



To: Bay Area UASI Approval Authority
From: Catherine Spaulding, Assistant General Manager
Date: October 10, 2013
Re: Item 5: Priority Capability Objectives for the FY14 Funding Cycle

Staff Recommendation:

Approve the proposed priority capability objectives as funding criteria to be included in the 2014 Project Proposal Guidance for proposed projects.

Action or Discussion Items:

Action

Discussion/Description:

I. Background

The Bay Area's risk management program identifies capabilities that are the most "risk relevant" and where gaps in capability are of the greatest significance so that the region may target investments in this area. This prioritized and strategic approach is consistent with federal guidance and frameworks. In the past, at the direction of the Approval Authority, the Management Team developed priority capability objectives to help guide the proposal and selection process of projects. The Management Team included these priority capability objectives in the project proposal guidance as funding criteria.

II. List of 2014 Priority Capability Objectives

The following is the proposed list of the 2014 priority capability objectives. Please see last section for a detailed description of each objective.

2014 Priority Capability Objectives

Goal 1 Strengthen the Regional Risk Management and Planning Program
Objective 1.1 Enhance Planning, Threat and Hazard Identification, and Risk Management Capabilities
Goal 2 Enhance Information Analysis and Infrastructure Protection Capabilities
Objective 2.1 Enhance Intelligence Collection, Analysis and Sharing
Objective 2.2 Strengthen Terrorism Attribution, Interdiction and Disruption Capabilities
Objective 2.3 Increase Critical Infrastructure Protection
Objective 2.4 Enhance Cyber Security.
Goal 3 Strengthen Communications Capabilities
Objective 3.1 Enhance Operational Communications Capabilities
Goal 4 Strengthen CBRNE Detection, Response, and Decontamination Capabilities
Objective 4.1 Improve Public and Private Services and Resources Management through Fire Incident Response Support
Objective 4.2 Strengthen Mass Search and Rescue Capabilities
Objective 4.4 Strengthen On-Scene Security and Protection through Explosive Device Response Operations
Objective 4.5 Enhance Environmental Response/Health and Safety through WMD/HazMat Response and Decontamination Capabilities
Objective 4.6 Improve Environmental Response/Health and Safety through Responder Safety and Health
Objective 4.7 Enhance On-Scene Security and Protection through Emergency Public Safety and Security Response
Goal 5 Enhance Medical and Public Health Preparedness
Objective 5.1 Enhance Emergency Triage and Pre-Hospital Treatment
Goal 6 Strengthen Emergency Planning and Citizen Preparedness Capabilities
Objective 6.1 Strengthen Emergency Public Information and Warning Capabilities
Objective 6.2 Strengthen Operational Coordination Capabilities
Objective 6.5 Increase Community Resiliency
Goal 7 Enhance Recovery Capabilities
Objective 7.1 Strengthen Infrastructure Systems
Goal 8 Enhance Homeland Security Exercise, Evaluation and Training Programs
8.1 Strengthen the Regional Exercise and Evaluation Program

III. Comparison to Prior Year

The list of 2013 priority capability objectives is consistent with that of prior years with two key exceptions:

- (1) The addition of the cyber security objective, which has been clearly identified by the region as a critical priority; and
- (2) The need to streamline the total number of priority objectives and leave out those that have lower risk and gap analysis ratings or are not otherwise strategic choices given the current efforts of the region. This is important to accomplish given limited resources and FEMA's mandate to take a risk-based approach with UASI investments.

Towards these ends, the Management Team proposes the elimination of the following priority capability objectives that had been included last year in 2012:

- Strengthening medical countermeasure dispensing. We recommend removing this objective because a regional exercise is taking place on this topic in 2014, and the region should not further invest until the after action information has been synthesized.
- Enhance fatality management. We recommend removing this objective because this capability will be exercised in the 2013 Urban Shield exercise, and the region should not further invest until the after action information has been synthesized.
- Enhance critical transportation capabilities. We recommend removing this objective because this capability traditionally has not been a priority area for the region, and it was not ranked in the top half of the risk and gap analysis.
- Improve mass care. We recommend removing this objective because this capability scored low in the risk and gap analysis, and to date the region has significantly invested in this area and built significant capability.
- Enable economic recovery. We recommend removing this objective because this capability scored low in the risk and gap analysis, it has not been a priority area for the region, and many such investments in this area are assumed by the private sector.

We will update our priority capability objectives next year for the FY15 grant cycle as appropriate.

IV. Methodology

The Management Team developed the 2013 priority capability objectives based on the risk and gap analysis presented in the 2012-2015 Bay Area Homeland Security Strategy (page 41). Most of the core capabilities that had gaps that "need extra attention" or "need attention" have been included in the priority capability objectives. In addition, several core capabilities that are particularly relevant to the highest risk hazards that we face in the Bay Area have been included given the critical need to sustain such capabilities. (Such highest risk hazards include terrorist use of explosives, earthquakes, floods, and contagious biological incidents.)

V. Detailed Description of 2013 Priority Capability Objectives

Goal 1 Strengthen the Regional Risk Management and Planning Program
Objective 1.1 Enhance Planning, Threat and Hazard Identification, and Risk Management Capabilities: The Bay Area is able to identify and assess the threats and hazards that pose the greatest risk to the whole community. The region can prioritize and select appropriate capability-based planning investments and solutions for prevention, protection, mitigation, response, and recovery concerning those risks; monitor the outcomes of allocation decisions; and undertake corrective and sustainment actions.
Goal 2 Enhance Information Analysis and Infrastructure Protection Capabilities
Objective 2.1 Enhance Intelligence Collection, Analysis and Sharing: The Bay Area has systems and procedures to effectively collect, analyze and timely share information and intelligence across federal, state, local, tribal, territorial, regional, and private sector entities to achieve coordinated awareness of, prevention of, protection against, mitigation of, and response to a threatened or actual terrorist attack, major disaster, or other emergency. This involves sustaining and building upon the region's intelligence fusion center to include the ability to identify and systematically report suspicious activities associated with potential terrorist or criminal pre-operational planning and logistics.
Objective 2.2 Strengthen Terrorism Attribution, Interdiction and Disruption Capabilities: The Bay Area's law enforcement community (federal, state and local) and other public safety agencies can conduct forensic analysis and attribute terrorist threats and acts to help ensure that suspects involved in terrorist and criminal activities related to homeland security are successfully identified, deterred, detected, disrupted, investigated, and apprehended.
Objective 2.3 Increase Critical Infrastructure Protection: The Bay Area can assess the risk to the region's physical and cyber critical infrastructure and key resources from acts of terrorism, crime, and natural hazards and deploy a suite of actions to enhance protection and reduce the risk to the region's critical infrastructure and key resources from all hazards. This includes a risk-assessment process and tools for identifying, assessing, cataloging, and prioritizing physical and cyber assets from across the region.
Objective 2.4 Enhance Cyber Security: Cyber security programs at the County and major city level meet the Federal Information Processing Standards 200 - Minimum Security Requirements for Federal Information and Information Systems. The region and its jurisdictions can detect malicious cyber activity, conduct technical counter-measures against existing and emerging cyber-based threats, and quickly recover from cyber-attacks in order to ensure the security, reliability, integrity, and availability of its electronic systems and services.
Goal 3 Strengthen Communications Capabilities
Objective 3.1 Enhance Operational Communications Capabilities: The emergency response community in the Bay Area has the ability to provide a continuous flow of mission critical voice, data and imagery/video information among multi-jurisdictional and multidisciplinary emergency responders, command posts, agencies, and Bay Area governmental officials for the duration of an emergency response operation. The Bay Area can also re-establish sufficient communications infrastructure within the affected areas of an incident, whatever the cause, to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.

Goal 4 Strengthen CBRNE Detection, Response, and Decontamination Capabilities

Objective 4.1 Improve Public and Private Services and Resources Management through Fire Incident Response Support: Fire service agencies across the Bay Area can dispatch initial fire suppression resources within jurisdictional response time objectives, and firefighting activities are conducted safely with fire hazards contained, controlled, extinguished, and investigated, with the incident managed in accordance with local and state response plans and procedures.

Objective 4.2 Strengthen Mass Search and Rescue Capabilities: Public safety personnel in the Bay Area are able to conduct search and rescue operations to locate and rescue persons in distress and initiate community-based search and rescue support-operations across a geographically dispersed area. The region is able to synchronize the deployment of local, regional, national, and international teams to support search and rescue efforts and transition to recovery.

Objective 4.4 Strengthen On-Scene Security and Protection through Explosive Device Response Operations: Public safety bomb squads in the Bay Area are able to conduct threat assessments; render safe explosives and/or hazardous devices; and clear an area of explosive hazards in a safe, timely, and effective manner. This involves the following steps in priority order: ensure public safety; safeguard the officers on the scene (including the bomb technician); collect and preserve evidence; protect and preserve public and private property; and restore public services.

Objective 4.5 Enhance Environmental Response/Health and Safety through WMD/HazMat Response and Decontamination Capabilities: Responders in the Bay Area are able to conduct health and safety hazard assessments and disseminate guidance and resources, including deploying HazMat response and decontamination teams, to support immediate environmental health and safety operations in the affected area(s) following a WMD or HazMat incident. Responders are also able to assess, monitor, clean up, and provide resources necessary to transition from immediate response to sustained response and short-term recovery.

Objective 4.6 Improve Environmental Response/Health and Safety through Responder Safety and Health: The Bay Area can reduce the risk of illnesses or injury to first responders, first receivers, medical facility staff members, or other skilled support personnel as a result of preventable exposure to secondary trauma, chemical/radiological release, infectious disease, or physical/emotional stress after the initial incident or during decontamination and incident follow-up.

Objective 4.7 Enhance On-Scene Security and Protection through Emergency Public Safety and Security Response: Public safety agencies within the Bay Area are able to keep the public and critical infrastructure safe by securing a particular incident scene and maintaining law and order following an incident or emergency to include managing the criminal justice prisoner population.

Goal 5 Enhance Medical and Public Health Preparedness

Objective 5.1 Enhance Emergency Triage and Pre-Hospital Treatment: Emergency medical services (EMS) resources across the Bay Area can effectively and appropriately be dispatched (including with law enforcement tactical teams) to provide pre-hospital triage, treatment, transport, tracking of patients, and documentation of care appropriate for the incident, while maintaining the capabilities of the EMS system for continued operations up to and including for mass casualty incidents.

Goal 6 Strengthen Emergency Planning and Citizen Preparedness Capabilities

Objective 6.1 Strengthen Emergency Public Information and Warning Capabilities: The Bay Area has an interoperable and standards-based system of multiple emergency public information and warning systems that allows Bay Area leaders and public health and safety personnel to disseminate prompt, clear, specific, accurate, and actionable emergency public information and warnings to all affected members of the community in order to save lives and property concerning known threats or hazards.

Objective 6.2 Strengthen Operational Coordination Capabilities: The Bay Area has a fully integrated response system through a common framework of the Standardized Emergency Management System, Incident Command System and Unified Command including the use of emergency operations centers (EOCs), incident command posts, emergency plans and standard operating procedures, incident action plans and the tracking of on-site resources in order to manage major incidents safely, effectively and efficiently. EOCs in the Bay Area can effectively plan, direct and coordinate information and activities internally within EOC functions, and externally with other multi-agency coordination entities, command posts and other agencies to effectively coordinate disaster response operations.

Objective 6.5 Increase Community Resiliency: The Bay Area has a formal structure and process for ongoing collaboration between government and nongovernmental resources at all levels to prevent, protect/mitigate, prepare for, respond to and recover from all known threats and hazards.

Goal 7 Enhance Recovery Capabilities

Objective 7.1 Strengthen Infrastructure Systems: The Bay Area can provide accurate situation needs and damage assessments by utilizing the full range of engineering, building inspection, and code enforcement services in a way that maximizes the use of resources, aids emergency response, implements recovery operations, and restores the affected area to pre-incident conditions as quickly as possible. The Bay Area can coordinate activities between critical lifeline operations and government operations to include a process for getting the appropriate personnel and equipment to the disaster scene so that lifelines can be restored as quickly and as safely as possible to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery

Goal 8 Enhance Homeland Security Exercise, Evaluation and Training Programs

8.1 Strengthen the Regional Exercise and Evaluation Program: The Bay Area exercise program tests and evaluates the region's enhancement and/or sustainment of the right level of capability based on the risks faced by the region with an evaluation process that feeds identified capability gaps and strengths directly into the region's risk management and planning process for remediation or sustainment.