

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. Needs Assessment

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.

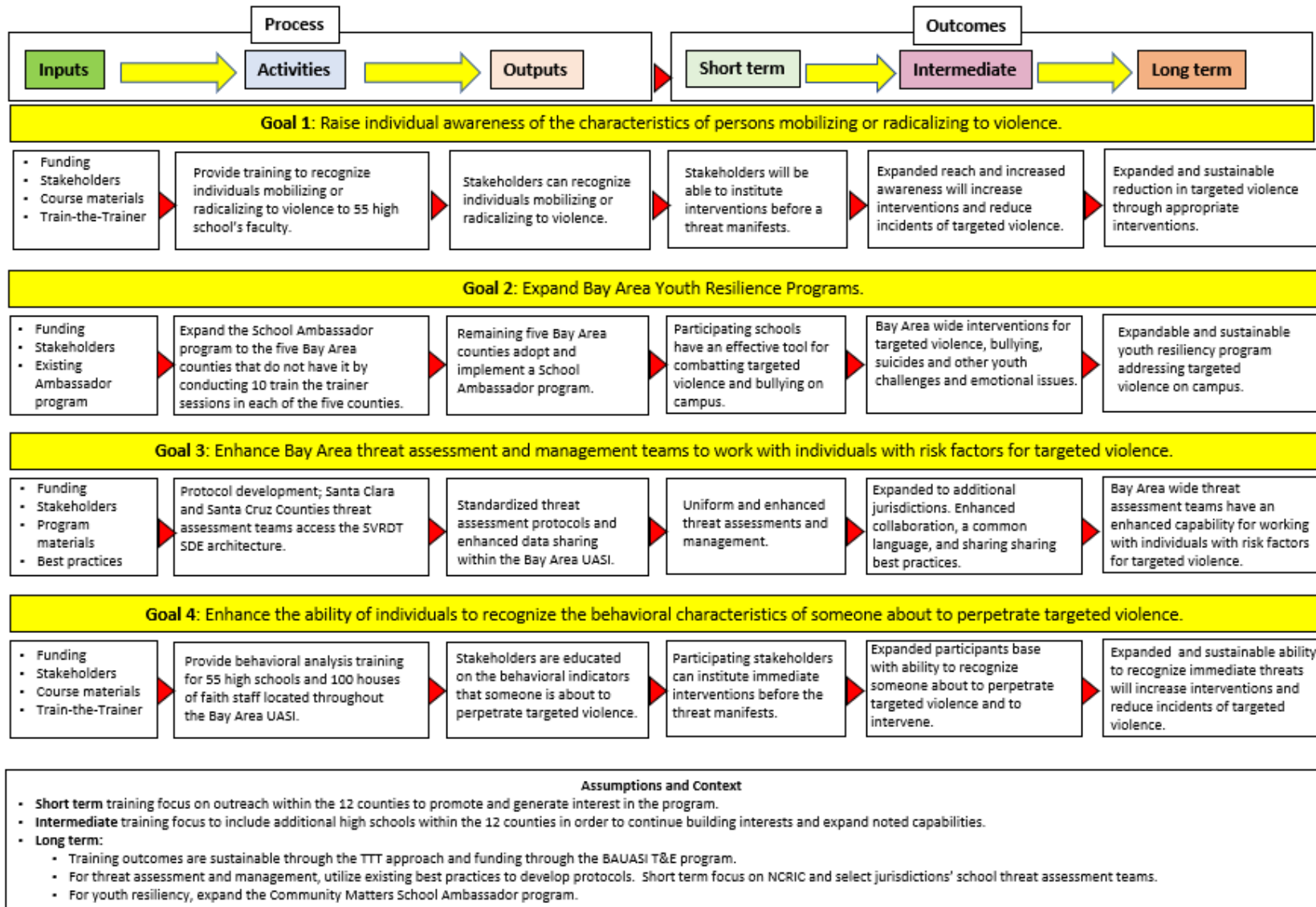
Objective 4.1: Provide behavioral analysis training for the staff of 55 high schools and 100 houses of worship located throughout the Bay Area UASI.

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



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