

**The Bay Area Homeland Security Strategy  
2010 – 2013**

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# Introduction

The Northern California Bay Area is a major target of terrorist organizations and a region with an extensive history of natural disasters. To better address these risks on a regional basis, in 2006, the U.S. Department of Homeland Security (DHS) combined three previously independent Urban Areas (Oakland, San Francisco, and San Jose) under the DHS Urban Area Security Initiative grant program and formed the Northern California Bay Area Urban Area Security Initiative (Bay Area UASI) region for preparedness purposes. The combining of these three Urban Areas prompted them to review their existing governance structures. As a result, the Bay Area UASI established a new three-tiered governance structure, which included the major cities of Oakland, San Francisco, and San Jose, the ten county operational areas, and the State Emergency Management Agency.

Homeland Security is the coordinated effort to ensure we are prepared to prevent, protect against, respond to and recover from acts of terrorism and other man-made or natural catastrophes. It requires a risk management process in order to ensure we have the right capabilities in place to manage those hazards that pose the greatest risk to the region, 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 UASI is committed to this effort. Working together, the entire Bay Area UASI has strived to integrate preparedness activities, especially preparedness planning at the strategic level. This homeland security strategic plan represents the latest effort in that regard.

The Bay Area UASI is a recognized leader in homeland security and has made great strides in improving preparedness and security while maintaining our standards of freedom and civil liberties. We will build on our accomplishments, but must remain vigilant and continue to meet the challenges going forward.

# Executive Summary

## *Purpose*

The purpose of the Bay Area Homeland Security Strategy is to ensure the Bay Area UASI region has a single, data driven document that outlines the UASI's risks, capabilities, vision, structure, goals and objectives for homeland security over a three year period. Having such a document 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 to reduce that risk and satisfy those capability needs. The Strategy is designed primarily to address terrorism risk with an understanding that capabilities enhanced to combat terrorism often enhance the ability to also manage natural disasters and man made accidents.

The Strategy outlines a comprehensive system for enhancing regional capability and capacity that will guide the Bay Area UASI's efforts to:

- Prevent and disrupt terrorist attacks;
- Protect the people of the Bay Area, its critical infrastructure and key resources;
- Respond to and recover from major incidents and all hazards that do occur;
- Continue to strengthen our preparedness foundation to ensure our long-term success; and
- Guide future investments, increase capabilities and reduce risk.

This is an exceedingly complex mission requiring coordination, cooperation, collaboration, and focused effort from the entire region – residents, government, as well as the private and non-governmental organization sectors. The Bay Area region will apply the resources available from DHS to address unique planning, organizational, equipment, training, and exercise needs to assist in building an enhanced and sustainable capacity to prepare for all hazards. However, this Strategy is not a grant strategy; it is a comprehensive homeland security strategy that will be implemented through projects funded by Federal grants, general funds and such other funding opportunities that may become available.

## *Vision*

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

## *Jurisdiction Description & Risk Overview*

From the beginning of the UASI program in 2003, the geographic foot print of DHS designated UASI jurisdictions has been a combination of DHS risk analysis and existing state, local and regional compacts. The risk based formula used by DHS has changed almost yearly with the most dramatic shift occurring in 2006. That year, DHS combined

the three previously independent UASI jurisdictions of Oakland, San Francisco, and San Jose into the current Bay Area UASI.

The current Bay Area UASI region, as devised in 2006, is comprised of ten counties (Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma) and the three major cities of Oakland, San Francisco, and San Jose.<sup>1</sup> In 2005, prior to the DHS led consolidation, this group initiated regional planning and collaboration efforts by developing the Regional Emergency Coordination Plan (RECP).

2008 marked another major shift in how DHS calculates risk and determines UASI funding eligibility. That year, per the 9/11 Act passed by Congress, DHS began a new evaluation process that utilized the U.S. Census-determined Metropolitan Statistical Areas (MSA) to determine eligibility and to rank those UASI jurisdictions eligible for funding. In using this approach, jurisdictions within the MSA are included in the DHS risk analysis, but are not necessarily included in the actual UASI region's geographic footprint for funding. In the case of the Bay Area UASI, the region's ten county geographic foot print is actually **larger** than the MSA region used by DHS to calculate risk. This is rare. The Bay Area UASI includes Santa Cruz, Sonoma and Solano counties, which are not part of the MSA used by DHS to calculate risk and then rank and fund the Bay Area under the UASI program.

Today, 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 15.7 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 regions in California. Given the diversity, size and scope of the Bay Area, the Bay Area UASI has further organized itself around four sub-regional planning hubs - North, South, East and West Bay hubs where project development related to implementing this Strategy will largely occur.

Threat assessment data reflects that the Bay Area is home to many international and domestic terrorist organizations, making it a prime location for potential terrorist attack. The Bay Area is particularly at risk for vehicle borne improvised explosive device (VBIED) attacks, e.g., car or truck bombings against critical infrastructure. VBIED risk is driven by the relatively high likelihood due to the relative ease and low expense of carrying out such an attack. Such a method of attack is relatively common around the world.

The Bay Area is also vulnerable to natural disasters as it 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

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<sup>1</sup> The 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.

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.

For 2010, the Northern California Intelligence Fusion Center compiled a list of 566 self identified critical infrastructure and key resource assets in the Bay Area that cover all 18 National Infrastructure Protection Plan (NIPP) sectors. A breakdown of those critical assets by sector is set forth in Figure 1 below.

To address the myriad of risks faced by the Bay Area region, the Strategy will be governed by the principal of risk management. Resources will be allocated where the greatest risk and the greatest need and the greatest return on investment can be demonstrated.

*Urban Area Structure*

Governed by a multi-year MOU between the participants, the Bay Area UASI is managed through a three-tiered governance structure. The top tier is the seven-member Approval Authority that includes representation from each of the three major cities of Oakland, San Francisco, and San Jose and each of the counties in which they are located (Alameda, San Francisco, and Santa Clara). The California Emergency Management Agency, (CalEMA) Deputy Director for Operations is also a member. The Approval Authority provides policy direction to the program and is responsible for final decisions.

The seven-member Approval Authority works collaboratively with the second tier comprised of an Advisory Group. The Advisory Group membership includes one representative each from the ten Bay Area county operational areas, the three major cities, and the Coastal Regional Administrator for 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, strategy and compliance director, project managers and finance and grants managers. The City and County of San Francisco has been designated as the fiscal agent for the grants managed by the Bay Area UASI.

*Regional, State and National Goals*

This 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, this Strategy supports

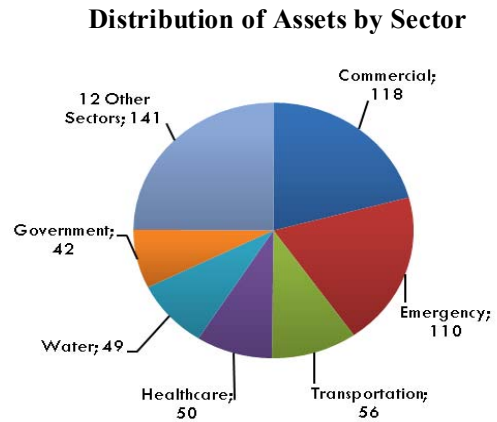


Figure 1

implementation of the State of California Homeland Security Strategy and the National Strategy for Homeland Security. Indeed, this Strategy serves as the Bay Area's focal point in 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.

Each of the Bay Area's strategic goals seeks to align with either a National or State priority and the Target Capabilities from the National Preparedness Guidelines. The Target Capabilities List is a list of thirty seven capabilities needed to implement the National Priorities and the four mission areas of prevention, protection, response and recovery. The National Homeland Security Priorities represent broad and thematic goals that the Nation should strive to achieve in homeland security. The National Homeland Security Priorities are:

- Strengthen CBRNE Detection, Response and Decontamination Capabilities
- Implement the National Infrastructure Protection Plan
- Strengthen Information Sharing and Collaboration Capabilities
- Implement the National Incident Management System and National Response Framework
- Strengthen Interoperable and Operable Communications Capabilities
- Strengthen Planning and Citizen Preparedness
- Expand Regional Collaboration
- Strengthen Medical Surge and Mass Prophylaxis Capabilities

Each Bay Area strategic goal includes several more capability based objectives to further guide the region's efforts and help measure progress, recognizing that homeland security is a continuing and evolutionary process requiring constant focus and improvement. The goals and objectives are directed towards the next three years but will be reviewed and updated annually. 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. The goals and objectives will continue to be defined by risk analysis and identified preparedness gaps.

A summary of the Bay Area's goals and objectives is set forth below. These strategic goals and objectives serve as a road map to build those capabilities needed to reduce the risk of terrorism and natural disasters and better secure the region.

### **Goal 1 Develop a Regional Risk Management and Planning Program**

Objective 1.1 Develop and Enhance Risk Management Capabilities

### **Goal 2 Enhance Information Analysis and Infrastructure Protection Capabilities**

Objective 2.1 Increase Counter-Terrorism Investigations and Law Enforcement

Objective 2.2 Enhance Information Gathering and Recognition of Indicators and Warnings

Objective 2.3 Strengthen Intelligence Analysis and Production

Objective 2.4 Enhance Intelligence Information Sharing and Dissemination

Objective 2.5 Increase Critical Infrastructure Protection

### **Goal 3 Strengthen Communications and Interoperable Communications**

Objective 3.1 Increase Communications Capabilities

Objective 3.2 Strengthen Emergency Public Information and Warning Capabilities

Objective 3.3 Enhance EOC Management

### **Goal 4 Strengthen CBRNE Detection, Response, and Decontamination Capabilities**

Objective 4.1 Enhance Fire Incident Response Support Operations

Objective 4.2 Increase Search and Rescue Capabilities

Objective 4.3 Strengthen CBRNE Detection

Objective 4.4 Enhance Explosive Device Response Operations

Objective 4.5 Increase Critical Resource Logistics and Distribution Capabilities

Objective 4.6 Increase WMD/Haz Mat Response and Decontamination

Objective 4.7 Strengthen On-site Incident Management Operations

Objective 4.8 Increase Responder Safety and Health

Objective 4.9 Strengthen Emergency Public Safety and Security Response

Objective 4.10 Improve Food and Agriculture Safety and Defense

Objective 4.11 Enhance Animal Disease Emergency Support

### **Goal 5 Enhance Medical, Public Health and Mass Care Preparedness**

Objective 5.1 Enhance Emergency Triage and Pre-Hospital Treatment

Objective 5.2 Increase Medical Surge

Objective 5.3 Strengthen Mass Prophylaxis

Objective 5.4 Improve Medical Supplies Management and Distribution

Objective 5.5 Strengthen Isolation and Quarantine

Objective 5.6 Improve Laboratory Testing

Objective 5.7 Strengthen Epidemiological Surveillance and Investigation

Objective 5.8 Enhance Fatality Management

**Goal 6 Strengthen Planning and Citizen Preparedness Capabilities**

Objective 6.1 Strengthen Citizen Evacuation and Shelter in Place Capabilities

Objective 6.2 Improve Mass Care

Objective 6.3 Increase Community Preparedness and Participation

Objective 6.4 Enhance Volunteer Management and Donations

**Goal 7 Enhance Recovery Capabilities**

Objective 7.1 Strengthen Structural Damage Assessment Capabilities

Objective 7.2 Enable Economic and Community Recovery

Objective 7.3 Improve Environmental Health

Objective 7.4 Enhance Restoration of Lifelines Capabilities

**Goal 8 Enhance Homeland Security Exercise, Evaluation and Training Programs**

Objective 8.1 Develop Regional Exercise and Evaluation Program

Objective 8.2 Develop Regional Training Program

*Strategy Inputs*

The development of this Strategy and its goals and objectives represents a compilation of input, ideas and recommendations received from numerous local agencies from across the region through a series of meetings and other planning activities. The Strategy also takes into account the results of a regional risk and capabilities assessment, and an inventory of homeland security activities conducted by agencies across the region including police, fire, public health and others.

### *Management and Investment Justifications*

The Bay Area UASI Management Team will have overall responsibility for managing and tracking implementation of the Strategy with the UASI Management Team's Director of Strategy and Grant Compliance serving as the executive agent for that function.

The Bay Area recognizes that federal homeland security grants play a vital role in helping implement the Strategy and that in certain economic times it may be the only source of funding for a particular project or set of projects. The purpose of submitting investment justifications to DHS is to obtain funding necessary to implement the goals and objectives of this Strategy. Investment justifications that fall outside the goals and objectives of this Strategy will not be submitted. In addition, funding received from other sources related to homeland security should also be spent in accordance with the goals and objectives of this Strategy. Investment Justifications will be developed and written to implement the highest priority goals and objectives in this Strategy based on risk, capability need and probability of completion as set forth below:

- Those projects that support implementing the highest priority strategic goals and objectives set forth in this Strategy.
- Those projects that have the greatest chance of fully implementing or completing a strategic goal or objective set forth in this Strategy.

The resource elements under each objective in the Goals, Objectives and Implementation Steps section of the Strategy delineate what resources are needed for the region to achieve each objective. They serve as a critical guide for the region, sub-region and jurisdictions. However, they are not an exhaustive list meant to limit steps necessary to achieve a goal or objective as priorities shift with shifting risk and need data becoming available. Nor are the region, sub-regions and jurisdictions required to generate projects for each goal and objective in a given grant cycle. Rather, each grant applicant must prioritize projects based on this Strategy and their own risk and need profile.

To assist the North, South, East and West Bay sub-regions in the project development effort, the Bay Area UASI Management Team will develop specific guidance and templates that outline how sub-regions should present projects in a manner that allows for clear linkage to this Strategy and its goals and objectives. These templates will also outline how to coordinate with and leverage spending from other grant programs, such as the State Homeland Security and Metropolitan Medical Response Systems grant programs, in order to better unify differing funding streams that nonetheless serve a similar purpose.

The planning and investment process to be further designed by the UASI Management Team will outline basic planning structures that each of the four sub-regions/planning hubs may utilize. This will include planning timelines, grant guidance, project templates and such other materials and polices as may be necessary to ensure a seamless and

integrated planning structure and system among the four regional planning hubs. Below is a summary of the ten step process that will be utilized.

*Step 1* – Bay Area UASI estimates or receives UASI grant allocation from DHS

*Step 2* – Bay Area UASI designates region-wide projects and funding

*Step 3* – Bay Area UASI divides remaining funding allocation among the four Bay Area Planning Hubs

*Step 4* – Bay Area UASI provides project development template and guidance for Planning Hubs

*Step 5* – Planning Hubs develop projects

*Step 6* – Planning Hubs send projects to the Bay Area UASI for review and analysis

*Step 7* – Bay Area UASI management team reviews projects

*Step 8* – Working Groups and UASI project managers review and combine similar projects into investment justifications (IJ's)

*Step 9* – UASI management team reviews and edits IJ's for final submission to CalEMA

*Step 10* – The Bay Area UASI submits final IJ's to CalEMA for submission to DHS

### *Evaluation of the Strategy*

In order to truly understand what value the Bay Area is getting for its homeland security investments, the region must have a consistent mechanism by which to measure the effectiveness of the homeland security activities – plans developed, personnel hired, equipment purchased, number of people trained, and exercises conducted – generated through those investments. This will be done in the form of an annual report to the Advisory Group and Approval Authority.

This Strategy outlines where the region wants to go in homeland security based on its goals and objectives. A regional report outlines where it is in achieving those goals and objectives based on enhancing capabilities tied to risk management. This evaluation process will integrate with and support the State of California Metrics Project, which seeks to similarly measure the effectiveness of homeland security investments and capability levels across the state, as well as the DHS mandated State Preparedness Report (SPR) and the SPR survey tool.

### *Prior and Ongoing Planning Efforts*

Prior to the 2006 consolidation of the three previously independent Urban Areas, the initial homeland security strategies were developed based upon the results of assessments conducted throughout the region in September 2003. That process included comprehensive risk, capabilities, and needs assessments. The results of the assessments provided an early insight into the requirements of the region. The strategies were revised for 2005 to align along the homeland security mission areas of prevention, protection, response and recovery, and target capabilities list enabling the region to more effectively embrace the capabilities based planning process. Later, a regional strategy was developed in accordance with the consolidation of 2006.

The Bay Area region has conducted assessments and developed several strategic, operational and tactical level plans in the past that have produced valuable data to help drive the region's policies and programs. Those assessments and strategies (and future assessments and strategies) serve two purposes concerning this Strategy: first, they provide valuable data and strategic inputs into this regional Strategy; and second, they serve as implementing plans, policies and procedures under the umbrella of this larger region-wide Bay Area Homeland Security Strategy as outlined in Figure 2 below.

In 2008, the 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 CBRNE assessment and strategic plan. All five of these documents have been reviewed and relevant key elements have been integrated into this overall regional Bay Area Homeland Security Strategy.

Finally, the homeland security planning and implementation process has no "end state" any more than traditional public safety has an end point. Rather, it is a constant cycle of improving plans, procedures, systems and operations designed to enhance security and preparedness for the region. The Bay Area is committed to this process and the 2010 Bay Area Homeland Security Strategy is the latest product in that endeavor.

## Bay Area UASI Planning Structure

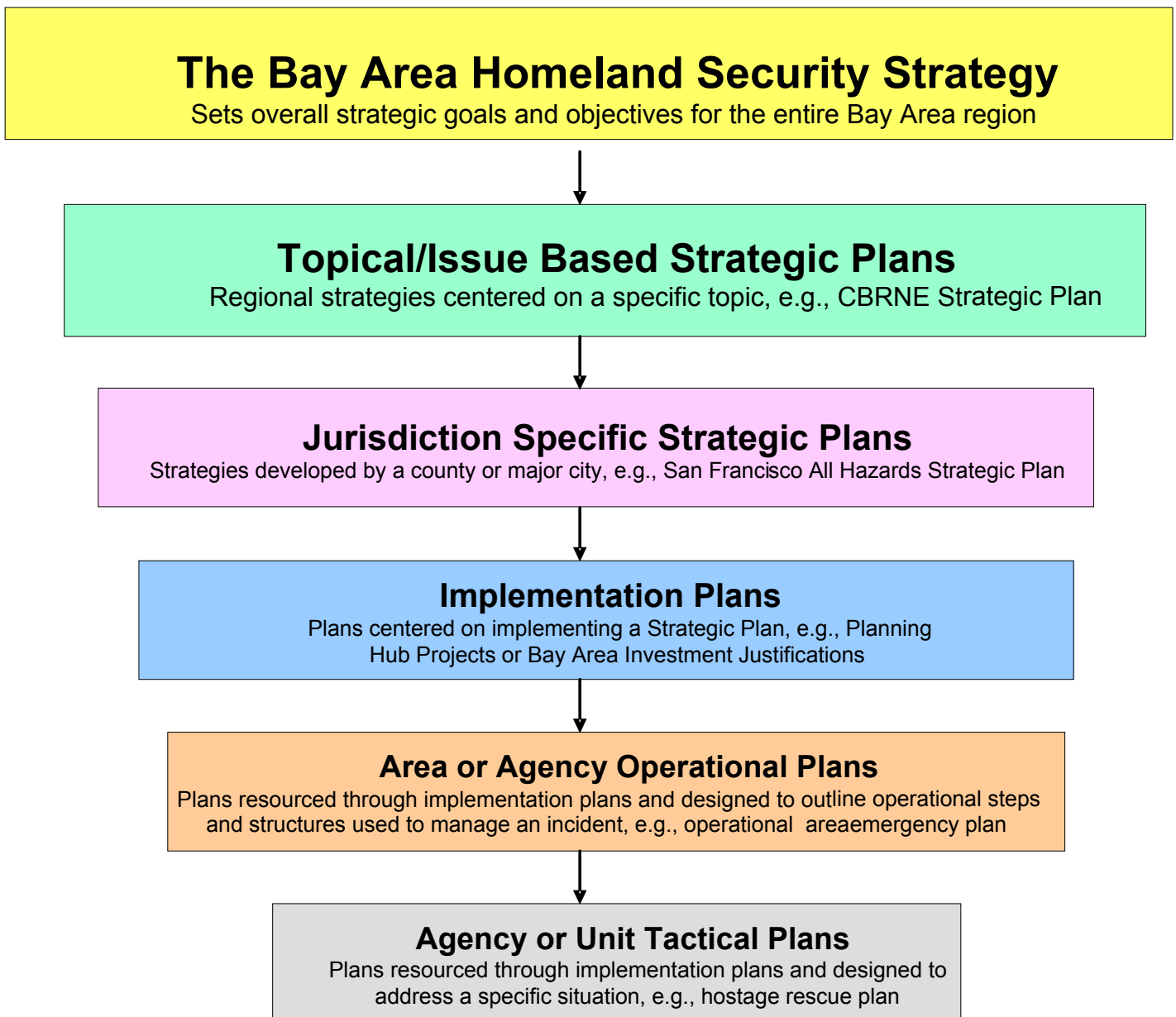
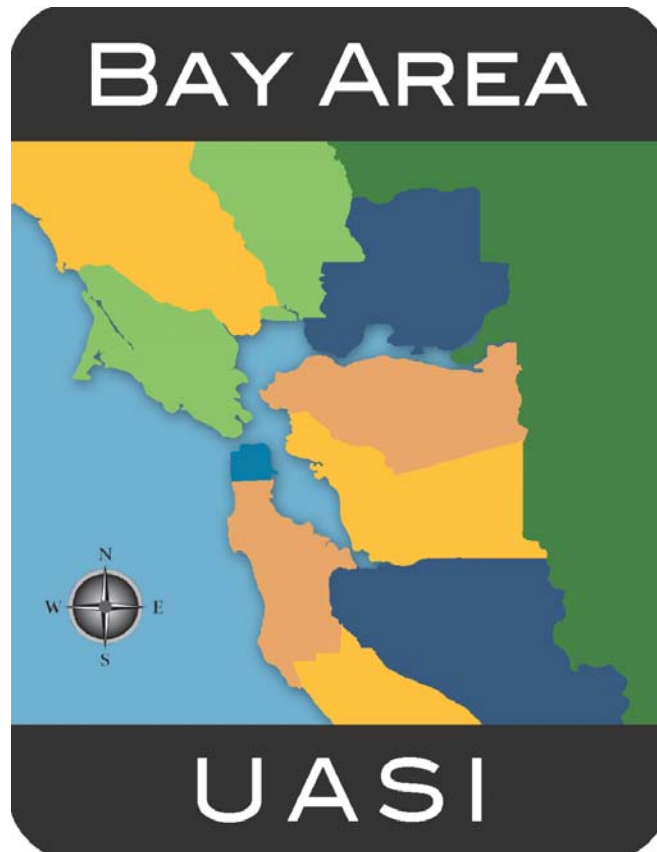


Figure 2: Planning Structure



## **The Bay Area Homeland Security Strategy in Full**

# Purpose

The purpose of the Bay Area Homeland Security Strategy is to ensure the Bay Area UASI region has a single, data driven document that outlines the UASI's risks, capabilities, vision, structure, goals and objectives for homeland security over a three year period. Having such a document 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 to reduce that risk and satisfy those capability needs. The Strategy is designed primarily to address terrorism risk with an understanding that capabilities enhanced to combat terrorism often enhance the ability to also manage natural disasters and man made accidents.

The Strategy outlines a comprehensive system for enhancing regional capability and capacity that will guide the Bay Area UASI's efforts to:

- Prevent and disrupt terrorist attacks;
- Protect the people of the Bay Area, its critical infrastructure and key resources;
- Respond to and recover from major incidents and all hazards that do occur;
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This is an exceedingly complex mission requiring coordination, cooperation, collaboration, and focused effort from the entire region – residents, government, as well as the private and non-governmental organization sectors. The Bay Area region will apply the resources available from DHS to address unique planning, organizational, equipment, training, and exercise needs to assist in building an enhanced and sustainable capacity to prepare for all hazards. However, this Strategy is not a grant strategy; it is a comprehensive homeland security strategy that will be implemented through projects funded by Federal grants, general funds and such other funding opportunities that may become available.

# Vision

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

The Bay Area's vision will be implemented through a set of guiding principles that will help shape this regional Strategy and its implementation and maintenance. These principles are:

- Homeland security is a shared responsibility among all regional members at all levels of government and the private sector.
- Local jurisdictions and sub-regions are in the best position to know how to achieve regional goals and objectives.
- Each individual jurisdiction and the region as a whole will be best able to implement its vision for homeland security through regional collaboration and cooperation.
- The region will strive to use empirical data to drive its homeland security programs to include risk and capabilities assessment data.
- Every individual and family across the region has a critical role to play in homeland security from preparing for disasters to helping deter and detect terrorist plots.
- The region will strive to develop and share best practices in homeland security across the region and the State of California and recognizes that such best practices often first develop at the local level.
- The region will responsibly leverage and manage funds to achieve the optimal result with the dollars available. This will include the integration of State Homeland Security Grants and UASI grants among others.

## Focus & Mission

To accomplish the Bay Area's vision for homeland security, this Strategy is focused and organized around managing **major/regional** threats and hazards through the four mission areas of homeland security: prevention, protection, response and recovery. The Strategy also recognizes that day-to-day public safety policy development and implementation is the responsibility of local jurisdictions, while at the same time recognizing that such local capabilities are essential to building regional capacity for which this Strategy is designed. Each strategic goal and objective under this Strategy will be based upon and built to help the region achieve one or more of these missions. The four mission areas are broken down as follows:

**Prevention:** **Actions to avoid an incident or to intervene or stop a terrorist incident from occurring.** It involves applying intelligence to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature of the threat; and, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators.

**Protection:** **Actions to reduce the vulnerability of critical infrastructure or key resources** in order to deter, mitigate, or neutralize terrorist attacks, major disasters, and other emergencies. It includes awareness elevation and understanding of threats and vulnerabilities to critical facilities, systems, and functions; identification and promotion of effective infrastructure sector-specific protection practices and methodologies; and information sharing among private entities within the sector, as well as between government and private entities.

**Response:** **Activities that address the short-term, direct effects of an incident.** Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.

**Recovery:** Activities that include the development, coordination, and execution of service-and-site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; and additional measures for social, political, environmental, and economic restoration.

# Bay Area Description

From the beginning of the UASI program in 2003, the geographic foot print of DHS designated UASI jurisdictions has been a combination of DHS determined risk analysis and existing state, local and regional compacts. The formula used by DHS has changed almost yearly, along with the number of eligible jurisdictions, with the most dramatic shift occurring in 2006. That year, DHS combined the three previously independent UASI jurisdictions of Oakland, San Francisco, and San Jose into the current Bay Area UASI.

The current Bay Area UASI region, as devised in 2006, is comprised of ten counties (Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma) and the three major cities of Oakland, San Francisco, and San Jose. In 2005, prior to the DHS led consolidation, this group initiated regional planning and collaboration efforts by developing the Regional Emergency Coordination Plan (RECP). A map of the current Bay Area UASI is set forth in Figure 3 below.

2008 marked another major shift in how DHS calculates risk and determines UASI funding eligibility. That year, per the 9/11 Act passed by Congress, DHS began a new evaluation process that utilized the U.S. Census-determined **Metropolitan Statistical Areas (MSA)** to determine eligibility and rank those UASI jurisdictions eligible for funding. In using this approach, jurisdictions within the MSA are included in the DHS risk analysis, but are not necessarily included in the actual UASI region's geographic footprint for funding. In the case of the Bay Area UASI, the region's ten county geographic foot print is actually **larger** than the MSA region used by DHS to calculate risk. This is rare. The Bay Area UASI includes Santa Cruz, Sonoma and Solano counties, which are not part of the MSA used by DHS to calculate risk and then rank and fund the Bay Area under the UASI program.



Figure 3

The Bay Area is inclusive of over 100 incorporated cities and a combined total population exceeding 7.5 million people. Given the size and scope of the Bay Area, the Bay Area UASI has further organized itself around four sub-regional planning hubs – North, East, South and West.

### *North Bay Sub-Region*

The North Bay sub-region consists of Marin, Sonoma, Napa, and Solano counties and is the least urbanized portion of the Bay Area. The City of Santa Rosa in Sonoma County is the North Bay's largest city, with a population of 156,200. The City of Vallejo in Solano County is the second largest city. Within the North sub-region, there are many areas of undeveloped open space, farmland, and vineyards. The North Bay is the only section of the Bay Area that is not served by a commuter rail transit service. Much of it is isolated from the rest of the Bay Area by water. The major access points are the Golden Gate, Richmond-San Rafael, Carquinez, and Benicia-Martinez Bridges.

### *East Bay Sub-Region*

The East Bay sub-region consists of Alameda and Contra Costa counties. The East Bay is further split into two regions, the inner East Bay, which sits on the bay shoreline, and the outer East Bay, consisting of inland valleys separated from the inner East Bay by hills and mountains. The inner East Bay includes the cities of Oakland, Hayward, Fremont, Berkeley, and Richmond, as well as many others. The outer East Bay includes the San Ramon and Amador valleys and cities such as Walnut Creek, Concord, and Pittsburg. The East Bay is urban and densely populated with a large amount of older building stock built before World War II.

### *South Bay Sub-Region*

The South Bay sub-region is made up of the counties of Santa Clara and Santa Cruz. Although Santa Clara County is urban, Santa Cruz County remains somewhat rural in nature. Several notable technology companies are headquartered in the South Bay, giving it the designation, "Silicon Valley." Santa Clara County includes the City of San Jose and other outlying high-tech hub cities, such as Santa Clara and Sunnyvale.

### *West Bay Sub-Region*

The West Bay sub-region consists of the City and County of San Francisco and the County of San Mateo. The City and County of San Francisco is surrounded by water on three sides and is bordered by the County of San Mateo (often referred to as the Peninsula) to the south. Transportation routes into the city include bridges, rail (overland and underneath the Bay), water, and overland vehicular routes.

# Risk Overview

## Risk

Risk management is an important factor in the effective allocation of limited homeland security resources. Risk is the *Likelihood* of an adverse event occurring multiplied by the expected value of the *Consequence* were that event to occur. It is common, when calculating terrorism risk, to separate likelihood into two terms: probability of attack (*Threat*) and the probability of success given a launched attack (*Vulnerability*). Often expressed as a function of Threat Likelihood (x) Vulnerability (x) Consequence = Risk.

Threat is a natural or man-made occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment and/or property. Vulnerability is a physical feature or operational attribute that renders an entity open to exploitation or susceptible to a given hazard. Consequence is the effect of an event, incident, or occurrence. A “hazard” is a natural or man-made source or cause of harm or difficulty.

## Bay Area Threat and Hazard Assessment

In addition to the 7.5 million residents, the Bay Area attracts 15.7 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 regions in California. With just over 800,000 residents, San Francisco is the 4th most populous city in California and the most densely populated major city in the State. San Jose is the third largest city in California with Oakland being the eighth largest in the State. San Francisco contains far more population risk than any other jurisdiction in the Bay Area. Population risk is calculated based on the jurisdiction’s population, population density, and visitors/commuters.

Threat assessment data reflects that the Bay Area is home to many international and domestic terrorist organizations, making it a prime location for potential terrorist attack. The Bay Area is particularly at risk for vehicle borne improvised explosive device (VBIED) attacks, e.g., car or truck bombings against critical infrastructure. VBIED risk is driven by the relatively high likelihood due to the relative ease and low expense of carrying out such an attack. Such a method of attack is relatively common around the world.

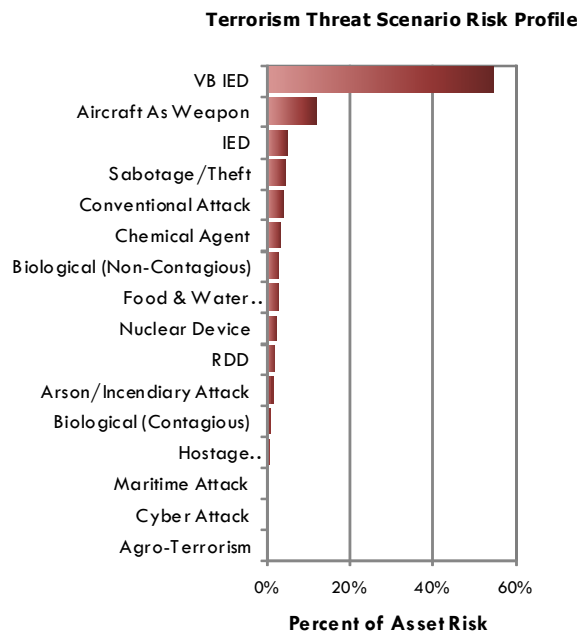


Figure 4

With three international airports and numerous regional airports, the Bay Area is also at risk from attacks involving aircraft as weapons. This is due to the fact that high population assets, such as sports stadiums and commercial buildings, are so close to the airports and the massive amount of air traffic they generate. The region's airports could themselves be targeted for attack similar to the VBIED attack against the Glasgow International Airport in 2007 and the Millennium Bomb Plot against Los Angeles International Airport. Figure 4 above outlines all the various terrorism scenarios the Bay Area's people, critical infrastructure and key resources are at risk for. A more detailed description of each scenario and natural hazard scenarios is attached as Appendix A.

The Bay Area is also vulnerable to natural disasters as it 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.** Four wildfires in California have burned at least 200,000 acres since 2007. Wildfires are the most frequent natural hazard scenario in the Bay Area. Though evacuations help limit casualties, significant economic loss can still occur. Earthquakes, though less likely, represent the single greatest consequence of loss in terms of lives and property.

*Bay Area Critical Infrastructure*

**For 2010, the Northern California Intelligence Fusion Center compiled a list of 566 self identified critical infrastructure and key resource assets in the Bay Area that cover all 18 National Infrastructure Protection Plan (NIPP) sectors.** A breakdown of those critical assets by sector is set forth in Figure 5 to the right.

These assets and NIPP sectors were then broken out and analyzed against terrorism risk with six NIPP sectors: Information Technology, Government, Commercial, Healthcare, Transportation and Water each making up at least 5% of the region's total asset based risk. Figure 6 below breaks out each sector's asset based risk.

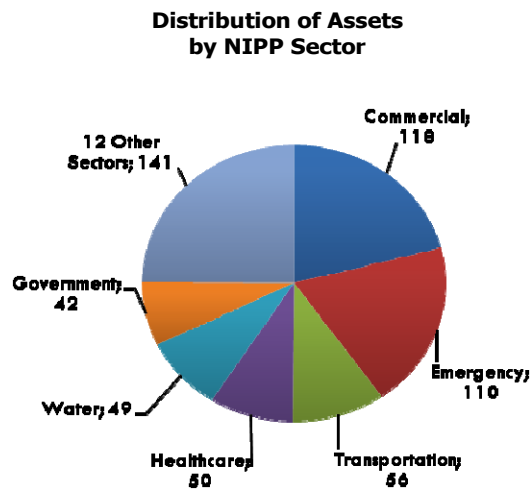


Figure 5

The Bay Area region is synonymous with the **Information Technology Sector** with such enterprises as Apple, Oracle, Google, Intel, Advanced Micro Devices (AMD), Adobe, Hewlett-Packard, Yahoo!, eBay and many other such firms located in Silicon Valley.

The Government Sector includes such sites as Travis Air Force Base, FEMA Logistics Center West, Stanford University, NASA Ames, the Defense Language Institute, the Naval Postgraduate School, U.C. Berkeley, U.C. Santa Cruz, the San Francisco Mint, and numerous other critical infrastructure and key resources.

The Commercial Sector is the largest high risk sector in the region with 118 assets including such iconic buildings as the Pyramid Building in San Francisco, numerous international hotel chains such as Marriott and Hilton, and six professional sports teams, including the NFL, NHL, NBA and MLB; all playing to sell-out crowds. The Bay Area is one of the nation's top exporting regions, ranking second only to the New York-New Jersey metropolitan area in the value of its exports. Generating nearly \$1 trillion in economic activity annually, the Bay Area has the highest economic productivity in the nation.

The Bay Area has a large number of Healthcare Sector facilities, several of which are high profile, including the Stanford Hospital and Clinics, the Santa Clara Valley Medical Center, and the U.C. San Francisco Medical Center. The region is also home to several key supporting facilities (those that handled vaccinations/stockpiles), Novartis Vaccines and MedImmune. For many Healthcare assets – particularly the numerous direct patient care facilities – the consequences tend to be high on the human, economic, and mission side (largely due to medical research) and those assets also have very high vulnerability to most scenarios.

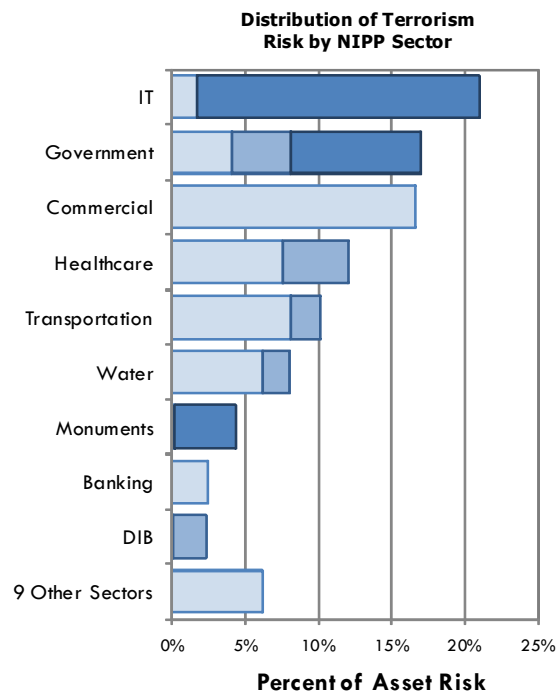


Figure 6

The Bay Area's Transportation Sector includes iconic sites with high symbolic value: The Golden Gate Bridge is one of the most recognizable structures in the United States and is a major tourist attraction. The Bay Area is a transportation hub, with 3 international airports and over 23,000 miles of public highways and roads. Combined, passenger traffic for the region's airports is 50 million passengers annually. The region is served by an extensive regional transit system that carries over 1 million people daily, including 6 overlapping bus transit agencies, 4 regional rail systems, a 3.6 mile underwater Trans-Bay Tube and multiple ferry systems. These transit systems are rated as Tier I high risk systems by the Transportation Security Administration. The population and economy of the Bay Area is heavily dependent on bridges (e.g. The Bay Bridge) and transportation infrastructure, with over 418,000 vehicles crossing the region's bridge network daily.

The maritime ports of Carquinez Strait, Martinez, Oakland, Richmond, San Francisco and Stockton make-up a U.S. Coast Guard designated Tier I high risk port area. The Port of Oakland in particular is one of the five largest container ports in the country handling over 2 million freight units annually. U.S. Department of Transportation projections indicate that freight capacities could more than double in the next 15 years.

The region's 49 Water Sector assets are also numerous and high risk including the Palo Alto Regional Water Quality Control Plant, and the San Mateo Wastewater Facility. Fresh drinking water from the Hetch Hetchy Reservoir in Yosemite National Park is funneled, treated, pumped and stored for 2.5 million Bay Area businesses and residents. The San Francisco Public Utilities Commission is currently overhauling the Hetch Hetchy system through a multi-billion dollar water system improvement plan.

San Francisco is home to several of the world's largest banks. The Federal Reserve Bank in San Francisco is the nation's largest, supporting financial transactions across 1.3 million square miles. The region is also home to Well Fargo's corporate headquarters, and many large financial institutions, multinational banks and venture capital firms are based in or have regional headquarters in the region to include over thirty major international financial institutions.

Finally, the Bay Area's Energy Sector includes four of the Department of Energy's twenty-two National Laboratories: Berkeley, Livermore, Sandia National Laboratories, and the SLAC National Accelerator. The region is also home to five major oil refineries with a daily crude capacity of 820,000 barrels.

# Coordination & Urban Area Structure

The Bay Area homeland security program is comprised of the UASI grant program, COPS Technology Grant, Interoperable Emergency Communications Grant Program (IECGP), Regional Catastrophic Preparedness Grant Program (RCPGP), and the Public Safety Interoperable Communications (PSIC) grant program. These grants serve as both terrorism and all hazards preparedness programs. Thus, this Strategy is focused on all hazards with a particular emphasis on terrorism preparedness.

The Bay Area UASI is managed through a three-tiered governance structure. The Bay Area's governance structure is widely viewed as having an important, groundbreaking regional approach that has been recognized, and may be replicated, throughout the State of California and across the country as a homeland security best practice.

The top tier is the seven-member Approval Authority that includes representation from each of the three major cities of Oakland, San Francisco, and San Jose and each of the counties in which they are located (Alameda, San Francisco, and Santa Clara). The California Emergency Management Agency, (CalEMA) Deputy Director for Operations is also a member. The Approval Authority provides policy direction to the program and is responsible for final decisions.

The seven-member Approval Authority works collaboratively with the second tier comprised of an Advisory Group. The Advisory Group membership includes one representative each from the ten Bay Area county operational areas, the three major cities, and the Coastal Regional Administrator for CalEMA. The Advisory Group makes policy and programmatic recommendations to the Approval Authority and ensures there is broad representation and input into the regional planning process.

Managing the day-to-day work of the Bay Area UASI is a Management Team comprised of a general manager, strategy and compliance director, several project managers, a finance manager, and grants managers. The City and County of San Francisco has been designated as the fiscal agent for the grants managed by the Bay Area. A chart outlining the UASI structure is set forth below in Figure 6.

The Bay Area also engages a variety of stakeholders throughout the region to move projects and initiatives forward and to provide essential input for decision makers of the Bay Area UASI Program. Work group members represent diverse interests and areas of expertise at the local, regional and state level. Each work group meets on a monthly basis to address identified projects and goals.

Given the size and diversity of risks and capability needs across the Bay Area, starting in FY 2010, the Bay Area UASI has established four sub-regional planning hubs in the North Bay, South Bay, East Bay and West Bay.

These four planning hubs will be responsible for developing plans and projects that support their own unique risk and needs while doing so in a manner consistent with Bay

Area region-wide priorities as set forth in this Strategy. This will ensure that those agencies and personnel closest to the community have a more direct impact on planning and investments while maintaining the critical function of regional collaboration and coordination. To ensure this happens, the Bay Area UASI management team will be responsible for developing a planning and investment process that integrates the four regional planning hubs and their respective plans and projects.

To assist sub regions in the project development effort, the Bay Area UASI management team will develop specific guidance and templates that outline how sub-regions should present projects in a manner that allows for clear linkage to this Strategy and its goals and objectives with an emphasis on capability performance objectives and implementation steps. These templates will also seek to account for spending from other grant programs, such as the State Homeland Security and Metropolitan Medical Response Systems grant programs, in order to better unify differing funding streams that nonetheless serve a similar purpose.

Bay Area UASI Organizational Chart

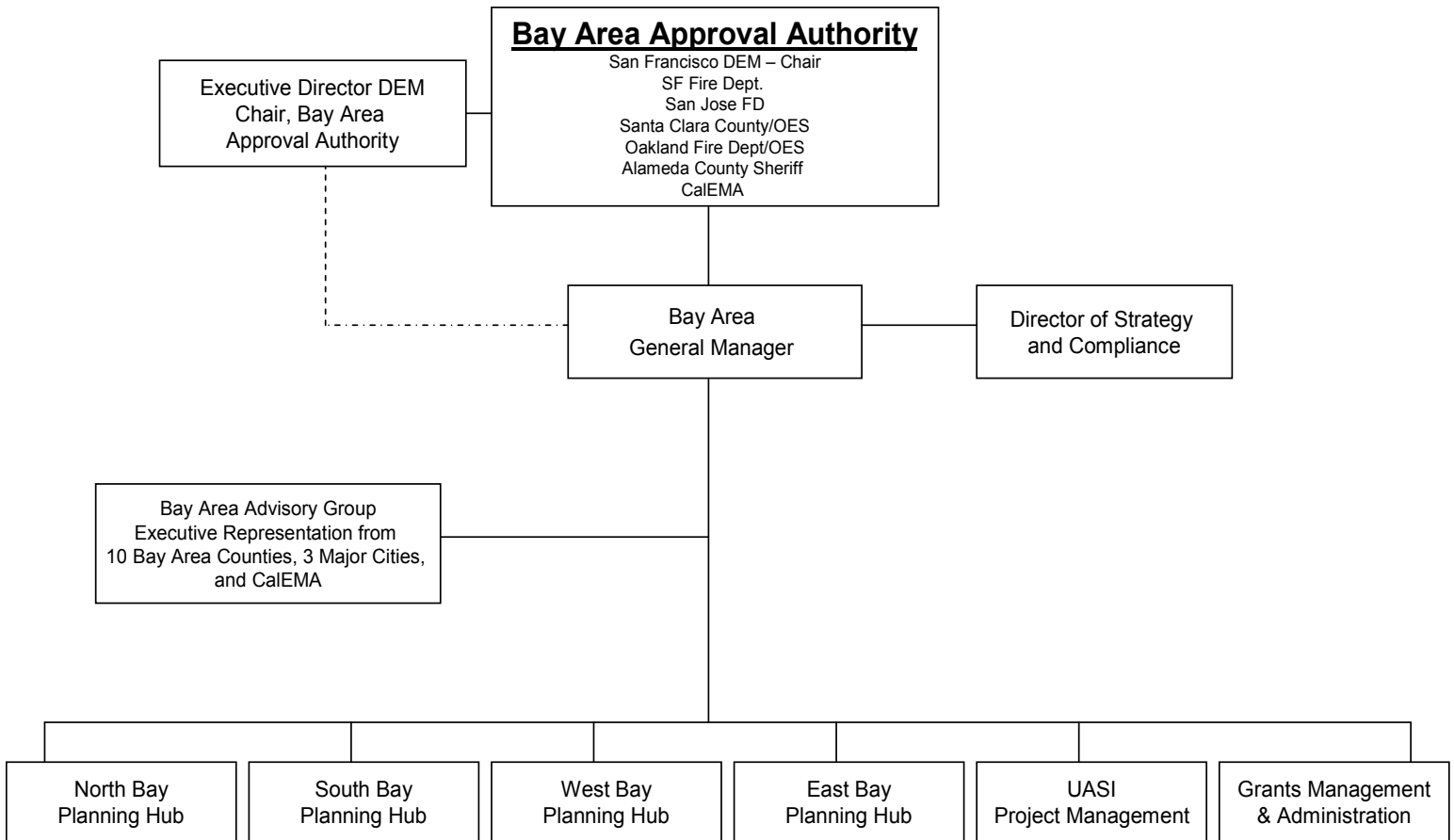


Figure 7

# Goals, Objectives & Implementation Steps

The goals and objectives of the Strategy serve as the core for what the Bay Area will seek to achieve over the next three years in the mission areas of prevention, protection, response and recovery. The goals and objectives represent not only the priorities of the region but also the region's implementation of State and National level policy and priorities at the regional level. As such, each goal is based on alignment with the National Homeland Security Priorities (and/or the State of California Homeland Security Strategy priorities) and each objective with the thirty seven Target Capabilities from the National Preparedness Guidelines, which outline the capabilities needed to implement the National Priorities and the four mission areas. The National Homeland Security Priorities are:

- Strengthen CBRNE Detection, Response and Decontamination Capabilities
- Implement the National Infrastructure Protection Plan
- Strengthen Information Sharing and Collaboration Capabilities
- Implement the National Incident Management System and National Response Framework
- Strengthen Interoperable and Operable Communications Capabilities
- Strengthen Planning and Citizen Preparedness
- Expand Regional Collaboration
- Strengthen Medical Surge and Mass Prophylaxis Capabilities

Prioritization of goals and objectives is based on risk and capabilities assessment data and Bay Area subject matter experts input through a series of meetings and workshops. Using the capabilities based planning model, each goal and related objective(s) will be implemented through a series of resource elements divided among the elements of capability: plans, organization, equipment, training and exercises (POETE) as defined below in Figure 8.

The POETE resource elements delineate what resources are needed for the region to achieve each objective. They serve as a critical guide for the region, sub-region and jurisdictions. However, they are not an exhaustive list meant to limit steps necessary to achieve a goal or objective as priorities shift with shifting risk and need data becoming available. Nor is every region, sub-region and jurisdiction required to generate projects for each goal and objective in a given grant or funding cycle. Rather, each grant applicant must prioritize projects based on this Strategy and their own risk and need.

<b>Planning</b>	Process for collection and analysis of intelligence and information, and development of policies, plans, procedures, mutual aid agreements, strategies, and other publications that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and actions.
<b>Organization</b>	Specific personnel, groups or teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks. Paid and volunteer staff who meet relevant qualification and certification standards necessary to perform assigned missions and tasks.
<b>Equipment</b>	Major items of equipment, supplies, facilities, and systems that comply with relevant standards necessary to perform assigned missions and tasks.
<b>Training</b>	Content and methods of delivery that comply with training standards necessary to perform assigned missions and tasks.
<b>Exercises</b>	Exercises, self-assessments, peer-assessments, outside review, compliance monitoring, and actual major events that provide opportunities to demonstrate, evaluate, and improve the combined capability and interoperability of the other capability elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes.

Figure 8: Elements of Capability (source: U.S. Department of Homeland Security, Target Capabilities List, September 2007)

<b>Goal 1</b>	<b>Mission Area(s)</b>	<b>National Priorities</b>	<b>Target Capabilities</b>	<b>State Strategy</b>
Develop a Regional Risk Management and Planning Program	Common	All	Planning Risk Management	N/A

The Bay Area seeks to develop a regional risk management and planning program that will enable the region to develop, sustain and fund programs, plans and operations based on risk and capabilities assessment data. A regional risk management program will encompass virtually all of the region’s activities from prevention, protection, response and recovery efforts. In addition, the region will use risk analytics to help inform how homeland security resources are allocated.

**Objective 1.1: Develop and Enhance Risk Management Capabilities**

Risk management has been defined by the federal government as a “continuous process of managing – through a series of mitigating actions that permeate an entities activities – the likelihood of an adverse event and its impact.”

**Capability Outcome/Performance Objectives**

Regional entities are able to identify and assess risks, prioritize and select appropriate protection, prevention, and mitigation solutions based on reduction of risk, monitor the outcomes of allocation decisions, and undertake corrective actions. Additionally, Risk Management is integrated as a planning construct for effective prioritization and oversight of all homeland security investments.

**Develop Risk Framework:** A process and governance structure for how risk assessments and risk analysis serve the process of managing “risks” and a process for stakeholder buy-in across all four sub-regions is in place.

**Assess Risks:** Potential targets are assessed for terrorist threats, vulnerabilities, and consequence of loss to include a study of interdependencies of critical infrastructure and key resources.

**Prioritize Risks:** The region has rated and/or ranked criticality of potential targets at the regional and sub-regional level.

**Develop Business Case:** A cost-benefit/cost-effectiveness analysis for consideration of applicable prescribed measures required to mitigate associated risks to assets is in place.

**Manage Risk:** The region manages and monitors risk through continued assessment and analysis. New threats, emerging vulnerabilities, and changing consequences to assets is taken into under consideration.

**Conduct Risk Communication:** An understanding and appreciation of risk assessment, risk analysis, and risk management principles, as well as avenues for receiving information on threat, vulnerability, and consequence are in place.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Establish a comprehensive stakeholder governing process and governing bodies to oversee the risk management process. These bodies should include public administrators, public safety, the owners and operators of critical infrastructure and key assets across the region, as well as key stakeholders and decision makers. This may include sector coordinating councils for the highest risk critical infrastructure sectors such as IT, Commercial, Healthcare, and Transportation etc
- ✓ Assign a lead planner from the Bay Area UASI to coordinate the risk management program
- ✓ Develop an actionable risk management strategy that includes short, medium, and long term risk management objectives at the regional, sub-regional and jurisdictional level. This will include risk based formulas to allocate resources to include funding
- ✓ Bay Area UASI management team will communicate in writing to all regional stakeholders the risk management process and the intent to use risk in decision making
- ✓ Develop data collection timelines, requirements, and avenues for receiving information on threats, vulnerabilities, and consequence of loss from stakeholders at the regional, sub-regional and jurisdictional levels as part of an annual risk baseline assessment
- ✓ Conduct a risk baseline – threats, vulnerabilities, consequences - for the region and each sub-region across the Bay Area Urban Area.
- ✓ Develop data collection timelines, requirements, and avenues for receiving information on capabilities from stakeholders at the regional, sub-regional and jurisdictional levels
- ✓ Organize and prioritize capabilities at the regional, sub-regional and jurisdictional level where appropriate based on those capabilities most directly linked to prioritized risks
- ✓ Develop project templates and annual grant guidance for use by the four sub-regional planning hubs for DHS investment justifications. Ensure project templates link projects to risk and capability gaps

- ✓ Develop an annual capability gap analysis system to determine where gaps remain among all 37 target capabilities with an emphasis on those capabilities necessary to address the region's and sub-regions' highest risks
- ✓ Produce an annual report that outlines how risk is being reduced across the Bay Area region based on enhancements to prioritized capabilities

***Organization:***

- ✓ Obtain risk analysts to conduct risk analysis and produce risk products on behalf of the region, sub-regions and jurisdictions
- ✓ Obtain planners to assist in the implementation, evaluation and updating of the Bay Area Homeland Security Strategy and preparedness report at the regional, sub-regional and jurisdictional levels

***Equipment:***

- ✓ Acquire capabilities and risk management software and systems for the region to conduct risk analysis to include threats, vulnerabilities and consequence of loss analysis to support tactical, operation and strategic level planning and operations. Utilize the system to develop prioritized planning scenarios for the region, sub-regions and jurisdictions
- ✓ Other necessary equipment

***Training:***

- ✓ Train Bay Area UASI Management Team and NCRIC staff on the use of risk analytic tools and software planning systems

***Exercises:***

- ✓ Ensure UASI exercise program is risk based with scenarios used and capabilities tested tied to risk

<b>Goal 2</b>	<b>Mission Area(s)</b>	<b>National Priorities</b>	<b>Target Capabilities</b>	<b>State Strategy</b>
Enhance Information Analysis and Infrastructure Protection Capabilities	Prevention Protection	Strengthen Information Sharing and Collaboration Capabilities  Implement the NIPP  Enhance Regional Collaboration	Counter-Terrorism Investigations and Law Enforcement  Information Gathering and Recognition of Indicators and Warnings  Intelligence Analysis and Production  Intelligence Information Sharing and Dissemination  Critical Infrastructure Protection	Goals 2 and 4

The purpose of intelligence is to inform decision makers at all levels so they can make better strategic, operational and tactical decisions to prevent and deter threats and acts of terrorism.

Intelligence is the culmination of a process or cycle. This cycle is often defined as a seven step process:

1. Define the overall mission
2. Define intelligence requirements for mission support
3. Collection
4. Process and collation
5. Analysis
6. Dissemination
7. Re-evaluation and feedback.

The Bay Area will work with its partners at all levels of government and the private sector throughout the intelligence cycle to ensure that information is turned into useful intelligence while at the same time respecting the privacy and civil liberties of all of its people. This will include enhanced cooperation and coordination with the region's Joint

Terrorism Task Force (JTTF), the region's fusion center, local law enforcement, and private sector security forces in and around the region's critical infrastructure and key resources.

Homeland Security Presidential Directive Seven (HSPD-7) issued in December 2003 established U.S. policy for enhancing protection of the Nation's critical infrastructure and key resources (CI/KR) and mandated a plan to carry out that policy. HSPD-7 gave DHS the responsibility for managing the Nation's overall CI/KR protection framework and overseeing the development of the National Infrastructure Protection Plan (NIPP) and its implementation. HSPD-7 also defined 18 CI/KR sectors and designated Federal Government Sector-Specific Agencies (SSAs) for each of the 18 CI/KR sectors. Each of the SSAs are responsible for establishing and maintaining security partnerships with both public and private entities (including federal, state, local, territorial, and tribal entities), implementing the NIPP risk management framework, developing protective programs, and providing sector-specific CI/KR protection guidance.

In June 2006, DHS published the final National Infrastructure Protection Plan (NIPP) with a revised version released in 2009. The overarching goal of the NIPP is to enhance protection of the Nation's CI/KR to prevent, deter, neutralize, or mitigate the effects of deliberate efforts by terrorists to destroy, incapacitate, or exploit them; and to strengthen national preparedness, timely response, and rapid recovery in the event of an attack, natural disaster, or other emergency. The NIPP's supporting Sector-Specific Plans (SSPs), the development of which was led by each of the respective SSAs, were released in May 2007 and provide the coordinated approach to establish national priorities, goals, and requirements for CI/KR protection across each of the 18 CI/KR sectors at the national level.

The Bay Area's approach to information sharing and analysis and critical infrastructure protection is to fuse the two missions by collecting, analyzing and sharing threats to CI/KR in order to review intelligence data and map threats against CI/KR, determining the threatened infrastructure's vulnerability, and recommending a suite of protective measures and other resources to mitigate the risk posed by the threat. The fusion center is the region's primary intelligence and infrastructure protection management body. The Bay Area fusion center is a cooperative federal, state and local public safety effort to centralize the intake, analysis, fusion, synthesis, and appropriate dissemination of criminal and homeland security intelligence.

### **Objective 2.1 Increase Counter-Terrorism Investigations and Law Enforcement**

Counter-Terror Investigation and Law Enforcement is the capability that includes the broad range of activities undertaken by law enforcement and related entities to detect, examine, probe, investigate, and conduct operations related to potential terrorist activities.

#### **Capability Outcome/Performance Objectives**

Suspects involved in criminal activities related to homeland security are successfully deterred, detected, disrupted, investigated, and apprehended. All counterterrorism-related cases are aggressively prosecuted.

**Conduct Investigations:** Carry out effective investigations of criminal/suspicious activities potentially related to Terrorism. An agreed upon methodology for conducting terrorism investigations is established across the region.

**Share Information Related to Investigations:** Receive, develop, and share information to aid in an investigation. A system for sharing information related to investigations, particularly those with a terrorism nexus, is in place.

**Develop and Deploy Specially Trained Personnel:** Training and exercise programs specifically geared toward counter terrorism have been established. Deploy and use specialized units/duly authorized and specially trained personnel for search, seizure, and/or intervention/interdiction operations.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ The fusion center will develop a plan and procedures to ensure law enforcement investigators across the region receive timely threat and intelligence information
- ✓ The fusion center will ensure that law enforcement agencies across the region contact the local Joint Terrorism Task Force (JTTF) when a connection to terrorism is discovered during a criminal investigation
- ✓ Ensure planning/project manager within the fusion center is in place for the coordination of Interoperable Information Sharing Systems
- ✓ The fusion center will ensure law enforcement uses investigative information to identify potential critical infrastructure target lists
- ✓ Appropriate agencies will conduct background investigations on individuals applying for sensitive positions in government, law enforcement, and the private sector
- ✓ Plans and protocols are in place to allow each Bay Area jurisdiction to request law enforcement mutual aid in an emergency

#### ***Organization:***

- ✓ Law enforcement either maintains, or has access to, special operations teams compliant with the NIMS resource types (e.g., SWAT teams)

- ✓ Larger jurisdictions or entities have identified a designated liaison with the JTTF.

***Equipment:***

- ✓ Deploy interoperable information management and sharing system across all Bay Area justice agencies to include procurement of software and computer systems, hardware and peripherals
- ✓ Cyber security and investigative equipment
- ✓ Information technology equipment.
- ✓ Detection equipment
- ✓ Terrorism incident prevention equipment
- ✓ Intervention equipment
- ✓ CBRNE prevention and response watercraft
- ✓ CBRNE aviation equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Ensure 100% of law enforcement investigators across the region are able to recognize and address onsite CBRNE hazards encountered during the course of an investigation
- ✓ Law enforcement personnel are trained to use investigative information to identify potential vulnerabilities/target lists with the fusion center
- ✓ Provide computer based and classroom training to TLO's, intelligence analysts, police investigators and other public safety personnel on the use of interoperable records management and information sharing systems
- ✓ Law enforcement agencies across the Bay Area will ensure access to personnel with advanced foreign language capabilities.
- ✓ Law enforcement investigative personnel will be trained on and become familiar with the Terrorist Incident Annex to the NRF.
- ✓ Appropriate personnel will be trained in cultural awareness as it relates to terrorism.

- ✓ Appropriate law enforcement personnel are trained in the FBI 12-step process of evidence collection/preservation

*Exercises:* N/A

## **Objective 2.2 Enhance Information Gathering and Recognition of Indicators and Warnings**

The Information Gathering and Recognition of Indicators and Warning Capability entails the gathering, consolidation, and retention of raw data and information from sources to include human sources, observation, technical sources and open (unclassified) materials. Unlike intelligence collection, information gathering is the continual gathering of only pure, unexamined data, not the targeted collection traditionally conducted by the intelligence community or targeted investigations.

### **Capability Outcome/Performance Objectives**

Locally generated threat and other criminal and/or terrorism-related information is identified, gathered, entered into an appropriate data/retrieval system, and provided to appropriate analysis centers.

**Gather Information:** Locally generated threat and other criminal and/or terrorism-related information is identified (e.g., law enforcement, public health, public works, transportation, firefighting and emergency medical entities), gathered, entered into an appropriate data/retrieval system, and provided to appropriate analysis centers.

**Screen Information:** The region is able to receive, authenticate, and screen information for relevance, with the appropriate level of oversight/supervision and in a timely manner

**Identify Suspicious Circumstances:** The region is able to recognize and identify suspicious circumstances or indicators and warnings associated with planning, support, and operations related to potential criminal and/or terrorist related activities.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ The fusion center will develop plans, to include MOU's, MOA's, SOP's, among Bay Area jurisdictions, outside jurisdictions, and the State of California, for the deployment of automated license plate readers (LPR's) at fixed critical infrastructure sites as well as roaming LPR's
- ✓ The fusion center will lead the development of and maintain operationally sound policies to comply with regulatory, statutory, privacy, and other issues that may govern the gathering and storing of information

- ✓ Consistent with the National Suspicious Activity Reporting (SAR) program, the NCRIC will work with local jurisdictions in developing reporting codes for suspicious activity
- ✓ The fusion center will ensure jurisdictions understand and follow guidelines
- ✓ Ensure public awareness campaigns are in place, e.g. “see something say something” at the jurisdictional level and within critical infrastructure sectors to ensure the public and private sector reports suspicious activity to appropriate authorities
- ✓ The fusion center will ensure that processes, protocols, and technical capabilities are in place at the regional and sub-regional level to allow extraction of information from public, private, and law enforcement databases
- ✓ Critical infrastructure across the Bay Area will be assessed to determine its vulnerability to surveillance by terrorist surveillance cells. Corrective actions plans will be developed following the assessments
- ✓ Ensure surveillance detection equipment at critical infrastructure and other key sites in the Bay Area to include cameras, detectors, and sensors can send data collected to the fusion center either directly or indirectly for analysis

***Organization:***

- ✓ Counter-surveillance teams are developed and managed out of the fusion center and within certain law enforcement agencies across the region to provide counter-surveillance capabilities at CI/KR across the Bay Area

***Equipment:***

- ✓ Acquire and deploy interoperable LPR systems at high risk critical infrastructure sites across the Bay Area to detect patterns of suspicious behavior indicative of terrorist pre-operational surveillance
- ✓ Acquire software to allow for suspicious activity reporting and to conduct link analysis on suspicious activity to determine if a pattern of terrorist pre-operational behavior is occurring
- ✓ Acquire equipment to allow law enforcement database systems to be linked and compatible allowing for rapid transmission and processing of suspicious activity information across jurisdictions and with the fusion center
- ✓ Terrorism incident prevention equipment

- ✓ Other necessary equipment

***Training:***

- ✓ Identify public and private sector personnel to be trained in information gathering and recognition of indicators and warnings
- ✓ Train public and private sector particularly security personnel at critical infrastructure sites across the Bay Area on how to detect and report terrorism pre-attack surveillance activities against critical infrastructure to the fusion center

***Exercises: N/A***

**Objective 2.3 Strengthen Intelligence Analysis and Production**

Intelligence Analysis and Production is the merging of data and information for the purpose of analyzing, linking, and disseminating timely and actionable intelligence with an emphasis on the larger public safety and homeland security threat picture. This process focuses on the consolidation of analytical products among the intelligence analysis units at the Federal, State, local, and tribal levels for tactical, operational, and strategic use. This capability also includes the examination of raw data to identify threat pictures, recognize potentially harmful patterns, or connect suspicious links to discern potential indications or warnings.

**Capability Outcome/Performance Objectives**

Timely, accurate, and actionable intelligence/information products are produced in support of prevention, awareness, deterrence, response, and continuity planning operations.

**Establish a Fusion Center:** A multidisciplinary, all-source information/intelligence fusion center strategy is in place that conforms to *Fusion Center Guidelines* and provides for a coordinated interface to the State Fusion Center and the Federal Government.

**Access Information:** Obtain access to and receive collected information associated with the respective territory of the fusion center.

**Analyze Information/Intelligence:** Integrate and analyze relevant information or intelligence.

**Develop Analytic Products:** Develop analytic products that are consumer-tailored, clear, and objective and support the development of performance-driven, risk-based prevention, protection, and response programs at all levels.

## Implementation Steps and Resource Elements

### *Planning:*

- ✓ A planning/project manager is funded at the UASI management team to coordinate and facilitate working group meetings, coordinate with the fusion center to accomplish information sharing goals, and coordinate with the fusion center on procurement and contracting issues
- ✓ Ensure fusion center intelligence products are user driven and provide strategic, operational and tactical level support to decision makers and operators
- ✓ Establish plans and protocols to ensure connectivity between the fusion center and other fusion centers in California
- ✓ Ensure terminals at the fusion center and key law enforcement and public safety agencies across the region have access to information sharing networks

### *Organization*

- ✓ Provide funding to support fusion center staff including intelligence analysts, critical infrastructure protection teams, public health and medical personnel, public safety personnel, and support staff
- ✓ Ensure all necessary personnel possess valid and current national security clearances

### *Equipment:*

- ✓ Terrorism incident prevention equipment
- ✓ Information technology equipment
- ✓ Cyber security equipment
- ✓ Power equipment
- ✓ Other necessary equipment

### *Training:*

- ✓ Train permanent and assigned analytical staff at the fusion center on the intelligence cycle and on developing analytic products
- ✓ When applicable, training will meet International Association Law Enforcement Analytic Standards from Global Intelligence Working Group and International

Association of Law Enforcement Intelligence Analysts (GIWG/IALEIA) based standards (basic, intermediate, advanced)

- ✓ Fusion center staff and law enforcement personnel will receive annual awareness training on relevant privacy and security rules, and regulations (28 CFR and any other relevant State statutes and regulations)
- ✓ Analysts at relevant agencies and centers/processes are trained to identify precursors and links between crime and terrorism
- ✓ Analytic staff at the fusion center is knowledgeable in the region's applicable risks, threats, and critical infrastructure
- ✓ Analytic staff at the fusion center are properly trained and/or experienced in relevant analytical methods and practices
- ✓ Basic and advanced intelligence analysis training is provided for intelligence operations personnel (e.g., commanders/supervisors, officers, analysts)

***Exercises:***

- ✓ Exercises to test the fusion center's ability to analyze, link, and disseminate timely and actionable intelligence to law enforcement and other public safety agencies in the region

**Objective 2.4 Enhance Intelligence Information Sharing and Dissemination**

Intelligence/ Information Sharing and Dissemination is the multi-jurisdictional, multidisciplinary exchange and dissemination of information and intelligence among the Federal, State, local, and tribal layers of government, the private sector, and citizens. The goal of sharing and dissemination is to facilitate the distribution of relevant, actionable, timely, and preferably declassified or unclassified information and/or intelligence that is updated frequently to the consumers who need it.

**Capability Outcome/Performance Objectives**

Effective and timely sharing of information and intelligence occurs across Federal, State, local, tribal, territorial, regional, and private sector entities to achieve coordinated awareness of, prevention of, protection against, and response to a threatened or actual domestic terrorist attack, major disaster, or other emergency.

**Incorporate All Stakeholders in Information Flow:** The fusion center and Bay Area entities are able to identify and share information with all pertinent stakeholders across all disciplines through a clearly defined information sharing system.

**Vertically Flow Information:** The fusion center and Bay Area entities are capable of sharing information vertically (up and down from the Federal level) within law enforcement and other appropriate agencies in a timely and effective manner.

**Horizontally Flow Information:** The fusion center and Bay Area entities are able to share information across disciplines (among fire departments, EMS units, public works, the private sector, and so forth) at all levels and across jurisdictions in a timely and efficient manner.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Develop plans and protocols for the sharing of public health and medical information between the fusion center and the public health and medical community to include disease surveillance information.
- ✓ Develop plans and SOP's for intelligence sharing between the fusion center and mass transit systems across the Bay Area.

#### ***Organization:***

- ✓ Continue to develop Terrorism Liaison Officers (TLO's) across all disciplines in the Bay Area with a particular emphasis on developing Health and Medical TLO's

#### ***Equipment:***

- ✓ Information technology equipment
- ✓ Terrorism incident prevention equipment
- ✓ Communications equipment
- ✓ Video Teleconferencing Equipment and bridges for multi site information sharing conferencing
- ✓ Information sharing systems
- ✓ Cyber security enhancement equipment
- ✓ Power equipment
- ✓ Other necessary equipment

### ***Training:***

- ✓ Personnel are aware of and trained to adhere to pre-defined security clearances and need to-know parameters
- ✓ Personnel are trained in the process for preventing, reporting, and addressing the inappropriate disclosure of information and/or intelligence
- ✓ All appropriate law enforcement personnel will receive and be trained on the Criminal Intelligence Coordinating Council (CICC) Outreach Package and promote the concept of intelligence-led policing as outlined in the CICC Outreach Package

### ***Exercises:***

- ✓ Exercises to test alternative, supplemental, and back-up mechanisms for routing information and/or intelligence to the necessary agencies in an emergency.
- ✓ Exercises to test the process for preventing, reporting, and addressing the inappropriate disclosure of information and/or intelligence.

## **Objective 2.5 Increase Critical Infrastructure Protection**

The Critical Infrastructure Protection (CIP) capability enables public and private entities to identify, assess, prioritize, and protect critical infrastructure and key resources so they can detect, prevent, deter, devalue, and mitigate deliberate efforts to destroy, incapacitate, or exploit critical infrastructure and key resources.

### **Capability Outcome/Performance Objectives**

The risk to, vulnerability of, and consequence of an attack on critical infrastructure are reduced.

**Coordinate and Manage CI/KR Protection:** Through the fusion center, the Bay Area has a management and coordination structure for CI/KR protection.

**Identify CI/KR:** The fusion center has developed an inventory of the individual assets, systems, networks, and functions that make up the region's CI/KR, and collect information on them, including dependencies, interdependencies, and reliance on cyber systems.

**Assess Risks:** The fusion center is able to determine which assets, systems, networks, and functions are critical by calculating risk and combining potential direct and indirect consequences of an attack (including dependencies and interdependencies associated with

each identified asset), known vulnerabilities to various potential attack vectors, and general or specific threat information.

**Prioritize:** The fusion center can aggregate and order assessment results to present a comprehensive picture of regional CI/KR risk in order to establish protection priorities and to provide the basis for planning and the informed allocation of resources.

**Protect:** The fusion center can select appropriate protective measures or programs and allocate resources to address targeted priorities.

**Measure Effectiveness:** The fusion center has and incorporates metrics and other evaluation procedures at the sector levels to measure progress and to assess effectiveness of the CI/KR protection program in the region.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Identify and catalogue by NIPP sector all high risk CI/KR present at the regional, sub-regional and jurisdictional level in a secure web based system
- ✓ Ensure all high risk CI/KR at the regional, sub-regional and jurisdictional level undergoes a vulnerability assessment
- ✓ Fully integrate the intelligence and CI/KR protection functions through a process at the fusion center by collecting, analyzing and sharing threats to CI/KR, in order to review intelligence data and map threats against CI/KR, and major public events, determining the threatened infrastructure's vulnerability, and recommending a suite of protective measures and other resources to mitigate the risk posed by the threat
- ✓ Collecting, analyzing and map suspicious activity reports against CI/KR that may be indicators of terrorist pre-attack surveillance
- ✓ Develop a methodology to prioritize CI/KR at the regional and sub-regional and jurisdictional level
- ✓ Fully integrate mass transit and maritime ports across the Bay Area region into the security planning and communication/notification process at the fusion center and the UASI
- ✓ Develop and implement a comprehensive Process Control/Supervisory Control and Data Acquisition (SCADA) cyber security awareness, education, and training program for the owners/operators of SCADA-controlled CI/KR within the Bay Area

- ✓ Ensure continuity of operations plans (COOP) are in place for high risk public and private sector CI/KR across the Bay Area

***Organization***

- ✓ Personnel for the enhancement and use of the Automated Critical Asset Management System (ACAMS)

***Equipment:***

- ✓ Devices that utilize biometric characteristics (fingerprints, palm prints, retinal scanning, etc.) to authorize access to facilities and/or systems
- ✓ Geospatial/Geographical Information Systems including application software as well as integrated hardware for implementation
- ✓ Physical security enhancement equipment
- ✓ Cyber security equipment
- ✓ CBRNE detection equipment in and around CI/KR across the Bay Area
- ✓ Other necessary equipment

***Training:***

- ✓ Develop and implement risk and vulnerability assessment training at the fusion center, sub-regional and jurisdictional level

***Exercises:***

- ✓ Develop and conduct exercise programs to test CI/KR protection plans to include a system to “Red Team” CI/KR protection measures and technology across the Bay Area

<b>Goal 3</b>	<b>Mission Area(s)</b>	<b>National Priorities</b>	<b>Target Capabilities</b>	<b>State Strategy</b>
Enhance Communications and Interoperable Communications	Common	Strengthen Interoperable and Operable Communications  Implement the NIMS/NRF  Enhance Regional Collaboration	Communications  Emergency Public Information and Warning  EOC management	Goal 1

The Bay Area seeks to deploy a region-wide standards-based communication “system of systems” that supports first responder communication needs for local and regional agencies and interoperates with state and federal public safety agencies and designated public service organizations operating within the Bay Area region. The Bay Areas will accomplish this by implementing its 2008 strategic plan for achieving interoperable communications and by coordinating its efforts with the goals and objectives of the California Statewide Communications Interoperability Plan (CalSCIP).

To enhance communications generally, and achieve interoperable communications specifically, the region has developed the concept of a “system of systems” known as Bay Area Regional Interoperable Communications System (BAYRICS). While BAYRICS is a core element of achieving the strategic goal of enhancing communications and interoperable communications there are other elements to achieving this goal that may fall outside the BAYRICS program, but nonetheless fill a necessary capability gap associated with this goal in order to reduce risk.

**Objective 3.1: Increase Communications Capabilities**

Communications is the fundamental capability within disciplines and jurisdictions that practitioners need to perform the most routine and basic elements of their job functions. Agencies must be operable, meaning they must have sufficient wireless communications to meet their everyday internal and emergency communication requirements before they place value on being interoperable, i.e., able to work with other agencies.

**Capability Outcome/Performance Objectives:**

A continuous flow of critical information is maintained as needed among multi-jurisdictional and multidisciplinary emergency responders, command posts, agencies, and Bay Area governmental officials for the duration of the emergency response operation in compliance with the National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS). The Bay Area has a continuity of operations

plan for public safety communications including the consideration of critical components, networks, support systems, personnel, and an appropriate level of redundant communications systems in the event of an emergency.

**Alert and Dispatch:** In response to an alert, make notification and provide communications management until the Incident Command, EOC, and Emergency Management Agency are stood-up.

**Provide Incident Command/First Responder/First Receiver/Interoperable Communications:** In response to notification of an incident, go to the scene to provide and receive interoperable voice, data and video communications.

**Provide Emergency Operations Center Communications Support:** Upon notification, initiate interoperable system operations, in addition to maintaining, managing, and assuring protection of the interoperable communications systems until the EOC is ordered deactivated.

**Return to Normal Operations:** Initiate deactivation procedures for the interoperable communications system and return the system(s) to a ready state.

### **Implementation Steps and Resource Elements:**

#### ***Planning:***

- ✓ Implement the Bay Area Interoperable Communications Plan
- ✓ Ensure after action plans are developed and reviewed at the county/operational area and/or sub-regional and regional level to evaluate the effectiveness of communications mobilization and demobilization activities
- ✓ Complete an interagency communication process baseline report (also known as a business process baseline report) for each agency, operational area and sub-region that defines processes required to achieve interoperable communications within and between agencies
- ✓ Develop a COOP that ensures continued operation of local and regional public safety communications nets during an incident response
- ✓ Develop plans for the deployment of the Communication Assets Survey and Mapping (CASM) tool across the region
- ✓ Implement a regional incident resource management system to provide emergency responders the ability to locate, track and request needed communications resources

- ✓ Ensure EOC's facilitate the regional reporting of activities, coordination of operational activities and the development of a common operating picture, during an incident and incorporate their communications requirements into local operational communications interoperability plans

***Organization:***

- ✓ Create a permanent Bay Area Regional Communications Coordinator position within the UASI to provide administrative support and to facilitate the regional approach to Interoperable Communications. This person will liaison with the surrounding regions (CAP-BAY) and the state on technical issues as necessary.

***Equipment:***

- ✓ Deploy the digital microwave network to support interoperability efforts in the Bay Area known as BayLoop to link the various interoperability projects across the Bay Area
- ✓ Other Communications equipment as mutually agreed upon by all partners

***Training:***

- ✓ Ensure each county/operational area has at least four people trained as Communications Unit Leaders (COML)
- ✓ Provide training on the CASM tool

***Exercises:***

- ✓ Conduct Tactical Interoperable Communications Plan (TICP) exercises at the regional and jurisdictional levels

**Objective 3.2 Strengthen Emergency Public Information and Warning Capabilities**

The Emergency Public Information and Warning capability includes public information, alert/warning and notification. It involves developing, coordinating, and disseminating information to the public, coordinating officials, and incident management and responders across all jurisdictions and disciplines effectively under all hazard conditions.

**Capability Outcome/Performance Objectives**

Government agencies and public and private sectors receive and transmit coordinated, prompt, useful, and reliable information regarding threats to their health, safety, and property, through clear, consistent information-delivery systems.

**Manage Emergency Public Information and Warnings:** In recognition of likely hazards provide management and coordination of public information, alert/warning, and notification activities.

**Activate Emergency Public Information, Alert/Warning, and Notification Plans:** Activate key personnel, facilities, and procedures.

**Establish and Conduct a Joint Information Center:** Activate and implement a Joint Information Center (JIC) and disseminate information to the public. Upon activation of the JIC, monitor media and conduct press briefings.

**Issue Public Information, Alerts/Warnings, and Notifications:** Issue public information, alerts, warnings, and notifications through established systems to the public, coordinating officials, and incident managers and responders.

**Demobilize Emergency Public Information and Warning:** Upon deciding public information services are no longer needed, close the JIC and demobilize personnel.

### **Implementation Steps and Resource Elements:**

#### ***Planning:***

- ✓ Conduct regional assessment of alert and warning capabilities and develop regional alert, warning and notification strategic plan
- ✓ Each jurisdiction will have a communications plan in place to communicate changes in threat level (in the Homeland Security Advisory System) to the public
- ✓ Crisis and emergency risk communications (CERC) plans are in place
- ✓ Emergency Alert System (EAS) activation plan is in place
- ✓ Information dissemination and alert/warning plans mechanisms are structured so that private sector entities receive accurate, timely information
- ✓ Plans and procedures to receive and archive responses from stakeholders that have been previously notified are in place
- ✓ Plans for a Joint Information Center (JIC) include multi-jurisdictional, multi-disciplinary agencies, the private sector, nongovernmental organizations, and staffing JIC functions
- ✓ Preparedness information will be widely distributed in languages appropriate to the cultural and ethnic needs of the region

- ✓ Procedures and protocols to communicate and coordinate effectively with other JICs and other incident command system (ICS) components, structured according to the incident command, unified command, or area command are in place
- ✓ Procedures are in place for rapidly deploying public affairs teams, which are self-sufficient, and can deploy
- ✓ Develop public information field guides
- ✓ EOP's will specify how and when to activate public alert and warning functions

***Organization:***

- ✓ Public Affairs Teams consistent with ESF 15 under the NRF will be developed

***Equipment:***

- ✓ Communications/Alert & Warning Equipment
- ✓ Public address systems and signage
- ✓ Video teleconference equipment
- ✓ Radio bank with recording capability
- ✓ Televisions with recording capability
- ✓ Laptops/Computers with CD/DVD burner and appropriate software per staff
- ✓ Other necessary equipment

***Training:***

- ✓ Ensure relevant public information staff trained on public information, alert/warning, and notification policy and procedures
- ✓ Ensure relevant public information staff trained on public information, alert/warning, and notification equipment
- ✓ Ensure potential spokespersons identified to provide information during an emergency have been trained in the principles of Crisis and Emergency Risk Communication (CERC)

### *Exercises:*

- ✓ Incorporate public information function as part of multi-discipline response operations exercises
- ✓ Develop tests, and exercise the plan to enhance its effectiveness
- ✓ Conduct an after action review to determine strengths and shortfalls and develop a corrective plan accordingly

### **Objective 3.3 Enhance EOC Management**

EOC Management is the capability to provide multi-agency coordination for incident management by activating and operating an EOC for a pre-planned or no-notice event.

#### **Capability Outcome/Performance Objectives**

The event is effectively managed through multi-agency coordination for a pre-planned or no-notice event at one or more locations across the region.

**Direct Emergency Operation Center's Tactical Operations:** In response to notification of incident, activate, staff, and organize the EOC in accordance with emergency plans and standard operating procedures; plan, direct, and coordinate information and activities internally within EOC functions, and externally with other multi-agency coordination entities and the public information system; coordinate logistical support to maintain an operationally functioning EOC until deactivation.

**Gather and Provide Information:** Upon establishing EOC operations, gather, organize, and document incident situation and resource information from all sources to maintain situational awareness within the EOC.

**Identify and Address Issues:** Upon receiving information, assess and identify current and anticipated resource shortages, technical support issues, and key policy decisions needed across all capabilities, and provide to the applicable agency, function, jurisdiction or multi-agency coordination entity for resolution.

**Provide EOC/MACC/IOF Connectivity:** Upon identification of issues, establish priorities between Incident and/or Area Commands; provide strategic direction; coordinate and resolve multi-agency policy issues, including the issuance of protective action recommendations and protective action decisions.

**Support and Coordinate Response:** Once requested, provide resource, technical, and policy support to the Incident Command by coordinating the actions of off-site agencies, organizations, and jurisdictions, implementing mutual aid agreements, and requesting higher-level assistance.

**Demobilize Emergency Operations Center Management:** Upon completion of response phase, terminate EOC response activities, archive records, and restore systems, supplies, and staffing to a pre-incident ready state.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Emergency operations plans, policies and procedures; continuity of operations/continuity of government (COOP/COG) plans are in place
- ✓ Develop standard operating procedures for activation, operation, and deactivation of the EOC
- ✓ Develop security and access control plans for the EOC
- ✓ Develop, adapt, or implement plans to support the incident command, unified command, or other agencies as needed
- ✓ Establish and implement an order of command succession or continuity consistent with NIMS/SEMS
- ✓ Establish operational and redundant communication systems for EOC operation
- ✓ Verify that all critical communication links/circuits/systems have been identified and regularly tested; redundant and diverse links exist in case of single point of failure; and all emergency circuits are protected with telecommunications service priority for prompt restoration/ provisioning
- ✓ Ensure that all serving Public Safety Communication Centers have clear and standard operating procedures (SOPs), consistent with the potential needs specifically related to an event
- ✓ Ensure that primary and secondary means to establish and maintain communication services through the event timeline are in place, can be activated promptly, and can continue to operate at acceptable levels

#### ***Organization:***

- ✓ Ensure the EOC consists of basic functional requirements, including: Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration under SEMS

#### ***Equipment:***

- ✓ Information technology equipment

- ✓ Communications equipment (e.g., telephones, satellites, radio, Video wall/plasma screen, Facsimile, Video teleconferencing (VTC), Cable TV, Satellite TV, and other communications equipment)
- ✓ Detection equipment
- ✓ Power equipment
- ✓ Physical security enhancement equipment for the EOC site
- ✓ Utilize inspection and screening systems at the EOC as necessary
- ✓ CBRNE logistical support equipment
- ✓ Unclassified capability equipment, including the National Alert Warning System (NAWAS)
- ✓ Environmental weather surveillance equipment
- ✓ Other necessary equipment

***Training:***

- ✓ FEMA Independent Study Program: IS 700-NIMS, An Introduction; FEMA Independent Study Program: IS 800-National Response Plan, An Introduction; FEMA Independent Study Program: IS 275-EOC Management and Operations; FEMA Independent Study Program: IS 100-Introduction to Incident Command System; FEMA Independent Study Program: IS 200-ICS for Single Resources and Initial Action Incidents.
- ✓ Brief or train local chief executive and other key officials of the jurisdiction in the jurisdiction's command and control plans for large-scale emergencies

***Exercises:***

- ✓ Develop exercise program to evaluate the effectiveness of emergency operations center (EOC) incident management processes; exercise program for emergency operations plans, policies and procedures
- ✓ Utilize exercise program to test continuity of operations/continuity of government (COOP/COG) Plans for the EOC
- ✓ Conduct annual command and control training and exercises for large-scale emergencies

<b>Goal 4</b>	<b>Mission Area(s)</b>	<b>National Priorities</b>	<b>Target Capabilities</b>	<b>State Strategy</b>
Strengthen CBRNE Detection, Response, and Decontamination Capabilities	Prevention Response	Strengthen CBRNE Detection, Response, and Decontamination Capabilities	Fire Incident Response Support Search and Rescue CBRNE Detection Explosive Device Response Operations Critical Resource Logistics and Distribution WMD/Haz Mat Response and Decontamination On-site Incident Management Responder Safety and Health Emergency Public Safety and Security Response Food and Agriculture Safety and Defense Animal Disease Emergency Support	Goal 7

Chemicals, biological pathogens, radiological substances, unshielded nuclear material, and explosives, whether used as weapons of mass destruction by terrorists or released during natural disasters or industrial accidents, pose a significant threat to human life and safety. Building the capability to prevent, protect against, respond to, and recover from Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) incidents is a priority for the Bay Area.

In 2008, the Bay Area developed a CBRNE Assessment and Strategic Plan. In doing so, the Bay Area assessed regional capabilities to respond to a range of CBRNE events, including sabotage, terrorism, and industrial accidents. The Bay Area then developed response benchmarks, identified and prioritized gaps in response capabilities, and

developed a 5-year strategic plan that categorizes and prioritizes required resources to eliminate the gaps.

The CBRNE plan was intended to provide a blueprint that will assist the Bay Area in making resource allocation decisions to procure the most critical and cost-effective resources by purchase, lease, or other mechanism, so that a wide range of response capabilities will be enhanced for a CBRNE event. While that blueprint largely focuses on response capabilities it nonetheless serves as a critical guide for the implementation of this strategic goal.

In addition to the CBRNE plan, the Bay Area also recently completed a search and rescue training and exercise mandates plan. The plan sets out resources types, credentialing, state guidance, and specific training courses in the area of search and rescue for the region. As with the CBRNE plan, the training and exercise mandate plays an important implementation role as it relates to search and rescue during a CBRNE event.

#### **Objective 4.1 Enhance Fire Incident Response Support Operations**

This capability provides coordination and implementation of fire suppression operations, which includes assessing the scene, assigning resources, establishing an incident command system (ICS) consistent with the NIMS/SEMS, communicating the status of the situation, requesting additional resources, establishing a safe perimeter, evacuating persons in danger, rescuing trapped victims, conducting fire suppression, determining the cause of the fire(s), and ensuring the area is left in a safe condition.

#### **Capability Outcome/Performance Objectives**

Dispatch and safe arrival of the initial fire suppression resources occur within jurisdictional response time objectives. The first unit to arrive initiates the Incident Command System (ICS), assesses the incident scene, communicates the situation, and requests appropriate resources including any necessary mutual aid or cross-discipline support. Firefighting activities are conducted safely and fire hazards are contained, controlled, extinguished, and investigated, and the incident is managed in accordance with emergency response plans and procedures.

**Activate Fire Incident Response Support:** Receive alarm signal and respond to incident site.

**Assess Site:** Observe scene and provide situation report.

**Direct Fire Incident Response Support Tactical Operations:** In response to indication of fire, provide coordination and management of Fire Incident Response Support through demobilization.

**Search Scene and Rescue:** Upon arrival on scene, initiate search for trapped or endangered victims, remove victims to safe area, and request or provide medical treatment appropriate to the injuries/burns they might have received.

**Contain and Control:** Upon arrival on scene, engage in fire suppression operations to contain, control, and extinguish fire, initiate search for trapped or endangered victims, remove victims to safe area, and request or provide appropriate medical treatment.

**Conduct Overhaul Operations:** Locate and extinguish hot spots and hidden fire in void spaces.

**Conduct Cause and Origin:** Conduct on-site investigation to determine origin of fire and possible cause. Coordinate investigation with law enforcement if possible terrorist act.

**Demobilize Fire Incident Response Support:** Upon completion of activities, prepare apparatus and personnel to leave incident site and return to service.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Develop plans, programs, and agreements on fire-related public safety protection activities, including region-wide mutual aid response protocols
- ✓ Develop firefighting capability needed based on risk and threat assessment
- ✓ Develop firefighting plans and procedures to address ICS and ensure they are integrated with onsite incident management
- ✓ Conduct fire education and life safety training and education programs
- ✓ Develop plans, procedures, and equipment guidelines to support firefighting response operations with an emphasis on a CBRNE event
- ✓ Conduct building plan reviews to reduce or eliminate hazards
- ✓ Develop specialized plans for CBRNE events involving mass transit
- ✓ Ensure plans and agreements are in place for access to aerial units for deployment to roofs or high-rises
- ✓ Develop plans for establishing alternative water supply

#### ***Organization:***

- ✓ Type 1 engine strike team
- ✓ Type 1 fire truck-aerial strike team

- ✓ Type 1 foam tender
- ✓ Type 1 fire boat strike team
- ✓ Type 1 mobile communications unit
- ✓ Field mobile mechanic

***Equipment:***

- ✓ Personal protective equipment
- ✓ CBRNE operational search and rescue equipment
- ✓ Decontamination equipment
- ✓ Information technology
- ✓ CBRNE incident response vehicles
- ✓ CBRNE response watercraft
- ✓ CBRNE logistical support equipment
- ✓ Communications equipment
- ✓ Power equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Develop and implement training to enable fire rescue and emergency medical services to recognize the presence of CBRNE materials

***Exercises:***

- ✓ Conduct regular fire incident response drills as needed

**Objective 4.2 Increase Search and Rescue Capabilities**

Search and Rescue (Land-based) is the capability to coordinate and conduct search and rescue (SAR) response efforts for all hazards, including searching affected areas for victims (human and, to the extent no humans remain endangered, animal) and locating, accessing, medically stabilizing, and extricating victims from the damaged area.

## Capability Outcome/Performance Objectives

The greatest numbers of victims (human and, to the extent that no humans remain endangered, animal) are rescued and transferred to medical or mass care capabilities, in the shortest amount of time, while maintaining rescuer safety.

**Direct Search & Rescue Tactical Operations:** In response to notification of entrapment, provide management and coordination of SAR capability, through demobilization for single or multiple teams.

**Activate Search & Rescue:** In response to notification, mobilize and arrive at the incident scene to begin operations.

**Provide Materiel and Other Support:** Upon arriving on scene, provide, track, and maintain equipment and supplies as well as support base of operations.

**Conduct Search and Rescue Reconnaissance:** Once on scene and equipped, provide rapid assessment of assigned SAR work areas and recommend search priorities/tactics to management.

**Search:** Upon being assigned search area, begin search operations

**Extricate:** Upon notification of location of victim, perform extrication

## Implementation Steps and Resource Elements

### *Planning:*

- ✓ Implement the CBRNE strategic plan as it relates to search and rescue
- ✓ Develop plans and protocols for SAR reconnaissance team to provide preliminary recommendations on search priorities and strategy within 1 hour of an incident.
- ✓ Develop plans and protocols for 100% of SAR task force personnel to be debriefed before leaving the scene
- ✓ Develop plans and protocols for the base of operations to return to original conditions within 12 hours from start of demobilization process
- ✓ Develop plans and protocols for equipment caches to be re-inventoried and packaged for transport within 12 hours from start of demobilization

### *Organization:*

- ✓ Type I US&R task force

- ✓ Type II collapse search and rescue team
- ✓ Type II heavy rescue strike team
- ✓ Type II heavy rescue squad
- ✓ Type I Large animal rescue strike team
- ✓ Type I small animal rescue strike team

***Equipment:***

- ✓ CBRNE operational search and rescue equipment
- ✓ Personal protective equipment
- ✓ Explosive device mitigation and remediation equipment
- ✓ Detection equipment
- ✓ Medical equipment
- ✓ Power equipment
- ✓ CBRNE incident response vehicles
- ✓ CBRNE prevention and response watercraft
- ✓ CBRNE aviation equipment
- ✓ CBRNE logistical support equipment
- ✓ Personal identification systems
- ✓ Other necessary equipment

***Training:***

- ✓ Implement the Bay Area's search and rescue training and exercise mandates
- ✓ Conduct training for SAR reconnaissance team to provide preliminary recommendations on search priorities and strategy within 1 hour of an incident.
- ✓ Conduct training for the base of operations to return to original conditions within 12 hours from start of demobilization process

- ✓ Conduct training for equipment caches to be re-inventoried and packaged for transport within 12 hours from the start of demobilization

***Exercises:***

- ✓ Implement the Bay Area's search and rescue training and exercise mandates

**Objective 4.3 Strengthen CBRNE Detection**

The CBRNE Detection capability includes the identification and communication of CBRNE threats, but does not include actions taken to prevent an incident or respond to the consequences of a CBRNE incident, which are addressed in other prevention capabilities. It involves the ability to detect CBRNE materials at points of manufacture, transportation, and use. This capability includes the detection of CBRNE material through area monitoring, but does not include detection by their effects (i.e., signs or symptoms) on humans and animals. Such population level monitoring is addressed, respectively, in the Epidemiological Surveillance and Investigation and Animal Disease Emergency Support capabilities and objectives.

**Capability Outcome/Performance Objectives**

Chemical, biological, radiological, nuclear, and/or explosive (CBRNE) materials are rapidly detected and characterized at borders and ports of entry, critical locations, events, and incidents.

**Detect CBRNE:** Operate primary and secondary CBRNE detection technologies at points of illegal manufacture, transportation, or use within and across the borders of the U.S. and its Territories

**Identify and/or Characterize CBRNE Material:** Describe or portray the qualities of detected CBRNE material

**Communicate CBRNE Detection Incidents:** Provide CBRNE detection and warning information to appropriate entities and authorities

**Implementation Steps and Resource Elements**

***Planning:***

- ✓ Develop plans and protocols for the fusion center to notify appropriate personnel of CBRNE detection data and results
- ✓ Develop intelligence and risk based CBRNE detection deployment protocols for major events, mass transit and other high profile events and CI/KR.

- ✓ Develop records management protocol at the fusion center for all CBRNE issues or alarms and their resolution
- ✓ A regional detection plan for each CBRNE agent has been developed and coordinated
- ✓ A research and development program to address the detection technological shortfalls for each CBRNE agent is in place with gaps in detection capability for each of the CBRNE agents identified

***Organization:***

- ✓ CBRNE Detection operator/personnel specially trained and equipped with the ability to recognize potential CBRNE threats through equipment, education, and effective protocols
- ✓ Explosive detection dog teams
- ✓ Laboratory staff and equipment for agent identification

***Equipment:***

- ✓ Equipment listed in the CBRNE spending plan
- ✓ CBRNE Detection equipment
- ✓ Personal protective equipment
- ✓ Information technology equipment
- ✓ Decontamination equipment
- ✓ Power equipment
- ✓ Terrorism incident prevention equipment
- ✓ Physical security enhancement equipment
- ✓ Inspection and screening systems equipment
- ✓ Agricultural terrorism prevention, response, and mitigation equipment
- ✓ Other necessary equipment

### ***Training:***

- ✓ Appropriate personnel have been identified for CBRNE detection training (e.g., law enforcement, transit police and security, fire department, hazardous materials (HazMat), public health, private sector security, and critical infrastructure personnel)
- ✓ Awareness level training for first responders and CI/KR personnel for each of the CBRNE agents
- ✓ Public education campaigns for CBRNE detection
- ✓ Training for detection operators, laboratory staff, and CI/KR protection personnel

### ***Exercises:***

- ✓ A program to test and evaluate new CBRNE technology in the appropriate operational environment is made part of the overall exercise and evaluation program

## **Objective 4.4 Enhance Explosive Device Response Operations**

Explosive Device Response Operations is the capability to coordinate, direct, and conduct improvised explosive device (IED) response after initial alert and notification. Coordinate intelligence fusion and analysis, information collection, and threat recognition, assess the situation and conduct appropriate Render Safe Procedures.

### **Capability Outcome/Performance Objectives**

Threat assessments are conducted, the explosive and/or hazardous devices are rendered safe, and the area is cleared of hazards.

**Direct Explosive Device Response Operations:** In response to notification of a potential exploding device, provide management and coordination of Explosive Device Response Operations capability, through demobilization.

**Activate Public Safety Bomb Squad:** In response to activation, mobilize and arrive at the incident scene to begin operations.

**Search and Assess Site:** Once on scene and equipped, provide rapid assessment of assigned Bomb Squad work areas, recommend search priorities/tactics to management, and begin search operations utilizing canine, physical, and technical (e.g. electronic, robotic) search techniques.

**Render Safe Onsite:** Once on scene, establish site perimeters based on SOP's and threat, conduct IED onsite response and isolate device(s) from potential remote detonation commands, clear the onsite area for render safe operations.

**Conduct Recovery, Removal, and Transport Operations:** Collect and transport device and/or components for further processing of hazardous elements.

**Demobilize Explosive Device Removal Operations:** Upon completion of assigned mission, conduct 100% accountability of personnel and equipment, reconstitute as required and disengage from incident site, and either be placed on standby or redeploy to headquarters and stand-down.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Develop an Annex to the Regional Emergency Coordination Plan for fire, HazMat, Search & Rescue and all hazards associated with waterborne incidents
- ✓ Ensure current mutual aid agreements permit sharing of personnel and/or equipment
- ✓ Develop plans, tactics, techniques, and procedures to respond to vehicle borne improvised explosive devices
- ✓ Develop plans, tactics, techniques, and procedures to respond to improvised devices that contain chemical, biological, and radiological components
- ✓ Develop plans, tactics, techniques, and procedures to respond to radio controlled improvised explosive devices
- ✓ Develop plans, tactics, techniques, and procedures to respond to suicide bombers
- ✓ Ensure all bomb squads are accredited by the FBI to standards set by the National Bomb Squad Commanders Advisory Board
- ✓ Develop plans to address communications requirements (e.g. establish onsite command, control, communications and intelligence operations)
- ✓ Develop plans to address onsite treatment of devices

#### ***Organization:***

- ✓ Bomb squads type I, II and III

***Equipment:***

- ✓ Obtain equipment as outlined in the CBRNE strategic plan
- ✓ Personal protective equipment
- ✓ Explosive device mitigation and remediation equipment
- ✓ CBRNE operational and search and rescue equipment
- ✓ Inspection and Screening Systems
- ✓ CBRNE Logistical Support Equipment
- ✓ Detection equipment
- ✓ Decontamination equipment
- ✓ Information Technology
- ✓ Medical equipment
- ✓ Power equipment
- ✓ CBRNE Reference Materials
- ✓ CBRNE Incident Response Vehicles
- ✓ Other necessary equipment

***Training:***

- ✓ Provide explosive identification, response and mitigation to first responders
- ✓ Ensure all bomb squad training (including techniques, tactics, and procedures) is consistent with and enhances training delivered by the FBI Hazardous Devices School (HDS)
- ✓ Ensure effective tactics, techniques, procedures, and training are standardized and shared within the bomb squad community
- ✓ Deliver training programs for responding to improvised devices that contain chemical, biological, and radiological components
- ✓ Deliver training for responding to Radio Controlled Improvised Explosive Devices

- ✓ Deliver training for responding to suicide bombers
- ✓ Deliver training for responding to Vehicle Borne Improvised Explosive Device
- ✓ Provide general public and private sector with bomb threat awareness training as needed

***Exercises:***

- ✓ Ensure explosive device response operations, to include responding to a VBIED, IED, waterborne IED and other scenarios are incorporated into exercise programs

**Objective 4.5 Increase Critical Resource Logistics and Distribution Capabilities**

Critical Resource Logistics and Distribution is the capability to identify, inventory, dispatch, mobilize, transport, recover, and demobilize and to accurately track and record available human and material critical resources throughout all incident management phases. Critical resources are those necessary to preserve life, property, safety, and security.

**Capability Outcome/Performance Objectives**

Critical resources are available to incident managers and emergency responders upon request for proper distribution and to aid disaster victims in a cost-effective and timely manner.

**Direct Critical Resource Logistics and Distribution Operations:** In response to an incident or situation that may require outside resource support, provide management and coordination for the Critical Resource Logistics and Distribution capability, from activation through demobilization.

**Activate Critical Resource Logistics and Distribution:** In response to activation, initiate the resource logistics and distribution process, including identifying and establishing a logistics staging area.

**Respond to Needs Assessment and Inventory:** Based on tasking from the EOC/MAC per field needs assessments, determine types of resources needed to support response operations.

**Acquire Resources:** Request and acquire resources from local, State, Federal, or private providers.

**Transport, Track, and Manage Resources:** Once a resource request has been filled, deploy the resource to the incident through the logistics staging area and in coordination with EOC.

**Maintain and Recover Resources:** Recover all resources deployed for response and recovery support, rehabilitate and resupply all resources, rest and recuperate all personnel, review tracking system, and retrace all resources back to original provider. The recovery process involves the final disposition of all resources.

**Demobilize Critical Resource Logistics and Distribution:** Upon completion of assigned duties or as directed by superiors, shut down the logistics staging area and return to pre-incident readiness.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ In coordination with the State, develop a comprehensive statewide system of resource typing, inventoried resources and credentialing
- ✓ Develop critical resource management plans supported by standing contracts and/or emergency purchase mechanisms such as credit cards or debit cards
- ✓ Develop Plans and procedures to address activation of the resource management system
- ✓ Ensure plans and procedures address management of supplies (e.g., secure and appropriate storage, transportation through restricted areas, etc)
- ✓ Ensure plans and procedures address unused resources and disposal of waste materials generated by logistics operations
- ✓ Create plans, procedures, and systems to pre-position resources in order to efficiently and effectively respond to an event
- ✓ Pre-negotiate vendor contracts for critical resources and essential services
- ✓ Ensure resource and vendor lists are in place and updated regularly

#### ***Organization:***

- ✓ Logistics planning manager
- ✓ Rapid needs assessment team
- ✓ Transportation coordinator

- ✓ Cargo transportation teams
- ✓ Evacuation transportation team
- ✓ Staging areas and warehouses
- ✓ Incident base
- ✓ Reception area
- ✓ Camps

***Equipment:***

- ✓ CBRNE logistical support equipment
- ✓ CBRNE operational and search and rescue equipment
- ✓ Information technology
- ✓ Power equipment
- ✓ Cyber security enhancement equipment
- ✓ Interoperable communications equipment
- ✓ Detection equipment
- ✓ Decontamination equipment
- ✓ Medical equipment
- ✓ Terrorism incident prevention equipment
- ✓ Physical security enhancement equipment

***Training:***

- ✓ Develop and deliver training in emergency logistics that incorporates linkages among damage/needs assessment, logistics management, and volunteer/donations management

***Exercises:***

- ✓ Test and evaluate resource and logistic tracking and recording personnel, equipment and systems

## **Objective 4.6 Increase WMD/Haz Mat Response and Decontamination**

WMD and Hazardous Materials Response and Decontamination is the capability to assess and manage the consequences of a hazardous materials release, either accidental or as part of a terrorist attack.

### **Capability Outcome/Performance Objectives**

Hazardous materials release is rapidly identified and mitigated; victims exposed to the hazard are rescued, decontaminated, and treated; the impact of the release is limited; and responders and at-risk populations are effectively protected.

#### **Direct WMD and Hazardous Material Response and Decontamination Tactical**

**Operations:** In response to notification of WMD/hazmat event or contamination, provide management and coordination of hazmat response and decontamination operations through demobilization and/or transition to recovery operations.

**Activate WMD and Hazardous Material Response and Decontamination:** In response to activation, mobilize and arrive at the incident scene to begin operations.

**Identify the Hazard:** Upon arriving on scene, begin to assess site, sample, identify, and characterize WMD/hazmat and contamination situation, conduct hazard analysis to determine potential consequence and risk, develop plans for safety and hazmat/decontamination operations, and set up hazmat zones.

**Assess Hazard and Evaluate Risk:** Assess the hazards present, evaluate the level of risk to both responders and the public, and develop an Incident Action Plan to address the response problem.

**Conduct Rescue Operations:** Responders equipped with protective and response equipment implement rescue operations.

**Conduct Decontamination and Clean-up /Recovery Operations:** Upon arrival on scene and with the requisite equipment, initiate response operations to reduce the level of on-scene contamination, minimize the potential for secondary contamination beyond the incident scene, and ensure an effective transition to clean-up and recovery operations.

**Demobilize WMD and Hazmat Response and Decontamination:** Upon completion of response phase transition to recovery operations, inventory equipment, complete paperwork, pursue rehabilitation, and conduct post-event analysis (e.g., lessons learned) in accordance with incident demobilization plan.

## Implementation Steps and Resource Elements

### *Planning:*

- ✓ Develop plans, programs, agreements, and requirements for responding to hazardous material incidents
- ✓ Develop plans, programs, criteria, and protocols for conducting decontamination
- ✓ Pre-identify resources (personnel and equipment) to provide rapid initial size-up of hazardous materials incident

### *Organization:*

- ✓ Type I hazmat entry team (extrication)
- ✓ Type I hazmat entry team (decontamination)
- ✓ Type II and III hazmat entry team
- ✓ Hazmat specialists
- ✓ Hazmat information research team
- ✓ Hazmat medical team
- ✓ Hazmat resources team

### *Equipment:*

- ✓ Procure equipment per the CBRNE plan
- ✓ Personal protective equipment
- ✓ Decontamination equipment
- ✓ CBRNE operational and search and rescue equipment
- ✓ Detection equipment
- ✓ Explosive device mitigation and remediation equipment
- ✓ Information technology
- ✓ Medical equipment
- ✓ Power equipment

- ✓ CBRNE reference materials
- ✓ CBRNE incident response vehicles
- ✓ Inspection and screening systems
- ✓ Agricultural terrorism prevention, response, and mitigation equipment
- ✓ CBRNE prevention and response watercraft
- ✓ CBRNE aviation equipment
- ✓ CBRNE logistical support equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Ensure responders assigned to hazmat operations are trained to hazmat operations level (in accordance with 1910.120 (g) or NFPA 472)
- ✓ Ensure personnel assigned to hazmat specialist responsibilities are trained to the hazmat specialist level (in accordance with 1910.120 (g) or NFPA 472)
- ✓ Ensure personnel assigned to hazmat technician responsibilities are trained to the hazmat technician level (in accordance with 1910.120 (g) or NFPA 472)
- ✓ Ensure personnel assigned to manage hazmat are trained to hazmat management level (in accordance with 1910.120 (g), NFPA 471 and NFPA 472) for detection equipment
- ✓ Ensure personnel assigned to manage hazmat are trained to hazmat management level (in accordance with 1910.120 (g), NFPA 471 and NFPA 472) for substance identification equipment, for bases and vapors, liquids, solids and biologicals (white powder)
- ✓ Ensure police, fire, EMS , first responders (other than those assigned to hazmat responses) are trained to hazmat awareness level
- ✓ Ensure hazmat team(s) trains regularly with EMS to ensure proper coordination of victim care post-decontamination (identification of substance, administration of antidotes, etc.)

- ✓ Ensure hazmat team(s) trains regularly with law enforcement to ensure proper coordination for evidence collection and crime scene control
- ✓ Develop and implement training related to detection and reporting of hazardous material
- ✓ Provide appropriate hazmat response training to field staff and managers having involvement in hazmat response

***Exercises:***

- ✓ Develop and implement exercise programs for WMD/hazardous materials response and decontamination
- ✓ Exercises should test ability to provide victims with clothing, blankets, and protection from the elements
- ✓ Test and evaluate time in which technical decontamination of facilities and equipment is performed
- ✓ Test and evaluate time in which technical decontamination of first responders on-site is performed
- ✓ Test and evaluate time in which technical decontamination of household pets off-site is performed
- ✓ Test and evaluate time in which technical decontamination of human remains is performed
- ✓ Test and evaluate time in which technical decontamination of off-site victims is performed

**Objective 4.7 Strengthen On-site Incident Management**

Onsite Incident Management is the capability to effectively direct and control incident activities by using the Incident Command System (ICS) consistent with the NIMS/SEMS.

**Capability Outcome/Performance Objectives**

The event is managed safely, effectively and efficiently through the common framework of the Incident Command System.

**Direct On-Site Incident Management:** In response to indication of an incident, implement management, planning, and coordination of on-site incident.

**Implement On-Site Incident Management:** In response to an incident, arrive on scene and provide initial scene report while beginning response operations; carry out management, planning, and coordination of on-site incident.

**Establish Full On-Site Incident Command:** Establish staff and facilities necessary to conduct on-site incident command.

**Conduct Resource Management:** Implement policies and procedures to ensure the provision and tracking of all necessary resources.

**Develop Incident Action Plan (IAP):** Develop all necessary components of the IAP and obtain approval.

**Execute IAP:** For each operational period, distribute Incident Action Plan (IAP) to response organizations for their assigned operations. The IAP is implemented to achieve the desired incident objectives.

**Demobilize On-Site Incident Management:** Upon completion of the incident, implement demobilization plan and/or transition to recovery operations.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Develop plans and standard operating procedures (SOPs) for emergency response operations within each jurisdiction
- ✓ Ensure resource and personnel tracking system is place in coordination with the critical resource logistics and distribution objective
- ✓ Pre-identify resources available to supplement command and control capabilities
- ✓ Develop jurisdiction emergency management plans and SOPs that are compatible and integrate support for unified command during operations

#### ***Organization:***

- ✓ Type I, II, III, or IV incident management team

#### ***Equipment:***

- ✓ Personal protective equipment
- ✓ CBRNE operational and search and rescue equipment
- ✓ CBRNE logistical support equipment

- ✓ CBRNE incident response vehicles
- ✓ Information Technology
- ✓ Interoperable communications equipment
- ✓ Detection equipment
- ✓ Decontamination equipment
- ✓ Power equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Ensure all appropriate personnel are trained in NIMS/SEMS incident command and unified command
- ✓ Train personnel in accordance with NIMS/SEMS typing

***Exercises:***

- ✓ Exercise personnel in accordance with NIMS/SEMS typing
- ✓ Test to ensure all on-site management activities are coordinated through the Incident Command System
- ✓ Test whether formal operational briefings are conducted at the start of each operational period
- ✓ Test whether IAP is re-assessed, revised, distributed, and briefed at least at the start of each new operational period
- ✓ Test whether incident objectives are accomplished through strategic and tactical actions

**Objective 4.8 Increase Responder Safety and Health**

Responder Safety and Health is the capability that ensures adequate trained and equipped personnel and resources are available at the time of an incident to protect the safety and health of on scene first responders, hospital/medical facility personnel (first receivers), and skilled support personnel through the creation and maintenance of an effective safety and health program.

## Capability Outcome/Performance Objectives

No illnesses or injury to any 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 and emotional stress after the initial incident or during decontamination and incident follow-up.

**Direct Responder Safety and Health Tactical Operations:** Upon dispatch of responders, provide management and coordination of Responder Safety and Health capability, through demobilization.

**Activate Responder Safety and Health:** In response to Incident Command (IC) recognition of the complexity of hazards in the incident, mobilize and designate Safety Officer to begin operations or continue IC-initiated operations.

**Identify Safety/PPE Needs and Distribute PPE:** Upon appointment as Safety Officer, assess safety and health hazards, inform IC of needs, and develop site-specific safety and health plan.

**Site/Incident Specific Safety and Health Training:** Site/Incident specific training provides necessary understanding of the hazards identified and assessed in the incident, and the necessary precautions.

**Ongoing Monitoring of Responder Safety and Health:** Upon assignment of responders to the incident, maintain continuous monitoring of responder safety and health, proper functioning of PPE and equipment, and awareness of on-site hazards; oversee decontamination; document all actions and injuries/illnesses; and provide for emergency and psychological medical care.

**Demobilize Responder Safety and Health:** Upon completion of assigned mission, evaluate responder safety and health status before demobilization and conduct follow-up analysis of health after responder returns to normal duty.

## Implementation Steps and Resource Elements

### *Planning:*

- ✓ Develop and adopt agency/jurisdiction safety and health plans and program(s)
- ✓ Conduct a detailed analysis of relevant planning scenarios to ensure that all workers are protected in performing the tasks from all hazards
- ✓ Establish plans and procedures for identifying sources of additional equipment and expertise if the safety and health program is overwhelmed

***Organization:***

- ✓ Type I Safety Officer
- ✓ Specialized Safety Officer
- ✓ Specialized subject matter experts
- ✓ Analytical laboratories to analyze samples of any CBRNE agent per day and to provide supplemental field instruments for hazard detection/characterization

***Equipment:***

- ✓ Personal protective equipment
- ✓ Detection equipment
- ✓ Medical equipment
- ✓ Decontamination equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Provide all required health and safety training, including pre-incident training, site/incident specific training to develop and maintain appropriate knowledge and expertise for responders

***Exercises:***

- ✓ Conduct health and safety exercises to develop and maintain appropriate health and safety knowledge and expertise for responders

**Objective 4.9 Strengthen Emergency Public Safety and Security Response**

Emergency Public Safety and Security Response is the capability to reduce the impact and consequences of an incident or major event by securing the affected area, including crime/incident scene preservation issues as appropriate, safely diverting the public from hazards, providing security support to other response operations and properties, and sustaining operations from response through recovery.

## Capability Outcome/Performance Objectives

Public safety agencies are able to keep the public safe and maintain law and order following an incident or emergency as well as securing the particular incident scene.

**Establish and Activate Command and Control Public Safety and Security Response Operations:** In response to a notification for security assets, establish, activate mobilize and deploy the management, operations and coordination of the Public Safety and Security Response.

**Control Traffic, Crowd, and Scene:** Upon arriving on scene, assess for immediate rescue needs, for remaining safety and security threats, and initiate security operations. Identify and implement protective actions for high priority key facilities or resources that may require heightened security. Direct/redirect traffic and pedestrians out of the affected area(s). Assess and establish force protection and perimeter zones at the scene.

**Maintain Order and Enforce the Law:** Provide a visible law enforcement presence at key locations within the affected area and across the jurisdiction or region. Protect people and property, and deter criminal activity. Upon notification or suspicion of criminal activity, identify, and take appropriate enforcement action with lawbreakers.

**Manage Criminal Justice Population:** Manage criminal justice population to include incarcerated persons, those under criminal justice supervision, and tactically arrested individuals in the affected area

**Demobilize Public Safety and Security Response Operations:** Return to normal operations.

## Implementation Steps and Resource Elements

### *Planning:*

- ✓ Ensure MOU's and/or mutual aid agreements are in place to ensure law enforcement and other public safety operations can be conducted across jurisdictions
- ✓ Develop plans and systems to maintain accountability of public safety personnel, track incident locations, and track resources
- ✓ Develop plans and procedures for public safety personnel to be self-sufficient (bring their own sleeping/eating/ restocking supplies) for a period up to 7 days for an incident
- ✓ Develop activation and deployment plans for public safety and security with plans targeting 50 percent of total uniformed (patrol) staff of a jurisdiction having primary responsibility for the incident

- ✓ Develop plans and protocols for alternate facilities for court services, prisoner holding and housing, prisoner transport, criminal intake and other criminal justice services
- ✓ Develop plans for staging areas for law enforcement prior to entering site or policing a jurisdiction
- ✓ Ensure plans for sheltering, housing, and feeding law enforcement and other public safety personnel are in place
- ✓ Ensure plans address demobilization of public safety and security operations

***Organization:***

- ✓ Law enforcement, National Guard and private security teams for crowd and traffic control consistent with NIMS/SEMS
- ✓ Staging areas for multijurisdictional and intergovernmental law enforcement and other public safety teams

***Equipment:***

- ✓ Crowd and traffic control equipment
- ✓ Personal protective equipment
- ✓ Communications equipment
- ✓ Power Equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Develop and conduct public safety and security training programs to include joint local, state and federal teams pursuant to ESF 13 under the NRF

***Exercises:***

- ✓ Test and evaluate public safety and security teams' activation and deployment capabilities
- ✓ Test and evaluate criminal justice re-location plans

## **Objective 4.10 Improve Food and Agriculture Safety and Defense**

Food and Agriculture Safety and Defense is the capability to prevent, protect against, respond to, and recover from chemical, biological and radiological contaminants, and other hazards that affect the safety of food and agricultural products.

### **Capability Outcome/Performance Objectives**

Threats to food and agriculture safety are prevented, mitigated, and eradicated; trade in agricultural products is restored; affected products are disposed of; affected facilities are decontaminated; public and plant health are protected, notification of the event and instructions of appropriate actions are effectively communicated with all stakeholders; and confidence in the food supply is maintained.

**Direct Food and Agriculture Safety and Defense Operations:** In response to a notification of an existing threat of food contamination or crop disease, provide the management and coordination of the epidemiological and food establishment investigations as well as appropriate food and crop control measures to stop further cases of illness or disease.

**Conduct Surveillance:** In response to a notification that food products are contaminated or that crops are diseased, establish and implement a plan to expand on-going surveillance activities to focus on additional food products, crops, and facilities that might be affected.

**Trace Suspect Products:** Conduct investigations to determine the source(s) of contamination and identify other products, crops, and facilities that could be contaminated.

### **Implement Control Measures for Contaminated Food Products or Diseased**

**Crops:** Implement product recalls/embargoes, alert the public about the situation, and take control of contaminated facilities and products or diseased crops to ensure contaminated products do not enter the food supply and diseased crops are not further distributed.

**Conduct Product Disposal and Surface and Food Facility Decontamination:** Dispose of contaminated food products or diseased crops in an environmentally safe manner that prevents its use as a food or food product as well as utilize appropriate procedures for surface and facility decontamination.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Develop emergency guidelines and operation criteria for retail food, wholesale, and processing during disasters

- ✓ Develop guidelines or procedures for properly conducting a coordinated outbreak investigation of food and agricultural events
- ✓ Develop food and agriculture hazardous material disposal plan
- ✓ Develop plans for affected locations to secure and prevent spread of contamination
- ✓ Develop SOP's for food recalls and public messaging

***Organization:***

- ✓ Human disease surveillance team
- ✓ Food investigation team
- ✓ Food facility decontamination team
- ✓ Disposal team
- ✓ Sample analysis laboratory analysts and supervisors
- ✓ Confirmatory testing laboratory analysts and supervisors

***Equipment:***

- ✓ Agricultural terrorism prevention, response, and mitigation equipment
- ✓ Detection equipment
- ✓ Decontamination equipment
- ✓ Medical equipment
- ✓ CBRNE logistical support equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Provide food and agriculture field staff or other designated first responders hazard awareness training

- ✓ Develop and conduct emergency food safety response training to field staff and managers having responsibility for food safety response (training should include appropriate job safety training)
- ✓ Provide food safety training to responders and volunteers

***Exercises:***

- ✓ Incorporate food and agricultural safety and defense into exercise programs or conduct separate exercises to test and evaluate food and agriculture safety and defense capabilities

**Objective 4.11 Enhance Animal Disease Emergency Support**

Animal Disease Emergency Support is the capability to protect, prevent, detect, respond to, and recover from threats and incidents that would result in the disruption of industries related to U.S. livestock, other domestic animals (including companion animals) and wildlife and/or endanger the food supply, public health, and domestic and international trade.

**Capability Outcome/Performance Objectives**

Foreign animal disease is prevented from entering the United States by protecting the related critical infrastructure and key assets. In the event of an incident, animal disease is detected as early as possible, exposure of livestock to foreign diseases is reduced, immediate and humane actions to eradicate the outbreak are implemented, public and animal health and the environment are protected, continuity of agriculture and related business is safely maintained and/or restored, and economic damage is minimized.

**Direct Animal Disease Emergency Support Tactical Operations:** In response to a notification of an animal disease, provide the overall management and coordination of the epidemiological investigations and animal control measures to eradicate the disease.

**Activate Animal Disease Emergency Support:** In response to a notification of animal disease, respond, mobilize, and arrive on scene to begin emergency veterinary operations.

**Conduct Animal Health Epidemiological Investigation & Surveillance:** Conduct investigations and surveillance of animal populations to determine the sources of an animal disease outbreak, the potentially infected animal populations, and verify the elimination of the disease.

**Implement Disease Containment Measures:** Establish isolation and quarantine zones, issue stop movement orders, and initiate animal vaccination and treatment programs, euthanasia efforts, or other protective measures designed to control the spread of the disease.

**Provide Animal Welfare:** Provide affected animals with veterinarian care, husbandry services, food, and sheltering to minimize suffering while being isolated, quarantined, or undergoing treatment.

**Conduct Euthanasia/Disposal:** Provide humane methods to euthanize affected animals to stop the spread of the disease or alleviate suffering and properly dispose of animal remains.

**Demobilize Animal Disease Emergency Support Operations:** Account for all assets utilized and safely return them to their original location and functions.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Develop animal safety and security plans, programs, and agreements
- ✓ Develop plans, procedures, protocols, and systems for control of large scale animal disease events
- ✓ Develop protocols for disposing of infectious agricultural waste

#### ***Organization:***

- ✓ Veterinary medical assistance team
- ✓ Animal health technician personnel
- ✓ Veterinary epidemiologist

#### ***Equipment:***

- ✓ Agricultural terrorism prevention, response, and mitigation equipment
- ✓ Personal protective equipment
- ✓ CBRNE operational and search and rescue equipment
- ✓ CBRNE logistical support equipment
- ✓ Other necessary equipment

#### ***Training:***

- ✓ Conduct training programs for distribution of prophylaxis for animal health

- ✓ Develop and implement training and procedures to enable local veterinary communities to recognize exposure to CBRNE materials, and to use tools and equipment to detect the presence of CBRNE materials

*Exercises:*

- ✓ Test and evaluate animal safety and security plans and programs
- ✓ Conduct exercises to test distribution of prophylaxis for animal health

<b>Goal 5</b>	<b>Mission Area(s)</b>	<b>National Priorities</b>	<b>Target Capabilities</b>	<b>State Strategy</b>
Enhance Medical, Public Health Preparedness	Protection Response Recovery	Strengthen Medical Surge and Mass Prophylaxis Capabilities	Emergency Triage and Pre-Hospital Treatment  Medical Surge  Mass Prophylaxis  Medical Supplies Management and Distribution  Isolation and Quarantine  Laboratory Testing  Epidemiological Surveillance and Investigation  Fatality Management	Goal 3

With risks ranging from pandemic influenza to a CBRNE event, the Bay Area region must ensure its medical and public infrastructure is capable of protecting against, responding to and recovering from such events. In enhancing medical and public health preparedness, the region seeks to develop a comprehensive and integrated system of first responders, hospitals, clinics, and public health departments across the region. This includes fully integrating the Metropolitan Medical Response System (MMRS) in the Bay Area. Finally, the region’s CBRNE plan also play a critical role relative to this strategic goal as several objectives within the plan cover medical and health preparedness concerning a CBRNE event. Jurisdictions and sub-regions should therefore, look to the CBRNE for additional guidance in this area.

**Objective 5.1 Enhance Emergency Triage and Pre-Hospital Treatment**

Emergency Triage and Pre-Hospital Treatment is the capability to appropriately dispatch emergency medical services (EMS) resources; to provide feasible, suitable, and medically acceptable pre-hospital triage and treatment of patients; to provide transport as well as medical care en-route to an appropriate receiving facility; and to track patients to a treatment facility.

## Capability Outcome/Performance Objectives

EMS resources are effectively and appropriately dispatched and 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.

**Direct Pre-Hospital Treatment Tactical Operations:** In response to a notification for emergency medical assets, provide the overall management and coordination of Pre-Hospital Treatment Response, through to demobilization.

**Activate Pre-Hospital Treatment:** In response to a notification, respond, mobilize, and arrive on scene to begin emergency medical operations.

**Triage:** Once on scene, provide initial and ongoing emergency medical triage of ill and injured patients that prioritizes their respective treatment and transport.

**Provide Treatment:** Provide medical treatment appropriate to the patient's injuries and the incident.

**Transport:** Transport ill and injured patients via the most appropriate mode of transport available (e.g. Ambulances, helicopters, etc.), provide ongoing medical assessment and treatment en route to the designated receiving facility, and upon arrival transfer medical care of the patient(s) to the receiving facility's staff.

**Demobilization:** Upon completion of duties, clear the incident scene, reconstitute, as appropriate, and return to service or end duty tour.

## Implementation Steps and Resource Elements

### *Planning:*

- ✓ Assess, categorize, and track health and medical resources at the State, regional, and local levels, including but not limited to trauma centers, burn centers, pediatric facilities, acute care facilities, and other specialty facilities
- ✓ Ensure appropriate protective resources are available, including vaccinations, prophylaxis, and PPE for pre-hospital providers and their families
- ✓ Ensure sufficient EMS personnel and resources are available to respond to day-to-day emergencies in the community
- ✓ Written plans and procedures for coordination of the local EMS system with the National Disaster Medical System

- ✓ A plan for prophylaxis and issuance of PPE to non-surge first responders and first receivers within 24 hours from a communicable disease outbreak, including the logistical chain to support this effort
- ✓ A plan that accounts for the multi-jurisdictional pre-hospital response to a catastrophic incident that considers mutual aid agreements, associated equipment, staff, command and control, and nontraditional patient movement and transfers
- ✓ Develop procedures for effective, reliable interoperable communications between EMS, incident command, public health, and healthcare facilities
- ✓ Develop protocols and procedures for tracking triage and pre-hospital treatment response staff and equipment during day-to-day operations, as well as catastrophic incidents
- ✓ Develop and/or maintain protocols and procedures for EMS dispatch, assessment, triage, treatment, transport, logistical support, medical command and coordination, safety, communications, and tracking of patients during day-to-day operations as well as catastrophic incidents
- ✓ Contract for planning personnel to develop local and regional plans

***Organization:***

- ✓ Emergency medical task force

***Equipment:***

- ✓ Medical equipment
- ✓ Personal protective equipment
- ✓ Decontamination equipment
- ✓ CBRNE operational and search and rescue equipment
- ✓ Information technology
- ✓ Other necessary equipment

***Training:***

- ✓ Conduct training of dispatch personnel in protocol and procedures for dispatch during catastrophic events

- ✓ Develop and implement multi-disciplinary training programs for EMS personnel, based on local risk vulnerability assessments and lessons learned

***Exercises:***

- ✓ Develop and implement multi-disciplinary exercise programs for EMS personnel, based on local risk vulnerability assessments and lessons learned

**Objective 5.2 Increase Medical Surge**

Medical Surge is the capability to rapidly expand the capacity of the existing healthcare system (long term care facilities, community health agencies, acute care facilities, alternate care facilities and public health departments) in order to provide triage and subsequent medical care.

**Capability Outcome/Performance Objectives**

Injured or ill from the event are rapidly and appropriately cared for. Continuity of care is maintained for non-incident related illness or injury.

**Direct Medical Surge Tactical Operations:** In response to notification of mass casualty incident, provide overall management and coordination of medical surge operations.

**Activate Medical Surge:** In response to a mass casualty incident, activate medical surge through implementation of surge plan.

**Implement Surge Patient Transfer Procedures:** Transition from pre-event bed utilization to access surge capabilities.

**Implement Surge Staffing Procedures:** Maximize staffing levels in accordance with medical surge plans.

**Receive and Treat Surge Casualties:** Receive mass casualties and provide appropriate clinical care.

**Demobilize Medical Surge:** Prepare to return healthcare system to normal operations

**Implementation Steps and Resource Elements**

***Planning:***

- ✓ Develop medical surge plans that integrate with state and hospital plans including patient distribution plans
- ✓ Develop medical mutual aid agreements for medical facilities and equipment

- ✓ Develop surge capacity plans for acute care hospitals
- ✓ Develop healthcare system evacuation plans to include receiving facilities and transportation assets that are coordinated on a regional basis
- ✓ Develop plans to mitigate identified hazards to medical treatment facilities
- ✓ Develop electronic medical records for recording treatment provided and patient self-reporting
- ✓ Develop plans to identify staff, and equipment and resources to operate alternate care facilities
- ✓ Develop plan to secure healthcare and surge facilities
- ✓ Develop a local/State regional pharmaceuticals management system that captures current inventory of Metropolitan Medical Response System, Health Resources and Services Administration-hospital, and CHEM-PACK caches
- ✓ Develop a reconstitution plan to be initiated upon identification of planning section chief during a medical surge

***Organization:***

- ✓ Medical surge planning staff

***Equipment:***

- ✓ Medical equipment
- ✓ Personal protective equipment
- ✓ Information technology
- ✓ Decontamination equipment
- ✓ Power equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Train designated hospital personnel in NIMS, NRF and Incident Command System (Hospital Incident Command System)

- ✓ Train designated hospital personnel in recognition and treatment of chemical, biological, radiological, nuclear, and explosive (CBRNE) hazards
- ✓ Develop and conduct competency-based education and training programs for adult and pediatric pre-hospital, hospital, and outpatient healthcare personnel
- ✓ Develop just-in-time training programs healthcare workers for unfamiliar critical job functions, and Personal Protective Equipment for specific threats

***Exercises:***

- ✓ Exercise medical surge plans
- ✓ Hospitals and their healthcare partners have an exercise program that conforms with Joint Commission on Accreditation of Healthcare Organizations, Health Resources and Services Administration, CDC, NIMS, and HSEEP requirements

**Objective 5.3 Strengthen Mass Prophylaxis**

Mass Prophylaxis is the capability to protect the health of the population through the administration of critical interventions in response to a public health emergency in order to prevent the development of disease among those who are exposed or are potentially exposed to public health threats.

**Capability Outcome/Performance Objectives**

Appropriate drug prophylaxis and vaccination strategies are implemented in a timely manner upon the onset of an event to prevent the development of disease in exposed individuals. Public information strategies include recommendations on specific actions individuals can take to protect their family, friends, and themselves.

**Direct Mass Prophylaxis Tactical Operations:** In response to notification of a mass prophylaxis incident, provide overall management and coordination of mass prophylaxis operations.

**Activate Mass Prophylaxis Dispensing Operations:** Upon notification, activate points of dispensing for mass prophylaxis operation.

**Establish Points of Dispensing:** Set up point of dispensing (POD) to receive members of the general public, according to POD plan.

**Conduct Triage for Symptoms:** Conduct initial screening of individuals prior to their entering the POD.

**Conduct Medical Screening:** Review patient screening documentation and available medical history to determine proper course of treatment.

**Conduct Mass Dispensing:** Dispense oral medication/administer vaccination according to standing medical orders.

**Monitor Adverse Events:** Through monitoring, identify individuals who have an adverse reaction to prescribed medication and initiate appropriate medical care.

**Demobilize Mass Prophylaxis Operations:** Upon completion, stand down POD operations, return site to normal operations, and release or redeploy staff.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Create plans and systems for mass prophylaxis patient movement and tracking
- ✓ Develop procedures for obtaining mass prophylaxis supplies from the receipt, staging, and storage (RSS) sites in coordination with the Medical Supplies and Distribution Capability
- ✓ Develop plans, procedures, and protocols for mass prophylaxis dispensing operations
- ✓ Develop the tactical communications portion of the mass prophylaxis dispensing plan
- ✓ Develop a mass prophylaxis inventory management system
- ✓ Develop procedures for the distribution and dispensing of mass prophylaxis
- ✓ Develop processes to ensure that first responders, public health responses, critical infrastructure personnel, and their families receive prophylaxis prior to POD opening
- ✓ Develop processes for coordinating with treatment centers, and establish protocols for individuals receiving medications (e.g., number of doses, identification requirements, etc.)
- ✓ Establish processes for obtaining and distributing investigation new drug (IND) consent forms at POD sites
- ✓ Develop credentialing mechanisms for volunteers and staff at mass prophylaxis dispensing sites

- ✓ Develop programs to ensure security of mass prophylaxis during dispensing operations
- ✓ Establish processes for communicating with the public regarding nature of event and mass prophylaxis operations in coordination with Emergency Public Information and Warning Objective

***Organization:***

- ✓ Dispensing/Vaccination Centers (DVC) Points of Distribution (PODs)

***Equipment:***

- ✓ Medical equipment
- ✓ Personal protective equipment
- ✓ Power equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Develop and implement training for mass prophylaxis operations
- ✓ Develop and implement training for key personnel on tactical communications during mass prophylaxis operations, and public information and communication for mass prophylaxis operations
- ✓ Develop and implement training for mass prophylaxis repacking, distribution, and dispensing, security of mass prophylaxis, and for mass prophylaxis inventory management

***Exercises:***

- ✓ Develop mass prophylaxis exercises program to test and evaluate all aspects of mass prophylaxis including distribution and dispensing, include, tactical communications, public information and communication, security, inventory management, distribution

**Objective 5.4 Improve Medical Supplies Management and Distribution**

Medical Supplies Management and Distribution is the capability to procure and maintain pharmaceuticals and medical materials prior to an incident and to transport, distribute, and track these materials during an incident.

## Capability Outcome/Performance Objectives

Critical medical supplies and equipment are appropriately secured, managed, distributed, and restocked in a timeframe appropriate to the incident.

**Direct Medical Supplies Management and Distribution Tactical Operations:** In response to a need for medical assets, provide overall management and coordination for Medical Supplies Management and Distribution.

**Activate Medical Supplies Management and Distribution:** Upon identification of medical resource shortfalls and/or SNS deployment, activate warehousing operations.

**Establish Security:** Upon activation of warehouse, activate Medical Supplies Management and Distribution Security Plan.

**Repackage and Distribute:** After delivery of medical assets to warehouse facility, repackage pharmaceuticals and other assets and distribute to Points of Distribution (PODs) and other health facilities.

**Recover Medical Resources:** As warehousing activities diminish, activate plan to recover unused medical resources.

**Demobilize Medical Supplies Management and Distribution:** Inventory, reorganize, and reconstitute stockpiles to return to pre-incident levels, and release personnel from Medical Supplies Management and Distribution duties.

## Implementation Steps and Resource Elements

### *Planning:*

- ✓ Develop plans for establishing staging areas for internal and external medical response personnel, equipment, and supplies
- ✓ Establish strategies for transporting materials through restricted areas, quarantine lines, law enforcement checkpoints and so forth that are agreed upon by all affected parties
- ✓ Obtain demographic/health-related data to plan for the types of medications, durable medical equipment, or consumable medical supplies that may need to be provided during an event (including supplies needed for populations requiring functional or medical care)
- ✓ Develop processes for ensuring the distribution of medical supplies to mass care shelters

- ✓ Establish procedures for billing and reimbursement of the medication/equipment/supplies that are dispensed

***Organization:***

- ✓ Stockpile Content Management Group
- ✓ Interagency warehouse and team
- ✓ Receipt, staging, and storage site and staff

***Equipment:***

- ✓ CBRNE logistical support equipment
- ✓ CBRNE operational and search and rescue equipment
- ✓ Information technology
- ✓ Medical equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Provide training on various types and models of medical supplies likely to be used in an emergency situation

***Exercises:***

- ✓ Exercise plans for transporting medical material assets with specific focus on their transfer between various levels or organizations

**Objective 5.5 Strengthen Isolation and Quarantine**

Isolation and Quarantine is the capability to protect the health of the population through the use of isolation and/or quarantine measures in order to contain the spread of disease. Isolation of ill individuals may occur in homes, hospitals, designated health care facilities, or alternate facilities. Quarantine refers to the separation and restriction of movement of persons who, while not yet ill, have been exposed to an infectious agent and may become infectious.

## Capability Outcome/Performance Objectives

Individuals who are ill, exposed, or likely to be exposed are separated, movement is restricted, basic necessities of life are available, and their health is monitored in order to limit the spread of a newly introduced contagious disease (e.g., pandemic influenza). Legal authority for those measures is clearly defined and communicated to all responding agencies and the public. Logistical support is provided to maintain measures until danger of contagion has elapsed.

**Direct Isolation and Quarantine Tactical Operations:** In response to a need for isolation and quarantine orders, direct, manage, and coordinate isolation and quarantine operations.

**Activate Isolation and Quarantine:** Initiate plan and mobilize healthcare and security personnel and resources to contain a communicable disease outbreak.

**Implement Travel Restrictions:** Screen travelers from outbreak or pandemic areas and implement travel restrictions consistent with disease specific precautions.

**Implement Voluntary Isolation and Quarantine:** Within an identified geographic area, implement separation and restriction of movement of potentially exposed asymptomatic individuals and isolate symptomatic individuals on a voluntary basis.

**Implement Mandatory Isolation and Quarantine:** Ensure compliance with orders for separation and restriction of movement of potentially exposed asymptomatic individuals and isolation of symptomatic individuals within an identified geographic area.

**Demobilize Isolation and Quarantine:** Upon isolation and quarantine order being lifted, decontaminate equipment, supplies, and personnel if appropriate and demobilize.

## Implementation Steps and Resource Elements

### *Planning:*

- ✓ Develop plans, policies, and procedures for implementing isolation and quarantine
- ✓ Ensure legal authority is in place for authorizing isolation and quarantine
- ✓ Develop plans for coordinating quarantine activation and enforcement with public safety and law enforcement
- ✓ Develop plans, procedures, and protocols to monitor long-term health effects across community interests

- ✓ Establish systems, programs, and resources for implementing isolation and quarantine
- ✓ Improve monitoring of adverse treatment reactions among those people who have received medical countermeasures and have been isolated or quarantined
- ✓ Create and implement policies to deal with the financial impact to individuals who are placed in isolation or quarantine and to the public health system

***Organization:***

- ✓ Community isolation and quarantine teams
- ✓ Quarantine stations

***Equipment:***

- ✓ Medical equipment
- ✓ Personal protective equipment
- ✓ Information technology
- ✓ Detection equipment
- ✓ Decontamination equipment
- ✓ CBRNE logistical support equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Develop and implement exercises for isolation and quarantine

***Exercises:***

- ✓ Exercises to test plans for implementing isolation and quarantine

**Objective 5.6 Improve Laboratory Testing**

The Laboratory Testing capability is the ongoing surveillance, rapid detection, confirmatory testing, data reporting, investigative support, and laboratory networking to address potential exposure, or exposure, to all-hazards which include chemical,

radiological, and biological agents in all matrices including clinical specimens, food and environmental samples.

### **Capability Outcome/Performance Objectives**

Potential exposure to disease is identified rapidly by determining exposure and mode of transmission and agent; interrupting transmission to contain the spread of the event; and reducing number of cases. Confirmed cases are reported immediately to all relevant public health, food regulatory, environmental regulatory, and law enforcement agencies.

**Direct Laboratory Testing:** Direct and coordinate local, State, and Federal public health, food testing, veterinary diagnostic, and environmental testing laboratory efforts in response to biological and chemical terrorism.

**Sample and Specimen Management:** Implement LRN established protocols /procedures for specimen collection, transport, and testing.

**Provide Surveillance Support:** Provide support to agencies in chemical, biological, and radiological agent and public health disease surveillance by testing and analyzing samples.

**Detection Testing and Analysis:** Test and analyze initial chemical, biological, and radiological samples to provide presumptive agent identification or diagnosis.

**Confirm Testing:** Test and analyze chemical, biological, and radiological samples to provide confirmation agent identification or diagnosis.

**Support Public Health Epidemiological Investigations:** Provide follow-up analytical and investigative support to epidemiologists, law enforcement, and environmental health and/or poison control efforts to test additional specimens, determine cause and origin of an event, definitively characterize an agent, and genotype disease strains through LRN member labs.

**Report Results:** Report surveillance results to public health epidemiology officials and other decision makers.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Identify, establish and maintain working collaboration with all Laboratory Response Network (LRN) Sentinel and LRN Clinical Chemistry laboratories
- ✓ Develop and maintain an accurate and current database of contact information and capability for all the Laboratory Response Network (LRN) Sentinel and LRN Clinical Chemistry laboratories

- ✓ Provide all the Laboratory Response Network (LRN) Sentinel and LRN Clinical Chemistry laboratories with updated LRN Reference laboratory contact information

***Organization:***

- ✓ Laboratory response network (LRN) national level laboratories
- ✓ LRN chemistry labs levels I, II, or III

***Equipment:***

- ✓ Laboratory equipment and supplies
- ✓ Detection equipment
- ✓ Medical equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Participate in a CDC-approved proficiency testing program to assure laboratory competency
- ✓ Participate in training provided for the use of standardized methods to detect and identify chemical and biological agents
- ✓ Provide information and training on the use of appropriate safety and security equipment and procedures
- ✓ Train all LRN Sentinel laboratories in the use of LRN biological agent rule-out protocols, specimen or isolate referral responsibilities and notification algorithms
- ✓ Participate in CDC training to use standardized protocols to detect biological agents
- ✓ Participate in CDC training as required for designated levels of chemical preparedness, e.g., LRN Level-1, 2, or 3

***Exercises:***

- ✓ Exercises to test select LRN sentinel and LRN clinical chemistry laboratories

## **Objective 5.7 Strengthen Epidemiological Surveillance and Investigation**

The Epidemiological Surveillance and Investigation capability is the capacity to rapidly conduct epidemiological investigations. It includes exposure and disease (both deliberate release and naturally occurring) detection, rapid implementation of active surveillance, maintenance of ongoing surveillance activities, epidemiological investigation, analysis, and communication with the public and providers about case definitions, disease risk and mitigation, and recommendation for the implementation of control measures.

### **Capability Outcome/Performance Objectives**

Potential exposure to disease is identified rapidly by determining exposure and mode of transmission and agent; interrupting transmission to contain the spread of the event; and reducing number of cases.

**Direct Epidemiological Surveillance and Investigation Operations:** Coordinate, maintain, enhance, analyze, and provide efficient surveillance and information systems to facilitate early detection and mitigation of disease.

**Surveillance and Detection:** Collect ongoing and event-specific health data to recognize events of public health significance.

**Conduct Epidemiological Investigation:** Investigate a disease and its determinants in a population; characterize and classify a case; identify the source of the public health event; and define the population at risk.

**Monitor Containment:** Based upon the extent of the population at risk and recommendations for outbreak control, assess the effectiveness of disease containment measures.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Develop plans, procedures, and protocols for investigating a potential disease outbreak
- ✓ Develop procedures for identification of disease, vector and epidemic
- ✓ Develop guidelines or procedures for properly conducting a coordinated outbreak investigation
- ✓ Develop and maintain efficient surveillance systems
- ✓ Develop plans and procedures to respond to a disease outbreak

- ✓ Develop policies and procedures to respond appropriately to positive notifications of medical hazards
- ✓ Develop plans, procedures and protocols for the provision of medical personnel, equipment, laboratories, and pharmaceuticals and supplies
- ✓ Plan and prepare for pandemic influenza, particularly for the stage when vaccine either is nonexistent or in severely short supply
- ✓ Develop communications to physicians and hospitals regarding use of testing of symptomatic and non-symptomatic patients during epidemic

***Organization:***

- ✓ Local health department-based surveillance team
- ✓ Investigation epidemiologist
- ✓ Special studies team

***Equipment:***

- ✓ Detection equipment
- ✓ Medical equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Training for staff on activities required to conduct epidemiological surveillance and detection including exposure and disease detection, surveillance, analysis, reporting, and use of equipment

***Exercises:***

- ✓ Exercises to evaluate epidemiological surveillance and detection

**Objective 5.8 Enhance Fatality Management**

Fatality Management is the capability to effectively perform scene documentation; the complete collection and recovery of the dead, victim's personal effects, and items of evidence; decontamination of remains and personal effects (if required); and transportation, storage, documentation, and recovery of forensic and physical evidence.

## Capability Outcome/Performance Objectives

Complete documentation and recovery of human remains and items of evidence (except in cases where the health risks posed to personnel outweigh the benefits of recovery of remains).

**Direct Fatality Management Tactical Operations:** Direct all internal Fatality Management Operations, coordinating with other capabilities as needed.

**Activate Fatality Management Operations:** Notify and mobilize appropriate personnel.

**Conduct On-scene Fatality Management Operations:** Conduct scene evaluation, document, and remove fatalities from scene.

**Conduct Morgue Operations:** Store remains temporarily, and conduct multi-specialty forensic analysis of human remains to determine the cause and manner of death.

**Manage Antemortem Data:** Initiate plan for the collection and management of antemortem information from family members and other sources.

**Conduct Victim Identification:** Compile antemortem records of missing individuals and compare those to the repository of postmortem data collected through On-scene and Morgue Operations.

**Conduct Final Disposition:** Return the human remains and personal effects to the families or designated legal authority (ie, ME/C, Sheriff) for final disposition following recovery, decontamination, determination of the cause and manner of death and positive identification.

**Demobilize Fatality Management Operations:** Return all fatality management assets and resources to pre-incident readiness levels.

## Implementation Steps and Resource Elements

### *Planning:*

- ✓ Develop and maintain a comprehensive fatality management plan, and involve Medical Examiner/Coroner, emergency preparedness, public health, hospitals, and funeral directors in the development of plans and procedures
- ✓ Develop and maintain comprehensive mission critical list (i.e., facilities, personnel and agencies)
- ✓ Develop contingency plan for obtaining surge personnel for fatality management
- ✓ Develop plans, procedures and systems for scene and morgue operations

- ✓ Develop plans, procedures and systems for antemortem data management
- ✓ Develop plans, procedures and systems for victim identification
- ✓ Develop plans, procedures and systems for final disposition
- ✓ Develop plans, procedures and systems for fatality surge

***Organization:***

- ✓ Morgue operations team
- ✓ Deployable portable morgue unit
- ✓ Field investigative unit
- ✓ Family assistance center
- ✓ Remains decontamination team

***Equipment:***

- ✓ Medical equipment
- ✓ Decontamination equipment
- ✓ Detection equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Training for augmented fatality management personnel
- ✓ Training on the collection, storage and management of ante mortem data

***Exercises:***

- ✓ Exercises test contingency plans with local, State, and private entities regarding final disposition of remains
- ✓ Exercises test contingency plans with local, State, and private entities regarding surge

<b>Goal 6</b>	<b>Mission Area(s)</b>	<b>National Priorities</b>	<b>Target Capabilities</b>	<b>State Strategy</b>
Strengthen Planning and Citizen Preparedness Capabilities	Prevention Response Recovery	Strengthen Planning and Citizen Preparedness Capabilities	Citizen Evacuation and Shelter in Place  Mass Care  Community Preparedness and Participation  Volunteer Management and Donations	Goal 5

The Bay Area has long viewed community planning and preparedness as a core element of homeland security. In 2007-2008 the region developed a community preparedness program guide to help identify local best practices concerning social marketing programs as they relate to community preparedness, determine national best practices for citizen preparedness programs, and assess the effectiveness of the various characteristics of community preparedness programs available in the Bay Area. The program guide is a valuable tool to assist the region, sub-regions and jurisdictions in their development of community preparedness programs for all hazards. The program guide also serves as a key element and implementation tool for each of the objectives under this Strategic goal.

### **Objective 6.1 Strengthen Citizen Evacuation and Shelter in Place Capabilities**

Citizen evacuation and shelter-in-place is the capability to prepare for, ensure communication of, and immediately execute the safe and effective sheltering-in-place of an at-risk population (and companion animals), and/or the organized and managed evacuation of the at-risk population (and companion animals) to areas of safe refuge in response to a potentially or actually dangerous environment. In addition, this capability involves the safe reentry of the population where feasible.

#### **Capability Outcome/Performance Objectives**

Affected and at-risk populations (and companion animals to the extent necessary to save human lives) are safely sheltered-in-place or evacuated to safe refuge areas.

**Direct Evacuation and/or In-Place Protection Tactical Operations:** In response to a hazardous condition, direct, manage, and coordinate evacuation and/or in-place sheltering procedures for both the general population and those requiring evacuation assistance throughout incident.

**Activate Evacuation and/or In-Place Protection:** In response to activation, identify and ensure notification of at-risk populations, and identify populations requiring assistance in evacuation and/or in-place protection.

**Implement Evacuation Orders for General Population:** Assist the self-evacuation of affected population by providing public information and instructions, traffic control, and support services to evacuees along evacuation routes

**Collect and Evacuate Population Requiring Assistance:** Upon identification of individuals requiring assistance and type of assistance required, collect and move individuals to established evacuation staging/reception area for further services.

**Operate Evacuation Staging/Reception Area:** In coordination with mass care, medical, and other service agencies, provide immediate basic needs and processing of evacuated individuals en route to other destinations.

**Manage Incoming Evacuees:** In coordination with other service agencies, provide short-term and long-term support to evacuees arriving from affected areas.

**Implement In-Place Protection Procedures:** Upon in-place protection activation, assist at-risk population in sheltering in homes or designated in-place sheltering locations

**Assist Re-Entry:** Upon notification of the affected area being safe, assist in-shelter population and/or evacuees in re-entering area

**Demobilize Citizen Evacuation and Shelter-In-Place Operations:** Upon completion of assigned duties, decontaminate equipment, supplies, and personnel if appropriate, and demobilize.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Update the Bay Area Regional Evacuation and Care Plan to address evacuation procedures, coordination of transportation assets and routes, patient and evacuee tracking for 200,000 or more people from a metropolitan area for a catastrophic incident. Vulnerable populations, including hospital patients and nursing home residents, will be a focus; tourist evacuation, family re-unification, and pets/livestock requirements will be included.
- ✓ Plans to utilize buses and other mass transit vehicles, including drivers, able to provide transportation to evacuees, including for re-entry
- ✓ Develop evacuation procedures for populations and locations at risk (including high density areas, neighborhoods, high-rise buildings, subways, airports, special

- events venues, etc.), and institutions that should begin evacuations early (e.g., hospitals, nursing homes, long-term care facilities, and correctional facilities
- ✓ Develop and distribute public education materials on evacuation/shelter-in-place preparation, plans, and procedures
  - ✓ Develop and implement plans and procedures to identify in advance populations requiring assistance during evacuation/shelter-in-place
  - ✓ Develop and implement procedures to identify and arrange for transportation to accommodate immobilized individuals or others requiring special assistance during transport
  - ✓ Develop plans and procedures for identifying during an incident those populations requiring assistance with evacuation, including identification of type of assistance required
  - ✓ Establish processes to ensure that immobilized and other individuals require special assistance can be moved to collection points for evacuation
  - ✓ Establish processes for identifying and collecting individuals who do not go to collection points
  - ✓ Pre-identify evacuee collection points and staging/reception areas (for immediate sheltering/processing)
  - ✓ Pre-arrange contracts and agreements to ensure provision of transportation vehicle and drivers during an incident
  - ✓ Identify and arrange for the staging and use of resources from outside the planning area
  - ✓ Develop plans and procedures to get resources to those who have sheltered in place (long term - 3 days or more)
  - ✓ Develop plans and procedures for coordinating with other agencies to meet basic needs during evacuation
  - ✓ Develop agreements with neighboring areas regarding the movement and receipt of evacuees from the affected area
  - ✓ Develop plans and procedures for evacuation/shelter-in place of companion animals

***Organization:***

- ✓ NIMS/SEMS compliant DOT evacuation coordination team (Type I, II, and III) to facilitate the rapid, efficient, and safe evacuation of threatened populations
- ✓ NIMS/SEMS compliant small animal transport teams
- ✓ Traffic control package teams of law enforcement and non-law enforcement personnel

***Equipment:***

- ✓ Traffic control equipment (barriers, cones, directional signals)
- ✓ Public alert and warning systems to reach at risk populations
- ✓ Detection equipment
- ✓ Logistical support equipment
- ✓ Information technology equipment
- ✓ Communications equipment
- ✓ Medical equipment
- ✓ Power equipment
- ✓ Aviation equipment for mass casualty evacuations
- ✓ Other necessary equipment

***Training:***

- ✓ Develop and implement programs to train local citizens on evacuation, reentry and shelter-in place processes

***Exercises:***

- ✓ Develop and implement exercises involving evacuation of various types of locations to local shelters as well as more distant jurisdictions across the region

## Objective 6.2 Improve Mass Care

Mass Care is the capability to provide immediate shelter, feeding centers, basic first aid, bulk distribution of needed items, and related services to persons affected by a large-scale incident.

### Capability Outcome/Performance Objectives

Mass care services, including sheltering, feeding, and bulk distribution, are rapidly provided for the population and companion animals for those impacted by the incident.

**Direct Mass Care Operations:** In response to requests made by agencies, provide management and coordination of Mass Care Capability.

**Activate Mass Care:** Activate and mobilize mass care personnel and resources.

**Establish Shelter Operations:** Staff and equip shelter in preparation to receive displaced persons.

**Shelter General Population:** Provide temporary shelter for those individuals displaced during an incident.

**Shelter Companion Animals:** Provide temporary shelter for companion animals of displaced owners or those companion animals that are abandoned.

**Establish Feeding Operations:** Identify availability of resources for feeding operations

**Prepare and Distribute Food:** Prepare and distribute meals to affected general populations.

**Establish Bulk Distribution Operations:** Establish bulk distribution sites and prepare them to distribute items to the affected population.

**Conduct Bulk Distribution Operations:** After establishing bulk distribution operations, distribute items to the affected population.

**Demobilize Mass Care Operations:** Upon completion of assigned mission, demobilize mass care resources.

### Implementation Steps and Resource Elements

#### *Planning:*

- ✓ Update the Bay Area Regional Evacuation and Care Plan to address mass care and sheltering for 200,000 or more people from a metropolitan area during a catastrophic incident. Vulnerable populations, including hospital patients and

nursing home residents, will be a focus; tourist evacuation, family re-unification, and pets/livestock requirements will be included

- ✓ Sites (both traditional and non-traditional) for vulnerable populations and pets will be identified and the plan will enhance the Bay Area Regional Emergency Coordination Plan (RECP) and augment the Northern California Catastrophic Earthquake Plan
- ✓ Build upon pre-identified short term care sites in the Bay Area and add extended mass care sites located in the Sacramento valley area
- ✓ Develop pre-designated vendor agreements, MOUs, blanket purchase agreements, or MOAs for critical mass care resources (such as pre-packaged meals ready to eat and ice)
- ✓ Develop plans, policies, and procedures for the provision of mass care services to general populations in coordination with all responsible agencies
- ✓ Develop processes and criteria for conducting an assessment (functional, cultural, dietary, medical) of the general population registering at the shelter to determine suitability for the shelter, and the transference of individuals and caregivers/family members, to more appropriate care facilities
- ✓ Develop plans, policies, and procedures to ensure maximum retention of people with disabilities in general population shelters
- ✓ Develop procedures to ensure that general population shelters allow individuals to bring in existing support systems (including service animals and care-givers)
- ✓ Develop plans, policies, and procedures for close cooperation between general population shelters, Functional and Medical Support Shelters and other medical facilities
- ✓ Develop plans, policies, and procedures for activation and mobilization of mass care staff
- ✓ Develop plans, policies, and procedures to address common issues (e.g. cultural, language, people with disabilities in general population shelters, etc.) as part of the mass care service delivery
- ✓ Develop plans, procedures and protocols for pre-identification of sufficient and suitable facilities for evacuation and post-impact shelters (to include non-traditional shelter facilities such as camps, hotels, etc.)
- ✓ Develop shelter contingency plans that allow for shelter self-sufficiency for a minimum 48 hours without re-supply

- ✓ Develop shelter contingency plans that allow for shelter relocation when shelter is no longer habitable due to changing incident conditions (e.g., structural damage, contamination, etc.)
- ✓ Develop public education materials concerning mass care services
- ✓ Develop criteria and guidance materials for sheltering companion animals

***Organization:***

- ✓ Shelter management teams Type I, II, III or IV per NIMS/SEMS including: shelter managers, assistant shelter managers, logistics supervisors, feeding managers, health services workers, mental health services workers, and safety/asset protection workers
- ✓ Voluntary food service delivery unit
- ✓ Voluntary agency field kitchen Type I, II, III or IV
- ✓ Voluntary agency Field support unit
- ✓ Voluntary agency mobile kitchen
- ✓ Voluntary agency warehouse and teams
- ✓ Animal incident response teams
- ✓ Shelter childcare teams

***Equipment:***

- ✓ Medical Equipment
- ✓ Decontamination equipment
- ✓ Power equipment
- ✓ Information technology equipment
- ✓ Personal identification systems
- ✓ Other necessary equipment

### ***Training:***

- ✓ Develop and implement training programs for mass care personnel to include sheltering, feeding and bulk distribution for general population
- ✓ Develop and implement training for shelter staff
- ✓ Develop and implement training programs for mass care personnel for delivery of companion animal services

### ***Exercises:***

- ✓ Develop and implement exercise programs for mass care personnel to include sheltering, feeding and bulk distribution for general population
- ✓ Develop and implement exercise programs for mass care personnel for delivery of mass care companion animal services

## **Objective 6.3 Increase Community Preparedness and Participation**

The Community Preparedness and Participation capability provides that all necessary personnel in the Bay Area region are aware, trained, and/or practiced on how to prevent, protect/mitigate, prepare for, and respond to all threats and hazards.

### **Capability Outcome/Performance Objectives**

There is a structure and a process across the region for ongoing collaboration between government and nongovernmental resources at all levels.

**Establish Collaborative Structure and Process for Government and Non-Governmental Entities at All Levels:** Develop an organizational entity with member representation from emergency responder disciplines, elected officials, voluntary organizations, civic organizations, faith-based organizations, special needs advocacy groups, private sector, neighborhood associations, educational institutions, and critical infrastructure.

**Integrate Public Outreach and Non-Governmental Resources into Emergency Operations Plans and Exercises:** Include sufficient planning for alerts and public warnings, emergency public education and information, evacuation, mass care, health and medical services, non-governmental volunteer and donations resource management, and establish clear roles and protocols for volunteers for all ESFs and Annexes. Evaluate plans through exercises that include non-governmental entities, volunteer operations, and the general public.

**Provide Volunteer Opportunities:** Develop and implement education, training, and exercises for ongoing volunteer programs and volunteer surge response and recovery activities.

**Incident Response:** Non-governmental entities, volunteers, and the general public respond according to plans and training.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Incorporate, in all plans, procedures, and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for individuals with disabilities and their care givers
- ✓ Incorporate, in all plans, procedures, and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for individuals who do not speak English
- ✓ Incorporate in all plans, procedures, and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for individuals with low income and limited resources
- ✓ Incorporate in all plans, procedures and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for age-related issues and concerns
- ✓ Incorporate in all plans, procedures and protocols (including outreach, training and exercises, and volunteer opportunities), consideration for companion and service animals

#### ***Organization:***

- ✓ Designate a community preparedness program manager
- ✓ Utilize community and faith based groups as organizational messengers
- ✓ Establish or maintain citizen corps councils
- ✓ Establish or maintain Community Emergency Response Teams (CERT)

#### ***Equipment:***

- ✓ Terrorism incident prevention equipment
- ✓ Power equipment

- ✓ Personal protective equipment
- ✓ Operational search and rescue equipment
- ✓ Information technology
- ✓ Communications equipment
- ✓ Detection equipment
- ✓ CBRNE reference materials
- ✓ Physical security enhancement equipment
- ✓ Logistical support equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Train the public, with an emphasis on citizen corps volunteers, to be aware and to report suspicious items, smells and behavior to local law enforcement (with follow-on reporting by law enforcement to the regional fusion center for analysis)
- ✓ Provide counter-terrorism and public education program materials in multiple languages
- ✓ Assist owners of critical infrastructure in increasing security measures and strengthening connection to local law enforcement through Citizen Corps Councils
- ✓ Strengthen Community Oriented Policing philosophy by providing volunteer opportunities to support local law enforcement in homeland security activities
- ✓ Establish jurisdictional citizen educational programs on personal protective measures, disaster kits and communications plans
- ✓ Develop and provide community preparedness public education program and materials for at risk populations
- ✓ Develop and provide community preparedness public education program and materials for non- English speaking communities and special needs populations
- ✓ Support education and training on automated alerts and warnings and related responses

*Exercises:*

- ✓ Implement an exercise and evaluation process to assess citizen preparedness programs through specific exercises or as part of larger overall exercise
- ✓ Conduct regional exercises to test CERT regional capabilities
- ✓ Conduct exercises to test suspicious activity reporting from the community and the fusion center's ability to analyze and act upon such reporting

**Objective 6.4 Enhance Volunteer Management and Donations**

Volunteer Management and Donations is the capability to effectively coordinate the use of volunteers and donations in support of domestic incident management.

**Capability Outcome/Performance Objectives**

The positive effect of using volunteers and donations is maximized to augment incident operations.

**Coordinate Volunteer Management Operations and the Establishment of Warehouses and Materials Handling Equipment:** In response to citizens, businesses, and corporations spontaneously volunteering and/or donating goods or cash, provide program to manage response plans.

**Activate Volunteer Management and Donations Emergency Plan:** In response to an incident, mobilize personnel and facilities to begin processing offers of assistance.

**Organize Volunteers and Assign Them to Disaster Relief Efforts:** Gather and provide information to efficiently refer volunteers to assigned organizations and agencies per developed tactical plans.

**Collect and Manage Material Donations:** Once activated, receive and manage unsolicited in-kind donations.

**Collect and Manage Cash Donations:** Once activated, refer cash donations to appropriate voluntary organizations.

**Coordinate Distribution of Donations:** Process and disburse goods based on established plan.

**Transition to Long-Term Recovery:** Period after the incident is determined to be under control and extended care/service plan by partner government agencies and NGOs becomes active.

**Deactivate Volunteer Management and Donations:** Based on need assessments, deactivate components of the plan (i.e. warehouse, phone bank) when appropriate.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Using the Bay Area Earthquake Readiness Response: Concept of Operations Plan and other best practices documents as a guide, develop and produce a regional donations management plan that will be annexed to the existing RECP, and develop one or more county/major city donations management plan templates
- ✓ The RECP Annex, and templates should address the management of donations in order to efficiently and effectively support affected jurisdictions in close collaboration with organizations/agencies offering donations, in an effort to manage the overall influx of offers of goods (both cash and non-cash material goods) and services in and out of the affected metropolitan area.
- ✓ Identify, hire, and supervise regional planners to work with designated persons within the focus area to develop local plan templates
- ✓ Develop contracts and/or MOUs for donation management services to enhance the region's capability to manage all aspects and phases of donations management in and out of the affected metropolitan area
- ✓ Plans to improve local government and volunteer organizations' ability to recruit, screen, credential and manage both pre-affiliated and spontaneous volunteers
- ✓ Provide local government and volunteer organizations with technical assistance to provide planning, training, and exercises to address the needs of citizens
- ✓ Provide standardized outreach to local jurisdictions in multiple languages, increasing the ability to effectively utilize all volunteers as necessary

#### ***Organization:***

- ✓ Volunteer and donations coordinator center (VDCC) and phone bank
- ✓ Volunteer/donations coordinator - Per NIMS, there are Type I, II, III, and IV
- ✓ Donation coordination team consisting of people trained and experienced in all aspects of donations management
- ✓ Donations specialist

- ✓ Transportation team including trucks and drivers to pick up and deliver donated goods
- ✓ Warehousing team including warehouse manager and support personnel

***Equipment:***

- ✓ VDCC equipment to include networked computer terminals for call takers; access to high-speed Internet; signs; phone bank database on secure Web site; an 800 telephone number with 20–60 line capability; 20+ additional lines for coordination teams; and computers for coordination teams
- ✓ Communications equipment
- ✓ Information technology equipment
- ✓ Power equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Develop local and regional training plans that consist of awareness level training and functional level training, both pre-event and post event.
- ✓ Develop and implement awareness-training on use of volunteers and donations
- ✓ Develop and implement exercise and training for distributing public information
- ✓ Develop just-in-time training program for volunteers to perform required tasks
- ✓ Develop and conduct training to improve all-hazard incident management capability
- ✓ Conduct an after action review to determine strengths and shortfalls and develop a corrective plan accordingly
- ✓ Complete relevant NIMS/SEMS training for appropriate personnel and volunteers
- ✓ Conduct internal and external training on responsibilities of volunteers and donations capability

***Exercises:***

- ✓ Exercise volunteer donations management incident annex plan through specific exercises or as part of larger overall exercise

Goal 7	Mission Area(s)	National Priorities	Target Capabilities	State Strategy
Enhance Recovery Capabilities	Recovery	N/A	Structural Damage Assessment  Economic and Community Recovery  Environmental Health  Restoration of Lifelines	Goal 7

Given the high likelihood of a major disaster occurring again in the Bay Area, it is essential for the region to establish both short term and long term recovery capabilities. The Bay Area has significant experience in this area and will build upon that experience to ensure that essential functions from initial damage assessment to housing to economic and community restoration takes place as quickly and as smoothly as possible.

**Objective 7.1 Strengthen Structural Damage Assessment Capabilities**

Structural damage assessment is the capability to conduct damage and safety assessments of infrastructure and to perform structural inspections, and mitigation activities. The capability includes being able to provide contractor management, construction management, cost estimating, technical assistance, and other engineering services to support and manage recovery operations.

**Capability Outcome/Performance Objectives**

The region can provide accurate situation needs and damage assessments. The full range of engineering, building inspection, and code enforcement services are implemented, managed, and coordinated in a way that maximizes the use of resources, aids emergency response, implements recovery operations, and restores the affected area to pre-event conditions.

**Mobilize Assessment Teams:** Alert assessment staff to the potential need for services and conduct notifications, dispatch, and other staff mobilization activities necessary to begin assessment activities.

**Direct Structural Damage Assessment Operations:** In response to a notification for recovery assets, provide the overall management and coordination of the response, through to demobilization.

**Conduct Inspections and Assessments:** Conduct safety inspections to support the safety of first responders and to assess the habitability of residences. Support assessments of public facilities, lending civil, structural, and mechanical engineering support to affected entities and other assessment staff.

**Provide Mitigation and Technical Assistance:** Support recovery personnel as they work to develop scopes of work and costs for restoring public buildings and infrastructure. Participate in the identification of mitigation opportunities that may be factored into repair, restoration, and recovery efforts.

**Demobilize Structural Damage Assessment:** Account for all personnel and assets utilized and safely return them to their original location and function.

### **Implementation Steps and Resource Elements**

#### ***Planning:***

- ✓ Provide assessments, inventories and planning recommendations to mitigate seismic risks in the Bay Area by completing an assessment and inventory of soft story construction in the Bay Area; completing an assessment and inventory of non-ductile concrete residential buildings in San Francisco; completing a seismic safety assessment on the Marina sea wall in San Francisco; and completing seismic safety assessments of the Ports of San Francisco and Oakland
- ✓ Develop standards and procedures, to include a database to identify qualified contractors offering recovery/restoration services across the Bay Area.
- ✓ Develop damage assessment plans and procedures
- ✓ Develop emergency restoration procedures
- ✓ Develop qualification and certification standards for paid and volunteer staff
- ✓ Develop post event mitigation plans and procedures
- ✓ Ensure demobilization standard operating procedures are in place for damage assessment teams and equipment.

#### ***Organization***

- ✓ A NIMS compliant public assistance team
- ✓ A NIMS compliant rapid needs assessment team
- ✓ NIMS Type I, II or III disaster assessment teams

- ✓ Engineering service teams
- ✓ Home and business assessment teams
- ✓ Construction safety team

***Equipment***

- ✓ Personal protective equipment for assessment teams
- ✓ CBRNE operational search and rescue equipment
- ✓ Information technology
- ✓ Communications equipment
- ✓ Decontamination equipment
- ✓ Inspection equipment
- ✓ Logistical support equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Conduct training on damage assessment procedures and plans
- ✓ Conduct training on mitigation plans and procedures

***Exercises:***

- ✓ Ensure damage assessment procedures and mitigation plans and procedures are exercised independently or as part of a larger exercise.

**Objective 7.2 Enable Economic and Community Recovery**

Economic and Community Recovery is the capability to implement short- and long-term recovery and mitigation processes after an incident. This will include identifying the extent of damage caused by an incident, conducting thorough post-event assessments and determining and providing the support needed for recovery and restoration activities to minimize future loss from a similar event.

## Capability Outcome/Performance Objectives

Economic impact is estimated; priorities are set for recovery activities; business disruption is minimized; and individuals and families are provided with appropriate levels and types of relief with minimal delay.

**Direct Economic and Community Recovery Operations:** Command and control economic and community recovery operations, facilitate prioritization of economic assistance for businesses, individuals, and governments, and ensure that both monetary and non-monetary assistance relief is provided to minimize the negative economic effects of the incident.

**Activate Economic and Community Recovery:** Alert recovery program staff of need for services, conduct notification, dispatch, and other staff mobilization activities as necessary to begin recovery activities.

**Assess and Prioritize Recovery Needs:** Assess economic recession in order to prioritize monetary and non-monetary relief.

**Provide Monetary Relief:** Provide funding to damaged or impacted entities in advance of necessary recovery expenditures or to reimburse entities.

**Provide Non-monetary Relief:** Provide direct assistance in the form of equipment, facilities, supplies, staff, technical assistance, and other material resource support to meet recovery needs of affected entities.

**Demobilize Economic and Community Recovery:** Account for all assets utilized and safely return them to their original locations and functions.

## Implementation Steps and Resource Elements

### *Planning:*

- ✓ Engage in an assessment of the region's government information technology assets/networks and include recommendations and strategies for resiliency, redundancy, security and continuity of operations
- ✓ Develop resumption, restoration, and economic recovery plans and ensure that private sector, academia, associations, and non governmental organizations participate in the planning process.
- ✓ Plans should address the assessment and prioritization of recovery needs to include economic impact from disaster scenarios
- ✓ Plans should include economic recovery goals and benchmarks

- ✓ Plans should include processes for providing monetary relief (e.g. notify businesses and individuals of disaster relief reimbursement vehicles, provide financial counseling)
- ✓ Plans include processes for providing non-monetary direct assistance (e.g. facilitate recovery activities related to public works and engineering, provide temporary housing, initiate crisis counseling).
- ✓ Develop protocols for ensuring access to qualified personnel (e.g., loan officers, community planning officers, development officers, etc.) are in place
- ✓ Develop processes for mobilizing personnel to support economic and community recovery operations
- ✓ Develop plans and process for demobilization (e.g. personnel and equipment are returned to normal operations, appropriate documentation is completed).

***Organization:***

- ✓ Community planning and development officer(s) to coordinate economic recovery and mitigation planning
- ✓ Damage assessment officer to assess damage to publicly and privately owned facilities
- ✓ Loan officers to process applications
- ✓ Finance officer to compile and administer financial assistance requests and applications
- ✓ Economic impact community representatives team to assess the economic impact to private business
- ✓ Essential services representatives team to assess impact to essential service infrastructure and basic service distribution systems

***Equipment:***

- ✓ CBRNE operational search and rescue equipment
- ✓ Information technology equipment
- ✓ Communications equipment
- ✓ Logistical support equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Train personnel in stabilization and recovery plans

***Exercises:***

- ✓ N/A

**Objective 7.3 Improve Environmental Health Capabilities**

Environmental Health is the capability to protect the public from environmental hazards and manage the health effects of an environmental health emergency on the public. The capability minimizes human exposures to environmental public health hazards (e.g., contaminated food, air, water, solid waste/debris, hazardous waste, vegetation, sediments, and vectors).

**Capability Outcome/Performance Objectives**

After the primary event, disease and injury are prevented through the quick identification of associated environmental hazards, including exposure to infectious diseases that are secondary to the primary event as well as secondary transmission modes.

**Direct Environmental Health Operations (Command and Control):** In response to notification of environmental hazards, provide overall mobilization, management of assessment, and coordination and support of Environmental Health activities through demobilization.

**Activate Environment Health:** Identify required experts and mobilizes personnel to begin environmental health assessments and response activities.

**Ensure Safety of Potable Water Supplies:** Conduct health assessments and take actions necessary to ensure that the public has sufficient access to safe potable water for drinking, washing, and ice.

**Ensure Safety of Food Supplies:** Conduct health assessments and take actions necessary to ensure that the food supply meets the health and safety codes of local jurisdiction.

**Ensure Safety of Wastewater Management:** Conduct health assessments and take actions necessary to ensure that waste water is properly managed and disposed.

**Provide Vector Surveillance:** After vector is identified, mobilize and equip control personnel with appropriate personal protective equipment and direct control strategies and application of vector control substances.

**Ensure Safety of Building Environments:** Conduct health assessments and take actions necessary to ensure that buildings can be safely re-entered.

**Ensure Safety of Outdoor Environments:** Conduct health assessments and take actions necessary to ensure that areas can be safely re-entered.

### **Implementation Steps and Resource Elements**

#### ***Planning***

- ✓ Develop a debris removal plan for the Bay Area (in coordination with the LA/Long Beach UASI), to include recommendations for removing, handling, transporting, & storing/ disposing hazardous and non-hazardous debris
- ✓ Emergency plans to assess emergency waste water disposal for impacted populations and key facilities are in place
- ✓ Emergency plans to assess emergency water supply for impacted populations and key facilities are in place to ensure - two liters per person per day-  
Bathing/washing/cooking 20 liters per person per day
- ✓ Environmental health aspects of waste management and debris removal are addressed in emergency response plans
- ✓ Environmental health issues and concerns during hazardous materials incidents are addressed in emergency response plans
- ✓ Food safety is addressed in environmental health emergency response plans
- ✓ Ensure plans are in place to distribute geo-coded databases to State and local emergency operation centers
- ✓ Ensure geo-coded environmental samples database is capable of cataloging results by collection medium (e.g., water, drinking water, soil, air, animal vectors)
- ✓ Ensure geo-coded environmental samples database is capable of cataloging results by collection medium (such as water, drinking water, soil, air, animal vectors)

#### ***Organization:***

- ✓ Develop or maintain environmental health strike teams for radiological, food, water, waste management, and shelter operations

#### ***Equipment:***

- ✓ Detection equipment

- ✓ Personal protective equipment
- ✓ CBRNE operational search and rescue equipment
- ✓ Information technology
- ✓ Decontamination equipment
- ✓ Medical equipment
- ✓ CBRNE reference materials
- ✓ Agricultural terrorism prevention, response, and mitigation equipment
- ✓ Other necessary equipment

***Training:***

- ✓ Provide training on environmental health to pre-designated managers, responders, and volunteers of mass-care operations
- ✓ Provided training to environmental health strike teams
- ✓ Identify and train personnel to develop and maintain geo-coded environmental health databases
- ✓ Provide training to ensure environmental health support to hazardous materials responders
- ✓ Develop and conduct response training on environmental health in drinking water systems to field staff/managers of drinking water programs and utilities
- ✓ Develop and conduct emergency response training relevant to all waste water systems including field staff and managers of waste water programs, waste water utilities, public health, and emergency management
- ✓ Include emergency vector control response training to field staff and managers of programs having responsibility for vector control in public health pesticide applicators' certification
- ✓ Develop and deliver environmental health emergency food safety response training to field staff and managers of food programs

- ✓ Develop and conduct emergency response training to field staff and managers of State/local programs having responsibility for safety/food/air/water/wastewater sanitation assessments of mass care operations
- ✓ Develop and conduct environmental health training to pre-designated managers, responders and volunteers of mass care operations
- ✓ Provide appropriate hazardous materials response training to field staff and managers of programs having involvement in hazardous materials response

***Exercises:***

- ✓ Develop exercise programs for providing environmental health support.
- ✓ Ensure that environmental health emergency planning is fully integrated and exercised with the jurisdictional emergency plan

**Objective 7.4 Enhance Restoration of Lifelines Capabilities**

Restoration of Lifelines is the capability to facilitate the repair/replacement of infrastructure for oil, gas, electric, telecommunications, drinking water, wastewater, and transportation services during and after a disaster.

**Capability Outcome/Performance Objectives**

Lifelines to undertake sustainable emergency response and recovery activities are established.

**Direct Mechanisms to Facilitate the Restoration of Lifelines:** Coordinate activities between lifeline operations and government operations. Continually update restoration status with the EOC.

**Activate Restoration of Lifelines:** Initiate the process for getting the appropriate personnel and equipment to the disaster locations.

**Implement Restoration of Lifelines:** Execute the restoration effort using established priorities to maximize the efficiency and effectiveness of the recovery process.

**Demobilize Restoration of Lifelines Operations:** Account for all assets utilized and return them safely to their original locations and functions.

## Implementation Steps and Resource Elements

### *Planning:*

- ✓ Develop contingent contracts and mutual aid agreements for personnel and equipment
- ✓ Develop credentialing procedures to allow repair personnel access to critical sites
- ✓ Conduct analysis of interdependencies among lifelines
- ✓ Ensure planning integrates Lifeline companies/sectors and government agencies
- ✓ Develop plans for demobilization of restoration of lifeline operations
- ✓ Develop procedures for housing and essential services for mobilized personnel
- ✓ Develop procedures for mobilizing personnel/equipment for the restoration of lifelines
- ✓ Develop procedures for identifying affected lifelines and assessing and prioritizing affected lifelines

### *Organization:*

- ✓ Lifelines cross-sector workgroup to provide status updates, answer inquiries on Restoration of Lifelines efforts, and to request assistance as necessary

### *Equipment:*

- ✓ Power equipment
- ✓ Information technology
- ✓ CBRNE logistical support equipment
- ✓ Other necessary equipment

### *Training:*

- ✓ Provide training to government entities on the restoration of lifelines process

### *Exercises:*

- ✓ Coordinate with other lifelines companies/sectors to create cross-sector exercises to test restoration plans

<b>Goal 8</b>	<b>Mission Area(s)</b>	<b>National Priorities</b>	<b>Target Capabilities</b>	<b>State Strategy</b>
Enhance Homeland Security Exercise, Evaluation and Training Programs	All	All	All	Goal 8

The Bay Area’s multi-year Homeland Security Exercise, Evaluation and Training Program is designed to address regional goals, build towards and test against target capabilities within this Strategy, and improve the operational readiness of the homeland security system in the Bay Area across the full spectrum of prevention, protection, response and recovery.

In 2008, the Bay Area produced a Multi-Year Training and Exercise Plan for law enforcement, fire and EMS, which provides a roadmap to follow in accomplishing regional priorities for those three disciplines. The core findings of that report, as they relate to exercises, are incorporated within this strategic goal.

Exercises conducted at all jurisdictional levels within the UASI – local, operational area, sub-regional planning hub, full region - should follow the planning, training, exercise, and improvement plan cycle. As the cycle indicates, it is recommended that jurisdictions accomplish the following specific planning steps prior to conducting an exercise:

- Assess current operations plans for completeness and relevance
- Assess the current level of training and operational plan familiarity for all relevant agencies within the jurisdiction
- Conduct necessary training for all relevant agencies
- Train personnel on newly received equipment
- Conduct exercises using equipment, training, and operations plans
- Develop an After Action Report (AAR) that captures the lessons learned.

The exercise progression for each jurisdiction is to move from a seminar to a table top, to a functional exercise, and finally, to a full scale exercise. These particular exercise types allow for a logical progression of regional and jurisdictional preparedness by increasing in size, complexity, and stress factor, while allowing for significant learning opportunities that effectively complement, build upon, and directly lead into one another. This model is flexible enough to allow for the addition of other desired exercise types.

**Objective 8.1: Develop a Regional Exercise and Evaluation Program**

The Bay Area will develop a regional exercise and evaluation program that ensure that the region tests and evaluates its capabilities across the four mission areas of homeland security in a unified and structured way. The Bay Area UASI jurisdictions possess differing levels of preparedness regarding terrorism prevention, protection, response, and recovery capabilities. Because of these differences, the Bay Area UASI exercise and evaluation program will use a building-block approach in the design of the overall exercise program. This building-block approach ensures successful progression in

exercise design, complexity, and execution, and allows for the appropriate training and preparation to take place in the jurisdiction or area conducting the exercise.

### **Implementation Steps and Resource Elements:**

#### ***Planning:***

- ✓ Develop a regional plan and program for the development and conduct of exercises based on risk and capability gaps that covers the spectrum of prevention, protection, response and recovery mission areas
- ✓ Coordinate with local jurisdictions to incorporate all locally driven needs into the regional exercise plan
- ✓ Collaborate with local jurisdictions to develop regional exercise goals to meet multiple exercise requirements and foster participation in regional exercises.
- ✓ Coordinate regional exercises with State driven exercises (Golden Guardian) to reduce duplication of effort
- ✓ Design after action reports and improvement plans that are built off of capability targets and capture capability proficiencies and gaps that can be readily assessed and quantified for planning purposes

#### ***Organization:***

- ✓ Develop exercise planning staff at the UASI/Regional level
- ✓ Develop a professional cadre of exercise planners in each jurisdiction

#### ***Equipment:***

- ✓ Acquire supplies that are to be expended or consumed during the course of the planning and conduct of the exercise project(s) (e.g., copying paper, gloves, tape, non-sterile masks, and disposable protective equipment), and rental equipment (e.g., portable toilets, tents), food, gasoline, exercise signs, badges, etc.

#### ***Training:***

- ✓ Train exercise planning and evaluation staff at the regional and jurisdictional levels on exercise design, management and evaluation procedures

#### ***Exercises:***

- ✓ Develop a single regional multi disciplinary full scale exercise consistent with the identified theme of the Golden Guardian exercise on an annual basis and run the exercise at multiple locations with multiple partners in the region

- ✓ Conduct at least one additional major regional level exercise each year
- ✓ Conduct multiple exercises at the sub-regional and jurisdictional level annually

### **Objective 8.2 Develop Regional Training Program**

The Bay Area will develop a regional training program that covers not only law/fire/EMS but expands its coverage into public health, to include private hospitals; transportation; communications; public works; and public information officers as well as others. The program will be managed by an executive agent that will come from one of the UASI member jurisdictions. The executive agent will oversee either directly or through separate contracts all training for the region and will manage all training reimbursements from other member jurisdictions and manage the overall program for the entire UASI. The purpose is to build a training program that unifies all jurisdictions within the UASI toward a common set of goals while recognizing that each jurisdiction and discipline will have differing levels of capabilities and training needs.

#### **Implementation Steps and Resource Elements:**

##### ***Planning:***

- ✓ Ensure all training requests from Law/Fire/EMS support implementation of the 2008 Multi-Year Training and Exercise Plan
- ✓ UASI Management Team will develop Request for Proposals (RFP) to be responded to by local UASI member jurisdictions for executive management function
- ✓ Review training needs of public and private health, public works, transportation, public information and other disciplines to establish training gaps in priority capability areas based on relevant goals and objectives within the UASI Strategy
- ✓ Develop an annual training strategy for public and private health, public works, transportation, public information and other disciplines building on the existing fire, law and EMS strategy and search and rescue training and exercise strategy

##### ***Organization:***

- ✓ Develop executive agent function within the region to manage the training program

***Equipment:***

- ✓ Materials and supplies, reproduction of materials, and such other equipment needed to conduct the training and support the training program
- ✓ Tools and systems to document and manage training programs

***Training:***

- ✓ Implement training to all disciplines based on risk and need across the four mission areas of prevention, protection, response and recovery as outlined in the UASI Strategy and other strategy documents

***Exercises:***

- ✓ N/A

# Management & Investment Justifications

The Bay Area UASI Management Team will have overall responsibility for managing and tracking implementation of the Strategy with the UASI Management Team's Director of Strategy and Grant Compliance serving as the executive agent for that function. This will include day-to-day management of the Strategy and ensuring that it is updated and followed. This will be done through the development of investment justifications and annual reporting (discussed in the following section).

The Bay Area recognizes that federal homeland security grants play a vital role in helping implement the Strategy and that in certain economic times it may be the only source of funding for a particular project or set of projects. The purpose of submitting investment justifications to DHS is to obtain funding necessary to implement the goals and objectives of this Strategy. Investment justifications that fall outside the goals and objectives of this Strategy will not be submitted. In addition, funding received from other sources related to homeland security may be leveraged in accordance with the goals and objectives of this Strategy. Investment Justifications will be developed and written to implement the highest priority goals and objectives in this Strategy based on risk, capability need and probability of completion as set forth below:

- ❖ Those projects that support implementing the highest priority strategic goals and objectives set forth in this Strategy.
- ❖ Those projects that have the greatest chance of fully implementing or completing a strategic goal or objective set forth in this Strategy.

The POETE resource elements under each objective delineate what resources are needed for the region to achieve each objective. They serve a critical guide for the region, sub-region and jurisdictional level. However, they are not an exhaustive list meant to limit steps necessary to achieve a goal or objective as priorities shift with shifting risk and need data becoming available. Nor are the region, sub-region and jurisdictions required to generate projects for each goal and objective in a given grant cycle. Rather, each grant applicant must prioritize projects based on this strategy and their own risk and need.

The investment justification process must be viewed as the culmination of a comprehensive homeland security planning and implementation process and not simply as a ninety-day application writing event in order to ask for money from the federal government. Starting in FY 2010, the UASI has formally developed four regional planning hubs – North, South, East and West Bay – in order to drive decision making down to participating operational areas and the sub-regions they comprise. This process requires specific steps and management in order to ensure the region as a whole presents a unified investment picture to DHS and the State of California. As such, the Strategy outlines, at a high level, those steps that, at a minimum, must be taken in order to ensure the planning hubs operate efficiently and effectively in the planning process.

The planning and investment process to be further designed by the UASI Management Team will outline basic planning structures that each of the four planning hubs may utilize. This will include planning timelines, grant guidance, project templates and such other materials and polices as may be necessary to ensure a seamless and integrated planning structure and system among the four regional planning hubs. Below is a summary of the ten step process that will be utilized.

*Step 1 – Bay Area UASI estimates or receives DHS UASI grant funding allocation*

Prior to or upon receiving word of its UASI grant allocation from DHS, the UASI Management Team will begin planning using an allocation dollar amount for the entire region. This will be done to get as prepared as possible for the process by working off an estimated dollar amount that the region can plan with for the fiscal year.

*Step 2 - Bay Area UASI designates region-wide projects*

Once the UASI has or estimates its allocation it will allocate a certain dollar amount off the top for pre-designated regional projects such as funding for the fusion center, regional exercises and training, and public health and medical projects. The UASI program managers and relevant working groups will then begin developing projects and IJ's based on the funds initially held by the UASI.

*Step 3 - Bay Area UASI divides remaining allocation among the four Planning Hubs*

Once the UASI has taken the region-wide allocation for region-wide projects, the UASI will use a risk and capability need formula to distribute the remaining funds to each of the four regional planning hubs.

*Step 4 - Bay Area UASI provides project template and guidance for Planning Hubs*

After announcing funding amounts for each of the four regional planning hubs, the UASI will provide those hubs with project planning guidance and a project template. The template will likely include a project narrative, budget data, links to UASI Regional Goals and Objectives, milestones, links to mitigation of identified risk and specific capability enhancements etc. The UASI Management Team will likely use the same project template for its region-wide projects. Finally, the template may include a section for how SHSP and MMRS funding will be spent to ensure the UASI understands how all HSGP funding for the region is being leveraged.

*Step 5 - Planning Hubs develop projects*

Using the project template, the four planning hubs will develop projects based on the prioritized goals and objectives in the UASI Strategy and their own self identified risks and needs.

*Step 6 - Planning Hubs send projects to the Bay Area UASI for review and analysis*

Once the planning hubs have filled out the project templates they will submit their projects up to the UASI for a technical review.

*Step 7 – Bay Area UASI reviews projects*

The UASI Management Team will ensure projects are eligible, and ensure funding limits are adhered to. This will be more of a functional role with the substantive review of projects coming in the following steps.

*Step 8 – Working groups and UASI project managers review and combine similar projects into investment justifications*

The UASI project managers will review projects for substantive benefits for reducing risk and enhancing capabilities. The project managers will ensure projects align with the regional Strategy and fit into a comprehensive and unified set of investment justifications.

*Step 9 - Bay Area UASI Management Team reviews and edits IJ's for final submission to CalEMA*

This review will be done to ensure technical compliance with all DHS and CalEMA requirements and a stylistic review of the IJ's to ensure they are clear and well written.

*Step 10 – The Bay Area UASI submits final IJ's to CalEMA for submission to DHS*

# Evaluation

In order to truly understand what value the Bay Area is getting for its homeland security investments, the region must have a consistent mechanism by which to measure the effectiveness of the homeland security activities – plans developed, personnel hired, equipment purchased, number of people trained, and exercises conducted – generated through those investments. This will be done in the form of a Bay Area UASI annual report to the Approval Authority and the Advisory Committee.

This Strategy outlines where the region wants to go in homeland security based on its goals and objectives. An annual regional report outlines where it is in achieving those goals and objectives based on enhancing capabilities tied to risk management. This evaluation process will integrate with and support the State of California Metrics Project, which seeks to similarly measure the effectiveness of homeland security investments and capability levels across the state, as well as the DHS mandated State Preparedness Report (SPR) and the SPR survey tool.

## *Standards for Evaluation*

Evaluating the implementation of this Strategy will be done in the form of measuring whether risk based capability needs are being implemented and tracked. Each objective in this Strategy has a set of outcomes in the form of performance objectives tied to it. Those outcomes will form the basis or capability target for measuring whether the region is on pace to achieving or maintaining that objective. It must be noted that each outcome in this Strategy is set at the UASI regional level and not at the sub-regional or jurisdictional level within the Bay Area UASI. Thus, each jurisdiction and sub-region may have different outcomes based on sub-regional and jurisdictional level planning efforts that may be influenced by unique risk and need factors.

Use of metrics and other evaluation procedures will be applied to the target capabilities assigned to each goal and related objective under the Strategy. To date, there is no single agreed upon method to assess capabilities. Rather, there are a number of data sources and methodologies to help with this process. The Bay Area will continue to avail itself of the state of the art technology, procedures and systems in this area.

The current version of the Target Capabilities List 2.0 attempts to use metrics to break down the elements of each of the thirty seven Target Capabilities. In addition, the NIMS resource types also provides a valuable tool to measure capability based on agreed upon standards in certain areas. Moreover, information collected and lessons identified through the region's homeland security exercise and evaluation program (HSEEP) will play a critical role in evaluating the region's homeland security capabilities in those specific areas covered under the HSEEP.

Built into each goal and objective in this Strategy is a previously conducted risk and capabilities assessment and gap analysis that helped prioritize each goal and objective and identify gaps in each capability. To measure the implementation of the Strategy, the

region will evaluate each goal and its related objectives based upon the following high level evaluation guidelines the implementation of which shall be developed and coordinated by the UASI Management Team:

- ✚ Outline the outcomes/performance objectives for each objective set in the Strategy. This will set the agreed upon target level of capability upon which the evaluation will be based.
- ✚ Develop performance measures based on the TCL and NIMS/SEMS resource types as well as other resources. Both the TCL and the NIMS/SEMS have laid out critical tasks, performance measures and standards for resources that can serve as useful indicators regarding the current level of preparedness in a given capability area.
- ✚ Conduct the exercise and evaluation program. The Bay Area's HSEEP must be **designed upfront** to test whether target capability performance objectives and related critical tasks are being achieved.
- ✚ Inventory investments and projects based on each capability. Each objective has a set of implementation steps broken out by POETE, which coincides with the funding solution areas allowed under most DHS grant programs. That data will be used directly against the performance measures to determine increases in capability.
- ✚ Conduct a capability gap analysis and update the capabilities assessment using new assessment data. The gap analysis will consist of both regional and jurisdictional level assessment depending on the capability or capabilities being assessed.
- ✚ Issue regional annual report. The report will summarize what has been accomplished and what gaps remain and will serve as a baseline to begin updating the Strategy based on identified gaps.

# Appendix A

## Description of Scenarios

### Terrorism

Scenario	Description
<b>Agro-terrorism</b>	An attack on the agriculture/food supply chain. Largely designed to inflict economic damage.
<b>Aircraft as a Weapon</b>	The aircraft as a weapon scenario consists of attackers using an airplane to inflict a direct impact on a target. Damage to the asset is a result of the initial explosion of the airplane's fuel supply, as well as secondary events like fires or building collapses.
<b>Arson/Incendiary Attack</b>	Arson or incendiary attacks have been used widely throughout history by terrorist groups and criminals. Attacks vary widely in scope and intensity, from the use of one small incendiary device like a Molotov cocktail to setting a fire from multiple ignition points on one site using highly flammable fuel. In 2008, the Earth Liberation Front burned down a housing development in Woodinville, Washington. The Provisional Irish Republican Army made extensive use of Molotov cocktails in their fight against British control of Ireland.
<b>Biological Attack (Contagious)</b>	Use of a biological agent that can be spread from human to human and results in negative health effects. This includes the intentional release of communicable infectious diseases such as pandemic flu and Bubonic Plague.
<b>Biological Attack (Non-contagious)</b>	Use of a biological agent that cannot be directly spread from human to human but results in negative health effects. Non-contagious biological attacks typically require direct contact or inhalation with a biological strain. The 2001 Anthrax attacks, which killed 5 people, are one such example.
<b>Chemical Attack</b>	A chemical release on a population using toxic and corrosive chemicals that generate poisonous gases, liquids, and other hazardous substance. Chemical attacks include the release of a nerve agent, blister agent, or industrial chemicals used against an asset's population. Scenario includes aerosol or other distribution of Mustard Gas, Arsenic, Mercury, Sarin or other similar substances. This also considers the use of explosives against Chlorine tanks.
<b>Conventional Attack</b>	Conventional attacks include attacks executed with weapons that are not weapons of mass destruction. This can include grenades, bombs, mines, missiles, small firearms, and large-caliber artillery systems. One of the most notable conventional attacks in recent history is the 2008 attacks in Mumbai, India, in which terrorists affiliated with Islamist group Lashkar-e-Taiba attacked multiple public sites with bombs and guns.
<b>Cyber Attack</b>	Computer-based attack aimed to disrupt the function of an asset or obtain sensitive information from the asset's computer systems. Attacks may seek to compromise the target through service disruption or manipulation using destructive worms and viruses, Denial of Service exploits, and intrusions. Actors either inside or outside of the asset's organization could carry out acts of sabotage.
<b>Food and Water Contamination</b>	Poisoning or otherwise tampering with a food/water distribution point in such a way that causes harmful health effects. Poisoning may include the use of bacteria, viruses, and heavy metals. Attacks at a distribution point may spread among the population.
<b>Hostage Taking/Assassination</b>	Attack in which terrorists enter an asset and hold captives; also any attack targeting and killing key officials or significant persons who are present at a site.
<b>Improvised Explosive Device (IED)</b>	IEDs are bombs that are not of standard military construction, but may utilize components that are. Constructed using any type of explosive material, fuse, detonator, and container, they can also include biological, chemical, or other

<b>Scenario</b>	<b>Description</b>
	contaminants. IEDs have been used widely by terrorist groups; recent examples include use by the Taliban in Afghanistan against Coalition and Afghan forces and by the Liberation Tigers of Tamil Elam against the Sri Lankan government, most often via suicide bombers.
<b>Maritime Attack</b>	Use of a sea vessel to deliver explosives against a target, such as another ship or port asset directly adjacent to a waterway. In 2000, 17 were killed when such an attack targeted the USS Cole.
<b>Nuclear Device</b>	A nuclear device scenario involves the detonation of a weapon assembled using highly enriched uranium, most likely stolen or purchased from an unstable nuclear or former nuclear state. A device could be assembled near an urban area and transported via vehicle to a densely-populated downtown location for detonation. Such an attack has yet to occur; however, overwhelming casualties within 12 miles can be expected, with decreasing casualty rates extending over a 150 mile radius. Long-term environmental and health effects can be expected, as well as damage exceeding \$100b.
<b>Radiological Dispersion Device (RDD)</b>	An attack, also called a 'dirty bomb', combining radioactive materials and conventional explosives. The explosives cause damage and casualties within the blast radius and spread radiation over a larger area. Though a potentially large number of people could be exposed, the radiation levels are unlikely to cause significant deaths. However, a radiation attack would have considerable psychological effects on the public.
<b>Sabotage/Theft</b>	Sabotage encompasses any act intended to prevent an asset from engaging in its mission. It can affect any sector and any level of an asset, and it may be carried out by any actor to include disgruntled employees or terrorists. Sabotage is often classified solely or simultaneously as other crimes, such as arson. An unidentified individual injected a glue-like substance into a remote shutdown panel at a nuclear power plant in St Lucie, Florida in 1996. In 2006, the Salafist Group for Call and Combat vandalized and set fire to an Algerian cement plant and company vehicles.
<b>Vehicle Borne Improvised Explosive Devices (VBIED)</b>	VBIEDs are IEDs delivered via vehicles. A large sedan can yield up to 1,000 lbs of explosives in the trunk alone; a small box truck can yield over 10,000 lbs. By comparison, the truck used in the Oklahoma City bombing was carrying 4800 lbs of explosives. This method of attack is historically common and still used by groups such as al Qaeda, which describes the attack in detail in its training manual.

## Natural Hazards

<b>Hazard</b>	<b>Definition</b>
<b>Earthquake</b>	Includes earthquakes that rated 6.0 or greater on the Richter scale
<b>Flooding</b>	Includes streams rising 5 feet or more above normal levels
<b>Hurricane</b>	Includes hurricanes that are Category 3 or higher. Category 3 hurricanes are considered major hurricanes with sustained winds between 111 - 130 mph, causing extensive damage
<b>Tornados</b>	Includes tornados rated as F2 or higher. F2 tornados cause considerable damage (e.g., trees uprooted, cars lifted off ground, roofs torn off of houses) with wind estimates at 113 - 157 mph
<b>Thunderstorms</b>	Includes thunderstorms that produce winds at 70 mph or greater
<b>Hail</b>	Includes storms with hail that is .75 inches or greater
<b>Ice</b>	Includes storms that produce an accumulation of snow that is 2 inches or greater
<b>Wildfires</b>	Wildfires that cover an area of 25 sq kilometers or greater
<b>Major Tsunami</b>	Includes the rate for a major tsunami where some destruction or loss of life occurred. Rates also considered the length of coastline in respective counties.

<b>High Wind</b>	Includes wind (only) events where wind speed magnitude was 35 knots or greater. This does not include thunderstorms with high winds.
<b>Dam Failures (resulting from major earthquake)</b>	Includes catastrophic failure of a dam resulting from earthquakes of level VIII or IX (7.7 to 7.9 on the Richter scale)

# Appendix B

## Investment Justification Development Process

### Bay Area Multi-Step IJ Development Process

