

File No. 171158

Committee Item No. 19

Board Item No. 13

## COMMITTEE/BOARD OF SUPERVISORS

### AGENDA PACKET CONTENTS LIST

Committee: Budget & Finance Committee

Date November 30, 2017

Board of Supervisors Meeting

Date 12 / 12 / 2017

#### Cmte Board

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| <input type="checkbox"/>            | <input type="checkbox"/>            | Budget and Legislative Analyst Report        |
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| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | MOU  |
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| <input type="checkbox"/>            | <input type="checkbox"/>            | Subcontract Budget                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Contract/Agreement                           |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Form 126 – Ethics Commission                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Award Letter                                 |
| <input type="checkbox"/>            | <input type="checkbox"/>            | Application                                  |
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Completed by: Linda Wong

Date November 14, 2017

Completed by: Linda Wong

Date 12/6/17

1 [Memorandum of Understanding - Urban Areas Security Initiative]

2  
3 **Resolution retroactively approving a Memorandum of Understanding (MOU) with the**  
4 **Cities of Oakland and San Jose and the Counties of Alameda, Contra Costa, Marin,**  
5 **Monterey, San Mateo, Santa Clara, and Sonoma that provides governance structures**  
6 **and procedures for application, allocation and distribution of federal Urban Areas**  
7 **Security Initiative (UASI) grant funds to the Bay Area Urban Area, as well as for other**  
8 **Federal grant funds to the Bay Area Urban Area as permitted under the MOU; and**  
9 **continues San Francisco as the primary grantee and fiscal agent for UASI grant funds**  
10 **to the Bay Area Urban Area, as well as for other Federal grant funds to the Bay Area**  
11 **Urban Area as permitted under the MOU for the period of December 1, 2017, through**  
12 **November 30, 2021.**

13  
14 WHEREAS, The United States Department of Homeland Security ("DHS") has a  
15 Homeland Security Grant Program, which includes the Urban Areas Security Initiative  
16 ("UASI") Program, and

17 WHEREAS, The UASI Program addresses the unique planning, equipment, training,  
18 and exercise needs of high-threat, high-density "Urban Areas" and assists those areas in  
19 building an enhanced and sustainable capacity to prevent, protect against, respond to, and  
20 recover from threats and acts of terrorism; and

21 WHEREAS, DHS requires each Urban Area receiving grant funds to establish an  
22 Urban Area Working Group ("UAWG") to act as an executive steering committee and provide  
23 overall governance of the UASI Program across the regional area encompassed within the  
24 defined Urban Area; and

1           WHEREAS, For fiscal year 2006, the DHS consolidated the separate San Francisco,  
2 Oakland, and San Jose Urban Areas into a combined "Bay Area Urban Area" for the purposes  
3 of the UASI Program; and

4           WHEREAS, For fiscal year 2006, the City and County of San Francisco, the Cities of  
5 Oakland and San Jose, and the Counties of Alameda and Santa Clara, as the core cities  
6 and counties of the Bay Area Urban Area, entered into a Memorandum of Understanding  
7 dated July 1, 2006 ("2006 MOU") setting forth their agreements regarding the objectives,  
8 governance structures, responsibilities, and financial agreements to use in applying for,  
9 allocating, and distributing UASI grant funds to the Bay Area Urban Area, and establishing  
10 the Bay Area UASI Approval Authority ("Approval Authority") as the body with oversight  
11 over the UASI Program for the Bay Area Urban Area; and

12           WHEREAS, DHS approved the governance structure created in the 2006 MOU as  
13 the UAWG for the Bay Area Urban Area; and

14           WHEREAS, The 2006 MOU designated the City and County of San Francisco as the  
15 primary grantee and fiscal agent for UASI funds to the Bay Area Urban Area; and

16           WHEREAS, The Board of Supervisors approved the 2006 MOU in Resolution  
17 No. 718-06, File No. 061583; and

18           WHEREAS, The parties to the 2006 MOU negotiated a successor Memorandum of  
19 Understanding dated July 1, 2007 ("2007 MOU"), which generally continued the structures  
20 and procedures of the 2006 MOU, and which the Board of Supervisors approved in  
21 Resolution No. 638-07, File No. 071451; and

22           WHEREAS, The parties to the 2007 MOU agreed to a successor Memorandum of  
23 Understanding dated December 1, 2011 ("2011 MOU"), which added the counties of Contra  
24 Costa, Marin, Monterey, San Mateo, and Sonoma, which the Board of Supervisors  
25 approved in Resolution No. 478-11, File No. 111053; and

1           WHEREAS, The parties to the 2011 MOU agreed to a successor Memorandum of  
2 Understanding dated December 1, 2013 ("2013 MOU"), which generally continued the  
3 structures and procedures of the 2011 MOU, and which the Board of Supervisors approved  
4 in Resolution No. 346-13, File No. 130865; and

5           WHEREAS, The term of the 2013 MOU is due to expire on December 1, 2017; and

6           WHEREAS, Prior to the expiration of that term, the parties to the 2013 MOU agreed  
7 to a successor Memorandum of Understanding dated December 1, 2017 ("2017 MOU"),  
8 which generally continues the structures and procedures of the 2013 MOU; and

9           WHEREAS, The Approval Authority approved the 2017 MOU at its August 10, 2017  
10 meeting; and

11           WHEREAS, A copy of the 2017 MOU is on file with the Clerk of the Board of  
12 Supervisors in File No. 171158, which is hereby declared to be a part of this resolution as if  
13 set forth fully herein; and

14           WHEREAS, The City and County of San Francisco has participated in federal  
15 homeland security grant programs since their inception, and deems participation in those  
16 programs as vital to the continued security and well-being of its citizens; and

17           WHEREAS, The City and County of San Francisco does not condone training that  
18 promotes militarized policing or stereotypes pertaining to race or religion in counter-terrorist  
19 programs, and

20           WHEREAS, As a Party to the 2017 MOU, the City and County of San Francisco can  
21 continue its partnership with other cities and counties in the Bay Area to build an enhanced  
22 and sustainable local and regional capacity to prevent, protect against, respond to, and  
23 recover from threats and acts of terrorism; now, therefore, be it  
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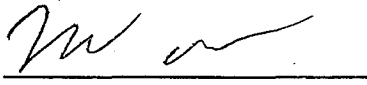
1           RESOLVED, That the Board of Supervisors of the City and County of San Francisco  
2 hereby retroactively authorizes the City and County of San Francisco to enter into the 2017  
3 MOU; and, be it

4           FURTHER RESOLVED, That the Executive Director of the Department of  
5 Emergency Management is authorized to furnish whatever additional information or  
6 assurances that the United States Department of Homeland Security or the California  
7 Office of Emergency Services may request in connection with the Homeland Security or  
8 UASI grant programs, and to execute, deliver and perform, in the name of the City and  
9 County of San Francisco, any additional applications, contracts, agreements, amendments,  
10 and payment requests necessary to carry out the City's obligations under the 2017 MOU,  
11 subject to the budgetary and fiscal provisions of the Charter; and, be it

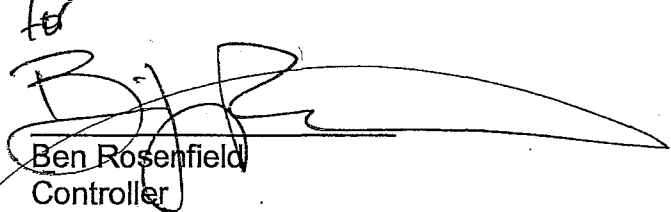
12           FURTHER RESOLVED, That within thirty (30) days of the MOU being fully executed by  
13 all parties, the Executive Director of the Department of Emergency Management shall provide  
14 the final MOU to the Clerk of the Board for inclusion into the official file.

**RECOMMENDED:**

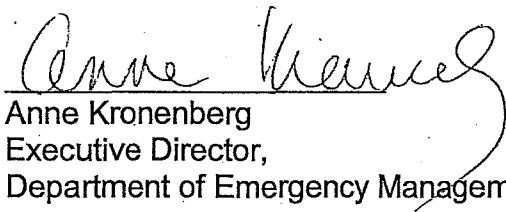
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Edwin Lee  
Mayor



Ben Rosenfield  
Controller



Anne Kronenberg  
Executive Director,  
Department of Emergency Management

MEMORANDUM OF UNDERSTANDING  
AMONG

**City of Oakland, City of San Jose, City and County of San Francisco, County of Alameda, County of Contra Costa, County of Marin, County of Monterey, County of San Mateo, County of Santa Clara, County of Sonoma**

This Memorandum of Understanding (“MOU”) dated **DECEMBER 1, 2017**, sets forth the agreements of the **City of Oakland, City of San Jose, City and County of San Francisco, County of Alameda, County of Contra Costa, County of Marin, County of Monterey, County of San Mateo, County of Santa Clara and County of Sonoma** relating to the application for and allocation and distribution of federal Urban Areas Security Initiative (“UASI”) Program grant funds and other regional grant funds.

This MOU is made with reference to the following facts and circumstances:

- A. The above named cities and counties (collectively, the “Parties” and individually, a “Party”) are committed to regional cooperation and coordination in building and sustaining capabilities to provide the greatest capability for prevention, protection, mitigation, response, and recovery from threats or acts of terrorism and other catastrophic events in the Bay Area region in accordance with grant guidelines. The Bay Area UASI includes the jurisdictions as defined by the U.S. Department of Homeland Security.
- B. Beginning in 2006, the U.S. Department of Homeland Security (“DHS”) utilized a “core-city, core-county” concept to determine risk and allocate grant funds. The jurisdictions in the Bay Area UASI used that same concept to establish the Bay Area UASI Approval Authority (“Approval Authority”) as the Urban Area Working Group (“UAWG”) for the Bay Area UASI, comprised of Representatives from the Urban Area’s core cities and counties. In 2008 and subsequent years, DHS used the U.S. Census-determined Metropolitan Statistical Area as a component of its risk methodology and specified that the UAWG take a regional approach to establish representation and membership.
- C. In 2006, the core cities and counties of the Bay Area Urban Area – the City and County of San Francisco, the City of Oakland, the City of San Jose, the County of Alameda and the County of Santa Clara – approved a Memorandum of Understanding (“2006 MOU”), followed by a 2007 Memorandum of Understanding (“2007 MOU”), that established the objectives, governance structure, responsibilities, reporting structure, and financial agreements to be used in applying for UASI and other federal homeland security grant funding.
- D. The Parties updated the 2007 MOU in 2011, and updated the 2011 MOU in 2013. Such updates pertained to the objectives, governance structure, membership, responsibilities, reporting structure, and financial arrangements used by the Bay Area UASI in applying for, allocating and distributing UASI Program grant funding, and other regional grant funds. The 2013 MOU is set to expire on December 1, 2017. The Parties intend that this MOU shall, upon its Effective Date, supersede and replace the 2013 MOU in its entirety.

45 ACCORDINGLY, the Parties agree as follows:  
46

47 1. Bay Area UASI Region Approval Authority: The Bay Area UASI Region Approval Authority  
48 (“Approval Authority”) shall continue for the purposes and on the terms and conditions  
49 set forth below.  
50

51 a. Membership. The Parties shall appoint Members to the Approval Authority as  
52 follows: City of Oakland, City of San Jose, City and County of San Francisco, County  
53 of Alameda, County of Contra Costa, County of Marin, County of Monterey, County  
54 of San Mateo, County of Santa Clara, and County of Sonoma.  
55

56 Selection of Representatives. Each Party is responsible for selecting primary and  
57 alternate Representatives to the Approval Authority. Each Party shall select its own  
58 Representatives. Each Party shall designate its Representatives, and may change a  
59 Representative designation, by written notice as specified under this MOU, to the  
60 General Manager.  
61

62 b. Membership Eligibility Requirements. Each Party must be willing and legally able to  
63 accept and manage federal homeland security grant funds.  
64

65 c. Authority of Representatives. Each Party’s primary and alternate Representatives  
66 shall be authorized to take action for and speak on behalf of the Party.  
67

68 d. Attendance Requirement. If a Party fails to send a Representative to two or more  
69 Approval Authority meetings in a calendar year, the Approval Authority may remove  
70 that Party as a Member of the Approval Authority by a two-thirds vote. In the event  
71 of such a vote, the Party in question will not be eligible to vote on said issue.  
72

73 e. Purpose. The purpose of the Approval Authority is to provide effective direction and  
74 governance for grant programs under the jurisdiction of the Approval Authority, and  
75 to coordinate a regional approach to prevention, protection, mitigation, response  
76 and recovery to homeland security threats and hazards in accordance with DHS  
77 grant guidelines. To the extent consistent with grant program requirements, the  
78 Approval Authority shall:  
79

- 80 i. Approve the Bay Area UASI Goals and Objectives and THIRA (Threat and  
81 Hazards Identification and Risk Assessment), which shall provide focus to grant  
82 investments
- 83 ii. Adopt a regional risk management framework to administer the UASI  
84 Homeland Security Grant Program, and related grants, consistent with the  
85 grant guidelines and direction provided by the U.S. Department of Homeland  
86 Security (DHS) and the California Office of Emergency Services (Cal OES).
- 87 iii. Approve grant allocation methodologies.
- 88 iv. Approve all UASI Program and related grant applications.



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- v. Approve allocation and distribution of grant funds under the jurisdiction of the Approval Authority.
  - vi. Approve an annual budget for the Bay Area UASI Management Team, based on a July 1 – June 30 Fiscal Year.
  - vii. Approve the establishment, purpose, and membership of any advisory bodies whose purpose is to advise the Approval Authority.
- f. Representatives’ Roles and Responsibilities. Each Approval Authority Representative shall:
- i. Be prepared for and attend all Approval Authority meetings.
  - ii. Communicate with his or her jurisdiction’s management staff and stakeholders about the discussions and decisions of the Approval Authority, as permitted by law.
- g. Urban Area Working Group (UAWG). The Approval Authority shall constitute the primary UAWG for the UASI region, with support from the UASI General Manager and UASI Management Team.
- h. Other Federal Grants. The Approval Authority may decide to apply the agreements, structures, processes and mechanisms specified in this MOU in applying for, allocating and distributing other types of federal grant funding for the Bay Area UASI region. Any such decision shall be by a two-thirds vote of the Approval Authority.
- i. Voting. The Approval Authority shall vote according to the following procedures:
- i. All votes of the Approval Authority shall require a majority vote for passage of any item, unless a higher threshold is specified in this MOU or set by the Approval Authority in its By-laws.
  - ii. Each Representative shall have one vote.
  - iii. Each Representative present at a meeting shall vote “yes” or “no” when a question is put, unless excused from voting by a motion adopted by a majority of the Members.
  - iv. Approval Authority Representatives shall disclose any conflict of interest involved in their voting on an item, and shall, if necessary, request to be excused from the vote on that item.
- j. Quorum. A quorum shall consist of the majority of the Representatives on the Approval Authority. A quorum is at least six voting Representatives. The Approval Authority may not meet or conduct official business in the absence of a quorum.
2. City of Oakland Obligations. During the term of this MOU, Oakland shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.

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- 3. City of San Jose Obligations. During the term of this MOU, San Jose shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
  
- 4. City and County of San Francisco Obligations. During the term of this MOU, San Francisco will provide the following services to the Approval Authority:
  - a. Designate two primary Representatives and two alternates as full voting Members of the Approval Authority.
  - b. Serve as the UASI region point of contact with the U.S. Department of Homeland Security (DHS) and California Office of Emergency Services (Cal OES) in connection with grants under the jurisdiction of the Approval Authority.
  - c. Serve as the Fiscal Agent for grant funds under the jurisdiction of the Approval Authority during the term of this MOU, notwithstanding that another Party may indicate its desire to become the Fiscal Agent and may become the Fiscal Agent pursuant to the process determined in the By-laws.
  
- 5. Alameda County Obligations. During the term of this MOU, Alameda County shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
  
- 6. Contra Costa County Obligations. During the term of this MOU, Contra Costa County shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
  
- 7. Marin County Obligations: During the term of this MOU, Marin County shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
  
- 8. Monterey County Obligations: During the term of this MOU, Monterey County shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
  
- 9. San Mateo County Obligations: During the term of this MOU, San Mateo County shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
  
- 10. Santa Clara County Obligations: During the term of this MOU, Santa Clara County shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
  
- 11. Sonoma County Obligations: During the term of this MOU, Sonoma County shall designate one primary individual and one alternate as a full voting Member of the Approval Authority.
  
- 12. Obligations of All Parties. All Parties shall:

- 176 a. Participate in the implementation of regional projects and initiatives within the Bay  
177 Area Urban Area that are consistent with the mission and decisions of the Approval  
178 Authority, including participation in the Risk Management Program on an annual  
179 basis.  
180 b. Provide personnel with subject-matter expertise to participate on working groups  
181 established by the Approval Authority and/or the General Manager. Such personnel  
182 shall be authorized to take action for and speak on behalf of the Party.  
183

184 **13. General Manager.**  
185

- 186 a. The Approval Authority shall establish the minimum qualifications for the General  
187 Manager position, and may establish desired and preferred qualifications.  
188 b. The Approval Authority shall select a General Manager.  
189 c. The General Manager shall be an employee or contractor of the Fiscal Agent.  
190 d. While the City and County of San Francisco is the Fiscal Agent, the General Manager  
191 will be an employee, and not a contractor, of San Francisco.  
192 e. The employing jurisdiction is responsible for the work of the General Manager, and  
193 for directing and managing that work consistent with the duties determined and  
194 established by the Approval Authority. Nothing in this Agreement is intended to  
195 interfere with the right of the employing jurisdiction to take employment action  
196 regarding the employee assigned as General Manager, including but not limited to  
197 imposing discipline up to and including termination of employment.  
198 f. The individual selected by the Approval Authority shall be assigned to work full-time  
199 as the General Manager. The General Manager position shall be funded through  
200 grant funds.  
201 g. Nothing in this MOU is intended to interfere with the right of the Approval Authority  
202 to remove the General Manager from his or her role as the General Manager of the  
203 Bay Area UASI Management Team.

204 **14. UASI Management Team.**  
205

- 206 a. In consultation with the Approval Authority, the General Manager may select  
207 employees of the Parties or independent contractors to serve on the Management  
208 Team. The salaries of those employees assigned to serve on the Management Team  
209 shall be funded through grant funds. Nothing in this MOU is intended to interfere  
210 with the right of an employing jurisdiction to take employment action regarding an  
211 employee assigned to the Management Team, including but not limited to imposing  
212 discipline up to and including termination of employment.  
213 b. The General Manager is responsible for the work of employees assigned to the  
214 Management Team, and for directing and managing that work consistent with the  
215 general duties determined and established by the General Manager with the  
216 employing jurisdiction.  
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15. Grants and Contracts Awarded for UASI Grant-Funded Projects. On behalf of, and by a vote of the Approval Authority, the Fiscal Agent may apply for federal grant funding for the UASI region. All grants and contracts awarded using UASI Program grant funds received by the UASI region shall conform to all applicable federal and state grant and contracting requirements.

- a. Fiscal Agent. The City and County of San Francisco shall be the Fiscal Agent for the Bay Area UASI, notwithstanding that another Party may indicate its desire to become the Fiscal Agent and may become the Fiscal Agent pursuant to the process determined in the By-laws. The Fiscal Agent shall serve as the sub-grantee for funds granted by DHS and Cal OES to the Bay Area Urban Area. The Fiscal Agent shall provide all financial services and establish procedures and execute sub-recipient agreements for the distribution of grant funds to jurisdictions selected by the Approval Authority to receive grant funds. The Parties understand that until the Fiscal Agent and a sub-recipient jurisdiction fully and finally execute a sub-recipient agreement, the Fiscal Agent shall have no obligation to disburse grant funds to that jurisdiction. The Parties acknowledge and agree that grant decisions are subject to the discretion and decision-making of Cal OES and the Approval Authority. A Party or other sub recipient jurisdiction that takes any action, informal or formal, to appropriate, encumber or expend grant funds before final allocation decisions by Cal OES and the Approval Authority, and before a sub recipient agreement is fully and finally executed with the Fiscal Agent, assumes all risk of possible non-allocation or non-reimbursement of funds.
- b. All requests for funding or reimbursement from the Fiscal Agent shall meet any guidelines and requirements established by the Fiscal Agent. The guidelines may include requirements for record keeping, internal audits, signature authority for approval of reimbursement requests, submission of financial reports, and compliance with professional accounting standards. The Fiscal Agent may recover eligible costs for legal, financial, and other services through the grants administered by the Fiscal Agent.
- c. A Member who is a signatory to this Memorandum of Understanding and who has met all the requirements to hold a seat on the Approval Authority may request to be considered by the remaining Members of the Approval Authority to assume the role of Fiscal Agent at any time during the term of this Memorandum of Understanding. The Approval Authority shall consider the application, along with any applications of other Members, according to the process contained in the By-laws.
- d. The City and County of San Francisco, as the Fiscal Agent, will file a performance evaluation for the General Manager with input from the Approval Authority, on an annual basis pursuant to the Human Resources Rules of the City and County of San Francisco.

16. By-laws. The Approval Authority shall promulgate By-laws to govern implementation of this MOU, and to set duties and responsibilities for the General Manager and Management Team. The By-laws shall be consistent with the terms of this MOU.

262 Wherever the By-laws conflict with the MOU, the MOU controls. The By-laws may be  
263 adopted and amended by a two-thirds vote of the Approval Authority.  
264

265 17. Indemnification. In lieu of and notwithstanding the pro rata risk allocation that might  
266 otherwise be imposed between the Parties pursuant to Government Code Section  
267 895.6, the Parties agree that all Losses (as defined below) incurred by a Party in  
268 connection with this MOU or the activities contemplated by this MOU shall not be  
269 shared pro rata but instead the Parties agree that pursuant to Government Code Section  
270 895.4, each of the Parties hereto shall fully indemnify and hold each of the other Parties,  
271 including, without limitation, their officers, board members, employees and agents,  
272 harmless from any Losses imposed for injury (as defined by Government Code Section  
273 810.8) arising in connection with the negligent acts or omissions or willful misconduct of  
274 the indemnifying Party, including, without limitation, its officers, board members,  
275 employees or agents, under or in connection with or arising out of any work, authority  
276 or jurisdiction delegated to such Party under this Agreement. No Party, including,  
277 without limitation, any officer, board member, employee or agent thereof, shall be  
278 responsible for any Losses occurring by reason of the negligent acts or omissions or  
279 willful misconduct of other Parties hereto, including, without limitation, their officers,  
280 board members, employees or agents, under or in connection with or arising out of any  
281 work, authority or jurisdiction delegated to such other Parties under this Agreement.  
282 For purposes of this Section, Losses shall mean any and all claims, demands, losses,  
283 liabilities, damages (including foreseeable and unforeseeable consequential damages to  
284 the extent arising from third party claims), liens, obligations, interest, injuries, penalties,  
285 fines, lawsuits and other proceedings, judgments and awards and costs and expenses  
286 (including, without limitation, reasonable attorneys' fees and costs, and consultants'  
287 fees and costs) of whatever kind or nature, known or unknown, contingent or  
288 otherwise.  
289

290 18. Conflicts of Interest. If and when a Party identifies an actual or potential conflict of  
291 interest among one or more of the Parties, that Party shall send written notification to  
292 all Parties. The Party with the actual or potential conflict shall respond to the notice  
293 within three business days. The response shall indicate whether the Party agrees or  
294 disagrees that a conflict exists. If the Party agrees, that Party may take appropriate  
295 action to cure the conflict, if possible, and shall describe its corrective actions in its  
296 response. If a Party disagrees, or cannot cure an actual conflict, the Approval Authority  
297 shall meet on the conflict within not less than 30 calendar days of the initial notice, in an  
298 effort to resolve the conflict. The Approval Authority shall schedule a special meeting if  
299 necessary to meet this timeline. All notices under this section shall be provided under  
300 Section 28, Notices.  
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302 19. Effective Date and Term. This MOU shall take effect on **December 1, 2017** ("Effective  
303 Date") and shall remain in effect through **November 30, 2021**, unless sooner terminated  
304 as provided below ("Term").  
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20. Termination.

- a. Any Party may terminate its participation in this MOU by providing 30 days' advance written notice of its termination to all Parties and the General Manager. That Party shall fulfill any grant-related or contractual obligations to the Fiscal Agent. This MOU shall continue in effect between the remaining Parties.
- b. The Approval Authority may terminate any Party's participation in this MOU by a two-thirds vote, due to failure of the Party to meet the membership eligibility requirements under Section 1 of this MOU. A Party whose membership in the MOU is terminated must still fulfill any grant-related or contractual obligations to the Fiscal Agent.
- c. The Approval Authority may terminate this MOU at any time, for convenience and without cause, by unanimous vote. Any such action of the Approval Authority shall specify the date on which the termination shall be effective, which date shall be at least six months from the date of the Approval Authority's action to terminate the MOU.

21. Jurisdiction and Venue. The laws of the State of California shall govern the interpretation and performance of this MOU. Venue for any litigation relating to the formation, interpretation or performance of this MOU shall be in San Francisco, CA.

22. Modification. This MOU may not be modified, nor may compliance with any of its terms be waived, except by written instrument executed and approved in the same manner as this MOU.

23. Cooperative Drafting. This MOU has been drafted through a cooperative effort of the Parties, and all Parties have had an opportunity to have the MOU reviewed and revised by legal counsel. No Party shall be considered the drafter of this MOU, and no presumption or rule that an ambiguity shall be construed against the Party drafting the clause shall apply to the interpretation or enforcement of this MOU.

24. Survival of Terms. The obligations of the Parties and the terms of the following provisions of this Agreement shall survive and continue following expiration or termination of this Agreement: Section 17.

25. Complete Agreement. This is a complete agreement and supersedes any prior oral or written agreements of the Parties regarding the subject matter of this MOU, including but not limited to the process for applying for and distributing grant funding for the Bay Area Urban Area. Without limiting the foregoing, this MOU supersedes the Memorandum of Understanding dated December 1, 2006 and the 2007 MOU, the 2011 MOU, and the 2013 MOU.

26. Severability. Should the application of any provision of this MOU to any particular facts or circumstances be found by a court of competent jurisdiction to be invalid or

350 unenforceable, then (a) the validity of other provisions of this MOU shall not be  
351 affected or impaired thereby, and (b) such provision shall be enforced to the maximum  
352 extent possible so as to effect the intent of the Parties and shall be reformed without  
353 further action by the Parties to the extent necessary to make such provision valid and  
354 enforceable.  
355

356 27. Counterparts. This MOU may be executed in several counterparts, each of which is an  
357 original and all of which constitutes but one and the same instrument.  
358

359 28. Notice.

360 a. Any notices required hereunder shall be given as follows:

361  
362 If to the **City and County of San Francisco**, to:

363 Anne Kronenberg, Executive Director

364 Department of Emergency Management

365 1011 Turk Street

366 San Francisco, CA 94102

367 (415) 558-2745

368 [Anne.kronenberg@sfgov.org](mailto:Anne.kronenberg@sfgov.org)

369 and

370 Raemona Williams, Deputy Chief of Administration

371 San Francisco Fire Department

372 698 Second Street

373 San Francisco, CA 94107

374 (415) 558-3411

375 [raemona.williams@sfgov.org](mailto:raemona.williams@sfgov.org)

376 If to the **City of Oakland**, to:

377 Cathey Eide, Emergency Services Manager

378 Oakland Fire Department

379 1605 Martin Luther King Jr. Way, 2nd Floor

380 Oakland, CA 94612

381 (510) 238-6069

382 [ceide@oaklandnet.com](mailto:ceide@oaklandnet.com)

383  
384 If to the **City of San Jose**, to:

385 Raymond Riordan, Director

386 Office of Emergency Services

387 855 N. San Pedro St. 4<sup>th</sup> Floor

388 San José, CA 95110

389 (408) 794-7055

390 [ray.riordan@sanjoseca.gov](mailto:ray.riordan@sanjoseca.gov)  
391

392 If to **Alameda County**, to:  
393 Richard T. Lucia, Undersheriff  
394 Alameda County Sheriff's Office  
395 1401 Lakeside Drive 12th Floor  
396 Oakland, CA 94612  
397 (510) 272-6868  
398 [rlucia@acgov.org](mailto:rlucia@acgov.org)  
399  
400 If to **Contra Costa County**, to:  
401 Mike Casten, Undersheriff  
402 Contra Costa County Sheriff's Office  
403 651 Pine Street, 7<sup>th</sup> Floor  
404 Martinez, CA 94553  
405 (925) 335-1512  
406 [mcast@so.cccounty.us](mailto:mcast@so.cccounty.us)  
407  
408 If to **Marin County**, to:  
409 Robert Doyle, Sheriff  
410 Marin County Sheriff's Office  
411 1600 Los Gamos Dr. #200  
412 San Rafael, CA 94903  
413 (415) 473-7250  
414 [S\\_Doyle@marinsheriff.org](mailto:S_Doyle@marinsheriff.org)  
415  
416 If to **Monterey County**, to:  
417 Gerry Malais, Emergency Services Manager  
418 Office of Emergency Services  
419 1414 Natividad Road  
420 Salinas, CA 93906  
421 (831) 796-1901  
422 [malaisg@co.monterey.ca.us](mailto:malaisg@co.monterey.ca.us)  
423  
424 If to **San Mateo County**, to:  
425 Trisha Sanchez, Undersheriff  
426 San Mateo County Sheriff's Office  
427 400 County Center, 3<sup>rd</sup> Floor  
428 Redwood City, CA 94063  
429 (650) 599-1662  
430 [tsanchez@smcgov.org](mailto:tsanchez@smcgov.org)  
431  
432 If to **Santa Clara County**, to:  
433 Ken Kehmna, Fire Chief  
434 Santa Clara County Fire Department  
435 70 W. Hedding Street



436 San Jose, CA 95110  
437 (408) 378-4010  
438 [ken.kehmna@cnt.sccgov.org](mailto:ken.kehmna@cnt.sccgov.org)  
439

440 If to **Sonoma County**, to:  
441 Christopher Helgren, Emergency Manager  
442 Sonoma County Fire and Emergency Services Department  
443 2300 County Center Drive, Suite 220B  
444 Santa Rosa, CA 95403  
445 (707) 565-1152  
446 [Christopher.Helgren@sonoma-county.org](mailto:Christopher.Helgren@sonoma-county.org)  
447  
448

- 449 b. Notices shall be deemed given when received if given in person, by facsimile or  
450 by electronic means (if a record of receipt is kept by the sending party showing  
451 the date and time of receipt) or three (3) days following deposit in the United  
452 States Mail, postage prepaid, to the addressees set forth in subsection (a) above.  
453 c. Any Party may change its contact individual and/or address for notice by giving  
454 written notice of the change to the General Manager.  
455

456 The individuals executing this MOU represent and warrant that they have the legal capacity and  
457 authority to do so on behalf of their respective legal entities.  
458

459 The undersigned approve the terms and conditions of this MOU.  
460

461 **City of Oakland, California**

462

463 Signature: \_\_\_\_\_

464 By: \_\_\_\_\_

465 Title: \_\_\_\_\_

466

467 **City of San Jose, California**

468

469 Signature: \_\_\_\_\_

470 By: \_\_\_\_\_

471 Title: \_\_\_\_\_

472

473 **City and County of San Francisco, California**

474

475 Signature: \_\_\_\_\_

476 By: \_\_\_\_\_

477 Title: \_\_\_\_\_

478

479 **County of Alameda, California**

480

481 Signature: \_\_\_\_\_

482 By: \_\_\_\_\_

483 Title: \_\_\_\_\_

484

485 **County of Contra Costa, California**

486

487 Signature: \_\_\_\_\_

488 By: \_\_\_\_\_

489 Title: \_\_\_\_\_

490

491 **County of Marin, California**

492

493 Signature: \_\_\_\_\_

494 By: \_\_\_\_\_

495 Title: \_\_\_\_\_

496

497 **County of Monterey, California**

498

499 Signature: \_\_\_\_\_

500 By: \_\_\_\_\_

501 Title: \_\_\_\_\_

502



503 **County of San Mateo, California**

504

505 Signature: \_\_\_\_\_

506 By: \_\_\_\_\_

507 Title: \_\_\_\_\_

508

509 **County of Santa Clara, California**

510

511 Signature: \_\_\_\_\_

512 By: \_\_\_\_\_

513 Title: \_\_\_\_\_

514

515

516 **County of Sonoma, California**

517

518 Signature: \_\_\_\_\_

519 By: \_\_\_\_\_

520 Title: \_\_\_\_\_

521



Edwin M. Lee  
Mayor

**Department of Emergency Management**  
1011 Turk Street, San Francisco, CA 94102

Division of Emergency Communications  
Phone: (415) 558-3800 Fax: (415) 558-3843

Division of Emergency Services  
Phone: (415) 487-5000 Fax: (415) 487-5043



Anne Kronenberg  
Executive Director

**MEMORANDUM**

To: Mawuli Tugbenyoh  
From: Kristin Hogan  
Date: October 19, 2017  
Re: Resolution Approving the 2017 Urban Areas Security Initiative MOU

---

The Department of Emergency Management respectfully requests that the Mayor's Office introduce the attached resolution approving the 2017 Memorandum of Understanding (MOU) governing the Bay Area Urban Areas Security Initiative (UASI) at the next meeting (or as soon as possible) of the Board of Supervisors. This MOU updates the 2013 MOU previously approved by the Board of Supervisors, which will expire on December 1, 2017.

**The Bay Area UASI**

The MOU is the governing document establishing the Bay Area UASI, a regional organization that distributes federal homeland security grants throughout the Bay Area. San Francisco has served as both the Fiscal Agent and the Chair of this organization since its inception in 2006. The UASI is currently governed by a 12-member Approval Authority that includes the following jurisdictions: City and County of San Francisco (2 members), City of Oakland, City of San Jose, and the counties of: Alameda, Santa Clara, Marin, San Mateo, Contra Costa, Sonoma, and Monterey, as well as a non-voting member from the California Office of Emergency Services. DEM Executive Director Anne Kronenberg serves as Chair, while SFFD Deputy Chief Ramona Williams is the other San Francisco representative.

**The 2017 MOU**

The 2017 MOU makes no substantive changes to the 2013 MOU. The 2017 MOU was developed collaboratively with all of the member jurisdictions, and was approved unanimously by the UASI Approval Authority at their August 10, 2017 meeting. Each of the member jurisdictions must approve the MOU through their Board of Supervisors or City Council.

The 2017 MOU is attached. Please contact me at (415) 558-3819 or [kristin.hogan@sfgov.org](mailto:kristin.hogan@sfgov.org) if you have any questions or would like additional information.

BOS-11,  
Aides, COB,  
Deputies, GAO,  
B&F clerk,  
Mayor's office,  
Rep City Atty

President, District 5  
BOARD of SUPERVISORS



City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco 94102-4689  
Tel. No. 554-7630  
Fax No. 554-7634  
TDD/TTY No. 544-5227

London Breed

**PRESIDENTIAL ACTION**

Date: 11/17/17

To: Angela Calvillo, Clerk of the Board of Supervisors

Madam Clerk,  
Pursuant to Board Rules, I am hereby:

Waiving 30-Day Rule (Board Rule No. 3.23)

File No. \_\_\_\_\_  
(Primary Sponsor)

Title. \_\_\_\_\_

Transferring (Board Rule No 3.3)

File No. 171158 Mayor  
(Primary Sponsor)

Title. Resolution approving a Memorandum of Understanding (MOU) with  
the Cities of Oakland and San Jose and the Counties of Alameda, **H**

From: Government Audit & Oversight Committee

To: Budget & Finance Committee

Assigning Temporary Committee Appointment (Board Rule No. 3.1)

Supervisor \_\_\_\_\_

Replacing Supervisor \_\_\_\_\_

For: \_\_\_\_\_ Meeting  
(Date) (Committee)


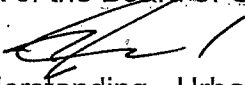
London Breed, President  
Board of Supervisors

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2017 NOV 17 PM 4:56  
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OFFICE OF THE MAYOR  
SAN FRANCISCO



EDWIN M. LEE


TO: Angela Calvillo, Clerk of the Board of Supervisors  
FROM:  Mayor Edwin M. Lee   
RE: Memorandum of Understanding - Urban Areas Security Initiative  
DATE: October 31, 2017

---

Attached for introduction to the Board of Supervisors is a resolution approving a Memorandum of Understanding (MOU) with the Cities of Oakland and San Jose and the Counties of Alameda, Contra Costa, Marin, Monterey, San Mateo, Santa Clara and Sonoma that provides governance structures and procedures for application, allocation and distribution of federal Urban Areas Security Initiative (UASI) grant funds to the Bay Area Urban Area, as well as for other federal grant funds to the Bay Area Urban Area as permitted under the MOU; and continues San Francisco as the primary grantee and fiscal agent for UASI grant funds to the Bay Area Urban Area, as well as for other federal grant funds to the Bay Area Urban Area as permitted under the MOU for the period December 1, 2017, through November 30, 2021.

I respectfully request that this item be heard in Budget & Finance Committee on November 16, 2017.

Should you have any questions, please contact Mawuli Tugbenyoh (415) 554-5168.

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# Urban Shield 2017: Report Card



Stop Urban Shield Coalition  
September 2017

## Summary

As an annual SWAT training and weapons expo organized by the Alameda County Sheriff's Office (ACSO) and hosted in the Bay Area, Urban Shield has come under national scrutiny for its role in militarizing police forces, perpetuating racism and xenophobia, and squandering millions of dollars that could be spent on effective emergency response and community preparedness programs.

Members of the Stop Urban Shield Coalition sat on a time limited taskforce that was convened by the Alameda County Board of Supervisors (AC BOS) in January 2017 to assess the impacts of Urban Shield. The taskforce members were invited to observe Urban Shield 2017. As the Stop Urban Shield Coalition is primarily concerned with the impacts of Urban Shield on communities, members who observed Urban Shield 2017 provided their assessment and compiled this report.

This report card assesses five main areas of concern and ranks each with a grade based on how the areas were observed in Urban Shield 2017. The ranks are based on letter grades, with "A" denoting the most favorable and "F" the least favorable. The report card also assesses how Urban Shield has implemented a set of 12 Principles and Guidelines that were mandated by the AC BOS.

The findings are that Urban Shield dramatically fails in addressing three of the five concern areas: Militarization; Racism, Xenophobia, and Culture; and Surveillance. Additionally, Urban Shield is extremely poor in the remaining two areas of Financial Factors and De-escalation.

Observers also found that the ACSO seemingly willfully ignored the 12 Principles and Guidelines, as the Urban Shield weapons expo and training scenarios were in violation of the majority of the guidelines.

All images in this report card were taken by observers at Urban Shield 2017.





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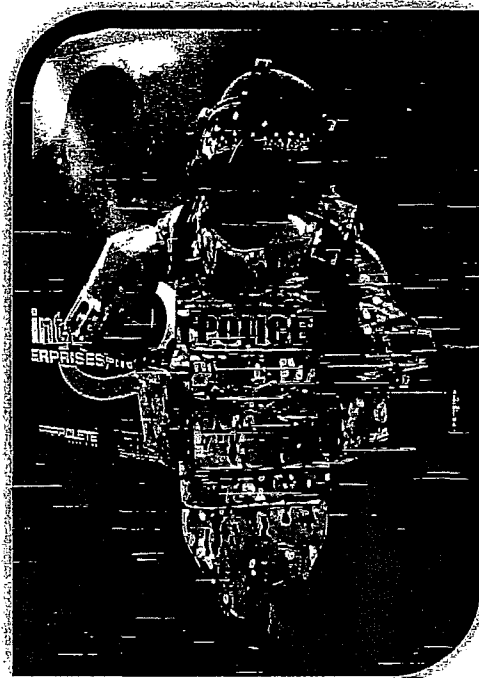
Inside Urban Shield 2017.....0

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## Police Militarization

Grade: **F**

The foremost concern with Urban Shield has been that the scenarios, trainings, weaponry, and tactics used contribute to the increasing trend of police militarization. Despite claims from the ACSO that the event is geared toward training police officers, observations documented by Stop Urban Shield members show that both the weapons expo and exercises are entirely dominated by a militarized approach.



### Observations from the Weapons Expo:

- Gun and surveillance booths dominated the vendor show. The weaponry was intimidating and reinforces a harmful model for emergency preparedness.
- Equipment was promoted with phrases like: "Military-grade" is "better," and with sales points that technology was developed at Fort Meade, Livermore, Los Alamos, etc.
- Sniper rifle raffle rewarded participants with military-style weaponry
- There was a "Special" on Glock guns for Urban Shield

### Observations from the Training Scenarios:

- During a debrief of a scenario, one of the military personnel repeatedly stated that "our worlds are starting to collide" – military and police. Military participants regularly referenced experiences they had in Iraq and Afghanistan, telling police officers to be prepared for those kinds of situations, including dealing with Improvised Explosive Devices (IEDs) and guerrilla warfare.
- SWAT teams ambushed first on terrorist role players, who were patrolling a rural area.
- A Colombian colonel serving as an evaluator stated his preference to wanting police to have the same approach and capabilities as the military.
- One participant told observers that the types of trainings Urban Shield provides for SWAT are necessary because the "politically watered down trainings" they receive elsewhere are not sufficient.
- Military fatigues and army camouflage were ubiquitous throughout the trainings.

- Many participants – vendors, role players, evaluators, SWAT team members – are current or ex-military.
- The video at the start framed militarization as deep service, honor, protection and work that takes place shoulder to shoulder in their shared fight against evil.
- An FBI personnel serving as a trainer/evaluator repeatedly told SWAT officers that police "are the only ones who can stop this," and "you are the only ones who can help," referring to emergency situations, despite real-life incidents demonstrating that community members often are the quickest and decisive first responders.
- Urban Shield solicited volunteers to play passive victims who are "wounded, frightened bystanders, or disoriented people." In reality, bystanders typically become the most effective first responders,<sup>1</sup> but scenarios instead reinforced police as actors and everyone else as "disoriented."
- In at least one scenario (airplane bomb), SWAT treated victims (passengers) as potential hostiles, cuffing them before bringing them off the plane "just in case." The cuffing was done only by the Berkeley Police Department; but the scenario organizer thought this was fine, so long as they ultimately "neutralized" the shooter(s), as how SWAT teams carry out their work is up to protocol and practice of individual police units.
- Role of EMTs was minimal. In most of the scenarios observed, EMTs were absent. In one scenario (nightclub) they were "integrated" (i.e. brought in after SWAT team had entered first). SWAT team directed them where they wanted them to go.
- Real-life incidents on which scenarios were supposedly based were mostly in other countries (17 out of 29). It does not seem contextual to the US, and certainly not to the daily life and needs in our communities.

---

<sup>1</sup> Why Ordinary Citizens Are Acting As First Responders in Houston. *The Atlantic*.  
<https://www.theatlantic.com/politics/archive/2017/08/ordinary-citizens-are-first-responders/538233/>

## Racism, Xenophobia, and the Culture of Urban Shield

Grad

Both the Urban Shield trainings and weapons expo have come under intense criticism for the display and use of racist stereotyping and propaganda materials. Although a t-shirt vendor selling items with the offensive phrase “Black Rifles Matter” was barred from the expo after public outcry, observers noted that much of the expo and trainings were rooted in a deeply polarizing and fear-based mentality. The program and trainings are necessarily structured around a “nexus to terrorism” mandated by the federal government, which contribute to an anti-Arab and Islamophobic sentiment.



### Observations from the Fair and Training Scenarios:

- A far-right, extremist militia organization known as the Oath Keepers participated in the Urban Shield fair, and was seen stationed under an official Alameda County Sheriff’s Office tent. The Southern Poverty Law Center describes the Oath Keepers as “one of the largest radical antigovernment groups in the U.S. today. While it claims only to be defending the Constitution, the entire organization is based on a set of baseless conspiracy theories about the federal government working to destroy the liberties of Americans.”<sup>2</sup>
- Urban Shield contracted Strategic Operations, Inc., which designs military combat role plays with racially derogatory and Islamophobic images, despite rejection of the contract by the Alameda County Board of Supervisors on August 1.<sup>3</sup>
- The “us versus them” and “good guys versus bad guys” terminology was pervasive.
- A military evaluator recently back from Afghanistan stated “you’re seeing here what we see there, it’s coming up over the border,” implying that immigrants crossing into the U.S. are akin to a military threat.
- All “victims” in aircraft scenario are white.
- Image of mentally ill in hospital scenario was heavily stereotyped.

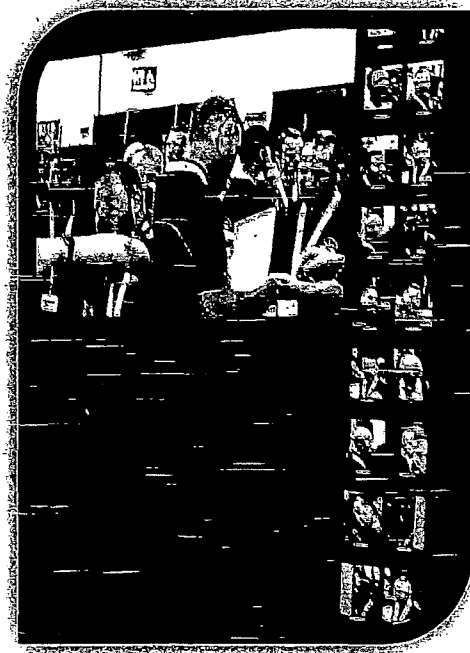
<sup>2</sup> Southern Poverty Law Center’s profile of the Oath Keepers. <https://www.splcenter.org/fighting-hate/extremist-files/group/oath-keepers>

<sup>3</sup> <https://media-alliance.org/stopping-stops-urban-shield-vendor-vetoed-due-to-racist-stereotyping/>

## Surveillance

Grade: **F**

A feature of Urban Shield has been the use and showcasing of highly intrusive surveillance technology. In January of 2017, the AC BOS passed a set of 12 Principles and Guidelines that aimed to mitigate the negative impacts of Urban Shield, with one guideline barring “surveillance training.” Despite this policy, Urban Shield continues to include both the use of surveillance technology, as well as surveillance training



### Observations from the Weapons Expo:

- Dressed in military camouflage, California Highway Patrol accompanied a salesperson to test a motion detector that is placed on the outside of a building wall. It shows in red dots where the “targets” are inside of the building.
- Gemalto, a multinational security company, showcased facial recognition technology that will be piloted at Santa Rita Jail this year.

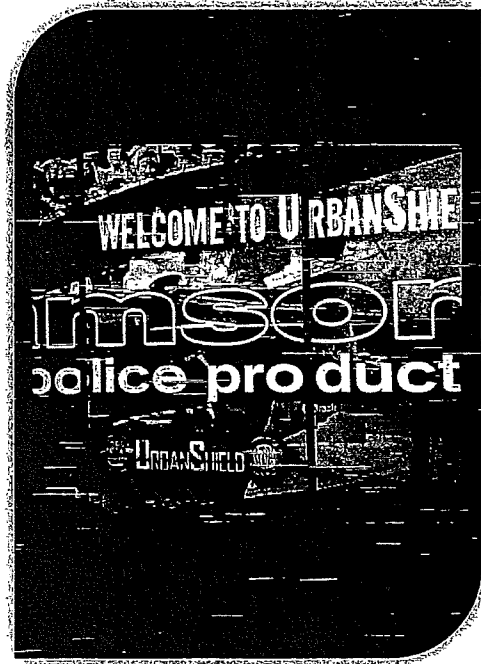
### Observations from the Training Scenarios:

- Urban Shield featured a surveillance drone seminar that was explicitly a training. Police use of drones (i.e. for drug raids, not for search and rescue) was central to this seminar, which ended with a song: “Every step you take, every move you make, I’ll be watching you.”
- A Verizon “surveillance trailer” was used in three scenarios according to the vendor,
- Thin floor camera on stick could be slid underneath door to see what’s happening in a room, before SWAT enters.
- The Community Emergency Response Team training involved a cell phone app by which neighborhood responders reported events that fed into a platform run by the Northern California Regional Intelligence Center (NCRIC), a local fusion center that has come under criticism for compiling massive databases of information gathered through surveillance and discriminatory reporting practices. Information compiled by NCRIC is shared with federal law enforcement agencies.

## Financial Interests

Grade: **D**

The weapons expo overwhelmingly features military equipment and weaponry, exposing the shallowness of claims purporting Urban Shield to be concerned with disaster-preparedness. Despite the AC BOS barring the sale or transfer of firearms at the expo, the ACSO raffled off a sniper rifle, making the \$20 tickets available to anyone in attendance.



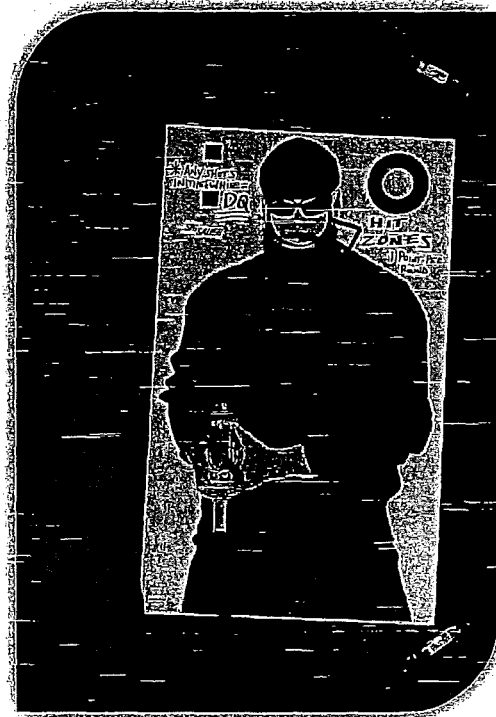
### Observations from the Weapons Expo:

- At Axon booth: Observer: "You paid a lot for this booth." AXON: "ACSO is a big customer" Observer: "And you want to keep it that way." AXON: "That's all stuff that goes on behind the scenes."
- The main purpose of the vendor show is to market products for sale. The majority of the vendors observers spoke with were seeking to get their products into use during the scenarios, and follow up with police departments after the expo to make sales.
- One company had a tractor at vendor show, which was "technology in search of a purpose," according to the vendor representative.
- The trainings included Execushield, a group of mercenaries who provide armed security to corporate leaders in places like Mexico, Peru, and the Philippines.

## De-escalation

Grade: **D**

With increased attention to police involved shootings across the U.S., many have condemned the “shoot first, ask questions later” approach of law enforcement that has led to serious injury and deofficials engage situations with. For instance, a study of all killings by police officers in 2015 found that at least one in three involved the death of someone who showed signs of mental health issues.<sup>4</sup> The American Public Health Association published a statement in November 2016 categorizing “law enforcement as a public health hazard,” and recommended approaches to a range of situations that utilize de-escalation while decreasing police contact. However, observers found that the trainings of Urban Shield, overwhelmingly and nearly exclusively, encourage police officers to “shoot first, ask questions later.”



### Observations from the Training Scenarios:

- Of 36 SWAT scenarios, the Sheriff's Office claimed that four rewarded de-escalation. But de-escalation tactics were difficult to recognize in the two de-escalation scenarios that we saw.
- An evaluator stated that “it’s an automatic shoot” if a suspect approaches an officer.
- One U.S. based scenario was at Children's Hospital, based on a 2010 incident where a man ran into the hospital with a gun. In real life it was dealt with using non-lethal force.<sup>5</sup> However the SWAT team was not given non-lethal force to use or any opportunities for de-

<sup>4</sup> *Distraught People, Deadly Results*. The Washington Post, 2015.

[http://www.washingtonpost.com/sf/investigative/2015/06/30/distraught-people-deadly-results/?utm\\_term=.dca4fa6eb449](http://www.washingtonpost.com/sf/investigative/2015/06/30/distraught-people-deadly-results/?utm_term=.dca4fa6eb449)

<sup>5</sup> <http://www.nbcbayarea.com/news/local/Gunman-Grabs-ER-Worker-at-Oakland-Childrens-Hospital-99621479.html>

escalation during the scenario. The only implied course of action was “shoot to neutralize” or “shoot to kill.”

- It was clear that none of the scenarios were designed to practice or train for de-escalation.
- A baton vendor was marketing the batons as peacekeeping tools that limit legal liability for police. They had the capability for dangerous attachments, including blades.
- The competition score sheet that we saw does not reward survival of all parties in ANY scenario.
- “Suspect” role players in observed scenarios were ordered to obey whatever command they received, thus not testing de-escalation skills.
- No time in Urban Shield format to carry out de-escalation, with just 15-20 minutes of actual role play in each scenario. De-escalation is often a much longer process.
- No meaningful discussion or critical engagement in post-scenario debriefs, e.g. “what might you have done differently to result in no deaths.” Rather, most debriefs were versions of “good job!”

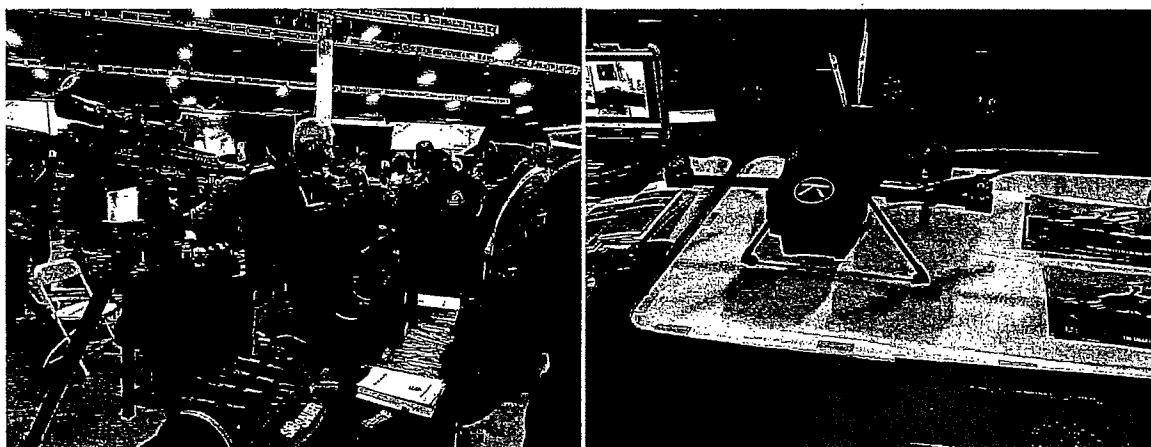
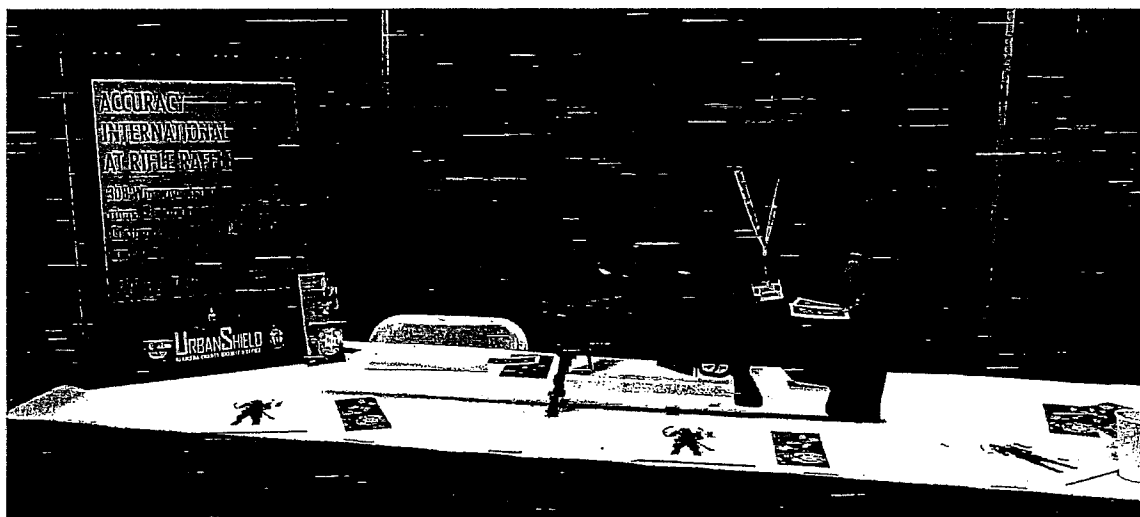
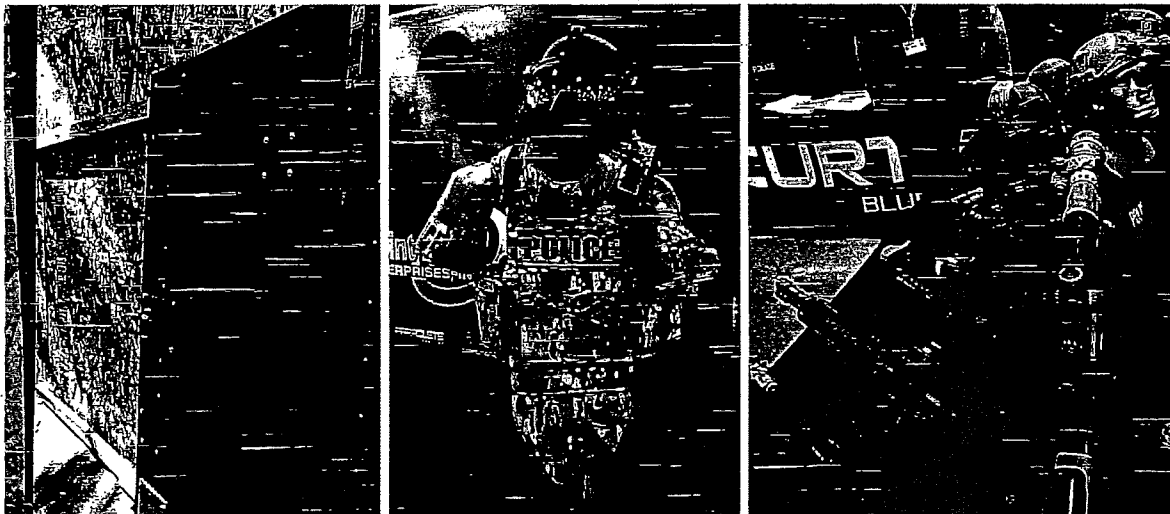


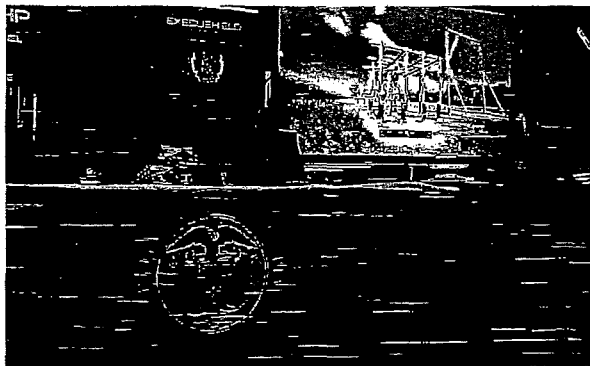
## The 12 Principles and Guidelines

As a result of the increased controversy facing Alameda County for hosting Urban Shield, the Board of Supervisors unanimously passed a set of twelve guidelines for Urban Shield to follow. Although the Stop Urban Shield Coalition believes that the harms and negative impact of Urban Shield cannot be mitigated through implementation of these guidelines, observers noted that the Sheriff's Office is in non-compliance with the majority of the guidelines.

Expand community involvement and awareness	<ul style="list-style-type: none"> <li>The far-right extremist militia, the Oath Keepers, were stationed in the Urban Shield Fair with the Sheriff's Office.</li> </ul>
Urban Shield will be free from racist stereo-typing	<ul style="list-style-type: none"> <li>The "terrorists" in at least one scenario were wearing scarves traditionally worn by people across many Arab and Muslim countries.</li> <li>Strategic Operations, Inc. was present at Urban Shield, despite the fact they were denied a contract with Urban Shield by the AC BOS because of their mannequins that promote racist, stereotyping images of Arabs, Muslims, and people of color as "terrorists" and "criminals."</li> </ul>
Work to expand training the medical profession for critical incidents	<ul style="list-style-type: none"> <li>Observers noted in the scenarios they saw that training for medical personnel was minimal, limited, and subject to the complete command and direction of SWAT and law enforcement.</li> </ul>
Urban Shield will not include surveillance training	<ul style="list-style-type: none"> <li>A surveillance drone training took place.</li> <li>Weapons expo booths featured surveillance equipment that was used in several SWAT exercise scenarios.</li> </ul>
Continue to examine new technology and equipment	N/A
Urban Shield will not include crowd control training	<ul style="list-style-type: none"> <li>No observed crowd control training this year</li> </ul>
Continue to evaluate existing equipment	N/A
Urban Shield will exclude any and all vendors who display derogatory or racist messages in any form	<ul style="list-style-type: none"> <li>All participants of the weapons expo were given a "Blue Lives Matter" pin</li> <li>Strategic Operation was present at Urban Shield, despite the fact they were denied a contract with Urban Shield by the AC BOS because of their mannequins that promoted racist, stereotyping images of Arabs, Muslims, and people of color as "terrorists" and "criminals."</li> </ul>
Urban Shield will exclude the sale or transfer of any assault weapons and firearms	<ul style="list-style-type: none"> <li>The ACSO raffled off a rifle at the weapons expo</li> <li>Weapons vendors continued to pursue sales of their products</li> </ul>
Will exclude vendors displaying non-law enforcement related tactical uniforms and equipment	<ul style="list-style-type: none"> <li>No "non-law enforcement" uniforms and equipment. However, observers noted that the nature of the weapons expo made it clear that promoting military-grade weaponry and equipment was the only goal, rather than promoting disaster response and preparedness.</li> </ul>
Urban Shield will strive to maintain the finest first responder training possible	N/A
Exclude participation from countries with documented human rights abuses	<ul style="list-style-type: none"> <li>This year included participation of observers and evaluators from Saudi Arabia, the Philippines, and Colombia – all countries with documented human rights abuses by their police/military.</li> </ul>

# Inside Urban Shield 2017





## Conclusion

The following conclusions were made by observers:

- Urban Shield is fundamentally about “defeating the enemy.” This is primarily due to the federally mandated requirement that trainings and exercises of the program have a “nexus to terrorism.”
- Urban Shield is structurally unable to address concerns of police militarization, racism, and xenophobia, and is heavily steeped in a warfare culture.
- Though most blatant and egregious displays of racist propaganda have been removed (e.g. “Black Rifles Matter”), the program still uses racist and Islamophobic stereotypes.
- Except for some CERT training, community preparedness and disaster responses that are not based on a militarized threat were virtually nonexistent.
- The Alameda County Sheriff’s Office has failed to comply with Principles and Guidelines that were unanimously passed by the Alameda County Board of Supervisors; it is operating in bad faith.
- Lastly, observers concluded that while minor elements of Urban Shield can be modified to address concerns, it is impossible to reform Urban Shield to become beneficial for the communities of Alameda County.



# **SF Department of Emergency Management Governing Body Resolution to Accept and Expend 2017 Homeland Security & Emergency Preparedness Grants**

**Presented by Michael Dayton, Deputy Director of Emergency Services**



1375

## Background

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- A resolution allowing the Department of Emergency Management to accept and expend \$22 million in emergency preparedness grants the San Francisco Bay Area.
- The Department of Emergency Management has received similar emergency preparedness funds since 2006.

## Preparedness the Whole Community for Both Natural and Intentional Disasters

---

- **Preventing** acts of terrorism
- **Protecting** the whole community from all hazards
- **Mitigating** the impact of future disasters
- **Responding** quickly to save lives and reduce harm.
- **Recovering** from disasters in an efficient, effective and equitable way

# Grant Funds in CCSF Primarily Used for Staff Positions

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## UASI (14)

- Emergency Services Coordinator, Resilience & Recovery Project Manager, Emergency Services Assistant, General Manager, Assistant General Manager, Contract Specialist, Regional Grants Manager, Grants Specialist (2), Regional Project Manager (3), Chief Financial Officer, Grants Accountant

## DEM (13)

- Lead Exercise Planner, Exercise Planner, Resilience & Recovery Manager, External Affairs Associate, Mass Care & Shelter Planner, Emergency Planner (2), Training Coordinator, Special Events Coordinator, Response Operations Planner, Operations Coordinator, Operations Planner, Department Liaison to NCRIC

## GSA (3)

- Neighborhood Hub Planner, Logistics & Mitigation Security Planner, Recovery Support Specialist.

## SFPD (5)

- Bay Area UASI Project Manager/Captain, Homeland Security Unit Captain, Homeland Security Unit Analyst, Alert Coordinator, NCRIC Liaison

## SFFD (3)

- Assistant Deputy Chief Homeland Security Division, Local Energy Assurance Plan Assistant Plan Manager, Department Liaison to NCRIC

## SHF (1)

- Department Liaison to NCRIC



## **Grant funded positions are regional and national resources**

- These grants have supported the deployment of more than 200 of our City and County family to help fight fires, assist with law enforcement activities, work in EOCs, local assistance centers, inspect buildings, manage shelters and assist in economic recovery activities.
- These deployments include responding to numerous catastrophic emergencies in austere environments including the North Bay Fires and the Hurricanes Irma and Maria in the U.S. Virgin Islands.

## Collaboration with the Board

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- DEM Executive Director served on the Alameda County Board of Supervisors Urban Shield Task Force
- Documented commitment to training and exercises dedicated to prioritized disaster and emergency preparedness

7            WHEREAS, San Francisco's participation in UASI allows it to encourage emergency  
8            management and first responder trainings and exercises (including any such trainings and  
9            exercises conducted in San Francisco) to prioritize scenarios that integrate elements  
10           supporting disaster preparedness; and

11           WHEREAS, The Board of Supervisors encourages City departments to ensure that  
12           City employees, in their official capacity, do not attend vendor shows that include military-  
13           grade weaponry; and

## Urban Areas Security Initiative MOU

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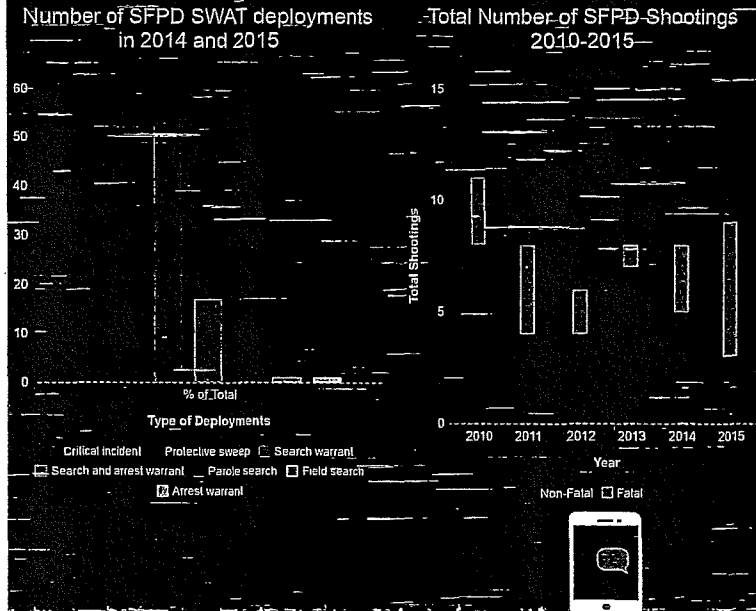
- MOU allows San Francisco to serve as fiscal agent for the Bay Area region
- Allows UASI Management Team to continue critical regional projects
- CCSF Board of Supervisors has approved a similar MOU on four separate occasions.

# San Francisco Can End Urban Shield

Urban Shield is a militarized policing program that SFPD participates in annually and San Francisco fiscally sponsors.

## Impacts of Urban Shield on SF Policing

According to documents obtained by FOIA requests, SF SWAT was deployed 93 times from 2014-2015. 72% of the time SF SWAT is deployed for serving search, arrest and parole warrants rather than situations requiring specialized tactical assistance. Since 2010, SFPD has shot 50 people, 19 fatally. Of those shootings, 60% involved people with mental health problems or who were acting erratically at the time of the incident, according to The SF Chronicle.



The SF Sheriff's Office obtained more than \$74,000 worth of training weapons and other SWAT equipment from SB Tactical in June 2016. SB Tactical was a vendor at Urban Shield in 2014 and 2015.

The SFPD's racist texts messages are part and parcel of Urban Shield's ideologies, language and practices.

## Focus on Alternatives to Militarized Policing

The SF Board of Supervisors plays an important role in determining the nature, form, and implementation of the region's emergency preparedness. Shifting disaster preparedness priorities toward community strength and resilience and away from war games and militarization is an important way to demonstrate a commitment to shoring up preparedness without making the city and county's communities vulnerable.



### Mental Health Services

It's estimated that SF needs \$100 million dollars to address increased need for mental health services.



### Affordable Housing

In 2017, the median price to rent a single bedroom in San Francisco was \$1,350.



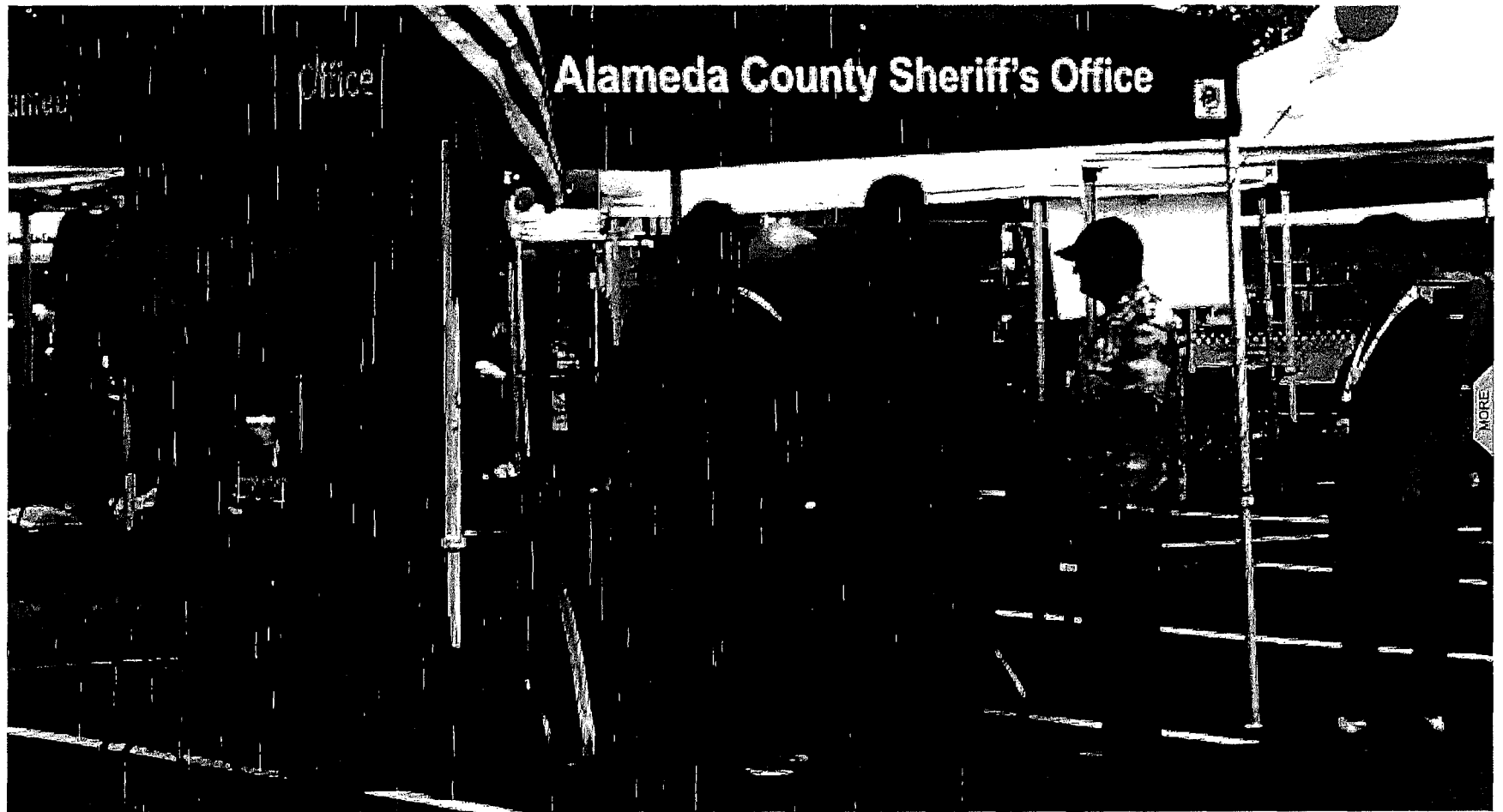
### Earthquake Preparedness

72% likelihood that the San Francisco Bay Area will suffer a major earthquake in the next 25 years.

## SF doesn't need more training in militarized policing

SF serves as the fiscal agent for Bay Area UASI which means that SF receives all the money from the federal government and then distributes it ultimately allowing Urban Shield to take place. SF Board of Supervisors has the power to stop this. Demand SF Board of Supervisors use their power to prohibit San Francisco City and County funds to be used for participation in Urban Shield and other violent police militarization programs. Instead, let's recommit to community based safety and emergency preparedness!

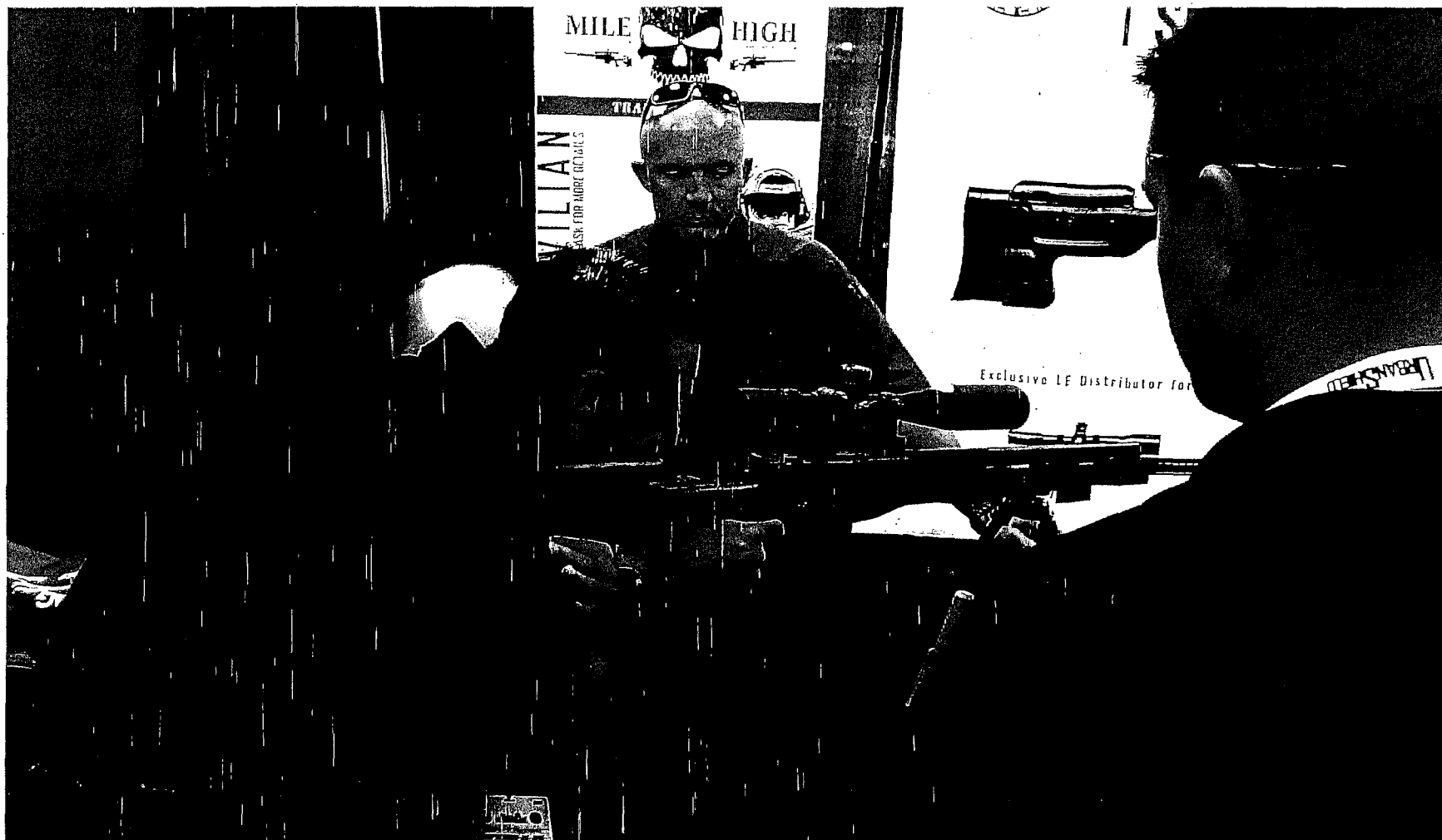
[www.stopurbanshield.org](http://www.stopurbanshield.org)



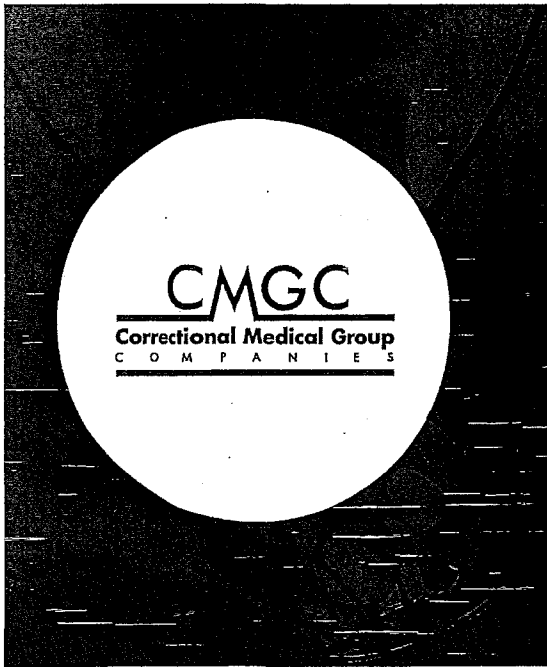
At the Urban Shield 'Community Fair' in San Leandro, the Sheriff's Office hosted the extreme rightwing group "Oath Keepers".



A high-powered sniper rifle was raffled at the Urban Shield 2017 vendor show.



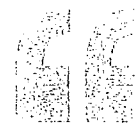
“Mile High Shooting Accessories” was one of many gun dealers present at the 2017 Urban Shield vendor show.



# COMPANY OVERVIEW & REGIONAL FOOTPRINT

## OVER 33 YEARS OF CORRECTIONAL MEDICAL AND MENTAL HEALTHCARE

Correctional Medical Group Companies began in October 1983 as CFMG, the first west coast based, privately owned company designed to provide quality medical, mental health and dental care for county correctional facilities. Over the past three decades we have not only become the largest private provider of correctional healthcare services in California, but also have established ourselves as a leading national provider employing more than 2,000 professionals, serving 57 counties and 100 facilities in 8 states, caring for more than 25,000 inmates.



It is clear to me, as well as members of our staff, that you and your company have become an integral part of our family."

Richard T. Lucia  
Undersheriff  
Alameda County, CA

Handout of Urban Shield Vendor Show



## OUR STORY

In the beginning our founders were working in a local hospital treating former, or soon to be inmates at the local jail. In time, the founders went to the jail and said, "Our patients are your patients. Let's work together to figure out how to best treat

these people." From these first compassionate and passionate conversations, one facility at a time, grew what is today a thriving yet personal healthcare provider that maintains a "patient first" philosophy as it treats thousands of inmates across the country.



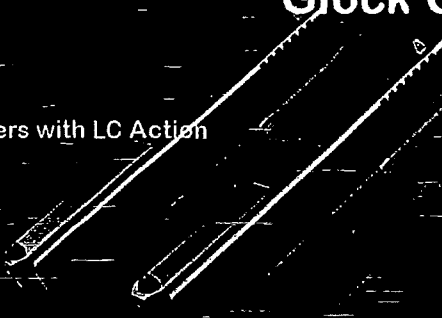


# GLOCK SPECIALS FOR URBAN SHIELD



## Glock Gen5


—Place your orders with LC Action



- Gen-5 G17 & G19
- Glock Marksman Barrel
- nDLC Finish
- Flared Mag-Well
- No Finger Grooves
- Ambidextrous Slide Stop Levers
- No Locking Block Pin
- De-horned Slide Nose
- Enhanced Trigger Spring Assembly Design
- Orange Magazine Follower
- Re-Designed Trigger Mechanism Housing
- Frame Re-design Under Trigger Guard
- Re-designed Firing Pin & Firing Pin Safety

### Glock .45 Models, including:

Gen-4 G21, Gen-4 G 30, G 36, \*All New G30s

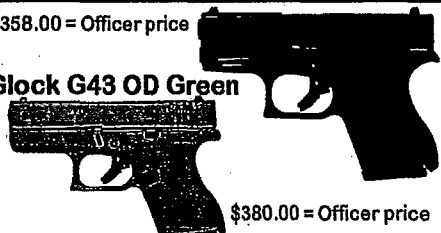


**\$464.20 = Officer price**  
**\$417.00 = Agency**

### Glock 43 9mm

**\$358.00 = Officer price**

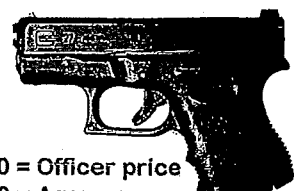
#### Glock G43 OD Green



**\$380.00 = Officer price**

### Glock STD 9mm & .40 Models, including

Gen-4 G17, G19, G22, G23, G26 & G27



**\$398.20 = Officer price**  
**\$357.00 = Agency**

### Modular Optic System Tactical Pistols

#### New Glock Gen4 MOS

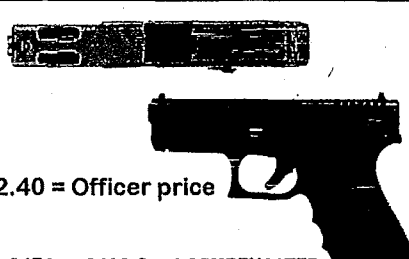
**AVAILABLE MODELS**

- G34 = 9MM
- G35 = .40
- G40 = 10MM
- G41 = .45



**\$558.50 = Officer price**  
*Optics sold separately*

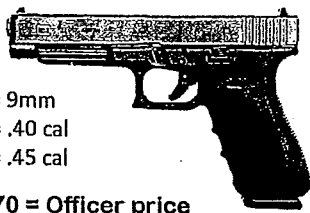
### Glock 9mm Gen4 Compensated



**\$422.40 = Officer price**

Glock G17C or G19C Gen4 COMPENSATED pistols with Fixed sights & three mags.  
**\*\* Special, one time production run \*\***

### Glock Tactical Models



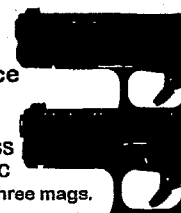
G34 = 9mm  
G35 = .40 cal  
G41 = .45 cal

**\$480.70 = Officer price**

### Glock G17 & 19 with Front Serrated Slide


#### Special SALE

**\$470.00 = Officer price**  
**With Nightsights**



Includes steel nightsights, XSS extended slide stop lever, XMC extended magazine catch & three mags.  
**\*\* Special, one time production run \*\***


### Glock Gen4 MOS



G17 MOS 9mm Full Size = \$477.40  
G19 MOS 9mm Compact = \$477.40  
G34 MOS 9mm Tactical Long Slide = \$558.50  
G35 MOS .40 Tactical Long Slide = \$558.50  
G40 MOS .10mm Tactical Long Slide = \$558.50  
G40 MOS .45 Tactical Long Slide = \$558.50

*Optics sold separately*

### Glock RTF2



G17 = 9mm  
G22 = .40 cal

**\$399.00 = Officer price**

*On the California Roster*  
**\*\*Special one time production while supplies last\*\***

### Glock OD Green 9mm



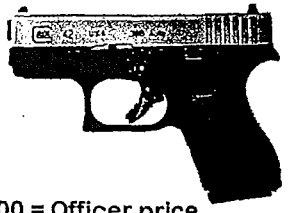
G17 Gen3  
G17 Gen4  
G19 Gen3  
G19 Gen4

**\$398.20 = Officer price**

### LC ACTION POLICE SUPPLY

1088 N 1ST STREET • SAN JOSE CA 95112  
E-MAIL: Sales@lcaction.com or Call 408-294-2677

### Glock G42 .380



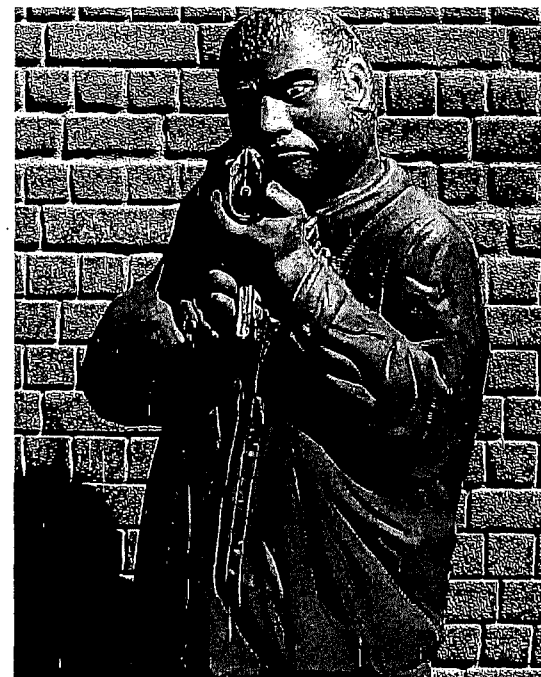
**\$319.00 = Officer price**

Add \$57.00 for Glock Night Sights for all models

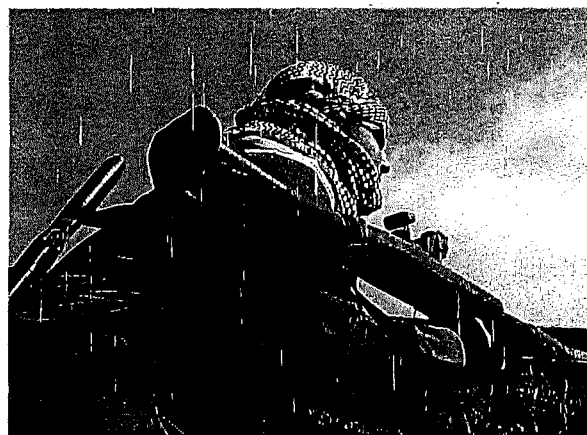
Prices subject to change. Expires 10/15/11. Tax, shipping and registration fees may apply. See website for additional information: www.lcaction.com



Those playing roles of terrorists in Urban Shield 2017 scenario wore kuffiyehs, an indicator that they were Arabic.



Human figure targets from Strategic Operations, Inc. web site for "Hyper-realistic" training. Contract with Strategic Operations, Inc. was cancelled by Alameda Co. Board of Supervisors because it violated guideline against use of racist stereotypes.



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**From:** Board of Supervisors, (BOS)  
**Sent:** Friday, December 01, 2017 10:08 AM  
**To:** BOS-Supervisors; Young, Victor  
**Subject:** FW: FULL SUPPORT FOR URBAN SHIELD 2018  
**Attachments:** US 2017 letter.docx; Urban Shield Notes Intro Final1 SigsT.docx; Urban Shield MCI Training Scenario 2016 Final1.docx

**Importance:** High

**From:** Arnie [mailto:aspanjers@comcast.net]  
**Sent:** Wednesday, November 29, 2017 10:00 PM  
**To:** Board of Supervisors, (BOS) <board.of.supervisors@sfgov.org>  
**Cc:** sunslin@gmail.com  
**Subject:** FULL SUPPORT FOR URBAN SHIELD 2018  
**Importance:** High

**Dear Sandra Lee Fewer, Mark Farrell, Aaron Peskin, Katy Tang, London Breed, Jane Kim, Norman Yee and Jeff Sheehy,**

As a long time Bay Area resident, current property owner in San Francisco, and **retired Emergency Physician, I am strongly in favor of continuing Urban Shield for 2018 and beyond.** I am presently at the National Healthcare Coalition Preparedness Conference in San Diego and will be unable to attend your session.

Having participated in Urban Shield for the last 4 years I have experienced first-hand the benefits of the training exercises. **The 2017 Exercise featured a response (to a simulated night club shooting)** by many healthcare providers in which we set up a Mobile Field Hospital near the USS Hornet in Alameda.

Also, since I have limited time to express my support for this valuable Urban Shield training, I am attaching 3 documents.

Attached are:

1. A current letter from one of my colleagues, with which I am in full agreement.
2. A 2016 letter from myself and previous Urban Shield participants to the Alameda County Board of Supervisors.
3. A description of the Urban Shield Scenario from 2016 to the Alameda County Board of Supervisors.

Please feel free to contact me for further information or endorsement.

Sincerely,

Arnold Spanjers MD  
925 719-7207

Sent from Mail for Windows 10



To whom it may concern,

In light of the recent tragedy in Las Vegas and continued threats of both man made and natural disasters, the importance of readiness for mass casualty events cannot be understated. The high fidelity disaster simulation exercise that is Urban Shield prepares our first responders, law enforcement entities and area hospitals (both trauma and non trauma centers) for this response. It is an exercise that very closely replicates real life in comparison with other training exercises across the country. It is thus a real life sandbox for us to practice our disaster response plans.

Because this is a multidisciplinary training exercise, hospitals from all over the Bay Area are able to interface and collaborate with EMS and Law Enforcement. As a result, improved communications and the ability to test out mass casualty mitigation strategies will make our response more efficient. This will translate into a response that is planned and practiced rather than reactive, thereby saving more lives in the communities in which we live.

The hospital response segment of Urban Shield continues to grow and has allowed us to share best practices with each other. By becoming familiar with each other's processes, this will help us be more effective in identifying ways to provide mutual aid to other facilities should a mass casualty event occur. Urban Shield also offers the unique opportunity for front line providers to see what each branch encounters in responding to such events.

Now more than ever, it is important to continue support Urban Shield for the valuable training it provides our first responders and front line staff.

Sincerely,

Sun Lin MD  
Emergency Department Physician  
Alameda County

**Dear Alameda County Board of Supervisors Haggerty, Valle, Chan, Miley and Carson,**

**Subject:** Ardent Support for Urban Shield (US) by Members of the Medical Community

**From:** Physicians, Nurses, Paramedics, EMTs, ED Staff, OR technicians and other Medical Providers who have participated in Urban Shield exercise(s)/training

This letter is sent to you to encourage the continued support and funding by Alameda County of the Urban Shield program. As members of the community who share the responsibility of providing immediate assistance and care to victims of terrorist attacks and other disasters, whether man-made or natural, we have seen the benefits that this program provides to insure the safety and welfare of our community. As annual participants in the Urban Shield exercises/training events who have seen first-hand the value of this type of interaction, we are grateful for the County's past support and funding of this potentially life-saving project and urge continued support and funding for this program.

**Background:** Urban Shield is a unique, one-of-a-kind, progressive training exercise that allows Law Enforcement, EMS and Medical Practitioners to learn, train and work together. It combines Law Enforcement (LE) training/competitions/activities with life-saving education for LE, EMS and hospital medical personnel.

2016 celebrated Urban Shield's Ten Year Anniversary and serves as a model for similar exercises in other parts of the country.

Due to changes in terrorist/perpetrator tactics over the years, Urban Shield's training and emphasis have undergone an evolution to meet the ever-changing and challenging demands.

The developing theme of "Stop the Killing; Stop the Dying" describes a paradigm shift promoted by EMS cooperation with LE.

**Purpose/Need:** Unfortunately, man-made disasters such as Mass Shootings, Terrorist Events, Bombings are becoming more frequent. In addition, we face the risk of Natural Disasters including the increasing probability of a major Earthquake in the SF Bay Area.

**Correction of Misconception:** The overarching Goals and Objectives of Urban Shield are to achieve the best outcome for the victims of these events under extremely taxing circumstances and have nothing to do with the militarization of our law enforcement professionals. In addition, Urban Shield promotes the protection of medical providers, teamwork, understanding and delivery of life-saving care in dangerous, unpredictable situations.

**Urban Shield Benefits:**

- Concepts adaptable to All-Hazard situations (e.g. earthquakes, fires, pipeline explosions, air crashes, etc.)
- Training which empowers first responders to begin life-saving interventions until the rest of the medical system is mobilized
- Excellent realistic training for catastrophic trauma, something medical providers are not exposed to every day
- Links LE, EMS, Hospitals with other disciplines; completes the “chain” of care
- Provides an opportunity to experience others’ environments
- Promotes understanding, cooperation and coordination of efforts
- Provides invaluable “hands-on” training/education

**Corollary/Downside:** If not continued/funded all of the above benefits, advantages, values will be lost. Our community will be less prepared when any such Hazard occurs.

Thank you for your kind and thoughtful consideration and support in continuing the funding for Urban Shield. Please feel free to contact us for any additional information or testimony.

Attached is a summary of the activities during the 2016 event.

Sincerely,

Arnie Spanjers MD  
*Emergency Physician, Alameda County*

Sun Lin MD  
*Emergency Physician, Alameda County*

Mark Tanaka MD  
*Emergency Physician, Alameda County*

Diana Matthews RN  
*Emergency Dept. Nurse, Alameda County*

Aaron Goldfarb DO Physician  
*Emergency Physician, Alameda County*

Shirley M. Young RN, MS  
*Marin County Medical Reserve Corps*

Dina Zugar RN  
*Emergency Dept. Nurse, Alameda County*

Brenda S. Maron RN  
*Emergency Dept. Nurse*

Wayne Musgrove RN, BSN, CCRN  
*ICU Nurse, San Jose*

Andrew Hong EMT  
*Alameda County*

Michael J. Esteban MD  
*Hospitalist*

Daniel Berger EMT.

Leslie Nguyen  
*Student Nurse*

Christopher Wan MD  
*Emergency Physician, Alameda County*



Cindy Carrol RN, MSN  
*Emergency Dept. Nurse, Santa Clara*

Allan Kamara RN  
*Emergency Dept. Nurse, Santa Clara*

Mike Jacobs EMT, MBA  
*Alameda County*

Mark Nepomnyshchi RN  
*Emergency Dept. Nurse, Santa Clara*

Alex Katz MD  
*Emergency Physician, Alameda County*

Marta Olvera RN  
*Emergency Dept. Nurse, Santa Clara*

Jenny C. Mendenhall BSN RN CHSE CNOR  
*Clinical Practice Consultant Perioperative Svcs*

Steven DeFord MD FACEP FAWM  
*Emergency Physician, Alameda County*

Lisa Hung DO  
*Emergency Physician, San Jose*

Michelle Heckle  
*Emergency Manager UCSF*

Kevin Norberg RN BSN  
*Care Manager*

Corrine Johnson RN  
*Care Manager, Quality Liaison*

Jose Cajanding RN

Chris Winstead-Derlega MD MPH  
*Emergency Medicine Resident*

#### **EMAIL COMMENTS**

Hi Dr. Spangers,

Yes, I agree with the contents of the letter, and certainly want Urban Shield to continue. Thank you for including me.

Kevin Norberg RN BSN  
*Care Manager*

I've worked Urban Shield multiple times over the past few years, and I have found it to be invaluable training to allow first responders to better serve our communities. The scenarios train first responders to protect our communities from and respond to terrorist and other uncommon, but high-impact threats. There is nothing in this training about response to civil protest and nonviolent activism.

Steven DeFord, MD  
Member of the American College of Emergency Physicians  
Fellow of the Academy of Wilderness Medicine

---

Dr. Spanjers

I am a local Emergency Medicine resident, who participated in the 2016 urban shield. I thoroughly enjoyed this unique opportunity and learned valuable experiences that are so unique to the urban shield experience in regards to disaster/MCI planning and training. Thank so.

Chris Winstead-Derlega MD MPH PGY1

Jennifer Cheng DO  
Emergency Physician  
Alameda County

Drew Baker MD  
Emergency Physician, Alameda County

Robert Fan MD  
Emergency Physician, Alameda County

Randall Rentschler RN, BA, CNOR, CSSM  
Level II Trauma Center

Ron Shuman EMT-P  
Alameda County

#### E-MAIL COMMENTS

To whom it may concern. I agree strongly that the continuation of Urban Shield is paramount. As a nurse it helps me to understand and support MCI (multi-casualty incidents) and understand the

resource need and the time management challenges that only practice provides. It is not if one of these scenarios will occur, it is when.

Respectfully submitted,

Randall Rentschler RN, BA, CNOR, CSSM

## Urban Shield MCI Training Scenario 2016



This year's scenario was a **Mass Casualty Incident (MCI)** based on a **building explosion** with elements of the Oklahoma City (Alfred P. Murrah Federal Building; 1995) and Boston Marathon (2013) bombings.

Staged at the Alameda County Fire Training Center in San Leandro, the scene included large numbers of trauma victims portrayed by live volunteers in Hollywood-style makeup and supplemented with manikins.

Educational aspects of the triage and treatment of blast casualties including crush injuries and traumatic amputations were presented. Participants practiced the management of massive hemorrhage with the use of pressure dressings, hemostatic agents and tourniquets.

Urban Search and Rescue (USAR) Team simulation of rescue and hand-off of "victims" to the EMS personnel and subsequent treatment by EMTs, Paramedics, Nurses, PAs, NPs, Physicians, etc. were initiated.

The following elements were included:

- Immediate Triage with Life-Saving Interventions
- Field Treatment
- Secondary Triage
- Communications
- Exchange of Field Information
- Ambulance Strike Team Deployment (using actual transport units)
- Activation of the Hospital Incident Command System (HICS) for Management in Hospital Setting
- Reception and Treatment of Casualties by Mobile Field Hospital Personnel

These activities, supplemented with the above-mentioned training and joint debriefings, allowed medical personnel to interface with other disciplines; giving them a chance to work in the others' environments.

The scenarios were repeated multiple times, allowing participants to switch roles and experience different aspects of the response.

As a result, average medical personnel, not often exposed to these types of situations/injuries, received valuable training and insight, which promotes understanding, coordination and cooperation in the event of a disaster.

**Note:** The Scenarios for **Urban Shield** vary from year to year.

In **2015** the EMS/LE/Medical Scenarios were staged at a decommissioned/retired hospital in Hayward, which included a hostage takeover of the ER, terrorist bombing in the parking lot and a Mass Casualty Incident.

In **2014** the setting was at Las Positas College in the school theater and on campus grounds.



