Crosswalk of Target Capabilities to Core Capabilities

The following table maps the target capabilities outlined in the former *Target Capabilities List* (*TCL*) version 2.0, released in September 2007, to the new core capabilities outlined in the first edition of the *National Preparedness Goal*. The mapping was performed such that all thirty-seven target capabilities from the *TCL* were mapped; and each target capability was mapped to *one, and only one*, core capability. In a few cases, the alignment of a target capability to a single core capability is unclear—i.e., the target capability either did not match any core capabilities in a straightforward manner, or could be mapped to more than one core capability. Thus, the "Justification" column provides details as to the rationale used in the placement of the target capability.

Please note that not all core capabilities have a target capability associated with them. Furthermore, some core capabilities have more than one target capability associated with them. Importantly, readers should not interpret that the target capabilities assigned to a core capability necessarily capture *the entirety* of what that core capability is meant to address.

The core capabilities and their definitions are taken from the first edition of the *National Preparedness Goal*, which was issued in September 2011. Descriptions of the target capabilities are excerpts taken from the Capability Description section of each target capability in the *TCL*.

This crosswalk was created to support the transition that states, localities, tribes, and territories face in realigning activities that may have previously been organized by the TCL to the new core capabilities as part of the 2011 State Preparedness Report effort. The contents are meant to provide additional context and stimulate thinking, but are for discussion purposes only, and should not be taken as official FEMA doctrine.

Core Capability	Core Capability Definition	Cross walked Target Capabilities	Target Capability Description (Target Capability List version 2.0)	Justification
Access Control and Identity Verification	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.	**NONE**		
	Core Capability Target 1. Implement and maintain protocols to verify identity and authorize, grant, or deny physical and cyber access to specific locations, information, and networks.			
Community Resilience	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.	**Community Preparedness and Participation**	"provides that everyone in America is fully aware, trained, and practiced on how to prevent, protect/mitigate, prepare for, and respond to all threats and hazards. This requires a role for citizens in personal preparedness, exercises, ongoing volunteer programs, and surge capacity response. Specific capabilities for UNIVERSAL preparedness, including knowledge of all-hazards (technological, natural, and terrorist incidents) and related protective measures, skills, and supplies, will be determined through a collaborative process with emergency responders."	Both the **Community Preparedness and Participation** target capability and the **Community Resilience** core capability focus on an integrated set of activities—including plans development, outreach, and education—necessary to ensure greater community resiliency.
	Core Capability Target 1. Maximize the coverage of the U.S. population that has a localized, risk-informed mitigation plan developed through partnerships across the entire 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	**Citizen Evacuation and Shelter in Place**	"to prepare for, ensure communication of, and immediately execute the safe and effective sheltering-in-place of an at-risk population (and companion animals), and/or the organized and managed evacuation of the at-risk population (and companion animals) to areas of safe refuge in response to a potentially or actually dangerous environment. In addition, this capability involves the safe reentry of the	The notification-related portions of this target capability fall under the **Public Information and Warning** core capability. The evacuation-related portions of the **Citizen Evacuation and Shelter-in-Place** target capability correspond to the provision of transportation for evacuation of people and animals in the **Critical Transportation** core capability.

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	services into the affected areas.		population where feasible."	
	Core Capability Targets 1. Establish physical access through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors. 2. Ensure basic human needs are met, stabilize the incident, transition into recovery for an affected area, and restore basic services and community functionality.			
Cybersecurity	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).	**NONE**		
	Core Capability Targets 1. Implement risk-informed guidelines, regulations, and standards to ensure the security, reliability, integrity, and availability of critical information, records, and communications systems and services through collaborative cybersecurity initiatives and efforts. 2. Implement and maintain procedures to detect malicious activity and to conduct technical and investigative-based countermeasures, mitigations, and operations against malicious actors to counter existing and emerging cyber-based threats, consistent with established protocols.			
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 a sustainable and economically viable community.	**Economic and Community Recovery**	"to implement short- and long-term recovery and mitigation processes after an incident. This will include identifying the extent of damage caused by an incident, conducting thorough post-event assessments and determining and providing the support needed for recovery and restoration activities to minimize future loss from a similar event."	Self-evident.
	Core Capability Targets 1. Conduct a preliminary assessment of economic issues and identify potential inhibitors to fostering stabilization of the affected communities. 2. Ensure the community recovery and mitigation plan(s) incorporates economic revitalization and removes governmental inhibitors to post-disaster economic sustainability, while maintaining the civil rights of citizens. 3. Return affected areas to a sustainable economy within the specified time frame in the recovery plan.			
Environmental	Ensure the availability of	**Environmental**	"to protect the public from environmental hazards and manage the health effects of an	Self-evident.

Core Capability	Core Capability Definition	Cross walked Target Capabilities	Target Capability Description (Target Capability List version 2.0)	Justification
Response/ Health and Safety	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.	**Health**	environmental health emergency on the public. The capability minimizes human exposures to environmental public health hazards (e.g., contaminated food, air, water, solid waste/debris, hazardous waste, vegetation, sediments, and vectors). The capability provides the expertise to run fate and transport models; design, implement, and interpret the results of environmental field surveys and laboratory sample analyses; develop protective guidance where none exists; and use available data and judgment to recommend appropriate actions for protecting the public and environment."	
		Responder Safety and Health	"ensures adequate trained and equipped personnel and resources are available at the time of an incident to protect the safety and health of on scene first responders, hospital/medical facility personnel (first receivers), and skilled support personnel through the creation and maintenance of an effective safety and health program."	Self-evident.
		WMD and Hazardous Materials Response and Decontamination	"to assess and manage the consequences of a hazardous materials release, either accidental or as part of a terrorist attack. It includes testing and identifying all likely hazardous substances onsite; ensuring that responders have protective clothing and equipment; conducting rescue operations to remove affected victims from the hazardous environment; conducting geographical survey searches of suspected sources or contamination spreads and establishing isolation perimeters; mitigating the effects of hazardous materials, decontaminating on-site victims, responders, and equipment; coordinating off-site decontamination with relevant agencies, and notifying environmental, health, and law enforcement agencies having jurisdiction for the incident to begin implementation of their standard evidence collection and investigation procedures."	The **Environmental Response/Health and Safety** capability targets include the deployment of hazardous materials teams as a resource in support of response personnel and the affected population; and the functions of assessing, monitoring, and performing cleanup actions, which correspond to activities in the **WMD and Hazardous Materials Response and Decontamination** target capability.

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	Core Capability Targets 1. Conduct health and safety hazard assessments and disseminate guidance and resources, to include deploying hazardous materials teams, to support environmental health and safety actions for response personnel and the affected population. 2. Assess, monitor, perform cleanup actions, and provide resources to meet resource requirements and to transition from sustained response to short-term recovery.			
Fatality Management Services	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.	**Fatality Management**	"to effectively perform scene documentation; the complete collection and recovery of the dead, victim's personal effects, and items of evidence; decontamination of remains and personal effects (if required); transportation, storage, documentation, and recovery of forensic and physical evidence; determination of the nature and extent of injury; identification of the fatalities using scientific means; certification of the cause and manner of death; processing and returning of human remains and personal effects of the victims to the legally authorized person(s) (if possible); and interaction with and provision of legal, customary, compassionate, and culturally competent required services to the families of deceased within the context of the family assistance center."	Self-evident.
	Core Capability Target 1. Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area.			
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.	**NONE**		
	Core Capability Targets 1. Prioritize physical evidence collection and analysis to assist in preventing initial or follow-on terrorist acts.			

Core Capability	Core Capability Definition	Cross walked Target Capabilities	Target Capability Description (Target Capability List version 2.0)	Justification
	2. Prioritize chemical, biological, radiological, nuclear, and explosive (CBRNE) material (bulk and trace) collection and analysis to assist in preventing initial or follow-on terrorist acts. 3. Prioritize biometric collection and analysis to assist in preventing initial or follow-on terrorist acts. 4. Prioritize digital media and network exploitation to assist in preventing initial or follow-on terrorist acts.			
Health and Social Services	Restore and improve health and social services networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.	**NONE**		
	Core Capability Targets 1. Restore basic health and social services functions. Identify critical areas of need for health and social services, as well as key partners and at-risk individuals (such as children, those with disabilities and others who have access and functional needs, and populations with limited English proficiency) in short-term, intermediate, and long-term recovery. 2. Complete an assessment of community health and social service needs and develop a comprehensive recovery timeline. 3. Restore and improve the resilience and sustainability of the health and social services networks to meet the needs of and promote the independence and well-being of community members in accordance with the specified recovery timeline.			
Housing	Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.	**NONE**		
	Core Capability Targets 1. Restore basic health and social services functions. Identify critical areas of need for health and social services, as well as key partners and at-risk individuals (such as children, those with disabilities and others who have access and functional needs, and populations with limited English proficiency) in short-term, intermediate, and long-term recovery. 2. Complete an assessment of community health and social service needs and develop a comprehensive recovery timeline. 3. Restore and improve the resilience and sustainability of the health and social services networks to meet the needs of and promote the independence and well-being of community members in accordance with the specified recovery timeline.			
Infrastructure Systems	Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize	**Restoration of Lifelines**	" to initiate and sustain restoration activities. This includes facilitating the repair/replacement of infrastructure for oil, gas, electric, telecommunications, drinking water, wastewater, and transportation services."	The **Infrastructure Systems** core capability focuses on stabilizing critical infrastructure, which correspond to the types of lifelines identified in the **Restoration of Lifelines** target capability.

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	systems and services to support a viable, resilient community.	**Structural Damage Assessment**	"to conduct damage and safety assessments of civil, commercial, and residential infrastructure and to perform structural inspections, and mitigation activities. The capability includes being able to provide contractor management, construction management, cost estimating, technical assistance, and other engineering services to support and manage response and recovery operations."	First, damage and safety assessments are a necessary precursor to restoration activities. The relationship between the **Structural Damage Assessment** target capability and the **Restoration of Lifelines** target capability is explicitly called out in the *TCL*. Second, while some overlap with the **Housing** core capability exists, the **Infrastructure Systems** core capability more effectively captures the breadth of assessments needed, and the connection between damage assessment and restoration/construction activities.
	Core Capability Targets 1. Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily-damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services. 2. Re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, and a transition to recovery. 3. Restore and sustain essential services (public and private) to maintain community functionality. 4. Develop a plan with a specified timeline for redeveloping community infrastructures to contribute to resiliency, accessibility, and sustainability. 5. Provide systems that meet the community needs while minimizing service disruption during restoration within the specified timeline in the recovery plan.			
Intelligence and Information Sharing	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	**Information Gathering and Recognition of Indicators and Warnings**	"entails the gathering, consolidation, and retention of raw data and information from sources to include human sources, observation, technical sources and open (unclassified) materials. Unlike intelligence collection, information gathering is the continual gathering of only pure, unexamined data, not the targeted collection traditionally conducted by the intelligence community or targeted investigations. Recognition of indicators and warnings is the ability to see in this gathered data the potential trends, indications, and/or warnings of criminal and/or terrorist activities (including planning and surveillance) against U.S. citizens, government entities, critical infrastructure, and/or our allies."	Similar to the information gathering activities described in the **Information Gathering and Recognition of Indicators and Warnings** target capability, the **Intelligence and Information Sharing** core capability also includes information collection as part of its activities. Per the distinction made in the target capability description, the core capability's information collection activities extend beyond targeted collection to include mechanisms for federal, state, local, and private sector partners to submit terrorism-related information and/or suspicious activity reports.
		Intelligence	"is the merging of data and information for the	Similar to the **Intelligence Analysis and**

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	other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among Federal, state, local, or private sector entities, as appropriate.	**Analysis and Production**	purpose of analyzing, linking, and disseminating timely and actionable intelligence with an emphasis on the larger public safety and homeland security threat picture. This process focuses on the consolidation of analytical products among the intelligence analysis units at the Federal, State, local, and tribal levels for tactical, operational, and strategic use. This capability also includes the examination of raw data to identify threat pictures, recognize potentially harmful patterns, or connect suspicious links to discern potential indications or warnings."	**Production** target capability, the **Intelligence and Information Sharing** core capability includes analysis and production as part of its activities.
		Intelligence and Information Sharing and Dissemination	"provides necessary tools to enable efficient prevention, protection, response, and recovery activities….[and] is the multi-jurisdictional, multidisciplinary exchange and dissemination of information and intelligence among the Federal, State, local, and tribal layers of government, the private sector, and citizens. The goal of sharing and dissemination is to facilitate the distribution of relevant, actionable, timely, and preferably declassified or unclassified information and/or intelligence that is updated frequently to the consumers who need it."	First, the **Intelligence and Information Sharing** core capability explicitly mentions information sharing, which is the basis of the **Intelligence and Information Sharing and Dissemination** target capability. Second, the *TCL* lists **Intelligence and Information Sharing and Dissemination** as a Common target capability, highlighting its cross-cutting nature. The **Intelligence and Information Sharing and Dissemination** target capability is relevant to the expedited sharing of threat-related information during times of imminent threat, and routine information exchange and dissemination activities during steady-state operations.
	Core Capability Targets 1. Anticipate and identify emerging and/or imminent threats through the intelligence cycle. 2. Share relevant, timely, and actionable information and analysis with Federal, state, local, private sector, and international partners and develop and disseminate appropriate classified/unclassified products. 3. Ensure Federal, state, local, and private sector partners possess or have access to a mechanism to submit terrorism-related information and/or suspicious activity reports to law enforcement.			
Interdiction and Disruption	Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.	**Counter Terror Investigation and Law Enforcement**	"includes the broad range of activities undertaken by law enforcement and related entities to detect, examine, probe, investigate, and conduct operations related to potential terrorist activities. Current and emerging	The **Counter-Terror Investigation and Law Enforcement (CTLE)** target capability encompasses a broad range of activities, including detection and conducting operations. While the **CTLE** target capability includes

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			investigative techniques are used with an emphasis on training, legal frameworks, recognition of indications and warnings, source development, interdiction, and related issues specific to antiterrorism activities."	aspects of the **Forensics and Attribution** core capability, a key activity listed in this target capability deals with deploying specialty trained personnel, which aligns to operations conducted under the **Interdiction and Disruption** core capability.
	Core Capability Targets 1. Anticipate and identify emerging and/or imminent threats through the intelligence cycle. 2. Share relevant, timely, and actionable information and analysis with Federal, state, local, private sector, and international partners and develop and disseminate appropriate classified/unclassified products. 3. Ensure Federal, state, local, and private sector partners possess or have access to a mechanism to submit terrorism-related information and/or suspicious activity reports to law enforcement. 4. Deter, detect, interdict, and protect against domestic and transnational criminal and terrorist activities that threaten the security of the homeland across key operational activities and critical infrastructure sectors. 5. Intercept the malicious movement and acquisition/transfer of CBRNE materials and related technologies.			
Long term Vulnerability Reduction	Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused incidents by lessening the likelihood, severity, and duration of the adverse consequences related to these incidents.	**NONE**		
	Core Capability Target 1. Achieve a measurable decrease in the long-term vulnerability of the Nation against current baselines amid a growing population base and expanding infrastructure base.			
Mass Care Services	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.	**Mass Care (Shelter, Feeding and Related Services)**	"to provide immediate shelter, feeding centers, basic first aid, bulk distribution of needed items, and related services to persons affected by a large-scale incident."	Self evident.
	Core Capability Targets			

Core Capability	Core Capability Definition	Cross walked Target Capabilities	Target Capability Description (Target Capability List version 2.0)	Justification
	1. Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs and others who may be considered to be at-risk. 2. Establish, staff, and equip emergency shelters and other temporary housing options (including accessible housing) for the affected population. 3. Move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.			
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.	**Search and Rescue (Land based)**	"to coordinate and conduct search and rescue (SAR) response efforts for all hazards, including searching affected areas for victims (human and, to the extent no humans remain endangered, animal) and locating, accessing, medically stabilizing, and extricating victims from the damaged area."	Self-evident.
	Core Capability Targets 1. Conduct search and rescue operations to locate and rescue persons in distress, based on the requirements of state and local authorities. 2. Initiate community-based search and rescue support operations across a wide geographically dispersed area. 3. Ensure the synchronized deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts and transition to recovery.			
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 appropriate environmental and historical preservation laws and executive orders.	**NONE**		
	Core Capability Targets 1. Conduct search and rescue operations to locate and rescue persons in distress, based on the requirements of state and local authorities. 2. Initiate community-based search and rescue support operations across a wide geographically dispersed area. 3. Ensure the synchronized deployment of local, regional, national, and international teams to reinforce ongoing search and rescue efforts and transition to recovery.			

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On scene Security and Protection	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.	**Emergency Public Safety and Security Response**	"to reduce the impact and consequences of an incident or major event by securing the affected area, including crime/incident scene preservation issues as appropriate, safely diverting the public from hazards, providing security support to other response operations and properties, and sustaining operations from response through recovery."	The core capability and target capability specifically both relate to incident scene control and security operations.
		Explosive Device Response Operations (EDRO)	"to coordinate, direct, and conduct improvised explosive device (IED) response after initial alert and notification. Coordinate intelligence fusion and analysis, information collection, and threat recognition, assess the situation and conduct appropriate Render Safe Procedures (RSP). Conduct searches for additional devices and coordinate overall efforts to mitigate chemical, biological, radiological, nuclear, and explosive (CBRNE) threat to the incident site."	Key actions under the **Explosive Device Response Operations** target capability include conducting render-safe procedures, and searching for additional devices to mitigate threats at the incident site. These actions align to the objective of ensuring a safe and secure environment within affected areas, as described in the **On-scene Security and Protection** core capability.
	Core Capability Targets 1. Establish a safe and secure environment in an affected area. 2. Provide and maintain on-scene security and meet the protection needs of the affected population over a geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.			
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.	**Communications**	"Agencies must be operable, meaning they must have sufficient wireless communications to meet their everyday internal and emergency communication requirements before they place value on being interoperable, i.e., able to work with other agencies. Communications interoperability is the ability of public safety agencies (police, fire, EMS) and service agencies (public works, transportation, hospitals, etc.) to talk within and across agencies and jurisdictions via radio and associated communications systems, exchanging voice, data and/or video with one another on demand, in real time, when needed, and when authorized. It is essential that public safety has the intraagency operability it needs, and that it builds its systems toward interoperability."	Many activities listed under the **Communications** target capability address communication systems and networks, and their ability to adequately function. These align to the **Operational Communications** core capability definition.

Core Capability	Core Capability Definition	Cross walked Target Capabilities	Target Capability Description (Target Capability List version 2.0)	Justification
	Core Capability Targets 1. Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, state, and local first responders. 2. Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.			
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.	**Emergency Operations Center (EOC) Management**	"to provide multi-agency coordination (MAC) for incident management by activating and operating an EOC for a pre-planned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities."	The emphasis of EOCs as a coordinating entity makes **Operational Coordination** a logical alignment for the **Emergency Operations Center Management** target capability.
		On Site Incident Management	" to effectively direct and control incident activities by using the Incident Command System (ICS) consistent with the National Incident Management System (NIMS)."	NIMS and ICS provide a systematic approach for entities to work together effectively. As such, the **On Site Incident** target capability aligns well to the **Operational Coordination** core capability.
	Core Capability Targets 1. Execute operations with functional and integrated communications among appropriate entities to prevent initial or follow-on terrorist attacks within the United States in accordance with established protocols. 2. Establish and maintain partnership structures among Protection elements to support networking, planning, and coordination. 3. Establish protocols to integrate mitigation data elements in support of operations within all states and territories and in coordination with Federal agencies. 4. Mobilize all critical resources and establish command, control, and coordination structures within the affected community and other coordinating bodies in surrounding communities and across the Nation and maintain as needed throughout the duration of an incident. 5. Enhance and maintain National Incident Management System (NIMS)-compliant command, control, and coordination structures to meet basic human needs, stabilize the incident, and transition to recovery. 6. Mobilize all critical resources and establish command, control, and coordination structures within the affected community and other coordinating bodies in surrounding communities and across the Nation and maintain as needed throughout the duration of an incident. 7. Enhance and maintain National Incident Management System (NIMS)-compliant command, control, and coordination structures to meet basic human needs, stabilize the incident, and transition to recovery.			
Physical	Reduce or mitigate risks,	**Critical**	" enables public and private entities to identify,	First, several activities under the **Critical**

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Protective Measures	including actions targeted at threats, vulnerabilities, and/or consequences, by controlling movement and protecting borders, critical infrastructure, and the homeland.	**Infrastructure Protection**	assess, prioritize, and protect critical infrastructure and key resources so they can detect, prevent, deter, devalue, and mitigate deliberate efforts to destroy, incapacitate, or exploit the Nation's critical infrastructure and key resources."	**Infrastructure Protection** target capability deal with identifying, assessing, and prioritizing CIKR targets. Although these activities map to the **Risk Management for Protection Programs and Activities** core capability, their results feed into the implementation of effective protection measures. Second, while several core capabilities deal with protection measures, the **Physical Protective Measures** core capability has a broader scope than other protection core capabilities, such as **Access Control and Identity Verification**, **Cybersecurity**, and **Supply Chain Integrity and Security**.
	Core Capability Target 1. Implement and maintain risk-informed physical protections, countermeasures, and policies protecting people, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.			
Planning	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.	**Planning**	"Unlike the other target capabilities, the attributes of planning are difficult to quantify, as individual planners may have considerably varied education and experience and still produce plans that lead to the successful implementation of a target capability. The focus of the Planning Capability is on successful achievement of a plan's concept of operations using target capabilities and not the ability to plan as an end unto itself. Plans should be updated following major incidents and exercises to include lessons learned. The plans should form the basis of training and should be exercised periodically to ensure that responders are familiar with the plan and able to execute their assigned role. Thus, it is essential that plans reflect the preparedness cycle of plan, train, exercise, and incorporation of after action reviews and lessons learned."	Self-evident.
	Core Capability Targets 1. Identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and ensure the objectives are implementable within the time frame contemplated within the plan using available resources for			

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	prevention-related plans. 2. Develop and execute appropriate courses of action in coordination with Federal, state, local, and private sector entities in order to prevent an imminent terrorist attack within the United States. 3. Develop protection plans that identify critical objectives based on planning requirements, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the planning objectives, and implement planning requirements within the time frame contemplated within the plan using available resources for protection-related plans. 4. Implement, exercise, and maintain plans to ensure continuity of operations. 5. Develop approved hazard mitigation plans that address all relevant threats/hazards in accordance with the results of their risk assessment within all states and territories. 6. Develop operational plans at the Federal level, and in the states and territories, that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources. 7. Convene the core of an inclusive planning team (identified pre-disaster), which will oversee disaster recovery planning. 8. Complete an initial recovery plan that provides an overall strategy and timeline, addresses all core capabilities, and integrates socioeconomic, demographic, accessibility, and risk assessment considerations, which will be implemented in accordance with the timeline contained in the plan.			
Public and Private Services and Resources	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.	**Critical Resource Logistics and Distribution**	"to identify, inventory, dispatch, mobilize, transport, recover, and demobilize and to accurately track and record available human and material critical resources throughout all incident management phases. Critical resources are those necessary to preserve life, property, safety, and security."	Elements of this target capability are captured under the **Critical Transportation** core capability. However, **Critical Transportation** appears to be more focused on providing transportation and access to transportation services. The full spectrum of activities associated with logistics and supply chain management is best represented in the systems developed by both public agencies (e.g., FEMA) and private organizations (e.g., Federal Express, American Red Cross).
		Fire Incident Response Support	"provides coordination and implementation of fire suppression operations, which include the following tasks: assessing the scene, assigning resources, establishing an incident command system (ICS) consistent with the National Incident Management System (NIMS), communicating the status of the situation, requesting additional resources, establishing a safe perimeter, evacuating persons in danger, rescuing trapped victims, conducting fire suppression, determining the cause of the fire(s), and ensuring the area is left in a safe condition. This capability further includes support necessary to prepare the community and reduce	The core capability specifically mentions the provision of fire and other first response services.

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			vulnerabilities in the event of a major event."	
		Volunteer Management and Donations	"to effectively coordinate the use of volunteers and donations in support of domestic incident management."	Coordination of volunteers and donations is typically achieved by public and private agencies (e.g., NGOs, ARC).
	Core Capability Targets 1. Mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources and services to meet the needs of disaster survivors. 2. Enhance public and private resource and services support for an affected area.			
Public Health and Medical Services	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.	**Emergency Triage and Pre Hospital Treatment**	"to appropriately dispatch emergency medical services (EMS) resources; to provide feasible, suitable, and medically acceptable pre-hospital triage and treatment of patients; to provide transport as well as medical care en-route to an appropriate receiving facility; and to track patients to a treatment facility."	Self-evident.
		Epidemiological Surveillance and Investigation	"to rapidly conduct epidemiological investigations. It includes exposure and disease (both deliberate release and naturally occurring) detection, rapid implementation of active surveillance, maintenance of ongoing surveillance activities, epidemiological investigation, analysis, and communication with the public and providers about case definitions, disease risk and mitigation, and recommendation for the implementation of control measures."	Surveillance and epidemiology has been identified as a core public health function by the Centers for Disease Control and Prevention (CDC).
		Isolation and Quarantine	"to protect the health of the population through the use of isolation and/or quarantine measures in order to contain the spread of disease. Isolation of ill individuals may occur in homes, hospitals, designated health care facilities, or alternate facilities."	According to the *TCL*, the **Isolation and Quarantine** target capability deals specifically with infectious disease, thus placing it squarely in the realm of public health. Furthermore, resource elements described in this target capability include CDC quarantine stations.
		Laboratory Testing	"is the ongoing surveillance, rapid detection, confirmatory testing, data reporting, investigative support, and laboratory networking to address potential exposure, or exposure, to all-hazards which include chemical, radiological, and biological agents in all	Laboratories have been identified as a core public health function by the CDC. Furthermore, many of the Critical Tasks and Performance Measures associated with the **Laboratory Testing** target capability deal with the Laboratory Response Network, which is

Core Capability	Core Capability Definition	Cross walked Target Capabilities	Target Capability Description (Target Capability List version 2.0)	Justification
			matrices including clinical specimens, food and environmental samples, (e.g., water, air, soil). Such all-hazard threats include those deliberately released with criminal intent, as well as those that may be present as a result of unintentional or natural occurrences."	managed by the CDC.
		Mass Prophylaxis	"to protect the health of the population through the administration of critical interventions in response to a public health emergency in order to prevent the development of disease among those who are exposed or are potentially exposed to public health threats. This capability includes the provision of appropriate follow-up and monitoring of adverse events, as well as risk communication messages to address the concerns of the public."	As noted in the target capability description, **Mass Prophylaxis** deals with the administration of interventions in response to a public health emergency. Moreover, the **Public Health and Medical Services** core capability definition emphasizes providing lifesaving medical treatment by providing products to all people in need within the affected area.
		Medical Supplies Management and Distribution	"to procure and maintain pharmaceuticals and medical materials prior to an incident and to transport, distribute, and track these materials during an incident."	Similar to the rationale for the **Critical Resource Logistics and Distribution** target capability, the **Medical Supplies Management and Distribution** target capability was not linked to the **Critical Transportation** core capability because of this core capability's limited scope. Instead, this target capability was aligned to the **Public Health and Medical Services** core capability because of its explicit medical nature.
		Medical Surge	"to rapidly expand the capacity of the existing healthcare system (long-term care facilities, community health agencies, acute care facilities, alternate care facilities and public health departments) in order to provide triage and subsequent medical care. This includes providing definitive care to individuals at the appropriate clinical level of care, within sufficient time to achieve recovery and minimize medical complications. The capability applies to an event resulting in a number or type of patients that overwhelm the day-to-day acute-	Self-evident.

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			care medical capacity. Planners must consider that medical resources are normally at or near capacity at any given time. Medical Surge is defined as rapid expansion of the capacity of the existing healthcare system in response to an event that results in increased need of personnel (clinical and non-clinical), support functions (laboratories and radiological), physical space (beds, alternate care facilities) and logistical support (clinical and non-clinical equipment and supplies)."	
	Core Capability Targets 1. Deliver medical countermeasures to exposed populations. 2. Complete triage and initial stabilization of casualties and begin definitive care for those likely to survive their injuries. 3. Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.			
Public Information and Warning[1]	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 and, as appropriate, the actions being taken and the assistance being made available.	**Emergency Public Information and Warning**	"includes public information, alert/warning and notification. It involves developing, coordinating, and disseminating information to the public, coordinating officials, and incident management and responders across all jurisdictions and disciplines effectively under all hazard conditions."	Self-evident.
	Core Capability Targets 1. Share prompt and actionable messages, to include National Terrorism Advisory System alerts, with the public and other stakeholders, as appropriate, to aid in the prevention of imminent or follow-on terrorist attacks, consistent with the timelines specified by existing processes and protocols. 2. Provide public awareness information to inform the general public on how to identify and provide terrorism-related information to the appropriate law enforcement authorities, thereby enabling the public to act as a force multiplier in the prevention of imminent or follow-on acts of terrorism. 3. Use effective and accessible indication and warning systems to communicate significant hazards to involved operators, security officials, and the public (including alerts, detection capabilities, and other necessary and appropriate assets). 4. Communicate appropriate information, in an accessible manner, on the risks faced within a community after the conduct of a risk assessment.			

[1] Please note that the description for this core capability in the Prevention mission area is slightly different in the *National Preparedness Goal*.

Core Capability	Core Capability Definition	Cross walked Target Capabilities	Target Capability Description (Target Capability List version 2.0)	Justification
	5. Inform all affected segments of society by all means necessary, including accessible tools, of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public to take protective actions. 6. Deliver credible messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the transition to recovery. 7. Inform all affected segments of society by all means necessary, including accessible tools, of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public to take protective actions. 8. Deliver credible messages to inform ongoing emergency services and the public about protective measures and other life-sustaining actions and facilitate the transition to recovery.			
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.	**NONE**		
	Core Capability Target 1. Ensure that states, territories, and the top 100 Metropolitan Statistical Areas (MSAs) complete a risk assessment that defines localized vulnerabilities and consequences associated with potential natural, technological, and human-caused threats and hazards to their natural, human, physical, cyber, and socioeconomic interests.			
Risk Management for Protection Programs and Activities	Identify, assess, and prioritize risks to inform Protection activities and investments.	**Risk Management**	"Risk Management is defined by the Government Accountability Office (GAO) as 'A continuous process of managing—through a series of mitigating actions that permeate an entity's activities—the likelihood of an adverse event and its negative impact.' Risk Management is founded in the capacity for all levels of government to identify and measure risk prior to an event, based on credible threats/hazards, vulnerabilities, and consequences, and to manage the exposure to that risk through the prioritization and implementation of risk-reduction strategies. The actions to perform Risk Management may well vary among government entities; however, the foundation of Risk Management is constant."	Self-evident.
	Core Capability Targets 1. Ensure critical infrastructure sectors and Protection elements have and maintain risk assessment processes to identify and prioritize assets, systems, networks, and functions.			

Core Capability	Core Capability Definition	Cross walked Target Capabilities	Target Capability Description (Target Capability List version 2.0)	Justification
	2. Ensure operational activities and critical infrastructure sectors have and maintain appropriate threat, vulnerability, and consequence tools to identify and assess threats, vulnerabilities, and consequences.			
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, sensor technologies, or physical investigation and intelligence.	**CBRNE Detection**	" provides the ability to detect CBRNE materials at points of manufacture, transportation, and use. It is important to note that the activities and tasks described in this capability will be carried out individually for each specific agent, rather than for all agents at the same time….This capability includes the detection of CBRNE material through area monitoring, but does not include detection by their effects (i.e., signs or symptoms) on humans and animals. Such population level monitoring is addressed, respectively, in the Epidemiological Surveillance and Investigation and Animal Disease Emergency Support capabilities. The CBRNE Detection capability includes the identification and communication of CBRNE threats, but does not include actions taken to prevent an incident or respond to the consequences of a CBRNE incident, which are also addressed in other capabilities."	Self-evident.
	<u>Core Capability Targets</u> 1. Maximize the screening of targeted cargo, conveyances, mail, baggage, and people associated with an imminent terrorist threat or act using technical, non-technical, intrusive, or non-intrusive means. 2. Initiate operations immediately to locate persons and networks associated with an imminent terrorist threat or act. 3. Conduct CBRNE search/detection operations in multiple locations and in all environments, consistent with established protocols. 4. Screen cargo, conveyances, mail, baggage, and people using information-based and physical screening technology and processes. 5. Detect WMD, traditional, and emerging threats and hazards of concern using: a. A laboratory diagnostic capability and the capacity for food, agricultural (plant/animal), environmental, medical products, and clinical samples b. Bio-surveillance systems c. CBRNE detection systems d. Trained healthcare, emergency medical, veterinary, and environmental laboratory professionals.			
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	**NONE**		

Core Capability	Core Capability Definition	Cross walked Target Capabilities	Target Capability Description (Target Capability List version 2.0)	Justification
	response.			
	Core Capability Targets 1. Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident. 2. Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.			
Supply Chain Integrity and Security	Strengthen the security and resilience of the supply chain.	**Food and Agriculture Safety and Defense**	"to prevent, protect against, respond to, and recover from chemical, biological and radiological contaminants, and other hazards that affect the safety of food and agricultural products. This includes the timely eradication of outbreaks of crop diseases/pests, assessments of the integrity of the food producing industry, the removal and disposal of potentially compromised materials from the U.S. food supply, and decontamination of affected food manufacturing facilities or retail points of purchase or service. This also includes appropriate laboratory surveillance to detect human foodborne illness or food product contamination. It is accomplished concurrent to protecting public health and maintaining domestic and international confidence in the U.S .commercial food supply. Additionally, the public is provided with accurate and timely notification and instructions related to an event and appropriate steps to follow with regard to disposal of affected food or agricultural products and appropriate decontamination procedures."	The **Food and Agriculture Safety and Defense** target capability is listed under the Protect mission area in the *TCL*. Among the Protect mission area core capabilities, the **Supply Chain Integrity and Security** core capability is the most appropriate fit because the **Food and Agriculture Safety and Defense** target capability emphasizes addressing the entire supply chain for food and agricultural products—from farm to retail facility.
		Animal Disease Emergency Support	" to protect, prevent, detect, respond to, and recover from threats and incidents that would result in the disruption of industries related to U.S. livestock, other domestic animals (including companion animals) and wildlife and/or endanger the food supply, public health, and domestic and international trade. It includes the ability to respond to large-scale national and regional emergencies as well as to smaller-scale incidents through rapid determination of the	While the **Animal Disease Emergency Support** target capability is listed under the Response mission area in the *TCL*, the target capability's description indicates that it spans all mission areas. Moreover, similar to arguments for the **Food and Agriculture Safety and Defense** target capability, the **Animal Disease Emergency Support** target capability emphasizes downstream impacts to the food supply, as well as nationwide, system-level

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			nature of the event, initiation of the appropriate response, containment of the disrupting effects, and facilitation of recovery."	impacts.
	Core Capability Target 1. Secure and make resilient key nodes, methods of transport between nodes, and materials in transit.			
Threats and Hazard 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.	**NONE**		
	Core Capability Target 1. Identify the threats and hazards within and across the states, territories, and the top 100 MSAs, in collaboration with the whole community, against a national standard based on sound science.			