To: Bay Area UASI Approval Authority

From: Catherine Spaulding, Assistant General Manager

Date: August 14, 2014

Re: Item #6: FY15 Risk and Gap Analysis

Staff Recommendations:

None

Action or Discussion Items:

Discussion

Discussion:

The Management Team is pleased to present the updated FY15 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. On the next page you will find a table with our top 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.

FY 15 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	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. **Mission Area: Response, Recovery**	• Identify MOUs that multiple agencies and the State have with the same suppliers/vendors to restore critical lifelines • Incident access control and credentialing
2	Long Term Vulnerability Reduction	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused incidents by lessening the likelihood, severity, and duration of the adverse consequences related to these incidents. **Mission area: Mitigation**	• NCRIC offering monitoring capability to regional agencies in order to detect and deter cyber attacks • NCRIC offering network vulnerability assessments to regional agencies
3	Physical Protective Measures	Reduce or mitigate risks, including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting borders, critical infrastructure, and the homeland. **Mission area: Protection**	• NCRIC disseminating findings from STAS (State Threat Assessment System) Infrastructure Protection Working Group in California, with support from the UASI Management Team
4	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. **Mission areas: Protection, Prevention, Mitigation, Response, Recovery**	• See Approval Authority Item #4 • Missing persons information system • Urban Shield Yellow Command JIC-JIS exercise follow up
5	Operational Communications	Ensure capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces. **Mission area: Response**	• Estimate when the region's P25 build out will be complete (with BayRICS)

FY15 Risk and Gap Analysis

Risk and Gap	Core Capability	Risk Relevance	Level of Ability	Gap Analysis
1	Infrastructure Systems	3	25%	Needs Extra Attention
2	Long Term Vulnerability Reduction	6	31%	Needs Attention
3	Physical Protective Measures	7	39%	Needs Attention
4	Public Information and Warning	9	26%	Needs Attention
5	Operational Communications	16	34%	Needs Attention
6	Community Resilience	1	69%	Needs Attention
7	Intelligence and Information Sharing	4	55%	Needs Attention
8	Planning	8	58%	Needs Attention
9	Situational Assessment	12	57%	Needs Attention
10	Screening, Search and Detection	14	68%	Needs Attention
11	Forensics and Attribution	2	79%	Sustain
12	Interdiction and Disruption	5	70%	Sustain
13	Risk and Disaster Resilience Assessment	10	90%	Sustain
14	Risk Management for Protection Programs	11	82%	Sustain
15	Threats and Hazard Identification	13	84%	Sustain
16	Operational Coordination	15	80%	Sustain
17	Access Control and Identity Verification	18	34%	Needs Attention
18	Critical Transportation	21	27%	Needs Attention
19	Cyber Security	20	33%	Needs Attention
20	Natural and Cultural Resources	28	30%	Sustain
21	Public Health and Medical	19	67%	Sustain
22	Fatality Management	21	61%	Sustain
23	Mass Search and Rescue	23	69%	Sustain
24	On-Scene Security and Protection	18	85%	Sustain
25	Supply Chain Integrity	26	25%	Sustain
26	Health and Social Services	25	34%	Needs Attention
27	Mass Care	29	42%	Sustain
28	Housing	31	38%	Sustain
29	Environmental Response/Health and Safety	24	82%	Sustain
30	Economic Recovery	27	38%	Sustain
31	Public and Private Services and Resources	30	49%	Sustain

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 Digital Sandbox 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 and 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.