

# **The Bay Area Compendium of Core Capabilities**

**A Tool for Capability Estimation and Performance  
Evaluation**



**June 2013**

## ***The Bay Area Compendium of Core Capabilities***

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PREPARED FOR THE SAN FRANCISCO  
DEPARTMENT OF EMERGENCY MANAGEMENT  
ON BEHALF OF THE BAY AREA UASI



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## ***The Bay Area Compendium of Core Capabilities***



### **Transmittal Letter**

June 24, 2013

Dear Bay Area UASI Emergency Managers and First Responders,

The Bay Area UASI Management Team is pleased to present *The Bay Area Compendium of Core Capabilities: A Tool for Capability Estimation and Performance Evaluation*.

#### ***Purpose and Rational***

The Compendium will allow the region's jurisdictions to conduct capability assessments with measures and metrics that are locally tailored. It was developed because stakeholders felt that the measures and metrics in the September 2012 Core Capability Assessment Workshop were too broad to usefully assess the Bay Area's level of ability and state of preparedness. With the locally-tailored measures and metrics in the Compendium, the Bay Area will now have a more accurate and specific understanding of capabilities and how they change over time.

#### ***A Tool for Operational Areas as well as the Bay Area Region***

This new tool will allow Operational Areas to use Operational Area level assessment data to shape a local picture of preparedness for grant and other planning, design homeland security exercise and evaluation program (HSEEP) compliant exercises to evaluate agency and jurisdiction performance, as well as communicate needs to local policy makers and stakeholders. At the Bay Area regional level, we will be able to roll up Operational Area level data to shape a regional picture of preparedness. The data gathered will inform the Homeland Security Strategy, THIRA (Threat Hazard Identification and Risk Assessment), as well as demonstrate the effectiveness of the UASI program to policy makers.

#### ***A Means to Measure our Progress and Identify Gaps***

We designed the capability outcome statements, measures, and metrics in the Compendium following a review of over one hundred documents related to homeland security strategy, standards, policy, and evaluations. It is important to note that the Compendium is not a standard setting guide and does not impose an affirmative duty on any jurisdiction or agency to attain a certain level of performance. It is intended only to provide a consistent, specific, accurate, and locally-tailored set of criteria against which we can measure our progress and better identify our priorities at both a local and Bay Area regional level.

## ***The Bay Area Compendium of Core Capabilities***

### ***Inputting and Accessing Data***

The Compendium is designed for Operational Areas to complete via inputting their data into Digital Sandbox, where it will be stored over time and accessed only by those designated by Operational Area authorities. The data input process will be spearheaded by emergency managers who will work through appropriate subject matter experts in their Operational Areas, such as those from fire, law, informational technology, bomb squads, hazardous materials (HazMat), health, and urban search and rescue. Once in Digital Sandbox, Operational Areas will have the ability to use the analytical tools in the system to drill down on details, generate analytical reports, such as a prioritized gap analysis for the Operational Area, as well as see changes in capabilities over time.

### ***Pilot Implementation***

In this first year of rolling out the Compendium, the Bay Area UASI Management Team is working closely with regional emergency managers to provide them with the support they need to implement the process on a pilot basis. In the coming months, we look forward to using the measures and metrics, appropriately scaling the level of effort, and figuring out the most effective way to implement this process in the future.

### ***The Development of the Compendium***

The Compendium was developed by Filler Security Strategies under contract with the Bay Area UASI and with guidance from a Steering Committee of regional experts. We would like to thank the many stakeholders who provided critical feedback as the Compendium was developed from January – June 2013, including local, state, and Federal Emergency Management Agency (FEMA) representatives.

### ***Questions and Feedback***

We welcome your input. If you have any questions or comments, please feel free to contact me or David Frazer, Bay Area UASI Risk Management and Information Sharing Project Manager at [David.Frazer@sonoma-county.org](mailto:David.Frazer@sonoma-county.org) or (707) 490-8276.

Sincerely,

Catherine Spaulding  
Bay Area UASI Assistant General Manager

**INTRODUCTION**

In September 2011, the U.S. Department of Homeland Security (DHS) released the *National Preparedness Goal (Goal)*. At the center of the Goal are 31 Core Capabilities, which are essential for addressing threats and hazards that pose a significant risk to the nation. The 31 Core Capabilities are spread across each of the five homeland security mission areas (plus a set of capabilities common to all mission areas) and serve as the successor to the 37 Target Capabilities from the 2007 Target Capabilities List. While distinct, the Core Capabilities are highly interdependent, especially those within the same mission area. Table 1 lists each of the Core Capabilities. Note that four Core Capabilities are included under more than one mission area.

**Table 1: Core Capabilities by Mission Area**

<b>Common</b>				
<b>Planning</b>				
<b>Public Information and Warning</b>				
<b>Operational Coordination</b>				
<b>Prevention</b>	<b>Protection</b>	<b>Mitigation</b>	<b>Response</b>	<b>Recovery</b>
Forensics and Attribution	Access Control and Identity Verification	Community Resilience	Critical Transportation	Economic Recovery
Intelligence and Information Sharing	Cyber Security	Long-term Vulnerability Reduction	Environmental Response/Health and Safety	Health and Social Services
Interdiction and Disruption	Intelligence and Information Sharing	Risk and Disaster Resilience Assessment	Fatality Management Services	Housing
Screening, Search, and Detection	Interdiction and Disruption	Threats and Hazard Identification	Infrastructure Systems	Infrastructure Systems
	Physical Protective Measures		Mass Care Services	Natural and Cultural Resources
	Risk Management for Protection Programs and Activities		Mass Search and Rescue Operations	
	Screening, Search, and Detection		On-scene Security and Protection	
	Supply Chain Integrity and Security		Operational Communications	
			Public and Private Services and Resources	
			Public Health and Medical Services	
			Situational Assessment	

## ***The Bay Area Compendium of Core Capabilities***

The national risk analysis that helped identify the Core Capabilities was based upon major incidents, including terrorism, natural disasters, and other emergencies for which the United States should prepare. Therefore, the Core Capabilities at the National level, and within the Bay Area, are “all hazards” and not designed for any one scenario.

At the national level, each Core Capability includes capability targets. These targets are broad and strategic, and serve as the “performance threshold(s)” for each Core Capability.<sup>1</sup> According to the *Goal*, the Core Capabilities and their related capability targets are not exclusive to any single level of government or organization. Rather, each requires the combined efforts of the whole community or the entire nation in certain cases.<sup>2</sup> As such, the utility of the current Core Capabilities as a tool for local jurisdictions to assess their individual level of capability is limited. As a result, the Bay Area UASI has developed this Compendium of Core Capabilities for the

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*The purpose of the Bay Area Compendium of Core Capabilities is to allow the region’s jurisdictions to conduct capability assessments using a nationally developed framework with measures and metrics that are locally tailored*

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specific purpose of having a consistent set of preparedness measures and metrics that individual Operational Areas in the region can use to assess capabilities within the context of mutual aid. The region can aggregate these individual jurisdictional assessments to inform a regional picture of preparedness.

This Bay Area Compendium uses the Core Capabilities taxonomy and framework and wherever possible incorporates Core Capability targets from the *Goal*. However, while the Compendium draws from the *Goal* and various national and state standards (e.g., the National Incident Management System typed resources), the Compendium is not a standard setting guide, and does not impose any affirmative duty on any jurisdiction or agency to attain a certain level of performance or preparedness.

In addition to informing preparedness levels at the local and regional levels, the Compendium will allow Bay Area jurisdictions and the region to:

- Have a consistent framework to assess capabilities and show trends in preparedness and performance at the local and regional level over time.
- Use the local and regional picture of preparedness to help inform the *Bay Area Homeland Security Strategy (Strategy)*, THIRA, and local and regional investments.
- Use the picture of preparedness and investments to help demonstrate the effectiveness of the UASI program to policy makers.

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<sup>1</sup> U.S. Department of Homeland Security, *National Preparedness Goal* (2011), page 1.

<sup>2</sup> *Id* at 2.



## ***The Bay Area Compendium of Core Capabilities***

- Draw from the performance measures to set exercise performance targets and related critical tasks in order to evaluate the agencies and jurisdictions participating in an exercise.

## **Definition of Key Terms**

**Preparedness:** Refers to planning, organization, equipment, training, and exercise activities necessary to build, sustain, and improve operational capabilities to prevent, protect against, mitigate, respond to, and recover from natural or man-made incidents.<sup>3</sup>

**Performance:** Involves activities and tasks taken under specified conditions, to specified target levels, to directly prevent, protect against, respond to, mitigate, or recover from an actual incident or are demonstrated during an exercise.<sup>4</sup>

**Outputs:** The products and services delivered by an organization that can generally be observed and measured.<sup>5</sup>

**Outcomes:** Involves the impact of the organization's activities upon its customers or problems. Results are often classified in terms of the achievement of a desired condition, the prevention of an undesired condition, or user satisfaction.<sup>6</sup>

**Measure:** The quantitative or qualitative representation of a capacity, process, system or output or outcome deemed relevant to the assessment of homeland security preparedness.

**Metric:** Defines how the measure should be considered achieved. Metrics describe how much, how often, how well, or how quickly an action should be performed or how much of a resource is needed and are typically expressed in ways that can be observed during an exercise or actual incident.

**Incident:** An occurrence or event, either human-caused or by natural hazard, that requires action by emergency response personnel to prevent or minimize loss of life or damage to property and/or natural resources.<sup>7</sup>

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<sup>3</sup> See, U.S. Department of Homeland Security, *The Homeland Security Lexicon* (2007), pages 19-20. There is no single universally agreed to definition of preparedness in the context of homeland security and emergency management.

<sup>4</sup> See, U.S. Department of Homeland Security, *Target Capabilities List* (2007), page 8.

<sup>5</sup> U.S. Department of Homeland Security, *Interagency Security Committee, Physical Security Performance Measures* (2009), page 4.

<sup>6</sup> Id at 6.

<sup>7</sup> Id.

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**Mutual Aid:** An agreement in which two or more parties agree to furnish resources and facilities and to render services to each and every other party of the agreement to prevent and combat any type of disaster or emergency.<sup>8</sup>

## **Structuring the Compendium of Core Capabilities**

The central structure and format of the Compendium is the POETE – planning, organization, equipment, training and exercise – framework for each Core Capability. This approach tracks the capabilities-based planning model as outlined by DHS, aligns with the format used by the State Preparedness Report (SPR) evaluation tool, (discussed in more detail below), and mirrors the allowable grant spending areas across the suite of DHS preparedness grants. This structure will allow the findings from assessments and evaluations based on the Compendium to be compatible with other assessments (e.g., the SPR), as well as the grant programs that support capability development and sustainment. Each POETE element is defined in Table 2.

**Table 2: Elements of Capability<sup>9</sup>**

<b>Planning</b>	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>	An overall organizational structure that includes specific personnel, groups or teams, operational activities and leadership that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks. Includes 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 capability elements.

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<sup>8</sup> California Emergency Management Agency, *California Fire Service and Rescue Emergency Mutual Aid System, Mutual Aid Plan* (February 2012), page 6.

<sup>9</sup> U.S. Department of Homeland Security, *Target Capabilities List* (September 2007).

## The Content of the Measures and Metrics

The measures and metrics in the Compendium are designed to be “SMART”: Specific, Measurable, Achievable, Results-Oriented, and Time-Bound for the Bay Area.<sup>10</sup> The current capability outcome statements, measures and metrics in the Compendium were designed following a review of over 100 documents related to homeland security strategy, standards, policy, and evaluations. The documents collected fall into five broad categories based on the producer of the document and the document’s scope:

- Bay Area plans, strategies and documents
- California state-level plans, strategies and documents
- Federal plans, guidance, strategies and documents
- Guidance from national standard-setting bodies
- Academic or “think tank” reports

A complete list of all source documents used to help develop the measures and metrics is set forth in Appendix A.

Among the source documents, the Bay Area plans, strategies and documents played a particularly important role in developing the Compendium’s content. Within many of these plans, particularly the *Regional Emergency Coordination Plan (RECP)* and associated annexes, specific tasks, roles and responsibilities are described for local, state and federal agencies. For the Compendium, Operational Area tasks, roles and responsibilities were aligned to the appropriate Core Capabilities and helped to inform each Core Capability’s outcome statements, measures, and metrics that counties/core cities<sup>11</sup> will evaluate themselves against. This ensures counties/core cities have a consistent framework to measure their preparedness level that is directly aligned with regional operational plans.

The measures and metrics were also designed with the understanding that other assessment tools exist to examine a variety of homeland security areas that fit within one or more of the Core Capabilities. For example, with Intelligence and Information Sharing, the annual fusion center self-assessments overseen by DHS include a series of measures and metrics based upon the fusion center Critical Operational Capabilities and Enabling Capabilities. Those other tools should be used in tandem with the Compendium to provide a more complete picture of preparedness in the Bay Area.

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<sup>10</sup> The SMART construct is outlined in numerous forms in the performance measurement literature. See, Doran, G. T. (1981). *There's a S.M.A.R.T. way to write management's goals and objectives*. Management Review, Volume 70, Issue 11(AMA FORUM), pp. 35-36.

<sup>11</sup> When using the Compendium the word “county” may be substituted with the term “core city” as that term is defined by the Bay Area UASI – cities of San Jose, Oakland. The consolidated city and county of San Francisco would address the measures and metrics as a single entity with no distinction between city or county agencies.

## The Bay Area Compendium of Core Capabilities

While quantitative and qualitative measures and metrics will assist the Bay Area in conducting assessments and performing gap analyses, the Compendium as a tool will require users to explain why a particular gap in preparedness exists or why a preparedness measure and metric can be met. This is addressed in the crucial “basis for shortfall or sufficiency” column. This “why” factor is a critical element in conducting assessments, and when addressed, evaluation results will greatly assist planners in crafting specific gap mitigation or sustainment solutions. Table 3 below provides a brief Core Capability example.

**Table 3: Sample Core Capability**

<b>Core Capability: Intelligence and Information Sharing</b>			
<b>Primary Audience:</b> Law enforcement criminal intelligence investigators and analysts			
<b>Mission Area:</b> Prevention and Protection			
<b>Bay Area Objective:</b> 2.1 Enhance Intelligence Collection, Analysis and Sharing			
<b>Capability Outcome:</b> Consistent with federal, state and local civil liberties laws and guidelines, the County has policies, procedures and systems in place to routinely collect, analyze and promptly share actionable indicators, information, and intelligence with all of its partner agencies and jurisdictions in order to detect, prevent and protect against acts of terrorism and other major crimes from occurring in the County, the Bay Area region, and the nation.			
<b>PLANNING</b>			
<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
The County has a formal mechanism to receive time sensitive information and products from the Northern California Regional Intelligence Center (NCRIC).	Fusion Center Critical Operational Capabilities	<b>Yes</b>	The county has a duty officer on-call 24 hours a day that can intake electronically or verbally any urgent intelligence and other messages from the NCRIC.
		Substantial Progress	
		Limited Progress	
		No	
		Not Applicable	
<b>ORGANIZATION</b>			
<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
80% of the Suspicious Activity Reports submitted by the County to the NCRIC receive a rating of criminal or preliminary (or higher) concerning a nexus to terrorism.	National Academy of Public Administration	<b>Yes</b>	At present, 65% of suspicious activity reports (SARs) submitted by the county to NCRIC receive a rating of criminal or preliminary (or higher) concerning a nexus to terrorism.
		<b>Substantial Progress</b>	
		Limited Progress	
		No	
		Not Applicable	

## Using the Compendium of Core Capabilities

The Compendium is a tool designed to help evaluate homeland security preparedness in the Bay Area primarily at the county/core city level using a common and recognized framework as set forth in the *Goal*. This includes the county level agencies and entities, such as a county Emergency Operations Center (EOC), involved in homeland security. Data from county/core city assessments can be aggregated to help present a regional understanding of capabilities.

This first iteration of the Compendium does not include the local governments within the county unless otherwise specified.<sup>12</sup> However, users may, at their discretion, decide to account for those local units of government within the county boundary (other than a core city). The following two examples highlight this difference:

**Example A:** 100% of county bomb squads have or have access to air mobility to transport the squad to an incident site inside or outside the county.

**Example B:** 100% of the bomb squads *in the* county have or have access to air mobility to transport the squad to an incident site inside or outside the county.

In Example A the measure deals *only* with the county level bomb squad(s) whereas Example B addresses *all* bomb squads within the County (including municipal bomb squads). In no case does a measure or metric account for federal or state assets/teams in a county. Most of the measures and metrics follow Example A and are limited to what the county level of government (or core city) can perform or what resources the county level of government (or core city) possesses.

When answering each measure and metric, respondents will be able to choose from the following five options:

**Yes:** The jurisdiction can or does fulfill all elements of the measure/metric with complete (or near complete) success. This can be documented or has been illustrated through real-world experience or multiple exercises.

**Substantial Progress:** The jurisdiction meets substantial elements of the measure/metric and has a specific plan in place to meet the rest. The jurisdiction does or can likely fulfill the measure/metric with some success, if required.

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<sup>12</sup> The following Core Capabilities and their measures and metrics do account for local government resources: Interdiction and Disruption, Environmental Response/Health and Safety, On-Scene Security and Protection, and Mass Search and Rescue. These capabilities are primarily team based and center on law enforcement tactical teams, hazardous materials response teams, public safety bomb squads, and search and rescue teams. Other capabilities in the Compendium may have certain measures and metrics that also go below the county level.

## ***The Bay Area Compendium of Core Capabilities***

**Limited Progress:** The jurisdiction has either part of a plan or equipment in place to fulfill the measure/metric or has individuals/positions identified that have responsibility over the measure/metric, but considerable effort is still required. The jurisdiction does or can fulfill the measure/metric with partial success; it does not or cannot fulfill the measure/metric with much success.

**No:** The jurisdiction has made no or very little progress toward the measure/metric. The jurisdiction does not or cannot currently fulfill the measure/metric.

**Not Applicable:** The measure/metric is not applicable to the jurisdiction.

The measures and metrics are uniform among counties, even though risk levels and capability needs vary among the counties. This difference is accounted for largely through the application of mutual aid, the impacts, roles and responsibilities of counties in certain regional hazard assessments and plans, and using percentage based metrics. Those counties that have higher levels of risk will more likely need capabilities “in-house” while those with lower risk levels can more reasonably rely on capabilities through mutual aid or other outside support.

For example, a measure requiring that there be a *National Incident Management System (NIMS) type I bomb squad within a 2 hour response time from notification to any one location within the County* could be answered yes, because the county maintains such a bomb squad, or yes, because the county has a formal mutual aid agreement in-place with a neighboring county to supply type I bomb squad capabilities.

For mutual aid coordination purposes, California has been divided into six Mutual Aid Regions. The Bay Area is in Mutual Aid Region II. In addition to mutual aid for incident response, in the homeland security/counter terrorism context, jurisdictions in the Bay Area receive and provide support to the regional Joint Terrorism Task Force led by the Federal Bureau of Investigation’s (FBI’s) San Francisco Division, and the NCRIC.

## **The Role of Risk**

The Bay Area has developed a sophisticated risk management program that details which threats and hazards pose the greatest risk to the region’s people and critical infrastructure. The region has further defined which capabilities are most needed for preventing, protecting against, mitigating, responding to and recovering from those identified threats and hazards. In addition, certain Bay Area regional plans detail local, state and federal roles and responsibilities following an incident caused by a high risk hazard, (e.g., catastrophic earthquake or chlorine tank explosion). Those Operational Area roles and responsibilities in each plan were evaluated to inform the Bay Area’s capability outcome statements, measures and metrics for the Core Capabilities.

Based on its risk profile, the region has also prioritized certain Core Capabilities. Moreover, certain Core Capabilities are more complex than others. As a result, some capabilities

## The Bay Area Compendium of Core Capabilities

within the Compendium have more measures and metrics associated with them than others. For example, based on its importance, the region has conducted assessments and developed a strategic plan concerning the Public Information and Warning capability. That work and related information has led to a more detailed and expansive Public Information and Warning Core Capability in the Compendium. Other Core Capabilities, such as Natural and Cultural Resources are in the early stages of understanding and have fewer measures and metrics.

## The Bay Area Core Capabilities and the Bay Area Homeland Security Planning Process

Each objective in the *Bay Area Homeland Security Strategy* is linked directly to a Core Capability. Each Core Capability in the Compendium is listed under the relevant goal under which it falls in the *Strategy*. The Compendium supports the implementation of the planning and preparedness cycle used in the Bay Area as illustrated in Figure 1 below. That cycle involves conducting a risk assessment, a capabilities assessment, gap analysis, developing strategic goals and objectives, and implementation through sustaining capabilities or closing capability gaps in the areas of planning, organization, equipment, training and exercises. The Compendium is most directly aligned with the second and third steps involving a capabilities assessment and gap analysis.

**Figure 1: Bay Area Homeland Security Planning Process**



## **The Bay Area Core Capabilities and the THIRA**

The THIRA is designed to identify and assess regional risks and associated impacts. The THIRA is organized around the following five steps:

- Step 1: Identify the Threats and Hazards of Concern
- Step 2: Give the Threats and Hazards Context
- Step 3: Examining the Core Capabilities Using the Threats and Hazards
- Step 4: Set Capability Targets
- Step 5: Apply the Results

The scenarios within the Bay Area THIRA serve as the basis for defining what capabilities and targets are necessary to successfully prevent, protect against, mitigate, respond to, and recover from those threats and hazards that pose the greatest risk to the region.

Within steps 3 and 4 of the THIRA process the Bay Area produced Core Capability “outcomes” and targets. These outcomes and targets were developed based upon multiple sources with the *Strategy* and the *RECP* and its associated annexes serving as key resources.<sup>13</sup> The THIRA’s outcomes and targets are regional in nature, and therefore, may not always be identical with the Core Capability outcomes listed in the Compendium, which are aimed primarily at individual counties/core cities within the Bay Area. However, to the maximum extent possible, the capability outcome statements in the Compendium represent an element or fraction of the capability targets and outcomes from the THIRA.

For example, the THIRA references “impacts” of an incident based on the incident consequences listed in an *RECP* annex as applied to *all twelve* counties in the region, (e.g., 210,000 buildings destroyed by a catastrophic earthquake across the whole Bay Area). The THIRA does this because the total number of buildings assumed destroyed in the *RECP* annex is a regional number and the THIRA is a regional document. Within most *RECP* annexes, however, is a breakout of impacts *per county*, (e.g., a breakout of the 210,000 buildings assumed destroyed per county). The Compendium incorporates by reference those breakout impacts per each county and sets capability outcomes per county based on those breakout numbers, rather than listing all 210,000 buildings destroyed as an impact a county must be prepared to individually manage.

## **The Bay Area Core Capabilities and the SPR**

The SPR is a DHS-developed self-assessment tool based upon the 31 Core Capabilities. The THIRA and the SPR are complementary and interconnected. States (and urban areas) use the THIRA to identify their targets for each Core Capability and states subsequently assess their current capabilities relative to those targets in the SPR using the POETE construct.

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<sup>13</sup> Each objective in the Bay Area Homeland Security Strategy is linked directly to a Core Capability. For consistency, each objective outcome statement in the Strategy served as the baseline for developing the outcome statement for each applicable Core Capability in the THIRA.



## ***The Bay Area Compendium of Core Capabilities***

As noted above, the Compendium attempts to incorporate fractions of the capability targets from the THIRA through capability outcome statements, and specific measures and metrics that follow the outcome statement. These measures and metrics in the Compendium will help counties/core cities assess current capabilities relative to those measures and metrics and translate the results into a format compatible with the SPR using the POETE framework. Doing so will better position the Bay Area to respond to any future SPR-related data calls from the State of California or other sources, using data from Compendium-based assessments.

## **The Way Forward**

The Bay Area Compendium is not a static document. This first version includes Core Capability measures and metrics essential to establish a baseline level of understanding of preparedness in the region. Over time, users will develop best practices and lessons learned that will help refine and expand the Compendium to improve its utility for those engaged in the homeland security mission across the Bay Area.

Finally, the Compendium is not an all-encompassing “answer” for evaluating homeland security preparedness. Indeed, no single assessment tool or methodology can fully capture all resource and performance abilities. The scope of the homeland security enterprise is simply too vast. Rather, homeland security practitioners must look at combinations of self-assessments, after action reports for exercises and incidents, and other methods to fully understand capabilities and gaps as part of a cycle of homeland security evaluations and risk-based planning.

## BAY AREA STRATEGY GOAL 1

### STRENGTHEN THE REGIONAL RISK MANAGEMENT AND PLANNING PROGRAM MEASURES AND METRICS

**Core Capability 1: Threat and Hazard Identification**

**Primary Audience:** Hazard mitigation planners and risk analysts

**Mission Area:** Mitigation

**Bay Area Objective:** 1.1 Enhance Planning, Threat and Hazard Identification, and Risk Management Capabilities

**Capability Outcome:** The County can identify and estimate the frequency and magnitude of the threats and hazards that may impact it for incorporation into a biennial planning process to inform the homeland security and emergency preparedness needs of the whole community – including public sector decision-makers, emergency responders, critical infrastructure and key resource (CIKR) owners and operators, visitors and residents.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	At least once every two years, the County identifies and documents a list of the threats and hazards that are the most likely to occur in the County, based on past experience, intelligence, scientific forecasting, expert judgment, and available resources.	FEMA Understanding Your Risks: Identifying Hazards and Estimating Losses Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County’s threat and hazard identification process accounts for threats and hazards that may originate in neighboring Counties.	FEMA Understanding Your Risks: Identifying Hazards and Estimating Losses Guidance	Not Applicable	
			Yes	
			Substantial Progress	
			Limited Progress	
P3	The County’s hazard mitigation plan is based upon the completion of a threat and hazard identification process.	Emergency Management Accreditation Program	No	
			Yes	
			Substantial Progress	
			Limited Progress	
Not Applicable				

**ORGANIZATION**

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Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
O1	The County participates in the Bay Area region-wide annual threat and hazard identification process.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O2	The County has a designated agency that leads its threat and hazard identification process.	FEMA Getting Started: Building Support for Mitigation Planning Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>EQUIPMENT</b>				
Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
E1	The County has up-to-date computer software modeling and analysis tools that assist it in identifying the threats and hazards that have in the past, and will most likely in the future, impact the County.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
E2	The County has computer software tools that assist it in estimating when and where threats and hazards may impact the County.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>TRAINING</b>				
Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
T1	A minimum of 2 people within the County’s lead threat and hazard identification agency have reviewed and are familiar with FEMA’s Comprehensive Preparedness Guide 201: Threat and Hazard Identification and Risk Assessment Guide (FEMA CPG 201).	FEMA CPG 201	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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T2	A minimum of 2 people within the County’s lead threat and hazard identification agency have reviewed and are familiar with FEMA’s Preparedness Guide 201 Supplement 1: Threat and Hazard Identification and Risk Assessment Guide Toolkit.	FEMA CPG 201	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T3	The County’s lead threat and hazard identification agency provides technical assistance to other County agencies and institutions on how to conduct a threat and hazard identification process.	FEMA Understanding Your Risks: Identifying Hazards and Estimating Losses Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	100% of County exercises are based, in part, upon preparing the whole community for the threats and hazards that are the most likely to occur in the County.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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**Core Capability 2: Risk and Disaster Resilience Assessment**

**Primary Audience:** Hazard mitigation planners and risk analysts

**Mission Area:** Mitigation

**Bay Area Objective:** 1.1 Enhance Planning, Threat and Hazard Identification, and Risk Management Capabilities

**Capability Outcome:** The County can fully assess its risk and disaster resilience on no less than a two year basis so that the whole community can take informed action to reduce risk and increase resilience to all hazards.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	At least once every two years, the County builds from the threat and hazard identification process to identify and document a list of the threats and hazards that pose the greatest “risk” (combination of threat, vulnerability and consequence) to the County, based on past experience, intelligence, scientific forecasting, expert judgment, and available resources.	Emergency Management Accreditation Program Standard	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County maintains, and updates every five years, information on which segments of the population (based upon geography and demography) are at risk from which hazards.	Bay Area Emergency Public Information and Warning Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	Based upon its most current risk data, the County conducts an assessment at least once every two years to identify the capabilities most needed within the County to address the threats and hazards that pose the greatest risk to the County.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P4	The County has a process and procedure for conducting assessments at least once every two years of its level of ability in those capabilities identified as most needed to address the threats and hazards that pose the greatest risk to the County.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

**ORGANIZATION**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
O1	A County representative participates in 90% of the Bay Area UASI regional risk	Bay Area Homeland	Yes	

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	management and information sharing working group meetings.	Security Strategy	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	The County has up-to-date computer software modeling and analysis tools that assist it in identifying the threats and hazards that pose the greatest risk to the County.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E2	The County has up-to-date computer software modeling and analysis tools that assist it in identifying which infrastructure and segments of the populations (based upon geography and demography) are at risk from which hazards.	Bay Area Emergency Public Information and Warning Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E3	The County has up-to-date computer software modeling and analysis tools that assist it in identifying the consequences - human, economic, mission, and psychological – to the County resulting from a terrorist attack or naturally or human caused incident occurring in the County (or outside the County but directly impacting the County).	Emergency Management Accreditation Program Standard	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
	<b>Measures/Metrics</b>		<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	At least one senior or command level official from the County law enforcement, fire, county public health department, and emergency management agency has successfully completed the FEMA IS-454: Fundamentals of Risk Management course within the last two years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T2	At least two County public health and safety personnel (either from law enforcement, fire, public health or emergency management, etc.) have successfully completed training on the usage of the Bay Area’s regional risk management	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	

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	software system within the last two years.		No	
			Not Applicable	
<b>EXERCISES</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	50% of County exercises are based, in part, upon preparing the whole community for the threats and hazards that pose the greatest risk to the County.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## The Bay Area Compendium of Core Capabilities

### Core Capability 3: Planning

**Primary Audience:** Emergency management response planners, and training and exercise managers

**Mission Area:** Common

**Bay Area Objective:** 1.1 Enhance Planning, Threat and Hazard Identification, and Risk Management Capabilities

**Capability Outcome:** The County has tested and effective strategic and operational plans that integrate with regional homeland security strategic plans and regional emergency coordination plans for all hazards. The County prioritizes annual investments for prevention, protection, mitigation, response, and recovery activities based upon the capabilities most needed to address the threats and hazards facing the County. Each year, the County monitors the outcomes of resource allocation decisions and undertakes corrective and sustainment planning actions based upon training, exercise and incident evaluation results.

#### PLANNING

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County follows an established process for prioritizing capability based investments that link directly to and support implementation of the <i>Bay Area Homeland Security Strategy's</i> goals and objectives.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County is able to execute and close out 80% of its state homeland security program and urban areas security initiative grant funded projects within the specified grant period of performance.	DHS Homeland Security Grant Program Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County has an up-to-date emergency operations plan (EOP) with clear goals and objectives and consistent with guidelines in the NIMS/ Standardized Emergency Management System (SEMS)/Incident Command System (ICS), the <i>RECP</i> , and the <i>California State Emergency Plan</i> .	Emergency Management Accreditation Program	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P4	The County's EOP documents how it will render and receive mutual aid during any type of incident.	FEMA CPG 101 Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P5	The County has distributed the EOP to all appropriate agencies, organizations and personnel.	FEMA CPG 101 Guidance	Yes	
			Substantial Progress	



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			Limited Progress	
			No	
			Not Applicable	
P6	The County maintains and uses continuity of operations (COOP)/continuity of government (COG) plans that are reviewed annually (and updated as needed).	Emergency Management Accreditation Program (EMAP)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P7	The County EOP is reviewed at least annually (and updated as needed) to ensure compliance with state and federal governmental directives, regulations and policies.	FEMA CPG 101 Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	The County has a regional planner that ensures County participation and input into Bay Area planning hub and/or full regional planning efforts to include the development of the <i>Bay Area Homeland Security Strategy</i> and annexes to the <i>RECP</i> .	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O2	The County has a designated lead planner (or planning team or steering committee) responsible for writing, maintaining and updating the County EOP.	FEMA CPG 101 Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	The development of the County EOP includes individuals with expertise in pediatric issues.	FEMA CPG 101 Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O4	The development of the County EOP includes individuals with expertise in access and functional needs.	FEMA CPG 101 Guidance	Yes	
			Substantial Progress	

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			Limited Progress	
			No	
			Not Applicable	
O5	The development of the County EOP includes individuals with expertise in addressing household pets and service animals during an incident.	FEMA CPG 101 Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O6	The County has HSEEP certified personnel that manage County training and exercises in accordance with the latest DHS HSEEP guidance.	DHS HSEEP Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	The County has up-to-date computers and current and specific software tools to help its homeland security and emergency management planners effectively track, update, and manage its EOP.	FEMA CPG 101 Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
<b>Measures/Metrics</b>			<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	The County has a formal, documented training program composed of an annual training needs assessment, updated curriculum, training schedule, records of training delivered and course evaluations.	EMAP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T2	County agency and department managers are required to train, on an annual basis, 100% of their necessary personnel to attain the knowledge, skills, and abilities needed to perform the tasks identified in the EOP.	FEMA CPG 101 Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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			Not Applicable	
T3	100% of designated mutual aid coordinators in the County are satisfactorily trained on the Master Mutual Aid policies and procedures for California Region 2.	California Master Mutual Aid Plan	Yes Substantial Progress Limited Progress No Not Applicable	
T4	100% of all exercise staff in the County have satisfactorily completed an HSEEP introduction to exercises course.	DHS HSEEP Guidance	Yes Substantial Progress Limited Progress No Not Applicable	
T5	100% of all staff in the County that support the design of exercises have satisfactorily completed an HSEEP exercise design course.	DHS HSEEP Guidance	Yes Substantial Progress Limited Progress No Not Applicable	
T6	100% of all staff in the County that support exercise evaluation have satisfactorily completed an HSEEP evaluation and improvement planning course.	DHS HSEEP Guidance	Yes Substantial Progress Limited Progress No Not Applicable	
<b>EXERCISES</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The County has (or participates in) an all hazards training and exercise program consistent with the latest DHS HSEEP guidance.	EMAP	Yes Substantial Progress Limited Progress No Not Applicable	
Ex2	The County uses a systematic “remedial action process” in which information from exercise after action reports, post-disaster critiques, self-assessments, audits, administrative reviews, best practices or lessons-learned processes are used to update its EOP.	FEMA CPG 101 Guidance	Yes Substantial Progress Limited Progress No	

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			Not Applicable	
Ex3	Every two years, the County participates in a regional exercise (table top, functional, or full scale) designed to test the integration and effectiveness of the County level EOP, relevant Bay Area regional response and coordination plans, e.g., Regional Mass Fatality Plan, and state emergency response plans.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex4	The County tracks 100% of items from each improvement plan generated following an exercise or real world incident.	National Academy of Public Administration	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex5	The County addresses 100% of identified planning deficiencies in the EOP within 12 months of the issuance of a written improvement plan following an incident or exercise.	National Academy of Public Administration	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## BAY AREA STRATEGY GOAL 2

### ENHANCE INFORMATION ANALYSIS AND INFRASTRUCTURE PROTECTION CAPABILITIES

### MEASURES AND METRICS

**Core Capability 4: Intelligence and Information Sharing**

**Primary Audience:** Law enforcement counter terrorism and criminal intelligence investigators and analysts

**Mission Area:** Prevention and Protection

**Bay Area Objective:** 2.1 Enhance Intelligence Collection, Analysis and Sharing

**Capability Outcome:** Consistent with federal, state and local civil liberties laws and guidelines, the County has policies, procedures and systems in place to routinely collect, analyze and promptly share actionable indicators, information, and intelligence with all of its partner jurisdictions in order to detect, prevent and protect against acts of terrorism and other major crimes from occurring in the County, the Bay Area region, and the nation.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has a formal process for identifying, prioritizing, and validating its intelligence requirements on an annual basis.	Fusion Center Critical Operational Capabilities (COCs)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P2	The County's policies and procedures for receiving and cataloging criminal intelligence are in compliance with 28 Code of Federal Regulations Part 23.	Fusion Center Enabling Capabilities (ECs)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P3	The County conducts an assessment every two years and maintains a detailed understanding of terrorist groups and other "major criminal organizations" (as defined under the Racketeer Influenced and Corrupt Organizations Act or the California Control of Profits of Organized Crime Act) operating within the County based on each group's leadership structure, overall organization, intent, capabilities and sources of funding and other support mechanisms.	Fusion Center COCs	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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P4	The County has a formal mechanism or process to send collected information to the Northern California Regional Intelligence Center (NCRIC).	Fusion Center COCs	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P5	The County provides feedback to the NCRIC through a structured customer feedback mechanism for some or all of the NCRIC’s analytic products.	Fusion Center COCs	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P6	The County has a formal mechanism to receive time sensitive information and products from the NCRIC.	Fusion Center COCs	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P7	The County has or participates in a SAR program for law enforcement, other County government agencies, private security personnel and the general public e.g., IWatch or “See Something Say, Something®.”	SAR Support and Implementation Project	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P8	The County has adopted the standardized behavioral-specific codes used to identify SARs as defined in the latest Information Sharing Environment Functional Standard for Suspicious Activity Reporting.	SAR Support and Implementation Project	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P9	100% of County law enforcement agencies have written policies, guidelines and procedures for monitoring social media to detect potential threats.	Social Media Use in Law Enforcement Investigations	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>ORGANIZATION</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>

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O1	100% of County law enforcement agencies have assigned primary responsibility for implementing the SAR process to a command-level position (someone with supervisory responsibility and authority).	SAR Process Implementation Checklist	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O2	SARs reported to a County public health or safety agency receive an initial vetting by a law enforcement or intelligence agency (e.g., the NCRIC) within 24 hours of being reported.	SAR Reporting Process Implementation Checklist	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	80% of the SARs submitted by the County to the NCRIC receive a rating of criminal or preliminary (or higher) concerning a nexus to terrorism.	National Academy of Public Administration	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O4	The County has a method for determining disposition of SAR data - whether to respond, refer, determine the report unfounded, or take other action.	SAR Process Implementation Checklist	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O5	County law enforcement agencies have a mechanism for providing timely feedback (within 30 days of receipt) to the original submitter of the SAR information.	SAR Process Implementation Checklist	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O6	There is at least one terrorism liaison officer (TLO) coordinator in the County.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O7	There are at least 2 TLOs per discipline in the County for law, fire, medical, public works, emergency management, health, and the private sector to support the SAR process and other homeland security related information sharing activities.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	

**The Bay Area Compendium of Core Capabilities**

				No	
				Not Applicable	
<b>EQUIPMENT</b>					
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>	
E1	The County has a National Information Exchange Model (NIEM) compliant information exchange system that allows it to exchange Records Management Services (RMS), Computer Assisted Dispatch (CAD), Automated License Plate Reader (ALPR), and other sensitive information with other Counties in the Bay Area on a routine basis.	Bay Area Homeland Security Strategy	Yes		
			Substantial Progress		
			Limited Progress		
			No		
E2	The County has NIEM compliant computer software that can link suspicious activity reports within the County and outside the County to identify if patterns of pre-operational terrorism activity or other criminal behavior are taking place.	Bay Area Homeland Security Strategy	Yes		
			Substantial Progress		
			Limited Progress		
			No		
E3	The County can geospatially visualize SAR data to assess relationships between SARs and CIKR in the County.	Bay Area Homeland Security Strategy	Yes		
			Substantial Progress		
			Limited Progress		
			No		
E4	100% of County law enforcement agencies have a formal process to avail themselves of the NCRIC's Equipment Lending Program.	NCRIC/ High Intensity Drug Trafficking Area (HIDTA) Annual Report	Yes		
			Substantial Progress		
			Limited Progress		
			No		
			Not Applicable		
			Yes		
			Substantial Progress		
			Limited Progress		
<b>TRAINING</b>					
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>	
T1	Within the last three years, 100% of the County's law enforcement command staff have successfully completed training on the implementation of the National SAR Initiative.	SAR Process Implementation Checklist	Yes		
			Substantial Progress		
			Limited Progress		
			No		
			Not Applicable		
			Yes		
			Substantial Progress		
			Limited Progress		



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T2	Within the last three years, 100% of the County’s law enforcement officers have successfully completed SAR line officer awareness training/briefings to include how to detect, catalogue and report suspicious activity.	SAR Process Implementation Checklist	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T3	Within the last three years, critical private security personnel at any level 1 and/or level 2 CIKR assets in the County have successfully completed SAR training, to include how to detect, catalogue and report suspicious activity.	SAR Process Implementation Checklist	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T4	Within the last three years, 50% of all County fire, public health, public works, and emergency management personnel have successfully completed SAR awareness level training/briefings to include how to detect and report suspicious activity.	SAR Process Implementation Checklist	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T5	Within the last three years, 100% of the County’s TLOs have successfully completed SAR privacy policy training focused on the importance of privacy, civil rights and civil liberties protections during the SAR process.	SAR Process Implementation Checklist	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T6	100% of the County’s TLOs have successfully completed TLO Basic level training within the last five years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T7	75% of the County’s TLOs have successfully completed TLO Advanced level training within the last 3 years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>

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Ex1	50% of the County's TLOs participate in a terrorism prevention exercise (table top, functional or full scale) each year.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex2	The County participates with the NCRIC in a terrorism prevention exercise (table top, functional or full scale) once every 2 years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## The Bay Area Compendium of Core Capabilities

### Core Capability 5: Interdiction and Disruption

**Primary Audience:** law enforcement tactical team members and counter-terrorism investigators

**Mission Area:** Prevention and Protection

**Bay Area Objective:** 2.2 Strengthen Terrorism Attribution, Interdiction and Disruption Capabilities

**Capability Outcome:** The County can interdict, disrupt and apprehend 100% of identified conveyances, cargo, and persons associated with a terrorist threat through simultaneous tactical counter-terrorism operations in up to two locations. Based on intelligence assessments, the County can prevent terrorism financial/material support from reaching its target, and prevent terrorist acquisition of and the transfer of Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) materials, precursors, and related technology.

#### PLANNING

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	100% of law enforcement agencies in the County have written standard operating procedures for notifying the FBI of potential terrorism related information discovered during the course of a local law enforcement investigation or operation.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County has a Multi-Assault Counter-Terrorism Action Capabilities plan or procedures to interdict an attack by a terrorist assault team (e.g. Mumbai style attack) in the County.	National Tactical Officers Association (NTOA) SWAT Standard	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	100% of both law enforcement tactical team(s) and HazMat response teams in the County have standard operating procedures for tactical team and HazMat team integration for critical incidents involving hazardous materials.	National Fire Protection Association (NFPA) 472 Standard for Competence of Responders to HazMat/ Weapon of Mass Destruction (WMD) Incidents	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P4	100% of law enforcement tactical team(s) and public safety bomb squad(s) in the County have standard operating procedures for law enforcement tactical and bomb squad integration for critical incidents involving Improvised Explosive Device (IEDs) consistent with the FBI's <i>Standard Operating Procedures (SOPs) For</i>	National Strategic Plan for U.S. Bomb Squads	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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	<i>Operations Involving the Combined Resources of Bomb Squads and SWAT Teams.</i>		Not Applicable	
P5	100% of law enforcement agencies in the County have social media accounts, e.g., Twitter, Facebook, and have policies and procedures to use those accounts to share information with the public during a security emergency.	Social Media Use in Law Enforcement Investigations	Yes Substantial Progress Limited Progress No Not Applicable	
P6	100% of law enforcement agencies in the County have written policies and procedures for using social media to conduct and support terrorism and criminal investigations.	Social Media Use in Law Enforcement Investigations	Yes Substantial Progress Limited Progress No Not Applicable	
<b>ORGANIZATION</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	There is at least one designated liaison in the County to the FBI’s Joint Terrorism Task Force (JTTF).	Bay Area Homeland Security Strategy	Yes Substantial Progress Limited Progress No Not Applicable	
O2	The amount of terrorist or “major criminal organization” (as defined under the Racketeer Influenced and Corrupt Organizations Act or the California Control of Profits of Organized Crime Act) financing seized by law enforcement in the County in a given year equals no less than 90% of the money <i>targeted/expected</i> to be seized in the County in such year.	NCRIC/HIDTA Annual Report	Yes Substantial Progress Limited Progress No Not Applicable	
O3	The number of terrorists or major “criminal money laundering organizations” (as defined under the Racketeer Influenced and Corrupt Organizations Act or the California Control of Profits of Organized Crime Act) disrupted and dismantled in the County in a given year equals no less than 90% of the number of terrorists or criminal money laundering organizations <i>targeted/expected</i> to be disrupted and dismantled in the County in such year.	NCRIC/HIDTA Annual Report	Yes Substantial Progress Limited Progress No Not Applicable	
O4	100% of the County’s law enforcement tactical teams meet the minimum “mission capable” requirements in a land or maritime environment in the following areas - hostage rescue, barricaded gunman, sniper operations, high-risk	NTOA SWAT Standard	Yes Substantial Progress Limited Progress	

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	warrant service and high-risk apprehension, dignitary protection support, and terrorism response.		No	
			Not Applicable	
O5	There is at least one type I law enforcement tactical team in the County or within a 2 hour response time to any location within the County.	Bay Area homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O6	There is at least one law enforcement tactical team that can respond on-scene to a no notice incident anywhere within the County’s geographic boundary within 30 minutes of notification.	Bay Area homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O7	Within 30 minutes of arriving on scene, 100% of law enforcement tactical teams in the County can conduct surveillance of suspects, secure an incident scene, assess the incident, and develop an incident action plan.	Urban Shield After Action Report	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O8	100% of law enforcement tactical teams in the County can conduct all tactical entries to disarm, detain, or otherwise render harmless terrorist/criminal suspects in accordance with the use of force policy/rules of engagement 90% of the time.	Urban Shield After Action Report	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O9	The percentage of law enforcement tactical officers in the County that shoot at non-threatening targets during incidents or exercises in a given year remains the same or decreases from year to year.	Urban Shield After Action Report	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	100% of law enforcement tactical team members in the County have up to date tactical body armor consistent with National Institute of Justice Standard-0101.06	National Institute of Science and Technology (NIST),	Yes	
			Substantial Progress	
			Limited Progress	

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		Office of Law Enforcement Standards	No	
			Not Applicable	
E2	100% of law enforcement tactical team members in the County have basic tactical gear (helmets, eye and ear protection, fire resistant gloves and hood).	NTOA SWAT Standard	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E3	At least one law enforcement tactical team in the County has an armored transport vehicle that meets the NIJ level IV standard armor rating suitable for law enforcement tactical operations against armed adversaries.	NTOA SWAT Standard	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E4	At least one law enforcement tactical team in the County has Level 1 protective ensemble models and elements that meet NIJ Standard-0116.00 and allow for the tactical team to operate in a CBRN environment.	NTOA SWAT Standard	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E5	100% of the law enforcement tactical team members in the County have up to date weapons such as handguns and shoulder fired weapons suitable for law enforcement tactical operations.	NTOA SWAT Standard	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E6	100% of the law enforcement tactical teams in the County have up to date mechanical breaching equipment to support forced entry operations.	NTOA SWAT Standard	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E7	100% of the law enforcement tactical teams in the County have access to air support, e.g., helicopters or unmanned aerial vehicles, for surveillance, scouting, medical evacuations, and direct support to tactical operations.	NTOA SWAT Standard	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				

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Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
T1	At least one law enforcement tactical team in the County has successfully completed the Multi-Assault Counter-Terrorism Action Capabilities course within the last three years.	NTOA SWAT Standard	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T2	20% of law enforcement officers in the County have successfully completed the Multi-Assault Counter-Terrorism Action Capabilities course within the last three years.	California Peace Officers Standards and Training	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T3	100% of the law enforcement tactical team members in the County are trained to recognize and address onsite CBRNE hazards encountered during the course of an operation.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T4	100% of law enforcement tactical team members in the County have successfully completed training as required under California Peace Officers Standards and Training (POST) Regulation 1084 –SWAT Basic, Supervision and Management of SWAT Operations, and Experienced SWAT Team Operators and SWAT Supervisors/Team Leaders.	California POST Regulation 1084	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T5	100% of the law enforcement tactical team members in the County have successfully completed Tactical Emergency Medic Support (TEMS) training jointly with Emergency Medical Services agency personnel.	2011 Urban Shield After Action Report	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T6	100% of both law enforcement tactical teams and HazMat response teams in the County successfully completed joint competency training within the last 2 years based on <i>NFPA 472 Standard</i> for HazMat incidents requiring a tactical response.	NFPA 472	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T7	100% of both law enforcement tactical team(s) and public safety bomb squad(s)	National Strategic Plan	Yes	

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	in the County successfully completed law enforcement tactical and bomb squad integration training for critical incidents involving IEDs within the last 2 years that is consistent with the FBI's <i>Standard Operating Procedures For Operations Involving the Combined Resources of Bomb Squads and SWAT Teams</i> .	for U.S. Bomb Squads	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	100% of law enforcement tactical teams in the County maintain comprehensive team after-action reporting procedures that include documentation of any use-of-force or property damage.	NTOA SWAT Standard	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex2	100% of law enforcement tactical team plans and procedures in the County are updated within 12 months following an exercise or incident in which corrective actions are called for in the plans or procedures.	NTOA SWAT Standard	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex3	100% of law enforcement tactical teams in the County conduct joint full scale exercises covering potential terrorism scenarios with other Bay Area County law enforcement tactical teams at least once a year.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex4	100% of law enforcement tactical teams in the County conduct joint full scale exercises covering potential terrorism scenarios with intra-County bomb squad, Emergency Medical Services (EMS) and HazMat teams at least once a year.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	



## The Bay Area Compendium of Core Capabilities

### Core Capability 6: Forensics and Attribution

**Primary Audience:** law enforcement investigators and analysts focusing on CBRNE, and fire department arson investigators

**Mission Area:** Prevention

**Bay Area Objective:** 2.2 Strengthen Terrorism Attribution, Interdiction and Disruption Capabilities

**Capability Outcome:** The County can directly, or in support of federal agencies, conduct and prioritize physical and electronic evidence collection and forensic analysis from CBRNE and arson incidents, and attribute terrorist pre-operational planning and actual attacks to their source in order to prevent attacks and/or rapidly develop counter-terrorism options.

#### PLANNING

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County law enforcement agency has a written policy and procedure for the storage of biological evidence.	NIST IR 7928: The Biological Evidence Preservation Handbook	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County law enforcement agency can access the Questioned Identification Document and Link Database (managed by the U.S. Secret Service) to acquire real-time comparison of suspect documents with images of genuine and other known counterfeit documents, etc.	Technical Support Working Group (TSWG)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

#### ORGANIZATION

Measures/Metric		Primary Source	Answer	Basis for Shortfall or Sufficiency
O1	The County only uses certified forensic document examiners in CBRNE cases requiring forensic document review.	American Board of Forensic Document Examiners	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				
O2	Any County managed forensic science lab in the County is accredited under the American Society of Crime Laboratory Directors.	ISO 17025 International Testing Requirements	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

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O3	Spoliation occurs in 5% or less of County criminal cases involving arson or the use of CBRNE materials.	NFPA 921	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O4	The County achieves a 4% conviction rate in criminal cases involving arson.	NFPA 921	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O5	90% of any CBRNE based cases prosecuted in the County (federal or state) in which law enforcement personnel from the County provide forensic/investigative support result in a conviction.	U.S. Justice Department, Annual Statistical Reports	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	County arson and CBRNE incident scene investigators have 100% of the personal protective equipment (PPE) including eye protection, flashlight, gloves, helmet or hard hat, respiratory protection (type depending on exposure), safety boots or shoes, turnout gear or coveralls.	NFPA 921	Yes	
			Substantial Progress	
			Limited Progress	
			No	
E2	County arson and CBRNE incident scene investigators have 100% of the recommended tools and equipment including cameras, evidence collection containers, hydrocarbon detectors, voltmeters/ohmmeters etc.	NFPA 921	Yes	
			Substantial Progress	
			Limited Progress	
			No	
E3	At least one County law enforcement agency has the Digital Automotive Image System to support terrorism investigations involving motor vehicles.	TSWG	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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E4	County law enforcement has (or has access to through mutual aid) an automated software system to evaluate the vocabulary, spelling, writing style, linguistics and other indicators about the author of computer text such as age, sex, education, religion, geographic orientation and native language.	TSWG	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E5	The County has storage equipment for biological evidence.	NIST IR 7928	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	100% of County law enforcement (CBRNE incidents) and County fire service (arson) investigators have successfully completed training in the “scientific method” for conducting forensic investigations.	NFPA 921	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T2	100% of County arson investigators have successfully completed training in “basic fire science.”	NFPA 921	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T3	100% of County arson investigators have successfully completed training, and as required re-fresher training, on “fire patterns” and “fire effects.”	NFPA 921	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
<b>Measures/Metric</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	County law enforcement and fire service investigators participate in an exercise that tests forensics and attribution capabilities at least once every two years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	

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			Limited Progress	
			No	
			Not Applicable	

## The Bay Area Compendium of Core Capabilities

### Core Capability 7: Risk Management for Protection Programs and Activities

**Primary Audience:** Risk analysts and critical infrastructure protection program participants

**Mission Area:** Protection

**Bay Area Objective:** 2.3 Increase Critical Infrastructure Protection

**Capability Outcome:** The County can identify people, structures, materials, products, and systems (both physical and electronic) across all applicable CIKR sectors within its jurisdiction, assess the risk to 100% of its County owned and operated CIKR, and prioritize risks to inform protection activities and investments for all hazards.

#### PLANNING

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has established criteria for identifying and categorizing CIKR assets in the County based upon risk (threats to the assets, vulnerability of the assets, and the consequences - human, economic, mission and psychological) of the assets being attacked by terrorists or impacted by a natural hazard.	DHS Guide to CIKR Protection at the State, Regional, Local, Tribal, and Territorial Level (DHS CIKR Guide)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County maintains and reviews at least once every two years a list of the CIKR assets it has categorized (e.g., lists of level 1, level 2, level 3 and level 4 assets) in the Bay Area's risk analysis center.	National Infrastructure Protection Plan (NIPP)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County has a screening process (e.g., a consequence screen) to determine which assets in the County require a full on-site risk assessment.	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P4	The County has an established schedule for conducting risk assessments of all screened assets using a standardized methodology.	Federal Interagency Security Committee (FISC) Physical Security Performance Measures	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P5	The County tracks the number and percentage of completed risk assessments conducted within the County each year.	FISC Physical Security Performance Measures	Yes	
			Substantial Progress	
			Limited Progress	

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			No	
			Not Applicable	
P6	100% of level 1 assets in the County have undergone a risk assessment using a standardized methodology within the last three years.	FISC, Physical Security Performance Measures	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	There is an official in the County assigned to work with the NCRIC on providing County CIKR asset data for the annual statewide/national CIKR data call process.	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O2	The County has a formal process or structure for including its CIKR asset owners and operators of any level 1 and level 2 assets in the County’s risk assessment process.	NIPP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	The County has access to a Protected Critical Infrastructure Information (PCII) certified system database in which to store its CIKR data that is accessed only by authorized PCII system users.	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E2	The County has access to visualization tools that provide a means to understand CIKR assets in a geospatial context.	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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<b>TRAINING</b>				
<b>Measures/Metrics</b>			<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	At least one County official has successfully completed the IS-860.a National Infrastructure Protection Plan Course (or equivalent) within the past three years.	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T2	At least one County official has successfully completed the IS-821 CIKR Support Annex Course (or equivalent) within the past three years.	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The County includes private sector CIKR asset owners and operators (including any utility companies with facilities in the County) in its exercise program.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

## The Bay Area Compendium of Core Capabilities

### Core Capability 8: Physical Protective Measures

<b>Primary Audience:</b> Chief security officers, and law enforcement involved in CIKR protection programs				
<b>Mission Area:</b> Protection				
<b>Bay Area Objective:</b> 2.3 Increase Critical Infrastructure Protection				
<b>Capability Outcome:</b> The County can implement and maintain risk-informed physical protection, countermeasures, and policies to protect people, structures, materials, products, and systems associated with all County owned or operated level one and level two CIKR from all hazards.				
<b>PLANNING</b>				
Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has a process to identify and validate physical protection needs at County owned and operated CIKR.	DHS Guide to CIKR Protection at the State, Regional, Local, Tribal, and Territorial Level	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	All County owned or operated level 1 and level 2 assets have a written process and procedures for implementing security measures and increasing its security posture during periods of elevated threat levels.	Chemical Facility Anti-Terrorism Standards (CFATS) Risk Based Performance Standards	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	100% of County owned or operated level 1 and level 2 assets achieve and maintain an acceptable risk rating (as determined by the County and the NCRIC).	FISC, Physical Security Performance Measures	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>ORGANIZATION</b>				
Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
O1	The County has a designated chief security officer (or equivalent position) responsible for overseeing the physical security of County owned and operated infrastructure.	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O2	The County implements all fully-funded physical protective measures at County	FISC, Physical Security	Yes	
			Not Applicable	



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	owned or operated assets on time (on or prior to the scheduled date) 95% percent of the time.	Performance Measures	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	The local DHS Protective Security Advisor (PSA) has an established working relationship with County law enforcement and fire service agencies to assist them in special events planning and exercises, and developing protective measures for CIKR assets.	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O4	The County provides the PSA with regular updates on CIKR asset significance in the County and protective measures being taken at those CIKR assets.	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O5	90% of recommended physical protective measures for County owned and operated level 1 and level 2 assets are approved within 45 days (remaining 10% approved within 60 days) of an on-site risk assessment.	FISC, Physical Security Performance Measures	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	100% of approved physical protective measures for County owned and operated level 1 and level 2 assets are implemented within 18 months of approval.	FISC, Physical Security Performance Measures	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E2	100% of x-ray systems used at County managed facilities meet the American Society for Testing and Materials (ASTM) F792-08 International Standard Practice for Evaluating the Imaging Performance of Security X-Ray Systems.	NIST, Explosives Standards Forum Recommendations	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				

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Measures/Metrics			Answer	Basis for Shortfall or Sufficiency
T1	The County chief security officer (or equivalent position) has successfully completed training on implementing and testing physical security measures.	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
Ex1	The County has a schedule to test physical security measures at 100% of County owned and operated level 1 and level 2 assets.	FISC, Physical Security Performance Measures	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## The Bay Area Compendium of Core Capabilities

### Core Capability 9: Access Control and Identity Verification

**Primary Audience:** Chief security officers and law enforcement involved in CIKR protection

**Mission Area:** Protection

**Bay Area Objective:** 2.3 Increase Critical Infrastructure Protection

**Capability Outcome:** 100% of County owned and operated level 1 and level 2 critical assets use physical and technological measures to verify the identities of relevant parties to prevent unauthorized physical access and to facilitate authorized physical access as appropriate.

#### PLANNING

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	All level 1 and level 2 County-owned or -operated CIKR facilities have written procedures that address the detection of a suspicious person, vehicle, or device or facility intrusion.	CFATS Risk Based Performance Standards Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	All level 1 and level 2 County-owned or -operated CIKR facilities have written procedures for reporting suspicious incidents, to whom these incidents should be reported, and who is responsible for reporting such incidents.	CFATS Risk Based Performance Standards Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	All level 1 and level 2 County-owned or -operated CIKR facilities have written procedures—including responsibilities, tasks, and frequencies—to regularly inspect, test, calibrate, repair, and maintain the security systems used to prevent unauthorized physical access.	CFATS Risk Based Performance Standards Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

#### ORGANIZATION

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
O1	County-owned or -operated level 1 CIKR facilities can demonstrate a very high probability of detecting and preventing fraudulent entry (> 95%) and have a system to report such attempts to law enforcement.	CFATS Risk Based Performance Standards Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				
O2	County-owned or -operated level 2 CIKR facilities can demonstrate a high	CFATS Risk Based	Yes	

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	probability of detecting and preventing fraudulent entry (> 85%) and have a system to report such attempts to law enforcement.	Performance Standards Guidance	Substantial Progress Limited Progress No Not Applicable	
<b>EQUIPMENT</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	All level 1 and level 2 County-owned or -operated CIKR facilities use Personal Identity Verification (PIV-I)/ Federal Information Processing Standard Publication 201 (FIPS 201) guidance for badging their employees/full time contractors.	Personal Identity Verification Interoperability For Non-Federal Issuers	Yes Substantial Progress Limited Progress No Not Applicable	
E2	All level 1 and level 2 County-owned or -operated CIKR facilities maintain an access system requiring a government issued photo ID card from non-employees.	CFATS Risk Based Performance Standards Guidance	Yes Substantial Progress Limited Progress No Not Applicable	
E3	All level 1 and level 2 County-owned or -operated CIKR facilities maintain access points that are staffed by security personnel when open for use and are either staffed or continuously monitored at all other times.	CFATS Risk Based Performance Standards Guidance	Yes Substantial Progress Limited Progress No Not Applicable	
E4	All level 1 and level 2 County-owned or -operated CIKR facilities maintain a comprehensive screening system that inspects trucks, rail cars, or ships upon entering the facility and prior to loading to deter the unauthorized introduction of dangerous substances to the facility.	CFATS Risk Based Performance Standards Guidance	Yes Substantial Progress Limited Progress No Not Applicable	
<b>TRAINING</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	All personnel at level 1 and level 2 County-owned or -operated CIKR facilities complete an annual security awareness briefing.	CFATS Risk Based Performance Standards Guidance	Yes Substantial Progress Limited Progress	

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			No	
			Not Applicable	
T2	All level 1 and level 2 County-owned or -operated CIKR facilities have a documented security training program and a corresponding set of minimum skills and competencies for security personnel.	CFATS Risk Based Performance Standards Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	All level 1 and level 2 County-owned or -operated CIKR facilities have a documented security testing program through which security personnel can demonstrate their ability to perform their security-related tasks in a reliable and effective manner.	CFATS Risk Based Performance Standards Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex2	All level 1 and level 2 County-owned or -operated CIKR facilities plan and conduct annual security drills focused on the security systems used to prevent unauthorized physical access.	CFATS Risk Based Performance Standards Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## The Bay Area Compendium of Core Capabilities

### Core Capability 10: Cyber Security

**Primary Audience:** Information technology personnel, EOC managers and law enforcement cyber-crimes personnel

**Mission Area:** Protection

**Bay Area Objective:** 2.3 Increase Critical Infrastructure Protection

**Capability Outcome:** The County's cyber security program meets the Federal Information Processing Standards 200 - Minimum Security Requirements for Federal Information and Information Systems. Concerning its public sector cyber infrastructure and systems, the County can detect malicious cyber activity, conduct technical counter-measures against existing and emerging cyber-based threats, and quickly recover from cyber-attacks in order to ensure the security, reliability, integrity, and availability of its electronic systems and services.

#### PLANNING

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has identified cyber assets, systems, networks and functions that the County is operationally dependent on, e.g., exchanging mission data.	(DHS CIKR Guide)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County has identified which cyber assets, systems, networks, and functions provide a support function (e.g., non-operational e-mail).	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County has an understanding of the likely cascading effects and physical impacts arising from potential high risk cyber incidents.	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P4	The County has a written cyber security policy that is reviewed annually and addresses the purpose of its cyber security program, the scope of the cyber security program, and the roles and responsibilities of County agencies and personnel.	DHS Catalog of Control Systems Security	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P5	The County has a cyber contingency/incident response plan aligned with its EOP that outlines how the County will coordinate its efforts with law enforcement	National Institute of Science and	Yes	
			Substantial Progress	

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	agencies, emergency management organizations, regulators, Internet service providers, and other relevant organizations in the event of a cyber-incident.	Technology Special Publication 800-55 (NIST SP 800-55)	Limited Progress	
			No	
			Not Applicable	
P6	The County holds its suppliers and contractors (and second and third tier suppliers and contractors) that have an impact on the security of the County’s cyber control center(s) to the same system security policies and procedures as the County’s own personnel.	DHS Catalog of Control Systems Security	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P7	The County has an Information Technology Service Continuity Plan that sets both post incident Recovery Time Objectives and the Recovery Point Objectives for any potentially affected essential government data.	ISO 22301:2012 Business Continuity Management Systems Requirements	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P8	The County requires 100% of its employees who have authorized access to its cyber system(s) to sign an acknowledgement form stating that they understand and accept the rules of system usage.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P9	The County has policies and procedures for issuing cyber security alerts and advisories to 100% of its authorized system users.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metric</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	The County has or has access to a state or regional cyber security incident response team (CSIRT) to assist in managing cyber incidents.	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O2	The County (including information technology, emergency management, law enforcement, and public works stakeholders) participates in information sharing	DHS CIKR Guide	Yes	
			Substantial Progress	

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	working groups (either formal or informal) on a routine basis with private sector partners to share best practices and the latest information on cyber risk and potential physical effects from cyber incidents.		Limited Progress	
			No	
			Not Applicable	
O3	The County’s information technology staff monitors national public information and warning resources on cyber threats on a daily basis—including the Multi-State Information Sharing and Analysis Center, U.S. Computer Emergency Readiness Team (US-CERT).	DHS CIKR Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O4	In 100% of cases, the County’s cyber system enforces a limit of consecutive invalid login attempts by a user and automatically locks the account until released by an administrator when the maximum number of unsuccessful login attempts is exceeded.	NIST SP 800-53	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O5	In 100% of cases, the County’s cyber system provides additional protection for mobile devices accessed via login by purging information from the device after consecutive, unsuccessful login attempts to the device.	NIST SP 800-53 Recommended Security Controls for Federal Information Systems and Organizations	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O6	The County reports 100% of cyber incidents to the appropriate authority within the required timeframe as set by the US-CERT and determined by the incident’s category (e.g., denial of service, malicious code, unauthorized access, and scans/probes/attempted access).	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O7	On a weekly basis, the County collects audit logs associated with all remote access points.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O8	100% of County audit logs are reviewed for inappropriate activity at least every week.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	



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			Not Applicable	
O9	100% of County cyber system users are identified and authenticated in accordance with the County’s information security policy.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O10	The County mitigates 80% of identified Common Vulnerabilities and Exposures (CVE) (as defined in the National Vulnerability Database) within County specified time frames.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O11	On an annual basis, the County identifies 80% of CVE through vulnerability scanning software, audit logs, patch management systems, and other methodologies.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O12	The County has and maintains a security incident database that identifies standardized incident categories for each cyber incident.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O13	The County sanitizes or destroys 100% of its information system media before disposal or reuse.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O14	The County conducts vulnerability scans on 90% of its cyber systems (e.g., hardware and software) that process, store, and communicate information, or any combination of all of these elements.	NIST SP 800-40 Creating a Patch and Vulnerability Management Program	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O15	The County documents 100% of all identified County operating system(s) vulnerabilities.	NIST SP 800-55	Yes	
			Substantial Progress	

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			Limited Progress	
			No	
			Not Applicable	
O16	100% of identified County operating system vulnerabilities receive patches or are otherwise mitigated within County specified time frames.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	The County has automated tools to maintain an up-to-date network diagram that identifies all remote access points.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E2	The County has Intrusion Detection Systems to monitor traffic traversing remote access points.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E3	The County has automated tools to conduct cyber system vulnerability scans on a weekly basis.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E4	The County has a patch configuration management system to manage the update and installation of patches, applications, firmware, and/or operating systems in order to maintain current "version control."	NIST SP 800-40	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E5	100% of the County's network-enabled appliances and hardware interfaces are not accessible from the external internet, and have any default passwords	NCRIC	Yes	
			Substantial Progress	

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	changed.		Limited Progress	
			No	
			Not Applicable	
E6	The County has an automated data backup solution that includes offsite duplication to a secure remote location.	NCRIC	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E7	The County has implemented redundant systems wherever possible to maintain continuity and uptime during system or network compromise or failure, including but not limited to: multiple internet connections, stacked network switches, and core server roles.	NCRIC	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	100% of County employees successfully complete cyber security awareness level training (e.g., Information Security for Everyone (AWR175 or equivalent)) or briefings on an annual basis.	NIST SP 800-55	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T2	50% of County information technology senior managers have successfully completed training on SEMS and the Incident Command System within the past two years in order to serve as incident commanders during a cyber incident.	NIST SP 800-84 Guide to Test, Training, and Exercise Programs for IT Plans and Capabilities	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T3	100% of County EOC managers have successfully completed training on the EOC's Role in Community Cyber Security MGT384 (or equivalent) within the last two years.	NIST SP 800-84	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T4	100% of the County's information technology professionals have successfully completed Network Assurance (AWR138 or equivalent course) within the last	NIST SP 800-84	Yes	
			Substantial Progress	

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	two years.		Limited Progress	
			No	
			Not Applicable	
T5	100% of the County’s information technology professionals have successfully completed Cyber Incident Analysis & Response (AWR169 or equivalent course) within the last three years.	NIST SP 800-84	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
	<b>Measures/Metric</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	100% of County cyber systems undergo an annual cyber contingency/response plan “test” to validate the operability of an IT system or system component in an operational environment.	NIST SP 800-84	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex2	The County participates in a table top cyber security exercise at least once a year.	NIST SP 800-84	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex3	The County participates in a functional cyber security exercise at least once every two years.	NIST SP 800-84	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## BAY AREA STRATEGY GOAL 3

### STRENGTHEN COMMUNICATIONS CAPABILITIES MEASURES AND METRICS

**Core Capability 11: Operational Communications**

**Primary audience:** OES, law enforcement, fire/EMS personnel, emergency communications and dispatch agencies, and information technology personnel

**Mission Area:** Response

**Bay Area Objective:** 3.1 Enhance Operational Communications Capabilities

**Capability Outcome:** During the first 24 hours following a no-notice incident, responders within the County can share mission critical voice information with each other and with responders from across the Bay Area region through a local or regional emergency communications system based on established governance, standard operating procedures, and technology.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County maintains a Tactical Interoperable Communications Plan (TICP), which is consistent with the California Statewide Communications Interoperability Plan, and is reviewed every two years.	RECP Communications Subsidiary Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County's plans and procedures address communications with non-governmental organizations and the private sector.	RECP Communications Subsidiary Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County maintains common standard operating procedures that support interoperable communications for day-to-day use, across task forces, and among mutual aid partners.	DHS Office of Emergency Communications (OEC) Performance Measurement Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P4	The County uses the Communication Assets Survey and Mapping (CASM) tool to analyze public safety communications equipment data, identify interoperability gaps in communications plans, and collaborate on solutions for improvement.	California Statewide Communications Interoperability Plan	Yes	
			Substantial Progress	
			Limited Progress	

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		(CalSCIP)	No	
			Not Applicable	
P5	The County maintains SOPs that outline Incident Communications Unit Leader (COML) roles and responsibilities during an incident.	RECP Communications Subsidiary Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P6	The County maintains operability and maintenance plans that identify known “dead spots”, and provide for interim incident response solutions for communications in those locations.	UASI Interoperability Strategic Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P7	The County has long-term plans and funding in place for future solutions to fix known “dead spots” in the County within 24 months of discovery to provide operable levels of communications.	UASI Interoperability Strategic Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P8	The County’s COOP plans address continued operation of local and regional public safety communications networks (Public Safety Answering Points and Public Safety Communication Centers) during an incident response.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P9	The County has identified 100% of the emergency responder communications sites in the County, including land mobile radio (LMR) towers, that are at high risk from earthquake, fire, etc.	Federal Communications Commission (FCC) Suggested Emergency Planning Activities for Regions	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	The County participates in a Regional Communications Systems Authority or equivalent (such as East Bay Regional Communications System	DHS OEC Performance Measurement Guide	Yes	
			Substantial Progress	

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	Authority (EBRCSA) and Silicon Valley Regional Interoperable Authority (SVRIA) with a written governance structure and governance process.		Limited Progress	
			No	
			Not Applicable	
O2	The County has and maintains an Interoperable Field Operations Guide (IFOG) (or section in the California I-FOG) that summarizes interoperability guidelines and operating principles, interoperability channels, and points of contact.	CalSCIP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	The County has identified amateur radio volunteers and other Citizen Corps volunteers who will be available to support regional secondary and tertiary communications requirements.	RECP Communications Subsidiary Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O4	At least four people in the County are credentialed as all-hazards COMLs.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O5	At least one COML is deployed for every incident in the County requiring interoperable communications.	RECP Communications Subsidiary Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O6	For routine incidents involving multiple agencies, all of the agencies in the County with primary operational responsibilities can achieve and maintain “response level communications” pursuant to the National Emergency Communications Plan (NECP) Goal 1 within one hour.	NECP Goal 1, Performance Measurement Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O7	Throughout a routine incident involving multiple agencies, 90% of communications sent and received within the County are accurately understood without ambiguity by the sender and the intended receiver.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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O8	For a “significant incident” (any one of the 15 national planning scenarios or any incident triggering use of a <i>RECP</i> annex) involving multiple jurisdictions and agencies, 75% of the agencies in the County with primary operational responsibilities can achieve and maintain “response level communications” within 3 hours.	NECP Goal 3, Performance Measurement Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O9	Throughout a significant incident involving multiple jurisdictions, and agencies, 75% of communications sent and received within the County are accurately understood without ambiguity by the sender or the intended receiver.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	All public safety agencies within the County have communications equipment that is interoperable based on the use of a standards-based shared system (e.g., Project 25 suite of standards).	RECP Communications Subsidiary Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E2	All public safety agencies within the County have enough P25 compliant radios for each responder to have one per operational shift.	RECP Communications Subsidiary Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E3	The County communications system (or regional communications system authority of which the County is a part) provides radio coverage for 95% of the area within the County boundaries, including rural and urban areas.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E4	The County communications system (or regional communications system authority of which the County is a part) provides continuous radio coverage within 95% of buildings.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	



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E5	The County maintains a cache of P25 compliant radios for responders (or has access to through mutual aid) in the event that additional radios are required to respond to an incident.	RECP Communications Subsidiary Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
E6	The County has (or has access to through mutual aid) a NIMS type II, P25-compliant mobile communications unit that can arrive where needed within required response time frames to expand coverage and provide a redundant communications capability.	Bay Area CBRNE Assessment and Strategic Plan (CBRNE Plan)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
E7	The County has implemented specific environmental hardening measures for 100% of emergency responder communications sites, including LMR towers, to address high risk hazards such as earthquakes and fires.	FCC Suggested Emergency Planning Activities for Regions	Yes	
			Substantial Progress	
			Limited Progress	
			No	
E8	The County (or the regional system authority in which the County is a part) has back-up communications equipment including portable tower(s), back-up generator(s), and back-up microwave equipment.	FCC Suggested Emergency Planning Activities for Regions	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	100% of the COMLs in the County have successfully completed a COML All-Hazards Course (or equivalent) within the past two years.	DHS OEC Technical Assistance Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T2	100% of the communications technicians in the County have successfully completed the All-Hazards Communications Technician Course (or equivalent) within the last two years.	DHS OEC Technical Assistance Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

**The Bay Area Compendium of Core Capabilities**

T3	100% of auxiliary emergency communicators and groups/volunteers have successfully completed the Auxiliary Communications Workshop (or equivalent) within the last three years.	DHS OEC Technical Assistance Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T4	100% of law enforcement and fire service/EMS responders within the County have successfully completed an awareness training course on primary and secondary communications systems in the County within the last year.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The County (or the regional system of which the County is a part) participates in an assessment of its interoperable communications governance structure and procedures (e.g., GOV-ASMT: Assessment of Governance Structures, or equivalent) every two years.	DHS OEC Technical Assistance Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex2	The County annually exercises multi-agency communications for the purpose of validating its TICP and incident communications SOPs.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex3	The County's TICP is reviewed and updated annually and/or within 12 months after a full scale exercise or a significant incident in which corrective actions are called for in the plan.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex4	The County participates in exercises once every two years involving multiple jurisdictions and agencies to test whether 75% of exercise participants can achieve "response-level emergency communications."	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

**The Bay Area Compendium of Core Capabilities**

Ex5	100% of County exercises that test response level communications use some or all of the 14 NECP Demonstration Criteria as part of the evaluation process.	NECP Performance Measurement Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex6	The County's operability and maintenance plans are updated annually based on after action reports from major exercises or incidents.	UASI Interoperability Strategic Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex7	The County tests back-up communications equipment no less than once every three months.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex8	The County exercises processes for responders to use back-up communications equipment at least once every two years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex9	Over the last three years, the County can document fewer instances of communications problems in incident and/or exercise after-action reports.	NECP Performance Measurement Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## BAY AREA STRATEGY GOAL 4

### STRENGTHEN CBRNE DETECTION, RESPONSE, AND DECONTAMINATION CAPABILITIES

### MEASURES AND METRICS

**Core Capability 12: Public and Private Services and Resources**

**Primary Audience:** Fire departments, volunteer and donations managers, and logistics managers

**Mission Area:** Response

**Bay Area Objective:** 4.1 Improve Public and Private Services and Resources Management through Fire Incident Response Support; 4.5 Improve Public and Private Services and Resources Management through Critical Resource Logistics; and 6.5 Enhance Volunteer Management and Donations

**Capability Outcome:** Within the first 12 to 72 hours of an incident, the County can coordinate and provide essential public and private services and resources to the incident affected population within the County and in support of regional incident response operations. This includes emergency power to critical facilities, initial fire suppression resources within jurisdictional response time objectives, fuel support for emergency responders, access to community lifelines (e.g., grocery stores, pharmacies, and banks), and volunteer and donations management functions.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has a fire mutual aid plan consistent with the policy of the Master Mutual Aid Agreement and the California Fire Service and Rescue Emergency Mutual Aid Plan.	California Fire Service and Rescue Emergency Mutual Aid Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County has plans and procedures that address unified command structures for multi-agency incidents.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The appropriate County agency has standing “emergency contracts” and reviews and updates them annually and/or after a full scale exercise or a significant incident.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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			Not Applicable	
P4	The County has a volunteer management plan (or Annex in the EOP) consistent with the Regional Volunteer Management Plan.	Regional Volunteer Management Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P5	The County has a simple and rapid registration policy and procedures for its agencies to intake, train and integrate spontaneous volunteers into disaster response and recovery operations.	SPUR, Culture of Preparedness	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P6	The County has a logistics response plan (or Annex in the EOP) consistent with the Regional Catastrophic Earthquake Logistics Response Plan.	Regional Catastrophic Earthquake Logistics Response Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P7	The County has written procedures to coordinate information, resources, and decisions regarding resource allocation priorities among local governments, non-governmental organizations (NGOs), and private businesses.	Regional Catastrophic Earthquake Logistics Response Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P8	The County Office of Emergency Services (OES) (or other appropriate agency) has written procedures to establish the system for receiving, staging, and distributing commodities and bulk donations, in coordination with local governments, the Regional Emergency Operations Center (REOC) and/or other counties.	Regional Catastrophic Earthquake Logistics Response Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P9	The County has a donations management plan (or annex in the EOP) consistent with the Regional Catastrophic Earthquake Donations Management Plan.	Regional Donations Management Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P10	The County has standardized public outreach materials on what and how to donate in appropriate and accessible formats.	Regional Donations Management Plan	Yes	
			Substantial Progress	

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			Limited Progress	
			No	
			Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	The County has pre-designated Fire and Rescue Coordinators to serve on the staff of the County emergency services official during an incident.	California Fire Service and Rescue Emergency Mutual Aid Plan.	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O2	The County has (or has access to through mutual aid) a NIMS type II or higher firefighting incident management team.	CBRNE Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	The County has (or has access to through mutual aid) a NIMS type II or higher an interagency buying team.	CBRNE Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O4	The County has pre-designated logistics staging areas (LSAs) across the County for incoming commodities and other essential items.	Regional Logistics Response Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O5	90% of the fires responded to by the County each year are contained to their structure of origin.	San Jose City Auditor, Review of Fire Department Performance Measures	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O6	The County fire agency meets the minimum staffing requirements set forth in NFPA Standard 1710 (e.g., jurisdictions with tactical hazards require staffing of	NFPA 1710: Standard for the Organization	Yes	
			Substantial Progress	

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	five to six on-duty personnel).	and Deployment of Fire Suppression Operations, etc.	Limited Progress	
			No	
			Not Applicable	
O7	The County OES maintains a resource management system or list of certified and credentialed volunteers.	California Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O8	The County OES, in coordination with the Citizen Corps Council, has standardized outreach materials to recruit volunteers in appropriate and accessible formats.	Regional Volunteer Management Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O9	The County can coordinate with the Joint Information Center (JIC) to maintain consistent public messaging regarding the needs for volunteers.	Regional Volunteer Management Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O10	The County can coordinate with the JIC to maintain consistent public messaging regarding what and how to donate.	Regional Donations Management Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O11	Within the first 24 to 48 hours of an incident, the County OES has processes and procedures in place to prioritize fuel needs and distribution among critical infrastructure (e.g., hospitals and gas stations) and responders (e.g., public safety and utility crews).	Regional Logistics Response Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O12	Within the first 24 hours of an incident, the County EOC can establish communication with 100% of field-level logistics sites, such as warehouses, LSAs and points of distribution (PODs), which are established and functioning.	Regional Logistics Response Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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O13	Within the first 24 to 48 hours of an incident, the County can establish, manage, and operate receiving centers, storage facilities, LSAs, and PODs in the County.	Regional Logistics Response Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O14	Within the first 24 hours of an incident, the County can establish, manage, and operate emergency volunteer centers (EVCs).	Regional Volunteer Management Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O15	Within the first 24 hours of an incident, the County can activate the Donations Coordination Team (DCT) or teams, according to local plans, if needed.	Regional Donations Management Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Substantial Progress</b>
E1	The County fire agency maintains fire suppression equipment (e.g., fire engine, foam tender, crew transport, and fuel tender) consistent with NIMS and FIRESCOPE standards.	California Emergency Management Agency (CalEMA) FIRESCOPE ICS Resources Listing	Limited Progress	
			No	
			Not Applicable	
			Yes	
			Substantial Progress	
E2	The County fire agency maintains fire suppression equipment at a level necessary to address fire risk within its jurisdiction.	NFPA 1250: Recommended Practice in Fire and Emergency Service Organization Risk Management	Limited Progress	
			No	
			Not Applicable	
			Yes	
			Substantial Progress	
E3	The County fire agency maintains PPE for 100% of fire service response personnel in accordance with NIMS requirements and NFPA and FIRESCOPE standards.	CalEMA FIRESCOPE Standardized Hazardous Materials Equipment List	Limited Progress	
			No	
			Not Applicable	
			Yes	
			Substantial Progress	
E4	The County OES (or appropriate agency) has an interoperable system	Regional Logistics	Limited Progress	



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	(equipment and software) for equipment and personnel tracking and inventory.	Response Plan	No	
			Not Applicable	
			Yes	
			Substantial Progress	
E5	The County OES (or appropriate agency) has interoperable volunteer management tracking systems to support EVCs that can account for spontaneous as well as on-call volunteers.	Regional Volunteer Management Plan	Limited Progress	
			No	
			Not Applicable	
			Yes	
			Substantial Progress	
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	100% of pre-designated County Fire and Rescue Coordinators have successfully completed training on the California Fire Service and Rescue Emergency Mutual Aid Plan and the County’s mutual aid plan within the last two years.	California Fire Service and Rescue Emergency Mutual Aid Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T2	100% of County OES logistics staff and appropriate personnel from public works, public utilities, transit, and social services agencies have successfully completed training in emergency logistics that incorporates linkages among damage/needs assessment, logistics management, and volunteer/donations management within the last two years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T3	100% of County OES logistics staff and appropriate personnel from social services agencies have successfully completed training on the implementation of the Regional Volunteer Management Plan within the last two years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T4	100% of appropriate County OES staff and appropriate personnel from social services agencies have successfully completed training on the implementation of the Regional Catastrophic Earthquake Donations Management Plan within the last two years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T5	100% of County OES staff and appropriate personnel from public works, public	Bay Area Homeland	Yes	

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	utilities, transit, and social services agencies; and incident commanders have successfully completed training on the implementation of the Regional Catastrophic Earthquake Logistics Response Plan within the last two years.	Security Strategy	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T6	100% of County OES and other county agencies responsible for managing spontaneous volunteers have successfully completed training on managing spontaneous volunteers within the last two years.	SPUR, Culture of Preparedness	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T7	100% of spontaneous volunteers for the County receive just-in-time training to perform required tasks during an incident.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The County’s volunteer management plan is reviewed and updated annually and/or within 12 months after a full scale exercise or a significant incident in which corrective actions are called for in the plan.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex2	The County’s logistics plan is reviewed and updated annually and/or within 12 months after a full scale exercise or a significant incident in which corrective actions are called for in the plan.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex3	The County participates in a full scale exercise to test its roles and responsibilities under the Regional Volunteer Management Plan once every three years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex4	The County participates in a full scale exercise to test its roles and	Bay Area Homeland	Yes	

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	responsibilities under the Regional Catastrophic Earthquake Logistics Response Plan once every three years.	Security Strategy	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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**Core Capability 13: Mass Search and Rescue**

**Primary Audience:** Urban search and rescue personnel and other search and rescue personnel

**Mission Area:** Response

**Bay Area Objective:** 4.2 Strengthen Mass Search and Rescue Capabilities

**Capability Outcome:** During the first 72 hours following an incident, the County is able to conduct or support air, land and water-based search and rescue operations across a geographically dispersed area with local, regional, and state responders to locate and rescue persons in distress within the County up to an amount estimated under the Multi-Jurisdictional Local Hazard Mitigation Plan for the San Francisco Bay Area and/or the Bay Area Earthquake Readiness Response Concept of Operations Plan.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	100% of search and rescue teams in the County (including volunteers) have written standard operating procedures for conducting search and rescue operations.	NFPA 1670 Standard on Operations and Training for Technical Search and Rescue incidents (NFPA 1670)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County has a search and rescue plan and/or standard operating procedures based on the concept of “initial attack, extended attack and planned need.”	California Seismic Commission	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County OES has an inventory of 100% of the basic, light, medium and heavy rescue units and their locations throughout the County and reviews the inventory every 2 years.	NFPA 1250: Recommended Practice in Fire and Emergency Service Organization Risk Management	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P4	The County OES has conducted a gap analysis within the last three years on the number and type of search and rescue units needed in the County for the first 72 hours following a catastrophic incident.	NFPA 1250	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P5	The County OES uses the results of its gap analysis to form the basis for search and rescue investing and mutual aid planning.	NFPA 1250	Yes	
			Substantial Progress	

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			Limited Progress	
			No	
			Not Applicable	
P6	The County has written standard operating procedures for requesting search and rescue resources from CalEMA Region II Fire Mutual Aid.	California Fire Service and Rescue, Emergency Mutual Aid System, Urban Search & Rescue Program	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P7	100% of the search and rescue teams in the County have plans and protocols for search and rescue personnel to be debriefed before leaving the incident.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P8	100% of the search and rescue teams in the County have plans and protocols for the integration of force protection for the search and rescue team as needed.	California Seismic Commission	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P9	100% of medium (FIREScope type II) and heavy (FIREScope type I) urban search and rescue teams in the County have plans and procedures in place to conduct joint operations with HazMat response teams in the County.	NE-Task Force 1 Deployment, Joplin After Action Report (Joplin AAR)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P10	100% of search and rescue teams in the County that use canines have standard operating procedures in place to test their canines for chemical exposure after deployments where the canines are engaged in operations.	Joplin AAR	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metric</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	The County can provide medical care at the “basic life support” level at 100% of technical search and rescue incidents.	NFPA 1670	Yes	
			Substantial Progress	

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			Limited Progress	
			No	
			Not Applicable	
O2	100% of search and rescue teams in the County can develop and implement a tactical plan based on the Incident Action Plan within 1 hour from arrival at the incident scene.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	The number and location of any basic, light, medium and heavy rescue teams (FIREScope Type I-IV) present in the County is based, in part, upon a County wide search and rescue risk and needs analysis in order to provide “initial and extended attack” operations following an incident.	NFPA 1250	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O4	There is at least one type I (heavy rescue) unit operating within the County (or within a 6 hour response time to the County through mutual aid).	National Academy of Sciences, Practical Lessons from the Loma Prieta Earthquake	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O5	There is at least one type I urban search and rescue task force within a 6 hour response time to the County .	California Seismic Commission	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O6	The County has a contingent of trained and certified search and rescue volunteers on call 24/7 to augment search and rescue operations in the County.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O7	Any trained and certified search and rescue volunteers in the County are distributed across the County based upon risk and need in order to help provide “initial attack” response operations.	NFPA 1250	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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O8	100% of canines (air scent, tracking or trailing) used by search and rescue teams in the County maintain California certification.	California Law Enforcement Mutual Aid Plan and Field Operations Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O9	100% of the urban search and rescue teams in the County can re-inventory and package equipment caches for transport within 12 hours from the start of demobilization.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O10	100% of the urban search and rescue teams in the County can return the base of operations to its original condition within 12 hours from the start of the demobilization process.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	100% of search and rescue teams in the County have and maintain the <i>minimum amount</i> and <i>type</i> of equipment for their designated team or unit type level.	FEMA Typed Resource Definitions, Search and Rescue Resources	Yes	
			Substantial Progress	
			Limited Progress	
			No	
E2	100% of search and rescue units in the County have portable lighting to support rescue operations.	National Academy of Sciences, Lessons from the Loma Prieta Earthquake	Yes	
			Substantial Progress	
			Limited Progress	
			No	
E3	There are at least three rotary wing (helicopters) in the County that can support visual searching over large search areas and direct ground personnel from the air.	Land Search and Rescue Addendum, International Aeronautical and	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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		Maritime Search and Rescue Manual	Not Applicable	
E4	There are at least three rotary wing (helicopters) in the County that can extract rescue personnel or victims from the ground, and transport rescue personnel and equipment during an incident.	Land Search and Rescue Addendum, International Aeronautical and Maritime Search and Rescue Manual	Yes Substantial Progress Limited Progress No Not Applicable	
E5	The County has (or has access through mutual aid) to a type II or higher air search team.	CBRNE Plan	Yes Substantial Progress Limited Progress No Not Applicable	
E6	The County has (or has access through mutual aid) to a type II or higher airborne reconnaissance team.	CBRNE Plan	Yes Substantial Progress Limited Progress No Not Applicable	
E7	The County has at least two fixed or mobile receivers to allow for the transmission of live video from aircraft (fixed wing or rotary) to search and rescue incident commanders on the ground.	FEMA Typed Resource Definitions, Search and Rescue Resources	Yes Substantial Progress Limited Progress No Not Applicable	
E8	100% of urban search and rescue robots in the County meet the ASTM International Operational Equipment (E54.08.01) Standard for Robots.	ASTM International Committee on Homeland Security	Yes Substantial Progress Limited Progress No Not Applicable	
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	100% of the urban search and rescue teams in the County (whether basic, light, medium or heavy) have successfully completed the minimum training	California Urban Search & Rescue Program	Yes Substantial Progress	



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	requirements for their operational capability level.		Limited Progress	
			No	
			Not Applicable	
T2	100% of search and rescue personnel in the County (including volunteers) are trained up to the “awareness” level.	NFPA 1670	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T3	100% of search and rescue teams in the County successfully completed training within the last 2 years on operating at their designated level in hazardous operational conditions, abnormal weather, and other difficult/out of the ordinary conditions.	NFPA 1670	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T4	100% of search and rescue canines in the County have successfully completed the Search Specialist Certification Process.	FEMA Search and Rescue Resources, Canine Search and Rescue Team	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T5	100% of any medium and heavy urban search and rescue teams in the County successfully conduct annual joint training with HazMat response teams in the County for search and rescue operations in hazardous materials environments.	Joplin AAR	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
	<b>Measures/Metric</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	100% of search and rescue teams in the County undergo an annual performance evaluation.	NFPA 1670	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex2	100% of search and rescue plans and procedures are updated within 24 months of an exercise or incident after action report in which corrective actions are called	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	

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	for in the plans or procedures.		Limited Progress	
			No	
			Not Applicable	
Ex3	At least one medium and one heavy search and rescue team in the County participates in a full scale exercise once a year.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex4	The County participates in a full scale exercise to test search and rescue mutual aid capabilities among multiple counties at least once every two years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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**Core Capability 14: Screening, Search, and Detection**

**Primary Audience:** Special event security planners, bomb squads, and HazMat personnel

**Mission Area:** Prevention and Protection

**Bay Area Objective:** 4.3 Enhance Screening Search and Detection Capabilities

**Capability Outcome:** The County can screen conveyances, cargo and people at land and maritime ports of entry, CIKR sites, public events, and incident scenes using a variety of integrated means including technology, canines, and specialized personnel in order to detect, identify and locate CBRNE materials.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County integrates any existing radiological/nuclear detection plans and protocols with the state’s preventive radiological/nuclear detection program.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County has plans and procedures for positioning resources to support CBRNE screening, search, and detection at major events (such as DHS designated National Special Security Events, Level I Events and Level II events).	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County has plans and procedures for positioning personnel and equipment to support CBRNE screening, search, and detection in mass transit systems and at critical infrastructure sites following alerts issued by DHS via the National Terrorism Advisory System or when requested.	CFATS Risk Based Performance Standards Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P4	The County has protocols and timeframes in place for resolving CBRNE alarms from screening, search and detection operations.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

**ORGANIZATION**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
O1	County-level responders and security personnel conduct screening, search and	CFATS Risk Based	Yes	

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	detection for potential CBRNE threats before and during 100% of any NSSE, Level I, or Level II events held in the County.	Performance Standards Guidance	Substantial Progress Limited Progress No Not Applicable	
O2	On-site response personnel, or laboratories used by the County, accurately identify 100% of potential CBRNE materials detected through screening processes within established timeframes.	Target Capabilities List	Yes Substantial Progress Limited Progress No Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	County public safety and health agencies conduct maintenance quarterly (or in accordance with manufacturer specifications) on 100% of their CBRNE screening and detection equipment.	CFATS Risk Based Performance Standards Guidance	Yes Substantial Progress Limited Progress No Not Applicable	
E2	Any explosives detection equipment used by County-level responders conforms to <i>ASTM Standard E2520-07: Standard Practice for Verifying Minimum Acceptable Performance of Trace Explosive Detectors.</i>	Standardized Equipment List/Responder Knowledge Base	Yes Substantial Progress Limited Progress No Not Applicable	
E3	Any radiological detection equipment used by County-level responders conforms to <i>ASTM Standard N42.14-1999: Calibration and Use of Germanium Spectrometers for the Measurement of Gamma-Ray Emission Rates of Radionuclides.</i>	Standardized Equipment List/Responder Knowledge Base	Yes Substantial Progress Limited Progress No Not Applicable	
E4	Any devices used by County-level responders to detect radionuclides conform to <i>ASTM Standard N42.13-2004: Calibration and Usage of "Dose Calibrator" Ionization Chambers for the Assay of Radionuclides.</i>	Standardized Equipment List/Responder Knowledge Base	Yes Substantial Progress Limited Progress No Not Applicable	
E5	Any personal or hand-held radiological detection devices used by County-level	Standardized	Yes	

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	responders conform to <i>ASTM Standard N42.49A-2011: Performance Criteria for Alarming Electronic Personal Emergency Radiation Detectors for Exposure Control.</i>	Equipment List/Responder Knowledge Base	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E6	Any portable radiological detection devices used by County-level responders conform to American National Standards Institute (ANSI) <i>N42.33: Portable Radiation Detection Instrumentation for Homeland Security.</i>	Standardized Equipment List/Responder Knowledge Base	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E7	Any transportable and/or mobile radiation monitors used in homeland security applications by County-level responders conform to <i>ANSI/IEEE N42.43-2006, American National Standard Performance Criteria for Mobile and Transportable Radiation Monitors Used for Homeland Security.</i>	Standardized Equipment List/Responder Knowledge Base	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	50% of County-level responders—including emergency management, fire/EMS, law enforcement, public health, and public works—successfully complete awareness-level training on CBRNE agents (e.g., FEMA’s Standardized Awareness Authorized Training or other courses approved by the state) within their first two years of employment.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	All exercises administered by the County that test screening, search or detection of radiological or nuclear materials are coordinated with and involve the State of California preventive radiological/nuclear detection program office.	California Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## The Bay Area Compendium of Core Capabilities

### Core Capability 15: On-Scene Security and Protection

**Primary Audience:** Bomb squads and mobile field force personnel

**Mission Area:** Response

**Bay Area Objective:** 4.4 Strengthen On-Scene Security and Protection through Explosive Device Response Operations and 4.9 Enhance On-Scene Security and Protection through Emergency Public Safety and Security Response

**Capability Outcome:** The County is able to conduct threat assessments concerning explosives, render safe explosives and/or hazardous devices including large vehicle borne improvised explosive devices (VBIEDs) taking into account the volume, weight, and shock sensitivity of explosive filler. The County can use non-explosive disruption options for IEDs containing sensitive homemade explosives. The County can clear an area of explosive hazards in a safe, timely and effective manner to include providing force protection to on-scene responders as needed. Within 24 hours of a civil disturbance involving up to 7,000 people, the County is able to establish security at and around an incident site to prevent re-entry of the population into dangerous areas, preserve evidence for collection, maintain public order, and provide security/force protection for response personnel.

#### PLANNING

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has identified 100% of level 1 assets in the County that are at high risk of IED attack and that are beyond a 1-hour response time frame for any public safety bomb squad in the County or the Bay Area region.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P2	100% of bomb squads in the County have SOPs for compliance with the Radiological Assistance Program plan, Federal Radiological Emergency Response Plan and National Response Framework for radiological IEDs.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P3	100% of bomb squad personnel in the County have received awareness level briefings or training on the National Guidelines for Bomb Technicians.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P4	100% of bomb squads in the County have standard operating procedures for making decisions on evacuations, including how far away the bomb squad command post should be set up from the incident scene.	National Strategic Plan for U.S. Bomb Squads	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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			Not Applicable	
P5	100% of law enforcement agencies in the County have written crowd management, intervention, and tactical and control procedures in place which are reviewed annually.	POST Guidelines - Crowd Management, Intervention, and Control	Yes Substantial Progress Limited Progress No Not Applicable	
P6	The County’s law enforcement agency (or agencies) has public safety and security plans targeting deployment of up to 50% of total uniformed (patrol) staff of all law enforcement agencies in the County for 12 hour operational period shifts.	Bay Area Homeland Security Strategy	Yes Substantial Progress Limited Progress No Not Applicable	
<b>ORGANIZATION</b>				
<b>Measures/Metric</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	100% of bomb squads in the County are FBI accredited.	National Guidelines for Bomb Technicians	Yes Substantial Progress Limited Progress No Not Applicable	
O2	There is at least one NIMS type II or higher bomb squad operating within the County that can arrive on scene to any one location within 1 hour of notification.	NIMS, Law Enforcement Resources	Yes Substantial Progress Limited Progress No Not Applicable	
O3	A NIMS type I bomb squad is within a 2 hour response time from notification to any one location within the County.	Target Capabilities List	Yes Substantial Progress Limited Progress No Not Applicable	
O4	There is at least one FBI certified electronic counter measures operator in the County (or available through a Memorandum Of Understanding (MOU) with another Bay Area County).	National Guidelines for Bomb Technicians	Yes Substantial Progress Limited Progress No	

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			Not Applicable	
O5	At least one bomb squad in the County can evaluate and clear a VBIED or IED using remote means to include the ability to remotely sample, identify, and neutralize sensitive explosives.	National Strategic Plan for U.S. Bomb Squads	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O6	100% of bomb squads in the County can be deployed in route to an incident scene within 30 minutes of notification.	Target Capabilities List	Not Applicable	
			Yes	
			Substantial Progress	
			Limited Progress	
O7	Within 15 minutes from arrival onsite, 100% of bomb squads in the County can establish onsite command, control and communications and share real time tactical information amongst each other and with incident command.	Target Capabilities List	No	
			Not Applicable	
			Yes	
			Substantial Progress	
O8	Within 1 hour from arrival at the incident scene, 100% of bomb squads in the County can cordon the scene and complete an operational threat assessment.	Target Capabilities List	Limited Progress	
			No	
			Not Applicable	
			Yes	
O9	Within 1 hour from arrival at the incident scene, 100% of bomb squads in the County can accurately verify and assesses site perimeters based on SOPs and immediate threat.	Target Capabilities List	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O10	100% of collected explosive hazards in the County are eliminated and properly disposed of.	San Mateo County OES Performance Measures	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O11	100% of bomb squads in the County can establish force protection integrated within incident command in order to enable bomb squad personnel to render	Bay Area Urban Shield 2012 After Action	Not Applicable	
			Yes	
			Substantial Progress	



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	safe hazardous devices securely in a hostile environment.	Report	Limited Progress	
			No	
			Not Applicable	
O12	At least 75% of bomb squads in the County have access to and regularly use the DHS Technical Resource for Incident Prevention (TRIPwire) system to obtain information about evolving terrorist IED tactics, techniques, and procedures, as well as up-to-date incident and trend analysis.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O13	100% of all bombing incidents occurring in the County are reported through the Bureau of Alcohol Tobacco and Firearms Bomb Arson Tracking System (BATS).	National Strategic Plan for U.S. Bomb Squads	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O14	The County has in place (or through an MOU with another Bay Area County) a NIMS type 1 mobile field force (MFF) to support emergency public safety and security operations for 12 hour operational period shifts.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O15	The County's MFF (or MFF through mutual aid) can arrive on-scene anywhere in the County within 2 hours of being deployed.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	All bomb squads in the County have 100% of the required safety equipment for FBI accreditation.	National Guidelines for Bomb Technicians	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E2	100% of bomb technicians in the County use 100% cotton clothing and cotton or leather footwear to reduce the potential for electrostatic discharge.	National Guidelines for Bomb Technicians	Yes	
			Substantial Progress	

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			Limited Progress	
			No	
			Not Applicable	
E3	At least one bomb squad in the County has FBI approved electronic counter measures equipment (or available through an MOU with another Bay Area bomb squad).	National Guidelines for Bomb Technicians	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E4	100% of the bomb squads in the County have or have access to air mobility to transport the squad to an incident site inside or outside the County.	U.S. Department of Homeland Security, OBP Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E5	At least one bomb squad in the County has equipment that can conduct a remote surgical attack on critical components of the circuit in a VBIED or other IED.	National Strategic Plan for U.S. Bomb Squads	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E6	100% of bomb squad portable x-ray systems in the County used for bomb disarming operations meet NIJ Standard–0603.01.	NIST, Explosives Standards Forum Recommendations	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E7	100% of all County bomb suits used in the County meet NIJ Standard Number 0117.00, NIJ Bomb Suit Standard for Public Safety.	NIST, Explosives Standards Forum Recommendations	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E8	100% of bomb squad bomb robots in the County meet the ASTM International Series Standard for Robots.	NIST, Explosives Standards Forum Recommendations	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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E9	The County's MFF (or MFF through mutual aid) has 100% of the equipment required for type 1 teams.	NIMS, Law Enforcement Resources	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	100% of response personnel (as defined by the NFPA) in the County have successfully completed training in explosive device awareness within the last two years.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T2	100% of bomb technicians in the County have successfully completed FBI training at the Hazardous Device School and maintain FBI certification at all times.	National Guidelines for Bomb Technicians	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T3	100% of bomb squad personnel in the County have successfully completed training on the use of radios and cellular telephones near potential explosive devices within the last two years.	National Guidelines for Bomb Technicians	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T4	At least one bomb squad in the County has successfully completed training within the last two years for responding to VBIEDs.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T5	At least one bomb squad in the County has successfully completed training within the last two years for responding to suicide bombers.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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T6	100% of law enforcement tactical team(s) and bomb squad(s) in the County conduct annual law enforcement tactical and bomb squad integration training for critical incidents involving IEDs that is consistent with the FBI's <i>Standard Operating Procedures For Operations Involving the Combined Resources of Bomb Squads and SWAT Teams</i> .	National Strategic Plan for U.S. Bomb Squads	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T7	100% of law enforcement command staff in the County have successfully completed the P.O.S.T. certified Law Enforcement Mutual Aid Course within the past five years.	California Law Enforcement Guide for Emergency Operations	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T8	100% of law enforcement officers in the County have successfully completed Field Force Operations training within the last three years.	City of Tampa, 2012 Republican National Convention, Best Practices	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>EXERCISES</b>				
<b>Measures/Metric</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	100% of all bomb squads in the County conduct at least one annual full scale exercise involving a VBIED.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex2	At least 75% of all bomb squads in the County conduct a full scale exercise involving a person borne IED, e.g., suicide bomber once every two years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex3	At least 50% of all bomb squads in the County conduct a full scale exercise involving a radio controlled IED once every two years.	National Strategic Plan for U.S. Bomb Squads	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

***The Bay Area Compendium of Core Capabilities***

Ex4	Within 30 days of all MFF deployments, the MFF officer in charge develops and submits an after action report to the incident commander outlining: • Synopsis of Events • Personnel Deployed and Hours Worked • Arrests (if any) • Expenditures/Reimbursements • Significant Problems Encountered • Recommendations for Improvements	California Law Enforcement Guide for Emergency Operations	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

**The Bay Area Compendium of Core Capabilities**

**Core Capability 16: Supply Chain Security and Integrity**

**Primary Audience:** Law enforcement personnel responsible for security at logistics sites

**Mission Area:** Protection and Response

**Bay Area Objective:** 4.5 Improve Public and Private Services and Resources Management through Critical Resource Logistics

**Capability Outcome:** During incident response and recovery operations, the County can secure key supply nodes, conveyances, and materials in transit through partnerships with relevant public and private sector stakeholders, supporting the efficient movement of goods, energy, people, and information to support the needs of the County as outlined in the Regional Catastrophic Earthquake Logistics Response Plan.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has plans and procedures in place to provide local law enforcement security at LSAs and PODs in the County.	Regional Catastrophic Earthquake Logistics Response Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County has plans and procedures in place to provide local law enforcement support to state and federal law enforcement agencies who are providing security at key supply chain nodes (e.g., at maritime ports, over the road transport, and at airports).	Regional Catastrophic Earthquake Logistics Response Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County law enforcement agency has established a process or procedure for businesses in the County supporting supply chains (e.g., warehouse and transportation providers) to report theft during incident and non-incident situations.	IBM Center for the Business of Government, Enhancing Security Throughout the Supply Chain	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>ORGANIZATION</b>				
Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
O1	The County has designated Security/Law Enforcement Supervisors and supporting officers for LSAs and PODs in the County.	Regional Catastrophic Earthquake Logistics Response Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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			Not Applicable	
O2	The County law enforcement agency interacts regularly with major suppliers and distributors of commodities in the County to share information and build relationships.	Supply Chain Security, A Comprehensive Approach	Yes Substantial Progress Limited Progress No Not Applicable	
O3	The County law enforcement agency can provide security escorts for in-transit commodities within the first 12 hours of an incident.	Regional Catastrophic Earthquake Logistics Response Plan	Yes Substantial Progress Limited Progress No Not Applicable	
O4	The County law enforcement agency can provide security at LSAs and PODs in the County within the first 12 hours of an incident.	Regional Catastrophic Earthquake Logistics Response Plan	Yes Substantial Progress Limited Progress No Not Applicable	
O5	90% of commodities escorted by County law enforcement personnel during an incident reach the intended location within the specified delivery time frame.	Regional Catastrophic Earthquake Logistics Response Plan	Yes Substantial Progress Limited Progress No Not Applicable	
O6	During an incident, no significant thefts (as measured by value or gross amount) occur at LSAs or PODs where County law enforcement personnel provide security.	Regional Catastrophic Earthquake Logistics Response Plan	Yes Substantial Progress Limited Progress No Not Applicable	
<b>EQUIPMENT</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	
E1	The County maintains a sufficient inventory of the equipment required to supply each POD in the County, as outlined in the Regional Catastrophic Earthquake Logistics Response Plan Appendix H Table H.4-7.	Regional Catastrophic Earthquake Logistics Response Plan	Yes Substantial Progress Limited Progress No Not Applicable	

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<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	100% of County law enforcement officers that are needed to meet the minimum staffing requirements at PODs and LSAs in the County during a catastrophic incident have successfully completed logistics/supply chain security training within the last three years.	Regional Catastrophic Earthquake Logistics Response Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The County law enforcement agency participates in a full-scale exercise to test their ability to provide supply chain security as required under the Regional Catastrophic Earthquake Logistics Response Plan once every three years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	



## The Bay Area Compendium of Core Capabilities

### Core Capability 17: Environmental Response, Health and Safety

**Primary Audience:** Hazardous materials response teams

**Mission Area:** Response

**Bay Area Objective:** 4.6 Enhance Environmental Response/Health and Safety through WMD/HazMat Response and Decontamination Capabilities and 4.8 Improve Environmental Response/Health and Safety through Responder Safety and Health

**Capability Outcome:** Within the first 24 hours of a WMD or HazMat incident up to a scale outlined in the National Planning Scenario - Toxic Industrial Chemicals, the County can conduct health and safety hazard assessments and disseminate guidance and operational teams and resources to support environmental health and safety operations in the affected area(s). The County can reduce the risk of illnesses or injury to first responders, first receivers and medical facility staff members as a result of preventable exposure to secondary trauma, chemical/radiological release, infectious disease, or physical/emotional stress 72 hours after the initial incident or during decontamination and incident follow-up.

#### PLANNING

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has a “HazMat incident” (the release of material that, because of its quantity, concentration, or physical or chemical characteristics, poses a significant present or potential hazard to human health and safety or to the environment) response plan <i>or</i> some form of written policies and procedures for responding to HazMat incidents.	California Code of Regulations (CCR), Title 8, Section 5192(q)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County has written policies and procedures consistent with California State Warning Center requirements for notifying the California State Warning Center of a HazMat release within 1 hour of such release.	RECP Hazardous Materials Subsidiary Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	100% of County jurisdictions have a written policy and procedure for notifying the superintendent of a school district within ½ mile of a hazardous substance spill.	RECP Hazardous Materials Subsidiary Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

#### ORGANIZATION

Measures/Metric		Primary Source	Answer	Basis for Shortfall or Sufficiency
O1	There is a designated Hazardous Materials Branch Coordinator/Unit Leader or other designated official for the County EOC.	RECP Hazardous Materials Subsidiary	Yes	
			Substantial Progress	

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		Plan	Limited Progress	
			No	
			Not Applicable	
O2	100% of awareness level personnel in the County meet the competencies set forth in CCR, Title 8, Section 51929(q)(6)(A).	CCR, Title 8, Section 51929(q)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	100% of operations level responders in the County are able to meet the competencies set forth in CCR, Title 8, Section 51929(q)(6)(B).	CCR, Title 8, Section 51929(q)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O4	100% of HazMat technicians in the County are able to meet the competencies set forth in CCR, Title 8, Section 51929(q)(6)(C).	CCR, Title 8, Section 51929(q)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O5	100% of HazMat specialists in the County are able to meet the competencies set forth in CCR, Title 8, Section 51929(q)(6)(D).	CCR, Title 8, Section 51929(q)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O6	100% of County emergency medical services HazMat/WMD basic life responders are able to meet the competencies set forth in NFPA Standard 473.	NFPA 473: Competencies for EMS personnel Responding to Hazardous Materials, Weapons of Mass Destruction Incident	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O7	100% of County emergency medical services HazMat/WMD advanced life responders (including those assigned to a HazMat response team) are able to meet the competencies set forth in NFPA Standard 473.	NFPA 473	Yes	
			Substantial Progress	
			Limited Progress	

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			No	
			Not Applicable	
O8	The number, type and location of HazMat teams present in the County is based, in part, upon a County wide HazMat/WMD risk analysis.	NFPA 1250: Recommended Practice in Fire and Emergency Service Organization Risk Management	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O9	The County has at least one NIMS type III HazMat team operating within the County.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O10	A NIMS type I HazMat team is within a 3 hour response time to an incident location within the County.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O11	100% of Fire Department managed HazMat teams in the County achieve an average turnout time of 80 seconds (or less) for calls for service each year.	NFPA 1710	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O12	100% of the HazMat teams in the County can arrive at an incident site within their jurisdiction within 3 hours of being requested.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O13	When responding to a HazMat incident, the HazMat teams in the County always follow the FIRESCOPE Hazardous Materials Organizational Module and position checklist.	FIRESCOPE, Incident Command System	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O14	Within 2 hours of arriving on the incident scene, 100% of HazMat teams in the	Target Capabilities List	Yes	

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	County can estimate the number of victims exposed to toxic/hazardous materials and obtain source identification.		Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O15	Within 2 hours of arriving on the incident scene, 100% of HazMat teams in the County can develop a tactical plan based on the incident action plan (IAP).	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O16	Within 4 hours of arriving on the incident scene, 100% of HazMat teams in the County can implement the initial action plan and objectives.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O17	Within 2 hours from the end of an operational period, 100% of the HazMat teams in the County can complete technical decontamination of first responders on-site.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O18	80% of HazMat releases in the County each year are contained to the property of origin by HazMat teams.	NFPA 1710	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O19	Within 2 hours of activation, 100% of decontamination units (mobile or fixed) in the County can reach and maintain a target rate of decontamination of 100 persons per hour for 72 consecutive hours.	Rapid Access Mass Decontamination Protocol	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O20	For incidents in which a safety officer is designated, the safety officer performs 100% of the action items outlined in the FEMA Safety Officer Position Checklist.	FEMA Safety Officer Position Checklist	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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			Not Applicable	
O21	In 100% of all level 2 or higher HazMat incidents, incident commanders in the County appoint an Assistant Safety Officer-Hazardous Materials.	FIRESCOPE, Incident Command System	Yes Substantial Progress Limited Progress No Not Applicable	
O22	The County has (or has access to through mutual aid) a critical incident stress management team for responder critical incident stress debriefings provided 1-10 days post incident to mitigate acute symptoms, assess the need for follow-up, and if possible provide a sense of post-crisis psychological closure for responders.	CBRNE Plan	Yes Substantial Progress Limited Progress No Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	100% of County HazMat teams possess the minimum <i>amount</i> and <i>type</i> of equipment <i>required</i> under the California FIRESCOPE Standardized Equipment List (SEL) for that team’s overall NIMS/SEMS type level.	California FIRESCOPE SEL	Yes Substantial Progress Limited Progress No Not Applicable	
E2	At least one HazMat team in the County has an explosive substance detection kit (SEL inventory number 1.1.15) to test for A – TNT, TNB, DNT, picric acid; B – RDX, nitro, dynamite, PETN, SEMTEX; C – ANFO, black powder, nitrates, gun powder, and potassium chlorate.	California FIRESCOPE SEL	Yes Substantial Progress Limited Progress No Not Applicable	
E3	At least one HazMat team in the County has a reagent test kit for WMD chemicals (SEL inventory number 1.2.11).	California FIRESCOPE SEL	Yes Substantial Progress Limited Progress No Not Applicable	
E4	At least one HazMat team in the County has a portable chromatograph system (SEL inventory number 1.3.1).	California FIRESCOPE SEL	Yes Substantial Progress Limited Progress No	

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			Not Applicable	
E5	At least one HazMat team in the County has a clandestine lab colorimetric kit (SEL inventory number 1.4.5) for spot analysis detection of vapors and gases associated with clandestine drug lab chemicals.	California FIREScope SEL	Yes Substantial Progress Limited Progress No Not Applicable	
E6	At least one HazMat team in the County has a simultaneous multi-vapor monitoring unit (SEL inventory number 2.2.3) that can differentiate between several combustible vapors or toxic vapors.	California FIREScope SEL	Yes Substantial Progress Limited Progress No Not Applicable	
E7	At least one HazMat team in the County has a combination Alpha-Beta-Gamma survey meter unit (SEL inventory number 4.1.5).	California FIREScope SEL	Yes Substantial Progress Limited Progress No Not Applicable	

**TRAINING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
T1	100% of fire department command staff in the County have been trained on Fire and Rescue Mutual Aid Coordinator roles and responsibilities outlined in the RECP Hazardous Materials Subsidiary Plan within the past 3 years.	RECP Hazardous Materials Subsidiary Plan.	Yes Substantial Progress Limited Progress No Not Applicable	
T2	100% of personnel who are trained in accordance with Title 8, section 5192(q)(6) successfully completed refresher training of sufficient content and duration to maintain their competencies, or demonstrate competency in those areas within the last year.	CCR Title 8, Section 5192(q)	Yes Substantial Progress Limited Progress No Not Applicable	

**EXERCISES**

Measures/Metric		Primary Source	Answer	Basis for Shortfall or Sufficiency
Ex1	100% of HazMat teams in the County review their plans annually and update the	Bay Area Homeland	Yes	

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	plans within 12 months after a full scale exercise or significant incident in which corrective actions are called for in the plan.	Security Strategy	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex2	The County maintains a record of site safety plans and safety lessons learned from 100% of prior incidents and exercises over the last five years where a safety officer was designated.	FEMA Region 10 Safety Officer Briefing	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex3	100% of the HazMat teams in the County participate in a full scale HazMat incident exercise at least once every two years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## BAY AREA STRATEGY GOAL 5

### ENHANCE MEDICAL AND PUBLIC HEALTH PREPAREDNESS MEASURES AND METRICS

**Core Capability 18: Public Health and Medical Services**

**Primary Audience:** Public health, emergency medical, and hospital and healthcare personnel

**Mission Area:** Response

**Bay Area Objective:** 5.1 Enhance Emergency Triage and Pre-Hospital Treatment; 5.2 Increase Medical Surge; 5.3 Strengthen Medical Countermeasure Dispensing; 5.4 Improve Medical Material Management and Distribution; 5.5 Strengthen Non-Pharmaceutical Interventions; 5.6 Improve Laboratory Testing; and 5.7 Strengthen Public Health Surveillance and Epidemiological Investigation

**Capability Outcome:** Within the first 24 hours of an incident, the County can triage and stabilize incident scene casualties, begin definitive care for survivors, and track patients entering the healthcare system up to an amount estimated under the most current Bay Area Regional Catastrophic Incident Mass Fatality Plan or Hazards U.S. (HAZUS) analysis. Within the first 3 to 5 days of an incident, the County can coordinate through the laboratory response network the process to identify and communicate information about disease agents, and determine which disease control measures, including priority prophylaxis, mass prophylaxis, and isolation or quarantine will be activated. Within 5 to 7 days of an incident, the County can provide medical surge and medical countermeasures (including vaccines, antivirals, antibiotics, antitoxins) to exposed populations in accordance with local, state and federal public health timelines, guidelines and/or recommendations. Within 48 hours of the decision to deploy Strategic National Stockpile supplies, the County can dispense antibiotics to the entire population in the County.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The local emergency medical services agency (LEMSA) has a mass casualty plan, which is reviewed and updated every two years and is consistent with the California Public Health and Medical Emergency Operations Manual (EOM).	California Public Health and Medical EOM	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	Hospitals in the County (or Healthcare Coalition within the County) have and maintain surge capacity plans for acute care hospitals, which are reviewed and updated annually and are consistent with the U.S. Health and Human Services Assistant Secretary for Preparedness and Response (ASPR) Healthcare Preparedness Capabilities and the EOM	ASPR Healthcare Preparedness Capabilities	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The local public health department (LHD) has and maintains plans, procedures,	CDC Public Health	Yes	



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	and protocols for medical countermeasure dispensing, which are reviewed and updated annually and are consistent with the Centers for Disease Control and Prevention (CDC) Public Health Preparedness Capabilities and the EOM.	Preparedness Capabilities	Substantial Progress Limited Progress No Not Applicable	
P4	The LHD has plans for establishing receiving, staging and storing sites for internal and external medical response personnel, equipment, and supplies.	CDC Public Health Preparedness Capabilities	Yes Substantial Progress Limited Progress No Not Applicable	
P5	The LHD has policies and procedures in place for both authorizing and implementing isolation and quarantine.	Health Officer Practice Guide for Communicable Disease Control in California	Yes Substantial Progress Limited Progress No Not Applicable	
P6	The LHD has and maintains plans, procedures, and protocols for investigating a potential disease outbreak and identification of disease, vector and epidemic.	Health Officer Practice Guide for Communicable Disease Control in California	Yes Substantial Progress Limited Progress No Not Applicable	
P7	The LHD scores at least 80% on the planning elements in the CDC Local Technical Assistance Review.	CDC Local Technical Assistance Review (LTAR) Guidance	Yes Substantial Progress Limited Progress No Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	The County maintains a Medical Health Operational Area Health Coordination Program consistent with the EOM.	California Public Health and Medical EOM	Yes Substantial Progress Limited Progress No Not Applicable	
O2	Within the County there is at least one NIMS type II (or higher) Epidemiology	NIMS Medical and	Yes	

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	Team that can identify, monitor, and investigate disease outbreaks, injuries, or other conditions of public health importance.	Public Health Resources	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	Within the County there is at least one NIMS type II (or higher) Mass Dispensing Consultant Team that can provide direction and support for locations established to dispense medication to large numbers of people.	NIMS Medical and Public Health Resources	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O4	There is at least one NIMS type II (or higher) Ambulance Strike Team in the County capable of providing clinical and transportation services to a range of patient conditions.	CBRNE Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O5	There is at least one NIMS typed Ambulance Task Force in the County capable of providing clinical and transportation services to a range of patient conditions.	CBRNE Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O6	Any Laboratory Response Network (LRN) Sentinel and LRN Clinical Chemistry laboratories within the County have or (have access to through an MOU) a biosafety level 3 laboratory.	CDC Public Health Preparedness Capabilities	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O7	The LHD has pre-designated points of dispensing locations across the County for mass medical countermeasure dispensing operations.	CDC Public Health Preparedness Capabilities	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O8	The LHD has pre-deployed community-based caches of pharmaceuticals for emergency use in selected institutions with healthcare infrastructure, e.g., hospitals.	CDC Public Health Preparedness Capabilities	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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			Not Applicable	
O9	The LEMSA and healthcare/hospital coalition in the County can electronically track patients entering the healthcare system and begin definitive care for survivors within 24 hours of a mass casualty incident.	ASPR Healthcare Preparedness Capabilities	Yes Substantial Progress Limited Progress No Not Applicable	
O10	Hospitals in the County can triage, treat, and dispose of 500 adult and pediatric patients (per one million people) who suffer from acute illness or trauma resulting from a CBRNE incident.	ASPR Healthcare Preparedness Capabilities	Yes Substantial Progress Limited Progress No Not Applicable	
O11	Within 24 hours of an incident, hospitals in the County (if urban) can deploy 250 or more additional patient care personnel (per one million people) <i>or</i> hospitals in the County (if rural) can deploy 125 or more additional patient care personnel (per one million people).	ASPR Healthcare Preparedness Capabilities	Yes Substantial Progress Limited Progress No Not Applicable	
O12	Within 4 working days of receiving the samples, any LRN lab in the County can identify specific strains of E. coli O157:H7 and Listeria monocytogenes and report results to CDC’s PulseNet database.	CDC Public Health Preparedness Capabilities	Yes Substantial Progress Limited Progress No Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	100% of medical and health NIMS typed teams in the County possess the minimum <i>amount</i> and <i>type</i> of equipment required for that team’s overall NIMS type level.	NIMS Medical and Public Health Resources	Yes Substantial Progress Limited Progress No Not Applicable	
E2	There is at least one NIMS type III (or higher) Mass Casualty Support Vehicle in the County.	CBRNE Plan	Yes Substantial Progress Limited Progress No	

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			Not Applicable	
E3	There is at least one NIMS type III (or higher) Multi-Patient Medical Transport Vehicle in the County.	(CBRNE Plan)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E4	The LEMSA has a patient tracking system(s) that is standardized and interoperable with other County patient tracking systems in the Bay Area.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E5	The LHD has a medical countermeasure dispensing inventory management system that is standardized and interoperable with other County medical countermeasure dispensing inventory management systems in the Bay Area.	CDC Public Health Preparedness Capabilities	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E6	The LHD (in collaboration with hospitals in the County) has caches of medical equipment and supplies to support medical surge operations and medical countermeasures dispensing.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	The LHD scores at least 80% on training elements in the CDC Local Technical Assistance Review.	CDC LTAR Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T2	100% of the County EMS teams successfully complete TEMS training jointly with a County law enforcement tactical team at least once every two years.	Urban Shield After Action Report	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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			Not Applicable	
T3	100% of County EMS personnel successfully complete the Tactical Emergency Casualty Care Course at least once every two years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T4	100% of County dispatch personnel have successfully completed training on protocols and procedures for dispatch during mass casualty incidents within the last three years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T5	100% of designated County EMS, LHD, and hospital personnel in the County have successfully completed training on the EOM.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T6	100% of designated hospital and LHD personnel in the County have successfully completed training on the California Healthcare Surge Standards and Guidelines for healthcare facilities.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T7	100% of LHD personnel directly participating in mass dispensing operations have successfully completed training on jurisdictional medical countermeasure dispensing requirements, plans, and procedures, e.g., CDC Emergency Use Authorization Online Course.	CDC Public Health Preparedness Capabilities	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T8	100% of LHD personnel participating in dispensing operations have successfully completed training on jurisdictional medical countermeasure dispensing systems (e.g., registry or database) and inventory management protocols.	CDC Public Health Preparedness Capabilities	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T9	100% of LHD personnel conducting data collection, analysis, and reporting in support of surveillance and epidemiologic investigations have achieved the Tier 1	CDC Public Health Preparedness	Yes	
			Substantial Progress	

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	Competencies and Skills for Applied Epidemiologists in Governmental Public Health Agencies Public Health Staff.	Capabilities	Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The LEMSA mass casualty plan is updated within 12 months after a full scale exercise or incident in which corrective actions are called for in the plan.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex2	All hospital surge plans are updated within 12 months following an exercise or incident in which corrective actions are called for in the plan.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex3	All LHD plans are updated within 12 months following an exercise or incident in which corrective actions are called for in the plan.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex4	The LHD and hospitals in the county participate in an exercise (functional or full scale) once every two years to test and evaluate the ability to execute medical surge plans.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex5	The LHD scores at least 80% on the exercise elements in the CDC Local Technical Assistance Review.	CDC LTAR Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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**Core Capability 19: Fatality Management Services**

**Primary Audience:** Corners, medical examiners, public health and hospitals

**Mission Area:** Response

**Bay Area Objective:** Objective 5.8 Enhance Fatality Management

**Capability Outcome:** The County is able to coordinate the proper recovery, handling, identification, transportation, tracking, storage, and disposal of human remains and personal effects, and certify cause of death based upon a number of fatalities up to an amount estimated under the most current Bay Area Regional Catastrophic Incident Mass Fatality Plan.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has a mass fatality plan consistent with the Regional Catastrophic Incident Mass Fatality Plan that is reviewed annually and updated as needed.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	100% of County health departments, hospitals, emergency management, and coroner/medical examiner have internal systems and written standard operating procedures in place to manage mass fatalities consistent with their roles and responsibilities.	Regional Catastrophic Incident Mass Fatality Plan (Mass Fatality Plan)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County has plans in place with local area hospitals to initiate communication and coordination to determine reporting requirements on the total number of incident-related fatalities.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P4	The County has plans and procedures in place to coordinate with the death care industry (funeral homes, crematoriums, and cemeteries) regarding a surge in fatalities following an incident.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P5	The County has plans and procedures in place for next of kin notification to include the next of kin collection of remains and personal effects of the deceased.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	

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			No	
			Not Applicable	
P6	The County Medical Examiner/Coroner has plans and procedures in place to coordinate with the FBI on the recovery of human remains and personal effects from a CBRNE mass fatality crime scene.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P7	The County Medical Examiner/Coroner has plans and procedures in place to coordinate with HazMat response teams and the LHD for the decontamination of human remains following a CBRNE mass fatality incident.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P8	The County has a plan and process in place to seek approval from the State of California for using “altered standards of death care” (see Regional Mass Fatality Plan) following a mass fatality incident.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	The County has a designated Medical Examiner Mutual Aid Coordinator who conducts coroner/medical examiner operations in the County, coordinates mutual aid requests within the County, and provides resources for other Counties in the region as requested.	California Coroners’ Mutual Aid Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O2	The County EOC has a designated Coroner/Medical Examiner Branch Director (or Group Supervisor).	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	The County has a Coroner/Medical Examiner Recovery Team in place (4 persons to move and 1 person to scribe).	CBRNE Plan	Yes	
			Substantial Progress	
			Limited Progress	



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			No	
			Not Applicable	
O4	The County Coroner/Medical Examiner can collect accurate information on mass fatality operations and send them to the EOC Planning Section for timely inclusion in the Operational Period Situation Report.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O5	The County Coroner/Medical Examiner Mutual Aid Coordinator is able to communicate accurate information about resources requested by local governments within the County to the EOC Coroner/Medical Examiner Branch Director/Group Supervisor.	California Coroners' Mutual Aid Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O6	Within 72 hours of an incident, the County Coroner/Medical Examiner Assessment Team is able to document the entire scene using both still and video cameras, establish perimeters, and assess any scene hazards such as bloodborne pathogens, HazMat, and unstable debris.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O7	Within 72 hours of an incident, the County is able to determine personnel availability and resource requirements for fatality collection points, morgue operations, human remains recovery, human remains transport, and the operation of family assistance centers (FACs).	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O8	Within 72 hours of an incident, the County can establish fatality collection points throughout the County.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O9	Within 72 hours of an incident, the County can establish and deploy fatality recovery teams to expedite the recovery of human remains from hospitals, private residences, and private businesses.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O10	Within 72 hours of an incident, the County can establish temporary morgues and	Mass Fatality Plan	Yes	

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	expand county morgues to full-surge capacity.		Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O11	Within 72 hours of an incident, the County can establish a system to transport up to 100 human remains and related personal effects from the fatality collection point(s) to the designated Incident Morgue(s) using refrigerated trucks to store and/or transport the human remains.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O12	Within 96 hours of an incident, the County EOC can establish a system of reporting among county and city officials, emergency managers, Coroners/Medical Examiners, hospitals, skilled nursing facilities, long term care facilities, and Vital Records on the total number of fatalities.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	The County has (or has access to through mutual aid) a refrigerated Bobtail Transport Vehicle.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E2	The County has (or has access to through mutual aid) a fifth wheel trailer/equipment carrier.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E3	The County has (or has access to through mutual aid) body bags (medium-heavy, universal large size) sufficient for a number of casualties as estimated under the Regional Catastrophic Incident Mass Fatality Plan.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E4	The County has, or has access to through mutual aid, PPE Caches (level C&D) (100	Mass Fatality Plan	Yes	

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	people/cache).		Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E5	The County has, or has access to through mutual aid, a small portable morgue refrigerated tent (60-person capacity).	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E6	The County has, or has access to through mutual aid, a large portable morgue refrigerated tent (200-person capacity).	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E7	The County has, or has access to through mutual aid, a staff tent.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E8	The County has, or has access to through mutual aid, bio-seal units (10 rolls and 6 sealers).	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E9	The County has, or has access to through mutual aid, a dedicated coroner/medical examiner mobile command center.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
E10	The County has, or has access to through mutual aid, to Litters (combo: collapsible, rigid, and single-wheeled).	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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			Not Applicable	
E11	The County has, or has access to through mutual aid, to a John Deere Gator utility vehicle.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
	<b>Measures/Metric</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	100% of designated Coroner/Medical Examiner personnel have successfully completed training on the California Coroners' Mutual Aid Plan and related Implementation Guide within the first year of assignment.	California Coroners' Mutual Aid Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T2	100% of County Coroner and Medical Examiner investigators have successfully completed Basic Death Investigation Course training (modules A and B) within the last two years.	California Coroner Training Center Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T3	100% designated County Coroner/Medical Examiner staff have successfully completed training on the Incident Morgue Station Protocols within the last three years.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T4	County Coroner/Medical Examiner and staff have successfully completed training on filling out Coroner/Medical Examiner Disaster Mortuary Operational Response Team (DMORT) Forms within the last three years.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T5	100% of designated County Coroner/Medical Examiner personnel have successfully completed training on altered standard of death care following a mass fatality CBRNE, earthquake or pandemic incident within the last three years.	Mass Fatality Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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			Not Applicable	
<b>EXERCISES</b>				
	<b>Measures/Metric</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The County participates in a functional exercise to test its roles and responsibilities under the Regional Catastrophic Incident Mass Fatality Plan once every three years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex2	The County participates in a full scale exercise to test its roles and responsibilities under the Regional Catastrophic Incident Mass Fatality Plan once every four years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex3	The County updates its mass care fatality plan or SOPs within 12 months following an exercise or incident in which corrective actions are called for in the plan or SOPs.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## BAY AREA STRATEGY GOAL 6

### STRENGTHEN EMERGENCY PLANNING AND CITIZEN PREPAREDNESS CAPABILITIES

### MEASURES AND METRICS

**Core Capability 20: Public Information and Warning**

**Primary Audience:** Public information officers, public warning officials and emergency managers

**Mission Area:** Common

**Bay Area Objective:** 6.1 Strengthen Emergency Public Information and Warning Capabilities

**Capability Outcome:** The County has an interoperable and standards-based system of multiple emergency public information and warning systems that allows its leaders and public health and safety personnel to disseminate prompt, coordinated, clear, specific, accurate, and actionable emergency public information and warnings to all affected members of the community in order to save lives and property concerning known threats or hazards.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has an up-to-date emergency public information and warning operations annex to its EOP or other plan consistent with federal and national guidelines and standards.	FEMA CPG 101 Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County’s EOP specifies how and when (trigger points) to activate the public warning function and the public information function.	EMAP	Not Applicable	
			Yes	
			Substantial Progress	
			Limited Progress	
P3	The County’s EOP or other plan specifies who is responsible for activating the public warning function and the public information function.	EMAP	No	
			Yes	
			Substantial Progress	
			Limited Progress	
P4	The County OES and LHD maintain pre-approved science based public warning	CalEMA, Alert and	Yes	

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	messages that explain what protective actions should be taken, who should take them, when they should be taken, why they should be taken, and who is providing the message.	Warning Report to the California Legislature	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P5	The County has written policies and procedures in place to disseminate public information and warnings through social media.	DHS, Warning System Integration Research Project	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P6	The County has a plan and process in place to respond within a specified time frame to misinformation or misinterpretation of its public warning or public information messages.	Bay Area Emergency Public Information and Warning (EPI&W) Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P7	The County has an ongoing program of public information and warning engagement aimed at maximizing inclusion of those with access or functional needs and/or limited English proficiency.	CalEMA, Alert and Warning Report to the California Legislature	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	The County has a designated "24/7" point of contact, e.g., public warning officer, responsible for activating warning systems and providing assistance to incident commanders in using the County 's public warning system for all hazards.	CalEMA, Alert and Warning Report to the California Legislature	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O2	The County has a written user agreement (MOA) with FEMA for access to the Integrated Public Alert and Warning System as a Collaborative Operating Group.	FEMA Toolkit for Adopting the Integrated Public Alert and Warning System (IPAWS)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	The County has (or has access to through mutual aid) at least 1 American Sign	Bay Area EPI&W	Yes	

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	Language interpreter to support press conferences.	Strategy	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O4	The County’s plans outline a JIC (may be virtual) structure, roles and responsibilities capable of integrating with a regional JIC.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O5	The County can deliver an initial public warning to up to 50,000 people within 30 minutes following the discovery of the hazard causing the warning to be issued.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O6	The County can deliver an initial public warning to up to 100,000 people within 60 minutes following the discovery of the hazard causing the warning to be issued.	Minimum Standards for Emergency Telephone Notification Systems (ETNS)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O7	The County can produce an initial public information strategy within 90 minutes of a no notice incident.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O8	The County can establish a JIC (may be virtual) within 90 minutes following a no notice incident.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O9	The percentage of erroneous official public information statements made by County personnel during an incident decreases with each successive incident over time.	International Association for Measurement and Evaluation of	Yes	
			Substantial Progress	
			Limited Progress	
			No	



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		Communication	Not Applicable	
<b>EQUIPMENT</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	100% of the County’s warning output systems (e.g., telephones, sirens, and email) are activated using the Common Alerting Protocol (CAP) version 1.2.	CalSCIP	Yes Substantial Progress Limited Progress No Not Applicable	
E2	The County has an IPAWS-certified warning control software package successfully tested in the IPAWS-OPEN test environment.	FEMA Toolkit for Adopting IPAWS	Yes Substantial Progress Limited Progress No Not Applicable	
E3	The County has specialized technologies and methods for communicating warnings to people with access or functional needs or limited English proficiency.	Emergency Response for People Who Have Access and Functional Needs	Yes Substantial Progress Limited Progress No Not Applicable	
E4	The County can deliver a single warning message simultaneously over multiple warning output systems (e.g. radio, television, internet, faxes, telephone, and email) to all intended recipients within the County.	Partnership for Public Warning	Yes Substantial Progress Limited Progress No Not Applicable	
E5	The County’s equipment can deliver warnings to selected geographic areas down to the neighborhood level.	Bay Area EPI&W Strategy	Yes Substantial Progress Limited Progress No Not Applicable	
E6	The County can deliver warnings and emergency public information through social media (e.g., Twitter, Facebook).	CDC, Health Communicator’s Social Media Toolkit	Yes Substantial Progress Limited Progress No	

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				Not Applicable	
<b>TRAINING</b>					
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>	
T1	100% of all County authorized warning originators have successfully completed FEMA’s IPAWS training course.	FEMA Toolkit for Adopting IPAWS	Yes		
			Substantial Progress		
			Limited Progress		
			No		
T2	100% of County public information officers have successfully completed Advanced Public Information Officer course (E-388) (or equivalent).	Bay Area EPI&W Strategy	Yes		
			Substantial Progress		
			Limited Progress		
			No		
T3	At least 2 County personnel e.g., EOC or JIC staff have successfully completed Social Media in Emergency Management Course (or equivalent).	Bay Area EPI&W Strategy	Yes		
			Substantial Progress		
			Limited Progress		
			No		
T4	The County incident commanders or other field level response supervisors have successfully completed training on County warning capabilities, policies and procedures.	Bay Area EPI&W Strategy	Yes		
			Substantial Progress		
			Limited Progress		
			No		
T5	The County has a formal public education/outreach campaign conducted annually to promote awareness and understanding to the whole community (e.g., general public, schools, news media, access and functional needs populations) on County public warning capabilities, protocols and procedures.	CalEMA, Alert and Warning Report to the California Legislature	Yes		
			Substantial Progress		
			Limited Progress		
			No		
T6	100% of all County public education materials are compliant with Section 508 of the Americans with Disabilities Act.	Bay Area EPI&W Strategy	Yes		
			Substantial Progress		
			Limited Progress		
			No		

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			Not Applicable	
T7	The County has at least one regularly scheduled monthly time slot on its cable access channel in which it provides education to the public on its public warning system, protocols and procedures.	Bay Area EPI&W Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T8	75% of County agency heads and elected officials have participated in California’s Senior Officials Workshop on how warning messages serve the whole community and the role of JICs within the last four years.	Bay Area EPI&W Strategy	Not Applicable	
			Yes	
			Substantial Progress	
			Limited Progress	
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The County participates in a monthly Emergency Alert System test.	FCC Toolkit	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex2	All County warning systems and procedures are exercised (or activated) every two months under operational conditions.	EMAP	Not Applicable	
			Yes	
			Substantial Progress	
			Limited Progress	
Ex3	The County documents the results of all warning system activations and corrects any deficiencies within six months.	EMAP	No	
			Yes	
			Substantial Progress	
			Limited Progress	
Ex4	The County’s JIC is exercised (or activated) annually under operational conditions with results documented and any deficiencies addressed within six months.	Bay Area EPI&W Strategy	Not Applicable	
			Yes	
			Substantial Progress	
			Limited Progress	
			No	

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			Not Applicable	
Ex5	Representatives from the Emergency Information Access Council (EIAC) and/or other such organizations are active in the design and execution of exercises within the County that cover public information and warning.	Bay Area EPI&W Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex6	Over the last three years, the County can document fewer instances of public warning problems in incident and/or exercise after-action reports.	NECP Performance Measurement Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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**Core Capability 21: Operational Coordination**

**Primary Audience:** EOC managers and incident commanders

**Mission Area:** Common

**Bay Area Objective:** To be determined

**Capability Outcome:** The County has and is part of a fully integrated response system based on a common framework described in its EOP and annexes, and the RECP and annexes, which allows it to effectively respond to all hazards. This integrated response system incorporates SEMS, NIMS, and ICS.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County EOC has a planning checklist to guide the initial planning and development of incident management activities at the County level.	SEMS Action Planning Guidelines	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County’s EOC roster and call down list has back-up personnel identified for each position.	SEMS EOC Course	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County’s EOC roster and call down list is tested for accuracy every six months (and updated as needed).	Urban Shield AAR	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P4	County Department Operations Centers (DOCs) and the EOC have IT staffing requirements in their activation plans to ensure technology can function or be re-paired during an incident.	Urban Shield AAR	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

**ORGANIZATION**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
O1	Within the initial hours of an incident, County field level responders can develop	SEMS Action Planning	Yes	

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	IAPs at the field level.	Guidelines	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O2	The County can activate its EOC within 60 minutes of a no notice incident.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	Within 60 minutes of EOC activation, the County EOC can develop an initial action plan.	SEMS Action Planning Guidelines	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O4	The County has sufficient EOC staff (including through Emergency Management Mutual Aid (EMMA)) to support 24 hour operations for 7 consecutive days.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O5	The County can establish unified command structures at the field <i>and</i> EOC levels for multi-agency incidents at the moment the incident brings in more than one response agency.	NIMS Implementation Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O6	The County has developed and updates annually an internal filing system or database that identifies local SEMS trained personnel available for the EMMA program.	EMMA Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O7	The County has identified staff and procedures to integrate the position of EMMA Coordinator into its EOP and EOC logistics/personnel section.	EMMA Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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			Not Applicable	
O8	The County has (or has access to through mutual aid) a type IV incident management team that can support either field or EOC level incident management functions within 4 hours of its notification.	NFPA 1561: Standard on Emergency Services Incident Management System	Yes Substantial Progress Limited Progress No Not Applicable	
O9	Within 24 hours of a no notice incident, the County EOC can establish and maintain communication with the REOC, other Bay Area county EOCs, and local EOCs, DOCs, regional agencies and utility companies within the County.	RECP	Yes Substantial Progress Limited Progress No Not Applicable	
O10	Within 48 hours of a no notice incident, the County can develop and distribute to the REOC a County EOC Action Plan that identifies County priorities and objectives for each SEMS Operational Period, ensuring that County priorities are aligned with regional priorities.	RECP	Yes Substantial Progress Limited Progress No Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	All County DOCs and EOCs have back-up power equipment located in a designated secure area, e.g., above a flood zone.	Urban Shield AAR	Yes Substantial Progress Limited Progress No Not Applicable	
E2	The County's EOC has information technology and communications equipment that is standardized and interoperable for information sharing with: <ul style="list-style-type: none"> <li>• local governments including special districts in the County</li> <li>• County agency DOCs in the County</li> <li>• Incident Command Systems in unincorporated areas either directly or through DOCs in the County</li> <li>• Volunteer and private agencies in the County</li> <li>• Operational Area Mutual Aid Coordinators</li> <li>• CalEMA Regional EOC and Regional Mutual Aid Coordinators</li> </ul>	RECP	Yes Substantial Progress Limited Progress No Not Applicable	

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E3	The County EOC has pre-stocked supplies and EOC/ICS forms for periods of operation extending up to 10 days.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Substantial Progress</b>
T1	All County EOC personnel and field level personnel have satisfactorily completed training on Introduction to Incident Command System or equivalent training.	SEMS Guidelines	Limited Progress	
			No	
			Not Applicable	
			Yes	
			Substantial Progress	
T2	All County fire and law enforcement personnel (either through basic training or annual refresher training) have successfully completed training in NIMS/SEMS/ICS for multi-agency events.	Urban Shield AAR	Limited Progress	
			No	
			Not Applicable	
			Yes	
			Substantial Progress	
T3	All County supervisory personnel at the EOC have satisfactorily completed EOC Management and Operations or equivalent training.	SEMS Guidelines	Limited Progress	
			No	
			Not Applicable	
			Yes	
			Substantial Progress	
T4	All County supervisory personnel at the EOC and DOCs have satisfactorily completed Multiagency Coordination Systems training or equivalent.	SEMS MACS Guidance	Limited Progress	
			No	
			Not Applicable	
			Yes	
			Substantial Progress	
T5	All County supervisory personnel at the EOC have satisfactorily completed training on the California EMMA Plan.	EMMA Guidance	Limited Progress	
			No	
			Not Applicable	
			Yes	
			Substantial Progress	
T6	The County OES has a training documentation tracking system that maintains up-	NIMS Implementation	Limited Progress	



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	to-date record-keeping of all NIMS/SEMS training to County level personnel.	Guidance	No	
			Not Applicable	
			Yes	
			Substantial Progress	
<b>EXERCISES</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	100% of all public safety/public health exercises conducted by the County each year are in compliance with NIMS/SEMS.	NIMS Implementation Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex2	The County EOC participates in a full-scale exercise once every 3 years.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex3	The County EOC participates in a functional exercise once a year (may include actual EOC activations).	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## The Bay Area Compendium of Core Capabilities

### Core Capability 22: Critical Transportation

<b>Primary Audience:</b> Emergency managers and transportation agencies				
<b>Mission Area:</b> Response				
<b>Bay Area Objective:</b> 6.2 Enhance Critical Transportation Capabilities				
<b>Capability Outcome:</b> The County can transmit requests for emergency and basic transportation resources directly to local mass transportation agencies, issue evacuation orders, and support the staged evacuation of people and animals up to an amount estimated under the most current Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan. The County can establish and maintain physical access through air, land and water-based transportation corridors to allow for the delivery of required life-saving and life-sustaining resources, personnel and equipment up to an amount estimated under the most current Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan.				
<b>PLANNING</b>				
Measures/Metrics		Primary Source	Answer	Basis for Sufficiency or Shortfall
P1	The County has a critical transportation evacuation plan consistent with the Regional Mass Transportation Evacuation Plan.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P2	The County has written standard evacuation orders that can be tailored to a specific incident and a process for disseminating those orders to 100% of the impacted population through multiple channels (e.g., television, radio, telephone, and loudspeaker).	Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P3	The County critical transportation evacuation plan accounts for the movement of up to 20% of the total population estimated to need mass transportation assistance.	Regional Mass Transportation Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P4	The County critical transportation evacuation plan accounts for the movement of people with access and functional needs, including those people who require specialized transportation equipment (approximately 20% of total evacuees needing transportation).	Regional Mass Transportation Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P5	The County critical transportation evacuation plan accounts for the movement	Regional Mass	Yes	

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	of up to 100% of the county jail population.	Transportation Plan	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P6	The County critical transportation evacuation plan addresses how the County will maintain transportation corridors for the movement of resources, personnel, and equipment into affected areas.	Regional Mass Transportation Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P7	The County has plans and procedures for ensuring the presence of medical personnel at evacuation pickup points to assess medical needs of evacuees.	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P8	The County has plans and procedures for arranging separate medical support and transport for those who cannot be transported safely in vehicles used by the general population.	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Sufficiency or Shortfall</b>
O1	The County has identified evacuation/shelter zones (i.e., the areas from which people must evacuate or within which people must shelter) based upon those threats and hazards that that may cause the need for large evacuations or sheltering in-place.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O2	The County has a mutual aid assistance agreement modeled off of the American Public Transportation Association/Public Transit Industry Mutual Aid Assistance Agreement (see Regional Mass Transportation Plan) in place with 100% of public transportation operators within the County to aid in mass evacuations.	Regional Mass Transportation Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	The County has a process to de-conflict transportation contracts (including land,	NFPA 1561: Standard on	Yes	

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	air and sea modes) with other Counties in the Bay Area in order to avoid multiple Counties relying on the same resources at the same time for mass evacuations.	Emergency Services Incident Management System	Substantial Progress Limited Progress No Not Applicable	
O4	80% of critical transportation systems in the County can be made functional/usable (including the use or development of alternative transportation means) within 72 hours of an incident.	SPUR, Lifelines: Upgrading Infrastructure to Enhance San Francisco’s Earthquake Resilience	Yes Substantial Progress Limited Progress No Not Applicable	
O5	The County has a process to coordinate with the Citizen Corps Council to support critical transportation requirements during an incident requiring mass evacuations.	Citizen Corps Whole Community and Community Emergency Response Team (CERT) Programs Core Capabilities Tool	Yes Substantial Progress Limited Progress No Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Sufficiency or Shortfall</b>
E1	The County has tools/software that can model and simulate mass evacuations to support planning and operational efforts.	Bay Area Homeland Security Strategy	Yes Substantial Progress Limited Progress No Not Applicable	
E2	The County has transport vehicles (e.g., buses/rail) or access to resources through the Citizen Corps Council and/or MOUs to move up 20% of its population to shelter locations or other designates sites.	Regional Mass Transportation Plan	Yes Substantial Progress Limited Progress No Not Applicable	
E3	The County has specialized transportation equipment—or access to resources through the Citizen Corps Council and/or MOUs—to move people with access and functional needs that cannot access a standard transit bus (estimated to be 20% of total evacuees needing transportation).	Regional Mass Transportation Plan	Yes Substantial Progress Limited Progress No Not Applicable	

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E4	The County has transport vehicles and resources (e.g., buses, and cages) or access through MOUs to move up 10% of the displaced pet population.	Regional Mass Transportation Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
E5	The County has transport vehicles (e.g., buses) or access to resources through MOUs to move 100% of the county inmate population separate from the County's general population.	Regional Mass Transportation Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Sufficiency or Shortfall</b>
T1	The County has programs to educate local residents on evacuation, reentry, and shelter-in place processes.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Sufficiency or Shortfall</b>
Ex1	The County mass transportation plan is updated within 12 months following an incident or exercise in which corrective actions are called for in the plan.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex2	The County develops and implements an exercise to test and evaluate its critical transportation plan once every three years.	Regional Mass Transportation Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex3	The County participates in a regional exercise with other counties and the State of California once every three years to ensure its mass evacuation plans and	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	

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	procedures are aligned with the region and the state plans.		Limited Progress	
			No	
			Not Applicable	

## The Bay Area Compendium of Core Capabilities

### Core Capability 23: Mass Care Services

**Primary Audience:** Emergency managers, social services, American Red Cross (ARC), and law enforcement

**Mission Area:** Response

**Bay Area Objective:** 6.3 Improve Mass Care

**Capability Outcome:** Within the first 12 to 72 hours of an incident, the County, in coordination with the ARC and other non-governmental organizations, can begin to provide life sustaining sheltering, feeding, family reunification, and bulk distribution of emergency supplies for a population up to the amount estimated under the most current Regional Catastrophic Earthquake Mass Care and Sheltering Plan. The County can provide mass care services in a manner consistent with all applicable local, state and federal laws, regulations and guidelines, including those pertaining to individuals with access and functional needs. The County can consolidate information about the mass care activities of non-governmental organizations and private-sector companies in order to coordinate operations with state and federal agencies.

#### PLANNING

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has a mass care and shelter plan that is consistent and integrated with the Bay Area Regional Catastrophic Earthquake Mass Care and Sheltering Plan.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P2	The County includes the ARC in all of its mass care planning activities and exercises.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P3	County mass care and sheltering planning staff have reviewed and incorporated all necessary elements of the ARC Shelter Operations Workbook into the County's mass care and shelter plan.	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P4	County mass care and sheltering planning staff have reviewed and incorporated all necessary elements of the most current Multi-Agency Feeding Plan Template into its mass care and shelter plan.	Opportunities to Improve FEMA's Mass Care and Emergency Assistance Activities	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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P5	The County has an inventory (based on an assessment conducted within the last two years) of available shelter space (primary, secondary and back-up) for people, pets and service/companion animals (e.g., seeing eye dogs).	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P6	Within the last four years, the County has conducted a preliminary analysis of each potential County managed shelter site’s compliance with the Americans with Disabilities Act (ADA) using the ADA Checklist for Emergency Shelters.	FEMA Guidance on Integration of Functional Needs Support Services in General Population Shelters	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P7	The County has completed, in conjunction with the ARC, a Shelter Facility Survey of 100% of County managed shelter sites (reference ARC Form #6564).	Alameda County, A Guide for Local Jurisdictions In Care and Shelter Planning	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P8	The County has designated primary shelters that may be the first to be opened by the ARC and by the County within 12 hours following an incident requiring mass care and sheltering.	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P9	The County has plans and procedures in place for the County EOC Care and Shelter Branch in coordination with the County EOC Transportation Branch to provide mass care support at mass transportation/evacuation pickup points for the first 24 hours following an incident.	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P10	The County EOC Care and Shelter Branch and the County EOC Logistics Section have plans and procedures in place for acquiring and distributing food for County managed shelters.	Guide for Local Jurisdictions In Care and Shelter Planning	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P11	The County has at least one memorandum of agreement in place with the ARC and a mega-shelter (a facility with a population greater than 1,000) owner/operator for the establishment and operation of a mega-shelter in the	International Association of Venue Managers (IAVM), Mega-Shelter Best	Yes	
			Substantial Progress	
			Limited Progress	



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	County.	Practice Guidelines for Planning and Activation	No Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	The County has a pre-designated Care and Shelter Coordinator.	Guide for Local Jurisdictions In Care and Shelter Planning	Yes Substantial Progress Limited Progress No Not Applicable	
O2	The County has pre-designated a corps of shelter managers for all potential County managed shelters.	Guide for Local Jurisdictions In Care and Shelter Planning	Yes Substantial Progress Limited Progress No Not Applicable	
O3	The County EOC Shelter Management Branch maintains a list of active shelter staff/workers that is updated no less than annually.	Guide for Local Jurisdictions In Care and Shelter Planning	Yes Substantial Progress Limited Progress No Not Applicable	
O4	The County has designated shelter staff who have expertise in access and functional needs to support the operation of County shelters.	FEMA Guidance on Integration of Functional Needs Support Services in General Population Shelters	Yes Substantial Progress Limited Progress No Not Applicable	
O5	The County maintains a number of shelter registration forms equal to the highest amount of people estimated to use a County shelter under the Regional Mass Care and Sheltering Plan or the County’s mass care and shelter plan (forms are consistent with ARC Registration Form #5972).	Guide for Local Jurisdictions In Care and Shelter Planning	Yes Substantial Progress Limited Progress No Not Applicable	
O6	The County has pre-designated primary and secondary shelter space in the County along with written plans or agreements to guide the opening and operations of the shelters.	Guide for Local Jurisdictions In Care and Shelter Planning	Yes Substantial Progress Limited Progress	

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			No	
			Not Applicable	
O7	The County has pre-designated possible mega-shelters along with written plans or agreements to guide the opening and operations of the mega shelter(s) consistent with the ARC/ International Association of Venue Managers, Inc. <i>Mega-Shelter Planning Guide</i> .	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O8	The County has (or has access to through mutual aid) at least one pre-designated Mega-Shelter Assistance Team (MAT) to assist in the opening and operations of the County's mega-shelter(s).	IAVM Mega-Shelter Best Practice Guidelines for Planning and Activation	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O9	The County has at least one pre-designated site to shelter the County's prisoner population (and released offenders) separate from the general population.	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O10	The County has at least one pre-designated site for separate shelters for animals in areas near shelter sites for people and has plans and procedures in place to involve the animal owners in the care and management of their animals.	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O11	The County has pre-designated security teams to provide site security at ARC and/or County shelters in the County.	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O12	Within the first 12 to 72 hours of the incident, the County can develop and distribute estimated total shelter demand information by location within the County.	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O13	Within 12 to 72 hours of the incident, the County can open and begin operations	Regional Mass Care and	Yes	

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	at 100% of the functioning (those not severely damaged or destroyed) pre-designated County managed shelters.	Sheltering Plan	Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
014	Within 24 to 72 hours of an incident, the County and ARC can provide shelter (or refer to an appropriate facility) to 100% of the people in the County seeking shelter.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
015	Within 24 to 72 hours of an incident, the County and ARC can provide 2 meals a day at all operating shelters in the County.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
016	Within 24 to 72 hours of an incident, the County can collect estimates of the number of people in all shelters in the County with access and functional needs.	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
017	Within 72 hours of an incident, the County can establish fixed and mobile mass feeding sites across the County.	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
018	Within 72 hours to 14 days of an incident, the County can provide bulk distribution of life sustaining and emergency relief supplies to County and ARC shelter sites and County mass feeding sites.	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>

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E1	The County has or has access to (through a pre-existing contract or mutual aid) the following supplies for the maximum number of County <i>and</i> ARC run shelters estimated under the Regional Mass Care and Sheltering Plan or the County's own mass care and shelter plan: <ul style="list-style-type: none"> <li>– Portable showers</li> <li>– Portable toilets</li> <li>– Durable medical equipment</li> <li>– Generators and fuel</li> <li>– Hand-wash stations</li> <li>– Bulletin boards for posting information</li> </ul>	Regional Mass Care and Sheltering Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	Within the last three years, 100% of pre-designated County mass care and shelter personnel have successfully completed the ARC Shelter Operations and Simulation Class (or equivalent).	Guide for Local Jurisdictions In Care and Shelter Planning	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T2	Within the last three years, 100% of pre-designated County mass care and shelter personnel have successfully completed the ARC Bulk Distribution Course (or equivalent).	Guide for Local Jurisdictions In Care and Shelter Planning	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T3	Within the last four years, at least one designated shelter manager or staff person in the County has successfully completed training on the IAVM Mega-Shelter Best Practice Guidelines for Planning and Activation.	IAVM Mega-Shelter Best Practice Guidelines for Planning and Activation	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The County and ARC participate in a regional exercise (table top, functional or full scale) at least once every three years to test the integration and consistency	Target Capabilities List	Yes	
			Substantial Progress	

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	of County, regional and state mass care and shelter plans and procedures.		Limited Progress	
			No	
			Not Applicable	
Ex2	The County updates its mass care plan or SOPs within 12 months following an exercise or incident in which corrective actions are called for in the plan or SOPs.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## The Bay Area Compendium of Core Capabilities

### Core Capability 24: Community Resilience

**Primary Audience:** Citizen corps leaders, CERT leaders, and emergency managers

**Mission Area:** Mitigation

**Bay Area Objective:** 6.4 Increase Community Resiliency

**Capability Outcome:** The County can implement risk-informed plans using an ongoing collaboration process that brings together government and nongovernmental resources that enables the whole community to adapt to changing risk conditions and withstand and rapidly recover from disruption or catastrophic damage to infrastructure and systems.

#### PLANNING

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County's EOP outlines roles and responsibilities for CERTs and integrates them into ICS/NIMS/SEMS.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County's EOP outlines roles and responsibilities for community- and faith-based organizations, as appropriate, and integrates them into ICS/NIMS/SEMS.	California Volunteers	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County engages private sector partners in resilience planning and shares business continuity planning resources to improve impact analysis and promote resilience during disasters.	NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity Programs	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P4	The County engages in resilience planning with community- and faith-based organizations that are direct service providers and shares planning resources to promote resilience during disasters.	California Volunteers	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P5	The County has a community preparedness guide (modeled on FEMA's <i>Are You Ready? An In-depth Guide to Citizen Preparedness</i> manual) for community members to access via the County's website.	FEMA Guidance	Yes	
			Substantial Progress	
			Limited Progress	

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				No	
				Not Applicable	
<b>ORGANIZATION</b>					
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>	
O1	At least one Citizen Corps Council exists within the County or directly supports the County.	Target Capabilities List	Yes		
			Substantial Progress		
			Limited Progress		
			No		
			Not Applicable		
O2	At least one CERT Program exists within the County.	Target Capabilities List	Yes		
			Substantial Progress		
			Limited Progress		
			No		
			Not Applicable		
O3	The County collects data and tracks established indicators of community resilience (e.g., economic diversification, civic infrastructure, home ownership) annually to gauge year-over-year progress in enhancing resilience.	Resilience Capacity Index	Yes		
			Substantial Progress		
			Limited Progress		
			No		
			Not Applicable		
O4	The percentage of households within the County that report taking preparedness actions pre-incident—including acquiring disaster supplies, purchasing flood insurance, practicing evacuation/shelter-in-place, and acquiring a generator—increases by 2% each year.	FEMA Performance Measures	Yes		
			Substantial Progress		
			Limited Progress		
			No		
			Not Applicable		
<b>EQUIPMENT</b>					
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>	
E1	The County maintains a community preparedness website (e.g., Ready.gov) for community members to access preparedness information.	Ready.gov	Yes		
			Substantial Progress		
			Limited Progress		
			No		
			Not Applicable		

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E2	100% of CERT Programs in the County possess and distribute relevant equipment for volunteer participants.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
E3	The County publishes an annual list of recommended items for equipment caches for both individuals and private sector entities to improve their ability to remain self-sufficient for 72 hours after a disaster.	Ready.gov	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	The number of community volunteers trained through County-supported efforts increases by 3% each year.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T2	By 2018, 100% of registered volunteers in the County complete <i>IS-22: FEMA Are You Ready? An In-depth Guide to Citizen Preparedness</i> to improve individual, family and community preparedness.	FEMA Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T3	The County partners continuously with local business organizations to encourage year-over-year increases in the number of certified business continuity professionals.	Disaster Recovery Institute	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T4	The County implements and updates annually citizen educational programs that address risks to the County and the need for taking personal protective measures, building disaster kits, and establishing communications plans.	Target Capabilities List	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	



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<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	At least one exercise every two years (local or regional) provides private sector owners and operators of critical infrastructure in the County the opportunity to test established business continuity plans.	Disaster Recovery Institute	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex2	CERT members participate in at least one response-based exercise every two years that the County organizes or manages.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## The Bay Area Compendium of Core Capabilities

### Core Capability 25: Long-Term Vulnerability Reduction

**Primary Audience:** Emergency management mitigation planners, building and code enforcement personnel

**Mission Area:** Mitigation

**Bay Area Objective:** 2.3 Increase Critical Infrastructure Protection

**Capability Outcome:** The County decreases the long-term vulnerability of its communities and CIKR to natural, technological, and human-caused incidents by implementing mitigation activities across communities consistent with its local hazard mitigation plan and related regional hazard mitigation plans, in order to lessen the likelihood, severity, and duration of adverse consequences resulting from an incident.

#### PLANNING

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has an up-to-date hazard mitigation plan (HMP) consistent with state and federal guidelines and sets County mitigation priorities based upon cost-benefit analysis and loss reduction.	FEMA 386 Series Guidance for Mitigation Planning	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County has a FEMA approved annex to the <i>Multi-Jurisdictional Local Hazard Mitigation Plan for the San Francisco Bay Area</i> .	Bay Area Multi-Jurisdictional Local Hazard Mitigation Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County follows a cyclical planning process to revisit building codes, fire codes, and land use ordinances every three years in order to incorporate elements from national standards (e.g., NFPA), model building codes (e.g., International Building Code), and best practices as appropriate.	FEMA Multi-hazard Mitigation Planning Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P4	The County has a repair and reconstruction ordinance (built from the Association of Bay Area Governments model) that applies to both public and private buildings.	Association of Bay Area Governments (ABAG)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P5	The County maximizes annual flood insurance discounts available to property owners (up to 45%) by participating in the Community Rating System.	FEMA, Community Rating System	Yes	
			Substantial Progress	
			Limited Progress	

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			No	
			Not Applicable	
P6	The County has uniform standards to ensure soft story residential retrofits are done properly and consistently.	ABAG	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P7	The County offers partial grants or low interest loans for home retrofits.	ABAG	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	The County has a lead agency that provides technical assistance to other County agencies on the scope of the mitigation program such as refining and implementing building codes, fire codes, and land-use ordinances.	FEMA 386 Series Guidance for Mitigation Planning	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O2	The County mitigation program participates in and supports applicable federal, state, and private sector mitigation efforts occurring within the County.	FEMA 386 Series Guidance for Mitigation Planning	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	100% of all unreinforced masonry buildings in downtown/business areas in the County have been retrofitted consistent with local building code requirements.	ABAG	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>

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E1	The County has relevant software and modeling tools to support mitigation cost analysis and loss reduction.	FEMA Multi-hazard Mitigation Planning Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	100% of County personnel supporting the local mitigation program have successfully completed <i>Benefit-Cost Analysis: Entry-Level Training (G278)</i> or equivalent course within the last five years.	FEMA Multi-hazard Mitigation Planning Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				
T2	100% of County personnel supporting the local mitigation program have successfully completed <i>Benefit-Cost Analysis Using the Limited-Data Module: Intermediate Training (G285)</i> or equivalent course within the last five years.	FEMA Multi-hazard Mitigation Planning Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				
T3	100% of County OES personnel supporting the local mitigation program have successfully completed <i>Mitigation for Emergency Managers</i> or equivalent course within the last five years.	FEMA Multi-hazard Mitigation Planning Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				
T4	100% of County personnel supporting the local mitigation program review FEMA mitigation how-to guides (e.g., numbers 1, 3, 4, and 7) within their first year of employment to develop and implement long-term vulnerability reduction projects.	2010 California State Hazard Mitigation plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	County personnel use a systematic after-action review process to evaluate real-world performance of vulnerability reduction measures following each incident	DHS HSEEP Guidance	Yes	
			Substantial Progress	

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	to validate existing loss reduction efforts and identify any required updates to the HMP.		Limited Progress	
			No	
			Not Applicable	
Ex2	The County implements and tracks 100% of mitigation items from each improvement plan generated following an exercise or real-world incident.	DHS HSEEP Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
Ex3	Within three years of the issuance of an improvement plan following an incident or exercise, the County addresses the deficiencies in the HMP.	DHS HSEEP Guidance	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## The Bay Area Compendium of Core Capabilities

### Core Capability 26: Situational Assessment

**Primary Audience:** EOC and DOC managers and field level incident commanders

**Mission Area:** Response

**Bay Area Objective:** To be determined

**Capability Outcome:** Within 12 to 48 hours following an incident, the County EOC can collect and share relevant information on the initial impact of the incident, the highest priority needs of the affected communities, any relevant cascading effects, and the County’s overall response status to inform local, regional, and national decision-making.

#### PLANNING

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County EOC has a formal process in place to maintain situational awareness within the County following an incident by verifying and aggregating County and local government situation assessments, discipline-specific status updates, and data from sources outside the County.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County EOC has a formal process and procedure for generating and reporting Essential Elements of Information (EIs)—critical data that are focused on the operational objectives established by a Unified Coordination Group—to the REOC.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County has a plan and procedures to collect information on initial damage assessments from local governments, utilities, and the private sector to facilitate effective restoration of services.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

#### ORGANIZATION

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
O1	Within 12 hours of an incident, the County can initiate and facilitate the reporting of activities, coordination of operational activities, and the development of a common operating picture with the REOC and other relevant entities.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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O2	Within 24 hours of an incident, the County EOC can serve as the primary point for developing and coordinating initial damage assessment information.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	100% of County DOCs and the County EOC have information technology equipment and software that is standardized / interoperable and can facilitate and maintain situational awareness across the County.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
<b>Measures/Metrics</b>			<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	All appropriate County EOC personnel have successfully completed training on the procedures for generating and reporting EEIs within the last two years.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T2	All appropriate County EOC personnel have successfully completed training on procedures for generating and reporting initial damage assessments within the last two years.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T3	All appropriate County EOC personnel have successfully completed training on the use of its situational assessment awareness software within the last two years.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall</b>

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				<b>or Sufficiency</b>
Ex1	The County EOC and local EOCs test and evaluate their situational awareness software systems in a functional exercise at least once every two years.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex2	The County EOC tests on an annual basis its ability to verify and aggregate local government situation assessments, discipline-specific status updates, and data from sources outside the County.	RECP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	



## BAY AREA STRATEGY GOAL 7

### ENHANCE RECOVERY CAPABILITIES MEASURES AND METRICS

**Core Capability 27: Infrastructure Systems**

**Primary Audience:** Emergency managers, public works, and owners and operators of critical lifeline systems

**Mission Area:** Response/Recovery

**Bay Area Objective:** 7.1 Strengthen Infrastructure Systems

**Capability Outcome:** Following damage to critical lifeline systems, e.g., transportation, power, and water, up to an amount estimated under the most current Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan or HAZUS analysis, the County can provide accurate infrastructure damage assessments to aid emergency response, implement recovery operations, and restore the affected area to pre-incident conditions within specified time frames. The County can coordinate the process for getting the appropriate personnel, resources and equipment to the disaster area so that lifelines can be restored as quickly and as safely as possible to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County OES has a complete inventory of critical lifelines within the County.	National Disaster Recovery Framework	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County has and maintains a funding plan for identified and essential modifications and improvements to County-owned lifeline systems.	SPUR, Lifelines: Upgrading Infrastructure to Enhance San Francisco’s Earthquake Resilience	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County has credentialing policies and procedures that follow the FIPS 201 and PIV-I guidance to facilitate access to repair lifelines following an incident.	NIMS, Guideline for the Credentialing of Personnel	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

**ORGANIZATION**

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Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
O1	A County recovery planner participates in a regional Lifelines Council or similar group that focuses on comprehensive lifelines restoration planning across the Bay Area.	Association of Bay Area Governments	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O2	There are at least two NIMS type II Disaster Assessment Teams in the Bay Area hub in which the County is located.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O3	There are at least two NIMS Type II Engineering Service Teams in the Bay Area hub in which the County is located.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O4	Within 3 days of an incident, local water service can be restored for 90% of customers in the County.	SPUR Lifelines	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O5	Within 3 days of an incident, local waste-water service can be restored for 90% of customers in the County.	SPUR Lifelines	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O6	Within 120 days of an incident, local water service can be restored for 100% of customers in the County.	SPUR Lifelines	Yes	
			Substantial Progress	
			Limited Progress	
			No	
O7	Within 120 days of an incident, local waste-water service can be restored for	SPUR Lifelines	Yes	

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	100% of customers in the County.		Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	The County has back-up generators for short term restoration of critical lifelines.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	County law enforcement and emergency management agencies conduct joint training with lifeline owners and operators in the County every 2 years on the process for granting access to repair lifeline facilities following an incident.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The County and other lifeline owners and operators conduct a lifelines performance audit once every five years.	SPUR Lifelines	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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**Core Capability 28: Economic and Community Recovery**

**Primary Audience:** Emergency management, economic development, and public works

**Mission Area:** Recovery

**Bay Area Objective:** 7.2 Enable Economic Recovery

**Capability Outcome:** Within 14 days of an incident, the County can conduct preliminary assessments of economic issues to identify potential barriers to economic stabilization following an incident, and coordinate the removal of debris up to an amount estimated under the most current Regional Catastrophic Earthquake Logistics Response Plan or HAZUS analysis. The County can prioritize recovery activities to include minimal local business disruptions, and plan for long-term recovery using collaborative, whole community outreach, redevelopment partnerships, and frameworks.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has a Recovery Support Function (RSF) or an equivalent recovery framework that addresses housing, economic, environmental, infrastructure, and health and social service recovery needs, including wrap-around services.	EMAP	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County has a debris removal plan that is reviewed annually and is consistent with the Regional Catastrophic Earthquake Debris Removal Plan.	Regional Catastrophic Earthquake Debris Removal Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P3	The County has plans and procedures in place to undertake demolition and debris removal activities on public or private property to facilitate the economic recovery of an area.	Regional Catastrophic Earthquake Debris Removal Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P4	Public works and waste management agencies in the County have procedures for separation of household hazardous waste and other hazardous materials that cannot be disposed of in landfills in the County.	RECP Recovery Subsidiary Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P5	County agencies have set recovery time objectives (i.e., the duration of time and a service level within which a business process must be restored after an	ISO 22301:2012 Societal security – Business	Yes	
			Substantial Progress	

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	incident) for essential government services needed for post-incident economic recovery.	continuity management systems – Requirements	Limited Progress	
			No	
			Not Applicable	
P6	The County has plans to provide workforce housing for critical employers by reserving federally-funded temporary housing for workers in certain industries, in coordination with FEMA, or by working with private companies to facilitate the provision of temporary housing funded by the companies themselves.	Regional Catastrophic Interim Housing Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P7	The County has established back up plans and procedures to pay County employees and County vendors if normal finance operations are disrupted.	Association of Bay Area Governments	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	The County has a pre-designated Local Disaster Recovery Manager (LDRM) for managing recovery in the County.	National Disaster Recovery Framework	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O2	The County has a pre-designated FEMA Public Assistance lead person to coordinate public assistance efforts in the County with the state and FEMA.	FEMA Public Assistance Guide	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O3	The County has a pre-designated coordinating agency along with primary agencies and supporting organizations for each RSF or equivalent recovery framework.	National Disaster Recovery Framework	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O4	The purchasing and contract portion of the County or municipal codes in the County allow for emergency purchases.	Association of Bay Area Governments	Yes	
			Substantial Progress	

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			Limited Progress	
			No	
			Not Applicable	
O5	Within 3 to 7 days of an incident, the County, in coordination with public works and waste management agencies, can remove debris from priority transportation routes.	Regional Catastrophic Earthquake Debris Removal Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	The County public works department has equipment or pre-disaster contracts in place for resources to initiate debris operations and clear transportation routes for emergency responders.	RECP Recovery Subsidiary Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	Pre-designated public assistance lead personnel in the County have successfully completed training on the FEMA Public Assistance Program requirements and procedures within the last two years.	FEMA Public Assistance: Grant Application Process	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The County participates in an exercise at least once every two years in which its ability to meet recovery time objectives needed for economic recovery is tested.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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**Core Capability 29: Housing**

**Primary Audience:** Emergency managers, housing authority, zoning offices, and community redevelopment personnel

**Mission Area:** Recovery

**Bay Area Objective:** To be determined

**Capability Outcome:** Within 14 days following an incident, the County can work with state and federal agencies, NGOs and the private sector on disaster housing needs, including interim housing. Between 14 to 60 days following an incident, the County can initiate the planning process for permanent housing for as many people as estimated under the most current Regional Catastrophic Earthquake Interim Housing Plan. The County can work with the private sector and state and federal agencies to identify both disaster victims in need of housing assistance and interim housing options. The County can activate local assistance centers to connect individuals and families with housing recovery services and determine the safety and habitability of houses, apartments, and other buildings.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has an Interim Housing Plan consistent with the Regional Catastrophic Interim Housing Plan that is reviewed annually.	Regional Catastrophic Interim Housing Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	The County has plans and procedures in place to issue and enforce zoning modifications and permits for repairs and demolition to enable housing reconstruction and the installation of temporary housing.	Regional Catastrophic Interim Housing Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

**ORGANIZATION**

Measures/Metric		Primary Source	Answer	Basis for Shortfall or Sufficiency
O1	The County has pre-designated private sector, county and local personnel to form a County-led housing task force to plan for and implement interim housing.	Regional Catastrophic Interim Housing Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				
O2	The County has pre-designated a County level person to participate in a State-Coordinated Housing Task Force to provide information on housing needs and supply in the County.	Regional Catastrophic Interim Housing Plan	Yes	
			Substantial Progress	
			Limited Progress	

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			No	
			Not Applicable	
O3	Within 14 days of an incident, the County can establish local assistance centers (LACs) which will be staffed and supported by local, state, and federal agency personnel as well as NGO staff.	Regional Catastrophic Interim Housing Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O4	Within 14 days of an incident, the County can begin to identify the state departments and regionally-based NGOs to help families identify, locate, and connect to local, state, and federal programs; identify rental housing; and access financial assistance.	Regional Catastrophic Interim Housing Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
O5	From 14 to 60 days following an incident, the County can identify available housing units and communicate the availability of those units through LACs and shelters.	Regional Catastrophic Interim Housing Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	The County has computer software systems and tools to track housing losses and interim housing locations within the County following an incident.	Regional Catastrophic Interim Housing Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
<b>Measures/Metrics</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	Within the County there is at least one designated person who has successfully completed training on federal and state housing programs and requirements within the last three years.	Regional Catastrophic Interim Housing Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	



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<b>EXERCISES</b>				
<b>Measures/Metric</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The County participates in a table top exercise to test and evaluate its ability to establish and implement interim housing policies in the County following an incident once every three years.	Regional Catastrophic Interim Housing Plan	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

## The Bay Area Compendium of Core Capabilities

### Core Capability 30: Health and Social Services

**Primary Audience:** Social services agencies, emergency managers, ARC, and other community based organizations

**Mission Area:** Recovery

**Bay Area Objective:** To be determined

**Capability Outcome:** Within 3 days following an incident, the County can provide and restore basic health and social services functions and identify at-risk individuals, to include unattended children, individuals with access and functional needs, and populations with limited English proficiency based upon the number of fatalities up to an amount estimated under the most current Bay Area Regional Catastrophic Incident Mass Fatality Plan or HAZUS analysis. The County can facilitate access to other mental/behavioral health services for all applicable family members, partners, and friends of the deceased once local family assistance services have been discontinued.

#### PLANNING

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	The County has written plans and procedures in place for establishing a FAC following a mass fatality incident.	Bay Area Regional Catastrophic Incident Mass Fatality Plan (Mass Fatality Plan)	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P2	The County includes the ARC and other community based organizations (CBOs) in its FAC planning activities.	National Transportation Safety Board (NTSB) Family Assistance Operations: Planning and Policy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P3	The County's FAC plans account for cultural and/or religious practices such as: issues involving non-English speakers, memorial ceremonies and services, food preparation and consumption, family interviews and briefings, possible space for cultural or religious practices, and spiritual care.	NACCHO – Santa Clara County, Managing Mass Fatalities: A Toolkit for Planning	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
P4	The County's FAC plans include checklists for the activation, operation, logistics, and demobilization of the FAC.	National Association of County and City Health Officials (NACCHO) Advanced Planning Center	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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		-Santa Clara County, Managing Mass Fatalities: A Toolkit for Planning	Not Applicable	
<b>ORGANIZATION</b>				
	<b>Measures/Metric</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
O1	Within 72 hours of an incident, the County Social Services Agency (SSA), the ARC and CBOs can establish a FAC at a facility appropriate for providing family assistance services.	Mass Fatality Plan	Yes Substantial Progress Limited Progress No Not Applicable	
O2	The County SSA has a pre-designated FAC Officer in Charge (OIC) to oversee FAC staff and manage the FAC for the Medical Examiner/Coroner to ensure that needed services are provided and available resources are maximized.	Mass Fatality Plan	Yes Substantial Progress Limited Progress No Not Applicable	
O3	The County has a pre-designated FAC Medical Examiner/Coroner OIC to oversee specific Medical Examiner/Coroner responsibilities at the FAC to include family briefings, ante mortem data collection, and death notifications.	Mass Fatality Plan	Yes Substantial Progress Limited Progress No Not Applicable	
O4	The County SSA has pre-designated behavioral health personnel to provide psychological triage and conduct informal risk assessments of families, provide psychological first aid, and provide crisis intervention/mental health support when requested or needed.	NACCHO – Santa Clara County, Managing Mass Fatalities: A Toolkit for Planning	Yes Substantial Progress Limited Progress No Not Applicable	
O5	The County SSA has pre-designated personnel to provide spiritual support/pastoral care when requested or needed. This includes assisting families concerned with cultural end of life practices and multi-denominational memorial services.	NACCHO, Disaster Behavioral Health	Yes Substantial Progress Limited Progress No Not Applicable	
O6	The County has a pre-designated FAC Logistics Officer responsible for the acquisition, storage, issue, and accountability of all supplies, equipment, facilities,	NACCHO – Santa Clara County, Managing Mass	Yes Substantial Progress	

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	personnel and services necessary to support the FAC.	Fatalities: A Toolkit for Planning	Limited Progress	
			No	
			Not Applicable	
<b>EQUIPMENT</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
E1	The County SSA and the ARC have stockpiles of equipment (or access through mutual aid or advanced purchase orders) for a FAC including equipment for FAC administration, badging/credentialing, reception/registration, family briefings/interviews, communications, and child care.	NACCHO Advanced Planning Center	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>TRAINING</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	100% of designated behavioral health staff for the County’s FAC have successfully completed Disaster Behavioral Health: A Critical Response training or the ARC course Foundations in Disaster Mental Health (or other equivalent course) within the last three years.	NACCHO Advanced Planning Center	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T2	100% of designated behavioral health supervisors for the County’s FAC have successfully completed the Psychological First Aid Instructor Course (or equivalent) within the last three years.	NACCHO Advanced Planning Center	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T3	100% of the County’s designated FAC staff have successfully completed the G386: Mass Fatalities Incident Course (or equivalent) within the last three years.	FEMA, Emergency Management Institute	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
T4	100% of the County’s designated FAC staff have successfully completed the Mass Fatalities Incident Response Planning Course: National Mass Fatalities Institute (or equivalent) within the last three years.	NACCHO Advanced Planning Center	Yes	
			Substantial Progress	
			Limited Progress	
			No	

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			Not Applicable	
T5	100% of the County’s designated FAC staff have successfully completed Transportation Disaster Assistance- Family Assistance: NTSB Training Center (or equivalent) within the last three years.	NTSB Family Assistance Operations	Yes	
			Substantial Progress	
			Limited Progress	
			No	
T6	100% of designated County FAC supervisors have successfully completed the Advanced Skills in Disaster Family Assistance: NTSB Training Center course (or equivalent) within the last three years.	NTSB Family Assistance Operations	Yes	
			Substantial Progress	
			Limited Progress	
			No	
<b>EXERCISES</b>				
<b>Measures/Metric</b>		<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The County conducts a functional exercise once every three years to test and evaluate the County’s ability to establish, operate and demobilize a FAC consistent with County FAC plans and within specified timeframes.	NACCHO Advanced Planning Center	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex2	The County conducts a functional exercise once every three years to test and evaluate the FAC’s behavioral health and spiritual care staff for the range of reactions disaster survivors experience in the aftermath of a mass casualty/mass fatality incident.	NACCHO Advanced Planning Center	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Ex3	The County updates its FAC plan or SOPs within 12 months following an exercise or incident in which corrective actions are called for in the plan or SOPs.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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**Core Capability 31: Natural and Cultural Resources**

**Primary Audience:** Emergency managers and risk managers

**Mission Area:** Recovery

**Bay Area Objective:** Not Applicable

**Capability Outcome:** The County can rehabilitate and restore natural and cultural resources and historic properties consistent with post-incident community priorities and best practices, and in compliance with appropriate environmental and historical preservation laws and regulations.

**PLANNING**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
P1	County planners have identified 100% natural and cultural resources within the County.	National Disaster Recovery Framework	Yes	
			Substantial Progress	
			Limited Progress	
			No	
P2	County recovery planners have identified relevant federal programs and incentives that have a role in supporting the preservation, protection, and restoration of natural and cultural resources during recovery operations.	National Disaster Recovery Framework	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

**ORGANIZATION**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
O1	The County works with private nonprofits and other NGOs to encourage those institutions to develop emergency management plans that integrate natural and cultural resource issues.	National Disaster Recovery Framework	Yes	
			Substantial Progress	
			Limited Progress	
			No	
Not Applicable				

**EQUIPMENT**

Measures/Metrics		Primary Source	Answer	Basis for Shortfall or Sufficiency
E1	Natural and cultural resources located within the County are accounted for in the Bay Area’s Risk Analysis Center CIKR database.	Bay Area Homeland Security Strategy	Yes	
			Substantial Progress	
			Limited Progress	

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			No	
			Not Applicable	
<b>TRAINING</b>				
	<b>Measures/Metrics</b>		<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
T1	At least one recovery planner in the County has successfully completed training on the National Disaster Recovery Framework within the last two years.	National Disaster Recovery Framework	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	
<b>EXERCISES</b>				
	<b>Measures/Metrics</b>	<b>Primary Source</b>	<b>Answer</b>	<b>Basis for Shortfall or Sufficiency</b>
Ex1	The rehabilitation and restoration of natural and cultural resources and historic properties is accounted for in an exercise (table top, functional or full scale) at least once every five years.	National Disaster Recovery Framework	Yes	
			Substantial Progress	
			Limited Progress	
			No	
			Not Applicable	

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**Appendix A  
Source Documents List**

<b>Publication Year</b>	<b>Bay Area Documents</b>
2012	Bay Area Threat Hazard Identification and Risk Assessment (THIRA)
2012	San Jose City Auditor Report, Review of Fire Department Performance Measures
2012	Bay Area Homeland Security Strategy
2012	Urban Shield After Action Report
2012	Bay Area Emergency Public Information and Warning Strategic Plan
2011	Urban Shield After Action Report
2011	Regional Catastrophic Earthquake Donations Management Plan Annex to the San Francisco Bay Area RECP
2011	Regional Catastrophic Earthquake Interim Housing Plan Annex to the San Francisco Bay Area RECP
2011	Regional Catastrophic Earthquake Mass Care and Sheltering Plan Annex to the San Francisco Bay Area RECP
2011	Regional Catastrophic Incident Mass Fatality Plan Annex to the San Francisco Bay Area RECP
2011	Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan Annex to the San Francisco Bay Area RECP
2011	Regional Volunteer Management Plan Annex to the San Francisco Bay Area RECP
2010	San Francisco Planning and Urban Research Association, Rebuilding Our Transportation Infrastructure
2010	Urban Shield After Action Report
2009	San Francisco Planning and Urban Research Association, The Resilient City: Defining what San Francisco Needs From its Seismic Mitigation Policies
2009	San Francisco Planning and Urban Research Association, The Dilemma of Existing Buildings, Private Property, Public Risk
2009	San Francisco Planning and Urban Research Association, Building It Right the First Time, Improving the Seismic Performance of New Buildings
2009	Urban Shield After Action Report
2008	San Francisco Planning and Urban Research Association, Lifelines: Upgrading Infrastructure to Enhance San Francisco's Earthquake Resilience



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2008	Bay Area Citizen Preparedness Assessment Project, Best Practices from National and International Perspectives
2008	Bay Area RECP
2008	San Francisco Bay Area Earthquake Readiness Response: Concept of Operations Plan
2008	Bay Area RECP, Recovery Subsidiary Plan
2008	Bay Area RECP, Logistics Subsidiary Plan
2008	Bay Area RECP, Medical and Health Subsidiary Plan
2003	Alameda County, A Guide for Local Jurisdictions in Care and Shelter Planning
<b>California Documents</b>	
2012	FIRESCOPE Incident Resources Listing
2012	CalEMA HazMat Company Resource Types
2012	California State Preparedness Report
2011	FIRESCOPE Multi Agency Coordination System Group Procedures Guide
2009	California Law Enforcement Guide for Emergency Operations
2009	FIRESCOPE Standardized Hazardous Materials Equipment List
2004	FIRESCOPE Urban Search and Rescue Operational System Description
2006	California Seismic Safety Commission, California's Emergency Response to a Major Earthquake, A Report of the Urban Search and Rescue Emergency Advisory Committee on the State's Readiness and Resource Needs
2001	FIRESCOPE Swiftwater/Flood Search and Rescue Operational System Description ICS-US&R-120-2 Law Enforcement Mutual Aid Plan (SAR) Annex
2001	FIRESCOPE Swift-water/Flood Search and Rescue Recommended Training Skills and Equipment List
2001	CalEMA, Emergency Managers Mutual Aid Guidance
1997	CalEMA, Emergency Managers Mutual Aid Plan
Not Applicable	Standardized Emergency Management System (SEMS) Guidelines for Action Planning
<b>Federal Agency Documents</b>	
2013	Executive Order -- Improving Critical Infrastructure Cybersecurity

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2012	U.S. Department of Justice(DOJ)/Bureau of Justice Assistance (BJA) Suspicious Activity Reporting Process Implementation Checklist
2012	U.S. Department of Health and Human Services Office of the Assistant Secretary for Preparedness and Response – Healthcare Preparedness Capabilities
2012	Fusion Center Critical Operational Capabilities and Enabling Capabilities
	Environmental Protection Agency (EPA), Homeland Security Strategic Research Action Plan, 2012-2016
2012	Federal Emergency Management Agency (FEMA), Threat and Hazard Identification and Risk Assessment Guide, Comprehensive Preparedness Guide (CPG) 201
2011	DHS National Preparedness System
2011	High Intensity Drug Trafficking Area Performance Measures
2011	DHS, Communications Interoperability Performance Measurement Guide
2011	DHS National Preparedness Goal
2011	National Association of State Chief Information Officers - Cyber Security Awareness Resource Guide
2011	Centers for Disease Control and Prevention (CDC) Public Health Preparedness Capabilities
2011	DHS Catalog of Control Systems Security: Recommendations for Standards Developers
2011	DHS, National Disaster Recovery Framework
2011	FEMA NIMS Guideline for the Credentialing of Personnel
2010	FEMA Comprehensive Preparedness Guide 101
2010	FEMA Discussion Based Exercise and Evaluation Guides for Target Capabilities
2010	FEMA Operations Based Exercise and Evaluation Guides for Target Capabilities
2010	Information Sharing Environment – Suspicious Activity Reporting Evaluation Environment
2010	DHS, Cyber Security Assessments of Industrial Control Systems
2010	Federal Bureau of Investigation, Critical Incident Response Group, National Guidelines for Bomb Technicians

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2010	FEMA Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters
2009	Federal Interagency Security Committee, Physical Security Performance Measures
2009	DHS Risk-Based Performance Standards Guidance – Chemical Facility Anti-Terrorism Standards
2009	FEMA Typed Resource Definitions, Emergency Medical Services Resources
2009	DHS, National Infrastructure Protection Plan
2009	NFPA, Fire Service Performance Measures
2009	FEMA Typed Resource Definitions, Law Enforcement Patrol Team (Strike Team)
2008	FEMA Typed Resource Definitions, Medical and Public Health Resources
2008	DHS National Emergency Communications Plan
2008	DHS Critical Resource Logistics and Distribution Evaluation Guide
2008	DHS, A Guide to Critical Infrastructure and Key Resources Protection at the State, Regional, Local, Tribal, and Territorial Level
2008	DHS National Response Framework, Emergency Support Functions
2008	FEMA Typed Resource Definitions, Public Works Resources
2007	DHS Target Capabilities List Version 2.0
2007	DHS Universal Task List
2007	FEMA Typed Resource Definitions, Law Enforcement and Security Resources
2007	U.S. Department of Transportation, Port Security Metrics
2007	DHS National Preparedness Guidelines
2006	U.S. Agency for International Development, Measuring Supply Chain Performance
2006	DHS, National Planning Scenarios
2006	General Accountability Office Report, Guidance and Standards Are Needed for Measuring the Effectiveness of Agencies’ Facility Protection Efforts
2005	FEMA Typed Resource Definitions, Fire and Hazardous Materials Resources

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2005	FEMA Typed Resource Definitions, Incident Management Resources
2005	FEMA Typed Resource Definitions, Search and Rescue Resources
1995	U.S. Department of Energy, How to Measure Performance, A Handbook of Techniques and Tools
<b>National/International Standard Setting Bodies</b>	
2013	National Bomb Squad Commanders Advisory Board, National Strategic Plan for U.S. Bomb Squads
2013	NFPA 473: Standard for Competencies for EMS Personnel Responding to Hazardous Materials/Weapons of Mass Destruction Incidents
2013	National Institute of Science and Technology (NIST)/DHS, Statement of Requirements for US&R Robot Performance Standards
2013	NIST/DHS, Standard Test Methods For Response Robots
2013	NFPA 472: Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents
2013	CDC, Public Health Emergency Preparedness Cooperative Agreement, Performance Measure Specifications and Implementation Guidance
2013	NIST, Latent Interoperability Transmission Specification
2013	NIST, Explosives Standards Forum Recommendations
2012	NIST, Computer Security Incident Handling Guide
2012	NIST, Latent Print Examination and Human Factors: Improving the Practice through a Systems Approach
2011	U.S. DOJ/Office of Justice Programs, 28 Code of Federal Regulations Part 23, Criminal Intelligence Systems Operating Policies
2011	National Tactical Officers Association, SWAT Standard For Law Enforcement Agencies
2011	NFPA 730: Guide for Premises Security
2011	NIST, Data Format for the Interchange of Fingerprint, Facial and Other Data
2011	Nuclear Regulatory Commission, Access Control Systems, Technical information for NRC Licensees

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2010	Emergency Management Accreditation Program Standards
2010	National Institute of Justice, Chemical Biological Radiological Nuclear Protective Ensemble Standard for Law Enforcement
2010	NFPA 1600: Standard on Disaster/Emergency Management and Business Continuity Programs
2010	Organization for the Advancement of Structured Information Standards (OASIS) Common Alerting Protocol Version 1.2
2009	Federal Identity, Credential, and Access Management Roadmap and Implementation Guidance
2008	NFPA 1561: Standard on Emergency Services Incident Management System
2008	NIST, Performance Measurement Guide for Information Security
2008	United Nations Emergency Logistics Management Training
2007	33 Code of Federal Regulation 105 – Maritime Security Facilities
2007	National Institute of Justice Standard for Portable X-Ray Systems for use in Bomb Identification-0603.01
2006	The North American Electric Reliability Corporation 1200 and CIP-002 through CIP-009 Comparison
2006	NIST, Minimum Security Requirements for Federal Information and Information Systems
2006	NIST, PIV of Federal Employees and Contractors
2005	American Red Cross, Shelter Operations Workbook
2005	International Organization for Standardization (ISO)/ International Electrotechnical Commission (IEC) 27002 Information Technology Standard – Security Techniques, Code of Practice for Information Security Management
2004	NFPA 1670: Standard on Operations and Training for Technical Search and Rescue Incidents
<b>Academic/Think Tank</b>	
2012	Center for Digital Government, Cyber and Physical Security Report
2012	International Association of Chiefs of Police, Automated License Plate Recognition Systems, Policy and Operational Guidance for Law Enforcement

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2011	National Academy of Public Administration, Improving the National Preparedness System: Developing More Meaningful Grant Performance Measures
2010	Joint Research Centre of the European Commission, Security Metrics for Cyber Security Assessment and Testing
2009	After the War on Terror, Regional and Multilateral Perspectives on Counter-Terrorism Strategy
2009	Information Assurance Technology Analysis Center, Measuring Cyber Security and Information Assurance
2008	University of South Carolina, Community and Regional Resilience Initiative
2008	The Rand Corporation, The Problem of Measuring Emergency Preparedness
2008	U.S. Critical Infrastructure Partnership Advisory Council - Water Sector Coordinating Council and Government Coordinating Council National Performance Measurement System
2007	American Institute of Architects, Facility Management: Building Security Access Control Measures
2007	Congressional Research Service Report, Combating Terrorism: The Challenge of Measuring Effectiveness
2007	National Association of County and City Health Officials, Family Reception Center Exercise Guidelines, A Training Curriculum for Behavioral Health Professionals, Spiritual Care Providers, and Community Helpers
2006	Harvard School of Public Health, Toolkit to Assist Public Health in Conducting Preparedness Exercises
2006	Columbia University, Public Health Emergency Exercise Toolkit Planning
1999	Logistics Management Institute, Supply Chain Management: A Recommended Performance Measurement Scorecard

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### Appendix B Acronym List

Acronym	Term
AAR	After Action Report
ABAG	Association of Bay Area Governments
ARC	American Red Cross
ALPR	Automated License Plate Reader
ASPR	Assistant Secretary for Preparedness and Response (US Department of Health and Human Services)
ASTM	American Society for Testing and Materials
BATS	Bomb Arson Tracking System
CAD	Computer Assisted Dispatch
CaEMA	California Emergency Management Agency
CaISCIP	California Statewide Communications Interoperability Plan
CAP	Common Alerting Protocol
CASM	Communication Assets Survey and Mapping
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CBO	Community Based Organizations
CCR	California Code of Regulations
CDC	Centers for Disease Control and Prevention
CERT	Community Emergency Response Team
CFATS	Chemical Facility Anti-Terrorism Standards
CIKR	Critical Infrastructure and Key Resources
COC	Critical Operational Capabilities
COG	Continuity of Government
COML	Communications Unit Leader
COOP	Continuity of Operations Plan
CPG	Comprehensive Preparedness Guide
CSIRT	Cyber Security Incident Response Team
CVE	Common Vulnerabilities and Exposures
DCT	Donations Coordination Team
DHS	U.S. Department of Homeland Security
DMORT	Disaster Mortuary Operational Response Team
DOC	Department Operations Center
EBRCSA	East Bay Regional Communications System Authority
EI	Essential Elements of Information
EIAC	Emergency Information Access Council
EMAP	Emergency Management Accreditation Program
EMMA	Emergency Management Mutual Aid
EMS	Emergency Medical Service(s)
EOC	Emergency Operations Center
EOM	California Public Health and Medical Emergency Operations Manual
EOP	Emergency Operations Plan
EPI&W	Emergency Public Information and Warning
ETNS	Emergency Telephone Notification Systems

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<b>EVC</b>	Emergency Volunteer Center
<b>FAC</b>	Family Assistance Center
<b>FBI</b>	Federal Bureau of Investigation
<b>FCC</b>	Federal Communications Commission
<b>FEMA</b>	Federal Emergency Management Agency
<b>FIPS</b>	Federal Information Processing Standard
<b>FISC</b>	Federal Interagency Security Committee
<b>HazMat</b>	Hazardous Materials
<b>HAZUS</b>	Hazards U.S.
<b>HIDTA</b>	High Intensity Drug Trafficking Area
<b>HMP</b>	Hazard Mitigation Plan
<b>HSEEP</b>	Homeland Security Exercise and Evaluation Program
<b>IAP</b>	Incident Action Plan
<b>IAVM</b>	International Association of Venue Managers
<b>ICS</b>	Incident Command System
<b>IED</b>	Improvised Explosive Device
<b>IFOG</b>	Interoperable Field Operations Guide
<b>IPAWS</b>	Integrated Public Alert and Warning System
<b>JIC</b>	Joint Information Center
<b>JTTF</b>	Joint Terrorism Task Force
<b>LAC</b>	local assistance center
<b>LDRM</b>	Local Disaster Recovery Manager
<b>LEMSA</b>	local emergency medical services agency
<b>LHD</b>	Local Health District
<b>LMR</b>	Land Mobile Radio
<b>LRN</b>	Laboratory Response Network
<b>LSA</b>	Logistics Staging Area
<b>LTAR</b>	Local Technical Assistance Review
<b>MAT</b>	Mega-Shelter Assistance Team
<b>MFF</b>	Mobile Field Force
<b>MOU</b>	Memorandum of Understanding
<b>NACCHO</b>	National Association of County and City Health Officials
<b>NCRIC</b>	Northern California Regional Intelligence Center
<b>NECP</b>	National Emergency Communications Plan
<b>NFPA</b>	National Fire Protection Association
<b>NGO</b>	Non-Governmental Organization
<b>NIEM</b>	National Information Exchange Model
<b>NIMS</b>	National Incident Management System
<b>NIPP</b>	National Infrastructure Protection Plan
<b>NIST</b>	National Institute of Science and Technology
<b>NIST SP</b>	National Institute of Science and Technology Special Publication
<b>NTOA</b>	National Tactical Officers Association
<b>NTSB</b>	National Transportation Safety Board
<b>OEC</b>	Office of Emergency Communications (DHS)
<b>OES</b>	Office of Emergency Services



## ***The Bay Area Compendium of Core Capabilities***

<b>OIC</b>	Officer in Charge
<b>P25</b>	Project25
<b>PCII</b>	Protected Critical Infrastructure Information
<b>PIV</b>	Personal Identity Verification
<b>POD</b>	Point of distribution
<b>POETE</b>	planning, organization, equipment, training and exercise
<b>POST</b>	Peace Officers Standards and Training
<b>PPE</b>	personal protective equipment
<b>PSA</b>	Protective Security Advisor
<b>RECP</b>	Regional Emergency Coordination Plan
<b>REOC</b>	Regional Emergency Operations Center
<b>RMS</b>	Records Management Services
<b>RSF</b>	Recovery Support Function
<b>SAR</b>	suspicious activity report
<b>SEL</b>	Standardized Equipment List
<b>SEMS</b>	Standardized Emergency Management System (California)
<b>SMART</b>	Specific, Measurable, Achievable, Results-Oriented, and Time-Bound
<b>SOP</b>	Standard Operating Procedure
<b>SPR</b>	State Preparedness Report
<b>SSA</b>	Social Services Agency
<b>SVRIA</b>	Silicon Valley Regional Interoperable Authority
<b>SWAT</b>	Special Weapons And Tactics (Team)
<b>TEMS</b>	Tactical Emergency Medic Support
<b>THIRA</b>	Threat Hazard Identification and Risk Assessment
<b>TICP</b>	Tactical Interoperable Communications Plan
<b>TLO</b>	Terrorism Liaison Officer
<b>TRIPwire</b>	Technical Resource for Incident Prevention
<b>TSWG</b>	Technical Support Working Group
<b>UASI</b>	Urban Area Security Initiative
<b>US-CERT</b>	United States Computer Emergency Readiness Team
<b>VBIED</b>	Vehicle-Borne Improvised Explosive Device
<b>WMD</b>	Weapons of Mass Destruction