

Project Proposal Guidance for Fiscal Year 2024 - 2025

Approved by the Approval Authority June 08, 2023

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This guidance provides an overview of the process and requirements for applying for funds through the Bay Area UASI for the FY24 and FY25 grant years. Please note that this guidance remains interim until the Department of Homeland Security (DHS) releases the FY24 Notice Of Funding Opportunity (NOFO). This guidance does not include the updated rules governing allowable expenses under the UASI grant for FY24.

Section 1. UASI Grant Program Overview

The Bay Area UASI Grant Program provides regional funding through a Homeland Security Grant Program (HSGP) award from the Department of Homeland Security (DHS) that is designed to assist high-threat, high-density Urban Areas in efforts to build, sustain, and deliver the capabilities necessary to prevent, protect against, mitigate, respond to, and recover from acts of terrorism.

Section 2. Grant Planning Process

Each year, planning efforts for the Bay Area UASI grant program begin before the release of grant funds. These efforts combine the requirements of the Notice of Funding Opportunity (NOFO) with the Bay Area Threat and Hazard Identification and Risk Assessment/Stakeholder Preparedness Review (THIRA/SPR).

Grant Funding

Grant funding amounts are based upon the preceding year's award (e.g., the FY 23 award amounts will be used for planning the FY 24 funding amounts). The Bay Area UASI conducts a project proposal process where agencies are required to submit applications into the online WebGrants system. (See pg. 6). While the previous year's funding amounts are used for planning purposes, the actual award amount may be different.

Grant Award

The HSGP grant is initially awarded to Cal OES as the grantee; and thereafter funds are allocated to the Bay Area UASI (BAUASI), as a sub-grantee. The BAUASI receives a net award after CalOES subtracts a percentage (up to 20%) for their Management & Administration. For FY23 CalOES's percentage is 18.5%. Within the net award, the BAUASI determines funding allocations through a four-tiered process.

Grant Allocation Process

The grant allocation process consists of a four-tiered process:

- First, priority is given to meet the directives of the Notice of Funding Opportunity (NOFO). In UASI FY 2023, DHS required allocating 30% of the funding award to six National Priority Area projects. (See Section 4)
- Second, an allocation of $1 million each is awarded to the Bay Area UASI core cities of Oakland, San Francisco, and San Jose. (See Section 5)
- Third, an allocation is made to the regional Sustainment program: Bay Area Training and Exercise Program (BATEP).

- Fourth, after meeting all NOFO requirements, allocations are granted to the four (4) Hubs. To receive these funds, eligible agencies must submit project proposals into the online WebGrants system. (See Section 7)

Section 3. Project Proposal Criteria

As described in Section 2, agencies seeking Hub funding may identify and propose eligible projects. Certain compliance criteria, identified by federal grant guidelines, must be met. All Hub-submitted project proposals must meet the following criteria:

- Have a clear "nexus to terrorism," – i.e., the proposal must specify how the activities will support preventing, preparing for, protecting against, and responding to terrorist incidents
- Directly benefit at least two operational areas within the respective hub
- Support at least one of the region's homeland security goals (see Section 9)
- Include only allowable expenses under UASI grant guidelines (See Appendix C)
- Describe how the proposed investment supports closing gaps or sustaining capacity in one or more of the 32 core capabilities.

In addition, proposals may only be submitted by a local government agency within the twelve-county Bay Area UASI footprint and must have approval of the relevant department head. Community-based and nonprofit groups must submit proposals through a government sponsor/partner.

The person submitting the form must be the person who will be primarily responsible for implementing the project ("Project Lead.") This same person is also required to either attend the proposal kick off meeting on Thursday September 15, 2023, or listen to the webinar version on the UASI website (www.bayareauasi.org) prior to submitting the project proposal.

Section 4. National Priority Project Funding

In FY 23, DHS required the funding of 6 National Priority Areas, as follows:

- Enhancing the protection of soft targets/crowded places – 3%
- Enhancing information and intelligence sharing and analysis – 3%
- Combating domestic violent extremism – 3%
- Enhancing cybersecurity – no minimum percent
- Enhancing community preparedness and resilience – 3%
- Enhancing election security – 3%

The total amount of required FY23 funding for the six Areas amounted to $8,922,603. Five of the six eligible National Priority Areas (NPA) are required to be funded at 3% minimum ($892,260) each for a total of 15% ($4,461,300), providing flexibility in planning for the remaining 15% ($4,461,303) per identified gaps and input from subject matter experts.

National Priority Area projects are reviewed by DHS for risk and effectiveness. Projects not meeting the effectiveness criteria remain unfunded and on hold until the effectiveness of the proposed project(s) is reviewed and confirmed by DHS.

National Priority Area projects:

All potential National Priority Area (NPA) projects are reviewed, discussed, and developed with input from BAUASI work group members and local, state, and/or national subject matter experts. Gaps identified in the Bay Area UASI THIRA/SPR, input from FEMA Technical Assistance representatives, and BATEP After Action Reports are also used to ensure National Priority Area funds are invested effectively.

- The UASI Management Team will identify potential NPA projects and meet with related work groups and subject matter experts to review and discuss project outcomes for feasibility and effectiveness.
- Members of the work group may also suggest ideas for NPA projects that fall within grant requirements (See Appendix A)
- Project summaries will be presented to the Approval Authority for their review and approval (estimated March 2024 Approval Authority meeting).
- Project concepts that are approved by the Approval Authority and meet the FY 2024 NOFO guidance will be drafted in further detail for submission to CalOES during the grant application process.
- The BAUASI Management Team will act as the project lead on most NPA projects seeking support from Bay Area stakeholders as needed.
- All NPA projects are reviewed separately by FEMA for effectiveness.

See Appendix A for details on the required risk and effectiveness criteria per DHS.

Section 5. Core City Funding

Each year, the Bay Area UASI funds the three cities of Oakland, San Francisco, and San Jose with "core city" funds. Each city receives $1,000,000. Core city project applications are submitted in WebGrants as a "core city" project. The following requirements must be followed:

- Have a clear "nexus to terrorism," i.e., the proposal must specify how the activities will support preparedness for terrorist incidents
- Support at least one of the region's homeland security goals (see Section 9)

- Include only allowable expenses under UASI grant guidelines (See Appendix C)
- Describe how the proposed investment supports closing gaps or sustaining capacity in one or more of the 32 core capabilities.

Section 6. Sustainment Funding

Because DHS mandated the assignment of the Fusion Center and Information Sharing Projects as one of the National Priority Area projects, at the direction of the Approval Authority, only one Sustainment Project, the Bay Area Training and Exercise Program (BATEP), will be funded by the FY 24 UASI grant program.

All requests or proposals for training courses should be submitted through the Training and Exercise Work Group (TEWG) and are ineligible for submission via WebGrants. Please contact Corinne Bartshire for more information about the TEWG at corinne.bartshire@sfgov.org

Section 7. Hub Funding

The Bay Area is divided into four (4) geographic areas or Hubs. Project proposals requesting funds from the Hub allocations will be designated as either a "North, South, East, or West" Hub project. As stated above, until the FY23 grant award is announced, the Bay Area UASI will operate under the assumption that the FY24 funding will be equal to the amount awarded in FY23. For reference, below please find the FY23 UASI Hub allocations.

FY 23 UASI Hub Allocations

East Hub	$1,476,471
North Hub	$ 532,317
South Hub	$1,593,291
West Hub	$2,791,402

2 Year Funding Cycle

Each year, the amount of funding requested vastly exceeds the amount of funding available. In order to increase efficiency and provide an opportunity for Hubs to plan for larger projects that may exceed the 14-month project performance period, the UASI Management Team established a 2-year funding cycle. Project proposals reflecting the FY24-FY25 periods of performance will be accepted via WebGrants during September 15 – October 6, 2023.

The funding amount of all projects submitted within each Hub may only exceed the 2-year anticipated allocation amount to the Hub by 10%. This additional 10% will act as a contingency

in case of funding increases. The amounts below reflect two times the amount of the FY 23 allocation of the FY23 allocation as a contingency. Please note that UASI allocations have decreased for two consecutive funding cycles (FY22 and FY23).

FY24-FY25 UASI Hub Allocations

East Hub	**$ 2,952,942**
North Hub	**$ 1,064,634**
South Hub	**$ 3,186,582**
West Hub	**$ 5,582,804**

Hubs are strongly encouraged to meet prior to the kick-off meeting in September to discuss the submission of projects so they do not exceed the above listed FY 24-25 Hub allocation amount. Please see Section 11 below for the discussion of project prioritization.

Section 8. Developing and Submitting Proposals

FY 24 UASI proposals for core city or hub funding must be submitted through the WebGrants system between Friday, September 15 and Friday, October 6, 2023. All proposals must be submitted by 5pm on Friday, October 6. Late proposals will be ineligible.

Kick off Meeting:

All persons submitting FY 24 proposals are required to either attend the FY 24 proposal kick off workshop/webinar on Thursday, September 14, 2023, or review the webinar prior to submitting a proposal (available at www.bayareauasi.org).

Please note: While the Management Team will notify our primary stakeholders of the kickoff meeting, ultimately, county and core city leadership are responsible for distributing notification emails regarding UASI project proposal information to a wider audience within their cities and agencies.

Drafting your proposal:

All proposals must include a brief description of the project and requested funding amount. Additionally, proposers must determine which Goal and Core Capability their project helps address. Attached as Appendix B is a guide to the drafting of proposals (investment justification). Table 1 in the document provides a list of investments by number, the Bay Area UASI Goal, and the appropriate UASI Core Capability. The appendix also provides further descriptions and project ideas that may be eligible within each investment area.

WebGrants System:

All proposals must be submitted through WebGrants. The Management Team will offer training on using the system for submitting proposals at the Thursday September 14 proposal kick off workshop/webinar.

Hubs exceeding the allocation amount:

The UASI Management Team will monitor the hub applications during the application period. Should the total amount of the submitted projects exceed the total amount identified in Section 7, staff will notify the appropriate Approval Authority member(s) for their guidance.

Additional information:

Local Jurisdiction Internal Vetting:

It is strongly recommended that Bay Area UASI jurisdictions and/or Hub Voting members conduct their own internal vetting process to identify which proposals should be submitted for UASI funding. With a two-year funding cycle, it is important that hubs meet to make some pre-determinations about the type of projects they want to submit. For example, some hubs divide allocations by an agreed upon percentage (e.g., a 60/40 split across two counties) and some hubs meet to discuss and determine a spending plan based on specific project allocations.

Counties sometimes conduct UASI project vetting along with their State Homeland Security Program (SHSP) decision-making processes. While this vetting is the responsibility of each jurisdiction, the Management Team is available upon request to assist jurisdictions in facilitating their internal vetting processes.

Management Team Support:

Management Team staff is available to answer questions and provide support on compliance, proposal criteria, and using the WebGrants system. All proposers are urged to seek Management Team staff assistance in order to submit timely and compliant proposals. Please contact Molly.Giesen-Fields@sfgov.org with any questions.

Proposals for Staff Positions:

Funding requests for any staff position must be submitted as an individual proposal. Multiple positions may not be bundled within one proposal nor can positions be combined with other funding uses (e.g., equipment, training) within one proposal. Please also note that all staff positions are limited to a maximum performance period of 14 months for each grant year. Due to the 2-year budget cycle, the amount requested in the proposal may now reflect two (2) 14-month periods (one period for each grant year).

Support of THIRA and SPR process:

As stated above, the Department of Homeland Security (DHS) requires that the region submit a Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) on an annual basis. The SPR is a self-assessment of the region's current capability levels against the targets identified in the THIRA. All UASI grant recipients are required to participate in the THIRA/SPR process.

All projects (i.e., core city, Hub, or National Priority Area) shall describe how the proposed investment supports closing capability gaps or sustaining capabilities identified in the THIRA/SPR process. More detail is provided in Appendix B- "Bay Area UASI FY 2024 Guidance for Writing Your Grant Application".

Section 9. Role of the Work Group

The Bay Area UASI encourages subject matter experts to discuss potential National Priority Area projects within Bay Area UASI work groups. Work group meetings are open to all governmental agencies within the twelve-county footprint of the Bay Area UASI. They meet on a monthly or quarterly basis and are chaired by project managers from the UASI Management Team. Approval Authority members should ensure their jurisdictions are represented in work groups for optimum inclusion in UASI project discussions. Each work group aligns with Bay Area UASI Homeland Security Goals which align to California's Investment Justification process.

The work groups and their areas of responsibility for FY 24 are:

Investment	Bay Area UASI Work/Focus Group	Homeland Security Goal
1	NCRIC	**National Priority Area:** Enhance Info & Intelligence Sharing
2	STC Committee / Chemical Biological Radiological Nuclear Explosive (CBRNE)	**National Priority Area:** Enhance the Protection of Soft Targets
3	Cybersecurity	**National Priority Area:** Enhance Cybersecurity
4	Community Preparedness and Resilience	**National Priority Area:** Enhance Community Preparedness and Resilience
5	NCRIC	**National Priority Area:** Combating Domestic Violent Extremism

6	Public Information and Warning	Strengthen Emergency Communications Capabilities
7	Medical and Public Health	Enhance Medical and Public Health Preparedness
8	Public Safety Information Sharing	Strengthen Information Sharing and Collaboration
9	Emergency Management	Enhance All-Hazards Incident Planning, Response & Recovery Capabilities
10	STC Committee / CBRNE	Protect Critical Infrastructure and Key Resources
11	STC Committee / CBRNE	Enhance Elections Security
1-11	Training and Exercise Risk Management	All Goal Areas

Please contact Molly Giesen-Fields, Regional Grants Manager, at Molly.Giesen-Fields@sfgov.org for information on work groups and their meeting schedules.

Section 10. Proposal Review Process

On October 9, 2023, the Management Team will begin reviewing all submitted project proposals for compliance with the project proposal criteria (see Section 3). Project proposals that do not meet the criteria will be ineligible and will be removed from further consideration for funding.

The Management Team will also undertake a financial and programmatic review of all proposals. Proposers may be contacted to correct errors and resubmit proposals, and/or the Management Team may make such corrections and notify the proposers. Projects with outcomes that may be funded through the Bay Area UASI Training and Exercise Program, National Priority Area projects, the Regional Catastrophic Preparedness Grant Program (RCPGP), the San Francisco Bay Area Securing the Cities (STC), or the Targeting Violence and Terrorism Prevention (TVTP) programs, will be reviewed by the appropriate Program Manager to ensure alignment with Bay Area UASI goals. The Management Team will contact the project lead to determine whether a project submission should be revised, eliminated, or moved to another grant funded program. If a hub exceeds their allocated amount, the Management Team will contact the appropriate Approval Authority member for guidance on reducing either the number of projects or the amount of some of the projects.

The Management Team will share proposals with Approval Authority members for review in November and then with hub voting members in December 2023. See Section 11 below for more details on the hub and other review processes, as well as Section 13 for the summary timeline.

Section 11. Role of Hub Voting Members

The Bay Area UASI utilizes a hub proposal prioritization process to prioritize projects within the grant allocation for hubs. Hubs are based on the geographical location of agencies grouped by county in four sectors of the Bay Area - North, East, South and West (see map on page 10).

Hub Composition:

In the fall, the Management Team will ask each Approval Authority member to assign one (1) to three (3) people to represent his or her county/core city in the hub proposal prioritization process. Please note that the Approval Authority members may make other arrangements for representation at hub meetings, provided that this is the agreement of all the Approval Authority members representing those counties/core cities of the hub in question. Hub representatives are referred to as "Hub voting members." Approval Authority members are urged to appoint representatives to serve as hub voting members that represent various agencies and subject matter expertise.

Preparations for Hub Prioritization:

On December 11, 2023, the Management Team will provide each hub voting member with all submitted proposals that meet the project criteria (per Section 3) and that have been confirmed by the corresponding jurisdiction's Approval Authority member. Hub voting members should become familiar with all hub proposed projects prior to the hub meeting and come to the hub meeting prepared to discuss project submissions with other hub voting members. The Management Team is available to assist hub voting members with any questions or concerns, including arranging information from regional subject matter experts in advance of the hub deliberations.

Proposal Prioritization Process:

The Management Team will convene hub prioritization meetings in January 2024. The goal of each hub meeting is to create a list of projects, in order of priority, during the two-year grant cycle. As described above, the amount of available funding for each individual hub is based on double the amount of funding of the previous year's awarded allocation plus a 10% contingency (see Section 7 for these amounts).

Each hub will develop a list of these prioritized projects based on regional need and local capabilities. Hubs may also designate other criteria as mutually agreed upon (e.g., provides scalable solutions, leverages other funding sources, and benefits the most operational areas.) Ideally, these projects will be prioritized by agreement of all the members. However, if necessary, a vote may be taken.

Since all projects will be prioritized with the two-year funding cycle in mind, the concept of "above the line" and "below the line" projects, is being eliminated. All projects will be prioritized and will be undertaken in order of priority as funding for FY24 or FY 25 allows. If a hub (or hubs) exceeds the amount allocated in Section 7, as discussed in Section 8, Approval Authority members will be tasked with identifying the removal of projects until the allocated amount is reached. The remaining projects will then be prioritized during the hub prioritization meetings in January 2024.

Modifications to Proposals:

Hub voting members may make modifications to proposals during their deliberations with the agreement of the original project proposers, as long as these modifications are consistent with the original goals of the project. Recognizing that the discussion of needs at the hub level may generate new ideas and opportunities for cooperation, in special circumstances hubs may also propose new projects with the approval of the Bay Area UASI General Manager and the relevant Approval Authority members. Such projects must meet all the project criteria presented in Section 3.

Facilitation of Hub Meetings:

All four hubs will have decision-making meetings coordinated, facilitated, and led by UASI Management Team staff members during January 2024.



Section 12. Role of the Approval Authority

The following is a summary of key actions, responsibilities, and decision-points for Approval Authority members in the FY24 proposal process:

- **Work Groups**: Approval Authority members should ensure that their jurisdictions are represented on Bay Area UASI work groups (see Section 9, Role of the Work Groups).

- **Hub Voting Members**: Approval Authority members should designate 1-3 hub voting members to participate in hub meetings. The Management Team will solicit this information from members in the fall of 2023. (See Section 11, Role of Hub Voting members).

- **Proposal Compliance:** Approval Authority members should ensure that those submitting FY 24-25 proposals attend the proposal kick off meeting on Thursday, September 14 or review the webinar online at www.bayareauasi.org. All proposers are required to attend/view the presentation. (See Section 3, Proposal Criteria and Section 8, Developing and Submitting Proposals, for more information).

- **Proposal Review**: Approval Authority members will have the opportunity to review their jurisdictions' proposals from November 8-22, 2023. The member may remove a hub project from consideration by notification to the Management Team and the proposer.

- **Approve National Priority Area projects:** Approval Authority members will approve the list of all National Priority Project proposals. This will occur at the March 14, 2024 Approval Authority meeting or as soon as possible following DHS's issuance of the FY 24 Homeland Security Grant Program Notice of Funding Opportunity (NOFO).

- **Approve All Other Projects**: Approval Authority members will review/approve all hub projects recommended by hub voting members. This will take place at the March 14, 2024, Approval Authority meeting or as soon as possible following DHS's issuance of the Homeland Security Grant Program Notice of Funding Opportunity (NOFO).

- **Approve Grant Allocations**: Approval Authority members will approve allocation amounts among the categories of core city allocation and the two-year spending cycle of projects for the hub projects. This action will take place at the next Approval Authority meeting following DHS's issuance of the NOFO, estimated to be the March 14, 2024 Approval Authority meeting.

Section 13. Summary Timeline

WHO	WHAT	WHEN	DESCRIPTION
Approval Authority	Proposal Guidance approval	June 8, 2023	UASI Approval Authority approves FY24-25 Proposal Guidance
Management Team	Outreach	June-July 2023	Management Team sends the FY24 project proposal guidance to UASI stakeholders
UASI Work Groups	Proposal discussions	June - September 2023	Work groups discuss regional gaps and priorities and provide input to potential National Priority Area projects
Management Team	Kick off workshop and webinar	September 14, 2023	This meeting/webinar reviews project submission protocols and is required for all those submitting proposals.
UASI Stakeholders	Proposal submissions	September 15 – October 6, 2023	UASI stakeholders submit proposals through the WebGrants system.
Management Team	Compliance review	October 9 – November 3, 2023	Management Team reviews proposals and checks for compliance.
Approval Authority	Proposal review	November 8 – 22, 2023	Review period for Approval Authority members.
Hubs	Proposal review	December 11, 2023	Management Team sends proposals to hub voting members for review.
Hubs	Prioritize	January 2024	Hubs meet on specific days in January 2024 and prioritize all projects.
Approval Authority	Approve sustainment project	January 11, 2024	Existing sustainment project proposal presented to the Approval Authority.
Approval Authority	Approve	March 14, 2022 (estimate)	Approval Authority approves Hub, Core City, and National Priority Area projects as well as FY24 allocations.

APPENDIX A

Bay Area UASI
FY 2024 - FY25

National Priority Area

Guidance

Introduction

In FY 2023, DHS identified six priority areas of national concern and determined that these priorities should be addressed by allocating specific percentages of HSGP funds to them. The total amount allocated for these six national priorities totaled 30% of the grant award.

Application process

In the FY 24 application, a separate investment for each of the six national priority areas identified in the Notice of Funding Opportunity (NOFO) is required. In FY 23, these projects included: Enhancing cybersecurity; Enhancing the protection of soft targets/crowded places; Enhancing information and intelligence sharing; Enhancing Community Preparedness and Resilience, including partnerships with volunteers and community-based organizations and programs; Combating domestic violent extremism; and Enhancing Election Security. Five of the six investments have a 3% percent allocation requirement, with Cybersecurity not having a minimum investment allocation threshold.

Failure by a recipient to propose investments and projects that align with the six priority areas and spending requirements will result in a recipient having a portion of their SHSP and UASI funds (up to 30 percent) placed on hold until they provide projects that sufficiently align to the National Priority Areas, and total at least the minimum percentage identified above of total SHSP and UASI funds per National Priority Area.

The remaining 70 percent of the Bay Area's funding must be applied to gaps identified through the Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) process.

Likewise, there are several enduring security needs that crosscut the homeland security enterprise to which recipients should consider allocating funding across core capability gaps and national priorities. The following are enduring needs that help recipients implement a comprehensive approach to securing communities:

1) Effective planning[1];
2) Training and awareness campaigns;
3) Equipment and capital projects; and
4) Exercises.

The National Priority Areas, the appropriate Core Capability, and sample projects are listed in Table 1 below:

[1] Including assessment of critical infrastructure system vulnerabilities and plans to reduce consequences of disruptions, using the Infrastructure Resilience Planning Framework and Regional Resiliency Assessment Methodology produced by the Cybersecurity and Infrastructure Security Agency

Table 1

FY 2023 UASI National Priority Funding Projects

National Priorities	Core Capabilities	Sample Project Types

Enhancing Cybersecurity	• Cybersecurity
	• Intelligence and information sharing
	• Planning
	• Public Information and warning
	• Operational coordination
	• Screening, search, and detection
	• Access control and identity verification
	• Supply chain integrity and security
	• Risk management for protection programs and activities
	• Long-term vulnerability reduction
	• Situational assessment
	• Infrastructure systems
	• Operational communications
		• Cybersecurity risk assessments
		• Migrating online services toe ".gov" internet domain
		• Projects that address vulnerabilities identified in cybersecurity risk assessments
		  ○ Improving cybersecurity of critical infrastructure to meet minimum levels identified by the Cybersecurity and Infrastructure Security Agency (CISA)
		  ○ Cybersecurity Training and Planning

Enhancing the Protection of Soft Targets/ Crowded Places	• Operational coordination
	• Public information and warning
	• Intelligence and information sharing
	• Interdiction and disruption
	• Screening, search, and detection
	• Access control and identity verification
	• Physical protective measures
	• Risk management for protection programs and activities
		• Operational overtime
		• Unmanned aircraft system detection technologies
		• Physical security enhancements
		  ○ Close-circuit television (CCTV) security cameras
		  ○ Security screening equipment for people and baggage
		  ○ Lighting
		  ○ Access controls
		  ○ Fencing, gates, barriers, etc.

Enhancing information and intelligence sharing and analysis	• Intelligence and information sharing • Interdiction and disruption • Planning • Public information and warning • Operational coordination • Risk management for protection programs and activities	• Fusion center operations (Fusion Center project will be required under this investment, no longer as a stand-alone investment) • Information sharing with all DHS components; fusion centers; other operational, investigative, and analytic entities; and other federal law enforcement and intelligence entities • Cooperation with DHS officials and other entities designated by DHS in intelligence, threat recognition, assessment, analysis, and mitigation • Identification, assessment, and reporting of threats of violence • Joint intelligence analysis training and planning with DHS officials and other entities designated by DHS
Combating Domestic Violent Extremism	• Interdiction and disruption • Screening, search and detection • Physical protective measures • Intelligence and information sharing • Planning • Public information and warning • Operational coordination • Risk management for protection programs and activities	• Open source analysis of misinformation campaigns, targeted violence and threats to life, including tips/leads, and online/social media-based threats • Sharing and leveraging intelligence and information, including open source analysis • Execution and management of threat assessment programs to identify, evaluate, and analyze indicators and behaviors indicative of domestic violent extremists • Training and awareness programs (e.g., through social media, suspicious activity reporting [SAR] indicators and behaviors) to help prevent radicalization • Training and awareness programs (e.g., through social media, SAR indicators and behaviors) to educate the public on misinformation campaigns and resources to help them identify and report potential instances of domestic violent extremism
Enhancing Community Preparedness and Resilience, including	• Planning • Public Information and Warning • Community Resilience	• Establish, train, and maintain Community Emergency Response Teams (CERT) and Teen CERT, with a focus on historically undeserved communities, including procurement of appropriate tools,

partnerships with volunteers and community-based organizations and programs	• Risk Management for • Protection Programs and Activities • Mass Care Services • Intelligence and Information Sharing • Risk and Disaster Resilience Assessment • Long Term Vulnerability Reduction	equipment and training aids • Local delivery of CERT Train-the-Trainer and CERT Program Manager to build local program training and maintenance capability • Provide continuity training, such as FEMA's Organizations Preparing for Emergency Needs training to faith-based organizations, local businesses, and community-based organizations such as homeless shelters, food pantries, nonprofit medical providers and senior care facilities to bolster their resilience to all hazards • Partner with local school districts to deliver the Student Tools for Emergency Planning curriculum or other educational programming to guide students on how to create emergency kits and family communications plans • Partner with key stakeholders to assist with completing the Emergency Financial First Aid Kit or a similar tool to bolster the disaster centric financial resilience of individuals and households • Execute *You are the Help Until the Help Arrives* workshops in concert with community-based organizations to bolster individual preparedness • Target youth preparedness using FEMA programing such as Prepare with Pedro resources and Ready2Help • Promote community planning, coordination, and integration of children's needs during emergencies through workshops like FEMA's Integrating the Needs of Children • Community Mapping: identify community resources and characteristics in order to identify gaps in resources, identify hazards and vulnerabilities, and inform action to promote resilience • Provide training and awareness programs with key stakeholders (e.g., through social media, community and civic organizations) to educate the public on misinformation and disinformation

		campaigns to increase individual and community resilience. • Support integrated and cross-jurisdictional preparedness planning that considers how the community develops networks of information-sharing and collaboration among community-based organizations and government institutions to enable a quicker recovery from multiple threats, including terrorist actions.
Enhancing Elections Security	• Cybersecurity • Intelligence and information sharing • Planning • Long-term vulnerability reduction • Situational assessment • Infrastructure systems • Operational coordination • Community resilience	• Physical security planning support • Physical/site security measures – e.g., locks, shatter proof glass, alarms, access controls, etc. • General election security navigator support • Cyber navigator support • Cybersecurity risk assessments, training, and planning • Projects that address vulnerabilities identified in cybersecurity risk assessments • Iterative backups, encrypted backups, network segmentation, software to monitor/scan, and endpoint protection • Distributed Denial of Service protection • Migrating online services to the ".gov" internet domain • Online harassment and targeting prevention services • Public awareness/preparedness campaigns discussing election security and integrity measures

Projects must demonstrate:

- Support terrorism preparedness;
- Support closing capability gaps or sustaining capabilities identified in the community's THIRA/SPR process; and
- Support the overcoming of existing logistical, technological, legal, policy, and other impediments to collaborating, networking, sharing information, cooperating, and fostering a culture of national preparedness with federal, state, tribal, and local governments, as well as other regional, and nonprofit partners in efforts to prevent, prepare for, protect against, and respond to acts of terrorism, to meet its target capabilities, support the national security mission of DHS and other federal agencies, and to otherwise reduce the overall risk to the high-risk urban area, the state, or the Nation.

Projects must explain:

- Prevent a threatened or an actual act of terrorism;
- Prepare for all hazards and threats, while explaining the nexus to terrorism preparedness;
- Protect citizens, residents, visitors, and assets against the greatest threats and hazards, relating to acts of terrorism; and/or
- Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of an act of terrorism or other catastrophic incidents.

Review and Evaluation Process

FEMA will evaluate the applications for completeness, adherence to programmatic guidelines, and anticipated effectiveness of the proposed investments, utilizing the following criteria:

- Aligns with at least one core capability identified in the Goal;
- Demonstrates how investments support closing capability gaps or sustaining capabilities identified in the THIRA/SPR process; and
- Supports a NIMS-typed resource and whether those assets are deployable/shareable to support emergency or disaster operations per existing EMAC agreements.

In addition to the above, FEMA will evaluate whether proposed projects are: 1) both feasible and effective at reducing the risks for which the project was designed; and 2) able to be fully completed within the three-year period of performance. FEMA will use the information provided in the application and after the submission of the first BSIR to determine the feasibility and effectiveness of a grant project. To that end, IJs should include:

- How the proposed investment addresses the National Priority Area;
- An explanation of how the proposed projects were selected and will achieve objectives and strategies to build or sustain the core capability gaps identified in the SPR, including expected long-term impact where applicable; and
- A summary of the collaboration efforts to prevent, prepare for, protect against, and respond to acts of terrorism as well as anticipated outcomes of the project.

Project Scoring

Four factors will be used in FEMA's review of the projects:

1. Investment Strategy: Proposals will be evaluated based on the quality and extent to which applicants describe an effective strategy that demonstrates that proposed projects support the program objective of preventing, preparing for, protecting against, and responding to acts of terrorism, to meet its target capabilities, and otherwise reduce the overall risk to the high-risk urban area, the State, or the Nation.
2. Budget: Proposals will be evaluated based on the extent to which applicants describe a budget plan for the investment by demonstrating how the applicant will maximize cost effectiveness of grant expenditures.

3. Impact/Outcomes: Proposals will be evaluated on how this investment helps the jurisdiction close capability gaps identified in its Stakeholder Preparedness Review and addresses national priorities outlined in the FY 23 NOFO. Further, proposals will be evaluated on their identification and estimated improvement of core capability(ies), the associated standardized target(s) that align with their proposed investment, and the ways in which the applicant will measure and/or evaluate improvement.
4. Past Performance (additional consideration): Proposals will be evaluated based on the applicants demonstrated capability to execute the proposed investments. In evaluating applicants under this factor FEMA will consider the information provided by the applicant and may also consider relevant information from other sources.

Review and Selection Process

All national priority investments will be reviewed by DHS/FEMA, CISA, and other DHS components as appropriate, for compliance with purposes and requirements of the priority investment area. Proposed investments will be reviewed for effectiveness using the criteria found in the NOFO.

Information Sharing and Cooperation Investments will be reviewed by DHS/FEMA, DHS Office of Intelligence and Analysis, and other DHS components as appropriate, for compliance with purposes and requirements of the priority investment area. Proposed investments will be reviewed for effectiveness using the criteria set forth in this NOFO.

All other proposed investments not associated with a required investment justification will undergo a Federal review by DHS/FEMA to verify compliance with all administrative and eligibility criteria identified in the NOFO.

APPENDIX B

Bay Area UASI
FY 2024-25
Guidance for Writing Your Grant Application

INTRODUCTION

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

Define and Develop Your Project

When drafting your project proposal, include project scope, estimated costs, feasibility, milestones, time needed to implement, and how to evaluate the project's success. Even though some of this information will not be required for submission in your WebGrants application, it is a good idea to conceptualize the project before it is time to submit it into the system.

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

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

Note: Training requests are not eligible for submission through WebGrants as these classes fall under the purview of the Bay Area Training and Exercise Program (BATEP). Proposers seeking a specific class should go to www.BATEP.org and create an account. Once the account is approved, proposers can review the calendar of training and the planned schedule of T&E services under Documents in the Integrated Preparedness Plan. Regional Exercises are also under the purview of BATEP, but local, jurisdiction-specific exercises may be submitted through the WebGrants application process.

Project Development Principles

When developing a project, the following principles should apply:

- **Give the project a SHORT, clear title.** Directly link the title to the project description and provide a clear indication of the focus of the project. For example, "public information officer (PIO) Training", "HazMat Team Equipment", or "Cybersecurity Assessment of City's Networks" are all valid project names. Project names such as "Exercises" or "Data Sharing" are too vague.
- **Be descriptive, but brief.** A project description should be no more than two to three sentences. Do not include unnecessary information that does not describe what the project is truly about.
- **Be sure your project describes how it closes an identified gap.** Identify the threat your project is addressing and the most appropriate core capability and

associated gap areas. Ultimately, this information demonstrates how funding for this project will build or sustain capabilities identified in the SPR (Stakeholder Preparedness Review). More information about the SPR can be found on the http://www.bauasi.org website here.

Remember, all projects must have a nexus to terrorism prevention, protection, mitigation, response, or recovery, even if it will also address natural hazards scenarios.

Describe the Project

Please include the following information when developing and describing a project:

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

The following is an example of an effective project description:

- *Install fencing, lighting, and gates**,** at the Water Treatment Plant, in Alameda County, in 2021, to protect the plant from unauthorized intrusion**.***

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

The following are examples of insufficient project descriptions.

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

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

SEVEN STEPS TO DEVELOPING YOUR PROJECT:

STEP ONE

The federal government website allows for only 11 Investment Justifications (or IJs) with an unlimited number of projects assigned to them. Therefore, all proposals submitted through WebGrants will have an IJ number and then later be assigned a project number by UASI Management Team staff. As described above, the IJs 1-5 and 11 are assigned by the federal government. When preparing your application, first determine the appropriate IJ number. Below is the list of IJs with a brief description and samples to assist in the selection. Please review them to assist in determining which IJ description is the best fit.

IJs 1-5 and 11 are for National Priority Area projects only and will be separately reviewed by DHS for effectiveness. Like in FY21-22, the federal government has allocated required percentages to FY23 projects. Five of the six projects have a minimum spending threshold of 3% each (IJs 1, 2, 4, 5 and 11) with the remaining project (IJ 3) not having a minimum threshold for a total of 30% of the grant award. Described below are the National Priority Area projects identified in FY 23. It is unknown what, if any, special project types may be imposed in FY 24, but we will operate under the assumption that it will be the same as FY23.

IJ 1: Enhancing Information and Intelligence Sharing / Fusion Center Only (National Priority Area)

This project is for fusion centers only and is provided for information purposes.
This Investment will be provided by the NCRIC. Sample NCRIC projects include:

- Information sharing with all DHS components, fusion centers, and other entities designated by DHS
- Cooperation with DHS officials and other entities designated by DHS in intelligence, threat recognition and analysis
- Joint training and planning with DHS officials and other entities designated by DHS

IJ 2: Enhancing the Protection of Soft Targets (National Priority Area)

IJ 2 covers the National Priority of protecting soft targets. IJ 2 projects **may** include examples such as:

- Physical security enhancements such as: Cameras, lighting, gates, bollards, fencing, etc., at critical infrastructure sites
- **Non-fusion center** operational overtime costs
- Risk management planning projects
- Operational Coordination projects

IJ 3: Enhancing Cybersecurity (National Priority Area)

IJ 3 covers National Priority of cybersecurity activities. In addition to National Priority Area projects, any hub or core city cybersecurity project may also be included here Examples of projects that **may** fit under IJ 3 include:

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

IJ 4: Enhancing Community Preparedness and Resilience (National Priority Area)

IJ 4 covers the National Priority of community preparedness and resilience activities. Projects may include:

- Community mapping to identify community resources and characteristics in order to identify gaps in resources, identify hazards and vulnerabilities, and inform action to promote resilience
- Partner with local school districts to deliver the Student Tools for Emergency Planning curriculum or other educational programming to guide students on how to create emergency kits and family communications plans
- Establishing, training, and maintaining CERT programs with a focus on historically undeserved communities

IJ 5: Combatting Domestic Violent Extremism (National Priority Area)

IJ 5 covers the National Priority of domestic violent extremists related to safety and security. The UASI's Management Team, in consultation with the NCRIC, will develop projects in this IJ. Projects may include:

- Sharing and leveraging intelligence and information, including open source analysis
- Execution and management of threat assessment programs to identify, evaluate, and analyze indicators and behaviors indicative of domestic violent extremists
- Training and awareness programs (e.g., through social media, suspicious activity reporting [SAR] indicators and behaviors) to help prevent radicalization
- Training and awareness programs (e.g., through social media, SAR indicators and behaviors) to educate the public on misinformation campaigns and resources to help them identify and report potential instances of domestic violent extremism

IJ 6: Strengthening Emergency Communications Capabilities

IJ 6 covers two broad categories – emergency responder communications, and public information and warning. Projects that **may** fall under IJ 6 include these examples:

- Radio purchases911 dispatch systems
- Public alert and warning systems
- Joint Information Center exercises

IJ 7: Enhancing Medical and Public Health Preparedness

IJ 7 covers public health, hospital, and emergency medical based projects. Sample projects that **may** fall under IJ 7 include:

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

IJ 8: Strengthening Information Sharing & Collaboration

This is the UASI's non-fusion center information sharing investment project. Sample project areas covered here **may** include projects such as:

- ALPR equipment
- Specialized equipment to track suspects

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

IJ 9 is the investment with the largest number of total projects, as it covers the broadest scope of potential projects in both the response and recovery areas. In short, IJ 9 may be the default home for projects that have no other clear IJ under which they fit. This investment area also covers training and exercise infrastructure, and not specific trainings and exercises which should be identified in the IJ in which those trainings or exercises apply. This approach treats training and exercise activities as supporting capability building that falls within any one of the other IJ areas and is consistent with the purpose of training and exercises. Sample project areas covered here may include projects such as:

- Situational awareness support products
- Fire incident response equipment
- Mass evacuation plans
- Mass care plans
- Search and rescue team equipment
- Technology upgrades / system upgrades
- Equipment for multi-purpose training and exercise facilities
- Active Shooter kits
- Special Weapons and Tactics (SWAT) team training and equipment
- Bomb squad equipment

IJ 10: Protect Critical Infrastructure and Key Resources (including Food and Agriculture)

This is the UASI's project that focuses on protecting critical infrastructure and key resources (e.g., highways, connecting bridges and tunnels, railways, utilities and buildings) in the case of a major event. Sample project areas covered here **may** include projects such as:

- Fencing, lighting, camera systems and other security equipment
- Threat assessments

IJ 11: Enhancing Elections Security (National Priority Area)

This is the investment that focuses on securing election infrastructure, ensuring its continued operation in the face of threats and harassment, advancing the safety of election officials, and ensuring an election free from foreign interference are national security priorities. Sample project areas covered here may include projects such as:

- Iterative backups, encrypted backups, network segmentation, software to monitor/scan, and endpoint protection for elections systems
- Physical/site security measures at elections facilities – e.g., locks, shatter proof glass, alarms, access controls, etc.
- Cyber navigator support

STEP TWO:

Once you select the appropriate Investment Justification for your project, please use the drop-down menu to select the most appropriate threat or hazard that your project addresses.

STEP THREE:

After selecting an Investment Justification, use the drop-down menu in WebGrants to select the most appropriate Core Capability addressed by your project. A description of each Core Capability is listed in Table 1 at the end of this document.

Once you have selected a Core Capability, identify how your project closes a gap or sustains a capability by selecting at least one capability gap from the drop-down menu in WebGrants.

STEP FOUR:

Next, select the nexus to terrorism using the drop-down menu and then briefly describe this nexus.

STEP FIVE:

Provide a brief description of your project using the criteria described on page 2-3 of this guidance.

STEP SIX:

Fill out the timeline and milestone sections. The performance period begins on 11/1/24 and ends on 12/31/25. In filling out the milestone section, select five appropriate milestones from the drop down menu. Remember to keep the milestone dates within the grant performance

period. Finally, everything takes longer than you think, so **BE REALISTIC**!

STEP SEVEN:

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

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

The Table on the next page indicates the Investment Justification Number, the UASI Goal Name, the Core Capability(ies) associated with the Goal Area, and the capability gaps (aka functional areas) associated with each investment. Please use this guide to complete your application. Note: Core Capabilities can fall under multiple IJs, National Priority Areas, or Goal Areas.

IJ #	National Priority/UASI Goal Name	Core Capability	Core Capability Description	Capability Gaps / Functional Areas
1	Enhancing Info & Intelligence Sharing /fusion center ONLY (National Priority Area)	Please see IJ8	Please see IJ8	Please see IJ8
2	Enhancing the Protection of Soft Targets (National Priority Area)	Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.	• Command, Control, and Coordination • NIMS/ICS Compliance • Stakeholder Engagement • Allocating and Mobilizing Resources • Determining Priorities, Objectives, Strategies • Emergency Operations Center Management • Ensuring Information Flow • Ensuring Unity of Effort • Establishing a Common Operating Picture • Ensuring Continuity of Government and Essential Services • Establishing Lines of Communication • Establishing Roles and Responsibilities
		Public Information & Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.	• Alerts and Warnings • Culturally and Linguistically Appropriate Messaging • Delivering Actionable Guidance • Inclusiveness of the Entire Public • Developing Standard Operating Procedures for Public Information • New Communications Tools and Technologies • Protecting Sensitive Information • Public Awareness Campaigns • Traditional and Mobilizing Resources
		Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives	• Evaluating and Updating Plans • Operational Planning • Whole Community Involvement and Coordination • Continuity Planning • Including Individuals with Access/ Functional Needs or Disabilities • Incorporating Risk Analyses • Integrating Different Plans • Pre-Incident planning • Strategic Planning

		Intelligence & Information Sharing	Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, Federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.	• Analysis of Intelligence and Information • Developing Reports and Products • Disseminating Intelligence and Information • Exploiting and Processing Information • Feedback and Evaluation • Gathering Intelligence • Continuous Threat Assessment • Establishing Intelligence and Information Requirements • Monitoring Information Safeguarding Sensitive Information
		Interdiction & Disruption	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.	• Interdicting Cargo, Conveyances, and Persons • Anti-Terrorism Operations • Border Security • CBRNE Detection • CBRNE Render Safe • Deterrent Law Enforcement Presence • Financial Disruption • Preventing Acquisition of CBRNE • Tactical Law-Enforcement Operations • Tracking and Targeting Terrorists and Their Weapons • Wide-Area Search and Detection
		Screening, Search, & Detection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio-surveillance, sensor technologies, or physical investigation and intelligence.	• Screening • Wide-Area Search • Bio-surveillance • Chemical and Biological Detection • Electronic Search • Explosives Detection • Laboratory Testing • Locating Terrorists • Physical Investigation • Promoting an Observant Nation • Radiological and Nuclear Detection
		Access Control & Identity Verification	Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.	• Verifying Identity • Controlling Cyber Access • Controlling Physical Access
		Physical Protective Measures	Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational	• Physical Security Measures • Site-Specific and Process-Specific Risk Assessments • Biosecurity • Border Protection

			activities and critical infrastructure sectors.	• Identifying and Prioritizing Assets to Protect
		Risk Management for Protection Programs & Activities	Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.	• Data Collection • Risk Assessment • Analysis Tools • Incorporating Risk Assessments in Exercise Design • Risk Communication • Risk Management Planning
3	Enhancing Cybersecurity (National Priority Area)	Cybersecurity	Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.	• Guidelines, Regulations, and Standards • Sharing Threat Information • Continuity of Operations for Cyber Systems • Controlling Electronic Access • Detecting Malicious Activity • End-User Awareness • Investigating Malicious Actors • Protective Measures • Securing CIKR and SCADA Systems • Technical Countermeasures
		Risk Management for Protection Programs & Activities	See Risk Management for Protection Programs & Activities description	See Risk Management for Protection Programs & Activities description
		Access Control & Identity Verification	See Access Control & Identity Verification description	See Access Control & Identity Verification description
		Planning	See Planning description	See Planning description
		Intelligence & Information Sharing	See Intelligence and Information Sharing description	See Intelligence and Information Sharing description
		Public Information & Warning	See Public Information and Warning description	See Public Information and Warning description
		Operational Coordination	See Operational Coordination description	See Operational Coordination description
		Screening Search & Detection	See Screening Search and Detection description	See Screening Search and Detection description
		Supply Chain Integrity & Security	Strengthen the security and resilience of the supply chain.	• Analysis of Supply Chain Dependencies • Implementing Countermeasures • Implementing Physical Protection • Integrating Security Processes Verification and Detection

		Long Term Vulnerability Reduction	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.	• Incorporating Mitigation Measures into Construction and Development • Adopting Vulnerability Reduction Standards and Building Codes • Developing Neighborhood Civic Organizations Individual and Family Preparedness
		Situational Assessment	Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects and the status of the response.	• Delivering Situation Reports • Stakeholder Engagement • Analyzing Information • Assessing Hazard Impacts • Tracking Response Actions
		Operational Communication	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.	• Interoperable Communications Between Responders • Communication Between Responders and the Affected Population • Data Communications • Re-establishing Communications Infrastructure • Re-establishing Critical; Information Networks Voice Communications
		Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.	• Communications Systems • Power Restoration • Sanitation • Water Treatment and Provision • Dams and Flood Control • Food Production and Delivery • Government Facilities • Heating Fuel Provision • Hospitals • Infrastructure Site Assessments • Public Recreation Facilities • Public Safety Facilities Transportation Infrastructure
4	Enhancing Community Preparedness and Resilience (National Priority Area)	Community Resilience	Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents	• Broadening the Use of Insurance • Understanding the Community • Communication and Outreach • Education and skill Building • Partnership Building • Collaborative Planning and Decision-making
		Long Term Vulnerability Reduction	See Long Term Vulnerability description	See Long Term Vulnerability description
		Planning	See Planning description	See Planning description
		Risk & Disaster Resilience Assessment	Assess risk and disaster resilience so that decision makers, responders, and community members can take	• Modeling and Analysis • Obtaining and Sharing Data • Education and Training

			informed action to reduce their entity's risk and increase their resilience.	
		Mass Care Services	Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.	• Ensuring Access • Feeding • Hydration • Pets • Relocation Assistance • Resource Distribution • Sheltering Family Reunification
		Risk Management for Protection Programs	Risk Management for Protection Programs description	Risk Management for Protection Programs description
		Intelligence & Information Sharing	See Intelligence & Information Sharing description	See Intelligence & Information Sharing description
		Public Information & Warning	See Public Information and Warning description	See Public Information and Warning description
5	Combatting Violent Domestic Extremism (National Priority Area)	Interdiction & Disruption	See Interdiction & Disruption description	See Interdiction & Disruption description
		Health & Social Services	Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.	• Healthcare Facilities and Coalitions • Social Services • Behavioral Health • Determining Health and Social Needs • Ensuring Access • Environmental Health • Food Safety • Health Assessment • Medical Products and Services • Public Awareness • Public Health Measures • Response and Recovery Worker Health School Impacts
		Screening, Search & Detection	See Screening, Search, & Detection description	See Screening, Search, & Detection description
		Physical Protective Measures	See Physical Protective Measures description	See Physical Protective Measures description
		Intelligence & Information Sharing	See Intelligence & Information Sharing description	See Intelligence & Information Sharing description
		Planning	See Planning description	See Planning description
		Public Information & Warning	See Public Information & Warning description	See Public Information & Warning description
		Operational Coordination	See Operational Coordination description	See Operational Coordination description

		Risk Management for Protection Programs & Activities	See Risk Management for Protection Programs & Activities description	See Risk Management for Protection Programs & Activities description
6	Strengthening Emergency Communications Capabilities	Operational Communications	See Operational Coordination description	See Operational Coordination description
		Public Information & Warning	See Public Information & Warning description	See Public Information & Warning description
		Planning	See Planning description	See Planning description
7	Enhancing Medical and Public Health Preparedness	Public Health, Healthcare, & Emergency Medical Services	Provide lifesaving medical treatment via Emergency Medical 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 populations.	• Definitive Care • Emergency Medical Services • Triage and Initial Stabilization • Health Assessments • Clinical Laboratory Testing • Medical Countermeasures • Medical Surge • Public Health Interventions
		Fatality Management	Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.	• Body Recovery • Mortuary Services • Victim Identification • Bereavement Counseling • Family Reunification
		Health and Social Services	See Health & Social Services description	See Health & Social Services description
		Environmental Response/ Health & Safety	Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.	• Hazardous Material Clean-Up • Decontamination • Debris Removal • Environmental Impact Analysis • Health and Safety Monitoring and Assessment • Predictive Modeling • Responder Safety • Survivor Safety and Assistance
8	Strengthening Information Sharing and Collaboration	Intelligence & Information Sharing	See Intelligence & Information Sharing description	See Intelligence & Information Sharing description
		Interdiction & Disruption	See Interdiction & Disruption description	See Interdiction & Disruption description
		Public Information & Warning	See Public Information & Warning description	See Public Information & Warning description

		Operational Coordination	See Operational Coordination description	See Operational Coordination description
		Planning	See Planning description	See Planning description
		Threats & Hazards Identification	Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.	• Estimating Frequency and Magnitude • Modeling and Analysis • Stakeholder Collaboration/Coordination • Data Collection and Sharing
		Risk Management for Protection Programs & Activities	See Risk Management for Protection Programs & Activities description	See Risk Management for Protection Programs & Activities description
9	Enhancing Multi-Jurisdictional / Inter-Jurisdictional All-Hazards Incident Planning, Response & Recovery Capabilities	Infrastructure Systems	See Infrastructure Systems description	See Infrastructure Systems description
		Forensics & Attribution	Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.	• Attribution Assessment • Crime Scene Preservation and Exploitation • Evidence Collection • Forensic Analysis • Terrorist Investigations • Assessing Terrorist Capabilities • Biometric Analysis • CBRNE Material Analysis • Digital Media and Network Exploitation
		Screening, Search, & Detection	See Screening, Search, & Detection description	See Screening, Search, & Detection description
		Public Information & Warning	See Public Information & Warning description	See Public Information & Warning description
		Interdiction & Disruption	See Interdiction & Disruption description	See Interdiction & Disruption description
		Supply Chain Security & Integrity	See Supply Chain Security & Integrity description	See Supply Chain Security & Integrity description
		Environmental Response / Health & Safety	See Environmental Response/Health & Safety description	See Environmental Response/Health & Safety description
		Mass Care Services	See Mass Care Services description	See Mass Care Services description
		Mass Search & Rescue Operations	Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of	• Community-Based Search and Rescue Support • Rescue Operations • Search Operations • Specialized Operations

			endangered lives in the shortest time possible.	• Synchronizing Operations
		Logistics & Supply Chain Management	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.	• Resource Delivery • Resource Management • Access to Community Staples • Donations Management • Emergency Power Provision • Fuel Support • Private Resource • Resource Tracking • Supply Chain Restoration • Volunteer Management
		On-scene Security Protection / Law Enforcement	Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.	• Law Enforcement • Protecting Response Personnel • Securing Disaster Areas
		Fire Management & Suppression	Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.	• Structural Firefighting • Wildland Firefighting • Specialized Firefighting • Initial Attack Firefighting • Extended Attack Firefighting
		Natural & Cultural Resources	Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.	• Damage Assessment • Environmental Preservation and Restoration • Historic Preservation
		Health & Social Services	See Health & Social Services description	See Health & Social Services description
		Critical Transportation	Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.	• Debris Removal • Establishing Access • Evacuation • Airspace Management • Delivery of Response Assets • Reentering Affected Area • Transportation Safety and Condition Assessments
		Economic Recovery	Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.	• Reopening Businesses • Business/Economic Continuity Planning • Developing Recovery Objectives • Developing the Workforce • Disseminating Information

				• Economic Impact Assessments • Incentivizing Entrepreneurial and Business Development • Management Planning
		Housing	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.	• Addressing Housing Shortages • Housing Accessibility • Transition from Interim to Permanent/Long-Term Housing • Housing Affordability • Housing Assessments • Reconstruction of Destroyed Housing • Rehabilitation of Damaged Housing
		Operational Coordination	See Operational Coordination description	See Operational Coordination description
		Planning	See Planning description	See Planning description
		Physical Protective Measures	See Physical Protective Measures description	See Physical Protective Measures description
		Access Control & Identity Verification	See Access Control & Identity Verification description	See Access Control & Identity Verification description
		Planning	See Planning description	See Planning description
		Long-term Vulnerability Reduction	See Long Term Vulnerability description	See Long Term Vulnerability description
10	Protecting Critical Infrastructure and Key Resources	Risk Management for Protection Programs & Activities	See Risk Management for Protection Programs & Activities description	See Risk Management for Protection Programs & Activities description
		Physical Protective Measures	See Physical Protective Measures description	See Physical Protective Measures description
		Access Control & Identity Verification	See Access Control & Identity Verification description	See Access Control & Identity Verification description
11	Enhancing Election Security (National Priority Area)	Cybersecurity	See Cybersecurity description	See Cybersecurity description
		Intelligence & Information Sharing	See Intelligence & Information Sharing description	See Intelligence & Information Sharing description
		Long Term Vulnerability Reduction	See Long Term Vulnerability description	See Long Term Vulnerability description
		Situational Assessment	See Situational Assessment description	See Situational Assessment description

		Infrastructure Systems	See Infrastructure Systems description	See Infrastructure Systems description
		Operational Coordination	See Operational Coordination description	See Operational Coordination description
		Community Resilience	See Community Resilience description	See Community Resilience description

APPENDIX C
Allowable Expenses

Please note that DHS has yet to issue guidelines for FY24. In the absence of this information, below please find the allowable spending information for FY23. At this time, the Management Team does not anticipate changes in the allowable spending guidelines in the FY23 Notice of Funding Opportunity. The Management Team will update stakeholders on any such changes in a timely manner.

Introduction

The following is a summary of allowable spending areas under the UASI program as it pertains to the Bay Area UASI. Please contact the Bay Area UASI Management Team for clarification, should you have questions regarding allowable cost items. The spending areas are broken out under planning, organization, equipment, training and exercises (POETE) spending areas. This matches the DHS mandated budget sections for Investment Justifications that the Bay Area must submit in order to receive DHS funding. The spending areas below outline what is allowable and are not lists of what should or must be purchased.

Recipients must comply with all the requirements in 2 C.F.R. Part 200 (*Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*).

Planning

Funds may be used for a range of emergency preparedness and management planning activities such as those associated with the development, review and revision of the THIRA, SPR, continuity of operations plans and other planning activities that support the National Preparedness Goal, placing an emphasis on updating and maintaining a current EOP that conforms to the guidelines outlined in CPG 101 v 2.0. For additional information, please see *http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf*.

Organization

Organizational activities include:

- Program management;
- Development of whole community partnerships;
- Structures and mechanisms for information sharing between the public and private sector;
- Implementing models, programs, and workforce enhancement initiatives to address ideologically-inspired radicalization to violence in the homeland;
- Tools, resources and activities that facilitate shared situational awareness between the public and private sectors;
- Operational Support;
- Utilization of standardized resource management concepts such as typing, inventorying, organizing, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident;
- Responding to an increase in the threat level under the National Terrorism Advisory System (NTAS), or needs in resulting from a National Special Security Event; and
- Paying salaries and benefits for personnel to serve as qualified intelligence analysts.

Proposed expenditures of UASI funds must support organization activities within the Investment Justification (IJ) submission. Per grant guidelines, the Bay Area UASI is allowed up to 50 percent

(50%) of their funding for personnel costs. Personnel hiring, overtime, and backfill expenses are permitted under this grant only to the extent that such expenses are for the allowable activities within the scope of the grant. Personnel expenses may include but are not limited to: training and exercise coordinators, program managers and planners, intelligence analysts, and statewide interoperability coordinators (SWIC).

Upon request, a waiver of the 50 percent (50%) personnel limitation noted above may be granted. Requests for waivers to the personnel cap must be submitted by the authorized CalOES representative to DHS' Grants Program Directorate (GPD) in writing on official letterhead, with the following information:

- Documentation explaining why the cap should be waived;
- Conditions under which the request is being submitted; and
- A budget and method of calculation of personnel costs both in percentages of the grant award and in total dollar amount. To avoid supplanting issues, the request must also include a three-year staffing history for the requesting entity.

Organizational activities under UASI include:

Intelligence analysts. Per the *Personnel Reimbursement for Intelligence Cooperation and Enhancement* (PRICE) *of Homeland Security Act* (Public Law 110-412), funds may be used to hire new staff and/or contractor positions to serve as intelligence analysts to enable information/intelligence sharing capabilities, as well as support existing intelligence analysts previously covered by UASI funding. In order to be hired as an intelligence analyst, staff and/or contractor personnel must meet at least one of the following criteria:

- Complete training to ensure baseline proficiency in intelligence analysis and production within six months of being hired; and/or,
- Previously served as an intelligence analyst for a minimum of two years either in a Federal intelligence agency, the military, or State and/or local law enforcement intelligence unit

All fusion center analytic personnel must demonstrate qualifications that meet or exceed competencies identified in the *Common Competencies for State, Local, and Tribal Intelligence Analysts*, which outlines the minimum categories of training needed for intelligence analysts. A certificate of completion of such training must be on file with the SAA and must be made available to the recipient's respective FEMA HQ Program Analyst upon request.

Operational Overtime Costs. In support of efforts to enhance capabilities for detecting, deterring, disrupting, and preventing acts of terrorism and other catastrophic events, operational overtime costs are allowable for increased protective security measures at critical infrastructure sites or other high-risk locations and to enhance public safety during mass gatherings and high-profile events. In that regard, sub-recipients are urged to consider using grant funding to support soft target preparedness activities. UASI funds may be used to support select operational expenses associated with increased security measures in the authorized categories cited in the table below, but this table is not exhaustive. DHS/FEMA retains the discretion to approve other types of requests that do not fit within one of the categories of the table.

Table 1: Authorized Operational Overtime Categories

	Category	Description
1	**National Terrorism Advisory System (NTAS)**	Security measures in response to an increase in the threat level under the NTAS to an "elevated" or "imminent" alert status. GPD Information Bulletin No. 367, *Impact of National Terrorism Advisory System on Homeland Security Grant Programs*, remains applicable; therefore, advance authorization from FEMA is not required. Refer to https://www.dhs.gov/topic/ntas for additional information on the NTAS.
2	**National Security Special Event (NSSE)**	Security measures for a designated NSSE. NSSEs are events of national or international significance deemed by DHS to be a potential target for terrorism or other criminal activity.
3	**Special Event Assessment Rating (SEAR) Level 1 through Level 4 Events**	Security measures required for SEAR Level 1 through Level 4 events as designated by the Department of Homeland Security (DHS) and included in the DHS National Special Events List, as defined below: • SEAR 1: A significant event with national and/or international importance that may require extensive Federal interagency support; • SEAR 2: A significant event with national and/or international importance that may require some level of Federal interagency support. • SEAR 3: An event of national and/or international importance that requires only limited Federal support. • SEAR 4: An event with limited national importance that is managed at state and local level. NOTE: In cases where a threat of terrorism can be associated with a SEAR Level 5 event, the event planners should coordinate with their state or territory Homeland Security Advisor to seek re-adjudication of the SEAR rating. Operational overtime for

		security measures associated with such events will be considered for approval by FEMA if re-adjudication results in a SEAR 1 through 4 rating.
4	**States of Emergency**	Declarations of states of emergency by the Governor associated with a terrorism-related threat or incident. This excludes Presidentially-declared major disasters or emergencies where federal funding support for the proposed grant-funded activity is made available through the FEMA Public Assistance program or other Federal disaster grants.
5	**National Critical Infrastructure Prioritization Program (NCIPP)**	Protection of Level 1 and Level 2 facilities identified through the Department of Homeland Security's NCIPP based on a terrorism-related threat to critical infrastructure.
6	**Directed Transit Patrols**	Targeted security patrols in airports and major transit hubs based on a terrorism-related threat to transportation systems.
7	**Other Related Personnel Overtime Costs**	Overtime costs may be authorized for personnel assigned to directly support any of the security activities relating to the categories above. Examples include firefighters and emergency medical services personnel; public works employees who may be responsible for installing protective barriers and fencing; public safety personnel assigned to assist with event access and crowd control; emergency communications specialists; fusion center analysts; National Guard; contract security services; etc.
8	**Operational Support to a Federal Agency**	Overtime costs are allowable for personnel to participate in information, investigative, and intelligence sharing activities related to homeland security/terrorism preparedness and specifically requested by a federal agency. Allowable costs are limited to overtime associated with federally requested participation in eligible activities, including anti-terrorism task forces, Joint Terrorism Task Forces (JTTFs), Area Maritime Security Committees (as required by the Maritime Transportation Security Act of 2002), DHS

		Border Enforcement Security Task Forces, and Integrated Border Enforcement Teams. In addition, reimbursement for operational overtime law enforcement activities related to combating transnational crime organizations in support of efforts to enhance capabilities for detecting, deterring, disrupting, and preventing acts of terrorism is an allowable expense under SHSP and UASI on a case by case basis. Grant funding can only be used in proportion to the federal man-hour estimate, and only after funding for these activities from other federal sources (i.e., FBI JTTF payments to state and local agencies) has been exhausted.

All allowable operational overtime costs are also subject to the administration requirements outlined in the following subsection.

Administration of Operational Overtime Requests

- With the exception of an elevated NTAS alert, UASI funds may only be spent for operational overtime costs upon prior written approval by FEMA. CalOES must submit operational overtime requests in writing, to its assigned FEMA Grant Programs Directorate (GPD) Program Analyst (PA). FEMA GPD will consider requests for special event activities up to one year in advance. However, such requests must be within the award's current period of performance and not result in the need for a request to extend the period of performance.

- All operational overtime requests must clearly explain how the request meets the criteria of one or more of the categories listed in the table above. Requests must address the threat environment as it relates to the event or activity requiring operational overtime support and explains how the overtime activity is responsive to the threat. Request letters sent to FEMA GPD must be UNCLASSIFIED but may be labeled "For Official Use Only." If explaining the threat will require the sharing of classified information, the letter should state as such. FEMA GPD will then make arrangements for the sharing of classified information through official channels.

- Post-event operational overtime requests will only be considered on a case-by-case basis, where it is demonstrated that exigent circumstances prevented submission of a request in advance of the event or activity.

- Under no circumstances may DHS/FEMA grant funding be used to pay for costs already supported by funding from another federal source.

- CalOES can use funds retained at the state level to reimburse eligible operational overtime expenses incurred by the state (per the above guidance limitations). Any UASI funds retained by the state must be used in direct support of the Urban Area. States must provide documentation to the UAWG and DHS/FEMA upon request demonstrating how any UASI funds retained by the state would directly support the Urban Area.

- FEMA will consult and coordinate with appropriate DHS components as necessary to verify information used to support operational overtime requests. For example, the review of operational overtime requests for the protection of critical infrastructure will be coordinated with DHS Office of Cyber and Infrastructure Analysis to verify the Level I or Level II NCIPP designation. Also, DHS Office of Intelligence and Analysis will be consulted to validate reported threat information associated with the event or activity.

Equipment

The 21 allowable prevention, protection, mitigation, response, and recovery equipment categories and equipment standards for HSGP are listed on the Authorized Equipment List (AEL). The AEL is available at http://www.fema.gov/authorized-equipment-list. Some equipment items require prior approval before the obligation or purchase of the items. Please reference the grant notes for each equipment item to ensure prior approval is not required.

Unless otherwise stated, equipment must meet all mandatory regulatory and/or DHS/FEMA-adopted standards to be eligible for purchase using these funds. In addition, agencies will be responsible for obtaining and maintaining all necessary certifications and licenses for the requested equipment.

Investments in emergency communications systems and equipment must meet applicable SAFECOM Guidance. Such investments must be coordinated with the SWIC and the State Interoperability Governing Body (SIGB) to ensure interoperability and long-term compatibility.

Grant funds may be used for the procurement of medical countermeasures. Procurement of medical countermeasures must be conducted in collaboration with state, city, or local health departments that administer Federal funds from HHS for this purpose and with existing MMRS committees where available, in order to sustain their long-term planning for appropriate, rapid, and local medical countermeasures, including antibiotics and antidotes for nerve agents, cyanide, and other toxins. Procurement must have a sound threat-based justification with an aim to reduce the consequences of mass casualty incidents during the first crucial hours of a response. Prior to procuring pharmaceuticals, recipients submit a written inventory management plan to the UASI for approval by CalOES to avoid large periodic variations in supplies due to coinciding purchase and expiration dates. Recipients are encouraged to enter into rotational procurement agreements with vendors and distributors. Purchases of pharmaceuticals must include a budget for the disposal of expired drugs within each fiscal year's PoP for HSGP. The cost of disposal cannot be carried over to another DHS/FEMA grant or grant period.

EMS electronic patient care data systems should comply with the most current data standard of the National Emergency Medical Services Information System (www.NEMSIS.org).

Training

The regional Bay Area Training and Exercise Program (BATEP) will be responsible for reviewing and approving all training requests. Allowable training-related costs under UASI include the establishment, support, conduct, and attendance of training specifically identified under the UASI grant program and/or in conjunction with emergency preparedness training by other Federal agencies (e.g., HHS, DOT). Training conducted using HSGP funds should address a performance gap identified through an AAR/IP or other assessments (e.g., National Emergency Communications Plan NECP Goal Assessments) and contribute to building a capability that will be evaluated through a formal exercise. Any training or training gaps, including those for children, older adults, pregnant women, and individuals with disabilities and others who also have or access and functional needs, should be identified in the AAR/IP and addressed in the state or Urban Area training cycle. Recipients are encouraged to use existing training rather than developing new courses. When developing new courses, recipients are encouraged to apply the Analysis, Design, Development, Implementation and Evaluation model of instructional design using the *Course Development Tool*.

Exercise

BATEP is also responsible for all regional exercises. Exercises should be used to provide the opportunity to demonstrate and validate skills learned in training, as well as to identify training gaps. Any training or training gaps should be identified in the AAR/IP and/or addressed in the Bay Area training plans and cycle. Exercises conducted with grant funding should be managed and conducted consistent with the Homeland Security Exercise and Evaluation Program (HSEEP). HSEEP guidance for exercise design, development, conduct, evaluation, and improvement planning is located at https://www.fema.gov/exercise.

In addition, the NOFO encourages the completion of a progressive exercise series and encourages inviting representatives/planners involved with other federally mandated or private exercise activities. The Bay Area UASI is further encouraged to share, at a minimum, the multiyear training and exercise schedule with those departments, agencies, and organizations included in the plan.

- *Validating Capabilities*. Exercises examine and validate capabilities-based planning across the Prevention, Protection, Mitigation, Response, and Recovery mission areas. The extensive engagement of the whole community, including, but not limited to, examining the needs and requirements for individuals with disabilities, individuals with limited English proficiency and others with access and functional needs, is essential to the development of an effective and comprehensive exercise program. Exercises are designed to be progressive – increasing in scope and complexity and drawing upon results and outcomes from prior exercises and real-world events – to challenge participating communities. Consistent with Homeland Security Exercise and Evaluation Program guidance and tools, the National Exercise Program (NEP) serves as the principal exercise mechanism for examining national preparedness and measuring readiness. Exercises should align with priorities and capabilities identified in a multi-year TEP.

- *Special Event Planning*. If a jurisdiction within the region will be hosting a special event (e.g., Super Bowl, G-8 Summit), the special event planning should be considered as a training or exercise activity for the purpose of the multi-year TEP. All confirmed or planned special events must be included in the Multi-year TEP. UASI funding may be used to finance training and exercise activities in preparation for those events. States and Urban Areas should also consider exercises at major venues (e.g., arenas, convention centers) that focus on evacuations, communications, and command and control.

- *Regional Exercises*. States should also anticipate participating in at least one regional exercise annually.

- *Role of Non-Governmental Entities in Exercises.* Non-governmental participation in all levels of exercises is strongly encouraged. Leaders from non-governmental entities should be included in the planning, design, and evaluation of an exercise. State, local, tribal, and territorial jurisdictions are encouraged to develop exercises that test the integration and use of resources provided by non-governmental entities, defined as the private sector and private non-profit, faith-based, and community organizations. Participation in exercises should be coordinated with local Citizen Corps Whole Community Council(s) or their equivalents and other partner agencies.

Maintenance and Sustainment

The use of FEMA preparedness grant funds for maintenance contracts, warranties, repair or replacement costs, upgrades, and user fees are allowable as described in FEMA Policy *FP 205-402-125-1* under all active and future grant awards, unless otherwise noted. With the exception of maintenance plans purchased incidental to the original purchase of the equipment, the period covered by maintenance or warranty plan must not exceed the period of performance of the specific grant funds used to purchase the plan or warranty.

Grant funds are intended to support projects that build and sustain the core capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation. In order to meet this objective, the policy set forth in GPD's IB 379 (Guidance to State Administrative Agencies to Expedite the Expenditure of Certain DHS/FEMA Grant Funding) allows for the expansion of eligible maintenance and sustainment costs which must be in 1) direct support of existing capabilities; (2) must be an otherwise allowable expenditure under the applicable grant program; (3) be tied to one of the core capabilities in the five mission areas contained within the Goal, and (4) shareable through the Emergency Management Assistance Compact (EMAC). Additionally, eligible costs must also be in support of equipment, training, and critical resources that have previously been purchased with either Federal grant or any other source of funding other than DHS/FEMA preparedness grant program dollars.

Law Enforcement Terrorism Prevention Allowable Costs

Activities eligible for the use of LETPA focused funds include but are not limited to:

- Maturation and enhancement of designated our fusion center, including information sharing and analysis, threat recognition, terrorist interdiction, and training/ hiring of intelligence analysts;

- Coordination between the fusion center and other analytical and investigative efforts including, but not limited to the Joint Terrorism Task Force (JTTF), Field Intelligence Groups (FIGs), High Intensity Drug Trafficking Areas (HIDTAs), Regional Information Sharing Systems (RISS) Centers, criminal intelligence units, and real-time crime analysis centers;

- Implementation and maintenance of the Nationwide Suspicious Activity Reporting (SAR) Initiative, including training for front line personnel on identifying and reporting suspicious activities;

- Implementation of the "If You See Something, Say Something™" campaign to raise public awareness of indicators of terrorism and terrorism-related crime and associated efforts to increase the sharing of information with public and private sector partners, including nonprofit organizations. Note: DHS/FEMA requires that the Office of Public Affairs be given the opportunity to review and approve any public awareness materials (e.g., videos, posters, tri-folds, etc.) developed using HSGP grant funds for the "If You See Something, Say Something™" campaign to ensure these materials are consistent with the Department's messaging and strategy for the campaign and the initiative's trademark;

- Increase physical security, through law enforcement personnel and other protective measures by implementing preventive and protective measures at critical infrastructure site or at-risk nonprofit organizations; and

- Building and sustaining preventive radiological and nuclear detection capabilities, including those developed through the Securing the Cities initiative.

Requirements for Small Unmanned Aircraft System

All requests to purchase Small Unmanned Aircraft Systems (SUAS) with FEMA grant funding must comply with IB 426 and include a description of the policies and procedures in place to safeguard individuals' privacy, civil rights, and civil liberties of the jurisdiction that will purchase, take title to or otherwise use the SUAS equipment. CalOES conducts a primary review prior to submitting it to FEMA and this review process can be quite lengthy.

Critical Emergency Supplies

In order to further DHS/FEMA's mission, critical emergency supplies, such as shelf stable products, water, and basic medical supplies are an allowable expense under UASI. Prior to the allocation of grant funds for stockpiling purposes, each state must have DHS/FEMA's approval of a five-year viable inventory management plan which should include a distribution strategy and related sustainment costs if planned grant expenditure is over $100,000.

If grant expenditures exceed the minimum threshold, the five-year inventory management plan will be developed by the recipient and monitored by FEMA GPD with the assistance of the FEMA Logistics Management Directorate (LMD). FEMA GPD will coordinate with LMD and the respective FEMA Region to provide program oversight and technical assistance as it relates to the purchase of critical emergency supplies under UASI. FEMA GPD and LMD will establish guidelines and requirements for the purchase of these supplies under UASI and monitor development and status of the state's inventory management plan.

CalOES is strongly encouraged to consult with the FEMA Region IX Logistics Chief regarding disaster logistics- related issues.

DHS/FEMA approved plans are to be shared by CalOES with local jurisdictions and Tribes in our region.

Construction and Renovation

Project construction using UASI funds may not exceed the greater of $1,000,000 or 15% of the grant award. For the purposes of the limitations on funding levels, communications towers are not considered construction.

Written approval must be provided by DHS/FEMA prior to the use of any UASI funds for construction or renovation. When applying for construction funds, recipients must submit evidence of approved zoning ordinances, architectural plans, and any other locally required planning permits. Additionally, recipients are required to submit a SF-424C Budget and Budget detail citing the project costs.

Recipients using funds for construction projects must comply with the Davis-Bacon Act (40 U.S.C. § 3141 et seq.). Recipients must ensure that their contractors or subcontractors for construction projects pay workers no less than the prevailing wages for laborers and mechanics employed on projects of a character similar to the contract work in the civil subdivision of the state in which the work is to be performed. Additional information regarding compliance with the Davis-Bacon Act, including Department of Labor (DOL) wage determinations, is available from the following website https://www.dol.gov/whd/govcontracts/dbra.htm.

Communications Towers. When applying for funds to construct communication towers, recipients and sub-recipients must submit evidence that the FCC's Section 106 review process has been completed and submit all documentation resulting from that review to GPD using the guidelines in EHP Supplement prior to submitting materials for EHP review. Completed EHP review materials for construction and communication tower projects must be submitted as soon as possible to get

approved by the end of the PoP. EHP review materials should be sent to gpdehpinfo@fema.gov.

Personnel

Personnel hiring, overtime, and backfill expenses are permitted under this grant in order to perform allowable HSGP planning, training, exercise, and equipment activities. Personnel may include but are not limited to: training and exercise coordinators, program managers for activities directly associated with UASI funded activities, intelligence analysts, and statewide interoperability coordinators (SWIC).

In general, the use of grant funds to pay for staff and/or contractor regular time or overtime/backfill is considered a personnel cost. Grant funds may not be used to support the hiring of any personnel for the purposes of fulfilling traditional public health and safety duties or to supplant traditional public health and safety positions and responsibilities.

For further details, see FP 207-093-1, Clarification on the Personnel Reimbursement for Intelligence Cooperation and Enhancement of Homeland Security Act of 2008 (Public Law 110–412 – the PRICE Act), or contact their FEMA HQ Program Analyst.

HSGP funds may not be used to support the hiring of any personnel to fulfil traditional public health and safety duties or to supplant traditional public health and safety positions and responsibilities.

The following are definitions as they relate to personnel costs:

- *Hiring*. State and local entities may use grant funding to cover the salary of newly hired personnel who are exclusively undertaking allowable /DHSFEMA program activities as specified in this guidance. This may not include new personnel who are hired to fulfill any non-DHS/FEMA program activities under any circumstances. Hiring will always result in a net increase of Full Time Equivalent (FTE) employees.

- *Overtime*. These expenses are limited to the additional costs which result from personnel working over and above 40 hours of weekly work time as a direct result of their performance of DHS/FEMA-approved activities specified in this guidance. Overtime associated with any other activity is not eligible.

- *Backfill-related Overtime*. Also called "Overtime as Backfill," these expenses are limited to overtime costs which result from personnel who are working overtime (as identified above) to perform the duties of other personnel who are temporarily assigned to DHS/FEMA-approved activities outside their core responsibilities. Neither overtime nor backfill expenses are the result of an increase of FTE employees.

- *Supplanting*. Grant funds will be used to supplement existing funds and will not replace (supplant) funds that have been appropriated for the same purpose. Applicants or recipients may be required to supply documentation certifying that a reduction in non-Federal resources occurred for reasons other than the receipt or expected receipt of Federal funds.

Unallowable Costs

- Per FEMA policy, the purchase of weapons and weapons accessories, including ammunition, is not allowed with HSGP funds.

- Grant funds may not be used for the purchase of equipment not approved by DHS/FEMA. Grant funds must comply with IB 426 and may not be used for the purchase of the following equipment: firearms; ammunition; grenade launchers; bayonets; or weaponized aircraft, vessels, or vehicles of any kind with weapons installed.

Unauthorized exercise-related costs include:

- Reimbursement for the maintenance and/or wear and tear costs of general use vehicles (e.g., construction vehicles), medical supplies, and emergency response apparatus (e.g., fire trucks, ambulances).

- Equipment that is purchased for permanent installation and/or use, beyond the scope of the conclusion of the exercise (e.g., electronic messaging sign).

Allowable Cost Matrix

The following matrix provides allowable cost activities that fall under each of the cost categories. Recipients and subrecipients must follow all applicable requirements in 2 C.F.R. Part 200 (*Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*). Funds under HSGP may be used to cover the costs for evaluating the impact of these grants on the state or urban area's core capabilities and capability gaps. This list is not exhaustive, therefore, if there are any questions regarding allowable costs, please contact the appropriate HQ GPD Program Analyst. For additional information on allowable costs, see the Preparedness Grants Manual.

Allowable Program Activities	UASI
Allowable Planning Costs	
Developing hazard/threat-specific annexes	Y
Developing and implementing homeland security support programs and adopting ongoing DHS/FEMA national initiatives	Y
Developing related terrorism and other catastrophic event prevention activities	Y
Developing and enhancing plans and protocols	Y
Developing or conducting assessments	Y
Hiring of full- or part-time staff or contract/consultants to assist with planning activities	Y
Materials required to conduct planning activities	Y
Travel/per diem related to planning activities	Y
Overtime and backfill costs (in accordance with operational Cost Guidance)	Y
Issuance of WHTI-compliant Tribal identification cards	N
Activities to achieve planning inclusive of people with disabilities and others with access and functional needs and limited English proficiency.	Y
Coordination with Citizen Corps Councils for public information/education and development of volunteer programs	Y
Update governance structures and processes and plans for emergency communications	Y
Development, and review and revision of continuity of operations plans	Y
Development, and review and revision of the THIRA/SPR continuity of operations plans	Y
Developing or conducting equity assessments to address planning and preparedness disparities for historically underserved communities	Y

Allowable Organizational Activities **Note:** Personnel hiring, overtime, and backfill expenses are permitted under this grant only to the extent that such expenses are for the allowable activities within the scope of the grant.	
Program management	Y
Development of whole community partnerships	Y
Structures and mechanisms for information sharing between the public and private sector	Y
Implementing models, programs, and workforce enhancement initiatives	Y
Tools, resources, and activities that facilitate shared situational awareness between the public and private sectors	Y
Operational support	Y
Utilization of standardized resource management concepts	Y
Responding to an increase in the threat level under the National Terrorism Advisory System (NTAS), or needs in resulting from a National Special Security Event	Y
Reimbursement for select operational expenses associated with increased security measures at critical infrastructure sites incurred (up to 50 percent of the allocation)	Y
Overtime for information, investigative, and intelligence sharing activities (up to 50 percent of the allocation)	Y
Hiring of new staff positions/contractors/consultants for participation in information/intelligence analysis and sharing groups or fusion center activities (up to 50 percent of the allocation).	Y
Hiring or maintaining staff positions/contractors/consultants at SLTT levels to deliver community preparedness training, resources and material to schools, community-based organizations, faith-based institutions and local businesses.	Y
Hiring or maintaining staff positions/contractors/consultants to create, support and maintain CERT or Teen CERT	Y
Cost of migrating online services to the ".gov" domain	Y
Allowable Equipment Categories	
Personal Protective Equipment	Y
Explosive Device Mitigation and Remediation Equipment	Y
CBRNE Operational Search and Rescue Equipment	Y
Information Technology	Y
Cybersecurity Enhancement Equipment	Y
Interoperable Communications Equipment	Y
Detection	Y

Decontamination	Y
Medical countermeasures	Y
Power (e.g., generators, batteries, power cells)	Y
CBRNE Reference Materials	Y
CBRNE Incident Response Vehicles	Y
Terrorism Incident Prevention Equipment	Y
Physical Security Enhancement Equipment	Y
Inspection and Screening Systems	Y
Animal Care and Foreign Animal Disease	Y
CBRNE Prevention and Response Watercraft	Y
CBRNE Prevention and Response Unmanned Aircraft	Y
CBRNE Aviation Equipment	Y
CBRNE Logistical Support Equipment	Y
Intervention Equipment (e.g., tactical entry, crime scene processing)	Y
Critical emergency supplies	Y
Vehicle acquisition, lease, and rental	N
Other Authorized Equipment	Y
Allowable Training Costs	
Overtime and backfill for emergency preparedness and response personnel attending DHS/FEMA-sponsored and approved training classes	Y
Overtime and backfill expenses for part-time and volunteer emergency response personnel participating in DHS/FEMA training	Y
Training workshops and conferences	Y
Activities to achieve training inclusive of people with disabilities and others with access and functional needs and limited English proficiency	Y
Full- or part-time staff or contractors/consultants	Y
Travel	Y
Supplies	Y
Instructor certification/re-certification	Y
Coordination with Citizen Corps Councils in conducting training exercises	Y
Interoperable communications training	Y

Activities to achieve planning inclusive of people with limited English proficiency	Y
Immigration enforcement training	Y
Allowable Exercise Related Costs	
Design, Develop, Conduct, and Evaluate an Exercise	Y
Full- or part-time staff or contractors/consultants	Y
Overtime and backfill costs, including expenses for part-time and volunteer emergency response personnel participating in DHS/FEMA exercises	Y
Implementation of HSEEP	Y
Activities to achieve exercises inclusive of people with disabilities and others with access and functional needs	Y
Travel	Y
Supplies	Y
Interoperable communications exercises	Y
Activities to achieve planning inclusive of people with limited English proficiency	Y
Allowable Management & Administrative Costs	
Hiring of full- or part-time staff or contractors/consultants to assist with the management of the respective grant program, application requirements, and compliance with reporting and data collection requirements	Y
Development of operating plans for information collection and processing necessary to respond to DHS/FEMA data calls	Y
Overtime and backfill costs	Y
Travel	Y
Meeting related expenses	Y
Authorized office equipment	Y
Recurring expenses such as those associated with cell phones and faxes during the PoP of the grant program	Y
Leasing or renting of space for newly hired personnel during the PoP of the grant	Y
Completing the Civil Rights Evaluation Tool	Y
Conducting activities related to evaluating project effectiveness for HSGP-funded projects	Y
Law Enforcement Terrorism Prevention Activities (LETPA) Costs	
Integration and interoperability of systems and data, such as CAD and RMS, to	Y
Maturation and enhancement of designated state and major Urban Area fusion centers	Y

Coordination between fusion centers and other analytical and investigative efforts	**Y**
Implementation and maintenance of the Nationwide SAR Initiative	**Y**
Implementation of the "If You See Something, Say Something®" campaign	**Y**
Increase physical security, through law enforcement personnel and other protective measures, by implementing preventive and protective measures at critical	**Y**
Building and sustaining preventive radiological and nuclear detection capabilities	**Y**
Regional counterterrorism training programs for small, medium, and large jurisdictions	**Y**
Coordination of regional full-scale training exercises (federal, state, and local law enforcement participation) focused on terrorism-related events	**Y**