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MEMORANDUM OF AGREEMENT

Between

THE MARINE EXCHANGE OF LOS ANGELES-LONG BEACH HARBOR,

And The

CITY OF LONG BEACH POLICE DEPARTMENT

This MEMORANDUM OF AGREEMENT (MOA) is made and entered into by and between the MARINE EXCHANGE OF LOS ANGELES LONG-BEACH HARBOR, a California corporation, acting by and through its Executive Director of the Marine Exchange of Southern California (Marine Exchange) in conjunction with its Program Manager and The City of Long Beach Police Department.

WHEREAS, the Marine Exchange has been nominated by the Area Maritime Security Committee (AMSC), and appointed by the Federal Emergency Management Agency (FEMA) on behalf of the Department of Homeland Security (DHS), to act as the Fiduciary Agent (FA) for FY 2009, per DHS Award No: 2010-PU-T0-K004 (Award), which requires the Marine Exchange to monitor the progress of projects funded by FEMA under the Port Security Grants Program (PSGP) and submit supporting documentation to FEMA for reimbursement, and

WHEREAS, the Sub-Recipient will be planning, developing and executing their Project as defined by their Investment Justification (IJ) #10 Mobile Radios, #11 Long Beach Public Safety Dive Team Equipment, and #12 Law enforcement Maritime Training & Exercises, submitted to the FA and approved by FEMA, for a sub-grant, which is not to exceed an amount of U.S.\$1,250,000.00, \$380,000.00, and \$384,500.00 respectively; and

WHEREAS, the Marine Exchange, as FA, will act as the intermediary between FEMA and the Sub-Recipient, in obtaining reimbursement of funds expended by the Sub-Recipient in implementing their Project; and

WHEREAS, the purpose of this MOA is to define the relationship between the FA and the Sub-Recipient with respect to the Sub-Recipient's activities implementing the Project and the FA obtaining reimbursement of expenditures for same;

ACCORDINGLY, the parties agree as follows:

1. The City of Long Beach Police Department shall promptly submit to the FA all invoices for expenditures incurred relating to the two Projects as defined by the IJ, attached as Exhibit A. The invoices shall be signed by authorized personnel within The City of Long Beach Police Department organization, submitted in duplicate and should contain the following certification:

"I certify under penalty of perjury that the above invoice is just and correct according to the terms of Award No. 2010-PU-T0-K004 and this Memorandum of Agreement and that payment has already been made."

(Signature of authorized personnel)

2(a). Each invoice submitted by The City of Long Beach Police Department shall contain any and all information as may be needed by the federal government to review and approve the expenditures, including any supplemental documentation that may be necessary. The Sub-Recipient shall be solely responsible to correct and supplement any invoice the federal government determines to be insufficient for reimbursement.

2(b). The City of Long Beach Police Department shall strictly adhere to the requirements set forth in 44 CFR Part 13 and 2 CFR as it pertains to Port Security Grants Program.

2(c). The City of Long Beach Police Department agrees to make, be bound by and otherwise comply with Federal Standard Assurances and certifications required by FEMA as part of The City of Long Beach Police Department's PSGP application. These include, but are not limited to Forms SF 424B, 424D as applicable (Assurances – Non-Construction and Construction Programs), Certifications Regarding Lobbying (Standard Form), and Drug-Free Workplace Requirements.

2(d). The City of Long Beach Police Department shall be additionally guided by and will strictly adhere to all the requirements set forth in the Attachments.

3. Upon receiving the invoices, the FA's Executive Director or Program Manager shall be authorized to review The City of Long Beach Police Department's request for reimbursement. The Executive Director or Program Manager will also be authorized to request additional information or clarification from The City of Long Beach Police Department. Such a response shall not be un-reasonably withheld by The City of Long Beach Police Department.

4. After receiving and reviewing the invoices from The City of Long Beach Police Department, the FA shall submit a request to FEMA for reimbursement in accordance with Award No. 2010-PU-T0-K004. It is expressly understood by The City of Long Beach Police Department, that The City of Long Beach Police Department shall be entitled to reimbursement only upon approval of the request by FEMA and subsequent reimbursement of the funds from FEMA to the FA.

4(a). The City of Long Beach Police Department agrees to comply with requirements of OMB Circular A-133 for States, Local Governments and Non-Profits. Unless a lower threshold is established by any applicable rule, regulation or standard, if The City of Long Beach Police Department expends \$500,000 or more of federal funds during its fiscal year, The City of Long Beach Police Department must submit to the FA an organization-wide financial and compliance audit report. In addition, The City of Long Beach Police Department agrees to submit a copy of the Project's Annual Audit to the FA.

4(b). The City of Long Beach Police Department agrees to submit, at such times and in such form as the FA may prescribe, reports on the Sub-award and the Project. Without limiting the generality of the foregoing, The City of Long Beach Police Department shall submit quarterly financial reports not later than the 15th day of January, April, July and October; and the Semi-Annual Progress Reports by the 15th of January and July during each year this MOA is effective, as well as final financial reports and evaluation reports. The final progress report must be filed with the FA within thirty (30) days after the termination of the last year of the Federal Award. The FA must receive the final progress report prior to the final cost report being paid.

4(c). No contract or agreement may be entered into by The City of Long Beach Police Department for execution of Project activities or provision of services to the Project that are not incorporated in the approved application other than purchase of supplies or standard commercial or maintenance services. All contracts and agreements shall provide that The City of Long Beach Police Department shall retain ultimate control and responsibility for the Project and that these conditions shall bind the contractor. In any case, where The City of Long Beach Police Department enters into a contract with third parties, the Marine Exchange is not a party to such a contract and shall not be obligated or liable for any breach of contract or other action in law to any party other than the original The City of Long Beach Police Department under the specific terms of this MOA.

4(d). It is agreed that the failure of the FA to insist upon strict performance of any provision of this agreement or to exercise any right based upon a breach thereof, or the acceptance of any performance during such a breach, shall not constitute a waiver of any rights assigned to the FA under this MOA.

5. The FA agrees to reimburse The City of Long Beach Police Department for actual expenditures made relating to the Project within thirty days of the FA receiving reimbursement from DHS, which in no

case may exceed the amount awarded to The City of Long Beach Police Department at the time of approval of The City of Long Beach Police Department's IJs by FEMA.

6. In entering into this MOA, it is implicitly agreed between both signatories of this MOA that the FA shall not be under any obligation to reimburse The City of Long Beach Police Department for any amounts not received by the FA from FEMA.

7. The City of Long Beach Police Department shall indemnify, defend and hold harmless the FA and its officers, directors, employees and agents, from and against all liability, loss, cost or expense (including attorney's fees) by reason of liability imposed upon the FA, arising out of or related to The City of Long Beach Police Department's performance under this MOA, whether caused by or contributed to by the FA or any other party indemnified herein, including but not limited to any malfeasance, negligent or intentional acts of The City of Long Beach Police Department, its officers, agents or employees or its subcontractors or their agents and employees, unless such a loss is caused solely by the malfeasance or negligence of the FA, its officers, directors, employees or agents.

8. It is understood by both signatories to this MOA, that this MOA shall remain in effect in accordance with the terms and conditions of the Award, but in no event longer than 3 years after execution by both parties.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the date to the left of their signatures.

Dated: 7/6/11 By Mikari
MARINE EXCHANGE OF LOS ANGELES-
LONG BEACH HARBOR

Capt. Ghalib Tikari, Program Manager

Dated: 7-1-11 By Patrick H. West **Assistant City Manager**
EXECUTED PURSUANT
TO SECTION 301 OF
THE CITY CHARTER.
Patrick H. West, City Manager

Approved as to form:
June 29, 2011
Robert E. Shannon, Long Beach City Attorney

By Gary Anderson
Gary Anderson

FY 2010 PORT SECURITY GRANT PROGRAM (PSGP)

Long Beach Police Department Mobile Radios Investment Justification

As part of the FY 2010 PSGP application process, applicants must develop a formal Investment Justification that addresses each initiative being proposed for funding. A separate Investment Justification should be submitted for each proposed project. Each entity within a Group III or All Other Port Area may apply for up to three projects. Due to the nature of the Fiduciary Agent (FA) process, FA's are not limited to three projects. Investment Justifications must demonstrate how proposed projects address gaps and deficiencies in current programs and capabilities. The Investment Justification must demonstrate the ability to provide enhancements consistent with the purpose of the program and guidance provided by FEMA. Applicants must ensure the investment Justification is consistent with all applicable requirements outlined in the application kit.

Investment Heading	
Port Area	Los Angeles – Long Beach COTP Zone
State	California
Applicant Organization	Long Beach Police Department (LBPD)
Investment Name	Mobile Radios
Investment Amount	\$1,250,000.00

I. Background

Note: This section only needs to be completed once per application, regardless of the number of Investments proposed. The information in this section provides background and context for the Investment(s) requested, but does not represent the evaluation criteria used by DHS for rating individual Investment proposals.

I. Provide an overview of the port area, MTSA regulated facility, or MTSA regulated vessel	
Response Type	Narrative
Page Limit	Not to exceed 1 page
Response Instructions	<ul style="list-style-type: none"> • Area of Operations: <ul style="list-style-type: none"> ○ Identify COTP Zone ○ Identify eligible port area ○ Identify exact location of project site (i.e. physical address of facility being enhanced) ○ Identify who the infrastructure (project site) is owned or operated by, if not by your own organization • Point(s) of contact for organization (include contact information): <ul style="list-style-type: none"> ○ Identify the organization's Authorizing Official for entering into grant agreement, including contact information (include sub-grantee entering agreement within Group 1 and 2 port areas under FA process) ○ Identify the organization's primary point of contact for management of the project(s) • Ownership or Operation: <ul style="list-style-type: none"> ○ Identify whether the applicant is: (1) a private entity; (2) a state or local agency; or (3) a consortium composed of local stakeholder groups (i.e., river groups, ports, or terminal associations) representing federally regulated ports, terminals, US inspected passenger vessels or ferries.

Exhibit A

	<ul style="list-style-type: none"> • Role in providing layered protection of regulated entities (applicable to State or local agencies, consortia and associations only): <ul style="list-style-type: none"> ○ Describe your organization’s specific roles, responsibilities and activities in delivering layered protection • Important features: <ul style="list-style-type: none"> ○ Describe any operational issues you deem important to the consideration of your application (e.g., interrelationship of your operations with other eligible high-risk ports, etc.)
	<ul style="list-style-type: none"> • Ferry systems required data: <ul style="list-style-type: none"> • Infrastructure • Ridership data • Number of passenger miles • Number of vehicles per vessel, if any • Types of service and other important features • System map • Geographical borders of the system and the cities and counties served • Other sources of funding being leveraged for security enhancements
<p>Response</p>	<p>Area of Operations:</p> <ul style="list-style-type: none"> ○ Ports of Los Angeles/Long Beach COTP Zone ○ Eligible Port Area – Long Beach ○ Location of Project – Port of Long Beach ○ Infrastructure – Port of Long Beach <p>Points of Contact:</p> <ul style="list-style-type: none"> ○ Authorizing Official – Long Beach Police Department Chief of Police Jim McDonnell ○ Primary Point of Contact – Lieutenant Michael Lewis, Port Security Unit, 562-577-4350, Email: Michael.lewis@longbeach.gov <p>Ownership or Operation:</p> <ul style="list-style-type: none"> ○ The LBPD is considered a local agency. <p>Under the LA/LB AMSC Stakeholder Subcommittee, LBPD officials have joined subject matter experts and key stakeholders associated with the LA/LB Port Complex and developed the LB/LA Port Wide Strategic Risk Management/Mitigation Plan (RMMP) and Trade Resumption/Resiliency Plan (TRRP). This subcommittee adopted a methodology that produced initiatives of multiple activities designed to mitigate port wide gaps in security, while qualifying related responsibilities of authorities, as well as their distinct capabilities, capacities, competences and partnerships.</p> <p>This Subcommittee also adopted measures to address information detailed in the Maritime Assessment and Strategy Toolkit (MAST), and findings associated with the DHS National Strategy for Maritime Security Plan and Los Angeles/Long Beach Underwater Terrorism Preparedness Plan (UTTP). This assessment and vetting process of multiple port assets is used to identify the need for security enhancement countermeasures and response capabilities, which aids the development of a prioritization strategy for implementing PSGP projects.</p> <p>Role in providing layered protection of regulated entities:</p> <ul style="list-style-type: none"> ○ The LBPD is the primary law enforcement entity in the Port of Long Beach.

Exhibit A

	<p>Police officers in the LBPB would be the first responders to any natural or manmade disaster in the Port Complex. This includes any threat, actual or potential terrorist attack in the Port Complex.</p> <p>LBPB personnel are active participants on numerous AMSC subcommittees, including the Central California AMSC Executive Board.</p>
	<p>Important features:</p> <ul style="list-style-type: none"> o The Port of Long Beach is operated by the Long Beach Harbor Department. <p>The Port of Long Beach is one of the world's busiest seaports, a leading gateway for trade between the United States and Asia. It supports millions of jobs nationally and provides consumers and businesses with billions of dollars in goods each year. The LA/LB Port Complex is the 5th largest port in the world. Even just a credible threat of a terrorist attack would close the Port and cause an immediate large-scale economic impact.</p>

II. Strategic and Program Priorities

II.A. Provide a brief abstract of the Investment list just ONE investment.	
Response Type	Narrative
Page Limit	Not to exceed 1/2 page
Response Instructions	Provide a succinct statement summarizing this Investment
Response	<p>Investment summary:</p> <ul style="list-style-type: none"> o The LBPB proposes to purchase 277 patrol car, four (4) patrol boat, and two (2) patrol helicopter mobile radios. These radios will increase the capability of LBPB personnel to respond to any and all critical incidents within the Los Angeles/Long Beach Port Complex. <p>This equipment will be centered on land, air, and water patrols, training and exercising, and special operations within the Port Complex. This level of patrol, communications, and connectivity will help reduce risk and mitigate threats to the LA/LB Port Complex.</p> <p>Purchased equipment will focus on enhancing the interoperability between all Port Complex public safety entities in the Port Complex. This includes Federal, State, and local public safety agencies.</p> <p>The Federal Communications Commission has advised the new standard of narrow banding is moving from 25 KHz to 12.5 KHz and that all public agencies must comply with this new regulation. The funding of these radios will enable the LBPB to meet this standard.</p> <p>This project will provide radios that will give us regional calling capability with systems as far as Glendale, California. The funding will provide radios that will give the LBPB immediate interoperability with Los Angeles Port Police and surrounding agencies in a single radio.</p> <p>Besides the cost of the equipment, costs will include installation, purchase of extended warranties throughout the duration of the grant, tax, and shipping charges.</p>

Exhibit A

II.B. Describe how the Investment will address one or more of the PSGP priorities and Area Maritime Security Plan or COTP Priorities (how it corresponds with PRMP for Group I and II)

Response Type	Narrative
Page Limit	Not to exceed 1/2 page
Response Instructions	<ul style="list-style-type: none"> • Describe how, and the extent to which, the investment addresses: <ul style="list-style-type: none"> ○ Enhancement of Maritime Domain Awareness ○ Enhancement of IED and CBRNE prevention, protection, response and recovery capabilities ○ Training and exercises ○ Efforts supporting the implementation of TWIC • Area Maritime Security Plan and/or Captain of the Port Priorities
Response	<p>Describe how, and the extent to which, the investment addresses:</p> <ul style="list-style-type: none"> ○ Enhancement of Maritime Domain Awareness: <p>These vehicle radios will enhance LBDP capabilities by increasing communication and interoperability, enable LBDP personnel to better communicate with surrounding agencies, improve incident Command and Control efforts and improve response, containment, and resolution of an incident. This equipment will strengthen LBDP operational capabilities and help address RMMP objectives and priorities.</p> <p>This project fulfills "Gap Analysis" needs identified in the RMMP by addressing numerous priorities, while facilitating public and private entity relationships, communication, and cooperation.</p> <p>The LA/LB Port Complex TRRP identified only three "significant" investments that are needed to improve trade resumption and resiliency capabilities in the Port Complex. This project provides an effective solution that addresses one of these identified investments (communications improvements for the port wide stakeholders beyond the current agency communication systems).</p> ○ Enhancement of IED and CBRNE prevention, protection, response and recovery capabilities: <p>This project will meet TRRP high priority initiatives by increasing and facilitating damage assessment actions and methods, which help return Port operations and services back to normal. Plus, command and control communications, interoperability and exchange of information will increase when handling IED or CBRNE type incidents.</p> ○ Training and Exercising: <p>This funding will enable proper communications when exercising and training with other Port Complex public safety agencies and stakeholders.</p> ○ Area Maritime Security Plan and/or Captain of the Port Priorities: <p>This funding will assist LBDP personnel in meeting a gap analysis vulnerability in the TRRP by allowing them to communicate during large port related incidents.</p> <p>This funding will fulfill RMMP gap analysis needs by addressing numerous priorities, while facilitating public and private entity relationships, communication, and cooperation.</p> <p>RMMP objectives and priorities will be met because this equipment will strengthen LBDP operational capabilities.</p>

Exhibit A

III. Impact

III.A. Describe how the project offers the highest risk reduction potential at the least cost.	
Response Type	Narrative
Page Limit	Not to exceed 1/2 page
Response Instructions	<ul style="list-style-type: none"> • Discuss how the project will reduce risk in a cost effective manner <ul style="list-style-type: none"> ○ Discuss how this investment will reduce risk (e.g., reduce vulnerabilities or mitigate the consequences of an event) by addressing the needs and priorities identified in earlier analysis and review.
Response	<ul style="list-style-type: none"> • Discuss how the project will reduce risk in a cost effective manner <ul style="list-style-type: none"> ○ Discuss how this investment will reduce risk: <p>In order to mitigate the gaps in protection and response related to manmade or natural disasters, the analysis indicates that communication equipment can help facilitate command and control efforts, damage assessment operations, information sharing, and improve response, containment, and resolution of an incident.</p> <p>This radio equipment will enhance current LBPD communications, allow easier interoperability, and enable LBPD personnel to share this equipment with other regional partners.</p> <p>Improved patrol boat and helicopter radios will allow marine and air personnel to communicate better with similar personnel in other public safety agencies, as well as, private stakeholders. Communications will also assist and support other public safety/first responder agencies within and around the LA/LB Port Complex.</p>

III.B. Describe current capabilities similar to this Investment	
Response Type	Narrative
Page Limit	Not to exceed 1/2 page
Response Instructions	<ul style="list-style-type: none"> • Describe how many agencies within the port have existing equipment that are the same or have similar capacity as the proposed project • Include the number of existing capabilities within the port that are identical or equivalent to the proposed project
Response	<ul style="list-style-type: none"> • Describe how many agencies within the port have existing equipment and capabilities: <p>All agencies throughout the LA/LB Port Complex are slowly changing radio equipment after the Federal Communications Commission advised that the new standard of narrow banding is moving from 25 KHz to 12.5 KHz and that all public agencies must comply with this new regulation. Currently, the Los Angeles Port Police is the only agency in the LA/LB Port Complex that is completely compliant. However, the Los Angeles Police Department and Los Angeles Fire Department are well on their way.</p>

Exhibit A

IV. Funding & Implementation Plan

- Complete the IV.A. to identify the amount of funding you are requesting for this investment only
- Funds should be requested by allowable cost categories as identified below
- Applicants must make funding requests that are reasonable and justified by direct linkages to activities outlined in this particular investment

Note: Investments will be evaluated on the expected impact on security relative to the amount of the investment (i.e., cost effectiveness). An itemized Budget Detail Worksheet and Budget Narrative must also be completed for this investment. See following section for a sample format.

The following template illustrates how the applicants should indicate the amount of FY 2010 PSGP funding required for the investment and how these funds will be allocated across the cost elements.

IV.A. Investment Funding Plan	FY 2010 PSGP Request Total	Match (Optional)	Grand Total
<i>Maritime Domain Awareness</i>	\$1,250,000.00		\$1,250,000.00
<i>IED and CBRNE Prevention, Protection, Response and Recovery Capabilities</i>			
<i>Training</i>			
<i>Exercises</i>			
<i>TWIC Implementation</i>			
<i>Operational Packages (OPacks)</i>			
<i>M&A</i>			
Total	\$1,250,000.00		\$1,250,000.00

IV.B. Provide a high-level timeline, milestones and dates, for the implementation of this investment such as stakeholder engagement, planning, major acquisitions or purchases, training, exercises, and process/policy updates. Up to 10 milestones may be provided.	
Response Type	Narrative
Page Limit	Not to exceed 1 page
Response Instructions	<ul style="list-style-type: none"> • Only include major milestones that are critical to the success of the Investment • Milestones are for this discrete Investment – those that are covered by the requested FY 2010 PSGP funds and will be completed over the 36-month grant period starting from the award date, giving consideration for review and approval process up to 12 months (estimate 24 month project period) • Milestones should be kept to high-level, major tasks that will need to occur (i.e. Design and development, begin procurement process, site preparations, installation, project completion, etc.) • List any relevant information that will be critical to the successful completion of the milestone (such as those examples listed in the question text above) <p><i>Note: Investments will be evaluated on the expected impact on security relative to the amount of the investment (i.e., cost effectiveness). An itemized Budget Detail Worksheet and Budget Narrative must also be completed for this investment. See following section for a sample format.</i></p>
Response	<ul style="list-style-type: none"> • Milestones: <p>Memorandum of Agreement (Contract) drafted & completed between the Fiduciary Agent and the City of Long Beach by January 1, 2011.</p> <p>City of Long Beach City Council PSGP funding acceptance by July 31, 2011.</p>

Exhibit A

	<p>Scope of work and Request for Proposals drafted and disseminated by December 31, 2011.</p> <p>Vendor(s) selected and contracts entered into by July 30, 2012.</p> <p>Equipment and assets requested, purchased, and delivered (All) by December 31, 2012.</p>
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FY 2010 PORT SECURITY GRANT PROGRAM (PSGP)

Long Beach Police Department Training and Exercising Investment Justification

As part of the FY 2010 PSGP application process, applicants must develop a formal Investment Justification that addresses each initiative being proposed for funding. A separate Investment Justification should be submitted for each proposed project. Each entity within a Group III or All Other Port Area may apply for up to three projects. Due to the nature of the Fiduciary Agent (FA) process, FA's are not limited to three projects. Investment Justifications must demonstrate how proposed projects address gaps and deficiencies in current programs and capabilities. The Investment Justification must demonstrate the ability to provide enhancements consistent with the purpose of the program and guidance provided by FEMA. Applicants must ensure that the Investment Justification is consistent with all applicable requirements outlined in the application kit.

Investment Heading	
Port Area	Los Angeles – Long Beach COTP Zone
State	California
Applicant Organization	Long Beach Police Department
Investment Name	Law Enforcement Maritime Training & Exercises
Investment Amount	\$385,000.00

I. Background

Note: This section only needs to be completed once per application, regardless of the number of Investments proposed. The information in this section provides background and context for the Investment(s) requested, but does not represent the evaluation criteria used by DHS for rating individual Investment proposals.

I. Provide an overview of the port area, MTSA regulated facility, or MTSA regulated vessel	
Response Type	Narrative
Page Limit	Not to exceed 1 page
Response Instructions	<ul style="list-style-type: none"> • Area of Operations: <ul style="list-style-type: none"> ○ Identify COTP Zone ○ Identify eligible port area ○ Identify exact location of project site (i.e. physical address of facility being enhanced) ○ Identify who the infrastructure (project site) is owned or operated by, if not by your own organization • Point(s) of contact for organization (include contact information): <ul style="list-style-type: none"> ○ Identify the organization's Authorizing Official for entering into grant agreement, including contact information (include sub-grantee entering agreement within Group 1 and 2 port areas under FA process) ○ Identify the organization's primary point of contact for management of the project(s) • Ownership or Operation: <ul style="list-style-type: none"> ○ Identify whether the applicant is: (1) a private entity; (2) a state or local agency; or (3) a consortium composed of local stakeholder groups (i.e., river groups, ports, or terminal associations) representing federally regulated ports, terminals, US inspected passenger vessels or ferries. • Role in providing layered protection of regulated entities (applicable to

	<p>State or local agencies, consortia and associations only):</p> <ul style="list-style-type: none"> ○ Describe your organization's specific roles, responsibilities and activities in delivering layered protection ● Important features: <ul style="list-style-type: none"> ○ Describe any operational issues you deem important to the consideration of your application (e.g., interrelationship of your operations with other eligible high-risk ports, etc.) ● Ferry systems required data: ● Infrastructure ● Ridership data ● Number of passenger miles ● Number of vehicles per vessel, if any ● Types of service and other important features ● System map ● Geographical borders of the system and the cities and counties served ● Other sources of funding being leveraged for security enhancements
<p>Response</p>	<ul style="list-style-type: none"> ● Area of Operations <p>Ports of Los Angeles/Long Beach COTP Zone Eligible Port Area – Long Beach Location of Project – Port of Long Beach Infrastructure – Port of Long Beach</p> ● Points of Contact <p>Authorizing Official – Long Beach Police Department Chief of Police Jim McDonnell Project Manager – Lt. Michael Lewis, Port Security Unit, (562)570-7181 – E-mail: Michael.lewis@longbeach.gov</p> ● Ownership or Operation <p>Local Agency – Long Beach Police Department</p> ○ The LBPD is considered a local agency. <p>Under the LA/LB AMSC Stakeholder Subcommittee, LBPD officials have joined subject matter experts and key stakeholders associated with the LA/LB Port Complex and developed the LB/LA Port Wide Strategic Risk Management/Mitigation Plan (RMMP) and Trade Resumption/Resiliency Plan (TRRP). This subcommittee adopted a methodology that produced initiatives of multiple activities designed to mitigate port wide gaps in security, while qualifying related responsibilities of authorities, as well as their distinct capabilities, capacities, competences and partnerships.</p> <p>This Subcommittee also adopted measures to address information detailed in the Maritime Assessment and Strategy Toolkit (MAST), and findings associated with the DHS National Strategy for Maritime Security Plan and Los Angeles/Long Beach Underwater Terrorism Preparedness Plan (UTTP). This assessment and vetting process of multiple port assets is used to identify the need for security enhancement countermeasures and response capabilities, which aids the development of a prioritization strategy for implementing PSGP projects.</p>

	<p>Role in providing layered protection of regulated entities:</p> <ul style="list-style-type: none"> ○ The LBPD is the primary law enforcement authorities in the Port of Long Beach. <p>Members of the Port Security Unit, Special Weapons and Tactics Team and Air Support Unit would be the responding and handling units in the event of any terrorist or other situation that required a tactical resolution. This could include an active shooter situation, suspicious underwater activity that was beyond the skills and tactical abilities of the PSDT, takeover of cargo ship in Port Complex, counter sniper operations, etc.</p> <p>LBPD is an active participant on numerous AMSC subcommittees and lead officials and members of the Central California AMSC Executive Board.</p> <p>Important features:</p> <ul style="list-style-type: none"> ○ The Port of Long Beach is operated by the Long Beach harbor Department. <p>The Port of Long Beach is one of the world's busiest seaports, a leading gateway for trade between the United States and Asia. It supports millions of jobs nationally and provides consumers and businesses with billions of dollars in goods each year. The LA/LB Port Complex is the 5th largest port in the world. Even just a credible threat of a terrorist attack would close the Port and have an immediate and large-scale economic impact.</p> <p>A Gap Analysis was performed by the subcommittee to determine potential threats and required risk mitigation strategies. Security Awareness Training, Marine Law Enforcement Tactical Training, Anti-Terrorism Dive Operations Training & Underwater Sonar Detection Training, are some of the training programs sought for law enforcement personnel assigned to port security operations to reduce risk and mitigate threats to this port complex.</p>
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II. Strategic and Program Priorities

II.A. Provide a brief abstract of the Investment list just ONE investment.	
Response Type	Narrative
Page Limit	Not to exceed 1/2 page
Response Instructions	Provide a succinct statement summarizing this Investment
Response	<p>Investment summary:</p> <p>This project will fund training and exercising for the Long Beach Police Department's Port Security, SWAT, and Air Support Units. This project will focus on individual, unit, and joint team training topics. This will enhance team collaboration, response, and recovery on land, water, and air within the Port Complex.</p> <p>Security Awareness Training, Marine Law Enforcement Tactical Training, Anti-Terrorism Dive Operations Training, Underwater Sonar Detection Training, SWAT response and tactical resolution, Airborne observation, intelligence, support, counter sniper response and resolution, and exercising these enhanced capabilities are some of the programs sought for law enforcement personnel assigned to port security operations and will lead to reduced risk and help mitigate threats to this port complex.</p>

	<p>Counter surveillance, water based, and air related special operations training will also be funded because the Maritime Assessment and Strategy Toolkit (MAST) considered this a high priority.</p> <p>Training will focus on helping personnel respond, contain, and resolve tactical incidents quicker. This will help reduce the size of events, end them quicker, and enable the Port to recover faster.</p> <p>Disaster response and evacuation training will also be funded because this type of training will help solidify resumption plans and procedures.</p> <p>Training courses dealing with resumption and resiliency efforts will try to be funded because this will help educate law enforcement personnel about the business side of Port operation emergency preparedness.</p>
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II.B. Describe how the Investment will address one or more of the PSGP priorities and Area Maritime Security Plan or COTP Priorities (how it corresponds with PRMP for Group I and II)	
Response Type	Narrative
Page Limit	Not to exceed 1/2 page
Response Instructions	<ul style="list-style-type: none"> • Describe how, and the extent to which, the investment addresses: <ul style="list-style-type: none"> ○ Enhancement of Maritime Domain Awareness ○ Enhancement of IED and CBRNE prevention, protection, response and recovery capabilities ○ Training and exercises ○ Efforts supporting the implementation of TWIC • Area Maritime Security Plan and/or Captain of the Port Priorities
Response	<p>The Los Angeles – Long Beach Area Maritime Security Committee has identified gaps, as described in the Port Wide Strategic Risk Management / Mitigation Plan. Insufficient Training for First Responders, along with Training & Interdiction Exercises, identified gaps in the plan, with Training and Exercising as the mitigation strategy address Improvised Explosive Device & WMD deliveries in several variations of risk. This investment is part of the layered protection by enhancing the capabilities for law enforcement personnel through additional training courses related to port security.</p> <p>TRRP gap analysis studies identified numerous vulnerabilities involving training and education programs surrounding the resumption of trade. In the past, law enforcement personnel have consistently focused their training on prevention and mitigation efforts. This funding will help train and educate LBPD personnel on trade resumption and resiliency objectives and efforts, reduce this vulnerability, and help broaden the views of law enforcement personnel.</p> <p>RMMP gap analysis studies indicated that more training and exercising are especially needed to combat IED's on cargo vessels, IED delivery by small crafts, and by person, crew or passenger on cruise ships.</p> <p>This funding will assist Port Police Unit, SWAT, and Air Support Unit personnel in facilitating training activities between personnel in other City Departments, which in turn will help strengthen working relationships.</p>

	A gap analysis resiliency vulnerability identified in the TRRP noted the Port Stakeholders are not aware of how to respond in a port-wide fashion to extreme damage. This funding will help training LBPB front line operations and command personnel to deal with large-scale damage situations, which will help reduce this vulnerability.
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III. Impact

III.A. Describe how the project offers the highest risk reduction potential at the least cost.	
Response Type	Narrative
Page Limit	Not to exceed 1/2 page
Response Instructions	<ul style="list-style-type: none"> • Discuss how the project will reduce risk in a cost effective manner <ul style="list-style-type: none"> ◦ Discuss how this investment will reduce risk (e.g., reduce vulnerabilities or mitigate the consequences of an event) by addressing the needs and priorities identified in earlier analysis and review.
Response	<p>In order to mitigate the gap in protection and response related to small craft delivery of VBIED, underwater IED's, and emergency tactical incidents the analysis indicates that additional training is required for on and underwater interdiction and emergency land response operations within the LA-LB Port Complex. The training & exercising will enhance the current capabilities on and under the water for increased visibility, to act as a deterrent for terrorist/criminal activity, strengthen Critical Infrastructure/Key Resource Protection, reduce response times for emergencies/life saving operations, enhancement of dive operations through dive operations training, waterside command and control training to prepare for critical incidents/large scale events, escort large container, bulk chemical and passenger vessels in and out of the Port Complex, conduct and support waterside insertions and evacuations, and assist and support other public safety/first responder agencies within and around the Los Angeles/Long Beach Port Complex.</p>

III.B. Describe current capabilities similar to this investment	
Response Type	Narrative
Page Limit	Not to exceed 1/2 page
Response Instructions	<ul style="list-style-type: none"> • Describe how many agencies within the port have existing equipment that are the same or have similar capacity as the proposed project • Include the number of existing capabilities within the port that are identical or equivalent to the proposed project
Response	<ul style="list-style-type: none"> • Describe how many agencies within the port have existing equipment and capabilities: <p>Currently, the Port of Los Angeles – Port Police, has some of these capabilities, but the Port of Long Beach, specifically the Long Beach Police Department, are lacking training in the area of interdiction, command and control, and incident response. This training and exercise funding will help fill these identified gaps. This training will enhance response capabilities required to mitigate risk within the port complex.</p>

IV. Funding & Implementation Plan

- Complete the IV.A. to identify the amount of funding you are requesting for this investment only
- Funds should be requested by allowable cost categories as identified below
- Applicants must make funding requests that are reasonable and justified by direct linkages to activities outlined in this particular Investment

Note: Investments will be evaluated on the expected impact on security relative to the amount of the investment (i.e., cost effectiveness). An itemized Budget Detail Worksheet and Budget Narrative must also be completed for this investment. See following section for a sample format.

The following template illustrates how the applicants should indicate the amount of FY 2010 PSGP funding required for the investment and how these funds will be allocated across the cost elements.

IV.A. Investment Funding Plan	FY 2010 PSGP Request Total	Match (Optional)	Grand Total
<i>Maritime Domain Awareness</i>			
<i>IED and CBRNE Prevention, Protection, Response and Recovery Capabilities</i>			
<i>Training</i>	\$345,000		\$345,000
<i>Exercises</i>	\$ 40,000		\$ 40,000
<i>TWIC Implementation</i>			
<i>Operational Packages (OPacks)</i>			
<i>IV&A</i>			
Total	\$385,000		\$385,000

IV.B. Provide a high-level timeline, milestones and dates, for the implementation of this investment such as stakeholder engagement, planning, major acquisitions or purchases, training, exercises, and process/policy updates. <u>Up to 10 milestones</u> may be provided.	
Response Type	Narrative
Page Limit	Not to exceed 1 page
Response Instructions	<ul style="list-style-type: none"> • Only include major milestones that are critical to the success of the Investment • Milestones are for this discrete Investment – those that are covered by the requested FY 2010 PSGP funds and will be completed over the 36-month grant period starting from the award date, giving consideration for review and approval process up to 12 months (estimate 24 month project period) • Milestones should be kept to high-level, major tasks that will need to occur (i.e. Design and development, begin procurement process, site preparations, installation, project completion, etc.) • List any relevant information that will be critical to the successful completion of the milestone (such as those examples listed in the question text above) <p><i>Note: Investments will be evaluated on the expected impact on security relative to the amount of the investment (i.e., cost effectiveness). An itemized Budget Detail Worksheet and Budget Narrative must also be completed for this investment. See following section for a sample format.</i></p>
Response	<ul style="list-style-type: none"> • Milestones: <ul style="list-style-type: none"> Memorandum of Agreement (Contract) drafted & completed between the Fiduciary Agent and the City of Long Beach by January 1, 2011. City of Long Beach City Council PSGP funding acceptance by June 30, 2011.

Training requests and registrations submitted by July 30, 2012.

Training courses and personnel scheduled by October 31, 2012.

Training/Exercises attended – participated in and completed by December 31, 2012.

FY 2010 PORT SECURITY GRANT PROGRAM (PSGP)

Long Beach Public Safety Dive Team Dive Equipment Investment Justification

As part of the FY 2010 PSGP application process, applicants must develop a formal Investment Justification that addresses each initiative being proposed for funding. A separate Investment Justification should be submitted for each proposed project. Each entity within a Group III or All Other Port Area may apply for up to three projects. Due to the nature of the Fiduciary Agent (FA) process, FA's are not limited to three projects. Investment Justifications must demonstrate how proposed projects address gaps and deficiencies in current programs and capabilities. The Investment Justification must demonstrate the ability to provide enhancements consistent with the purpose of the program and guidance provided by FEMA. Applicants must ensure that the Investment Justification is consistent with all applicable requirements outlined in the application kit.

Investment Heading	
Port Area	Los Angeles – Long Beach COTP Zone
State	California
Applicant Organization	Long Beach Police Department (LBPD)
Investment Name	Long Beach Public Safety Dive Team Equipment
Investment Amount	\$380,000

I. Background

Note: This section only needs to be completed once per application, regardless of the number of Investments proposed. The information in this section provides background and context for the Investment(s) requested, but does not represent the evaluation criteria used by DHS for rating individual Investment proposals.

I. Provide an overview of the port area, MTSA regulated facility, or MTSA regulated vessel	
Response Type	Narrative
Page Limit	Not to exceed 1 page
Response Instructions	<ul style="list-style-type: none"> • Area of Operations: <ul style="list-style-type: none"> ○ Identify COTP Zone ○ Identify eligible port area ○ Identify exact location of project site (i.e. physical address of facility being enhanced) ○ Identify who the infrastructure (project site) is owned or operated by, if not by your own organization • Point(s) of contact for organization (include contact information): <ul style="list-style-type: none"> ○ Identify the organization's Authorizing Official for entering into grant agreement, including contact information (include sub-grantee entering agreement within Group 1 and 2 port areas under FA process) ○ Identify the organization's primary point of contact for management of the project(s) • Ownership or Operation: <ul style="list-style-type: none"> ○ Identify whether the applicant is: (1) a private entity; (2) a state or local agency; or (3) a consortium composed of local stakeholder groups (i.e., river groups, ports, or terminal associations) representing federally regulated ports, terminals, US inspected passenger vessels or ferries. • Role in providing layered protection of regulated entities (applicable to State or local agencies, consortia and associations only):

	<ul style="list-style-type: none"> ○ Describe your organization's specific roles, responsibilities and activities in delivering layered protection ● Important features: <ul style="list-style-type: none"> ○ Describe any operational issues you deem important to the consideration of your application (e.g., interrelationship of your operations with other eligible high-risk ports, etc.) ● Ferry systems required data: ● Infrastructure ● Ridership data ● Number of passenger miles ● Number of vehicles per vessel, if any ● Types of service and other important features ● System map ● Geographical borders of the system and the cities and counties served ● Other sources of funding being leveraged for security enhancements
Response	<p>Area of Operations:</p> <ul style="list-style-type: none"> ○ Ports of Los Angeles/Long Beach COTP Zone ○ Eligible Port Area – Long Beach ○ Location of Project – Port of Long Beach ○ Infrastructure – Port of Long Beach <p>Points of Contact:</p> <ul style="list-style-type: none"> ○ Authorizing Official – Long Beach Police Department Chief of Police Jim McDonnell ○ Primary Point of Contact – Lt. Michael Lewis, Port Security Unit, 562-570-7181, email: Michael.lewis@longbeach.gov <p>Ownership or Operation:</p> <ul style="list-style-type: none"> ○ The LBPD is considered a local agency. Even though the LBPD will manage this grant, the City of Long Beach Public Safety Dive Team (PSDT) is comprised of divers from the LBPD and Long Beach Fire Department (LBFD). <p>LBPD and LBFD officials have joined subject matter experts and key stakeholders associated with the LA/LB Port Complex and developed the LB/LA Port Wide Strategic Risk Management/Mitigation Plan (RMMP) under the oversight of the AMSC Stakeholder Subcommittee. This subcommittee adopted a methodology that produced initiatives of multiple activities designed to mitigate port wide gaps in security, while qualifying related responsibilities of authorities, as well as their distinct capabilities, capacities, competences and partnerships. This Subcommittee also adopted findings of the Maritime Assessment and Strategy Toolkit (MAST) and LB/LA Port Wide Trade Resumption/Resiliency Plan (TRRP) as a needs assessment of multiple port assets to identify potential enhancements in security countermeasures and response capabilities to develop a prioritization strategy for implementing these measures.</p> <p>Role in providing layered protection of regulated entities:</p> <ul style="list-style-type: none"> ○ The LBPD and LBFD are the primary law enforcement and fire authorities in the Port of Long Beach. <p>Members of the PSDT would be the first responders to any potential explosive ordnance in the water, suspicious underwater activity, need for damage assessment, or the need to conduct an underwater security inspection.</p>

	<p>LBPB and LBFD are active participants on numerous AMSC subcommittees and are lead officials are members of the Central California AMSC Executive Board.</p> <p>Important features:</p> <ul style="list-style-type: none"> o The Port of Long Beach is operated by the Long Beach Harbor Department. <p>The Port of Long Beach is one of the world's busiest seaports, a leading gateway for trade between the United States and Asia. It supports millions of jobs nationally and provides consumers and businesses with billions of dollars in goods each year. The LA/LB Port Complex is the 5th largest port in the world. Even just a credible threat of a terrorist attack would close the Port and have an immediate and large-scale economic impact.</p>
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II. Strategic and Program Priorities

II.A. Provide a brief abstract of the Investment list just ONE investment.	
Response Type	Narrative
Page Limit	Not to exceed 1/2 page
Response Instructions	Provide a succinct statement summarizing this Investment
Response	<p>Investment summary:</p> <ul style="list-style-type: none"> o The LBPB proposes to purchase dive equipment for members of the Long Beach Public Safety Dive Team. <p>Dive equipment purchases will be focused on individual users. Funded items will include communication equipment, safety gear, dive related Hazmat protection equipment, surface supply air equipment, and underwater self contained breathing apparatus'.</p> <p>The equipment will fund PSDT personal dive equipment that is specifically designed for a wide range of uses and facilitates the team's all-hazards approach to purchasing and utilizing equipment.</p> <p>This personal equipment will be centered on port security related operations, which will reduce risk and mitigate threats to the LA/LB Port Complex.</p> <p>Purchased equipment will focus on enhancing the interoperability between Police and Fire divers. Currently, members from each department use different types of equipment.</p> <p>Equipment will be centered on meeting current and future demands of underwater search, rescue, recovery and investigation, while facilitating a comprehensive risk management structure and lessening liability.</p> <p>Besides equipment costs, project funding includes maintenance, the purchase of extended maintenance warranties, and annual service costs for the duration of the grant.</p>

II.B. Describe how the Investment will address one or more of the PSGP priorities and Area Maritime Security Plan or COTP Priorities (how it corresponds with PRMP for Group I and II)

Response Type	Narrative
Page Limit	Not to exceed 1/2 page
Response Instructions	<ul style="list-style-type: none"> • Describe how, and the extent to which, the investment addresses: <ul style="list-style-type: none"> ○ Enhancement of Maritime Domain Awareness ○ Enhancement of IED and CBRNE prevention, protection, response and recovery capabilities ○ Training and exercises ○ Efforts supporting the implementation of TWIC • Area Maritime Security Plan and/or Captain of the Port Priorities
Response	<p>Describe how, and the extent to which, the investment addresses:</p> <ul style="list-style-type: none"> ○ Enhancement of Maritime Domain Awareness: <p>Equipment will help support the mission, goals, and objectives of the Port Dive Operations Group (PDOG), which is a collaboration of 12 local public safety dive teams. Will also provide an enhanced capability for the PSDT and other PDOG agencies and will be used when responding to surrounding regional municipalities.</p> <p>Equipment will help support underwater security inspections of critical facilities. For example, equipment will strengthen divers when performing security inspections of petroleum transfer stations or piers where ships dock.</p> ○ Enhancement of IED and CBRNE prevention, protection, response and recovery capabilities: <p>This equipment will support dive operations by strengthening underwater small and large vessel IED detection operations. This is especially true during operations on large container ships, small crafts, and cruise ships servicing the LALB Port Complex.</p> ○ Training and Exercising: <p>This funding will enable divers to complete security awareness training, homeland security related dive courses, enable divers to complete underwater special operations training.</p> ○ Area Maritime Security Plan and/or Captain of the Port Priorities: <p>This funding will assist divers in meeting a gap analysis vulnerability in the TRRP by allowing them to complete bottom surveys facilitating the movement of large deep draft ships.</p> <p>Through PDOG, this funding will fulfill RMMP gap analysis needs by addressing numerous priorities, while facilitating public and private entity relationships, communication, and cooperation.</p> <p>RMMP objectives and priorities will be met because this equipment will strengthen PSDT operational capabilities.</p>

III. Impact

III.A. Describe how the project offers the highest risk reduction potential at the least cost.	
Response Type	Narrative
Page Limit	Not to exceed 1/2 page
Response Instructions	<ul style="list-style-type: none"> • Discuss how the project will reduce risk in a cost effective manner <ul style="list-style-type: none"> ◦ Discuss how this investment will reduce risk (e.g., reduce vulnerabilities or mitigate the consequences of an event) by addressing the needs and priorities identified in earlier analysis and review.
Response	<ul style="list-style-type: none"> • Discuss how the project will reduce risk in a cost effective manner <ul style="list-style-type: none"> ◦ Discuss how this investment will reduce risk: <p>In order to mitigate the gap in protection and response related to small craft delivery of VBIED and underwater IED's, the analysis indicates that dive equipment is required for underwater interdiction and emergency response operations within the LA-LB Port Complex. This equipment will enhance the current underwater capabilities of the PSDT and PDOG, act as a deterrent against criminal activity by enabling larger training exercises and security inspection operations, strengthening Critical Infrastructure/Key Resource Protection, reduce response times for emergencies/life saving operations, enhancement of basic daily dive operation, and assist and support other public safety/first responder agencies within and around the Los Angeles/Long Beach Port Complex.</p> <p>RMMP and TRRP gap analysis studies have identified underwater explosive devices has a high potential for disruption of port services. This low cost alternative will enable divers to more easily and quickly inspect underwater locations enabling the port to return to normal more quickly.</p>

III.B. Describe current capabilities similar to this Investment	
Response Type	Narrative
Page Limit	Not to exceed 1/2 page
Response Instructions	<ul style="list-style-type: none"> • Describe how many agencies within the port have existing equipment that are the same or have similar capacity as the proposed project • Include the number of existing capabilities within the port that are identical or equivalent to the proposed project
Response	<ul style="list-style-type: none"> • Describe how many agencies within the port have existing equipment and capabilities: <p>The Los Angeles/Long Beach Port complex entities providing deployable dive teams and associated equipment include the Los Angeles Port Police, Los Angeles Police Department, and Los Angeles Fire Department. However, these agencies usually only deploy these resources on the Los Angeles side of the Port Complex. While collectively these agencies maintain dive teams, the PSDT has sole responsibility for the Port of Long Beach. This funding for the PSDT will not only enhance response capabilities on the Long Beach side of the Port, but are needed to mitigate risks within the entire Port Complex. Plus, this capability is needed for all teams because of their respective PDOG roles and responsibilities.</p>

IV. Funding & Implementation Plan

- Complete the IV.A. to identify the amount of funding you are requesting for this investment only
- Funds should be requested by allowable cost categories as identified below
- Applicants must make funding requests that are reasonable and justified by direct linkages to activities outlined in this particular Investment

Note: Investments will be evaluated on the expected impact on security relative to the amount of the investment (i.e., cost effectiveness). An itemized Budget Detail Worksheet and Budget Narrative must also be completed for this investment. See following section for a sample format.

The following template illustrates how the applicants should indicate the amount of FY 2010 PSGP funding required for the investment and how these funds will be allocated across the cost elements.

IV.A. Investment Funding Plan	FY 2010 PSGP Request Total	Match (Optional)	Grand Total
<i>Maritime Domain Awareness</i>			
<i>IED and CBRNE Prevention, Protection, Response and Recovery Capabilities</i>	\$380,000.00		\$380,000.00
<i>Training</i>			
<i>Exercises</i>			
<i>TWIC Implementation</i>			
<i>Operational Packages (OPacks)</i>			
<i>M&A</i>			
Total	\$380,000.00		\$380,000.00

IV.B. Provide a high-level timeline, milestones and dates, for the implementation of this investment such as stakeholder engagement, planning, major acquisitions or purchases, training, exercises, and process/policy updates. Up to 10 milestones may be provided.	
Response Type	Narrative
Page Limit	Not to exceed 1 page
Response Instructions	<ul style="list-style-type: none"> • Only include major milestones that are critical to the success of the Investment • Milestones are for this discrete Investment – those that are covered by the requested FY 2010 PSGP funds and will be completed over the 36-month grant period starting from the award date, giving consideration for review and approval process up to 12 months (estimate 24 month project period) • Milestones should be kept to high-level, major tasks that will need to occur (i.e. Design and development, begin procurement process, site preparations, installation, project completion, etc.) • List any relevant information that will be critical to the successful completion of the milestone (such as those examples listed in the question text above) <p><i>Note: Investments will be evaluated on the expected impact on security relative to the amount of the investment (i.e., cost effectiveness). An itemized Budget Detail Worksheet and Budget Narrative must also be completed for this investment. See following section for a sample format.</i></p>
Response	<ul style="list-style-type: none"> • Milestones: <ul style="list-style-type: none"> Memorandum of Agreement (Contract) drafted & completed between the Fiduciary Agent and the City of Long Beach by January 1, 2011. City of Long Beach City Council PSGP funding acceptance by July 31, 2011.

	<p>Scope of work and Request for Proposals drafted and disseminated by December 31, 2011.</p>
	<p>Vendor(s) selected and contracts entered into by July 30, 2012.</p>
	<p>Equipment and assets requested, purchased, and delivered (All) by December 31, 2012.</p>