities.



**To: Bay Area UASI Approval Authority**  
**From: Janell Myhre, Regional Program Manager**  
**Date: May 10, 2018**  
**Re: Item 5: Annual Stakeholder Feedback Report**

---

**Staff Recommendation:**

No recommendation

**Action or Discussion Items:**

Discussion

**Discussion:**

The Bay Area UASI completed an initial component in the UASI annual program planning process after program team members successfully conducted multi-agency meetings across all UASI jurisdictions in the region. Stakeholders provided feedback regarding their jurisdiction’s priorities and goals, views on how the UASI Management Team can assist on achieving these goals, and the impact of past UASI program initiatives and efforts. Stakeholder participants included local jurisdiction leadership from law enforcement, fire, emergency medical services, emergency management, and regional public and medical health agencies.

Important topics that emerged through this year’s stakeholder feedback sessions include UASI funded products and services and their value towards recent events, such as the North Bay Fires, and active shooter incidents at YouTube and the Yountville Veteran’s Home.

The UASI Management Team thanks all Bay Area jurisdictions for the opportunity to meet with them to plan ahead towards building important local and regional capabilities.

Highlights from these discussions are summarized in Appendix A.



## 2018 Bay Area Annual Stakeholder Feedback

### Summary Report Appendix A

#### I. INTRODUCTION

This spring, the Bay Area UASI Program Team conducted multi-agency meetings across the region to begin the FY 2019 annual program planning cycle. The purpose of these meetings was to gain an understanding of the following:

1. Local public safety priorities;
2. How the UASI team can support jurisdictions in achieving these goals; and
3. The impact of UASI programs and past initiatives

This memo outlines common themes that emerged during these discussions.

Thirteen meetings were held with approximately 80 members from Bay Area local government leadership staff. Representatives from law enforcement, fire, emergency medical services, emergency management, and regional public and medical health participated in these discussions. The UASI Program Team coordinates these stakeholder outreach discussions annually with the Bay Area local jurisdictions' OES Managers in order to inform UASI program planning efforts.

The Bay Area UASI Management Team thanks all stakeholders for their time and input. Much valuable feedback – beyond what is summarized here in this report – was received and will be applied by the Management Team in the future.

#### II. FINDINGS

##### *Local Priorities*

In terms of local public safety priorities, many Bay Area stakeholders expressed interest in the following:

- ***Unified Command Operations:*** Continued exercise and training towards physically integrating Unified Command tactical operations between Law, Fire and EMS to achieve seamless integration of unified command response activities in field operations is needed.
- ***North Bay Fires:*** Half of the Bay Area counties were heavily affected by the October 2017 North Bay Fires. Fire, Law, EMS, Mental Health, EOC, and community based organization resources were overwhelmed due to direct response missions or recovery support operations. A variety of operational and planning gaps in areas such as mass notification system training and messaging, mutual aid resource coordination with the state, and recovery operations were all highlighted.
- ***Capability Sustainment:*** Operational capabilities and agency relationships built through UASI work group initiatives and regional efforts need to be maintained.

- **Interoperable Communications and First Net:** Heightened attention to interoperable communications capabilities in all locations of the Bay Area is needed. Aging antennae towers and wiring infrastructure, lack of service in outlying areas, insufficient frequency and bandwidth capabilities, and radio channel programming support to facilitate interoperable communications among responding agencies during an incident were expressed as common concerns throughout the region. Staying up to date on statewide FirstNet activities and technology, regional planning for potential cost savings, and performing as a pilot area for FirstNet implementation is desirable.
- **Mass Notification and Warning Technologies:** Continuing interest in building a Bay Area regional mass notification system and related protocols was expressed. Utilizing 911 communication center staff and computer aided design (CAD) technologies in the field, coordinating effective public information messaging techniques with mass public notifications, and staying updated in mass notification technologies with related training opportunities were identified by many as critical needs.

#### **Bay Area UASI Management Team Support**

In terms of how the Bay Area UASI Management Team can better support local priorities, the following themes emerged:

- **UASI Technical Assistance (TA) Program:** Positive feedback on the introduction of this program was received during all stakeholder meetings. Follow up to schedule various TA sessions discussed is being conducted over the next 30 days.
- **State OES Coordination:** Regional projects that support local government OES operational coordination with the state is needed to build essential mutual aid resource request gaps. Updates to the UASI funded Emergency Management Mutual Aid (EMMA) plan need to be finalized.
- **Annual Training Schedule:** Pre-scheduling commonly requested training courses, such as ICS 300-400 and PIO sessions, in different Bay Area locations to provide all stakeholders an opportunity to calendar ahead and attend a near-by venue was discussed as an effective regional process.
- **Long Term Strategic Planning:** Developing multi-year action plans for UASI working groups, as well as supporting local government to strategically plan to build local Incident Management Teams and execute effective disaster planning cycles is desired. This would allow local governments to measure investments against planned metrics and better align staff work load planning.

#### **Bay Area UASI Program Impact**

In terms of the impact of UASI Programs, the following feedback was frequently shared:

- **Urban Shield:** This exercise is viewed positively by first responder participants. Urban Shield exercise training techniques were used to effectively respond to the 2018 YouTube active shooter incident.
  - **Yellow Command:** The Yellow Command regional exercise better addressed local needs by using a two year building process with a focus on local government sheltering activation responsibilities. Continuing work with critical transportation goals is welcomed.
- **NCRIC Program Support:** NCRIC support for cyber resilience via the UASI TA Program is welcome. Local Terrorism Liaison Officer (TLO) access to the NCRIC was understood and used as needed.

- **Cyber Resilience Initiative:** The addition of a regional Cyber Resilience Work Group to utilize local government IT staff and assess the cyber threat in the Bay Area is viewed as an effective and timely approach to build this critical capability.
- **Public and Medical Health Program Support:** Coordinating with the 2017-18 Yellow Command exercise design to focus on medical conditions in shelters will address critical operational gaps realized in the 2014 Napa earthquake, 2015 Valley Fire, and 2017 North Bay Fires. The new medical health position at the NCRIC will fulfill a necessary critical gap in the Bay Area.
- **CalCOP System:** Introduction and training on the new user friendly interface “Constellation” to support creating a common operating picture in EOCs is welcome.



**To: Bay Area UASI Approval Authority**  
**From: Corey Reynolds, Regional Project Manager, Bay Area UASI**  
**Alison Yakabe, Lead Cyber Analyst, NCRIC**  
**Date: May 10, 2018**  
**Re: Item 6: Cybersecurity Program Update**

---

**Staff Recommendation:**

No recommendation

**Action or Discussion Items:**

Discussion

**Background:**

The Northern California Regional Intelligence Center (NCRIC) Cyber Security Program was established in August 2013. Over the years, the program has provided cyber training to public and private sector end users; collaborated with state and federal partners on current cyber trends, tactics and strategies; and provided on-site vulnerability/risk assessments and network monitoring to UASI stakeholders and partners.

In 2016, the Bay Area UASI Management Team, in partnership with the NCRIC, established the Regional Cyber Resilience Workgroup with an aim of coordinating and building regional capabilities in detecting malicious cyber activity, conducting technical counter-measures against existing and emerging cyber-based threats, and quickly recovering from cyber-attacks.

**Discussion:**

Regional Project Manager Corey Reynolds will provide an update on these cybersecurity efforts. The attached Appendix A is an accompanying PowerPoint presentation.

Lead Cyber Analyst Alison Yakabe will then present a report out on the notable accomplishments made by the NCRIC Cyber Security Unit. The attached Appendix B is an accompanying PowerPoint presentation.

# Bay Area UASI

## Cybersecurity Program Update

*Approval Authority Meeting*

*Agenda Item 6*

*May 10, 2018*

Corey Reynolds, Regional Project Manager

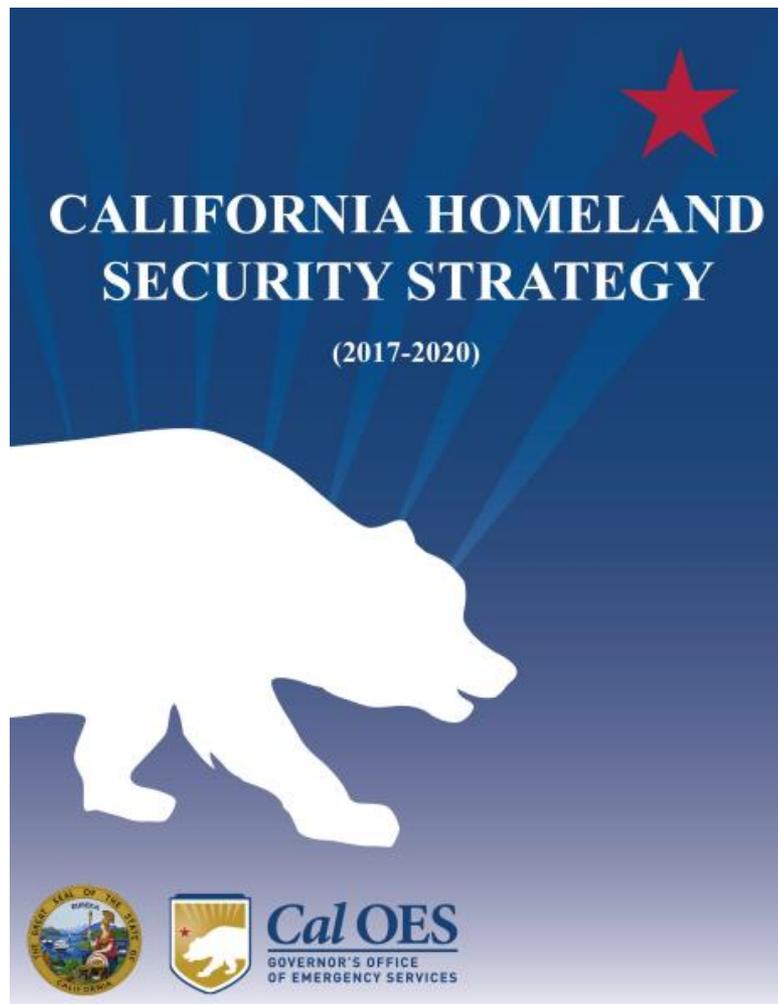




# Context

## FY18 Regional Risk and Gap Report

Risk & Gap	Core Capability	Risk Relevance	Level of Ability	Gap Level
1	Infrastructure Systems	6	17%	Needs Extra Attention
2	Screening, Search, and Detection	4	29%	Needs Extra Attention
3	Supply Chain Security and Integrity	12	29%	Needs Extra Attention
4	Access Control and Identity Management	22	23%	Needs Attention
5	Cyber Security	1	41%	Needs Attention
6	Mass Care Services	29	36%	Needs Attention
7	Physical Protective Measures	17	35%	Needs Attention
8	Critical Transportation	22	30%	Needs Attention
9	Public Information and Warning	3	46%	Needs Attention
10	Forensics and Attribution	5	47%	Needs Attention
11	Interdiction and Disruption	8	53%	Needs Attention
12	Operational Communications	10	55%	Needs Attention
13	Community Resilience	16	53%	Needs Attention
14	Environmental Response, Health and Safety	21	46%	Needs Attention
15	Logistics and Supply Chain Management	27	23%	Needs Attention
16	Situational Assessment	23	47%	Sustain
17	Natural and Cultural Resources	29	25%	Sustain
18	Health and Social Services	32	18%	Sustain
19	Intelligence and Information Sharing	7	69%	Sustain
20	Fire Management and Suppression	18	59%	Sustain
21	Mass Search and Rescue	9	70%	Sustain
22	Fatality Management Services	24	52%	Sustain
23	On-Scene Security and Protection	2	73%	Sustain
24	Risk and Disaster Resilience Assessment	11	75%	Sustain
25	Planning	15	72%	Sustain
26	Long-Term Vulnerability Reduction	30	33%	Sustain
27	Risk Management - Protection Program & Activities	14	78%	Sustain
28	Housing	26	44%	Sustain
29	Economic and Community Recovery	28	40%	Sustain
30	Threat and Hazard Identification	13	90%	Sustain
31	Public Health and Medical Services	25	58%	Sustain
32	Operational Coordination	31	75%	Sustain



**Goal 3: Strengthen Security and Preparedness across Cyberspace**



# Cyber Resilience Workgroup

**Purpose:** Coordinate and build regional capabilities in detecting malicious cyber activity, conducting technical counter-measures against existing and emerging cyber-based threats, and quickly recovering from cyber-attacks.

## **Objectives:**

- Provide a forum for sharing cyber resilience best practices.
- Inform, coordinate, and submit annual UASI project proposals related to cybersecurity.
- Guide and oversee the progress of regional cybersecurity projects.
- Provide subject matter expertise to the UASI Management Team and deliver status reports, as needed, to the UASI Approval Authority and other stakeholder groups

**Membership:** Chief Information Officers, Chief Technology Officers, Chief Information Security Officers, and Information System Managers from each of the UASI jurisdictions and partners in critical infrastructure.



# Training

Course	Dates	Students
Cybersecurity for IT Professionals	11/30/16 - 12/02/16	21
	03/27/17 - 03/29/17	18
	08/22/17 - 08/24/17	21
	10/24/17 - 10/26/17	23
	03/27/18 - 03/29/18	19
Dark Web for Law Enforcement	11/15/16 - 11/16/16	35
	03/30/17 - 03/31/17	20
	06/22/17 - 06/23/17	27
Essentials of Community Cybersecurity	4/25/2018	29
Promoting Community Cybersecurity	4/26/2018	25
Physical & Cybersecurity for Critical Infrastructure	4/27/2018	42



# FY18 Regional Project

Develop and deliver a high quality, targeted cybersecurity curriculum to public agency and critical infrastructure **end-users, IT administrators,** and **executives**. Completion of this program will protect against data breaches and potential compromise of sensitive systems.

## Guiding Principles:

- Meet people where they are
- Balance broad applicability with customizability
- Focus on project sustainability

# Bay Area UASI

Questions?

Corey Reynolds

Regional Project Manager

415.353.5231



# NCRIC Cyber Security Team Update

UASI APPROVAL AUTHORITY  
REPORTING PERIOD: JULY 2017 – APRIL 2018



# NCRIC Cyber Security Team

Provides strategic threat intelligence, network security services, and training to improve the cybersecurity posture of public and private sector partners

# Threat Intelligence

- Written products
- Briefings
- Cyber SARs
- Phishing analysis program
- Elections infrastructure assessments
- Exercises

# Network Security

- Assessments
- Phishing exercises

# Outlook

- Cyber Liaison Officer (CLO) Program
- Intelligence Information Reports (IIRs)
- APT Detect and Deter program
- Tabletop Development



[cyber@ncric.ca.gov](mailto:cyber@ncric.ca.gov)



**To: Bay Area UASI Approval Authority**  
**From: Corey Reynolds, Regional Project Manager**  
**Date: May 10, 2018**  
**Re: Item 7: EOC Situational Awareness Tools Survey Results**

---

**Staff Recommendation:**

No recommendation

**Action or Discussion Items:**

Discussion

**Discussion:**

***Background***

Jurisdictions report challenges in sharing situation status information across departments, with regional partners, and with the State. Numerous technology platforms are in use across Bay Area EOCs to collect and share this information and assist in developing a common operating picture. Past Yellow Command after-action reports identify that exercise participants are unclear as to when each system is used, what information can be leveraged from each system, and how they all work together to support the development of a common operating picture.

***Approach***

Given these challenges, regional stakeholders often ask the Bay Area UASI Management Team for information on situational awareness tools used across the region. To better provide this information, the Management Team asked each Bay Area Operational Area and Core City to complete a survey of the situational awareness tools in their EOC, their primary uses/mission space, the types of information shared, and their strengths/weaknesses. Ten jurisdictions provided either survey or interview feedback.<sup>1</sup> The attached appendices consolidate these survey responses. Appendix A lists each of the tools in use by jurisdictions that participated in this survey. Appendix B outlines common platforms, used by half or more of Bay Area jurisdictions, on the front page, with limited use platforms and those under consideration on the reverse.

***Findings***

---

<sup>1</sup> Alameda County, Contra Costa County, Marin County, Monterey County, San Mateo County, Santa Clara County, City and County of San Francisco, Solano County, City of San Jose, City of Oakland

General findings of this survey include:

- 15 different situational awareness/information sharing platforms are in use at some level across the region. The average jurisdiction uses 4.5 tools; many offer unique value, however others provide overlapping functions and are not easily interoperable.
- True operationalization of these tools in the EOC remains a challenge. Commitment to daily use, trained staff, and standard operating procedures is difficult given competing demands.
- More and more data is becoming available to public safety and the EOC, and the demand for geospatial information is increasing.
- Jurisdictions report a limited number of EOC staff capable of gathering information, interpreting it, and reporting out in a way that benefits EOC objectives.

### ***Recommendations and Next Steps***

This analysis validated the importance of many of our region's efforts to build capabilities in the Situational Assessment and Operational Coordination core capabilities, and as a result:

- The Emergency Management Workgroup (EMWG) should continue to standardize situation reporting to the CalOES Coastal Region.
- The Yellow Command exercise should continue to test situational awareness and information sharing.
- The WebEOC focus group should expand and continue to promote the adoption of standard fusion boards, while also providing WebEOC technical support and training.
- Haystax should launch a CalCOP user group to share best practices and promote awareness of available capabilities and services.
- Because the introduction of one-off systems exacerbates the challenge of information sharing across the region, jurisdictions should explore if existing systems offer, or could offer, the desired capability before new systems are procured.
- These survey findings should be shared with the CalCOP program, the WebEOC focus group, and the EMWG and EOCs across the region.

UASI Management Team staff are available to provide more detail on this survey and assist jurisdictions in their consideration of new and existing situational awareness tools.

**Bay Area Region-Wide EOC Situational Awareness Tools - Survey Results**  
**Platforms in Use by Jurisdiction**

	Alameda County	Contra Costa County	Marin County	Monterey County	San Mateo County	Santa Clara County	San Francisco	Solano County	City of San Jose	City of Oakland	TOTAL
WebEOC <sup>1</sup>	O	X	X	X	X	X	X	O		X	9
ArcGIS Dashboard	X	X				X	X	X	X	X	7
CalCOP	X	X			X		X			X	5
ReddiNet	X		X				X	X		X	5
Homeland Security Information Network (HSIN)	X			X	X	X	X				5
Document Sharing Platforms (Google Docs, Dropbox, BOX)	X		X			X		X		X	5
SCOUT							X				1
OneConcern							X				1
InfoXchange	X										1
VEOCI	X										1
APAN							X				1
SitStat	X										1
Intterra						X					1
Tri-Tech Inform				X							1
EMOPS						X					1
<b>TOTAL</b>	<b>9</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>8</b>	<b>4</b>	<b>1</b>	<b>5</b>	

<sup>1</sup> X denotes jurisdictions with their own instance of WebEOC. O denotes a jurisdiction logs into CalOES' instance, called CalEOC.

**Bay Area Region-Wide EOC Situational Awareness Tools - Survey Results**  
**Common Platforms (5 or More Bay Area Jurisdictions)**

	Region-wide Adoption	Primary Use Cases	Information Shared (Sources)	Strengths	Weaknesses
<b>WebEOC</b>	All OAs and most Core Cities use WebEOC at some level, though some log in to the State's WebEOC system "CalEOC"	<ul style="list-style-type: none"> <li>•Communicate with CalOES (Sit Stat, Resource Requests, IDEs)</li> <li>•Share information across jurisdiction and regionally</li> </ul>	<ul style="list-style-type: none"> <li>•EOC and Duty Status</li> <li>•Situational awareness information (from DOCs)</li> <li>•Resource orders and status</li> <li>•Infrastructure status</li> <li>•Daily logs</li> <li>•Alerts and warnings</li> </ul>	<ul style="list-style-type: none"> <li>•Widespread adoption</li> <li>•Sole system to communicate with State</li> <li>•Allows users to maintain Situational Awareness from any location</li> </ul>	<ul style="list-style-type: none"> <li>•Cost</li> <li>•Limited mapping functionality</li> <li>•Limited local (city) users</li> </ul>
<b>ArcGIS Dashboard</b>	All jurisdictions use ArcGIS at some level, with 8 using the Dashboard functionality	<ul style="list-style-type: none"> <li>•Geographic visualization of situational awareness</li> <li>•Shared incident mapping</li> <li>•Strategic decision support</li> </ul>	<ul style="list-style-type: none"> <li>•Shapefiles from other city/county agencies (e.g., roads, critical infrastructure)</li> <li>•Disaster perimeter, evacuation areas, and other areas of concern</li> <li>•Damage assessments</li> <li>•HAZUS data</li> </ul>	<ul style="list-style-type: none"> <li>•ArcGIS is the GIS standard, and jurisdictions already have GIS staff trained</li> <li>•Mobile information collection, which can feed directly to WebEOC boards</li> </ul>	<ul style="list-style-type: none"> <li>•Requires specialized personnel</li> <li>•Data glut</li> </ul>
<b>CalCOP</b>	All jurisdictions use CalCOP for CIKR asset catalog. Half of respondents use CalCOP for situational awareness in EOC.	<ul style="list-style-type: none"> <li>•Critical infrastructure and key resources (CIKR) catalog</li> <li>•Regional risk assessments and threat awareness</li> <li>•Special events management</li> </ul>	<ul style="list-style-type: none"> <li>•Critical infrastructure</li> <li>•CAD feeds (fire, CHP, neighboring jurisdictions)</li> <li>•Incidents (from field)</li> <li>•Suspicious activity reports</li> <li>•ALPR data</li> </ul>	<ul style="list-style-type: none"> <li>•No cost to jurisdictions</li> <li>•PCI information</li> <li>•Regional situational awareness on map</li> <li>•Mobile information collection</li> <li>•Can be integrated two-way with WebEOC</li> </ul>	<ul style="list-style-type: none"> <li>•General lack of awareness</li> <li>•Lack of trained staff</li> <li>•Perceived as duplicating WebEOC mission space</li> <li>•Difficult to keep data and feeds current</li> <li>•System is slow at times</li> </ul>
<b>ReddiNet</b>	Half of the jurisdictions use ReddiNet in the EOC	<ul style="list-style-type: none"> <li>•Medical system (hospital, EMS) situation status</li> </ul>	<ul style="list-style-type: none"> <li>•EMS field reports</li> <li>•Fire/EMS CAD</li> <li>•Number of transports</li> <li>•Hospital bed counts</li> <li>•Transport capacity and locations</li> </ul>	<ul style="list-style-type: none"> <li>•Facilitates information sharing between EMS, paramedics, fire, and hospitals</li> <li>•Standard system, used day-to-day, and well-integrated into operations</li> </ul>	<ul style="list-style-type: none"> <li>•Not available to all entities</li> <li>•Does not integrate with WebEOC</li> <li>•Requires trained staff</li> </ul>
<b>Homeland Security Information Network (HSIN)</b>	Jurisdictions use HSIN primarily to share sensitive information in large events	<ul style="list-style-type: none"> <li>•Share Sensitive but Unclassified information across Federal, State, Local, and Private Sector homeland security partners</li> </ul>	<ul style="list-style-type: none"> <li>•Federal, state, and local plans</li> <li>•Maps</li> <li>•Sensitive event information</li> </ul>	<ul style="list-style-type: none"> <li>•No cost to jurisdictions, maintained by DHS</li> <li>•Includes a vast array of information not usually available to local governments</li> </ul>	<ul style="list-style-type: none"> <li>•Limited trained staff</li> <li>•Not used regularly</li> </ul>
<b>Document Sharing Platforms (Google Docs, Dropbox, BOX)</b>	Most jurisdictions used some document sharing platform to supplement these tools	<ul style="list-style-type: none"> <li>•Share plans, documents, templates, and tools across a wide spectrum of users</li> </ul>	<ul style="list-style-type: none"> <li>•Local and shared plans, documents, templates, and tools</li> </ul>	<ul style="list-style-type: none"> <li>•Free/low-cost</li> <li>•Allows document/report sharing from partners without access to other platforms</li> </ul>	<ul style="list-style-type: none"> <li>•Security concerns</li> <li>•Limited ability to customize platforms</li> </ul>

**Jurisdictions Consulted:** Alameda County, Contra Costa County, Marin County, Monterey County, San Mateo County, Santa Clara County, City and County of San Francisco, Solano County, City of San Jose, City of Oakland

**Bay Area Region-Wide Situational Awareness Tools - Survey Results  
Limited Use Platforms (Less than 5 Bay Area Jurisdictions)**

	Primary Users	Primary Use Cases	Strengths	Weaknesses
<b>SCOUT</b>	<ul style="list-style-type: none"> <li>State of California</li> <li>City and County of San Francisco</li> </ul>	<ul style="list-style-type: none"> <li>Tactical incident field operations (situational awareness, mapping)</li> <li>Responder tracking</li> <li>Asset tracking</li> </ul>	<ul style="list-style-type: none"> <li>State supported</li> <li>Focuses on assignments/ownership</li> </ul>	<ul style="list-style-type: none"> <li>No regular local usage</li> <li>No known rollout schedule</li> <li>Standardization and interoperability concerns</li> <li>Unfamiliarity with purpose and benefit</li> </ul>
<b>OneConcern</b>	<ul style="list-style-type: none"> <li>City and County of San Francisco</li> <li>Other jurisdictions exploring adoption</li> </ul>	<ul style="list-style-type: none"> <li>Provides earthquake-related damage potential</li> </ul>	<ul style="list-style-type: none"> <li>Will assist with decision-making during earthquake response</li> </ul>	<ul style="list-style-type: none"> <li>Unable to access information for smaller earthquakes</li> <li>Requires trained personnel</li> <li>Cost</li> </ul>
<b>InfoXchange</b>	<ul style="list-style-type: none"> <li>Alameda County</li> <li>Regional Water Utilities</li> <li>Some Cities in Alameda County</li> </ul>	<ul style="list-style-type: none"> <li>Share Situation Status, Mission Requests, Plans, IAPs, Maps, Photos, Videos, and Directories across all users</li> </ul>	<ul style="list-style-type: none"> <li>Easy to use</li> <li>Instantly shares information to all partners without access to other platforms</li> </ul>	<ul style="list-style-type: none"> <li>Limited use in the region</li> <li>Cost (after grant funding ends)</li> </ul>
<b>VEOCI</b>	<ul style="list-style-type: none"> <li>Alameda County Public Health</li> <li>Cities of Alameda, San Leandro, Livermore, and Pleasanton</li> </ul>	<ul style="list-style-type: none"> <li>Crisis management software, similar to WebEOC</li> </ul>	<ul style="list-style-type: none"> <li>Alameda County OES has a login to City of Alameda's system for situational awareness</li> </ul>	<ul style="list-style-type: none"> <li>Does not integrate with WebEOC</li> </ul>
<b>APAN</b>	<ul style="list-style-type: none"> <li>City and County of San Francisco</li> <li>National Guard</li> </ul>	<ul style="list-style-type: none"> <li>Heavily used in Maritime/Ports</li> </ul>	<ul style="list-style-type: none"> <li>Adobe Connect Workspace</li> <li>Consolidates AIS feeds, files, schedules, chat functions, and WebEOC Significant Events Board</li> </ul>	<i>No survey results</i>
<b>SitStat</b>	<ul style="list-style-type: none"> <li>Alameda County</li> </ul>	<ul style="list-style-type: none"> <li>Provides real-time GPS locations of all first responders in Alameda County</li> </ul>	<i>No survey results</i>	<i>No survey results</i>
<b>Intterra</b>	<ul style="list-style-type: none"> <li>Santa Clara County</li> </ul>	<ul style="list-style-type: none"> <li>Provides real-time GPS Tracking information for Fire Department apparatus</li> </ul>	<i>No survey results</i>	<i>No survey results</i>
<b>Tri-Tech Inform</b>	<ul style="list-style-type: none"> <li>Monterey County</li> </ul>	<ul style="list-style-type: none"> <li>Day-to-day SA/COP for all daily operations and incidents that may evolve into an activation</li> </ul>	<ul style="list-style-type: none"> <li>Provides real-time awareness of agencies involved and resource requests</li> <li>Quick and simple</li> </ul>	<ul style="list-style-type: none"> <li>Must be accessed from County intranet (no remote access)</li> </ul>
<b>EMOPS</b>	<ul style="list-style-type: none"> <li>Santa Clara County</li> </ul>	<ul style="list-style-type: none"> <li>Integrates information, modeling, and mapping technologies to provide situational awareness of major global incidents (e.g., wildfire, earthquake)</li> </ul>	<ul style="list-style-type: none"> <li>Free product of the Pacific Disaster Center</li> </ul>	<i>No survey results</i>

**Bay Area Region-Wide Situational Awareness Tools - Survey Results  
Platforms on the Horizon**

	Description
<b>FirstTwo</b>	Tactical situational intelligence tool that geospatially identifies people and phone numbers associated with a location.
<b>Everbridge Visual Command Center</b>	Provides visualization for managing critical events by integrating disparate systems.
<b>ShakeAlert</b>	Earthquake early warning system with limited pilot projects. Many jurisdictions already use ShakeAlert in its Beta form.
<b>NC4</b>	Situational awareness, information sharing, and crisis management tool used by the California Department of Public Health.



**To: Bay Area UASI Approval Authority**  
**From: Corey Reynolds, Regional Project Manager**  
**Date: May 10, 2018**  
**Re: Item 8: Mass Notification Seminar Closeout**

---

**Staff Recommendation:**

No recommendation

**Action or Discussion Items:**

Discussion

**Discussion:**

Regional Project Manager Corey Reynolds will provide an update on the successful execution of the region's first Mass Notification Seminar. Using FY17 regional project funding and overseen by the Public Information & Warning Workgroup, the Mass Notification Seminar was held March 14-15, 2018, and drew 100 participants from across the region, state, and country. The attached Appendix A is a PowerPoint presentation summarizing the highlights of the seminar.

# Bay Area UASI

## 2018 Mass Notification Seminar

### Close Out

*Approval Authority Meeting*

*Agenda Item 8*

*May 10, 2018*





# Project Overview

## Bay Area UASI Public Information & Warning Workgroup

Mass Notification Seminar  
March 14-15, 2018

### Objectives:

- Share mass notification experiences from recent disasters, including Bay Area emergencies.
- Gain a deeper understanding of Bay Area communications infrastructure and capabilities related to mass notification.
- Identify best practices for designing effective alert messages that reach broad audiences with diverse communications needs.



Bay Area Urban Areas Security Initiative (UASI)  
Public Information & Warning Workgroup  
**MASS NOTIFICATION SEMINAR**

Date: Wednesday & Thursday, March 14-15, 2018  
Location: Orchard City Banquet Hall, Campbell, CA 95008





# Participation:

- **100 Participants** representing every Bay Area UASI Operational Area and Core City
  - Alert & Warning Specialists, Public Information Officers, Emergency Managers
- **State Partners:** CalOES
- **Federal Partners:** DHS, FEMA, FCC, National Weather Service
- **Across California:** Los Angeles County, Sacramento County
- **Across the County:** New York City



# Templates and Tools

Mass Notification Alerting Matrix								
Alert Mechanism	Description	Ability to Narrowly Target Recipients	Triggered By	Opt In / Out / NIA?	Additional Strengths	Additional Limitations	Typical Usages	Thresholds
EAS	Interrupts broadcast TV & radio, cable, satellite transmissions with emergency messages	Very broad - entire media market	QAs using Mass Notification software	N/A	Often functions when other alerting systems are	Only received by those watching/listening to	Major immediate threats to a very large area/media	Imminent threat to a large portion of the media
					Can reach large audiences (broad)	Limited by programming of LP	Regional disaster monthly test	Multiple jurisdictions
					Closed Captioning and verbal, visual elements	Stations do not have to run them (voluntary)	Community outreach notifications	Wide area; not targetable
					Legacy system	Legacy system	Use as another opt-in alert for emergency alerts	Community (anything)
					Good for reaching older populations	Less likely to reach younger people	Catastrophic events (e.g. tsunamis, tornadoes)	Advisory (need to take action)
					Opt-in not required	Message not stored locally		Alert (need action because of imminent risk)
					Multiple language capabilities	Time of day limits		
					Reaches people based on location	2-minute limit (message disappears quickly)		
					Recognizable tone/authority	Opt-out capability not known		
					Increasing media and public awareness	Relies on cell coverage exclusively		
					Doesn't get caught in cell phone traffic	Only local notification/limited Geo-targeting		
					Makes a unique noise	Limited language capabilities		
	No metrics about reach							
	Language/character/image limitations							
	Inconsistent - especially in rural areas with few towers							
WEA	Short emergency messages broadcast from cell towers to smart phones within tower coverage range	Broad - though ability to more narrowly target is coming 11/13	QAs using Mass Notification software (could be state or city)	Opt Out	Reaches all people (+/-) within coverage of targeted cell towers (captures transient populations)	Limited to 90 characters (will be 360 by May 2019)	Major immediate threats affected a large area - typically major portion/entire county (i.e. large wildfire, major flooding, tsunami, tornado)	Imminent threat to a large portion or entire county or counties or very serious threat to smaller area
					Sometimes doesn't rely on power	Public may opt-out if overused (i.e. non-critical alerts, frequent Amber Alerts)	Amber Alerts	
					Unlimited content	Super slow	Weather warning	
					Unaffected by n/w congestion	Must update data in database	Short notice evacuations	
					Confirmation of delivery	Recipient has to be at home	Some SIPs	
					Recognizable/unique noise	Opt-out		
					Location-based	Cell phone required		
					Opt-in not required	Notification disappears quickly		
					Increasing public awareness	No reporting/metrics		
						Limited language capabilities		



EAS

WEA

Reverse 9-1-1

Nixle

Social Media

Sirens &  
Horns



# Templates and Tools

	Contra Costa County Community Warning System	City and County of San Francisco Emergency Alert and Warning System
<b>Staffing</b>	1 manager, 2 Emergency Planning Coordinators	3 managers, 11 Emergency Services Coordinators (3 Day Watch)
Dedicated to emergency notification? (primary function?)	Yes	3 Dedicated Monday through Friday 0700-1600
Time spent on alert and warning - planning, etc.	Full time	8 ESCs take rotating week long shifts. 3 ESCs dedicated full time to development of the program.
<b>Alert Originators</b>		
Who activates?	CWS Staff or Duty Officer	Watch Center or on call Duty Officer
Number of trained alert originators	6 - 3 CWS staff, 3 additional personnel who serve in the on-call rotation	3 Managers, 11 Emergency Services Coordinators
<b>On-call rotation</b>		
How many/who is included	(sworn) 1 week (0800 Monday - 0800 Monday)	3 Managers, 11 Emergency Services Coordinators (3 Day Watch)
Length of on call duty - including business hours?	Technically duty officer is responsible for the entire week, but generally, staff in the office during requests will activate	1 Week Rotations Approximately 1200 Tuesday - 1200 Tuesday Day Watch assumes Alert and Warning Responsibility at 0700 - 1600 Monday through Friday (excluding Holidays)
Activator redundancy (back up for primary on-call personnel or alert activator)	No formal backup - dispatch has all on-call staff information and if primary is unreachable, they will contact CWS manager and then additional staff until they reach someone	Managers on Call are primary support for Watch Center and Duty Officers.
<b>Training</b>		
Frequency	Monthly for Duty Officers Monthly - debrief activations and requests; send test alert or alert in test system Biannually - monthly plus social science review, roles and responsibilities, etc.	Initial Academy Style Training occurs during on-boarding. Biannual Classroom (2x year) Refreshers Monthly Training Weekly Case Review Training Bulletins/Operational Updates issued as needed
Topics/what is covered		Biannual Training covers in brief academy program Monthly training cover one academy session
<b>Authority</b>		
Approval needed for alert to be sent?	CWS staff and Duty Officers have the authority to send alerts without any additional approval - all alerts sent on behalf of the requesting agency - all message content and affected area info based on request from incident	Day Watch and Duty Officers have authority to send any alert based upon situation and requests from Incident Commanders. If any question arises, MOC will determine level of alert and warning.
If yes, who needs to approve the activation/message	Additional approval not required	IPAWS initiation must receive authority from DEM Director, Fire Chief, or Police Chief
<b>Activation Request Procedure</b>	Incident Commander (or designee) requests CWS activation through dispatch; if non-Sheriff's Office, that dispatch contacts Sheriff's Office dispatch with request information; Sheriff's Office dispatch contacts Duty Officer or CWS staff; Duty officer or CWS staff contact Incident Commander directly to get any additional information needed and confirm message and affected area; Emergency notification sent	Incident Commander initiates life safety actions (shelter in place, evacuation) Dispatch notifies Day Watch or on Call Duty Officer PD or FD Liaisons clarify any information if necessary. Alert sent
<b>Benefits of our activation structure</b>	Dedicated staff beneficial for becoming subject matter experts in public alert and warning Understanding of the system and ability/expectation to follow up on alerts after being sent	Dedicated staff capable of sending emergency alerts.
<b>Challenges of our activation structure</b>	Timing - while we are on call 24/7, we are not sitting a computer waiting for a call 24/7. Any delay in activating the system is risky. Jurisdictions that use dispatch centers or other 24/7 staff to activate may be able to get alerts out faster	Obtaining clear and accurate descriptions of the incident perimeter, life safety actions to be taken, and timing to update or close out emergency alerts. Maintaining training standard and proficiency among all staff beyond Day Watch personnel.



# Templates & Tools

California Highway Patrol, Benicia  
Fire Department, Benicia Police

SANTA CLARA <sup>COUNTY</sup> FIRE DEPT REQUESTING A  
SHELTER-IN-PLACE WITHIN A 1/2 MILE OF  
WINCHESTER <sup>BLVD</sup> AND HAMILTON AVE. DUE TO A  
HAZZARDOUS MATERIALS INCIDENT. STAY INDOORS,  
~~AND~~ CLOSE YOUR WINDOWS, TURN OFF A/C, AND  
BRING YOUR PETS INDOORS. MORE INFORMATION  
TO FOLLOW.

" Residents south of the area  
should stay indoors ~~and~~ and  
turn off air conditioners.



# Seminar Summary Report

01000010 01100001 01111001 00100000 01000001 01110010 01100101 01100001 00100000 01010101  
01110010 01100010 01100001 01101110 00100000 01000001 01110010 01100101 01100001 01110011  
00100000 01010011 01100101 01100011 01110101 01110010 01101001 01110100 01111001 00100000  
01001001 01101110 01101001 01110100 01101001 01100001 01110100 01101001 01110110 01100101  
00100000 00101000 01010101 01000001 01010011 01001001 00101001

37.2881509 -121.9502501

Bay Area Urban Areas Security Initiative (UASI)  
Public Information & Warning Workgroup

**MASS NOTIFICATION SEMINAR  
SUMMARY REPORT**

Date of Conduct: March 14-15, 2018  
Date of Report: April 30, 2018

A graphic illustration of a city skyline with various communication icons (phone, laptop, mail, etc.) floating above it.



## Key Topic Areas:

- Mass notification communications infrastructure
- Organizational processes and structures
- Techniques for designing effective emergency alert messages
- Reaching the whole community
- Regional coordination for emergency messaging



# Recommendations & Next Steps

- Public Information & Warning Workgroup should continue quarterly meetings to improve regional coordination
- The Region should consider a region-wide test of Wireless Emergency Alert (WEA) and Emergency Alert System (EAS)
- Jurisdictions should monitor pending alert and warning legislation and send recommendations as needed
- Mass Notification System operators and Public Information Officers should continue to leverage the Bay Area Joint Information System (JIS) to share messaging templates, resources, and other mass notification materials
- The Region should consider hosting another Mass Notification Seminar in 2019



# Thank You



## Mass Notification Seminar Planning Team:

Woody Baker-Cohn, Marin County  
Paul Hess, Alameda County  
Kristin Hogan, City and County of San Francisco

Pat Moore, Monterey County  
Chris Reilly, Marin County  
Heather Tiernan, Contra Costa County

## Our Sponsors:



## Our Host:





**To: Bay Area UASI Approval Authority**  
**From: Tristan Levardo, CFO**  
**Date: May 10, 2018**  
**Re: Item 9: FY2017 UASI Spending Report**

---

**Staff Recommendation:**

No recommendation

**Action or Discussion Item:**

Discussion

**Summary**

The sub-recipient performance period for FY2017 UASI grant is November 1, 2017 – December 31, 2018, with final claim for reimbursement due no later than January 31, 2019.

**Financial Information:**

Jurisdiction	Budget	Spending	Spent %	Committed
Management Team	2,996,479	329,912	11%	2,666,567
Alameda	5,333,711			
Contra Costa	839,820			
Hayward	85,138			
Marin	266,775			
Marina	296,547			
NCRIC	4,729,066			
Oakland	1,192,509			
Petaluma	31,971			
San Francisco	2,864,207	31,134	1%	2,833,073

San Jose	1,377,130			
San Mateo	879,348			
San Ramon	148,610			
Santa Clara	832,859			
Solano	104,590			
Sonoma	256,225			
Sunnyvale	110,567			
Walnut Creek	83,248			
Total	22,428,800	361,046	2%	22,067,754

