

2014 THIRA

Capability Target Final Draft

California Governor's Office of Emergency Services

10/1/2014

This document contains the second draft of the 2014 Threat and Hazard Identification and Risk Assessment (THIRA) developed in accordance with the Federal Emergency Management Agency's Comprehensive Preparedness Guidance 201. It builds upon the THIRAs completed in 2012 and 2013 and includes material from existing plans, modifications suggested by subject matter experts, and recommendations from respondents to hazard identification, context development, and capability target surveys.

2014 THIRA

Introduction

This document is provided in order to review the changes in the 2014 THIRA capability targets. The capability targets have been sent out via an online survey, comments incorporated into the targets, and republished for review through an additional survey. The majority of changes made to date focus on refining the language of the target capabilities rather than wholesale change of the targets.

Several bullets were added to reflect information gathered due to the inclusion of [pandemic](#) and [animal disease](#) in the list of identified threats and hazards reviewed for 2014. In addition, the number of people affected was adjusted in several of the targets such as [Public Information & Warning](#), [Critical Transportation](#), [Mass Search & Rescue](#), and [Mass Care](#). Numbers increased in all cases except Mass Search & Rescue which saw a significant drop. These changes are marked in the 2014 draft version of the capability targets that follow the introduction and are linked to last year's targets located later in the document.

The current draft targets represent the third stage of this year's THIRA process. The first stage identifies threats and hazard. The second stage saw the development of more detailed contexts (descriptions) and impacts for the identified threats and hazards. Each stage used an online survey to collect feedback, and results of the surveys are available online at <http://caloes.ca.gov/InfrastructureProtection/Pages/THIRA.aspx>.

2014 THIRA

Planning Core Capability (2014)

Mission Areas: All

Description: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or community-based approaches to meet defined objectives.

Desired Outcome: Review and update local and state plans in accordance with timelines established for each plan (FEMA's Comprehensive Preparedness Guide 101 suggests a minimum 2-3 year cycle for emergency plan review).

Capability Targets:

- Review, update, and adopt local and state plans in accordance with timelines established for each plan.
- Coordinate and ensure alignment during development and publishing of state and local catastrophic plans, mitigation plans, and operational plans inclusive of all 58 counties, tribes, public and private partners, volunteer organizations, and neighboring states.
- Conduct after action reviews, workshops, seminars, drills and exercises, including statewide biennial exercises of catastrophic incident operation plan(s) to validate and refine local, county and state emergency management plans that address prevention, mitigation, protection, response, and recovery for identified threats and hazards.

2014 THIRA

Public Information and Warning Core Capability (2014)

Mission Areas: All

Description: 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, as appropriate.

Desired Outcome: Educate California's population on threats and hazards in their community throughout all 58 counties and Tribal areas. Coordinate, within 12 hours after an incident, local, state and federal public information strategy. Establish communications within 24 hours after an incident to update populace at regular intervals in all of California's 58 counties.

Capability Targets:

- Educate California's population on threats and hazards in their community throughout all 58 counties and all tribal areas.
- Maintain and improve information and warning systems such as reverse 911, earthquake/tsunami early warning, IPAWS (Integrated Public Alert and Warning System), other cell phone alert applications, and MyPlan/MyHazard.
- Provide warning of the expected impacts during an unfolding event such as a flood for 1,000,000 people, including messaging on how to take appropriate actions.
- Coordinate local, state and federal public information strategy within 12 hours after an incident to communicate information such as location and activation schedule of shelters and Family Assistance Centers as well as information related to missing persons and fatalities in a cultural and linguistic manner.
- Establish communications within 24 hours after an incident to update the populace at regular intervals in all of California's 58 counties, tribal areas, surrounding states, and federal partners on response efforts and other information (e.g. details of public/individual assistance programs) relevant to the incident.
- Employ multiple information dissemination platforms to include private media outlets, public address systems, and social media to distribute guidelines for additional assistance available to the public after the close of the immediate operational response.

2014 THIRA

Operational Coordination Core Capability (2014)

Mission Areas: All

Description: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Desired Outcome: Establish a joint state/federal Unified Coordination Group (UCG) within 12 hours after a catastrophic incident. Coordinate the restoration of services and facilities during the first 72 hours after an incident. Activate and maintain Emergency Operation Centers.

Capability Targets:

- Establish and maintain an emergency management operational structure capable of coordinating the restoration of services and facilities during the first 72 hours after an incident to enable communications, water and wastewater services, power generation, fuel resupply, and air operations as prioritized by the UCG through the implementation of a joint Incident Action Plan (IAP) that is adjusted as temporary sources of water, power, and fuel are acquired and consumed by local jurisdictions in the incident area.
- Activate and maintain Emergency Operation Centers (EOCs) at the state, regional, operational area, and municipality level in accordance with state and local response plans.
- Coordinate all requests for international, state, federal and private sector resources and support through the state for the duration of the incident.

2014 THIRA

Forensics and Attribution Core Capability (2014)

Mission Areas: Prevention

Description: Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

Desired Outcome: Coordinate requests for assistance by all local, state, and federal partners within the first 72 hours of the discovery of materials suspected of being used in the preparation for, or the actual conduct of a terrorist attack or intentional/accidental hazard, according to procedures and timelines established by lead agency for the incident.

Capability Targets:

- Coordinate evidence collection and investigative support requested by the lead agency within the first 72 hours of the discovery of materials suspected of being used in the preparation or actual execution of a terrorist attack or involved in an intentional/accidental hazard.
- Support collection of all evidence at the site of the event, transportation of material to designated collection point, and analysis of collected material in according to procedures and timelines established by the lead agency for the incident to prevent initial or follow-on acts and/or swiftly develop counter-options.

2014 THIRA

Intelligence and Information Sharing core Capability (2014)

Mission Areas: Prevention/Protection

Description: Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by Federal, state, local, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local, or private sector entities, as appropriate.

Desired Outcome: Disseminate intelligence and information to 100% of designated federal, state, local, and private sector partners.

Capability Targets:

- Disseminate initial information reports via the State Threat Assessment System (STAS) on ongoing terrorism events to 100% of designated federal, state, local, and private sector partners, to include Terrorism Liaison Officers (TLOs), analysts employed outside the STAS by state, local organizations, or task forces at various levels of government in accordance with timelines set by operational guidelines or plans.
- Coordinate the dissemination of information bulletins and intelligence reports produced by federal, state, local, and private sector partners to 100% of recipients designated for access to sensitive information regarding threats and hazards.
- Collect, process, and disseminate information for use at the Emergency Operations Centers (EOCs) in accordance with established protocols to assist in maintaining situational awareness, processing requests for mutual aid, and assessing impacts of the event.

2014 THIRA

Interdiction and Disruption Core Capability (2014)

Mission Areas: Prevention/Protection

Description: Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.

Desired Outcome: Prevent all potential terrorist threats near 100% of critical infrastructure evaluated as having the highest risk of potentially causing significant loss of life or widespread loss of vital services.

Capability Targets:

- Intercept 100% of persons and/or materials, or transport identified as associated with a potential terrorist act.
- Assist in the simultaneous apprehension of 100% of suspects associated with a potential terrorist act.
- Intercept 100% of all bomb-making material deliveries going to personnel suspected of involvement in a terrorist threat that are in a quantity necessary to make a vehicle-borne improvised explosive device (VBIED).
- Halt or divert the deployment of a VBIED at 100% of the critical infrastructure sites evaluated as having the highest risk to cause significant loss of life or widespread loss of vital services.
- Implement quarantine stations at all ports of entry in accordance with California's communicable disease plan (s) and Centers for Disease Control (CDC) guidance.

2014 THIRA

Screening, Search, and Detection Core Capability (2014)

Mission Areas: Prevention/Protection

Description: 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.

Desired Outcome: Detect, identify, and locate 100% of persons and materials involved in a terrorist threat.

Capability Targets:

- Detect, identify and locate 100% of the personnel suspected as involved in a potential terrorist act at mass gathering locations or critical infrastructure
- Discover or locate 100% of bomb-making materials obtained by personnel suspected of involvement in a potential terrorist act.
- Deploy sensors such as additional personnel to locate 100% of VBIEDs in transit.
- Implement systems to track the extent of natural (e.g. fire, flood, earthquake, pandemic, animal/plant disease), technological (e.g. hazardous material release), and man-made events (e.g. terrorist incidents) that provide designated recipients in all 58 operational areas access to real-time data.
- Maintain Memoranda of Agreement (MOAs) for additional personnel and laboratory capacity in response to human pandemic and animal/plant disease.

2014 THIRA

Access Control and Identity Verification Core Capability (2014)

Mission Areas: Protection

Description: Apply a broad range of physical, technological, and cyber measures to control admittance to critical locations and systems, limiting access to authorized individuals to carry out legitimate activities.

Desired Outcome: Verify the identity of 100% of individuals requesting access to identified Critical Infrastructure and authorize admittance to critical locations. Coordinate access control for first responders and recovery workers no later than 24 hours after an incident.

Capability Targets:

- Design, implement, and annually exercise best practices and protocols in cooperation with public, private, and tribal partners to verify (with the goal of 100% accuracy through physical and technological means) the identity of 75,000 individuals authorized admittance to the area affected by an incident
- Coordinate with local governmental entities to control access by additional temporary workers to the affected areas during recovery using physical checks of badges or identification cards for a period starting no later than 24 hours after an incident and lasting until the area is declared safe for the general public to re-enter.
- Implement credentialing program with public, private and tribal partners to verify identity and authorization to work in a contaminated area for first responders from multiple federal, state, and local agencies during a response.
- Control access to quarantine stations at all ports of entry or other designated quarantine area in accordance with California's communicable disease plan(s) and CDC guidance.

2014 THIRA

Cybersecurity Core Capability (2014)

Mission Areas: Protection

Description: Protect against damage to, the unauthorized use of, and/or the exploitation of (and, if needed, the restoration of) electronic communications systems and services (and the information contained therein).

Desired Outcome: Protect all phases of the emergency manage cycle from cyber threats and hazards. Respond to incidents to IAW California Technology Agency Guidelines.

Capability Targets:

- Design, implement, and annually exercise a Cyber Response Plan that outlines procedures for all phases of the emergency management cycle when addressing cyber threats and hazards.
- Disseminate updates to best practices for cybersecurity on a quarterly basis.
- Implement updated/current cybersecurity technology, protocols, and user training at the state level to protect computer and telecommunications networks needed in a large-scale incident response from technical and non-technical attacks (e.g. strong passwords, firewalls, software updates/patches of operating system, access control to restricted data, employee information assurance training, and open network encryption).
- Assess cyber threats and provide countermeasures in accordance with California Department of Technology guidelines to protect critical infrastructure within 24 hours of an incident.

2014 THIRA

Physical Protective Measures Core Capability (2014)

Mission Areas: Protection

Description: Reduce or mitigate risks, including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting borders, critical infrastructure, and the homeland.

Desired Outcome: Reduce risk through increasing physical security at identified high risk critical Infrastructure sites across CA and by training state and local law enforcement personnel on critical infrastructure assessments and protective measures.

Capability Targets:

- Identify physical measures to protect borders, critical infrastructure, and/or the citizens of California in a collaborative process between federal, state and local partners.
- Prioritize employment of identified measures at critical infrastructure assets according to existing federal, state, and local risk-based criteria.
- Implement measures at the state and local level in cooperation with federal and private partners to reduce risk at the highest priority assets to include increased protective measures at 100 high risk critical infrastructure sites across California through the use of cameras, sensors, barriers, lighting, or other identified physical protective measures.
- Train 3,000 state and local law enforcement personnel on critical infrastructure assessment methods and protective measures such as on-site vulnerability assessments, critical infrastructure or intelligence analysis techniques, risk-reduction methodologies, counter IED training, and terrorist activity indicators, warnings and pre-operational surveillance tactics.

2014 THIRA

Risk Management for Protection Programs and Activities Core Capability (2014)

Mission Areas: Protection

Description: Identify, assess, and prioritize risks to inform Protection activities and investments.

Desired Outcome: Identify 100% of threats and hazards of concern to all communities using the State Hazard Mitigation Plan, local mitigation plans and the current federally mandated State Preparedness Report.

Capability Targets:

- Identify 100% of threats and hazards of concern to all communities, organizations and individuals affected by the eight core capabilities listed as Protective in the National Preparedness Goal through the regional catastrophic plans, State Hazard Mitigation Plan, local mitigation plans and the State Preparedness Report.
- Assess impacts posed by identified threats and hazards to regions, at-risk populations, critical infrastructure sectors and individual critical infrastructure assets.
- Prioritize risk according to existing federal, state, and local risk-based criteria.

2014 THIRA

Supply Chain Integrity and Security Core Capability (2014)

Mission Areas: Protection

Description: Strengthen the security and resilience of the supply chain.

Desired Outcome: Execute mitigation planning and annual exercises that examine security and resilience of supply chains. Maintain state laboratory system for rapid identification of select agents.

Capability Targets:

- Execute mitigation planning and annual exercises that examine security and resilience of supply chains to support 3 million people requiring food and other commodities due to lack of services, loss of residence, or as visitors or commuters stranded by a potentially catastrophic incident.
- Prioritize top lifelines (water, power, fuel, transportation and communications) to assist in the re-establishment of essential services and movement of critical resources.
- Maintain and enhance state laboratory system equipped for rapid identification of select agents in order to determine in conjunction with federal partners whether products and animals are free from these agents and to assist in the response to simultaneous multi-jurisdictional outbreaks of animal disease or the appearance of contamination in high-risk food-products.

2014 THIRA

Community Resilience Core Capability (2014)

Mission Areas: Mitigation

Description: Lead the integrated effort to recognize, understand, communicate, plan, and address risks so that the community can develop a set of actions to accomplish Mitigation and improve resilience.

Desired Outcome: Establish public and private partnerships that implement a statewide community resilience strategy promoting key relationships with private industry via Memoranda of Understanding (MOU), allowing delivery of goods and services through a clear, formalized process that is made available to the State Operations Center.

Capability Targets:

- Implement a sustainable California community resilience strategy that coordinates a public information campaign concerning resiliency, supports Community Emergency Response Team (CERT) and other volunteer-based programs, and establishes community information systems for mitigation and response.
- Develop and maintain plans that coordinate the activities of California communities and private sector partners through state, local, and federal emergency management functions before, during, and after an incident in order to prevent and mitigate emergencies, expedite response activities, maximize resources, and facilitate a return to normalcy.
- Continue to develop public and private partnerships in order to promote key relationships with private industry via Memoranda of Understanding (MOUs), allowing delivery of goods and services through a clear, formalized process that is made available to the State Operations Center.
- Make risk information concerning major threats and hazards such as earthquake, flood, and wildfire available to the public to assist in understanding risks faced by individual property owners and the community through web-based or other easily accessible means.

2014 THIRA

Long-term Vulnerability Reduction Core Capability (2014)

Mission Areas: Mitigation

Description: Build and sustain resilient systems, communities, and critical infrastructure 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.

Desired Outcome: Build and sustain resilient systems, communities, and critical infrastructure and key resource lifelines in accordance with the state and local plans.

Capability Targets:

- Review State Hazard Mitigation Plan every five years and implement all recommendations relevant to the development and sustainment of resilient systems, communities, and critical infrastructure.
- Promote business continuity plans, physical assessments of critical infrastructure, retrofitting of state structures, and planning groups consisting of subject matter experts/stakeholders that identify community lifelines, determine vulnerabilities, and close gaps in resilience, in accordance with the state and local plans.
- Support the creation and maintenance of resilient systems, communities, and critical infrastructure lifelines throughout California (e.g. increase laboratory capacity and reliability of medical reporting systems for pandemic and animal disease, promote business continuity plans, establish cybersecurity guidelines for key services, and establish ordinances and building codes for earthquake resistant structures in accordance with recognized best practices).

2014 THIRA

Risk and Disaster Resilience Assessment Core Capability (2014)

Mission Areas: Mitigation

Description: Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.

Desired Outcome: Develop a statewide risk management plan modeled on the National Infrastructure Protection Plan Risk Management Framework and establish priorities for recovery operations as part of a review of catastrophic plans or other strategic planning activities.

Capability Targets:

- Assess the impacts of identified incidents so that decision makers, responders, and community members can design and implement long term, cost effective mitigation measures (actions) to reduce their entity's risk and increase their resilience as part of an established After-Action Review (AAR) process.
- Provide risk assessment tools and resilience-related information gathered through planning activities to affected jurisdictions in order to establish informed and defensible capability targets and commit appropriate resources drawn from the whole community toward closing the gap between a target and a current capability, or for sustaining existing capabilities.
- Develop a Statewide Risk Management Plan modeled upon the National Infrastructure Protection Plan risk management framework.
- Establish priorities for recovery operations as part of a review of catastrophic plans or other strategic planning activities.

2014 THIRA

Threats and Hazard Identification Core Capability (2014)

Mission Areas: Mitigation

Description: Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

Desired Outcome: Perform an annual Threat and Hazard Identification and Risk Assessment (THIRA) in concert with federal, state, local, tribal and public partners.

Capability Targets:

- Review the threats and hazards identified in the State Hazard Mitigation Plan every five years.
- Perform an annual Threat and Hazard Identification and Risk Assessment in concert with federal, state, local, tribal, public, and private partners.
- Perform a triennial review of the Catastrophic Incident Base Plan that establishes the Concept of Operations (CONOP) for the joint federal and state response to, and recovery from, a catastrophic incident in the state of California.

2014 THIRA

Critical Transportation Core Capability (2014)

Mission Areas: Response

Description: Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

Desired Outcome: Identify staging areas for response and recovery within 24 hours of an event. Establish lines of supply within 72 hours of an event. Repair major transportation links within two years.

Capability Targets:

- Identify, within 24 hours of an incident, staging areas and other support locations for use by federal, state, local and private partners.
- Inspect, reestablish, and maintain land (including pipelines), sea, and air routes within the first 72 hours after an incident in order to move first responders into the area affected by the incident and to safely sustain approximately three million persons in the vicinity of the incident or evacuate them out of the impacted zone, including up to 12,500 persons seriously injured and 43,000 persons with injuries not requiring hospitalization.

2014 THIRA

Environmental Response/Health and Safety Core Capability (2014)

Mission Areas: Response

Description: Ensure the availability of guidance and resources to address all hazards including hazardous materials, acts of terrorism, and natural disasters in support of the responder operations and the affected communities.

Desired Outcome: Conduct health and safety hazard assessments within 36 hours of the incident and deploy resources during the first 72 hours after an incident to assess, respond to, mitigate, and eliminate threats to public safety.

Capability Targets:

- Conduct health and safety hazard assessments within 36 hours of the incident by deploying hazardous material response teams and/or sensors over a geographical area spanning 7,000 square miles and containing up to 140,000 potential hazardous material incidents in order to detect, identify, contain, decontaminate, remove, dispose of, or minimize discharges of oil or the release of hazardous materials.
- Prioritize debris clearance for airfields, ports and critical supply lines during the first 72 hours.
- Deploy resources during the first 72 hours after an incident to assess, respond to, mitigate, and eliminate threats to public safety, including hazardous materials spills and releases, debris, damaged structures, and other potential public health threats.
- Restore sanitation systems within 72 hours that may potentially release untreated sewage due to damage and lack of power supply.
- Coordinate countermeasures, decontamination, and carcass disposal during simultaneous outbreaks of animal disease.

2014 THIRA

Fatality Management Services Core Capability (2014)

Mission Areas: Response

Description: Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

Desired Outcome: Support, within 72 hours of the incident, the collection, transportation and processing of remains.

Capability Targets:

- Support the collection, transportation and processing of 7,000 human remains within 72 hours of an incident by coordinating additional resources to establish morgues, storage sites, and Family Assistance Centers.
- Support the collection, transportation and processing of more than 2,000 human remains per day during peak period of a pandemic.
- Coordinate deployment of federal teams to support mortuary operations, assist with DNA testing of unidentified decedents, and coordinate repatriation of remains of foreign nationals.
- Deploy resources to morgues, storage sites, and Family Assistance Centers in order to implement state and local stress management/crisis intervention strategies.

2014 THIRA

Infrastructure Systems Core Capability (2014)

Mission Areas: Response/Recovery

Description: Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Desired Outcome: Stabilize critical infrastructure functions within the first 72 hours after an incident. Triage critical infrastructure systems for further repairs needed to sustain the affected area and initiate repairs within the first 72 hours after the incident.

Capability Targets:

- Conduct exercises to identify critical infrastructure systems affected by threats and hazards of concern within California and design plans to restore them, updating the plans every two years.
- Stabilize critical infrastructure functions within the first 72 hours after an incident to include energy, transportation, telecommunications, water/wastewater services, and public health and medical systems.
- Prioritize any additional resources required to minimize ongoing threats to public health and safety, and efficiently restore systems and services to support a viable, resilient community.
- Repair major transportation links within two years to include an estimated 42 key freeway sections, 600 destroyed bridges, 320 severely damaged bridges, rail mass transportation assets, and airport facilities.

2014 THIRA

Mass Care Services Core Capability (2014)

Mission Areas: Response

Description: Provide life-sustaining services to the affected population with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for reunifying families.

Desired Outcome: Mobilize, within 72 hours of an incident, resources and capabilities to provide life-sustaining services to the affected population.

Capability Targets:

- Mobilize resources within 72 hours of an incident to provide life-sustaining services to the affected human and animal population consisting of an estimated 3 million people and 100,000 animals in potential need of shelter, potable water, sanitation disposal, secure medical treatment facilities, mental health treatment, functional needs assistance, veterinary services, and/or support to in reunifying families.
- Inspect 2,600 pre-identified temporary shelter structures within the first 72 hours after an incident prior to placing them into operation.

2014 THIRA

Mass Search and Rescue Operations Core Capability (2014)

Mission Areas: Response

Description: Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible

Desired Outcome: Coordinate the deployment of law enforcement, fire, and search and rescue assets within the first 72 hours after an incident with the capability to search for and rescue people and animals in the affected area.

Capability Targets:

- Coordinate the deployment of law enforcement, fire, and search and rescue assets within the first 72 hours after an incident with the capability to simultaneously search for and rescue 4,500 people plus animals spread across a variety of environments, including damaged high-rises, rural and urban areas, flooded areas, and spaces contaminated by chemical, biological, or radiological material.

2014 THIRA

On-scene Security and Protection Core Capability (2014)

Mission Areas: Response

Description: Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.

Desired Outcome: Coordinate the deployment of local, state, and federal law enforcement resources within the first 72 hours after an incident to conduct life-safety, security, and public order activities and sustain post-incident security for up to several months after the incident through mutual aid.

Capability Targets:

- Coordinate the deployment of local, state, and federal law enforcement resources within the first 72 hours after an incident over a 7,000 square mile area to conduct life-safety, security, and public order activities.
- Sustain post-incident security for up to several months after the incident through coordinated mutual aid from jurisdictions outside the affected region using local, state and federal law enforcement and/or security assets to control access, maintain order, and secure key facilities such as shelters, points of distribution, base camps, and government installations.
- Coordinate with local law enforcement and private security companies to update Memoranda of Agreement (MOAs) and contracts to support security and protection efforts in affected areas.

2014 THIRA

Operational Communications Core Capability (2014)

Mission Areas: Response

Description: Ensure the 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.

Desired Outcome: Establish and maintain interoperable emergency communications within the first 72 hours after an incident by deploying emergency communications assets to support incident response organizations.

Capability Targets:

- Establish and maintain interoperable emergency communications within the first 72 hours after an incident by deploying emergency communications assets to support incident response organizations.
- Reestablish regional communications within 24 hours that capture situational awareness at the state level.
- Conduct communications exercises annually to train responders and civilian aid groups, and to identify gaps in communications systems.

2014 THIRA

Public and Private Services and Resources Core Capability (2014)

Mission Areas: Response

Description: Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies, and banks) and fire and other first response services.

Desired Outcome: Implement an MOU program to identify and use state, local, tribal and private sector services and resources to re-establish essential services.

Capability Targets:

- Reestablish essential public and private services and resources to the affected population and surrounding communities through a collaborative process involving state, local, tribal and private sector entities during the first 72 hours after an incident.
- Sustain and expand MOU programs to identify and use state, local, tribal and private sector services and resources for community-wide deployment of assets to re-establish essential services disrupted by a disaster, continue maintenance of essential services during the response to the disaster, and restore all services following a disaster.
- Exercise MOU programs dealing with public and private services and resources every two years.

2014 THIRA

Public Health and Medical Services Core Capability (2014)

Mission Areas: Response

Description: Provide lifesaving medical treatment via emergency medical services and related operations and avoid additional disease and injury by providing targeted public health and medical support and products to all people in need within the affected area.

Desired Outcome: Strengthen epidemiological surveillance and investigation capabilities during periods of steady-state operations. Complete triage and initial stabilization of casualties during the first 72 hours after an incident. Assess damage to public health and medical services and mitigate shortfalls to medical equipment, health supplies and personnel within 72 hours of an event.

Capability Targets:

- Complete triage and initial stabilization during the first 72 hours after an incident of 12,500 people with serious injuries and an additional 43,000 other people requiring medical treatment, but not hospitalization.
- Assess damage to all hospitals, other health care facilities, laboratories, and supporting utility systems within the area affected by a catastrophic event during the first 72 hours after the incident.
- Identify shortages of medical equipment, health supplies and personnel during the first 72 hours after an event and prioritize the transportation of assistance into the affected area.
- Gather resources during the first 72 hours after an incident in order to establish Government-Authorized Alternate Care Sites and other mechanisms for treatment no later than 72 hours of an incident.
- Integrate state, local, and federal pandemic plans and protocols to improve rapid, prioritized medical countermeasure deployment.
- Strengthen epidemiological surveillance and investigation capabilities through the use of web-based system linking state and local government, clinical, and field reporting of disease detection and surveillance.

2014 THIRA

Situational Assessment Core Capability (2014)

Mission Areas: Response

Description: Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Desired Outcome: Provide all decision makers during the first 72 hours after an incident with decision-relevant information regarding the nature and extent of the event.

Capability Targets:

- Provide all local, state, and federal decision makers with decision-relevant information during the first 72 hours after an incident regarding the nature and extent of the event by completing an impact assessment that includes all of the critical information requirements needed by emergency operations centers in accordance with state catastrophic and operations plans.
- Share information on an ongoing basis to all authorized first responders, emergency managers, and public/private partners concerning potential or ongoing incidents through designated tools, to include internet accessible databases, geographic information systems (GIS), and standardized report formats.
- Address, in operational plans, essential elements of information (EEI) needed by emergency managers to effectively coordinate the response to a catastrophic incident, conduct an exercise with decision makers annually to validate EEI, and update the plans at least every two years.

2014 THIRA

Economic Recovery Core Capability (2014)

Mission Areas: Recovery

Description: Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.

Desired Outcome: Identify infrastructure sites that contribute to resilience, accessibility, and sustainability that are in need of restoration within one year after an incident.

Capability Targets:

- Identify infrastructure sites in collaboration with private sector partners that contribute to resilience, accessibility, and sustainability that are in need of restoration within one year after an incident.
- Maintain systems at the state and local level to assist individuals, private entities, and public organizations recover from declared disasters in accordance with applicable state and local laws, regulations and policies.
- Remove 81 million tons of debris, consisting of building materials, personal property, and sediment generated by an incident within six months of the event.

2014 THIRA

Health and Social Services Core Capability (2014)

Mission Areas: Recovery

Description: Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

Desired Outcome: Restore, within 60 days after an incident, social service networks and health services to include providing acute care and chronic care to both evacuees and the population remaining in the affected area.

Capability Targets:

- Restore health services within 60 days after an incident for approximately 1 million individuals displaced by an incident to include providing acute care (hospital/EMS) and chronic care (medical special needs, mental health), conducting patient evacuation/movement, maintaining public health related systems and programs (food assistance, water delivery, vector control, food and water quality inspection, disease surveillance) and supporting ongoing mandatory and self-evacuations.
- Restore social service networks after an incident by means that include the rapid deployment of CalWORKs program sites into the affected area along with eligibility workers in sufficient numbers to assist the affected population.
- Exercise the ability to mobilize and provide disaster relief in order to determine the gaps in health and social services, and update plans every year.

2014 THIRA

Housing Core Capability (2014)

Mission Areas: Recovery

Description: Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.

Desired Outcome: Provide immediate sheltering for people and animals from the affected area with provisions to last at least 60 days. Assess residential housing within 30 days of the incident. Transition from immediate sheltering to temporary housing should occur by 60 days after the incident.

Capability Targets:

- Determine on an ongoing basis the number/type of housing units impacted in state regions under various threats and hazards identified at the state and local level through predictive modeling.
- Create Memoranda of Agreement (MOA) with private entities and between government agencies that can provide temporary housing and update the MOAs every two years.
- Provide immediate sheltering after an incident for 542,000 people and 100,000 animals with provisions to last at least 60 days.
- Assess incident caused structural damages to 100% of affected residential housing within 30 days.
- Transition to temporary housing, including the use of rebuilt or repaired homes or other temporary housing within 60 days after an incident.

2014 THIRA

Natural and Cultural Resources Core Capability (2014)

Mission Areas: Recovery

Description: Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with appropriate environmental and historical preservation laws and executive orders.

Desired Outcome: Assess 100% of natural and cultural assets within the affected area, and mitigate impacts to these sites within 60 days after an incident. Remove 100% of the debris generated by an incident within six months. Begin restoration of natural resources within one year and restore cultural resources within two years of an incident.

Capability Targets:

- Collaborate with California state agencies, tribal, private, public, and federal partners and those investigating the incident to assess 100% of natural and cultural assets within the affected area and mitigate impacts to these sites within 60 days after an incident.
- Address recovery efforts within one year after the event for natural resources including watershed protection, reforestation and ecosystem restoration, and within two years, repair and restore affected cultural resources.