



LINKING PROJECTS TO CORE CAPABILITIES

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Cal OES
GOVERNOR'S OFFICE
OF EMERGENCY SERVICES



TO DO LIST

Purpose/Challenge/Benefits



Defining & Developing a Project



Align Projects to Core Capabilities



The Purpose

The purpose of this training is to better enable Subrecipients to properly develop FEMA-funded projects, and more accurately and consistently align their projects to the 32 core capabilities from the National Preparedness Goal.



The Challenge

- The core capabilities are not intuitive.
- The core capabilities are vague and overly broad.
- The core capabilities are redundant and overlap.
- More than one core capability could be tied to a project.



The Benefits

More accurate and consistent alignment of projects to core capabilities (including investment areas for HSGP) will better enable the State and Subrecipients to:

1. Track their investments against the California Homeland Security Strategy.
2. Understand and articulate the impacts and outcomes from those projects across the State in a consistent manner.
3. Provide better data to Congress and the Administration in support of continuing the grant programs.



What is a Project?

A project is a planned set of interrelated resources to be executed over a fixed period, within certain cost and other limitations, and designed to achieve pre-determined results or outcomes.



Project Description

When describing a project, include these elements:

- **Who** the project is for (e.g., local HazMat Team, Bomb Squad, EOC, Water Treatment Plant, Fusion Center, etc.)
- **What** the project entails (e.g., plans, equipment, training)
- Describe **where** the project will take place (e.g., which city, county, or region, etc.)
- Describe **when** the project will start and end (must be within the grant period of performance)
- Describe **why** the project is necessary, or what the intended benefit will be.



Project Development Principles

- When developing a project keep like things together.
- Separate out the things that are different.
- Be descriptive without being gratuitous.
- Give the project a clear, concise name.



Project Description Examples

NEED MORE DETAIL

- Hazardous materials response team training, CERT training, PIO training
- Body Armor
- Communications equipment, Radios
- Update emergency response plans



Project Description Examples

- Urban search and rescue equipment, training, and exercises for 200 local fire, police, and EMS in Blank City from 2018 through 2019 to enhance search and rescue capabilities in collapsed structures following a bombing.
- Procurement and installation of cameras and lighting at the Water Treatment Plant in X County in 2019 to deter unauthorized intrusion.



Project Elements (Solution Areas)

- Plans
 - Organization/People/Teams
 - Equipment
 - Training
 - Exercises
- ✓ A single project can have as few as one or as many as all of these resources within it.



Solution Areas

- Translate the project description into the solution areas.
 - Each solution area is NOT its own project.
- Urban search and rescue equipment, training, and exercises for 200 local fire, police, and EMS in X City from 2018 through 2019 to enhance search and rescue capabilities in collapsed structures following a bombing.
 - Planning: N/A
 - Organization: N/A
 - Equipment: \$95,000
 - Training: \$75,000
 - Exercises: \$45,000



The 32 Core Capabilities



Common				
Planning				
Public Information and Warning				
Operational Coordination				
Prevention	Protection	Mitigation	Response	Recovery
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	Fire Management and Suppression	Infrastructure Systems
	Physical Protective Measures		Infrastructure Systems	Natural and Cultural Resources
	Risk Management for Protection Programs and Activities		Logistics and Supply Chain Management	
	Screening, Search, and Detection		Mass Care Services	
	Supply Chain Integrity and Security		Mass Search and Rescue Operations	
			On-scene Security and Protection	
			Operational Communications	
			Public Health, Healthcare, and Emergency Medical Services	
			Situational Assessment	



Planning



- *Planning* is both its own core capability, and an element of every other core capability.
- Examples of projects that align with Planning as the **primary** core capability
 - Updates to homeland security strategies
 - Updates to hazard mitigation plans
 - Updates to multi-year training and exercise plans
 - Salaries for emergency services/emergency management planning staff
 - **Preventing/Countering Violent Extremism projects**
 - **Management & Administration (M&A) and Indirect Costs**
- Examples of planning projects that align with **other** core capabilities
 - Updating or developing a mass dispensing plan
 - Developing a donations management plan
 - Developing standard operating procedures for preventive radiological nuclear detection operations



Operational Coordination



- *Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.*
- Examples
 - Emergency operations **base** plans
 - Incident Command System (ICS) training
 - Emergency Operations Center equipment upgrades
 - **EOC back-up generator**
 - Web EOC
 - Essential Emergency Management Concepts CA-040-RESP
 - Multi-Agency incident command vehicles



Your Examples

- The County OES will hire a consultant to provide NIMS/SEMS/ICS training to our OA and first responders over the grant performance period to maintain NIMS compliance.
- City Fire will purchase lighting, computer, and shelter equipment to support a mobile command post that expands communications capabilities, increases information sharing, and provides a location for incident responders to address issues surrounding critical emergency incidents.



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, as appropriate.*
- Examples
 - Public Information Officer (PIO) training
 - Integrated Public Alert and Warning Systems
 - Public Address Systems, Sirens
 - Developing pre-scripted public messages
 - Equipment to communicate with those with access and functional needs
 - Electronic message signs for public alerts



Your Examples

Sheriff's Department to purchase 2 Solar-Powered Directional Arrow Signs to identify roads open during a critical incident.



Forensics and Attribution



- *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.*
- Examples
 - Crime scene investigative equipment
 - Evidence collection and storage equipment
 - Software-based mobile forensics for the examination of smart phones, tablets, and other computer devices to process and analyze digital evidence
 - Photographic ballistic database/software that will enhance the current capability to match ballistics related to crimes with a national database.



Intelligence and Information Sharing



- *Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.*
- Examples
 - Fusion center information sharing equipment (e.g., Palantir)
 - Terrorism Liaison Officer (TLO) training
 - CopLink or other information sharing systems
 - Intelligence Analyst salaries (in or out of a fusion center)



Interdiction and Disruption



- *Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.*
- Examples
 - Counter terrorism investigator salaries
 - Social media policy and training for law enforcement to detect terrorism indicators
 - Overtime to support JTTF operations
 - **SWAT team training or equipment (e.g., Armored Vehicles)**



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, bio-surveillance, sensor technologies, or physical investigation and intelligence.*
- Examples
 - Automated License Plate Readers
 - Preventative Radiological Nuclear Detection (PRND) equipment
 - Radiation pagers for responders
 - Chemical detection equipment
 - PRND primary or secondary screener training
 - PRND operational planning and standard operating procedures



Your Examples

The Sheriff's Office will purchase six Explosive Detection K9s for deployment on public transportation systems to detect explosives and deter terrorist attacks. The K9s will work with handlers for the duration of the grant performance period and until the dogs are retired.



Access Control and Identity Verification



- *Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.*
- Examples
 - Keyless building access control points
 - Digital video recorders for surveillance systems to capture and store all video for personnel that **access** the facilities' automated gates and primary access doors.



Cybersecurity



- *Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.*
- Examples
 - Encryption of software and networks
 - Cybersecurity assessment/plan
 - Cybersecurity Analyst (in or out of a fusion center)
 - Biometric or Remote User Authentication Devices/Systems
 - Cyber Incident Response Team
 - Back-up/cloud computing
 - Anti-virus software
 - Cybersecurity operations center equipment
 - Network firewall



Physical Protective Measures



- *Implement and maintain risk-informed countermeasures and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.*
- Examples
 - Fencing
 - Fixed Area Lighting
 - Intrusion Alarms
 - Impact Resistant Gates & Doors
 - Bollards
 - Cameras (perimeter)
 - Physical protection site security plan



Physical Protective Measures



Your Examples

The Sheriff's Office is continuing to build out its multi-year video infrastructure protection project for mobile and fixed video surveillance cameras to help protect identified critical infrastructure sites within the County. Video will be stored and monitored at the Sheriff's Headquarters with the ability to pan, tilt, and zoom cameras.



Risk Management for Protection Programs and Activities



- *Identify, assess, and prioritize risks to inform protection activities, countermeasures, and investments.*
- Examples
 - Analyst and staffing to support the planning and operation of the city's risk management program
 - Critical infrastructure protection plans
 - Critical infrastructure protection training (e.g., IS-860.c or IS-921.a)
 - Critical infrastructure database



Supply Chain Integrity and Security



- *Strengthen the security and resilience of the supply chain.*
- Examples
 - Projects centered on protecting the California food and agriculture sectors from contamination.
 - Food or agriculture related projects
 - Livestock trailer for evacuation
 - Laboratory equipment
 - Disaster Animal Response Team
 - Community Animal Response Teams



Your Examples

- Purchase of an Animal Services Disaster Response Truck and Trailer for Department of Public Health to transport animals during a disaster.
- Project provides the City with carriers, kennels, and corrals for small domestic animals, as well as larger farm animals during emergency situations, such as mass evacuations.



Community Resilience



- *Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.*
- Examples
 - Community Emergency Response Team (CERT) Programs
 - Volunteer or donations management projects
 - Voluntary Organizations Active in Disaster (VOAD) Programs
 - Ready campaigns



Your Examples

The Office of Emergency Services will fund the purchase of resources to equip local CERT members with CERT Response Kits, including (1,050) backpacks, (850) vests, (855) helmets, (500) field operating guides, and (1,266) manuals on flash drives in support of community emergency response during disaster events.



Long-term Vulnerability Reduction



- *Build and sustain resilient systems, communities, critical infrastructure, and key resource lifelines to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.*
- Examples
 - Retrofitting buildings to withstand bomb blasts and/or earthquakes



Risk and Disaster Resilience Assessment



- *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.*
- Examples
 - Regional/County/City risk assessments (threats, vulnerabilities, consequences)
 - Cal Cop (Risk Analysis Software)
 - Federally-mandated THIRA



Threats and Hazards Identification



- *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.*
- Examples
 - Projects that are limited to **only identifying** threats and hazards that may impact a community



Critical Transportation



- *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.*
- Examples
 - Emergency Support Function (ESF) #1 plans or updates (e.g. evacuation planning)
 - ESF #1 related training
 - Variable message signs on roads and highways
 - Debris removal plans
 - Equipment and personnel transport vehicles



Your Examples

- Purchase of Automated Vehicle Locators for County Fire and City Fire Department engines and trucks across 3 cities.
- County will purchase 1 operational response vehicle to move two CERT response incident trailers, a SkyWatch observation trailer, and equipment to incident sites.



Environmental Response/Health & Safety



- *Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.*
- Examples
 - **HazMat** Team Personal Protective Equipment (PPE)
 - HazMat Team Training
 - PPE for chemical/biological/radiological materials
 - Air Quality Monitors for detecting hazardous fumes
 - Satellite service for sending data from a contaminated environment; telemetry services for sending data from a contaminated environment



Your Examples

County hospital will replace outdated Decontamination Shelter/Unit with an updated unit to sustain mass decontamination capabilities; this is the only hospital within the County and over 100 miles from the next one.



Fatality Management Services



- *Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and Federal authorities to provide mortuary processes, temporary storage or permanent internment 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.*
- Examples
 - Decedent Body Storage bags
 - Refrigerated trailers
 - Coroner mass fatality response training
 - Coroner equipment
 - Mass fatality plans



Fire Management and Suppression



- *Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.*
- Examples
 - SCBAs for Fire Response Strike Teams
 - Firefighter Structural Protection Gear-Jackets, Pants, Boots and Helmets
 - Firefighting Turnouts to protect Firefighters
 - Breathing support air compressor cascade system with high pressure capability
 - Specialized Vehicle designed to expand the regional and local water delivery system in the County



Your Examples

Purchase breathing air recharging station to refill high or low pressure SCBA (self-contained breathing apparatus) cylinders for law, fire, and EMS agencies.



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.*
- Examples
 - Planning or Assessment Projects for the Restoration of Lifelines (e.g., Power, Water, Wastewater Treatment)
 - Multi-purpose generators for critical lifeline infrastructure restoration
 - A generator for a shelter would be “mass care”
 - A generator for an EOC would be “operational coordination.”



Logistics and Supply Chain Management



- *Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.*
- Examples
 - ESF #7 plans or updates
 - Funding for staff to coordinate federal 1033/1122 equipment acquisition programs
 - Equipment acquisition contracts



Mass Care Services



- *Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.*
- Examples
 - Developing a shelter operations plan
 - Shelter operations training for staff
 - Shelter assessment and evaluation projects
 - **Back-up generator for a shelter**
 - Food and water distribution assessments and plans
 - Mass care shelter exercise



Your Examples

Public Health, in conjunction with the County Human Services Agency, will conduct an exercise that will address the medical needs of the vulnerable and misplaced population due to a terrorism event to test the County's existing vulnerable population and shelter plans. A consultant will be hired in 2019 to help develop the exercise with participating agencies with Public Health as the lead.



Mass Search and Rescue Operations



- *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.*
- Examples
 - Search and Rescue Team Training
 - Search and Rescue Team Equipment
 - Swift Water Rescue Equipment
 - Rehabilitation trailer for OES and volunteer Search & Rescue team
 - Fire Rescue Strut Kit, Airbags, Hand Tools
 - Thermal Imaging Cameras for Fire Departments
 - Search and Rescue Canines



On-scene Security, Protection, and Law Enforcement



- *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 response personnel engaged in lifesaving and life-sustaining operations.*
- Examples
 - Bomb squad equipment or training
 - Mobile field force equipment or training
 - PPE for warm zone protection (explosives/ballistics) for fire and paramedic rescue task force operations
 - Crisis response team; crisis negotiation response module
 - Ballistic vests/helmets for non-SWAT officers
 - Active shooter exercise, or other joint SWAT, EOD, EMS exercises



Your Examples

- Project funds County Sheriff Enhanced Active Shooter Strategies Training to Sheriff's Department's Field Operations personnel and local police departments to prepare field personnel in respond to, confront, and mitigate conventional arms attacks from multiple attackers.
- Body armor for fire personnel in 9 City Fire Departments when deployed in warm zone conditions.



Operational Communications



- *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.*
- Examples
 - Mobile and Portable Radios
 - 911 Dispatch Systems and Upgrades
 - Towers/Repeater Sites/Antennas
 - Tactical Interoperable Communications Plan (TICP) Updates
 - Pagers and other equipment used for first responder notifications
 - Mednet communications system for emergency medical response



Public Health, Healthcare, and Emergency Medical Services



- *Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.*
- **Examples**
 - Auto injectors
 - Mass Dispensing Exercises
 - TEMS Training
 - Biowatch
 - First Aid Kits
 - Mass Casualty Response Plan
 - Lease space for storage of strategic critical medical equipment
 - Refrigeration equipment to store bio-terrorism, pandemic and disease specimens
 - Disease Control Program Response Vehicle
 - Medical Reserve Corps Training and Planning
 - Continuity of Operations Plan for Public Health Department
 - Medical Bags for First Responders
 - EMS Patient Tracking Systems
 - Public Health Laboratory Equipment



Situational Assessment



- *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.*
- Examples
 - Situation Assessment Team Training
 - Situational Assessment Equipment



Economic Recovery



- *Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.*
- Examples
 - Community recovery framework or plan
 - Recovery Support Function training
 - FEMA Public Assistance training



Health and Social Services



- *Restore and improve health and social service capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.*
- Examples
 - Hospital Post Disaster Restoration Plan
 - Post Incident Psychological Evaluation Teams
 - Critical Incident Stress Management Teams
 - Family Assistance Center plans and exercises
 - Will often be linked with Fatality Management



Housing



- *Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.*
- Examples
 - Regional or State Housing Plans
 - Post Disaster Housing Needs Assessments



Natural and Cultural Resources



- *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 applicable environmental planning and historic preservation laws and executive orders.*
- Examples
 - Disaster preparedness and recovery plans to preserve cultural resources following a catastrophic event
 - Environmental Planning and Historic Preservation Compliance Training