

ERIC GARCETTI
MAYOR

February 23, 2018

Honorable Members of the City Council
c/o City Clerk
Room 395, City Hall

Re: Notification of Application and Request for Authority to Accept Award for Fiscal Year 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks Grant

Dear Honorable Members:

Transmitted herewith for City Council consideration is the notification of application and request for authority to accept the award for the Fiscal Year (FY) 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) Grant from the U.S. Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) pursuant to Section 14.6 of the Los Angeles Administrative Code.

The Mayor's Office of Public Safety ("Mayor's Office") submitted a competitive grant application on February 10, 2017 (Attachment 1). On September 12, 2017, DHS awarded the grant to the City of Los Angeles in the amount of \$1,223,225 with a grant performance period from September 1, 2017 to August 31, 2020 (Attachment 2). There is no match requirement associated with this grant.

Program Background

The FY 2016 CCTA Grant provides funding to local, state, tribal, and territorial jurisdictions to enhance preparedness and build capacity to prepare for, prevent, and respond to complex coordinated terrorist attacks in collaboration with the whole community. CCTA Grant program objectives are to build and sustain capabilities to enhance preparedness by achieving the following:

- Identifying capability gaps related to preparing for, preventing, and responding to a complex coordinated terrorist attack; Developing and/or updating plans, annexes, and processes to address the identified gaps;
- Training personnel and the whole community to implement the plans and processes and build needed capabilities; and
- Conducting exercises to validate capabilities and identify opportunities for additional corrective action.

The Los Angeles/Long Beach Urban Area and the Anaheim/Santa Ana Urban Area, is partnering together as the "LA/OC Region" to achieve these CCTA program objectives. Under the guidance of the Urban Area Securities Initiative (UASI) Approval Authority, program activities are coordinated through a CCTA Working Group (Attachment 3) of first responders from the disciplines of law enforcement, fire service, health, and emergency management responsible for programmatic oversight and implementation. Understanding the complexities of the LA/OC Region, securing and preparing this region for a potential complex coordinated terrorist attack is a substantial undertaking and three subcommittees—Planning, Training, and Exercise—support the CCTA Working Group in decision-making and project execution. The Mayor's Office is responsible for overall program coordination and grant administration and management.

Program Activities

CCTA grant funding in the amount of \$1,156,000 has been divided into four program areas aligning with the program objectives of the grant: 1) Identifying Capability Gaps, 2) Developing and Updating Plans, 3) Training Personnel and Whole Community, and 4) Developing and Conducting Exercises. Program activities are detailed as follows:

Identifying Capability Gaps

The CCTA Working Group will use a multi-disciplinary cross-jurisdictional approach to review existing plans, gap analyses, and recent CCTA events for themes in capability gap areas identified at the application period (tactical training, information sharing and communication, and command and control) and produce an Initial Gap Analysis Report to increase organizational capabilities for coordinated response. Funding in the amount of \$60,000 is budgeted for a consultant to coordinate this initial gap report among the LA/OC region participants and provide a foundation for subsequent CCTA planning, training, and exercise activities.

Developing and Updating Plans

A total of \$290,000 is budgeted for CCTA planning activities including the development of a CCTA strategic planning document and unified response checklist for public and private sector partners.

Working with a consultant for coordination and plan development, the CCTA Working Group will oversee the development of planning materials for public, private, and nonprofit partners in emerging situations to serve as a reference tool in a CCTA response. Through a series of meetings and workshops, partners will work to integrate components of regional plans into a

strategic document that incorporates relevant elements for an increased level of coordination across jurisdictions and disciplines.

In addition, a program-culminating white paper or report will be developed for information sharing purposes, both regionally and nationally, of lessons learned during the course of the program. These best practices and learning opportunities will provide regional planners with a set of recommendations for future planning considerations for response plans and training.

Funding in the amount of \$200,000 is budgeted for a consultant/contractor to support the coordination of LA/OC region subject matter experts in planning material development. Additionally, the Grantor has approved subject matter expert support from LA/OC region participants on overtime in the amount of \$90,000 dedicated to planning activities to be determined at a later time; further details will be provided to the City Council at that time.

First Responder and Community Training

A total of \$280,000 is budgeted for training both first responders and community organizations. Based on the planning material developed through the program, a series of training sessions will be conducted to formally orient participants in new CCTA policies and procedures. Specialized consultants will develop two tracks of course materials to create train-the-trainer program curriculum to targeted audiences of first responders and community-based organizations. The Grantor has approved subject matter expert support from LA/OC region participants on overtime in the amount of \$80,000 dedicated to training activities to be determined at a later time; further details will be provided to the City Council at that time.

The Mayor's Office will conduct a procurement to select a consultant to develop train-the-trainer curriculum aligning with CCTA program objectives, deliver seminars, and design outreach templates to market trainings for community-based organizations and first responders for an amount up to \$200,000.

Developing and Conducting Exercises

The final objective of the CCTA grant program is to develop and conduct exercises to prepare the LA/OC region for a whole-community response to a CCTA event. A total of \$526,000 is budgeted for this purpose.

The CCTA program will culminate in a regional exercise series, aligned with Homeland Security Exercise and Evaluation Program (HSEEP) principles, conducted to assess related policies and procedures of the LA/OC Regional CCTA Strategic Plan with LA/OC regional partners. The exercise series will include CCTA scenarios and will incorporate community and private sector partners to ensure whole community understanding of a CCTA. The desired outcome is for increased multi-jurisdictional collaboration and knowledge of regionally coordinated CCTA response actions. Additionally, the after action reporting and improvement planning phase of each exercise will be used to evaluate the LA/OC Regional CCTA Strategic Plan and other operational components.

As such, \$300,000 is budgeted for a consultant/contractor to support exercise development and implementation of the exercise series. An additional \$226,000 is budgeted for subject matter expert support from LA/OC region participants on overtime; further details will be provided to the City Council at that time.

Management and Administration

The Mayor's Office will be responsible for the management and administration of the grant program. A total of \$61,660 will be used to fund a percentage of staff time dedicated to this grant (\$40,287 is for personnel salary costs and \$21,373 for fringe benefits). A Grant Specialist will be responsible for the day-to-day coordination of grant projects, act as the liaison between the LA/OC Region and the Grantor, and review documentation necessary for payment. A Contract Specialist will be responsible for the negotiation and execution of subrecipient and contract service agreements. An Accountant will be responsible for the final review and payment of invoices, submission of financial reports, and serve as the fiscal lead on all monitoring and audits.

Additionally, at least annually, the Grantor will conduct CCTA grant program management workshop/conference meetings bringing together all CCTA grantees for collaboration and sharing. \$5,565 is budgeted for workshop/conference attendance and travel costs.

Recommendations

It is therefore requested that the City Council:

1. **Authorize** the Mayor, or his designee, to:
 - a. Accept on behalf of the City the Fiscal Year 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks Grant in the amount of \$1,223,225 for a performance period of September 1, 2017, through August 31, 2020;
 - b. Execute grant award agreements on behalf of the City of Los Angeles and submit any other necessary agreements and documents relative to the Fiscal Year 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks grant award, subject to the approval of the City Attorney as to form;
 - c. Negotiate and execute a contract between the City of Los Angeles and a vendor to develop a regional gap analysis report for a complex coordinated terrorist attack for a term of up to 30 months within the grant performance period, for a total not to exceed \$60,000, subject to the approval of the City Attorney as to form;
 - d. Negotiate and execute a contract between the City of Los Angeles and a vendor to perform strategic planning and coordination for complex

coordinated terrorist attacks for a term of up to 30 months within the grant performance period, for a total not to exceed \$200,000, subject to the approval of the City Attorney as to form;

- e. Negotiate and execute a contract between the City of Los Angeles and a vendor to perform work providing training development and delivery for complex coordinated terrorist attacks for a term of up to 30 months within the grant performance period, for a total not to exceed \$200,000, subject to the approval of the City Attorney as to form;
- f. Negotiate and execute a contract between the City of Los Angeles and a vendor to perform exercise development and implementation for complex coordinated terrorist attacks for a term of up to 30 months within the grant performance period, for a total not to exceed \$300,000, subject to the approval of the City Attorney as to form; and
- g. Submit to the grantor, on behalf of the City, requests for drawdown of funds or reimbursements of funds expended for eligible grant purposes.

2. Authorize the Controller to:

- a. Establish a new interest-bearing fund entitled "FY16 CCTA Grant", and create a receivable in the Fund in the amount of \$1,223,225 for the Fiscal Year 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks Grant;
- b. Expend and receive funds upon presentation of documentation and proper demand by the Mayor's Office of Public Safety to reimburse City departments;
- c. Appropriate funds within the new Fund XXX, Department 46, as follows:

<u>Fund/Dept. No.</u>	<u>Account</u>	<u>Account Title</u>	<u>Amount</u>
XXX/46	46P668	Partner Jurisdictions	\$396,000
XXX/46	46P304	Contractual Services	\$760,000
XXX/46	46P146	Mayor	\$40,287
XXX/46	46P299	Reimbursement of General Fund Costs	\$21,373
XXX/46	46P213	Travel	<u>\$5,565</u>
Total:			\$1,223,225

- d. **Transfer** appropriations from Fund XXX, Department 46, FY16 CCTA Grant, to the General Fund to reimburse CCTA-related expenditures as follows:

TRANSFER FROM:

<u>Fund/Dept. No.</u>	<u>Account</u>	<u>Account Title</u>	<u>Amount</u>
XXX/46	46P146	Mayor	\$40,287
Total:			\$40,287

TRANSFER TO:

<u>Fund/Dept. No.</u>	<u>Account</u>	<u>Account Title</u>	<u>Amount</u>
100/46	001020	Grant Reimbursed	\$40,287
Total:			\$40,287

3. **Authorize** the Controller to transfer up to \$21,373 from Fund XXX, Account 46P299 to the General Fund 100/46, Revenue Source 5346, for reimbursement of grant-funded fringe benefits;
4. **Authorize** the Controller to transfer cash from Fund XXX/46 to reimburse the General Fund, on an as-needed basis, upon presentation of proper documentation from City Departments; and
5. **Authorize** the Mayor, or his designee, to prepare Controller instructions for any technical accounting adjustments, subject to approval of the City Administrative Officer, and, authorize the Controller to implement the instructions.

Sincerely,



ERIC GARCETTI
Mayor

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Attachments

- 1 CCTA Grant Application
- 2 CCTA Grant Award
- 3 CCTA Working Group Participants



Los Angeles/Long Beach Urban Area and the Anaheim/ Santa Ana Urban Areas (together, the 'LA/OC Region') Complex Coordinated Terrorist Attacks (CCTA) Program

City of Los Angeles Mayor's Office of Public Safety, Primary Applicant

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INTRODUCTION: The Los Angeles/Long Beach Urban Area (LA/LB UA) and the Anaheim/Santa Ana Urban Area (ASA UA) (together, the “LA/OC Region”) seeks to enhance regional capabilities to prepare for, prevent, and respond to a complex coordinated terrorist attack (CCTA) by addressing three key capability gaps identified in prior assessments:

1) Command and Control Collaboration; 2) Information Sharing and Communication, particularly with the private sector; and **3) Tactical Training** to respond to CCTA (law enforcement, fire, and emergency medical responses). The proposed program will include a regional structural approach and develop policy-level recommendations that are both specific to our complex region, but adaptable and replicable to other jurisdictions nationally. Specific to our underlying approach will be the integration of the community and private, and nonprofit sectors.

NEED: 1. Vulnerabilities and Potential Consequences

The LA/OC Region is one of the world’s leading centers of business, trade, entertainment, science, sports, technology, and education. Its broad professional and cultural facilities, industries, and institutions make it one of the world’s most substantial economic engines. The region encompasses 5,700 square miles and includes 122 incorporated cities. With over 13.3 million residents, it comprises 34% of California’s population, with over 184 languages spoken.

Size and Population

The LA/OC Region’s sprawling geography and plethora of high visibility, high consequence targets make it uniquely vulnerable to acts of terrorism, and make securing and preparing this region for a potential complex CCTA a massive undertaking. "More than just a city or regional event, a complex terrorist attack on LA would be a national event, requiring the attention and response of the nation."¹ Based on these characteristics and an assessment of the threat to the region’s population and economy, the Department of Homeland Security has annually assigned the Los Angeles/Long Beach/Glendale Metropolitan Statistical Area a Relative Risk Score ranking of 2 among all major metropolitan areas nationwide. The region is the most densely populated urbanized area in the nation, with nearly 7,000 people/square mile. It is characterized by a high, evenly distributed density with dense suburban areas. As a result, the region needs more resources, deployed across many locations to adequately prepare for and protect the region against acts of terrorism as compared to urban areas with more compact or uneven population distributions.

National and International Economic Influence

The economic consequence of a CCTA in the region would be felt globally. It has a gross metropolitan product of \$866 billion, making it the third-largest economic metropolitan area in the world, after Tokyo and New York. Moreover, many of the nation's critical assets and infrastructure are located in or traverse the LA/OC Region. The region’s prominence in international trade is evidenced by the nearly 50 foreign companies who have chosen LA for their U.S. headquarters. Long Beach's refineries are responsible for one third of petroleum product production west of the Rocky Mountains. The nation's largest and second largest ports are the Ports of LA and Long Beach, respectively, handling 40% of the all U.S. shipping imports. The Port of LA contributes \$260 billion annually to the national economy through trade. The economic impact of an attack against the Port of Long Beach alone has been estimated to exceed

¹ Los Angeles Joint Counterterrorism Awareness Workshop Series, 2012

\$1 trillion.² Attacks against these ports would have an immediate ripple effect across the nation. Los Angeles International Airport (LAX) is the world's busiest origin and destination airport with over 60 million passengers per year and more than \$70 billion contributed to the economy. Its heavy volume of international travelers increases its vulnerability to acts of terrorism. The LA Customs District is the largest in the nation due to its proximity to the major Pacific Rim manufacturing countries, and easy access to transcontinental rail, air, and truck arteries.

Cultural and Sporting Hub

The region also has high-profile cultural and sporting events that attract large clusters of people year round, a common aspect of several international terror attacks in recent years. As the center of the film and entertainment industry, the region is the iconic face of American culture, making it a prominent and attractive target for international terrorist groups. Each year, the region hosts scores of events that are broadcast around the world, including the Grammy Awards, the People's Choice Awards, and the Academy Awards. The City holds one of the largest marathons with over 25,000 runners and twice as many spectators. The region is home to many college and professional sports teams that host games in several large capacity sporting venues, such as the Staples Center, Honda Center, Dodger Stadium, Rose Bowl, and the Coliseum.

Residential and Tourist Destination

The region's infrastructure includes a number of heavily visited potential civilian targets, including hundreds of shopping malls, museums, art galleries, aquariums, theme parks and outdoor gardens. Los Angeles' Griffith Park is the largest city park in the country. The region's MTA's rail and bus lines transport more than 1.1 million riders daily. In 2016, 47.3 million tourists visited the city, making LA third in the nation among international visitors. These statistics reveal a troubling vulnerability, given that 77% of attacks since mid-2015 were against civilian targets as opposed to 11% during the first 7 months of 2015. A coordinated attack against multiple targets would rapidly overwhelm EMS and the region's trauma centers, forcing responders to send critical patients very far away.

2. Capability Gaps

The Region conducts significant planning and preparation to deter, disrupt, and respond to a CCTA. In addition to the annual Threat and Hazard Identification and Risk Assessment (THIRA), LA has also developed a capability gap matrix for complex terrorist attacks as part of the Joint Counterterrorism Awareness Workshop Series (JCTAWS). These highlight the need for: 1) Increased command and control collaboration; 2) Improved information sharing and communication, particularly with the private sector; and 3) Increased tactical training to respond.

Command and Control Gap: Maintaining effective command, control, and coordination during a CCTA requires timely situational awareness and diligent resource management to ensure strategic deployment of assets. Coordinating policy across disciplines and levels of government is complicated by the sheer number of law enforcement and fire jurisdictions in the LA/OC Region. I.e., a critical incident review following the San Bernardino CCTA, revealed that, "there was limited appreciation of the consequences of unattended police vehicles blocking access routes to critical responding personnel such as tactical units, fire, and emergency medical

² Meade, Charles, Molander, Roger, RAND Center for Terrorism Risk Management Policy

services.” Often firefighters are hampered in their ability to enter unsecure sites to treat patients, even though the fusion of law enforcement and fire has been identified as a need when dealing with a terrorist attack involving numerous casualties. Developing consensus among high-level policy makers on a unified framework/checklist is necessary for a CCTA scenario.

Information Sharing and Communication Gap: Given the size and scale of the LA/OC Region, a prolonged, complex attack creates a critical need for effective and standardized communication across sectors to ensure that the whole community is aware and immediately responsive. The JCTAWS report highlights that the Joint Regional Intelligence Center (JRIC) shares information with only some of the private sector entities and that “the private sector at-large needs a formal system for sharing critical information during a terrorist attack with a broader audience.” Without the involvement and partnership of the private sector, the nonprofit sector and individual citizens, the LA/OC Region is far less prepared and far less capable of responding to a CCTA. In addition, processes are needed to monitor and assess connections between attacks in different locations in similar time frames. Community outreach efforts, such as the iWatch and “See Something, Say Something” campaigns, require ongoing support and improvement. Further, education and uniform protocols for use of existing alert systems and other resources are needed.

Tactical Training Gap: Coordinated, tactical response to a CCTA requires skills not practiced on a daily basis. Law enforcement and fire/EMS personnel must learn a different set of protocols. Responders arriving to a scene require training to address the unique challenges of a CCTA. According to the JCTAWS summary report, “LAPD has led the nation’s tactical community by developing a tiered response system (MACTAC) to increase the speed with which patrol officers on the street counter an assault, train special teams specifically for such an event as a collateral duty, and enhance the SWAT team’s capabilities to respond to a coordinated, multi-site, multi-attacker event.” Unfortunately, however, field officers receive this training only once in their career and not all regional law enforcement partners receive MACTAC training. The need for further first responder training is a gap that has been noted in the JCTAWS summary report and reiterated by the all partners in the LA/OC region in planning sessions.

3. Resource Limitations

While the LA/OC Region has many shared assets, the demand for public safety services has grown considerably while the resources available have diminished significantly, due in part to lingering effects of the slow recovery from the “Great Recession.” Furthermore, the elimination of grants such as FEMA’s Regional Catastrophic Preparedness Program severely hampered planning and training for regional capability gaps. Budget cuts since 2008 and have continued to have an impact on public safety training throughout the region, especially in LA where funding for first responder training has dropped significantly. Consequently, the LA/OC Region has relied heavily on federal grant funding to augment its public safety capabilities, specifically through the Urban Areas Security Initiative (UASI). However, funding challenges exist as well. The LA/LB UA has committed over 80% of its funds to a long-term build-out of the region’s public safety interoperable communications system. The ASA UA has seen its UASI funding drop nearly 80% in recent years and has been used mainly to sustain current capabilities. As a result, little federal funding remains for either Urban Area to support planning, training, and exercise, let alone a multi-jurisdictional approach. There remains a significant gap in coordinated preparedness, protection, and response efforts across sectors and entities in this region.

DESIGN AND IMPLEMENTATION:

Project Approach

4. Vision, Goals, and Objectives

Vision: The LA/OC CCTA Program seeks to enhance regional capabilities to prepare for, prevent, and respond to CCTA by addressing three key capability gaps identified in prior assessments: 1) **Command and Control** collaboration; 2) **Information Sharing and Communication**, particularly with the private sector; and 3) **Tactical Training** to respond to CCTA (law enforcement, fire, and emergency medical responses). The program will design and implement a regional structural approach and develop policy recommendations specific to our complex region, but adaptable to other jurisdictions nationally. Our approach will integrate the community and private, and nonprofit sectors. In disasters, businesses, community organizations, and individuals cannot rely solely on public safety agencies for help, and need information and resources to act independent of government. The Federal Emergency Management Agency (FEMA) estimates that 25% of all businesses affected by a large-scale disaster never reopen. Economic and social disruptions on communities and industries can last for years. Most local governments have not effectively incorporated the private sector into disaster plans, and lack protocols to support collaboration and sharing of situational awareness within and across sectors.

Goals: This Program has four primary goals in improved CCTA preparedness and response: 1. Develop/implement a comprehensive, sustainable, and coordinated regional approach; 2. Create coordinated processes for increased awareness, effective training exercises, and capability development; 3. Enhance regional real-time situational awareness and information sharing, including coordination among federal/state/local, tribal, private, and community organizations; and 4. Synthesize and share best practices adaptable across jurisdictions and communities.

Objectives: To accomplish these goals, DHS via the CCTA grant has developed the following objectives to address the three identified capability gaps (tactical training, information sharing, and command and control): 1. Develop and update plans, annexes, and processes to address identified capability gaps; 2. Train personnel and whole community to build and implement plans, processes and capabilities; and 3. Conduct table-top and functional scale exercises to validate capabilities and identify opportunities for additional corrective action. Below are activities identified to ensure the Program meets these objectives; tasks that comprise the scope of work; and performance indicators to measure/track the success of each activity.³

Activity A: Develop the LA/OC CCTA Program plan, administrative infrastructure, and governance to launch and sustain a successful regional program.

Task: Form the LA/OC CCTA Working Group (Working Group) under the LA/LB Approval Authority. The LA Mayor's Office will facilitate and assist in all coordination processes for the proposed Program.

Performance Indicator: Mayor's Office staff will be assigned to the Program; an organizational chart will be developed outlining the Working Group and subcommittees.

Activity B: Formalize private sector and community partnerships; engage the LA Homeland Security Advisory Council (HSAC) to help develop plans, exercises, conferences, and reports.

³ Some of the tasks identified will occur simultaneously.

FY16 - LA/OC Region Complex Coordinated Terrorist Attack (CCTA) Program

Task: Convene quarterly HSAC and Working Group roundtable to develop action items for tasking, planning, exercise development, conferencing, and after action reporting.

Performance Indicator: Progress will be reported to the Working Group quarterly.

Activity C: With HSAC, integrate private sector representatives into the Working Group.

Task: Involve private sector in gap analysis, planning, training, and exercise components.

Performance Indicator: Breadth of private sector participation; efforts to effectively communicate and leverage assets of the private sector in exercises will be tracked.

Activity D: Review existing plans, gap analyses, and recent CCTA incidents for themes in capability gap areas to develop Initial Gap Report.

Task: Convene a Planning Subcommittee of regional subject matter experts (SMEs) to conduct review and identify specific recommendations for training, planning, and exercises. Host Program Initiation Conference to convene policymakers to further analyze gaps.

Performance Indicator: Initial Gap Report and conference Summary Report will guide Working Group priorities. Strategic Plan, Checklist, and Template will be developed after conference.

Activity E: Assess existing regional training protocols to develop recommendations on closing gaps related to training, equipment, programming, and information sharing needs.⁴

Task: Establish a Training and Exercise Design Subcommittee to develop a regional training curriculum library and requirements for preparedness, training, planning, and response.

Performance Indicator: Quarterly performance metrics related to comprehensive core curriculum components will be established and reported to Working Group.

Activity F: Establish training strategy to fill identified gaps and prepare personnel to utilize best practices and enhance coordination capabilities with local, state, federal and community partners.

Task: Formalize training strategy in an easily-accessed and updated electronic platform.

Performance Indicator: Working Group to conduct semi-annual self-assessment to continually tailor the training strategy to CCTA program goals and objectives.

Activity G: Develop a series of exercises designed to test capabilities and elicit innovative methods to close gaps through existing or needed capabilities and resources.

Task: Training and Exercise Plan (TEP) will be developed by the Training and Exercise Design subcommittee, and will outline participants, scenarios, exercise structure, and documentation.⁵

Performance Indicator: After Action Reporting will be conducted after each seminar and exercise, including analysis of lessons learned, best practices, and areas for improvement.

Activity H: Develop and implement region-wide guidance on information coordination and interoperability capabilities.

Task: Develop unified response framework/checklist based on events and current regional plans.

Performance Indicator: Checklist will be vetted and adopted by Working Group.

Activity I: Disseminate findings across other regional and national jurisdictions.

⁴ These will be included in all program documents.

⁵ Subcommittee will include first responders, private sector, and community organizations.

Task: Develop Concluding Conference and White Paper, to be presented to LA/OC Region, uploaded to online platform, and made available to outside jurisdictions as appropriate.

Performance Indicator: Participants will track the conferences where the CCTA findings are presented and the platforms where resources are made available. Working Group will gather feedback to identify potential improvements in practices from other jurisdictions.

5. Identifying Gaps, Planning, Training, and Exercising

All activity areas will be addressed in a multi-disciplinary, cross-jurisdictional approach, and will address identified capability gaps in a whole-community setting. Participants will be required to: 1) work within jurisdictions to increase organizational capabilities; 2) prepare for events requiring a coordinated response across jurisdictions; and 3) coordinate with the private sector to improve information sharing and utilize resources from the whole community.

Identifying Gaps: Initially, the Working Group will review existing plans, gap analyses, and recent CCTAs for themes in capability gap areas (tactical training, information sharing/communication, command and control) and produce the **Initial Gap Analysis Report**. This will inform the **Project Initiation Conference**, where public, private, and nonprofit sector participants will convene to further analyze capability gaps, following the successful JCTAWS. The conference will focus on executive leadership and policymakers, identified as a capability gap in prior assessments. Following the conference, a **Summary Report** will be produced and the Initial Gap Report will be further developed and made available to conference participants.

Planning: The Summary Report will be used to inform the **Strategic Plan, Checklist, and Template** specific to CCTA, as detailed below:

- **Strategic Plan:** While plans and bulletins exist for many facets of a CCTA incident, a strategic plan incorporating all relevant elements does not. The Working Group will convene a Planning Subcommittee of public and private sector partners to develop the CPG 101 compliant **CCTA Strategic Plan**. The subcommittee will include regional planners, a successful model under the Regional Catastrophic Preparedness Grant Program (RCPPG) and the UASI Grant, whereby SMEs across disciplines develop planning guides and templates on Mass Care and Shelter, Regional Recovery, Commodity Distribution, and Evacuation.
- **Unified Response Checklist:** Based on the Strategic Plan, the Planning Subcommittee will develop a **Unified Response Checklist** for public, private, and nonprofit partners in emerging situations, to serve as a reference tool in a CCTA response.
- **Planning Template:** The Planning Subcommittee will also develop a **CCTA Planning Template** for jurisdictions nationally to guide local planning efforts. It will allow for variations in planning processes, depending on the nature of the organization's characteristics and the envisioned threats specific to CCTA.

Training: The training series will be informed by the Initial Gap Report, Summary Report following the Project Initiation Conference, and Strategic Plan. The region has aggressively pursued various training for responders and policy-level managers, including TEMS and Incident Command System (ICS). However, gaps remain in the availability of training opportunities specific to CCTA incidents, as well as inclusion of the private sector whole community.

The Training and Exercise Design subcommittee will consist of regional SMEs and planners as well as private sector partners to develop the CCTA **Training and Exercise Plan** (TEP). The TEP will be a multi-year, curriculum-like series of existing and new CCTA training exercises, and will determine essential participants, scenarios, exercises, and documentation. Based on FEMA's training curriculum for awareness, performance, and management level training, it will align and integrate planning and preparedness for regional CCTA training and exercise priorities, and will outline successful training and exercise elements and core capabilities relevant to achieving operational response plan priorities.

Training series will be tailored to specific audiences. A training series will be developed for community members and the private sector, based on current campaigns and trainings including CERT,⁶ the LAPD Cadet Program,⁷ Community First Aid, "Run Hide Fight,"⁸ and "Stop the Bleed."⁹ Regional multi-disciplinary trainers will deliver courses, and specialized consultants will develop course manuals where none exist, create train-the-trainer programs, and design outreach to market trainings to targeted audiences such as community service providers, industry groups, and faith-based entities. The TEP will be formalized in an accessible and easily updated platform. Working Group to conduct semi-annual self-assessment to continually tailor the training strategy to CCTA program goals and objectives.

Exercises: In addition to informing a training curriculum, the TEP will provide a roadmap for exercises coordinated across jurisdictions to enhance and validate regional capabilities. The exercise component of the CCTA Program will include HSEEP compliant seminars, tabletop exercises, functional exercises, and a full-scale exercise. These elements are detailed below:

- **Seminars:** Eight regional **Training Seminars** will be developed as informal discussions to orient participants to new policies and procedures of the Strategic Plan and training curriculum. Four of the seminars will specifically target community and private sector partners to ensure whole community understanding of the Strategic Plan.
- **Tabletop Exercises:** Four regional **Tabletop Exercises** will be developed to assess the new policies and procedures of the Strategic Plan. They will include multiple CCTA scenarios and will incorporate community and private sector partners to ensure whole community understanding of the Strategic Plan.
- **Functional Exercises:** Four regional **Functional Exercises** will examine and validate the coordination, command, and control among multiple jurisdictions and sectors. The exercises will include the private sector and community, and will simulate a CCTA.
- **Full-Scale Exercise:** The multi-day **Full-Scale Exercise** will include four different scenarios at various critical infrastructure sites, and will include regional tactical teams, executive leadership, policymakers, and non-traditional first responder disciplines, such as health, utilities, and public works, as well as the community and private sector. The importance of this series cannot be understated, as there has never been a tactical and executive region-wide exercise within the extensive geography of the LA/OC Region.

⁶ <http://www.cert-la.com/cert-programs-information/what-is-cert/>

⁷ <http://www.lapdcadets.com/about/mission/>

⁸ <http://cdphready.org/run-hide-fight-active-shooter-brochure/>

⁹ <https://www.dhs.gov/stopthebleed>

6. Capturing, Disseminating, and Sharing Project Results

Phase 1: The Initial Gap Report and other materials will be disseminated during the Project Initiation Conference, and made available online through the DHS Homeland Security Information Network, the FBI Law Enforcement Enterprise Portal, and websites of private sector and community partners. Articles will be submitted to nationally-recognized magazines, like the National Tactical Officers Association, to reach a larger audience.

Phase 2: The Strategic Plan, Checklist, and Template will be disseminated through similar means and will be updated to reflect findings as data is gathered from the Training and Exercise components. HSAC and a university partner will be engaged to synthesize output of the Planning and Training Subcommittees into specific planning deliverables.

Phase 3: At the Project Concluding Conference, the updated Strategic Plan, Checklist, and Template will be distributed to a wider regional audience and shared via regional public safety and private sector resiliency websites. The conferences will serve as formal mechanisms for participants to receive and digest tangible planning deliverables and reports that can be implemented across entities and jurisdictions. The Region will support the Working Group in presenting lessons learned and best practices at regional and national conferences.

7. Creative and Innovative Approaches

The LA/OC Region has a history of innovative strategies that are models in strengthening preparedness, prevention, and response capabilities. The Special Weapons and Tactics (SWAT) concept, Community Emergency Response Team (CERT) Program, and early paramedic units were pioneered in LA, and the LA County Sheriff's Terrorism Early Warning Group was a precursor to fusion centers. The region's first responders have created ICS; were early adopters to integrate a Business Operation Center into Emergency Operations; have led in TEMS; and integrated mobile mass notification alert platforms with regional catastrophic incident planning.

Robust relationships and wealth of subject matter expertise will enable the Region to build on existing resources to address major capability gaps in communication and preparedness. Specifically, the LAPD's Real-Time Analysis and Critical Response (RACR) Division currently serves as the City's 24/7 hub to intake calls, facilitate crime pattern analysis, and dispatch specialized resources and tactical teams. RACR can be expanded to centralize intake for all CCTA related calls in the LA/OC Region - allowing immediately available information to be assessed and specialized response teams to be dispatched when needed. Protocols for utilizing the RACR Division in this manner will be developed in the planning phase. Additionally, LA recently launched the Integrated Security Operation Center, a multi-agency cybersecurity platform sharing instant threat alerts regionally, providing mutual defense to cyberterrorism. It can be expanded as the cybersecurity fusion center for the region government and private sector.

The Region has also creatively engaged communities during crisis. The City of LA Crisis Response Team (CRT) and Clergy Task Force is made up of over 350 trained volunteers, dispatched to crises to provide support to families of victims and witnesses. The nationally-recognized Community Safety Partnership (CSP) program embeds LAPD officers in housing developments to provide public safety, and assist in quality of life issues, youth mentorship, and social service referrals. The City of LA's Gang Reduction and Youth Development (GRYD)

program includes a network of community-based intervention and prevention workers who support the City's youth and vulnerable residents. These networks will be leveraged to extend community preparedness in underserved communities.

The Program will enhance the region's robust, but disjointed technological and communications capabilities to improve information sharing across communities. The region's public-facing reporting platforms (such as Pulsepoint, iWatch, the JRIC Suspicious Activity Report) and mass notification platforms (such as Nixle, NotifyLA, Alert Long Beach and the hospital emergency ReddiNet) will be incorporated into planning and exercise development. Key media partners, technology, and social media will be engaged for situational awareness and education prior to an incident. In the style of "Run, Hide, Fight," community groups will be engaged to build regional preparedness, coordination, and response resources into their emergency planning efforts. In keeping with the region's practice of including non-traditional disciplines, representatives from health, Emergency Medical Services, and the private sector will be incorporated into the plan and exercise series to address disaster response capabilities. It will include more robust connections with local universities in government response and communication protocols. This engagement will challenge academia to present new ideas on approaching CCTA. As such, the region-wide plan and exercise series proposed by the LA/OC CCTA will test interoperability and response plans across multiple perspectives, not just across jurisdictional boundaries. As the LA/OC Region features diverse vulnerabilities, multiple CCTA pathways are addressed.

Regional Approach

8. Regional Approach

The LA/LB UA has established a multi-disciplinary CCTA Working Group with local and state partners. The group was expanded to include the ASA UA as a partner in the application for this funding opportunity, along with collaboration from the seven counties comprising the Central District of California, through the inclusion of the Joint Regional Intelligence Center (JRIC) and Orange County Intelligence Assessment Center (OCIAC).¹⁰ These jurisdictions have successfully collaborated on several grant-funded initiatives including: the RCPGP with membership from LA, Orange, Riverside, San Bernardino and Ventura Counties; the UASI Grant; and most recently, the Securing the Cities (STC) grant. This history, along with the Region's firmly established partnerships with the private sector - including HSAC, InfraGuard, and integrated stakeholders in the City of LA's Business Operations Center - will foster an efficient and sustainable implementation plan and concept of operations.

9. Regional partners and whole community stakeholders

Regional Public Sector Partners: Project partners include the fire, law, emergency management and health agencies of Los Angeles and Orange Counties; the Cities of LA and Long Beach, including LAX and the Ports of LA and Long Beach; 120 other incorporated cities; the LA Area Fire Chief's Association (31 agencies); and the LA County Police Chief's Association (45 agencies), along with the JRIC, as the coordination point between Federal and State public safety agencies of the seven-county operational area. LA County also has one of the largest populations

¹⁰ The JRIC is part of a seamlessly connected network of fusion centers that incorporates local, state, and federal agencies across a seven-county operational area. It provides a platform for public safety and related agencies to collect, analyze, and share information and intelligence to support operations.

of urban Native Americans in the United States, with over 54,236 in Los Angeles, who will be served by this project.¹¹ Collaborating with a FEMA recognized tribal representative, the region will ensure inclusion of this population in the planning and training components. See Attachment I for Principal partnership commitments.

Regional Private and Nonprofit Sector Partners: The principal partners listed below will also engage existing partners to identify additional stakeholders whose participation will be critical to the success of the CCTA Project. See Attachment II for additional secondary partnerships.

Homeland Security Advisory Council (HSAC): HSAC is a 501(c) (3) non-profit organization that will play an active role in ensuring a whole community approach to this project. Comprised of public safety and homeland security professionals, it was established to develop an active regional and national network of key players in the private, nonprofit, and public sectors to enhance the security, resilience, and economic productivity. Recently, HSAC lead a public safety delegation to Paris, France to gain insights following the 2015 and 2016 terrorist attacks. The delegation produced a White Paper and symposium for regional LA officials, which was posted on the Center for Homeland Defense and Security (CHDS) Homeland Security Digital Library.

LA Business Operation Center (BOC): The BOC is the City of LA's physical and virtual venue for integration of the private sector into the emergency management enterprise, and facilitating coordination between the sectors in preparedness, response, and recovery operations. It provides a mechanism for whole-community engagement in planning, training, and exercising and protection/mitigation program activities, as well as information sharing, situational awareness, and resource management. The BOC will be activated along with the EOC in the exercise component, and its members will be included in the planning and training components.

LA County's Office of Emergency Services Pledge to Prepare Program: LA County's network of over 100 houses of worship and community based organizations engaged in preparedness planning for their congregations, will also be engaged for the planning and training components.

Academic and Non-Profit Partners: The nonprofit sector will also be represented via existing relationships with the American Red Cross, as well as the local universities, colleges and school districts. The University of Southern California is home to the nation's first homeland security center: the Center for Risk and Economic Analysis of Terrorism Events (CREATE), and the University of California, LA has an Emergency Management and Homeland Security Program. Leaders of these programs will be included as Conference participants and inform planning, and students will be engaged in the innovation challenge. Further, the ASA UA has strong public and private sector relationships through the OCIAC and its public/private sector outreach program (Orange County SHIELD). The program partners will leverage media relationships, as well as the BOC, nonprofit, and faith-based community partners to disseminate critical preparedness information to communities throughout the region.

Project Management

10. Project Management Approach

¹¹ Indian Country Media Network, 2013.

FY16 - LA/OC Region Complex Coordinated Terrorist Attack (CCTA) Program

The LA Mayor's Office of Public Safety (MOPS) will manage the CCTA Grant based on its robust experience and a successful track record administering federal grants and projects (See Attachment III). To date, MOPS has managed more than \$700 million on behalf of the LA/LB UA as the fiscal and administrative agent of the UASI grant. This will ensure that the CCTA Project is implemented in accordance with a carefully defined timeline, budget, and DHS requirements. In addition, under the direction of the UASI Approval Authority, the Working Group shall convene quarterly to assess progress and oversee the budget, timeline, and objectives. This Working Group will provide specific performance measures and metrics to inform MOPS's project management plans. The UASI Approval Authority framework ensures sustainability of the grant objectives past the life of the grant performance, and is successfully implemented with other finite grants, like the STC Program. A comprehensive sustainment plan will continue work of multi-agency delegations, and support public-private partnerships formed during the grant performance period to augment grant-funded activities after the grant ends.

11. Project Plan and Schedule

The proposed schedule and milestones is as follows:

Schedule	Milestone	Activity Area
Month 1	Develop Governance Structure	All Activity Areas
Month 1	Convene Partners & Outside Stakeholders; Formalize partnerships	All Activity Areas
Month 1	Convene CCTA Working Group & Sub-Committee	All Activity Areas
Month 6	Develop Initial Gap Report	Identifying Gaps
Month 6	Host Program Initiation Conference to Finalize Capability Gap Analysis	Identifying Gaps
Month 7	Develop Summary Report with Findings from Initiation Conference	Identifying Gaps
Month 12	Develop Strategic Plan	Planning
Month 12	Develop CCTA Unified Response Checklist	Planning
Month 12	Develop CCTA Planning Template	Planning
Months 12-24	Develop Training Materials Tailored to First Responders and Private Sector/Whole Community	Training
Months 12-24	Conduct Training Seminars	Training
Months 18-32	Develop CCTA Training and Exercise Plan (TEP) to include: Tabletop, Functional, and Full-Scale Exercise	All Activity Areas
Months 18-32	Conduct Coordinated Exercises	Exercising
Months 12-32	Update Regional CCTA Plan, Unified Response Checklist, CCTA Template, and Related Training Materials as Appropriate	Planning, Training, Exercising
Month 33	Conduct Multi-Day Full-Scale Exercise	All Activity Areas
Month 36	Host Project Concluding Conference with Regional Participants	All Activity Areas
Month 36	Finalize White Paper of Findings and Lessons Learned	All Activity Areas
Months 36 and Post Award	Disseminate White Paper, Planning/Training/Exercise Materials Nationally	All Activity Areas
>Month 36 (Post Award)	Maintain and Expand CCTA Training Capabilities	All Activity Areas
>Month 36 (Post Award)	Maintain Stakeholder Convening and Information Exchange via Governance Structure	All Activity Areas

IMPACT

12. Impact on Preparedness and Resilience

The following general capabilities will be enhanced/expanded under the Program.¹²

- Successfully adjudicate coordinated terrorist attack preparedness, prevention, and response capabilities by expanding and enhancing training including tabletop exercises, functional exercises, and conferences to simulate adjudication of coordinated threats;
- Decrease fragmentation and enhance coordination among principal and secondary participants by sharing training information, intelligence, and response strategies;
- Develop a regional planning and deployment strategy; and
- Partner with local, State, and Federal resources to enhance and coordinate sharing of information and resources.

1) Increased Command and Control Collaboration: To succeed, the project must have support of senior policy and executive stakeholders. It will focus on jurisdiction-specific concerns and gaps they identify in CCTA response, to ensure that solutions developed are informed by key decision makers. As highlighted in the region's gap analyses, the absence of effective integration of the perspectives of senior policy makers is a key regional weakness. Without implementation of this program, the LA/OC region faces significant risk of inadequate preparation for a CCTA.

2) Information Sharing and Communication, Particularly with Community and Private Sector: The development of a CCTA Strategic Plan and Checklist will enhance regional information sharing and communication. SME's across jurisdictions and sectors will develop the Strategic Plan and TEP with common processes for receiving threat intelligence, and incident and de-escalation notification. Without this project, existing gaps in communication and operating protocols are exacerbated during a CCTA. Greater private sector and community engagement also is needed for adequate information regarding alerting systems, resources, and response practices in a CCTA. Prior attacks have demonstrated the life-saving role of the community with basic first aid or "Run, Hide, Fight" training, highlighting the importance of these partners in CCTA planning. Media and community engagement strategies (including social media and mass notification) to make information available will be critical in decreasing risk in a CCTA.

3) Increased Tactical Training to Respond to CCTA: Consistent and robust incorporation of the vast network of non-first responders, including health, medical, and social service disciplines have been a gap in LA/OC regional planning. With 100+ hospitals in the region and numerous stakeholders, mostly in the private sector, structural obstacles exist that make it difficult to include these disciplines in planning, exercises and training. While many entities, including health and medical practitioners and community groups, routinely drill and train for a range of disasters, such drills and training are often limited to facility staff or local responders. A broader approach that includes programmatic elements is needed to heighten interoperability across sectors as well as across jurisdictions and responding agencies during a CCTA.

13. Regional Approach Impact on Effectiveness

The size and complexity of the LA/OC Region requires a robust regional approach to succeed. A

¹² Specific strategies and associated capability and training needs will be determined and documented during the Planning Phase.

CCTA response will likely involve multiple stakeholders given the region's geography and structure. As most training is agency-based, it's likely that responder agencies may have never worked directly together prior to a crisis. Extensive Working Group meetings have taken place with program partners, the JRIC and FBI to create this grant's foundation. Participants have a history of successful collaboration on several grant-funded initiatives including: RCPGP (with membership LA, Orange, Riverside, San Bernardino and Ventura Counties); UASI; and most recently the Securing the Cities Grant. The participants delivered implementation plans and concepts of operations in an efficient, cost-effective manner, leading to a successful and sustainable grant programs, and have committed to ensuring the successful collaboration in enhancing regional CCTA capabilities, based on the following outcomes:

- Enhanced coordination among regional participants and community members for more effective deployment, communication, intelligence-sharing, and response strategies;
- Enhanced training capabilities and regional capacity via symposiums, tabletop exercises, functional exercises, and conferences; and
- Development of a consistent, reliable, and comprehensive intelligence sharing system for coordinated regional monitoring and notification, by enhancing RACR to include:
 - Identifying occurrences meriting immediate monitoring, with alert levels (including unusual occurrences with a possible terrorism tie) for the public sector;
 - Channels for immediately sharing information with responders across the region;
 - Ongoing alerts for specific incidents that merit real-time tracking; and
 - Utilizing existing mass notification systems for public alerts to localized areas.

BUDGET (two (2) pages maximum)

14. Budget Components

Management and Administration - \$125,000

The LA Mayor's Office of Public Safety (MOPS) will be responsible for the management and administration of the grant program. MOPS has a dedicated team of Grant Specialists, Contract Specialists and Accountants that have a successful track record in the administration of numerous other Federal and State grant awards. M&A funds will be used to fund a percentage of a Grant Specialist, a Contract Specialist and Accountant. The Grant Specialist will be responsible for the day-to-day management and administration of the grant-funded projects; act as the liaison between the region and the Grantor; review invoices and supporting documentation necessary for payment; oversee/submit progress reports; and serve as the programmatic lead on monitoring and audits. The Contract Specialist will be responsible for the negotiation and execution of sub-recipient agreements and agreements for contractor services. The Accountant will be responsible for the final review and payment of invoices; oversee/submit the financial reports; track and reconcile all grant expenditures; and serve as the fiscal lead on all monitoring and audits.

Identifying (Examining) Gaps - \$128,225

In order to examine the capability gaps, a Program Initiation Conference will convene partners from throughout the region. Based on the lowest quote received from potential conference vendors, requested for the purposes of this application, the associated cost for a venue is \$21,225. This fee includes the venue with plenary room, breakout rooms, audio visual, security and parking. \$5,000 will be allocated for travel for speakers with necessary subject matter expertise. \$2,000 will be allocated for the printing of programs and agendas, and miscellaneous conference supplies. While budgeting for these costs, it is also the intent of MOPS and the Working Group to look for free public space or donated venue space; any opportunities for in-kind donations to augment the efforts and create cost savings for other objectives will be pursued. Any cost savings identified from this portion of the Program will be reallocated towards additional training deliveries. An additional \$100,000 will be used to release a Request for Proposals to bring on a contractor to develop the Initial Gap Analysis, help plan the conference, facilitate the day-of activities, and to generate the Conference Summary Report. The amounts listed for contractor services here, and below, are based on previously completed, competitively bid, grant-funded projects, similar in scope and deliverables.

Planning - \$723,225

The planning efforts will be focused on developing the Strategic Plan, Checklist, and Template specific to CCTA. The funding will be distributed between contractor services (\$350,000) and the planning efforts (\$350,000). Project planning efforts will be led through a consortium of existing planners from throughout the region, on an overtime basis. Understanding that this grant has a finite period attached to it, it would be cost prohibitive to hire on new personnel with no guarantee that a City's general fund could absorb those costs at the end of the grant performance period. The additional \$21,225 will be used for a Program Concluding Conference, with an additional \$2,000 for costs of printing and conference materials.

Training - \$500,000

The training efforts will be focused on the development of the Training and Exercise Plan. The

funding will be distributed between contractor services (\$200,000) and the planning efforts (\$200,000). The cadre of trainers that will be dedicated to fulfilling the community training objectives of this grant will be comprised of members of the public safety community who conduct trainings in their current capacities. To the extent possible, these grant-funded trainings will be absorbed by the trainers existing duties and incorporated into existing general-funded salaries. When the trainings exceed that of the trainer's normal scope or hours, overtime hours will be funded by this grant. In addition, it is expected that approximately \$100,000 will be needed in training supplies such as training handouts, guides and manuals. As noted in previous sections, these training deliveries will be supported with contractor services for outreach but also for the development of training deliverables.

Exercises - \$1,023,550

The series of exercises is expected to cost \$1,023,550. As with the training component, the costs associated with designing the exercises will largely be absorbed by the existing duties of the tactical leads throughout our region and incorporated into existing general-funded salaries. For the exercises, themselves, overtime and backfill will be used, as necessary. There is expected to be 8 training seminars, 4 tabletop exercises, 4 functional exercises, and 1 full-scale exercise, for a total of \$300,000. An additional \$423,550 will be used for consultant services to help plan and facilitate the seminars and exercises, as well as provide the white paper that will serve as the after-action report following the Program Concluding Conference.

15. Sustaining Capabilities

Sustainment measures, previously noted in Question #10 include the development of the Working Group, the development of a specific sustainment plan by that body, and the public-private partnerships further solidified through these grant activities. In addition, sustainment activities will be led by the Mayor's Office of Public Safety (MOPS), and the Los Angeles/Long Beach Urban Area Approval Authority (AA) members. The AA is comprised of eleven of the highest ranking law, fire, emergency management and health leaders from throughout the region, and they will be the governing body of this grant program. Of importance, and the key to sustainment, is that the AA is the same governing body that currently provides oversight to the region's UASI and STC Grant Programs; MOPS is the grant administrator for these same programs. The AA members and MOPS will be able to support the objectives of this program well beyond the three-year grant performance period by remaining actively engaged with STC and UASI. As such, this grant program's performance period will be coming to a close at the same time that the FY20 UASI grant cycle will be commencing, allowing for a seamless transition of efforts and activities between grants. MOPS, as the grant administrator, and the AA, as the governing body, will ensure that future UASI funding cycles incorporate the maintenance, sustainment, and enhancement of the capabilities developed out of the CCTA grant program. In addition, additional funding will be sought through private sector partners, public safety foundations, and other non-profit organizations or corporate giving programs in order to offset costs and further develop the LA/OC CCTA Program.



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

Attachment 2

Thalia Polychronis
City of Los Angeles-Mayor's Office of Public Safety
200 North Spring St
Suite 303
Los Angeles, CA 90012 - 3239

Re: Grant No.EMW-2016-GR-00091

Dear Thalia Polychronis:

Congratulations, on behalf of the Department of Homeland Security, your application for financial assistance submitted under the Fiscal Year (FY) 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) has been approved in the amount of \$1,223,225.00. 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 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA) 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 use to make the necessary updates and avoid any interruptions in the payment process.

A handwritten signature in black ink, reading "Thomas Dinanno". The signature is written in a cursive style with a large, stylized 'T' and 'D'.

THOMAS GEORGE DINANNO GPD Assistant Administrator

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



AGREEMENT ARTICLES
Preparing for Emerging Threats and Hazards

GRANTEE: City of Los Angeles-Mayor's Office of
Public Safety
PROGRAM: Preparing for Emerging Threats and
Hazards
AGREEMENT NUMBER: EMW-2016-GR-00091-S01

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Article I - Information Regarding the Award Amount

This award package represents FEMA's offer of federal assistance in response to the information which you submitted in your application. Because the applications FEMA received requested funding which exceeded what Congress appropriated, FEMA has in some cases offered awards in an amount less than the applicant applied for. To ensure that recipients expend funding which most effectively achieves the goals and purposes of the program, additional information will be required prior to release of funds. See the additional Term and Condition in this package for additional information regarding utilizing the awarded funding.

Article II - Award Kick-Off Meeting

Recipients are required to have a representative attend the CCTA Program's Award Kick-Off Meeting. The purpose of this meeting is to discuss CCTA Program requirements and meet with representatives of designated FEMA Regional Offices' CCTA Program points of contact. The Program Office will fund invitational travel for two individuals to attend from the recipient's jurisdiction. Meeting date and details are forthcoming and will be sent to the recipient's designated representatives in the near future.

Article III - Use of DHS Seal, Logo and Flags

All recipients must obtain permission from their financial assistance office, 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 IV - USA Patriot Act of 2001

All recipients must comply with requirements of the [Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act \(USA PATRIOT Act\)](#), which amends [18 U.S.C. sections 175-175c](#).

Article V - SAFECOM

All recipients who receive 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 VI - Reporting Subawards and Executive Compensation

All 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 terms and conditions of your award.

Article VII - Procurement of Recovered Materials

All recipients must comply with Section 6002 of the [Solid Waste Disposal Act](#), as amended by the [Resource Conservation and Recovery Act](#). 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 VIII - Patents and Intellectual Property Rights

Unless otherwise provided by law, recipients are subject to the [Bayh-Dole Act, Pub. L. No. 96-517](#), as amended, and codified in [35 U.S.C. section 200](#) et seq. All recipients are subject to the specific requirements governing the development, reporting, and disposition of rights to inventions and patents resulting from 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 IX - Non-supplanting Requirement

All recipients who receive 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 X - Lobbying Prohibitions

All recipients must comply with [31 U.S.C. section 1352](#), which provides that none of the funds provided under an 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 concerning the award or renewal.

Article XI - Fly America Act of 1974

All 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 XII - Federal Leadership on Reducing Text Messaging while Driving

All 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 XIII - 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 XIV - False Claims Act and Program Fraud Civil Remedies

All recipients must comply with the requirements of [31 U.S.C. section 3729- 3733](#) which prohibits the submission of false or fraudulent claims for payment to the Federal Government. See [31 U.S.C. section 3801-3812](#) which details the administrative remedies for false claims and statements made.

Article XV - Debarment and Suspension

All recipients are subject to the non-procurement debarment and suspension regulations implementing Executive Orders [12549](#) and [12689](#), and [2 C.F.R. Part 180](#). These regulations restrict 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 XVI - Copyright

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

Article XVII - Americans with Disabilities Act of 1990

All recipients must comply with the requirements of Titles I, II, and III of the Americans with Disabilities Act, 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. ([42 U.S.C. sections 12101-12213](#)).

Article XVIII - Age Discrimination Act of 1975

All recipients must comply with the requirements of the Age Discrimination Act of 1975 ([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 XIX - Activities Conducted Abroad

All 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 XX - Acknowledgment of Federal Funding from DHS

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

Article XXI - 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 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. If, during the past three years, the recipient has been accused of discrimination on the grounds of race, color, national origin (including limited English proficiency), sex, age, disability, religion, or familial status, the recipient must provide a list of all such proceedings, pending or completed, including outcome and copies of settlement agreements to the DHS financial assistance office and the DHS Office of [Civil Rights and Civil Liberties](#) (CRCL) by e-mail at crcl@hq.dhs.gov or by mail at U.S. Department of Homeland Security Office for Civil Rights and Civil Liberties Building 410, Mail Stop #0190 Washington, D.C. 20528.
 6. In the event any court or administrative agency makes a finding of discrimination on grounds of race, color, national origin (including limited English proficiency), sex, age, disability, religion, or familial status against the recipient, or the recipient settles a case or matter alleging such discrimination, recipients must forward a copy of the complaint and findings to the DHS financial assistance office and the CRCL office by e-mail or mail at the addresses listed above.
- The United States has the right to seek judicial enforcement of these obligations.

Article XXII - Assurances, Administrative Requirements, Cost Principles, and Audit Requirements

DHS financial assistance recipients must complete either the 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 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 financial assistance office 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 [2 C.F.R. Part 200](#), and adopted by DHS at [2 C.F.R. Part 3002](#).

Article XXIII - 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. All recipients must comply with the equal treatment policies and requirements contained in [6 C.F.R. Part 19](#) and other applicable statutes, regulations, and guidance governing the participations of faith-based organizations in individual DHS programs.

Article XXIV - Whistleblower Protection Act

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

Article XXV - Universal Identifier and System of Award Management (SAM)

All recipients are required to comply with the requirements set forth in the government-wide 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 in the terms and conditions of your award.

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

If the total value of your currently active grants, cooperative agreements, and procurement contracts from all Federal assistance office exceeds \$10,000,000 for any period of time during the period of performance of this Federal award, you 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 terms and conditions of your award.

Article XXVII - Rehabilitation Act of 1973

All recipients must comply with the requirements of Section 504 of the Rehabilitation Act of 1973, [29 U.S.C. section 794](#), as amended, which provides that no otherwise qualified handicapped individual 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 XXVIII - Trafficking Victims Protection Act of 2000

All recipients must comply with the requirements of the government-wide award term which implements Section 106(g) of the Trafficking Victims Protection Act of 2000, (TVPA) as amended ([22 U.S.C. section 7104](#)). The award term is located at [2 CFR section 175.15](#), the full text of which is incorporated here by reference in the terms and conditions of your award.

Article XXIX - Terrorist Financing

All recipients must comply with [E.O. 13224](#) and U.S. law that prohibit transactions with, and the provisions of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of recipients to ensure compliance with the Order and laws.

Article XXX - Notice of Funding Opportunity Requirements

All of 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 terms and conditions of your award. All recipients must comply with any such requirements set forth in the program NOFO.

Article XXXI - National Environmental Policy Act

All recipients must comply with the requirements of the [National Environmental Policy Act \(NEPA\)](#) and the Council on Environmental Quality (CEQ) Regulations for Implementing the Procedural Provisions of NEPA, which requires 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 XXXII - Limited English Proficiency (Civil Rights Act of 1964, Title VI)

All recipients must comply with the Title VI of the Civil Rights Act of 1964 (Title VI) 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 XXXIII - 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](#), all 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, as amended, [15 U.S.C. section 2225](#).

Article XXXIV - Energy Policy and Conservation Act

All recipients must comply with the requirements of [42 U.S.C. section 6201](#) which contain policies relating to energy efficiency that are defined in the state energy conservation plan issued in compliance with this Act.

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

All recipients must comply with the requirements of Title IX of the Education Amendments of 1972 ([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 XXXVI - Duplication of Benefits

Any cost allocable to a particular Federal award provided for in [2 C.F.R. Part 200, Subpart E](#) may not be charged to other Federal awards to overcome fund deficiencies, to avoid restrictions imposed by Federal statutes, regulations, or terms and conditions of the Federal awards, or for other reasons. However, this prohibition would not preclude a recipient from shifting costs that are allowable under two or more Federal awards in accordance with existing Federal statutes, regulations, or the terms and conditions of the Federal award.

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

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. All recipients who collect PII are required to have a publically-available privacy policy that describes standards on the usage and maintenance of PII they collect. Award recipients may also find as a useful resource the DHS Privacy Impact Assessments: [Privacy Guidance](#) and [Privacy template](#) respectively.

Article XXXVIII - Drug-Free Workplace Regulations

All recipients must comply with the Drug-Free Workplace Act of 1988 ([41 U.S.C. section 701 et seq.](#)), which requires all organizations receiving grants from any Federal agency agree to maintain a drug-free workplace. DHS has adopted the Act's implementing regulations at [2 C.F.R. Part 3001](#).

Article XXXIX - Civil Rights Act of 1964 - Title VI

All recipients must comply with the requirements of Title VI of the Civil Rights Act of 1964 ([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 XL - 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 XLI - 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 XLII - 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 XLIII - Buy American and Hire American

All recipients are required to comply with any applicable provisions of the Buy American Act (41 U.S.C. Sections 8301 through 8305), and any other applicable statutes, regulations, or rules that require, or provide a preference for, the purchase or acquisition of goods, products, or materials produced in the United States.

Article XLIV - Civil Rights Act of 1968


All recipients must comply with [Title VIII of the Civil Rights Act of 1968](#), 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 ([42 U.S.C. section 3601 et seq.](#)), as implemented by the 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. section 100.201](#)).

Article XLV - Hold on Specific Funds Pending Revised Work Plan and Budget

The City of Los Angeles - Mayor's Office of Public Safety is prohibited from obligating, expending, or drawing down the federal funds identified in this Article until the following requirements are met by the recipient and this condition is subsequently rescinded by FEMA: Funds in the amount of \$1,223,225.00, budgeted for the CCTA Program project activities, are on hold pending submission of a detailed costs breakdown and justifications by the recipient, and a review and approval of those justifications by FEMA.

BUDGET COST CATEGORIES

Personnel	\$0.00
Fringe Benefits	\$0.00
Travel	\$0.00
Equipment	\$0.00
Supplies	\$0.00
Contractual	\$0.00
Construction	\$0.00
Indirect Charges	\$0.00
Other	\$1,223,225.00

Obligating Document for Award/Amendment						
1a. AGREEMENT NO. EMW-2016-GR-00091-S01	2. AMENDMENT NO. ***	3. RECIPIENT NO. V00109290	4. TYPE OF ACTION AWARD	5. CONTROL NO. W1509220726N		
6. RECIPIENT NAME AND ADDRESS City of Los Angeles-Mayor's Office of Public Safety 200 North Spring St Suite 303 Los Angeles, CA, 90012 - 3239	7. ISSUING FEMA OFFICE AND ADDRESS Grant Operations 245 Murray Lane - Building 410, SW Washington DC, 20528-7000 POC: 866-927-5646		8. PAYMENT OFFICE AND ADDRESS Financial Services Branch 500 C Street, S.W., Room 723 Washington DC, 20472			
9. NAME OF RECIPIENT PROJECT OFFICER Donna Ota	PHONE NO.	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 09/01/2017	12. METHOD OF PAYMENT PARS	13. ASSISTANCE ARRANGEMENT Cost Reimbursement		14. PERFORMANCE PERIOD From: 09/01/2017 To: 08/31/2020 Budget Period 09/01/2017 08/31/2020		
15. DESCRIPTION OF ACTION a. (Indicate funding data for awards or financial changes)						
PROGRAM NAME ACRONYM	CFDA NO.	ACCOUNTING DATA (ACCS CODE) XXXX-XXX-XXXXXX-XXXX-XXXX-XXXX-X	PRIOR TOTAL AWARD	AMOUNT AWARDED THIS ACTION + OR (-)	CURRENT TOTAL AWARD	CUMULATIVE NON-FEDERAL COMMITMENT
Preparing for Emerging Threats and Hazards	97.133	2017-V6-B114-P120- -4101-D	\$0.00	\$1,223,225.00	\$1,223,225.00	See Totals
TOTALS			\$0.00	\$1,223,225.00	\$1,223,225.00	\$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) Preparing for Emerging Threats and Hazards 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) Donna Ota, Ms					DATE Wed Sep 13 23:14:28 GMT 2017	
18. FEMA SIGNATORY OFFICIAL (Name and Title)  DEBORAH SUSAN PRICE SCOTT , Assistance Officer					DATE Thu Aug 31 20:08:12 GMT 2017	

**Fiscal Year 2016 Program to Prepare Communities for Complex Coordinated
Terrorist Attacks (CCTA) Grant Working Group Participants**

- Anaheim Police Department
- Los Angeles Area Fire Chiefs Association
- Los Angeles County Police Chiefs' Association
- Long Beach Fire Department
- Long Beach Police Department
- Los Angeles County Department of Health Services
- Los Angeles County Fire Department
- Los Angeles County Office of Emergency Management
- Los Angeles County Sheriff's Department
- Los Angeles Emergency Management Department
- Los Angeles Fire Department
- Los Angeles Police Department
- Los Angeles World Airports
- Port of Los Angeles
- Santa Ana Police Department