

## FY24 Application

### Background

*Name of Primary Applicant:* Bay Area UASI, a Division of SF DEM  
*Name/Title of Lead POC:* Craig Dziedzic, General Manager  
*POC mailing address:* 1663 Mission Street, Suite 320  
San Francisco, CA 94103  
*POC telephone number:* (415) 601-3229  
*POC email address:* Craig.Dziedzic@sfgov.org  
*Name/Title of AOR:* Craig Dziedzic, General Manager  
*AOR mailing address:* 1663 Mission Street, Suite 320  
San Francisco, CA 94103  
*AOR telephone number:* (415) 601-3229  
*AOR email address:* Craig.Dziedzic@sfgov.org  
*Project Title:* Equitable Community Resilience – Phase 3

#### *Project Description:*

With equity and climate resiliency as its foundation, and a focus on community resilience and long-term vulnerability reduction, the proposed project “*Equitable Community Resilience – Phase 3*” seeks to build readiness capacity that is community generated, owned, and sustained. Building on the work performed with previous investments (RCPGP FY22 - Phase 1, and RCPGP FY23 - Phase 2), the Phase 3 project will continue to empower disadvantaged communities and local government to better understand the unique risks posed by climate change and address the identified capability gaps. Moreover, Phase 3 is transformational in that it makes significant efforts in developing innovative approaches & tools for system-based, community-wide projects that enhance the region’s climate resilience, as well as overcoming barriers due to language access in disadvantaged communities throughout the San Francisco Bay Area. The products developed in Phase 3 will be made publicly available and will contribute to the Nation’s preparedness.

Collectively, the Bay Area UASI’s communities established these overarching strategic objectives for the Equitable Community Resilience project. Funding for Phase 3 is critical to continuing progress toward these objectives.

#### *Strategic Objectives*

- SO1. Understand existing barriers to equity and identify specific climate resilience & readiness vulnerabilities in the region.
- SO2. Build & strengthen relationships between local government and disadvantaged communities.
- SO3. Empower disadvantaged communities to address gaps in readiness.
- SO4. Empower local government to address identified gaps in equity and climate resilience.
- SO5. Develop innovative approaches & tools to address equity, climate resilience, and readiness in the region.

#### *Partner Agencies / Participants:*

This project does not include subrecipients. The Bay Area UASI project team will work directly with its member jurisdictions and the identified disadvantaged communities. Following is a list of member jurisdictions. Please refer to Annex A for a complete listing of disadvantaged

communities within the member jurisdictions including the correlating census tract numbers based on the CEJST.

**Bay Area UASI Member Jurisdictions**

City & County of San Francisco	County of Napa
City of San Jose	County of San Benito
City of Oakland	County of San Mateo
County of Alameda	County of Santa Clara
County of Contra Costa	County of Santa Cruz
County of Marin	County of Solano
County of Monterey	County of Sonoma

*Annexes:*

The following annexes are provided in support of this application.

- A. List of Counties and Disadvantaged Communities involved in this project
- B. List of all CDRZs involved in this project
- C. Letters of Support
- D. Bay Area UASI's Equitable Community Resilience Strategy
- E. Custom Performance Measure: Long-term Vulnerability Reduction Core Capability
- F. Vulnerabilities & Needs
- G. RCPGP FY22 Project Deliverables

## Statement of Need

The Bay Area Urban Areas Security Initiative (UASI) region is home to 12 counties, 8,200,000 people and 390 Census Tracts associated with disadvantaged communities based on the Climate Economic Justice Screening Tool (CEJST). The Bay Area is one of the most diverse regions in the United States encompassing the two Metropolitan Statistical Areas of San Francisco-Oakland-Berkely, and San Jose-Sunnyvale-Santa Clara, along with smaller urban and rural areas. According to the Bay Area Equity Atlas in 2020 64% of residents identified as people of color, more than 160 languages are spoken, and by 2050 33% of the population is expected to identify as Latinx.

While this region is considered one of the wealthiest regions in the United States, the wealth is concentrated and does not reach most residents. 46% of all Bay Area families are considered low income or very low income. Of these families, Black and Latinx residents comprise a disproportionate amount of the very low-income earners<sup>1</sup>. It is important to note that while family incomes in the Bay Area may appear significantly above the federal poverty level compared to other parts of the county, when considering the high cost of living in the area, many families actually qualify as very low-income.

In the past several years, rising temperatures contributed to more frequent and severe heatwaves, altered precipitation patterns and increased the frequency of extreme weather events such as wildfires, atmospheric rivers, and flooding. These have demonstrated the destructive impacts of climate change in California impacting the lives of people in the Bay Area UASI region. According to the California Department of Forestry and Fire Protection (Cal FIRE) records, 14 of the 20 most destructive wildfires in state history have occurred within the last 9 years. In a recent 6-month period from late December 2022 to early April 2023, California experienced at least 12 atmospheric river storms, which caused landslides, flooding, sinkholes, and downed trees. One of these storms devastated the Bay Area UASI Region's town of Pajaro, comprised mostly of low-income Latino farmworkers, 3,000 people were evacuated and every home incurred damage.

While climate change affects everyone, not all people are impacted equally. People of color, immigrants, refugees, and lower-income populations experience increased exposure and sensitivity to climate hazards and a reduced capacity to adapt<sup>2</sup>. Some ways that this manifests in the region's underserved communities are that outdoor workers and people with preexisting health conditions are at greater risk from heat events, and those with lower incomes have fewer resources to repair flood damage and may live in poor housing conditions. Socially isolated people may not have a personal network to help them during an emergency, and people with limited English language proficiency are less likely to access programs that could help during or after an extreme weather event<sup>3</sup>.

According to the Bay Area Equity Atlas, nearly one in 10 households in the Bay Area does not speak English well or at all. This statistic underscores the importance and challenge of ensuring

---

<sup>1</sup><https://bayareaequityatlas.org/distribution-of-incomes>

<sup>2</sup>[https://www.usdn.org/uploads/cms/documents/usdn\\_guide\\_to\\_equitable\\_community-driven\\_climate\\_preparedness\\_high\\_res.pdf](https://www.usdn.org/uploads/cms/documents/usdn_guide_to_equitable_community-driven_climate_preparedness_high_res.pdf)


<sup>3</sup>[https://www.usdn.org/uploads/cms/documents/usdn\\_guide\\_to\\_equitable\\_community-driven\\_climate\\_preparedness\\_high\\_res.pdf](https://www.usdn.org/uploads/cms/documents/usdn_guide_to_equitable_community-driven_climate_preparedness_high_res.pdf)

that public safety communications are accessible to all communities. “[When you speak an indigenous language, you feel vulnerable – like you don’t get the message and you don’t feel safe. When you get a translation in your own tongue, then you feel there’s safety.” – Maria Salinas, with Movimiento Cultural de la Union Indígena. Maria lives in The Bay Area UASI region and advocates for the health and safety of her fellow farmworkers, especially those who speak indigenous languages. Maria and her fellow organizers surveyed farmworkers in the region and compiled a list of all the different languages they spoke. They used this list to show local ranchers and policymakers the broad range of languages spoken and how additional translations were needed to ensure the safety of workers<sup>4</sup>. Linguistic isolation is also a common urban phenomenon in the Bay Area. For example, the community of Deep East Oakland (census tract 06001409000) that underwent the development of a Local Roadmap to Community Resilience in the RCPGP FY22 project, ranked in the 90<sup>th</sup> percentile for linguistic isolation. Community members noted that some community members have very low English proficiency (LEP) and can only communicate in Spanish, indigenous languages (in which some do not use written language), Farsi, and Russian.


The Bay Area UASI used various resources (*please refer to Annex F*) to validate the aforementioned needs and vulnerabilities, this included analyzing data using the BA UASI’s regional vulnerability tool, and findings from: the BA UASI’s regional vulnerability report, Local Roadmaps to Community Resilience, jurisdictional-level climate resilience and equity gaps & needs analyses, after-action reports from various exercises, as well as the regional THIRA/SPR; all of which corroborate the need for enhanced climate resilience and improved language access & communications.

The Bay Area UASI has selected two core capabilities to address through the proposed project. These are shown in Table 1 along with the Bay Area UASI region’s most recent capability assessment per the 2023 Bay Area UASI Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) reports.

**TABLE 1 – Summary of Current Capability Assessment**

Core Capability	Capability Assessment per 2023 Bay Area UASI THIRA/SPR	
<p><b>Community Resilience</b></p> 	<p><b>Capability Target:</b> Every 1 year, conduct <b>2000</b> outreach events or activities to increase awareness of locally significant threats and hazards to help the residents be more prepared to prevent, protect against, mitigate, respond to, and recover from those events.</p>	<p><b>Estimated Current Capability:</b> Every 1 year, conduct <b>1100</b> outreach events or activities to increase awareness of locally significant threats and hazards to help the residents be more prepared to prevent, protect against, mitigate, respond to, and recover from those events.</p>
<p><b>Identified Capability Gaps and Focus Areas:</b> The estimated capability gap is <b>900</b> outreach events and activities every year. This can be partially attributed to:</p> <p><b>P</b> = lack of guidance (ESF) for integrating the community when the EOC is activated. Need better metrics and coordination to understand which individuals are receiving messages and where outreach is needed, including identification of where the community gathers and what types of events they will attend.</p> <p><b>O</b> = lack of resources for outreach events, need translation support for timely dispersal of preparedness and emergency messages, lack of adequate translation from English to other languages, lack of clear coordination between public sector (Emergency Management) and community organizations (VOAD, CBOs, NGOs, faith-based groups, etc.).</p>		

<sup>4</sup><https://bayareaequityatlas.org/indicators/linguistic-isolation/feature-story>

<p><b>E</b> = Need translation platform to support preparedness and emergency messages, no regional database or calendar of outreach activities, need consistent use of GIS mapping of AFN populations in communities to target outreach and engagement.</p> <p><b>T</b> = Need to better understand what trainings communities want/need and how/where they need them delivered. Community organizations often lack time and money to adequately participate in public sector sponsored training programs.</p> <p><b>E</b> = Community organizations often lack time and money to adequately participate in UASI sponsored exercises. Lacking inclusion of meaningful concrete community objectives in existing exercises.</p>		
<p><b>Other Functional Areas:</b> Communication and outreach, education and skill building, partnership building, understanding the community, collaborative planning, and decision-making.</p>		
<p><b>Long-Term Vulnerability Reduction</b></p> 	<p><b>Capability Target:</b></p> <p><i>*Custom Performance Measure</i></p> <p>Every <b>3</b> years, <b>14</b> jurisdictional-level offices of emergency services (OES) review their climate resilience / adaptation strategies and update their relevant plans.</p>	<p><b>Estimated Current Capability:</b></p> <p><i>*Custom Performance Measure</i></p> <p>Every <b>3</b> years, <b>0</b> jurisdictional-level offices of emergency services (OES) review their climate resilience / adaptation strategies and update their relevant plans.</p>
<p><b>Identified Capability Gaps and Focus Areas:</b></p> <p>The estimated capability gap is 14 jurisdictional-level OESs not reviewing climate resilience / adaptation strategies and update their relevant plans every 3 years. This gap can partially be attributed to:</p> <p><b>P</b> = Lack of climate action/resilience plans. Lack of climate action/resilience strategies.</p> <p><b>O</b> = Lack of engagement/participation with building departments and resilience organizations</p> <p>The Bay Area UASI assessed the custom performance measure through direct interviews with the member jurisdictions. The findings indicated that OESs do not have an overarching strategy for reducing long-term vulnerabilities caused by climate change; however, a few jurisdictions have specific plans for addressing a specific climate related hazard, for example CCSF heat &amp; air quality resilience plan<sup>5</sup>.</p> <p><i>*Through this project the Bay Area UASI is supporting its member jurisdictions to adopt and engage in the process of developing climate resilience / adaptation strategies and providing them with all the tools to review them periodically thereafter.</i></p>		
<p><b>Other Functional Areas:</b> developing neighborhood civic organizations, individual and family preparedness</p>		

In line with the Bay Area UASI's Equitable Community Resilience Strategy (*Annex C*) the proposed project “*Equitable Community Resilience – Phase 3*” will continue to empower disadvantaged communities and local governments to address identified gaps in equity, climate resilience, and readiness, as well as fostering an environment for enhanced collaboration to strengthen their relationships. In efforts to close the identified gaps stated in the above capability assessment, the proposed project will place special emphasis on the development of innovative equitable approaches & tools to address climate resilience, and language access/communications.

<sup>5</sup> [https://www.sf.gov/sites/default/files/2024-06/HAQR-230522%5B1%5D\\_0.pdf](https://www.sf.gov/sites/default/files/2024-06/HAQR-230522%5B1%5D_0.pdf)

## Project Design –Equitable Community Resilience – Phase 3

### 1. Proposed Activities

The activities proposed in this project are calculated components of the Bay Area UASI’s broader [Equitable Community Resilience Program Strategy](#) (*please refer to annex. D*) to operationalize FEMA’s strategic priorities: Equity, Climate Resilience, and Readiness over the course of 5 years. The proposed activities build on previous investments providing holistic support to communities to become more prepared and resilient to potential disasters. The proposed FY24 RCPGP funded project will make the following activities available:

#### Planning Tasks

##### **A. Local Planning Activities**

##### Local Roadmaps to Climate Resilience & Environmental Justice

A highly successful and universally well-received initiative in previous investments was the development & implementation of [Local Roadmaps to Community Resilience](#) that prioritized equity in disaster preparedness for disadvantaged communities throughout the Bay Area. This project proposes to use this proven methodology, and work with disadvantaged communities to develop & implement Local Roadmaps to Climate Resilience & Environmental Justice, this time focusing primarily on identifying climate related hazards and implementing low-cost nature-based solutions to address them.

Testimonials of the RCPGP FY22 Local Roadmaps to Community Resilience initiative:

*“Thank you so much for working with us on this project and completing this deliverable. I truly appreciate everyone’s participation on this project and commitment to our community’s resilience. I look forward to the next steps and our continued partnerships” – OES staff from the City of Gilroy, Santa Clara County*

*“Thank-you all. This has been an empowering experience” – Community member from San Mateo County*

##### Local Customized Planning

Recognizing that local government may lack the capacity (resources, staffing, etc.) to develop and operationalize preparedness/mitigation plans & strategies, this activity proposes to offer local offices of emergency services (OES) technical assistance for developing and implementing customized planning initiatives, for example:

- To develop a climate resilience/adaptation strategy for their jurisdiction.
- To develop a collaboration strategy for bridging community partners to the OES/EOC.
- To develop and implement<sup>6</sup> a locally customized public preparedness outreach strategy based on findings from the FY23 funded [Effective Community Outreach Study](#).
- To develop a strategy to close the equity / climate resilience gaps identified in the FY22 funded [gap & needs analysis](#) of jurisdictional level plans.
- Develop an internal to operational area communication strategy & plan.

---

<sup>6</sup> Partnering with local universities (paid student internships) to operationalize strategy and conduct preparedness outreach in disadvantaged communities, using mediums (ex: social media, radio, poster contests, etc.) outlined in that jurisdictions customized strategy.

Testimonial of the RCPGP FY22 local customized support / technical assistance provided to the San Francisco Department of Emergency Management to conduct a gaps & needs analysis related to equity and climate resilience (*Annex G*):

*“The assessment and recommendations are very helpful for us as we continue moving our EOP (emergency operations plan) forward. Thank you again for all the hard work on this! Thank you!” – Planner from the Department of Emergency Management, the City & County of San Francisco.*

## **B. Regional Planning Activities**

### Regional Online Platforms & Toolkits

- i. The project proposes to expand and enhance regional platforms developed with previous RCPGP investments, ensuring they are interoperable and can interact seamlessly with existing websites. Platforms & toolkits include:
  - **Crisis Communications Tool** – originally developed with RCPGP FY20 funds, this online platform is a multi-lingual, multi-hazard, pre-scripted, and pre-vetted crisis messaging repository. It features customizable templates designed to communicate with linguistically isolated communities throughout the Bay Area. This platform would be expanded to include new messages in additional languages, and incorporate messaging in pictorial & video formats to improve language accessibility.
  - ~~**Regional Vulnerability Tool** – developed with RCPGP FY22 funds, this online ArcGIS platform highlights vulnerabilities and risks at a community level, county level, and regional level, merging data sets from various sources (CEJST, NRI, etc.). This platform would be expanded to include additional data sets related to climate change such as heat index, rising tides, air quality index. Additionally, it will have new functions for uploading resilience initiatives undertaken within the Bay Area to reduce exposure and risks. This will allow local governments to be aware of ongoing efforts (also allow to showcase any efforts) and reduce redundant efforts. The tool would be re-branded as the “Regional Resilience Tool” (written as such in the Strategy).~~
  - ~~**CERT Platform** – development of an all-in-one platform that catalogues and inventories CERT members (at a jurisdictional level). This would include capabilities for registration in CERT training classes and activities; communications through SMS, Whatsapp, email, etc. and would also have calendar<sup>7</sup> functions.~~
  - **Climate Resilience Toolkit** – This proposed toolkit would include guidance, training materials, and customizable templates for UASI jurisdictions. These resources would cover climate resilience review and assessment methodology, checklists and survey questions for conducting assessments, data input forms for updating the online platform, and guidance on reviewing jurisdictional level plans using findings, among other things. Please note that this toolkit is intricately linked to several of the other deliverables (the local roadmaps to climate resilience & environmental justice, the Regional Climate Resilience Tool, Climate Resilience Seminar Series, Climate Resilience Symposium, and the Regional Climate Resilience Study) and will also serve as the resource library for all of these.

---

<sup>7</sup> Example of a calendar app to develop/use would be <https://bewith.io/>

- Emergency Communications (Radios) Toolkit – Findings from the Local Roadmaps to Community Resilience and after-action reports from several years of RCPGP & UASI funded exercises, highlight gaps in emergency communication plans between local offices of emergency services and communities. In efforts to bridge this gap, the Bay Area UASI is proposing to develop a Regional Emergency Communication Toolkit. The toolkit will include, but will not be limited to, customizable jurisdictional level emergency operation plans, guidance for operational area communication protocols, guidance for community-level radio use, and multi-lingual instructional/training videos. Please note that this deliverable is intricately linked to proposed training and exercise activities outlined in following sections.

### Regional Study & Strategy

ii. The project proposes the following regional study & strategy:

- *Regional Climate Resilience Study* will serve as the foundation and building-block for jurisdictions to advance their long-term vulnerability capabilities. The study will include mapping and defining jurisdictional criteria for the following:
  - Climate resilience actors
  - Existing climate resilience initiatives
  - Disadvantaged communities with the strongest cases for environmental justice
  - Public facilities (communal infrastructure) that need climate-resilient adaptations
  - Climate resilience mitigation strategies (for top 5 climate related hazards)

The data will be uploaded into an ArcGIS platform (regional vulnerability tool – please note that if expanded the tool will be rebranded as the regional resilience tool).
- *Regional Climate Resilience Strategy* will include development of key performance indicators to evaluate equity & climate resilience achievements via federally funded programs as well as a capability assessment.

### Organization Tasks

The Bay Area UASI will sustain a Program Manager at .30 full-time equivalent to provide contractual oversight and serve as a coordinator / discussion facilitator with the stakeholders engaged in this project.

The Bay Area UASI will sustain an Administrative Specialist .30 full-time equivalent who will perform organizational support and manage procurements (i.e., training vendors, exercise contractors, technical assistance contractors).

The Bay Area UASI will sustain a Community Preparedness Analyst .30 full-time equivalent who will coordinate community preparedness trainings & exercises, as well as provide support with outreach and coordination of community initiatives (ex: focus group discussions, assessments, technical assistance, community events, etc.), and chair the Bay Area UASI Community Preparedness Focus Group.

### Training Tasks

The Bay Area UASI is proposing to offer the following three categories of trainings:

- i. Emergency Communication (HAM/GMSR/FSR radios) Training for community partners and Office of Emergency Services staff (including field operators and radio operators). Training materials developed for this initiative would be uploaded onto the regional Emergency Communications Toolkit and made available via the Bay Area Training and Exercise Program (BATEP).
- ii. Climate Resilience for Emergency Management - leveraging the BATEP, and its partnership with California Specialized Training Institute (CSTI), the Bay Area UASI would create a series of climate resilience “add-ons” to relevant Emergency Management training courses, with the goal of raising awareness of forthcoming climate hazards and possible mitigation strategies resulting from climate change.
- iii. Community Preparedness Training - As part of the RCPGP FY22 project, a [Community-led Preparedness Initiatives Catalogue](#) is being developed; this catalogue highlights various community-level preparedness programs across the Bay Area and provides contact details for training opportunities on initiatives. The Bay Area UASI proposes to support community members to share knowledge with one another by promoting learning opportunities and knowledge building through inter-community exchanges. The Bay Area UASI will facilitate local community trainers to conduct trainings in vulnerable/disadvantaged communities, as well as facilitate intra-community trainers from local community groups to conduct individual/household preparedness trainings and outreach.

#### Exercise Tasks

The following exercise activities are proposed by the Bay Area UASI:

- i. *Climate Resilience Seminar Series*  
The proposed seminar series would use data and maps to highlight climate-related hazards specific to the Bay Area, such as extreme weather, rising tides, and air quality issues. It will serve as a forum for emergency managers and local planners to discuss, reflect on, and develop preparedness and mitigation strategies, including establishing protocols and early warning systems (EWS) for forthcoming climate change induced hazards. The series would also cover topics like environmental justice and equity. The series would be recorded and made publicly available on the Bay Area UASI website.
- ii. *Climate Resilience Symposium*  
Building on the findings and momentum of the Climate Resilience Seminar Series and other project activities, the Bay Area UASI proposes to organize a Climate Resilience Symposium focusing on the intersection of climate change & emergency management. This event would include keynote speakers, discussion panels, presentations, trainings, etc.
- iii. *Emergency Communications Exercise Series*  
The Bay Area UASI proposes a series of emergency communications (radio) exercises for local jurisdictions and community partners. The primary objective of this exercise series is to test and validate emergency communications plans, developed as part of the aforementioned planning activities, and the capabilities developed through the listed training activities for radio use.

## 2. Best Approach

The proposed project is the best approach to build upon current capabilities as it utilizes data gathered and accomplishments from RCPGP FY22 & FY23 investments to address identified gaps/needs. More specifically, the project is designed to:

- Breakdown barriers to equity by implementing tailored activities that are identified by disadvantaged communities to address their specific needs/gaps during the development of Local Roadmaps.
- Provide support/technical assistance to offices of emergency services (OES) to develop and implement strategies to close capability gaps identified during the jurisdictional-level needs & gap analysis conducted with RCPGP FY22 funds.
- Offer the deliverables outlined in Phase 3 of the Bay Area UASI's Equitable Community Resilience strategy. These deliverables were collectively identified by the Bay Area UASI's members (including emergency managers, subject matter experts, resilience officers, community liaison officers, VOAD representatives, etc.) as the most logical and relevant actions for the region to address remaining capability gaps.

The proposed project aims to address core capability gaps both locally and regionally. At the local level, it focuses on working with individual jurisdictions and disadvantaged communities to address their specific needs. At the regional level, it enhances the overall readiness by developing online platforms, toolkits, studies, trainings, and exercises, which are made publicly available to all members.

## 3. Project Selection and Impacts to Disadvantaged Communities

This project was selected by the Bay Area UASI Approval Authority and its designees representing the 14 member jurisdictions through a series of participatory consultations. Findings from after-action reports, THIRA/SPR, and data driven assessments (ex: local roadmaps to community resilience, needs & gap analysis, etc.) were presented to the UASI membership during the consultations. Per grant requirements, the vulnerable/disadvantaged communities for this project are identified using the Climate and Economic Justice Screening Tool (CEJST).

To maximize the impact on disadvantaged communities, the proposed project employs a proven methodology from the RCPGP FY22 project. In this approach, community representatives from disadvantaged communities collaborate with local governments to conduct a self-assessment (vulnerability and capacity assessment). This process first identifies the needs and gaps within these communities and then develops action plans (roadmaps) to address them. By participating in this collaborative process, disadvantaged communities become more aware of the risks they face. Using empirical data sources<sup>8</sup> and ArcGIS mapping, local communities will be able to make data-driven informed decisions. Additionally, the project approach is designed to build trust and establish lasting relationships between historically marginalized or segregated communities and local governments.

The development of regional tools, as well as the deliverables targeting local jurisdictions are also designed maximize the impacts to disadvantaged communities as they aim to eliminate barriers to

---

<sup>8</sup> With RCPGP FY22 funding the UASI built an ArcGIS platform (regional vulnerability tool) that combines data from the following sources: CEJST, NRI, CDRZ, RAPT, and adapting to rising tides.

equity. Please note, disadvantaged communities, emergency managers, and partners throughout the Bay Area will benefit from the activities in this project.

#### 4. Project Partners

Through a Master MOU, the Bay Area UASI's primary project partners include its 14 member jurisdictions, which includes 2 MSAs and over 100 incorporated cities. The Bay Area UASI also currently works with the region's special districts, military, private sector, and community-based organizations to prepare for disasters. Roles and anticipated contributions of project partners are articulated in Table 2.

**TABLE 2 – Primary Project Partners**

<b><i>Community Level Resilience Teams</i></b> <sup>9</sup> : disadvantaged/vulnerable community representatives serve as the link to all community level activities for this proposed project (i.e. development of roadmaps, implementation of community level strategic action plans, outreach activities, conducting trainings, etc.)
<b><i>UASI Community Preparedness Focus Group</i></b> : members serve as a liaison to organizations/agencies within their jurisdictions ensuring coordination and whole community engagement.
<b><i>UASI Emergency Management Work Group (EMWG) &amp; Task Forces</i></b> : members participate in the development of products and deliverables by providing guidance/expertise and feedback during iterative review of project deliverables. The Task Forces contribute subject matter expertise.
<b><i>UASI Approval Authority</i></b> : serves as a governing board and approves higher-level decisions (staffing, overall project design/objectives, budget, etc.)
<b><i>UASI Management Team</i></b> : Manages and implements the grant (including reporting), coordinates with partners/stakeholders (including convening work group meetings)
<b><i>State and Federal Partners</i></b> : ongoing coordination with Cal OES and FEMA to ensure that project deliverables and products are integrated into regional preparedness plans and shared widely beyond the region.

The project will leverage subject matter expertise through partnerships with relevant California-based networks/agencies.

#### 5. Anticipated Partnership Outcomes to Meet Regional Needs

By engaging community groups and local governments this project will strengthen resilience in the region. Disaster preparedness needs of disadvantaged communities, offices of emergency services, and other public safety agencies will be directly addressed. Furthering trust and providing space to enhance partnerships between the local communities and government agencies will build localized and regional resilience. Local community level needs and gaps will be amplified in a regional forum and addressed through regional frameworks, strategies, policies, etc. This project includes a roll up of best practices and sharing of experiences into several tools for future expansion and regional coordination. Furthermore, the proposed project seeks to build state and local capacity to manage catastrophic incidents by improving and expanding regional collaboration among emergency managers and resilience stakeholder through deliverables like the climate resilience symposium, and the climate resilience exercise series.

#### 6. Executive Support

Annex C includes a Letter of Support from San Francisco Mayor London Breed certifying that this is the City's single application for consideration by DHS/FEMA. A Letter of support from San Jose Mayor Matt Mahan is included as well. In addition, letters from all Bay Area UASI Approval

<sup>9</sup> For example: in the RCPGP FY22 project, community level resilience teams were established in 10 disadvantaged communities across the Bay Area. The teams were made up of 34 subject matter experts from community-based organizations and 24 subject matter experts from local government agencies.

Authority Members and OES managers from the Bay Area UASI member jurisdictions are included.

## 7. Timeline and Milestones

The Bay Area UASI Program Team provides strong leadership and ensures a high level of professional outcomes throughout all phases of project management. A contractor team will be enlisted to support this project within the grant performance period of October 1<sup>st</sup>, 2024 – September 30<sup>th</sup>, 2027. A summary timeline and proposed milestones are depicted in Table 3. Please note that when relevant, execution of planned deliverables for this project follows the preparedness cycle (1- plan, 2- train, 3- exercise, and 4- evaluate/improve).

**TABLE 3 – Timeline and Proposed Milestones**

Please note: the Regional Vulnerability Tool and the CERT Platform have been removed due to the reduction in proposed budget.

Milestones	24	2025				2026				2027		
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
<b>1 - Project Initiation</b>												
Hire contractor team												
Project kick-off meeting												
Stakeholder focus group meetings												
<b>2 - Planning</b>												
Local Roadmaps to Climate Resilience & Environmental Justice												
Local Customized Planning (technical assistance)												
Crisis Communications Tool (online platform)												
Regional Vulnerability Tool (online ArcGIS platform)												
Cert Platform (online platform with App)												
Climate Resilience Toolkit												
Emergency Communications (radios) Toolkit												
Regional Climate Resilience Study												
Regional Climate Resilience Strategy												
<b>3 - Training</b>												
Emergency Communications (radios) Trainings												
Climate Resilience for Emergency Managers Training "add-ons"												
Community Preparedness Trainings												
<b>4 - Exercise</b>												
Climate Resilience Seminar Series												
Emergency Communications (radios) Exercise Series												
Regional Climate Resilience Symposium												
<b>5 - Project Closeout</b>												

## Project Impact

### 1. Performance Measures

The project will result in the following performance measures:

#### Planning

- Ten (10) jurisdictions develop Local Roadmaps to Climate Resilience
- Ten (10) initiatives outlined in the community-level strategic action plans (local roadmaps to climate resilience) implemented
- Ten (10) OES strategies developed and implemented through customized local planning assistance
- One hundred (100) messages translated into ten (10) Bay Area spoken languages
- Twenty (20) messages converted into pictorial format, and five (5) videos created & available in at least three (3) languages.
- ~~Development of one (1) Regional Resilience Tool (online ArcGIS platform)~~
- ~~Development of one (1) CERT Platform.~~
- Conduct one (1) regional study and develop one (1) regional strategy report on Climate Resilience (long-term vulnerability reduction).
- Conduct a regionwide custom capability assessment, including development of KPIs for equity and climate-resilience accomplishments via federally funded programming.

#### Organization

- Sustainment of program staff: One (1) Project Manager at 30% FTE, One (1) Administrative Specialist at 30% FTE, One (1) Community Preparedness Analyst at 30% FTE
- Five (5) task forces sustained and/or created around identified issues

#### Training

- 2,000 people trained / reached by outreach sessions

#### Exercise

- Eight (8) discussion-based workshops (climate resilience seminar series) / with one (1) after-action report compiling the findings from the series.
- Eight (8) workshop recommendations and summary reports
- Ten (10) emergency communications (radios) exercises with ten (10) individual after-action reports.
- Three hundred and fifty (350) individuals attend the regional 2-day Climate Resilience Symposium.

### 2. Capability Assessment

After the project, the Bay Area expects to achieve enhanced capabilities as described in Table 4.

**TABLE 4 – Projected Capability Assessment Upon Project Completion**

Core Capability	Estimated Capability Assessments Upon Project Completion
Community Resilience	Every 1 year, conduct 1200 outreach events or activities to increase awareness of locally significant threats and hazards to help the residents be more prepared to prevent, protect against, mitigate, respond to, and recover from those events. <i>This estimates an additional 100 outreach events/activities per year.</i> <i>This project will close 10% of the identified gap.</i>
Other functional areas of Community Resilience	Communication and outreach, education and skill building, partnership building, understanding the community, collaborative planning and decision-making

Specific improvements:	<p><i>Examples:</i></p> <p>Disadvantaged communities will be supported to develop and implement the strategies identified by their community level resilience teams to enhance their community's climate resilience. (Local Roadmaps)</p> <p>Local jurisdictions will develop risk-informed mitigation plans and strategies (Local Customized Planning)</p> <p>Community members and organizations will see their resilience increase as they are more prepared for surviving a disaster due to participation in preparedness training activities, meaningfully engage in exercises, and outreach sessions.</p> <p>New relationships &amp; partnerships will be developed which will in turn strengthen collaboration among community members/groups and governments thereby increasing their resilience.</p>
<p><b>Long-Term Vulnerability Reduction</b></p> <p><i>*Custom Performance Measure</i></p>	<p>Every <b>3</b> years, <b>14</b> jurisdictional-level offices of emergency services (OES) review their climate resilience / adaptation strategies and update their relevant plans.</p> <p><i>This project will close <b>100%</b> of the identified gap by having jurisdictions adopt and engage in the process of developing climate resilience/adaptation strategies and providing them with all the tools to review and act on them periodically thereafter.</i></p>
Other functional areas of Long-term vulnerability reduction	developing neighborhood civic organizations, individual and family preparedness
Specific improvements:	<p><i>Examples:</i></p> <p>Local community leaders analyze long-term vulnerabilities, including the predicted effects of ongoing climate change, affecting disadvantaged communities across the region and develop plans for mitigating those vulnerabilities. This allows communities to better focus investments on the most transformational projects as they better understand the unique risks posed by climate change. (Local Roadmaps)</p> <p>A comprehensive Regional Climate Resilience Study &amp; Strategy presents the needs of disadvantaged communities and other socially vulnerable populations. It serves as a foundation for local jurisdictions (and regional efforts) to close capability gaps.</p> <p><i>Please see <a href="#">Annex E: Custom Performance Measure - Long-term vulnerability Reduction Core Capability</a> to see how the proposed project deliverables contribute to this custom Performance Measurement</i></p>

### 3. Benefitting Disadvantaged Communities and Equity in Emergency Management

Consistent with previous years, the Bay Area UASI recognizes that natural disasters often disproportionately affect people in disadvantaged communities where weakened infrastructure, fewer resources, and less support invested in hazard mitigation can compound a disaster's impact thus worsening inequalities already present in society. This proposed project focuses on these communities (identified using CEJST and other data sets<sup>10</sup>). More specifically, local planning activities such as the development of roadmaps are done directly with members of the disadvantaged communities. Trainings aim to build capacity of the members of these communities. The other local and regional activities are designed to support local government and emergency managers to incorporate disadvantaged communities in planning and to break down barriers to

<sup>10</sup> With RCPGP FY22 funding the UASI developed a Regional Vulnerability Tool (online ArcGIS platform that compiles data sets from the CEJST, NRI, RAP, CDRZ, and others).

equity affecting disadvantaged communities. Thus, the entire project **(100%)** will benefit disadvantaged communities as it implements strategies to maximize benefits and respond to community priorities and values, while addressing disparities in resource allocation and local vulnerability.

In line with FY22 & FY23 RCPGP grants, the proposed project will advance the goal of equity in regional emergency management by intentionally directing resources to communities most in need (focusing on disadvantaged communities), thus counteracting historic procedural, distributional, and structural inequities<sup>11</sup> in disaster management. The jurisdictional level local roadmaps to community resilience, training and exercise activities outlined in the proposed project prioritize equity for communities that have historically been underserved or disproportionately affected by disasters. Through the Bay Area UASI Community Preparedness Focus Group, the emergency management community will commit itself to reducing existing barriers to access and deliver equitable resilience outcomes for the communities they serve. Partnerships across local emergency management and their whole communities will be improved as a result of this project.

#### **4. Scalability and Benefit to National Preparedness**

The findings and deliverables from the proposed project can be scaled, replicated, or otherwise benefit national preparedness in the following ways:

- Methodologies, guidance, tools, and templates developed with this funding are made publicly available via toolkits & online platforms. These toolkits and platforms are available for viewing and download from the Bay Area UASI website. Moreover, toolkits contain tutorial videos and specific trainings to improve the end-user experience. Thus, these resources can be replicated, customized, and utilized by any jurisdiction in the Nation.
- As part of the Regional Climate Resilience Study & Strategy, the Bay Area UASI is proposing to develop key performance indicators (KPIs) for effectively measuring climate resilience & equity accomplishments via federally funded grants. These KPIs will be shared with FEMA and will also be made publicly available on our website.
- The Bay Area UASI will share the above-mentioned products with the other RCPGP recipients during the regular national RCPGP programmatic coordination calls.
- The Bay Area UASI will, if FEMA is interested, produce a comprehensive case study of how it used 3 consecutive RCPGP awards to operationalize FEMA's strategic priorities (equity, climate resilience, and readiness) across the Bay Area focusing specifically on disadvantaged communities. Links to all the tools, methodologies, and guidance can be added for nationwide access to these resources.

Depending on levels of funding, project activities can be scaled down.

---

<sup>11</sup> Procedural (creating processes that are transparent, fair, and inclusive / ensuring all people are treated openly and fairly / increase civic engagement in disadvantaged communities), Distributional (fairly distribute resources, benefits, burdens / prioritize resources for disadvantaged communities), Structural (correct past harms, address underlying structural and institutional systems that are the root causes of social and racial inequities).

## Budget Narrative

Below, in Table 5, is a narrative description of estimated expenses by Planning, Organizing, Training, and Exercises. The attached budget worksheet provides detailed budget information requesting a total grant award of ~~\$3,000,000~~ **\$2,696,215**.

**TABLE 5 – Detailed Budget Information**

Activity	Description
<b>Planning</b>  Total <del>\$1,500,000</del> <b>\$1,196,215</b>	<p><i>Local Planning Activities</i></p> <p>Provide support to disadvantaged communities to develop and implement local roadmaps to climate resilience, as well as provide technical assistance to local jurisdictions / offices of emergency services to develop &amp; implement strategies to close gaps identified in the needs &amp; gaps analysis for an estimated cost of <del>\$700,000</del> <b>\$600,000</b>.</p> <p><i>Regional Planning Activities</i></p> <p>Expand/enhance regional platforms built with previous RCPGP investments and ensure their interoperability and the interface interactivity with existing websites; activities include crisis communications tool, climate resilience toolkit, and an emergency communications (radios) toolkit for an estimated cost of <del>\$600,000</del> <b>\$496,215</b>. As well as to conduct regional study &amp; develop regional strategy (<i>Regional Climate Resilience Study</i>) to support closing the community resilience capability gaps for an estimated cost of <del>\$200,000</del> <b>\$100,000</b>.</p>
<b>Organization</b>  Total <b>\$212,570</b>	<p>FY23 RCPGP will sustain the Program Manager, Administrative Specialist, and Community Preparedness Analyst, each as a 0.30 full-time equivalent, as described below:</p> <ul style="list-style-type: none"> <li>• The Program Manager position has an annual salary of \$185,146 with mandatory fringe benefit of \$16,663 based on the latest approved compensation package for the City and County of San Francisco. Projected budget for this project is <b>\$72,207</b>.</li> <li>• The Administrative Specialist position has an annual salary of \$137,800 with mandatory fringe benefit of \$12,402. Projected budget for this project is <b>\$53,742</b>.</li> <li>• The Community Preparedness Analyst position has an annual salary of \$159,562 with mandatory fringe benefit of \$14,361. Projected budget for this project is <b>\$62,230</b>.</li> </ul> <p>Regional work requires the Program manager, Community Preparedness Analyst, and Climate Resilience Analyst to travel within the Bay Area UASI region to perform collaborative work with partners. This program will also require materials and supplies in addition to office rent. The estimated budget for office rent, parking pass, travel, and supplies is <b>\$24,391</b>.</p>
<b>Training</b>  Total <b>\$487,430</b>	<p>Develop, and in coordination with the Bay Area Training and Exercise Program (BATEP) administer and conduct multiple offerings of Emergency Communication (Radio) Training for community partners and office of emergency services staff in multiple languages for an approximate cost of <b>\$200,000</b>. Additionally, the project proposes to create climate-resilience “add-ons” to standard emergency management trainings curricula (ex: ICS 300) for an estimated cost of <b>\$100,000</b>, as well as provide inter-community individual/household preparedness trainings for an estimated cost of <b>\$187,430</b>.</p>
<b>Exercise</b>  Total <b>\$800,000</b>	<p>Design and conduct an eight (8) session climate resilience seminar series serving as a nexus for emergency managers and local planner to come up with strategies to tackle environmental justice issues and forthcoming climate change induced hazards for an estimated cost of <b>\$150,000</b>.</p> <p>Develop and conduct ten (10) jurisdictional-level emergency communications (radios) full-scale exercises which include office of emergency services staff and community partners for an estimated cost of <b>\$150,000</b>.</p>

	Organize and put on a regional Climate Resilience symposium focusing on the intersection of climate change & emergency management. This event would gather at least 350 individuals over 2 days, and would include keynote speakers, discussion panels, presentations, trainings, etc. for an estimated cost of <b>\$500,000</b> .
--	--

### **Sustaining Capabilities**

The following strategies will be used to sustain activities funded through the FY24 RCPGP award:

- The Bay Area UASI will utilize UASI grant funding to continue facilitating the UASI Community Preparedness Focus Group as long as it remains a national priority via the Homeland Security Grant Programs.
- Community preparedness training will continue to be offered through the Bay Area Training and Exercise Program and funded by the UASI grant if RCPGP is discontinued or not awarded.
- All products and planning tools will be posted on the Bay Area UASI website and made publicly available for future efforts to address similar issues.
- Community resilience and long-term vulnerability reduction will be integrated into local government plans and procedures.

### **Grant Management Experience**

The Bay Area UASI is especially experienced in grant management. Since 2006, when the three formerly separate Urban Areas of Oakland, San Francisco, and San Jose merged into one urban area, the twelve counties of the Bay Area UASI developed a governance and management framework that appointed the City and County of San Francisco to act as the fiscal agent for all grant funds awarded to the region.

In the last 18 years, the Bay Area UASI has received \$615 million dollars from various grant funding sources, including: Urban Areas Security Initiative (UASI), Buffer Zone Protection Program (BZPP), Community Oriented Policing Services Technology Program (COPS Tech), Interoperable Emergency Communications Grant Program (IECGP), Public Safety Interoperable Communications (PSIC), Securing the Cities (STC), Targeted Violence and Terrorism Prevention Grant Program (TVTP) and the Regional Catastrophic Preparedness Grant Program (RCPGP). Historically, the BAUASI has successfully spent down grant funds and completed audits in a timely basis.

The Bay Area UASI Management Team, a division of the San Francisco Department of Emergency Management, will continue serving as the lead agency for RCPGP and be responsible for the implementation of all statutory, regulatory, or other requirements of this grant. The Team has significant experience with Federal grant funds and a proven record of accomplishment in successfully leading initiatives, managing regional projects, and expending grant funds allocated to a variety of Bay Area UASI region agencies. Recent audits yielded no findings/recommendations, proving overall compliance to the grant requirements.