

**The Bay Area Homeland Security Strategy
Summary
2012 - 2015**



November 2012

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BAY AREA HOMELAND SECURITY STRATEGY SUMMARY

BACKGROUND

Homeland Security is the coordinated effort to ensure the entire Bay Area region is prepared to prevent, protect against, mitigate, respond to and recover from threats and acts of terrorism and other man-made or natural catastrophes. It requires a risk management process in order to ensure the region has the right capabilities in place to manage those hazards that pose the greatest risk to the Bay Area, its people, and its critical infrastructure and key resources. The threat of catastrophic events, both natural and man-made, requires continuous attention and strategic commitment from all levels of government, the private sector and the general public. The Bay Area is committed to this effort.

The Urban Areas Security Initiative (UASI) program provides financial assistance to address the unique multi-discipline planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assists those urban areas with supplemental funding to build and sustain capabilities to prevent, protect against, mitigate, respond to, and recover from threats or acts of terrorism and other major hazards. Working together, the entire Bay Area UASI has strived to integrate preparedness activities, especially preparedness planning at the strategic level. This homeland security strategy represents the latest effort in that regard.

PURPOSE

The purpose of the *Bay Area Homeland Security Strategy* (“*Bay Area Strategy*” or “*Strategy*”) is to ensure the Bay Area region has a comprehensive document and system that outlines the region’s risks, capabilities, vision, structure, goals and objectives for homeland security. Having such a *Strategy* will ensure the Bay Area is in the best possible position to clearly track and articulate its risk and capability needs to local leaders, the State of California and the U.S. Department of Homeland Security (DHS) when seeking resources and funding to enhance homeland security and public safety across the region.

The *Strategy* is designed primarily to address terrorism risk faced by the Bay Area with an understanding that capabilities enhanced to combat terrorism often enhance the ability to also manage natural disasters, such as earthquakes, and man-made accidents, such as hazardous materials spills. The *Strategy* outlines a comprehensive system for enhancing regional capability and capacity that will guide the Bay Area’s efforts to:

- Prevent and disrupt terrorist attacks;
- Protect the people of the Bay Area, its critical infrastructure and key resources;
- Mitigate the damage caused by acts of terrorism, natural disasters and man-made accidents;
- Respond to and recover from major incidents that do occur;

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- Continue to strengthen our preparedness foundation to ensure our long-term success; and
- Guide future investments, increase capabilities and reduce risk.

Finally, the *Strategy* does not alter the statutory or regulatory authority or responsibility of any agency in the Bay Area related to public safety, health, and security. Nor does the *Strategy* impose any affirmative duty for any jurisdiction or entity to take any action or inaction concerning public health, safety, or security. Rather, the *Strategy* is designed as an integration tool and guide to better coordinate and focus those often disparate authorities and resources spread across the region necessary to achieve homeland security.

VISION

The Bay Area's vision for homeland security is a secure, prepared and resilient region consistently developing regional capabilities based on an analysis of risk through collaboration and coordination.

BAY AREA DESCRIPTION

The current Bay Area UASI region is comprised of twelve counties (Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, Sonoma, Monterey and San Benito) and the three major cities of Oakland, San Francisco, and San Jose.¹ In 2005, prior to the DHS led consolidation, this group initiated regional planning and collaboration efforts by developing the Regional Emergency Coordination Plan (RECP).

The Bay Area UASI is inclusive of over 100 incorporated cities and a combined total population exceeding 7.5 million people. In addition to the 7.5 million residents, the Bay Area attracts 15.9 million visitors annually who spend more than \$16.6 million per day in the region. The Bay Area is one of the most culturally diverse areas in California.

URBAN AREA STRUCTURE

The Bay Area UASI is managed through a three-tiered governance structure. The top tier is the eleven-member Approval Authority that includes representation from each of the three major cities of Oakland, San Francisco, and San Jose and the County of Alameda, County of Contra Costa, County of Marin, County of Monterey, County of San Francisco, County of San Mateo, County of Santa Clara and County of Sonoma. An appointee from the Secretary of the California Emergency Management Agency is also a non-voting member. The Approval Authority provides policy direction to the program and is responsible for final decisions.

The eleven-member Approval Authority works collaboratively with an Advisory Group which acts as the second tier of the governance structure. Advisory Group members include one representative each from the twelve Bay Area county operational areas, the three major cities, the

¹The California Emergency Management Agency (CalEMA) divides the state's 58 counties into 3 administrative regions: Coastal, Inland, and Southern. The Bay Area UASI is part of the Coastal Region which includes: law, fire, coroners/medical examiners, emergency medical, and search and rescue mutual aid systems.

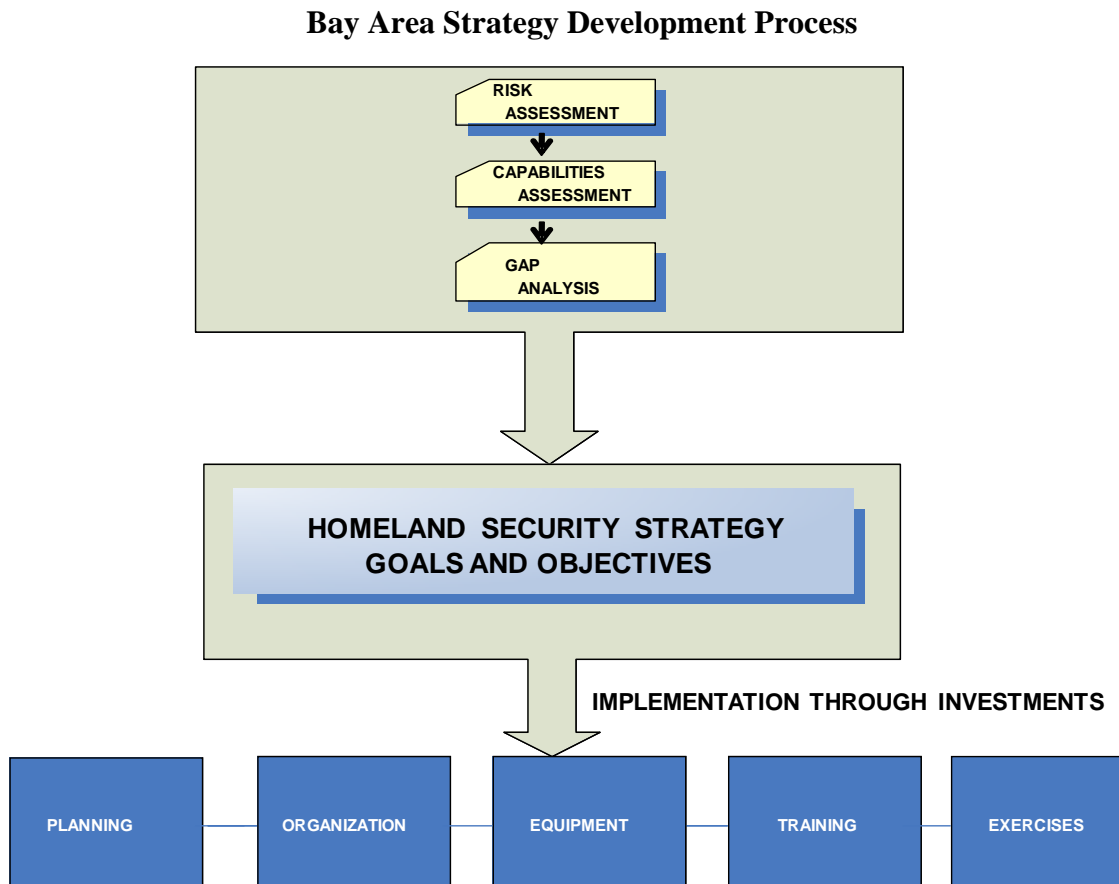
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regional NCRIC and an appointee from the Secretary of CalEMA. The Advisory Group makes policy and programmatic recommendations to the Approval Authority and ensures there is broad representation, input and participation in the regional planning process.

Managing the day-to-day work of the Bay Area UASI is a Management Team comprised of a general manager, an assistant general manager, project managers, a chief financial officer, and finance and grants staff. The City and County of San Francisco has been designated as the fiscal agent for the grants managed by the Bay Area UASI.

STRATEGY DEVELOPMENT PROCESS

Through a series of meetings and other planning activities within the region, the *Strategy* and its goals and objectives as well as various ideas and recommendations were developed. The planning process used to develop the *Strategy* is outlined below. This process included a regional risk assessment, a capabilities assessment, and a gap analysis. From that data, strategic goals and objectives were updated along with implementation steps. The implementation steps involve a series of resource elements divided among the elements of capability: plans, organization, equipment, training and exercises (POETE) needed to achieve the objective as outlined in the figure below.



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In 2008, the Bay Area UASI produced five major planning guidance documents: an assessment and strategic plan for regional interoperable communications; an assessment and project plan for community preparedness; a gap analysis and multi-year training and exercise program for EMS, the fire service and law enforcement; a training and exercise mandate for search and rescue; and a chemical, biological, radiological, nuclear, and explosive (CBRNE) assessment and strategic plan. In 2011 the region produced several region-wide response and recovery plans focusing on catastrophic disaster management. This was followed by a regional assessment and strategic plan for public information and warning. The plans from 2011 and 2012 cover:

- Mass Care and Sheltering
- Interim Housing
- Mass Fatality Management
- Donations Management
- Debris Removal
- Mass Transportation
- Volunteer Management
- Emergency Public Information and Warning

All of these plans and strategies have been reviewed and relevant key elements have been integrated into this overall regional *Bay Area Homeland Security Strategy*.

STATE AND NATIONAL GOALS

The *Strategy* is built on the premise that achieving homeland security is an ongoing mission and one that must be a shared responsibility across the entire region, state and nation. This includes our local, tribal, state, and federal agencies, international partners, community organizations, businesses and individuals. Therefore, the *Strategy* supports implementation of the State of California Homeland Security Strategy and the National Security Strategy. Indeed, this *Strategy* serves as the Bay Area's focal point for implementing not only local and regional homeland security policy and priorities, but also national and state homeland security policy at the local and regional level.

BAY AREA RISK OVERVIEW

Mitigating risk plays a vital role in the region's homeland security efforts. Risk is the expected negative impact of an adverse incident (whether the result of terrorism or a natural hazard) on an asset, considering both its likelihood and the magnitude of its impact. Risk can be expressed as a number or value in order to make comparisons. The Bay Area calculates risk as a function of threat, vulnerability, and consequence: **Risk = Threat x Vulnerability x Consequence**. The Bay Area's risk environment is a complex one involving terrorism, crime, natural hazards and industrial and other accidents concerning its people, and critical infrastructure and key resources (CIKR).

In addition to its large population, there are approximately 8,500 CIKR assets in the entire Bay Area that cover all 18 *National Infrastructure Protection Plan (NIPP)* sectors. These assets

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include such iconic sites and businesses as the Pyramid Building, the Golden Gate Bridge, Apple, Google, Intel, Adobe, Hewlett-Packard, the San Francisco Bay Area Rapid Transit District, Yahoo!, eBay, Candlestick Park, Stanford University, the Oakland Coliseum, the Ports of San Francisco and Oakland, and many more. There are six professional sports teams in the region, including from the National Football League, National Hockey League, National Basketball Association and Major League Baseball. The region is also home to several major government facilities including Travis Air Force Base, the Federal Reserve Bank of San Francisco, the National Aeronautics and Space Administration Ames Center, the San Francisco Mint, the Defense Language Institute, and the Naval Postgraduate School.

The terrorism scenarios and natural hazards that pose the greatest risk to the Bay Area's CIKR are listed below in rank order:

Rank	Terrorism Scenarios	Natural Hazards
1	Vehicle Borne Improvised Explosive Device	Flood
2	Aircraft as a Weapon	Earthquake
3	Improvised Explosive Device	Wildfire
4	Biological Attack (Contagious)	Wind
5	Cyber Attack	Ice

From a terrorism perspective, the Bay Area's CIKR is particularly at risk from vehicle borne improvised explosive devices (VBIED), e.g., car or truck bombings against critical infrastructure. The relatively high likelihood of a VBIED attack in the Bay Area is driven by the ease and low expense of carrying out such an attack. Such a method of attack is common around the world. When combined with a conventional IED attack, over 50% of the calculated risk to the region's CIKR comes from terrorists' use of explosives. In addition to IEDs, general aviation aircraft as a weapon poses a risk given the number of general aviation airports in the region and the lower security standards imposed on general aviation as compared to commercial aviation.

The Bay Area also faces risk from natural hazards, especially floods, earthquakes and wildfires. The region rests upon one of the longest and most active earthquake fault systems in the world. This system includes the San Andreas Fault, the Hayward Fault and the Calaveras Fault. The U.S. Geological Survey estimates an 80% chance of a magnitude 6.7 or greater quake striking the Bay Area within the next 30 years. Based on the Bay Area's topography, risk from wild land fires as well as tsunamis are also of major concern.

The Bay Area's Northern California Regional Intelligence Center (NCRIC) has identified over 8,500 assets in the region covering all eighteen sectors under the *National Infrastructure Protection Plan*. A breakdown of the top ten CIKR sectors in the Bay Area based on the number of assets and risk to each sector (both from terrorism and natural hazards) is set forth in the table below.

Bay Area Sector Rankings

Rank	Sectors Ranked by Total Assets	Sectors Ranked by Terrorism Risk	Sectors Ranked by Natural Hazards Risk
1	Government	Government	Government
2	Commercial	Transportation	Commercial
3	Transportation	Banking	Water
4	Emergency Services	Commercial	Health
5	Postal	Health	Transportation
6	Dams	Defense Industrial Base	Emergency Services
7	Health	Monuments and Icons	Energy
8	Banking	Energy	Communications
9	Water	Water	Chemical
10	Food and Agriculture	Communications	Banking

The NCRIC has further refined all of the region’s assets into four priority levels (Level I being the highest and Level IV being the lowest priority) with the vast majority of the assets (over 6,300) falling within priority Level IV. Just 2% of all NCRIC identified assets fall into Level I. Such a breakdown reflects the region’s goal of accounting for as many assets as possible while recognizing that a smaller subset of those assets, if attacked or otherwise incapacitated, could have a devastating impact on the region.

CAPABILITIES ASSESSMENT

Upon updating its risk profile, the Bay Area identified those capabilities that were most needed to address the highest-risk acts of terrorism faced by the region i.e., how vital each capability is to preventing, protecting against, mitigating, responding to and recovering from acts of terrorism that pose a risk to the region. While the assessment was driven by terrorism risk, most, if not all of the capabilities involved in the assessment can be used to address natural hazards as well. This “dual use” concept is one the Bay Area has used for years and will continue to use to help drive investments and strategic planning across the region.

After classifying capabilities according to their terrorism risk relevance, a capabilities assessment and gap analysis were conducted. The capabilities assessment was held in September 2012 and for the first time involved DHS’s 31 Core Capabilities from the 2011 National Preparedness Goal. The use of the Core Capabilities replaces the Target Capabilities List (TCL). The Bay Area had used the TCL for assessments in 2009, 2010 and 2011. During the 2012 assessment, capability levels were organized into four quartiles: low, medium low, medium high and high.

Upon completing the capabilities assessment, the Core Capabilities were then plotted by terrorism risk relevance and capability gap depending on each capabilities risk relevance and the size of the gap in the capability. The Core Capabilities with the largest capability gap and highest risk relevance were ranked highest. The full findings from the 2012 Core Capabilities assessment, including current levels of ability and capability gaps, for the Bay Area are set forth in the table below.

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2012 Core Capability Assessment Findings

Risk and Gap	Core Capability	Risk Relevance	Level of Ability	Gap Analysis
1	Infrastructure Systems	2	Low	Needs Extra Attention
2	Long Term Vulnerability Reduction	5	Low	Needs Extra Attention
3	Community Resilience	6	Low	Needs Extra Attention
4	Forensics and Attribution	11	Low	Needs Extra Attention
5	Interdiction and Disruption	9	Medium Low	Needs Attention
6	Public Information and Warning	12	Medium Low	Needs Attention
7	Screening, Search and Detection	14	Medium Low	Needs Attention
8	Situational Assessment	1	Medium High	Adequate
9	Threat and Hazard Identification	3	Medium High	Adequate
10	Risk and Disaster Resilience Assessment	4	Medium High	Adequate
11	Risk Management for Protection Programs/Activities	7	Medium High	Adequate
12	Physical Protective Measures	8	Medium High	Adequate
13	Intelligence and Info Sharing	10	High	Adequate
14	Planning	13	Medium High	Adequate
15	Access Control and Identity Verification	17	Low	Needs Attention
16	Cyber Security	20	Low	Needs Attention
17	Fatality Management	21	Low	Needs Attention
18	Operational Coordination	15	Medium Low	Needs Attention
19	Operational Communications	16	Medium Low	Needs Attention
20	On-Scene Security and Protection	18	Medium Low	Needs Attention
21	Public Health	19	Medium Low	Needs Attention
22	Critical Transportation	22	Medium Low	Needs Attention
23	Health and Social Services	25	Low	Adequate
24	Supply Chain Security	26	Low	Needs Attention
25	Economic and Community Recovery	27	Low	Needs Attention
26	Natural and Cultural Resources	28	Low	Needs Attention
27	Public and Private Services	30	Low	Adequate
28	Mass Care Services	29	Medium Low	Adequate
29	Mass Search and Rescue	23	Medium High	Adequate
30	Environmental Response	24	Medium High	Adequate
31	Housing	31	Low	Adequate

SUMMARY OF GOALS AND OBJECTIVES

After completing the risk and capabilities assessments, the region used the information to update the goals, objectives and implementation steps in the *Strategy*. Each of the *Strategy's* goals seeks to align whenever possible with either a National or State Homeland Security Priority. The eight DHS National Homeland Security Priorities represent broad and thematic goals that the nation should strive to achieve. They include Strengthen Information Sharing and Collaboration Capabilities, Strengthen Interoperable and Operable Communications Capabilities, etc. Each objective aligns with a capability or set of capabilities from the Core Capabilities², and the Centers for Disease Control and Prevention's (CDC's) Public Health Preparedness Capabilities for medical and health related objectives. Each objective describes the desired capability end state the region will strive to achieve.

The purpose of aligning each objective to a capability is to ensure the *Strategy* drives investments centered on enhancing specifically defined capabilities needed to better secure and protect the Bay Area from those acts of terrorism and other major hazards that pose the greatest risk to the region. In the end, the Bay Area's ability to prevent acts of terrorism or respond effectively to major natural disasters, such as a catastrophic earthquake, will be determined by the region having sufficient capabilities in place to deal with incidents caused by those threats and hazards. The *Strategy's* goals, objectives and implementation steps outline in detail what the Bay Area needs to do to make sure it achieves and sustains those capabilities.

The goals and objectives are directed towards the next three years and may be reviewed and updated annually or as needed. It is likely that some of the objectives will carry over from year to year while others may be removed or updated based on the region's progress and actual needs. The goals and objectives will continue to be defined by risk analysis, identified preparedness gaps and sustainment priorities. A summary of the Bay Area's 8 goals and 31 objectives is set forth below.

² In certain cases an objective may reference both a Core Capability and a Target Capability, e.g., Objective 4.1 Improve Public and Private Services and Resources Management through *Fire Incident Response Support*. (Target Capability is in italics). This is due to the fact that certain Core Capabilities are ambiguous in their terms and require added definition, which the Target Capabilities provide, and/or the Core Capabilities are inclusive of multiple capabilities that were formally divided among the Target Capabilities List and that division is still necessary for planning purposes in the Bay Area, e.g., Objective 4.5 Improve Public and Private Services and Resources Management through *Critical Resource Logistics*. This breaking up of certain Core Capabilities along the Target Capability taxonomy reflects the reality of how the Bay Area plans and invests in these Core Capabilities.

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.

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.

<p>Goal 4 Strengthen CBRNE Detection, Response, and Decontamination Capabilities</p>
<p>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.</p>
<p>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.</p>
<p>Objective 4.3 Enhance Screening Search and Detection Capabilities: The Bay Area has systems and procedures to rapidly detect, locate and identify CBRNE materials at ports of entry, critical infrastructure locations, public events, and incidents, and can communicate CBRNE detection, identification and warning information to appropriate entities and authorities across the state and at the federal level.</p>
<p>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.</p>
<p>Objective 4.5 Improve Public and Private Services and Resources Management through Critical Resource Logistics: The Bay Area has a system to track and manage critical resources and make them appropriately available to incident managers and emergency responders from across the Bay Area to enhance emergency response operations and aid disaster victims in a cost-effective and timely manner.</p>
<p>Objective 4.6 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.</p>
<p>Objective 4.7 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</p>

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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 4.8 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 4.9 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.

Objective 5.2 Increase Medical Surge: The Bay Area is able to provide adequate medical evaluation and care during incidents that exceed the limits of the normal medical infrastructure of an affected community or the region. The healthcare system in the region is able to survive a hazard impact and maintain or rapidly recover operations that were compromised. Those injured or ill from a medical disaster and/or mass casualty event in the Bay Area are rapidly and appropriately cared for. Continuity of care is maintained for non-incident related illness or injury.

Objective 5.3 Strengthen Medical Countermeasure Dispensing: With the onset of an incident, the Bay Area is able to provide appropriate medical countermeasures (including vaccines, antiviral drugs, antibiotics, antitoxin, etc.) in support of treatment or prophylaxis (oral or vaccination) to the identified population in accordance with local, state and federal public health guidelines and/or recommendations.

Objective 5.4 Improve Medical Materiel Management and Distribution: The Bay Area is able to acquire, maintain (e.g., cold chain storage or other storage protocol), transport, distribute, and track medical materiel (e.g., pharmaceuticals, gloves, masks, and ventilators) during an incident and recover and account for unused medical materiel, as necessary, after an incident.

Objective 5.5 Strengthen Non-Pharmaceutical Interventions: Public health agencies in the Bay Area are able to recommend to the applicable lead agency (if not public health) and implement, if applicable, strategies for disease, injury, and exposure control. Strategies include the following: isolation and quarantine, restrictions on movement and travel advisory/warnings, social distancing, external decontamination, hygiene, and precautionary protective behaviors. Legal authority for those applicable measures is clearly defined and communicated to all responding agencies and the public. Logistical support is provided to

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maintain measures until danger of contagion has elapsed.

Objective 5.6 Improve Laboratory Testing: Laboratories in the Bay Area are able to conduct rapid and conventional detection, characterization, confirmatory testing, data reporting, investigative support, and laboratory networking to address actual or potential exposure to all-hazards. Confirmed cases and laboratory results are reported immediately to all relevant public health, food regulatory, environmental regulatory, and law enforcement agencies in support of operations and investigations.

Objective 5.7 Strengthen Public Health Surveillance and Epidemiological Investigation: Bay Area public health agencies have the ability to create, maintain, support, and strengthen routine surveillance and detection systems and epidemiological investigation processes, as well as to expand these systems and processes in response to incidents of public health significance. This includes the ability to identify potential exposure to disease, mode of transmission, and agent.

Objective 5.8 Enhance Fatality Management: Bay Area agencies, e.g., law enforcement, public health, healthcare, emergency management, and medical examiner/coroner) are able to coordinate (to ensure the proper recovery, handling, identification, transportation, tracking, storage, and disposal of human remains and personal effects; certify cause of death; and facilitate access to mental/ behavioral health services to the family members, responders, and survivors of an incident.

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 Enhance Critical Transportation Capabilities: The Bay Area can provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people, including those with access and functional needs, and animals, and the delivery of vital response personnel, equipment, and services into the affected incident areas to save lives and to meet the needs of disaster survivors.

Objective 6.3 Improve Mass Care: Mass care services, including sheltering, feeding, and bulk distribution, are rapidly, effectively and efficiently provided for the impacted population, including those with access and functional needs, in a manner consistent with all applicable laws, regulations and guidelines.

Objective 6.4 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.

Objective 6.5 Strengthen Public and Private Services and Resources Management through Volunteer Management and Donations: Volunteers and donations within the Bay Area are organized and managed throughout an emergency based upon pre-designated plans,

procedures and systems.

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

Objective 7.2 Enable Economic Recovery: During and following an incident, the Bay Area can estimate economic impact, prioritize recovery activities, minimize business disruption, and provide individuals and families with appropriate levels and types of relief with minimal delay.

Objective 7.3 Improve Environmental Response/Health and Safety: After the primary incident, the Bay Area is able to assess, monitor, perform cleanup actions, including debris and hazardous waste removal, and provide resources to prevent disease and injury through the quick identification of associated environmental hazards.

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.

8.2 Enhance the Regional Training Program: The Bay Area has a multi-discipline, multi-jurisdictional risk and capabilities based training program that enhances and sustains priority capabilities in order to mitigate the region's most pressing risks.

STRATEGY IMPLEMENTATION

The Bay Area UASI Management Team will have overall responsibility for managing and tracking implementation of the *Strategy* with oversight from the Bay Area UASI Approval Authority and input from the region's other stakeholders. Implementation will occur through major annual investments and projects developed at the city, county/operational area, sub-regional and regional level.

The Bay Area's strategic approach to investing will be premised on two overarching principles:

- First, sustain current priority programs and capabilities in the region.
- Second, close gaps in capabilities with an emphasis on those capabilities that have the highest risk relevance and the largest capability gaps.

The Management Team is responsible for developing the region's annual planning and investment guidance, which outlines the details for planning structures and priorities to ensure the Bay Area is executing the strategy through investments. These details actualize the two guiding investment principles outlined above. It includes planning timelines, grant guidance, project templates and such other materials and policies as may be necessary to ensure a seamless and integrated planning structure and system for each year.

EVALUATION OF THE STRATEGY

In order to truly understand the value of the Bay Area's homeland security investments, the region must have a consistent mechanism by which to measure the effectiveness of the homeland security activities generated (i.e., what plans were developed, personnel hired, organization and operations conducted, equipment purchased, number of people trained, and exercises conducted, etc.) by those investments. This will be done in the form of an effectiveness report to the Approval Authority, which may be shared with state and federal partners as needed.³ Through its goals and objectives, the *Strategy* outlines the region's approach and path forward for homeland security. The effectiveness report outlines the region's progress in achieving those goals and objectives based on enhancing capabilities tied to risk management.

³ In 2011, the Bay Area produced a preliminary UASI effectiveness report, which examined certain UASI investments to determine if the region had been following its strategic plans over the years and investing in priority, risk based capabilities. A more extensive follow-on report was issued in November 2012. The overall findings from both the 2011 and the 2012 report show that the region has been investing according to its plans and that priority capabilities have been enhanced to help reduce risk.