

# **State of Alaska State Homeland Security Strategy 2010**

## **I. Purpose, Vision, Focus, Coordination, Effort, Description of Jurisdictions, and Regionalization and Mutual Aid**

### **A. Purpose**

Through this State Homeland Security Strategy (SHSS), Alaska will improve its protection of the people, its economy, and its culture. The State of Alaska will reduce vulnerabilities to terrorist attacks, major disasters, or emergencies. This vital mission requires coordination, cooperation, and a focused effort throughout the state, federal agencies (military and civilian), State agencies, local jurisdictions, tribal, private, and non-profit organizations.

This strategy provides a blueprint for comprehensive, statewide, stakeholder-based planning for homeland security efforts. It also provides a strategic plan for the use of related federal, state, local, tribal, and private resources within the State before, during, and after threatened or actual domestic terrorist attacks, major disasters, and other emergencies.

The State has established and nurtured a shared commitment among federal, State, local, and tribal governments and the private sector in its efforts to strengthen the preparedness of the State. With such a commitment, Alaska will continue to develop and improve capabilities to deter, prevent, protect against, respond to, and recover from terrorist attacks, major disasters, and other emergencies.

The results of the State's ongoing assessments provide insight into the requirements of the State. This strategy continues to address the four Strategic Goals and reflect the eight National Priorities, and ensure a broad range of threats and hazards are endemic to the State's planning approach.

The State of Alaska will apply resources available from the U.S. Department of Homeland Security (DHS) through the National Preparedness Directorate (NPD) to address unique planning, equipment, training, and exercise needs to build an enhanced and sustainable capacity to prevent, mitigate the effects of, respond to, and recover from natural disasters or threats of terrorism. Additionally, the State will apply multiple resources available from other federal fund sources, the State's general fund, and other State agencies by utilizing interagency funds to address these issues.

## **B. Vision and Mission**

Through existing and emerging partnerships, the State's vision provides the highest level of security and domestic preparedness. Alaska will engage federal, State, local, tribal, private, non-governmental partners, and the general public to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events in order to minimize the impact on lives, property, and the economy.

With the vision in mind, the mission for Department of Military and Veterans Affairs (DMVA), Division of Homeland Security and Emergency Management (DHS&EM) is to protect the people, property, and economy of Alaska from all-hazards and threats.

The State has further categorized four strategic goals to support the above vision and mission.

1. Identify, analyze, and plan for all-hazards that threaten Alaska.
2. Improve individual, community, and agency readiness for all threats.
3. Provide timely assistance to individuals, communities, and agencies in response to events.
4. Assist individuals, communities, private sector, and agencies in recovering from the effects of disasters.

## **C. Focus**

This strategy focuses on significantly enhancing capabilities to prevent, protect, respond to, and recover from any act, or event threatening the State of Alaska. The State has selected the following priorities for this Strategy from the National Target Capabilities List: Expand Regional Collaboration; Implement the National Incident Management System (NIMS) and National Response Framework (NRF) Plan; Implement the National Infrastructure Protection Plan (NIPP); Strengthen Information Sharing and Collaboration Capabilities; Strengthen Chemical, Biological, Radiological / Nuclear, and Explosive (CBRNE) Detection, Response, and Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities; and Strengthen Planning and Citizen Preparedness Capabilities.

1. Expand and strengthen regional collaboration, cooperation, and coordination of resources to prevent, mitigate, respond to, and recover from terrorism events or natural disasters.
2. Implement the NIMS and continue building the key concepts of the NRF statewide.
3. Focus resources to harden critical infrastructure and key resources (CIKR) and implement the NIPP.
4. Strengthen and improve coordination of intelligence sharing among agencies.

5. Strengthen statewide interoperable communications capability and strengthen alert and warning systems capabilities statewide.
6. Strengthen CBRNE detection, response, and decontamination capabilities statewide.
7. Strengthen medical surge and mass prophylaxis capabilities statewide.
8. Strengthen statewide planning and citizen preparedness capabilities.

#### **D. Coordination**

The State of Alaska recognizes the need for a coordinated approach to homeland security and emergency management, and it has combined those functions within one lead agency: DHS&EM. This consolidation is the blueprint for the State's all-hazards approach.

Through existing and newly formed partnerships, committees and workgroups, the State continues to coordinate activities with other governmental organizations, the private sector, and the public at large. In this way, the State will leverage the effectiveness of its facilities, equipment, personnel, procedures, and communications. This systematic approach enables all levels of government to collaborate seamlessly in order to identify critical gaps, overlaps, and deficiencies. These coordination methods enable the State and its partners to fill any gaps and overcome any deficiencies. The State serves as both the leader and the facilitator to improve the level of preparedness and response for Alaska.

#### **E. Effort**

For many years the State has established and nurtured a shared commitment among federal, State, local, and tribal governments, and the private sector (both business and volunteer) in its efforts to strengthen the preparedness of the State. This effort has continued to improve capabilities to deal with terrorism attacks, natural disasters, or other all-hazards events.

The State Emergency Response Commission (SERC) adopted a coordinated approach and the Emergency Management Performance Grant (EMPG) and Local Emergency Planning Committees (LEPC) communities stresses this philosophy in consolidation as the basic blueprint for the State's all-hazards approach.

A regional approach will enable preparedness and emergency management entities to collectively manage and coordinate activities consistently and effectively. As used in this document, a "region" refers to a geographic area consisting of contiguous local jurisdictions and unincorporated areas within the State of Alaska. Major events often have regional impact; therefore, prevention, protection, response, and recovery missions require extensive regional collaboration. It is vital to enhance efforts by federal, State, local, tribal entities, the private sector, nongovernmental organizations, and individual citizens to communicate and coordinate with one another. The intent is to identify

geographic regions that work best for achieving and sustaining coordinated capabilities through mutual aid agreements. Emergency management stakeholders should foster regional groupings through outreach activities, training, exercises, planning, and mutual aid preparedness agreements. Formal arrangements among regional stakeholders and communities will enable the State, local, and tribal governments, and other partners to coordinate preparedness activities more effectively, spread costs, pool resources, and mitigate risk.

The State leads the following groups that implement emergency management program initiatives:

- SERC, by law, is an all-hazards Commission that provides coordination among State, federal, and local representatives on all emergency management issues. The SERC has seven sub-committees and are managed according to SERC bylaws, policies, and procedures:

- Finance Committee
- All-Hazards Plan Review Committee
- Training Committee
- Urban Search and Secure (USAR) Committee
- Work Plan Committee
- Alaska Citizen Corps
- Interoperable Communications Committee

- The All-Hazards Multi-Agency Coordination Group (AH-MAC) serves as the operational coordination body during homeland security and emergency management events. The AH-MAC is chaired by DMVA. The AH-MAC consists of top management personnel from responsible agencies and jurisdictions supporting event management who fully authorized to represent and act on behalf of their parent organization. In addition, the AH-MAC meets quarterly, and utilizes an Interagency Incident Management Team to facilitate preparedness and planning activities statewide.
- The Anti-Terrorism Advisory Council of Alaska (ATACA) is an interagency group that provides integrated situational awareness and operational information to enable coordinated local, State, and federal actions to prevent or mitigate threats and hazards having potential statewide impact. The Executive Committee is chaired jointly by the U.S. Attorney and the DMVA Adjutant General.
- The Advisory Council of Alaska (ACA) Executive Committee is an advisory council on terrorism and all-hazards. The ACA is chaired jointly by the U.S. Attorney, Federal Emergency Management Agency (FEMA), and the DMVA Adjutant General.

- The Alaska Partnership for Infrastructure Protection (APIP) provides a forum for the public and private sectors to share information and develop strategy for continuity of services including energy, medical services, and other vital sectors.
- The Governor's Disaster Policy Cabinet (DPC) provides recommendations to the Governor on State commitment levels, policy direction, and interagency coordination on response and recovery efforts following an event. Additionally, this Cabinet approves long term recovery projects and the statewide hazard mitigation grant program projects.
- Alaska Homeland Security Workgroups include multi-agency and multi-discipline groups created to review and make recommendations on local / state assessments, strategy reviews, and grant allocations.
- The State Security and Vulnerability Assessment Team (SVA) is a multi-discipline team that assesses and provides recommendations for protection of CIKR. This team assists governmental and private sector critical infrastructure owners.
- The Continuity of Operations and Continuity of Government (COOP / COG) work group is an interagency group assisting with various strengthen planning activities throughout the State. The goal is to provide technical assistance as well as an avenue to develop, share, and leverage efforts on COOP / COG, and Continuity of Business activities.
- The Alaska Multi-Agency Coordination Group is an interagency executive workgroup to discuss actions to be taken to ensure than an adequate number of resources are available to meet anticipated needs and to allocate resources most efficiently during periods of shortage.

The State has established and tested mutual aid and assistance compacts among and between State, local, and tribal entities, as well as private and non-governmental partners. The scope of these compacts has expanded significantly in recent years to include pre-incident preparedness, especially planning, training, and exercises.

- The State is a signatory to the Pacific Northwest Emergency Management Arrangement (PNEMA), a mutual aid agreement between Alaska, Oregon, Idaho, Washington, the Province of British Columbia and the Government of the Yukon Territory in Canada.
- Alaska is geographically separated from the rest of the United States and support from the "lower 48" can take considerable time to arrive. FEMA anticipates up to 72 hours before they can arrive and provide services in support of State and local response efforts. Other factors such as airport and port damage could further delay federal response efforts.

## **F. Description of Jurisdictions**

Approximately 93 percent of the State's total population is contained within 31 jurisdictions. These jurisdictions include 16 of the State's 17 boroughs and 15 of the cities that lie in the Unorganized Borough (the State's 17th Borough). These jurisdictions are encouraged to apply for Homeland Security Grant funding through the State. Other communities are encouraged to work with DHS&EM to develop and participate in emergency management and homeland security hazard reduction, prevention, and preparedness activities through regional events.

Alaska, with 229 federally recognized tribes, is a unique state with respect to tribal issues. Native Alaskan Tribes are unlike tribes in all other states. With the exception of Metlakatla Indian Tribe on Annette Island, tribes are not geographically defined, confined to reservations, or co-located on government land. Without having distinct geographic bases, Alaska Native Tribes do not possess any critical infrastructure or potentially lucrative terrorist targets.

Many tribes have members living in numerous communities (even other states) and one community may have members affiliated with numerous tribes. All tribal members in Alaska are also members of the communities in which they reside. Seventy-one percent of Alaska's Native population is included in the 31 jurisdictions previously identified. The remaining population is provided access to hazard reduction, prevention, and preparedness activities through regional events.

## **G. Regionalization and Mutual Aid**

Alaska is subdivided numerous ways for public safety purposes. Each subdivision has been established by respective agencies based primarily on geography and specific mission.

### *Political Jurisdictions*

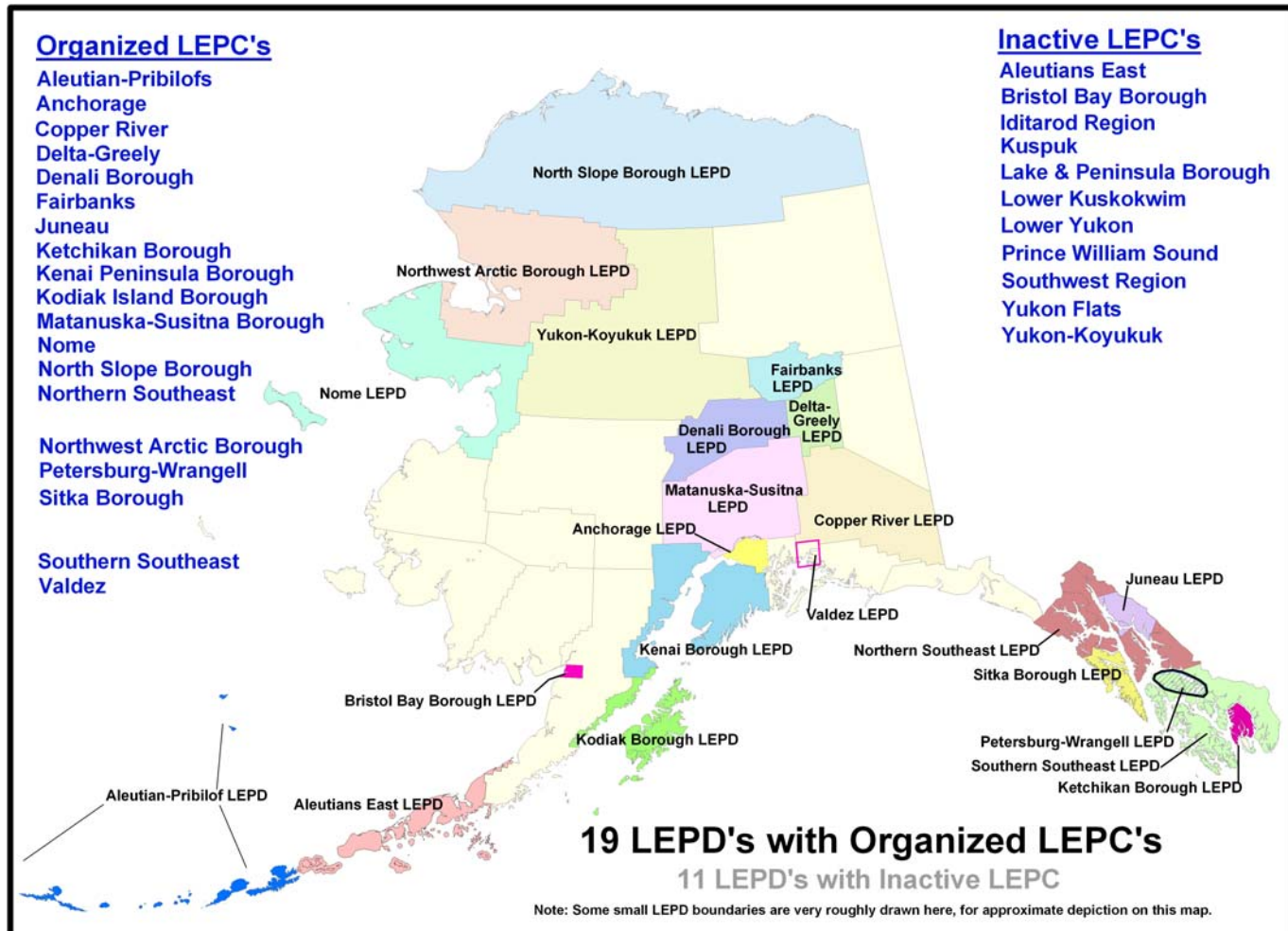
Article X of the Alaska Constitution provides for maximum local self-government with a minimum of local government units. The article further provides for the State to be divided into Boroughs, both organized and unorganized.

Below is a map depicting the current political boundaries of Alaska's boroughs. This map also reflects Alaska Regional Education Attendance Areas (REAs). There are 17 boroughs and 19 REAs in Alaska. Since a large geographic portion of the State is not in an organized borough, the REAs serve to subdivide the Unorganized Borough. These subdivisions are routinely used by FEMA as established boundaries for purposes of federal disaster declarations. A higher resolution version of this map can be found at <ftp://ftp.dcbd.dced.state.ak.us/ComBoroMap/C-Rmap07.pdf>.



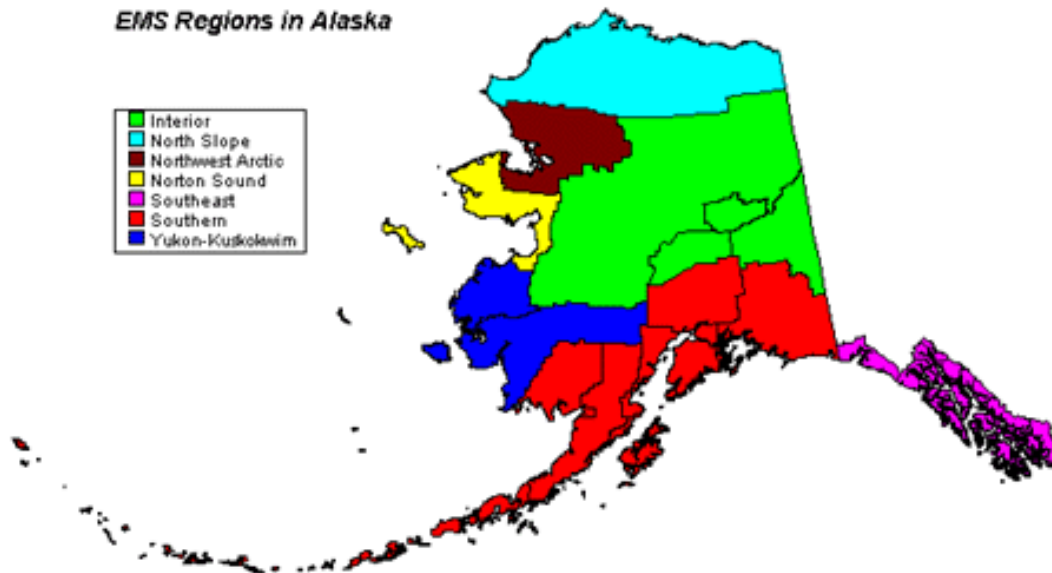
## Local Emergency Planning Districts

In addition to the political boundaries described above the SERC has divided the state into 21 Local Emergency Planning Districts (LEPD)s and established LEPCs for each district. A higher resolution version of this map can be found at <http://ready.alaska.gov/SERC/images/February%202010%20LEPD%20Map.jpg>.



## Alaska Emergency Medical Services Regions

Emergency medical services (EMS) in Alaska are provided by a rich mixture of paid and volunteer responders incorporated in seven regions. There are over 4,000 EMS, emergency medical technicians (EMT), EMS instructors, and defibrillator technicians certified by the Alaska Department of Health and Social Services (DHSS), as well as another 175 mobile intensive care paramedics licensed through the Alaska Department of Commerce and Economic Development (DCCED). A higher resolution version of this map can be found at [http://www.chems.alaska.gov/EMS/EMS\\_directory.htm](http://www.chems.alaska.gov/EMS/EMS_directory.htm).



Source: State of Alaska, H&SS, DPH, CHEMS Unit

## *Alaska State Trooper Regions*

All law enforcement services in Alaska are provided at the city / municipal level or by the Alaska State Troopers (AST). The only borough level law enforcement agency is the North Slope Borough Police Department. For regionalization purposes AST has divided the State into five regions. Many jurisdictions in Alaska have no local law enforcement and no AST presence. Many of these jurisdictions are served by the Village Public Safety Officer (VPSO) program. The VPSO program was designed to train and employ individuals residing in the village as first responders to public safety emergencies such as search and rescue, fire protection, emergency medical assistance, crime prevention, and basic law enforcement. In addition to regionalization for AST, these same boundaries are utilized for Alaska's regional Tactical Interoperable Communications Plans (TICPs). Additional information on headquarters and posts for the detachments and bureaus can be found at <http://www.dps.state.ak.us/AST/detachments.aspx>.



The Statewide Hazardous Materials (Hazmat) Response Work Group provides a regional approach to identifying hazmat response equipment and training needs across Alaska. This group has been very effective at prioritizing resources including grant allocations to meet the identified needs. One of those results has been the development of Statewide Regional Hazmat Response Teams.

Alaska has long recognized the need for and advantage of collaboration. Vast areas of the State are owned by the federal government. Much of this and other lands are undeveloped or underdeveloped. Almost every conceivable event, natural or man-made, crosses jurisdictional lines and necessitates interagency planning and response. In recent years, Alaska has established several innovative bodies and initiatives, depicted above, for statewide planning, exercises, coordination, preparedness, deterrence, and response.

Alaska is unique in its “interstate” regionalization when compared to the contiguous 48 States. Alaska does not share a border with any other State. It does share a 1,539 mile border with Canada. The border encompasses both the Province of British Columbia and the Yukon Territory. Alaska also shares a maritime border with Canada, and a maritime border with the Russian Federation.

In order to facilitate mutual aid and regional response Alaska is a signatory to the PNEMA. PNEMA is a congressionally approved treaty between Alaska, Washington, Idaho, Oregon, British Columbia, and Yukon Territory. The Arrangement allows for cross-border mutual aid in times of disaster/emergency.

Alaska also participates in the Emergency Management Assistance Compact (EMAC). The purpose of this compact is to provide for mutual assistance between the states entering into the compact in managing any emergency or disaster that is duly declared by the governor of the affected state(s), whether arising from natural disaster, technological hazard, man-made disaster, civil emergency aspects of resources shortages, community disorders, insurgency, or enemy attack. This compact allows Alaska to share resources with Pacific Northwest States, and other states as necessary.

The Trans-Alaska Pipeline System is one of the most critical assets to the State and the nation. This pipeline is a challenging piece of critical infrastructure to protect because it crosses the length of Alaska from north to south. The pipeline spans across three local jurisdictions and a large unorganized borough with no resources other than State and private assets for protection.

## II. Goals, Objectives, and Implementation Steps

### Goal 1: Strengthen and Build Regional Collaboration throughout Alaska

National Priority Alignment: Expand Regional Collaboration

- 1A. Objective: Promote the continued development of regional mutual aid agreements and procedures.
- Steps:
- Develop a statewide mutual aid compact.
  - Catalog the existing regional and statewide agreements.
  - Exercise local and regional mutual aid agreements.
  - Continue to exercise Emergency Management Assistance Compact (EMAC) and the Pacific Northwest Emergency Management Arrangement (PNEMA) agreements.
- 1B. Objective: Strengthen regional capabilities through joint preparedness activities.
- Steps:
- Develop and implement regional workshops on homeland security and emergency management issues.
  - Develop and implement statewide workshops on homeland security and emergency management issues.
- 1C. Objective: Integrate Citizen Corps Councils into other security and emergency programs.
- Steps:
- Use Citizen Corps Councils in the development of public awareness and education campaigns.
  - Develop exercise scenarios to provide for participation with Citizen Corps Councils for prevention, response, and recovery.
  - Incorporate existing Citizen Corps Councils into a Statewide Response Corps.
- 1D. Objective: Analyze State and local all-hazards emergency operations plans for compatibility.
- Steps:
- Conduct joint State / local reviews of regional emergency plans for completeness.

**Goal 2: Increase Capabilities in Incident Management through the Implementation of the National Incident Management System and the National Response Framework**

National Priority Alignment: Implement the National Incident Management System (NIMS) and National Response Framework (NRF)

2A. Objective: Improve the dissemination and understanding of NIMS / NRF within the State, local, and tribal agencies.

Steps: Disseminate updates and changes to NIMS / NRF guidance to local, tribal, and State agencies and organizations to include the National Incident Management System Compliance Assistance Support Tool (NIMSCAST) reporting system.

Provide technical assistance on NIMS / NIMSCAST / NRF statewide.

2B. Objective: Achieve integration of NIMS / NRF into emergency plans.

Steps: Review and analyze existing emergency plans to assess compatibility with NIMS / NRF guidelines.

Assist the State and local agencies with the modification, development, and review of plans for compatibility with NIMS / NRF.

**Goal 3: Implement the National Infrastructure Protection Plan**

National Priority Alignment: Implement the National Infrastructure Protection Plan (NIPP)

3A. Objective: Reduce the vulnerability of critical infrastructure and key resources (CIKR).

Steps: Security Vulnerability Assessment / Hazard Analysis / Mitigation (SVA / HA / MIT) Teams to perform all-hazard assessments for communities and facilities as required.

SVA / HA / MIT Team members develop information and briefings on recommendations for “hardening” buildings and facilities that can be incorporated into architectural plans for new construction.

3B. Objective: Update the State’s Critical Infrastructure and High Visibility Potential Targets list.

- Steps: Implement the Protective Critical Infrastructure Information Program (PCII) and maintain the system data in Automated Critical Asset Management System (ACAMS).
- Coordinate revision or validation of the current list with input from stakeholders and the private sector.
- Seek funding to harden the State's CIKR.
- 3C. Objective: Continue to strengthen and extend the reach and influence of the Alaska Partnership for Infrastructure Protection (APIP).
- Steps: Continue to provide leadership and vision to APIP.
- Continue to assist APIP with development of communications plans, emergency operation center (EOC) plans, exercise scenario development, and conduct training and exercise that include critical infrastructure protection.
- 3D. Objective: Develop a coordinated plan for restoration of public utilities and services.
- Steps: Continue to support infrastructure working groups in the development of sector assurance plans.
- Develop comprehensive recovery documents and integrate sector assurance plans.
- Support ongoing activities of State Public Assistance and Hazard Mitigation Programs to meet reconstitution efforts.
- 3E. Objective: Improve multi-agency response capabilities through statewide cyber security initiatives.
- Steps: Develop process for analysis of cyber threat intelligence to State, local, and private infrastructure.
- Support cyber security training and exercise.
- Develop system for APIP members (InfraGuard) to share and provide recommendations on cyber infrastructure protection measures.

**Goal 4: Strengthen Information and Intelligence Sharing**

National Priority Alignment: Strengthen Information Sharing and Collaboration Capabilities

4A. Objective: Develop a network and procedures among local, tribal, State, federal, and private sector organizations to disseminate critical and time-sensitive intelligence among participants.

Steps: Ensure key people in State and local governments are trained in information intelligence reporting.

Analyze the integration of existing interagency information sharing processes into a virtual statewide fusion center.

Continue to expand the use of the Homeland Security Information Network (HSIN) State portal to include expansion to the Homeland Security DataNetwork and ACAMS.

4B. Objective: Improve interagency cooperation on intelligence information.

Steps: Increase State and local participation with the Joint Terrorism Task Force (JTTF).

Develop a common reporting schedule and standard reporting criteria for sharing intelligence among federal, State, local, and private sector partners.

Increase the use of intelligence in interagency exercises and workgroups.

Emphasize intelligence and information sharing as appropriate in regional and statewide exercises.

Assist state and local agencies with interpretation of intelligence and information from other agencies and sources.

**Goal 5: Provide statewide, sustainable, interoperable communications infrastructure to support local, regional, and statewide response to all-hazard and terrorist related incidents**

National Priority Alignment: Strengthen Interoperable and Operable Communications Capabilities

5A. Objective: Ensure local agencies and jurisdictions possess operable and interoperable capabilities as needed.

Steps: Complete community-by-community communications capability and needs assessment.

Identify un-served and underserved communities that lack operable communications systems. Prioritize resource allocation based on gaps.

Identify voice and data communications technology that is economically and technically appropriate to each community.

Provide resources to build interoperable communications systems where appropriate. Connect existing disparate systems through gateways and other advanced technologies.

Facilitate and support local communications training and exercise activities.

5B. Objective: Ensure communities are interoperable with neighboring communities.

Steps: Assess existing regional and neighboring community communications systems and solutions.

Assess local mutual aid agreements and procedures including regional Tactical Interoperable Communications Plans (TICPs) to determine communications requirements.

Identify gaps in voice and data communications between neighboring communities while leveraging existing systems and technologies.

Identify strategies to support long term, sustainable funding, and technology.

Facilitate and support regional training and exercise activities including TICP validation exercises.

5C. Objective: Ensure "regional hubs" and state / federal responding agencies have the appropriate technologies and procedures to provide interoperability when responding to incident and event locations.

Steps: Inventory current strategic and tactical reserve capabilities and existing fixed and deployable voice and data interoperability infrastructure (i.e. gateways).

Identify suitable locations for additional fixed and deployable reserve components. Acquire and deploy strategic technology reserve equipment.

Develop concept plans and policies/procedures for the usage, training, and exercising of strategic technology reserve equipment.

5D. Objective: Improve statewide alert and warning capability.

Steps: Update State of Alaska Emergency Alert System (EAS) plan to incorporate next-generation EAS, Common Alerting Protocol 2.0. Develop Amber Alert and Tsunami Warning annexes.

Update and disseminate Alaska Amber Alert System Plan.

Analyze and design next generation Emergency Alert System dissemination architecture.

Continue to leverage federal programs for the deployment of all-hazards siren systems.

### **Goal 6: Strengthen Chemical, Biological, Radiological / Nuclear, and Explosive Detection, Response, and Decontamination Capabilities**

National Priority Alignment: Strengthen Chemical, Biological, Radiological / Nuclear, and Explosive (CBRNE) Detection, Response, and Decontamination Capabilities

6A. Objective: Identify CBRNE detection, response, decontamination, and pre-detonation response operation capabilities within the State.

Steps: Analyze existing CBRNE equipment and capabilities.

Determine the need for additional CBRNE equipment.

Identify personnel skill levels in detecting CBRNE events and determine training needs to improve the skills.

Identify resources to address any shortfall in equipment, personnel, and training.

6B. Objective: Increase the capability of response, decontamination, and detonation of CBRNE events throughout the State.

Steps: Continued support and development of regional hazmat teams.

Assist regional hazmat teams in identifying resources available to acquire needed equipment.

Provide support for hazmat team training and exercises.

6C. Objective: Increase CBRNE material and device detection capability.

Steps: Assist detection and operation agencies in locating resources available to acquire any needed additional equipment.

Facilitate training for agencies responsible for CBRNE detection.

Integrate detection scenarios into interagency and regional exercises.

6D. Objective: Increase first responder capabilities in identification of CBRNE events and initial actions.

Steps: Identify CBRNE training needs of State and local agencies.

Coordinate and facilitate training appropriate to the CBRNE needs of the communities.

## **Goal 7: Strengthen Capabilities to Manage Medical Surge and Mass Prophylaxis**

National Priority Alignment: Strengthen Medical Surge / Mass Prophylaxis Capabilities and Metropolitan Medical Response System

7A. Objective: Ensure medical community has capability to handle all-hazard events during emergency conditions through cooperation and sharing of resources.

Steps: Obtain equipment for all Alaskan hospitals to help medical surge capability.

Pre-position medical supplies and pharmaceuticals increasing the duration that medical facilities can manage surges of patients.

Encourage hospitals to consider purchasing equipment to produce their own medically certified oxygen.

Coordinate exercising the United State Public Health Service (USPHS) Disaster Medical Assistance Team's (DMAT) cold weather and the five portable hospitals based in the southeast MMRS.

Ensure communities update emergency response plans (ERP) to align with hospital plans.

7B. Objective: Implement the State Mass Prophylaxis Plan to include logistical requirements.

Steps: Using the State Mass Prophylaxis Plan as the basis, conduct local community seminars.

Review existing ERP plans.

Examine alignment with the Mass Prophylaxis Plan.

Conduct Strategic National Stockpile (SNS) table top exercises at the local level.

7C. Objective: Stockpile pharmaceuticals, vaccines, and medical supplies for response to an all-hazards event in coordination with the State Metropolitan Medical Response System (MMRS).

Steps: Perform an all-hazards threat analysis to determine the most likely threat for communities and boroughs.

Implement purchasing of pharmaceuticals, vaccines, and medical supplies for the regions.

Collaborate through MMRS and Alaska Division of Public Health (DPH) with the Alaska Native Tribal Health Consortium (ANTHC) to leverage logistical capabilities.

**Goal 8: Strengthening Statewide Planning and Citizen Capabilities**

National Priority Alignment: Community Preparedness: Strengthen Planning and Citizen Capabilities

8A. Objective: Improve the abilities for State, local, and tribal governments to continue operations under all conditions.

Steps: Develop and distribute guidance and standards for continuity of government and operations.

Conduct exercises with an emphasis on continuity of government and continuity of operations (COOP / COG).

Assist state and/or local agencies in the development of new plans for COOP / COG.

8B. Objective: Expand citizen capabilities and preparedness through community, school, and private sector / business outreach.

Steps: Provide training and other support as necessary to assist local jurisdictions and Citizen Corps to further develop preparedness and an ongoing process to sustain citizen preparedness capabilities.

Build new partnerships to expand planning and citizen capabilities.

**Goal 9: To evaluate, analyze, and disseminate information regarding criminal, terrorist and homeland security activity in the State of Alaska while complying with state and federal law to ensure the rights and privacy of all through the Alaska Information Analysis Center.**

National Priority: Strengthen Information Sharing and Collaboration

9A. Objective: Facilitate information sharing at the federal, state, tribal and local levels of government and private sector.

Step: Define reporting parameters.

Step: Provide a central dissemination point for information related to regional criminal activity.

Step: Support significant incident responses.

Step: Establish AKIAC as the primary contact for law enforcement and homeland security information sharing in the state.

9B. Objective: Increase the decision-making capabilities of state and local leadership at all levels of operation.

Step: Distribute strategic and tactical information.

Step: Develop and implement useful and meaningful products.

- Step: Develop processes and tools for information analysis.
- 9C. Objective: Develop a plan to sustain the fusion operation of center.
- Step: Provide useful products to members and customers.
- Step: Create an outreach/liaison program.
- Step: Develop operating policies.
- Step: Identify and secure funding sources/opportunities.
- Step: Identify and fulfill internal/external training needs.
- Step: Establish evaluation measurements.

### III. Evaluation Plan for the Homeland Security Strategy

With one exception, DHS&EM is the agency responsible for ensuring the accomplishment of the goals contained in this strategy. The single exception is the Goal “Strengthen Capabilities to Manage Medical Surge and Mass Prophylaxis.” DHSS DPH is the lead agency for the Goal.

Evaluation of progress toward achieving goals and objectives will be accomplished by a State-level Senior Advisory Committee. This committee will be composed of representatives from the agencies / organizations listed below. DHS&EM will provide a chairperson for the committee.

Division of Homeland Security and Emergency Management  
(State Administrative Agency (SAA) and Emergency Management Director)  
Division of Public Health (DPH)  
(Center for Disease Control (CDC) cooperative agreement)  
Alaska Public Health Preparedness  
(Assistant Secretary for Preparedness and Response (ASPR) and  
(Health Resources and Services Administration (HRSA) cooperative agreements)  
State Citizen Corps Program Coordinator  
Department of Public Safety  
Department of Transportation and Public Facilities  
Department of Environmental Conservation  
Department of Administration  
Alaska National Guard  
Coast Guard

The Strategy goals and objectives will be incorporated into other State guidance documents. This will include the State Annual Budget and Performance Measures, DMVA Strategic Plans, and associated reports. Therefore, measurement of the Strategy’s success will also be tracked through these guidance documents based on the following timelines, responsible parties, and mechanisms:

- DHS&EM reports quarterly on major accomplishments and these reports are then used to develop quarterly narratives for performance measures.
- DHS&EM and DPH reports quarterly on performance measures through the State’s Automated Budget System.
- DHS&EM and DPH report annually on significant accomplishments through the State’s Automated Budget System.
- DHS&EM reports annually on measurement against the DMVA Strategic Plan available in hard copy.
- Above reports are available to Senior Advisory Committee for review biannually.

The State’s Homeland Security Grants provided to jurisdictions or other State agencies incorporate the SHSS. Applicants are required to identify applicable Strategy objectives

for requests. Successful applications are then processed for sub-grant awards and project budget details are tied directly to the Strategy objective with timelines. Therefore, measurement of the Strategy's success will also be tracked through these sub-grant awards based on the following timelines, responsible parties, and mechanisms:

- DHS&EM project managers receive quarterly reports for sub-grants with financial and project narrative accomplishment reports tied to the identified objective.
- DHS&EM project managers capture reporting information into the State grant database built to track and report various facets of these grants.
- DHS&EM project manager review and recommend to the SAA point of contact re-allocation or de-obligation of funds based on sub-grantee performance in meeting identified timelines and objectives.
- A summary of above reports are available to the Senior Advisory Committee for bi-annual review.

DHS&EM will convene a multi-agency workgroup bi-annually prior to the Senior Advisory Committee meeting. This workgroup will assess the above listed reports.

The Senior Advisory Committee will review the State Workgroup's status report to assess progress. The committee will provide requests for additional information or clarification from DHS&EM.

The Senior Advisory Committee will meet and discuss status of accomplishment of Strategy objectives. If one or more objectives may not be achieved, the committee will discuss options for resolution. The committee may determine additional assistance to the sub-grantees is necessary or an adjustment in State staffing as required, or a revision and amendment to the objectives as necessary to meet the overall goals of this Strategy.

If a revision or amendment of the objectives is determined to be necessary the SAA will identify revised goals and objectives and report changes to the DHS NPD in the Biannual Strategy Implementation Report. This report will earmark those goals and objectives which have been revised and provide new supporting information regarding their measurements and assigned completion dates. Additionally, this report will also reflect successful achievement of Strategy objectives.