



*Federal Emergency Management Agency*  
U.S. Department of Homeland Security

## **FY 2011 HSGP Investment Justification**

### **AK - State Submission**



## Portfolio Information

### Portfolio - Overall Investment Justification

Describe how the spectrum of terrorism and natural hazard risks that the State/Territory/Urban Area faces influenced the development of this Investment Justification to include all Investments.

Through existing and emerging partnerships, the State of Alaska's vision provides the highest level of security and domestic preparedness. The state 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.

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 terrorism, natural disasters, or other all-hazards approach.

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 acts of terrorism, natural disasters, or other all-hazards events.

## Portfolio Information

Identify the amount and percentages of funding that will be dedicated to Management and Administration expenditures.

Program	M&A Amount	Percent
SHSP	\$256,860	88.7%
UASI		
MMRS	\$28,169	9.7%
CCP	\$4,420	1.5%
<b>Total:</b>	<b>\$289,449</b>	<b>100%</b>

# Investment #1

## Investment Information - Investment #1

Investment Name: Interoperable Communications  
 Investment Phase: Ongoing  
 Multi-Applicant Investment: No

### I. Overview - Investment #1

If the investment is ongoing, identify up to three investment(s) from prior year(s) to include: (FY 2007 - FY 2010)

Note: Applicants may select up to **three** investments. Within the GRT, applicants will *only* have the ability to select previously funded investments from a drop-down menu.

Year	Investment Name	HSGP Funding Amount
2008	Strengthen Interoperable and Operable Communications Capabilities	\$10,769,804.00
2010	Strengthen Interoperable and Operable Communications	\$2,252,174.88
2009	Strengthen Interoperable and Operable Communications Capabilities	\$3,719,718.00

#### I.C. - Funding Program

Designation	Program	Funding Amount
Primary:	SHSP	\$1,430,345
Secondary:	No Secondary Source	

#### \* I.D. - Capabilities Building

Maintaining existing capabilities.

#### I.E. - Investment description

Provide a description of this investment, including the planning, organization, equipment, training, and/or exercises that will be involved. (2,500 char. max)

This investment area is a continuance of the state's priority to strengthen both operable and interoperable communications capabilities. This will allow local jurisdictions to develop local communications plans, policies, and procedures; acquire and deploy operable and interoperable communications hardware and software; and to develop or conduct training and exercise activities based on the State of Alaska's Strategic Interoperable Communications Training and Exercise Plan. This investment has been coordinated with the Alaska Statewide Interoperability Coordinator (SWIC) and the Alaska Interoperable Communications Committee (AKICC). This investment complements efforts of the Public Safety Interoperable Communication Grant Program and the Interoperable Emergency Communications Grant Program.

### II. Baseline - Investment #1

#### II.A. - Goals and Objectives

Identify the goals and objectives in your State and/or Urban Area Homeland Security Strategy Supported by this investment. (1,500 char. max)

This investment relates directly to Alaska's Homeland Security Strategy by providing statewide, sustainable, interoperable communications infrastructure to support local, regional, and statewide response to all-hazard and terrorist related incidents.

- Ensure local agencies and jurisdictions possess operable and interoperable capabilities as needed
- Ensure communities are interoperable with neighboring communities
- Ensure “regional hubs” and state/federal responding agencies have the appropriate technologies and procedures to provide interoperability when responding to incident and event locations
- Improve statewide alert and warning capability

**II.B. - Existing capability levels**

**Describe existing capability levels that address the identified goals/objectives and what will be in place to support the investment prior to the use of FY 2011 funds. (1,500 char. max)**

Alaska has made a significant improvement in the goals for this Investment area. As stated above these goals are identical to the goals listed in the Alaska Statewide Communications Interoperability Plan (SCIP), and have been coordinated with the Alaska SWIC. A significant amount of equipment acquisitions have or will be completed in 2011. Utilizing a combination of funding sources, Alaska has provided narrow banded, P-25 compliant equipment to a majority of the state’s urban or semi-urban communities. Additionally, Alaska has invested in equipping remote, rural communities with technology appropriate to the region, including conventional, narrowband VHF and Marine Band VHF radio equipment. The state has completed a total of 9 Tactical Interoperable Communications Plans and is the process of updating the SCIP to look at the next 5 years in terms of investment strategies. Alaska has developed a Strategic Interoperable Communications Training and Exercise Plan (SICTEP), and is in the process of developing and conducting regional first responder, dispatch, and technical training customized to each unique region of the state according to the plan. Alaska will also have acquired and deployed Strategic Technology Reserve (STR) equipment according to a gap analysis and implementation plan that was developed with previous grant funding.

**II.C. - Capability gap(s)**

**Explain the capability gap(s) that this Investment is intended to address. (1,500 char. max)**

The need for continued equipment acquisition and deployment, plan and standard operating procedures (SOP) development, and training and exercise activities is prevalent throughout the state, particularly in rural, remote, under-served communities. The pending Federal Communications Commission issued deadline for narrow banding will be a major consideration as the state looks to fund equipment projects across all jurisdictions in the state. For training and exercises Alaska invested heavily in a gap analysis and training/exercise needs assessment that resulted in the development of our SICTEP. There will be a continued need for funding to develop, deliver, and conduct interoperable communications training and multijurisdictional, multidiscipline, all-hazards exercises focused on the communications response. Alaska’s intent is continued investment in these areas based on the strategic plan that was developed. Alaska’s STR Implementation plan called the acquisition of robust deployable communications assets, and a multi-year purchasing plan was proposed. Due to the limited amount of funding dedicated to STR, and the limited amount of funding allowable at the state level, the state will not be able to address all of the specific gaps identified, and therefore will continue to pursue funding to complete the STR as proposed in the implementation plan.

- Target Capability 1:** Communications
- Target Capability 2:** Emergency Public Information and Warning
- Target Capability 3:** Planning

**III. Project Management - Investment #1**

**I.C. - Funding Program**

Designation	Program	Funding Amount
Primary:	SHSP	\$1,430,345
Secondary:	No Secondary Source	

**\* IV.B. - Fusion Center:**  
No

**If applicable, how much of this Investment will be obligated towards Law Enforcement Terrorism Prevention Activities (LETPA):** \$750,000

Target Capability	Amount of Proposed Funding	Percent of Proposed Funding
Communications	\$1,251,553	87.5%

Emergency Public Information and Warning	\$107,275	7.5%
Planning	\$71,517	5%
<b>Total</b>	<b>\$1,430,345</b>	<b>100%</b>

<b>Solution Area</b>	<b>Amount of Proposed Funding</b>	<b>Percent of Proposed Funding</b>
Planning	\$71,517	5%
Organization		
Equipment	\$1,358,828	95%
Training		
Exercises		
<b>Total</b>	<b>\$1,430,345</b>	<b>100%</b>

<b>#</b>	<b>Name</b>	<b>Description</b>	<b>Step</b>	<b>Start</b>	<b>End</b>	<b>Funding Amount</b>
1	Procure Equipment	Communication equipment for local communities	Execution	10/2011	09/2014	\$1,358,828
2	Planning	Communication Plan Updates	Planning	10/2011	09/2014	\$71,517

**V.A - Outcomes to be achieved**

**Describe the outcomes that will be achieved as a result of this Investment. The outcomes should demonstrate improvement towards building capabilities described in Baseline tab. (1,500 char max)**

All equipment deployment and acquisition projects funded through this Investment area will continue to improve the capabilities of Alaska's homeland security and emergency management first responders. Because the majority of equipment provided in this area is provided for public safety and emergency services organizations, the equipment will be utilized well beyond the period of performance of this grant, and will be utilized daily. In each of the areas funded through this Investment, the state requires sub-recipients and local jurisdictions to provide for ongoing maintenance and sustainment. Continued funding for plan and SOP development and training and exercises will leverage the investments already made in the state's strategic plans, and will enhance the state's ability to communicate as necessary for response to disaster events and homeland security threats.

**National Priority 1:** Strengthen Communications Capabilities

## IV. Project Management - Investment #1

(End of Investment #1.)

# Investment #2

## Investment Information - Investment #2

**Investment Name:** Strengthen Citizen Corps Program  
**Investment Phase:** Ongoing  
**Multi-Applicant Investment:** No

### I. Overview - Investment #2

If the investment is ongoing, identify up to three investment(s) from prior year(s) to include: (FY 2007 - FY 2010)

Note: Applicants may select up to **three** investments. Within the GRT, applicants will *only* have the ability to select previously funded investments from a drop-down menu.

Year	Investment Name	HSGP Funding Amount
2010	Strengthen Citizen Corps Program	\$110,262.00
2008	Community Preparedness: Strengthen Planning and Citizen Capabilities	\$234,737.00
2009	Strengthen Planning and Preparedness	\$2,859,823.30

#### I.C. - Funding Program

Designation	Program	Funding Amount
Primary:	CCP	\$83,980
Secondary:	No Secondary Source	

#### \* I.D. - Capabilities Building

Maintaining existing capabilities.

#### I.E. - Investment description

Provide a description of this investment, including the planning, organization, equipment, training, and/or exercises that will be involved. (2,500 char. max)

Alaska's Citizen Corps Program (CCP) provides a means for proven and innovative emergency preparedness, planning, mitigation, response, and recovery at the local community level. Funds will be used to support local CCPs role in plan development and revision; public education and outreach; alerts/warnings and emergency communications with the public; training and exercise; and volunteer programs and activities that support emergency responders and involve citizens in preparedness and response. This investment justification requires each CCP to document and submit their priorities within these categories for approval.

Funds will also bring individual CCPs together to develop and support projects whose scope extends beyond local jurisdictions. This continues the state's investment in CCP and provides resources for the statewide Citizen Corps Council to work jointly on projects that have applicability as a way to counter declining revenues available to CCPs. It also strengthens collaboration between CCPs and Local Emergency Planning Committees (LEPCs) by increasing the opportunity for joint preparedness efforts. CCPs also deliver state-developed Ready Alaska campaign messages using strategies appropriate to their community, including Preparedness Fairs and other forms of outreach.

The CCP Investment supports the State of Alaska Homeland Security Strategy directly through planning, training, and exercises that:

- Strengthen statewide planning and citizen preparedness capabilities
- Improve individual, community, and agency readiness for all threats
- Develop and sustain local capabilities to respond and provide timely assistance to individuals in their community during an event through training and exercises, such as participation in the 2012 Alaska Shield statewide exercise, in conjunction with local response units and the Alaska National Guard

## II. Baseline - Investment #2

### II.A. - Goals and Objectives

**Identify the goals and objectives in your State and/or Urban Area Homeland Security Strategy Supported by this Investment. (1,500 char. max)**

Two specific objectives of the strategy directly incorporate CCP. The first objective integrates Citizen Corps Councils into other security and emergency programs. Steps toward this objective include:

- Using Citizen Corps Councils in the development of public awareness and education campaigns
- Developing exercise scenarios to provide for participation with Citizen Corps Councils for prevention, response, and recovery

The second objective is to expand citizen capabilities and preparedness through community, school, and private sector/business outreach. Steps include:

- Providing 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
- Building new partnerships to expand planning and citizen capabilities, such as coordination with the Alaska Volunteer Organizations Active in Disaster (AKVOAD)
- Expand evaluation, training and preparedness of functional needs support and promote partnerships and coordination with functional needs advocate groups, including recruitment of a MMRS representative where applicable

### II.B. - Existing capability levels

**Describe existing capability levels that address the identified goals/objectives and what will be in place to support the investment prior to the use of FY 2011 funds. (1,500 char. max)**

There are 5 active CCPs in Alaska:

- Matanuska-Susitna Borough: Provides CERT training, Neighborhood Watch facilitation and emergency preparedness education to the general public. During FY10 a new emphasis on preparing schools by training CERTs of staff and teachers. The CERT program has steadily grown and now targets specific vulnerable populations, workplaces and neighborhoods.
- Kenai Peninsula Borough: Goals include organizing CERT and Fire Corps (wildfire preparedness) training. Participate in exercises to support training and volunteer opportunities. Establish and recruit youth for a Teen CERT program and continue outreach and education to expand program, disaster preparedness awareness and build community partnerships.
- City of Fairbanks: Primary focus is to fund the Volunteers in Policing (VIP) program which provides a variety of services to the community. Program includes a many volunteer teams that cover patrol, training support, Neighborhood Watch, Meth Watch, Graffiti Abatement, Highway Safety, Youth Services, Fairbanks Police Explorers, Hospitality, Fingerprinting and CERTs.
- Denali Borough: Goals are establishing a new CERT and assisting local emergency services in a disaster, as well as performing community emergency preparedness. Promotional flyers and teaching aids are also provided to the community.
- Municipality of Anchorage: Goals include an increase in citizen preparedness and the Emergency Watch Neighborhood Program.

### II.C. - Capability gap(s)

**Explain the capability gap(s) that this Investment is intended to address. (1,500 char. max)**

The mere size and population distribution in remote areas around the state proposes a challenge and potential gaps. For instance, the Matanuska-Susitna Borough is roughly the size of the State of West Virginia, with an estimated 90,000 population, has only 14 ambulances and approximately 400 trained medics and firefighters (the majority of whom are volunteers), the CCP attempts to assist all interested residents in preparing for disasters. CERT training is highly needed in the area for raising awareness of hazards, hazard mitigation, preparedness, and response skills.

Other challenges and gaps, as identified in the City of Fairbanks, public safety resources are spread extremely thin. The current officer to citizen ratio is 1.47 officers to 1000 residents. This ratio lags considerably behind the national average of 2.3 officers to 1000 residents. Because of this ratio and the population of Fairbanks, this means that the police department spends nearly all of its time responding to serious crimes leaving little time and resources to deal with proactive patrol, neighborhood response and other preventative measures. The need for the CERT program allows the citizens to be in a better position to protect themselves and their neighborhoods from victimization, as well as becoming much more prepared to deal with any large-scale disaster and or terrorist threat.

**Target Capability 1:** Community Preparedness and Participation

**Target Capability 2:** Emergency Public Information and Warning  
**Target Capability 3:** Planning

**III. Project Management - Investment #2**

**I.C. - Funding Program**

Designation	Program	Funding Amount
Primary:	CCP	\$83,980
Secondary:	No Secondary Source	

**\* IV.B. - Fusion Center:**

No

**If applicable, how much of this Investment will be obligated towards Law Enforcement Terrorism Prevention Activities (LETPA):** \$0

Target Capability	Amount of Proposed Funding	Percent of Proposed Funding
Community Preparedness and Participation	\$33,592	40%
Emergency Public Information and Warning	\$16,796	20%
Planning	\$33,592	40%
<b>Total</b>	<b>\$83,980</b>	<b>100%</b>

Solution Area	Amount of Proposed Funding	Percent of Proposed Funding
Planning	\$65,184	77.6%
Organization		
Equipment	\$2,000	2.4%
Training	\$16,796	20%
Exercises		
<b>Total</b>	<b>\$83,980</b>	<b>100%</b>

#	Name	Description	Step	Start	End	Funding Amount
1	Planning	Planning Activities	Planning	10/2011	08/2014	\$65,184
2	Equipment	Procurement of CERT equipment	Execution	12/2011	08/2014	\$2,000
3	Training	Train CCP volunteers	Execution	12/2011	08/2014	\$16,796

**V.A - Outcomes to be achieved**

**Describe the outcomes that will be achieved as a result of this Investment. The outcomes should demonstrate improvement towards building capabilities described in Baseline tab. (1,500 char max)**

Outcomes that will be achieved as a result of this Investment will be the development and sustainability of local capabilities to respond and provide timely assistance to individuals in their community during an event through trainings and exercises. Achieve stronger statewide planning and citizen preparedness capabilities and, improved individual, community and agency readiness for all threats throughout the state.

**National Priority 1:** Expand Regional Collaboration

**National Priority 2:** Strengthen Planning and Citizen Preparedness Capabilities

## IV. Project Management - Investment #2

(End of Investment #2.)

# Investment #3

## Investment Information - Investment #3

Investment Name: Community Preparedness  
 Investment Phase: Ongoing  
 Multi-Applicant Investment: No

### I. Overview - Investment #3

If the investment is ongoing, identify up to three investment(s) from prior year(s) to include: (FY 2007 - FY 2010)

Note: Applicants may select up to **three** investments. Within the GRT, applicants will *only* have the ability to select previously funded investments from a drop-down menu.

Year	Investment Name	HSGP Funding Amount
2008	Community Preparedness: Strengthen Planning and Citizen Capabilities	\$234,737.00
2009	Strengthen Planning and Preparedness	\$2,859,823.30
2010	Community Preparedness	\$422,640.00

#### I.C. - Funding Program

Designation	Program	Funding Amount
Primary:	SHSP	\$375,000
Secondary:	No Secondary Source	

#### \* I.D. - Capabilities Building

Maintaining existing capabilities.

#### I.E. - Investment description

Provide a description of this investment, including the planning, organization, equipment, training, and/or exercises that will be involved. (2,500 char. max)

The Community Preparedness Investment Justification provides the means for local jurisdictions to prepare for and respond to state disasters. Communities will participate in or provide outreach, training, and exercises. State activities will further develop the outreach, training, and exercise infrastructure supporting local jurisdictions through the Multi-Year Training and Exercise Plan and other means. The State of Alaska will work with communities, agencies, and internal staff members to identify, develop, and deliver key training and exercise products that strengthen community emergency management capabilities. Included within this effort are: the continued development of standard and alternate delivery methods, such as webinars; G-course curricula development; face-to-face and distance course delivery; continued investment in new instructors who have completed train-the-trainer courses through mentorship and travel support; implementation of outreach campaigns; development and delivery of regional and statewide exercises; and technical assistance and direct support for targeted local exercises.

Outreach is a primary means to expand citizen capabilities and preparedness through community, school, and private sector awareness. Outreach efforts will fall under the Ready Alaska campaign. This preparedness campaign includes production, distribution, and airing of Community Service Announcements; the Responder Ready outreach program for first responders and their families; Restaurant Ready; and a variety of products and support services to enhance preparedness at the individual, family, and community level.

### II. Baseline - Investment #3

**II.A. - Goals and Objectives**

**Identify the goals and objectives in your State and/or Urban Area Homeland Security Strategy Supported by this Investment. (1,500 char. max)**

The extent to which communities prepare directly affects their effectiveness and the level of state support they require during and after an event as described in the State of Alaska Homeland Security Strategy. Community Preparedness will:

- Provide a structure to strengthen statewide planning and citizen capabilities
- Expand citizen capabilities and preparedness through community, school, and private sector/business outreach

**II.B. - Existing capability levels**

**Describe existing capability levels that address the identified goals/objectives and what will be in place to support the investment prior to the use of FY 2011 funds. (1,500 char. max)**

The state has implemented a statewide outreach campaign, Ready Alaska, targeted to the whole community. Four community service announcements are airing, with on-site delivery of over 20 Responder Ready and 30 Ready Alaska events quarterly. Two staff travel and coordinate two statewide conferences and three regional events annually. Local jurisdictions vary considerably in community outreach. Some customize outreach, while others do not include it in their work plans. Grant-funded communities consistently invest in training to meet NIMS requirements; the content and quantity of additional training is variable. Monthly and statewide calendars provide links that connect the state and jurisdictions with upcoming trainings and capture needs. The state provides priority site- and conference-delivered courses, while coordinating externally delivered courses. The state coordinated an ICS Train-the-Trainer course and identified existing position-specific instructors to expand critical training capabilities statewide. A jurisdictionally-offered position specific training was attended by other jurisdictions and the state. Completion of Alaska Shield full-scale exercise built existing capability levels at local, regional, and statewide levels for 5000 participants, of which approximately 2500 were community members. The AAR/IP led to follow-on housing and economic recovery TTXs, targeted training, and identification of future exercise and training goals and objectives.

**II.C. - Capability gap(s)**

**Explain the capability gap(s) that this Investment is intended to address. (1,500 char. max)**

With most communities both isolated and small, the state has yet to reach all Alaskans and has little data on the sustained effectiveness of outreach; therefore, goals and measures for community involvement must be established. The state will refine and expand existing campaigns, emphasizing agencies, private sector, and K-12 education. These focus areas build on opportunities developed through previous outreach. Existing tools need customization and branding to address Alaska’s challenges; these will be developed into an Outreach Go Kit for local use.

Gaps in training occur with turnover and when part-time or volunteer staff has full-time requirements. Jurisdictions struggle to engage entities in training and exercises. State technical assistance to develop Training and Exercise Plans will support local training. State and regional conferences will serve as venues for training and exercises and Train-the-Trainer courses. While continuing training new staff and executive leaders and providing advanced training for experienced managers, we will expand the training and exercise audience to include sectors on which outreach focuses, such as public and private utilities. Some communities successfully engage their communities in exercises, while others struggle to do so. The state has prioritized technical assistance and exercise design training to address capability gaps, and links communities with successful exercise experience with others in peer-to-peer mentorship.

- Target Capability 1:** Citizen Evacuation and Shelter-in-Place
- Target Capability 2:** Community Preparedness and Participation
- Target Capability 3:** Planning

**III. Project Management - Investment #3**

**I.C. - Funding Program**

Designation	Program	Funding Amount
Primary:	SHSP	\$375,000

Secondary:	No Secondary Source
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**\* IV.B. - Fusion Center:**

No

**If applicable, how much of this Investment will be obligated towards Law Enforcement Terrorism Prevention Activities (LETPA): \$0**

Target Capability	Amount of Proposed Funding	Percent of Proposed Funding
Citizen Evacuation and Shelter-in-Place	\$150,000	40%
Community Preparedness and Participation	\$150,000	40%
Planning	\$75,000	20%
<b>Total</b>	<b>\$375,000</b>	<b>100%</b>

Solution Area	Amount of Proposed Funding	Percent of Proposed Funding
Planning	\$168,750	45%
Organization		
Equipment	\$131,250	35%
Training	\$37,500	10%
Exercises	\$37,500	10%
<b>Total</b>	<b>\$375,000</b>	<b>100%</b>

#	Name	Description	Step	Start	End	Funding Amount
1	Outreach Strategy	Develop outreach strategy and materials for child-focused audiences and providers	Planning	10/2011	08/2014	\$187,500
2	Outreach Delivery	Deliver outreach to targeted audiences	Execution	10/2011	08/2014	\$93,750
3	Instructor Methodology	Develop and deliver one train-the-trainer or instructor methodology course	Organization	10/2011	08/2014	\$56,250
4	Regional Exercises	Conduct two regional exercises	Execution	10/2011	08/2014	\$37,500

**V.A - Outcomes to be achieved**

**Describe the outcomes that will be achieved as a result of this Investment. The outcomes should demonstrate improvement towards building capabilities described in Baseline tab. (1,500 char max)**

Outreach enhances preparedness by: increasing the number and diversity of entities that understand risks and their roles and responsibilities in addressing risks; enhancing the state's understanding of the utility of various outreach strategies; and; providing additional tools that jurisdictions, schools, agencies, volunteers, the private sector, and others use in local outreach. Identifying successful outreach strategies, growing audiences, and providing advocates with tools to inform their audiences will sustain the state's work beyond the performance period. Utilizing instructors the state has identified and trained to support thoughtful, integrated Training and Exercise Plans (TEP) will likewise continue to provide lasting benefits. Community Preparedness will be measured objectively through requests for, and participation in, outreach events; diversity of audiences reached; number of website hits and social media followers; and, where possible, tracking of planning and preparedness activities post-outreach. Training and exercise success will be tracked by courses and exercises delivered and number of participants. Every other year, communities apply classroom experience in the full scale Alaska Shield exercise. The state evaluates progress in a no-fault zone while identifying capability gaps that drive future planning. Overall outcomes include greater involvement of Alaska's whole community in managing risks through individual, family, and organizational preparedness.

- National Priority 1:** Expand Regional Collaboration
- National Priority 2:** Strengthen Planning and Citizen Preparedness Capabilities

## IV. Project Management - Investment #3

(End of Investment #3.)

# Investment #4

## Investment Information - Investment #4

**Investment Name:** Regional Collaboration

**Investment Phase:** Ongoing

**Multi-Applicant Investment:** No

## I. Overview - Investment #4

If the investment is ongoing, identify up to three investment(s) from prior year(s) to include: (FY 2007 - FY 2010)

Note: Applicants may select up to **three** investments. Within the GRT, applicants will *only* have the ability to select previously funded investments from a drop-down menu.

Year	Investment Name	HSGP Funding Amount
2008	Expand Regional Collaboration	\$1,044,500.00
2009	Strengthen Planning and Preparedness	\$2,859,823.30
2010	Regional Collaboration	\$775,000.00

### I.C. - Funding Program

Designation	Program	Funding Amount
Primary:	SHSP	\$700,000
Secondary:	No Secondary Source	

#### \* I.D. - Capabilities Building

Maintaining existing capabilities.

### I.E. - Investment description

Provide a description of this investment, including the planning, organization, equipment, training, and/or exercises that will be involved. (2,500 char. max)

Alaska's predominantly remote rural environment with events that consistently affect huge geographical areas, require a shared commitment among partners to improve capabilities to effectively manage all-hazards events. This investment supports development, coordination, and validation of Emergency Operation Plans (EOPs), regional mutual aid agreements (MAAs), and procedures. Most regional collaboration activities simultaneously support community preparedness. Regional evacuation and other exercises, as well as regional and statewide workshops, appear in both investment justifications. These events provide a structured environment in which multiple entities plan, train, and exercise together. Workshops, training, and exercises illuminate areas where multiple jurisdictions plan to utilize the same resources simultaneously and the importance of MAAs and other collaborative efforts.

Partnerships are enhanced at regional events may later be articulated in written agreements, but even where they are not formalized, the preparedness activities further develop regional ties. Such events also provide an opportunity to support and utilize Citizen Corps Councils and continue to strengthen specific and overall local and regional capabilities.

The state will work to develop a statewide mutual aid compact and to exercise Emergency Management Assistance Compact (EMAC) and Pacific Northwest Emergency Management Arrangement (PNEMA) agreements.

## II. Baseline - Investment #4

**II.A. - Goals and Objectives**

**Identify the goals and objectives in your State and/or Urban Area Homeland Security Strategy Supported by this Investment. (1,500 char. max)**

This Investment supports the State of Alaska Homeland Security Strategy by:

- Promote the continued development of MAAs and procedures
- Strengthen regional capabilities through joint preparedness activities
- Integrate Citizen Corps Councils into other security and emergency programs
- Analyze state and local all-hazards EOP for compatibility

**II.B. - Existing capability levels**

**Describe existing capability levels that address the identified goals/objectives and what will be in place to support the investment prior to the use of FY 2011 funds. (1,500 char. max)**

Existing baseline capabilities that support this Investment Justification:

1. Publication of regional inter and intra-state mutual aids. Develop standardizing operating procedures (SOPs) to support the Pacific Northwest Emergency Management Arrangement (PNEMA) and develop Alaska Statewide Mutual Aid Legislation. Publication of mutual aids formalizes the activities for regional collaboration. Codifying the activities allow for synchronization of future event planning.
2. Preparedness activities that support regional collaboration. Conduct exercises to validate mutual aid bodies, consolidate partner agencies to discuss homeland security/emergency management during the statewide preparedness conferences, conduct regional preparedness events throughout the State. Current preparedness activities are built specifically for regional inter and intra-state regional collaboration. These meetings/conferences further enhance regional collaboration by bringing the various agencies and participants together under various emergency management/homeland security themes.
3. Incorporate Comprehensive Planning Guide 101 (CPG 101) planning format. Standardize emergency plans within the State of Alaska to conform with the CPG 101. Regional collaboration is more efficient if activities are synchronized. Standardized planning is the initial step to the synchronization on how to best utilize resources during a disaster that impacts multi-jurisdictions to include cross-border.

**II.C. - Capability gap(s)**

**Explain the capability gap(s) that this Investment is intended to address. (1,500 char. max)**

Capability gaps between existing capabilities and desired capabilities:

1. Mutual aid agreements meant to foster regional collaboration are not current, just developed, or have not been validated. Plan development and publication will formalize the production/codification process of the agreements and will eventually lead towards validation of the documents.
2. Thorough evaluation of cross-border and in-state collaboration has not occurred. Using existing partnership forums such as the Regional Interagency Steering Committee, Western Regional Emergency Management Committee (WREMAC), and the State of Alaska's Bi-Annual Preparedness Conferences allows ample opportunity to conduct exercise events. Alaska Shield 2012 statewide full scale exercise will also serve as a culminating event to validate community, state, and international mutual aid agreements.
3. A statewide methodology has been chosen to deliver the standardized planning format. Implementation of the methodology is the largest capability gap and is a matter of time to reach out to all of the communities. Since not all communities are on the CPG 101 format, any revisions that they have will have to undergo the format change.

- Target Capability 1:** Citizen Evacuation and Shelter-in-Place
- Target Capability 2:** Community Preparedness and Participation
- Target Capability 3:** Planning

**III. Project Management - Investment #4**

**I.C. - Funding Program**

Designation	Program	Funding Amount
Primary:	SHSP	\$700,000
Secondary:	No Secondary Source	

**\* IV.B. - Fusion Center:**

No

**If applicable, how much of this Investment will be obligated towards Law Enforcement Terrorism Prevention Activities (LETPA): \$175,000**

Target Capability	Amount of Proposed Funding	Percent of Proposed Funding
Citizen Evacuation and Shelter-in-Place	\$420,000	60%
Community Preparedness and Participation	\$140,000	20%
Planning	\$140,000	20%
<b>Total</b>	<b>\$700,000</b>	<b>100%</b>

Solution Area	Amount of Proposed Funding	Percent of Proposed Funding
Planning	\$455,000	65%
Organization		
Equipment	\$105,000	15%
Training	\$70,000	10%
Exercises	\$70,000	10%
<b>Total</b>	<b>\$700,000</b>	<b>100%</b>

#	Name	Description	Step	Start	End	Funding Amount
1	PNEMA Review	Review, edit, and refine SOPs for the PNEMA agreement	Planning	10/2011	08/2014	\$70,000
2	Regional Mutual Aid	Develop Alaska Statewide Mutual Aid Legislation.	Execution	10/2011	08/2014	\$140,000
3	Exercises	Conduct a mutual aid based Table Top Exercise, Functional Drill, and a Full Scale Exercise that brings in multiple stakeholders within the performance period of the FY 2011 HSGP	Planning	10/2011	08/2014	\$280,000
4	CPG 101 Integration	Develop and implement a planning process that incorporates the CPG 101 principles as a format. Through Alaska's multi-agency State Emergency Response Commission's Plans Review Process, all of the emergency planning process is using the CPG 101 format.	Planning	10/2011	08/2014	\$210,000

**V.A - Outcomes to be achieved**

**Describe the outcomes that will be achieved as a result of this Investment. The outcomes should demonstrate improvement towards building capabilities described in Baseline tab. (1,500 char max)**

Anticipated outcomes:

1. Develop and publish three mutual aid products statewide.
2. Conduct one TTX, one drill, and one full scale exercise based on mutual aid (cross border or regional focused) events.
3. All emergency plans published through the State of Alaska will be on the Emergency Operation Plan Template methodology.

**National Priority 1:** Expand Regional Collaboration

**National Priority 2:** Strengthen Planning and Citizen Preparedness Capabilities

## IV. Project Management - Investment #4

(End of Investment #4.)

# Investment #5

## Investment Information - Investment #5

**Investment Name:** Strengthen CBRNE

**Investment Phase:** Ongoing

**Multi-Applicant Investment:** No

### I. Overview - Investment #5

If the investment is ongoing, identify up to three investment(s) from prior year(s) to include: (FY 2007 - FY 2010)

Note: Applicants may select up to **three** investments. Within the GRT, applicants will *only* have the ability to select previously funded investments from a drop-down menu.

Year	Investment Name	HSGP Funding Amount
2008	Strengthen CBRNE Detection, Response, and Decontamination Capabilities	\$799,615.00
2010	Strengthen CBRNE	\$1,283,938.12
2009	Strengthen Chemical, Biological, Radiological / Nuclear, and Explosive (CBRNE) Detection, Response,	\$1,239,765.70

#### I.C. - Funding Program

Designation	Program	Funding Amount
Primary:	SHSP	\$1,000,000
Secondary:	No Secondary Source	

#### \* I.D. - Capabilities Building

Maintaining existing capabilities.

#### I.E. - Investment description

Provide a description of this investment, including the planning, organization, equipment, training, and/or exercises that will be involved. (2,500 char. max)

Using an all-hazards approach, first responders, tactical specialty teams, and law enforcement entities will develop and maintain qualified, trained, and exercised personnel to necessary equipment. Activities will increase improvised explosive device and radiological/nuclear awareness and soft target attack vulnerabilities. Multi-jurisdictional planning groups such as the Statewide Hazardous Materials (Hazmat) Workgroup will identify resources to address any shortfall in equipment, personnel, exercise, and training. The Statewide Hazmat Workgroup will thereby strengthen chemical, biological, radiological, nuclear, and explosive (CBRNE) detection, response, and decontamination capabilities statewide.

### II. Baseline - Investment #5

#### II.A. - Goals and Objectives

Identify the goals and objectives in your State and/or Urban Area Homeland Security Strategy Supported by this Investment. (1,500 char. max)

This investment supports the State of Alaska Homeland Security Strategy:

- Identify CBRNE detection, response, decontamination, and pre-detonation response operation capabilities with the state

- Increase the capability of response, decontamination, and detonation of CBRNE events throughout the state
- Increase CBRNE material and device detection capability
- Increase first responder capabilities in identification of CBRNE events and initial actions

**II.B. - Existing capability levels**

**Describe existing capability levels that address the identified goals/objectives and what will be in place to support the investment prior to the use of FY 2011 funds. (1,500 char. max)**

1. Identify and develop CBRNE detection, response, decontamination capacity statewide. A nuclear threat assessment was conducted by the federal government establishing a baseline for nuclear/radiological threat. Communities that participated in the Local Capability Assessment and the DHS State Preparedness Report have also provided baseline CBRNE capabilities. Through cross pollination of existing Hazmat programs such as the Local Emergency Planning Committee (LEPCs) and Environmental Protection Agency's Tier II Program, the state has begun the collection and cataloging of the CBRNE detection, response, and decontamination capacity.
2. Augment existing local and statewide CBRNE detection, response, and decontamination capability through the Statewide Hazmat Workgroup. Besides individual community Hazmat capability, the Statewide Hazmat Workgroup also has built regional teams designed for regional Hazmat response.
3. Maintain CBRNE materials management visibility through the Statewide Hazmat Workgroup.

**II.C. - Capability gap(s)**

**Explain the capability gap(s) that this Investment is intended to address. (1,500 char. max)**

1. Hazmat capabilities and capacities within the state has not been fully documented. Conducting a State Gap Analysis will allow the state to identify status of Hazmat readiness. The Gap Analysis is all-hazards with performance measures built in for functional areas such as law enforcement, building data into the Gap Analysis will provide a broader response picture.
2. Expanding quarterly meetings to discuss cold weather and rural Hazmat response is the next challenge for the Hazmat Workgroup. Centered on the Alaskan communities with large infrastructure, the Statewide Hazmat Workgroup's primary focus is on populated areas with built up infrastructure. Alaska has unique Hazmat challenges given the arctic conditions. Specialized techniques and equipment must be considered when dealing with Hazmat because of the winter environment. Concepts are often tested multiple times due to environmental conditions.
3. Maintaining the Statewide Hazmat Workgroup continues to be a challenge. Challenges such as currency, turnover in personnel, and equipment hinder the ability of the Statewide Hazmat Workgroup to remain viable. An administrative challenge due to the inherent large geographic distances of Alaska also makes it difficult to improve Hazmat readiness. Given the smaller population base, the Statewide Hazmat Workgroup also has to greater effort in recruitment as well as sustainment of the qualified individuals to attend the meetings to be considered to be on the various teams.

- Target Capability 1:** CBRNE Detection
- Target Capability 2:** Explosive Device Response Operations
- Target Capability 3:** WMD and Hazardous Materials Response and Decontamination

**III. Project Management - Investment #5**

**I.C. - Funding Program**

Designation	Program	Funding Amount
Primary:	SHSP	\$1,000,000
Secondary:	No Secondary Source	

**\* IV.B. - Fusion Center:**  
No

**If applicable, how much of this Investment will be obligated towards Law Enforcement Terrorism Prevention Activities (LETPA):** \$250,000

Target Capability	Amount of Proposed Funding	Percent of Proposed Funding
CBRNE Detection	\$400,000	40%
Explosive Device Response Operations	\$200,000	20%

WMD and Hazardous Materials Response and Decontamination	\$400,000	40%
<b>Total</b>	<b>\$1,000,000</b>	<b>100%</b>

<b>Solution Area</b>	<b>Amount of Proposed Funding</b>	<b>Percent of Proposed Funding</b>
Planning	\$250,000	25%
Organization		
Equipment	\$550,000	55%
Training	\$100,000	10%
Exercises	\$100,000	10%
<b>Total</b>	<b>\$1,000,000</b>	<b>100%</b>

<b>#</b>	<b>Name</b>	<b>Description</b>	<b>Step</b>	<b>Start</b>	<b>End</b>	<b>Funding Amount</b>
1	Hazmat Plan Review	Grant sub recipients shall review and complete a Hazmat Specific Section of the State's Local Capability Assessment.	Execution	10/2011	08/2014	\$125,000
2	Hazmat Work Group Meetings	Conduct quarterly State of Alaska Hazmat Workgroup planning meetings and associated preparedness activities such as training and exercises	Planning	10/2011	08/2014	\$125,000
3	Purchase Equipment	Maintain the existing Statewide Hazmat groups by assisting in the planning, equipping, training, and exercising	Execution	10/2011	08/2014	\$750,000

**V.A - Outcomes to be achieved**

**Describe the outcomes that will be achieved as a result of this Investment. The outcomes should demonstrate improvement towards building capabilities described in Baseline tab. (1,500 char max)**

Anticipated outcomes:

1. Complete the State of Alaska Gap Analysis for Hazmat response.
2. Expand activities of the Statewide Hazmat Workgroup to include rural areas. Focus exercise activities on Alaska Shield 2012.
3. Continue to support the Statewide Hazmat Workgroup through direct community funding.

**National Priority 1:** Strengthen CBRNE Detection, Response, & Decontamination Capabilities

## IV. Project Management - Investment #5

(End of Investment #5.)

# Investment #6

## Investment Information - Investment #6

**Investment Name:** Implement the National Infrastructure Protection Plan  
**Investment Phase:** Ongoing  
**Multi-Applicant Investment:** No

### I. Overview - Investment #6

If the investment is ongoing, identify up to three investment(s) from prior year(s) to include: (FY 2007 - FY 2010)

Note: Applicants may select up to **three** investments. Within the GRT, applicants will *only* have the ability to select previously funded investments from a drop-down menu.

Year	Investment Name	HSGP Funding Amount
2008	Implement the National Infrastructure Protection Plan	\$335,000.00
2010	Implement the National Infrastructure Protection Plan	\$486,250.00
2009	Critical Infrastructure / Key Resource Protection	\$2,502,515.00

#### I.C. - Funding Program

Designation	Program	Funding Amount
Primary:	SHSP	\$400,000
Secondary:	No Secondary Source	

#### \* I.D. - Capabilities Building

Maintaining existing capabilities.

#### I.E. - Investment description

Provide a description of this investment, including the planning, organization, equipment, training, and/or exercises that will be involved. (2,500 char. max)

This investment continues to protect the State of Alaska Critical Infrastructure/Key Resource (CI/KR) through a multi-discipline approach. This investment will: integrate Homeland Security CI/KR and hazard mitigation infrastructure protection; leverage data collection and analysis from multiple sources such as hazard mitigation data, federal infrastructure protection, and state infrastructure protection; provide a forum for private/public partnership planning and preparedness in the state; and to author a comprehensive Alaskan Infrastructure Protection Plan. These efforts will correspond with the National Infrastructure Protection Plan (NIPP) to synchronize major state infrastructure protection activities.

### II. Baseline - Investment #6

#### II.A. - Goals and Objectives

Identify the goals and objectives in your State and/or Urban Area Homeland Security Strategy Supported by this investment. (1,500 char. max)

This investment supports the State of Alaska Homeland Security Strategy by:

- Reduce the vulnerability of CI/KR

- Update the state's critical infrastructure and high visibility potential target list
- Continue to strengthen and extend the Alaska Private-Public Partnership (APIP)
- Develop a coordinated plan for restoration of public utilities and services
- Improve multi-agency response capabilities through statewide cyber security initiatives

**II.B. - Existing capability levels**

**Describe existing capability levels that address the identified goals/objectives and what will be in place to support the investment prior to the use of FY 2011 funds. (1,500 char. max)**

1. The Alaska Partnership for Infrastructure Protection (APIP) is active in Southcentral Alaska. From exercising information sharing capabilities to future contingency planning during real life incidents, APIP has been preparing Alaska's industry and commercial hub on disaster planning. Chaired by the state and supported by Department of Defense (DoD) Alaskan Command, APIP meets on a monthly basis, exchanges information through HSIN, and feeds information management agencies such as State EOC, the State Fusion Center, DoD, and various other private industry infrastructure owners.
2. State and Joint Agency Security Vulnerability Assessments (SVA) are conducted throughout communities and infrastructures. An average of six community SVAs and six industry specific assessments are done a year. The multi-agency SVA Team protects community and industry infrastructure by identifying vulnerabilities. Vulnerabilities identified are used to document needs for various funding sources.
3. Infrastructure/communities and their associated vulnerabilities are documented using the Automated Critical Asset Management System (ACAMS).
4. Cyber security training was conducted in Southcentral Alaska. Cyber security training and awareness has been conducted to private and government entities. As part of a training, exercise, and planning cyber security strategy, the training conducted was the initial push by the state in cyber and information security.

**II.C. - Capability gap(s)**

**Explain the capability gap(s) that this Investment is intended to address. (1,500 char. max)**

Capability gaps between existing capabilities and desired capabilities:

1. APIP is not entirely statewide. Outreach efforts continue to ensure other communities and hubs outside of Southcentral Alaska are incorporated into APIP. Additional emphasis on regional hubs outside of Anchorage needs to occur.
2. Federal and state security vulnerability assessments are not synchronized. Multiple reporting and differing priorities of work create unnecessary redundancy within infrastructure protection programs. Synchronizing the system will also lessen the burden of infrastructure owners on the time spent on various agencies independent assessments and analysis.
3. No unified protection strategy exists to synchronize efforts for the various agencies involved in infrastructure protection. Efforts are disjointed and based on implied assumption and time/effort are not utilized. The desired goal is to identify priorities of work to maximize the assets available to the State of Alaska.
4. Cyber security efforts from a Homeland Security perspective are in the infancy stage. Coordination from an infrastructure protection and continuity perspectives will allow a greater depth in planning for cyber security. Cyber security protection has to be full spectrum to include training, outreach, exercise as well as building technical capacity.

- Target Capability 1:** Community Preparedness and Participation  
**Target Capability 2:** Critical Infrastructure Protection  
**Target Capability 3:** Planning

**III. Project Management - Investment #6**

**I.C. - Funding Program**

Designation	Program	Funding Amount
Primary:	SHSP	\$400,000
Secondary:	No Secondary Source	

**\* IV.B. - Fusion Center:**

No

**If applicable, how much of this Investment will be obligated towards Law Enforcement Terrorism Prevention Activities (LETPA):** \$100,000

Target Capability	Amount of Proposed Funding	Percent of Proposed Funding
Community Preparedness and Participation	\$160,000	40%
Critical Infrastructure Protection	\$100,000	25%
Planning	\$140,000	35%
<b>Total</b>	<b>\$400,000</b>	<b>100%</b>

Solution Area	Amount of Proposed Funding	Percent of Proposed Funding
Planning	\$100,000	25%
Organization		
Equipment	\$220,000	55%
Training	\$60,000	15%
Exercises	\$20,000	5%
<b>Total</b>	<b>\$400,000</b>	<b>100%</b>

#	Name	Description	Step	Start	End	Funding Amount
1	Training	Planned training/outreach for potential interested parties or satellite areas are being conducted for Interior and Southeast Alaska.	Other	10/2011	08/2014	\$150,000
2	Security Strategy Development	Develop and implement a methodology that consolidates various activities to the existing State of Alaska's security.	Planning	10/2011	08/2014	\$150,000
3	Cyber Security Training	Expand cyber security training to other regions of Alaska and offer different levels of training throughout the State, incorporate cyber security exercises	Other	10/2011	08/2014	\$100,000

**V.A - Outcomes to be achieved**

**Describe the outcomes that will be achieved as a result of this Investment. The outcomes should demonstrate improvement towards building capabilities described in Baseline tab. (1,500 char max)**

Anticipated outcomes:

1. Expansion of APIP to Southeast Alaska or Interior Alaska with active participation.
2. Develop a SVA methodology that incorporates state and federal techniques, reporting, scheduling, and database.
3. Develop and publish a statewide infrastructure protection plan that will synchronize and prioritize infrastructure protection efforts.
4. Conduct additional cyber security training outside of Southcentral Alaska. Conduct exercises with partnering agencies and infrastructure owners to initiative cyber security efforts or validate plans.

**National Priority 1:** Implement the NIPP

## IV. Project Management - Investment #6

(End of Investment #6.)

# Investment #7

## Investment Information - Investment #7

**Investment Name:** Strengthening Planning and Preparedness Capabilities  
**Investment Phase:** Ongoing  
**Multi-Applicant Investment:** No

### I. Overview - Investment #7

If the investment is ongoing, identify up to three investment(s) from prior year(s) to include: (FY 2007 - FY 2010)

Note: Applicants may select up to **three** investments. Within the GRT, applicants will *only* have the ability to select previously funded investments from a drop-down menu.

Year	Investment Name	HSGP Funding Amount
2010	Strengthening Planning and Preparedness	\$654,140.00
2009	Strengthen Planning and Preparedness	\$2,859,823.30
2008	Implement the National Incident Management System and National Response Plan	\$500,000.00

#### I.C. - Funding Program

Designation	Program	Funding Amount
Primary:	SHSP	\$450,000
Secondary:	No Secondary Source	

#### \* I.D. - Capabilities Building

Maintaining existing capabilities.

#### I.E. - Investment description

Provide a description of this investment, including the planning, organization, equipment, training, and/or exercises that will be involved. (2,500 char. max)

Emergency Planning is the core of this investment. Emergency Operation Plans (EOP), Continuity of Operations (COOP), and Evacuation Plans are its key products. Implementation of National Incident Management System (NIMS) concepts and the nesting of National Response Framework (NRF) are done through the production of these core plans. Communities have completed or are actively developing EOPs. Planning sessions have included individual and regional community participation. The interactions during these events have increased awareness, understanding, information sharing for how planning is used to implement the NIMS and the NRF.

With the exception of governmental, private, and non-profit entities with emergency management requirements, COOP awareness and planning remains a significant identified gap. Training, planning sessions, and the incorporation of a "Suite of Emergency Plans" strategy has provided clients and communities a comprehensive whole community approach that incorporates COOP along with other emergency planning functions. The state continues to expand its planning outreach focus this year to use individual, family, and business preparedness presentations as an opportunity to interest and engage individuals and workplaces in COOP activities. Evacuation planning is complementary to EOP and COOP planning. Geared towards the catastrophic from a community sense, evacuation planning combines all the elements needed to develop EOP and COOP plans within a specific response. Without consideration of the community catastrophic, the NIMS and NRF execution would not be relevant.

### II. Baseline - Investment #7

**II.A. - Goals and Objectives**

**Identify the goals and objectives in your State and/or Urban Area Homeland Security Strategy Supported by this Investment. (1,500 char. max)**

This investment supports the State of Alaska Homeland Security Strategy by:

- Improve the dissemination and understanding of NIMS/NRF within the state, local, and tribal agencies
- Integrate NIMS/NRF into emergency plans
- Improve the abilities of state, local, and tribal governments to continue operations under all conditions

**II.B. - Existing capability levels**

**Describe existing capability levels that address the identified goals/objectives and what will be in place to support the investment prior to the use of FY 2011 funds. (1,500 char. max)**

1. The Emergency Operations Planning Template (EOPT) has been adopted to incorporate the CPG 101, and standardize the emergency planning method used by local, state, and federal emergency planners. Several training events through the State Emergency Response Commission All-Hazards Plan Review Committee and technical visits as well as general outreach have conveyed the state’s approach towards how the CPG 101 planning format will be used.
2. The “Suite of Emergency Plans” strategy was published for the local communities and is being developed for other agencies. Marketed and distributed through multiple channels, the “Suite of Emergency Plans” strategy and concept is being tested in various state technical support to communities developing their emergency plans. This strategy allows for communities to develop plans as they mature in the emergency management capabilities.
3. Continuity of Operations (COOP)/Continuity of Government (COG) plans are being developed, training of fundamentals of COOP/COG has been conducted. COOP and COG is a strategic initiative at the state level that incorporates the widest audience for a specific emergency topic.
4. Rural and urban evacuation planning template is being developed and tested within various communities of Alaska. Community evacuation response checklist templates have been distributed but no true evacuation planning process exists. Communities have completed the checklist to conduct and execute hasty evacuation planning.

**II.C. - Capability gap(s)**

**Explain the capability gap(s) that this Investment is intended to address. (1,500 char. max)**

Capability gaps between existing capabilities and desired capabilities:

1. Not all community emergency planning is conducted using the EOPT format. Various outreach events and community visits have delivered the state’s message for using the EOPT to develop plans. The State of Alaska is also administratively requiring emergency planning projects to be conducted on the EOPT format.
2. The priority of effort for the “Suite of Emergency Plans” was the community/local level. With the publication of the local strategy, a complementary state and federal guidance will be developed. Assistance to other state and to limited degree federal partners on the planning process needs to be conducted. The desired capability of standardization and a loose “nested” planning concept is the end state.
3. COOP/COG is an advance emergency management subject to understand, develop, and plan for. Other planning requirements must be completed prior to taking on COOP initiatives.
4. No state rural and urban evacuation planning template or model exists. Communities have used response guides as a planning model but this product lacked the integration of the “Suite of Emergency Plans”. This lack of a deliberate process did not incorporate additional capabilities that were not taken advantage of during the execution of an evacuation.

**Target Capability 1:** Community Preparedness and Participation

**Target Capability 2:** Planning

**III. Project Management - Investment #7**

**I.C. - Funding Program**

Designation	Program	Funding Amount
Primary:	SHSP	\$450,000
Secondary:	No Secondary Source	

**\* IV.B. - Fusion Center:**

No

**If applicable, how much of this Investment will be obligated towards Law Enforcement Terrorism Prevention Activities (LETPA):** \$112,500

Target Capability	Amount of Proposed Funding	Percent of Proposed Funding
Community Preparedness and Participation	\$337,500	75%
Planning	\$112,500	25%
<b>Total</b>	<b>\$450,000</b>	<b>100%</b>

Solution Area	Amount of Proposed Funding	Percent of Proposed Funding
Planning	\$90,000	20%
Organization		
Equipment	\$270,000	60%
Training	\$45,000	10%
Exercises	\$45,000	10%
<b>Total</b>	<b>\$450,000</b>	<b>100%</b>

#	Name	Description	Step	Start	End	Funding Amount
1	EOPT Plans Standardization	All emergency plans submitted to the State of Alaska be conducted using the EOPT format. Although not required, other state, federal and private organizations have been strongly encouraged to utilize the EOPT format when conducting their emergency plans.	Planning	10/2011	08/2014	\$150,000
2	COOP/COG Training and Plans	Continue the development of COOP/COG training and plans to complete Alaska communities "Suite of Emergency Plans", exercise COOP/COG plans to validate the COOP/COG procedures.	Planning	10/2011	08/2014	\$150,000
3	Evacuation Planning	Develop statewide guidance for rural and urban evacuation planning.	Other	10/2011	08/2014	\$150,000

**V.A - Outcomes to be achieved**

**Describe the outcomes that will be achieved as a result of this Investment. The outcomes should demonstrate improvement towards building capabilities described in Baseline tab. (1,500 char max)**

Anticipated outcomes:

1. Plans being submitted to the state through the HSGP will be through the EOPT format. Communities will have standardized plans.
2. Local, state, and federal planning efforts will be synchronized based on state planning. Priority of planning efforts will be forecasted and known.
3. Continue COOP/COG plan development for communities. Develop and exercise COOP/COG for additional state partners. COOP/COG plans at the local and state levels have begun to synchronize.
4. Develop evacuation planning templates so that communities can start their planning process.

**National Priority 1:** Implement the NIMS and NRP

**National Priority 2:** Strengthen Planning and Citizen Preparedness Capabilities

## IV. Project Management - Investment #7

(End of Investment #7.)

# Investment #8

## Investment Information - Investment #8

**Investment Name:** Strengthen Information Sharing and Collaboration Capabilities

**Investment Phase:** Ongoing

**Multi-Applicant Investment:** No

### I. Overview - Investment #8

If the investment is ongoing, identify up to three investment(s) from prior year(s) to include: (FY 2007 - FY 2010)

Note: Applicants may select up to **three** investments. Within the GRT, applicants will *only* have the ability to select previously funded investments from a drop-down menu.

Year	Investment Name	HSGP Funding Amount
2010	Strengthen Information Sharing and Collaboration Capabilities	\$150,000.00

#### I.C. - Funding Program

Designation	Program	Funding Amount
Primary:	SHSP	\$25,000
Secondary:	No Secondary Source	

#### \* I.D. - Capabilities Building

Maintaining existing capabilities.

#### I.E. - Investment description

Provide a description of this investment, including the planning, organization, equipment, training, and/or exercises that will be involved. (2,500 char. max)

Information Sharing and Collaboration is done through two major platforms. The first is through the Alaska Partnership for Infrastructure Protection (APIP). The APIP is a public-private partnership established to address homeland security threats and natural disaster hazards to critical infrastructure through an integrated team approach. APIP works to integrate the private sector critical infrastructure owners into the municipal, state, and federal emergency preparedness process. APIP's purpose is to improve collaboration and interoperability within information sharing.

The second is done through the Alaska Information Analysis Center (AKIAC). AKIAC is established to provide a conduit for information sharing focusing on homeland security, terrorism, criminal activity, and all-hazards within and surrounding the State of Alaska. The AKIAC will accomplish this through the production and dissemination of bulletins and assessments, analysis of suspicious activity reports in support of investigatory agencies, response to requests for information and request for services from AKIAC members, identify patterns and trends, and to assist in the coordination and de-confliction of information between members.

### II. Baseline - Investment #8

#### II.A. - Goals and Objectives

Identify the goals and objectives in your State and/or Urban Area Homeland Security Strategy Supported by this investment. (1,500 char. max)

This Investment supports the State of Alaska Homeland Security Strategy by:

- Develop a network and procedure among local, tribal, state, federal, and private sector organizations to disseminate critical and time-sensitive intelligence information
- Improve interagency cooperation on intelligence information
- To evaluate, analyze, 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 AKIAC

This investment requires that key entities participate actively in preparedness, planning, exercises and provides structured opportunities to validate information sharing.

The objectives common to both platforms are facilitate information sharing at the federal, state, tribal, and local levels of government and private sector and to increase decision making capabilities of state and local leadership at all levels.

**II.B. - Existing capability levels**

**Describe existing capability levels that address the identified goals/objectives and what will be in place to support the investment prior to the use of FY 2011 funds. (1,500 char. max)**

Existing baseline capabilities that support this investment justification:

1. Establishing a state fusion center governance and operation plan. A physical location was identified, procured and occupied by dedicated state fusion center workforce. Administrative support is collaborated by state agencies and federal agencies and provided the necessary foundation for the creation of fusion center. An executive committee was also established to provide strategic guidance on the development of the AKIAC.
2. Develop a method/architecture network to disseminate critical and time sensitive intelligence information. AKIAC is in the process of developing a network to disseminate information to local law enforcement, emergency management communities, and other beneficiaries of AKIAC. AKIAC is in the process of testing out various dissemination platforms.
3. Analyze and disseminate information regarding criminal, terrorist, and homeland security activity. With a staffing of three, AKIAC is limited in capability of the amount and type of information to be analyzed. Strategic partnerships are being established with other law enforcement agencies.

**II.C. - Capability gap(s)**

**Explain the capability gap(s) that this Investment is intended to address. (1,500 char. max)**

1. AKIAC is still in it's infancy and as such is still progressing. The rate of information exchange has not reached a robust capacity, informational ties have not been fully established, and outreach needs to be conducted to the rest of the law enforcement communities.
2. Information flow within the platforms is not fully matured.
3. AKIAC is not fully manned.

- Target Capability 1:** Information Gathering and Recognition of Indicators and Warnings  
**Target Capability 2:** Intelligence Analysis and Production  
**Target Capability 3:** Intelligence and Information Sharing and Dissemination

**III. Project Management - Investment #8**

**I.C. - Funding Program**

Designation	Program	Funding Amount
Primary:	SHSP	\$25,000
Secondary:	No Secondary Source	

**\* IV.B. - Fusion Center:**

Yes

**If applicable, how much of this Investment will be obligated towards Law Enforcement Terrorism Prevention Activities (LETPA):** \$25,000

Target Capability	Amount of Proposed Funding	Percent of Proposed Funding
Information Gathering and Recognition of Indicators and Warnings	\$10,000	40%

Intelligence Analysis and Production	\$7,500	30%
Intelligence and Information Sharing and Dissemination	\$7,500	30%
<b>Total</b>	<b>\$25,000</b>	<b>100%</b>

<b>Solution Area</b>	<b>Amount of Proposed Funding</b>	<b>Percent of Proposed Funding</b>
Planning		
Organization	\$25,000	100%
Equipment		
Training		
Exercises		
<b>Total</b>	<b>\$25,000</b>	<b>100%</b>

<b>#</b>	<b>Name</b>	<b>Description</b>	<b>Step</b>	<b>Start</b>	<b>End</b>	<b>Funding Amount</b>
1	Build information sharing platforms	Initial steps are being conducted to build information sharing platforms. The Law Enforcement Online, Homeland Security Information Network, and other web-based applications are actively being used. The purchase of software will allow more robust information sharing capabilities will allow for AKIAC expansion.	Organziation	10/2011	08/2014	\$25,000

**V.A - Outcomes to be achieved**

**Describe the outcomes that will be achieved as a result of this Investment. The outcomes should demonstrate improvement towards building capabilities described in Baseline tab. (1,500 char max)**

Anticipated outcomes:

1. Develop an outreach campaign within the law enforcement areas to develop the field liaison officer (FLO) cadre.
2. Establish a mature, dedicated information platforms that will allow the facilitation of information exchange.
3. Dedicate and maintain personnel to analyze and disseminate information.

**National Priority 1:** Strengthen Information Sharing and Collaboration Capabilities

## IV. Project Management - Investment #8

(End of Investment #8.)

# Investment #9

## Investment Information - Investment #9

**Investment Name:** Metropolitan Medical Response System (MMRS)

**Investment Phase:** Ongoing

**Multi-Applicant Investment:** No

### I. Overview - Investment #9

If the investment is ongoing, identify up to three investment(s) from prior year(s) to include: (FY 2007 - FY 2010)

Note: Applicants may select up to **three** investments. Within the GRT, applicants will *only* have the ability to select previously funded investments from a drop-down menu.

Year	Investment Name	HSGP Funding Amount
2010	Metropolitan Medical Response System	\$634,838.00

#### I.C. - Funding Program

Designation	Program	Funding Amount
Primary:	MMRS	\$535,217
Secondary:	No Secondary Source	

#### \* I.D. - Capabilities Building

Maintaining existing capabilities.

#### I.E. - Investment description

Provide a description of this investment, including the planning, organization, equipment, training, and/or exercises that will be involved. (2,500 char. max)

The State of Alaska's Metropolitan Medical Response System (MMRS) program supports the integration of emergency management, health, and medical systems into a coordinated response to mass casualty incidents caused by all-hazards. This will be achieved by planning, equipping, training, and exercising to increase medical surge capabilities in the first crucial hours of an event. MMRS regions and State of Alaska agencies are working together on identifying pharmaceuticals for the region and coordinating efforts with the State Public Health Pharmacist. Medical supplies will be purchased with the intent to pre-position them in hub site communities.

## II. Baseline - Investment #9

#### II.A. - Goals and Objectives

Identify the goals and objectives in your State and/or Urban Area Homeland Security Strategy Supported by this investment. (1,500 char. max)

This investment supports the State of Alaska Homeland Security Strategy by:

- Ensure medical community has capability to handle all-hazards events during emergency conditions through cooperation and sharing of resources
- Develop and implement MMRS plans that will provide medical surge and mass care capability to the MMRS jurisdictions
- Observe, measure, and enhance MMRS medical surge capabilities and capacities

**II.B. - Existing capability levels**

**Describe existing capability levels that address the identified goals/objectives and what will be in place to support the investment prior to the use of FY 2011 funds. (1,500 char. max)**

Existing baseline capabilities that support this investment justification:

1. Southeast Alaska MMRS has focused their activities on surge capability through shelter operations. Five large shelters and accompanying surge equipment have been purchased using various years MMRS funds. Training to deliver and execute shelter operations and exercising portions of the operation also provided proof of concept to the sheltering capabilities.
2. Anchorage MMRS has focused their activities on developing patient tracking operations. Extensive effort was put into the Electronic Patient Care Reporting (ePCR) patient tracking system that would allow enterprise wide tracking ability from the responder to the various EOC. In addition, this system was built to be scalable from small incidents to large, catastrophic types.

**II.C. - Capability gap(s)**

**Explain the capability gap(s) that this Investment is intended to address. (1,500 char. max)**

Capability gaps between existing capabilities and desired capabilities:

1. Identification and planning to supplement the shelter system on capabilities needed for a mass casualty event is the next step for Southeast Alaska MMRS. With the purchase of five shelters and exercising the shelter set up, the additional capabilities not found normal to Southeast Alaska needs to be addressed. Those include items built for mass care/medical surge and not through normal day to day operations.
2. Anchorage is focusing their MMRS activities to develop a strategic plan that will incorporate their alternate care site operations. This shift in strategy will allow Anchorage MMRS to develop projects that will meet multiple priorities. The larger emphasis is developing an alternate care site system to augment existing Federal Medical Station that was received by the State of Alaska.

- Target Capability 1:** Community Preparedness and Participation
- Target Capability 2:** Mass Prophylaxis
- Target Capability 3:** Medical Supplies Management and Distribution
- Target Capability 4:** Medical Surge
- Target Capability 5:** Planning

**III. Project Management - Investment #9**

**I.C. - Funding Program**

Designation	Program	Funding Amount
Primary:	MMRS	\$535,217
Secondary:	No Secondary Source	

**\* IV.B. - Fusion Center:**

No

**If applicable, how much of this Investment will be obligated towards Law Enforcement Terrorism Prevention Activities (LETPA): \$0**

Target Capability	Amount of Proposed Funding	Percent of Proposed Funding
Community Preparedness and Participation	\$187,325	35%
Mass Prophylaxis	\$53,521	10%
Medical Supplies Management and Distribution	\$53,521	10%
Medical Surge	\$53,521	10%
Planning	\$187,329	35%
<b>Total</b>	<b>\$535,217</b>	<b>100%</b>

Solution Area	Amount of Proposed Funding	Percent of Proposed Funding
Planning	\$267,608	50%
Organization		

Equipment	\$107,043	20%
Training	\$80,283	15%
Exercises	\$80,283	15%
<b>Total</b>	<b>\$535,217</b>	<b>100%</b>

#	Name	Description	Step	Start	End	Funding Amount
1	Juneau Shelter System Supplementation	Identification and planning to supplement the shelter system on capabilities needed for a mass casualty event is the next step for Southeast Alaska MMRS. Those include items built for mass care/medical surge and not through normal day to day operations.	Other	10/2011	08/2014	\$267,000
2	Anchorage Alternate Care Operations	Focusing their MMRS activities to develop a strategic plan that will incorporate their alternate care site operations. The larger emphasis is developing an alternate care site system to augment existing Federal Medical Station that was received by the State of Alaska.	Other	10/2011	08/2014	\$267,000
3	Catastrophic Inventory Plans	MMRS communities will create catastrophic inventory plans	Planning	10/2011	08/2014	\$1,217

**V.A - Outcomes to be achieved**

**Describe the outcomes that will be achieved as a result of this Investment. The outcomes should demonstrate improvement towards building capabilities described in Baseline tab. (1,500 char max)**

Anticipated outcomes:

1. Shelter operations support outcomes include training for incident stress management (behavioral health), development and testing of a transportation plan, and developing a patient tracking system for regional use.
2. Develop a 5 year strategic plan focusing on medical surge, mass care, and mass prophylaxis distribution, develop and implement an alternate care site plan, and procure equipment for the alternate care site operations.
3. Develop catastrophic inventory plans.

**National Priority 1:** Strengthen Medical Surge and Mass Prophylaxis Capabilities

## IV. Project Management - Investment #9

(End of Investment #9.)

# Investment #10

## Investment Information - Investment #10

**Investment Name:** Strengthen Medical Surge and Mass Prophylaxis

**Investment Phase:** Ongoing

**Multi-Applicant Investment:** No

### I. Overview - Investment #10

If the investment is ongoing, identify up to three investment(s) from prior year(s) to include: (FY 2007 - FY 2010)

Note: Applicants may select up to **three** investments. Within the GRT, applicants will *only* have the ability to select previously funded investments from a drop-down menu.

Year	Investment Name	HSGP Funding Amount
2010	Strengthen Medical Surge and Mass Prophylaxis	\$589,057.00
2008	Strengthen Medical Surge and Mass Prophylaxis Capabilities	\$767,427.00
2009	Strengthening Medical Surge and Mass Prophylaxis	\$2,892,542.00

#### I.C. - Funding Program

Designation	Program	Funding Amount
Primary:	SHSP	\$500,000
Secondary:	No Secondary Source	

#### \* I.D. - Capabilities Building

Maintaining existing capabilities.

#### I.E. - Investment description

Provide a description of this investment, including the planning, organization, equipment, training, and/or exercises that will be involved. (2,500 char. max)

Developing medical surge and alternate care site operations in rural and urban communities is an ongoing investment. Medical surge capabilities are strengthened through exercising mass casualty and alternate-care site operations. A coordinated medical surge approach towards planning, preparing, and responding towards a catastrophic event is critical to the local planning process. State, local, and emergency medical groups have reviewed priority needs and determined additional resources are required to create and maintain a database of available medical personnel; provide training and exercise to medical volunteers; and develop medical public information officer capabilities. This collaborative review also identified the need to address standards of care to meet mass casualties; legal questions associated with the potential lowering of standards; and the medical liability of medical surge planning. The state has made efforts to increase pharmaceutical stockpiles and medical surge-staffing capabilities in rural communities. State and local entities have collaborated on a review of medical surge plan capabilities. Plans identify current and future resource requirements and expansion of medical surge capabilities.

### II. Baseline - Investment #10

#### II.A. - Goals and Objectives

Identify the goals and objectives in your State and/or Urban Area Homeland Security Strategy Supported by this investment. (1,500 char. max)

This Investment supports the State of Alaska Homeland Security Strategy by:

- Ensure medical community has capability to handle all-hazard events during emergency conditions through cooperation and sharing of resources
- Identify pharmaceuticals, vaccines, and medical supplies needed for a disaster response.
- Observe, measure, and enhance medical surge capabilities and capacities at the local and state level.

**II.B. - Existing capability levels**

**Describe existing capability levels that address the identified goals/objectives and what will be in place to support the investment prior to the use of FY 2011 funds. (1,500 char. max)**

Existing baseline capabilities that support this Investment Justification:

1. Medical surge activities are ongoing in Alaska’s major population hubs of Anchorage, Fairbanks, and Juneau. From equipment purchases such as oxygen generating systems to shelters, statewide exercise participation that included DMAT/MORT, to various training activities the three hub communities have ongoing medical surge/mass care activities.
2. The Alaska supply chain for inter and intrastate distribution of medical pharmaceuticals was moderately tested during the 2009 H1N1 event. Alaska also has an existing Strategic National Stockpile (SNS) that is inventoried and exercised on an annual basis.
3. Integration between state agencies. Agencies have hosted large conferences, exchanged subject matter expertise to support communities, or have sat in each other’s committee/work groups. Weekly meetings between state agencies ensure quality control and de-confliction of activities.

**II.C. - Capability gap(s)**

**Explain the capability gap(s) that this Investment is intended to address. (1,500 char. max)**

Capability gaps between existing capabilities and desired capabilities:

1. Regional and sub-regional communities with smaller population and fewer infrastructures need to be incorporated into building a statewide capability of the medical surge, mass care and mass prophylaxis. The lack of primary care let alone to be able handle triage situation in the rural areas makes medical surge planning and execution vital to rural Alaska. Given the vast amount of rural communities also are not road accessible, having a strong foundation on logistics planning is a priority.
2. Continue to conduct regular planning, training, and exercise events that incorporate medical surge, mass care, and mass prophylaxis capability. Medical components will always be an emphasis during disaster planning, increasing the level of complexity when one capability need is met needs to be done to continuously focus on gaps.
3. Integrate activities and Center for Disease Control’s Public Health Emergency Preparedness (PHEP) grant activities. Sharing strategy, involving planners during the planning cycle, and utilizing liaisons in both organizations will mitigate the capability gaps of collaboration.

- Target Capability 1:** Community Preparedness and Participation
- Target Capability 2:** Mass Prophylaxis
- Target Capability 3:** Medical Supplies Management and Distribution
- Target Capability 4:** Medical Surge
- Target Capability 5:** Planning

**III. Project Management - Investment #10**

**I.C. - Funding Program**

Designation	Program	Funding Amount
Primary:	SHSP	\$500,000
Secondary:	No Secondary Source	

**\* IV.B. - Fusion Center:**

No

**If applicable, how much of this Investment will be obligated towards Law Enforcement Terrorism Prevention Activities (LETPA): \$0**

Target Capability	Amount of Proposed Funding	Percent of Proposed Funding
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Community Preparedness and Participation	\$175,000	35%
Mass Prophylaxis	\$175,000	35%
Medical Supplies Management and Distribution	\$50,000	10%
Medical Surge	\$50,000	10%
Planning	\$50,000	10%
<b>Total</b>	<b>\$500,000</b>	<b>100%</b>

<b>Solution Area</b>	<b>Amount of Proposed Funding</b>	<b>Percent of Proposed Funding</b>
Planning	\$300,000	60%
Organization		
Equipment	\$125,000	25%
Training	\$37,500	7.5%
Exercises	\$37,500	7.5%
<b>Total</b>	<b>\$500,000</b>	<b>100%</b>

<b>#</b>	<b>Name</b>	<b>Description</b>	<b>Step</b>	<b>Start</b>	<b>End</b>	<b>Funding Amount</b>
1	Expand medical surge planning, training, and exercises	Expand local medical surge planning, training, and exercises to regional and sub-regional hub communities.	Planning	10/2011	08/2014	\$300,000
2	Materials Management Practices	Maintain current materials management practices and validate the medical distribution and supply chain for pharmaceutical distribution within and into Alaska.	Other	10/2011	08/2014	\$75,000
3	Purchase Medical Equipment	Local jurisdictions purchase equipment	Other	10/2011	08/2014	\$125,000

**V.A - Outcomes to be achieved**

**Describe the outcomes that will be achieved as a result of this Investment. The outcomes should demonstrate improvement towards building capabilities described in Baseline tab. (1,500 char max)**

Anticipated outcomes:

1. Increase medical surge, mass care, and/or mass prophylaxis activities to two or more regional or sub-regional communities while maintain the level activities in Juneau, Anchorage, and Fairbanks.
2. Conduct mass casualty, mass care, medical surge, and mass prophylaxis planning through the State Local Capability Assessment, the State of Alaska's Training and Exercise plan, and other partner preparedness planning documents.
3. De-conflict and synchronize the use of various grant funds.

**National Priority 1:** Strengthen Medical Surge and Mass Prophylaxis Capabilities

## IV. Project Management - Investment #10

(End of Investment #10.)