Briefing Document

A Preparedness Dashboard for NCR Homeland Security

April 4, 2007

Just how prepared are we?

▸ A fair question, but very difficult to answer objectively with any degree of precision.

▸ In spite of the challenge, there are many surrogate measures that, taken collectively, can give us some insight into answering this vital question.
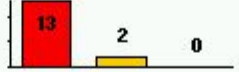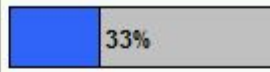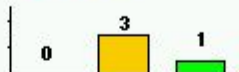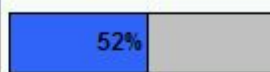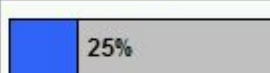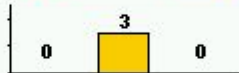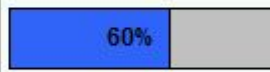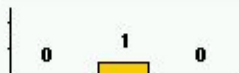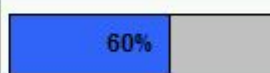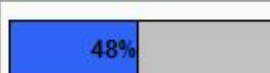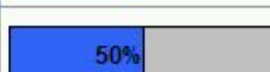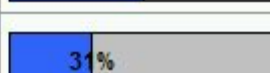
Purpose of the NCR HS Dashboard…

1. Provide a more informed and objective assessment of the NCR's emergency preparedness status across the full spectrum of capabilities for senior level decision makers.

2. Provide a complementary assessment of the NCR initiatives intended to address specific shortcomings or challenges posed by these same capabilities.

3. Serve as the key resource to guide and justify DHS UASI grant applications and allocate grant awards.

Snapshot of the TCL Dashboard…

Target Capabilities Rollup

	Target Capabilities	Strategic Initiatives	Nationwide Plan Review	EMAP Assessment	NCR Risk Assessment	TCL Prep. Measures	Overall Rating
	Planning	8	■□□□□□	13 / 2 / 0	33%	65%	🟡
	Communications	6	■□	0 / 3 / 1	52%	81%	🟡
	Risk Management	6	■□□	5 / 0 / 1	25%	67%	🟢
	Community Preparedness and Participation	6	■■■□□□	0 / 3 / 0	21%	23%	🔴
	Information Gathering and Recognition of Indicators and Warning	6	■□□	2 / 1 / 0	60%	63%	🟡
	Intelligence Analysis and Production	6	■□□	2 / 1 / 0	60%	52%	🟡
	Information Sharing and Dissemination	7	■■□□□□	0 / 1 / 0	60%	75%	🟡
	Law Enforcement Investigations and Operations	10	■□□□□	3 / 2 / 0	48%	78%	🟡
	CBRNE Detection	1	□	0 / 1 / 0	50%	70%	🟡
	Critical Infrastructure Protection	2	■□	2 / 0 / 0	31%	47%	🔴

Note: This slide illustrates only the first 10 of 37 TCL's included in the full dashboard

The TCL Dashboard tracks the condition (rating) of each of 37 Target Capabilities within the NCR using multiple information sources …

1. **TCL Preparedness/Performance Metrics--**Shows progress against the performance measures and metrics specified by DHS for each capability in the Target Capabilities List, Version 2.0 document. The graphic shows average completion percentage (in green) of performance measures met for each capability.

2. **NCR Risk Assessment--**Displays progress to date against recommendations from the NCR Hazard Identification Risk Assessment (HIRA). The graphic shows average completion percentage of recommendations for each capability.

3. **NCR EMAP Assessment--** Displays progress against the 58 standards of the Emergency Management Accreditation Program. The red, yellow, and green bars show the relative number of low, moderate, and significant ratings related to each capability.

4. **Nationwide Plan review--** Displays progress against the 15 "Conclusions for state and local governments" from the 2006 DHS Nationwide Plan Review Phase 2 report. The total number of squares represents the number of findings related to each specific capability, while the number of solid-colored squares shows those that the NCR has completed.

5. **NCR Strategic Initiatives and their Milestone--**Shows total progress to date against each initiative's milestones, and breaks out the progress made since the last update of the Dashboard.

Format of the NCR HS Dashboard…

1. The Dashboard is an MS Excel file with multiple worksheets and various formulas, graphs, and links to help navigate through the assessments done in the NCR.

2. The worksheets (72 in all) contain detailed snapshots of each of the 37 TCLs and 30 Initiatives followed by the Hazard Identification and Risk Assessment (HIRA) detail page.

3. Other worksheets contain detailed explanations on how to maintain and update these data.

This is a full-page view of an individual Capability 'Status Snapshot'

Capability Preparedness Measure and Metrics
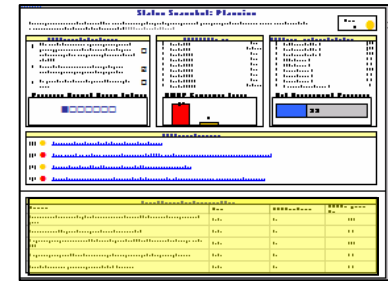
Capability Preparedness Measures and Metrics			
Measure	Metric	NCR Metric Value	NCR Completion Pct.
Plans are reviewed annually and updated as necessary in accordance with Federal, state, and local regulations and policies	Yes/No	Yes	75%
Plans are consistent with designated local, regional, State, and national standards	Yes/No	Yes	90%
Emergency response plans are consistent with the National Response Plan (NRP) and National Incident Management System (NIMS)	Yes/No	Yes	95%
Plans are exercised and/or evaluated according to applicable standards	Yes/No	Yes	50%
Improvement actions from after action reports and lessons learned are resolved within 90 days or incorporated into a schedule for completion	Yes/No	Yes	25%
A strategic plan for protecting against, responding to, and recovering from a natural disaster or terrorist attack has been developed	Yes/No	Yes	100%
Continuity of operation plans (COOP) that describe how personnel, equipment, and other resources will support private recovery are developed	Yes/No	No	50%
Mutual aid assistance agreements are in place	Yes/No	Yes	90%
Emergency response plans address a substantial loss of local public safety response capabilities during catastrophic events	Yes/No	No	40%
A record of deficiencies from plan review is generated within 30 days of review	Yes/No	No	30%

HIRA recommendation ratings
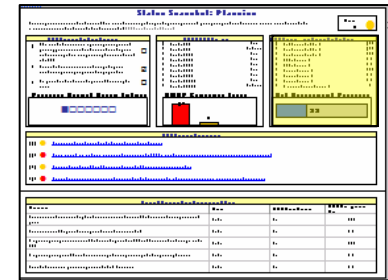
	HIRA Recommendations [Click for Details]	
1	High People/High Assets #5	15%
2	Low People/High Assets #2	15%
3	Low People/Low Assets #1	75%
4	Risk Reduction #3	50%
5	Risk Reduction #4	50%
6	General Mitigation #4	75%
7	General Mitigation #5	50%
8	General Mitigation #6	30%
9	Emergency Services Mitigation #1	0%
10	Emergency Services Mitigation #5	75%
11	Emergency Services Mitigation #10	50%
12	Telecommunications Mitigation #2	20%
13	Energy Mitigation #4	0%
14	Transportation Mitigation #2	20%
15	Public Health Mitigation #3	25%
16	Next Steps #1	0%
17	Next Steps #2	50%
18	Next Steps #3	25%
19	Next Steps #4	0%
20	Next Steps #5	75%
21	Next Steps #6	0%

Risk Assessment Progress

33%

NCR compliance measures

NCR EMAP Assessment

#	Standard	Level
1	Standard 4.1	Low
2	Standard 4.2	Moderate
3	Standard 5.3.1	Low
4	Standard 5.3.3	Low
5	Standard 5.4.1	Low
6	Standard 5.4.2	Low
7	Standard 5.7.1	Low
8	Standard 5.7.2.1	Low
9	Standard 5.7.2.2	Moderate
10	Standard 5.7.2.3	Low
11	Standard 5.7.2.4	Low
12	Standard 5.7.2.5	Low
13	Standard 5.13.1	Low
14	Standard 5.13.2	Low
15	Standard 5.13.3	Low

EMAP Compliance Levels

13   2   0
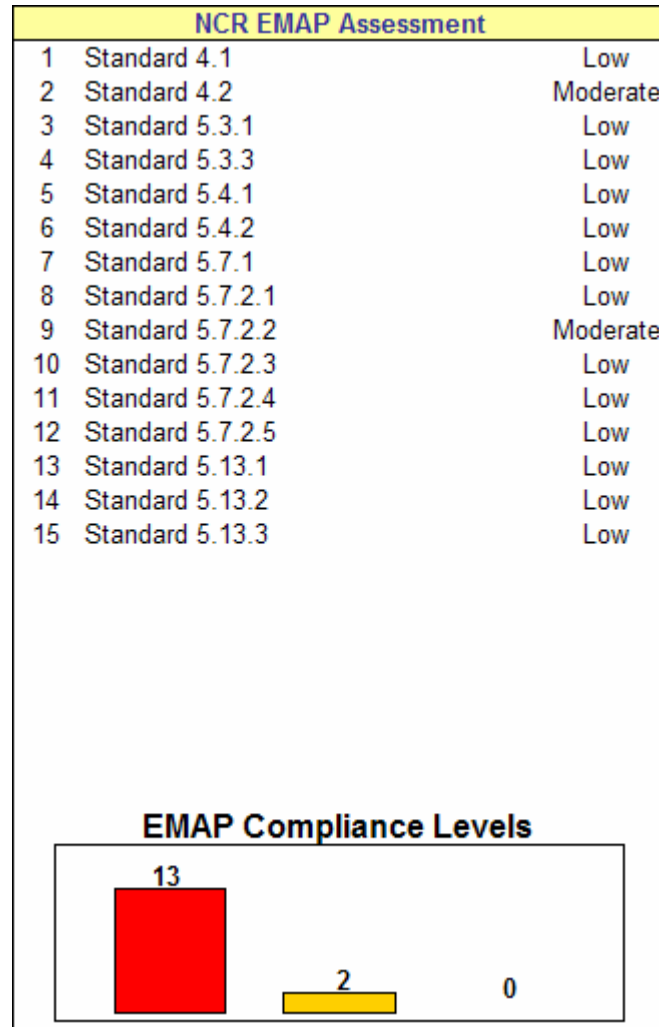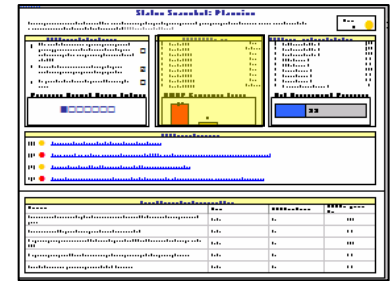
DHS Nationwide Plan review progress
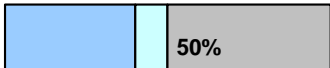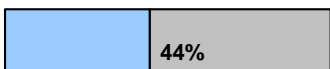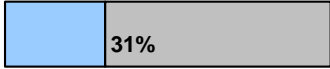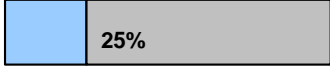
DHS Nationwide Plan Review

1. The majority of the Nation's current emergency operations plans and planning processes cannot be characterized as fully adequate, feasible, or acceptable to manage catastrophic events as ☐

2. States and urban areas are not conducting adequate collaborative planning as a part of "steady state" preparedness. ☑

3. Assumptions in Basic Plans do not adequately address catastrophic events. ☐

4. Basic Plans do not adequately address continuity of operations and continuity of government. ☐

5. Significant weaknesses in evacuation planning are an area of profound concern. ☐

6. Resource Management Annexes do not adequately describe in detail the means, organization, and process by which States and urban areas will find, obtain, allocate, track, and distribute resources to meet operational needs. ☐

7. Plans should clearly define resource requirements, conduct resource inventories, match available resources to requirements, and identify and resolve shortfalls. ☐

Progress Against Review Findings

■ ☐ ☐ ☐ ☐ ☐ ☐

Snapshot of the NCR Strategic Initiatives Dashboard…

	Strategic Initiative Rollup		
	Initiative	**Rating**	**Milestone Completion**
	1.1.1 Develop and periodically update the Strategic Plan and related processes.	🟡	50%
	1.1.2 Document and implement the components and sequence of the NCR homeland security regional planning process, incorporating results of lessons learned.	🔴	13%
	1.2.1 Design and conduct a risk-based threat analysis to identify and address gaps in regional preparedness.	🟡	44%
	1.2.2 Establish a requirements generation and prioritization process that addresses needs of all practitioners.	🔴	0%
	1.3.1 Establish regional oversight and accountability function with appropriate tools and resources for performance transparency.	🟡	31%
	1.3.2 Develop investment lifecycle planning approach to ensure infrastructure and resources are available to support multi-year operational capabilities.	🔴	0%
	2.1.1 Establish regional protocols and systems for developing and distributing emergency information to all NCR populations.	🟡	20%
	2.1.2 Develop and sustain multi-year education campaigns to provide all the public (residents, workers, and visitors) with preparedness information.	🟡	25%
	2.2.1 Identify and develop opportunities and resources for stakeholder partnerships to broaden participation in public disaster preparedness.	🔴	0%
	2.2.2 Increase civic involvement and volunteerism in all phases of disaster preparedness.	🟡	59%

Note: This slide illustrates only the first 10 of 37 Initiatives included in the full dashboard

Strategic Initiative Snapshot

1.2.1: Design and conduct a risk-based threat analysis to identify and address gaps in regional preparedness

Priority Initiative   **Rating:** 🟡

Develop a methodology for identifying and assessing security risks in the NCR, using a scenario-based risk and threat assessment consistent with HSPDs 7 and 8. Conduct the analysis using the methodology to identify risks due to gaps in preparedness. Develop, prioritize, and select the appropriate risk countermeasures to remedy identified gaps.

Strategic Planning Milestones

Milestone	Target Date	Progress	
1 Risk analysis requirements defined	September 2006	100%	
2 Potential methodologies documented and evaluated	September 2006	75%	
3 Approach selected and adapted	October 2006	75%	
4 Risk analysis design approved	October 2006	75%	
5 Scenarios developed	November 2006	75%	
6 Threat, vulnerability and impact quantified	December 2006	0%	
7 Potential countermeasures identified	January 2007	0%	
8 Validated countermeasures completed and costed	February 2007	0%	
9 Countermeasures ranked and selected for action	March 2007	0%	

UASI-Funded Projects

Completed Projects	Year	Funded
1 ETOP Gap Analysis	2004	$900,000

To identify emergency response-related training gaps for the NCR public safety community by comparing existing standards to actual preformance-based response competencies. And to develop a priority-based training plan template by discipline and by jurisdiction for the same community that is compliant with all relevant HSPD, Federal, State and Local policies and requirements.

2 EMAP Project (Partial)	2004	$745,000

Measure the status of current capabilities in the NCR against the established EMAP Standards, identify and prioritize future improvement activities, and provide a strategic framework for resource allocation.

Total Projects: 2		**Total Completed Funding: $1,645,000**