

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

FY08 HSGP Investment Justification

AK - State Submission

FINAL - For submission to Grants.gov

Overall

Overall Investment Justification

Describe your understanding of the spectrum of terrorism and natural hazards risks your State/Territory/Urban Area faces. Explain how this understanding influenced development of this Investment Justification. States applying for HSGP funding must also include a description of how they plan to allocate the grant funds to local units of government within 45 days of award. (4,000 Char. Max)

Terrorism - Alaska produces 20% of the U.S. domestic crude oil, it is the national leader in zinc and tin production, it has six of the nation's top ten producing ports for commercial fishing interests, and almost 1.5 million tourists per year visit the State via cruise ships, State ferries and commercial air. These factors provide ample basis to presuppose Alaska's involvement in future conflicts with even limited objectives or its capacity to present targets for criminal acts of terrorism or sabotage. Earthquakes in the last 100 years, more than 10% of all the world's earthquakes, 25% of the entire world's released earthquake energy and three of its six largest earthquakes have taken place in Alaska. Tsunamis rank high as potential killers. Communities at risk are well documented and included in tsunami warning procedures. Tsunamis place great demands on Alaska's warning network in the coastal regions of the Pacific Basin and the Gulf of Alaska. Floods alone account for 40% of the State's disaster emergencies. Alaska's 15 major river systems and smaller streams drain an area of 730,000 square miles, one-fifth of which is in Canada. All coastal areas of the State are vulnerable to storm driven sea surges which flood communities. Volcanoes are a significant hazard in the Southcentral and Southwestern Regions. About one-twelfth of the world's active, above-water volcanoes are located there. When active, ash erupted from volcanoes can disrupt air traffic at great distances and can necessitate costly "cleanups." Prolonged periods of cold weather have prompted disaster emergency declarations in every decade. Problems usually start with liquid fuels congealing in tanks and supply lines, causing fuel starved electrical generation equipment to shut down. Without power, pumps and heaters become inoperative, water and sewer systems freeze, pipes rupture, and expensive repairs ensue. Wildland fires are a seasonal threat in Alaska. Alaskan fires are not as notorious as some other states' fires, but they can require massive response efforts. The 1996 Miller's Reach Fire burned 37,400 acres and destroyed 344 structures. Windstorms, too, can cause widespread disaster. No coastal areas are immune, but the Southwestern and Western Regions are most vulnerable. Some storms strike with hurricane force, wreaking havoc on port facilities as well as commercial and subsistence fishing interests. Erosion frequently accompanies river and coastal flooding but is not always tied to a storm event. Some of Alaska's rivers are immature, heavily laden with sediments, and are constantly re-channeling, meandering or building deltas. Bank erosion is a feature of this natural process. Glacier movement, with accompanying damming, can also result in flood events. Mass wasting, landslides, and avalanches are occasional problems. Slides can dam a river, trigger a tsunami, and affect power/water infrastructure. Technological Hazards - production or transportation of one-fifth of the nation's domestic crude oil occurs here. This endeavor carries the danger of a large oil spill and the potential for releasing any of the many hazardous substances used in this work. Two large oil refineries also operate in Alaska. Multiple fish processing centers use ammonia and chlorine and are a risk for hazardous materials releases. Substantial mining operations take place in the Interior and Arctic Regions. Remote villages have large bulk fuel storage facility with resupply once a year. Given our hazards this Application is based on the resources needed to improve capabilities in response to any events. We are preparing a local application package to provide to our participant jurisdictions. Each jurisdiction will have 45 days to submit applications. Our interagency review committee will meet and allocate anticipated grant funds to successful applicants. We will issue local grant funds by mid-August, within the 45 day of receipt of our State Award.

Management & Administrative Costs

Provide a brief overall summary of planned management and administrative (M&A) expenditures that support the implementation of the Investments proposed in this Investment Justification. (2,500 Char. Max)

The State has an established grant management system that includes program management, fiscal oversight, federal/state guidance compliance, program evaluation, desk and site monitoring, and formal closeout procedures. The State will use M&A funding to support the tracking, reporting, fiscal monitoring and auditing requirements of the grant. Expenditures can include accounting, management and auditing support at the state and local levels. Evaluation of the program is also a likely expenditure. Computer support costs can also be expected to ensure compliance with the federal grant program. Training costs in grant management and audits are another potential expenditure at the local and state levels. Direct program management will not be funded through the M&A category. The State will use the maximum

available of 3% per eligible grant programs to include SHSP, CCP, and MMRS.

Investment #1

Investment Information - Investment #1

Investment Name: Expand Regional Collaboration
Investment Phase: Ongoing
Multi-Applicant Investment: No

I. Baseline - Investment #1

I.A. - Baseline - Previous HSGP Request Name and Funding

If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

FY06 Investment name:

FY06 HSGP funding:

FY07 Investment name: Increase Catastrophic Planning and Integrating Preparedness Programs

FY07 HSGP funding: \$1,399,980

I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

The State of Alaska continues to undertake a rigorous planning process that attempts to capture all phases and types of disaster events. This has been part of a systematic and complete integration of preparedness programs. No longer can natural hazard planning and preparedness be a separate and distinct function from terrorist event planning and preparedness. While each topic has particular facets that must be addressed, the concepts of consequence management, supply chain analysis, continuity management, and effects based planning hold true regardless of the precipitating event.

I.C. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)

The catastrophic planning and integration of preparedness programs are existing, ongoing investment justifications. Responding to the finalization of the National Response Framework and the various Federal National Preparedness initiatives such as the National Incident Management System, National Preparedness System, State Preparedness Report, and Gap Analysis; the State continuously modifies plans for catastrophic planning and preparedness programs. What is consistent is Alaska's approach towards making planning and preparedness key components to successful emergency management.

The objective of this investment justification remains the same as FY 2007 and 2006. Broadly stated, the planning doctrine revolves around understanding and analyzing the supply chain flows and effects based operations. This process emphasizes disaster management from a systems approach where all four phases of emergency management is closely integrated. Moreover, it does not distinguish different approaches based on man made versus natural hazard planning processes.

The types of planning the State has completed to date are the Statewide Emergency Response Plan, State Hazard Mitigation Plan, State Homeland Security Strategy, Protection of the Energy Sector Concept of Operations, and various hazard specific plans such as a volcanic ash fall event. Taking into the account the finalized National Plans and Initiatives mentioned previously, the State will need to update their planning documents. The scope of the change is significant because of the way the National Plans and Initiatives are structured, emphasis on enterprise wide planning creates the need for more robust products.

Although not entirely new Investment Justification, the approach and the additional context of enterprise wide planning is evolutionary in terms of work. The various National Plans and Initiatives mentioned previously require more detail, structure, and reporting than in the past. The maintenance and sustainment of the Investment Justification requires greater resources in time and personnel.

The gap this investment will address continuing efforts to integrate two functions of terrorist and natural hazard planning and preparedness. The planning methodology will serve the State's integrated solution set to various duplicative National Preparedness Initiatives. Because planning is a continuous process, completing strategic initiatives at the state and national level requires a multi-year approach.

II. Strategy - Investment #1

II.A. - Strategy - State Preparedness Report

Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)

The Catastrophic Planning and Integrating Preparedness Programs Initiative have a direct correlation with National Priority #8: Strengthen Planning and Citizen Preparedness Capability of the State of Alaska Preparedness Report (SPR). In addition, the National Priority #1: Implementing the National Response Framework (NRF) and the National Incident Management System (NIMS) has also relevancy to this investment. The accomplishments, current capabilities, three-year targets, initiatives and resources stated in both documents are duplicative with very little variance. Therefore, the FY08 HSGP Catastrophic Planning and Integrating Preparedness Programs Initiative directly support the State of Alaska Preparedness Report.

Done under a collaborative environment, this justification supports the multi-platform approach for planning. At the regional inter-state level, the Region X Interagency Steering Committee has formed a new planning sub-committee to collaborate on planning issues that affect the various states. At the intra-state level, an all-hazards planning committee has been formed under the State Emergency Response Commission. At the local level, planning emphasis has been through the Local Emergency Planning Committees. Emphasizing three planning environments rather than disparate ones based on specific scenarios fits into the enterprise approach towards planning.

The investment justifications for the FY 08 Homeland Security Grant for Alaska enhance the SPR National Priorities #1 and #8. The NRF and the accompanying NIMS concepts are being incorporated into the planning templates for the next State of Alaska Strategic Emergency Plans. In addition, guidance given toward local jurisdictions and other partners (sister state and/or federal agencies) in the form of "cross walks" or best practices directly take into context NRF and NIMS components. With the acceptance of NIMSCAST as the compliance mechanism, the State of Alaska is also encouraging those utilizing NIMSCAST to use it as a planning template. Further clarification can be found in the State Preparedness Report in the Implement NRF and NIMS National Priority.

Planning (catastrophic, strategic, and collaborative) investment justification has not greatly changed from FY 2006 and 2007. By definition catastrophic, strategic and collaborative planning takes a multiple year approach; FY 2008 will build on incremental progress made from the previous years. Defining and continuously refining the doctrine under effects based, supply chain and consequent management focused is the key towards this endeavor. Although specific planning scenarios such as citizen evacuation, sheltering, mass care, and continuity management is addressed, planning revolves around the doctrinal topics mentioned previously. Strengthening the various planning platforms mentioned above to focus on all-hazards rather than scenarios also continuous. For FY 08, the emphasis is being done on the inter-state

level at FEMA Region X. Further clarification can be found in the State Preparedness Report in the Enhanced Regional Collaboration and Strengthening Planning and Citizen Preparedness National Priorities.

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)

The Catastrophic Planning and Integrating Preparedness Programs justification ultimately supports all the 2008 Homeland Security Strategy objectives as the homeland security strategy was the foundation document for the State Preparedness Report, the 2006 and 2007 Capability and Enhancement Plans, and the Department of Military and Veterans Affairs 2008-2012 Strategic Plan.

The objectives from the State Homeland Security Strategy that are inherently planning processes support this investment are:

- 1) Expand and strengthen regional collaboration, and cooperation and coordination of resources to prevent, mitigate, respond to and recover from terrorism events or natural disasters. In the terrorism realm, combined with the Critical Infrastructure justification, the planning component specifically deals with multiple modes of IED attack, deterrence, prevention, and protection capabilities.
- 2) Implement the National Incident Management System Compliance Assistance Support Tool (NIMSCAST) and continue building the key concepts of the National Response Framework statewide. This area addresses the strengthening preparedness planning through performance metrics.
- 3) Focus resources to harden Critical Infrastructure and Key Resources (CI/KR) and implement the Interim National Infrastructure Protection Plan. A major component for this as stated in #1 is the IED attack, deterrence, prevention, and protection capabilities.
- 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. Specifically in the medical side of mass casualty in regards to catastrophic IED attacks.
- 8) Strengthen the involvement of community members in emergency preparedness, planning, mitigation, response, and recovery statewide.

The redundancy observed in the State Homeland Security Strategy, DHS&EM 2008-2012 Strategic Plan, and the State Preparedness Report National Priorities was purposely done. Integrating the various investment justifications with the strategies allows planning deliverables and scope of work to meet multiple objectives. Moreover, all of the overlapping areas meet the doctrine of effects based planning and supply chain and consequent management emphasis. Continue to see incremental improvements from the FY 2006 and 2007 initiatives.

II.C. - Strategy - Target Capabilities

Select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability: Planning

Primary Target Capability Narrative:

Collectively, the primary target capability addressed in this investment justification is common capability is planning. Because planning encompasses the analytical structure of any target capabilities and national priorities, it is an important constant in any investment justification.

Secondary Target Capability 1: Community Preparedness and Participation

Secondary Target Capability 2: Risk Management

II.D. - Strategy - National Priorities

Select the National Priority(ies) that this Investment supports; up to four may be selected.

- National Priority 1:** Expanded Regional Collaboration
- National Priority 2:** Strengthen Planning and Citizen Preparedness Capabilities
- National Priority 3:** Strengthen Information Sharing and Collaboration Capabilities

III. Implementation - Investment #1

III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning	\$850,000				\$850,000	\$400,000			\$1,250,000
Organization	\$125,000				\$125,000				\$125,000
Equipment									
Training	\$525,000				\$525,000				\$525,000
Exercises	\$725,000				\$725,000				\$725,000
Total	\$2,225,000				\$2,225,000	\$400,000			\$2,625,000

Planning Summary: This is a planning specific investment. The costs associated with this investment are primarily under the planning line item.

Organization Summary: The overarching organizational structure has already been established and maintained. However, with an emphasis in formalizing supply chain planning, a non-permanent employee was hired as a logistics planner.

Equipment Summary: There are no equipment costs in this investment.

Training Summary: Training functions in this investment will be focused on activities that support the planning process and products. The continued integration of natural and man-made hazards will require training to various multi-disciplined, multi-jurisdictional audiences.

Exercises Summary: The exercise synchronization will be done at the State Emergency Response Commission or at the FEMA Region X Interagency Steering Committee level. Exercise execution is dependent upon the various parties involved with exercises.

Other Funding Source #1: The state is providing funding for comprehensive catastrophic planning for six communities at risk of costal erosion and flooding.

III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

Milestone 1 (12/15/2007 - 06/15/2008)

Catalog and inventory master emergency plans or related plans throughout the state. Utilize HSIN and internal electronic document management system.

Milestone 2 (12/15/2007 - 12/15/2008)

Update DMVA/DHS&EM institutional Continuity of Operations Plan and develop strategic continuity management strategy.

Milestone 3 (12/15/2007 - 08/01/2008)

Update DHS&EM emergency response plan to include new supply chain management and effects based planning concepts.

Milestone 4 (06/15/2008 - 12/30/2008)

Analyze gaps in planning documents throughout the state as they relate to natural and man made hazards.

Milestone 5 (04/01/2008 - 04/01/2009)

Analyze commodity, information, knowledge, service, and financial flows within Alaska based on effects based planning methodology.

Milestone 6 (04/01/2008 - 04/01/2009)

Analyze and develop a comprehensive materials management system from a homeland security and emergency management perspective.

Milestone 7 (09/01/2007 - 12/30/2009)

Provide regional planning workshops to hazard topics pertinent to the region or hub communities.

Milestone 8 (03/01/2008 - 08/01/2010)

Incorporate recommendations from Exercise After-Action Reports into appropriate plans throughout the state.

III.C. - Project Management

Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)

The management team directly responsible for the implementation of this investment is the State of Alaska, Department of Military and Veteran Affairs, Division of Homeland Security and Emergency Management (DHS&EM). The State Administrating Agency (SAA) will provide the overall administration of funding for this investment.

The SAA will provide administration of funding for the Investment through the Division Staff Support Section. This section will develop the State and local funding request application, convene a multi-agency application review panel to include SAA senior staff and technical staffs, coordinate membership from the Senior Advisory Council, and provide award allocations to successful applicants. The Staff Support Section will manage funding execution and SAA senior staff will provide programmatic management for this investment. Division Sections will provide programmatic coordination with Staff Support.

There are different skill sets being presented in this investment. Each particular planning topic will require subject matter experts to contribute to the project. The project manager will be the various personnel in the general plans branch of the planning section; however, s/he will draw upon the technical expertise available throughout the state. Specifically, the Alaska State Emergency Response Commission (SERC) All Hazards Planning Committee, the FEMA Region X Regional Interagency Steering Committee Planning Subcommittee, and the various local emergency planning committee members will be primary pool of individuals utilized.

III.D. - Investment Challenges

List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge 1:

Local jurisdiction availability of technical planning expertise

Probability: High **Impact:** Medium

Mitigation Strategy:

The State of Alaska will provide the technical expertise needed for the planning process through a combination of various State of Alaska planners' resources and private contractors. The local jurisdictions can then concentrate on providing critical local hazard knowledge.

Challenge 2:

Seasonal community activities and access to local jurisdiction

Probability: Medium **Impact:** Medium

Mitigation Strategy:

State of Alaska planners are well versed in the constraints of local communities in Alaska and are able to assist when appropriate.

IV. Impact - Investment #1

IV.A. - Impact

What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

The impact of this investment cannot be overstated. Planning is the foundation on which all emergency management activities are built. The outputs and outcomes performance measures that indicate the success of this investment justification can be broadly categorized with increased capabilities. Measurable outcomes and outputs will be based on objectives stated in the State of Alaska Homeland Security Strategy Objectives and State Preparedness Report. Broadly stated, objectives include:

- 1) Analyzing the number of State and local emergency operation plans for all-hazards, effects based, supply chain and consequence management strategies.
- 2) Increasing capabilities through integrating NRF and NIMS concepts into planning documents.
- 3) Improve the abilities for State, tribal, and local governments to continue operations under all conditions through development of a continuity management plan.
- 4) Establish leadership support at the national, State, tribal, and local levels for Citizen Corps Councils, LEPCs, SERC, and FEMA Region X RISC and RISC Subcommittees.

Due to the strategic ongoing efforts of planning, most of the activities stated are outcome oriented rather than output. Annually, there are output performance measures which are more detailed in the Alaska Homeland Security Strategy.

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)

The long term approach to sustaining this investment is based on the planning documents. Once a good plan is created it is possible to simple update and refine as needed. Viability is created during the cataloging and capturing of the plans electronically. This database that is created will allow better analysis and decision making for planners during an operational event or for future strategic planning.

It is the "capital" investment of creating the plan itself that is the hurdle that must be overcome. This hurdle is tough for most of Alaska, as the fiscal and human resources are stretched thin.

The State of Alaska can provide the funding for staffing support at the local and state levels for maintenance of completed plans across the state. This continuing support will allow for the sustainability of the investment.

Outside of the fiscal hurdles, the continuing change in strategy and emphasis that is geared towards scenarios rather than doctrinal development creates difficulty for Alaska DHS&EM to maintain consistency providing consistent and predictable planning. National Preparedness efforts should be synchronized with a clarified doctrinal development with integrated supporting strategies and reporting measures.

V. Optional Attachments - Investment #1
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V.A. - Optional Attachments

As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application **MUST** be submitted through www.grants.gov as separate files when submitting the final Investment Justification grant application.

The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.

If you choose to include an optional attachment that will be uploaded to www.grants.gov for this Investment, please provide the following information in the text box below (500 Char. Max):

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

Please note the total number of attachments that will be submitted via grants.gov for this Investment (0-99):

(End of Investment #1.)

Investment #2

Investment Information - Investment #2

Investment Name: Implement the National Infrastructure Protection Plan

Investment Phase: Ongoing

Multi-Applicant Investment: No

I. Baseline - Investment #2

I.A. - Baseline - Previous HSGP Request Name and Funding

If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

FY06 Investment name: Critical Infrastructure Protection Strategy

FY06 HSGP funding: \$132,194

FY07 Investment name: Critical Infrastructure Protection Strategy

FY07 HSGP funding: \$316,717

I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

This investment will bring critical infrastructure (CI) protection to Alaska's local governments. Prior to this application, CI protection funding and programmatic activity was directed to local communities to aid in their support of major critical infrastructure sites. Our intent is to continue to build upon this foundation and support and enhance local communities' CI.

There is a profound lack of redundancy for the CI. The downstream affect of a loss of local CI can result in the loss of a strategic national asset. By adding some depth to the ring of protection we will increase the protection and resiliency of the CIs. Future planning efforts will center on supply chain analysis and effects based planning with emphasis in CI protection and protective measures at the tactical level brings Alaska to a more comprehensive solution.

This investment was chosen due to its critical nature to all levels of government and the enormous number of people impacted by the loss of Alaska's CI.

I.C. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)

Addressing local government CI directly supports the Capability Enhancement Plan. By developing buffer zones and

infrastructure protection within our cities we can create additional depth to protect US citizens. The State of Alaska provides local government technical assistance in threat analysis and planning through the use of the Security Vulnerability Assessment Team (SVA Team). The team provides a detailed and comprehensive analysis of the communities CI/KR and helps the community prioritize those CI/KR sites that would have the greatest impact or consequence of its loss. The team also helps communities develop a structured plan to increase security of the CI/KR and identifies equipment needed to accomplish the protection required. City planners also receive support from the State's team on best design practices for safety and security on new city projects.

Besides identify CI/KR throughout the State, another key component is cataloging and having the ability to share the CI/KR in a secure environment to relevant stakeholders. This enhances other investment justification of planning and the national priority collaboration. Utilizing existing federal mechanisms such as Homeland Security Information Network (HSIN) and Automated Critical Asset Management System (ACAMS) a stronger tie in is being developed between State and Federal partners. Partnering with Alaska DHS Protective Security Agent (PSA), the State of the Alaska through the SVA team is developing methodologies to better incorporate federal and state CI/KR inventories and efforts. This collaboration will result in better common operating picture during the planning stages and more importantly during a crisis event when CI/KR information is needed the most.

The current enhancement plan is still valid and this investment is building on the intent of the capability assessment from 2006.

II. Strategy - Investment #2

II.A. - Strategy - State Preparedness Report

Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)

The Critical Infrastructure Protection Investment Area has a direct correlation with National Priority #3: Implement the National Infrastructure Protection Plan (NIPP) of the State of Alaska Preparedness Report (SPR). In addition, this investment justification has a strong supporting role in National Priority #4: Strengthen Information Sharing and Collaboration Capabilities. The accomplishments, current capabilities, three-year targets, initiatives and resources stated in both documents are duplicative with very little variance. Therefore, the FY08 HSGP Critical Infrastructure Protection Initiative directly supports the State of Alaska Preparedness Report.

Done under a collaborative environment, this justification supports the information sharing and collaboration for preparedness and during operational periods. The Alaska Partnership for Infrastructure Protection is a joint State, Federal and Private organization that is formed to create planning and operational collaboration for the protection of critical infrastructure and key resources. Utilizing federal and state organized electronic data and knowledge management platforms such as WebEOC, HSIN, and ACAMS the State of Alaska DHS&EM has positioned itself to having the greatest catalog of critical information and key resources in Alaska. Further clarification can be found in the State Preparedness Report in the Implement the National Infrastructure Protection Plan Priority.

As stated in the Alaska SPR, activities in critical infrastructure and consequently implementing in the NIPP activities has not greatly changed from FY 2006 and 2007. For FY 08, the emphasis is to greater formalized the data and knowledge collection and cataloging under a shared environment. This includes uploading existing data and knowledge platforms mentioned in the previous paragraph. Further clarification can be found in the State Preparedness Report in the Implementing the NIPP, Regional Collaboration, and Strengthen Information Sharing and Collaboration Capabilities National Priorities.

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)

The Critical Infrastructure Protection justification ultimately supports all the 2008 Homeland Security Strategy objectives as the homeland security strategy was the foundation document for the State Preparedness Report, the 2006 and 2007 Capability and Enhancement Plans, and the Department of Military and Veterans Affairs 2008-2012 Strategic Plan.

The objectives from the State Homeland Security Strategy that are inherently planning processes support this investment are:

- 1) To reduce the vulnerability of critical infrastructure and key resources. DHS&EM formed a combined Security Vulnerability Assessment/Hazard Analysis (SVA/HA) Teams to perform all-hazard assessments SVA/HA Teams trained to perform community SVA/HA assessments SVA/HA Team members developed information and briefings on recommendations for "hardening" buildings and facilities that can be incorporated into architectural plans for new construction. Explicitly, this includes protection from IED attack deterrence, prevention, and protection capabilities at the community level.
- 2) Implement the DHS Buffer Zone Protection Plan. The catastrophic scenario for deterrence in this objective is the IED attack.
- 3) Develop a State strategy for the allocation of security forces to critical infrastructure sites when the threat level is increased or when an actual event occurs. This falls into the strengthening preparedness planning focus within the context of IED attack from a worse case scenario.
- 4) Develop a coordinated plan for restoration of public utilities and services. DHS&EM and APIP continue to support infrastructure working groups in the development of sector assurance plans. Complete draft plans for other sectors as well as economic drivers for Alaska within the context of strategic continuity management.

The redundancy observed in the State Homeland Security Strategy, DHS&EM 2008-2012 Strategic Plan, and the State Preparedness Report National Priorities was purposely done. Integrating the various investment justifications with the strategies allows planning deliverables and scope of work to meet multiple objectives. Moreover, all of the overlapping areas meet the doctrine of effects based planning and supply chain and consequent management emphasis. Continue to see incremental improvements from the FY 2006 and 2007 initiatives.

II.C. - Strategy - Target Capabilities

Select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability: Critical Infrastructure Protection

Primary Target Capability Narrative:

The primary target capability is to create new buffer zones around local government critical infrastructure by increasing building security technologies, architectural design of facilities and surrounding vegetation. Support will be provided by developing new systems and facility designs by creating a protective system for each area. Providing research on products listed on the authorized equipment list on the Responders Knowledge Base, to be utilized in protecting CI.

Secondary Target Capability 1: Community Preparedness and Participation
Secondary Target Capability 2: Critical Resource Logistics and Distribution
Secondary Target Capability 3: Planning
Secondary Target Capability 4: Risk Management

II.D. - Strategy - National Priorities

Select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority 1: Expanded Regional Collaboration
National Priority 2: Strengthen Communications Capabilities
National Priority 3: Strengthen Information Sharing and Collaboration Capabilities
National Priority 4: Strengthen Planning and Citizen Preparedness Capabilities

III. Implementation - Investment #2

III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning	\$225,000				\$225,000				\$225,000
Organization						\$150,000	\$100,000		\$250,000
Equipment	\$2,250,000				\$2,250,000	\$10,000	\$20,000		\$2,280,000
Training	\$125,000				\$125,000				\$125,000
Exercises	\$150,000				\$150,000				\$150,000
Total	\$2,750,000				\$2,750,000	\$160,000	\$120,000		\$3,030,000

Planning Summary: Planning includes activities supported by the State's Security Vulnerability Assessment Team and potential contract planning support to the State and local governments.

Organization Summary: No further organizational requirements necessary.

Equipment Summary: Purchase equipment to strengthen local government's critical infrastructure. Develop burms, buffer zones, detection systems, electronic key control and access, provide protective window film for blast protection, improve communications with radio systems, alternative power supplies for emergencies, battery backup for CI computer systems and more.

Training Summary: Training necessary for local jurisdictions on new security equipment, plans or procedures developed in concert with SVA assistance.

Exercises Summary: Exercise support for State and local exercises testing Critical Infrastructure Protection strategies and equipment.

Other Funding Source #1: State funding to support SVA activities within jurisdictions and agencies. Some equipment expenditures based on SVAs.

Other Funding Source #2: Local funding to support SVA activities within jurisdictions and agencies. Some equipment expenditures based on SVAs.

III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

Milestone 1 (06/01/2007 - 12/30/2009)

Introduce the State's Vulnerability Assessment team to local communities and develop rapport with local government. Create linkage between local government and the state's SVA team to research and obtain security equipment from the Responders Knowledge Base Authorized Equipment List. Assist communities with grant applications for CI protection equipment.

Milestone 2 (10/15/2007 - 02/01/2009)

Conduct Security Vulnerability Assessments for local Government infrastructure as requested through jurisdiction 07 HLS SubGrantee Application process.

Milestone 3 (01/15/2008 - 12/31/2009)

Provide planning assistance to local jurisdictions with development of security and threat plans.

Milestone 4 (11/15/2007 - 12/30/2010)

Assist local governments to obtain the materials required to develop buffer zones, install new detection, electronic access, back up systems and more for critical infrastructure.

III.C. - Project Management

Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)

The management team directly responsible for the implementation of this Investment is the State of Alaska, Department of Military and Veterans Affairs, Division of Homeland Security and Emergency Management (DHS&EM). The State Administrating Agency (SAA) will provide the overall administration of funding for this Investment. The SAA will provide administration of funding for the Investment through the Division Staff Support Section. This section will develop the State and local funding request application, convene a multi-agency application review panel to include SAA senior staff and technical staffs, coordinate membership from the senior Advisory Council, and provide award allocations to successful applicants. The Staff Support Section will manage funding execution and SAA senior staff will provide programmatic management for this investment. Division Sections will provide programmatic coordination with Staff Support.

III.D. - Investment Challenges

List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge 1:

Alaskan communities are spread across a vast area.

Probability: High **Impact:** Medium

Mitigation Strategy:

Pre-plan the SVA deployment strategy to target the most critical infrastructure in local governments throughout Alaska first.

Challenge 2:

Technical expertise in equipment for CI protection at the local level

Probability: Medium **Impact:** High

Mitigation Strategy:

Provide technical assistance to local government to purchase the correct equipment for the CI protection.

IV. Impact - Investment #2**IV.A. - Impact**

What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

CI and facilities will have increased protection, communication links will be established, and more communities will have developed redundancies to keep operating under austere conditions. Alaska will be less vulnerable not only to terrorist actions but also all hazard events that may occur to destroy or disrupt CI. New local government facilities will be constructed with security and safety in mind. Citizens will have more reliable critical infrastructure during times of hazardous events.

The balance of output and outcomes to indicate that this Investment Justification is successful are based on the quantity of security vulnerability assessments completed and the information and knowledge cataloged in the various electronic platforms. Vulnerability assessments which are primarily driven by Security Vulnerability assessments but do include other types of assessments such as community hazard analysis are quantified on an annual basis. Specifically, this is done through the FY HSGP grant process and is reported in various forms such as the BISR and the State Preparedness Report. The outcomes are outlined in the State Homeland Security Strategy as well as the Alaska DHS&EM Strategy.

Information and knowledge cataloging is ongoing. This strategic initiative with important operational elements such as HSIN, ACAMS, and WebEOC is predominantly outcome oriented. The cataloging of the information is output oriented. Distilled in the purest form, knowledge is output oriented while information is outcome oriented. The outcomes are outlined in the State Homeland Security Strategy as well as the Alaska DHS&EM Strategy.

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)

The long term approach is continuing to build out the ring of protection. Each subsequent ring will increase the security and resiliency of CI in Alaska. The initial phase of identifying CI for Alaska has been accomplished. The next step will be continuing to increase protection systems for Alaskan Local Government Critical Infrastructure.

Hindrance towards sustainability is the lack of coordinated data, information, and knowledge base that is captured once a vulnerability assessment is achieved. Starting from the Federal level and impacting the state and locals, the stove piping effect in classified information does not allow easy access to those in need of the critical infrastructure information.

V. Optional Attachments - Investment #2

V.A. - Optional Attachments

As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application MUST be submitted through www.grants.gov as separate files when submitting the final Investment Justification grant application.

The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.

If you choose to include an optional attachment that will be uploaded to www.grants.gov for this Investment, please provide the following information in the text box below (500 Char. Max):

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

Please note the total number of attachments that will be submitted via [grants.gov](http://www.grants.gov) for this Investment (0-99):

(End of Investment #2.)

Investment #3

Investment Information - Investment #3

Investment Name: Strengthen Interoperable and Operable Communications Capabilities
Investment Phase: Ongoing
Multi-Applicant Investment: No

I. Baseline - Investment #3

I.A. - Baseline - Previous HSGP Request Name and Funding

If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

FY06 Investment name: Build ALMR capacity

FY06 HSGP funding: \$5,333,668

FY07 Investment name: Enhance Statewide Communications Interoperability

FY07 HSGP funding: \$4,248,173

I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

This investment is a continuation of HSGP efforts to provide equipment, planning, training, and exercises to improve the communications operability and interoperability posture of Alaska's homeland security response community. This investment will be complimentary, but not duplicative, of Alaska's Public Safety Interoperable Communications Grant Program. Three key objectives in the Alaska Homeland Security Strategy for this investment are to analyze emergency alert/warning systems and interoperable communications and implement pertinent recommendations, continue the implementation of the Alaska Land Mobile Radio System, and create joint communications training and exercise program.

I.C. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)

This investment area is a continuation of Alaska's priority addressing the national priority of Strengthening Communications Capabilities. Alaska has invested approximately \$25,000,000 in HSGP projects for interoperable communications since 2004. During that time the focus was capital investments and subscriber/equipment acquisition and deployment. Additionally, these investments focused in individual system development, including the Alaska Land Mobile Radio System, the Anchorage Wide Area Radio Network, and individual jurisdiction and agency improvements. There was limited emphasis placed on planning, training, and exercises, and there was no statewide strategic

interoperable communications plan, or “plan of plans” guiding investments. Prior to this application Alaska has developed a truly statewide plan and governance structure to identify gaps in statewide operability and interoperability. Alaska’s Statewide Communications Interoperability Plan (SCIP) was completed and submitted to the Departments of Homeland Security and Commerce for review and approval and December of 2007. In addition to the SCIP Alaska has developed six Tactical Interoperable Communications Plans (TICPs). Unlike most states, Alaska’s TICPs address regional interoperability. These plans must be sustained and maintained throughout the performance period of this grant. In order to maximize the flexibility of the PSIC program that grant places a greater focus on addressing the needs of Alaska’s “un-served” and “under-served” communities. The focus is to address non-governmental, volunteer, and remote communities that are not designated as one of Alaska’s 31 homeland security jurisdictions. While the PSIC program will target those communities, the HSGP will continue to sustain investments made in previous years. An emphasis on both grant programs will be to update community-by-community communications assessment data in order to ensure investments in this area align with national priorities and the Alaska Homeland Security Strategy. In addition to interoperable communications this investment will focus on elevating the State’s capability to provide timely and concise emergency information and alerts and warnings to the public, governmental homeland security responders, and private sector stakeholders.

II. Strategy - Investment #3

II.A. - Strategy - State Preparedness Report

Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)

The initiatives documented in the State Preparedness Report were derived from the Alaska Statewide Communications Interoperability Plan. They are listed below:

Communications Capability:

The prioritized initiatives identified in Alaska’s SCIP are:

1. Communications Assessment
2. Remote/Underserved Community Communications
3. Long-Term Sustainment Funding
4. Legacy System Support
5. Transportable Gateway Acquisition
6. Hub Community Interoperable Asset Acquisition
7. LMR Radio Equipment Acquisition
8. Statewide Initiative Awareness and Information Dissemination
9. Interoperable Communications Training and Exercises
10. Stakeholder Partnerships
11. LMR, Maritime, and Air Communications Connectivity
12. System Migration Mechanisms
13. SOP Development
14. Interoperable Communications Coordinator Staffing
15. Port, Transit, and Transportation Communication
16. Private Sector Agreements
17. Mutual Aid Partner Concept of Operations
18. Technology Standards Development
19. Statewide Data Assessment
20. Communications with Neighboring Countries

Detailed information on these initiatives can be found in the Alaska SCIP and Alaska’s PSIC investment justifications.

Emergency Public Information and Warning Capability:

1. Develop and implement Alaska Joint Information System Concept of Operations for All-hazards
2. Identify locations for the establishment of Joint Information Centers.
3. Conduct Basic and Advanced Public Information Officer Training
4. Rewrite the Alaska Emergency Alert System Plan
5. Complete Local Emergency Alert System Plans for Alaska’s 21 EAS operational areas.
6. Acquire and deploy next generation EAS activation and dissemination equipment
7. Develop a comprehensive training and exercise program for EAS system activation points and broadcast and cable

systems

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)

This investment aligns directly with goal number 1 in the Alaska Homeland Security Strategy. As stated in that document the goal is to enhance interoperable communications within Alaska. The first objective is to analyze the emergency alert systems and interoperable communications throughout Alaska and to implement pertinent communications. As stated above a priority in this area is to upgrade and modernize Alaska's Emergency Alert System plans and equipment. This includes re-writes and updates to statewide alert and warning plans for the Tsunami Warning System, Alaska Amber Alert System, and the Emergency Alert System. In addition to statewide plans this investment will support updates or creation of 21 local EAS plans. A major piece of this planning effort will include designing architecture to replace and enhance legacy alert and warning technology and equipment. As Alaska plans for the migration to next-generation alert and warning technology and emphasis will be placed on integrating training and exercises into the overall system. Through this objective Alaska's goal is to provide adequate equipment, training, and exercises to increase dissemination of emergency information and decrease the time it takes to provide adequate alerts and warnings. The second objective under this goal is to continue implementation and expansion of the Alaska Land Mobile Radio System.

II.C. - Strategy - Target Capabilities

Select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability: Communications

Primary Target Capability Narrative:

This investment provides funding for jurisdiction communications interoperability equipment, planning, training, and exercises. All projects funded through this investment directly support the common capability to provide for a continuous flow of information between multi-agency, multi-jurisdictional, and multi-discipline emergency responders.

Secondary Target Capability 1: On-Site Incident Management
Secondary Target Capability 2: Community Preparedness and Participation
Secondary Target Capability 3: Emergency Public Information and Warning
Secondary Target Capability 4: Intelligence and Information Sharing and Dissemination

II.D. - Strategy - National Priorities

Select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority 1: Expanded Regional Collaboration
National Priority 2: Implement the NIMS and NRP
National Priority 3: Strengthen Communications Capabilities
National Priority 4: Strengthen Information Sharing and Collaboration Capabilities

III. Implementation - Investment #3

III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning	\$150,000				\$150,000	\$750,000			\$900,000
Organization									
Equipment	\$8,250,000				\$8,250,000	\$5,297,835	\$1,025,069		\$14,572,904
Training	\$275,000				\$275,000	\$900,000			\$1,175,000
Exercises	\$175,000				\$175,000	\$85,000			\$260,000
Total	\$8,850,000				\$8,850,000	\$7,032,835	\$1,025,069		\$16,907,904

Planning Summary: Planning efforts will include a complimentary effort (along with PSIC) to continue to develop, refine, and publish regional Tactical Interoperable Communications Plans and agency communications Standard Operating Procedures. In addition projects will include continued development of Alaska’s Joint Information System Plan and assessment and revision of state and local Emergency Alert System plans.

Equipment Summary: Equipment purchases will focus on P-25 compliant VHF and VHF-trunked equipment for the majority of jurisdictions, and for 700 MHz equipment in SouthCentral Alaska. Equipment will include subscriber equipment, Infrastructure (repeaters, towers, etc), and hardware and software-defined radio gateway equipment. This investment also focuses on state and local public alert and warning infrastructure including siren systems, cellular and SMS equipment, and Digital Emergency Alert System Equipment.

Training Summary: Training efforts will be focused on vendor-specific hardware and software training as well as continued NIMS/ICS training, including ICS 100-400 courses, Communications Unit Leader and Public Information Officer courses, and communications interoperability courses. These efforts will be coordinated through the Alaska Strategic Interoperable Communications Training and Exercise Plan (SICTEP) being developed through the PSIC grant.

Exercises Summary: Both competitive and “state-managed” exercise projects to validate policies, procedures, and equipment usage. Exercises funded through this program will require the submission of HSEEP AAR/IPs in order to identify gaps in interoperable communications. This area will also be coordinated through the SICTEP.

Other Funding Source #1: PSIC - currently in application process. Anticipated funding levels for interoperable communications reflects PSIC requirements.

Other Funding Source #2: State match requirements for PSIC funding

III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

Milestone 1 (06/01/2008 - 09/01/2008)

Issue sub-recipient grant application guidance and toolkit. 60 day application period. Complete SAA internal review and multi-discipline, multi-jurisdiction external review process. SAA awards made.

Milestone 2 (10/01/2008 - 12/01/2008)

Jurisdictions begin equipment procurement activities.

Milestone 3 (11/01/2008 - 12/31/2008)

Strategic Interoperable Communications Training and Exercise Plan completed. Interoperable communications and NIMS/ICS training begins. Jurisdiction, regional, and statewide communications exercises scheduled.

Milestone 4 (12/01/2008 - 04/30/2009)

Alaska Joint Information System plan completed. JIS/JIC exercises conducted to validate JIS/JIC plans. Plans and procedures revised through AAR/IP process.

III.C. - Project Management

Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)

Statewide Interoperability is managed through the Alaska Statewide Interoperable Communications Plan (SCIP). The SCIP is managed by the Alaska State Emergency Response Commission Interoperable Communications Committee. This committee is responsible for overseeing each of the 20 strategic initiatives listed in the SCIP. The SERC Interoperable Communications Committee is comprised of rural and urban public safety officials and communications experts. This committee will coordinate efforts with the Alaska Land Mobile Radio System (ALMRS) Executive Council and Users Council. The ALMRS governance structure is comprised of local, state, and federal agencies participating in the ALMRS. Additionally the SERC Interoperable Communications committee will coordinate with the Alaska Region 2 Regional Advisory Committee (700 MHz), and officials from the Anchorage Wide Area Radio Network. All emergency public information and warning efforts will be governed by the State of Alaska Emergency Communications Committee, in coordination with the National Tsunami Hazard Mitigation Program Warning Coordination Subcommittee, the DHS Office of Emergency Communications, the Alaska Amber Alert advisory committee, and the Alaska Broadcasters Association.

The Homeland Security Grant Program is overseen by the Alaska Division of Homeland Security and Emergency Management in its role as the State Administrative Agency. This grant program along with other homeland security, emergency preparedness, and public health preparedness grants are reviewed by Alaska's Senior Advisory Committee to ensure efforts are coordinated and not duplicative.

III.D. - Investment Challenges

List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge 1:

Competing priorities for interoperable communications equipment from PSIC and HSGP grant recipients

Probability: High **Impact:** High

Mitigation Strategy:

Sub-grantees will be required to demonstrate how equipment projects are ready to go upon approval and award of projects. The SAA will assist jurisdictions with difficulties making timely procurements, and will de-obligate and reallocate funding prior to the end of the performance period.

Challenge 2:

Technical capabilities at the local level may not be adequate to for proper technology investments

Probability: High **Impact:** Medium

Mitigation Strategy:

Technical staff within the SAA, SERC Interoperable Communications Committee, Region 2 RAC, ALMRS Council, and State of Alaska Enterprise Technology Services will provide technical expertise to ensure procurements are technically

and economically appropriate.

Challenge 3:

Uncoordinated efforts between HSGP and non-HSGP jurisdictions

Probability: Medium

Impact: Medium

Mitigation Strategy:

The SERC Interoperable Communications Committee will ensure projects under this investment are coordinated with the Alaska SCIP and the Alaska Homeland Security Strategy.

IV. Impact - Investment #3

IV.A. - Impact

What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

Outputs and outcomes from this investment will be measured against the strategic initiatives, goals, and objectives outlined in the Alaska SCIP and the Alaska Homeland Security Strategy.

In conjunction with the Public Safety Interoperable Communications grant program this investment will be successful if a maximum of eligible grant sub-recipients migrate from wideband, legacy two-way radio and data systems to narrowband, P-25 compliant technology.

Success will also be measured by a reduction in the number of after action items and improvement plan actions recorded through the Homeland Security Exercise and Evaluation Program.

For Emergency Public Information and Warning Capability success will be measured by the completion of 21 Local Operational Area EAS plans and a rewrite of the State of Alaska Emergency Alert System plan to conform to FEMA and FCC policies.

Additionally the completion of the Alaska Joint Information System plan and concept of operations, including the identification of Joint Information Center locations, will indicate that this investment is successful.

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)

Continued funding through the Alaska Capital and Operating budget will sustain a majority of the projects developed through this investment.

The Alaska Land Mobile Radio System is in the process of defining a cost-share methodology and cost-share agreements to maintain the shared infrastructure portions of that system. ALMR subscriber equipment maintenance will be sustained by each member agency or jurisdiction.

Initial capital investments in the infrastructure necessary for a next generation integrated public alert and warning system will be the major hurdle in this investment. Once projects are approved and awarded, ongoing maintenance and operations of the systems associated with these projects will be the responsibility of member agencies and jurisdictions.

The Alaska Statewide Communications Interoperability Plan and its governance structure will continue to identify long-term sustainment funding mechanisms.

V. Optional Attachments - Investment #3

V.A. - Optional Attachments

As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application **MUST** be submitted through www.grants.gov as separate files when submitting the final Investment Justification grant application.

The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.

If you choose to include an optional attachment that will be uploaded to www.grants.gov for this Investment, please provide the following information in the text box below (500 Char. Max):

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

Please note the total number of attachments that will be submitted via grants.gov for this Investment (0-99):

(End of Investment #3.)

Investment #4

Investment Information - Investment #4

Investment Name: Strengthen CBRNE Detection, Response, and Decontamination Capabilities

Investment Phase: Ongoing

Multi-Applicant Investment: No

I. Baseline - Investment #4

I.A. - Baseline - Previous HSGP Request Name and Funding

If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

FY06 Investment name: Increase CBRNE Detection Capability

FY06 HSGP funding: \$880,828

FY07 Investment name: CBRNE Prevention, Detection, and Response Capabilities

FY07 HSGP funding: \$426,876

I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

Alaska's CBRNE Investment increases preparedness through awareness, vulnerability assessments, planning, procurement, joint training and exercising, and credentialing. This layered strategy increases Alaska's capacity to deter, prevent, detect, protect against, and respond to explosive attacks and other threats. CBRNE activities articulated in Alaska's guiding documents support IED attack deterrence, prevention, and protection capabilities, since terrorists may employ CBRNE material to accomplish their goals.

Using an all-hazards approach, EOD, WMD, and Law Enforcement entities will develop and maintain qualified, trained, and exercised personnel with necessary equipment. Activities will increase IED awareness and reduce critical infrastructure/key resource (CIKR) and soft target explosive attack vulnerabilities. Multi-jurisdiction planning groups will coordinate planning for steady-state and threat-initiated environments.

I.C. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)

Alaskans continue this investment to protect, defend, deter, and prevent terrorist and all-hazard catastrophic events at key critical populous, economic, aviation, maritime, and industrial sites. Three EOD teams and four HazMat Level-A Teams deploy statewide in response to terrorist or all-hazard catastrophic events and cover 586,400 square miles and multiple points of entry via highway, airports, and maritime ports. A fourth Southeast HazMat Team encompassing

Ketchikan and Juneau -- key aviation and maritime assets – will credential and strengthen overall CBRNE response capabilities.

The Kodiak HazMat Team is the entry team for regional WMD incidents. The Central Mat-Su Fire Department is not ready to assume a Level A capability; they set up and support the Anchorage HazMat Team and the 103rd CST and mass decontamination operations. Continued training and support will continue to expand their capabilities.

Recent activities include NIMS and NRF, specialized Urban Search and Rescue, Special Weapons and Tactics (SWAT), WMD Sampling, and CBRNE first responders and dispatcher training for terrorist or WMD incidents; and a terrorist ammonia release exercise. Purchased equipment has supported search and rescue efforts.

Fairbanks Memorial Hospital's hospital addition has 30 staff trained for mass decontamination operations; the HazMat Team provides the mass decon trailer. Juneau Hospital and Kodiak also have a decontamination team and trailer. The Statewide HazMat Response Work Group (SHRWG) will identify and address mobile decon unit support and training needs.

Recent Level A and B HazMat response capability assessments show most Alaskan communities lack offensive HazMat response capability. Current objectives address at-risk communities and provide training and knowledge to prevent and respond defensively to an extreme hazardous substance (EHS) release or other CBRNE, WMD, or EOD events. The SHRWG and the Public Health Lab will actively engage local law enforcement and State Troopers in WMD sampling protocols.

The 2003 Statewide Homeland Security assessment identified the need for comprehensive risk, capabilities, and needs assessments for local jurisdictions and State agencies. It led to updated strategy, evolving beyond terrorism, for a range of other threats and hazards founded on a systems- and capabilities-based planning approach. This Investment will incorporate required IED related capabilities while retaining an all-hazards approach.

II. Strategy - Investment #4

II.A. - Strategy - State Preparedness Report

Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)

Alaska's State Preparedness Report initiatives support chemical, biological, radiological, nuclear, explosive, weapons of mass destruction (WMD)/hazardous materials, and explosive ordinance disposal (EOD) prevention, response, and decontamination capabilities statewide. Local, tribal, and State agencies, non-profit entities, and the federal government provide multi-agency coordination to protect, defend, deter, and prevent terrorist and other all-hazard catastrophic events at identified key critical populous, economic, aviation, maritime, and industrial sites. These SPR initiatives encompass those articulated here for HSGP.

Initiatives:

Develop three-year training and exercise plan to systematically address and improve response capabilities.(Page 102)
Training and exercising are foundational components of CBRNE capabilities. The SPR articulates specific strategies for effective training and exercising that simultaneously increase regional collaboration and capacity. Team training and exercises will rotate with the objective of a cohesive and comprehensive response to a terrorist, or all-hazard catastrophic event. Training in each jurisdiction through regional coordination will equip each Hazmat teams to effectively respond to the variety of aviation, maritime, and industrial, and terrorist challenges encountered in different regions throughout the state. Cross-regional strategies will also help identify, leverage, articulate, and define access to the larger municipalities' resources in order to provide mutual aid assistance in CBRNE, WMD, EOD, IED, or other catastrophic events.

CBRNE Detection and Explosive Device Response Operations Capabilities:(page 103)

SPR initiatives maintain current capabilities and responsibilities articulated in associated plans. HSGP goals support maintenance activities while expanding capabilities through additional HazMat teams; additional training and exercising in IED response; and inclusion of law enforcement in key activities, training, and exercises.

WMD/Hazardous Materials Response and Decontamination Capability:(Page 103)

The SPR identifies the need to increase WMD sampling protocols and provide more HazMat sampling kits. Increase teams trained on chemical/biological sampling protocols to 70%. This investment also identifies and supports this initiative.

Expand the southeast regional response team in cooperation with the existing Level A Hazmat Team in Ketchikan. Both SPR and HSGP identify the addition and ongoing credentialing activities for a Southeast HazMat team.

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)

The State of Alaska's overarching CBRNE goal parallels the sixth National Priority. The goals, objectives, and steps to strengthen CBRNE Detection, Response and Decontamination capabilities Statewide in Alaska's Homeland Security Strategy should also be considered goals of this investment. Those goals are supplemented by the IED and Law Enforcement emphases of this year's Homeland Security Grant Program.

Goal: Strengthen CBRNE (Chemical, Biological, Radiological, Nuclear, and Explosive) Detection, Response and Decontamination capabilities Statewide.(Pages 19-20)

Objective: Identify CBRNE detection, response, and decontamination capabilities within the State.

Steps: Analyze existing CBRNE equipment and capabilities.

Determine the need for additional CBRNE equipment capabilities.

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.

This initiative encompasses all steps of this key goal and associated objectives through assessment activities.

Objective: Increase the capability of response and decontamination of CBRNE events throughout the State.

Steps: Further develop the newest HazMat team in southeast Alaska.

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

Facilitate advanced HazMat training for Level A teams.

Provide inter-region HazMat team exercises.

This initiative encompasses all steps of this key goal and associated objectives through assessment, training and exercise accomplished through regional and cross-regional events.

Objective: Increase the capability CBRNE material detection.

Steps: Assist detection 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.

This initiative encompasses objectives through assessment, training and exercise accomplished through regional and cross regional events.

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

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

Conduct training appropriate to the CBRNE needs of the communities.

This initiative encompasses objectives through assessment and training accomplished through regional events identified within each community/region.

Statewide Homeland Security Strategy goals and objectives outside the specific CBRNE goal also relate to overall CBRNE preparedness. This initiative supports these outputs and outcomes through assessment, training, exercise, and cross regional collaboration. Related goals and objectives include: Increase State and local participation with the Joint Terrorism Task Force (JTTF).(Page 11)

Strengthen the role of the State Emergency Response Commission (SERC) in developing and recommending plans and policies.(Page 13)

Develop exercise scenarios to provide for participation with Citizen Corps Councils for prevention, response, and recovery. (Page 13)

Convene open house meetings and town hall meetings in key population centers in the State to provide outreach and collaboration on security and emergency issues.(Page 14)

Provide technical assistance in developing mutual aid agreements between State and local entities to ensure an all-hazards approach.(Page 14)

Perform a [MMRS-related] threat analysis to determine the most likely threat for region.(Page 18)

In partnership with Alaskan Command, continue to strengthen and extend the reach and influence of the Alaska Partnership for Infrastructure Protection. (Page 22)

II.C. - Strategy - Target Capabilities

Select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability: CBRNE Detection

Primary Target Capability Narrative:

Alaska's CBRNE Investment increases preparedness through awareness, vulnerability assessments, planning, procurement, joint training and exercising, and credentialing. This layered strategy increases capabilities to deter, prevent, detect, protect against, and respond to explosive attacks and other threats. CBRNE activities in Alaska's guiding documents support IED attack deterrence, prevention, and protection capabilities, since terrorists may employ CBRNE material to accomplish their goals.

Secondary Target Capability 1: Responder Safety and Health

Secondary Target Capability 2: Explosive Device Response Operations

Secondary Target Capability 3: WMD and Hazardous Materials Response and Decontamination

II.D. - Strategy - National Priorities

Select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority 1: Expanded Regional Collaboration

National Priority 2: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

National Priority 3: Strengthen Information Sharing and Collaboration Capabilities

National Priority 4: Strengthen Planning and Citizen Preparedness Capabilities

III. Implementation - Investment #4

III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning	\$325,000				\$325,000				\$325,000
Organization									
Equipment	\$3,000,000				\$3,000,000				\$3,000,000
Training	\$175,000				\$175,000				\$175,000
Exercises	\$350,000				\$350,000				\$350,000
Total	\$3,850,000				\$3,850,000				\$3,850,000

Planning Summary: Planning at state, regional, and local levels necessary to assess, prioritize, and implement equipment, training, exercising, and credentialing activities.

Organization Summary: Funds not used in this category.

Equipment Summary: Purchase and upgrades of equipment to support the new Southeast and existing HazMat teams as determined in the planning process. Purchases are anticipated to include first responder personal protection equipment (PPE), rad/nuc preventative detection equipment, and other identified State and local equipment to enhance prevention, detection, and response capabilities, particularly with regard to IEDs.

Training Summary: Training necessary for statewide first responders, law enforcement, and Haz-Mat Team members, including credentialing of newest HazMat team and inclusion of IED detection. Additionally, training provided to appropriate audiences on necessary detection, prevention and response actions.

Exercises Summary: Exercises will test and improve CBRNE capabilities and emphasize new IED priorities. Exercises funded through this program will require the submission of HSEEP AAR/IPs in order to identify gaps in CBRNE preparedness.

III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

Milestone 1 (10/01/2008 - 06/01/2010)

Coordinate with local, State, and federal partners to identify initial layer of detection needed at critical aviation and maritime locations, incorporating IED capabilities.

Milestone 2 (10/01/2008 - 06/01/2010)

Coordinate with the federal Department of Nuclear Detection office (DNDO) to develop a system to implement security interests affecting general aviation and maritime security concerns in Alaska.

Milestone 3 (10/01/2008 - 06/01/2010)

Identify eligible training events for statewide HazMat working groups and local first responders, including IED deterrence.

Milestone 4 (10/01/2008 - 06/01/2010)

Identify exercise events for the statewide HazMat working groups and local first responders.

Milestone 5 (10/01/2008 - 06/01/2010)

Implement the identified training and exercise courses for key first responders.

Milestone 6 (10/01/2008 - 06/01/2010)

Organize annual Training and Exercise Plan workshops with State, local, federal, tribal, private, and non-profit partners.

Milestone 7 (10/01/2008 - 06/01/2010)

Schedule Technical Assistance offerings through DNDO in cooperation with the Department of Energy, the Department of Defense, the State Department, the Federal Bureau of Investigations (FBI), State, local, and tribal governments, non-profit national associations, and the private sector.

Milestone 8 (10/01/2008 - 06/01/2010)

Coordinate with three identified aviation locations key to the protection of State and national interests.

Milestone 9 (10/01/2008 - 06/01/2010)

Coordinate with two identified maritime ports key to the protection of State and national interests.

Milestone 10 (10/01/2008 - 06/01/2010)

Purchase first responder personal protection equipment (PPE), rad/nuc preventative detection equipment, and other identified State and local equipment to enhance prevention, detection, and response capabilities.

III.C. - Project Management

Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)

The Division of Homeland Security and Emergency Management (DHS&EM) is the primary manager of this investment. The Division team middle and senior managers have over 70 years of combined experience in emergency management. Their skill sets include project and financial management, all response disciplines, preparedness, teaching, and exercising. The State Administrating Agency will provide overall funding administration for this investment through the DHS&EM Grants Support Section. Various DHS&EM Sections will provide or ensure programmatic and subject matter expertise specifically required for the CBRNE Investment.

The DHS&EM Grants Section will provide direct supports for grants administration. Eligible local jurisdictions across all State can submit a request and compete for available funds. The Grants Section will prepare and disseminate the local funding request application; convene a multi-agency application review panel, including SAA senior staff and technical staff, and coordinate grant review membership from Alaska's Senior Advisory Council; and distribute awards to successful applicants. The Grants Section will continue to manage funding execution throughout the life of the grant. SAA senior staff will provide programmatic management for the CBRNE investment.

The CBRNE Investment requires substantial subject matter expertise, multi-jurisdictional and multi-agency input and collaboration. DHS&EM will provide the project administration, support, and financial distributions needed to support programmatic elements. DHS&EM will facilitate agency involvement, track progress toward milestones, and proactively and collaboratively address investment challenges throughout the grant period.

Key agency participants and technical support specialists include:

The Statewide HazMat Response Work Group is comprised of representatives from the Department of Environmental Conservation, EPA, and hazmat team leaders from Fairbanks and Anchorage. This governing body develops Hazmat policy on statewide training, exercises, and recommended Personal Protection Equipment. The Southeast Hazmat Response Work Group consists of representatives from DEC, the Coast Guard, and local Southeast fire departments. The work group will oversee the new and actively credentialing Southeast Hazmat Group.

Alaska's three Explosive Ordnance Disposal (EOD) teams provide technical and subject matter expertise on EOD needs and capabilities. EOD teams attend quarterly HazMat Work Group meetings in addition to their own meetings.

The 103rd WMD Civil Support Team (CST) at Fort Richardson provides CBRNE expertise and facilitates military support to local first responders in situations involving CBRNE/WMD.

The State Emergency Response Commission addresses hazardous materials issues and all other hazards and threats that might create an emergency situation in Alaskan communities. The SERC establishes Local Emergency Planning Districts within Alaska and manages the State's Local Emergency Planning Committees.

The Anti-Terrorism Advisory Council of Alaska (ATACA) is an interagency group providing integrated, situational awareness and operational information, enabling coordinated local, tribal, State, and federal actions to prevent or mitigate threats and hazards with potential statewide impact. The Executive Committee, chaired jointly by the U.S. Attorney and the Alaska Adjutant General, coordinates the joint strategy for military, civilian, State, and local organizations.

The Joint Coordination Group serves the ATACA Executive Committee as its operational planning and executive arm. The Joint Coordination Group is innovative, multi-jurisdictional, and provides operational plans to prepare, prevent, and mitigate threats.

The State's Security and Vulnerability Assessment Team is a multi-discipline team that assesses and provides recommendations for protection of Critical Infrastructure and Key Resources. This team assists governmental and private sector Critical Infrastructure owners.

The District 17 Response Advisory Team provides support during oil spills and HAZMAT releases in the 17th District. The DRAT maintains pre-positioned spill response equipment sites across the state and coordinates and participates in oil and HAZMAT drills to maintain readiness.

An advisory board, the Alaska Regional Response Team provides federal, state, and local governmental agencies with means to participate in response to pollution incidents.

Program management includes local jurisdictions' participation and collaboration in the inter-agency process.

III.D. - Investment Challenges

List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge 1:

Credentialing, training, maintaining, and exercising EOD, WMD, and Hazmat first responders.

Probability: High **Impact:** High

Mitigation Strategy:

Fund travel, overtime, and backfill for participants. Work with all involved entities to maximize attendance. Encourage cross-regional training and exercising. Interject IED, WMD, EOD, and Hazmat elements into local, regional, and statewide exercises.

Challenge 2:

Responder Safety

Probability: High **Impact:** High

Mitigation Strategy:

PPE and associated current training and exercising for prevention, detection, response, and decontamination.

Challenge 3:

Developing response capabilities for multiple agencies and locals with cooperative agreements.

Probability: High **Impact:** Low

Mitigation Strategy:

Providing state-level point of contact, oversight, and supports for the multiple entities contributing to CBRNE preparedness activities.

IV. Impact - Investment #4**IV.A. - Impact**

What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

Homeland security and emergency management are dynamic processes that reflect current events, staffing and funding levels, federal guidelines, and community needs. DHS&EM is committed to developing and implementing an integrated interagency emergency management system, and is proactive in adapting to the changing dynamics to effectively prepare for, respond to, and recover from disasters, or terrorist events. Success will be indicated by integration of local, regional, state, and federal resources, outputs, and outcomes; statewide plans that articulate and support common goals, objectives, and the means to achieve them; use of best practices; and an Alaska that is more "Prepared and Secure."

The national assets contained in the State of Alaska have an importance that cannot be ignored. Critical infrastructure vitally important to the economic health and stability of the State needs the attention of this investment. With 25% of the nation's oil flowing through one pipeline, critical infrastructure has a direct impact not only on the State, but also on national security. 90% of supplies to Alaskan citizens enter the State from one central port. Prevention, response, and recovery from a terrorist, or disaster event, can have far reaching consequences to locals, the State, and our nation.

A professional response to terrorist and all hazards events is the ultimate goal. Training and exercising together, understanding the various environmental challenges, and credentialing enable first responders funded through this investment to have a common response to events. This approach is consistent with the NIMS, ICS, and NRP models. Communities who have chosen to have preventative, detection, response, and recovery capabilities have significant difficulties in maintaining qualified, trained, and exercised personnel, as well as appropriate PPE. Funding to this investment has significant impact on the local communities as well as the entire State. These teams already work together and attempt to leverage scarce resources. The mechanisms are in place to compound effective use of any resources to support measures, therefore the impact can be measured by the "architecture of deterrence," keeping an adversary locked in planning.

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)

The long-term approach to sustain the capabilities of this investment is to improve readiness. The capabilities developed by this Investment will be maintained and sustained long term by on-going jurisdiction and multi-agency response, detection, prevention, collaboration, and through the use of mutual aid agreements, and legal understandings. These coordinated processes allow Alaskans to maintain, deter, respond to, and prepare for, terrorist and all hazards events. It is critical for the protection of lives and property, in the remote and northern most geographically challenged and inaccessible State in the nation. Citizens, local, state, tribal, private, and non-profit entities continue to coordinate plans and implement preventative measures to protect the national and global interests of State resources.

Communities' field CBRNE and EOD teams generally provide local funding for maintenance of their equipment, travel, overtime and backfill costs supporting the needs of the team. This investment enhances that support, capability, activities, and needs.

The State will coordinate and share information with local jurisdictions, tribal governments, industry and non-profit entities, to facilitate a preparedness response to events that could cripple the economy, as well as cause other statewide consequences, affecting State and national security interests.

The State Emergency Response Commission and Local Emergency Planning Committee; the Senior Advisory Committee; and an interagency review committee consisting of members from multiple disciplines around the State play key roles in shaping statewide investments, goals, and objectives.

Current response capability will be expanded through the training and credentialing of an additional team.

V. Optional Attachments - Investment #4

V.A. - Optional Attachments

As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application **MUST** be submitted through www.grants.gov as separate files when submitting the final Investment Justification grant application.

The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.

If you choose to include an optional attachment that will be uploaded to www.grants.gov for this Investment, please provide the following information in the text box below (500 Char. Max):

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

Please note the total number of attachments that will be submitted via grants.gov for this Investment (0-99):

(End of Investment #4.)

Investment #5

Investment Information - Investment #5

Investment Name: Strengthen Medical Surge and Mass Prophylaxis Capabilities
Investment Phase: Ongoing
Multi-Applicant Investment: No

I. Baseline - Investment #5

I.A. - Baseline - Previous HSGP Request Name and Funding

If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

FY06 Investment name: Metropolitan Medical Response System

FY06 HSGP funding: \$1,080,862

FY07 Investment name: Metropolitan Medical response System

FY07 HSGP funding: \$796,543

I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

Our Southeast MMRS has purchased and received portable hospital shelters and have been distributed to Southeast MMRS supported communities. The next step is to provide necessary planning to obtain the shelter's support equipment package. Anchorage MMRS has received computers and associated equipment for Fire Department Ambulances that respond to everyday emergencies in the Municipality of Anchorage. The Anchorage MMRS is now developing a patient tracking system using the latest technology to track patients from the time they enter the ambulance through hospital discharge. The State is requesting consideration of adding the City of Fairbanks in future MMRS appropriations as an additional MMRS site. Our reasoning is based on the vast distant between the other two MMRS communities to Fairbanks. Fairbanks provides assistance to our northern hub communities with approximately 1100 miles separating the communities a distance equal to one third of the way across the continental United States.

I.C. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)

Train and exercise for mass casualty and alternate-care site operations throughout the state, coordinating with emergency management and partner agencies. The largest training and exercise event was the statewide, full scale exercise (Alaska Shield 2007) conducted as part of the national Ardent Sentry Exercise.

Develop medical surge and alternate care site operation plans in rural and urban communities. Medical Surge capabilities will be strengthened through exercising mass casualty and alternate-care sites providing insight on how to provide this capability in the State. These actions will help protect our state/national infrastructure by supporting key personnel and their medical requirements during time of emergency. Surge planning can be obtained through funds and professional guidance. Alaska Native Tribal Health Consortium (ANTHC), Alaska State Hospital Nursing Home Association (ASHNHA) and the Division of Public Health (DPH) could collaborate in developing the structure to provide Surge Planning to rural communities. ANTHC, ASHNHA, and DPH have provided guidance in writing emergency plans and exercising these plans. Surge planning can be a critical addition to the complete planning process.

Increase pharmaceutical stockpiles statewide and increase surge-staffing capabilities in rural communities. Collaborate on a medical surge Capability Review, examining adequacy of plans with consideration of set-up rate and throughput. Plans will identify current and future resource requirements and expansion of Medical Surge capability statewide. This will involve providing supplemental providers and volunteers with better access to training and exercises. Legal issues will also be addressed. The review will cover such priority needs as training and exercising existing plans in many other communities to identify community-specific needs and issues; additional resources and funding are required to create and maintain appropriate medical stockpiles; additional staff funding needed to maintain a database of available medical personnel; funding required for training and exercising volunteer medical personnel; developing Public Information Officer technology for rural communities; addressing standards of care to meet the demand of mass casualties; legal questions associated with the potential lowering of standards; and public information and medical liability of medical surge planning.

II. Strategy - Investment #5

II.A. - Strategy - State Preparedness Report

Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)

State Preparedness Report page 105 and 106, The Municipality of Anchorage (the only local jurisdiction in Alaska with a Health Department and Public Health capabilities) has conducted four mass dispensing exercises during the past year including incorporating mass dispensing as a component of a large scale mass casualty exercise. 'Lessons learned' from previous exercises have been incorporated into the Municipality's Mass Dispensing Plan and volunteer recruitment/information and 'just-in-time' training plans are well established. PODs and mobile units have been tested with MOUs drafted with the local school district and a vulnerable population registry initiated in partnership with local Fire/EMS and area hospitals. The municipality is also working with large area business and 'box stores' to identify needs and resources to support closed PODs. The Municipality maintains strong communication links with the State of Alaska (Public Health and State Emergency Coordination Center). Alaska Anchorage has utilized its Emergency Operations Center to coordinate public health drills and coordinating emergency response to real time events. Neighborhood AWARE (CERT) programs have been established and Anchorage is home to a mobile medical response unit. A full-time SNS/CRI Coordinator has been hired; a DRAFT SNS/CRI plan has been significantly enhanced and revised to meet CRI Program evaluation criteria and program standards. Building on the success and lessons learned in prior years, between October 16th and November 14th 2007, nine mass dispensing exercises were conducted in communities across the State: Valdez, Delta Junction, Anchorage, Kodiak, Nome, Bethel, Fairbanks, Pelican, and Sand Point. Operations included multi-POD, open POD, closed POD (targeted populations), and drive through. Page 109, The Metropolitan Medical Response System: The Southeast MMRS purchased six emergency medical shelters, distributed the shelters to hub communities in the southeast providing additional surge capability for all-hazards situations. The Anchorage MMRS continues to obtain computer hardware and software to establish a patient tracking system for EMS ambulances in the Anchorage area of responsibility.

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)

The members of the FY 2007 committee agreed that one of Alaska's strengths is transportation and security of priority pharmaceuticals and medical supplies. This topic has been discussed for inter-jurisdictional surge planning and working together to incorporate operational plans with hub-site communities that serve smaller size communities in their region. Also, a template has been developed for hospitals to use to develop their individual surge plans. The template

emphasizes staffing, space and resources. ASHNHA has created a workgroup to discuss pharmaceutical stockpiling in regions throughout the state. The State mass casualty protocols are established, helping meet the National Response Framework guidelines. Rural communities and small clinic emergency operations plans are in progress statewide through the efforts of ANTHC preparedness representatives, following the lead of the National Incident Management System in their development. Other high level strengths that were identified include:

- Hospital surge planning is a priority for ASHNHA
- Inventories are currently underway to identify available resources at the hospital and local levels.
- The Emergency Medical Services (EMS) community has established patient transport plans statewide.
- ASHNHA has identified decontamination and equipment needs for each hospital in the state.
- ANTHC is developing a memorandum of understanding (MOU) to share resources between hospitals and tribal clinics in communities.
- Pre-credentialing for use of out-of-state Emergency Medical Technicians (EMT) has been accomplished.

II.C. - Strategy - Target Capabilities

Select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability: Medical Surge

Primary Target Capability Narrative:

Both of Alaska's MMRS cities are developing medical surge capabilities through their own area initiatives. Anchorage MMRS is concentrating on the computer based patient tracking system for movement of patients through the Emergency Medical System. The City & Borough of Juneau is obtaining portable hospital shelters to provide medical surge capability since area hospitals are limited in their capacity to respond to a mass casualty event.

- Secondary Target Capability 1:** Emergency Triage and Pre-Hospital Treatment
Secondary Target Capability 2: Mass Care (Sheltering, Feeding and Related Services)
Secondary Target Capability 3: Mass Prophylaxis
Secondary Target Capability 4: WMD and Hazardous Materials Response and Decontamination

II.D. - Strategy - National Priorities

Select the National Priority(ies) that this Investment supports; up to four may be selected.

- National Priority 1:** Expanded Regional Collaboration
National Priority 2: Strengthen CBRNE Detection, Response, & Decontamination Capabilities
National Priority 3: Strengthen Medical Surge and Mass Prophylaxis Capabilities
National Priority 4: Strengthen Planning and Citizen Preparedness Capabilities

III. Implementation - Investment #5

III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning	\$20,500		\$51,453		\$71,953				\$71,953
Organization									
Equipment	\$175,000		\$346,919		\$521,919				\$521,919
Training			\$224,854		\$224,854				\$224,854
Exercises	\$25,000		\$19,274		\$44,274				\$44,274
Total	\$220,500		\$642,500		\$863,000				\$863,000

Planning Summary: MMRS Southeast steering group will conduct planning conferences annually.

Organization Summary: Not Authorized with MMRS.

Equipment Summary: MMRS Anchorage will continue with the purchase of the patient tracking system hardware, licensing, and contractual agreement. MMRS Southeast will purchase support equipment for the portable hospital shelters purchased with previous MMRS grant funds. Obtain SCBA bottles, fit test equipment (Porta count), firefighting ensembles, ventilators, and portable radios P25 compliant.

Training Summary: MMRS Southeast will continue with training teachers and staff in local schools in first aid and CPR. This will provide capability in school to help first responders if there is a mass casualty event in a school. MMRS Anchorage will provide training to EMS personnel on the use of the patient tracking system.

Exercises Summary: MMRS Southeast HAZMAT teams would like to conduct a CBRNE exercise to validate training they will receive during the summer of 2007 from the 103 Civil Support Team and Environmental Protection Agency. MMRS Anchorage will conduct a mass casualty exercise using the patient tracking system, validating interoperable capabilities.

III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

Milestone 1 (06/01/2007 - 06/01/2009)

MMRS Southeast will continue to purchase support equipment for the portable hospital shelters, heaters, stretchers, medical storage containers for medical supplies, lighting, ramps, shelving, generators, and other required support equipment. MMRS Anchorage will continue to implement the patient tracking system working with the contractor on any interoperability technical issues.

Milestone 2 (09/01/2007 - 06/01/2009)

MMRS Southeast will continue the training of school staff in first aid and CPR. Due to turnover expected with school staff this training will continue especially with new staff, providing this capability. MMRS Anchorage will train first responders in the use of the patient tracking technical aspects.

Milestone 3 (07/01/2007 - 12/31/2008)

MMRS Southeast will purchase SCBA equipment for fire fighters/first responders and the Fit Test (Porta Count) to comply with OSHA and safety requirements. MMRS Anchorage will operationally test the patient tracking system.

Milestone 4 (01/01/2008 - 01/01/2009)

MMRS Southeast will procure two new computer interactive mannequins to train first responders how to react to different patient responses and train personnel on the use of the mannequins. MMRS Anchorage will exercise the patient tracking system will conducting a local mass casualty exercise.

Milestone 5 (12/01/2008 - 08/01/2010)

MMRS Southeast will procure P25 compliant radios and train personnel on interoperability requirements. MMRS Anchorage will sustain the patient tracking system with any corrections required after conducting a mass casualty exercise.

III.C. - Project Management

Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)

The management team directly responsible for the implementation of this investment is the State of Alaska, Department of Military and Veterans Affairs, Division of Homeland Security and Emergency Management (DHS&EM). The State Administrating Agency (SAA) will provide the overall administration of funding for this investment. The SAA will provide administration of funding for the investment through the Division Staff Support Section. This section will develop the State and local funding request application, convene a multi-agency application review panel (to include SAA senior staff and technical staffs), coordinate membership from the senior Advisory Council, and provide award allocations to successful applicants. The Staff Support Section will manage funding execution and SAA senior staff will provide programmatic management for this investment. Division sections will provide programmatic coordination with Staff Support.

The MMRS Anchorage project manager is responsible for the management of the investment. He is the Anchorage Fire Department Chief Medical Officer; he coordinates with Fire Department dispatch and fire station ambulance personnel. He manages the contract procurement process for the Municipality of Anchorage (MOA).

The MMRS Southeast (City & Borough of Juneau) project manager is responsible for the management of the investment. He is the Emergency Management Officer for the City and Borough of Juneau. He processes the contracts coordinating with the City of Juneau's procurement office. He works with the MMRS Southeast Steering committee on decision making for MMRS grant requirements in the Southeast.

III.D. - Investment Challenges

List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge 1:

MMRS Southeast may have delays in obtaining all the required equipment for the hospital shelters.

Probability: Medium **Impact:** High

Mitigation Strategy:

MMRS can work towards ensuring that all contractual procedures are started as early as possible. Review previous contracts for successful processing and implement these procedures for procuring the equipment.

Challenge 2:

MMRS Anchorage tracking system is using technology to make it work. It may have glitches.

Probability: High **Impact:** High

Mitigation Strategy:

MMRS Anchorage is encouraged to develop a close working relationship with the patient tracking system contractor. Ensure that computers receive all updates and required patches.

Challenge 3:

MMRS Southeast and Anchorage at times will have difficulty meeting training deadlines.

Probability: Medium **Impact:** Low

Mitigation Strategy:

MMRS Southeast and Anchorage should work closely with training managers working on schedules for employees so that the trainings are at the best times for all.

IV. Impact - Investment #5

IV.A. - Impact

What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

MMRS Southeast will be able to operate fully functional portable hospital shelters in response to a mass casualty/medical surge incident. Southeast HAZMAT teams will be equipped and trained to respond to CBRNE events in the region. First responders will be proficient, by possessing the latest first aid training through using the state of the art mannequins. Interoperable communications in the region used during exercises and real world events provide trained responders the capability required in a mass casualty/medical surge event. Southeast communities will work together sharing resources for all hazards response in the area and where needed during emergencies.

MMRS Anchorage will possess the latest technology in EMS response ambulances along with major hospitals in the Municipality of Anchorage. Response time will be reduced due to the new capabilities this electronic system will provide. Hospital emergency staff will know what ambulance, patient, symptoms, medical care that has been previously provided, and EMS will be able to deliver the patients and track them through the entire process from admission to discharge from the hospital system. Medical Surge and Mass Casualties will have the latest in patient tracking technology aiding in the overall management during a significant event.

Families will know real time where their loved ones are transferred to during chaotic events.

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)

MMRS Southeast will add the maintenance requirements into the operating budget to sustain and maintain the equipment purchased. Training will also be considered along with regularly scheduled exercises to keep personnel proficient in operational capabilities of the equipment and supplies.

MMRS Anchorage will add the patient tracking system to the operating budget, provide for technical updates on the software, maintenance of the computer systems, training of personnel, and exercise the capabilities periodically to keep personnel proficient in use of the system.

V. Optional Attachments - Investment #5

V.A. - Optional Attachments

As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file

attachments, such as organizational charts, with their application. Attachments supporting this application **MUST** be submitted through www.grants.gov as separate files when submitting the final Investment Justification grant application.

The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.

If you choose to include an optional attachment that will be uploaded to www.grants.gov for this Investment, please provide the following information in the text box below (500 Char. Max):

- The file name
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- The relevancy this attachment has to this Investment

Please note the total number of attachments that will be submitted via grants.gov for this Investment (0-99):

(End of Investment #5.)

Investment #6

Investment Information - Investment #6

Investment Name: Community Preparedness: Strengthen Planning and Citizen Capabilities
Investment Phase: Ongoing
Multi-Applicant Investment: No

I. Baseline - Investment #6

I.A. - Baseline - Previous HSGP Request Name and Funding

If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

FY06 Investment name: Increase Citizen Participation and Preparedness

FY06 HSGP funding: \$179,477

FY07 Investment name: Increase Citizen Participation and Preparedness

FY07 HSGP funding: \$134,392

I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

Alaska's citizens must be self-sustaining for at least 72 hours after a disaster. Alaska's Citizen Corps identify and implement local and regional strategies to engage citizens in preparedness activities, leveraging grant awards by collaborating and partnering with numerous preparedness programs and initiatives. This investment enables citizens, even in the smallest village, to participate in emergency training and community exercises, volunteer activities, and existing or new Citizen Corps Councils.

This investment is a continuation of HSGP efforts to strengthen citizen preparedness through funding, guidance, planning, education, training, coordination, and management as specified in State plans and as supplemented by specific local and regional requests. This investment additionally supports statewide planning capabilities at local, regional, tribal, and State levels through assessment, planning, training, and exercises.

I.C. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)

Virtually every Alaskan event, natural or man-made, crosses jurisdictional lines and necessitates interagency planning and response and citizen preparedness. Communities consistently identify emergency management planning as a local and regional critical need in After-Action Reports, and DHS&EM has broad lead emergency planning and preparedness

roles. The HSGP will continue to sustain investments made in previous years.

Specific targeted investments and goals derive from and parallel those in Alaska's State Preparedness Report and the Homeland Security Strategy, align with National Priorities, and address ongoing challenges, including the extremely limited number of designated emergency management personnel in rural areas; turnover in governmental and other community roles; and the expense, time, and resources involved in direct training, planning, and exercising at local levels.

Alaska's six Citizen Corps Councils have rapidly become a key investment in addressing planning and preparedness challenges. The councils, five grant-funded, serve over 66% of the population and use funds for Train-the-Trainer workshops; planning; direct supports during actual events; exercises with real outcomes such as mass inoculations for over 6,000 individuals; enhanced infrastructure capacity, developing volunteer CERT, Neighborhood Watch, and other cadres and efforts; outreach varying from booths at Health, County, and State Fairs to ongoing radio broadcasts. Citizen Corps Councils must address issues of sustainability and partner with the state to address the remaining third of the population without Council supports. Meanwhile, Councils have been integrated into standing entities such as the SERC. At a broader level, the LEPC, SERC, and FEMA Region X RISC Planning Committees have been revitalized with new missions and, in Alaska, a focus on all-hazards planning.

Enhanced regional planning and preparedness capabilities necessitate changes to Alaska's Emergency Operations Plan, Continuity of Operations Plans. The State will integrate the planning capability of local, regional, tribal, and State entities through assessment, planning, training, and exercises. While providing its usual levels of support to communities, DHS&EM will work intensively with six at-risk communities to complete the suite of emergency plans as part of comprehensive community planning for communities at-risk due to coastal erosion.

II. Strategy - Investment #6

II.A. - Strategy - State Preparedness Report

Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)

The Planning and Citizen Preparedness Investment derive directly from state guiding documents, including the State Preparedness Report (SPR) and the Homeland Security Strategy (HSS) for Alaska. The following extracts from the SPR also comprise Investment Two. The investment supports the SPR; the SPR supports the Investment.

Develop mechanisms to assess community preparedness and participation:

In partnership with local and regional entities, the State will develop an assessment tool to enable communities to celebrate progress and target critical areas for future efforts. (Page 131)

Increase collaborative community preparedness and participation activities and strategies to leverage resources and enhance outcomes:

The State will use the annual September Preparedness Month as a mechanism to integrate preparedness activities statewide. Individual and family preparedness activities will be used to interest businesses and agencies in COOP and COG development. (Page 131)

Planning capabilities that extend beyond citizen preparedness are also addressed in the State Preparedness Plan. Although not all planning activities may be supported with HSGP funding, particularly with regard to Citizen Corps Councils, they are included here.

Enhance local planning by identifying needs, targeting at-risk communities, and providing enhanced support to those communities:

Supports planning by focusing on community needs, developing priorities, and targeting communities experiencing repeated events due to erosion and flooding. (Page 130)

Move beyond single-community planning and expand regional planning, training, and exercises:

Provides statewide supports and fiscal resources for activities that expand regional planning capacity. Alaska will focus on regional plans, or community plans that articulate with adjacent communities and work with communities to develop training and exercises that involve their regions and that cut across regions. Half of the jurisdictions will participate in planning or exercises at the regional or State level. (Page 130)

Update existing State Emergency Plans in coordination with key State agencies to ensure continuity of planning: Identify staff and methodology to review State Plans and identify needed changes, additions, or updates as a result of new federal, grant, compliance, or other requirements or that have been identified through After–Action Reports or other feedback mechanisms. (Pages 130-131)

Enhance understanding of current Continuity of Operations/Continuity of Government statewide: Identify current status through a sample of varied entities across the State and their ability to sustain or return to operation after an event. (Page 131)

Use individual and family preparedness activities to engage entities in COOP and COG efforts: Providing simple means whereby employers can establish win–win activities by providing individual and family readiness tools leads naturally to COOP and COG. (Page 132)

Use Division of Homeland Security and Emergency Management as a model for both the process and the Plan for Continuity of Government, from assessment to implementation and exercise: DHS&EM will draft COG plan, develop an evaluation tool, and exercise the plan. The division will use the existing model and process lessons learned to engage local and regional governments in their COG activities. (Page 132)

Develop staffing capacity to focus on resource logistics and distribution at the State level and to provide supports at the local and regional levels: This priority has lacked resources and is targeted as a specific implementation priority over the next three years. (Page 132)

Establish multi–agency partnerships, or use established partnerships, to examine and evaluate logistical, distribution, and supply change issues: DHS&EM will partner with academic partners through the university system to address complex logistical issues at the course level. (Page 132)

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)

This investment duplicates goals and objectives identified in Alaska’s Homeland Security Strategy, as articulated below.

Goal: Strengthen and Build Regional Collaboration throughout Alaska.

Objective: Integrate Citizen Corps Councils into other security and emergency programs. (Page 13)

Integrating Citizen Corps Councils into standing structures such as the SERC enhances program sustainability, capacity, and influence. Citizen Corps Councils develop public awareness and education campaigns targeting their communities and will begin to participate in exercises.

Objective: Analyze State and local all-hazard emergency operations plans for compatibility. (Page 14)

Increased local and regional planning necessitates review of all plans for integration and supports, including Mutual Aid Agreements.

Goal: Strengthening Planning and Citizen Capabilities

Objective: Establish leadership support at the national, State, tribal, and local levels for Citizen Corps Councils. (Page 25)

DHS&EM designates Preparedness staff to act as Citizen Corps Coordinator, provide ongoing supports, and facilitate citizen preparedness and integrate Councils into the SERC structure.

Objective: Establish and maintain Citizen Corps Councils at State, tribal, and local levels. (Page 25)

DHS&EM provides grants management and other supports; the SERC Work plan Sub-committee provides training and support; and the Council appointment reports on activities to the SERC.

Objective: Develop all–hazards preparedness requirements and a process to sustain citizen capabilities.

DHS&EM ensures Citizen Corps Councils have essential resources; representation on the SERC All–Hazards Preparedness Sub–committee; and training and supports as necessary.

II.C. - Strategy - Target Capabilities

Select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability: Planning

Primary Target Capability Narrative:

Planning is the element from which all other activities derive. Core planning capabilities and activities, COOP and COG, Logistics planning, and citizen preparedness activities this investment supports all share significant planning components. Each initiative, goal, and objective works toward integrated, regional capacity building that lays the planning foundation for other preparedness work, whether through the Citizen Corps Councils or other mechanisms.

Secondary Target Capability 1: Community Preparedness and Participation

Secondary Target Capability 2: Critical Resource Logistics and Distribution

Secondary Target Capability 3: Economic and Community Recovery

II.D. - Strategy - National Priorities

Select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority 1: Implement the NIMS and NRP

National Priority 2: Strengthen Planning and Citizen Preparedness Capabilities

National Priority 3: Expanded Regional Collaboration

III. Implementation - Investment #6

III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning	\$65,000			\$74,346	\$139,346	\$5,500			\$144,846
Organization	\$15,000			\$16,123	\$31,123	\$10,250			\$41,373
Equipment				\$18,518	\$18,518				\$18,518
Training	\$10,200			\$20,000	\$30,200				\$30,200
Exercises	\$8,500				\$8,500				\$8,500
Total	\$98,700			\$128,987	\$227,687	\$15,750			\$243,437

Planning Summary: Funding will be used to supplement personnel costs for Citizen Corps coordinators and project managers. Funds will also be used for local and regional outreach and public awareness campaigns.

Organization Summary: Funding will be used to offset the hiring of full- or part-time staff or contractors for Citizen Corps activities

Equipment Summary: Funds in this category will be used to purchase CERT equipment, Neighborhood Watch signage, and other program-related equipment.

Training Summary: Some funds will be used to provide training to CCP program managers to aid them in sustaining and developing their councils. However, funding in this category will be used primarily to provide CERT or other specific training to local volunteers and to keep CERT and other teams fully engaged in their communities.

Exercises Summary: Exercises will be funded using other funding streams at the state and federal level.

Other Funding Source #1: Local funds and in-kind matching funds are used in most jurisdictions to supplement the limited CCP dollars.

III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

Milestone 1 (07/01/2008 - 10/01/2008)

Issue sub-recipient grant application guidance. 60 day application period. Complete SAA internal review and multi-discipline, multi-jurisdiction external review process. SAA awards made.

Milestone 2 (10/01/2008 - 09/30/2009)

Sustain at least five Citizen Corps Councils.

Milestone 3 (10/01/2008 - 11/01/2008)

Sub-recipient workshop developed and implemented.

Milestone 4 (10/01/2008 - 09/30/2009)

Fund one State-sponsored CERT Train-the Trainer class or other course requested by the majority of Citizen Corps Councils.

Milestone 5 (10/01/2008 - 09/30/2009)

Provide or fund one state or regional training workshop or conference for CCP coordinators and community leaders.

Milestone 6 (10/01/2008 - 09/30/2009)

Maintain State Citizen Corps website with current contact information, activities and training opportunities. Update to reflect September Preparedness month activities

Milestone 7 (07/01/2009 - 09/30/2009)

Update statewide plans as needed.

III.C. - Project Management

Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)

The State of Alaska Division of Homeland Security and Emergency Management (DHS&EM) is the primary manager of this investment. Its middle and senior managers have over 70 years of combined experience in emergency management in Alaska. Their skill sets include project and financial management, all response disciplines, preparedness, teaching, and exercising.

The State Administrating Agency (SAA) will provide overall funding administration for this investment through the DHS&EM Grants Support Section. The Planning and Preparedness Sections will provide or ensure programmatic and subject matter expertise specifically required for this Investment, with additional divisional supports as necessary.

The Grant Support section will develop the State and local funding request applications and convene a multi-agency application review panel that includes SAA senior staff and the State Citizen Corps Coordinator. Because the State Citizen Corps Council is a subcommittee of the all-hazards State Emergency Response Commission (SERC), the SERC Finance sub-committee decides how to allocate available grant funding for the establishment and operation of local Citizen Corps Councils, based on recommendations from the Division of Homeland Security and Emergency Management via the review panel.

Attendance at annual grants management workshops is mandatory for grantees. Sub-recipients will learn Federal and State grant requirements and the workshop will provide a venue to discuss problems, issues, and progress toward goals.

The Citizen Corps grant project manager will monitor quarterly reports for compliance and will meet or contact the jurisdictions regularly to discuss projects, progress, and compliance issues.

The Grants Section will manage funding execution throughout the life of the grant. SAA senior staff will provide programmatic management for the investment. Regional partners will continue to be engaged through on-going training, exercising, inter-jurisdictional meetings and day-to-day operations.

All sub-grantee contracts will be reviewed by DHS&EM prior to execution.

III.D. - Investment Challenges

List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge 1:

Limited dynamic local leadership.

Probability: High **Impact:** Medium

Mitigation Strategy:

Provide training and fund participation in regional conferences for the council coordinators.

Challenge 2:

Community leaders may not fully support preparedness or citizen involvement in this effort

Probability: Medium **Impact:** Medium

Mitigation Strategy:

Support outreach and public preparedness education and training. Distribute PSAs and news articles, especially following a disaster. Work with communities in developing their Emergency Operations Plan, emphasizing the engagement of volunteers.

Challenge 3:

Credentialing of Volunteers

Probability: High **Impact:** High

Mitigation Strategy:

Best practices will be promoted. Until state and federal laws are changed, this will remain a legitimate concern.

IV. Impact - Investment #6

IV.A. - Impact

What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

Outputs and outcomes from this investment will be measured against the strategic initiatives, goals, and objectives outlined in the State Preparedness Report and the Alaska Homeland Security Strategy.

Strengthened planning and citizen preparedness will ultimately be measured by the jurisdictions' ability to support their citizens during a disaster for 72 hours or more without outside assistance.

Outputs indicating investment success include:

- (1) Citizen attendance and participation in preparedness events. This may include indirect measures, such as requests for outreach, including presentations, workshops, and seminars.
- (2) Increase in the number of volunteers trained and engaged in disaster response and preparedness activities.
- (3) New volunteer teams, such as CERT teams, Neighborhood Watch communities, and other Citizen Corps programs.
- (4) Formation of new Citizen Corps Councils. With level funding, such additions would likely be unfunded, this would be a strong measure of participation.
- (5) Revised and updated statewide plans reflecting increased local and regional planning and preparedness capabilities.

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)

Where grant funds continue to support existing Citizen Corps Councils, entities have time to develop multi-year sustainability strategies, such as program incorporation into local and regional budgets; private, non-profit, or other grant supports; or strategies identified within the local communities and regions. Newly formed Councils are aware of the need for sustainability, and any new council that develops without grant funding have already developed certain strategies.

Over time, Citizen Corps Council activities could be incorporated into other standing structures or programs, such as LEPCs, the SERC, and local and regional emergency management systems. Where Citizen Corps Councils prove effective over other state funded preparedness efforts, activities may be funded through the Alaska Capital and Operating budget.

The State of Alaska and its SERC will continue to work with programs to identify long-term sustainment funding mechanisms.

V. Optional Attachments - Investment #6

V.A. - Optional Attachments

As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application **MUST** be submitted through www.grants.gov as separate files when submitting the final Investment Justification grant application.

The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.

If you choose to include an optional attachment that will be uploaded to www.grants.gov for this Investment, please provide the following information in the text box below (500 Char. Max):

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

Please note the total number of attachments that will be submitted via grants.gov for this Investment (0-99):

(End of Investment #6.)

Investment #7

Investment Information - Investment #7

Investment Name: Implement the National Incident Management System and National Response Plan

Investment Phase: Ongoing

Multi-Applicant Investment: No

I. Baseline - Investment #7

I.A. - Baseline - Previous HSGP Request Name and Funding

If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

FY06 Investment name:

FY06 HSGP funding:

FY07 Investment name:

FY07 HSGP funding:

I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

The State of Alaska continues to undertake a rigorous planning process to capture all phases and types of disaster events. With the final publication of the National Response Framework (NRF) and the maturation of the National Incident Management System (NIMS), the State has refocused planning efforts to integrate federal initiatives into the planning process. Specific activities include 1) rewrite of the State Emergency Operation Plan to reflect the integration of Homeland Security and Emergency Management activities with key concepts of supply chain analysis, consequence or effect based planning, and continuity management and 2) implementation of the NIMS through the National Incident Management Systems Compliance Assistance Support Tool (NIMSCAST). Furthermore, additional planning staff has been added to fully integrate Federal Initiatives are reflected in the State of Alaska's Homeland Security and Emergency Management planning activities.

I.C. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)

The current state of investment justification has been limited because the final publication of the NRF and maturation of NIMS. The State of Alaska deliberately chose to limit the planning activities based on fundamental guidance from the previous concepts of the National Response Plan until the NRF was finalized. In addition, the State of Alaska saw a need for combining preparedness activities such as NIMS into the overall planning concepts. As such, all activities

completed to prior to the finalization of the NRF was based on statewide planning based on the NRP. Specifically, planning activities revolved around ESF activities and the planning and exercising statewide activities based on the Joint Field Office models per the NRP.

Ultimately, this justification is an ongoing one but with one with renewed emphasis. The objectives of this investment justification are to provide a seamless, integrated planning solution set that can utilized from smaller, single jurisdiction to large, complex multi-jurisdiction incidents. Moreover, the planning objectives in terms of doctrine will fully integrate the emergency management incident cycle. The outcome will be focused into three areas of better preparedness, more efficient operational incident management, and a quicker transition to long term recovery planning. Specific outcomes include a totally revamped State Emergency Operations Plan which includes doctrinal strategies that include the above mentioned planning objectives and a broader application for inculcating the NIMS concept to emergency planning.

Formally recognizing that Alaska is geographically vast and non-contiguous, Alaska has consciously chosen to emphasize effects based planning with supply chain analysis concepts. Not directly addressed in the NRF or NIMS, this emphasis allows not only statewide planners but local planning the ability to examine down and upstream order effects to incidents.

The capabilities gaps this investment intends to address are emergency planning that is scalable, and the uniqueness of disaster management in Alaska. Consistent with the NRF and the companion document of NIMS, Alaska will continue to emphasize preparedness as well as operational planning. Moreover, the State doctrine will also include reconstitution and long term recovery components. Taken together, this comprehensive planning effort will address the situational awareness, quicker response, and a more robust recovery.

II. Strategy - Investment #7

II.A. - Strategy - State Preparedness Report

Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)

The Catastrophic Planning and Integrating Preparedness Programs Initiative has a direct correlation with National Priority #2: Implementing the National Response Framework (NRF) and the National Incident Management System (NIMS). In addition, it also has relevancy to Priority #8: Strengthen Planning and Citizen Preparedness Capability of the State of Alaska Preparedness Report (SPR). The accomplishments, current capabilities, three-year targets, initiatives and resources stated in both documents are duplicative with very little variance. Therefore, the FY08 HSGP Catastrophic Planning and Integrating Preparedness Programs Initiative directly support the State of Alaska Preparedness Report.

Done under a collaborative environment, this justification supports the multi-platform approach for planning. At the regional inter-state level, the Region X Interagency Steering Committee has formed a new planning sub-committee to collaborate on planning issues that affect the various states. At the intra-state level, an all-hazards planning committee has been formed under the State Emergency Response Commission. At the local level, planning emphasis has been through the Local Emergency Planning Committees. Emphasizing three planning environments rather than disparate ones based on specific scenarios fits into the enterprise approach towards planning. The consistent part of the State activities is that both the NRF and the NIMS concepts are stressed regardless of the planning environment.

The investment justifications for the FY 08 Homeland Security Grant for Alaska enhance the SPR National Priorities #2 and #8. The NRF and the accompanying NIMS concepts are being incorporated into the planning templates for the next State of Alaska Strategic Emergency Plans. In addition, guidance given toward local jurisdictions and other partners (sister state and/or federal agencies) in the form of "cross walks" or best practices directly take into context NRF and NIMS components. With the acceptance of NIMSCAST as the compliance mechanism, the State of Alaska is also encouraging those utilizing NIMSCAST to use it as a planning template. Further clarification can be found in the State Preparedness Report in the Implement NRF and NIMS National Priority.

Planning (catastrophic, strategic, and collaborative) investment justification has not greatly changed from FY 2006 and 2007. By definition catastrophic, strategic and collaborative planning takes a multiple year approach; FY 2008 will build on incremental progress made from the previous years. Defining and continuously refining the doctrine using an effects based, supply chain and consequent management focused is the key towards this endeavor. Although specific planning scenarios such as citizen evacuation, sheltering, mass care, and continuity management is addressed, planning revolves around the doctrinal topics mentioned previously. Strengthening the various planning platforms mentioned above to focus on all-hazards rather than scenarios also continuous. For FY 08, the emphasis is being done on the inter-state

level at FEMA Region X. Further clarification can be found in the State Preparedness Report in the Enhanced Regional Collaboration and Strengthening Planning and Citizen Preparedness National Priorities.

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)

The Catastrophic Planning and Integrating Preparedness Programs justification ultimately supports all the 2008 Homeland Security Strategy objectives as the homeland security strategy was the foundation document for the State Preparedness Report, the 2006 and 2007 Capability and Enhancement Plans, and the Department of Military and Veterans Affairs 2008-2012 Strategic Plan.

The objectives from the State Homeland Security Strategy that are inherently planning processes support this investment are:

- 1) Expand and strengthen regional collaboration, and cooperation and coordination of resources to prevent, mitigate, respond to and recover from terrorism events or natural disasters. In the terrorism realm, combined with the Critical Infrastructure justification, the planning component specifically deals with multiple modes of IED attack, deterrence, prevention, and protection capabilities.
- 2) Implement the National Incident Management System Compliance Assistance Support Tool (NIMSCAST) and continue building the key concepts of the National Response Framework statewide. This area addresses the strengthening preparedness planning through performance metrics.
- 3) Focus resources to harden Critical Infrastructure and Key Resources (CI/KR) and implement the Interim National Infrastructure Protection Plan. A major component for this as stated in #1 is the IED attack, deterrence, prevention, and protection capabilities.
- 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. Specifically in the medical side of mass casualty in regards to catastrophic IED attacks.
- 8) Strengthen the involvement of community members in emergency preparedness, planning, mitigation, response, and recovery statewide.

The redundancy observed in the State Homeland Security Strategy, DHS&EM 2008-2012 Strategic Plan, and the State Preparedness Report National Priorities was purposely done. Integrating the various investment justifications with the strategies allows planning deliverables and scope of work to meet multiple objectives. Moreover, all of the overlapping areas meet the doctrine of effects based planning and supply chain and consequent management emphasis. Continue to see incremental improvements from the FY 2006 and 2007 initiatives.

II.C. - Strategy - Target Capabilities

Select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability: Planning

Primary Target Capability Narrative:

Collectively, the primary target capability addressed in this investment justification is common capability is planning. Because planning encompasses the analytical structure of any target capabilities and national priorities, it is an important constant in any investment justification.

Secondary Target Capability 1: Community Preparedness and Participation
Secondary Target Capability 2: Critical Resource Logistics and Distribution
Secondary Target Capability 3: On-Site Incident Management
Secondary Target Capability 4: Risk Management

II.D. - Strategy - National Priorities

Select the National Priority(ies) that this Investment supports; up to four may be selected.

- National Priority 1:** Expanded Regional Collaboration
- National Priority 2:** Implement the NIMS and NRP
- National Priority 3:** Strengthen Planning and Citizen Preparedness Capabilities

III. Implementation - Investment #7

III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning	\$250,000				\$250,000				\$250,000
Organization	\$67,575				\$67,575				\$67,575
Equipment	\$10,500				\$10,500				\$10,500
Training	\$65,000				\$65,000				\$65,000
Exercises	\$125,000				\$125,000				\$125,000
Total	\$518,075				\$518,075				\$518,075

Planning Summary: This is a planning specific investment. The costs associated with this investment are primarily under the planning line item.

Organization Summary: The overarching organizational structure has already been established and maintained. However, with an emphasis in formalizing supply chain planning, a non-permanent employee was hired as a logistics planner.

Equipment Summary: There is a small equipment cost due to planning activities that are published on the Alaska DHS&EM website.

Training Summary: Training functions in this investment will be focused on activities that support the NIMS and NRF planning process and products. The continued integration emphasis of natural and man-made hazards will require training to various multi-disciplined, multi-jurisdictional audiences.

Exercises Summary: The exercise synchronization will be done at the State Emergency Response Commission or at the FEMA Region X Interagency Steering Committee level. Exercise execution is dependent upon the various parties involved with exercises.

III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

Milestone 1 (03/01/2008 - 12/01/2008)

Update the State of Alaska Emergency Operations Plan to reflect the changes from the NRF and NIMS and to support the new comprehensive planning doctrine

Milestone 2 (03/01/2008 - 03/01/2009)

Incorporate NIMS and NRF concepts into the EOP planning support provided to various clientele

Milestone 3 (02/01/2008 - 12/01/2008)

Participate in FEMA Region X subcommittees in strategic planning as well as re-energize the Alaska SERC All Hazards

Planning Committee

Milestone 4 (02/01/2008 - 12/01/2010)

Link NIMS and NIMSCAST compliance to performance measures for DHS&EM grant recipients

Milestone 5 (03/01/2008 - 12/01/2010)

Continue to provide outreach, training and exercises on NIMS and NRF concepts

III.C. - Project Management

Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)

The management team directly responsible for the implementation of this investment is the State of Alaska, Department of Military and Veteran Affairs, Division of Homeland Security and Emergency Management (DHS&EM). The State Administrating Agency (SAA) will provide the overall administration of funding for this investment.

The SAA will provide administration of funding for the Investment through the Division Staff Support Section. This section will develop the State and local funding request application, convene a multi-agency application review panel to include SAA senior staff and technical staffs, coordinate membership from the Senior Advisory Council, and provide award allocations to successful applicants. The Staff Support Section will manage funding execution and SAA senior staff will provide programmatic management for this investment. Division Sections will provide programmatic coordination with Staff Support.

There are different skill sets being presented in this investment. Each particular planning topic will require subject matter experts to contribute to the project. The project manager will be the various personnel in the general plans branch of the planning section; however, s/he will draw upon the technical expertise available throughout the state. Specifically, the Alaska State Emergency Response Commission (SERC) All Hazards Planning Committee, the FEMA Region X Regional Interagency Steering Committee Planning Subcommittee, and the various local emergency planning committee members will be primary pool of individuals utilized.

III.D. - Investment Challenges

List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge 1:

Local jurisdiction availability of technical planning expertise

Probability: High **Impact:** Medium

Mitigation Strategy:

The State of Alaska will provide the technical expertise needed for the planning process through a combination of various State of Alaska planners resources and private contractors. The local jurisdictions can then concentrate on providing critical local hazard knowledge

Challenge 2:

Seasonal community activities and access to local jurisdiction

Probability: Medium **Impact:** High

Mitigation Strategy:

State of Alaska planners are well versed in the constraints of local communities in Alaska and are able to assist when appropriate.

IV. Impact - Investment #7

IV.A. - Impact

What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

The impact of this investment cannot be overstated. Planning is the foundation on which all emergency management activities are built. The outputs and outcomes performance measures that indicate the success of this investment justification can be broadly categorized with increased capabilities. Measurable outcomes and outputs will be based on objectives stated in the State of Alaska Homeland Security Strategy Objectives and State Preparedness Report. Broadly stated, objectives include:

- 1) Analyzing the number of State and local emergency operation plans for all-hazards, effects based, supply chain and consequence management strategies that are compliant with NIMS and NRF.
- 2) Increasing capabilities through integrating NRF and NIMS concepts into planning documents.
- 3) Improve the abilities for State, tribal, and local governments to continue operations under all conditions through development of a continuity management plan.
- 4) Establish leadership support at the national, State, tribal, and local levels for Citizen Corps Councils, LEPCs, SERC, and FEMA Region X RISC and RISC Subcommittees.

Due to the strategic ongoing efforts of planning, most of the activities stated are outcome oriented rather than output. Annually, there are output performance measures which are more detailed in the Alaska Homeland Security Strategy.

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)

The long term approach to sustaining this investment is based on the planning documents at the State and local levels. Once a good plan is created it is possible to simply update and refine as needed. Sustainability is created through continued training and ultimately exercising the NIMS, NRF, and the comprehensive planning concepts on a regular basis. Electronically, viability during the cataloging and capturing of the plans electronically. This database that is created will allow better analysis and decision making for planners during an operational event or for future strategic planning.

It is the "capital" investment of creating the plan itself that is the hurdle that must be overcome. This hurdle is tough for most of Alaska, as the fiscal and human resources are stretched thin.

The State of Alaska can provide the funding for staffing support at the local and state levels for maintenance of completed plans across the state. This continuing support will allow for the sustainability of the investment.

Outside of the fiscal hurdles, the continuing change in strategy and emphasis that is geared towards scenarios rather than doctrinal development creates difficulty for Alaska DHS&EM to maintain consistency providing consistent and predictable planning. National Preparedness efforts should be synchronized with a clarified doctrinal development with integrated supporting strategies and reporting measures.

V. Optional Attachments - Investment #7

V.A. - Optional Attachments

As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application MUST be submitted through www.grants.gov as separate files when submitting the final Investment Justification grant application.

The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.

If you choose to include an optional attachment that will be uploaded to www.grants.gov for this Investment, please provide the following information in the text box below (500 Char. Max):

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

Please note the total number of attachments that will be submitted via grants.gov for this Investment (0-99):

(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. Baseline - Investment #8

I.A. - Baseline - Previous HSGP Request Name and Funding

If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

FY06 Investment name: Fusion Center

FY06 HSGP funding: \$557,908

FY07 Investment name: Alaska Information Coordination Center

FY07 HSGP funding: \$0

I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

This investment will continue Alaska's efforts to develop all-hazards information and intelligence fusion, sharing, and collaboration environment. This investment will allow for continued planning, organization, equipment, and training to enable the sharing of information and intelligence through all levels of government, the private sector where appropriate, and with Alaska Native entities where appropriate. This will include the expansion of the local and state situational awareness tools (i.e. WebEOC), law enforcement information sharing systems and intelligence tools, and the use of federal information sharing tools (i.e. HSIN, HSIN-S, HSDN, NCIC, iCAV, ACAMS).

I.C. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)

This investment is a continuation of the previous investments identified above, and would be considered an investment in maintenance/sustainment.

The State Emergency Coordination Center continues to produce, refine, and disseminate intelligence and information on all-hazards events. Daily, weekly, and event-driven situation reporting is in place. The Anti-Terrorism Advisory Council of Alaska (ATACA) and their Joint Coordination Group and Intelligence Advisory Group continue to provide coordinated law enforcement and counter-terrorism related information and intelligence. The member organizations of the ATACA

continue to work directly with the Joint Terrorism Task Force, the Department of Defense, and the State of Alaska. Critical Infrastructure/Key Resource owners, operators, and government agencies continue to share information and intelligence through organizations like the Alaska Partnership for Infrastructure Protection and InfraGard.

The objectives for this investment are derived from the State of Alaska Homeland Security Strategy. Alaska's specific objectives are: 1. Develop a network and procedures among local, tribal, State and Federal agencies, and private sector organizations for the dissemination of critical, time-sensitive intelligence among participants; 2. Improve interagency cooperation on intelligence information; and, 3. Conduct exercises emphasizing intelligence and information sharing.

Capability gaps addressed through this investment include additional development and/or purchase of information and intelligence systems that enhance and augment HSIN(S), HSDN, NCIC. Additionally this investment will address outstanding needs for secure facilities and secure communications equipment necessary to accommodate classified intelligence collection and dissemination. Alaska does not operate a "brick-and-mortar" fusion center, and this investment will support our continued efforts to collaborate and share information and intelligence in a virtual setting where possible. The continued need to develop concepts of operation and protocols and procedures for the utilization of HSIN, WebEOC, Law Enforcement Online (LEO), law enforcement information sharing systems, etc, and the required training and exercise programs focused on situational awareness and intelligence/information sharing are gaps to be addressed through this investment.

II. Strategy - Investment #8

II.A. - Strategy - State Preparedness Report

Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)

This investment directly supports the initiatives listed on pages 85 through 88 of the State of Alaska State Preparedness Report. Those initiatives include:
Alaska Information Coordination Center
Counter-Terrorism Investigations and Law Enforcement Capability
The expansion of State and Local use of HSIN and iCAV, C/ACAMS

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)

This investment directly supports the Alaska State Homeland Security Strategy goal: Strengthen Information and Intelligence Sharing, and indirectly supports the following goals: Enhancing Interoperable Communications within Alaska, Strengthen and Build Regional Collaboration throughout Alaska, and Implement the National Infrastructure Protection Plan.

Objectives under the primary goal include: Develop a network and procedures among local, tribal, State and Federal agencies, and private sector organizations for the dissemination of critical, time-sensitive intelligence among participants; Improve interagency cooperation on intelligence information; and, Conduct exercises emphasizing intelligence and information sharing.

II.C. - Strategy - Target Capabilities

Select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability: Intelligence and Information Sharing and Dissemination

Primary Target Capability Narrative:

This investment and the associated State Preparedness Report gaps and State Homeland Security Strategy goals and

objectives are directly tied the primary capability listed above. By improving the ability to share real-time information and intelligence from an all-hazards approach, and with all relevant partners within Alaska and at the Federal Level, this investment Alaska will continue to address this capability.

Secondary Target Capability 1: Communications

Secondary Target Capability 2: Information Gathering and Recognition of Indicators and Warnings

Secondary Target Capability 3: Intelligence Analysis and Production

II.D. - Strategy - National Priorities

Select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority 1: Expanded Regional Collaboration

National Priority 2: Implement the NIPP

National Priority 3: Strengthen Information Sharing and Collaboration Capabilities

National Priority 4: Strengthen Planning and Citizen Preparedness Capabilities

III. Implementation - Investment #8

III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning	\$350,000				\$350,000				\$350,000
Organization	\$157,500				\$157,500				\$157,500
Equipment	\$400,000				\$400,000				\$400,000
Training	\$175,000				\$175,000				\$175,000
Exercises	\$125,000				\$125,000				\$125,000
Total	\$1,207,500				\$1,207,500				\$1,207,500

Planning Summary: The planning category for this investment will include developing concepts of operations, protocols, and procedures for the effective utilization of the many situational awareness and information/intelligence tools listed throughout the investment. Additionally this category will support the goal of providing a virtual fusion center capability.

Organization Summary: The organization category will support the continued efforts and participation with the Anti-Terrorism Advisory Council of Alaska, Joint Coordination Group, Intelligence Advisory Group, Alaska Partnership for Infrastructure Protection, InfraGard, and information sharing/management working groups through the Regional Interagency Steering Committee, AK Multi Agency Coordination Group, etc.

Equipment Summary: Equipment purchases will include secure communications devices, hardware, software, and programming support for expanded law enforcement information sharing systems, and hardware and software for local and state situational awareness, status reporting, and collaboration.

Training Summary: Training will be focused primarily on the equipment acquired or developed through this investment, and for training on interpretation and analysis of both open-source and agency intelligence and information.

Exercises Summary: Exercise funding in this investment will support the development of a joint-use master library of intelligence and information scenarios for use by federal, state, and local exercise planners, and facilitate the conduct of exercises focused on information and intelligence sharing, dissemination and analysis.

III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

Milestone 1 (06/01/2008 - 09/01/2008)

Issue sub-recipient grant application guidance and toolkit. 45 day application period. Complete SAA internal review and multi-discipline, multi-jurisdiction external review process. SAA awards made.

Milestone 2 (09/01/2008 - 05/30/2009)

Additional WebEOC, HSIN, ICAV, LEO, ACAMS training conducted.

Milestone 3 (09/01/2008 - 09/30/2009)

Law enforcement information sharing systems and other hardware and software information sharing, analysis, and dissemination tools procured and installed.

Milestone 4 (01/01/2009 - 07/01/2009)

Concept of Operations, protocols, and procedures established for virtual fusion center capability.

Milestone 5 (09/01/2009 - 09/30/2009)

Joint Use master library of intelligence and information scenarios developed.

Milestone 6 (01/01/2009 - 07/30/2009)

Information and intelligence collection and analysis training conducted.

Milestone 7 (07/30/2009 - 12/31/2009)

Intelligence and information sharing exercises designed and conducted.

III.C. - Project Management

Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)

Law enforcement and counter-terrorism intelligence and information management is overseen by member organizations represented on the Anti-Terrorism Advisory Council of Alaska and the Joint Terrorism Task Force. All other (all-hazards) intelligence and information is managed by the Alaska Division of Homeland Security and Emergency Management. This is accomplished through the Alaska State Emergency Coordination Center, with input provided by all jurisdictions and agencies that are the owners or producers of that information.

Coordinated through the organizations mentioned above, and including the Alaska Senior Advisory Committee, this investment will be managed by the Alaska Division of Homeland Security and Emergency Management in its role as State Administrative Agency.

III.D. - Investment Challenges

List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge 1:

Tools necessary to provide for a virtual fusion center environment.

Probability: Medium **Impact:** High

Mitigation Strategy:

The coordination of intelligence and information management systems through the various organizations listed above, and additional funding for secure communications equipment will address this challenge.

Challenge 2:

Maintenance of security clearances and training for appropriate state and local personnel.

Probability: High **Impact:** High

Mitigation Strategy:

The training to be conducted through this investment will address part of this challenge. The traditionally high turn-over rate of public employees will require DHS commitments to maintain an acceptable number of state and local personnel with DHS issued security clearances.

Challenge 3:

Getting necessary equipment installed w/ supporting training

Probability: Medium **Impact:** Medium

Mitigation Strategy:

Ensure reputable firms provide bids and can support selected equipment. Make sure equipment is compatible with national systems.

IV. Impact - Investment #8

IV.A. - Impact

What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

This investment will be successful if the number of jurisdictions, agencies, and individuals contributing to the shared information and intelligence environment are increased. This includes the number of local law enforcement agencies utilizing the ALEISS system, and the number of state, local, and private sector agencies adopting and utilizing tools like WebEOC, HSIN, ACAMS, and LEO.

An additional measure of success will be a decrease in the number of after action items/improvement plans created through the HSEEP exercise evaluation process that pertain to breakdowns or lack of critical information and intelligence sharing and dissemination.

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)

The capabilities enhanced or created through this investment will be sustainable with minimal effort. By utilizing existing agency resources such as the State Emergency Coordination Center, Joint Terrorism Task Force, and local law enforcement information sharing and records management systems, and providing for a virtual fusion center environment, Alaska feels these efforts are more economically feasible and sustainable than a large increase in physical structures or staff.

V. Optional Attachments - Investment #8

V.A. - Optional Attachments

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(End of Investment #8.)