Bay Area UASI

Homeland Security Goals and Objectives

April 2017

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I.   Introduction

About the Bay Area UASI

The Bay Area Urban Areas Security Initiative (Bay Area UASI) sustains and improves regional capacity to prevent, protect against, respond to, and recover from terrorist incidents and catastrophic events. The Bay Area UASI achieves its vision through partnership and collaboration with stakeholders at the federal, tribal, state, and local levels, and faith-based and private sector organizations. For more information, please visit www.bayareauasi.org.

Purpose of the Bay Area UASI Homeland Security Goals and Objectives

The purpose of the Bay Area UASI Homeland Security Goals and Objectives is to guide prevention, protection, mitigation, response, and recovery from threats and acts of terrorism and other man-made or natural catastrophes. The articulated goals, objectives, and outcomes in this document will assist safety, health, and other agencies in the use of resources to promote homeland security and strengthen capabilities in the Bay Area.

This document aligns with the National Preparedness Goal, including the updates made in 2015, as well as the California State Homeland Security Strategy. This document has also incorporated the capability outcomes identified in the 2015 Bay Area UASI Compendium of Core Capabilities as well as those specified in the 2014 Bay Area UASI THIRA (Threat and Hazard Identification and Risk Assessment).   THIRA outcomes are noted as such in the body of the text below with "(THIRA)."

This document does not alter the statutory or regulatory authority or responsibility of any agency, nor does it impose any affirmative duty for any jurisdiction or entity to take any action or inaction.

Implementing a Risk and Capability-based Allocation Methodology

Each year, the Bay Area UASI Management Team will apply updated risk management results to the Bay Area UASI Homeland Security Goals and Objectives to identify the subset of objectives which will be featured as "priority capability objectives" for the grant year. Priority capability objectives identify the highest risk and gap areas based on asset risk, threat information, and subject matter expert capability assessments. All funding proposals and subsequent allocations must be consistent with priority capability objectives. It is in this way that the Bay Area UASI ensures its regional grant investments are aligned with risk management results.

Priority capability objectives are featured in the Management Team's annual proposal guidance which is presented to the Approval Authority for review and approval at the beginning of the grant cycle. The Bay Area UASI's risk management program is required by DHS/FEMA and the Bay Area UASI Approval Authority Bylaws. It helps ensure the region has the right capabilities in place to manage those threats and hazards that pose the greatest risk to the Bay Area, its people, and its critical infrastructure and key resources.

Document History and Updates

The Bay Area UASI Homeland Security Goals and Objectives updates the 2013 Bay Area Homeland Security Strategy. As of 2015, DHS/FEMA no longer requires homeland security strategies. However, the Bay Area UASI still needs an outline of goals, objectives, and desired outcomes in order to organize regional efforts and allocate and track grant funds in a manner consistent with risk management results and FEMA's core capability framework. Given this ongoing need, the Bay Area UASI Management Team produced the Bay Area UASI Homeland Security Goals and Objectives document for the first time in 2015.

The Management Team will update and present the Bay Area UASI Homeland Security Goals and Objectives to the Approval Authority for approval every three years. The outcomes section of this document will be modified annually as needed to incorporate any changes in the Bay Area UASI THIRA.

II.   Summary Table

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Objective 2.1 Intelligence Collection, Analysis and Sharing: Collect, analyze and share information and intelligence to achieve awareness, prevention, protection, mitigation, and response concerning a terrorist attack or other emergency.

Objective 2.2 Terrorism Attribution, Interdiction and Disruption: Conduct forensic analysis; attribute terrorist threats; and identify, deter, detect, disrupt, investigate, and apprehend suspects involved in terrorist activities.

Objective 2.3 Infrastructure Protection: Assess risk to the region's physical and cyber critical infrastructure and key resource, enhance protection, and reduce risk from all hazards.

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Objective 4.4 Environmental Response/Health and Safety: Conduct assessments and disseminate resources to support immediate environmental health and safety operations.

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Objective 6.2 Critical Transportation: Evacuate people and animals as well as deliver response personnel, equipment, and services in order to save lives and assist survivors.

Objective 6.3 Mass Care: Provide sheltering, feeding, family reunification, and bulk distribution for populations impacted by emergency incidents.

Objective 6.4 Community Resiliency: Collaborate with the whole community to prevent, protect, mitigate, prepare for, respond to and recover from all threats and hazards.

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Objective 7.2 Economic and Social Recovery: Implement housing solutions, restore health and social services, and promote business activities to recover from all threats and hazards.

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Objective 8.2 Governance, Grants Management, and Best Practices: The Bay Area UASI's Management Team supports Approval Authority decision-making, provides grants management, and fosters regional tools and best practices.

III.   Goals, Objectives, and Outcomes

Goal 1 - Risk Management and Planning

Objective 1.1 Planning, Threat and Hazard Identification, and Risk Management: Assess threats and hazards, prioritize investments in response, monitor the outcomes of allocation decisions, and take corrective and sustainment actions.

Core Capabilities: Threats and Hazards Identification, Risk and Disaster Resilience Assessment, Planning

Mission Areas: All

Primary Audience: Emergency management planners, hazard mitigation planners, risk analysts

Outcomes:

a) Identify and estimate the frequency and magnitude of threats and hazards for incorporation into a planning process.

b) Assess risk and resilience on at least a two year basis so that the whole community can take informed action to reduce risk and increase resilience to all hazards.

c) Prioritize annual investments for prevention, protection, mitigation, response, and recovery activities based upon capabilities most needed to address threats and hazards.

d) Monitor the outcomes of resource allocation decisions and undertake corrective and sustainment planning based upon training, exercise and incident evaluation results.

e) Provide field assessments for all 199 high priority Critical Infrastructure and Key Resources (CIKR) assets that have very high or high vulnerability to earthquakes (THIRA).

f) Utilizing community-based planning initiatives and FEMA's Whole Community Approach to Emergency Management where appropriate, maintain, update, and validate regional and local plans addressing catastrophic events, emergency operations, hazardous materials, mass care, and evacuation (THIRA).

Goal 2 - Information Analysis and Infrastructure Protection

Objective 2.1 Intelligence Collection, Analysis and Sharing: Collect, analyze and share information and intelligence to achieve awareness, prevention, protection, mitigation, and response concerning a terrorist attack or other emergency.

Core Capability: Intelligence and Information Sharing

Mission Areas: Prevention, Protection

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

Outcomes:

a) Ensure policies, procedures and systems are in place to routinely collect, analyze and share actionable information, and intelligence in order to detect, prevent and protect against acts of terrorism and other major crimes from occurring.

b) Build the region's intelligence fusion center (Northern California Regional Intelligence Center – NCRIC) to report suspicious activities associated with potential terrorist or criminal planning.

c) Coordinate with the FBI and California's State Threat Assessment Center (STAC) to receive classified and unclassified information on attacks and appropriately declassify information to share with key stakeholders (e.g. responders, location owner) (THIRA).

Goal 2 - Information Analysis and Infrastructure Protection

Objective 2.2 Terrorism Attribution, Interdiction and Disruption: Conduct forensic analysis; attribute terrorist threats; and identify, deter, detect, disrupt, investigate, and apprehend suspects involved in terrorist activities.

Core Capabilities: Forensics and Attribution, Interdiction and Disruption

Mission Areas: Prevention and Protection

Primary Audience: Law enforcement investigators, tactical team members, and analysts; fire department arson investigators

Outcomes:

a) Identify, find, thwart, and convict terrorist perpetrators by identifying and processing field intelligence collected from scenes, (e.g., cell phones, device materials, and contaminant type) (THIRA).

b) 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.

c) Set up rapid command and control, interdict attacker, and intercept additional attacks by coordinating the operations of site security personnel, bomb teams, and local, Federal, and State law enforcement (THIRA).

Goal 2 - Information Analysis and Infrastructure Protection

Objective 2.3 Infrastructure Protection: Assess risk to the region's physical and cyber critical infrastructure and key resource, enhance protection, and reduce risk from all hazards.

Core Capabilities: Physical Protective Measures, Access Control and Identity Verification, Risk Management for Protection Programs and Activities, Long-term Vulnerability Reduction, Cyber Security

Mission Areas: Protection and Mitigation

Primary Audience: Chief security officers, information technology personnel, law enforcement involved in Critical Infrastructure and Key Resources (CIKR) protection and cyber-crimes, risk analysts, emergency managers and planners, and building and code enforcement personnel

Outcomes:

a) Provide vehicular access control and ensure that individuals accessing incident and public assembly sites have proper identification and authorization (THIRA).

b) Maintain tools for identifying, assessing, cataloging, and prioritizing physical and cyber assets in the region.

c) Assess the risk to Critical Infrastructure and Key Resources (CIKR) and prioritize risks to inform protection activities and investments for all hazards.

d) Harden high priority CIKR rated as having very high or high vulnerability to an earthquake or Vehicle-Borne Improvised Explosive Device (VBIED) attack (THIRA).

e) Decrease the long-term vulnerability of communities and CIKR by implementing mitigation activities stated in hazard mitigation plans.

f) Ensure County cyber security programs meet the Federal Information Processing Standards 200 - Minimum Security Requirements

g) Work with owners, operators, and service providers to develop a prevention, detection, and recovery plan focused on cyber resiliency in order to ensure network security of critical facilities is maintained despite a disaster, minimizing impacts to confidentiality and data availability and integrity (THIRA).

Goal 3 - Communications

Objective 3.1 Operational Communications: Provide voice and data information among multi-jurisdictional and multidisciplinary responders, command posts, agencies, and officials during an emergency response.

Core Capabilities: Operational Communications

Mission Area: Response

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

Outcomes:

a) During the first 24 hours following a no-notice incident, responders share mission critical voice information with each other and with responders from across the Bay Area region.

b) Ensure local or regional emergency communications systems are based on established governance, standard operating procedures, and technology.

c) During the first 72 hours following a catastrophic event, ensure that redundancies within state systems provide sufficient capability for continued communications, despite damage to regional systems (THIRA).

d) Within seven days following a catastrophic event, implement a plan to re-establish communications infrastructure throughout the Bay Area, especially commercial communication systems relying on cable (THIRA).

Goal 3 - Communications

Objective 3.2 Emergency Public Information and Warning: Provide public information and warning to affected members of the community in order to save lives and property.

Core Capabilities: Public Information and Warning

Mission Areas: All

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

Outcomes:

a) Implement emergency public information and warning systems that are interoperable, standards-based, and use a variety of means to inform the public.

b) Disseminate prompt, coordinated, clear, specific, accurate, and actionable emergency public information and warnings to all affected members of the community.

c) Provide timely updates and information regarding availability of resources, evacuation routes, and triage locations to millions of people and major businesses in the Bay Area, despite disruptions to public warning systems and private-sector media sources (THIRA).

Goal 4 - CBRNE Detection, Response, and Decontamination

Objective 4.1 Screening Search and Detection: Detect, locate and identify CBRNE materials and communicate relevant information to appropriate entities at the state and federal level.

Core Capability: Screening, Search, and Detection

Mission Areas: Prevention, Protection

Primary Audience: Special event security planners, bomb squads, and hazardous materials response personnel

Outcomes:

a) Screen conveyances, cargo, and people at land and maritime ports of entry, Critical Infrastructure and Key Resources (CIKR) sites, public events, and incident scenes.

b) Detect, identify, and locate CBRNE materials using a variety of integrated means including technology, canines, and specialized personnel.

c) Deploy security measures, including canine explosive detection teams, to detect weapons at public assembly sites (THIRA).

Goal 4 - CBRNE Detection, Response, and Decontamination

Objective 4.2 On-Scene Security and Protection: Secure an incident scene and maintain law and order following an incident or emergency.

Core Capabilities: On-scene Security, Protection, and Law Enforcement

Mission Areas: Response

Primary Audience: Bomb squads and mobile field force personnel

Outcomes:

a) Conduct threat assessments concerning explosives.

b) Render safe explosives and/or hazardous devices including large, Vehicle-Borne Improvised Explosive Devices (VBIEDs).

c) Clear an area of explosive hazards in a safe, timely, and effective manner.

d) During the first 72 hours of an incident, establish security around the hardest hit areas by using local and state Region II law enforcement mutual aid and supplementing them with statewide mutual aid and CA National Guard, while establishing a process for verifying credentials (THIRA).

Goal 4 - CBRNE Detection, Response, and Decontamination

Objective 4.3 Mass Search and Rescue: Conduct search and rescue operations to rescue persons in distress and initiate community-based support operations.

Core Capabilities: Mass Search and Rescue Operations

Mission Areas: Response

Primary Audience: Urban search and rescue personnel

Outcomes:

a) Conduct or support air, land, and water-based search and rescue operations across a geographically dispersed area.

b) Synchronize the deployment of local, regional, national, and international teams for search and rescue operations.

c) During the first 24 hours of an incident, establish search and rescue operations to locate and rescue up to 1,700 people trapped and requiring rescue, as well as possibly thousands more stranded in as many as 210,000 damaged buildings (THIRA).

Goal 4 - CBRNE Detection, Response, and Decontamination

Objective 4.4 Environmental Response/Health and Safety: Conduct assessments and disseminate resources to support immediate environmental health and safety operations.

Core Capabilities: Environmental Response/Health and Safety

Mission Areas: Response

Primary Audience: Hazardous materials response teams

Outcomes:

a) Minimize public exposure to environmental hazards through assessment of the hazards and implementation of public protective actions.

b) Minimize impact of oils and hazardous materials on the environment, natural and cultural resources, and historic properties.

c) Reduce illnesses and injury to first responders due to preventable exposure to secondary trauma, chemical/radiological release, infectious disease, or physical/ emotional stress.

d) During the first 24 hours of an incident, conduct needed health and safety hazard assessments, especially in the hardest hit areas (THIRA).

e) In the first 72 hours of an incident, develop and implement a plan of action to clean up numerous hazardous materials incidents; begin mass decontamination of up to 60,000 people and critical equipment; and disseminate guidance and resources to support environmental health and safety actions of emergency response personnel (THIRA).

Goal 4 - CBRNE Detection, Response, and Decontamination

Objective 4.5 Critical Resource Logistics: Secure supply nodes and provide emergency power, fuel support for responders, access to community staples, and fire and other first response services.

Core Capabilities: Logistics and Supply Chain Management, Supply Chain Integrity and Security, Fire Management and Suppression

Mission Areas: Protection and Response

Primary Audience: Hazardous materials response teams, firefighting and law enforcement personnel

Outcomes:

a) Secure key supply nodes, conveyances, and materials in transit through MOUs and/or other established partnership agreements with public and private sector stakeholders.

b) Provide food and other commodities to up to 2.2 million people who have lost services and residences, including stranded visitors or commuters in the region (THIRA).

c) Provide supplies to hardest hit areas by fixed-wing air, ground, sea transportation, and rotary wing aircraft if necessary (THIRA).

d) Coordinate with logistics providers to ensure supply chain security at private and public sector critical distribution sites (THIRA).

e) Within 72 hours following a critical incident, deploy traditional and specialized first response firefighting resources to manage up to 250,000 affected acres, including urban and wildfire areas; ensure coordinated deployment of appropriate local and state fire management and fire suppression resources (THIRA).

f) Over a two week time period, extinguish up to 5,000 fires using statewide mutual aid, while overcoming damage to transportation infrastructure (THIRA).

g) Within 24 hours following a catastrophic event, implement a plan to transition up to 2.2 million people to recovery (THIRA).

Goal 5 - Medical and Public Health Preparedness

Objective 5.1 Public Health and Medical Services: Provide lifesaving medical treatment and public health and medical support to people in need within areas affected by emergencies.

Core Capabilities: Public Health, Healthcare, and Emergency Medical Services

Mission Areas: Response

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

Outcomes:

a) During the first 24-72 hours of an incident, triage and stabilize up to 55,000 casualties and begin definitive care for those likely to survive their injuries (THIRA).

b) In a catastrophic event, implement neonatal, pediatric, and adult medical surge plans, including land, air, and sea patient transporting capabilities, despite damage to buildings, transportation infrastructure, and hospitals (THIRA).

c) Within the first 2 to 4 days of an incident, identify and communicate information about disease agents and control measures.

d) Within 5 to 7 days of an incident, provide medical surge and medical countermeasures to exposed populations.

e) Within 48 hours of the decision to deploy Strategic National Stockpile supplies, dispense antibiotics to the affected population.

f) Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.

Goal 5 - Medical and Public Health Preparedness

Objective 5.2 Fatality Management: Recover, handle, identify, transport, track, store, and dispose of human remains and personal effects; certify the cause of death; and facilitate needed access to behavioral health services.

Core Capabilities: Fatality Management Services

Mission Areas: Response

Primary Audience: Law enforcement, coroners, medical examiners, public health and hospitals

Outcomes:

a) During the first 72 hours of an incident, begin to conduct operations to store and inter up to 6,600 fatalities (THIRA).

b) During the first 7 days of an incident, implement plans for transport, storage, and identification of remains and reunification of up to 6,600 bodies with family members (THIRA).

c) Facilitate access to behavioral health services to the family members, responders, and survivors of an incident.

Goal 6 - Emergency Planning and Community Preparedness

Objective 6.1 Operational Coordination: Manage major incidents effectively through an integrated response system.

Core Capabilities: Operational Coordination, Situational Assessment

Mission Areas: All

Primary Audience: EOC and DOC managers and incident commanders

Outcomes:

a) Use common frameworks of the Standardized Emergency Management System, Incident Command System, and Unified Command.

b) Use Emergency Operations Centers (EOCs), incident command posts, emergency plans, standard operating procedures, and incident action plans.

c) During the first 24 to 72 hours following an incident, ensure all operational area EOCs in the affected area are at least partially operational (THIRA).

d) Within 12 to 48 hours following an incident, collect and share information on initial impact, priority needs, cascading effects, and response status to inform decision-making.

e) EOCs can plan, direct, and coordinate internally and externally with other multi-agency coordination entities, command posts, and other agencies.

f) EOCs engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

g) Coordinate with local critical infrastructure operators, including financial and lifelines, despite challenges due to scope of the incident, damage to transportation infrastructure, and communications difficulties (THIRA).

Goal 6 - Emergency Planning and Community Preparedness

Objective 6.2 Critical Transportation: Evacuate people (including infants, children, families, and pregnant women) and animals as well as deliver response personnel, equipment, and services in order to save lives and assist survivors.

Core Capabilities: Critical Transportation

Mission Areas: Response

Primary Audience: Emergency managers and transportation agencies

Outcomes:

a) Transmit requests for emergency and basic transportation resources and issue evacuation orders.

b) During the first 72 hours of an incident, provide transportation for response priority objectives, including evacuations due to fires, HAZMAT incidents, public health emergencies, and dam failures (THIRA).

c) Support staged evacuation of people with access and functional needs.

d) Clear debris from roads to facilitate response operations.

e) Within five days of an incident, supplement local and state authorities with resources for critical transportation, operators, and evacuation needs (THIRA).

Goal 6 - Emergency Planning and Community Preparedness

Objective 6.3 Mass Care: Provide sheltering, feeding, family reunification, and bulk distribution for all populations – including infants, children, pregnant women, and access and functional needs individuals – impacted by emergency incidents.

Core Capability: Mass Care Services

Mission Areas: Response

Primary Audience: Emergency managers, social services, American Red Cross (ARC)

Outcomes:

a) Provide mass care in a manner consistent with all applicable laws, regulations and guidelines, including those pertaining to individuals with access and functional needs.

b) 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.

c) Within the first 72 hours of a critical incident, begin to establish shelter, feeding, and hydration operations (including Points of Distribution) for up to 331,400 people and for up to 218,300 household pets needing shelter (THIRA).

d) Support more than one million people needing transportation assistance (THIRA).

e) During the first seven days of an incident, implement a plan to support mass care services during transition to short-term recovery (THIRA).

Goal 6 - Emergency Planning and Community Preparedness

Objective 6.4 Community Resiliency: Collaborate with the whole community to prevent, protect, mitigate, prepare for, respond to and recover from all threats and hazards.

Core Capabilities: Community Resilience

Mission Areas: Mitigation

Community Resilience: Emergency managers

Outcomes:

a) Manage volunteers and donations based upon pre-designated plans, procedures, and systems.

b) Develop and implement risk-informed plans using an ongoing collaboration process that brings together government and nongovernmental resources.

c) Empower the whole community to adapt to changing risk conditions and withstand and rapidly recover from damage to infrastructure and systems.

d) Through preparedness and outreach activities, mitigate the cascading effects of a catastrophic event that would cause extensive damage to residences, commercial buildings, and critical lifelines (THIRA).

Goal 7 - Recovery

Objective 7.1 Infrastructure Systems: Restore critical lifelines through providing timely assessments and getting personnel and equipment to disaster scenes.

Core Capability: Infrastructure Systems

Mission Areas: Response and Recovery

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

Outcomes:

a) Provide situation needs and damage assessments by utilizing engineering, building inspection, and code enforcement services.

b) Coordinate between private sector and government operations to re-establish critical infrastructure and support response operations, life sustainment, and transition to recovery.

c) During the first 72 hours to 5 days of an incident of an incident, stabilize infrastructure affected by up to 50 million tons of debris (THIRA).

d) During the first 72 hours to 5 days of an incident, implement a plan to restore up to1.8 million households without potable water and 500,000 households without electricity (THIRA).

e) Within one month of an incident, develop a plan to remove up to 50 million tons of debris and redevelop major water and sewer systems (THIRA).

Goal 7 - Recovery

Objective 7.2 Economic and Social Recovery: Implement housing solutions, restore health and social services, and promote business activities to recover from all threats and hazards.

Core Capabilities: Economic Recovery, Housing, Health and Social Services

Mission Areas: Recovery

Primary Audience: Emergency management, social services, economic and community development, public works, housing authority, zoning, and other community based personnel

Outcomes:

a) Plan for long-term recovery using collaborative, whole community outreach, redevelopment partnerships, and frameworks; identify at-risk individuals, to include unattended children, individuals with access and functional needs, and populations with limited English proficiency.

b) Activate local assistance centers to connect individuals and families with services.

c) Within 30 days of an incident, assess the housing impacts and needs resulting from up to 210,000 residences destroyed or damaged extensively (THIRA).

d) Within 14-30 days of an incident, conduct a preliminary assessment for return of business activities, housing, and transportation and utility infrastructure (THIRA).

e) Within 30 days of a critical incident, restore basic health and social services (THIRA).

f) Within 1-2 months of an incident, develop a plan and timeline for solutions to those issues that affect the pace of economic recovery and encourage residents to return (THIRA).

g) Within 60-90 days of an incident, identify temporary housing options and develop and implement a plan for interim housing for those who require longer term solutions (THIRA).

Goal 7 - Recovery

Objective 7.3 Natural and Cultural Resources: Conserve, rehabilitate, and restore natural and cultural resources and historic properties in response to all threats and hazards.

Core Capabilities: Natural and Cultural Resources

Mission Areas: Recovery

Primary Audience: Emergency and risk managers

Outcomes:

a) Rehabilitate and restore natural and cultural resources and historic properties consistent with post-incident community priorities and in compliance with laws and regulations.

b) Within 3-5 days of a critical incident, coordinate with California State Parks to identify and contact Native American cultural sites to acquire damage assessments and offer mutual aid (THIRA).

c) Within 30 days of an incident, stabilize, assess, and develop a plan for the major monuments and icons as well as natural resources (i.e., beaches, water supply) that could be impacted (THIRA).

Goal 8 - Management Team

Objective 8.1 Training and Exercise: The Bay Area UASI's Management Team delivers a regional training and exercise program through partnership with the Alameda County Sheriff's Office.

** This is an internal, organizational goal that includes all core capabilities and mission areas.

Outcomes:

a) Implement a training program that is multi-disciplinary, enhances the region's core capabilities, and is integrated into the region's risk management and planning process.

b) Implement an exercise program that is multi-disciplinary, enhances and evaluates the region's core capabilities, and is integrated into the region's risk management and planning process.

Goal 8 - Management Team

Objective 8.2 Governance, Grants Management, and Best Practices: The Bay Area UASI's Management Team supports Approval Authority decision-making, provides grants management, and fosters regional tools and best practices.

** This is an internal, organizational goal that includes all core capabilities and mission areas.

Outcomes:

a) Provide timely and accurate information and analysis to support informed decision-making by the Approval Authority.

b) Provide required state and federal reporting, resulting in no audit findings.

c) Process contracts, MOUs, and reimbursements in a timely and accurate manner.

d) Identify, develop, and disseminate effective tools and best practices among the region's emergency response and management disciplines by developing subject matter expertise and by working with stakeholder workgroups.