

New Hampshire THIRA/SPR Webinar Series

Part 6: SPR Step 2 – Identify and Address Capability Gaps



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Resources

- U.S. Department of Homeland Security
- Federal Emergency Management Agency
- National Preparedness Directorate
- National Preparedness Goal
- National Training and Education Division
- Texas A&M Engineering Extension Service (TEEX)
- National Emergency Response and Recovery Training Center (NERRTC)
- New Hampshire Homeland Security and Emergency Management
- Comprehensive Preparedness Guide, 3rd Ed. (May 2018)



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Target Audience

- Law Enforcement
- Fire Service
- Hazardous Materials (HazMat) Responders
- Emergency Medical Services
- Emergency Management
- Public Works
- Health Care
- Public Health
- Governmental Administration
- Public Safety Communications
- Public Elected Officials
- Private Sector and Non-Government Offices*
- Military*

*As requested by host agency



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Learning Objectives

- Discuss how to identify and provide free-text descriptions of the capability gaps in relevant POETE areas
- Identify and contextualize (POETE) the capability gap between a community's capability target and their estimated current capability
- Discuss how to plan to address the capability gaps and sustainment needs in relevant POETE areas
- Develop approaches to address gaps and sustainment needs for the identified capability gaps
- Identify functional area POETE gaps

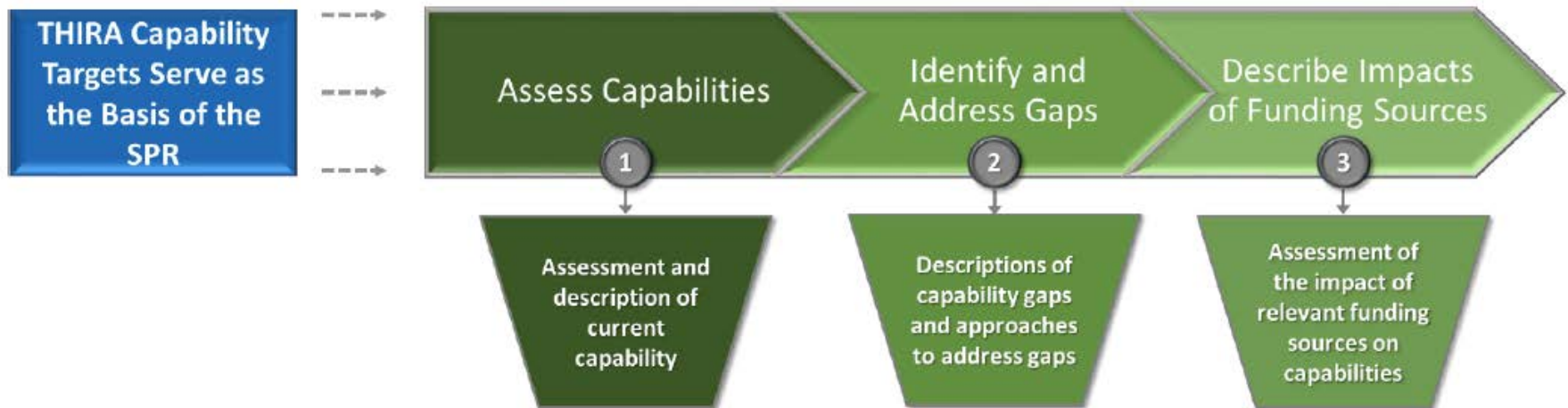


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SPR Process

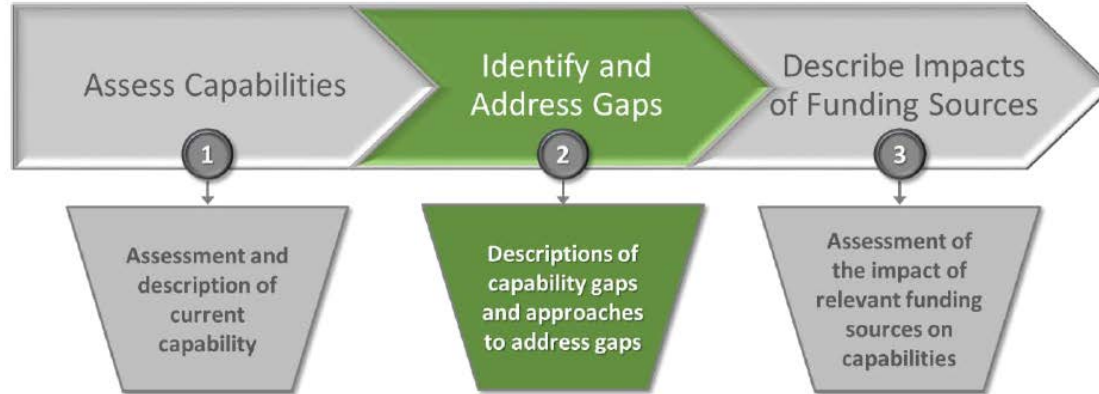
- SPR is an annual three-step self-assessment of a community's capability levels based on the capability targets identified in the THIRA.



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Step 2 of the SPR Process



- Three primary elements

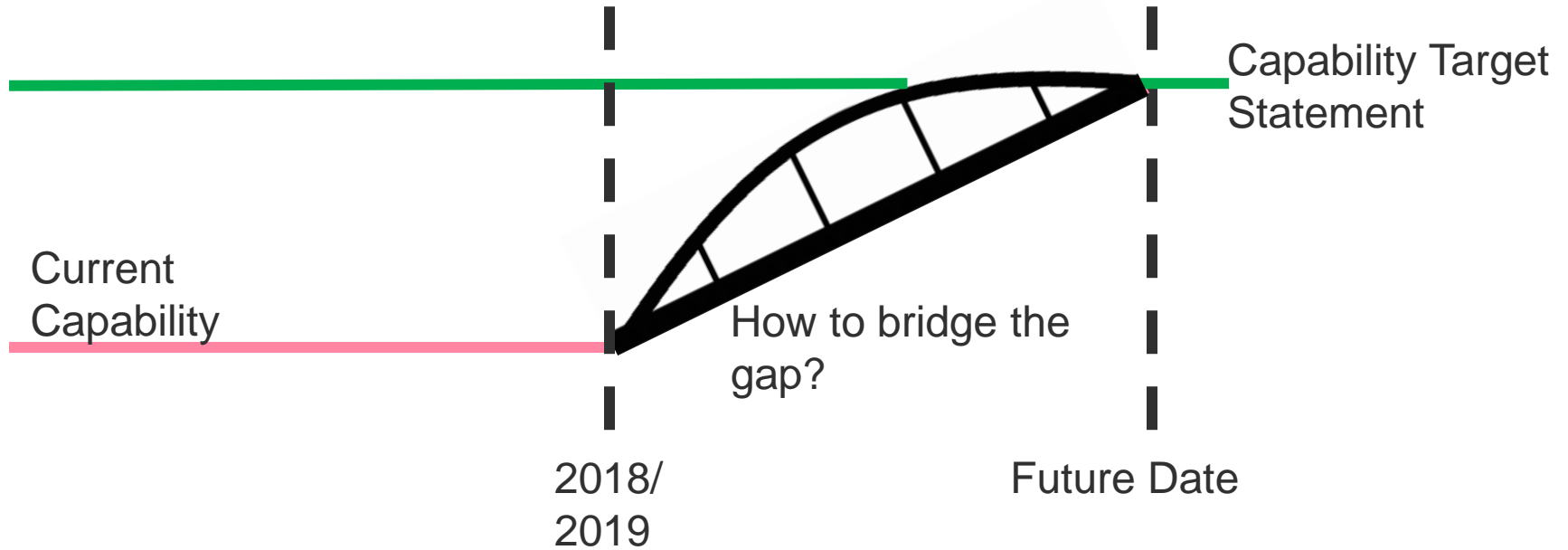
- Identify and describe the capability gaps using POETE areas
 - Planning, Organization, Equipment, Training, Exercise
- Describe approaches to address gaps & sustainment needs within the POETE areas
- Functional Area POETE Gap Identification
 - Areas or actions listed under National Preparedness Goal that are not addressed by the standardized target statements.



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THIRA/SPR Visual Example

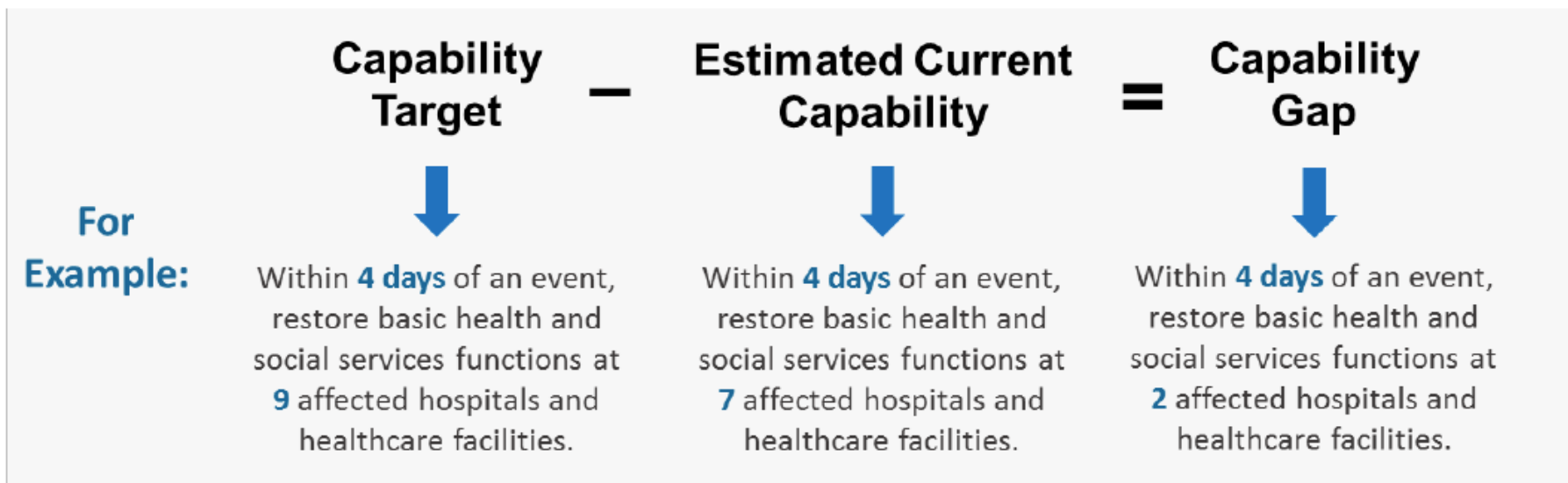


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Identify and Describe Capability Gaps

- Purpose is to identify and contextualize the capability gap between a community capability target and their estimated current capability
- By understanding the capability gaps, communities can begin to prioritize their building and sustainment activities

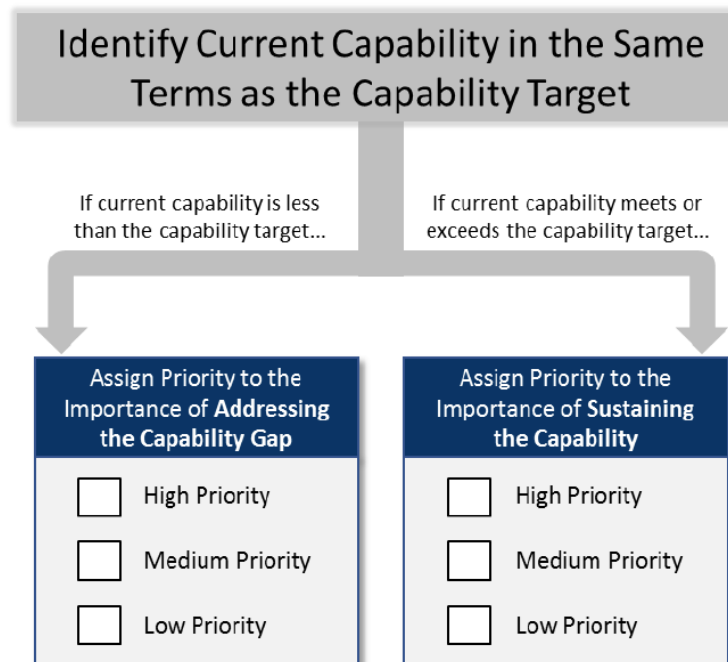


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Priority for Achieving Capability Target

- **Priority Rating:** High, Medium, and Low
 - Assign priority ratings relative to other targets
 - Avoid providing the same priority rating for all or most capabilities
 - If current capability matches or exceeds the capability target, the community still reports a priority rating for the capability



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POETE Areas

POETE Areas	
Planning	Development of policies, plans, procedures, mutual aid agreements, strategies, and other publications; also involves the collection and analysis of intelligence and information
Organization	Individual teams, an overall organizational structure, and leadership at each level in the structure
Equipment	Equipment, supplies, and systems that comply with relevant standards
Training	Content and methods of delivery that comply with relevant training standards
Exercises	Exercises and actual incidents that provide an opportunity to demonstrate, evaluate, and improve the ability of core capabilities to perform assigned missions and tasks to standards

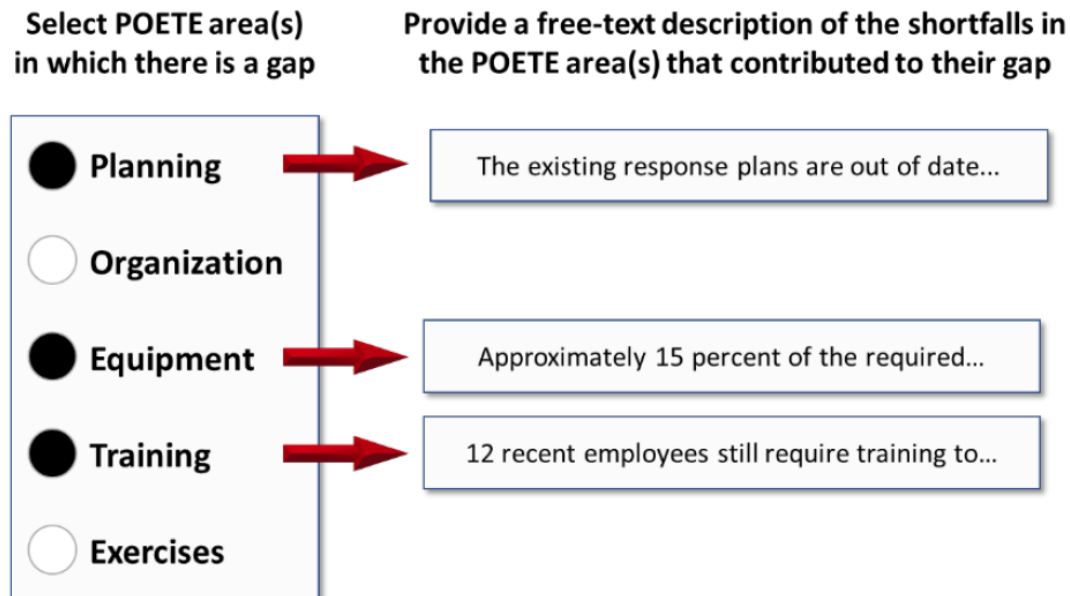


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POETE Gap Selection & Description

- The POETE Model
 - Divides capabilities into meaningful, broad categories of activity
 - Helps communities think through their specific capability gaps
- Communities
 - Identify a shortfall in at least one POETE gap only **IF** there is a gap between the target and current capability



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Describe Approaches to Address Gaps & Sustainment Needs

- Identify approaches for sustainment or filling the capability gap(s) in the relevant POETE area and then add specific information
- Cannot always plan to address all capability gaps in any given year
- May not always have an intended approach for addressing every single POETE area gap
- Can report plans to address sustainment needs even if did not select the POETE area

Example Capability Gap Identification	
Capability Target	Within 48 hours of an incident, provide emergency sheltering for 20,000 residents, including 4,000 with access and functional needs. Maintain sheltering operations for 14 days .
Current Capability	Within 48 hours of an incident, provide emergency sheltering for 17,000 residents including 3,000 with access and functional needs. Maintain sheltering operations for 14 days .
Capability Gap	Within 48 hours of an incident, provide emergency sheltering for 3,000 residents including 1,000 with access and functional needs. Maintain sheltering operations for 14 days .



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Example Free-Text Gap Description

POETE Area	Free-Text Capability Gap Description
<p>Planning</p>	<p>Our community has not identified buildings that could be used together to house 20,000 residents. Our housing annex has not been updated in many years and does not include all communities within 1 hour of the affected area. Mutual aid agreements that previously existed with private sector facility owners have lapsed.</p>
<p>Organization</p>	<p>Our community does not have sufficient personnel to maintain six Type I Shelter Management Teams. In addition, the recent restructuring of our Emergency Management and Homeland Security divisions into one agency is very new and has not yet operated during a major disaster.</p>
<p>Equipment</p>	<p>While many rural faith-based institutions are willing to open their doors to be shelters, they lack sufficient bathing facilities. Most are also inaccessible to shelter seekers with access and functional needs.</p>
<p>Training</p>	<p>18 new shelter management team members will need role appropriate training (Type I and II Shelter Managers, Type I Shelter Registration Team Leaders, and Type I Shelter Dormitory Team Leaders). Our community currently lacks the funding and resources to provide this training.</p>
<p>Exercises</p>	<p>Our community has never conducted an exercise that would provide functional experience operating a shelter; the only exercise involving sheltering was a brief tabletop exercise in 2015 which only covered sheltering roles and responsibilities. Further, the private sector and faith-based institutions that are committed to supporting sheltering operations in our community have never been involved in any exercises involving sheltering.</p>



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Functional Areas

- Functional areas are additional areas or actions listed in the National Preparedness Goal under each core capability.
- These are not addressed by the standardized targets but should still be identified.
- The SPR allows jurisdictions to identify which functional areas do or do not have gaps within the POETE areas



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Functional Areas

Cross-Cutting Core Capabilities

<p>Planning</p>	<p><i>Evaluating & Updating Plans, Organizational Planning, Whole Community Involvement & Coordination; Continuity Planning; Including AFN & ESL; Incorporating Risk Analysis; Integrated Different Plans; Pre-Incident Planning; Strategic Planning</i></p>
<p>Public Information & Warning</p>	<p><i>Delivering Actionable Guidance, Alerts & Warnings, Culturally & Linguistically Appropriate Messaging, Inclusiveness of Entire Public; Developing SOPs; New Communications Tools & Technologies; Protecting Sensitive Information Public Awareness Campaign; Traditional Communications Mechanisms</i></p>
<p>Operational Coordination</p>	<p><i>Command, Control, & Coordination, NIMS/ICS Compliance, Stakeholder Engagement; Allocating & Mobilizing Resources; Determining Priorities, Objectives, Strategies; EOC Management; Ensuring Information Flow; Ensuring Unity of Effort; Ensuring COG & Essential Services; Establishing a COP; Establishing Lines of Communication; Establishing Roles & Responsibilities</i></p>



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Functional Areas

<u>Prevention</u>	<i>Prevent, avoid or stop an imminent, threatened or actual act of terrorism</i>
Forensics & Attribution	<i>Assessing Terrorist Capabilities, Attribution Assessments, Biometric Analysis, CNBRE, Crime Scene Preservation & Exploitation, Digital Media & Network Exploitation, Evidence Collection, Forensic Analysis, Terrorist Investigations</i>
*Intelligence & Information Sharing	<i>Analysis of Intelligence & Information, Continuous Threat Assessment, Developing Reports & Products, Disseminating Intelligence & Information, Establishing Intelligence & Information Requirements, Exploiting & Processing Information, Feedback and Evaluation, Gathering Intelligence, Monitoring Information, Safeguarding Sensitive Information</i>
*Interdiction & Disruption	<i>Anti-Terrorism Operations; Border Security; CBRNE Detection; CBRNE Render Safe; Deterrent Law Enforcement Presence; Financial Disruption; Interdicting Cargo, Conveyances, and Persons; Preventing Acquisition of CBRNE; Tactical Law Enforcement Operations; Tracking & Targeting Terrorists & their Weapons</i>
*Screening, Search & Detection	<i>Biosurveillance; Chemical & Biological Detection; Electronic Search; Explosives Detection; Laboratory Testing; Locating Terrorists; Physical Investigation; Promoting an Observant Nation; Radiological & Nuclear Detection; Screening</i>

* Included in both Prevention & Protection Mission Areas



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Functional Areas

<u>Protection</u>	<i>Protect our citizens, residents, visitors and assets against the greatest threats and hazards in a manner that allows our interests, aspirations and way of life to thrive.</i>
Access Control & Identity Verification	<i>Controlling Cyber Access; Controlling Physical Access; Verifying Identity</i>
Cybersecurity	<i>COOP for Cyber Systems; Controlling Electronic Access; Detecting Malicious Activity; End-User Awareness; Guidelines, Regulations, & Standards; Investigating Malicious Actors; Protective Measures; Security for Critical Infrastructure & Key Resources; Sharing Threat Information; Technological Countermeasures</i>
Physical Protective Measures	<i>Biosecurity; Border Protection; Identifying & Prioritizing Assets to Protect; Physical Security Measures; Site-Specific & Process-Specific Risk Assessments</i>
Risk Mgmt for Protection Programs & Activities	<i>Analysis Tools; Data Collection; Incorporating Risk Assessments in Exercise Design; Risk Assessment; Risk Communication; Risk Management Planning</i>
Supply Chain Integrity & Security	<i>Analysis of Supply Chain Dependencies; Implementing Countermeasures; Implementing Physical Protection; Integrating Security Processes; Verification & Detection</i>
*Intelligence & Information Sharing	
*Interdiction & Disruption	
*Screening, Search & Detection	

* Included in both Prevention & Protection Mission Areas



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Functional Areas

<u>Mitigation</u>	<i>Reduce the loss of life and property by lessening the impact of future disasters</i>
Community Resilience	<i>Collaborative Planning & Decision Making; Communication & Outreach; Education & Skill Building; Partnership Building; Understanding the Community</i>
Long-Term Vulnerability	<i>Adopting Vulnerability Reduction Standards & Building; Broadening the Use of Insurance; Developing Neighborhood Civic Organizations; Incorporating Mitigation Measures Into Construction; Individual & Family Preparedness</i>
Risk & Disaster Resilience Assessment	<i>Education & Training; Modeling and Analysis; Obtaining and Sharing Data</i>
Threat & Hazard Identification	<i>Data Collecting & Sharing; Estimating Frequency & Magnitude; Modeling & Analysis; Stakeholder Collaboration/Coordination</i>



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Functional Areas

<u>Response</u>	<i>Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.</i>
Critical Transportation	<i>Road Clearance; Evacuation; Airspace Management; Delivery of Response Assets; Reentering Affected Area; Transportation Safety & Condition Assessments</i>
Environmental Response/Health & Safety	<i>Individual Decontamination; Hazardous Materials Site Clean-up; Debris Removal; Environmental Impact Analysis; Health & Safety Monitoring & Assessment; Predictive Modeling; Responder Safety; Survivor Safety & Assistance</i>
Fatality Management	<i>Body Identification, Mortuary Services, Victim Identification; Bereavement Counseling; Family Reunification</i>
Fire Management & Suppression	<i>Structural Firefighting; Extended Attack Firefighting; Initial Attack Firefighting; Specialized Firefighting; Wildland Firefighting</i>
*Infrastructure Systems	<i>Power Restoration; Communications Systems; Wastewater Restoration; Water Restoration; Dams & Flood Control; Food Production & Delivery; Government Facilities; Heating Fuel Provision; Hospitals; Infrastructure Site Assessments; Public Restoration Facilities; Public Safety Facilities; Transportation Infrastructure</i>
Logistics & Supply Chain Management	<i>Resource Management, Resource Delivery; Access to Community Staples; Donation Management; Emergency Power Provision; Fuel Support; Private Resources; Resource Tracking; Supply Chain Restoration; Volunteer Management</i>
Mass Care Services	<i>Temporary Housing; Emergency Sheltering; Family Reunification</i>
Mass Search & Rescue	<i>Search & Rescue Operations & Support; Specialized Operations; Synchronizing Operations</i>

* Included in both Response & Recovery Mission Areas



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Functional Areas

On-Scene Security, Protection, & Law Enforcement	<i>Law enforcement, Protecting Response Personnel; Security of Disaster Area</i>
Operational Communications	<i>Interoperable Communications Between Responders; Communication between Responders & AFN/ESL; Data Communications; Re-Establishing Communications Infrastructure; Re-Establishing Critical Information Networks; Voice Communications</i>
Public Health, Healthcare, and EMS	<i>Triage & Initial Stabilization, EMS, Definitive Care; Clinical Laboratory Testing; Health Assessments; Medical Countermeasures; Medical Surge; Public Health Interventions</i>
Situational Assessment	<i>Providing notification to leadership & partner organizations; Analyzing Information; Assessing Hazard Impacts; Tracking Response Activities</i>



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Functional Areas

<u>Recovery</u>	<i>Recover through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing and a sustainable economy, as well as the health, social, cultural, historic and environmental fabric of communities affected by a catastrophic incident</i>
Economic Recovery	<i>Reopening businesses; Business/Economic Continuity Planning; Developing Recovery Objectives; Developing the Workforce; Disseminating Information; Economic Impact Assessments; Incentivizing Entrepreneurial & Business Development; Management Planning</i>
Health & Social Services	<i>Reopening Healthcare Facilities & Social Services; Behavioral Health; Determining Health & Social Needs; Ensuring Access; Environmental Health; Food Safety; Health Assessment; Medical Products & Services; Public Awareness; Public Health Measures; Response & Recovery Worker Health; School Impacts</i>
Housing	<i>Long Term Housing; Housing Affordability; Housing Assessments; Reconstructing of Destroyed Housing; Rehabilitation of Damaged Housing</i>
Natural & Cultural Resources	<i>Natural & Cultural Site Damage Assessment & Restoration; Historic Preservation</i>
*Infrastructure Systems	<i>Power Restoration; Communications Systems; Wastewater Restoration; Water Restoration; Dams & Flood Control; Food Production & Delivery; Government Facilities; Heating Fuel Provision; Hospitals; Infrastructure Site Assessments; Public Restoration Facilities; Public Safety Facilities; Transportation Infrastructure</i>

* Included in both Response & Recovery Mission Areas



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Summary

- Identified and provided free-text descriptions of the capability gaps in relevant POETE areas
- Described how to plan to address capability gaps and sustainment needs in POETE areas
- Identified functional area POETE gaps



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