

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

FY 2009 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 hazard 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 grant funds to local units of government within 45 days of award. (5,000 char. max)

The types of risks Alaska faces are numerous, and while the population is small the distance between population centers is significant. The disparate small population and large land mass dictate the State develop methods to mitigate risks, and respond to events, with limited resources for extended periods of time. Alaska needs to build independent community capabilities, increase communication systems, and strengthen planning across the State. This focus drove the development of the Investments. Alaska hazards:

Terrorism – Alaska produces 20 percent of the U.S. domestic crude oil, is the national leader in zinc and tin production, has six of the nation's top ten producing ports for commercial fishing interests, and has almost 1.5 million tourists visit per year. Any time during the summer cruise ship season there may be 30 large ships along the coast. Isolated ports have significant vessel traffic, with multiple foreign national crews with potential illegal U.S. entry points. These factors provide ideal targets for criminal acts or terrorism.

Earthquakes in the last 100 years, more than 10 percent of all the world's earthquakes, 25 percent of the entire world's released earthquake energy and three of the six largest earthquakes have taken place in Alaska. Given another 1964 type earthquake in Southcentral Alaska would likely cause great loss of life and tremendous destruction of property. Tsunamis rank high as potential killers. Communities at risk are well documented and included in tsunami warning procedures. Localized tsunamis allow no warning. Tsunamis place great demands on Alaska's warning network and preparedness activities in the coastal regions.

Floods alone account for 40 percent 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. Warming permafrost, glacial runoff, and lack of coastal sea ice to prevent storm driven sea surges are all increased hazards.

Volcanoes are a significant hazard in the Southcentral and Southwest Regions. About one-twelfth of the world's active, above water volcanoes are located there. When active, ash erupting from volcanoes can disrupt air traffic at great distances, disrupt local power generation and necessitate costly cleanup.

Prolonged periods of cold weather have prompted disaster emergency declarations in every decade. Liquid fuels congeal 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. Limits to air transportation occur, creating supply and medical evacuation problems.

Wild land 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. The Southwest and West Coast Regions are most vulnerable. Some storms strike with hurricane force, wreaking havoc on port facilities as well as commercial and subsistence fishing interests. In the North / Northwest regions severe winds can drive frozen ice the size of large equipment into communities and destroy buildings, utility lines, and roads.

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 rechanneling, meandering or building deltas. Bank erosion is a feature of this natural process.

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 occur in Alaska. This carries the danger of a large oil spill and potential for many hazardous substance releases. Two large oil refineries operate in the State. Multiple fish processing centers use ammonia and chlorine. Substantial mining operations take place in the Interior and Arctic Regions. Many ships ply the coast through tourism, fishing, the Marine Highway System all with the potential for hazardous material spill accidents. Remote villages also have large bulk fuel storage facilities requiring annual replenishing.

Upon completion of this application the State will prepare and distribute local applications. Jurisdictions will have 45 days to apply. The interagency review committee will allocate anticipated grant funds to successful applicants based on

priorities in the States' Strategy and Investment Justifications. Local grants will then be ready to issue within 45 days of receipt of the State Award.

Management & Administrative Costs

States, territories and Urban Areas must 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 Management and Administrative (M&A) funding to support the tracking, reporting, fiscal monitoring and auditing requirements of the grant. Expenditures can include accounting, management, and audit support at the State. Evaluation of the program management capability 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. In summary, the State anticipates the expenditure of M&A funds will be in personnel, contracting, and training categories. Direct program management will not be funded through the M&A category. The State will use the maximum available of 3 percent per eligible grant programs to include State Homeland Security Program (SHSP), Citizen Corps Program (CCP), and Metropolitan Medical Response System (MMRS). The State will not pass through any M&A funding to local sub-grantees but will provide grant management training and technical assistance when necessary.

Project Management

Describe the management team's roles and responsibilities, governance structures, and subject matter expertise specifically required for all of the Investments included in this Investment Justification. (5,000 char. max)

With one exception, the Department of Military and Veterans' Affairs (DMVA) / Division of Homeland Security and Emergency Management (DHS&EM) is the agency responsible for ensuring the accomplishment of the goals contained within the Strategy and Investment Justifications. The single exception is the Goal: Strengthen Capabilities to Manage Medical Surge and Mass Prophylaxis. Department of Health and Social Services / Division of Public Health is the lead agency for this goal.

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

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

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

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

The State's Homeland Security Grants provided to jurisdictions or other State agencies incorporate the State Homeland Security Strategy (SHSS). Applicants are required to identify applicable Strategy objectives for requests. Successful applications are then processed for sub-grant awards and project budget details are tied directly to the Strategy objective with timelines. Therefore, measurement of the Strategy's success will also be tracked through these sub-grant awards based on the following timelines, responsible parties, and mechanisms:

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

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

The Senior Advisory Committee will review the multi-agency workgroup's status report to assess progress. The committee will provide requests for additional information or clarification from SAA.

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

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

Investment #1

Investment Information - Investment #1

Investment Name: Strengthen Planning and Preparedness
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. (500 char. max per Investment name)

FY 2006 Investment name: This Investment combines three Investments from 2006 and they are: Increase Citizen Participation and Preparedness; Fusion Center; and the ALEISS Expansion. The funding listed is the total for all three.

FY 2006 HSGP funding: \$997,331

FY 2007 Investment name: This Investment combines three Investments from 2007 and they are: Increase Citizen Participation and Preparedness; Increase Catastrophic Planning and Integrating; and the Alaska Information Coordination Center. The funding listed is the total for all three.

FY 2007 HSGP funding: \$1,538,497

FY 2008 Investment name: This Investment combines four Investments from 2008 and they are: Community Preparedness; Expand Regional Collaboration; Implement NIMS and NRF; and Strengthen Information Sharing and Collaboration Capabilities. The funding listed is the total for all four.

FY 2008 HSGP funding: \$2,607,487

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 integrates four previous investments, reflecting inherent linkages and shared strategies among planning and preparedness, regional collaboration, and information sharing. Regional and statewide planning workshops, training, and exercises foster regional collaboration, information sharing, and the ability to respond and communicate effectively with partners within and across communities.

This Investment will increase the number and capabilities of local jurisdictions developing Emergency Operation Plans (EOP). For governmental agencies, private and non-profit sectors, and communities with EOPs, this Investment will increase the number of entities engaged in continuity of operations planning. Outreach will support local and State efforts while expanding the cadre of citizens and entities actively engaged in community planning and preparedness. Information and intelligence sharing will further develop as partner agencies continue statewide planning.

I.C. - Baseline - Description

Provide a description of the current state of this Investment, its objectives, and any accomplishments that will be completed prior to the application of FY 2009 HSGP funds. Include in this description whether this is a new or ongoing Investment. Describe the capability gap(s) that this Investment is intended to address. (2,500 char. max)

This Investment consolidates four prior investments and is considered ongoing. Planning is the core of this Investment, and EOPs and Continuity of Operations (COOP) plans are its key products. Of 362 communities, 79 have completed or are actively developing EOPs. Communities in the same region have worked on EOPs at local and regional multi-agency planning and evacuation workshops. While not every community has completed an EOP, the knowledge, commitment, and teamwork by the end of a 3–5 day workshop has significantly enhanced community preparedness in more than 50 communities. Representatives from 31 larger communities have participated in 2 statewide emergency planning conferences. The interactions during these events have increased awareness, understanding, information sharing, and National Incident Management System (NIMS) / Incident Command System (ICS) proficiency.

With the exception of governmental, private, and non-profit entities with emergency management requirements, COOP awareness and planning remains a significant identified gap. The State expanded its outreach focus this year to use individual, family, and business preparedness presentations as an opportunity to interest and engage individuals and workplaces in COOP activities. As a result, 66 participants have completed a 3-day COOP training and the State facilitates an active COOP working group.

Support for Citizen Corps and other local programs and priorities also increase community and citizen preparedness. Community participation in NIMS compliance activities; local, regional, and statewide planning, training, and exercises; and other emergency functions have led to increased demand for deliverables beyond State current capacity. Therefore, this Investment includes the expansion of the instructor cadre; develop alternative training delivery mechanisms; and increase State offerings related to the planning–training–exercise cycle.

The regional collaboration and information sharing described above occurred in the larger context of collaboration at the State level. Statewide groups such as Alaska Partnership for Infrastructure Protection (APIP), Advisory Council of Alaska (ACA), and All-Hazards Multi Agency Coordination (AH-MAC) Group are engaged in planning and response activities. This Investment encompasses information and intelligence sharing through a variety of means and continues to develop plans that are coordinated among our partner agencies.

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)

Strengthen Planning and Preparedness Investment directly support multiple priorities. Each priority is considered separately, beginning with the core priority, Planning and Preparedness.

SPR National Priority 8: Strengthening Planning and Citizen Preparedness Capabilities.

Strengthen Planning and Preparedness Investment directly supports State Preparedness Report (SPR) Priority 8 initiatives (pp. 130–132):

SPR – Planning Capability.

- Enhance local planning.
- Move beyond single–community planning.

This Investment will strengthen planning capabilities through EOPs and COOP plans that are developed regionally and supported by associated training. Regional planning workshops, statewide conferences, and regional exercises support local communities in events where they plan, train, and exercise together.

SPR – Citizen Evacuation and Shelter-in-Place.

- Inventory capacities, identify gaps, and strategize solutions.

Regional evacuation exercises bring communities together to develop evacuation plans that work within and across

communities.

SPR – Community Preparedness and Participation.

- Increase collaborative community preparedness.
- Enhance understanding of COOP.
- Use individual and family preparedness activities to engage entities in COOP efforts.

Leveraging outreach activities to engage entities in COOP planning is a milestone of the Investment Justification (IJ). The targeted outreach campaign is a joint focus of the SPR and this IJ. The combined efforts of this Investment support collaborative community preparedness.

National Priority 2: Enhanced Regional Collaboration.

The SPR Initiatives (pp. 75–76) supported by this is:

- Intra–State Regional Collaboration.

This investment supports exercises, and the planning and training that precede the exercise, including Alaska Shield 2010 Full Scale Exercise. The scenario will require activation of the AH–MAC group and regional mutual aid agreements. Regional and statewide workshops supported by this IJ will precede the exercise and facilitate regional collaboration to be articulated in the Emergency Response Plan (ERP).

National Priority 4: Strengthen Information Sharing and Collaboration.

SPR Initiatives (pp. 85–86, 88) supported by this investment include:

SPR – Intelligence and Information Sharing and Dissemination Capability:

- Emergency Alert System (EAS) training and education.
- Local EAS plan development and integration.

Regional evacuation exercises will support the formal EAS program. Planning workshops provide the opportunity to address development and inclusion of EAS plans into each jurisdiction's EOP or ERP communication and warning annexes. The State can then discuss and distribute outreach and educational materials to workshop participants who can then provide local outreach.

SPR – Counter–Terror Investigations and Law Enforcement Capability.

This Investment supports use of statewide groups such as the AH–MAC group, the ACA, and APIP in planning, training, and exercises. Recommendations developed from exercise after action Reports (AAR) / improvement plans (IP) will be incorporated into an Information Sharing Strategy that directly supports information sharing and collaboration.

National Priority 1: Implement the NIMS and NRF.

NIMS and NRF implementation, SPR National Priority 1, is implicit throughout this IJ. Initiatives include:

- Implement National Incident Management System Compliance Assistance Support Tool (NIMSCAST) as the reporting documentation tool for all State of Alaska Planning, Preparedness, and Prevention activities and metrics.
- Regionalized delivery of NIMS training and outreach.
- NIMSCAST Adoption and Rollout Plan.

Sub–grantees are required to comply with NIMS and NIMSCAST requirements. The regional workshops described in this Investment provide venues for regionalized delivery of NIMS training and outreach as described in the rollout plan.

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)

Strengthen Planning and Preparedness Investment directly supports multiple 2008 Homeland Security Strategy Goals and Objectives. Each goal is considered separately, beginning with the core goal for this investment, Strengthening Statewide Planning and Citizen Capabilities.

Goal 8: Strengthening Statewide Planning and Citizen Capabilities.

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

The EOP and COOP planning at the local jurisdiction level supported by this investment clearly enhances continuity of operations under all conditions. Each of the steps articulated to achieve this objective is also targeted by a specific accomplishment or milestone for this investment.

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

This Investment supports outreach by providing regional and statewide opportunities to train and otherwise support local jurisdictions and their Citizen Corps, Local Emergency Planning Committees (LEPCs), and other groups that develop and sustain citizen preparedness capabilities.

Goal 1: Strengthen and Build Regional Collaboration throughout Alaska.

National Priority Alignment: Expand Regional Collaboration.

1A. Objective: Promote the continued development of regional mutual aid agreements (MAA) and procedures.

1B. Objective: Strengthen regional capabilities through joint preparedness activities.

1C. Objective: Integrate Citizen Corps Councils into other security and emergency programs.

1D. Objective: Analyze State and local all-hazards emergency operations plans for compatibility.

This investment specifically articulates and supports development, coordination, and validation of EOPs and regional mutual aid agreements and procedures. Evacuation and other exercises, as well as planning and other statewide workshops, provide a structured environment in which multiple entities come together with the goal of developing MAAs. Exercises such as Alaska Shield 2010 within this investment provide an opportunity to fully exploit Citizen Corps Councils. As communities within the same region plan, train, and exercise together in activities supported here, they continue to strengthen local and regional capabilities.

Goal 4: Strengthen Information and Intelligence Sharing.

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

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

This investment requires that key entities participate actively in exercises and provides structured opportunities to validate information sharing. State-led training and coordination of statewide groups continues to develop this capacity.

Goal 2: Increase Capabilities in Incident Management through the Implementation of the National Incident Management System (NIMS) and the National Response Framework (NRF).

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

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

Regional and statewide workshops provide a key venue to train and utilize NIMS / NRF at local, regional, and state levels. This investment supports planning workshops typically include one or more key ICS courses: ICS100, -200, -700 or -402 that supports active integration of NIMS and NRF into their EOPs.

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:

This Investment supports the common target capability of planning. Funding to develop and maintain plans support all critical tasks and activities described in the planning target capability. Additional funding is set aside for training and exercise to ensure planning continues through the preparedness cycle of plan, train, exercise, and incorporation of after action reports and critical lessons learned.

Secondary Target Capability 1: Citizen Evacuation and Shelter-in-Place

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

II.D. - Strategy - National Priorities

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

National Priority 1: Strengthen Information Sharing and Collaboration Capabilities
National Priority 2: Strengthen Planning and Citizen Preparedness Capabilities
National Priority 3: Expand Regional Collaboration
National Priority 4: Implement the NIMS and NRP

III. Implementation - Investment #1

III.A. - Funding Plan

Provide the total estimated cost to implement this Investment during the three year, FY 2009 HSGP period of performance by completing the following table:

- For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)
- If this Investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied
- Other sources of funding should be identified and described appropriately

	FY 2009 Homeland Security Grant Program				FY 2009 HSGP Total	Optional Cost Sharing		Other Funding Sources	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-Kind		
Planning	\$2,023,256				\$2,023,256			\$398,080	\$2,421,336
Organization									
Equipment	\$18,568				\$18,568				\$18,568
Training	\$200,804				\$200,804			\$99,520	\$300,324
Exercises	\$244,088				\$244,088				\$244,088
Total	\$2,486,716				\$2,486,716			\$497,600	\$2,984,316

Planning Summary: This area will fund the development and refinement of local and regional EOPs and COOP planning statewide. This will be accomplished through technical assistance and workshops that further planning capability and plans development. These funds will also support broad planning efforts of emergency management and advisory groups through planning workshops and related events that enhance regional collaboration and information sharing.

Organization Summary: Funds not used in this category.

Equipment Summary: Equipment funding will be used to support allowable expenses for equipment used during exercises.

Training Summary: Training funds will support eligible training events, instructor development, instructional delivery, contractor support for course development and delivery, and other training-related expenses.

Exercises Summary: Homeland Security Exercise and Evaluation Program (HSEEP) compliant exercise projects will validate EOPs, continuity of operations, regional collaboration, information sharing, and issues identified in AAR / IPs. Exercises funded through this program will require the submission of HSEEP AAR / IPs in order to identify gaps in planning and other capabilities.

Other Funding Sources: Although not identified with a monetary value the local jurisdictions often capture ineligible costs through general funds during the planning and procurement of equipment, training, and exercise activities. Many costs such as personnel expenditures and grant management is not a reimbursable expense from local governments, but rather reported in the quarterly narrative reports submitted to the State during the grant cycle. The State will not burden local jurisdictions with reporting local funding in support of each investment. State funding for Local Emergency Planning Committee activities also supports this Investment.

III.B. - Accomplishments

Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:

- Identify the planned end date for when the accomplishment will occur
 - Identify at least one milestone that will indicate the Investment is progressing towards the accomplishment
 - Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance
- (1,000 char. max per box)

Accomplishment 1: Development of local projects appropriate for funding from this Investment, and issuance of

sub-grant allocations within 45 days of receipt of the State's 2009 Homeland Security Grant Program Award (Estimated date 10/01/09).

Milestones: • Develop and distribute sub-grantee applications with project focus within each applicable investment area to eligible jurisdictions (03/20/09 – 05/15/09). • Collect sub-grantee applications, complete grant management review, and develop effectiveness analysis on projects / applicants (05/15/09 – 07/31/09). • Convene inter-agency multi-discipline review committee to allocate local pass through funds based on effectiveness analysis, Investment Justifications, State Homeland Security Strategy and specific subject matter expertise (08/01/09 – 08/15/09). • Develop and distribute obligating award documents to local jurisdictions for allocated projects (08/16/09 – 09/14/09). • Convene three regional 2009 grant kick-off meetings in Fairbanks, Juneau, and Anchorage with required attendance by all sub-grantees (10/01/09 – 11/05/09).

Challenges: • Delayed 2009 State Homeland Security Grant Award by the federal government. • Delayed Environmental Historical Program (EHP) reviews potentially resulting in project terminations. • Inexperienced local jurisdiction personnel in grant and project management. • Local jurisdiction inability to complete projects allocated.

Accomplishment 2: 12 communities will develop and test Emergency Operations Plans by 09/30/12.

Milestones: • Identify communities without approved EOPs and initiate outreach efforts to engage key leaders, planners, managers, or other individuals in the planning process (10/01/09 – 12/31/09). • Develop specific EOP strategies and timelines for communities that support their EOP development (10/01/09 – 12/31/09). • Provide planning, training, and exercise support to local jurisdictions as outlined in community EOP strategies (11/01/09 – 09/30/11). • Facilitate EOP review and approval (10/01/11 – 03/31/12). • Develop and deliver multi-agency regional and statewide planning, training, and exercise events that support and test EOPs (10/01/09 – 09/30/12).

Challenges: • Inexperienced and limited local jurisdiction personnel. • Inclement weather conditions and expensive limited travel to communities. • Seasonal subsistence lifestyle in Alaska.

Accomplishment 3: 15 entities will develop COOP plans by 3/31/12.

Milestones: • Develop integrated outreach strategy to support COOP / COG development (10/01/09 – 12/31/09). • Develop and deliver regional and statewide planning, training, and exercise events that address COOP understanding and planning (01/01/10 – 03/31/12). • Provide Technical Assistance to private, local, and State entities, with COOP / COG planning (01/01/10 – 03/31/12). • Conduct exercises with an emphasis on continuity of government and continuity of operations (COOP / COG) (03/01/10 – 03/31/12).

Challenges: • Many organizations lack fundamental understanding of continuity of operations. • Inexperienced and limited local jurisdiction personnel. • Inclement weather conditions and expensive limited travel to communities. • Seasonal subsistence lifestyle in Alaska.

Accomplishment 4: Community and citizen preparedness and capabilities strengthened through 15 intermediate and advanced trainings by 09/30/12.

Milestones: • Develop courses and identify target audiences for delivery (10/01/09 – 9/30/11). • Implement strategies to increase number of qualified instructors (10/01/09 – 09/30/11). • Deliver training as required to qualify instructors for designated courses (01/01/10 – 06/30/12). • Design and coordinate regional training workshops and conferences (04/01/10 – 09/30/12).

Challenges: • Most current or potential instructors are employed in other capacities. • Ensuring quality instruction without national instructional standards. • Inclement weather conditions and expensive limited travel to communities. • Seasonal subsistence lifestyle in Alaska.

Accomplishment 5: Strengthen collaboration and information sharing during actual events and exercises by 09/30/12.

Milestones: • Develop, implement, and test an integrated Information Sharing Strategy to utilize statewide advisory groups in planning, training, and exercises (10/1/09 – 06/30/10). • Multi-agency involvement in exercise after action assessment and develop recommended improvements (06/30/10 – 12/31/10). • Implement recommendations and incorporate them into the Information Sharing Strategy 01/01/11 – 09/30/12).

Challenges: • Entities have different premises, priorities, and definitions may conflict and impede effective collaboration and sharing.

III.C. - Challenge Mitigation

Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall investment 15,000 char. max)

The State Administrative Agency (SAA) will adjust dates of sub-grantee awards as a result of any delays in the issuance of the Federal Grant Award to the State. The SAA will also work to provide technical assistance and training opportunities to sub-grantees inexperienced in grant / project management. Sub-grantee project delays or inability to accomplish projects will be reviewed as described in our Project Management Section of this application. Steps will be taken to reduce or terminate awards when necessary, and re-allocation of funds to eligible projects will be made in accordance with State goals and objectives in the State Homeland Security Strategy, State Preparedness Report, and within this FY 2009 Investment Justification.

The community planning and preparedness investment is difficult to quantify and most effectively evaluated through community success responding to and recovering from actual events. Therefore, the management team carefully crafted measurable actions, products, and events throughout the grant cycle that ensure progress toward those accomplishments. Furthermore, regional and statewide events, including a full-scale exercise, are planned well in advance with multi-agency teams ensuring support toward their success.

Planning and preparedness accomplishments share common challenges, including inexperienced and limited local jurisdiction personnel; inclement weather conditions and expensive limited travel to communities; and the seasonal subsistence lifestyle in Alaska. New initiatives, including increasing the number of local and regional instructors, as well as the number of state-delivered course offerings, helps meet the need to provide fundamental training to rotating personnel. Community planning documented in EOPs and COOP plans also mitigates the profound effects of personnel turnover. Alternate modes of delivery and the careful combination of grant management, planning, training, and exercise at each event minimizes the travel required to achieve objectives. This approach also allows the management team to ensure events do not interfere with subsistence activities. It also allows the management team to mitigate for or commit additional resources to overcome or adapt new methodologies to address these potential obstacles;

- Many organizations lack fundamental understanding of continuity of operations.
- Most current or potential instructors are employed in other capacities.
- Ensuring quality instruction without national instructional standards.

IV. Impact - Investment #1

IV.A. - Impact on Identified Risk

Describe how achieving this investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. (Part of overall investment 15,000 char. max)

As discussed in the Overall Statement, Alaska faces many types of risks and while the population is small the distance between population centers is significant. The disparate small population and large land mass dictate the State develop methods to mitigate risks, and respond to events, with limited resources for extended periods of time. This investment will build capabilities to ensure communities are prepared to protect their citizens and infrastructure as well as respond to events.

Increasing the number of communities actively engaged in emergency planning through EOP, COOP, or other plan development increases local emergency management capacity. Once the planning process leads to a written plan, the community, the surrounding region, and the State can better plan for and provide the support a community may require before, during, or after an event. A fundamental planning assumption is communities must prepare to sustain for at least seven days without regional, State, or federal assistance.

This Investment specifically addresses the reality of limited resources spread across wide geographic areas with small populations. Each accomplishment leverages existing resources and expands community planning and preparedness capabilities. Planning, training, and exercising in regional and statewide events strengthen the network of engaged and trained individuals and supports development of critical mutual aid agreements. Face-to-face contacts are essential to Alaska Native culture and greatly enhance immediate and long-term outcomes. The networking at these events creates community-to-community connections for planning, training, exercising, information sharing, and regional collaboration. The combined knowledge and relationships built through this Investment will be required as Alaskan's address the many hazards that accompany this vast and diverse state.

IV.B. - Sustainability

Describe 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 primary component of this Investment is planning. By completing emergency operation plans, communities identify and document who will do what, when and with what resources, and by what authority before, during, and immediately after an emergency. EOPs therefore contribute directly toward sustaining community planning and preparedness. Developing COOP plans produces similar results.

With more local and regional instructors developed as a result of this investment, individuals are more likely to request and receive training, thereby becoming more equipped to understand and prepare for known risks. The multiple challenges posed by travel to training (expenses, time, availability, and weather) may be partially addressed through alternate methods of instructional delivery such as webinars to be assessed during the grant period. These strategies may also reap benefits in sustainability, since they require less staff time and may potentially be reproduced for future training. As instructors gain expertise, they may be called on to provide paid training, which could potentially be re-invested in emergency management.

As entities strengthen regional collaboration and information sharing, information formerly known only to a few becomes common knowledge. Training, knowledge, strategies, and other essential data are not lost, but rather continue to inform community planning and preparedness efforts.

Sustainability is addressed at the local as well as the statewide level. The sub-recipient's ability to continue ongoing activities at the end of the grant period is considered during the grant review and approval process. Jurisdictional plans and unique contributions to sustain proposed projects support the Investment beyond the grant cycle.

V. Optional Attachments - Investment #1

V.A. - Optional Attachments

As part of the FY 2009 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: Strengthen Interoperable and Operable Communications Capabilities
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. (500 char. max per Investment name)

FY 2006 Investment name: EAS Upgrade and Build ALMR Capacity

FY 2006 HSGP funding: \$5,333,668

FY 2007 Investment name: Enhance Statewide Communications

FY 2007 HSGP funding: \$4,248,174

FY 2008 Investment name: Strengthen Interoperable and Operable Communications

FY 2008 HSGP funding: \$2,711,900

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 the State's efforts to provide equipment, planning, training, and exercises to improve local, regional, and statewide operability and interoperability. This Investment area in HSGP will compliment the Interoperable Emergency Communications Grant Program (IECGP) funding. The State has taken the approach to continue communications funding through the State's HSGP eligible communities through this program and utilizing IECGP to provide funding to Alaska's rural and remote jurisdictions. Specifically this investment will allow local jurisdictions to develop local communications plans, policies, and procedures; acquire and deploy operable and interoperable communications hardware and software, and to develop or conduct training and exercise activities based on local plans and procedures, Alaska's regional Tactical Interoperable Communications Plans (TICPs), and newly acquired technology.

I.C. - Baseline - Description

Provide a description of the current state of this Investment, its objectives, and any accomplishments that will be completed prior to the application of FY 2009 HSGP funds. Include in this description whether this is a new or ongoing Investment. Describe the capability gap(s) that this Investment is intended to address. (2,500 char. max)

This Investment area is ongoing. Over the last fiscal year the State has made great strides in overall interoperability

when rated against the SAFECOM interoperability continuum. Prior to this submission the State received approval of the Alaska Statewide Interoperable Communications Plan (SCIP), developed and codified the Alaska Interoperable Communications Committee (AKICC) under the authority of the State Emergency Response Commission, and successfully awarded State and Local communications projects through the 08 Homeland Security Grant Program (HSGP), IECGP, and the 07 Public Safety Interoperable Communications (PSIC) grant programs.

The AKICC is charged with overseeing the implementation of the Alaska SCIP. A key component of the goals and objectives outlined in the Plan is the HSGP. All funding dedicated and distributed through this investment area will be reviewed and progress assessed through the AKICC. The AKICC also has jurisdiction over the implementation of the IECGP and PSIC grant programs. This ensures a consistent direction for all federally funded communications activities. Although a substantial amount of resources have been dedicated to improving communications operability and interoperability through the HSGP, the State still has a great need to invest in infrastructure to support homeland security, emergency response, and public safety communications.

Through other federal funding the State is in the process of developing a current assessment of communications capability statewide. In addition to the activities listed above the State has conducted a SCIP implementation workshop, a SCIP update workshop, and is in the process of coordinating an All-Hazards Type 3 Communications Unit Leader Course. Each of these activities was supported by the Department of Homeland Security's (DHS) Office of Emergency Communications. The State is also in the process of developing a Strategic Interoperable Communications Training and Exercise Plan (SICTEP). The SICTEP will further guide the delivery of communications training and exercise activities funded through this Investment area.

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)

This Investment supports National Priority 5: Strengthen Communications Capability (2008 SPR pp. 90–93). As stated in the SPR, the State's efforts to strengthen this capability are articulated in Alaska's SCIP's goals, objectives, and strategic initiatives. The 20 strategic initiatives listed below align with the stated goals of the National Emergency Communications Plan with Alaska's SCIP and this Investment. In order to ensure consistency across federal, State, and local funding the Alaska Interoperable Communications Committee is charged with ensuring investments in the operable and interoperable communications capabilities meet and are in alignment with SCIP, SPR, and State Homeland Security Strategy (SHSS). The 20 strategic initiatives supported 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.

This committee is in the process of developing a continuous review process for assessing the currency and alignment of the SCIP and the SHSS as it relates to implementing new policy for the sole purpose of strengthening the State's

communications capability.

Detailed information relating to the State's overall interoperability communication direction and activities relating to the 20 initiatives and supporting National Priority 5 can be found in the Alaska SCIP.

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 SHSS, SPR, and SCIP are all in alignment with each other. This Investment supports the 2009 SHSS Goal 5 Objectives through these steps:

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

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

Step 1. Complete community-by-community communication capability and needs assessment.

Step 2. Identify un-served and underserved communities that lack operable communication systems. Prioritize resource allocation based on gaps.

Step 3. Identify voice and data communications technology that is economically and technically appropriate to each community.

Step 4. Provide resources to build interoperable communications systems where appropriate. Connect existing disparate systems through gateways and other advanced technologies.

Step 5. Facilitate and support local communications training and exercise activities.

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

Step 1. Assess existing regional and neighboring community communications systems and solutions.

Step 2. Assess local mutual aid agreements and procedures including regional TICPs to determine communications requirements.

Step 3. Identify gaps in voice and data communications between neighboring communities while leveraging existing systems and technologies,

Step 4. Identify strategies to support long term, sustainable funding, and technology.

Step 5. Facilitate and support regional training and exercise activities including TICIP validation exercises.

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

Step 1. Inventory current strategic and tactical reserve capabilities and existing fixed and deployable voice and data interoperability infrastructure (i.e. gateways).

Step 2. Identify suitable locations for additional fixed and deployable reserve components. Acquire and deploy strategic technology reserve equipment.

Step 3. Develop concept plans and policies / procedures for the usage, training, and exercising of strategic technology reserve equipment.

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

Step 1. Update State of Alaska's Emergency Alert System (EAS) plan to incorporate next-generation EAS, Common Alerting Protocol 2.0, and Develop Amber Alert and Tsunami Warning annexes.

Step 2. Update and disseminate Alaska Amber Alert System Plan.

Step 3. Analyze and design next generation EAS dissemination architecture.

Step 4. Continue to leverage federal programs for deployment of all-hazards siren systems.

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 directly aligns with the common target capability of communications. Funding for equipment acquisition

and deployment, plan and procedure development, and communications training and exercise development and conduct supports critical tasks and activities described in the communications target capability.

- Secondary Target Capability 1:** Fire Incident Response Support
- Secondary Target Capability 2:** Intelligence and Information Sharing and Dissemination
- Secondary Target Capability 3:** Emergency Operations Center Management
- Secondary Target Capability 4:** On-Site Incident Management

II.D. - Strategy - National Priorities

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

- National Priority 1:** Expand 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 #2

III.A. - Funding Plan

Provide the total estimated cost to implement this Investment during the three year, FY 2009 HSGP period of performance by completing the following table:

- For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)
- If this Investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied
- Other sources of funding should be identified and described appropriately

	FY 2009 Homeland Security Grant Program				FY 2009 HSGP Total	Optional Cost Sharing		Other Funding Sources	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-Kind		
Planning	\$67,790				\$67,790			\$512,636	\$580,426
Organization									
Equipment	\$881,263				\$881,263			\$384,476	\$1,265,739
Training	\$135,579				\$135,579			\$256,318	\$391,897
Exercises	\$271,158				\$271,158			\$128,158	\$399,316
Total	\$1,355,790				\$1,355,790			\$1,281,588	\$2,637,378

Planning Summary: This area will continue to fund the development and refinement of local communications plans and SOPs, and ensure the integration of interoperable plans, policies, and procedures into local Emergency Operations Plans (EOPs). This category compliments regional and statewide planning conducted through IECGP and PSIC.

Organization Summary: Funds not used in this category.

Equipment Summary: All projects in this investment, including equipment, will be reviewed by the AKICC to ensure compliance with interoperability standards. As stated above this investment will directly support the acquisition and deployment of communications equipment for Alaska’s largest jurisdictions while the IECGP focuses on un-served and under-served communities throughout the State.

Training Summary: Eligible training activities will continue to support National Incident Management System (NIMS) / Incident Command System (ICS) training, All-Hazards Type 3 Communications Unit Leader training, and training on the implementation of Alaska’s Regional TICPs and Concept of Operations Plans. These activities will align with the SICTEP referred to in Section I.C. of this investment.

Exercises Summary: Exercise projects will validate policies, procedures, and equipment usage. Exercises funded through this program will require the submission of Homeland Security Exercise and Evaluation Program (HSEEP) after action reports (AAR) / improvement plans (IP) in order to identify gaps in interoperable communications. This area will also be coordinated through the SICTEP.

Other Funding Sources: Although not identified with a monetary value the local jurisdictions often capture ineligible costs through general funds during the planning and procurement of equipment, training, and exercise activities. Many costs such as personnel expenditures and grant management is not a reimbursable expense from local governments, but rather reported in the quarterly narrative reports submitted to the State during the grant cycle. The State will not burden local jurisdictions with reporting local funding in support of each investment. Additionally, Alaska is utilizing additional federal grant funding to further activities in this investment area. This includes the 07 PSIC grant program and the FY 08 and 09 IECGP.

III.B. - Accomplishments

Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:

- Identify the planned end date for when the accomplishment will occur
- Identify at least one milestone that will indicate the Investment is progressing towards the accomplishment
- Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance

(1,000 char. max per box)

Accomplishment 1: Development of local projects appropriate for funding from this Investment, and issuance of sub-grant allocations within 45 days of receipt of the State's 2009 Homeland Security Grant Program Award (Estimated date 10/1/09).

Milestones: • Develop and distribute sub-grantee applications with project focus within each applicable investment area to eligible jurisdictions (03/20/09 – 05/15/09). • Collect sub-grantee applications, complete grant management review, and develop effectiveness analysis on projects / applicants (05/15/09 – 07/31/09). • Convene inter-agency, multi-discipline review committee to allocate local pass-through funds based on effectiveness analysis, Investment Justifications, SHSS, and specific subject matter expertise (08/01/09 – 08/15/09). • Develop and distribute obligating award documents to local jurisdictions for allocated projects (08/16/09 – 09/14/09). • Convene three regional 2009 grant kick-off meetings in Fairbanks, Juneau, and Anchorage with required attendance by all sub-grantees (10/01/09 – 11/05/09).

Challenges: • Delayed 2009 State Homeland Security Grant Award by the federal government. • Delayed Environmental Historical Program (EHP) reviews potentially resulting in project terminations. • Inexperienced local jurisdiction personnel in grant and project management. • Local jurisdiction inability to complete projects allocated.

Accomplishment 2: Develop and refine State and local communications plans for HSGP eligible direct grant recipients by 09/30/12.

Milestones: • Identify eligible entities needing to develop or revise Communication Plans (10/1/09 – 12/31/09). • Develop specific strategies and timelines for entities to support their Communication Plan development (10/01/09 – 12/31/09). • Provide technical assistance to entities (11/01/09 – 09/30/12). • Facilitate Communication Plans review and approval (10/01/11 – 03/31/12). • Coordinate integration of communication plans into appropriate emergency operation plans (10/01/11 – 03/31/12). • Develop and deliver multi-agency regional and statewide planning events (10/01/09 – 09/30/12).

Challenges: • Inexperienced and limited local jurisdiction personnel. • Inclement weather conditions and expensive limited travel to communities. • Seasonal subsistence lifestyle in Alaska.

Accomplishment 3: Obtain necessary communications equipment to address identified gaps by 03/31/12.

Milestones: • Identify communication equipment needs based on analysis and communication planning process (10/01/09 – 03/31/10). • Procure communications equipment (04/01/10 – 03/31/12). • Install communications equipment (07/01/10 – 03/31/12).

Challenges: • Contractor selection, execution and equipment shipping / installation for rural communities (if applicable). • FEMA's EHP program review and approval process

Accomplishment 4: Ensure first responders and other users can effectively use interoperable equipment and systems by 09/30/12.

Milestones: • Develop, or identify existing training on communication equipment and / or systems (10/01/09 – 03/31/10). • Deliver communication equipment and/or system training (04/01/10 – 06/30/12). • Deliver Communications Unit Leader Training to appropriate personnel (10/01/09 – 06/30/12). • Develop and deliver multi-agency regional and statewide training events (04/01/10 – 06/30/12).

Challenges: • Inexperienced and limited trainers. • Inclement weather conditions and expensive limited travel to communities. • Seasonal subsistence lifestyle in Alaska.

Accomplishment 5: Identify capability gaps in communication exercises through after action reports by 09/30/12.

- Milestones:** • Develop and execute multi-agency communications' exercises (04/01/10 – 06/30/12). • Conduct after action assessment and develop recommended improvements (05/01/10 – 06/30/12). • Implement recommendations and incorporate them into appropriate communication plans (07/01/10 – 09/30/12) • Develop and deliver multi-agency regional and statewide exercises (04/01/10 – 06/30/12).
- Challenges:** • Inclement weather conditions and expensive limited travel to communities. • Seasonal subsistence lifestyle in Alaska.

III.C. - Challenge Mitigation

Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this Investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall Investment 15,000 char. max)

The State Administrative Agency (SAA) will adjust dates of sub-grantee awards as a result of any delays in the issuance of the Federal Grant Award to the State. The SAA will also work to provide technical assistance and training opportunities to sub-grantees inexperienced in grant / project management. Sub-grantee project delays or inability to accomplish projects will be reviewed as described in our Project Management Section of this application. Steps will be taken to reduce or terminate awards when necessary, and re-allocation of funds to eligible projects will be made in accordance with State goals and objectives in the State Homeland Security Strategy, State Preparedness Report, and within this FY 2009 Investment Justification.

The management team for the HSGP, including the SAA and its grants, procurement, and financial staff, and subject matter experts provide a great deal of knowledge and past experience assisting sub-recipients administer communications investments through this program. For example, the State participates in the Western States Contracting Alliance. This Alliance allows for competitively bid communications vendor to pre-awarded contracts to provide subscriber equipment. This particular arrangement allows for a reduced time to acquire equipment since each sub-recipient does not have to repeat the competitive bid process individually.

To mitigate the challenges of potential delays posed by the EHP process the SAA and sub-recipients will continue to work proactively with DHS to pilot programs and lead the nation in creative solutions to make the process more efficient where possible.

In addition to the management team described in the overall section, Alaska has a very active State Interoperability Governance Board (SIGB). The Alaska Interoperable Communications Committee (AKICC) is made up of homeland security, emergency management, and emergency services personnel from across the State. AKICC will be an integral part in the solicitation, review, approval, and monitoring process for projects awarded in this investment area. During this performance period it is expected AKICC will create a technical working group to develop technology and procurement standards for equipment purchased with federal and State interoperable and emergency communication grant programs.

AKICC and the SAA are also in the process of developing the Alaska Strategic Interoperable Communications Training and Exercise Plan (SICTEP). SICTEP will be completed early in this period of performance and will allow for a unified approach to communications training and exercise projects awarded through this investment area.

Communication accomplishments share common challenges, including inexperienced and limited local jurisdiction personnel; inclement weather conditions and expensive limited travel to communities; and the seasonal subsistence lifestyle in Alaska. New initiatives, including increasing the number of local and regional instructors, as well as the number of state-delivered course offerings, helps meet the need to provide fundamental training to rotating personnel. Alternate modes of delivery and the careful combination of grant management, planning, training, and exercise at each event minimizes the travel required to achieve objectives. This approach also allows the management team to ensure events do not interfere with subsistence activities.

IV. Impact - Investment #2

IV.A. - Impact on Identified Risk

Describe how achieving this Investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. (Part of overall Investment 15,000 char. max)

As discussed in the Overall Statement the State faces many types of risks and while the population is small the distance between population centers is significant. The disparate small population and large land mass dictate the State develop methods to mitigate risks, and respond to events, with limited resources for extended periods of time. This investment will build capabilities to provide interoperable communications at the local, regional and statewide levels to ensure the ability to respond to all events.

Communications barriers and obstacles continue to be the number one issue raised in exercise and real-world event after action reports and improvement plans. By continuing to resource local jurisdictions in this area along the same lines as the previous years investments the State can meet the goals and objectives as described in the Statewide Communications Interoperability Plan.

IV.B. - Sustainability

Describe 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)

A specific focus of the Alaska SCIP and AKICC is to identify and determine long-term sustainment plans and resources for interoperable communications equipment obtained through this and other grant programs.

A key factor in sustaining technology for Alaskan communities is to ensure the technology we buy for local jurisdictions is technically, financially, and economically appropriate to each community. Alaska is a hugely diverse and dispersed state. Many jurisdictions do not have access to roads that tie back to the major metropolitan areas and these same jurisdictions are hundreds of miles away from the closest technical or programming support. Furthermore, many of the remote, rural, and isolated communities are small in terms of both population and communications infrastructure. These jurisdictions procure low cost equipment that allow for basic levels of interoperability locally, regionally, and with augmenting forces that arrive from out of the area. Obtaining low cost equipment allows these local jurisdictions to provide for technology replacement and refresh through local or State funding sources.

As with all investment areas in HSGP, the SAA requires each jurisdiction to describe how they plan to sustain the equipment or projects they apply for in the long term. The sub-recipients ability to provide for future sustainment is a factor scrutinized and utilized during the sub-recipient application review and approval process.

Sustainability is addressed at the local as well as the statewide level. The sub-recipient's ability to continue ongoing activities at the end of the grant period is considered during the grant review and approval process. Jurisdictional plans and unique contributions to sustain proposed projects support the Investment beyond the grant cycle.

V. Optional Attachments - Investment #2

V.A. - Optional Attachments

As part of the FY 2009 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 #2.)

Investment #3

Investment Information - Investment #3

Investment Name: Critical Infrastructure / Key Resource Protection

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. (500 char. max per Investment name)

FY 2006 Investment name: Critical Infrastructure Protection Strategy

FY 2006 HSGP funding: \$130,828

FY 2007 Investment name: Critical Infrastructure Protection Strategy

FY 2007 HSGP funding: \$316,717

FY 2008 Investment name: Implement the National Infrastructure Protection Plan

FY 2008 HSGP funding: \$55,000

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 continues to protect Alaska's critical infrastructure / key resource (CIKR) through a multi-discipline approach. This Investment will: Integrate community and CIKR hazard analysis from Hazard Mitigation and Security Vulnerability Assessment (SVA) Groups to perform CIKR hazard analysis under all-hazards threat environment; Integrate CIKR data by combining the Hazard Mitigation and SVA Groups to cross walk CIKR assets data currently stored separate, with hazard mitigation data accumulated in a State maintained Microsoft Access database and SVA data housed in the Automated Critical Asset Management System. The objective is to successfully synchronize hazard mitigation and SVA data for CIKR; Leverage Hazard Mitigation and SVA outreach, equipment, and planning program activities to provide coordinated customer service through multiple funding opportunities, reduce duplication, and broaden the all-hazards approach towards CIKR protection for communities and resource sectors.

I.C. - Baseline - Description

Provide a description of the current state of this Investment, its objectives, and any accomplishments that will be completed prior to the application of FY 2009 HSGP funds. Include in this description whether this is a new or ongoing Investment. Describe the capability gap(s) that this Investment is intended to address. (2,500 char. max)

The State has been managing the protection of infrastructure through two separate programs: SVA and hazard

mitigation. In 2008, the State began combining protection activities of Alaska's infrastructure efforts. This Investment justification is a continuation of the initiatives started in 2006. The objective is to further leverage multiple homeland security and hazard mitigation programs in protecting community or sector infrastructure.

Programmatically different, both SVA and the Hazard Mitigation groups shared common objectives of infrastructure protection. Leveraging different funding sources, subject matter expertise, data collection, and mitigation measures resulted in a multi-faceted benefit to communities and sectors. Accomplishments prior to this application are initial phase completions of a multiple phased investment strategy. These accomplishments consists of technical assistance for hazards analysis planning, identification of special buffer zone and / or mitigation projects, development of homeland security or Stafford Act funding streams to support security vulnerability / mitigation activities to communities and sectors. In addition, an accomplishment was the cataloging and information sharing through the use of Homeland Security Information Network (HSIN), Automated Critical Asset Management System (ACAMS), and the internal hazard mitigation data on Microsoft Access.

The gaps in this investment are programmatic. Homeland security and hazard mitigation programs are structured separately at the federal level which makes comprehensive multi-faceted infrastructure protection difficult to achieve. Hazard analysis, infrastructure data, and funding opportunities are separated and do not share information. The State has started to address this gap through the organizational alignment of the SVA and hazard mitigation programs. Management of both programs is being facilitated through the Division of Homeland Security and Emergency Management's (DHS&EM) planning program manager to maximize efforts towards collecting and storing common community and sector infrastructure data.

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 CIKR protection investment has a direct correlation with National Priority 3: Implement the National Infrastructure Protection Plan (NIPP) of the State of Alaska Preparedness Report (SPR) (pp. 5–6, 77–81). In addition, this investment justification has a strong supporting role in National Priority 4: Strengthen Information Sharing and Collaboration Capabilities (pp. 82–89). The accomplishments, current capabilities, multi-year targets, initiatives, and resources stated in both documents are duplicative with very little variance. Therefore, this FY09 Investment justification for CIKR protection directly supports the SPR.

This investment justification strategy has a direct correlation to the SPR's accomplishments, current capabilities, and three year targets, initiatives, and resource sections. The baseline purpose and description summarized in section I.B and I.C reflects the SVA sector / community hazard analysis and vulnerability assessments, and cataloging of information through the use of HSIN and ACAMS found in the SPR's accomplishments and current capabilities (pp. 77–78). Sections II.B, II.C, and III.A, support the SPR's multi-year targets, initiatives, and resource allocations strategies. Emphasizing the hazard analysis / vulnerability assessments, continuing the population of infrastructure databases, and expanding membership activities of the Alaska Partnership for Infrastructure Protection (APIP) work group (pp. 78–80) are analogous activities of the SPR and this Investment.

Ultimately, both the SPR and this investment justification support the implementation of the NIPP. Activities and the project management workgroups are vehicles to protect and harden Alaska's infrastructure and key resources. This activity is ongoing from previous years. The major change in this year's strategy is working both homeland security and emergency management hazard mitigation programs in concert to maximize customer service while minimizing cost. Further clarification of the activities can be found in the SPR.

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 investment supports all the 2009 Homeland Security Strategy objectives. The State Homeland Security Strategy (SHSS) is the foundation document for the SPR, the 2006–2008 Capability and

Enhancement Plans, and the Department of Military and Veterans Affairs 2008–2012 Strategic Plan. The redundancy observed in the SHSS, 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. The objective is build incremental improvements from the FY 2007–2008 initiatives. This Investment supports the 2009 SHSS Goal 3 Objectives through these steps:

Goal 3: Implement the National Infrastructure Protection Plan.

3A. Objective: Reduce the vulnerability of CIKR.

Step 1. SVA / Hazard Analysis (HA) / MIT Teams to perform all-hazard assessments for communities and facilities as required.

Step 2. SVA / HA / MIT Team members develop information and briefings on recommendations for hardening buildings and facilities that can be incorporated into architectural plans for new construction.

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

Step 1. Implement the Protective Critical Infrastructure Information Program (PCII) and maintain the system data in the ACAMS.

Step 2. Coordinate revision or validation of the current list with input from stakeholders and the private sector.

Step 3. Seek funding to harden the State's CIKR.

3C. Objective: Continue to strengthen and extend the reach and influence of APIP.

Step 1. Continue to provide leadership and vision to APIP.

Step 2. Continue to assist APIP with development of communication plans, emergency operation center (EOC) plans, exercise scenario development, and conduct training and exercise that include critical infrastructure protection.

3D. Objective: Develop a coordinated plan for restoration of public utilities and services.

Step 1. Continue to support infrastructure working groups in the development of sector assurance plans.

Step 2. Develop comprehensive recovery documents and integrate sector assurance plans.

Step 3. Support ongoing activities of State Public Assistance and Hazard Mitigation Programs to meet reconstitution efforts.

3E. Objective: Improve multi-agency response capabilities through statewide cyber security initiatives.

Step 1. Develop process for analysis of cyber threat intelligence to State, local, and private infrastructure.

Step 2. Support cyber security training and exercises.

Step 3. Develop system for APIP members (InfraGuard) to share and provide recommendations on cyber infrastructure protection measures.

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 leverage multiple existing programs to protect Alaska's infrastructure and key resources as defined in the NIPP. This will be accomplished by assessing community / sector hazards and vulnerabilities, cataloging the data, suggesting mitigation and protective measures, providing funding and hardening opportunities, and continuing to foster private / public partnership workgroups.

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: Expand 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 #3

III.A. - Funding Plan

Provide the total estimated cost to implement this Investment during the three year, FY 2009 HSGP period of performance by completing the following table:

- For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)
- If this Investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied
- Other sources of funding should be identified and described appropriately

	FY 2009 Homeland Security Grant Program				FY 2009 HSGP Total	Optional Cost Sharing		Other Funding Sources	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-Kind		
Planning	\$129,685				\$129,685			\$991,524	\$1,121,209
Organization									
Equipment	\$1,037,473				\$1,037,473			\$661,015	\$1,698,488
Training	\$38,905				\$38,905				\$38,905
Exercises	\$90,778				\$90,778				\$90,778
Total	\$1,296,841				\$1,296,841			\$1,652,539	\$2,949,380

Planning Summary: Planning activities include hazard / vulnerability assessments, mitigation and hardening plans, participation of APIP and State Hazard Mitigation Advisory Committee (SHMAC) workgroups, and cataloging of ACAMS and mitigation database. Activities can be carried out by internal staff (SVA, Mitigation, and Planning), contractors, private / public stakeholders, local / State / and federal partners.

Organization Summary: Funds not used in this category.

Equipment Summary: The equipment identified for procurement includes buffer zone protection, mitigation activities, and equipment to protect our CIKR sectors against known hazards.

Training Summary: Training activities are maximized through utilization of subject matter experts providing technical assistance to communities and sectors and attendance at national and State training opportunities.

Exercises Summary: Test CIKR strategies and plans through community and private / public sector emergency response exercises.

Other Funding Sources: Although not identified with a monetary value the local jurisdictions often capture ineligible costs through general funds during the planning and procurement of equipment, training, and exercise activities. Many costs such as personnel expenditures and grant management is not a reimbursable expense from local governments, but rather reported in the quarterly narrative reports submitted to the State during the grant cycle. The State will not burden local jurisdictions with reporting local funding in support of each investment.

III.B. - Accomplishments

Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:

- Identify the planned end date for when the accomplishment will occur
 - Identify at least one milestone that will indicate the Investment is progressing towards the accomplishment
 - Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance
- (1,000 char. max per box)

Accomplishment 1: Development of local projects appropriate for funding from this Investment, and issuance of sub-grant allocations within 45 days of receipt of the State's 2009 Homeland Security Grant Program Award (Estimated date 10/01/09).

Milestones: • Develop and distribute sub-grantee applications with project focus within each

applicable investment area to eligible jurisdictions (03/20/09 – 05/15/09). • Collect sub-grantee applications, complete grant management review, and develop effectiveness analysis on projects / applicants (05/15/09 – 07/31/09). • Convene inter-agency, multi-discipline review committee to allocate local pass through funds based on effectiveness analysis, Investment Justifications, State Homeland Security Strategy and specific subject matter expertise (08/01/09 – 08/15/09). • Develop and distribute obligating award documents to local jurisdictions for allocated projects (08/16/09 – 09/14/09). • Convene three regional 2009 grant kick-off meetings in Fairbanks, Juneau, and Anchorage with required attendance by all sub-grantees (10/01/09 – 11/05/09).

Challenges: • Delayed 2009 State Homeland Security Grant Award by the federal government. • Delayed Environmental Historical Program (EHP) reviews potentially resulting in project terminations. • Inexperienced local jurisdiction personnel in grant and project management. • Local jurisdiction inability to complete projects allocated.

Accomplishment 2: Complete at least six CIKR hazard analysis and/or vulnerability assessments on communities or industry sectors by 09/30/10.

Milestones: • SVA and mitigation teams identify at least six communities and/or infrastructure components in need of vulnerability/hazard analysis assessments (10/01/09 – 12/31/09). • Identify cyber infrastructure entities for assessments (10/01/09 – 03/31/10). • Schedule and conduct identified communities and/or infrastructure for assessments (04/01/10 – 09/30/10). • Update ACAMS or hazard mitigation assessment database after completion of assessments (10/01/10 – 12/31/10).

Challenges: • Alaskan communities and infrastructure are spread across vast areas creating logistical difficulties for accomplishment of objectives. • Resource owners may not choose to participate in populating data into ACAMS.

Accomplishment 3: Complete at least six CIKR plans to harden infrastructure in communities or industry sectors by 03/31/11.

Milestones: • Certify the State of Alaska in Protective Critical Infrastructure Information (PCII) (10/01/09 – 12/31/09). • Publish SVA and mitigation plans through the ACAMS system (04/01/10 – 03/31/11).

Challenges: • Lack of common language and systems in classifying critical infrastructure.

Accomplishment 4: Complete six CIKR hardening community or infrastructure projects through assessment plans by 03/31/12.

Milestones: • Procure equipment to harden community and/or infrastructure (04/01/11 – 06/30/11). • Installation of equipment to harden facility or infrastructure (07/01/11 – 03/31/12).

Challenges: • Contractor selection, execution and equipment shipping / installation for rural communities (if applicable). • FEMA's EHP program review and approval process.

Accomplishment 5: Completion of Strategic Recovery Plan to include infrastructure restoration in a catastrophic event by 09/30/11.

Milestones: • Identify key elements of Strategic Recovery Plan and incorporate into State Emergency Operation Plan (10/1/09 – 12/31/09). • Draft Strategic Recovery Plan (01/01/10 – 06/30/10). • APIP review of draft plan and incorporation of sector plans (07/01/10 - 12/31/10). • Finalization and distribution of strategic plan (01/01/11 – 09/30/11).

Challenges: • Obtaining APIP involvement. • Changes in regulations and guidance may impact the development and publication of the strategic recovery plan.

III.C. - Challenge Mitigation

Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this Investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall Investment 15,000 char. max)

The State Administrative Agency (SAA) will adjust dates of sub-grantee awards as a result of any delays in the issuance of the Federal Grant Award to the State. The SAA will also work to provide technical assistance and training opportunities to sub-grantees inexperienced in grant / project management. Sub-grantee project delays or inability to accomplish projects will be reviewed as described in our Project Management Section of this application. Steps will be taken to reduce or terminate awards when necessary, and re-allocation of funds to eligible projects will be made in accordance with State goals and objectives in the State Homeland Security Strategy, State Preparedness Report, and within this FY 2009 Investment Justification.

The challenges will be mitigated through project management and extensive outreach efforts. The geographic logistical challenges will be mitigated by phasing the execution of the assessments on a yearly basis. This will allow the SVA and Mitigation to focus on a geographic portion and / or project similarity to gauge the successful completion of the assessment. Working in tandem with DHS&EM's Preparedness Section, the importance of the hazard / vulnerability assessments will be marketed at every outreach opportunity.

The challenge of classifying critical infrastructure will be mitigated through working within the context of shared interests. Activities that are not programmatically synchronized but share common goals and objectives will be identified, shared, but executed through different means.

The State will provide technical assistance when needed on contracting issues for rural communities. APIP leadership will also encourage peer industry involvement.

Changes in regulations and guidance will be monitored through attendance and involvement in the various infrastructure workgroups in the homeland security, hazard mitigation, and public assistance areas. As changes are initiated, authors of the plan will adjust to reflect the necessary changes.

Planning and preparedness accomplishments share common challenges, including inexperienced and limited local jurisdiction personnel; inclement weather conditions and expensive limited travel to communities; and the seasonal subsistence lifestyle in Alaska. New initiatives, including increasing the number of local and regional instructors, as well as the number of state-delivered course offerings, helps meet the need to provide fundamental training to rotating personnel. Community planning documented in EOPs and COOP plans also mitigates the profound effects of personnel turnover. Alternate modes of delivery and the careful combination of grant management, planning, training, and exercise at each event minimizes the travel required to achieve objectives. This approach also allows the management team to ensure events do not interfere with subsistence activities.

IV. Impact - Investment #3

IV.A. - Impact on Identified Risk

Describe how achieving this Investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. (Part of overall Investment 15,000 char. max)

As discussed in the Overall Statement the State faces many types of risks and while the population is small the distance between population centers is significant. The disparate small population and large land mass forces the State into developing methods to mitigate risks and respond to events with limited resources for extended periods of time. This Investment will identify critical gaps in infrastructure protection and provide protective measures to harden Alaska's CIKR from all-hazards.

The information gained from increased assessments will support overall planning, increase situational awareness, and provide for effective all-hazards response. These assessments will improve security and community preparedness by ensuring citizens residing in or near identified critical infrastructures are prepared to react and sustain themselves before, during, and after a natural disaster to include other manmade hazards or threats.

Hardening infrastructure is an extension of the traditional mitigation programs. Combining resources will allow multiple programmatic ways to reduce risk and initiate mitigation efforts for potential hazards. This approach will only enhance the shared capabilities of local and State protection efforts.

IV.B. - Sustainability

Describe 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)

By providing assessments, technical assistance, and funding through equipment and infrastructure hardening, this Investment justification completes the heavy efforts of initial start up steps. Once funded hardening activities are completed, critical infrastructure will be maintained through ongoing operational and maintenance activities included in annual budgets. Private industry infrastructure has the additional incentive to include maintenance costs in their on-going operational budgets to be competitive in the marketplace.

Sustainability is addressed at the local as well as the statewide level. The sub-recipient's ability to continue ongoing activities at the end of the grant period is considered during the grant review and approval process. Jurisdictional plans and unique contributions to sustain proposed projects support the investment beyond the grant cycle.

V. Optional Attachments - Investment #3
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V.A. - Optional Attachments

As part of the FY 2009 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 Chemical, Biological, Radiological / Nuclear, and Explosive (CBRNE) Detection, Response,

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. (500 char. max per Investment name)

FY 2006 Investment name: Increase chemical, biological, radiological / nuclear, and explosive (CBRNE) Detection Capability

FY 2006 HSGP funding: \$880,828

FY 2007 Investment name: CBRNE Prevention, Detection, and Response

FY 2007 HSGP funding: \$426,876

FY 2008 Investment name: Strengthen CBRNE

FY 2008 HSGP funding: \$799,615

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)

Using an all-hazards approach, first responders, tactical specialty teams and law enforcement entities will develop and maintain qualified, trained, and exercised personnel to necessary equipment. Activities will increase improvised explosive device and radiological/nuclear awareness, and reduce critical infrastructure/key resource and soft target attack vulnerabilities. Multi-jurisdiction planning groups such as the Statewide Hazardous Materials (Hazmat) Response Work Group described in the 2009 State Homeland Security Strategy (SHSS) will identify resources to address any shortfall in equipment, personnel, exercise, and training and the State of Alaska Preparedness Report (SPR), thereby strengthening CBRNE detection, response, and decontamination capabilities statewide. Aviation, maritime, and multi-agency coordination are key components in this Investment which provide pathways to succeed as measured by the safety, preparedness, rapid response, and recovery from all-hazards events.

I.C. - Baseline - Description

Provide a description of the current state of this Investment, its objectives, and any accomplishments that will be completed prior to the application of FY 2009 HSGP funds. Include in this description whether this is a new or ongoing Investment. Describe the capability gap(s) that this Investment is intended to address. (2,500 char. max)

Alaska continues this Investment to protect, defend, deter, respond to, and prevent terrorist and all-hazard catastrophic events at key critical populous, economic, aviation, maritime, and industrial sites. Three explosive ordnance disposal (EOD) teams and four hazmat teams deploy statewide in response to terrorist or all-hazard events. They cover 586,400 square miles and multiple points of entry via highway, airports, and maritime ports.

Other recent ongoing activities include the formation of a subcommittee from the State Hazardous Materials (Hazmat) Response Work Group (SHRWG) to discuss and prioritize the development of new and/or updated standard operating response procedures and guidelines. The group also concluded there is a greater need for more operations staff to conduct initial rescue and firefighting, as opposed to hazmat technicians who would be required for specific hazmat tasks.

Through tri-annual meetings held regionally the SHRWG continue to be the multi-agency entity that provides oversight to identify and address equipment, training, and exercise and training needs such as enhancing mobile decontamination unit support. Recent hazmat response assessments show most Alaskan communities lack offensive hazmat response capability. For example, the State had a white powder letter opened in the mail room building adjacent to the Governor's office in Juneau. This incident was a similar event experienced in numerous states nationwide. It was elevated and evaluated as a high-risk, high-level potential terrorist event involving a bio-chemical hazard and it addressed the States' continued need to support first responders and specialty field teams.

Current Investment 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, weapons of mass destruction (WMD), improvised explosive device (IED), radiological / nuclear (RAD / NUC), and EOD events such as the regional Ammonia Training Class held in Juneau.

The SHRWG, the Alaska Public Health Lab, and other work groups actively engage and outreach to State entities, local first responders, and law enforcement agencies to include village public safety officers (VPSO) to enhance awareness of the overall sample collection and processing procedures.

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)

This Investment supports the SPR initiatives through improvement in Alaska community's hazmat detection, prevention, and response capabilities by an increased awareness of the hazards posed by CBRNE, WMD, IED, RAD / NUC, and EOD. The SPR (2008, pp. 98-102) outlines the State's projected achievements and in-progress targets and capabilities for this Investment.

The target descriptions also reflect the updated 2009 State Homeland Security Strategy (SHSS) goals and objectives. These targets and resource requirements are accomplished by classroom training for responders on the hazards, handling, management, and response to catastrophic events. Evacuation and sheltering-in-place are key actions in the early stages of a response to any disaster event and are tested regularly through coordinated local, State, and multi-agency exercises.

The hazmat team members serving southeast Alaska communities completed 80 percent of the initial steps to qualify personnel SPR (p. 101). This newest hazmat team is developing standard operating guidelines, purchasing response equipment, and meeting regularly with the SHRWG.

As per information provided in the SPR (p. 98), the State through the SHRWG will continue review community capabilities and gaps. This will include contact with communities that have procured CBRNE equipment in the past and offer support and hands-on training and support with the systems. Other local capabilities exist statewide for first responder initial response to an event, and continued training and exercises provide the ability to assess and handle high-risk situations requiring deployment of specialized teams.

SPR documents the State's continued effort for systematically addressing and improving capabilities in explosive device operations, WMD, RAD / NUC, and hazardous materials response and decontamination (p. 103).

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)

Through existing and newly formed partnerships, committees, and workgroups, the State continues to coordinate activities in this Investment with other governmental organizations and responder entities as described in the SHSS. This approach enables all levels of government to collaborate seamlessly in order to identify and overcome critical response gaps, overlaps, and deficiencies. The State serves as both the leader and the facilitator to improve the level of preparedness and response for Alaska. This investment supports the 2009 SHSS Goal 6 Objectives through these steps:

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

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

Step 1. Analyze existing CBRNE equipment and capabilities.

Step 2. Determine the need for additional CBRNE equipment.

Step 3. Identify personnel skill levels in detecting CBRNE events and determine training needs to improve the skills.

Step 4. Identify resources to address any shortfall in equipment, personnel, and training.

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

Step 1. Continued support and development of regional hazmat teams.

Step 2. Assist regional hazmat teams in identifying resources available to acquire needed equipment.

Step 3. Provide support for hazmat team training and exercises.

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

Step 1. Assist detection and operation agencies in locating resources available to acquire any needed additional equipment.

Step 2. Facilitate training for agencies responsible for CBRNE detection.

Step 3. Integrate detection scenarios into interagency and regional exercises.

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

Step 1. Identify CBRNE training needs of State and local agencies.

Step 2. Coordinate and facilitate training appropriate to the CBRNE needs of the communities.

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:

The SHRWG and qualified specialty field teams are established and function at a high level. Collaborated efforts use the State's network of local jurisdictions, regional and federal partner resources and activities. Local jurisdictions and State entities participate and work in a coordinated, collaborated process aligning with the SHSS that allows the identification of needed memoranda of understanding (MOU), or of agreement (MOA) for statewide equipment, training, or exercise needs.

Secondary Target Capability 1: Counter-Terror Investigation and Law Enforcement

Secondary Target Capability 2: Critical Infrastructure Protection

Secondary Target Capability 3: Explosive Device Response Operations

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: Expand Regional Collaboration

National Priority 2: Implement the NIPP

National Priority 3: Strengthen CBRNE Detection, Response, & Decontamination Capabilities

III. Implementation - Investment #4

III.A. - Funding Plan

Provide the total estimated cost to implement this Investment during the three year, FY 2009 HSGP period of performance by completing the following table:

- For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)
- If this Investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied
- Other sources of funding should be identified and described appropriately

	FY 2009 Homeland Security Grant Program				FY 2009 HSGP Total	Optional Cost Sharing		Other Funding Sources	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-Kind		
Planning								\$118,386	\$118,386
Organization									
Equipment	\$618,948				\$618,948				\$618,948
Training	\$88,421				\$88,421			\$118,386	\$206,807
Exercises	\$176,842				\$176,842				\$176,842
Total	\$884,211				\$884,211			\$236,772	\$1,120,983

Planning Summary: Funds not used in this category.

Organization Summary: Funds not used in this category.

Equipment Summary: Equipment funds obtained are primarily passed-through to local jurisdictions to enhance the capabilities of first responder specialty teams to CBRNE, WMD, IED, RAD / NUC, and EOD related incidents while providing an extra measure of security to protect the health and safety of responders and the affected community.

Training Summary: Training is usually conducted to the equipment, but planned training greatly enhances local and State entities to coordinate capabilities in the mitigation of various incidents, high-risk scenarios. Specialized training increases first responder safety and the ability to dramatically reduce or eliminate potential civilian casualties. Training events are evaluated for program eligibility, coordinated, and scheduled by the jurisdiction receiving the funding allocation.

Exercises Summary: Exercises funded in this investment will require the submission of the Homeland Security Exercise and Evaluation Program (HSEEP) and an After Action Report (AAR) in order to identify gaps in CBRNE preparedness. It is anticipated two large jurisdictions will plan and coordinate at least one mass casualty all-hazards response exercise to test the coordination of statewide hazmat teams, area police, fire, and emergency medical service agencies.

Other Funding Sources: Although not identified with a monetary value the local jurisdictions often capture ineligible costs through general funds during the planning and procurement of equipment, training, and exercise activities. Many costs such as personnel expenditures and grant management is not a reimbursable expense from local governments, but rather reported in the quarterly narrative reports submitted to the State during the grant cycle. The State will not burden local jurisdictions with reporting local funding in support of each investment. Federal funds to the State from the Hazardous Materials Emergency Preparedness (HMEP) grant enhance planning and training capabilities in this Investment.

III.B. - Accomplishments

Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:

- Identify the planned end date for when the accomplishment will occur
 - Identify at least one milestone that will indicate the Investment is progressing towards the accomplishment
 - Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance
- (1,000 char. max per box)

Accomplishment 1: Development of local projects appropriate for funding from this Investment, and issuance of sub-grant allocations within 45 days of receipt of the State's 2009 Homeland Security Grant Program Award (Estimated date 10/01/09).

Milestones: • Develop and distribute sub-grantee applications with project focus within each applicable Investment area to eligible jurisdictions (03/20/09 – 05/15/09). • Collect sub-grantee applications, complete grant management review, and develop effectiveness analysis on projects / applicants (05/15/09 – 07/31/09). • Convene inter-agency, multi-discipline review committee to allocate local pass-through funds based on effectiveness analysis, Investment Justifications, SHSS, and specific subject matter expertise (08/01/09 – 08/15/09). • Develop and distribute obligating award documents to local jurisdictions for allocated projects (08/16/09 – 09/14/09). • Convene three regional 2009 grant kick-off meetings in Fairbanks, Juneau, and Anchorage with required attendance by all sub-grantees (10/01/09 – 11/05/09).

Challenges: • Delayed 2009 State Homeland Security Grant Award by the federal government. • Delayed Environmental Historical Program (EHP) reviews potentially resulting in project terminations. • Inexperienced local jurisdiction personnel in grant and project management. • Local jurisdiction inability to complete projects allocated.

Accomplishment 2: Obtain necessary CBRNE, WMD, IED, RAD / NUC, and EOD equipment to address identified capability gaps by 03/31/12.

Milestones: • Identify CBRNE, WMD, IED, RAD / NUC, and EOD equipment needs based on analysis and work group planning process (10/01/09 – 03/31/10). • Procure CBRNE, WMD, IED, RAD / NUC, and EOD equipment (04/01/10 – 03/31/12). • Install and train to CBRNE, WMD, IED, RAD / NUC, and EOD equipment (07/01/10 – 03/31/12).

Challenges: • Contractor selection, execution and equipment shipping/installation for rural communities (if applicable). • FEMA's EHP review and approval process. • Alaskan communities and infrastructure are spread across vast areas creating logistical difficulties.

Accomplishment 3: Ensure first responders and other users can effectively use CBRNE, WMD, IED, RAD / NUC, and EOD equipment and systems by 09/30/12.

Milestones: • Develop, or identify existing training on CBRNE, WMD, IED, RAD / NUC, and EOD equipment and / or systems (10/01/09 – 03/31/10). • Deliver CBRNE, WMD, IED, RAD / NUC, and EOD equipment and/or system training (04/01/10 – 06/30/12). • Develop and deliver multi-agency regional and statewide training events (04/01/10 – 06/30/12).

Challenges: • Inexperienced and limited trainers. • Inclement weather conditions and expensive limited travel to communities. • Seasonal subsistence lifestyle in Alaska. • Changes in regulations and guidance.

Accomplishment 4: Identify capability gaps in CBRNE, WMD, IED, RAD / NUC, and EOD through exercises and after action reports by 09/30/12.

Milestones: • Develop and execute multi-agency CBRNE, WMD, IED, RAD / NUC, and EOD exercises (04/01/10 – 06/30/12). • Conduct after action assessment and develop recommended improvements (05/01/10 – 06/30/12). • Implement recommendations and incorporate them into appropriate CBRNE, WMD, IED, RAD / NUC, and EOD plans (07/01/10 – 09/30/12). • Develop and deliver multi-agency regional and statewide exercises (04/01/10 – 06/30/12).

Challenges: • Inclement weather conditions and expensive limited travel to communities. • Seasonal subsistence lifestyle in Alaska. • Limited specialized teams exercise support staff.

III.C. - Challenge Mitigation

Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this Investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall Investment 15,000 char. max)

The State Administrative Agency (SAA) will adjust dates of sub-grantee awards as a result of any delays in the issuance of the Federal Grant Award to the State. The SAA will also work to provide technical assistance and training opportunities to sub-grantees inexperienced in grant / project management. Sub-grantee project delays or inability to accomplish projects will be reviewed as described in our Project Management Section of this application. Steps will be taken to reduce or terminate awards when necessary, and re-allocation of funds to eligible projects will be made in accordance with State goals and objectives in the State Homeland Security Strategy, State Preparedness Report, and within this FY 2009 Investment justification.

Since much of the monetary request for this Investment is at local government levels, mitigating challenges and ensuring expected accomplishments and milestones will be demonstrated by these specific outcomes:

- Specialty response teams ability to identify objects and the placement / movement of personnel on the concealed side of a solid barrier or wall against the threat.
- The ability to immediately identify and evaluate an explosive device.
- Increased capability of remote explosives identification, manipulation, and mitigation, and detonation.
- The ability to gather situational intelligence from a distance with no threat to responders.
- The ability for intelligible communication of information over great distances and within concealed / barricaded structures.
- The ability for multiple hazmat, WMD, IED, RAD / NUC, EOD, or tactical threat deployment of specialty teams.

To mitigate the challenges of potential delays posed by the EHP process the State Administrative Agency (SAA) and sub-recipients will continue to work proactively with the U.S. Department of Homeland Security to pilot programs and lead the nation in creative solutions to make the process more efficient where possible.

Preparedness, response, and recovery accomplishments share common challenges including inexperienced and limited local jurisdiction personnel; inclement weather conditions and expensive limited travel to communities; and the seasonal subsistence lifestyle in Alaska. New initiatives, including increasing the number of local and regional instructors, as well as the number of state-delivered course offerings, helps meet the need to provide fundamental training to rotating personnel. Community preparedness documented in emergency operation plans (EOPs) and continuity of operations plans (COOP) also mitigates the profound effects of personnel turnover. Alternate modes of delivery and the careful combination of grant management, planning, training, and exercise at each event minimizes the travel required to achieve objectives. This approach also allows the management team to ensure events do not interfere with subsistence activities.

IV. Impact - Investment #4

IV.A. - Impact on Identified Risk

Describe how achieving this Investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. (Part of overall Investment 15,000 char. max)

As discussed in the Overall Statement Alaska faces many types of risks and while the population is small the distance between population centers is significant. The disparate small population and large land mass dictate the State develop methods to mitigate risks, and respond to events, with limited resources for extended periods of time. This investment will build capabilities to ensure CBRNE, WMD, IED, RAD / NUC, and EOD and other tactical gaps are reduced.

In recent years, many new technologies items have been made available to the public safety community that have the capability of enhancing CBRNE, WMD, IED, RAD / NUC, and EOD and other tactical response while dramatically reducing risk to responders and civilian victims. Due to local budgetary constraints, no additional capital project or operating funding has been available for local jurisdictions to consider procurement, training, or exercise of these mitigation enhancing and life saving activities and items. Other traditional public safety federal grant programs funding has been dramatically reduced and has been directed toward gang intelligence gathering and enforcement, police records sharing enhancements, trafficking of human victims, sexual exploitation of minors, and other enforcement projects. The ability of local jurisdictions to enhance specialty response teams through coordinated capability efforts statewide is made possible through equipment technology advances, training, and exercising through Homeland Security Grant Program (HSGP) funds.

Equipment procured through HSGP will provide enhanced response and mitigation capabilities in CBRNE, WMD, IED, RAD / NUC, and EOD, and other tactical response scenarios. First responder safety will be increased through the benefit of remote and un-intrusive incident surveillance and early intelligence gathering. The potential for incident mitigation with no civilian or responder casualty will be dramatically increased due to the capability for rapid incident evaluation, planning, and mitigation. The citizens of Alaska will benefit from local and statewide enhanced detection / evaluation capabilities and the added ability for specialty teams to deploy to multiple incident sites and deploy equipment for safe and rapid mitigation through the use of MOUs and MOAs.

IV.B. - Sustainability

Describe 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)

Alaska will continue to have threats and all-hazard events against communities and soft-targets. The State recognizes funding to this investment enhances responder capabilities with equipment, training and exercising while long-term sustainability is primarily assumed by local jurisdictions. Funding is never a year-to-year guarantee, but HSGP funds allow state and local entities to mitigate, prevent, protect, and respond to unpredictable incidents, attacks, and events threatening communities, local and statewide infrastructure, and the safety of its citizens.

Multiple disciplines and entities around the State coordinate key roles shaping statewide investments, goals, and objectives. Communities and regions field local specialty teams and 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 long-term approach to sustain the capabilities of this Investment is to improve readiness. The capabilities developed through this Investment will be maintained and sustained long term by on-going jurisdiction shared resources and through the use of MOUs, and MOAs.

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, to maintain a state of readiness and response capability. Therefore, local jurisdictions are committed to sustainment costs and planning for continued programs through innovated measures to include local revenue, partner investments, and other funding sources.

Local, State, tribal, private, and non-profit entities continue to coordinate plans and implement preventative measures utilizing their own resources.

Sustainability is addressed at the local as well as the statewide level. The sub-recipient's ability to continue ongoing activities at the end of the grant period is considered during the grant review and approval process. Jurisdictional plans and unique contributions to sustain proposed projects support the Investment beyond the grant cycle.

V. Optional Attachments - Investment #4

V.A. - Optional Attachments

As part of the FY 2009 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: Strengthening Medical Surge and Mass Prophylaxis
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. (500 char. max per Investment name)

FY 2006 Investment name: 06 Metropolitan Medical Response System (MMRS)

FY 2006 HSGP funding: \$464,000

FY 2007 Investment name: 07 Metropolitan Medical Response System (MMRS)

FY 2007 HSGP funding: \$516,290

FY 2008 Investment name: 08 Metropolitan Medical Response System (MMRS)

FY 2008 HSGP funding: \$642,442

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's Metropolitan Medical Response System (MMRS) programs continue to plan, equip, train, and exercise to increase medical surge capabilities. The Southeast MMRS is continuing its effort to enhance response capabilities with its newly established Hazardous Materials (Hazmat) team. In addition, they are working to obtain portable hospital shelter support equipment packages. Anchorage MMRS is continuing its efforts in expanding its patient traffic software system. This includes equipment to provide wireless technical connection for computers installed in ambulances and hospital emergency rooms (ER). MMRSs and State agencies are working together on purchasing pharmaceuticals and coordinating their efforts with the State Public Health Pharmacist. Medical supplies will be purchased with the intent to pre-position them in hub site communities. Oxygen generation units and medical ventilators will be purchased to enhance medical surge in hospitals.

I.C. - Baseline - Description

Provide a description of the current state of this Investment, its objectives, and any accomplishments that will be completed prior to the application of FY 2009 HSGP funds. Include in this description whether this is a new or ongoing Investment. Describe the capability gap(s) that this Investment is intended to address. (2,500 char. max)

Developing medical surge and alternate care site operation plans in rural and urban communities is an ongoing

Investment. Medical surge capabilities are strengthened through exercising mass casualty and alternate-care sites. State agencies are working together with the Alaska Native Tribal Health Consortium (ANTHC) in a joint effort to continue the development of medical surge planning in un-served or under-served rural communities. State agencies provide guidance to write and exercise local emergency operations plans. Medical surge planning is a critical addition to the local planning process. State agencies have visited several small communities with planning experts to train locals in the Incident Command System (ICS) and emergency management planning process.

The State has made efforts to increase pharmaceutical stockpiles and medical surge-staffing capabilities in rural communities. State and local entities have collaborated on a review of medical surge plan capabilities. Plans identify current and future resource requirements and expansion of medical surge capabilities.

State, local, and emergency medical groups have reviewed priority needs and determined additional resources are required to create and maintain a database of available medical personnel; provide training and exercise to medical volunteers; and develop medical public information officer capabilities. This collaborative review also identified the need to address standards of care to meet mass casualties; legal questions associated with the potential lowering of standards; and the medical liability of medical surge planning.

The Southeast Hazmat team has been incorporated with the State Hazmat Work Group. This collaboration has identified a need for specialized equipment, additional personnel protective equipment, increase available supply levels, and hands-on training.

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)

This Investment supports State Preparedness Report (SPR) National Priority 7: Strengthen Medical Surge and Mass Prophylaxis Capabilities (pp. 116–119). This Investment will develop and refine MMRS Region medical surge and mass prophylaxis capability plans. This clearly supports the SPR goal to develop mass prophylaxis community response plans and identify critical functions and vulnerable populations. When capability plans are in place the SPR goal to update needs assessments should also be successfully achieved.

Procurement of necessary medical surge and mass prophylaxis equipment and supplies to address identified gaps through this investment supports the SPR goal to obtain medical / pharmaceutical and communications materials for mass prophylaxis. The training focus for this initiative includes specialty medical response as-well-as for equipment and systems. This enhances the spectrum of education and preparedness training articulated in the SPR, a specialty focus on pediatric medical surge, mass prophylaxis, and trauma as-well-as broad areas of healthcare emergency management, preparedness, National Incident Management System (NIMS), and ICS.

The initiative uses exercises and after action reports to identify capability gaps for both medical surge and mass prophylaxis. The SPR sets specific targets including four annual regional mass prophylaxis exercises. Initiative-funded exercises can also be used to develop planning documents and templates for exercise development as a goal in the SPR. The initiative's exercises will enhance SPR goals to increase the regional capacity to respond to public health emergencies requiring focused or mass population prophylaxis and intra-agency planning and operations. Finally, these exercises may also provide the opportunity to validate interoperable communications and the bed tracking system to support medical surge capabilities.

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)

Each accomplishment within this Investment furthers the SPR focus to increase the preparedness, response capabilities and surge capacity of hospitals, other healthcare facilities, and community health centers with respect to public health emergencies. This Investment supports the State Homeland Security Goal 7 Objectives.

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

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

Step 1. Obtain equipment for all Alaskan hospitals to help medical surge capability.

Step 2. Pre-position medical supplies and pharmaceuticals increasing the duration that medical facilities can manage surges of patients.

Step 3. Encourage hospitals to consider purchasing equipment to produce their own medically certified oxygen.

Step 4. Coordinate exercising the United States Public Health Service

(USPHS) Disaster Medical Assistance Team's (DMAT) cold weather and the five portable hospitals based in southeast MMRS region.

Step 5. Ensure communities update emergency response plans (ERP) to align with hospital plans.

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

Step 1. Using the State Mass Prophylaxis Plan as the basis, conduct local community seminars.

Step 2. Review existing ERP plans.

Step 3. Examine alignment with the Mass Prophylaxis Plan.

Step 4. Conduct Strategic National Stockpile (SNS) table top exercises at the local level.

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

Step 1. Perform an all-hazards threat analysis to determine the most likely threat for communities and boroughs.

Step 2. Implement purchasing of pharmaceuticals, vaccines, and medical supplies for the regions.

Step 3. Collaborate through MMRS and DPH with ANTHC to leverage logistical capabilities.

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:

The MMRS regions and local communities are obtaining medical equipment, supplies, pharmaceuticals, providing necessary training in ICS, writing emergency operations plans, setting up community mass dispensing clinics, and then exercising the training and plans. The MMRS Regions along with State agencies will exercise the in-state DMAT coordinate with Federal Emergency Management Agency (FEMA) on using the DMAT along with existing portable hospital shelters located in the Southeast.

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: Medical Supplies Management and Distribution

II.D. - Strategy - National Priorities

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

National Priority 1: Strengthen Planning and Citizen Preparedness Capabilities

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

National Priority 3: Strengthen Communications Capabilities

National Priority 4: Strengthen Medical Surge and Mass Prophylaxis Capabilities

III. Implementation - Investment #5

III.A. - Funding Plan

Provide the total estimated cost to implement this Investment during the three year, FY 2009 HSGP period of performance by completing the following table:

- For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)
- If this Investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied
- Other sources of funding should be identified and described appropriately

	FY 2009 Homeland Security Grant Program				FY 2009 HSGP Total	Optional Cost Sharing		Other Funding Sources	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-Kind		
Planning	\$70,000				\$70,000			\$562,550	\$632,550
Organization									
Equipment	\$455,000				\$455,000			\$562,550	\$1,017,550
Training	\$75,000				\$75,000			\$900,000	\$975,000
Exercises	\$42,442				\$42,442			\$225,000	\$267,442
Total	\$642,442				\$642,442			\$2,250,100	\$2,892,542

Planning Summary: MMRS Southeast steering group will conduct planning / preparedness conferences annually. MMRS Anchorage will continue to meet their planning / preparedness requirements through the Municipality of Anchorage's Emergency Operations Center. MMRS members will meet periodically to review program management capabilities striving to make sure the highest priority requirements are met first and then pursuing secondary requirements. The Statewide Hazmat Work Group continues to progress including providing assistance to the MMRS Southeast Hazmat team in their efforts.

Organization Summary: Funds not used in this category.

Equipment Summary: MMRS Regions and communities will purchase support equipment identified through their respective planning processes and to fill gaps identified within their regions. This may include assisting hospitals to purchase ventilators to help in medical surge requirements along with obtaining oxygen generator units that produce medically certified oxygen.

Training Summary: MMRS Southeast will emphasize training their Hazmat team and medical first responders. MMRS Anchorage will focus on training to Emergency Medical Service (EMS) personnel and other first responders on the use of the patient tracking system. Both MMRS Regions continue ICS training. Additional training will be identified through the regional MMRS planning processes and exercise after action reports (AARs).

Exercises Summary: MMRS Southeast Hazmat teams plan to conduct a Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) exercise. MMRS Anchorage plans to conduct a mass casualty exercise using the patient tracking system and to validate interoperable capabilities. MMRS Regions will exercise using the portable hospital shelters along with the DMAT shelters joining up with a major hospital to practice medical surge capability.

Other Funding Sources: Although not identified with a monetary value the local jurisdictions often capture ineligible costs through general funds during the planning and procurement of equipment, training, and exercise activities. Many costs such as personnel expenditures and grant management is not a reimbursable expense from local governments, but rather reported in the quarterly narrative reports submitted to the State during the grant cycle. The State will not burden local jurisdictions with reporting local funding in support of each investment. This Investment is also supported through the Assistant Secretary for Preparedness and Response (ASPR) and Center for Disease Control (CDC) funding to the State.

III.B. - Accomplishments

Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:

- Identify the planned end date for when the accomplishment will occur
- Identify at least one milestone that will indicate the Investment is progressing towards the accomplishment

- Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance
(1,000 char. max per box)

Accomplishment 1: Development of regional projects appropriate for funding from this Investment, and issuance of sub-grant allocations within 45 days of receipt of the State's 2009 Homeland Security Grant Program Award (Estimated date 10/1/09).

Milestones: • Develop and distribute sub-grantee applications with project focus to each applicable investment area (03/20/09 – 05/15/09). • Collect sub-grantee applications, complete grant management review, and develop effectiveness analysis on projects/applicants (05/15/09 – 07/31/09). • Convene review committee to determine project eligibility based on effective analysis, Investment Justifications, State Homeland Security Strategy and specific subject matter expertise (08/01/09 – 08/15/09). • Develop and distribute obligating award documents (08/16/09 – 09/14/09). • Convene grant kick-off meetings in Juneau and Anchorage with required attendance (10/01/09 – 11/05/09).

Challenges: • Delayed 2009 State Homeland Security Grant Award by the federal government. • Delayed Environmental Historical Program (EHP) reviews potentially resulting in project terminations. • Inexperienced local jurisdiction personnel in grant and project management. • Regional jurisdiction inability to complete projects allocated.

Accomplishment 2: Develop and refine MMRS Region medical surge and mass prophylaxis capability plans by 09/30/12.

Milestones: • Identify med surge and mass prophylaxis capability gaps (10/01/09 – 12/31/09). • Develop specific strategies and timelines for regions and communities to support plan development (10/01/09 – 12/31/09). • Provide technical assistance to regions and communities (11/01/09 – 09/30/12). • Facilitate plan review and approval (10/01/11 – 03/31/12). • Coordinate integration of plans into appropriate emergency operation plans (10/01/11 – 03/31/12). • Develop and deliver multi-agency regional and statewide planning events (10/01/09 – 09/30/12).

Challenges: • Inexperienced and limited local jurisdiction personnel. • Inclement weather conditions and expensive limited travel to communities. • Seasonal subsistence lifestyle in Alaska. • Limited coverage of MMRS program in State.

Accomplishment 3: Obtain necessary med surge and mass prophylaxis equipment and supplies to address identified gaps by 03/31/12.

Milestones: • Identify equipment and supply needs based on analysis and planning process (10/1/09 – 03/31/10). • Procure equipment and / or supplies (04/01/10 – 03/31/12). • Install and train on equipment where necessary (07/01/10 – 03/31/12).

Challenges: • Contractor selection, execution and equipment shipping / installation for rural communities (if applicable). • FEMA's Environmental and Historic Preservation (EHP) program review and approval process. • Limited coverage of MMRS program in State.

Accomplishment 4: Ensure first responders and medical personnel can effectively use equipment and medical systems by 09/30/12.

Milestones: • Develop, or identify existing training on equipment and / or systems (10/01/09 – 03/31/10). • Deliver equipment and / or system training (04/01/10 – 06/30/12). • Develop and deliver multi-agency regional and statewide training events on specialty medical response (04/01/10 – 06/30/12).

Challenges: • Inexperienced and limited specialized trainers. • Inclement weather conditions and expensive limited travel to communities. • Seasonal subsistence lifestyle in Alaska. • Limited coverage of MMRS programs in State.

Accomplishment 5: Identify medical surge and mass prophylaxis capability gaps through exercises and after action

reports by 09/30/12.

Milestones: • Develop and execute multi-agency exercises (04/01/10 – 06/30/12). • Conduct after action assessment and develop recommended improvements (05/01/10 – 06/30/12). • Implement recommendations and incorporate them into appropriate plans 07/01/10 – 09/30/12). • Develop and deliver multi-agency regional and statewide exercises (04/01/10 – 06/30/12).

Challenges: • Inclement weather conditions and expensive limited travel to communities. • Seasonal subsistence lifestyle in Alaska. • Limited specialized medical exercise support staff. • Limited coverage of MMRS program in State.

III.C. - Challenge Mitigation

Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this Investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall Investment 15,000 char. max)

The State Administrative Agency (SAA) will adjust dates of sub-grantee awards as a result of any delays in the issuance of the Federal Grant Award to the State. The SAA will also work to provide technical assistance and training opportunities to sub-grantees inexperienced in grant / project management. Sub-grantee project delays or inability to accomplish projects will be reviewed as described in our Project Management Section of this application. Steps will be taken to reduce or terminate awards when necessary, and re-allocation of funds to eligible projects will be made in accordance with State goals and objectives in the State Homeland Security Strategy, State Preparedness Report, and within this FY 2009 Investment Justification.

The management team for the HSGP, including the SAA and its grants, procurement, and financial staff, and subject matter experts provide a great deal of knowledge and past experience assisting sub-recipients administer communications investments through this program. For example; the Southeast Hazmat team gained knowledge while working alongside the Alaska Civil Support Team (CST) in a recent CBRNE response to the State Capitol building.

To mitigate the challenges of potential delays posed by the EHP process, the SAA and sub-recipients will continue to work proactively with DHS to pilot programs and lead the nation in creative solutions to make the process more efficient where possible.

In addition to the management team described in the overall section, the State's Division of Public Health is the lead agency for this Investment. This allows for the full integration of all public health programs and entities involved in mitigating any challenges. During this performance period it is expected the State will involve medical work groups to provide technical support for technology, procurement standards for equipment and supplies, and medical surge and mass prophylaxis planning.

Planning and preparedness accomplishments share common challenges including inexperienced and limited local jurisdiction personnel; inclement weather conditions and expensive limited travel to communities; and the seasonal subsistence lifestyle in Alaska. New initiatives including increasing the number of local and regional instructors, as well as the number of state-delivered course offerings, helps meet the need to provide fundamental training to rotating personnel. Community planning documented in EOPs and COOP plans also mitigates the profound effects of personnel turnover. Alternate modes of delivery and the careful combination of grant management, planning, training, and exercise at each event minimizes the travel required to achieve objectives. This approach also allows the management team to ensure events do not interfere with subsistence activities.

Limited coverage of MMRS Programs in the State cannot be mitigated. The State therefore continues its request for the Fairbanks Region to be added and funded through Congressional language as a third MMRS region. An additional MMRS and funding will add a vital link for the population underserved in the Northern Region. Extreme cold temperatures in the winter drive the need for self sufficiency as well as limited transportation systems via air. There is only one major hospital in the northern region to provide coverage for distances as far as 1000 miles or more.

IV. Impact - Investment #5

IV.A. - Impact on Identified Risk

Describe how achieving this Investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. (Part of overall Investment 15,000 char. max)

As discussed in the Overall Statement Alaska faces many types of risks and while the population is small the distance between population centers is significant. The disparate small population and large land mass dictate the State develop methods to mitigate risks, and respond to events, with limited resources for extended periods of time. This Investment will build capabilities to ensure the regions can respond and manage events requiring medical surge or mass prophylaxis.

MMRS Southeast will exercise their 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 by using the computerized interfacing mannequins. Interoperable communications will be used during the exercises and real world events providing training to first responders coordinating efforts during mass casualty / medical surge events. Southeast communities will work together sharing resources for all-hazards response in the region and where needed.

MMRS Anchorage will possess the latest technology in EMS response on board ambulances along with the cities three major hospitals. Response time will be reduced due to the new capabilities this wireless electronic system will provide EMS technicians.

First line communication with hospital emergency room staff relaying the patients vital signs via wireless system, monitor heart health en-route and will ensure patients receive expert medical care prior to arrival at the hospitals. EMS will be able to deliver the patients and track them through the entire process from admission to discharge.

Families will know real time where their loved ones are transferred to during chaotic all-hazards events. For example, if the region suffered a major earthquake patients will be shuttled to different hospitals, the tracking system is linked to a computer database where patient's records have been bar coded along with input documents inside the ambulance.

Obtaining oxygen generation units will help community hospitals in house capability to provide a high priority resource for patients. Most Alaskan communities currently receive oxygen bottles by aircraft or barge delivery to remote communities. If an event occurs these communities will be able to produce their own medically certified oxygen on site.

IV.B. - Sustainability

Describe 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 working with the steering committee will evaluate long-term maintenance and staffing of the portable hospital systems. Appropriate annual budgets will include training costs for new personnel to operate the equipment. Training and exercises will test their knowledge in the proper use and deployment of these resources. MMRS Anchorage will work to evaluate their long-term maintenance and upgrade requirements for their patient tracking system and include these costs in their annual budgets.

Sustainability is addressed at the local as well as the statewide level. The sub-recipient's ability to continue ongoing activities at the end of the grant period is considered during the grant review and approval process. Jurisdictional plans and unique contributions to sustain proposed projects support the Investment beyond the grant cycle.

V. Optional Attachments - Investment #5

V.A. - Optional Attachments

As part of the FY 2009 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.

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.png, .gif.

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- The file name
- The file extension (e.g., .jpg, gif)
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(End of Investment #5.)