



**To: Bay Area UASI Approval Authority**  
**From: Catherine Spaulding, Assistant General Manager**  
**Date: August 13, 2015**  
**Re: Item 4: FY16 Risk and Gap Analysis**

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**Staff Recommendations:**

None

**Action or Discussion Items:**

Discussion

**Discussion:**

The Management Team is pleased to present the updated FY16 Risk and Gap Analysis. This document shows us where gaps are greatest and risk level the highest by core capability in the Bay Area region.

The Management Team produces the Risk and Gap Analysis on an annual basis. Approval Authority Bylaws specify that the Approval Authority must use a risk and capability-based methodology to apply for and allocate grant funds. This is consistent with guidance from DHS that states that all levels of government must establish a foundation to justify and guide preparedness activities and investments.

The full Risk and Gap Analysis can be found on page three of this report (Table 2). On the next page you will find a table (Table 1) with our five highest risk and gap areas and what the Management Team is planning to discuss with regional subject matter experts in order to better address them. We look forward to these further discussions and reporting back to the Approval Authority.



**Table 1: FY16 Top Five Core Capabilities in Terms of Risk and Gap for the Bay Area Region**

Risk and Gap	Core Capability	FEMA Core Capability Description	Bay Area Regional Responses
1	Supply Chain Security and Integrity	Strengthen the security and resilience of the supply chain. <b>Mission Area: Protection</b>	<ul style="list-style-type: none"> <li>• Planning, POD equipment, and exercising in Urban Shield/Yellow Command</li> <li>• Access and credentialing plan to allow emergency access to private sector repair services</li> </ul>
2	Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community. <b>Mission Area: Response, Recovery</b>	Implement recommendations in the Emergency Agreements Analysis, such as recognizing overlapping agreements, documenting fuel and water resources and capabilities, and identifying and addressing restoration gaps.
3	Cyber Security	Protect against damage to, the unauthorized use of, and/or the exploitation of electronic communications systems and services (and the information contained therein). <b>Mission Area: Protection</b>	Continued evolution of cyber security investment with the NCRIC and cyber security training
4	Screening, Search, and Detection	Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, sensor technologies, or physical investigation and intelligence. <b>Mission Areas: Prevention, Protection</b>	Continued evolution of the Radiological/Nuclear Detection Program
5	Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available. <b>Mission areas: Protection, Prevention, Mitigation, Response, Recovery</b>	<ul style="list-style-type: none"> <li>• Additional training</li> <li>• Urban Shield Yellow Command JIC-JIS exercise</li> </ul>



**Table 2: FY16 Risk and Gap Analysis**

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

*Changes from Last Year:*

There are a number of changes in the risk and gap list from last year. These changes are primarily driven by the expansion of our critical asset and key resources catalogue in Haystax as well as the evolving nature of the risks that we face in the Bay Area. To a lesser degree, changes in the risk and gap list are a result of the level of ability rating provided by Bay Area subject matter experts during the regional capability workshop.

*Methodology:*

The Risk and Gap Analysis is created by analyzing asset risk, the threats we face in the Bay Area, and our level of ability to address these threats. The Haystax software determines a “risk relevance” ranking for each core capability based on asset and threat information within the system. The risk relevance ranking information is then combined with the Bay Area’s own, self-assessed level of ability gathered in regional workshops of subject matter experts on a biennial basis. While the risk assessment is driven by terrorism risk, most, if not all of the capabilities involved in the assessment can be used to address natural hazards as well. This “dual use” concept is one the Bay Area has used for years and will continue to use to help drive investments and strategic planning across the region.

Specific data from the Bay Area Compendium of Core Capabilities, the Threat and Hazard Identification and Risk Assessment (THIRA), as well as outreach to subject matter experts helped the Management Team to determine the “Bay Area Regional Responses” column in the table on page 2.