To: **Bay Area UASI Approval Authority**

From: **Catherine Spaulding, Assistant General Manager**

Date: **November 8, 2012**

Re: **Item 7: 2013 Priority Capability Objectives**

Recommendation:

Approve the 2013 priority capability objectives as funding criteria to be included in the 2013 Project Proposal Guidance for hub/workgroup proposed projects.

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 that come through the workgroups and hubs. The Management Team included these priority capability objectives in the project proposal guidance as funding criteria. Currently, the 2013 Project Proposal Guidance includes the 2012 priority capability objectives. The Management Team would like to update the guidance with the 2013 priority capability objectives that have resulted from the most recent risk and capability assessment.

II.   List of 2013 Priority Capability Objectives

The following is the proposed list of 2013 priority capability objectives. Please see last section for a detailed description of each objective.

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
Goal 2 Enhance Information Analysis and Infrastructure Protection Capabilities
Objective 2.2 Strengthen Terrorism Attribution, Interdiction and Disruption Capabilities
Objective 2.3 Increase Critical Infrastructure Protection
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 4.6 Enhance Environmental Response/Health and Safety through WMD/HazMat Response and Decontamination Capabilities
Objective 4.7 Strengthen Operational Coordination Capabilities
Objective 4.8 Improve Environmental Response/Health and Safety through Responder Safety and Health
Objective 4.9 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
Objective 5.3 Strengthen Medical Countermeasure Dispensing
Objective 5.8 Enhance Fatality Management
Goal 6 Strengthen Emergency Planning and Citizen Preparedness Capabilities
Objective 6.1 Strengthen Emergency Public Information and Warning Capabilities
Objective 6.2 Enhance Critical Transportation Capabilities
Objective 6.3 Improve Mass Care
Objective 6.4 Increase Community Resiliency
Goal 7 Enhance Recovery Capabilities
Objective 7.1 Strengthen Infrastructure Systems
Objective 7.2 Enable Economic Recovery

III. Comparison to Prior Years

A comparison of this year's list to prior years is complicated by the transition from the target capability list to core capabilities. This change at the federal level has created new categorization through which we now must understand our gaps and thus has prompted us to change the wording of our specific objectives. Nonetheless, in substance the list of 2013 priority capability objectives is very consistent with that of prior years although it is slightly broader in the areas of CBRNE (Goal 4) and Emergency Planning and Citizen Preparedness (Goal 6).

Please note that Goal 8, Training and Exercise, is not included in the 2013 priority capability list. This is because the priority capability objectives are intended only for the workgroup and hub planning process and those objectives have historically been met through sustainment allocations.

IV. Methodology

The Management Team developed the 2013 priority capability objectives based on the gap analysis in the recently completed 2012 Bay Area Homeland Security Strategy. Nearly all of the core capabilities that had gaps that "need extra attention" or "need attention" have been included. 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.) The result is this prioritized list of 18 core capabilities out of a total of 31:

2013 Priority Core Capabilities, Assessment Findings

Core Capability	Risk Relevance	Level of Ability	Gap Analysis
Infrastructure Systems	2	Low	Needs Extra Attention
Long Term Vulnerability Reduction	5	Low	Needs Extra Attention
Community Resilience	6	Low	Needs Extra Attention
Forensics and Attribution	11	Low	Needs Extra Attention
Interdiction and Disruption	9	Medium Low	Needs Attention
Public Information and Warning	12	Medium Low	Needs Attention
Planning	13	Medium High	Adequate
Fatality Management	21	Low	Needs Attention
Operational Coordination	15	Medium Low	Needs Attention
Operational Communications	16	Medium Low	Needs Attention
On-Scene Security and Protection	18	Medium Low	Needs Attention
Public Health	19	Medium Low	Needs Attention
Critical Transportation	22	Medium Low	Needs Attention
Economic and Community Recovery	27	Low	Needs Attention
Public and Private Services	30	Low	Adequate
Mass Care Services	29	Medium Low	Adequate
Mass Search and Rescue	23	Medium High	Adequate
Environmental Response	24	Medium High	Adequate

In order to arrive at the 2013 priority capability objective list, the priority core capabilities (listed immediately above) were converted into the objectives that were used in the 2012 Bay Area Homeland Security Strategy and presented by the eight Department of Homeland Security Goals.

Please note, as explained in the 2012 Bay Area Homeland Security Strategy, some objectives may reference both a core capability and a target capability. This is due to the fact that certain core capabilities are ambiguous in their terms and require added definition and that some core capabilities are so broad that for planning purposes the former target capability language is used because it is more specific.

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 2.2 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 region can assess the risk to physical & 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.
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 4.6 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.

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, 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 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 responder, first receiver, medical facility staff member, 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 recovery.

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 5.3 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 5.8 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 region 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.

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.