File No. ___201296___   **Committee Item No.** ___6___
                                 Board Item No. ___24___

COMMITTEE/BOARD OF SUPERVISORS
AGENDA PACKET CONTENTS LIST

Committee: Budget & Finance Committee   **Date** _December 1, 2020_

Board of Supervisors Meeting   **Date** _December 8, 2020_

Cmte Board

Cmte	Board	
☐	☐	**Motion**
☒	☒	**Resolution**
☐	☐	**Ordinance**
☐	☐	**Legislative Digest**
☐	☐	**Budget and Legislative Analyst Report**
☐	☐	**Youth Commission Report**
☐	☐	**Introduction Form**
☒	☒	**Department/Agency Cover Letter and/or Report**
☐	☐	**MOU**
☒	☒	**Grant Information Form**
☒	☒	**Grant Budget**
☐	☐	**Subcontract Budget**
☐	☐	**Contract/Agreement**
☐	☐	**Form 126 – Ethics Commission**
☒	☒	**Award Letter**
☐	☐	**Application**
☐	☐	**Public Correspondence**

OTHER   **(Use back side if additional space is needed)**

Cmte	Board	
☒	☒	Project Narrative
☒	☒	Revised Project Narrative
☐	☐	
☐	☐	
☐	☐	
☐	☐	
☐	☐	
☐	☐	
☐	☐	
☐	☐	
☐	☐	

Completed by: _Linda Wong_   **Date** _November 24, 2020_
Completed by: _Linda Wong_   **Date** _December 4, 2020_

1 [Accept and Expend Grant - Retroactive - U.S. Department of Homeland Security - Targeted Violence and Terrorism Prevention Program - FY2020 - $830,242]

2

3 **Resolution retroactively authorizing the Department of Emergency Management (DEM),**

4 **on behalf of the City and County San Francisco, as the primary grantee of Homeland**

5 **Security Grant funds for the Bay Area Urban Areas Security Initiative (UASI) and as the**

6 **fiscal agent for the UASI Approval Authority, to accept and expend a Fiscal Year (FY)**

7 **2020 Targeted Violence and Terrorism Prevention Program grant in the amount of**

8 **$830,242 from the United States Department of Homeland Security for the period**

9 **October 1, 2020, through September 30, 2022.**

10

11 WHEREAS, Department of Homeland Security (DHS) has several Homeland Security

12 Grant Programs, which includes the Targeted Violence and Terrorism Prevention Program

13 (TVTP); and

14 WHEREAS, The TVTP Grant Program is designed to help the DHS develop nationwide

15 capabilities to detect and disrupt terrorist plots; and

16 WHEREAS, In the last decade, terrorist threats have evolved from mostly overseas

17 activity to increased domestic terrorism; and

18 WHEREAS, Those who commit domestic terrorist attacks and hate crimes may select

19 targets based on factors such as race, ethnicity, national origin, religion, sexual orientation,

20 gender, and gender identity; and

21 WHEREAS, Research suggests that in some cases, individuals being radicalized to

22 violence may share ideological beliefs and risk factors that should inform violence prevention

23 strategies; and

24 WHEREAS, There are other individuals who commit mass attacks with no clear nexus

25 to a violent ideology; and

1   WHEREAS, The nature of this increasingly complex threat, and DHS's approach to

2   combatting it is laid out in its "Strategic Framework for Countering Terrorism and Targeted

3   Violence;" and

4   WHEREAS, The Fiscal Year 2020 TVTP Grant Program seeks to build local capacity to

5   prevent targeted violence and all forms of terrorism; and

6   WHEREAS, The mission of the Bay Area Urban Areas Security Initiative, comprised of

7   the 12 Bay Area Counties and the three major cities of San Francisco, Oakland, and San

8   Jose, is to improve regional capacity to prevent, protect against, mitigate, respond to, and

9   recover from terrorist incidents and catastrophic events; and

10   WHEREAS, The TVTP Grant Program aligns with the Bay Area UASI's mission, and

11   these grant funds will specifically assist in training and educational efforts to prevent targeted

12   violence in schools and houses of worship in the 12 counties and three major cities that

13   comprise the Bay Area UASI; and

14   WHEREAS, The City and County of San Francisco, as primary grantee of Homeland

15   Security Grant funds and the fiscal agent for the UASI Approval Authority, will use the grant

16   funds to conduct planning, organization, and training on behalf of their regional partners; and

17   WHEREAS, The Bay Area UASI must expend TVTP funds no later than September 30,

18   2022; and

19   WHEREAS, The grant budget includes provision for indirect costs in the amount of

20    $75,476; and

21   WHEREAS, The grant does not require an amendment to the Annual Salary

22   Ordinance; now, therefore, be it

23   RESOLVED, That the Board of Supervisors authorizes the Department of Emergency

24   Management, as the primary grantee of Homeland Security Grant funds for the Bay Area

25   Urban Area and as the fiscal agent for the UASI Approval Authority, to accept and expend a

1   Fiscal Year 2020 Targeted Violence and Terrorism Prevention Program grant in the amount of

2    $830,242 from the U.S. Department of Homeland Security for the period October 1, 2020,

3   through September 30, 2022.

4

5

6

7   Recommended: Approved: _/s/_____

8   LONDON BREED

9   Mayor

10

11

12   _/s/_____   _/s/_____

13   MARY ELLEN CARROLL   BEN ROSENFIELD

14   Executive Director   Controller

15   Department of Emergency Management

16

17

18

19

20

21

22

23

24

25

File Number: _____
(Provided by Clerk of Board of Supervisors)

Grant Resolution Information Form
(Effective July 2011)

Purpose: Accompanies proposed Board of Supervisors resolutions authorizing a Department to accept and expend grant funds.

The following describes the grant referred to in the accompanying resolution:

1. Grant Title: FY 20 Targeted Violence and Terrorism Prevention Grant

2. Department: Department of Emergency Management

3. Contact Person: Mary Landers   Telephone: 415-760-1491

4. Grant Approval Status (check one):

   [X] Approved by funding agency   [ ] Not yet approved

5. Amount of Grant Funding Approved or Applied for: $830,242

6. a.   Matching Funds Required: $ N/A
   b.   Source(s) of matching funds (if applicable):

7. a.   Grant Source Agency: US Department of Homeland Security
   b.   Grant Pass-Through Agency (if applicable):

8. Proposed Grant Project Summary: This grant provides funding to increase regional capabilities to prevent targeted violence in schools and houses of worship in the 12 counties and three major cities of the Bay Area.

9. Grant Project Schedule, as allowed in approval documents, or as proposed:

   Start-Date: October 1, 2020   End-Date: September 30, 2022

10. a.   Amount budgeted for contractual services: $754,766
    b.   Will contractual services be put out to bid? Yes
    c.   If so, will contract services help to further the goals of the Department's Local Business Enterprise (LBE) requirements? No. Not allowed under Homeland Security Grant guidelines.
    d.   Is this likely to be a one-time or ongoing request for contracting out? One time.

11. a.   Does the budget include indirect costs?
            [X] Yes   [] No
    b.   1.   If yes, how much? $75,476
    b.   2.   How was the amount calculated? 10% of the grant award.
    c.   1.   If no, why are indirect costs not included?
    [] Not allowed by granting agency   [ ] To maximize use of grant funds on direct services
    [ ] Other (please explain):
    c.   2.   If no indirect costs are included, what would have been the indirect costs?

12. Any other significant grant requirements or comments:

1

Disability Access Checklist*(Department must forward a copy of all completed Grant Information Forms to the Mayor's Office of Disability)

13. This Grant is intended for activities at (check all that apply):

[X] Existing Site(s)   [X] Existing Structure(s)   [] Existing Program(s) or Service(s)
[ ] Rehabilitated Site(s)   [ ] Rehabilitated Structure(s)   [X] New Program(s) or Service(s)
[] New Site(s)   [ ] New Structure(s)

14. The Departmental ADA Coordinator or the Mayor's Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local disability rights laws and regulations and will allow the full inclusion of persons with disabilities. These requirements include, but are not limited to:

1. Having staff trained in how to provide reasonable modifications in policies, practices and procedures;

2. Having auxiliary aids and services available in a timely manner in order to ensure communication access;

3. Ensuring that any service areas and related facilities open to the public are architecturally accessible and have been inspected and approved by the DPW Access Compliance Officer or the Mayor's Office on Disability Compliance Officers.

If such access would be technically infeasible, this is described in the comments section below:

Comments:

Departmental ADA Coordinator or Mayor's Office of Disability Reviewer:

Sandy Chan
(Name)

Department ADA Coordinator
(Title)

Date Reviewed: 10/26/20

DocuSigned by:
Sandy Chan
1FB15820333848D...
(Signature Required)

Department Head or Designee Approval of Grant Information Form:

 Mary Ellen Carroll
(Name)

 Executive Director
(Title)

Date Reviewed: 10/26/20

DocuSigned by:
Mary Ellen Carroll
29F685F5254A4F3...
(Signature Required)

2

Department of Emergency Management
1011 Turk Street, San Francisco, CA 94102
Phone: (415) 558-3800 Fax: (415) 558-3843

London Breed
Mayor

Mary Ellen Carroll
Executive Director

To:	Angela Calvillo, Clerk of the Board of Supervisors
From:	Mary Ellen Carroll Executive Director, Department of Emergency Management
Date:	October 26, 2020
Re:	**Resolution to Accept and Expend 2020 Targeted Violence and Terrorism Prevention Grant Award**

_____

The Department of Emergency Management is pleased to present the following Grant Report in summary of the above-referenced item submitted by the Department of Emergency Management.

Legislation For Approval:

The proposed resolution seeks the Board of Supervisors' approval for the acceptance and expenditure of $830,242 from the United States Department of Homeland Security (DHS), to develop planning and training activities that increase regional capabilities and prevent targeted violence in schools and houses of worship in the 12 counties and three major cities that comprise the Bay Area UASI.

Departments:

Department of Emergency Management (DEM). Expenditures benefiting San Francisco, the cities of Oakland and San Jose and the Counties of Alameda, Contra Costa, Marin, Monterey, Napa, San Benito, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma.

DEM serves as the fiscal agent for the Bay Area UASI, which is administering the grant for the Bay Area region. DEM would be authorized to accept and expend these grant funds on behalf of the 12 Bay Area counties and 3 core cities of San Francisco, San Jose, and Oakland, and to receive grant reimbursements for expenses incurred on behalf of the region.

As the Fiscal Agent, DEM is responsible for administering the grant and ensuring that grant funds are spent according to the programmatic and financial guidelines.

Amount:	$830,242
Grant Period:	October 1, 2020 through September 30, 2022
Source of funds:	U.S. Department of Homeland Security (DHS)
Required Match:	Match not required
Indirect Costs:	The legislation includes indirect costs in the amount of $75,476.
Description:	The proposed resolution authorizes the Department of Emergency Management (DEM) to accept and expend $830,242 in federal grant funding from the FY 2020 Targeted Violence and Terrorism Prevention (Agreement # EMW-2020-GR-00124-S01), issued by DHS.
Budget:	The summary budget by activity for the subject grant is as follows:

(1) **Contracts/Consultants:** $ 754,766
Contractors will be engaged to perform four tasks: (1) provide online instructor-led awareness training for the faculty of 55 Bay Area high schools; expand the efforts of the non-profit, Community Matters, by increasing their Safe School Ambassadors (SSA) program; expand the Silicon Valley Regional Data Trust (SVRDT) Secure Data Environment (SDE) program into Santa Clara, Santa Cruz, and Monterey counties with the assistance of the non-profit, IJIS Institute; and provide online behavioral analysis, instructor-led training for the faculty of 55 Bay Area high schools.

(2) **Indirect Costs:** $ 75,476

TOTAL Budget: **$830,242**

U.S. Department of Homeland Security
Washington, D.C. 20472

Mary Landers
City and County San Francisco Department of Emergency Management
711 Van Ness Ave.
#420
San Francisco, CA 94102 - 6027

Re: Grant No. EMW-2020-GR-00124

Dear Mary Landers:

Congratulations, on behalf of the Department of Homeland Security, your application for financial assistance submitted under the Fiscal Year (FY) 2020 Targeted Violence and Terrorism Prevention Grant Program has been approved in the amount of $830,242.00. You are not required to match this award with any amount of non-Federal funds.

Before you request and receive any of the Federal funds awarded to you, you must establish acceptance of the award. By accepting this award, you acknowledge that the terms of the following documents are incorporated into the terms of your award:

- Agreement Articles (attached to this Award Letter)
- Obligating Document (attached to this Award Letter)
- FY 2020 Targeted Violence and Terrorism Prevention Grant Program Notice of Funding Opportunity.

Please make sure you read, understand, and maintain a copy of these documents in your official file for this award.

In order to establish acceptance of the award and its terms, please follow these instructions:

Step 1: Please log in to the ND Grants system at https://portal.fema.gov.

Step 2: After logging in, you will see the Home page with a Pending Tasks menu. Click on the Pending Tasks menu, select the Application sub-menu, and then click the link for "Award Offer Review" tasks. This link will navigate you to Award Packages that are pending review.

Step 3: Click the Review Award Package icon (wrench) to review the Award Package and accept or decline the award. Please save or print the Award Package for your records.

System for Award Management (SAM): Grant recipients are to keep all of their information up to date in SAM, in particular, your organization's name, address, DUNS number, EIN and banking information. Please ensure that the DUNS number used in SAM is the same one used to apply for all FEMA awards. Future payments will be contingent on the information provided in the SAM; therefore, it is imperative that the information is correct. The System for Award Management is located at http://www.sam.gov.

If you have any questions or have updated your information in SAM, please let your Grants Management Specialist (GMS) know as soon as possible. This will help us to make the necessary updates and avoid any interruptions in the payment process.

CHRISTOPHER PATRICK LOGAN GPD Assistant Administrator

U.S. Department of Homeland Security
Washington, D.C. 20472

AGREEMENT ARTICLES
Targeted Violence and Terrorism Prevention Grant Program

GRANTEE: City and County San Francisco
                         Department of Emergency Management
PROGRAM: Targeted Violence and Terrorism
                         Prevention Grant Program
AGREEMENT NUMBER: EMW-2020-GR-00124-S01

TABLE OF CONTENTS

Article I - Prior Approval for Modification of Approved Budget

Before making any change to the DHS/FEMA approved budget for this award, you must request prior written approval from DHS/FEMA where required by 2 C.F.R. Section 200.308. For awards with an approved budget greater than $150,000, you may not transfer funds among direct cost categories, programs, functions, or activities without prior written approval from DHS/FEMA where the cumulative amount of such transfers exceeds or is expected to exceed ten percent (10%) of the total budget DHS/FEMA last approved. You must report any deviations from your DHS/FEMA approved budget in the first Federal Financial Report (SF-425) you submit following any budget deviation, regardless of whether the budget deviation requires prior written approval.

Article II - Activities Conducted Abroad

Recipients must ensure that project activities carried on outside the United States are coordinated as necessary with appropriate government authorities and that appropriate licenses, permits, or approvals are obtained.

Article III - Reporting of Matters Related to Recipient Integrity and Performance

If the total value of any currently active grants, cooperative agreements, and procurement contracts from all federal awarding agencies exceeds $10,000,000 for any period of time during the period of performance of this federal award, then the recipients must comply with the requirements set forth in the government-wide Award Term and Condition for Recipient Integrity and Performance Matters located at 2 C.F.R. Part 200, Appendix XII, the full text of which is incorporated here by reference in the award terms and conditions.

Article IV - Trafficking Victims Protection Act of 2000 (TVPA)

Recipients must comply with the requirements of the government-wide financial assistance award term which implements Section 106(g) of the Trafficking Victims Protection Act of 2000 (TVPA), codified as amended at 22 U.S.C. section 7104. The award term is located at 2 C.F.R. section 175.15, the full text of which is incorporated here by reference.

Article V - Federal Leadership on Reducing Text Messaging while Driving

Recipients are encouraged to adopt and enforce policies that ban text messaging while driving as described in E.O. 13513, including conducting initiatives described in Section 3(a) of the Order when on official government business or when performing any work for or on behalf of the federal government.

Article VI - Debarment and Suspension

Recipients are subject to the non-procurement debarment and suspension regulations implementing Executive Orders (E.O.) 12549 and 12689, which are at 2 C.F.R. Part 180 as adopted by DHS at 2 C.F.R. Part 3000. These regulations restrict federal financial assistance awards, subawards, and contracts with certain parties that are debarred, suspended, or otherwise excluded from or ineligible for participation in federal assistance programs or activities.

Article VII - Fly America Act of 1974

Recipients must comply with Preference for U.S. Flag Air Carriers (air carriers holding certificates under 49 U.S.C. section 41102) for international air transportation of people and property to the extent that such service is available, in accordance with the International Air Transportation Fair Competitive Practices Act of 1974, 49 U.S.C. section 40118, and the interpretative guidelines issued by the Comptroller General of the United States in the March 31, 1981, amendment to Comptroller General Decision B-138942.

Article VIII - Acceptance of Post Award Changes

In the event FEMA determines that changes are necessary to the award document after an award has been made, including changes to period of performance or terms and conditions, recipients will be notified of the changes in writing. Once notification has been made, any subsequent request for funds will indicate recipient acceptance of the changes to the award. Please call the FEMA/GMD Call Center at (866) 927-5646 or via e-mail to ASK-GMD@dhs.gov if you have any questions.

Article IX - Americans with Disabilities Act of 1990

Recipients must comply with the requirements of Titles I, II, and III of the *Americans with Disabilities Act*, Pub. L. No. 101-336 (1990) (codified as amended at 42 U.S.C. sections 12101-12213), which prohibits recipients from discriminating on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities.

Article X - Duplication of Benefits

Any cost allocable to a particular federal financial assistance award provided for in 2 C.F.R. Part 200, Subpart E may not be charged to other federal financial assistance awards to overcome fund deficiencies; to avoid restrictions imposed by federal statutes, regulations, or federal financial assistance award terms and conditions; or for other reasons. However, these prohibitions would not preclude recipients from shifting costs that are allowable under two or more awards in accordance with existing federal statutes, regulations, or the federal financial assistance award terms and conditions.

Article XI - Copyright

Recipients must affix the applicable copyright notices of 17 U.S.C. sections 401 or 402 and an acknowledgement of U.S. Government sponsorship (including the award number) to any work first produced under federal financial assistance awards.

Article XII - Civil Rights Act of 1968

Recipients must comply with Title VIII of the Civil Rights Act of 1968, Pub. L. No. 90-284, as amended through Pub. L. 113-4, which prohibits recipients from discriminating in the sale, rental, financing, and advertising of dwellings, or in the provision of services in connection therewith, on the basis of race, color, national origin, religion, disability, familial status, and sex (see 42 U.S.C. section 3601 et seq.), as implemented by the U.S. Department of Housing and Urban Development at 24 C.F.R. Part 100. The prohibition on disability discrimination includes the requirement that new multifamily housing with four or more dwelling units-i.e., the public and common use areas and individual apartment units (all units in buildings with elevators and ground-floor units in buildings without elevators)-be designed and constructed with certain accessible features. (See 24 C.F.R. Part 100, Subpart D.)

Article XIII - Best Practices for Collection and Use of Personally Identifiable Information (PII)

Recipients who collect PII are required to have a publicly available privacy policy that describes standards on the usage and maintenance of the PII they collect. DHS defines personally identifiable information (PII) as any information that permits the identity of an individual to be directly or indirectly inferred, including any information that is linked or linkable to that individual. Recipients may also find the DHS Privacy Impact Assessments: Privacy Guidance and Privacy Template as useful resources respectively.

Article XIV - Limited English Proficiency (Civil Rights Act of 1964, Title VI)

Recipients must comply with Title VI of the Civil Rights Act of 1964, (42 U.S.C. section 2000d et seq.) prohibition against discrimination on the basis of national origin, which requires that recipients of federal financial assistance take reasonable steps to provide meaningful access to persons with limited English proficiency (LEP) to their programs and services.
  For additional assistance and information regarding language access obligations, please refer to the DHS Recipient Guidance: https://www.dhs.gov/guidance-published-help-department-supported-organizations-provide-meaningful-access-people-limited and additional resources on http://www.lep.gov.

Article XV - Hotel and Motel Fire Safety Act of 1990

In accordance with Section 6 of the Hotel and Motel Fire Safety Act of 1990, 15 U.S.C. section 2225a, recipients must ensure that all conference, meeting, convention, or training space funded in whole or in part with federal funds complies with the fire prevention and control guidelines of the Federal Fire Prevention and Control Act of 1974, (codified as amended at 15 U.S.C. section 2225.)

Article XVI - Patents and Intellectual Property Rights

Recipients are subject to the Bayh-Dole Act, 35 U.S.C. section 200 et seq, unless otherwise provided by law. Recipients are subject to the specific requirements governing the development, reporting, and disposition of rights to inventions and patents resulting from federal financial assistance awards located at 37 C.F.R. Part 401 and the standard patent rights clause located at 37 C.F.R. section 401.14.

Article XVII - DHS Specific Acknowledgements and Assurances

All recipients, subrecipients, successors, transferees, and assignees must acknowledge and agree to comply with applicable provisions governing DHS access to records, accounts, documents, information, facilities, and staff.

1. Recipients must cooperate with any compliance reviews or compliance investigations conducted by DHS.

2. Recipients must give DHS access to, and the right to examine and copy, records, accounts, and other documents and sources of information related to the federal financial assistance award and permit access to facilities, personnel, and other individuals and information as may be necessary, as required by DHS regulations and other applicable laws or program guidance.

3. Recipients must submit timely, complete, and accurate reports to the appropriate DHS officials and maintain appropriate backup documentation to support the reports.

4. Recipients must comply with all other special reporting, data collection, and evaluation requirements, as prescribed by law or detailed in program guidance.

5. Recipients of federal financial assistance from DHS must complete the DHS Civil Rights Evaluation Tool within thirty (30) days of receipt of the Notice of Award or, for State Administering Agencies, thirty (30) days from receipt of the DHS Civil Rights Evaluation Tool from DHS or its awarding component agency. After the initial submission for the first award under which this term applies, recipients are required to provide this information once every two (2) years as long as they have an active award, not every time an award is made. Recipients should submit the completed tool, including supporting materials, to CivilRightsEvaluation@hq.dhs.gov. This tool clarifies the civil rights obligations and related reporting requirements contained in the DHS Standard Terms and Conditions. Subrecipients are not required to complete and submit this tool to DHS. The evaluation tool can be found at https://www.dhs.gov/publication/dhs-civil-rights-evaluation-tool.

6. The DHS Office for Civil Rights and Civil Liberties will consider, in its discretion, granting an extension if the recipient identifies steps and a timeline for completing the tool. Recipients should request extensions by emailing the request to CivilRightsEvaluation@hq.dhs.gov prior to expiration of the 30-day deadline.

Article XVIII - Procurement of Recovered Materials

States, political subdivisions of states, and their contractors must comply with Section 6002 of the Solid Waste Disposal Act, Pub. L. No. 89-272 (1965), (codified as amended by the Resource Conservation and Recovery Act, 42 U.S.C. section 6962.)   The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition.

Article XIX - Terrorist Financing

Recipients must comply with E.O. 13224 and U.S. laws that prohibit transactions with, and the provisions of resources and support to, individuals and organizations associated with terrorism. Recipients are legally responsible to ensure compliance with the Order and laws.

Article XX - Civil Rights Act of 1964 - Title VI

Recipients must comply with the requirements of Title VI of the Civil Rights Act of 1964 (codified as amended at 42 U.S.C. section 2000d et seq.), which provides that no person in the United States will, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance. DHS implementing regulations for the Act are found at 6 C.F.R. Part 21 and 44 C.F.R. Part 7.

Article XXI - Acknowledgement of Federal Funding from DHS

Recipients must acknowledge their use of federal funding when issuing statements, press releases, requests for proposal, bid invitations, and other documents describing projects or programs funded in whole or in part with federal funds.

Article XXII - Rehabilitation Act of 1973

Recipients must comply with the requirements of Section 504 of the Rehabilitation Act of 1973, Pub. L. No. 93-112 (1973), (codified as amended at 29 U.S.C. section 794,) which provides that no otherwise qualified handicapped individuals in the United States will, solely by reason of the handicap, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.

Article XXIII - False Claims Act and Program Fraud Civil Remedies

Recipients must comply with the requirements of the False Claims Act, 31 U.S.C. sections 3729-3733, which prohibits the submission of false or fraudulent claims for payment to the federal government. (See 31 U.S.C. sections 3801-3812, which details the administrative remedies for false claims and statements made.)

Article XXIV - Disposition of Equipment Acquired Under the Federal Award

When original or replacement equipment acquired under this award by the recipient or its sub-recipients is no longer needed for the original project or program or for other activities currently or previously supported by DHS/FEMA, you must request instructions from DHS/FEMA to make proper disposition of the equipment pursuant to 2 C.F.R. Section 200.313.

Article XXV - Nondiscrimination in Matters Pertaining to Faith-Based Organizations

It is DHS policy to ensure the equal treatment of faith-based organizations in social service programs administered or supported by DHS or its component agencies, enabling those organizations to participate in providing important social services to beneficiaries. Recipients must comply with the equal treatment policies and requirements contained in 6 C.F.R. Part 19 and other applicable statues, regulations, and guidance governing the participations of faith-based organizations in individual DHS programs.

Article XXVI - Lobbying Prohibitions

Recipients must comply with 31 U.S.C. section 1352, which provides that none of the funds provided under a federal financial assistance award may be expended by the recipient to pay any person to influence, or attempt to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any federal action related to a federal award or contract, including any extension, continuation, renewal, amendment, or modification.

Article XXVII - Education Amendments of 1972 (Equal Opportunity in Education Act) - Title IX

Recipients must comply with the requirements of Title IX of the Education Amendments of 1972, Pub. L. No. 92-318 (1972) (codified as amended at 20 U.S.C. section 1681 et seq.), which provide that no person in the United States will, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any educational program or activity receiving federal financial assistance. DHS implementing regulations are codified at 6 C.F.R. Part 17 and 44 C.F.R. Part 19.

Article XXVIII - Age Discrimination Act of 1975

Recipients must comply with the requirements of the Age Discrimination Act of 1975, Pub. L. No. 94-135 (1975) (codified as amended at Title 42, U.S. Code, section 6101 et seq.), which prohibits discrimination on the basis of age in any program or activity receiving federal financial assistance.

Article XXIX - National Environmental Policy Act

Recipients must comply with the requirements of the National Environmental Policy Act of 1969 (NEPA), Pub. L. No. 91-190 (1970) (codified as amended at 42 U.S.C. section 4321 et seq.) and the Council on Environmental Quality (CEQ) Regulations for Implementing the Procedural Provisions of NEPA, which require recipients to use all practicable means within their authority, and consistent with other essential considerations of national policy, to create and maintain conditions under which people and nature can exist in productive harmony and fulfill the social, economic, and other needs of present and future generations of Americans.

Article XXX - Assurances, Administrative Requirements, Cost Principles, Representations and Certifications

DHS financial assistance recipients must complete either the Office of Management and Budget (OMB) Standard Form 424B Assurances - Non-Construction Programs, or OMB Standard Form 424D Assurances - Construction Programs, as applicable. Certain assurances in these documents may not be applicable to your program, and the DHS financial assistance office (DHS FAO) may require applicants to certify additional assurances. Applicants are required to fill out the assurances applicable to their program as instructed by the awarding agency. Please contact the DHS FAO if you have any questions.

DHS financial assistance recipients are required to follow the applicable provisions of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards located at Title 2, Code of Federal Regulations (C.F.R.) Part 200, and adopted by DHS at 2 C.F.R. Part 3002.

Article XXXI - USA PATRIOT Act of 2001

Recipients must comply with requirements of Section 817 of the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001 (USA PATRIOT Act), Pub. L. No. 107-56, which amends 18 U.S.C. sections 175-175c.

Article XXXII - Non-Supplanting Requirement

Recipients receiving federal financial assistance awards made under programs that prohibit supplanting by law must ensure that federal funds do not replace (supplant) funds that have been budgeted for the same purpose through non-federal sources.

Article XXXIII - Drug-Free Workplace Regulations

Recipients must comply with drug-free workplace requirements in Subpart B (or Subpart C, if the recipient is an individual) of 2 C.F.R. Part 3001, which adopts the Government-wide implementation (2 C.F.R. Part 182) of Sec. 5152-5158 of the Drug-Free Workplace Act of 1988 (41 U.S.C. sections 8101-8106).

Article XXXIV - Universal Identifier and System of Award Management

Recipients are required to comply with the requirements set forth in the government-wide financial assistance award term regarding the System for Award Management and Universal Identifier Requirements located at 2 C.F.R. Part 25, Appendix A, the full text of which is incorporated here by reference.

Article XXXV - Reporting Subawards and Executive Compensation

Recipients are required to comply with the requirements set forth in the government-wide award term on Reporting Subawards and Executive Compensation located at 2 C.F.R. Part 170, Appendix A, the full text of which is incorporated here by reference in the award terms and conditions.

Article XXXVI - Energy Policy and Conservation Act

Recipients must comply with the requirements of the Energy Policy and Conservation Act, Pub. L. No. 94- 163 (1975) (codified as amended at 42 U.S.C. section 6201 et seq.), which contain policies relating to energy efficiency that are defined in the state energy conservation plan issued in compliance with this Act.

Article XXXVII - Whistleblower Protection Act

Recipients must comply with the statutory requirements for whistleblower protections (if applicable) at 10 U.S.C section 2409, 41 U.S.C. section 4712, and 10 U.S.C. section 2324, 41 U.S.C. sections 4304 and 4310.

Article XXXVIII - Federal Debt Status

All recipients are required to be non-delinquent in their repayment of any federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowances, and benefit overpayments. (See OMB Circular A-129.)

Article XXXIX - Use of DHS Seal, Logo and Flags

Recipients must obtain permission from their DHS FAO prior to using the DHS seal(s), logos, crests or reproductions of flags or likenesses of DHS agency officials, including use of the United States Coast Guard seal, logo, crests or reproductions of flags or likenesses of Coast Guard officials.

Article XL - Notice of Funding Opportunity Requirements

All the instructions, guidance, limitations, and other conditions set forth in the Notice of Funding Opportunity (NOFO) for this program are incorporated here by reference in the award terms and conditions. All recipients must comply with any such requirements set forth in the program NOFO.

Article XLI - SAFECOM

Recipients receiving federal financial assistance awards made under programs that provide emergency communication equipment and its related activities must comply with the SAFECOM Guidance for Emergency Communication Grants, including provisions on technical standards that ensure and enhance interoperable communications.

Article XLII - Funding Hold: Detailed Cost Breakdown & Justification Required

FEMA has placed a funding hold on this award, and $830,242.00 is on hold in the FEMA financial systems. The City and County San Francisco Department of Emergency Management is prohibited from obligating, expending, or drawing down the federal funds associated with the following projects/investments.

To release the funding hold, the recipient must provide a detailed cost breakdown and justification for the projects/investments listed above. FEMA will rescind the funding hold upon its review and approval of the detailed cost breakdown and justification.

If you believe this funding hold was placed in error, please contact the relevant Program Analyst or Grants Management Specialist.

BUDGET COST CATEGORIES

Personnel	$226,541.00
Fringe Benefits	$97,770.00
Travel	$0.00
Equipment	$0.00
Supplies	$0.00
Contractual	$370,200.00
Construction	$0.00
Indirect Charges	$135,731.00
Other	$0.00

Obligating Document for Award/Amendment

1a. AGREEMENT NO. EMW-2020-GR-00124-S01	2. AMENDMENT NO. ***	3. RECIPIENT NO. V00147503	4. TYPE OF ACTION AWARD	5. CONTROL NO. WX05034N2020T

6. RECIPIENT NAME AND ADDRESS City and County San Francisco Department of Emergency Management 711 Van Ness Ave. #420 San Francisco, CA, 94102 - 6027	7. ISSUING FEMA OFFICE AND ADDRESS FEMA-GPD 400 C Street, SW, 3rd floor Washington, DC 20472-3645 POC: 866-927-5646	8. PAYMENT OFFICE AND ADDRESS FEMA Finance Center 430 Market Street Winchester, VA 22603

9. NAME OF RECIPIENT PROJECT OFFICER Mary Landers	PHONE NO. 4153535225	10. NAME OF FEMA PROJECT COORDINATOR Central Scheduling and Information Desk Phone: 800-368-6498 Email: Askcsid@dhs.gov

11. EFFECTIVE DATE OF THIS ACTION 10/01/2020	12. METHOD OF PAYMENT PARS	13. ASSISTANCE ARRANGEMENT Cost Reimbursement	14. PERFORMANCE PERIOD
			From: 10/01/2020 **To:** 09/30/2022 **Budget Period** 10/01/2020 09/30/2022

1 5. DESCRIPTION OF ACTION
a. (Indicate funding data for awards or financial changes)
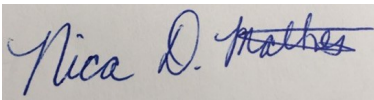
PROGRAM NAME ACRONYM	CFDA NO.	ACCOUNTING DATA (ACCS CODE) XXXX-XXX-XXXXXX-XXXXX-XXXX-XXXX-X	PRIOR TOTAL AWARD	AMOUNT AWARDED THIS ACTION + OR (-)	CURRENT TOTAL AWARD	CUMULATIVE NON-FEDERAL COMMITMENT
Targeted Violence and Terrorism Prevention Grant Program	97.132	2020-FA-GT01-P410- -4101-D	$0.00	$830,242.00	$830,242.00	See Totals
			$0.00	$830,242.00	$830,242.00	$0.00

b. To describe changes other than funding data or financial changes, attach schedule and check here.
N/A

16 a. FOR NON-DISASTER PROGRAMS: RECIPIENT IS REQUIRED TO SIGN AND RETURN THREE (3) COPIES OF THIS DOCUMENT TO FEMA (See Block 7 for address)
Targeted Violence and Terrorism Prevention Grant Program recipients are not required to sign and return copies of this document. However, recipients should print and keep a copy of this document for their records.
16b. FOR DISASTER PROGRAMS: RECIPIENT IS NOT REQUIRED TO SIGN
This assistance is subject to terms and conditions attached to this award notice or by incorporated reference in program legislation cited above.

17. RECIPIENT SIGNATORY OFFICIAL (Name and Title) ,	DATE

18. FEMA SIGNATORY OFFICIAL (Name and Title) NICA DANNELLE MATHES , Section Chief	DATE Fri Sep 11 19:13:44 GMT 2020

COVER PAGE

Name of the entity applying: Bay Area Urban Areas Security Initiative

Primary location of the applicant and activities: San Francisco Bay Area

Name of the application track: Local Prevention Framework Track

Names of Local Prevention Framework Track projects:

- Training and Awareness Raising (Replication)
- Media Literacy/Online Critical Thinking (Replication)
- Behavioral Analysis Training (Innovation)
- Youth Resilience Programs (Replication)
- Threat Assessment and Management Team (Replication)

Amount of funds requested: $1,493,045

Project Abstract

The Bay Area Urban Areas Security Initiative (BAUASI) improves regional capacity to prevent, protect against, respond to, and recover from terrorist incidents and catastrophic events. The Bay Area UASI is inclusive of over 100 incorporated cities and a combined total population exceeding 8.2 million people. The region's economy totaled more than $785.5 billion.

The goal of the BAUASI Targeted Violence and Terrorism Prevention Program is to align with the objectives under Goal 3 of the Strategic Framework - to prevent targeted violence in schools and houses of worship in the 12 counties and three major cities that comprise the Bay Area UASI. Our program follows a building-block approach, is a blend of in person and online training, organizational enhancements, and technologies meant to standardize threat assessments to prevent targeted violence and enhance the resiliency of 55 high schools and 100 houses of worship. We will strive to make program participants aware of targeted violence indicators, give them the skills needed to think critically online, provide lines of communication to report what they observe, effectively assess the information received, and connect those at risk with resources to support their current situation (e.g. public health, mental health, crisis intervention, and social services).

BODY

1. <u>**Needs Assessment**</u>

This TVTP grant proposal seeks to prevent targeted violence in the 12 counties of the San Francisco Bay Area through the development and conduct of training courses at 55 (15%) of its 369 public and private high schools and 100 high risk houses of worship. The total estimated number of people within this targeted population includes over 326,000 high school students and of 4,965 houses of worship with 3.1 million congregants.

Through interviews with regional stakeholders, gaps such as providing an awareness level of what to look for, teaching critical thinking, providing an avenue for reporting, and the ability to connect those at risk with resources to provide support for those affected, were identified.

An inventory of other programs that currently serve the target population includes:

High Schools

- Active Shooter Training. Bay Area high schools participate in active shooter training provided in-house by school resource officers and local law enforcement.
- Safe School Ambassador Program. The School Ambassador Program is a program that partners with school faculty to reduce targeted violence, bullying, and sexual harassment on high school campuses. Sponsored by Communities Matters, a non-profit organization based in Sonoma County, the Safe School Ambassador Program seeks to identify student leaders on campus, provide training on how to recognize the warning signs of targeted violence, how to approach at-risk students and the resources available to assist at-risk students.
- Threat Assessment Support. Each Bay Area County has a school threat assessment team available. Moreover, the Northern California Regional Intelligence Center (NCRIC) maintains a "Threat to Life" threat assessment team to support a variety of stakeholders to include schools and houses of worship.

Houses of Worship

- Physical and Cyber Security Support. The Northern California Regional Intelligence Center (NCRIC) provides a variety of physical and cyber security support services to Bay Area faith communities. NCRIC staff provide onsite physical and cyber security assessments and provide consulting on steps the faith community can take to reduce their vulnerability to physical and cyber-attacks.
- Inter-Faith Councils. The Inter-Faith Councils of Contra Costa and San Francisco Counties offer Bay Area faith communities a variety of conflict resolution, diversity, and acceptance trainings.
- Threat Assessment Support. The Northern California Regional Intelligence Center (NCRIC) maintains a "Threat to Life" threat assessment team to support a variety of stakeholders, including houses of worship.

An overview of the five proposed projects, their description, stakeholders, and current efforts; gaps and needs are provided below.

Project One: Training and Awareness Raising (Replication)
The Training and Awareness Raising project will enhance capabilities for high school staff to identify individuals mobilizing or radicalizing to violence and develop reporting instructions within the Bay Area threat assessment network. Course materials will be developed for high school staff and conducted online as a pilot project. Following the successful development and delivery of these classes, course materials will be made available for the entire region. This project closes one of the gaps identified in the needs assessment as there are no classes like this currently offered in the Bay Area.

Project Two: Media Literacy/Online Critical Thinking (Replication)
The Media Literacy/Online Critical Thinking training project is a pilot program that focuses on providing junior and senior high school students high schools with awareness level training on communications basics. These classes include: bias in communication, recognizing and verifying sources of information, and how communications attempt to target or persuade individuals and groups. Program of instruction main topics include:

- Cognitive Biases and Logical Fallacies
- Media Slant (TV and Print Media)
- Social Media
- Our Society's Divisions
- The Media Ecosystem
- Navigating this World

Project Three: Behavioral Analysis Training (Replication)
The Behavioral Analysis Training project will enhance capabilities of staff within high schools and houses of worship to identify the non-verbal behavior of individuals mobilizing or radicalizing to violence and train them in the ways to report their observations within the Bay Area threat assessment network. Currently, there is no existing effort to provide this type of training to the identified high-risk high schools and houses of worship staff. This pilot project will develop and conduct both in person and online training to address the gap.

Project Four: Youth Resilience Programs (Replication)
The Youth Resilience Program project will leverage and build upon the work of the Community Matters' Safe School Ambassador program. This program, currently in use in 7 of the region's 12 counties, partners with school faculties to reduce targeted violence, bullying, and sexual harassment on high school campuses. Sponsored by Community Matters, a non-profit organization based in Sonoma County, the Safe School Ambassador Program seeks to identify student leaders on campus, provide training on how to recognize the warning signs of targeted violence, how to approach at-risk students and the resources available to assist at-risk students. The goal of this project is to establish the School Ambassador Program in the remaining five counties in the region.

Project Five: Threat Assessment and Management Team (Replication)
The Threat Assessment project will utilize and expand upon an existing, innovative school project, School Safety Initiative, within the San Mateo County Office of Education (SMCOE) to provide early intervention services designed to avoid and combat targeted school violence.

In 2019, San Mateo County Office of Education School Safety Initiative received funding from the U.S. Dept. of Justice to integrate and implement the San Mateo County Office of Education School Safety Initiative. The non-profit Silicon Valley Regional Data Trust (SVRDT) created a Threat Assessment Center and developed technologies to provide a database for trained school assessment teams to review and address at risk student's education, behavior/mental health, child welfare, and juvenile probation concerns. The database, Secure Data Environment (SDE), is policy-compliant and built upon an internet-based, legal, and regulatory-compliant, virtual data sharing service that enables school threat assessment teams across the Bay Area to access data from behavioral/mental health, child welfare, and juvenile probation. Access to these information sources will enable threat assessment teams to conduct more thorough risk assessments of high school students and implement early interventions before an escalation to targeted violence.

This initiative will include two components: 1) evolve the current SMCOE's Threat Assessment Center to meet the standardized threat assessment protocols established by the U.S. Secret Service, National Threat Assessment Center (NTAC) protocols; and 2) design and integrate the policy and technology requirements to expand the program to Santa Clara and Santa Cruz Counties' Offices of Education.

2. Program Design

Bay Area high schools and houses of worship are at risk for targeted violence. To address this threat and reduce the risk, the Bay Area UASI has identified five goals:

Goal 1: Raise individual awareness of the characteristics of persons mobilizing or radicalizing to violence.

Objective 1.1: Provide in person or instructor led online awareness training to enhance identification of individuals mobilizing or radicalizing to violence to 55 high school faculties located within the Bay Area UASI.

Objective 1.2: Develop train-the-trainer awareness training curricula to extend the Bay Area TVTP program's reach to enhance identification of individuals mobilizing or radicalizing to violence for school faculties located within the Bay Area UASI.

Goal 2: Provide training to enhance media literacy and online critical thinking within the Bay Area.

Objective 2.1: Provide in person or instructor led online media literacy and online critical thinking training for the students of 55 high schools located with the Bay Area UASI.

Objective 2.2: Develop online awareness training to extend the Bay Area TVTP program's reach to provide media literacy and online critical thinking training for high school students located with the Bay Area UASI.

Goal 3: Enhance the ability of individuals to recognize the behavioral characteristics of someone about to perpetrate targeted violence.

Objective 3.1: Provide behavioral analysis training for the staff of 55 high schools and 100 houses of worship located throughout the Bay Area UASI.

Objective 3.2: Develop online awareness training to extend the Bay Area TVTP program's reach to provide behavioral analysis training for high school and houses of worship staff located throughout the Bay Area UASI region.

Goal 4: Expand Bay Area Youth Resilience Programs.

Objective 4.1: Expand the School Ambassador program to the five Bay Area counties that do not have it by conducting 10 train the trainer sessions at schools identified in the five counties.

Goal 5: Enhance capabilities for Bay Area threat assessment and management teams to work with individuals with risk factors for targeted violence.

Objective 5.1: Standardize threat assessment protocols used by threat assessment teams within the Bay Area UASI.

Objective 5.2: Leverage the Silicon Valley Regional Data Trust to enhance threat assessment and reduce targeted violence in three Bay Area UASI counties.

Logic Model

The logic model that follows is a tool to systematically document – and visually represent – program investments, activities, desired results, and the relationship between them.

Logic Model

	Process			Outcomes	
Inputs →	**Activities** →	**Outputs**	**Short term** →	**Intermediate** →	**Long term**

Goal 1: Raise individual awareness of the characteristics of persons mobilizing or radicalizing to violence.

Inputs	Activities	Outputs	Short term	Intermediate	Long term
- Funding - Stakeholders - Course materials - Train-the-Trainer	Provide training to recognize individuals mobilizing or radicalizing to violence to 55 high school's faculty.	Stakeholders can recognize individuals mobilizing or radicalizing to violence.	Stakeholders will be able to institute interventions before a threat manifests.	Expanded reach and increased awareness will increase interventions and reduce incidents of targeted violence.	Expanded and sustainable reduction in targeted violence through appropriate interventions.

Goal 2: Provide training to enhance media literacy and online critical thinking within the Bay Area.

Inputs	Activities	Outputs	Short term	Intermediate	Long term
- Funding - Stakeholders - Course materials - Train-the-Trainer	Provide online media literacy and critical thinking training for 55,000 high school students located with the Bay Area UASI.	Students are educated to think critically about online media and information.	Students can think critically about online media, recognize misinformation, and resist radicalization.	Expanded reach and increased societal resistance to misinformation and online radicalization.	Expanded and sustainable societal resistance to online misinformation and radicalization and reduced incidents of targeted violence.

Goal 3: Enhance the ability of individuals to recognize the behavioral characteristics of someone about to perpetrate targeted violence.

Inputs	Activities	Outputs	Short term	Intermediate	Long term
- Funding - Stakeholders - Course materials - Train-the-Trainer	Provide behavioral analysis training for 55 high schools and 100 houses of faith staff located throughout the Bay Area UASI.	Stakeholders are educated on the behavioral indicators that someone is about to perpetrate targeted violence.	Participating stakeholders can institute immediate interventions before the threat manifests.	Expanded participants base with ability to recognize someone about to perpetrate targeted violence and to intervene.	Expanded and sustainable ability to recognize immediate threats will increase interventions and reduce incidents of targeted violence.

Goal 4: Expand Bay Area Youth Resilience Programs.

Inputs	Activities	Outputs	Short term	Intermediate	Long term
- Funding - Stakeholders - Existing Ambassador program	Expand the School Ambassador program to the five Bay Area counties that do not have it by conducting 10 train the trainer sessions in each of the five counties.	Remaining five Bay Area counties adopt and implement a School Ambassador program.	Participating schools have an effective tool for combatting targeted violence and bullying on campus.	Bay Area wide interventions for targeted violence, bullying, suicides and other youth challenges and emotional issues.	Expandable and sustainable youth resiliency program addressing targeted violence on campus.

Goal 5: Enhance Bay Area threat assessment and management teams to work with individuals with risk factors for targeted violence.

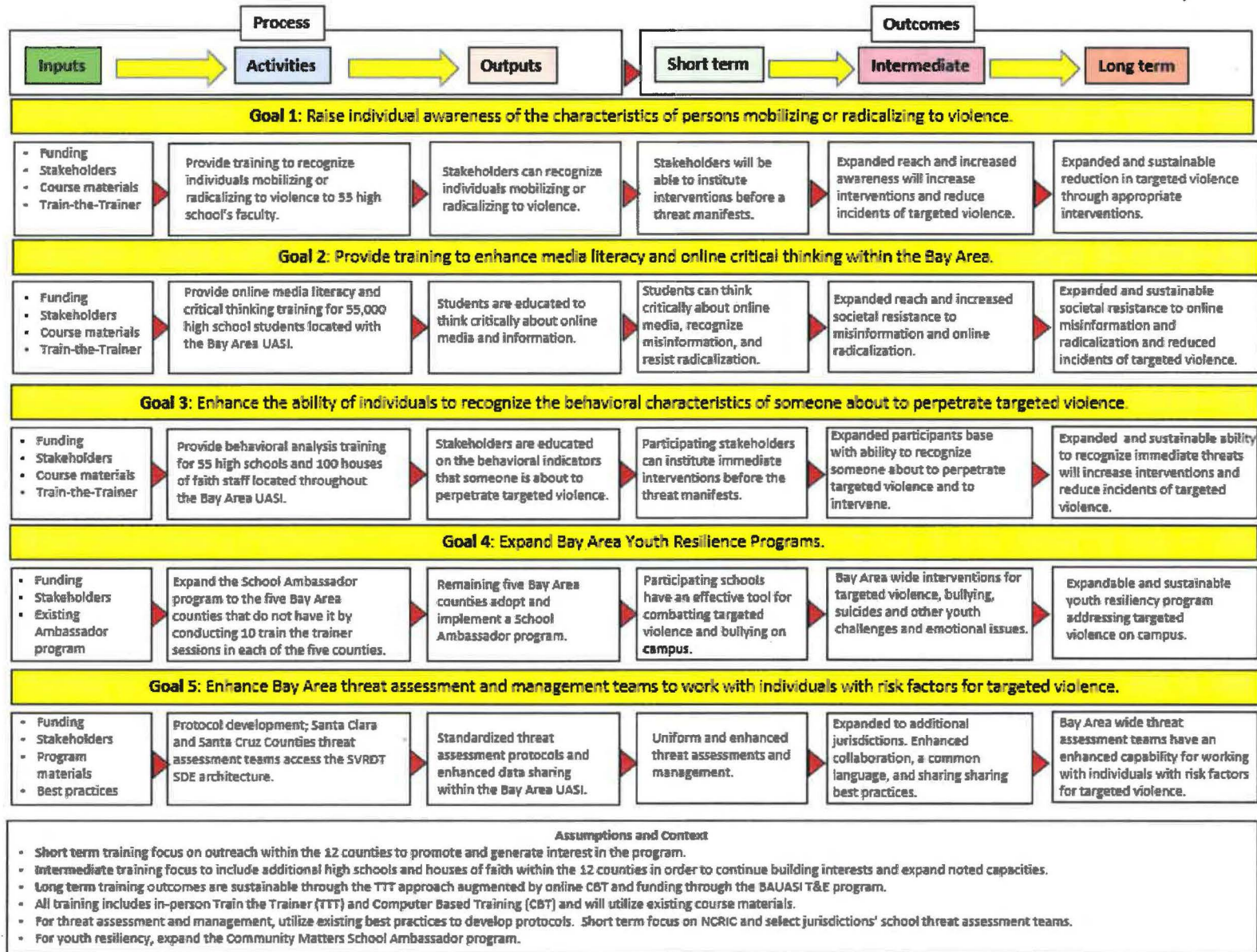| Inputs	Activities	Outputs	Short term	Intermediate	Long term
- Funding - Stakeholders - Program materials - Best practices	Protocol development; Santa Clara and Santa Cruz Counties threat assessment teams access the SVRDT SDE architecture.	Standardized threat assessment protocols and enhanced data sharing within the Bay Area UASI.	Uniform and enhanced threat assessments and management.	Expanded to additional jurisdictions. Enhanced collaboration, a common language, and sharing sharing best practices.	Bay Area wide threat assessment teams have an enhanced capability for working with individuals with risk factors for targeted violence.

Assumptions and Context

- Short term training focus on outreach within the 12 counties to promote and generate interest in the program.
- Intermediate training focus to include additional high schools and houses of faith within the 12 counties in order to continue building interests and expand noted capacities.
- Long term training outcomes are sustainable through the TTT approach augmented by online CBT and funding through the BAUASI T&E program.
- All training includes in-person Train the Trainer (TTT) and Computer Based Training (CBT) and will utilize existing course materials.
- For threat assessment and management, utilize existing best practices to develop protocols. Short term focus on NCRIC and select jurisdictions' school threat assessment teams.
- For youth resiliency, expand the Community Matters School Ambassador program.

3. Organization and Key Personnel

Given that four of five Bay Area UASI Local Prevention Framework Track projects are training-focused, it makes sense for the TVTP program to include them in the region's existing Bay Area Training and Exercise Program (BATEP). This program is a multi-discipline, multi-jurisdictional training and exercise program with participation from the 12 counties and three major cities of the Bay Area. The UASI Management Team serves as the lead for program management, monthly training and exercise workgroup meeting facilitation, and the annual Integrated Preparedness Planning Workshop (IPPW).

The BATEP is well suited to administer the Bay Area UASI Local Prevention Framework (LPF). LPF training courses can be advertised and administered through the BATEP training portal which serves as the course registration site and database of over 30,000 BATEP program participants. The website can easily accommodate the additional LPF training participants. Training subject matter experts (SMEs) will assist with LPF course hosting, coordination, and administration. Moreover, training support personnel will gather LPF program data to facilitate reporting and measures of effectiveness. Finally, Bay Area schools and houses of worship are represented on the Training and Exercise Work Group (TEWG). The TEWG meets monthly and can be leveraged to support LPF training program needs.

4. Sustainability

The narrative below describes how the five proposed projects will be sustained beyond the grant period of performance.

Project One: Training and Awareness Raising (Replication). This course will be sustained through a train – the – trainer program approach that will seek to train a cadre of local instructors that can then maintain and expand the training program beyond the original 55 schools with funding from the Bay Area UASI Training and Exercise program.

Project Two: Media Literacy/Online Critical Thinking (Replication). This course will be sustained by the online instructional version that will be available, at no cost for five years, to every junior and senior high school student in the Bay Area.

Project Three: Behavioral Analysis Training (Innovation). This course will be sustained through a train – the – trainer program approach that will seek to train a cadre of local instructors that can then maintain and expand the training program beyond the original 55 schools and 100 houses of worship with funding from the Bay Area UASI Training and Exercise program.

Project Four: Youth Resilience Programs (Replication). Safe School Ambassador programs will be self-sustaining by each school/school district beyond the two-year grant period.

Project Five: Threat Assessment and Management Team (Replication). Once implemented and established, the Santa Clara and Santa Cruz County Offices of Education will be responsible for program sustainment.

5. Budget Detail and Narrative

Budget Narrative

1) **PERSONNEL:** The TVTP will fund two employees: one full time program manager who will manage the overall grant program and one full time financial specialist who specializes in grant requirements and will fulfill fiscal duties. Total budget for all salaries is: $279,344.

EMPLOYEE SALARIES: The two (2) employees who will be assigned to the TVTP program:

1) One FTE Program Manager $160,134
2) One FTE Financial Specialist $119,210

JUSTIFICATION:
1) The Program Manager will coordinate all TVTP activities in the 12-county San Francisco Bay Area and ensure coordination with the regional Training and Exercise Program. In its role of fiscal agent, San Francisco will hire this person. As a San Francisco employee, the Program Manager will hold the job classification of 0931-Manager III and the job title will be Program Manager. It is expected that he/she will be a full-time equivalent on this project for 12 months. The annual salary for this position at this job classification is $160,134 and the grant salary is $160,134.

2) The Financial Specialist will serve as the grant administrative specialist with fiscal responsibilities similar to other analysts within the Bay Area UASI Management Team. In its role of fiscal agent, San Francisco will hire this person. As a San Francisco employee, the Financial Specialist will hold the job classification of 1823-Senior Administrative Analyst and the job title will be Financial Specialist. It is expected that he/she will be a full time equivalent on this project for 12 months. The annual salary for this position at this job classification is $119,210 and the grant salary is $119,210.

2) **FRINGE BENEFITS:** Fringe benefits were calculated at a rate of 35% and the base for allocating these fringe benefit expenses is $97,770. The total cost for all fringe benefits is: $97,770. The following are the cost breakdowns of the employees' fringe benefits:

1) Program Analyst: Retirement $38,352, FICA $9,928, Medicare $2,322, Health $5,445
Total Fringe: $56,047
2) Financial Specialist: Retirement $28,551, FICA $7,391, Medicare $1,729, Health $4,053
Total Fringe: $41,724

JUSTIFICATION

The method for determining the percentages of breakdown for fringe benefits was the City and County of San Francisco's Collective Bargaining Agreement with the unions representing the employees described in Item #1. The estimated fringe benefits by percentage are as follows:

Retirement	23.95%
FICA	6.20%
Medicare	1.45%
Health and Unemployment Insurance	3.40%

3) **TRAVEL:** Not applicable.

4) **EQUIPMENT:** Not applicable.

5) **SUPPLIES:** Not applicable.

6) **CONTRACTUAL:** The Bay Area UASI plans to award five contracts to complete the projects described in this proposal. The total cost for the contracts will be $980,200 and will be issued through the Request for Proposals (RFP) process.

Contract #1: The Bay Area UASI will utilize a contractor to provide online instructor-led awareness training for the faculty of 55 Bay Area high schools. The contract amount is $72,600.00.

JUSTIFICATION: The selected consulting firm will design, develop, and deliver the Training and Awareness Raising course as well as a Train-the-Trainer version to support project sustainment beyond the grant period. The Training and Awareness Raising course development is estimated to cost $6,000 and the Train-the-Trainer (TTT) course development will cost $3,600. Instructor-led delivery costs for the 55 high schools is estimated at $55,000 ($1,000/delivery x 55 high schools). The TTT course will be delivered a total of 8 times for a total cost of $8,000.

Contract #2: Youth Resilience Programs. The Bay Area UASI will seek to contract with the non-profit, Community Matters, to expand their Safe School Ambassadors (SSA) program. The contract amount is $150,000.

JUSTIFICATION: Community Matters will implement the SSA program in ten high schools located in the Counties of Marin, Monterey, San Benito, Santa Cruz, and San Mateo, as these counties do not currently have an SSA program. The Year 1 cost of implementing the program at 10 high schools is $65,000 ($6,500 x 10 schools). Outreach, Recruitment, Technical Assistance, and Project Oversight to support the program establishment in 10 schools is $10,000. The total for Year 1 is $75,000.

In Year 2, Community Matters will provide train-the-trainer training which includes two days of training, five recorded coaching modules, two hours of live support and technical

assistance; training materials, training kits and trainer manuals for a total cost of $21,500. Moreover, Community Matters and TTT instructors will provide follow on training for five of the ten high schools for a total cost of $32,500. The TTT instructors that participate in the training will provide training, at no cost, to the remaining five high schools. Additionally, Community Matters will provide SSA Site Licenses for ten sites at $6,000, SSA Practicum Training for all TTT trainers for $5,000 and outreach, recruitment, technical assistance, and project oversight for $10,000. Year 2 total is $75, 000. The costs provided are commensurate with the historical costs to implement SSA programs across the Bay Area.

Contract #3: Media Literacy/Online Critical Thinking Training. The Bay Area UASI will utilize a firm to provide online instructor led training and eLearning development for 17,000 junior and senior high school students at 55 Bay Area high schools. The contract amount is $225,000.00.

JUSTIFICATION: Numerous case studies document that high school students are influenced by social and other online media which can be used as a medium to encourage young people to commit acts of violence. Giving our students the ability to think critically about what they experience online is a critical skill in the Bay Area UASI's efforts to reduce targeted violence in schools. To provide this training, the program must be a mix of instructor led online training (10 deliveries; 10 schools) and eLearning instructional modules to provide delivery flexibility to the remaining 45 schools. Students taking the eLearning course can complete the course all at once or one module at a time. While the estimated project cost exceeds the amount provided in the NOFO, we feel the eLearning approach provides the Bay Area UASI the ability to scale the project while maintaining delivery flexibility to reach the greatest number of students. Finally, the eLearning modules are a key project sustainment component that will enable the Bay Area UASI to provide this training, at no cost, to the remaining 314 Bay Area high schools following the end of the grant period of performance.

Contract #4: Threat Assessment and Management. The Bay Area UASI will seek to contract with the non-profit, IJIS Institute, to expand the Silicon Valley Regional Data Trust (SVRDT) Secure Data Environment (SDE) program to Santa Clara and Santa Cruz counties. The contract amount is $460,000.

JUSTIFICATION: The ability to conduct effective threat assessments to prevent targeted violence in schools is dependent on effective information sharing from a variety of agencies. School threat assessment teams across the Bay Area do not currently have access to data from behavioral/mental health, child welfare, and juvenile probation. Access to these information sources enable threat assessment teams to conduct more thorough risk assessments of high school students. While the project estimate exceeds the proposed budget in the NOFO, this estimate is based on the project costs required to implement the SVDRT SDE in San Mateo County, CA.

Contract #5: Behavioral Analysis Training. The Bay Area UASI will use a contractor to provide online behavioral analysis instructor led training for the faculty of 55 Bay Area high schools. The contract amount is $72,600.00.

JUSTIFICATION: The selected consulting firm will design, develop, and deliver the Behavioral Analysis Training Course as well as develop and deliver a Train-the-Trainer version to support project sustainment beyond the grant period. The Training and Awareness Raising course development is estimated to $6,000 and the Train-the-Trainer (TTT) course development costs at $3,600. It is estimated that the instructor led delivery cost associated with training the school faculty of 55 high schools to be $55,000 ($1,000/delivery x 55 high schools) and the delivery of 8 TTT courses at a total cost of $8,000.

7) **OTHER.** Not applicable.

8) **INDIRECT COSTS.**

Pursuant to the Uniform Guidance, a de Minimis rate of 10% of the modified total direct costs is added in the budget to help defray costs associated with administering this program such as human resources, IT-related activities, and administrative and facilities management within our organization.

Budget Summary

CATEGORY	EXPENSE
1. Personnel	$ 279,344
2. Fringe Benefits	$ 97,770
3. Travel	$ 0
4. Equipment	$ 0
5. Supplies	$ 0
6. Contractual	$ 980,200
7. Other	$ 0
Total Direct Costs	**$ 1,357,314**
8. Indirect Costs	$ 135,731
TOTAL GRANT REQUEST,	**$ 1,493,045**

Appendix A

Implementation and Measurement Plans (IMP)

Organization: **Bay Area UASI**
Project Title: Project One- Training and Awareness Raising
Grant Number: **TBD**
Grant Period: **Defined in Outcome Implementation Plan below**

Project Goal Statement: The goal of this project is to strengthen societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of terrorism and targeted violence by providing participants with instruction on recognizing the characteristics of persons mobilizing or radicalizing to violence. If stakeholders are provided the appropriate awareness training to recognize the factors that indicate an individual is mobilizing and radicalizing to violence, then there is a greater likelihood that targeted violence will be prevented, and appropriate interventions will be implemented.

Target Population: The target population for this project is high school faculty and staff at 55 high schools located in the 12 counties and three major cities that comprise the Bay Area UASI. Using a planning factor of 125 faculty and staff per high school, the estimated population size of this project is 6875 faculty and staff to be trained throughout the region.

OUTCOME 1: *Provide in-person, instructor-led awareness training to enhance identification of individuals mobilizing or radicalizing to violence to school faculty and staff at 55 High Schools located within the Bay Area UASI.*

Mid-Term Outcome 1.1: Course delivery

OUTCOME 1 IMPLEMENTATION PLAN

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
Develop and revise presentation materials	• Lead instructor • Analyst • Support Specialist	Q4, 2020	• Five PowerPoint-based	

for pilot instructor-led course			instructional modules	
Deliver one pilot instructor-led course	• Lead instructor • Instructor • Zoom meeting platform for virtual participation • Classroom with appropriate capacity and projection screen if in person	Q1, 2021	• One course delivery • Course material refinements if necessary • Course material ready for further delivery	
Deliver 54 instructor led courses	• Lead instructor • Instructor • Zoom meeting platform for virtual participation • Classroom with appropriate capacity and projection screen if in person	Q1 2021 – Q4, 2022	• 54 course deliveries • Course material refinements (if necessary) • Course recorded for viewing by students who cannot attend the session	
Develop and deliver the train-the-trainer curricula	• Lead instructor • Instructor • Zoom meeting platform for virtual participation	Q2 – Q3, 2022	• Train-the-Trainer curricula developed • Deliver 8 train-the-trainer sessions	

OUTCOME 1 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results *(Complete for Progress Report Only)*
Instructional modules completed and ready for delivery.	Instructional modules reviewed and deemed ready for delivery by program manager in Q4 2020.	
Instructor-led training delivered virtually to faculty and staff at 55 high schools.	Number of schools/classes/participants receiving instruction, collected at point of delivery.	
Train-the-Trainer instructional modules completed and ready for delivery.	Instructional modules reviewed and deemed ready for delivery by program manager in Q1 2022.	
Instructor-led training delivered eight times virtually to prospective trainers.	Number of prospective trainers trained in Q2 – Q3, 2022.	

Risk Management Plan

Risk Identified	Likelihood of Risk Occurring (low/medium /high)	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
Vendor issues	Low	Failure of 3rd party vendors to meet deadlines or standards could impact delivery milestones.	• Strong program management with regular status updates; • Clearly defined scope of work

			• Tie incremental payments to POA&M gates
COVID-19 pandemic situation still evolving	Medium High	As of this writing, we are only about 2.5 months into the COVID-19 pandemic. Details re: when and if states, schools, and business re-open, and under what guidelines, are still nascent at best and have fairly high potential to effect delivery of both the instructor-led training and possibly the eLearning solution.	• Ongoing communication with state and local authorities • Build delivery flexibility into course offering, including ability to run in-person or virtually • Be prepared to adjust schedules (in consultation with client) to adapt to the fluid operating environment
Cultural and societal sensitivities to training materials	High	There are communities of interest who may find targeted violence threat awareness training to, on its face, have the potential for being insensitive to religious or cultural groups.	• Ongoing communication with local community groups to ensure materials are appropriate and acceptable • Secure understanding of the approval process and requirements at start of contract • Identify approval POCs • Establish open dialog with POCs and keep them informed of progress • Schedule target submission for approval according to the above and build into course development schedule

Organization: **Bay Area UASI**
Project Title: **Project Two- Media Literacy/Online Critical Thinking**
Grant Number: **TBD**
Grant Period: **Defined in Outcome Implementation Plan below**

Project Goal Statement: Manipulation of our cognitive biases in traditional and new media is particularly effective against younger people, whose cognitive processes are still developing. To "inoculate" our youth against such manipulation, we need to teach them how to recognize such tools and tactics, and to arm them with critical thinking skills. This project's goal is to improve critical thinking and media literacy skills in high school students by developing and delivering: 1) an initial instructor-led online course; and 2) an interactive eLearning solution, for teaching critical thinking and media literacy.

Target Population: The target population for this project is high school juniors and seniors at 55 high schools located in the 12 counties and three major cities that comprise the Bay Area UASI. Using the 39 public and private schools located in the County of San Francisco as a baseline, the estimated student populations size of this project is 17,320 juniors and seniors to be trained throughout the region.

OUTCOME 1: *An initial instructor-led critical thinking and media literacy skills course, presented virtually or live, depending on COVID-19 guidelines and local government directions to the public*

Mid-Term Outcome 1.1: Pilot course delivery

OUTCOME 1 IMPLEMENTATION PLAN

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting *(Complete for Progress Report Only)*
Develop and revise presentation materials for pilot instructor-led course	• Lead instructor • Analyst • Support Specialist	Q4, 2020	Five PowerPoint-based instructional modules	

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting *(Complete for Progress Report Only)*
Deliver one pilot instructor-led course	• Lead instructor • Instructor • Zoom meeting platform for virtual participation • Classroom with appropriate capacity and projection screen if in person	Q1, 2021	• One course delivery • Course material refinements if necessary • Course material ready for further delivery	Delivery of the five .PPT-based modules to live audiences (to be phased out over days 271-360, as eLearning version is deployed)
Deliver nine instructor led courses	• Lead instructor • Instructor • Zoom meeting platform for virtual participation • Classroom with appropriate capacity and projection screen if in person	Q1 – Q2, 2021	• Nine course deliveries • Course material refinements if necessary • Course recorded for follow on viewing by students that cannot attend the session	

OUTCOME 1 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results *(Complete for Progress Report Only)*
Instructional modules completed and ready for delivery	Instructional modules reviewed and deemed ready for delivery by program manager in Q4 2020	
Instructor-led training delivered virtually to junior and seniors at 10 high schools	Number of schools/classes/students receiving instruction, collected at point of delivery	

OUTCOME 2: Develop an interactive eLearning solution for critical thinking and media literacy to train the students in the remaining 45 schools.

Mid-Term Outcome 2.1: eLearning pilot development
Mid-Term Outcome 2.2: eLearning pilot delivery

OUTCOME 2 IMPLEMENTATION PLAN

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting *(Complete for Progress Report Only)*
Develop eLearning version of the course and supporting materials • Content Outline and Storyboard for course flow and content review • ALPHA (first draft in development tool)/BETA (draft with professional audio) • Final courseware published to function on an LMS (SCORM v.1.2) • Voiceover narration • Moderate interactions (embedded video, slide locking, click-to-reveal interactions) • Custom GUI • Case Study development	• Two Subject Matter Experts • One Producer • One LMS Technician • One Graphic Artist • Voice Over Person	Q1 – Q4, 2021	Five, 17-20 minute SCORM v.1.2 files	

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting *(Complete for Progress Report Only)*
• Quiz/knowledge check integration • Job Aid development and production • Infographic development and production				
Deploy eLearning version of the course • Migration of SCORM 1.2 files to school systems • Email campaign • Deployment of "sizzle" video	• School-side delivery platform • IT Technician	Q1 – Q3, 2022	Complete interactive eLearning program, including videos, animation, voiceover, assessments, and facilitator's guidebook	

OUTCOME 2 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results (Complete for Progress Report Only)
100% of interactive eLearning modules and supporting materials completed and ready for delivery	Five 17-20-minute SCORM v. 1.2 files and supporting materials, delivered by day 360	
Interactive eLearning modules with supporting materials delivered to high school audiences using school IT infrastructure	Number of schools/classes/students receiving instruction, collected at point of delivery	

RISK MANAGEMENT PLAN

Risk Identified	Likelihood of Risk Occurring (low/medium/high)	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
Vendor issues	Low	Failure of 3rd party vendors to meet deadlines or standards could impact delivery milestones.	• Strong program management with regular status updates • Clearly defined scope of work • Tie incremental payments to POA&M gates
COVID-19 pandemic situation still evolving	Medium High	As of this writing, we are only about 2.5 months into the COVID-19 pandemic. Details re: when and if states, schools, and business re-open, and under what guidelines, are still nascent at best and have fairly high potential to effect delivery of both the instructor-led training and possibly the eLearning solution.	• Ongoing communication with state and local authorities • Build delivery flexibility into course offering, including ability to run in-person or virtually • Be prepared to adjust schedules (in consultation with client) to adapt to the fluid operating environment
Approval of materials for students	High	Our expectation is that the content of both the initial instructor-led version and the eLearning version will need to be reviewed and approved by school officials before instruction delivery begins. Delays in the	• Secure understanding of the approval process and

		review/approval process will affect milestones.	requirements at start of contract • Identify approval POCs • Establish open dialog with POCs and keep them informed of progress • Schedule target submission for approval according to the above and build into course development schedule

Organization:	**Bay Area UASI**
Project Title:	**Project Three- Behavioral Analysis Training**
Grant Number:	**TBD**
Grant Period:	**Defined in Outcome Implementation Plan below**

Project Goal Statement: The goal of this project is to strengthen societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of terrorism and targeted violence by enhancing the ability individuals to recognize the behavioral characteristics of someone contemplating or intent on perpetrating targeted violence.

Target Population: The target population for this project is high school faculty and staff at 55 high schools and 100 houses of worship located in the 12 counties and three major cities that comprise the Bay Area UASI. Using the planning factors of 125 faculty and staff per high school, and 12 staff per house of faith, the estimated population size of this project is 8,075 participants to be trained throughout the region.

OUTCOME 1: Provide instructor-led behavioral analysis training for faculty and staff at 55 high school and 100 houses of worship staff located throughout the Bay Area UASI.

Mid-Term Outcome 1.1: Course delivery

OUTCOME 1 IMPLEMENTATION PLAN

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
Develop and revise presentation materials for pilot instructor-led course	• Lead instructor • Analyst • Support Specialist	Q4, 2020	Five PowerPoint-based instructional modules	
Deliver one pilot instructor-led course for one high school and another for a HOF	• Lead instructor • Instructor • Zoom meeting platform for virtual participation • Classroom with appropriate capacity and projection screen if in person	Q1, 2021	• Two pilot course deliveries • Course material refinements, if necessary • Course material ready for further delivery	
Deliver 54 instructor led courses to high schools and 99 instructor led courses to HOF	• Lead instructor • Instructor • Zoom meeting platform for virtual participation • Classroom with appropriate capacity and projection screen if in person	Q1 2021 – Q4, 2022	• 153 course deliveries • Course material refinements, if necessary • Course recorded for follow on viewing by students who cannot attend the session	
Develop and deliver the train-the-trainer curricula	• Lead instructor • Instructor • Zoom meeting platform for virtual participation	Q2 – Q3, 2022	• Train-the-Trainer curricula developed • Deliver 8 train-the-	

			trainer sessions	

OUTCOME 1 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results (Complete for Progress Report Only)
Instructional modules completed and ready for delivery.	Instructional modules reviewed and deemed ready for delivery by program manager in Q4 2020.	
Instructor-led training delivered virtually to faculty and staff at 55 high schools and 100 HOF.	Number of schools/HOF/classes delivered/participants receiving instruction, collected at point of delivery.	
Train-the-Trainer instructional modules completed and ready for delivery.	Instructional modules reviewed and deemed ready for delivery by program manager in Q1 2022.	
Instructor-led training delivered eight times virtually to prospective trainers.	Number of prospective trainers trained in Q2 – Q3, 2022.	

RISK MANAGEMENT PLAN

Risk Identified	Likelihood of Risk Occurring (low/medium/high)	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
Vendor issues	Low	Failure of 3rd party vendors to meet deadlines or standards could impact delivery milestones	• Strong program management with regular status updates • Clearly defined scope of work

			• Tie incremental payments to POA&M gates
COVID-19 pandemic situation still evolving	Medium High	As of this writing, we are only about 2.5 months into the COVID-19 pandemic. Details re: when and if states, schools, HOF and business re-open, and under what guidelines, are still nascent at best and have fairly high potential to effect delivery of both the instructor-led training and possibly the eLearning solution.	• Ongoing communication with state and local authorities • Build delivery flexibility into course offering, including ability to run in-person or virtually • Be prepared to adjust schedules (in consultation with client) to adapt to the fluid operating environment
Cultural and societal sensitivities to training materials	High	There are communities of interest who may find behavioral analysis training to, on its face, have the potential for being insensitive to religious or cultural groups.	• Ongoing communication with local community groups to ensure materials are appropriate and acceptable • Secure understanding of the approval process and requirements at start of contract • Identify approval POCs • Establish open dialog with POCs and keep them informed of progress • Schedule target submission for approval according to the above and build into course development schedule

Organization: **Bay Area UASI**
Project Title: **Project Four- Youth Resilience Programs**
Grant Number: **TBD**
Grant Period: **Defined in Outcome Implementation Plan below**

Project Goal Statement: The goal of the project is to develop protective factors in youth communities, such as increases in social capital, a greater sense of belonging and feelings of security and reduce risk factors to violence by providing youth with leadership skills and opportunities for civic engagement. More specifically, Community Matters (CM) is proposing the implementation of our evidence-based Safe School Ambassadors® (SSA) Program and the corresponding SSA Training of Trainers (TOT) Sustainability Model.

Target Population: The target population of the proposed project is the staff, administrators, and students from ten select schools located in the 12 counties, three city region of the Bay Area Urban Areas Security Initiative (BAUASI). In addition, the target population includes ten representatives from these schools, districts and/or counties who will be trained to deliver the SSA training to licensed school sites.

In year 1, up to 40 students at each school will be trained as Safe School Ambassadors and approximately six adults for an estimated total of 460 individuals. Based upon Community Matters' experiences, each of the trained Safe School Ambassadors will impact a minimum of two other students each with their newly acquired skills on an annual basis. Therefore, an additional 800 individuals will be impacted by the grant funded project. The year 1 grand total is 1,270 individuals (400 trained student Ambassadors + 60 trained adults + 10 trained TOT adults + 800 students impacted through Ambassador actions).

In year 2, up to 40 additional students at each school will be trained as Safe School Ambassadors and approximately six adults for an estimated total of 460 individuals. These trained students will impact a minimum of two other students each for a total of 800 additional students impacted. The year 2 total is 1,260 individuals (400 trained students + 60 trained adults + 800 students impacted). The two-year total is 2,530.

This population will represent a diverse cross-section of the students, administrators, and teachers from the selected schools. It is anticipated that they will closely mirror the demographics of these schools and will most likely include a large portion of students self-identifying as non-White minorities and students from low income families.

OUTCOME 1: Ten schools located in the 12 counties, three city region of the Bay Area Urban Areas Security Initiative (BAUASI) will have fully implemented the first year of the Safe School Ambassadors Program.

Mid-Term Outcome 1.1: Ten schools selected and confirmed to implement the SSA Program.

Mid-Term Outcome 1.2: Up to 40 students per school (400 total) trained as Safe School Ambassadors.

OUTCOME 1 IMPLEMENTATION PLAN

Activity	Inputs/ Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
Work with local county and district educational leaders to identify ten schools to participate in the SSA Program.	Local leaders' time, CM staff time, outreach correspondence	Q1 2021	Ten schools committed for the project, ready to participate.	
Schools sign contracts and are assigned a Community Matters' Program Coordinator to be coached through implementation. Schools assign volunteer Program Advisors for each school.	School administrators, Program Advisors, CM staff including assigned Program Coordinators	Q1 2021	Ten school contracts completed and returned, Program Coordinators and Program Advisors assigned for each school.	
Up to 40 socially influential student leaders and six adults are identified and recruited to participate in the program.	CM Program Coordinator, Program Advisors, students, adults, outreach correspondence	Q1 2021	Up to 40 socially influential student leaders and six adults ready to participate.	
A skilled and experienced CM trainer conducts the two-day SSA training.	CM Trainer, students and adults, training materials & equipment, training space and/or online	Q2 2021	Up to 40 students and six adults complete the 2-day training.	

Activity	Inputs/ Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
	platform, food, insurance, substitute teachers			
Trained Ambassadors meet bi-weekly in Family Groups led by the trained adults called Family Group Facilitators (FGFs)	Student Ambassadors, Family Group Facilitators, meeting space, supplies and materials	Q3 2021	Student Ambassadors are supported through bi-weekly meetings with their peers and adult Family Group Facilitators.	
Project evaluation is conducted including Ambassador post training surveys, Action Snapshot Campaigns and Principal letters.	CM staff including trainer, Program Coordinator, Program Advisor, students, and administrators, supplies and correspondence.	Q2 – 4 2021	Program impact data is collected, compiled and available for review.	

OUTCOME 1 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results (Complete for Progress Report Only)
A minimum of 80% of student SSA training participants report that they feel confident and capable of intervening with their peers when they witness acts of mistreatment and bullying.	Post training student Ambassador survey Q2 2021	
Trained student Ambassadors are using skills they learned in the training to intervene	Action Snapshot Campaign Q2 2021	

with their peers a minimum of two times per week.		

OUTCOME 2: Ten representatives from the 12 counties, three city region of the Bay Area Urban Areas Security Initiative (BAUASI) are capable of delivering the SSA training to licensed school sites.

Mid-Term Outcome 2.1: Ten individuals are identified and confirmed to participate in the Training-of-Trainers.

Mid-Term Outcome 2.2: Ten individuals complete the TOT sessions.

Mid-Term Outcome 2.3: Ten individuals attend two SSA training sessions.

Mid-Term Outcome 2.4: Ten individuals each lead one SSA training session.

OUTCOME 2 IMPLEMENTATION PLAN

Activity	Inputs/ Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
Work with local county and district educational leaders to identify ten individuals to participate in the SSA TOT Program.	Local leaders' time, CM staff time, outreach correspondence	Q1 2021	Ten participants identified.	
Confirm ten participants.	CM Program Coordinator, participants, registrations	Q1 2021	Ten participants ready to participate and have signed non-disclosure agreements	
TOT participants observe two full SSA trainings.	Participants time, SSA training resources, travel	Q2 2021	Each TOT participant has experienced two trainings.	
Participants complete SSA TOT training.	CM Master trainer, participants, training space,	Q1 2022	Participants are trained as SSA Site Trainers and are prepared to	

Activity	Inputs/ Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
	materials, equipment, insurance, food		begin delivering SSA trainings.	
SSA [TOT] Site Trainers co-facilitate an SSA training under the guidance and support of a CM master trainer.	CM Master trainer, participants and SSA training resources	Q2 2022	SSA [TOT] Site Trainers have the experience of co-facilitating one training.	
SSA [TOT] Site Trainers lead an SSA training by themselves or with another SSA [TOT] Site Trainer.	New site trainers' time, SSA training resources	Q2 – 3 2022	SSA [TOT] Site Trainers have successfully conducted one training by themselves.	
Evaluation is conducted using post TOT participant survey combined with post SSA survey (of trainings conducted by SSA [TOT] Site Trainers)	CM staff, CM Master trainer, Program Coordinator, Program Advisor, students, and administrators, supplies and correspondence.	Q2 – 4 2022	Data regarding the impact of the TOT and related SSA training is collected, compiled and available for review.	

OUTCOME 2 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results (Complete for Progress Report Only)
A minimum of 80% of participants in the TOT training will report that they feel capable and confident to begin facilitating SSA trainings.	Post TOT training survey upon completion of training.	

A minimum of 80% of student SSA training participants will report that they felt the trainer was satisfactory and successfully covered the material.	Post SSA training student Ambassador survey upon completion of training.	

OUTCOME 3: The ten schools fully implement the second year of the Safe School Ambassadors Program.

Mid-Term Outcome 3.1: Up to 40 students and six adults per school identified and confirmed to participate in the SSA Program.

Mid-Term Outcome 3.2: The SSA training is completed.

OUTCOME 3 IMPLEMENTATION PLAN

Activity	Inputs/ Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
Up to 40 socially influential student leaders and six adults are identified and recruited to participate in the program.	CM Program Coordinator, Program Advisors, students, adults, outreach correspondence	Q1 2022	Up to 40 socially influential student leaders and six adults ready to participate.	
A skilled and experienced CM trainer with an SSA [TOT] Site Trainer conducts the two-day SSA training.	CM Trainer, SSA [TOT] Site Trainer, students and adults, supplies, equipment, training space, food, insurance, substitute teachers	Q2 2022	Up to 40 socially influential student leaders and six adults complete the training.	

Activity	Inputs/ Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
Trained Ambassadors meet bi-weekly in Family Groups led by the trained adults called Family Group Facilitators (FGFs)	Student Ambassadors, Family Group Facilitators, meeting space, supplies and materials	Q3 2022	Student Ambassadors are supported through bi-weekly meetings with their peers and adult Family Group Facilitators.	
Project evaluation is conducted including Ambassador post training surveys, Action Snapshot Campaigns and Principal letters.	CM staff including trainer, Program Coordinator, Program Advisor, students, and administrators, supplies and correspondence.	Q2 – 4 2022	Program impact data is collected, compiled and available for review.	

OUTCOME 3 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results (Complete for Progress Report Only)
A minimum of 80% of student SSA training participants report that they feel confident and capable of intervening with their peers when they witness acts of mistreatment and bullying.	Post training student Ambassador survey Q2 2022	
Trained student Ambassadors are using skills they learned in the training to intervene with their peers a minimum of two times per week.	Action Snapshot Campaign Q2 2022	

RISK MANAGEMENT PLAN

Risk Identified	Likelihood of Risk Occurring (low/medium/high)	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
Changes and modifications to the educational system due to COVID-19 social distancing and other precautionary measures.	High	When schools reopen it is possible that the way in which students are taught is quite different in regard to spatial distancing, staggered scheduling, limitations on numbers of students gathering together in groups. This change could potentially impact the format of the SSA training and the ability to work with 40 students at one time.	CM is already strategizing and planning for a different educational landscape. We are redesigning trainings to be virtual or a hybrid of virtual and in-person meetings in the event that we are unable to bring all students together in person. CM is already delivering on-line trainings and meetings for Ambassadors and is prepared for whatever might be the "new normal."
Shifts and changes in administration and school appointed program leadership between years 1 and 2.	High	It is not uncommon for school administrators to change schools. When a new admin is just starting, they will often be very cautious about engaging in programs as they get settled. In addition, volunteer Program Advisors can exit too. Both of these occurrences can lead to a disruption in the programming and in rare cases the program being discontinued.	CM has instituted several safeguards to ensure that the fallout from these risks is minimized. For example, we often ask that schools designate a lead Program Advisor and a back-up in case the primary is unable to continue with their responsibilities. In addition, when planning a two-year

Risk Identified	Likelihood of Risk Occurring (low/medium/high)	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
			grant, we ask that the schools commit to implementation for both years regardless of the administrator in charge.
Conflicts when scheduling trainings.	Medium	It can be difficult for a school to schedule their two-day training because of student testing, days off and other school commitments. This can cause a delay in the program timeline as the training date is pushed out.	We provide the schools with a wide window of scheduling opportunity in the fall. We stress the importance of training as early as possible and have a sufficient number of trainers at the ready to accommodate whatever dates work best for the schools.
Schools unable to follow through with year 1 and year 2 trainings	Low	At times, schools want and need to implement the SSA Program but are unable to undertake the effort for a variety of reasons. Unfortunately, this inability is often recognized once the process is already underway and the school must abandon the effort.	Community Matters seeks schools that only have a high need for the program but are deemed "highly ready" to implement the program. This means that staff and administrators are on board, resources are available, and they are committed to investing the time and effort required to make the program a success. School selection and

Risk Identified	Likelihood of Risk Occurring (low/medium/high)	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
			commitment is very important in minimizing this risk.

Organization: **Bay Area UASI**
Project Title: **Project Five- Threat Assessment and Management Team**
Grant Number: **TBD**
Grant Period: **Defined in Outcome Implementation Plan below**

Project Goal Statement: Reducing Targeted School Violence via implementation of National Threat Assessment Protocols (NTAC) developed by the United States Secret Service (USSS). The United States Secret Service, as directed by President W. Bush, has created the Targeted School Violence database as part of an ongoing research project that examines past incidents of targeted violence directed at or on the immediate property of a K-12 school or an institute of higher education (IHE). These incidents include both averted and actual attacks. Using the protocols developed by the USSS, the IJIS Institute will assist the Offices of Education located in the UASI region in the implementation of the NTAC protocols, including the automation of the cross-jurisdictional use of data codified via those protocols.

Target Population: The IJIS Institute estimates that the population of the UASI Region for this project is estimated more than 8 million. This population represents 12 County Offices of Education in the proximity of the San Francisco (CA) Bay Area. Given the magnitude of this population, and its composition of 12 medium-to-large size counties, the IJIS Institute proposes to begin implementation of the NTAC protocols with 3 adjacent counties, and the Northern California Regional Intelligence Center (NCRIC). The NCRIC will provide enhanced investigative and intelligence resources via implementation of a Secure Data Environment (SDE) that will support cross-agency and cross-jurisdictional data sharing. From this 3-county baseline, new counties within the UASI region will be brought onboard the SDE.

OUTCOME 1: Enhanced School Threat Assessment Center Capabilities

Mid-Term Outcome 1.1: Initial Enhanced School Threat Assessment Protocols
Mid-Term Outcome 1.2: School Targeted Violence Impact Stories
Mid-Term Outcome 1.3: Initial "Context Models" of UASI Cross Jurisdictional School Threat
                 Assessment Centers

OUTCOME 1 IMPLEMENTATION PLAN

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
Identify Enhanced School Threat Assessment Protocols based upon US Secret Service National Threat Assessment Center standard (NTAC)	• USSS NTAC standards • County Office of Education Threat Assessment Center standards and practices	Month 6	• Initial version of Enhanced Threat Assessment Protocols • Identification of preliminary data sharing requirements, including advanced protocols (i.e. Alerts, Warnings and Notifications)	
Working with County Offices of Education, external partners, and with USSS NTAC analysis and guidance, document Enhanced School Threat Assessment Impacts (challenges and issues)	• Real world Targeted school violence impact experiences – County Offices of Education (COE) • External reviews with USSS and other investigative and intelligence resources.	Month 6	• Documented targeted school violence impact stories. • Initial "Context Models" of UASI Cross Jurisdictional School Threat Assessment Centers	
Develop Contextual views of the TVTP school threat assessment data exchanges	• Real world Targeted school violence impact experiences – COE's	Month 6	Initial "Context Models" of UASI Cross Jurisdictional School Threat Assessment Center data exchanges	

OUTCOME 1 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results (Complete for Progress Report Only)
All Outcome 1 Threat Assessment deliverables will be considered complete upon the following: • Preparation of the documentation for each of Outcome 1 Outputs. • Completion of incremental client reviews and adjustments to the Outcome 1 Outputs. • Client acceptance of all Outcome 1 Outputs.	Data collection for Outcome 1 Threat Assessment deliverables will be achieved by way of client participation in a series of structured analysis sessions where continued feedback will be circulated with the client team. Once the Outcome 1 activities are completed, a final series of client reviews will be conducted where data will be collected and documented based upon the Outcome1 activities.	Results will be determined once client has accepted the project plan and the specific deliverables for each outcome area.

OUTCOME 2: Design of the TVTP School Threat Data Architecture Framework

Mid-Term Outcome 2.1: Enhanced School Threat Assessment Protocols
Mid-Term Outcome 2.2: TVTP Use Case Specifications
Mid-Term Outcome 2.3: Conceptual System and Data Architecture views
Mid-Term Outcome 2.4: Legal and Regulatory Data Use Compliance Requirements

OUTCOME 2 IMPLEMENTATION PLAN

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
Conduct analysis of targeted violence impact stories and update initial version of Enhanced School Threat	• Targeted school violence impact stories.	Month 6 - 12	• Version 2 of Enhanced School Threat Assessment Protocols	

Assessment Protocols				
Define Enhanced Data Content via interactive data discovery scenario sessions with experts from: Offices of Education; law enforcement and investigative agencies; USSS advisory assistance; and community services organizations.	• Initial "Context Models" of UASI Cross Jurisdictional School Threat Assessment Centers	Month 9-12	• TVTP Use Case Specifications - Threat Assessment Data Definitions	
Define Enhanced Data Content via interactive data discovery scenario sessions with experts from: Offices of Education; law enforcement and investigative agencies; USSS advisory assistance; and community services organizations.	• Initial "Context Models" of UASI Cross Jurisdictional School Threat Assessment Centers	Month 9-12	• TVTP Use Case Specifications - Threat Assessment Data Definitions	
Design and document the TVTP Data and Transaction Architecture	• TVTP Use Case Specifications - Threat Assessment Data Definitions	Month 9-18	• Conceptual System and Data Architecture views	

| Define and document Data Use Legal and Policy Requirements, including: data security, privacy, and confidentiality requirements. | • Cross-Jurisdictional Legal and Policy Data Sharing Considerations | Month 12-18 | • Legal and Regulatory Data Use Compliance Requirements | |

OUTCOME 2 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results (Complete for Progress Report Only)
Like Outcome 1, all Outcome 2 Threat Assessment deliverables will be considered complete upon the following: • Preparation of the documentation for each of Outcome 2 Outputs. • Completion of incremental client reviews and adjustments to the Outcome 2 Outputs. Client acceptance of all Outcome 2 Outputs.	Data collection for Outcome 2 Threat Assessment deliverables will be achieved by way of client participation in a series of structured analysis sessions where continued feedback will be circulated with the client team. Once the Outcome 2 activities are completed, a final series of client reviews will be conducted where data will be collected and documented based upon the Outcome 2 activities	

OUTCOME 3: Design, Develop and Implement TVTP Secure Data Environment

Mid-Term Outcome 3.1: Design TVTP System Architecture
Mid-Term Outcome 3.2: Develop/Test TVTP Data and Transaction Services
Mid-Term Outcome 3.3: Test Security and Data Protection Components
Mid-Term Outcome 3.4: Implement TVTP Alpha Platform

OUTCOME 3 IMPLEMENTATION PLAN

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
Design TVTP System Architecture	• Use Case Specifications	Month 12-18	• TVTP System Architecture – Logical View	
Develop TVTP Data and Transaction services	• Use Case Specifications • TVTP System Architecture – Logical View	Month 12-18	• TVTP Architecture – Services View	
Develop/Test System Components	• TVTP System Architecture – Logical View	Month 12-18	• TVTP System Architecture – Physical View	
Conduct Testing of TVTP Data and Transaction Services	• Use Case Specifications • Cross-Jurisdictional Legal and Policy Data Sharing Considerations	Month 15-21	• Demonstrable TVTP Data and Transaction Services	
Integrate Subsystem Services – i.e. Consumed Web Services Integration	• Use Case Specifications • Cross-Jurisdictional Legal and Policy Data Sharing Considerations • Third-party technology tools and support	Month 15-21	• Functional Subsystem Services Integration	
Conduct Information Security and Data Protection Testing	• Demonstrable TVTP Data and Transaction Services • Cross-Jurisdictional Legal and Policy Data Sharing Considerations • Functional Subsystem Services Integration	Month 18-21	• TVTP Information Security and Data Protection Test Scenarios and Testing Logs.	
Conduct TVTP Alpha System Testing	• Use Case Specifications	Month 21-24	• TVTP System Testing Logs, including test	

	• TVTP System Architecture – Physical View • Functional Subsystem Services Integration		scenarios, results and final acceptance • Tested TVTP Alpha Release 1	
Implement TVTP Secure Data Environment Alpha Release	• Tested TVTP Alpha Release 1	Month 24	• Operational TVTP Secure Data Environment Alpha Release 1	

OUTCOME 3 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results *(Complete for Progress Report Only)*
Like previous, a set of Outcome 3 Threat Assessment deliverables bill be considered complete upon the following: • Preparation of the documentation for each of Outcome 1 Outputs • Completion of incremental client reviews and adjustments to the Outcome 1 Outputs. These measures will be primarily relevant to the architecture and design segments of Outcome 3. These will be extended to include Outcome 3 technological components, specifically the development, testing and implementation activities and outputs. For these, indicators will be	Data collection for Outcome 3 Threat Assessment technology deliverables will be achieved by way of client participation in structured analysis sessions, as well as client participation in the demonstration of the technology services components of the TVTP Alpha version of the Secure Data Environment. As with previous Outcomes, Outcome 3 will include a final series of client reviews will be conducted where feedback on the Outcome 3 outputs will be collected and documented based upon the Outcome 3 activities	

specific to the demonstrations of the progression of integration and system testing; as well as the implementation of the TVTP Alpha 1 release.			

RISK MANAGEMENT PLAN

Risk Identified	Likelihood of Risk Occurring (low/medium/high)	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
Client Availability and Participation	Medium due to limited ability to control client participation— imperative that we have the participation from the necessary county agencies to create a working body regarding threat assessments, to identify the data and transactional requires and to accomplish this project, we need the active participation of the practice, legal and technological working groups; change of personnel during the life of the project; willingness of practice teams to share data.	Casual disruptive attributes: extension of Coronavirus and the necessity of county resources and agencies to respond to pandemic. As experienced, the pandemic will impact the schools, health and human services agencies, and law enforcement resources. Budgetary restraints from any activities that require the counties to reallocate budget (pandemic; natural disaster; civil unrest) from the entities that we are working with. Impact is the protraction of contract schedule.	Plans for reduction of occurrence as well as mitigation of damages if occurs, we will establish a predictability and manageability for each of the disruptive attributes to establish a procedure for monitoring and responding to each of the risk issues.

Risk Identified	Likelihood of Risk Occurring (low/medium/high)	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
Technological Hurdles	Medium-lack of current system knowledge, including data content and data communication services. Cooperation of county and agency technology staff; confluence of other contemporaneous IT projects; compatibility of current system technologies (age, structure, and relevant content); willingness of IT team to share data.	Conduct early analyses for all data source technologies and determine cross-agency compatibility. The impact is the requirement to utilize alternative data systems.	This analysis will occur early in the project and will result in the assessment of predictability and manageability.
Scope of Work Expansions	High-Large step in modernization causes an attraction to expand the scope of the technology to other subject areas of practice and procedures	Scope expansions cause distractions and can take resources away from the project mission; attractiveness of new technologies and the possibility of using the new technologies in other subject areas; depletion of resources (county and consultant) of project mission to address issues which are out-of-scope.	Assure regular communication throughout project leadership from project manager to executive leadership; Implement and use project change control process where all out-of-scope issues can be determined; Adjudication of issues utilizing a team-approach

Risk Identified	Likelihood of Risk Occurring (low/medium/high)	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
		Impact is schedule extension and budgetary shortfalls.	to resolve out-of-scope "creep" without determining blame or fault
Financial	Low-Due to diligent management of the issues discussed above	Funding disruptions due to external factors – such as a pandemic; Requirement to recast and reallocate across the major project activities – due to, for example, a change in scope; Discovery that project is underfunded and additional funding is required to complete due to requirements that appear during the pendency of the project that were not foreseen at the initiation and planning stages. Impact is protraction of project schedule and potential in reductions of project scope.	Establish project working relationship between the county and the IJIS Institute; project accounting will be monitored and measured on a monthly basis, including forecasts of estimates to complete and earned value status of deliverables; Discrepancies will be resolved in the project management process by the principals responsible for delivery.

Appendix B

Resumes/CVs of Key Personnel

The Bay Area UASI plans to hire a Project Manager for the TVTP Program. This position will coordinate all TVTP activities in the 12-county San Francisco Bay Area and ensure coordination with the regional Training and Exercise Program. In its role of fiscal agent, San Francisco will hire this person. As a San Francisco employee, the Project Manager will hold the job classification of 0931- Manager III and the job title will be Project Manager.

Duties of this position will include:

- Coordinate with the Bay Area Training and Exercise Program to ensure training courses are widely advertised and administered through the BATEP training portal. This portal currently serves as the course registration site and database of over 30,000 BATEP program participants.

- Review the BATEP website to ensure that additional Local Prevention Framework (LPF) training information is consistently updated; ensure outreach to high schools and houses of worship.

- Coordinate with the BATEP's subject matter experts (SMEs) as they provide course hosting, coordination, and administration; ensure LPF program data is collected to facilitate reporting and measures of effectiveness.

- Implement the training projects with a focus on violence prevention planning according to FEMA and DHS approved guidelines.

- Oversee development and delivery of training courses for high schools and houses of worship as defined in the grant award.

- Establish measures and metrics aligned with the Bay Area THIRA/SPR to track and evaluate Training project outcomes.

- Support continuing TVTP grant applications targeting Bay Area capabilities and alignment with FEMA priorities.

- Monitor progress of assigned contractual projects on a quarterly basis.

Appendix C

Letters of Support

JACKIE SPEIER
14TH DISTRICT, CALIFORNIA

2465 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515-0514
(202) 225-3531
FAX (202) 226-4183

155 BOVET ROAD, SUITE 780
SAN MATEO, CA 94402
(650) 342-0300
FAX: (650) 375-8270

WWW.SPEIER.HOUSE.GOV
WWW.FACEBOOK.COM/JACKIESPEIER
WWW.TWITTER.COM/REPSPEIER

Congress of the United States
House of Representatives
Washington, DC 20515-0514

COMMITTEE ON ARMED SERVICES
SUBCOMMITTEES
CHAIRWOMAN, MILITARY PERSONNEL
STRATEGIC FORCES
PERMANENT SELECT COMMITTEE
ON INTELLIGENCE
SUBCOMMITTEES
COUNTERTERRORISM, COUNTERINTELLIGENCE,
AND COUNTERPROLIFERATION
INTELLIGENCE MODERNIZATION AND READINESS
COMMITTEE ON OVERSIGHT
AND REFORM
SUBCOMMITTEES
GOVERNMENT OPERATIONS
ENVIRONMENT
Co-Chair, Democratic Women's Caucus
Senior Whip

June 9, 2020

Craig Dziedzic
Bay Area UASI
711 Van Ness Avenue, #420
San Francisco, CA 94102

Dear Mr. Dziedzic:

I write to respectfully support the application of the Bay Area UASI for a grant under the Department of Homeland Security's Targeted Terrorism and Terrorism Prevention Program and to request the full and fair consideration of this application by the Department of Homeland Security. The application supports five programs, and I wish to specifically support three.

Project five is the Threat Assessment and Management Team replication effort. In 2013, I convened a forum of leaders from across San Mateo County. We called it "Beyond Newtown". Our goal was to develop ways to identify and to support children and families in trouble so that the difficulties did not escalate into tragedy. I worked closely with Nancy Magee, currently our County Superintendent of Schools.

Today, the San Mateo County Office of Education provides schools in San Mateo with the tools needed to keep children safe through early identification, intervention and support of students and families experiencing extraordinary challenges, via a "Safe Schools and Communities" program. I have been told that many families have benefitted from this program and many tragedies likely averted. The Department of Homeland Security granted this program funding in 2019. Funding proposed in the current application would go to the Bay Area UASI would allow the county office of education to expand its program and to train Santa Clara and Santa Cruz counties in the techniques needed to prevent tragedies like Sandy Hook.
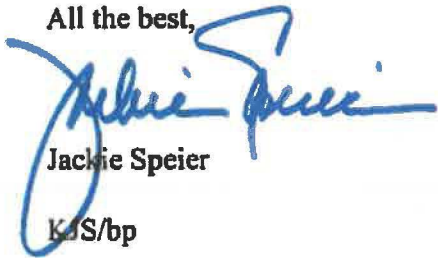
I see great merit in the program to train high school juniors and seniors in recognizing biases, media slant, and to otherwise become critical thinkers (project two). When teachers offer these lessons, we all become stronger because students will make better informed decisions as participants in civic affairs. The youth resilience project (project four) aligns with the San Mateo County Safe Schools initiative. Its goal of reducing targeted violence, bullying and sexual harassment on high school campuses has the potential to deliver relief from common complaints about the high school experience. These complaints sometimes escalate into the afflicted

individuals lashing out or engaging in acts of self-harm. Many parents have indicated concerns to me over the years that bullying at school is a significant problem for their children.

I offer no judgment on the training and awareness raising project (project one) or the behavioral analysis training project (project three) as I cannot determine how these programs currently operate or would be augmented via the grant.

Thank you for the opportunity to support the application of the Bay Area UASI for purposes of improving public and school safety in our region. I hope that the application receives the full and fair consideration of the department.

All the best,

Jackie Speier

KJS/bp

SAN MATEO
COUNTY
OFFICE OF
EDUCATION

Excellence and Equity in Education
Nancy Magee · County Superintendent of Schools

June 9, 2020

Craig Dziedzic
Bay Area UASI
711 Van Ness Avenue #420
San Francisco, CA 94102

Dear Mr. Dziedzic,

I am pleased to write you in support of the Bay Area UASI proposal submission, in partnership with the IJIS Institute, in response to the Department of Homeland Security's Fiscal Year (FY) 2020 Targeted Violence and Terrorism Prevention (TVTP) Program, DHS-20-TFP-132-00-01.

The San Mateo County Office of Education has been working diligently for several years to develop and operate effective threat assessment policies and procedures. We have a team of agencies, including but not limited to, education, mental health, child welfare, juvenile justice and law enforcement. This team has been effective in intervening in circumstances and providing services to a youth and the youth's family that prevented injury to the youth or to other persons.

Recently, the San Mateo County Office of Education was the recipient of two Bureau of Justice Assistance (BJA) grants regarding Preventing School Violence: BJA's STOP School Violence Program. Both of the grants are in their first year of a three year grant. They will enable the San Mateo County Office of Education to (1) improve upon its threat assessment policies and procedures, and specifically to incorporate the guidance provided by the United States Secret Service National Threat Assessment Center in several recent publications on the subject, and (2) employ a Secure Data Environment to implement the processes with a novel, replicable secure data environment and thus permitting the data sharing to be in real-time and through technology. Both of these grants are in partnership with the IJIS Institute and we look forward to a productive and synergistic relationship with the Bay Area UASI's proposal for this grant.

San Mateo County Office of Education is pleased to have the opportunity to provide this letter of support.

Sincerely,

Nancy Magee

Nancy Magee
San Mateo County Superintendent of Schools

San Francisco Interfaith Council

Celebrating our diverse faiths & spiritual traditions
Bringing people together to build understanding
Serving our community

P.O. Box 29055
San Francisco, CA 94129
Phone: 415.474.1321
www.sfinterfaithcouncil.org

Michael G. Pappas, M.Div.
Executive Director
mgpappas@sfinterfaithcouncil.org

Board of Directors:

Kaushik Roy, Chair
The Shanti Project
Mario Paz, Vice Chair
*Good Samaritan Family
Resource Center*
John McKnight, Treasurer
Fleet Week
Nancy Nielsen, Secretary
Lutheran Social Services

Fr. Arturo Albano
St. Mary's Cathedral

Nicholas Andrade
Most Holy Redeemer Church

Fatih Ates
Pacifica Institute

Wilma Batiste
Neighborhood Baptist Church

P.J. Cherrin
Mission Minyan

The Rev. Dr. Ellen Clark-King
Grace Cathedral

Rev. Elaine Donlin
Buddhist Church of SF

Rev. Norman Fong
*Chinatown Community
Development Center*

Hala K. Hijazi, Commissioner
SF Human Rights Commission

Deacon G.L. Hodge
Providence Baptist Church

Paige Hosking
Church of Jesus Christ LDS

Rev. Monique Ortiz
*Saint Mary and Saint Martha
Lutheran Church*

Robert T. Phillips
The Baha'i Faith in San Francisco

Rev. Vanessa Rush Southern
*First Unitarian Universalist
Society of San Francisco*

Rita R.Semel, Past Chair
Congregation Emanu-El

Rev. Floyd Trammell
*First Friendship Institutional Baptist
Church*

Swami Vedananda
Vedanta Society

Dr. Mary Wardell
University of San Francisco

Rabbi Jessica Zimmerman-Graf
Congregation Sherith Israel

May 26, 2020

Bay Area UASI
Attn: Craig Dziedzic
711 Van Ness Avenue #420
San Francisco, CA 94102

Dear Mr. Dziedzic,

We appreciate the opportunity to participate in the Bay Area UASI's Targeted Violence and Terrorism Prevention Program grant proposal process. Like you, we understand the dangers targeted violence poses to our houses of faith. We also recognize the importance of being able to recognize the pre-incident indicators of individuals bent on perpetrating targeted violence on our faith communities.

Therefore, we support the UASI's intent to bring Targeted Violence Awareness and Behavioral Analysis training to Bay Area houses of faith.

Giving our staff the ability to recognize behavioral indicators of target violence is a critical skill in the efforts to prevent targeted violence within our communities of faith.

Sincerely,

Michael G. Pappas, M.Div.
Executive Director

June 7, 2020

Bay Area UASI
Attn: Craig Dziedzic
711 Van Ness Avenue #420
San Francisco, CA 94102

Dear Mr. Dziedzic,

We appreciate the opportunity to participate in the Bay Area UASI's Targeted Violence and Terrorism Prevention Program grant proposal process. Like you, we understand the dangers targeted violence poses to our houses of faith. We also recognize the importance of being able to recognize the pre-incident indicators of individuals bent on perpetrating targeted violence on our faith communities.

Therefore, we support the UASI's intent to bring Targeted Violence Awareness and Behavioral Analysis training to Bay Area houses of faith. We have done programs for our 108 congregations, monasteries and retreat centers around defusing hatred non-violently, and growing our peacemaking skills. But knowing how to keep a congregation safe from discrimination and violence is always an ongoing conversation.

Giving our staff the ability to recognize behavioral indicators of target violence is a critical skill in the efforts to prevent targeted violence within our communities of faith.

Sincerely,

Shalom, Peace, Salaam, Om Shanti, Solh, Amani, Paz, 평화, Ping On...

Rev. Will McGarvey
Executive Director
eye4cee@gmail.com • 925.933.6030 mobile

May 27, 2020

Bay Area UASI
Attn: Craig Dziedzic
711 Van Ness Avenue #420
San Francisco, CA 94102

Dear Mr. Dziedzic,

We appreciate the opportunity to participate in the Bay Area UASI's Targeted Violence and Terrorism Prevention Program grant proposal process. Like you, we understand the dangers targeted violence pose to houses of faith in our community and in other faith communities. It is important for both community members and law enforcement to recognize pre-incident indicators of individuals bent on perpetrating targeted violence on our faith communities. Therefore, we support the UASI's intent to bring Targeted Violence Awareness and Behavioral Analysis training to Bay Area houses of faith.

While training staff at our community organizations to recognize behavioral indicators of targeted violence helps mitigate the threat, it only goes so far. **It is critically important that these efforts also train law enforcement to recognize and act on pre-incident indicators that may be misclassified as First Amendment-protected activity.** Concord PD's arrest of Ross Farca* in June 2019 is illustrative of this need: in an online chatroom, Farca expressed a desire to rack up a higher body count than the shooter at the Chabad of Poway a month earlier. This alone might not have led to his arrest; it was bragging that he had an illegally modified AR-15 that brought police to his door.

Any training effort in communities of faith must be paired with assurances that federal, state and local law enforcement will treat expressed threats of targeted violence as pre-incident indicators and aggressively prosecute.

Sincerely,

Rafael Brinner
Director of Jewish Community Security

* For context, see: https://www.mercurynews.com/2019/06/14/fueled-by-nazi-fascination-concord-man-alleged-plotted-to-massacre-jewish-people-police-officers/

121 Steuart Street
San Francisco, CA 94105
Tel 415.777.0411
Fax 415.495.6635

200 N. San Pedro Rd., Ste. A-220
San Rafael, CA 94903
Tel 415.499.1223
Fax 415.499.0308

800 Foster City Boulevard
Foster City, CA 94404
Tel 650.349.1523
Fax 650.572.0949

3921 Fabian Way
Palo Alto, CA 94303
Tel 650.852.9020
Fax 650.852.9061

1301 Farmers Lane, Ste. 103
Santa Rosa, CA 95405
Tel 707.568.6207
Fax 707.578.0982

34 Geula Street
Kfar Saba, Israel 44257
Tel +972.9.8800930
Fax +972.9.8800990

JEWISH COMMUNITY FEDERATION OF SAN FRANCISCO, THE PENINSULA, MARIN AND SONOMA COUNTIES

Calaveras Hills High School

—Home of the Mustangs—

5/18/2020

Bay Area UASI
Attn: Craig Dziedzic
711 Van Ness Avenue #420
San Francisco, CA 94102

Dear Mr. Dziedzic,

We appreciate the opportunity to participate in the Bay Area UASI's Targeted Violence and Terrorism Prevention Program grant proposal process. Like you, we understand the dangers of targeted violence on our school campuses. We also acknowledge that our students are influenced by social and other online media that can be used as a medium to encourage young people to commit acts of violence.

Therefore, we support the UASI's intent to bring media literacy and online critical thinking to Bay Area high schools. Giving our students the ability to think critically about what they experience online is critical skill in the efforts to reduce targeted violence in schools.

Sincerely,

Carlton A. Stice
Principal
Calaveras Hills High School
Milpitas Unified School District

Analy High School

West Sonoma County Union High School District

6950 Analy Avenue, Sebastopol, California 95472-3492   (707) 824-2300   Fax (707) 827-7938

Toni Beal, Superintendent   Forrest Harper, Vice Principal
Shauna Ferdinandson, Principal   Erin Elliott, Vice Principal

5-21-20

Bay Area UASI

Attn: Craig Dziedzic

711 Van Ness Avenue #420

San Francisco, CA 94102

Dear Mr. Dziedzic,

We appreciate the opportunity to participate in the Bay Area UASI's Targeted Violence and Terrorism Prevention Program grant proposal process. Like you, we understand the dangers of targeted violence on our school campuses. We also acknowledge that our students are influenced by social and other online media that can be used as a medium to encourage young people to commit acts of violence.

Therefore, we support the UASI's intent to bring media literacy and online critical thinking to Bay Area high schools. Giving our students the ability to think critically about what they experience online is a critical skill in the efforts to reduce targeted violence in schools.

Sincerely,

Shauna T. Ferdinandson
Shauna T. Ferdinandson (May 21, 2020 10:33 PDT)

Shauna Ferdinandson

Principal Analy High School

Analy High School Mission Statement
Our mission is to promote academic and personal success, responsible citizenship, and lifelong learning in a cooperative environment.

EL MOLINO HIGH SCHOOL

WEST SONOMA COUNTY UNION HIGH SCHOOL DISTRICT
Matt Dunkle, Principal | Dani Barese, Vice Principal
TOGETHER, WE ARE EL MOLINO

21 May 2020

Dani Barese
Vice Principal, El Molino High School
7050 Covey Rd.
Forestville, CA. 95436

Bay Area UASI
Attn: Craig Dziedzic
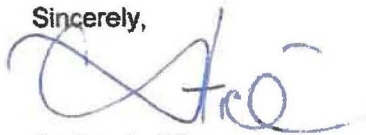711 Van Ness Avenue #420
San Francisco, CA 94102

Dear Mr. Dziedzic,

We appreciate the opportunity to participate in the Bay Area UASI's Targeted Violence and Terrorism Prevention Program grant proposal process. Like you, we understand the dangers of targeted violence on our school campuses. We also acknowledge that our students are influenced by social and other online media that can be used as a medium to encourage young people to commit acts of violence.

Therefore, we support the UASI's intent to bring media literacy and online critical thinking to Bay Area high schools. Giving our students the ability to think critically about what they experience online is critical skill in the efforts to reduce targeted violence in schools.

Sincerely,

Dani Barese
Vice Principal
El Molino High School

Appendix D

Letter of Recommendation

NCRIC

Northern California Regional
Intelligence Center

450 Golden Gate Ave., 14th Floor
P.O. Box 36102
San Francisco, CA 94102

Ph: 866-367-8847 (24/7)
Email: Info@NCRIC.org
www.NCHIDTA.org
www.NCRIC.org

June 5, 2020

To whom it may concern,

On behalf of the Northern California Regional Intelligence Center (NCRIC), I am writing in strong support of the Bay Area Urban Areas Security Initiative (Bay Area UASI) application for the Targeted Violence and Terrorism Prevention (TVTP) Grant Program to enhance the safety of the over 8 million residents in the region.

The NCRIC, as the federally recognized regional fusion center, has been working closely with the Bay Area UASI, federal agencies, state agencies, local government, nonprofits, and institutions of higher education to establish and enhance capabilities to prevent targeted violence and terrorism. The Bay Area UASI has been a leader as well as a trusted and able partner that has assisted us with this work. As a result of the collaborative work, our region is considered a model of how agencies can partner effectively to promote information sharing and mitigation strategies to prevent targeted violence and terrorism.

The proposed project will promote and expand inter-agency and community cooperation to identify, mitigate, and prevent targeted violence and terrorism. Given the increasing focus on threat education, identification, reporting, assessment/analysis, and dissemination, the establishment of new projects and the expansion of current projects is needed to meet demand.

Please contact me at 415-725-1000 or e-mail me at msena@ncric.ca.gov if you have any questions regarding my letter of support and recommendation for this grant proposal.

Sincerely,

Mike L. Sena
Executive Director
Northern CA Regional Intelligence Center/HIDTA

COVER PAGE

Name of the entity applying: Bay Area Urban Areas Security Initiative

Primary location of the applicant and activities: San Francisco Bay Area

Name of the application track: Local Prevention Framework Track

Names of Local Prevention Framework Track projects:

- Training and Awareness Raising (Replication)
- Youth Resilience Programs (Replication)
- Threat Assessment and Management Team (Replication)
- Behavioral Analysis Training (Innovation)

Amount of funds requested: $830,242

Project Abstract

The Bay Area Urban Areas Security Initiative (BAUASI) improves regional capacity to prevent, protect against, respond to, and recover from terrorist incidents and catastrophic events. The Bay Area UASI is inclusive of over 100 incorporated cities and a combined total population exceeding 8.2 million people. The region's economy totaled more than $785.5 billion.

The goal of the BAUASI Targeted Violence and Terrorism Prevention Program is to align with the objectives under Goal 3 of the Strategic Framework - to prevent targeted violence in schools and houses of worship in the 12 counties and three major cities that comprise the Bay Area UASI. Our program follows a building-block approach, is a blend of in person and online training, organizational enhancements, and technologies meant to standardize threat assessments to prevent targeted violence and enhance the resiliency of 55 high schools and 100 houses of worship. We will strive to make program participants aware of targeted violence indicators, provide lines of communication to report what they observe, effectively assess the information received, and connect those at risk with resources to support their current situation (e.g. public health, mental health, crisis intervention, and social services).

BODY

1. <u>**Needs Assessment**</u>

This TVTP grant proposal seeks to prevent targeted violence in the 12 counties of the San Francisco Bay Area through the development and conduct of training courses at 55 (15%) of its 369 public and private high schools. The total estimated number of people within this targeted population includes over 326,000 high school students.

Through interviews with regional stakeholders, gaps such as providing an awareness level of what to look for, teaching critical thinking, providing an avenue for reporting, and the ability to connect those at risk with resources to provide support for those affected, were identified.

An inventory of other programs that currently serve the target population includes:

High Schools

- Active Shooter Training. Bay Area high schools participate in active shooter training provided in-house by school resource officers and local law enforcement.
- Safe School Ambassador Program. The School Ambassador Program is a program that partners with school faculty to reduce targeted violence, bullying, and sexual harassment on high school campuses. Sponsored by Communities Matters, a non-profit organization based in Sonoma County, the Safe School Ambassador Program seeks to identify student leaders on campus, provide training on how to recognize the warning signs of targeted violence, how to approach at-risk students and the resources available to assist at-risk students.
- Threat Assessment Support. Each Bay Area County has a school threat assessment team available. Moreover, the Northern California Regional Intelligence Center (NCRIC) maintains a "Threat to Life" threat assessment team to support a variety of stakeholders to include schools and houses of worship.

Houses of Worship

- Physical and Cyber Security Support. The Northern California Regional Intelligence Center (NCRIC) provides a variety of physical and cyber security support services to Bay Area faith communities. NCRIC staff provide onsite physical and cyber security assessments and provide consulting on steps the faith community can take to reduce their vulnerability to physical and cyber-attacks.
- Inter-Faith Councils. The Inter-Faith Councils of Contra Costa and San Francisco Counties offer Bay Area faith communities a variety of conflict resolution, diversity, and acceptance trainings.
- Threat Assessment Support. The Northern California Regional Intelligence Center (NCRIC) maintains a "Threat to Life" threat assessment team to support a variety of stakeholders, including houses of worship.

An overview of the three proposed projects, their description, stakeholders, and current efforts; gaps and needs are provided below.

Project One: Training and Awareness Raising (Replication)
The Training and Awareness Raising project will enhance capabilities for high school staff to identify individuals mobilizing or radicalizing to violence and develop reporting instructions within the Bay Area threat assessment network. Course materials will be developed for high school staff and conducted online as a pilot project. Following the successful development and delivery of these classes, course materials will be made available for the entire region. This project closes one of the gaps identified in the needs assessment as there are no classes like this currently offered in the Bay Area.

Project Two: Youth Resilience Programs (Replication)
The Youth Resilience Program project will leverage and build upon the work of the Community Matters' Safe School Ambassador program. This program, currently in use in 7 of the region's 12 counties, partners with school faculties to reduce targeted violence, bullying, and sexual harassment on high school campuses. Sponsored by Community Matters, a non-profit organization based in Sonoma County, the Safe School Ambassador Program seeks to identify student leaders on campus, provide training on how to recognize the warning signs of targeted violence, how to approach at-risk students and the resources available to assist at-risk students. The goal of this project is to establish the School Ambassador Program in the remaining five counties in the region.

Project Three: Threat Assessment and Management Team (Replication)
The Threat Assessment project will utilize and expand upon an existing, innovative school project, School Safety Initiative, within the San Mateo County Office of Education (SMCOE) to provide early intervention services designed to avoid and combat targeted school violence.

In 2019, San Mateo County Office of Education School Safety Initiative received funding from the U.S. Dept. of Justice to integrate and implement the San Mateo County Office of Education School Safety Initiative. The non-profit Silicon Valley Regional Data Trust (SVRDT) created a Threat Assessment Center and developed technologies to provide a database for trained school assessment teams to review and address at risk student's education, behavior/mental health, child welfare, and juvenile probation concerns. The database, Secure Data Environment (SDE), is policy-compliant and built upon an internet-based, legal, and regulatory-compliant, virtual data sharing service that enables school threat assessment teams across the Bay Area to access data from behavioral/mental health, child welfare, and juvenile probation. Access to these information sources will enable threat assessment teams to conduct more thorough risk assessments of high school students and implement early interventions before an escalation to targeted violence.

This initiative will include two components: 1) evolve the current SMCOE's Threat Assessment Center to meet the standardized threat assessment protocols established by the U.S. Secret Service, National Threat Assessment Center (NTAC) protocols; and 2) design and integrate the policy and technology requirements to expand the program to Santa Clara, Santa Cruz, and Monterey Counties' Offices of Education.

Project Four: Behavioral Analysis Training (Replication)
The Behavioral Analysis Training project will enhance capabilities of staff within high schools and houses of worship to identify the non-verbal behavior of individuals mobilizing or radicalizing to violence and train them in the ways to report their observations within the Bay Area threat assessment network. Currently, there is no existing effort to provide this type of training to the identified high-risk high schools and houses of worship staff. This pilot project will develop and conduct both in person and online training to address the gap

2. **Program Design**

Bay Area high schools and houses of worship are at risk for targeted violence. To address this threat and reduce the risk, the Bay Area UASI has identified three goals:

Goal 1: Raise individual awareness of the characteristics of persons mobilizing or radicalizing to violence.

Objective 1.1: Provide in person or instructor led online awareness training to enhance identification of individuals mobilizing or radicalizing to violence to 55 high school faculties located within the Bay Area UASI.

Objective 1.2: Develop train-the-trainer awareness training curricula to extend the Bay Area TVTP program's reach to enhance identification of individuals mobilizing or radicalizing to violence for school faculties located within the Bay Area UASI.

Goal 2: Expand Bay Area Youth Resilience Programs.

Objective 2.1: Expand the School Ambassador program to the five Bay Area counties that do not have it by conducting 10 train the trainer sessions at schools identified in the five counties.

Goal 3: Enhance capabilities for Bay Area threat assessment and management teams to work with individuals with risk factors for targeted violence.

Objective 3.1: Standardize threat assessment protocols used by threat assessment teams within the Bay Area UASI.

Objective 3.2: Leverage the Silicon Valley Regional Data Trust to enhance threat assessment and reduce targeted violence in three Bay Area UASI counties.

Goal 4: Enhance the ability of individuals to recognize the behavioral characteristics of someone about to perpetrate targeted violence.

Objective 4.1: Provide behavioral analysis training for the staff of 55 high schools and 100 houses of worship located throughout the Bay Area UASI.

Objective 4.2: Develop online awareness training to extend the Bay Area TVTP program's reach to provide behavioral analysis training for high school and houses of worship staff located throughout the Bay Area UASI region.

Logic Model

The logic model that follows is a tool to systematically document – and visually represent – program investments, activities, desired results, and the relationship between them.

Logic Model

Process				Outcomes		
Inputs →	**Activities** →	**Outputs** ▶		**Short term** →	**Intermediate** →	**Long term**

Goal 1: Raise individual awareness of the characteristics of persons mobilizing or radicalizing to violence.

Inputs	Activities	Outputs	Short term	Intermediate	Long term
• Funding • Stakeholders • Course materials • Train-the-Trainer	Provide training to recognize individuals mobilizing or radicalizing to violence to 55 high school's faculty.	Stakeholders can recognize individuals mobilizing or radicalizing to violence.	Stakeholders will be able to institute interventions before a threat manifests.	Expanded reach and increased awareness will increase interventions and reduce incidents of targeted violence.	Expanded and sustainable reduction in targeted violence through appropriate interventions.

Goal 2: Expand Bay Area Youth Resilience Programs.

Inputs	Activities	Outputs	Short term	Intermediate	Long term
• Funding • Stakeholders • Existing Ambassador program	Expand the School Ambassador program to the five Bay Area counties that do not have it by conducting 10 train the trainer sessions in each of the five counties.	Remaining five Bay Area counties adopt and implement a School Ambassador program.	Participating schools have an effective tool for combatting targeted violence and bullying on campus.	Bay Area wide interventions for targeted violence, bullying, suicides and other youth challenges and emotional issues.	Expandable and sustainable youth resiliency program addressing targeted violence on campus.

Goal 3: Enhance Bay Area threat assessment and management teams to work with individuals with risk factors for targeted violence.

Inputs	Activities	Outputs	Short term	Intermediate	Long term
• Funding • Stakeholders • Program materials • Best practices	Protocol development; Santa Clara and Santa Cruz Counties threat assessment teams access the SVRDT SDE architecture.	Standardized threat assessment protocols and enhanced data sharing within the Bay Area UASI.	Uniform and enhanced threat assessments and management.	Expanded to additional jurisdictions. Enhanced collaboration, a common language, and sharing sharing best practices.	Bay Area wide threat assessment teams have an enhanced capability for working with individuals with risk factors for targeted violence.

Goal 4: Enhance the ability of individuals to recognize the behavioral characteristics of someone about to perpetrate targeted violence.
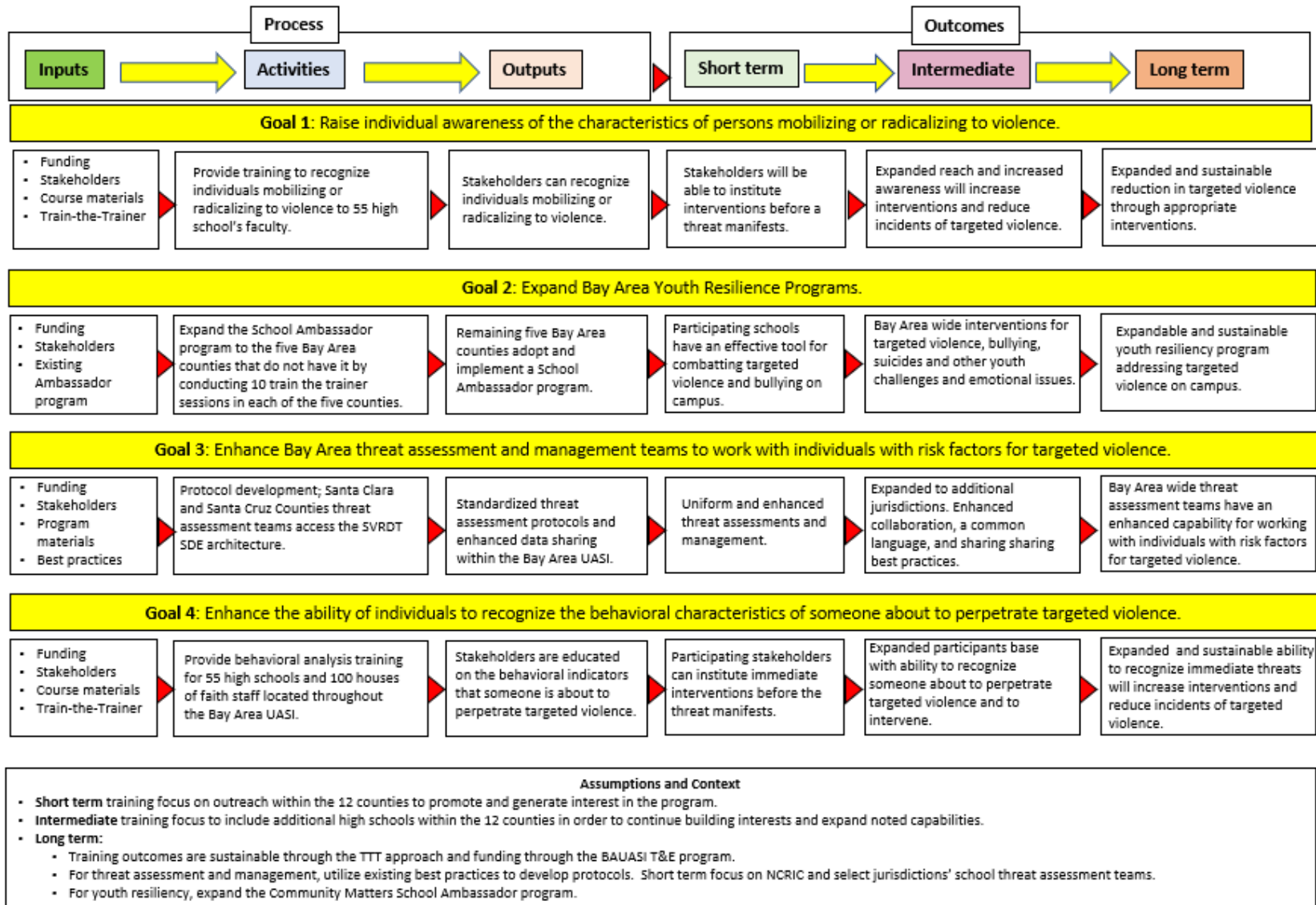
Inputs	Activities	Outputs	Short term	Intermediate	Long term
• Funding • Stakeholders • Course materials • Train-the-Trainer	Provide behavioral analysis training for 55 high schools and 100 houses of faith staff located throughout the Bay Area UASI.	Stakeholders are educated on the behavioral indicators that someone is about to perpetrate targeted violence.	Participating stakeholders can institute immediate interventions before the threat manifests.	Expanded participants base with ability to recognize someone about to perpetrate targeted violence and to intervene.	Expanded and sustainable ability to recognize immediate threats will increase interventions and reduce incidents of targeted violence.

Assumptions and Context
- **Short term** training focus on outreach within the 12 counties to promote and generate interest in the program.
- **Intermediate** training focus to include additional high schools within the 12 counties in order to continue building interests and expand noted capabilities.
- **Long term**:
  - Training outcomes are sustainable through the TTT approach and funding through the BAUASI T&E program.
  - For threat assessment and management, utilize existing best practices to develop protocols. Short term focus on NCRIC and select jurisdictions' school threat assessment teams.
  - For youth resiliency, expand the Community Matters School Ambassador program.

2. **Organization and Key Personnel**

Given that three of four Bay Area UASI Local Prevention Framework Track projects are training-focused, it makes sense for the TVTP program to include them in the region's existing Bay Area Training and Exercise Program (BATEP). This program is a multi-discipline, multi-jurisdictional training and exercise program with participation from the 12 counties and three major cities of the Bay Area. The UASI Management Team serves as the lead for program management, monthly training and exercise workgroup meeting facilitation, and the annual Integrated Preparedness Planning Workshop (IPPW).

The BATEP is well suited to administer the Bay Area UASI Local Prevention Framework (LPF). LPF training courses can be advertised and administered through the BATEP training portal which serves as the course registration site and database of over 30,000 BATEP program participants. The website can easily accommodate the additional LPF training participants. Training subject matter experts (SMEs) will assist with LPF course hosting, coordination, and administration. Moreover, training support personnel will gather LPF program data to facilitate reporting and measures of effectiveness. Finally, Bay Area schools and houses of worship are represented on the Training and Exercise Work Group (TEWG). The TEWG meets monthly and can be leveraged to support LPF training program needs.

3. **Sustainability**

The narrative below describes how the three proposed projects will be sustained beyond the grant period of performance.

Project One: Training and Awareness Raising (Replication). This course will be sustained through a train – the – trainer program approach that will seek to train a cadre of local instructors that can then maintain and expand the training program beyond the original 55 schools with funding from the Bay Area UASI Training and Exercise program.

Project Two: Youth Resilience Programs (Replication). Safe School Ambassador programs will be self-sustaining by each school/school district beyond the two-year grant period.

Project Three: Threat Assessment and Management Team (Replication). Once implemented and established, the Santa Clara and Santa Cruz County Offices of Education will be responsible for program sustainment.

Project Four: Behavioral Analysis Training (Innovation). This course will be sustained through a train – the – trainer program approach that will seek to train a cadre of local instructors that can then maintain and expand the training program beyond the original 55 schools and 100 houses of worship with funding from the Bay Area UASI Training and Exercise program.

5. Budget Detail and Narrative

Budget Narrative

1)   **PERSONNEL:** Not applicable.

2)   **FRINGE BENEFITS:** Not applicable

3)   **TRAVEL:**   Not applicable.

4)   **EQUIPMENT:** Not applicable.

5)   **SUPPLIES:** Not applicable.

6)   **CONTRACTUAL:**   The Bay Area UASI plans to award three contracts to complete the projects described in this proposal. The total cost for the contracts will be $754,766 and will be issued through the Request for Proposals (RFP) process.

     Contract #1: The Bay Area UASI will utilize a contractor to provide online instructor-led awareness training for the faculty of 55 Bay Area high schools. The contract amount is $72,600.00.

     JUSTIFICATION: The selected consulting firm will design, develop, and deliver the Training and Awareness Raising course as well as a Train-the-Trainer version to support project sustainment beyond the grant period. The Training and Awareness Raising course development is estimated to cost $6,000 and the Train-the-Trainer (TTT) course development will cost $3,600. Instructor-led delivery costs for the 55 high schools is estimated at $55,000 ($1,000/delivery x 55 high schools). The TTT course will be delivered a total of 8 times for a total cost of $8,000.

     Contract #2: Youth Resilience Programs. The Bay Area UASI will seek to contract with the non-profit, Community Matters, to expand their Safe School Ambassadors (SSA) program. The contract amount is $150,000.

     JUSTIFICATION: Community Matters will implement the SSA program in ten high schools located in the Counties of Marin, Monterey, San Benito, Santa Cruz, and San Mateo, as these counties do not currently have an SSA program. The Year 1 cost of implementing the program at 10 high schools is $65,000 ($6,500 x 10 schools). Outreach, Recruitment, Technical Assistance, and Project Oversight to support the program establishment in 10 schools is $10,000. The total for Year 1 is $75,000.

     In Year 2, Community Matters will provide train-the-trainer training which includes two days of training, five recorded coaching modules, two hours of live support and technical assistance; training materials, training kits and trainer manuals for a total cost of $21,500. Moreover, Community Matters and TTT instructors will provide follow on training for five of the ten high schools for a total cost of $32,500. The TTT instructors that participate in the training will provide training, at no cost, to the remaining five high schools.

Additionally, Community Matters will provide SSA Site Licenses for ten sites at $6,000, SSA Practicum Training for all TTT trainers for $5,000 and outreach, recruitment, technical assistance, and project oversight for $10,000. Year 2 total is $75, 000. The costs provided are commensurate with the historical costs to implement SSA programs across the Bay Area.

Contract #3: Threat Assessment and Management. The Bay Area UASI will seek to contract with the non-profit, IJIS Institute, to expand the Silicon Valley Regional Data Trust (SVRDT) Secure Data Environment (SDE) program to Santa Clara, Santa Cruz, and Monterey counties. The contract amount is $460,000.

JUSTIFICATION: The ability to conduct effective threat assessments to prevent targeted violence in schools is dependent on effective information sharing from a variety of agencies. School threat assessment teams across the Bay Area do not currently have access to data from behavioral/mental health, child welfare, and juvenile probation. Access to these information sources enable threat assessment teams to conduct more thorough risk assessments of high school students. While the project estimate exceeds the proposed budget in the NOFO, this estimate is based on the project costs required to implement the SVDRT SDE in San Mateo County, CA.

Contract #4: Behavioral Analysis Training. The Bay Area UASI will use a contractor to provide online behavioral analysis instructor led training for the faculty of 55 Bay Area high schools. The contract amount is $72,166.00.

JUSTIFICATION: The selected consulting firm will design, develop, and deliver the Behavioral Analysis Training Course as well as develop and deliver a Train-the-Trainer version to support project sustainment beyond the grant period. The Behavioral Analysis course development is estimated to $6,000 and the Train-the-Trainer (TTT) course development costs at $3,600. It is estimated that the instructor led delivery cost associated with training the school faculty of 55 high schools to be $55,000 ($1,000/delivery x 55 high schools) and the delivery of 8 TTT courses at a total cost of $7,566.

7) **OTHER.** Not applicable.

8) **INDIRECT COSTS.**

Pursuant to the Uniform Guidance, a de Minimis rate of 10% of the modified total direct costs is added in the budget to help defray costs associated with administering this program such as human resources, IT-related activities, and administrative and facilities management within our organization.

Budget Summary

CATEGORY	EXPENSE
1. Personnel	$ 0
2. Fringe Benefits	$ 0
3. Travel	$ 0
4. Equipment	$ 0
5. Supplies	$ 0
6. Contractual	$ 754,766
7. Other	$ 0
Total Direct Costs	**$ 754,766**
8. Indirect Costs	$ 75,476
TOTAL GRANT REQUEST	**$ 830,242**

Skip to main content
ND Grants

-
- Applications
    - Manage Applications
- Grants
    - Grants Dashboard
    - Performance Progress Reports
    - Manage Amendments
-
- Administration
    - Organizations
    - Request Organization Access
    - Review Organization Access Requests

- mlanders139
    - Logout
    -
    - Help
    - Download Plug-ins

View Amendment Request

- Amendment Request Details
- Attachments
- Action History

Amendment Request Details

Amendment Request Number
    EMW-2020-GR-00124-R02
Organization Name
    City and County San Francisco Department of Emergency Management
Amendment Request Status
    Approved
Amendment Request Narrative

    This amendment is requested to adjust the project narrative to reflect the reduction in the award amount and include the new budget information.

Attachments

Attached Documents	Description
2020_BA_TVTP_Project_Narrative REVISED 100920.pdf	Revised Project Narrative to reflect the reduction in grant award.

Action History

[10 ⌄] records per page
Showing 1 to 10 of 10 entries
Search: [   ]

User	Action	Description	Date
System	Status Change	Amendment status updated from Pending Review to Approved	10/27/2020 13:43 -04:00
System	Status Change	Amendment Request status updated from Pending Review to Approved	10/27/2020 13:43 -04:00
Mary Landers	Status Change	Amendment Request status updated from Pending Submission to Pending Review	10/09/2020 14:18 -04:00
Mary Landers	Status Change	Amendment Request status updated from New to Pending Submission	10/09/2020 13:41 -04:00
System	Status Change	Award status updated from Approved to Accepted	09/22/2020 13:43 -04:00
Mary Landers	Task Completion	Award task Award Offer Review completed by mlanders139	09/22/2020 13:42 -04:00
System	Status Change	Application status updated from Pending Review to Approved	09/22/2020 08:02 -04:00
System	Status Change	Award status updated from Pending Review to Approved	09/16/2020 10:43 -04:00
System	Status Change	Application status updated from Pending Submission to Pending Review	06/16/2020 15:06 -04:00
System	Status Change	Application status updated from Pending Review to Pending Submission	06/15/2020 20:43 -04:00

- [1](#)

ND Grants

- Applications
  - Manage Applications
- Grants
  - Grants Dashboard
  - Performance Progress Reports
  - Manage Amendments
-
- Administration
  - Organizations
  - Request Organization Access
  - Review Organization Access Requests

- mlanders139
  - Logout
  -
  - Help
  - Download Plug-ins

View Amendment Request

- Amendment Request Details
- Attachments
- Action History

Amendment Request Details

Amendment Request Number
  EMW-2020-GR-00124-R02
Organization Name
  City and County San Francisco Department of Emergency Management
Amendment Request Status
  Approved
Amendment Request Narrative

  This amendment is requested to adjust the project narrative to reflect the reduction in the award amount and include the new budget information.

Attachments

Attached Documents	Description
2020_BA_TVTP_Project_Narrative REVISED 100920.pdf	Revised Project Narrative to reflect the reduction in grant award.

Action History

10 ⌄ records per page
Showing 1 to 10 of 10 entries
Search:

User	Action	Description	Date
System	Status Change	Amendment status updated from Pending Review to Approved	10/27/2020 13:43 -04:00
System	Status Change	Amendment Request status updated from Pending Review to Approved	10/27/2020 13:43 -04:00
Mary Landers	Status Change	Amendment Request status updated from Pending Submission to Pending Review	10/09/2020 14:18 -04:00
Mary Landers	Status Change	Amendment Request status updated from New to Pending Submission	10/09/2020 13:41 -04:00
System	Status Change	Award status updated from Approved to Accepted	09/22/2020 13:43 -04:00
Mary Landers	Task Completion	Award task Award Offer Review completed by mlanders139	09/22/2020 13:42 -04:00
System	Status Change	Application status updated from Pending Review to Approved	09/22/2020 08:02 -04:00
System	Status Change	Award status updated from Pending Review to Approved	09/16/2020 10:43 -04:00
System	Status Change	Application status updated from Pending Submission to Pending Review	06/16/2020 15:06 -04:00
System	Status Change	Application status updated from Pending Review to Pending Submission	06/15/2020 20:43 -04:00

- 1

TO:	Angela Calvillo, Clerk of the Board of Supervisors
FROM:	Mary Landers
DATE:	October 26, 2020
SUBJECT:	Accept and Expend Resolution for Subject Grant

GRANT TITLE: FY 20 Targeted Violence and Terrorism Prevention

---

Attached please find the original* and 1 copy of each of the following:

_X_ Proposed grant resolution; original* signed by Department, Mayor, Controller

_X_ Grant information form, including disability checklist

_X_ Grant budget

_X_ Grant application

_X_ Grant award letter from funding agency

___ Ethics Form 126 (if applicable)

___ Contracts, Leases/Agreements (if applicable)

___ Other (Explain):

Special Timeline Requirements:

Departmental representative to receive a copy of the adopted resolution:

Name: Mary Landers   Phone: 415-760-1491

Interoffice Mail Address:

Certified copy required Yes ☐   No ☒

(Note: certified copies have the seal of the City/County affixed and are occasionally required by funding agencies. In most cases ordinary copies without the seal are sufficient).

Updated August 7, 2014

Attached for introduction to the Board of Supervisors is a **resolution authorizing the Department of Emergency Management (DEM), on behalf of the City and County San Francisco, as the primary grantee of Homeland Security Grant funds for the Bay Area Urban Areas Security Initiative (UASI) and as the fiscal agent for the UASI Approval Authority, to accept and expend a Fiscal Year 2020 Targeted Violence and Terrorism Prevention (TVTP) Program grant in the amount of $830,242 from the U.S. Department of Homeland Security (DHS) for the period October 1, 2020 through September 30, 2022 .**

@Groffenberger, Ashley (MYR), can you please reply-all to indicate your approval? Thanks!

Please let me know if you have any questions.

_____

Rebecca Peacock (they/them)
(415) 554-6982 | Rebecca.Peacock@sfgov.org
Office of Mayor London N. Breed
City & County of San Francisco