

San Diego Urban Area Homeland Security Strategy



September 2023

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EXECUTIVE SUMMARY

BACKGROUND

The U.S. Department of Homeland Security's (DHS's) Urban Areas Security Initiative (UASI) is designed to enhance the capabilities of high-density/high-threat urban areas to prevent, protect against, mitigate, respond to, and recover from threats and acts of terrorism, and other major hazards. In 2003, DHS designated the San Diego Urban Area (SDUA) as a high-threat urban area eligible to receive funding under the UASI grant program. The SDUA consists of 18 incorporated cities and the unincorporated areas of San Diego County. The SDUA is 65 miles from north to south, and 86 miles from east to west. The region is geographically "cornered" with the ocean to the west, Mexico to the south, and a wide belt of mountains and deserts to the east. The SDUA's total population in 2023 is approximately 3.2 million, with the City of San Diego home to roughly 1.4 million of those residents.

The 2023 SDUA Homeland Security Strategy ("*SDUA Strategy*" or "*Strategy*") is the seventh iteration of the region's strategic approach for administering homeland security and preparedness funds under the UASI program. Prior strategy versions were developed in 2003, 2007, 2010, 2012, 2014, and 2017. The *Strategy* outlines a risk management process to ensure the region has the right capabilities in place to manage those hazards that pose the greatest risk to the SDUA, its people, and its critical infrastructure and key resources. The threat of catastrophic events, both natural and man-made, necessitates continuous attention and strategic commitment from all levels of government, the private sector, and the public. The SDUA is committed to this effort.

PURPOSE

The purpose of the *Strategy* is to guide the use of UASI grant funds in the development of regional capabilities to combat the risk of terrorism. While the *Strategy* is designed primarily to address terrorism risk, consistent with the UASI program guidance, the region understands that capabilities enhanced to combat terrorism often enhance the ability to also manage natural disasters, and other man-made incidents.

VISION

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

NATIONAL AND STATE PREPAREDNESS POLICY

The *Strategy* serves as the region's focal point for implementing not only local and regional homeland security priorities, but also national and state homeland security policies at the local and regional levels. This includes the California Homeland Security Strategy, the UASI National Priority Areas (NPAs), and the National Preparedness Goal (NPG). At the center of

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the NPG are the 32 Core Capabilities which are necessary to address a wide range of hazards based on the results of a national risk assessment conducted by DHS.

SUMMARY OF REGIONAL GOALS AND OBJECTIVES

For the current *Strategy*, the SDUA has refined and updated its goals and objectives using the latest homeland security-based risk and capabilities assessment data, and subject matter expert input. The strategic goals and objectives serve as an organizational construct and roadmap to use UASI funding to build and sustain capabilities needed to reduce the whole region’s risk from terrorism, natural disasters, and man-made incidents.

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

GOAL 1	
STRENGTHEN THE REGIONAL RISK MANAGEMENT, PLANNING, AND EMERGENCY MANAGEMENT PROGRAMS	
Objective 1.1: Enhance Planning and Risk Management Capabilities	Example Project Types
The SDUA can identify and assess risks and required capabilities; prioritize and select appropriate prevention, protection, response, and recovery planning and investment solutions based on reduction of risk; monitor the outcomes of allocation decisions; and undertake corrective actions.	<ul style="list-style-type: none"> • Emergency Operations Plan • Emergency management staff • THIRA/SPR • SDUA Strategy • Multi-Agency Coordination Group (MAC-G) planning
Objective 1.2: Strengthen Public Information and Warning Capabilities	Example Project Types
The SDUA has an overarching interoperable and standards-based system of multiple emergency public information and warning systems that allows SDUA leaders and public health and safety personnel to disseminate prompt, clear, specific, accurate, and actionable emergency public information and warnings to all affected members of the community in order to save lives and property concerning known threats or hazards.	<ul style="list-style-type: none"> • Alert San Diego/Reverse 911 • Hi-Lo sirens in vehicles for evacuations • PIO exercises • PIO training
Objective 1.3: Strengthen Operational Coordination Capabilities	Example Project Types
The SDUA has a fully integrated response system through a common framework of the Standardized Emergency Management System (SEMS), Incident Command System (ICS), and Unified Command (UC), including the use of emergency operations centers (EOCs), emergency plans and standard	<ul style="list-style-type: none"> • EOC enhancements • ICS training • Incident command vehicles for multi-agency response operations

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<p>operating procedures, incident action plans, and the tracking of on-site resources to manage major incidents safely, effectively, and efficiently. EOCs can effectively plan, direct, and coordinate information and activities internally within EOC functions, and externally with other multi-agency coordination entities, command posts, and other operations centers to effectively coordinate disaster response operations.</p>	<ul style="list-style-type: none">• Situational awareness tools• Common operating picture tools
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GOAL 2

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

Objective 2.1: Enhance Intelligence Collection, Analysis, and Sharing

Example Project Types

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

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

GOAL 3

STRENGTHEN CAPABILITIES TO DETECT AND RESPOND TO THREATS FROM CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR, AND EXPLOSIVE (CBRNE) MATERIALS AND WEAPONS OF MASS DESTRUCTION (WMD)

Objective 3.1: Strengthen Mass Search and Rescue Capabilities	Example Project Types
<p>Public safety personnel in the SDUA can conduct search and rescue operations to locate and rescue persons in distress, and initiate community-based search and rescue support-operations across a geographically dispersed area, including land and marine environments. The region can synchronize the deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts, and transition to recovery.</p>	<ul style="list-style-type: none"> • Search and rescue exercise and training • Drones/UAVs for search and rescue • California Fire Emergency Disaster Conference • US&R canine multi-use vehicle • Lifeguard tactical maritime awareness enhancement • Multiuse vehicle - live scent/human remains detection canine detection canine • Thermal imaging cameras for search and rescue • PER-213: Wide Area Search • PER-334: Search and Rescue in Community Disasters
Objective 3.2: Strengthen On-Scene Security, Protection, and Law Enforcement through Explosive Device Response Operations	Example Project Types
<p>Public safety bomb squads in the SDUA can conduct threat assessments, render safe explosives and/or hazardous devices, and clear an area of explosive hazards in a safe, timely, and effective manner. This includes ensuring public safety, safeguarding the officers on the scene, collecting and preserving evidence, protecting and preserving public and private property, and restoring public services.</p>	<ul style="list-style-type: none"> • Bomb squad training and exercises • Bomb dog training • Bomb squad robot • Rover X-ray system • Bomb squad drone/UAV • Underwater remotely operated vehicle • Remote firing devices • Bomb squad night vision goggles
Objective 3.3: Enhance Environmental Response/Health and Safety through Weapons of Mass Destruction (WMD)/Hazardous Materials (HazMat) Response and Decontamination Capabilities	Example Project Types
<p>Responders in the SDUA can conduct health and safety hazard assessments and disseminate guidance and resources, including deploying HazMat response and decontamination teams, to support immediate environmental health and safety operations in the affected area(s) following a WMD or hazardous</p>	<ul style="list-style-type: none"> • Mass decontamination response suits • HazMat training • Hazardous Incident Response Team (HIRT) equipment • Mass decontamination trailer • Chemical detection equipment

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<p>materials incident. Responders are also able to assess, monitor, and provide resources necessary to transition from immediate response to sustained response and short-term recovery.</p>	
<p>Objective 3.4: Strengthen Screening, Search, and Detection Capabilities</p>	<p>Example Project Types</p>
<p>The SDUA can rapidly detect, identify, and interdict radiological and nuclear materials that are out of regulatory control at borders and ports of entry, critical infrastructure locations, and major public events in a manner consistent with the global nuclear detection architecture. The SDUA can also communicate radiological and nuclear detection, identification, and warning information to appropriate entities and authorities across the local, state, and federal level.</p>	<ul style="list-style-type: none">• Preventive radiological nuclear detection (PRND) exercises• Personal radiation detection devices• HIRT PRND equipment• PRND primary or secondary screener training• PRND operational planning, and standard operating procedures development

GOAL 4	
STRENGTHEN COMMUNICATIONS CAPABILITIES	
Objective 4.1: Enhance Operational Communications Capabilities	Example Project Types
<p>The emergency response community in the SDUA can provide a continuous flow of mission critical voice, data, and imagery/video information among multi-jurisdictional and multi-disciplinary emergency responders, command posts, agencies, and SDUA governmental officials for the duration of an emergency response operation. The SDUA can also re-establish sufficient communications infrastructure within the affected areas of an incident, whatever the cause, to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.</p>	<ul style="list-style-type: none"> • Rapid deployment communications unit • Radio console system for emergency backup center • Interoperable communications exercise • Bluejeans - regional video teleconference • Next generation CAD to CAD information sharing • Regional VHF radio planning and implementation • P25 regional communications • Astrea downlink mesh radio system • Regional VHF radio planning and implementation • Vesta phone console system for emergency backup center • Satellite communication trailers • COML training

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

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Objective 5.4: Enhance Interdiction and Disruption Capabilities Through Law Enforcement Tactical Operations	Example Project Types
<p>The SDUA maintains law enforcement tactical teams that can operate effectively in all of the following areas, including environments involving hazardous materials, hostage rescue, barricaded gunman, sniper operations, high-risk warrant service and high-risk apprehension of terrorist suspects and other dangerous criminals, high-risk security operations, terrorism incident response, special assignments, and other incidents which exceed the capability and capacity of all other law enforcement units in the SDUA.</p>	<ul style="list-style-type: none"> • Crisis response team; crisis negotiation response training module • PER-227: Advanced Tactical Operations: WMD Interdiction • SWAT team training and exercises • Law enforcement sniper training • SWAT academy training • California Association of Tactical Officers Conference • Law enforcement tactical rope training • SWAT rapid response vehicle • Tactical drone/UAV • Thermal imaging device for regional SWAT units • Breaching tools • Basic close quarters clearance training

GOAL 6	
STRENGTHEN SECURITY AND PREPAREDNESS ACROSS CYBERSPACE	
Objective 6.1: Enhance Cybersecurity	Example Project Types
<p>Government and private sector entities in the SDUA have risk-informed guidelines, regulations, and standards in place to ensure the security, reliability, integrity, and continuity of critical cyber information, records, systems, and services. The SDUA can implement and maintain procedures to detect malicious activity, and conduct technical and investigative-based countermeasures, mitigations, and operations against existing and emerging cyber-based threats.</p>	<ul style="list-style-type: none"> • Cybersecurity training • Cybersecurity exercises • Cyber analyst or other cybersecurity personnel salaries • Dark web conference • Dark web training • ARJIS cybersecurity platform • SD-LECC cybersecurity manger • ARJIS cloud transformation • Cybersecurity innovation for election security • Cyber-based efforts to combat domestic violent extremism • Encryption of software and networks • Back-up/cloud computing • Anti-virus software • Cybersecurity operations center equipment • Cybersecurity assessment/plan

GOAL 7	
ENHANCE COMMUNITY PREPAREDNESS, RESILIENCE, AND RECOVERY CAPABILITIES	
Objective 7.1: Strengthen Medical and Health Preparedness	Example Project Types
<p>The SDUA’s medical and health organizations can provide lifesaving medical treatment via services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support and products to all affected, including appropriate medical countermeasures (such as vaccines, antiviral drugs, antibiotics, antitoxin, etc.) in support of treatment or prophylaxis (oral or vaccination) to the identified population impacted by an incident.</p>	<ul style="list-style-type: none"> • Medical POD exercises • Tactical medical tech training • First aid kits • Auto injectors • Mass vaccine planning • Hospital preparedness exercises • Medical Reserve Corps training and planning • EMS patient tracking systems • Public health laboratory equipment • AWR-111-W: Basic Emergency Medical Services Concepts for CBRNE Events • AWR-323-W: Disease Containment Measures • AWR-900: Framework for Healthcare Emergency Management
Objective 7.2: Enhance Fatality Management	Example Project Types
<p>The region’s Medical Examiner can coordinate with other organizations (e.g., law enforcement, healthcare, emergency management, and public health) to ensure the proper recovery, handling, identification, transportation, tracking, storage, and disposal of human remains and personal effects; certify cause of death; and facilitate access to mental/ behavioral health services to the family members, responders, and survivors of an incident.</p>	<ul style="list-style-type: none"> • Body bags • Refrigerated trailers • Coroner/ME mass fatality response training • Coroner/ME equipment • Mass fatality planning • G0386: Mass Fatalities Incident Response • AWR-232: Mass Fatalities Planning and Response for Rural Communities
Objective 7.3: Enhance Economic and Community Recovery and Resiliency	Example Project Types
<p>Across the SDUA, economic impacts are estimated, priorities are set for recovery activities, business disruptions are minimized, individuals and families are provided with appropriate levels and types of relief with minimal delay, and volunteers and donations within the SDUA are organized and managed throughout the duration of an incident. The SDUA can coordinate activities between critical lifeline operations and government operations by getting the appropriate personnel and equipment to the disaster scene so that lifelines can be restored as quickly and as safely as</p>	<ul style="list-style-type: none"> • Disaster recovery plan • FEMA public assistance training • Infrastructure systems recovery support function plan • MGT-342: Strategic Overview of Disaster Management for Water and Wastewater Utilities • MGT-343: Disaster Management for Water and Wastewater Utilities • MGT-345: Disaster Management for Electric Power Systems

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<p>possible to support ongoing emergency operations, life sustainment, community functionality, and a transition to long-term recovery.</p>	<ul style="list-style-type: none"> • Multi-purpose generators for critical lifeline infrastructure restoration • CERT programs, i.e., training, equipment, exercises • Volunteer and/or donations management projects • National Voluntary Organizations Active in Disaster (VOAD) programs • “Ready” campaigns
<p>Objective 7.4: Enhance Critical Transportation Capabilities</p>	<p>Example Project Types</p>
<p>The SDUA can provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people, including those with access and functional needs, and animals, and can deliver vital response personnel, equipment, and services into the affected incident areas to save lives, and to meet the needs of disaster survivors.</p>	<ul style="list-style-type: none"> • EF 1 plans or updates, e.g., evacuation planning • EF 1 related training • Variable message signs on roads and highways • All-terrain vehicle for transport of personnel and equipment to incident scenes • Debris removal plans • E0202: Debris Management Planning for State, Tribal, and Local Officials • G0358: Evacuation and Re-Entry Planning Course
<p>Objective 7.5: Improve Mass Care</p>	<p>Example Project Types</p>
<p>Mass care services, including sheltering, feeding, and bulk distribution are rapidly, effectively, and efficiently provided for the population, including those with access and functional needs.</p>	<ul style="list-style-type: none"> • Mass care and shelter plan • Shelter worker training • Shelter assessment and evaluation projects • Mass care shelter exercise • E0411: Mass Care/Emergency Assistance Support for Field Operations • E0417: Mass Care/Emergency Assistance Shelter Field Guide Training • E0418: Mass Care/Emergency Assistance Planning and Operations • E0459: IA Mass Care Program Specialist Surge Training

GOAL 8	
STRENGTHEN TRAINING, EXERCISE, AND EVALUATION PROGRAMS	
Objective 8.1: Strengthen Regional Training Programs	Example Project Types
The SDUA has a multi-disciplinary, multi-jurisdictional training program that enhances priority capabilities needed to mitigate the region’s most pressing homeland security-based risks.	<ul style="list-style-type: none"> • Regional Training Manager • Emergency management group training personnel • Monthly training reporting (status reports, training evaluations/bulletins, City Council briefings)
Objective 8.2: Enhance Exercise and Evaluation Programs	Example Project Types
The SDUA has a regional exercise program that tests and evaluates whether the region has enhanced and/or maintained the right level of capability based on the risks faced by the region and introduces identified capability gaps and strengths directly into the region’s risk management and planning process for remediation or sustainment.	<ul style="list-style-type: none"> • Updates to integrated preparedness plan (IPP), formally known as the multi-year training and exercise plan

STRATEGY IMPLEMENTATION

To achieve its vision through implementing its goals and objectives, the region has developed a series of proposed implementation steps under each objective that spell out specific planning, organization, equipment, training, and exercise activities the SDUA may seek to undertake. When undertaking these activities, the strategic approach to investing UASI funds will be premised on three overarching principles:

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

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

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SECTION 1

INTRODUCTION

The U.S. Department of Homeland Security’s (DHS’s) Urban Areas Security Initiative (UASI) grant program, which is a component of the larger Homeland Security Grant Program (HSGP), is designed to enhance the capabilities of high-density/high-threat urban areas to prevent, protect against, mitigate, respond to, and recover from threats and acts of terrorism, and other major hazards. In 2003, DHS designated the San Diego Urban Area (SDUA) as a high-threat urban area eligible to receive funding under the UASI grant program. Today, the region receives approximately \$16 million annually from the UASI program. The 2023 SDUA Homeland Security Strategy (“*SDUA Strategy*” or “*Strategy*”) is the seventh iteration of the region’s strategic approach to homeland security and preparedness. Prior strategy versions were developed in 2003, 2007, 2010, 2012, 2014, and 2017.

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

1.1 Region Overview

The SDUA encompasses the entire geographical area of San Diego County. The region consists of 18 incorporated cities, and the unincorporated areas of the County. As outlined in **Figure 1**, the SDUA is geographically “cornered” with the ocean to the west, Mexico to the south, and a wide belt of mountains and deserts to the east. The region is the southernmost major metropolitan area in the State of California, bordering Orange, Riverside, and Imperial Counties to the north and east, and bordering Baja California, Mexico to the south.

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

Figure 1: SDUA Map



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

The SDUA can be divided into three basic geographic areas, all generally running in the north-south direction. The coastal plain extends from the ocean to inland areas for 20 to 25 miles. The foothills and mountains, rising in elevation to 6,500 feet, comprise the middle section of the region. The third area is the desert, extending from the mountains into Imperial County, 80 miles east of the coast. San Diegans can live in the mountains, work near the ocean, and take recreational day trips to the desert.

International trade continues to be a major economic strength for the region. The San Diego-Tijuana border area is a \$230 billion economic engine with over 5 million residents and nearly 2 million employees. The region's San Ysidro Port of Entry is the largest land border crossing between San Diego and Tijuana, and the fourth-busiest land border crossing in the world with 70,000 northbound vehicles and 20,000 northbound pedestrians crossing each day. With more than 1 million truck crossings per year, the area's Otay Mesa Port of Entry is one of the largest commercial crossings on the California/Mexico border. Diverse regional industries range from agriculture to tourism. The physical, social, and economic development of the region has been influenced by its unique geography, which encompasses broad valleys, lakes, forested mountains, and desert.

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

1.2 Regional Governance Bodies

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

1.2.1 The Unified Disaster Council

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

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1.2.2 The Urban Area Working Group

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

1.2.3 UASI Advisory Group

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

1.2.4 City of San Diego, Office of Emergency Services

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

1.3 Effort, Local Agencies, and Disciplines

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

SECTION 2

PURPOSE

The purpose of the *SDUA Strategy* is to ensure the entire region has a single, data-driven document that outlines the region’s vision, structure, goals, and objectives to drive the allocation of federal UASI grant funding for homeland security. Having such a document and process will ensure the region is in the best possible position to clearly track and articulate its risk and capability needs to local leaders, the State of California, and DHS when seeking UASI resources to reduce that risk and satisfy those capability needs. The *Strategy* is designed primarily to address terrorism risk with an understanding that capabilities enhanced to combat terrorism can also enhance the ability to manage natural disasters, and other man-made incidents. The *Strategy* will be reviewed annually and updated as needed.

The *Strategy* outlines a comprehensive system for allocating UASI funding to enhance regional capability and capacity to:

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

2.1 Strategy Scope

Homeland security is an exceedingly complex endeavor requiring coordination, cooperation, collaboration, and focused effort from the entire region — residents, government, as well as the private sector, and non-governmental organizations. To ensure an integrated approach to this task, the SDUA will apply UASI funding to address unique planning, organizational, equipment, training, and exercise needs to assist in building an enhanced and sustainable capacity to prepare for terrorism and all hazards.

The *Strategy* is not an operational or tactical plan. It does not alter the statutory or regulatory authority or the responsibility of any agency in the SDUA related to public safety, health, and security, nor does the *Strategy* impose any affirmative duty for any jurisdiction or entity to take any action or inaction concerning public health, safety, or security. Rather, the *Strategy* is designed as an integration tool and guide to effectively allocate UASI funding.

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

SECTION 3

VISION

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

3.1 The Whole Community and Equitable Approach

The SDUA's vision for homeland security and emergency preparedness is consistent with the "whole community" approach issued formally by FEMA. Whole community is a means by which private and nonprofit sectors, including businesses, faith-based, access and functional needs organizations, residents, visitors, and government agencies at all levels, collectively understand and assess the needs, and determine the best ways to organize and strengthen their assets, capacities, and interests.¹ This approach also incorporates the concept of equity by reducing barriers and increasing opportunities so all people, including those from vulnerable and underserved populations, receive the services and resources they need to be prepared and secure.

There are three core principles guiding the whole community approach.

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

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

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

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

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

SECTION 4

FOCUS AND MISSION

4.1 Focus and Mission Overview

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

4.1.1 Prevention

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

4.1.2 Protection

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

4.1.3 Mitigation

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

4.1.4 Response

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

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4.1.5 Recovery

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

4.2 The National Preparedness Goal and the Core Capabilities

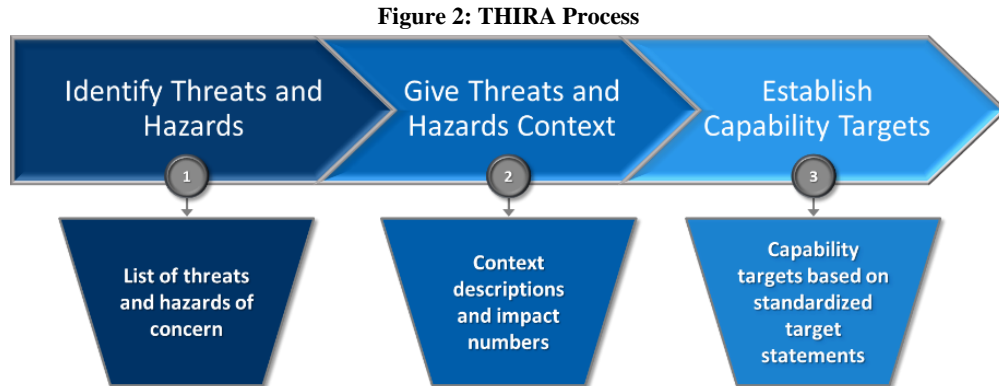
In 2015, DHS released the revised National Preparedness Goal (NPG). At the center of the NPG are the Core Capabilities. Core Capabilities are 32 capabilities necessary to prevent, protect against, mitigate, respond to, and recover from a wide range of threats and hazards based on the results of a national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

Table 1
Core Capabilities by Mission Area

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

4.3 Threats, Hazards, and Assessing Capabilities

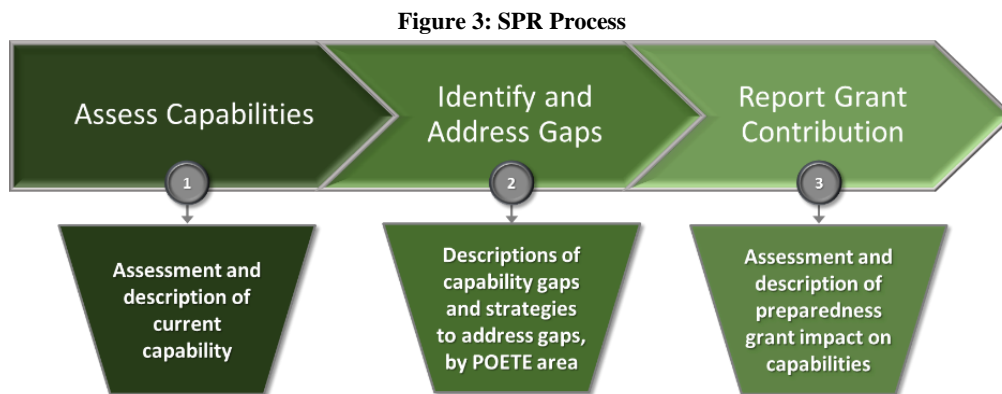
The HSGP requires every state and urban area to annually develop and submit to DHS/FEMA a Threat and Hazard Identification and Risk Assessment/Stakeholder Preparedness Review (THIRA/SPR). The THIRA process involves three major steps outlined in **Figure 2** below. This process is described in detail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



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

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

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



SECTION 5

GOALS AND OBJECTIVES

5.1 Overview

The goals and objectives of the *SDUA Strategy* serve as the core for what the region will seek to achieve with the UASI program over the coming years across the homeland security mission areas, based on the latest risk and capability levels identified in the region. Driving all of the goals and objectives is the need to develop regional capabilities through UASI investments that will benefit the whole community.

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

In total, there are eight goals and 21 objectives. The goals and objectives are directed towards the next two to three years, but may be reviewed and updated annually, or as needed. It is likely that some of the objectives will carry over from year to year while others may be removed or updated based on the region's progress and actual needs. The goals and objectives will continue to be defined by national and state UASI guidance, risk analysis, identified preparedness gaps, and sustainment priorities.

5.2 Formulating and Organizing the Goals and Objectives

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

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

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

5.3 Structuring the Goals and Objectives

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

**Table 2
Elements of Capability**

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

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

The SDUA is extremely diverse with large urban centers home to populations well over one million, and other communities as small as just over four thousand people. This dynamic means the needs and required capabilities in each of the eighteen jurisdictions are not equal, as the risk of terrorism is especially concentrated in the larger urban centers. However, at the same time, threats to urban centers may originate outside of their jurisdiction, and even

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

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

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

As part of its efforts under Goal 1, the SDUA will continue to build out its public information and warning system. This involves more than just products or technology. It includes well trained and tested personnel, and effective plans, procedures, and organizations that play a vital role in developing a complete public information and warning system across the region. To that end, the Operational Area (OA), and the County of San Diego have developed and maintain robust capabilities for notification, alert, warning, and distribution of emergency public information.

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

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Objective 1.1: Enhance Planning and Risk Management Capabilities	
The SDUA can identify and assess risks and required capabilities; prioritize and select appropriate prevention, protection, response, and recovery planning and investment solutions based on reduction of risk; monitor the outcomes of allocation decisions; and undertake corrective actions.	
Planning	
Implementation Steps	
1.1-P1	Sustain and integrate emergency operations plans across the region.
1.1-P2	Sustain emergency management planning staff across the region.
1.1-P3	Update and enhance the region’s approach to the THIRA/SPR.
1.1-P4	Maintain and update the <i>SDUA Strategy</i> .
1.1-P5	Continue to enhance multi-agency coordination group (MAC-G) planning across the region.

Objective 1.2: Strengthen Public Information and Warning Capabilities	
The SDUA has an overarching interoperable and standards-based system of multiple emergency public information and warning systems that allows SDUA leaders and public health and safety personnel to disseminate prompt, clear, specific, accurate, and actionable emergency public information and warnings to all affected members of the community in order to save lives and property concerning known threats or hazards.	
Planning	
Implementation Steps	
1.2-P1	Increase the number of languages public information and warnings are developed in to ensure the whole community can understand them.
1.2-P2	Increase planning and coordination with military installations in the region on public information and warning.
Equipment	
Implementation Steps	
1.2-E1	Enhance and sustain equipment to issue public information and warnings across the region and ensure its interoperability to the extent possible.
Training	
Implementation Steps	
1.2-T1	Conduct training on public information and warning for PIOs and other personnel.
Exercises	
Implementation Steps	
1.2-Ex1	Conduct exercises to test and evaluate public information and warning capabilities across the region.

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Objective 1.3: Strengthen Operational Coordination Capabilities	
The SDUA has a fully integrated response system through a common framework of the SEMS, ICS, and Unified Command, including the use of EOCs, emergency plans and standard operating procedures, incident action plans, and the tracking of on-site resources to manage major incidents safely, effectively, and efficiently. EOCs can effectively plan, direct, and coordinate information and activities internally within EOC functions, and externally with other multi-agency coordination entities, command posts, and other operations centers to effectively coordinate disaster response operations.	
Planning	
Implementation Steps	
1.3-P1	Sustain and enhance job aids across EOCs and command posts.
Equipment	
Implementation Steps	
1.3-E1	Enhance and sustain EOC equipment and ensure its interoperability across EOCs in the region, including situational awareness tools, common operational picture tools, etc.
1.3-E2	Enhance and sustain equipment for incident command posts and incident commanders to manage major incidents.
Training	
Implementation Steps	
1.3-T1	Provide joint training on how EOCs and incident command posts interact, and organizational coordination across agencies in the region.
1.3-T2	Conduct training for smaller jurisdictions to enhance integration of a countywide emergency response system.
Exercises	
Implementation Steps	
1.3-Ex1	Conduct exercises to test EOC and command post management plans and procedures across all incident types, including those listed in the region's THIRA.

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

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

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

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

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

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

Objective 2.1: Enhance Intelligence Collection, Analysis, and Sharing	
The SDUA has systems and procedures to effectively collect, analyze, and timely share information and intelligence across federal, state, local, tribal, territorial, regional, and private sector entities to achieve coordinated awareness of, prevention of, protection against, mitigation of, and response to a threatened or actual terrorist attack, major disaster, or emergency. This involves sustaining and building upon the ability to identify and systematically report suspicious activities associated with potential terrorist or criminal pre-operational activities, including planning and logistics.	
Planning	
Implementation Steps	
2.1-P1	Ensure the region develops and maintains data standards that enable the sharing of crime incident and statistical data among local and state agencies and the Department of Justice.
Organization	
Implementation Steps	
2.1-01	Sustain crime analysis, intelligence and information sharing personnel.
2.1-02	Support program analysts and technical staff in the collection and submission of intelligence information and terrorism incidents to federal agencies, including DHS and FBI as requested.
Equipment	
Implementation Steps	
2.1-E1	Continue to support local, state, and federal data sharing interfaces, networks, and systems.
2.1-E2	Sustain and implement crime analysis software, GIS and other mapping tools, and mobile device programs.
Training	
Implementation Steps	
2.1-T1	Provide terrorism intelligence analyst and TLO training.
2.1-T2	Provide regional crime analysis training.
2.1-T3	Provide training and awareness programs to help detect and prevent radicalization across the region.
Exercises	
Implementation Steps	
2.1-Ex1	Conduct exercises that test and evaluate information sharing and collaboration protocols and procedures.

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

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

- Urban Search and Rescue Team(s)
- Hazardous Incident Response Team(s)
- Public Safety Bomb Squad(s)
- San Diego Regional Aquatic Lifesaving Emergency Response Taskforce
- Secondary Screening Team for Preventive Radiological Nuclear Detection

Through these several teams, the SDUA will strive to operate at the optimum capability levels, relative to the region’s risk environment, under various typing, credentialing, and accreditation authorities, and standards. This includes the NIMS, SEMS, the FBI’s Hazardous Devices School, and others.

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

The SDUA has historically allocated UASI funds to maintain and enhance the two public safety bomb squads in the region – the San Diego Fire-Rescue Department Bomb Squad, and the San Diego County Sheriff’s Bomb/Arson Unit. Each squad will seek to sustain their current NIMS Type 1 status. This means each full-time bomb squad can handle a complex incident, which may include multiple or simultaneous life-threatening or time-sensitive improvised explosive devices involving sophisticated improvised energetic materials, electronic/remote firing systems, and tactical explosive breaching support. The squads will also maintain render safe capabilities up to and including large vehicle borne improvised explosive devices (IEDs capable of containing up to 60,000 lbs. of explosive material), and CBRNE dispersal devices.

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To ensure the region has the capacity to respond to a WMD incident, the SDUA has historically utilized UASI funds to help maintain its regional Type 1 Hazardous Materials Incident Response Team (HIRT). The HIRT is jointly managed by the San Diego County Department of Environmental Health, and the San Diego Fire-Rescue Department. The HIRT uses state of the art detection and chemical analysis equipment to aid in identifying unknown hazardous and non-hazardous substances. In addition to dealing with "routine" hazardous materials emergency challenges, HIRT members are trained in the identification and mitigation of hazardous materials associated with chemical, biological, radiological, nuclear, and explosive weapons of mass destruction.

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

Objective 3.1: Strengthen Mass Search and Rescue Capabilities	
Public safety personnel in the SDUA can conduct search and rescue operations to locate and rescue persons in distress, and initiate community-based search and rescue support-operations across a geographically dispersed area, including land and marine environments. The region can synchronize the deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts, and transition to recovery.	
Equipment	
Implementation Steps	
3.1-E1	Sustain and enhance search and rescue equipment for land, air, and water-based operations, including command vehicles for search and rescue teams to coordinate and monitor field personnel.
3.1-E2	Provide computer equipment and redundant communication platforms for search and rescue operations.
3.1-E3	Provide dive teams with deployable equipment to enable them to deploy faster and more effectively.
Training	
Implementation Steps	
3.1-T1	Provide joint inter-agency search and rescue training for land and water-based rescue operations.
Exercises	
Implementation Steps	
3.1-Ex1	Conduct search and rescue exercises to address land and water-based rescue operations.

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Objective 3.2: Strengthen On-Scene Security, Protection, and Law Enforcement through Explosive Device Response Operations	
Public safety bomb squads in the SDUA can conduct threat assessments, render safe explosives and/or hazardous devices, and clear an area of explosive hazards in a safe, timely, and effective manner. This includes ensuring public safety, safeguarding the officers on the scene, collecting and preserving evidence, protecting and preserving public and private property, and restoring public services.	
Equipment	
Implementation Steps	
3.2-E1	Sustain and enhance bomb squad equipment at the Type 1 level.
Training	
Implementation Steps	
3.2-T1	Deliver joint inter-agency coordinated training between the region’s bomb squads and other first responders and specialty teams.
3.2-T2	Maintain bomb squad accreditation and bomb tech certification through training.
Exercises	
Implementation Steps	
3.2-Ex1	Conduct joint multi-jurisdictional and multi-agency explosive device response operations exercises.

Objective 3.3: Enhance Environmental Response/Health and Safety through WMD/Hazardous Materials (HazMat) Response and Decontamination Capabilities	
Responders in the SDUA can conduct health and safety hazard assessments and disseminate guidance and resources, including deploying HazMat response and decontamination teams, to support immediate environmental health and safety operations in the affected area(s) following a WMD or hazardous materials incident. Responders are also able to assess, monitor, and provide resources necessary to transition from immediate response to sustained response and short-term recovery.	
Equipment	
Implementation Steps	
3.3-E1	Sustain and enhance HIRT equipment.
Training	
Implementation Steps	
3.3-T1	Provide WMD/CBRNE response training to the HIRT.
3.3-T2	Provide training to law enforcement to operate in a CBRNE/WMD environment.
Exercises	
Implementation Steps	
3.3-Ex1	Conduct a WMD/CBRNE exercise to address the specialized knowledge for dealing with radiological and nuclear incidents.

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Objective 3.4: Strengthen Screening, Search, and Detection Capabilities	
The SDUA can rapidly detect, identify, and interdict radiological and nuclear materials that are out of regulatory control at borders and ports of entry, critical infrastructure locations, and major public events in a manner consistent with the global nuclear detection architecture. The SDUA can also communicate radiological and nuclear detection, identification, and warning information to appropriate entities and authorities across the local, state, and federal level.	
Planning	
Implementation Steps	
3.4-P1	Continue to review, revise, and implement regional PRND response plans and strategies.
Equipment	
Implementation Steps	
3.4-E1	Sustain PRND equipment for designated primary and secondary screeners in the region.
Training	
Implementation Steps	
3.4-T1	Provide PRND training to primary and secondary screeners.
Exercises	
Implementation Steps	
3.4-Ex1	Conduct regional PRND exercises.

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GOAL 4	Mission Area(s)	National Priority Areas	State Strategy
STRENGTHEN COMMUNICATIONS CAPABILITIES	Response	Not Applicable	Goal 4 – Strengthen Communications Capabilities Through Planning, Governance, Technology, and Equipment

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

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

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

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The City of San Diego operates a separate P25 700 / 800 MHz public safety trunked radio network serving the City’s fire and rescue, law enforcement, and emergency medical services voice communication operations. In addition, the City network supports the safety voice communications needs of the San Diego Unified School District, the San Diego Community College District and other municipal fire departments. The RCS and City systems provide service to over 235 agencies within the SDUA and Imperial County.

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

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

Objective 4.1: Enhance Operational Communications Capabilities	
The emergency response community in the SDUA can provide a continuous flow of mission critical voice, data, and imagery/video information among multi-jurisdictional and multi-disciplinary emergency responders, command posts, agencies, and SDUA governmental officials for the duration of an emergency response operation. The SDUA can also re-establish sufficient communications infrastructure within the affected areas of an incident, whatever the cause, to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.	
Planning	
Implementation Steps	
4.1-P1	Review, and update as needed, all related plans, documents, and tools, i.e., the Tactical Interoperable Communications Plan-TICP, the Tactical Interoperable Communications Field Operations Guide-TICFOG, and the DHS Communications Asset and Survey Mapping tool, following a comprehensive assessment of all SDUA interoperable capabilities and an inventory of deployable assets.
4.1-P2	Incorporate into plans the integration and use of new communications technologies and systems. This includes technology and systems like FirstNet and the state’s new radio system, the California Radio Interoperable System.
Equipment	
Implementation Steps	
4.1-E1	Enhance digital media streaming capabilities such as live streaming 9-1-1 calls directly to officers in the field, and the ability to share aerial video, real-time CAD data, and security camera footage with responding partners in real-time across agencies.

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

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

Goal 5 and its four objectives are focused on the protection of critical infrastructure across the SDUA. This includes enhancing the protection of soft targets and crowded places, and protecting the election infrastructure used across the region. The overall effort to protect critical infrastructure is a public and a private sector responsibility. The ownership and operation of much of the region’s critical infrastructure is managed by the private sector, while the public sector provides emergency response capabilities, and often supplements private security operations at large venues.

To effectively integrate and coordinate the roles of the public and private sectors, the SDUA has historically utilized UASI funding to coordinate the identification and prioritization of critical infrastructure. This effort also enhances first responder teams and resources to protect against threats and acts of terrorism. These teams and personnel, such as law enforcement tactical teams, mobile field force units, and counterterrorism and criminal investigators, play a crucial role in safeguarding critical infrastructure.

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

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

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Objective 5.1: Increase Regional Critical Infrastructure Protection Activities and Programs	
The SDUA can assess the risk to the region’s physical critical infrastructure and key resources from acts of terrorism and natural hazards, and deploy a suite of actions to enhance protection and reduce the risk to the region’s critical infrastructure and key resources from all hazards. This includes a risk-assessment process and tools for identifying, assessing, cataloging, and prioritizing assets from across the region.	
Planning	
Implementation Steps	
5.1-P1	Develop plans to ensure the integration of physical protection of security equipment deployed across the region.
Equipment	
Implementation Steps	
5.1-E1	Acquire and sustain, as needed, critical infrastructure protection equipment, including lighting, fencing, cameras, anti-terrorism mobile barriers, trailers, haulers, and mobile pedestrian barriers, etc.
5.1-E2	Sustain the regional critical infrastructure database and vulnerability assessments.
5.1-E3	Protect voting and other election related sites with physical security equipment.
Training	
Implementation Steps	
5.1-T1	Provide critical infrastructure protection training to regional stakeholders, e.g., IS-860.a, or IS-821, etc.
Exercises	
Implementation Steps	
5.1-Ex1	Include utilities in regional exercises that address infrastructure protection.

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

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Objective 5.3: Enhance On-Scene Security, Protection, and Law Enforcement through Emergency Public Safety and Security Response	
The region’s mobile field force, in coordination with other public safety agencies within the SDUA, can keep the public and critical infrastructure safe during an incident by securing an incident scene, and maintaining law and order following an incident, disaster, or emergency.	
Planning	
Implementation Steps	
5.3-P1	Update local and regional response plans to address command and control issues in emergency public safety and security response operations.
Equipment	
Implementation Steps	
5.3-E1	Sustain mobile field force equipment, such as vehicles, cameras, personal protective equipment, etc., for incident response.
Training	
Implementation Steps	
5.3-T1	Provide officer safety and field tactics and extrication training.
5.3-T2	Attend training conferences on school safety and security.
5.3-T3	Provide joint law enforcement, fire, and EMS training, consistent with NIMS/SEMS/ICS, to manage large-scale responses involving multiple jurisdictions during a civil disturbance or riot.

Objective 5.4: Enhance Interdiction and Disruption Capabilities Through Law Enforcement Tactical Operations	
The SDUA maintains law enforcement tactical teams that can operate effectively in all of the following areas, including environments involving hazardous materials, hostage rescue, barricaded gunman, sniper operations, high-risk warrant service and high-risk apprehension of terrorist suspects and other dangerous criminals, high-risk security operations, terrorism incident response, special assignments, and other incidents which exceed the capability and capacity of all other law enforcement units in the SDUA.	
Equipment	
Implementation Steps	
5.4-E1	Sustain vehicles for SWAT teams to help manage potential critical incidents, and equipment for smaller agencies to enhance their capabilities and interoperability with larger law enforcement agencies in the region.
5.4-E2	Sustain SWAT team equipment, including breaching equipment, drones, thermal imaging devices, etc.
Training	
Implementation Steps	
5.4-T1	Provide joint training across different SWAT teams in the region and with fire and EMS to include training on new equipment, and integration of tactical medics into tactical law enforcement response operations.
5.4-T2	Sustain and deliver joint inter-agency SWAT team training.

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

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

As reflected under Goal 6 and its objective, the SDUA recognizes that cyberspace is a permanent fixture in society, the importance of which will only expand over time. There is also a growing recognition that securing cyberspace involves all facets of preparedness (prevention, protection, mitigation, response, and recovery), and requires multiple Core Capabilities, beyond just “cybersecurity,” to ensure the functionality, security, and resiliency of cyberspace. Moreover, for the SDUA, cybersecurity is a whole community, and whole of government responsibility, not just an information technology sector duty. This approach emphasizes people and procedures, as much as equipment and software.

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

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

Objective 6.1: Enhance Cybersecurity	
Government and private sector entities in the SDUA have risk-informed guidelines, regulations, and standards in place to ensure the security, reliability, integrity, and continuity of critical cyber information, records, systems, and services. The SDUA can implement and maintain procedures to detect malicious activity, and conduct technical and investigative-based countermeasures, mitigations, and operations against existing and emerging cyber-based threats.	
Planning	
Implementation Steps	
6.1-P1	Conduct a region-wide risk and vulnerability assessment for critical interconnected systems and networks.
6.1-P2	Conduct an in-depth cyber capability assessment across the region.

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

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

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

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

The San Diego County Department of the Medical Examiner is the agency responsible for investigating deaths primarily resulting from sudden and unexpected causes and certifying the cause and manner of such deaths. With that responsibility, the Medical Examiner also has a role in identifying victims of mass fatality events, and in the storage of human remains until final disposition can be made. For mass fatality issues, ensuring the Medical Examiner has the capacity to fulfill that responsibility will be the primary emphasis for the region.

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

During an incident, the region’s roads can handle only so many vehicles at a given time, and the hazard itself may block ingress and egress, e.g., fires burning on escape routes. As such, the focus of public safety officials must be on those who cannot evacuate themselves: the indigent and the infirm. Able members of the population must heed evacuation calls from local and state officials to free up limited government resources to help those who cannot

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help themselves. This will require effective public information and warning campaigns and systems (outlined under Goal 1, Objective 1.2) that can reach all impacted populations.

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

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

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

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

Planning

Implementation Steps

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

Implementation Steps

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

Implementation Steps

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

Implementation Steps

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

Across the SDUA, economic impacts are estimated, priorities are set for recovery activities, business disruptions are minimized, individuals and families are provided with appropriate levels and types of relief with minimal delay, and volunteers and donations within the SDUA are organized and managed throughout the duration of an incident. The SDUA can coordinate activities between critical lifeline operations and government operations by getting the appropriate personnel and equipment to the disaster scene so that lifelines can be restored as quickly and as safely as possible to support ongoing emergency operations, life sustainment, community functionality, and a transition to long-term recovery.

Planning

Implementation Steps

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

Implementation Steps

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

Objective 7.4: Enhance Critical Transportation Capabilities	
The SDUA can provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people, including those with access and functional needs, and animals, and can deliver vital response personnel, equipment, and services into the affected incident areas to save lives, and to meet the needs of disaster survivors.	
Planning	
Implementation Steps	
7.4-P1	Develop local transportation plans for disasters and incident management.
7.4-P2	Develop pre-agreements with local transportation entities for emergency use during disasters.
Equipment	
Implementation Steps	
7.4-E1	Ensure adequate transportation vehicles for those entities conducting mass evacuations and for deployments of emergency responders.
Training	
Implementation Steps	
7.4-T1	Conduct awareness training to help stakeholders understand the processes, plans and assets that exist in the region to support critical transportation during disasters.
7.4-T2	Include training to promote an understanding of the transportation needs of individuals and animals during an evacuation.
Exercises	
Implementation Steps	
7.4-Ex1	Exercise the countywide transportation plan, and include the transportation needs of individuals and animals during an evacuation.

Objective 7.5: Improve Mass Care	
Mass care services, including sheltering, feeding, and bulk distribution are rapidly, effectively, and efficiently provided for the population, including those with access and functional needs.	
Planning	
Implementation Steps	

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

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

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

While Goal 8 addresses managing the regional training and exercise program, most objectives in the *Strategy* have a training and exercise element to them. As such, allocation of UASI funding for training and exercises will be driven by goals one through seven and the region's integrated preparedness plan (IPP), formally known as the multi-year training and exercise plan. The region's IPP is a companion document to the *Strategy* and provides a training and exercise roadmap for the SDUA to follow in accomplishing the priorities described in the *Strategy*. Included in the IPP is the training and exercise schedule, which includes graphic illustrations of the proposed activities scheduled for future years.

Exercises and training conducted at all jurisdictional levels within the SDUA should follow the planning, training, exercise, and improvement plan cycle. As the cycle indicates, jurisdictions should accomplish the following specific planning steps prior to conducting an exercise.

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

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

Objective 8.2: Enhance Exercise and Evaluation Programs	
The SDUA has a regional exercise program that tests and evaluates whether the region has enhanced and/or maintained the right level of capability based on the risks faced by the region, and introduces identified capability gaps and strengths directly into the region’s risk management and planning process for remediation or sustainment.	

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

SECTION 6

STRATEGY IMPLEMENTATION

6.1 Implementation Overview

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

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

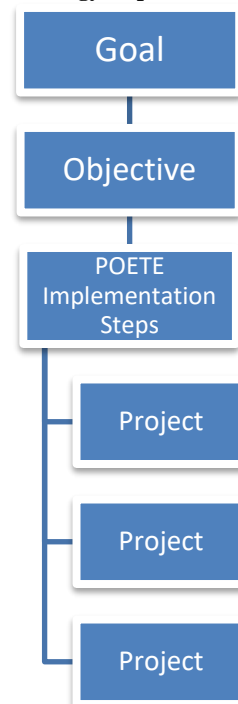
6.2 Strategy Implementation Process

The overall implementation process is highlighted in **Figure 4** below, which begins at the goal level and ends with a project or set of projects designed to achieve an implementation step. It should be noted that a single project may involve one or more POETE elements, e.g., a project that includes plans, equipment, and training for a search and rescue team. It is also possible for a single implementation step to include multiple projects or phases, e.g., a step requiring assessments, a gap analysis, and a plan or plans, but implemented through multiple projects or phases over time. The nature and scope of each step will determine the manner in which it is implemented.

The detail of a POETE implementation step for each objective varies from objective to objective, or even within a single objective, depending on the amount of detailed data available from risk and capabilities assessments.

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

Figure 4: Strategy Implementation Process



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

6.3.1 National Priority Areas

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

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

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

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

6.3.2 Investment Justifications

The purpose for submitting homeland security or emergency preparedness investment justifications or grant applications to federal agencies is to obtain funding necessary to implement the goals and objectives of this *Strategy*. The investment justification process will be viewed as the culmination of a comprehensive homeland security planning and implementation process. An effective application process requires specific steps and management to ensure the region presents a unified investment picture to the Federal Government, and the State of California.

6.3.3 Strategy Implementation and Grant Guidance

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

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

6.3.4 Project Template

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

6.3.5 Projecting Development and Vetting

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

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

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

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

Core Capability and SDUA Objective Crosswalk

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

SDUA Homeland Security Strategy

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

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

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

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

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

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

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

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

Option 1: Sample Assessment Structure

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

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

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

Planning Core Capability

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

SDUA Homeland Security Strategy

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

Risk and Disaster Resilience Assessment Core Capability

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

Threats and Hazards Identification Core Capability

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

SDUA Homeland Security Strategy

Option 2: Sample Assessment Structure

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

Objective 1.1: Enhance Planning and Risk Management Capabilities

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

Planning Core Capability

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

SDUA Homeland Security Strategy

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

Risk and Disaster Resilience Assessment Core Capability

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

Threats and Hazards Identification Core Capability

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

SDUA Homeland Security Strategy

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



ZoneHaven Map Books

FY24 UASI Application

Shannon Nuzzo

Caitlyn Bales



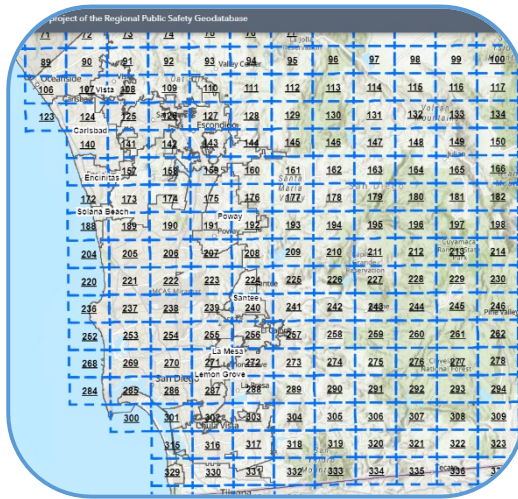
Project Description

- Who uses map books?
 - On-Scene first responders, Communication/Dispatch Centers, Emergency Managers, EOC, and County and Sheriff vehicles will use/contain map books.
- What are map books?
 - Map books are comb bound, printed books containing the new ZoneHaven zones.
- When are map books used?
 - Map books are used for evacuation orders, warnings, and shelter-in-place messages.
 - Hard copy books are especially helpful in areas with little to no internet connectivity.
- Where are map books used?
 - Map books can be used throughout San Diego County.
- Why are map books used?
 - ZoneHaven map books are used to effectively and efficiently communicate evacuations between field and office personnel during acts of terrorism and other disasters.

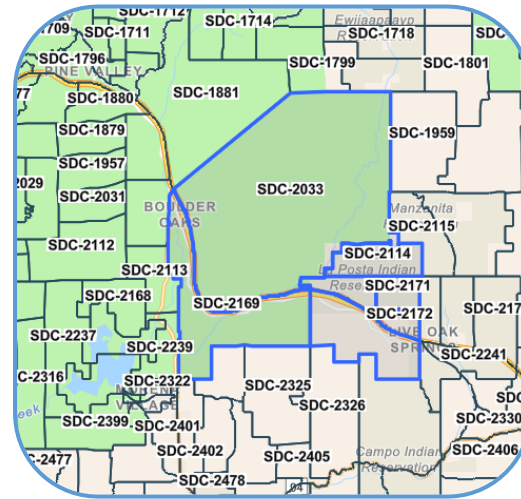


Enhancement of Funds

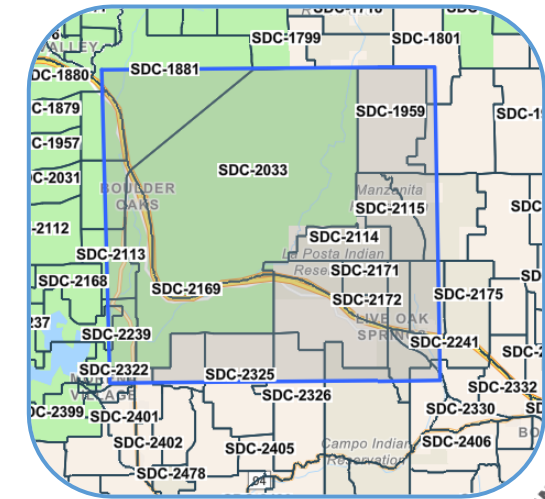
- The current version of map books are based on Public Safety Grids and were previously funded via an SGD&E grant. ZoneHaven enhanced the map books by developing zones based on natural topography. The new map books will be funded via SHSGP and UASI grants.



Public Safety Grids



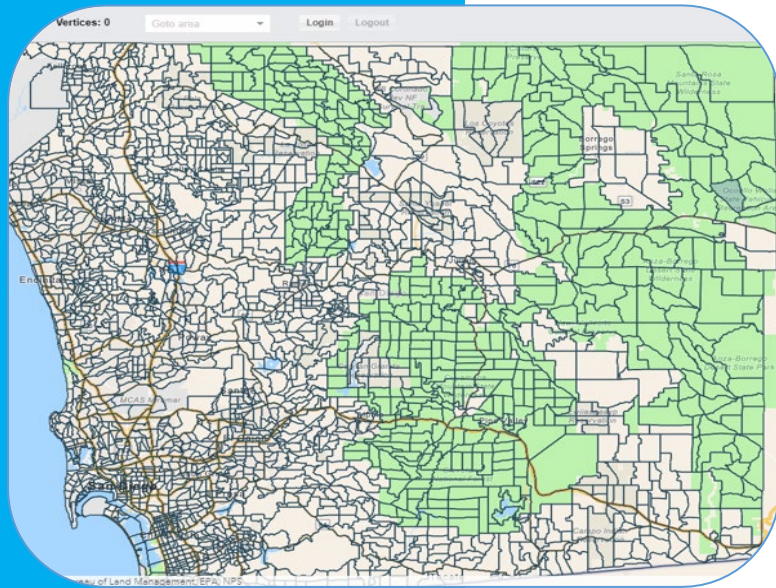
ZoneHaven Zones



ZoneHaven Polygons



Regional Capabilities



- ZoneHaven developed custom zones in order to enhance regional evacuations.
 - Riverside Border
 - Coastline
 - National Southern Border
- Map Books will be disbursed throughout the county for consistency.
- Printed Map Books will enhance regional capabilities in the event of infrastructure failure or no internet connectivity.



SDUA Security Strategy Goal and Objective

- Goal 1: Strengthen the regional risk management, planning, and emergency management programs.
 - Objective 1.2: Strengthen public information and warning capabilities.
 - Equips on-scene first responders with enhanced equipment used for public information and warning.
 - Supports the delivery of coordinated, prompt, reliable, and actionable information for the whole county.
 - Ensures interoperability to the extent possible.
 - Provides reliable communication methods in the event of infrastructure failure or poor internet connectivity.
 - Provides the public with accurate information regarding evacuation warnings, orders, and shelter-in-place.



Timeline and Milestones

MILESTONES

Issue Purchase Order.



December, 2024

Deploy Map Books to requesting Jurisdictions.



May, 2025

Pay final invoice and submit claim for reimbursement to OHS.



July-August, 2025

TIMELINE



Sustainability

- This project is unlikely to require a sustainment plan since no significant updates will be issued in the foreseeable future.
- The previous grid-based map books have been heavily utilized in the region and similarly did not require updates, maintenance, training, or reprinting.
- Should the project require future updates, County OES leadership will seek various methods for sustainment.



Regional Capacity



- Prevent
 - Map books will prevent communication barriers between field personnel and dispatch and misinterpretation of evacuation areas.
- Protect
 - Map books will contribute to the protection of citizens, residents, visitors, and assets against acts of terrorism.
- Mitigate
 - Map book hard copies can mitigate internet connectivity issues in rural areas that prevent communication via cellphones.
- Response
 - Map books aid response efforts by providing first-responders with situational awareness and clear and concise locations of evacuation warnings and orders.
- Recovery
 - Map books speed up the process of recovery by clearly defining which areas are no longer impacted by acts of terrorism.



Questions?

- Is the equipment you are requesting included in the FEMA Policy 207-22-0002 as controlled or prohibited equipment?
 - No, Map Books are neither controlled or prohibited equipment per FEMA Policy 201-22-0002.



UASI GOAL #5:

Project: Carlsbad Police SWAT Lenco Bearcat

- **Project Description** – Armored vehicle used for variety of missions
- **Funding Concerns** – Does not supplant any existing funding (\$444,291)
- **Regional Benefit** - The Carlsbad Police Department adheres to the San Diego County Law Enforcement Mutual Aid Operations Annex (Annex C) and frequently assists other jurisdictions within the region with emergency response services.
- **Support for SDUA Security Strategy** – Target hardening, rapid response, rescue vehicle
- **Timeline** – Initiate Procurement (10/24), Order equipment (01/25), Accept ownership (09/25 approx.)
- **Enhanced Terrorism/Disaster Response** – Deterrence, Rapid Response, Search and Rescue Functions

CHULA VISTA BAYFRONT

DOMESTIC TERRORIST PREPAREDNESS EXERCISE



AGENCIES INVOLVED

LEAD AGENCY



POTENTIAL MUTUAL AID AGENCIES PARTICIPATING



UC San Diego Health



DESCRIPTION:

Location:

The Gaylord Pacific Resort Hotel and Convention Center is slated to open in summer of 2025. It will be a new destination resort located on the bayfront property in Chula Vista, CA. This resort will host **1,600 rooms, multiple restaurants**, sports bar, resort style pool, and an array of recreational facilities.

With almost **2 million square feet of enclosed space on 22 stories** this project will anchor the future development of Chula Vista's bayfront.

The **state-of-the-art convention center** boasts an **enormous open-floor exhibit hall space with meeting rooms, elevated ballrooms, and support areas to host large scale events.**

CVPD will take the lead proposing a **large-scale exercise involving multi-disciplinary agencies** major exercise responding to an **act of domestic terrorism or similar event**, at this location.



DESCRIPTION:



Activity	Duration	Participants
Notification and Reception Operations Discussion-Based Exercise	3 Hours	80
Resource Management Workshop	3 Hours	60
Public Information and Warning Workshop	3 Hours	40
Investigative Operations Discussion-Based Exercise	3 Hours	40
Integrated Response Drill	4 Hours	300
Special Operations Drill	4 Hours	100
Medical Response Operations-Based Exercise	4 Hours	N/A

FUNDING:

Proposed Costs

The following table provides a breakdown of each activity outlined in the proposal. Costs are unit prices and include labor and Other Direct Costs to support the design, management, and evaluation exercise.

Table 3. Proposed Costs Per Activity

Activity	Proposed Cost
Notification and Reception Operations Discussion-Based Exercise	\$29,780.00
Resource Management Workshop	\$29,589.00
Public Information and Warning Workshop	\$29,217.00
Investigative Operations Discussion-Based Exercise	\$29,517.00
Integrated Response Drill	\$44,314.00
Special Operations Drill	\$49,567.00
Medical Response Operations-Based Exercise	\$49,600.00
Reporting and Improvement Planning	\$34,670.00
Total	\$296,254.00

Agency/ Jurisdiction	Goal	Regional Exercise	Participation /Conduct Cost
CVPD	5	10 Officers on Overtime for 8 Hours at \$75 an Hour	\$6,000
SDPD	5	10 Officers on Overtime for 8 Hours at \$75 an Hour	\$6,000
SDSO	5	10 Deputies on Overtime for 8 Hours at \$75 an Hour	\$6,000
La Mesa PD	5	10 Officers on Overtime for 8 Hours at \$75 an Hour	\$6,000
El Cajon PD	5	10 Officers on Overtime for 8 Hours at \$75 an Hour	\$6,000
Harbor PD	5	10 Officers on Overtime for 8 Hours at \$75 an Hour	\$6,000
Escondido PD	5	10 Officers on Overtime for 8 Hours at \$75 an Hour	\$6,000
Carlsbad PD	5	10 Officers on Overtime for 8 Hours at \$75 an Hour	\$6,000
Oceanside PD	5	10 Officers on Overtime for 8 Hours at \$75 an Hour	\$6,000
National City PD	5	10 Officers on Overtime for 8 Hours at \$75 an Hour	\$6,000
Coronado PD	5	10 Officers on Overtime for 8 Hours at \$75 an Hour	\$6,000
SDFD	5	10 Fire Fighters on Overtime for 8 Hours at \$75 an Hour	\$6,000
CVFD	5	10 Fire Fighters on Overtime for 8 Hours at \$75 an Hour	\$6,000
Cal Fire	5	10 Fire Fighters on Overtime for 8 Hours at \$75 an Hour	\$6,000
Coronado FD	5	10 Fire Fighters on Overtime for 8 Hours at \$75 an Hour	\$6,000
Heartland Fire	5	10 Fire Fighters on Overtime for 8 Hours at \$75 an Hour	\$6,000
AMR	5	10 Paramedics on Overtime for 8 Hours at \$75 an Hour	\$6,000
Instructors	5	1 SME Instructor	\$1,000
		Total	\$ 103,000

REGIONAL BENEFIT

-The benefit to the region would be the experience of having thought through and developing a planned response for an act of domestic terrorism in the region involving a mass causality event.

- This is the newest large hotel/convention center in San Diego County that would have large-scale events multiple times a year.

-All participants can return to their agency or organization and train their personnel on what to expect, how to activate resources, and how to communicate amongst agencies.

-Deployment of an Incident Command for a chaotic, multi-hour, and multi-agency incident.



UASI GOAL #5 SAN DIEGO URBAN AREA



GOAL #5

Protect :

- *Critical Infrastructure*
 - *Soft Targets*
 - *Crowded Places*

From All Threats and Hazards



OBJECTIVES

- 5.1 Increase Regional Critical Infrastructure Protection Activities and Programs
- 5.2 Strengthen Law Enforcement Investigation and Attribution Capabilities
- 5.3 Enhance On-Scene Security, Protection, and Law Enforcement through Emergency Public Safety and Security Response
- 5.4 Enhance Interdiction and Disruption Capabilities Through Law Enforcement Tactical Operations



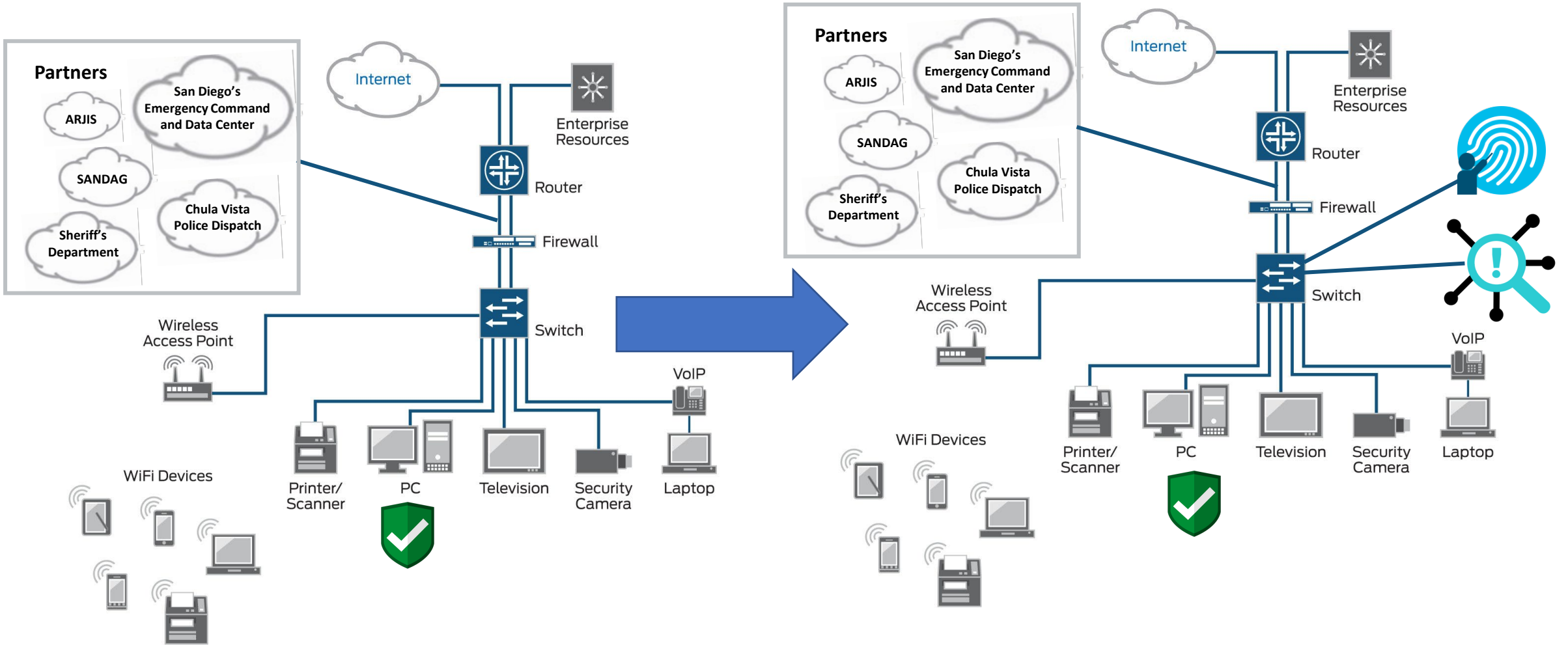
THANK YOU

Lt. Frank Giaime
Chula Vista Police Department
Special Investigations Division
(619)476-2344
FGIAIME@CHULAVISTAPD.ORG

Enhancing Cybersecurity of IT Infrastructure for National City

Goal 6: Strengthen Security and Preparedness Across Cyberspace

From Typical Cybersecurity to Enhanced!



Regional Objectives

- Our agency has multiple point-to-point connections to regional agencies/partners (**e.g., the Sheriff's Department, Chula Vista Police Dispatch, and San Diego's Emergency Command and Data Center**).
- We aspire to establish a standard model of IT infrastructure security. By effectively implementing this model, regional agencies/partners can use it as a blueprint to enhance their security measures and safeguard their IT infrastructure.
- In the face of escalating cyber threats, this proposal aims to improve the secure posture of our networks; thus, our data integrity remains uncompromised and minimizes exposure to regional agencies/partners.
- The proposed model is a comprehensive approach to securing not only our networks but also our regional agencies/partners networks as well by implementing a multiple-layer defense model.

Partners



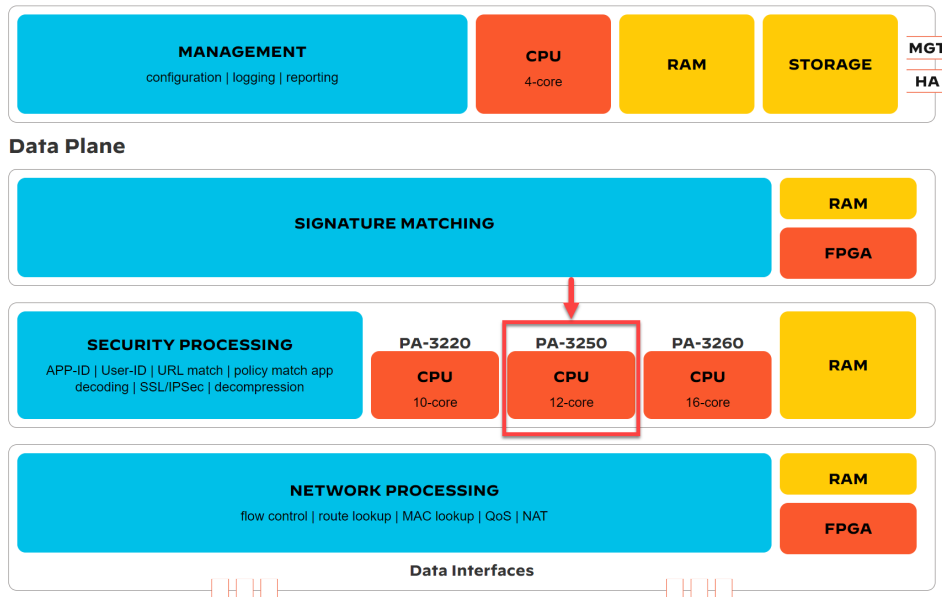


Enhancing Cybersecurity

- Upgrade the City's IT Infrastructure to protect the **National City Police Dispatch Center's** equipment and communications capabilities from cyber threats.
- The Dispatch Center's ability to fully evaluate threat data, both internally and externally, as a means for IT to detect and deter cyber threats faster.
- Providing the Dispatch Center with comprehensive IT infrastructure protection will support the robust protection and ensure the integrity and reliability of the IT infrastructure.
- We aim to create strong shields around our IT infrastructure by adding new layers of protection. This endeavor, however, requires funding, and significant investment.

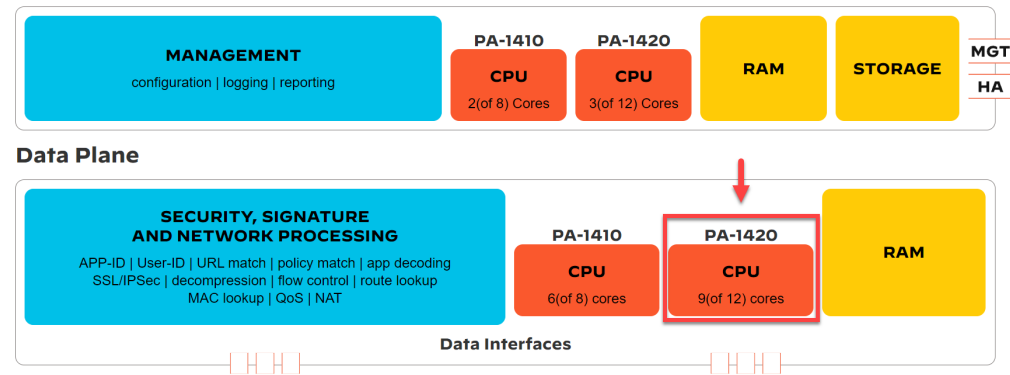
Firewalls Upgrade

PA-3200 Series



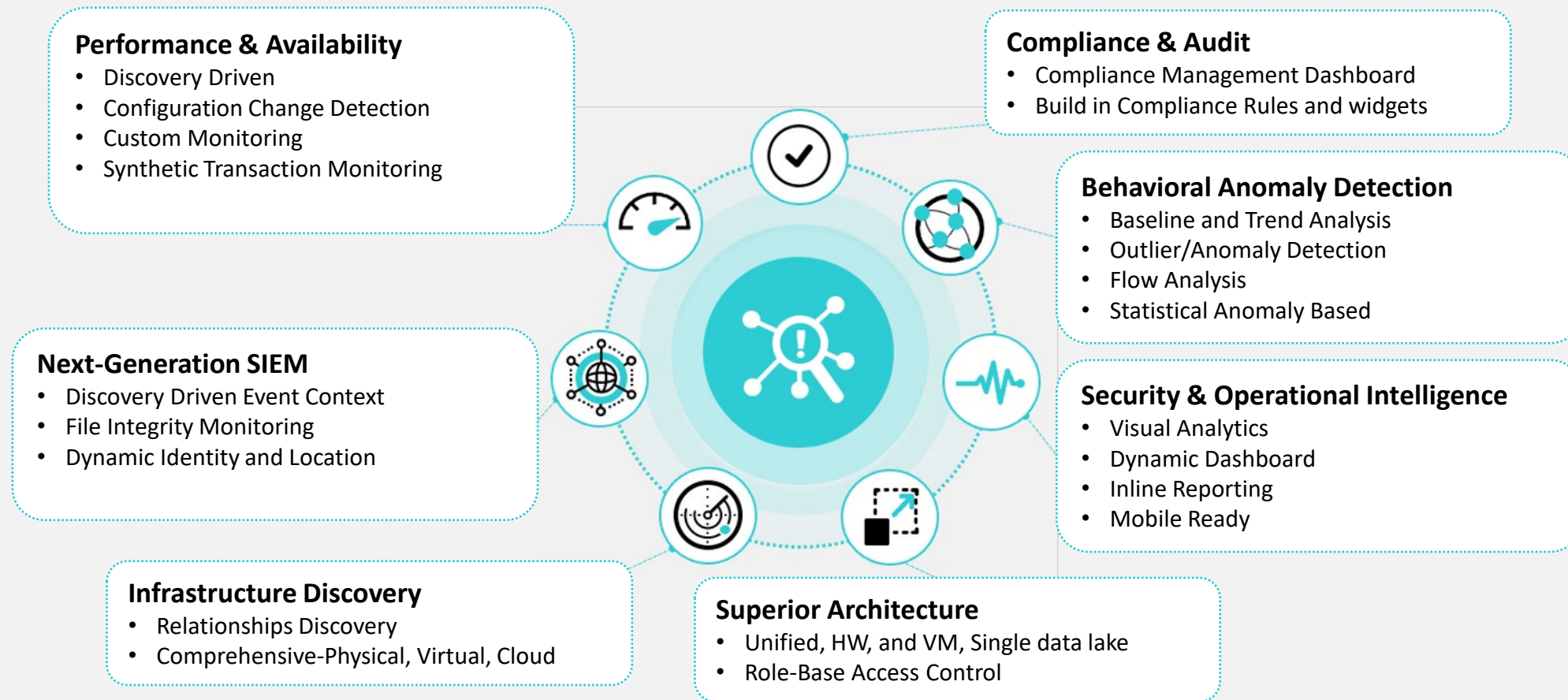
End of sale: 08/31/2023

PA-1400 Series



	PA-3250	PA-1420
Firewall throughput (HTTP/appmix)*	4.6/5.0 Gbps	9.9/9.5 Gbps
Threat Prevention throughput (HTTP/appmix)†	2.4/2.7 Gbps	5.0/4.8 Gbps
IPsec VPN throughput†	2.6 Gbps	6.5 Gbps
Max concurrent sessions§	2M	1,400,000
New sessions per second	58,000	140,000
Virtual systems (base/max)#	1/6	1/6

FortiSIEM Strengths

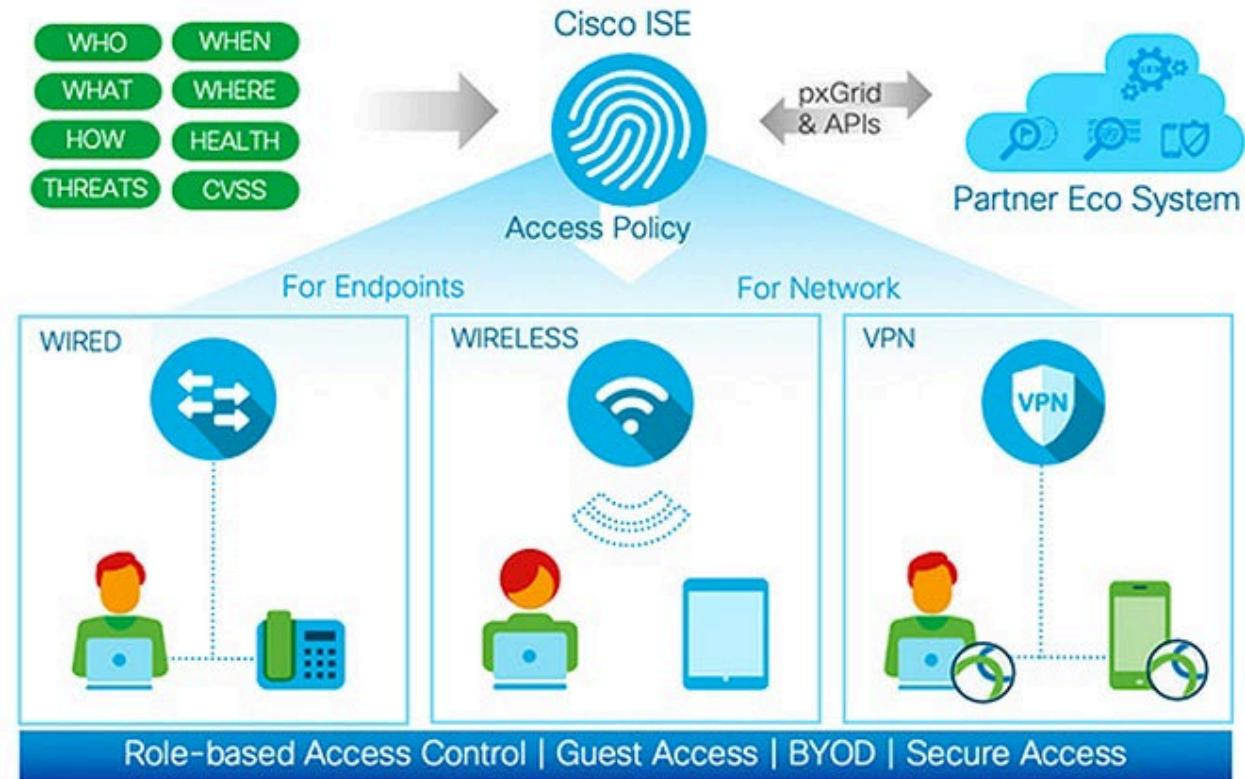


It proactively strengthens our defenses by collecting and analyzing real-time data from all sources. This data is then correlated in real-time to identify potential security incidents, and, alert us to potential vulnerabilities and anomalies. SIEM technology is crucial in helping our organization stay ahead of internal and external threats.

Implementing Cisco-ISE

Cisco ISE

Cisco Identity Services Engine (ISE) is a Network Access Control and Policy Enforcement platform



The final component of our proposed IT infrastructure protection model is the implementation of the Cisco Identity Services Engine (ISE). This technology provides secure access control points for all devices connected to our network. By implementing Cisco ISE as part of our comprehensive IT infrastructure protection model, we can ensure that all devices connected to our network are authenticated, authorized and compliant with our security standards. This will significantly reduce the risk of unauthorized access and data breaches.



Sustainment Plan

- Unfortunately, if grant funds are not awarded, we will not be able to proceed with this cybersecurity proposal.
- Modernizing IT infrastructure and bolstering cybersecurity measures requires a significant investment.
- If not awarded grant funds, we will continue to deploy existing cybersecurity tools at our disposal.
- If awarded grant funds, we will utilize the City's IT budget to sustain the costs of equipment and licenses beyond the grant's period of performance (POP).

Summary

The project consists of three phases.

Phase 1: upgrading old firewalls after acquiring the necessary hardware.

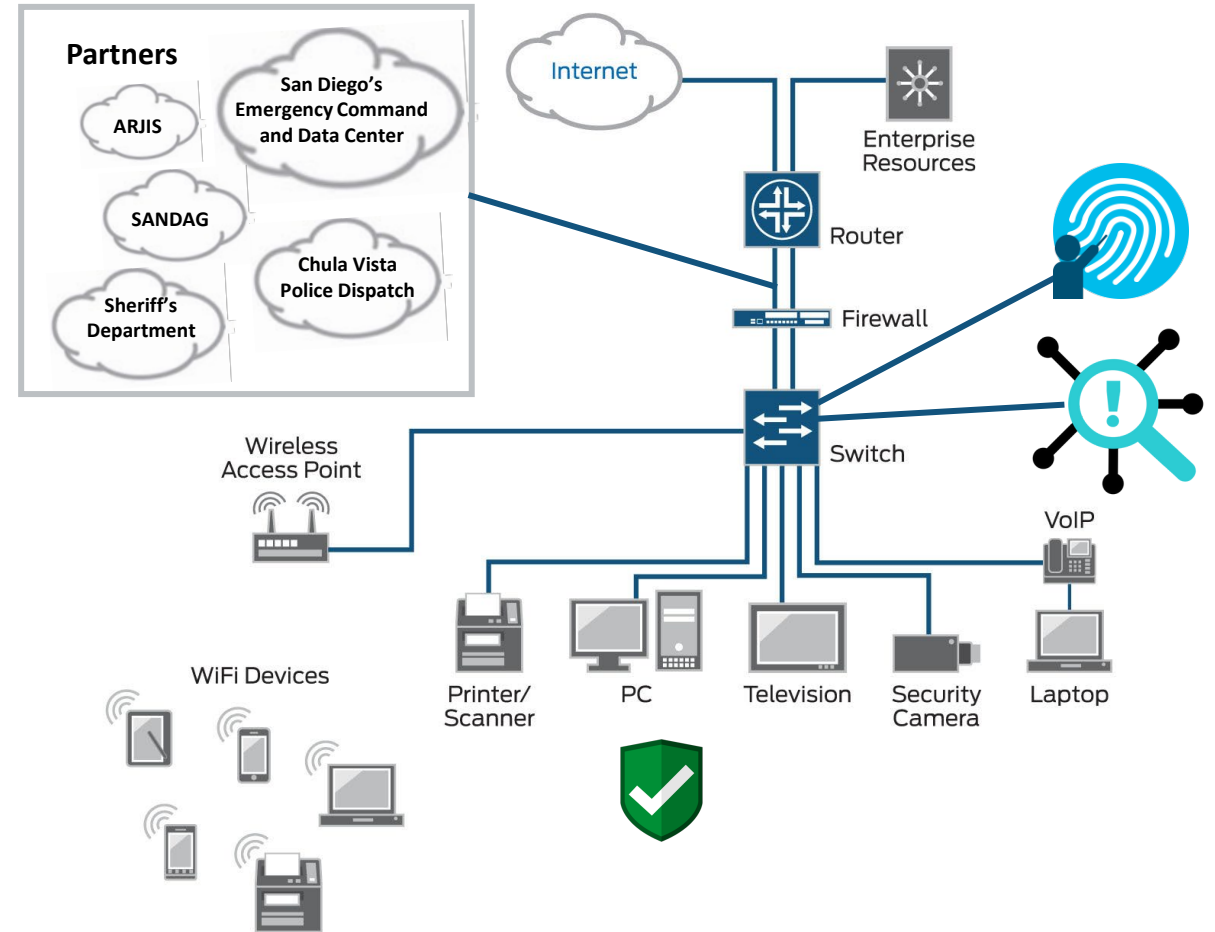
The estimated time to upgrade the old firewalls is 3 months.

Phase 2: Deploying and Implementing FortiSIEM

The estimated time to implement and integrate the SIEM solution with all network devices will take approximately 3 months.

Phase 3: Deploying Cisco ISE

The estimated time to implement and configure policies and profiling for all network devices on the network will take approximately 6 months.



Urban Area Security Initiative (UASI) Project Proposal

San Diego Regional Cyber Lab
City of San Diego, Department of IT

November 28, 2023

SAN DIEGO
REGIONAL
CYBER LAB



The City of
**SAN
DIEGO**





San Diego Regional Cyber Lab

Project Summary: The SDRCL is a multi-agency partnership with the mission of providing the greater San Diego region with coordinated cybersecurity through collaborative access to tools, intelligence and a trained and capable workforce.

Use cases:

- Access to virtual and physical lab products for employee evaluation and hands-on exercises
- Incident response simulations
- Website offerings (policy templates, cyber resources, etc.)
- AI Natural Language Cybersecurity self-assessment tool (My eCISO)
- Hands-on cyber exercise opportunities for smaller public agencies
- Access to threat intelligence feeds
- Hands-on experience with real-world tools in a safe environment

Regional Beneficiaries:

- Small Local Businesses
- Public Organizations
- Academia





*FY24 Requests (Scalable):

- **Software Renewals (\$342,128.55):** Threat Intelligence Feeds/Tools and other various network monitoring and cyber simulation software packages currently being used by the lab's regional partners.
- **New Items (\$162,266.52):** AWS Cloud Developer & AWS Program Development/Management
- **Total cost: \$504,395.07**

Priorities:

1. Cyber Monitoring and evaluation tool renewals (**\$55,996**)
2. AWS Cloud Developer & AWS Program Development/Management (**\$162,266**)
3. Threat Intelligence Monitoring Software renewal (**\$286,133**)

**This equipment is not included in FEMA policy 207-22-0002 as controlled/prohibited equipment*



How does this project supplement or enhance, rather than supplant, funds that have historically been appropriated for the same purpose?

- The regional services the Cyber Lab will be providing are currently unavailable to many agencies in the region as cybersecurity has been historically underfunded.
- FY24 UASI funds would be utilized to supplement and enhance the lab's offerings through the renewal of existing tools and the development of a mature cloud-based cyber range for tabletop exercises and offensive/defensive simulations.

How does this project enhance *regional* capabilities?

- The Cyber Lab is a regional asset available for use by agencies across San Diego County. So far, licenses for these tools have been issued to the following regional sectors:
 - Academia (95 licenses)
 - Private Sector (31 licenses)
 - Public Sector (60 licenses)
 - Non-Profit (2 licenses)
- Previous regional survey identified significant need for these resources.
- The lab provides opportunities for regional participants to engage and collaborate with one another.



Security Strategy goal and objective:

Strategic Goal 6: Strengthen Security and Preparedness Across Cyberspace

Objective 6.1: Enhance Cybersecurity

How does the Cyber Lab support objective 6.1?

- Lab provides centralized strategic alignment of the region's cyber security posture through frequent regional collaborations
- Project management, information sharing, a cyber range, and specialized cyber tools for use by agencies in the region
- Tabletop exercises with local partners
- AI-powered self-assessment tool made available at no cost to the San Diego region (coming soon)

DIGITAL COMMUNITIES

Digital Cities 2022: Building Resilience, Equity and Inclusion

The city also entered into the [San Diego Regional Cyber Lab](#), which brings the city of San Diego, the San Diego Law Enforcement Coordination Center, and other cities in the region, as well as local academia, into a partnership with the California Cyber Security Integration Center (Cal-CSIC), the Cybersecurity and Infrastructure Security Agency (CISA), FBI, and the U.S. Secret Service to enhance cybersecurity. The lab facilitated a region-wide assessment which identified the top security priorities, leading to training, information sharing, and coordinated incident response. The lab supports these priorities with several programs, including a cyber range that allows partners to train and test cybersecurity tools, and provides specific training and tabletop cyber events.

"The city is excited about this new regional partnership and future opportunities to expand the program benefits and information sharing," says Behnke.





Procurement/Implementation plan & timeline:

Summer 2024

- Solicit bids for license renewals, cyber range developer, and cyber range Project Manager

Fall/Winter 2024

- Receipt of FY24 UASI funds
- Begin renewal of cyber software licenses
- Establish PO for AWS cyber range developer and associated PM
- Development of mature AWS cyber range and necessary playbooks

Spring 2025

- Community outreach w/ PM to collaborate across regional public/private agencies for cyber simulations/exercises



Describe how this project will be sustained:

- Sustainment model for the Cyber Lab has been developed and will be utilized in the continuation of Lab efforts.
- In the event that UASI funding is not available, the project intends to continue its operations and identify other funding sources.
 - Corporate partnerships
 - Other grants (e.g. the State & Local Cybersecurity Grant Program)

Describe how the proposed project will enhance regional capacity to prevent, protect against, mitigate, respond to and recover from acts of terrorism and other disasters:

- The Cyber Lab will provide proactive resources that will help prepare participating agencies to respond to, and prepare for, potential cyber attacks.
- The Cyber Lab will be fostering a collaborative community of public, private, and academic institutions that will reach beyond the boundaries of the Lab's efforts.
- The Cyber Lab will support regional workforce development and cybersecurity awareness and preparedness.



Any questions?

“The San Diego Cyber Lab program has adopted their toolset, and I’ve been piloting it for several months (along with San Marcos USD, San Diego USD, and a bunch of municipalities)[...] There’s really so much baked in here, it’s extremely difficult for me to convey how valuable I could see this being for the entire Education community, particularly when we don’t have an SOC or any dedicated security personnel” – **Nathan Short, Encinitas Union School District**

“The use of Recorded Future has allowed us to provide time sensitive notifications to our partners across San Diego and Imperial County. We have notified School Districts of their credentials for sale on the Dark Web, Police Departments of personally identifiable information of their officers online, and energy partners of account information of customers and employees on dark web hacker forums. We have also utilized the services to find CVE’s and other vulnerabilities impacting our infrastructure to maintain a proper level of cyber security” – **Drew Facetti, SD-LECC**

SAN DIEGO
REGIONAL
CYBER LAB



Project Overview: Modular Vehicle Barrier System

- **Agency:** Chula Vista Police and Escondido Police
- **Description:** (2) Modular Vehicle Barrier Systems
- **Funding Details:** \$ 398,639.90
- **Regional Benefit:** This Project would provide for north county and south county placement of a robust temporary road closure system available to agencies countywide.
- **Terrorism prevention nexus:** Threat assessments continue to demonstrate interest by terrorists in using vehicles to attack large gatherings such as parades, street fairs, festivals and concerts.
- **UASI Goal:** This investment augments the system already procured by San Diego County. This purchase further places systems in pre-staged locations in north county and south county available for rapid deployment. In cases of preplanned large scale events these systems can be brought together with the San Diego County owned system.

Street Fair, Parade and Festival Roadway Barriers

ADVANCED SECURITY TECHNOLOGIES

TESTED & CERTIFIED

DESIGNATED SAFETY ACT

ASTM INTERNATIONAL

CERTIFIED ISO 9001:2015 COMPANY

BSI IMPACT TESTED PAS 68 2017

IWA 14

MODULAR VEHICLE BARRIER

COMPLETE SYSTEM

featuring the MVB™ 3X






- Each MVB3X unit is lightweight at 53lbs
- Create a barrier for any street width
- One person to assemble/dismantle
- Open a roadway in seconds
- No tools required
- Zero maintenance
- Custom trailer for easy transport and organized storage



AST trailers are made in the United States and comply with US DOT regulations. Each trailer is specially designed to safely store and transport the MVB3X system inventory. Built with ease of use in mind, every complete system includes the specific number of MVB3X barriers, appropriate size trailer and the accessories to meet your operational requirements.



Demo Videos

Vehicle vs Barrier

- [MODULAR VEHICLE BARRIERS |
Advanced Security
\(adsectec.com\)](https://www.adsectec.com/mvb?wix-vod-video-id=569c145d80ca4e71a9c89ccb80c629cb&wix-vod-comp-id=comp-kbmlfyfe)

Easy Setup and Deployment

- [https://www.adsectec.com/mvb
?wix-vod-video-
id=569c145d80ca4e71a9c89ccb
80c629cb&wix-vod-comp-
id=comp-kbmlfyfe](https://www.adsectec.com/mvb?wix-vod-video-id=569c145d80ca4e71a9c89ccb80c629cb&wix-vod-comp-id=comp-kbmlfyfe)

Pricing



Bringing Advanced Technologies to the Security World

September 13, 2023

Rusty Rea
Lieutenant
Chula Vista Police Department
315 4th Ave.
Chula Vista, CA

Tel: 619-585-5763
Email: rea@chulavistapd.org

REFERENCE: Modular Vehicle Barrier 3X System - Price Quotation – 72 Unit Trailer

Dear Lt. Rea,

It was a pleasure speaking with you regarding the Mifram Modular Vehicle Barrier System. Per our conversation, please find additional product information on the Mifram Modular Vehicle Barrier 3X System. Advanced Security Technologies LLC (AST) is the US distributor and sales arm for the Mifram product line. AST also manufactures dedicated US made transport trailers that can be used as a shard asset to transport the equipment to different events. After the event, the equipment is loaded back into the dedicated trailer that will be used as storage.



A. System Advantages:

1. One person to install
2. One person to dismantle at the end of the event
3. One minute for each section to be connected
4. Quick access in case of an emergency
5. System can be used as an active gate
6. Assembled without the need of any tools
7. Folds for easy carrying
8. Easy to store
9. Zero maintenance
10. Complete modular system. System can be as short or long as the event requires.

B. Modular Vehicle Barrier 3X Specifications:

1. Barriers must be certified to ASTM-F2656-15.
2. Barriers must be certified to ASTM/PAS 68 & IWA standards.
3. Barrier System must be modular and adaptable to any road width.
4. Spacing between barriers must be 21".

www.vehicle-barriers.com

72 X MVB3X Unit Trailer – Provides 9 Full Lanes of Coverage

System Number	Description	Unit Price	Qty	Extended
AST3X72/72-320208-30B4	72 MVB3X Capacity Fully Loaded Trailer System	\$179,164	1	\$179,164
Freight	F.O.B. Destination	Included	1	Included
AST Services	On-Site Equipment Training (Fee Waived)	Included	1	Included

Individual Trailer System Inventory

Description	Quantity	Description	Quantity
Trailer with Capacity for 72 MVB3X Units and Accessories	1	Fixed Slide Wheels	2
MVB 3X Units	72	Rotating Slide Wheels	8
Pivot Units	32	Set of 10 Sequential Flares	3
Large Storage/Shipping Box	4	Banner for lane width	4



72 MVB3X Capacity Trailer with Six Compartments per Side

Note:

1. Equipment will cover 9 x 12-foot lanes.
2. 4 lanes will have the ability to be used as an active gate.
3. Number of pivots and sequential flares can be modified based on operational requirements.
4. Number of pivots are an estimate.
5. Each banner will cover a 12-foot-wide section. Each banner is customized to the client's request
6. All quoted equipment will be housed inside the dedicated trailer.

D. Terms & Conditions:

1. F.O.B – Destination. Shipping has been included in the above price.
2. Taxes are not included. Should any taxes are levied they will be paid for by the purchaser.
3. Delivery: 8-10 weeks ARO – depending on material availability.
4. Payment terms – 50% down payment 50 % net 30.

www.vehicle-barriers.com

Project Overview: Binocular Night Vision Device

- **Agency:** San Diego Police Department
- **Description:** (10) Binocular Night Vision Devices (BNVD)
- **Funding Details:** \$146,502.17 total including sales tax at 7.75%
- **Regional Benefit:** Obtaining this equipment will improve our region's ability to respond to, prevent, and mitigate the loss of life during a terrorist attack.
- **Terrorism prevention nexus:** SDPD SWAT has helped in several terrorists' investigations and maintains the highest level of readiness to respond to terrorist attacks around the region. This equipment will provide law enforcement officers with an advantage during low light and nighttime operations.
- **Goal 5:** Protect Critical Infrastructure – Enhance Interdiction and disruption Capabilities Through Law Enforcement Tactical Operations

Binocular Night Vision Device (PVS-31)



Pricing

Equipment	Quantity	Total Cost
L3 PVS-31	10	\$150,000.00

Regional Technology Partnership (RTP) Vetting

Fiscal Year 2024 Urban Area Security Initiative Project Proposal

November 29, 2023



Goal: Goal 4-Communications

Project Title: San Diego Regional VHF Project

Procuring Jurisdiction/Agency: On behalf of all the Fire Agencies in San Diego County the following agencies are assisting with procurement:

San Diego County Fire Authority, San Diego County Wireless Services Division, City of San Diego, City of Escondido, Heartland Communications JPA, City of San Marcos, and North County Dispatch, JPA

Project Summary:

Over the past several years, there has been a consolidated effort to expand local government VHF system resources and infrastructure in San Diego County. This effort was initiated following number of communication issues that occurred on incidents throughout the county.

The issue was identified in after-action reports as a key emergency incident communication challenges in the 2003, 2007, and again in May of 2014 in San Diego County with the area's wildfires. These challenges apply to all risk incidents where outside agencies respond to assist San Diego County agencies under Master Mutual Aid.

A unified and coordinated approach to include the use of consolidated VHF resources is underway with the full support of the San Diego County Fire Chiefs Association.



Explain how this project supplements or enhances rather than supplants funds that have historically been appropriated for the same purpose:

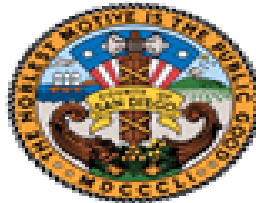
After the wildfires in 2003, 2007, and 2014 in San Diego County significant VHF radio system gaps and challenges were identified.

The initial 2016 VHF Gap Analysis Study was commissioned by the San Diego County Fire Chiefs.

- Prior to the study in 2016 VHF infrastructure in the region was not supported, maintained or utilized by many local jurisdictions**

A subsequent Conceptual Design Report in 2020 was procured by the County Wireless Services Division (WSD) on behalf of the region to identify further planning, costs and to develop RFP's

San Diego County



**VHF Radio System
Conceptual Design Report**

FINAL

July 2, 2020

Describe the procurement/implementation plan:

The Conceptual Design Report (CDR) in 2020 by Federal Engineering procured by the County's Wireless Services Division (WSD) on behalf of the region along with the previous VHF Gap Analysis Study identifies needs, a plan, budgetary costs and the assistance in developing request for proposals for the agencies assisting with the procurement process.

- **The North Zone geographical area is significant in size. The CDR in 2020 identified 23 sites to fill in the gaps in coverage for the northern portion of the county.**
 - **Since 2016, the four (4) fire zones have worked together to plan and make reasonable requests for funding based on the ability to complete the scope of work identified in priority or ability to complete the work within the funding cycle.**
- **Due to the magnitude of the scope of work required in the northern portion of the county, the North Zone has prioritized the work into smaller projects for each funding request.**
 - **To date, the North Zone has completed work at 10 sites, is scheduled to complete various project work at 12 more sites with FY21, FY22, & FY23 funds.**



Explain how this project supplements or enhances rather than supplants funds that have historically been appropriated for the same purpose continued:

- With the allocation of UASI funds, a coordinated effort by San Diego Fire Agencies and partners began efforts to upgrade and enhance VHF capabilities in the region
- Many San Diego County local agencies and County did not relinquish their VHF resources when migrating to the 800 MHz radio system. This project provides enhancements to fill in gaps in radio coverage that exist throughout the County.
- In addition, this project will also provide additional capabilities to network area frequencies together creating a more robust interoperable exchange and sharing of VHF resources.

Describe how this project benefits the region:

The VHF radio systems buildout will provide enhanced interoperable communications for all agencies to operate and respond to all risk incidents including;

Wildfires

Acts of terrorism

Natural disasters

A radio system commonly used by state and federal fire agencies, as well as assisting out of area local government agencies.

VHF system enhancements provide integrated communications plans with multiple channel options for safe communications when multiple cross jurisdictional responses are required and provides an immediately deployable redundant backup to the RCS 800 MHz system.

What is the primary Security Strategy objective:

To provide safe secure emergency communication options to the region and operational area in support of public safety multi-jurisdictional responses during major events like terrorist events, wildfires, natural disasters and other all risk incidents.

Describe how this project supports the Security Strategy Goal and Objective:

Provides redundancy and backup communications to the Regional 800 MHz system

Significantly enhances the ability to respond to multi-jurisdictional events or incidents within the region utilizing best practices for safe communications in the field

The ability to manage and utilize multiple VHF frequencies to develop communications plans across jurisdictional boundaries for mutual threat areas and mutual aid responses in the region



Describe the procurement/implementation plan FY24:

The FY24 request for UASI funds for the San Diego Regional VHF Project is to finish the scope of work identified in the northern portion of the county. The North Zone has prioritized the funding request into two priorities as noted below:

- **Priority #1: \$520,484.62**
(P25 Capable VHF Equipment, Microwave Backhaul & Infrastructure, last site identified by initial scope of work, and one site identified recently)
- **Priority #2: \$592,068.74**
(Simulcast Upgrade)
- **Total Request: \$1,112,553.36**

Describe how this project will be sustained if grant funds become available:

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

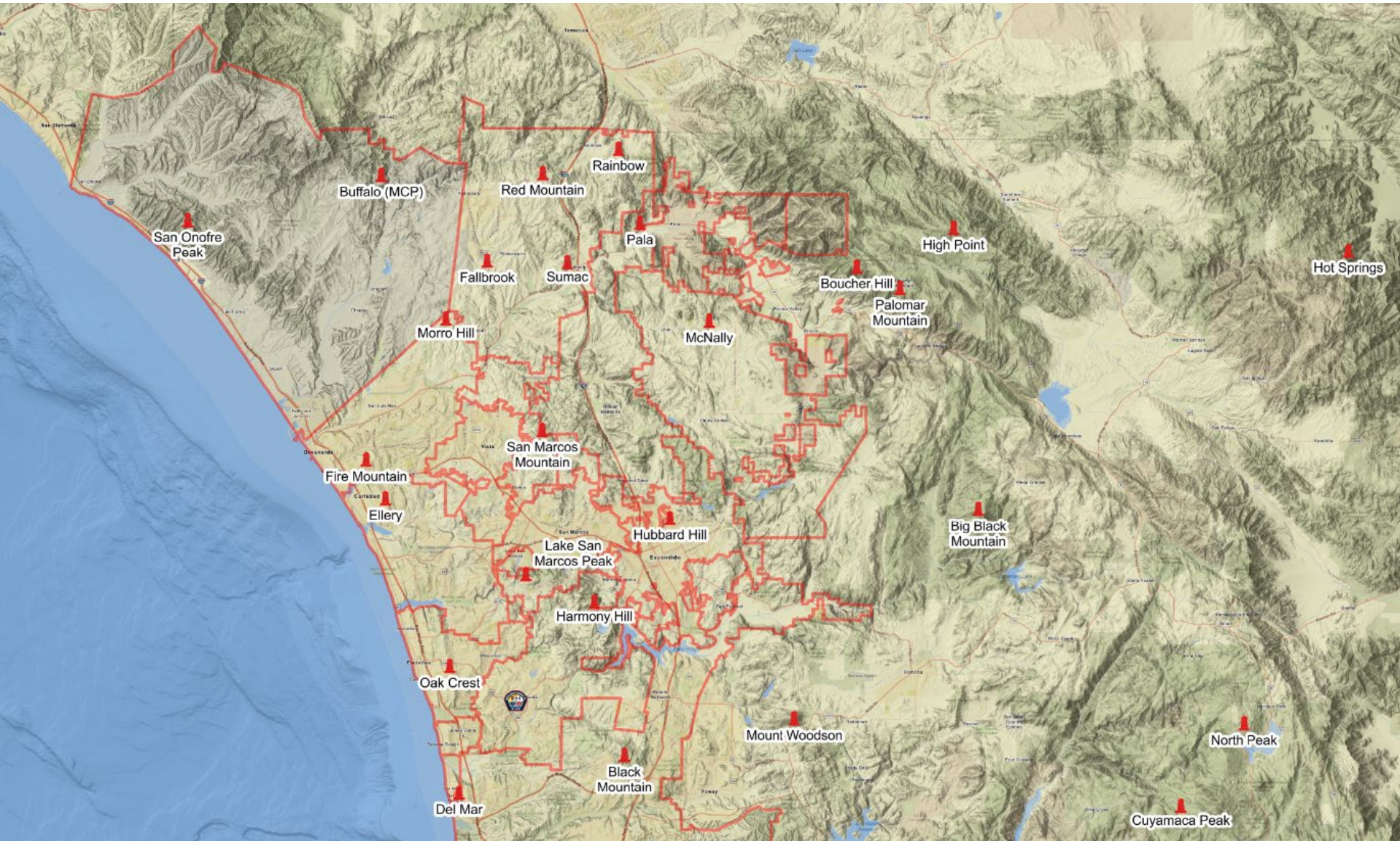


Describe how the proposed project will enhance regional capacity to prevent, protect against, mitigate, respond to and recover from acts of terrorism and other disasters:

Following the recommendations of the VHF Gap Analysis and the VHF Conceptual Design Report (CDR), improvements to the VHF coverage in the region began in 2016 with UASI funds. These improvements continued in 2017, 2018, 2019 and continue in 2020, 2021, and 2022.

These improvements include:

- **The identification of frequency and repeater coverage gaps, installation of P25 capable equipment in new and existing sites, infrastructure improvements, establishing data connections from dispatch centers to sites, and hardening physical repeater sites to ensure continuous operations.**
- **Regional VHF coverage and needs will continue to be analyzed as gaps are identified and filled, to ensure the needs of the region for interoperable communications are being met.**
- **Continued to enhance the regional VHF infrastructure and capabilities to prepare, protect, and respond to and recover from acts of terrorism, disasters, and all risk incidents**



Summary

Through a cooperative effort in the region, significant enhancements to the XSD Operational Area VHF Radio System and Infrastructure were made possible with the UASI Grant Funds UASI VHF Planning, Organization, Equipment, Infrastructure, and Installation allowed:

- The region to improve previously identified VHF gaps in coverage to be filled.
- Support the operational needs for VHF emergency communications within San Diego County.
- Provide redundancy for emergency communications within the region.

This proposal is the completion of the project, although significant milestones have been met and will continue to be met with FY21, FY22, and FY23.

Regional Technology Partnership (RTP) Vetting

Fiscal Year 2024 Urban Area Security Initiative

GOAL 4: Strengthen Communications Capabilities

P25 – Regional Communications

November 29, 2023



Goal 4: Strengthen Communications Capabilities

Project Title(s):

056			P25 Regional Communications
	E	PSC	P25 Radio System Enhancements (QTY: 2 BDA- Police Plaza, FIRE ECDC)
	E	PSC	P25 Radio System Enhancements (QTY: 3 control stations 700 MHZ/VHF -FIRE ECDC)
	E	PSC	P25 Radio Subscriber Replacement (QTY: 50-P25 functionality, encryption)
	E	PSC	P25 Radio System Network Improvements-Critical Infrastructure Site Hardening (Mt Woodson- Emergency Generator/Propane Tank, Integration)
	E	PSC	P25 Radio System Network Improvements-Critical Infrastructure Site Hardening (San Ysidro-DSR Generator, HVAC Unit, Transfer Switch, Propane tank, Integration)
	E	PSC	Microwave Network Backhaul (Router) Replacement, Network Migration
	O	PSC	City of San Diego - Project Mgt Staff Costs
	E	PSC	Taxes

056			P25 Regional Communications
	E	PSC	P25 Radio System Enhancements (QTY: 2 BDA- Police Plaza, FIRE ECDC)
	E	PSC	P25 Radio System Enhancements (QTY: 3 control stations 700 MHZ/VHF -FIRE ECDC)

Brief Description:

- **Police Plaza and ECDC-**

Install Radio System amplifiers to improve radio coverage and data connectivity for any public safety end user in the building structure/area.

- **(3) 700/800 MHZ & VHF control stations at ECDC-**

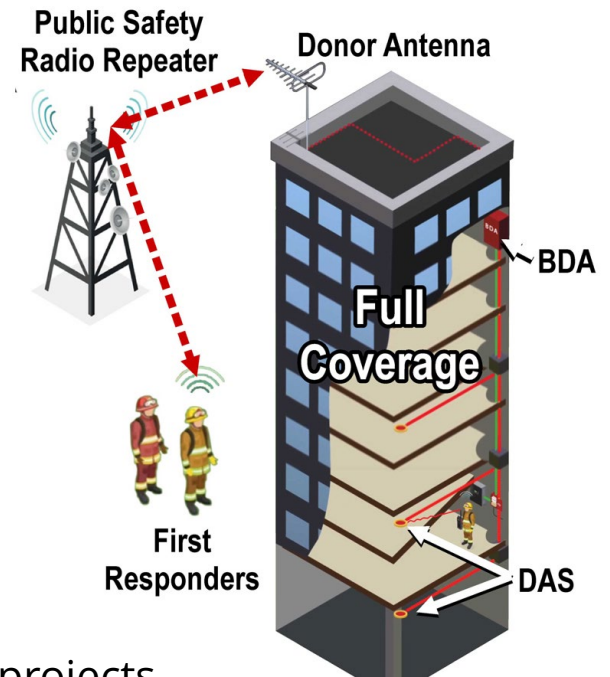
to provide full P25 system communications/interoperability

Implementation Plan/Approach:

- Existing Contract, Existing Frequency Licenses, 6-month projects

Sustainment:

- City of San Diego Wireless Technology Fund



E | PSC | P25 Radio Subscriber Replacement (QTY: 50-P25 functionality,)Brief Description:

- **(50) P25 Portable Radios** (700 MHz, 800 MHz, VHF, OTAR, OTAP, Wi-Fi)
 - 30- Radio System Technicians
 - 10- ERRCS (Emergency Responder Radio Communication Systems) Testing
 - 10- Emergency Spares/Cache

Implementation Plan/Approach:

- Existing Contract, Equipment Only, Scalable

Sustainment:

- City of San Diego Wireless Technology Fund



E

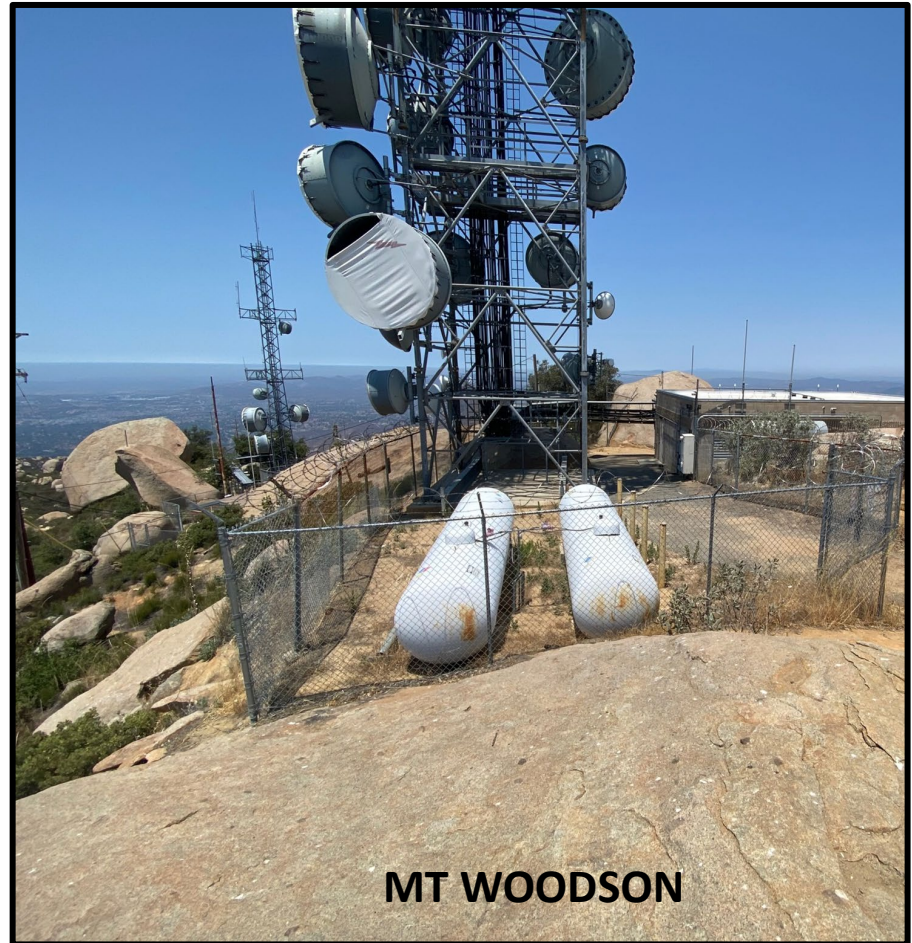
PSC

P25 Radio System Network Improvements-Critical Infrastructure Site Hardening
(Mt Woodson- Emergency Generator/Propane Tank, Integration)

Brief Description:

Critical Infrastructure- Emergency Power

- Replace/re-locate generator
- Replace propane tanks
- Slope stabilization
- Co-located regional radio site



MT WOODSON



E	PSC	P25 Radio System Network Improvements-Critical Infrastructure Site Hardening (Mt Woodson- Emergency Generator/Propane Tank, Integration)
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Implementation Plan/Approach:

- Existing Contract, 12-month project

Sustainment:

- City of San Diego Wireless Technology Fund

E

PSC

P25 Radio System Network Improvements-Critical Infrastructure Site Hardening
(San Ysidro-DSR Generator, HVAC Unit, Transfer Switch, Propane tank, Integration)

Brief Description:

Critical Infrastructure-

Emergency Power

- Replace generator
- Replace transfer switch
- Replace propane tank
- Replace fuel tank monitor
- Replace HVAC unit
- Co-located regional radio site



E

PSC

P25 Radio System Network Improvements-Critical Infrastructure Site Hardening
(San Ysidro-DSR Generator, HVAC Unit, Transfer Switch, Propane tank, Integration)



Implementation Plan/Approach:

- Existing Contract, 12-month project

Sustainment:

- City of San Diego Wireless Technology Fund



E PSC Microwave Network Backhaul (Router) Replacement, Network Migration

Brief Description:

- Replace end-of-life/legacy microwave radios
- Replace end-of-life/legacy routers
- Upgrade microwave backhaul components
- Migration/configuration of microwave radio links

<p><u>Phase 1</u> Priority</p>	<p><u>Phase 2</u> Dispatch</p>	<p><u>Phase 3</u> Radio Mtn Top sites Radio Repeater sites</p>	<p><u>Phase 4</u> External Agencies Interconnecting Networks</p>
------------------------------------	------------------------------------	------------------------------------------------------------------------	--------------------------------------------------------------------------

E

PSC

Microwave Network Backhaul (Router) Replacement, Network Migration

Public Safety Network Operations:

- Prioritization of mission-critical services
- Seamless Connectivity
- Increased network capacity, resiliency, data integrity
- Flexible-Scalable-Dynamic
- High Performance/Converged Technology

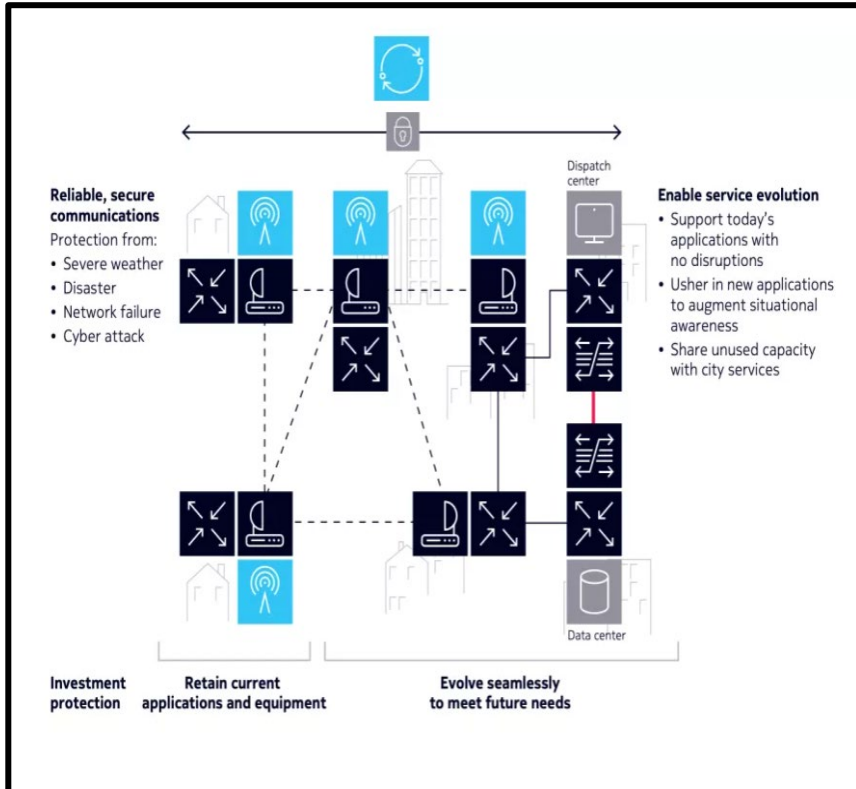
Implementation Plan/Approach:

Existing Contract

Phased 12-month project

Sustainment:

City of San Diego Wireless Technology Fund





0

PSC

City of San Diego - Project Mgt Staff Costs

Brief Description:

- Project Manager
- Field Operations Support

Implementation Plan/Approach:

Existing Contract

Sustainment:

Grant Funding





Describe how these projects benefit the region:

Goal 4: Strengthen Communications Capabilities

- ✓ **Public Safety Core Communications-Land Mobile Radio (LMR) Systems**
- ✓ **Cyber and Infrastructure Security (CISA): Secure Communications**
- ✓ **INTEROPERABLE Communications**
- ✓ **Resiliency/Redundancy (Continuity of Operations)**
- ✓ **Enhance/Support Training, Exercises, Operations**

Describe how the proposed project(s) will enhance regional capacity to prevent, protect against, mitigate, respond to and recover from acts of terrorism and other disasters:

- ✓ **These projects are foundational to terrorism preparedness by ensuring mission-critical interoperable equipment, system network support, infrastructure, and secondary/redundant means of operational communications can be re-established or maintained.**
- ✓ **These projects support terrorism preparedness by providing the ability to have continuity of operations during a terrorist incident.**
- ✓ **Public Safety and Regional Partners rely on the availability of the radio system and critical infrastructure.**

Mid-Sized Command Vehicle:

- **Agency:** San Diego Sheriff's Dept. Emergency Planning Detail (EPD)
- **Description:** Commercial chassis, box-type w/slide outs. 30-35 Feet, redundant communications and data systems, four to five workstations and a radio desk, print station, climate controlled, integrated generator set. These vehicles only require a Class C driver license and could be rapidly deployed to pre-planned and/or critical incidents.
- **Funding Details:** Approx. \$800,000 @ gsaadvantage.gov
- **Regional Benefit:** EPD is the Mutual Aid coordinator for San Diego County, and the Department's mobile command vehicles are available to regional partners. Our current vehicles are between 15-17 years old and have reached the point that maintenance is becoming cost-prohibitive.
- **Terrorism prevention nexus:** This vehicle would enhance regional incident command and incident management capabilities for both man-made and natural disasters.
- **UASI Goal:** 1- Strengthen the Regional Risk Management, Planning, and Emergency Management Programs

Mid-Sized Command Vehicle:

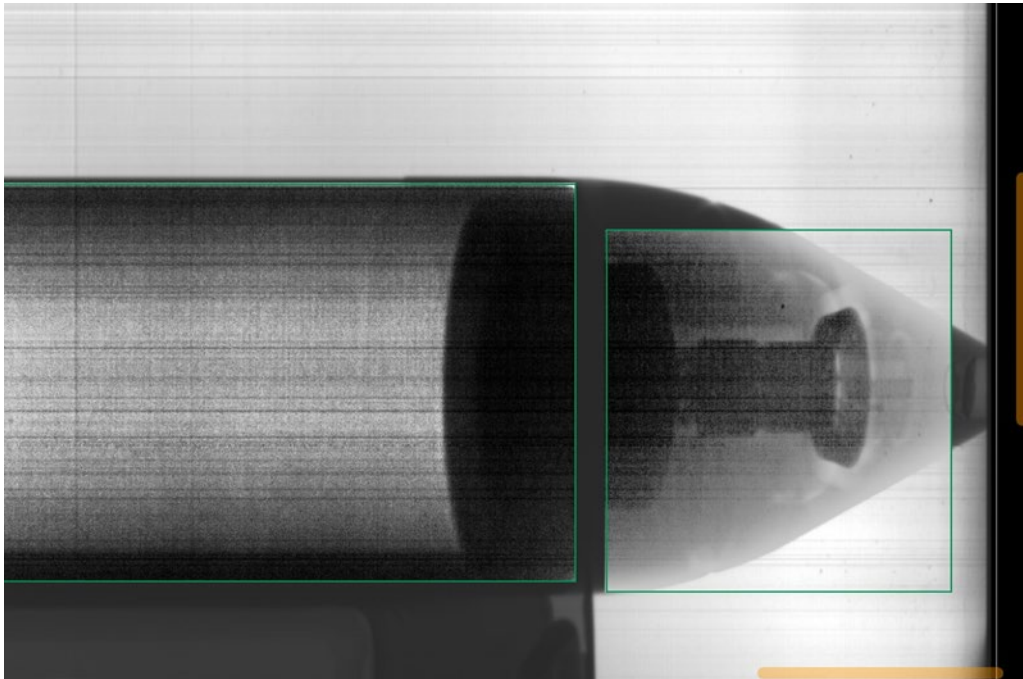


Digital Radiography Bomb X-Ray:

- **Agency:** San Diego County Sheriff's Department – Bomb/Arson Unit
- **Description:** Eight (8) Digital (DR) Bomb X-Rays (Example Novo DR)
- **Funding Details:** \$1,351,265.44 (Approx. \$168,908 each)
- DR X-Ray Technology enhances the existing (CR) Phosphor Panel X-Ray Technology previously purchased by UASI by providing significantly enhanced clarity, speed of deployment, and remote X Ray viewing capability.
- **Regional Benefit:** The Sheriff's Bomb/Arson Unit serves as the primary Explosive Ordnance Disposal and Chemical/Biological/Radiological/Nuclear/Explosive asset for the vast majority of San Diego County, responding to all jurisdictions upon request. The current equipment being fielded by Sheriff's Bomb/Arson is reaching the end of its service life and will no longer be supported by the manufacturer.
- **Terrorism prevention nexus:** The Novo DR devices will provide our personnel with radically enhanced X-Ray imaging clarity, allowing for more timely and precise diagnostics of Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) devices. This will assist in determining the most appropriate, expedient, and precise render-safe procedure. The Novo DR's mosaic imagery capabilities also provide reliable, high-resolution X-Rays of larger devices (Vehicle-Borne Improvised Explosive Devices, etc.).
- **PROCUREMENT:** DR Systems are currently available on the market as "off the shelf" items. Lead time for purchasing items is typically less than three months.
- **UASI Goal:** 3- Strengthen Capabilities to Detect Threats from CBRNE Materials and WMD
- **SUSTAINMENT:** One time transition cost.

Digital Radiography Bomb X-Ray:

Current X-Ray



Novo DR





ARJIS

AUTOMATED
REGIONAL JUSTICE
INFORMATION SYSTEM

Project Overview: ARJIS -
Regional Training Program

Category ↑	Filtered	Total
Armed Assault	100	100
Larceny	76	76
Offenses	775	775
...	2	2
Breaking & Entering	36	36
Identity Theft/Forgery	4	4
ATM/Automatic Teller	4	4
Stalking/Vagrancy	1	1
Sexual Assault/Damage/Vandalism	116	116

ARJIS Home | Data Forms | Applications

ARJIS Security Center

[Change password/update profile](#)

Applications

ARJIS

- ARJIS Security Center (ASC)
- Cognos Reporting
- CrimeTracer (Coplink-X)
- Crime Case Inquiry
- Crime Mapping - Public
- Crime Statistics
- eAlerts (BOLO Archive)
- ECARS - Crime & Arrest Reporting
- eQuery
- Mapping Dashboard
- Jail Census
- JIRA - Issue Tracking
- Location Inquiry (Geo22)
- N-Dex National Data Search
- ONS Entry & ONASAS Alerting System
- Property Inquiry
- SRFERS - State/Regional/Federal

Other Law Enforcement

- 10 Most Wanted - FBI
- CalGang - California Gang Information
- Cal-Photo - Cal DOJ & DMV Photos
- Megan's Law - Sex Offenders
- Parole LEADS 3.0 (NEW)
- Restraining/Protective Orders
- SD Regional Computer Forensics Lab (RCFL)
- SDLaw/eSUN

Useful Links

- Case Agent Investigative Review
- CDCR Inmate Locator
- Crime Codes for California
- Federal Inmate Locator
- Graffiti Tracker
- MEX - Baja California Plate Search
- Online Warrants
- SD County Superior Court - court calendar & case name search
- SDSO - Who's in Jail?
- TLO
- TTCS - SD Treasurer/Tax Collection System

- **Description:** Provide regional training to local public safety agencies on ARJIS desktop and mobile device applications, new Mapping Application, the new CrimeTracer (Formerly Coplink X) and a vast array of approximately 60 investigative suites available through ARJIS portal.

Reason for the inquiry. A valid reason should include a case number, CA...

Retain on Clear Form/Reset

Required

CLETS Purpose Code: Criminal Justice Immigration Enforcement Investigate Violations of Section 1325 of Title 8 of the ...

Person Name Search

Last Name First Name MI DOB Age Sex Scars/Marks/Tattoos

Street Number Street Name City State/Region SMT Description

Person ID Search

ID Type ID Number State/Region

Vehicle Search by License Plate

License Plate State/Region

Vehicle Search by Identification Number

VIN/HIN Make Year State/Region

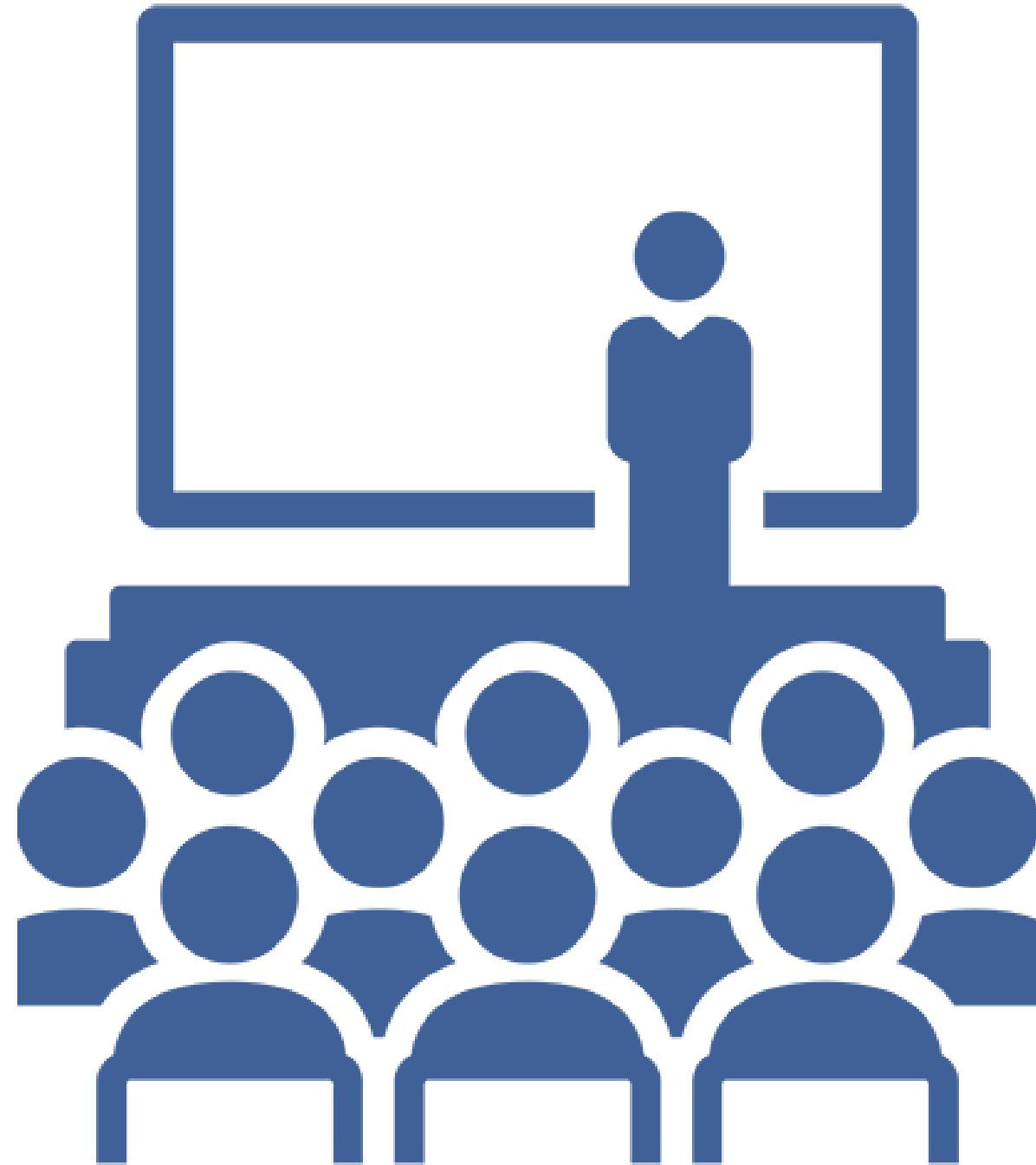
Miscellaneous Search Criteria

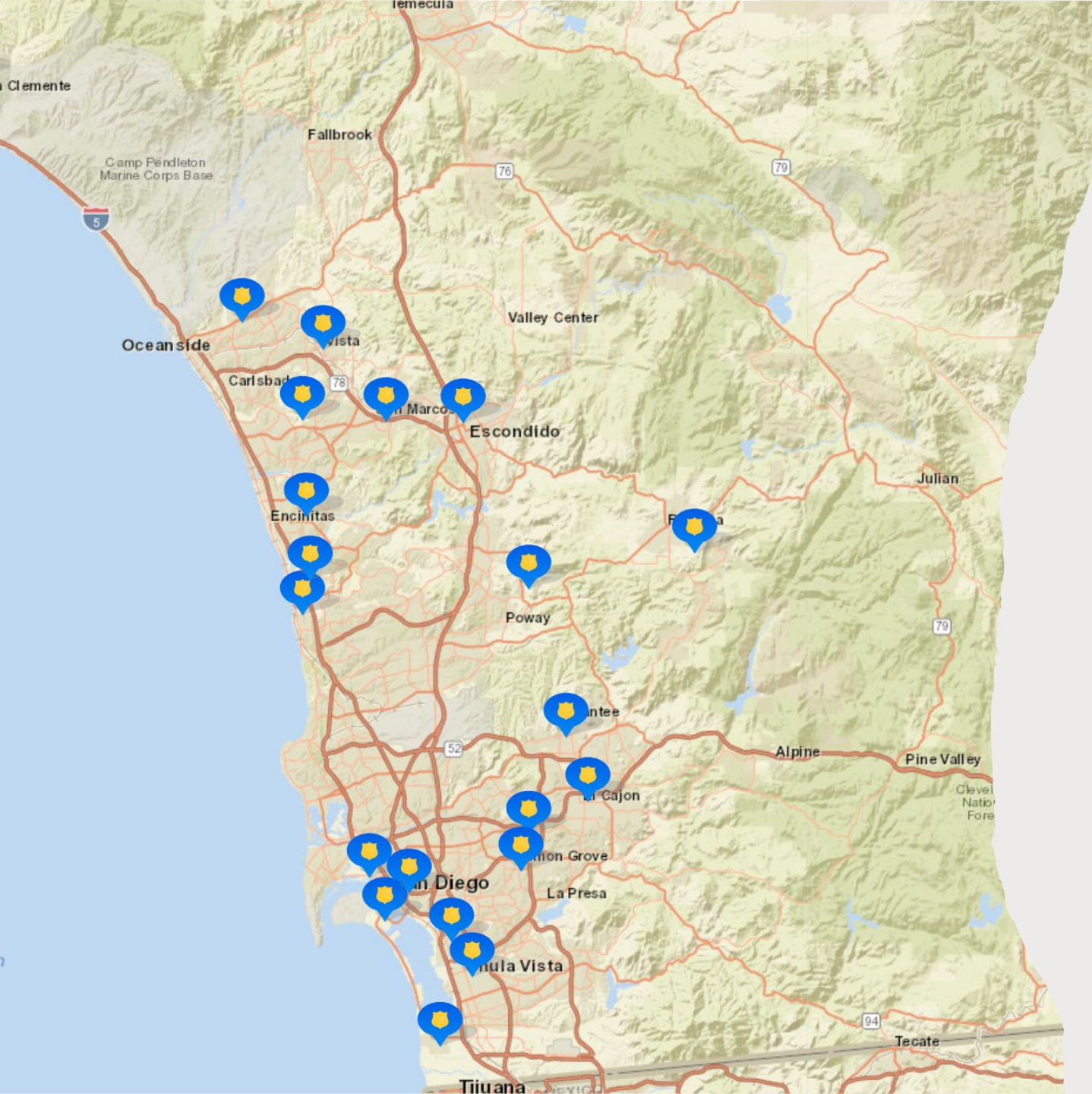
Phone Number E-Mail Address Firearm Serial Number

- **Funding: \$150,000**
 - Regional Trainer (salary & benefits)

Supplements & Enhances

- Develop Learning Management System to centralize and streamline training resources
- Modernize outdated training modules
- Update learning objectives and curriculum





- **SDUA Security Strategy Goal - Goal 2: Enhance Info Collection, Analysis, and Sharing in Support of Public Safety Operations Across the Region**
- **2.1: Enhances intelligence collection, analysis, and sharing**
 - Officers will be able to use information within these systems to its fullest potential, which will result in greater operational efficiency and effectiveness.
 - Allows users from multiple agencies to cover the same course material, learn the same skills and share experiences in a classroom setting that promotes interagency knowledge sharing.
 - Eliminate the need for redundant training efforts at each agency.
- **Regional Benefit:** Supports 60+ state, local and federal public safety agencies 5,000 users, including officers, deputies, agents, detectives, crime analysts, etc.
- **Terrorism prevention nexus:** Officers will have a better understanding of the data and systems used to track and identify potential criminal and terrorist activities.

Implementation & Sustainment Plan

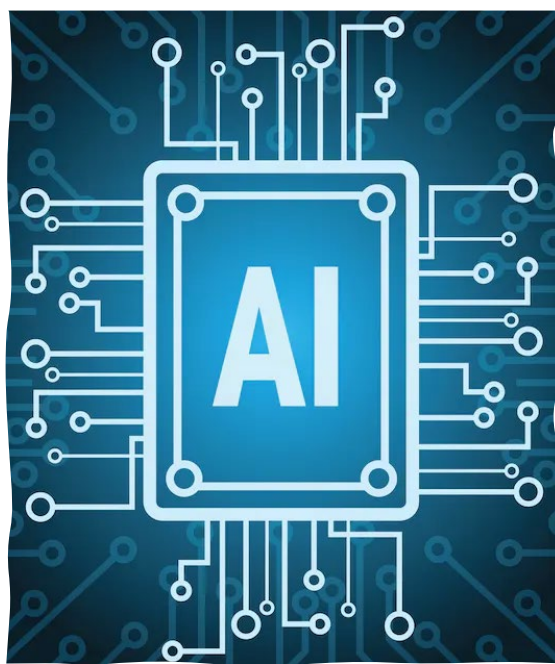
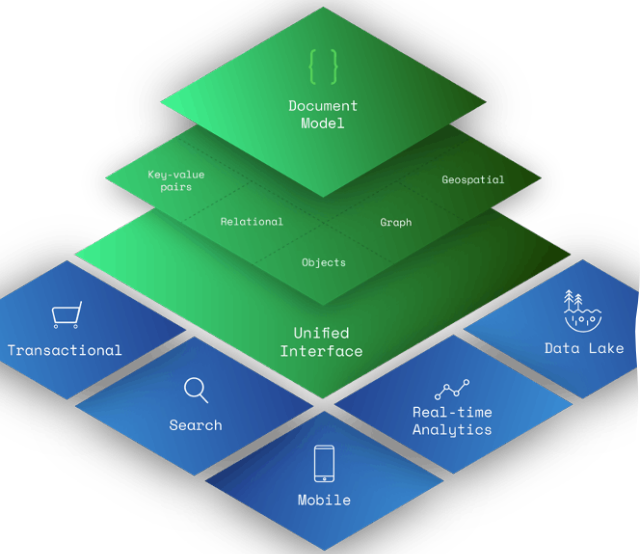
- This is an existing position that has been funded through the UASI grants in previous years.
- Trained over 500 individuals in 2022 on various ARJIS applications, both in-class and ad-hoc requests via the ARJIS help-line.
- ARJIS will be able to serve the region by ensuring users are properly trained on ARJIS applications.
- By continuing this program, ARJIS users will have a positive impact on information sharing used for planning , investigations and the enforcement of terrorist activities by the law enforcement personnel utilizing ARJIS systems.



ARJIS

AUTOMATED
REGIONAL JUSTICE
INFORMATION SYSTEM

Project Overview: ARJIS –
Artificial Intelligence (AI)
Integration



ARJIS: Artificial Intelligence Integration

Description: Integrating Artificial Intelligence (AI) technologies into ARJIS' database infrastructure



Funding: \$195,252

-Recruit and hire experienced Sr. Programmer to research and develop AI technologies



By harnessing the power of machine learning and natural language processing (conversational based queries), it will enable LE personnel to conduct more targeted and rapid searches, facilitating timely responses which are critical to officer safety.



This exploratory initiative aims to create a solid foundation to further expand AI capabilities into additional ARJIS products/services.

Supplements & Enhances Current Applications

SRFERS-State, Regional, Federal Retrieval System

Reason For Search
 Retain on Clear Form/Reset
Required

CLETS Purpose Code: Criminal Justice Immigration Enforcement Investigate Violations of Section 1325 of Title 8 of the US Code

Person Name Search
Last Name First Name MI DOB Age +/- Sex Scars/Marks/Tattoos
mm / dd / yyyy
Street Number Street Name City State/Region SMT Description

Person ID Search
ID Type ID Number State/Region

Vehicle Search by License Plate
License Plate State/Region

Vehicle Search by Identification Number
VIN/HIN Make Year State/Region

Miscellaneous Search Criteria
Phone Number E-Mail Address Firearm Serial Number

Status Incident Quick Search
 Soundex Diminutive (First Name)



Integrate AI search tool

Search

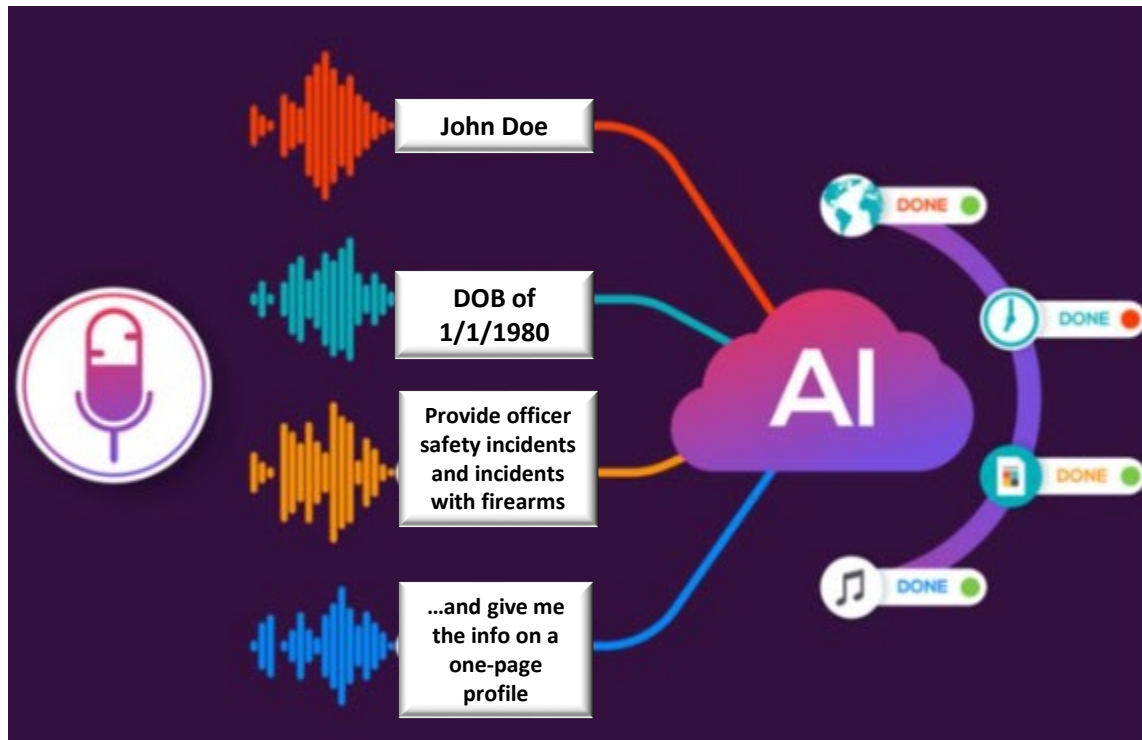
"Provide me Field Interviews with John Doe DOB 1/1/80 where he was contacted in a red car with a blonde female"

ID	DOB	Sex	Race	Height	Weight	Eye Color	Hair Color	Vehicle	Notes
12345	1/1/80	M	White	5'10"	180	Brown	Black	Red	John Doe
23456	1/1/80	M	White	5'10"	180	Brown	Black	Red	John Doe
34567	1/1/80	M	White	5'10"	180	Brown	Black	Red	John Doe
45678	1/1/80	M	White	5'10"	180	Brown	Black	Red	John Doe
56789	1/1/80	M	White	5'10"	180	Brown	Black	Red	John Doe
67890	1/1/80	M	White	5'10"	180	Brown	Black	Red	John Doe
78901	1/1/80	M	White	5'10"	180	Brown	Black	Red	John Doe
89012	1/1/80	M	White	5'10"	180	Brown	Black	Red	John Doe
90123	1/1/80	M	White	5'10"	180	Brown	Black	Red	John Doe
01234	1/1/80	M	White	5'10"	180	Brown	Black	Red	John Doe

Narrows search to just FIs with blonde female in red vehicle



Supplements & Enhances Current Applications



Status: Formal Probation – active 4th waiver
No Wants/Warrants
LKA: 123 Main St, Sun Diego, CA 92123
Priors: Aggravated assault, narcotics
Vehicle: 2008 Chevrolet ; CA/60879G2

Recent Contacts:
1/5/23 – 245 PC w/ firearm; concealed firearms
2/5/23 – 69 PC
4/2/23 – 69 PC
4/10/23 - 245 PC w/ firearm; concealed firearms

Firearms: Subject contacted multiple times with firearms. Firearms have been found on waistband and glove compartment of vehicles

DOE, John
(1/1/1980)
Male; 6'3", 225lbs
CA DL- B4554329

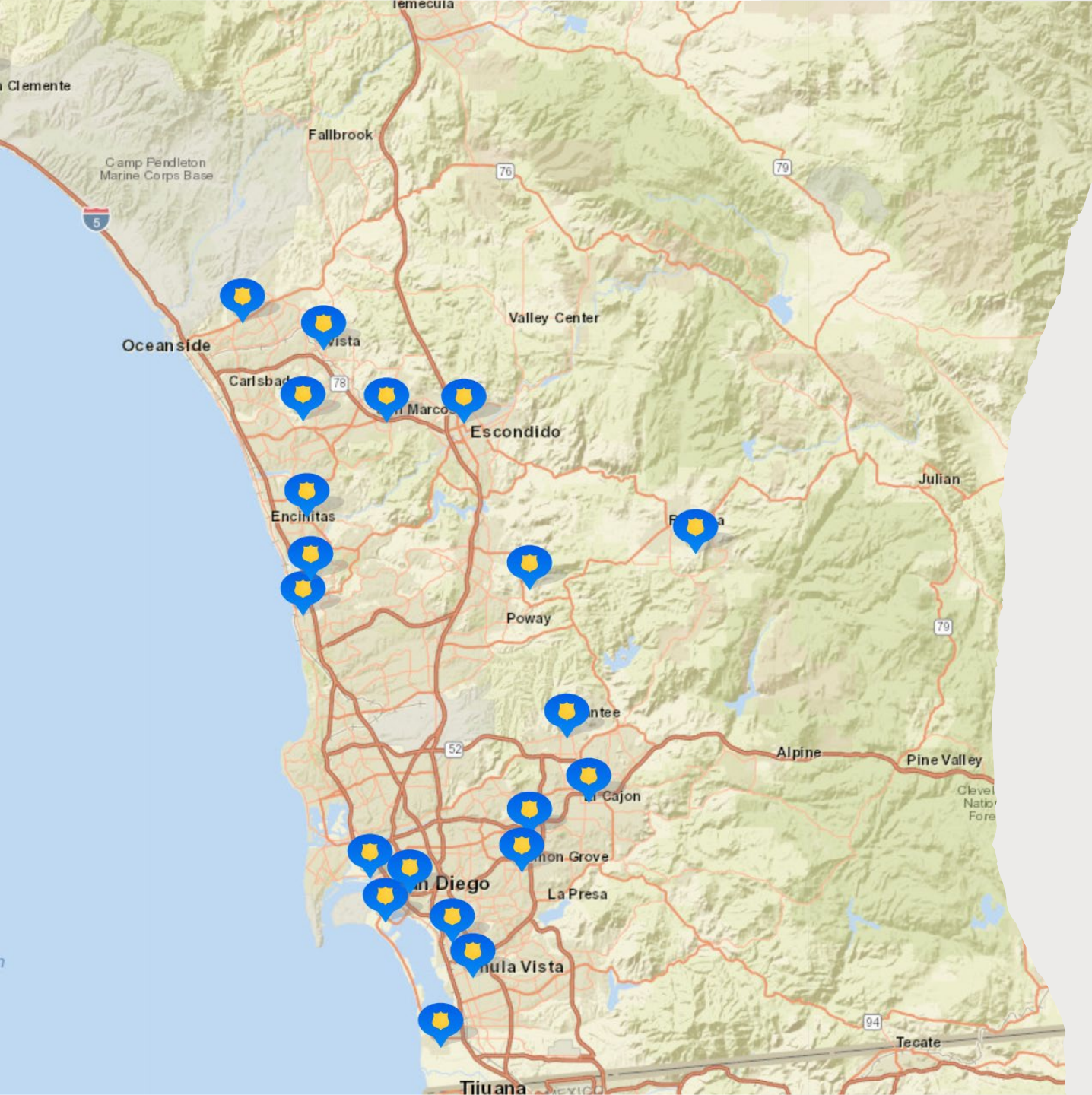
Photo Date: 1/9/23

Case#: _____
Case Agent _____
Phone # _____
Email _____

ARJIS AUTOMATED REGIONAL JUSTICE INFORMATION SYSTEM

Name, Title
Phone#
Email
11/22/2023

- Integrate voice activated queries with mobile applications



- **SDUA Security Strategy Goal - Goal 2: Enhance Info Collection, Analysis, and Sharing in Support of Public Safety Operations Across the Region**
 - 2.1: Enhances intelligence collection, analysis, and sharing
- **Enhance Intel Collection & Sharing**
 - Capability to swiftly and accurately collect and process extensive datasets, enabling a more comprehensive and timely approach to intelligence acquisition.
- **Enhances Analysis:**
 - Expedite link analysis
 - Swift and accurate information retrieval
 - Improve situational awareness / enhance officer safety
 - Reduce operational burden: AI technology will be able to filter out information not relevant to the law enforcement officer's current situation.
- **Regional Benefit:** Supports 60+ state, local and federal public safety agencies with 5,000 users, including officers, deputies, agents, detectives, crime analysts, etc.
- **Terrorism prevention nexus:** Law enforcement officers will be able efficiently query and retrieve relevant information and intelligence. AI can facilitate quick link analysis, allowing officers to identify potential associations between individuals and individuals related to criminal and terrorist related activities.

Project Plan & Sustainment

✓ Project Milestones



Recruiting & hiring and Sr. Programmer



Assess current data architecture and operational workflows



Create document-oriented database



Select specific AI tools



Integrate AI tools into ARJIS applications



Sustainment



The funded programmer will train current ARJIS programmers to maintain and support the newly integrated technology.

ARJIS – Cloud Transformation

Description: Purchase consulting services to assist in the next phase of the ARJIS cloud transformation. This transition will improve the cybersecurity defenses of ARJIS applications and data as well as provide a more resilient and dynamic platform for high availability and agility to new and changing requirements from our member agencies. Embracing cloud services will enable ARJIS to focus its limited resources on value added work requests and projects with less time and risk involved with managing the underlying infrastructure, power, cooling, server patching and software upgrades.

Funding Details: Total: \$187,092

- Estimated consultant cost = \$187,092

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Cloud Transformation

Supplements/Enhances: This project if funded will allow ARJIS to continue its journey in transforming its infrastructure, including its data & application, to native Cloud-based formats by deploying additional & newer technologies that are not currently in use at ARJIS. There are currently no budgetary funding sources in place at ARJIS for this project.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Cloud Transformation

Regional: This is a regional project due to the nature of ARJIS and the services that it provides for the San Diego county region area. ARJIS provides data & applications to enhance law enforcement efforts through-out the region. It's critical that those resources are available 24x7x365 and protected against attacks & terrorism to ensure no interruption of services for our user base.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Cloud Transformation

SDUA Goal/Objective: This project will support the SDUA that it has been applied under, specifically goal “#2: Enhance Information Analysis and Infrastructure Protection Capabilities”, under objective “2.1 Enhance Intelligence Collection, Analysis, and Sharing”.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Cloud Transformation

Implementation: The implementation of this project will consist of just one part, which will be completed over the course of 12 months. To complete this project ARJIS will partner with a 3rd party organization that is an expert in Dev/Ops (Development & Operations) and other Cloud-based technologies who can assist ARJIS staff in continuing to enhance our Cloud presence.

Funding Details: Total: \$187,092

- Estimated consultant cost = \$187,092

ARJIS – Cloud Transformation

Sustainment: To sustain this project going forward, ARJIS will either request additional grant funding in future years, if the scope of the solution will be expanded, or include new features or technologies. Otherwise, we will include the cost to continue the program in our operating budget going forward if it will just be continued in its current use and format.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Cloud Transformation

Results: The specific features of the solution being implemented are Cloud Transformation utilizing the CSSA, which is part of Microsoft Azure. It will also include Dev/Ops (Development & Operations), AI (Artificial Intelligence) and Machine Learning. It will protect the ARJIS infrastructure which consists of more than 200 servers, 1000 endpoints and approximately 60 applications.

Specifically, it will have a positive impact on Information Sharing used for Planning, Investigations and the enforcement of Terrorist Activities by the law enforcement personnel utilizing ARJIS systems.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Cyber Security - Sentinel

Description: Microsoft Sentinel delivers intelligent security analytics and threat intelligence across the enterprise. With Microsoft Sentinel, you get a single solution for attack detection, threat visibility, proactive hunting, and threat response. ARJIS has more than 200 servers, 1000 end-points and approximately 60 applications.

Funding Details: Total: \$195,265

- Consumption costs for use of Microsoft's Cloud-based Sentinel for 12 months = \$95,265
- Estimated consultant cost for management of Sentinel environment for 12 months = \$100,000

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Cyber Security - Sentinel

Supplements/Enhances: This project if funded will allow ARJIS to expand upon existing Cyber Security initiatives by deploying additional & newer technologies that are not currently in use at ARJIS. There are currently no budgetary funding sources in place at ARJIS for this project.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Cyber Security - Sentinel

Regional: This is a regional project due to the nature of ARJIS and the services that it provides for the San Diego county region area. ARJIS provides data & applications to enhance law enforcement efforts through-out the region. It's critical that those resources are available 24x7x365 and protected against attacks & terrorism to ensure no interruption of services for our user base.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Cyber Security - Sentinel

SDUA Goal/Objective: This project will support the SDUA that it has been applied under, specifically goal “#6: Strengthen Security and Preparedness Across Cyberspace”, under objective “6.1 Enhance Cybersecurity”.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Cyber Security - Sentinel

Implementation: The implementation of this project will consist of two parts, which will be completed over the course of 12 months. The first part of the project will include the consumption of Cloud-based software from Microsoft. The second part will involve ARJIS partnering with a 3rd party organization that is an expert in Cyber-Security and can assist ARJIS staff in administering & managing the solution.

Funding Details: Total: \$195,265

- Consumption costs for use of Microsoft's Cloud-based Sentinel for 12 months = \$95,265
- Estimated consultant cost for management of Sentinel environment for 12 months = \$100,000

ARJIS – Cyber Security - Sentinel

Sustainment: To sustain this project going forward, ARJIS will either request additional grant funding in future years, if the scope of the program will be expanded, or include new features or technologies. Otherwise, we will include the cost to continue the program in our operating budget going forward if it will just be continued in its current use and format.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Cyber Security - Sentinel

Results: The specific features of the software being implemented are Security Information and Event Monitoring. It will also include Intrusion Detection, Intrusion Prevention, and Incident Response. It will protect the ARJIS infrastructure which consists of more than 200 servers, 1000 end-points and approximately 60 applications.

Specifically, it will have a positive impact on Information Sharing used for Planning, Investigations and the enforcement of Terrorist Activities by the law enforcement personnel utilizing ARJIS systems.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Disaster Recovery

Description: Provide a modern solution to upgrade the backup & recovery tools that ARJIS has at its disposal to provide a full redundant and highly available system for its members. This will allow us to respond immediately in the event of a cyber incident.

Funding Details: Total: \$499,113

- Purchase of modern Backup Appliance Hardware = \$349,113
- Estimated consultant cost for implementation of system = \$150,000

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Disaster Recovery

Supplements/Enhances: This project if funded will allow ARJIS to enhance existing Disaster Recovery solutions by deploying additional & newer technologies that are not currently in use at ARJIS. There are currently no budgetary funding sources in place at ARJIS for this project.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Disaster Recovery

Regional: This is a regional project due to the nature of ARJIS and the services that it provides for the San Diego county region area. ARJIS provides data & applications to enhance law enforcement efforts through-out the region. It's critical that those resources are available 24x7x365 and protected against attacks & terrorism to ensure no interruption of services for our user base.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Disaster Recovery

SDUA Goal/Objective: This project will support the SDUA that it has been applied under, specifically goal “#6: Strengthen Security and Preparedness Across Cyberspace”, under objective “6.1 Enhance Cybersecurity”.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Disaster Recovery

Implementation: The implementation of this project will consist of two parts, which will be completed over the course of 12 months. The first part of the project will include the purchase of a hardware-based solution that will replace the existing backup & recovery product that ARJIS is using – which is outdated. The second part will involve ARJIS partnering with a 3rd party organization that is an expert in Disaster-Recovery and can assist ARJIS staff in deploying & managing the solution.

Funding Details: Total: \$499,113

- Purchase of modern Backup Appliance Hardware = \$349,113
- Estimated consultant cost for implementation of system = \$150,000

ARJIS – Disaster Recovery

Sustainment: To sustain this project going forward, ARJIS will either request additional grant funding in future years, if the scope of the solution will be expanded, or include new features or technologies. Otherwise, we will include the cost to continue the program in our operating budget going forward if it will just be continued in its current use and format.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

ARJIS – Disaster Recovery

Results: The specific features of the solution being implemented are Backup, Restore and Disaster Recovery. It will also include the planning, testing and development of a full Disaster Recovery model. It will protect the ARJIS infrastructure which consists of more than 200 servers, 1000 end-points and approximately 60 applications.

Specifically, it will have a positive impact on Information Sharing used for Planning, Investigations and the enforcement of Terrorist Activities by the law enforcement personnel utilizing ARJIS systems.

Agency: ARJIS - 60+ state, local and federal public safety agencies in the San Diego County Region, serving over 5000 law enforcement personnel.

High Definition Camera with Color/Infrared Sensors

- **Agency: San Diego Police Department**
- **Description:** The newest generation of High-Definition imaging provides aircrews with an extremely capable system, allowing for high resolution in both color and infrared. The system would externally mount on department helicopters.
- **Funding Details:**
 - Purchase – FLIR 380HDc sensor
 - Total approximate cost of the project: **\$728,916.00**
- **Sustainment Plan:** The listed sensor is currently sold with a 24-month warranty. The Air Support Unit currently budgets for Service Maintenance Agreements (SMA's) through the manufacturer for maintenance and repair needs beyond the warranty period.
- **Regional Benefit:** Regional asset available to all jurisdictions
- **Terrorism prevention:** Ability to provide real time tactical information for first responders throughout the county
 - Response to Mass Casualty / Terrorist Events
 - Force Protection – Provide real-time video downlink to command posts
 - Civil Unrest as a result of Domestic Violent Extremism
- **Goal 5:** Protect Critical Infrastructure – Enhance Interdiction and disruption Capabilities Through Law Enforcement Tactical Operations

On condition this will be approved through our Surveillance Ordinance



FLIR 380 HDc

FY24 UASI Proposal

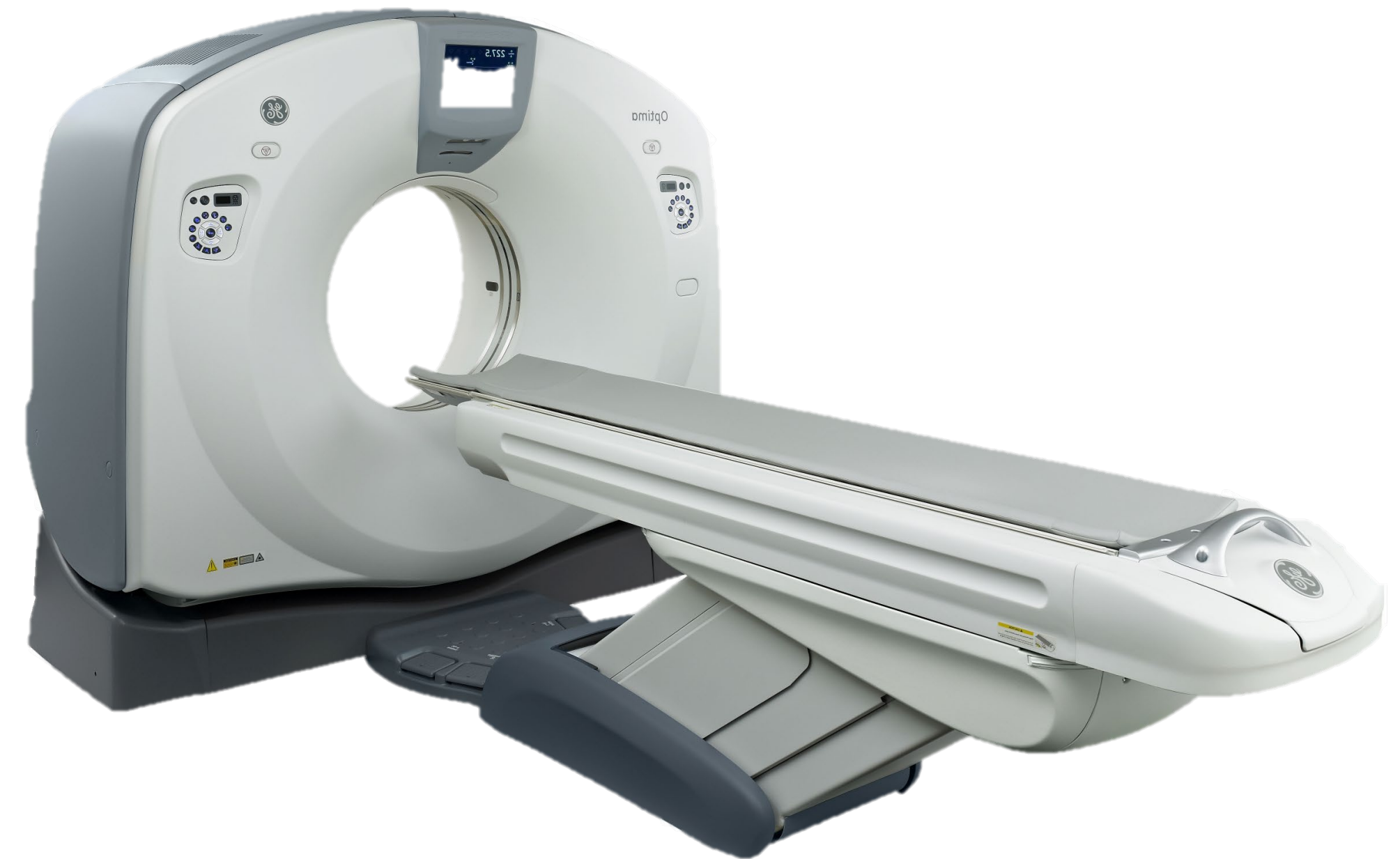
Postmortem CT Scanner for County Medical Examiner

November 29, 2023

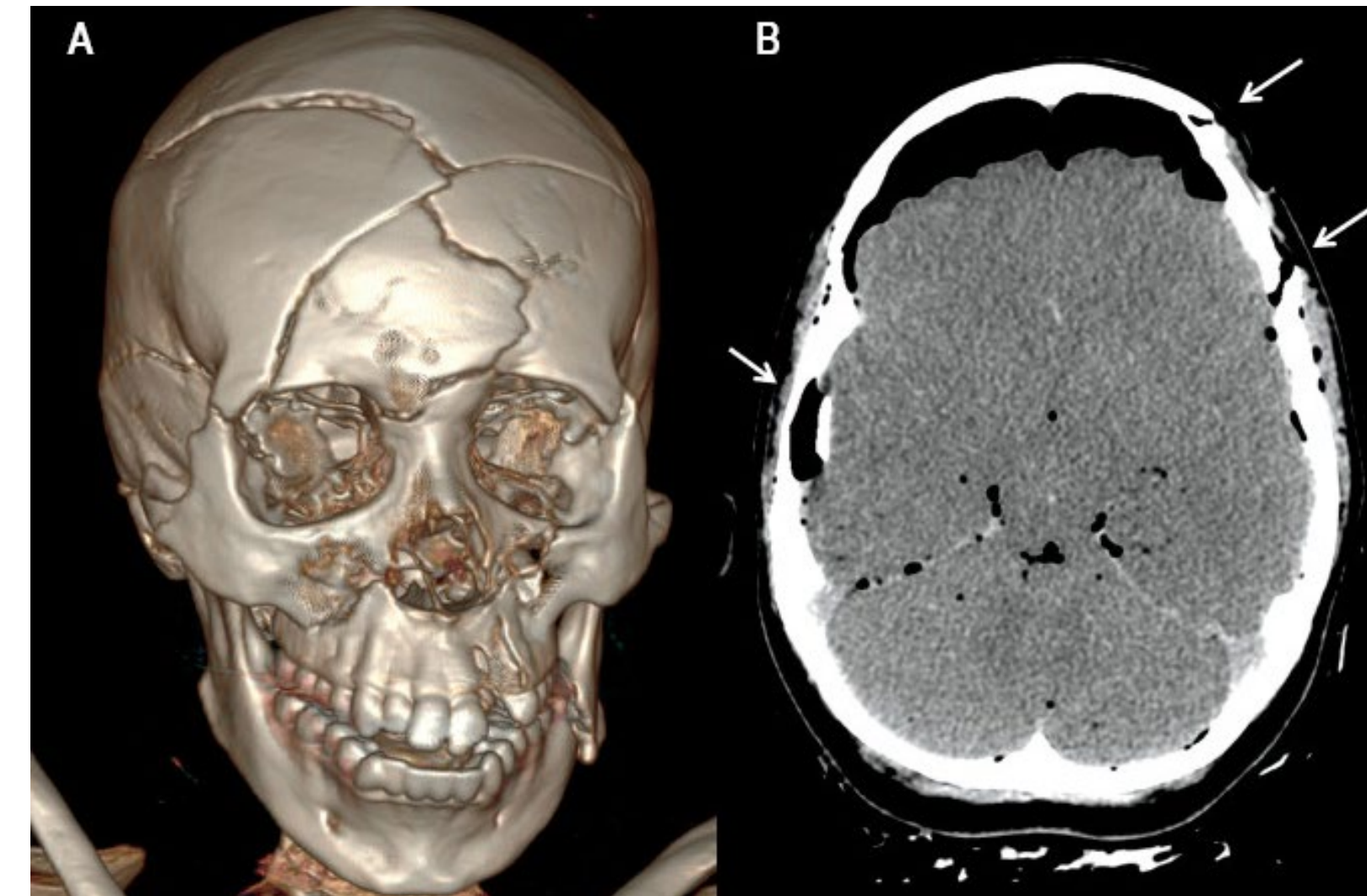
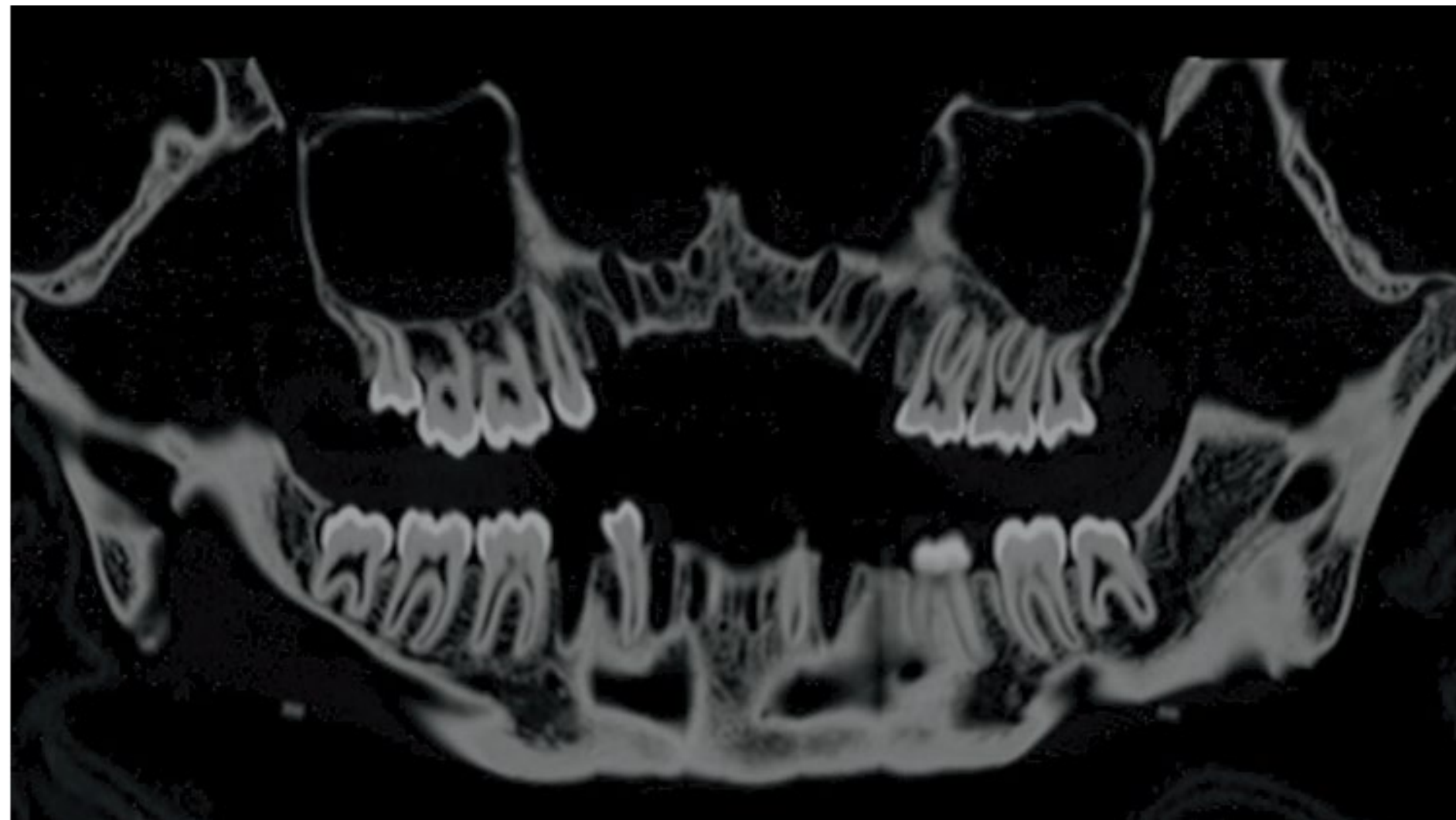
Jonathan Lucas, M.D.
Chief Deputy Medical Examiner
San Diego County

Postmortem CT Scanning

- Uses X-rays to create detailed **cross-sectional images** of the inside of the human body
- Combines multiple X-ray images taken from different angles to produce detailed, **three-dimensional images** of organs, tissues, and bones
- Full body CT scan can be performed in just **a few minutes.**



Detailed Cross Sections or 3D Images



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

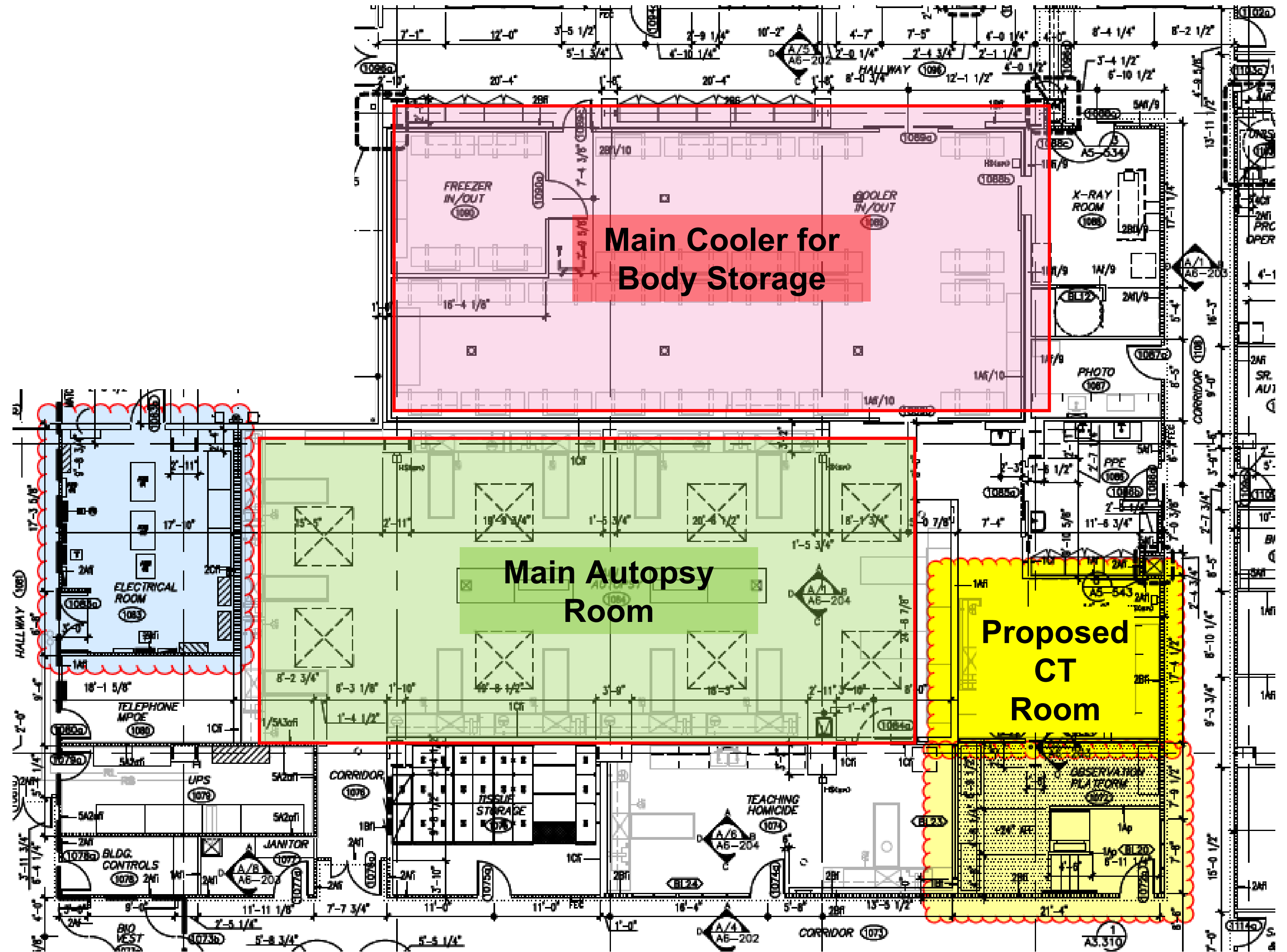
- Objective 7.2: Enhance Fatality Management
 - “The region’s Medical Examiner can coordinate with other organizations ...to ensure the proper...handling, [and] identification...of human remains and personal effects; certify cause of death”
 - 7.2 E1: “Acquire highly infectious disease mitigation equipment for the Medical Examiner’s Office.”
 - 7.2 E2: “Acquire equipment to rapidly process numerous fatalities.”

Regional Application

- The SD County Medical Examiner serves entire geographic region (except for a few small exclusive federal jurisdictions)
- Our department's resources – including a PMCT – serve the region
- No other agency can fill this function

Proposed Location for CT Scanner

ME FIRST FLOOR



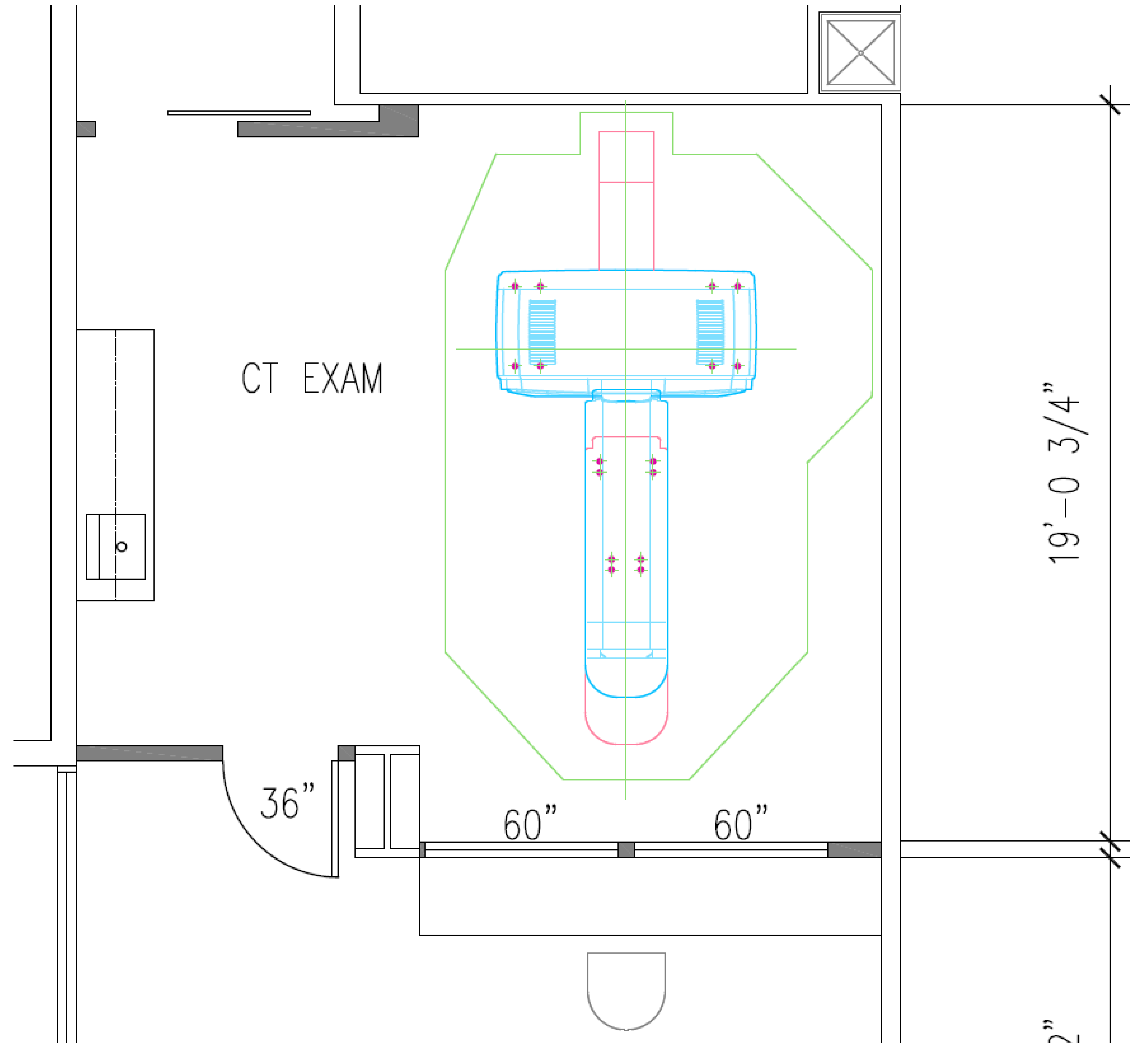
Existing Room



Design from Griffcon

GRIFFCON
INCORPORATED
DESIGN/BUILD
TECHNICAL MEDICAL SPACE

CT EQUIPMENT
SAN DIEGO COUNTY
MEDICAL CENTER
SEPTEMBER 29, 2023



Room Configuration and Installation

- Structural footing for scanner
- Roof mounted 3-ton A/C unit
- Electrical for CT scanner (90A) and A/C unit (25A)
- Creation of a control room space
- Radiation shielding for room (windows, doors, walls)
- New doors for CT room
- Data and network connectivity

Budget Estimate

Source	No.	Item	Estimate/quote
GE	1	CT Scanner	\$ 303,883
Local vendor estimate	2	Renovation/Installation costs (reduced by \$200,000 from original estimate by turning CT scanner in room to avoid affecting adjacent room)	\$ 675,000
San Diego County Dept of General Services	3	Procurement Support	\$ 15,000
	4	Design & Prof Fees	\$ 100,000
	5	Permitting Support	\$ 10,000
	6	DGS PM & Inspector	\$ 150,000
	7	Licensing Support	\$ 8,000
	8	IT Connectivity	\$ 25,000
	9	Project Contingency (10%)	\$ 150,000
		Subtotal	\$ 1,436,883
		Sales Tax (7.75%) item 1	\$ 23,551
		Inflation (6%), items 2-9	\$ 67,980
		Project Total Cost	\$ 1,528,414

- Quotes from GE and Philips for CT Scanner
 - Includes reference diagrams for installation/infrastructure requirements
- Estimate from experienced local CT scanner installer (Griffcon)
- Estimates from San Diego County General Services
- IT assessment by County IT vendor (Peraton)

Terrorism Nexus

- In the event of a mass fatality incident, and specifically during a terrorist event, the SDME is required to **investigate, identify, and determine cause and manner of death** for all victims.
- The capabilities of **screening and triaging cases quickly** as well as **documenting decedents and trauma** are essential to accomplishing this work in the most **efficient and safe** manner possible.
- In a terrorist event, the scanner can be used to quickly and safely identify potential **unexploded ordinance and shrapnel fragments**, enhancing the ability to both **recover critical evidence** and **maximize safety**.
- In biological attacks, PMCT can screen decedents without opening the body pouch, **evaluating for the potential effects of a biological weapon before exposing staff** to an infectious agent.

Other Requirements

- **Supplanting funds:** Does not supplant or replace funds appropriated for this purpose, but builds upon and improves our current capabilities
- **Sustainability:** After first year, service contract costs of approximately \$100,000 annually will be covered through the budget process using general funds
- **Governance:** The San Diego County Medical Examiner will manage the scanner and its usage
- **Scalability:** The scanner requires the installation and configuration of the existing structure. A partial award will not allow this project to go forward unless another funding source is identified by the County.

Implementation Plan

Approximate Date	Action
June 2024	Initiate procurement process (Request for Proposal)
December 2024	Select vendors, order equipment, and begin room configuration
July 2025	Complete installation
August 2025	Pay final invoice



Thank you

San Diego UASI Training

- Name of training: County Wildland Fire Drill
- The County Wildland Fire Drill provides the training and experience for law enforcement to focus on responses to large scale disasters that require evacuations of large numbers of people.
- Area of emphasis: Patrol
- Has this course been UASI funded previously?: Yes, 2023
- How is does this assist with terrorism prevention?: This drill will provide law enforcement with the experience and training to respond to the aftermath of an event.
- How does this benefit the region?: This drill is working in conjunction with fire services through out the area and provides an opportunity for Fire and Law Enforcement to work in conjunction and build a better understanding of roles, responsibilities and practices for all parties involved.
- Total requested amount: \$52,800
- Is this project scalable: Yes



San Diego UASI Training Breakdown

Agency	Total Request	# of Attendees	Backfill included Y/N	Total Cost per attendee
SDPD	\$42,000	30	Y	\$1,400
Barona	\$10,800	18	Y	\$600

Search and Rescue Vehicles

San Diego Sheriff's Department

Search and Rescue Vehicles

- Project Description
- Program Enhancement
- Regional Asset
- Support Objective 1.3
- Implementation Plan
- Project Sustainment
- Terrorism Nexus



Thank you

SGT Rich George
San Diego Sheriff's Department
Search and Rescue

Project Overview: UAS-Major Event Response Vehicle (U-MERV)

- **Agency:** San Diego Police Department
- **Description:** Large Truck/Van outfitted to transport and support UAS aircraft and UAS operational equipment during planned and unplanned major events, critical incidents, terrorist attacks, and natural disasters.
 - Support 2 large mobile Tether UAS systems, generators, communications radios (Separately funded project in procurement)
 - Support multiple smaller UAS systems (Equipment already acquired by SDPD)
 - Deploy existing SDPD equipment to create 2 mobile UAS Command Posts with live downlink transmission capabilities
- **Funding Details:** \$200,000.00 - \$300,000.00
- **Regional Benefit:**
 - This Project would provide rapid deployment of specialized T-UAS systems and traditional UAS to support incidents in the entire region.
 - T-UAS systems have the ability to provide aerial overwatch for extended duration uninterrupted.
 - T-UAS can provide a mobile antenna tower to support Silvus radio system or other emergency communications relay equipment in the event of traditional cellular communication overload/failure.

Project Overview: UAS-Major Event Response Vehicle (U-MERV)


- **Terrorism prevention nexus:** The UAS-MERV is designed to support multiple T-UAS systems that have the functions of:
 - Early detection and mitigation of terrorist and criminal activity during planned large special events and mass gatherings vulnerable to terrorist attack.
 - Rapid response to terrorist attacks, active shooter, barricaded suspect incidents to provide aerial observation and radio relay support infrastructure
- **UASI Goals:**
 - Goal # 5.1 – E4, Supports deployable aerial PTZ camera systems (UAS) to crowded places, soft targets, and critical infrastructure.
 - Goal # 5.2 – E1, Supports crime scene investigation equipment, aerial photography/video evidence collection.
 - Goal # 5.2 – E5,6, Supports crime scene management and evidence collection efforts via UAS, during CBRNE and HazMat incidents.

Example U-MERV Concepts:



U-MERV Pricing Estimate

- Vehicle: Chevy 3500 HD Truck chassis with Lights/Siren - \$110,000 (see quote)
- Enclosed Utility body with Installation - \$30,000
- Rear lift gate UAS and Generators - \$5,000
- External Canopies for CP area, (x2)- \$5,000
- Police Radio package, Motorola - \$10,000
- Electrical outlet support package -\$5,000
- TV monitors and AV support package - \$5,000
- Total Build Estimate \$170,000.00
- Increase for Inflation/Tax = \$200,000.00 (Approx.)



National Auto Fleet Group
A Division of Chevrolet of Watsonville
 480 Auto Center Drive, Watsonville, CA 95076
 (855) 289-6572 • (831) 480-8497 Fax
 Fleet@NationalAutoFleetGroup.com

8/29/2023
8/29/2023 Re-Configured

Quote ID: **25423 R1**
Order Cut Off Date: TBA

Mr Jon Zimmerman
City of San Diego Police
2740 Caminito Chollas 2
San Diego, California, 92105

Dear Jon Zimmerman,

National Auto Fleet Group is pleased to quote the following vehicle(s) for your consideration.
Two (2) New/Unused (2024 Chevrolet Silverado 3500HD (CK30943) 4WD Crew Cab 172" LT 8.2' Box, WCLS Package 13779) and delivered to your specified location, each for

	One Unit	Extended Unit's (2)
Contract Price	\$71,431.74	\$142,863.48
WCLS Package 13779	\$27,881.15	\$55,762.30
Tax (7.7500 %)	\$7,696.75	\$15,393.50
Tire fee	\$8.75	\$17.50
Total	\$107,018.39	\$214,036.78

- per the attached specifications. Price includes 2 additional key(s).

This vehicle(s) is available under the **Sourcewell Contract 091521-NAF** . Please reference this Contract number on all purchase orders to National Auto Fleet Group. Payment terms are Net 20 days after receipt of vehicle.

Thank you in advance for your consideration. Should you have any questions, please do not hesitate to call.

Sincerely,

Jesse Cooper
Account Manager
Email: jcooper@nationalautofleetgroup.com
Office: (855) 289-6572
Fax: (831) 480-8497

