Alaska

HOMELAND SECURITY EXERCISE AND EVALUATION PROGRAM

Multi-Year Training and Exercise Plan

January 1, 2009

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PREFACE

The U.S. Department of Homeland Security (USDHS) Preparedness Directorate's Office of Grants and Training (G&T) requires that every State and Urban Area conduct a Multiyear Training and Exercise Plan Workshop (TEPW) annually. As a result, Alaska recently conducted its 2009-2011 Multiyear TEPW and has since produced this Multiyear Training and Exercise Plan (TEP).

The Alaska Multiyear TEP is the roadmap for Alaska to accomplish the priorities described in their Homeland Security Strategy. The State of Alaska has pursued a coordinated homeland security strategy that combines enhanced planning, new equipment purchases, innovative training, and realistic exercises to strengthen Alaska's emergency prevention and response capabilities. Training and exercises play a crucial role in this strategy, providing Alaska with a means of attaining, practicing, validating, and improving new capabilities.

The State's training and exercise programs are administered by the Alaska Division of Homeland Security and Emergency Management in coordination with the Alaska Department of Public Safety, Alaska Department of Health and Social Services, Alaska Department of Environmental Conservation, and the Alaska Department of Transportation and Public Facilities.. The training and exercise agenda described in this plan is binding for any municipal response agencies receiving State homeland security funds. The plan helps prepare Alaska to optimally address both the natural and technical hazards that it faces.

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CHAPTER 1: INTRODUCTION

PURPOSE

The purpose of the Multi-Year Training and Exercise Plan (TEP) is to provide a follow-on companion document to the State Homeland Security Strategy. It is a living document that will be updated and refined annually. The Multi-Year TEP provides a roadmap for Alaska to follow in accomplishing the priorities described in the State Homeland Security Strategy. Each priority is linked to a corresponding National Priority, and, if applicable, an Improvement Plan (IP) action. The priority is further linked to the associated target capabilities that would facilitate accomplishment of the priority and the training and exercises that will help the jurisdiction obtain those capabilities and achieve that priority.

Included in the Multi-Year TEP is the training and exercise schedule, which provides a graphic illustration of the proposed activities scheduled for the years 2009–2011. It is representative of the natural progression of training and exercises that should take place in accordance with the building block approach (see Figure 3.2).

OVERVIEW

The U.S. Department of Homeland Security (DHS) requires that every State and urban area conduct a Multi-Year Training and Exercise Plan Workshop (TEPW) annually. As a result, Alaska conducted its Multi-Year TEPW in 2006 and has since produced this Multi-Year TEP.

The State of Alaska has pursued a coordinated homeland security strategy that combines enhanced planning, new equipment purchases, innovative training, and realistic exercises to strengthen the State's emergency prevention and response capabilities. Training and exercises play a crucial role in this strategy, providing the State with a means of developing, practicing, validating, and improving capabilities.

The State's training and exercise programs are administered by the Alaska Division of Homeland Security and Emergency Management (DHS&EM), in coordination with the Department of Public Safety, Department of Health and Social Services, Department of Environmental Conservation, and Department of Transportation and Public Facilities. The training and exercise agenda described in this plan is binding for all State-level response agencies, as well as any jurisdictional response agencies receiving State homeland security funds. The plan helps prepare the State to optimally address both the natural and technical hazards it faces.

The intent of this document is to provide the State of Alaska with a Multi-Year TEP for 2009 through 2011. The plan provides a comprehensive understanding of all-hazards training and exercises, including terrorism; guidelines that provide a framework for developing each desired exercise; and a training and exercise execution work plan and timeline that will tentatively schedule Alaska's DHS&EM-supported exercises for the next 3 years, based on the State's needs

and capabilities. The State of Alaska TEP also establishes a mechanism for reviewing and updating plans, improving capabilities, and training on new technologies and equipment.

Alaska has relatively large population centers and targets of national, social, and economic interest. Its geographic isolation from the "lower 48 States" does not guarantee that these potential targets will have immunity from attack. It is also important to recognize that as the United States improves its homeland security, and targets become more difficult to attack, terrorists may seek targets that are less protected. Alaska can reduce the chances of becoming a target by devoting resources and efforts that improve its ability to identify, protect, and respond to those attacks. In addition, Alaska must address its remoteness from the continental United States and be prepared to conduct longer-term response activities before assistance arrives from the Federal Government and other States.

Challenges

Several characteristics of Alaska pose unique challenges for response capabilities across the State. Some of these challenges include the following:

- Extreme weather conditions
- Tremendous cultural diversity
- Large geographical size
- Limited road system and transportation options, with more than 200 communities dispersed over vast areas off the road network. (Air and watercraft are often the only transportation methods available.)
- Small population bases that limit funding sources for basic emergency response, medical, and public health resources. Many responders and community leaders must serve multiple roles and/or work in a volunteer capacity.

Resources, Capabilities, and Authorities

Despite these challenges, Alaska also has a number of resources, capabilities, and authorities that can be used to aid in any response. The Alaska Constitution provides a strong Office of the Governor with unified and singular authority over the Executive Branch. Additionally, integrated and effective emergency management and inter-agency procedures have created strong inter-agency cooperation among all levels of government, due to natural disasters, oil spills, and year-2000 (Y2K) efforts as well as weapons of mass destruction (WMD)-focused exercises in the past 3 years. Some of the following procedures, structures, organizations, agreements, and legislation have increased the State of Alaska's capability to respond to any kind of disaster, including one that may be WMD-related and/or terrorist caused:

- The **Disaster Policy Cabinet** provides coordinated, timely, and appropriate policy and resource recommendations to the Governor.
- The **State Emergency Operations Plan (EOP)** delineates agency and departmental responsibilities as well as identifying assets available throughout the State.

- The **State Emergency Coordination Center (SECC)** is the single point of contact for all jurisdictions and agencies to coordinate 24-hour emergency operations.
- The **State Emergency Response Commission** focuses on planning, preparing, and training for emergencies and disasters.
- Several **Local Emergency Planning Committees (LEPCs)** throughout the State have an all-hazards charter.
- Under the **Alaska Department of Military and Veterans Affairs (DMVA)** the adjutant general and commander of the National Guard is a cabinet member who is responsible for State emergency management. This arrangement encourages a single and strong focus for State emergency response while facilitating inter- and intra-agency coordination and cooperation at Federal, State, and local levels.
- The **Alaska Division of Homeland Security and Emergency Management (DHS&EM)** serves as the foremost authority within the executive branch of State Government for assisting the Governor in coordinating all phases of emergency management in the State of Alaska.
- The **Alaska State Defense Force** maintains an organized and trained military force, capable of timely and effective response to State emergencies, or on occasions deemed appropriate by the Governor, to provide military assistance to civil and military authorities in the preservation of life, property, and public safety.
- The **Alaska National Guard** is uniquely structured to accomplish homeland security. The deployable 103 Civil Support Team (CST) has also been added. The CST can provide rapid assessment; field testing; identification; and detection of nuclear, biological, and chemical agents, as well as limited decontamination operations and communication support while offering expert on-scene advice to first responders.
- The **U.S. Environmental Protection Agency (EPA)** has Federal on-scene coordinators (OSCs) located in Anchorage. These individuals have access to commercial clean-up and technical assistance contractors as well as Government special teams from the Environmental Protection Agency, U.S. Coast Guard, U.S. Department of Energy, U.S. Department of Health and Human Services, and others located nationwide. An EPA hazardous materials (HazMat) team has been trained to supplement local HazMat teams, as well as the 103 CST. Approximately six personnel with chemical, biological, and radiation monitoring equipment are pre-positioned in Alaska to begin response operations. The EPA team can be deployed anywhere in Alaska to support the Federal OSC in the event of a major HazMat incident.
- The **Alaska Department of Health and Social Services (DHSS)** has epidemiology surveillance and outbreak investigation teams; public health nurses; a statewide Emergency Medical System that includes 100 certified ground ambulance services; 84 first-responder units; 14 aero-medical services; a disaster medical assistance team (DMAT); and a State Health Laboratory.
- The **Alaska Department of Public Safety (DPS**) is Alaska's primary law enforcement agency for Federal, State, and local laws. The mandate of the department is to prevent

loss of life and property as a result of illegal or unsafe acts. The department enforces criminal laws, traffic laws, and State fish and game regulations, and provides public protection programs for fire and traffic safety. The department has 348 commissioned officers assigned to the Alaska State Troopers (AST).

- The **Alaska Department of Natural Resources (DNR)** cooperates with other agencies and has a strong fire-suppression mission accomplished through the Alaska Interagency Coordination Center (AICC). The Division of Forestry (DOF) within the DNR has 23 village crews for wild land firefighting in addition to one "hot shot" crew, two Type II Interagency Incident Management Teams, and one Type I Interagency Incident Management Team.
- The **Alaska Department of Transportation and Public Facilities (ADOT/PF)** is the State's largest department with more than 3,000 employees tasked with maintaining and operating the State's highways; marine highway systems; more than 200 airports, including Anchorage and Fairbanks international airports; as well as all State-owned facilities, ports, and harbors.
- The **Alaska Department of Environmental Conservation (DEC)** does not maintain a Level A or Level B HazMat response capability within the department. DEC relies on community response agreements with the Municipality of Anchorage, Fairbanks North Star Borough, and the city of Valdez, which all have Level A HazMat teams. Each team maintains a basic WMD chemical and radiological detection capability, and these teams may be deployed anywhere in the State at the request of DEC's State OSC. DEC also has limited capabilities to assess general airborne levels of radioactivity using stationary air sampling stations and portable field screening equipment.
- The **Alaska Department of Administration (DOA)** is the parent agency for the Information Technology Group (ITG). ITG manages the State's emergency telecommunications network that supports local law enforcement agencies, the Alaska Railroad Corporation, DHSS, DPS, DNR, DEC, and ADOT/PF.
- The State of Alaska is a signatory to the **Pacific Northwest Emergency Management Arrangement**, a disaster mutual aid agreement (MAA) among the States of Alaska, Oregon, Washington, and Idaho and the Canadian Provinces of British Columbia and Yukon Territory. The signatories agree to provide assistance to each other's emergency organizations if emergencies/disasters are beyond State or Provincial capability.

Legislation

- The **Alaska Disaster Act (Alaska Statute [AS] 26.23)** gives the Governor extraordinary powers during a declared disaster and activates the Disaster Relief Fund.
- The **Alaska Civil Defense Act (AS 26.20)** gives the DMVA broad authority to undertake civil defense planning and operational functions and gives the Governor extraordinary powers during a declared emergency.
- **AS 46.03.865** gives the DEC emergency authority to issue orders directing that action be taken when it finds that an actual or imminent discharge of a hazardous substance or low-

level radioactive material poses an immediate threat to the public's health and welfare or to the environment.

- **AS 18.60.505** gives DHSS extraordinary authority to issue orders directing that action be taken when it finds that an emergency exists that requires immediate action to protect the public's health or welfare.

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CHAPTER 2: PROGRAM PRIORITIES

As part of the continuous preparedness process, Alaska Division of Homeland Security and Emergency Management (DHS&EM) drafted the State of Alaska State Homeland Security Strategy (SHSS) to define the State's efforts and areas of focus. Based on the guidance of the U.S. Department of Homeland Security (DHS) as depicted in the National Preparedness Goal, the strategy commits Alaska to the National Priorities defined by DHS and supplements these priorities with initiatives specific to Alaska's threats and capabilities.

Alaska will focus on the following priorities during the State of Alaska Homeland Security Multi-Year Training and Exercise Plan (TEP). These priorities will be the center of Alaska's homeland security and emergency management efforts, ensure alignment with the National Preparedness Goal, and address Alaska's distinct needs. Alaska has associated capabilities from the Target Capabilities List (TCL) and the training courses and exercises that will achieve and refine those capabilities.

ALASKA'S 2009 EMPHASIS

During 2009, Alaska will place emphasis on an all-hazards approach and focus on the following areas:

I. Strengthen planning and citizen capabilities

National priority: Community Preparedness: Strengthen Planning and Citizen Capabilities

Relevant Improvement Plan Action Items

- Establish and maintain Citizen Corps Councils at State, tribal, and local levels.
- Improve the abilities for State, local, and tribal governments to continue operations under all conditions.
- Expand citizen capabilities and preparedness through community, school, and private sector / business outreach.

Associated Capabilities

- Planning
- Communications
- Citizen Preparedness and Participation
- Risk Management
- Citizen Protection: Evacuation and/or Shelter-In-Place Protection
- Economic and Community Recovery

Training Courses and Exercises that Support this Alaska Priority and Associated Capabilities:

- G191 ICS to EOC Interface
- G-775 EOC Operations and Management
- G-575 Interoperable Communications Course
- COMM-L Communications Unit Leader Training
- All Hazards Position-specific training for Incident Management as new courses are made available by FEMA
- ICS prerequisites to include: ICS 100, 200, 300, 400, 700, 800.
- ICS 402 Incident Command for Senior Officials

II. Strengthen information and intelligence sharing

National priority: Information sharing and collaboration

Continue to expand the use of the Homeland Security Information Network (HSIN) State Portal. Analyze the integration of existing interagency information sharing processes into a virtual statewide fusion center

Relevant Improvement Plan Action Items

- Improve interagency cooperation on intelligence information.
- Develop a network and procedures among local, tribal, State, federal, and private sector organizations to disseminate critical and time–sensitive intelligence among participants.

Associated Capabilities

- Communications
- Information Gathering and Recognition of Indicators and Warnings
- Intelligence Analysis and Production
- Intelligence/Information Sharing and Dissemination
- Law Enforcement Investigation and Operations

Training Courses and Exercises that Support this Alaska Priority and Associated Capabilities:

- G-575 Interoperable Communications Course
- COMM-L Communications Unit Leader Training
- ICS prerequisites for the above courses to include: ICS 100, 200, 300, 400, 700, 800.

III. Strengthen and build regional collaboration throughout Alaska

National priority: Regional collaboration

Expand and strengthen regional collaboration and cooperation and coordination of resources to prevent, mitigate, respond to, and recover from terrorism incidents or natural disasters.

At all levels of government, promote mutual aid agreements (MAAs) that provide assets for prevention, protection, response, and recovery. Continue to support regional activities where they exist, and consider new ways regions can be used for homeland security and emergency management activities.

Relevant Improvement Plan Action Items

- Promote the continued development of regional mutual aid agreements and procedures.
- Strengthen regional capabilities through joint preparedness activities.
- Integrate Citizen Corps Councils into other security and emergency programs.
- Analyze State and local all–hazards emergency operations plans for compatibility.

Associated Capabilities

- Planning
- Communications
- Intelligence/Information Sharing and Dissemination
- Citizen Protection: Evacuation and/or Shelter-In-Place Protection
- Critical Resource Logistics and Distribution
- Emergency Public Information and Warning
- Firefighting Operations/Support
- Public Safety and Security Response

Training Courses and Exercises that Support this Alaska Priority and Associated Capabilities:

- G-191 ICS to EOC Interface
- G-775 EOC Operations and Management
- G-575 Interoperable Communications Course
- COMM-L Communications Unit Leader Training
- ICS prerequisites for the above courses to include: ICS 100, 200, 300, 400, 700, 800.
- ICS 402 Incident Command for Senior Officials

IV. Increase capabilities in incident management through the implementation of the National Incident Management System (NIMS) and the National Response Framework (NRF)

National priority: Implement NIMS and NRF

Implement NIMS and the NRF to provide a consistent, nationwide approach for Federal, State, tribal, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from all types of domestic incidents.

Relevant Improvement Plan Action Items

- Achieve integration of NIMS / NRF into emergency plans.
- Incorporate NIMS into standard operating procedures (SOPs) and emergency operations plans (EOPs).
- Improve the dissemination and understanding of NIMS / NRF within the State, local, and tribal agencies.

Associated Capabilities

- Planning
- Communications
- Onsite Incident Management

Training Courses and Exercises that Support this Alaska Priority and Associated Capabilities:

- G191 ICS to EOC Interface

- G-775 EOC Operations and Management
- G-575 Interoperable Communications Course
- COMM-L Communications Unit Leader Training
- All Hazards Position-specific training for Incident Management as new courses are made available by FEMA
- ICS prerequisites for the above courses to include: ICS 100, 200, 300, 400, 700, 800.
- ICS 402 Incident Command for Senior Officials

ALASKA'S 2010 EMPHASIS

During 2010, Alaska will place emphasis on the following:

V. (2010) Implement the National Infrastructure Protection Plan

National priority: Implement the interim National Infrastructure Protection Plan

Ensure critical infrastructure is protected in the State of Alaska. Continue to identify and prioritize critical infrastructure and plans to protect identified critical infrastructure.

Relevant Improvement Plan Action Items

- Reduce the vulnerability of critical infrastructure and key resources (CIKR).
- Update the State's Critical Infrastructure and High Visibility Potential Targets list.
- Continue to strengthen and extend the reach and influence of the Alaska Partnership for Infrastructure Protection (APIP).
- Develop a coordinated plan for restoration of public utilities and services.
- Improve multi–agency response capabilities through statewide cyber security initiatives.

Associated Capabilities

- Critical Infrastructure Protection (CIP)
- Planning
- Risk Management
- Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Detection

Training Courses and Exercises that Support this Alaska Priority and Associated Capabilities:

- G-575 Interoperable Communications Course
- COMM-L Communications Unit Leader Training
- ICS prerequisites for the above courses to include: ICS 100, 200, 300, 400, 700, 800.
- All Hazards Position-specific training for Incident Management as courses become available from FEMA.

VI. Strengthen CBRNE detection, response, and decontamination capabilities

National priority: Strengthen CBRNE detection, response and decontamination capabilities

Relevant Improvement Plan Action Items

- Increase first responder capabilities in identification of CBRNE incidents and initial actions.
- Identify CBRNE detection, response, decontamination, and pre–detonation response operation capabilities within the State.
- Increase the capability of response, decontamination, and detonation of CBRNE events throughout the State.
- Increase CBRNE material and device detection capability.

Associated Capabilities

- Communications
- Risk Management
- Information Gathering and Recognition of Indicators and Warnings
- CBRNE Detection
- Public Health Laboratory Testing
- Citizen Protection: Evacuation and/or Shelter-In-Place Protection
- Critical Resource Logistics and Distribution
- Emergency Public Information and Warning
- Environmental Health
- EOC Management
- Explosive Devise Response Operations
- Fatality Management

- Firefighting Operations/Support
- Isolation and Quarantine
- Mass Prophylaxis
- Medical Supplies Management and Distribution
- Medical Surge
- Onsite Incident Management
- Public Safety and Security Response
- Responder Safety and Health
- Triage and Pre-Hospital Treatment
- WMD/HazMat Response and Decontamination

Training Courses and Exercises that Support this Alaska Priority and Associated Capabilities:

- G191 ICS to EOC Interface
- G-775 EOC Operations and Management
- G-575 Interoperable Communications Course
- COMM-L Communications Unit Leader Training
- All Hazards Position-specific training for Incident Management as new courses are made available by FEMA
- ICS prerequisites for the above courses to include: ICS 100, 200, 300, 400, 700, 800.
- ICS 402 Incident Command for Senior Officials
- Hazmat Training appropriate to the identified threats at risk-assessed locations.

VII. Strengthen capabilities to manage medical surge and mass prophylaxis

National priority: Medical surge / mass prophylaxis / Metropolitan Medical Response System (MMRS)

Relevant Improvement Plan Action Items

- Ensure medical community has capability to handle all–hazard events during emergency conditions through cooperation and sharing of resources.
- Implement the State Mass Prophylaxis Plan to include logistical requirements.

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

Associated Capabilities

- Emergency Public Information and Warning
- Fatality Management
- Mass Care (Sheltering, Feeding, and Related Services)
- Mass Prophylaxis
- Medical Supplies Management and Distribution
- Medical Surge
- Onsite Incident Management
- Public Safety and Security Response
- Triage and Pre-Hospital Treatment

Training Courses and Exercises that Support this Alaska Priority and Associated Capabilities:

- G191 ICS to EOC Interface
- G-775 EOC Operations and Management
- G-575 Interoperable Communications Course
- COMM-L Communications Unit Leader Training
- All Hazards Position-specific training for Incident Management as new courses are made available by FEMA
- ICS prerequisites for the above courses with a health care emphasis to include: ICS 100HC, 200HC, 300, 400, 700a, 800b.
- ICS 402 Incident Command for Senior Officials

VIII. Provide statewide, sustainable, interoperable communications infrastructure to support local, regional, and statewide response to all–hazard and terrorist related incidents

National priority: Strengthen interoperable communications

Increase statewide communications and interoperability, allowing all local jurisdictions the capability to share voice, data, and full-motion video when authorized. Establish, train, and exercise a Tactical Interoperable Communications Plan (TICP).

Relevant Improvement Plan Action Items

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

Associated Capabilities

- Communications
- Intelligence/Information Sharing and Dissemination
- Emergency Public Information and Warning
- Emergency Operations Center (EOC) Management
- Onsite Incident Management
- Public Safety and Security Response
- Responder Safety and Health

Training Courses and Exercises that Support this Alaska Priority and Associated Capabilities:

- G-575 Interoperable Communications Course
- COMM-L Communications Unit Leader Training
- ICS prerequisites for the above courses to include: ICS 100, 200, 300, 400, 700, 800.

CHAPTER 3: TRAINING AND EXERCISE METHODOLOGY

INTRODUCTION

The Homeland Security Multi-Year Training and Exercise Plan (TEP) provides overall guidance for conducting and evaluating exercises. In order to meet the goals and objectives outlined in the State strategy, several opportunities for training and exercise support have been identified.

TRAINING AND EXERCISE GOALS

The State of Alaska Division of Homeland Security and Emergency Management (DHS&EM) has identified several training and exercise goals. Training goals include supporting the implementation of the Alaska Land Mobile Radio (ALMR) system; providing State and local responders and planners with up-to-date training on the National Incident Management System (NIMS); improving capabilities within Emergency Operation Centers (EOCs) and emergency management agencies; and enhancing the abilities of agencies to provide services measured by the U.S. Department of Homeland Security (DHS) Target Capabilities List (TCL). Exercise goals include providing an exercise framework; providing exercise assistance to local jurisdictions; implementing the lessons learned / improvement process; evaluating State strategy implementation; and evaluating emergency response plans. Alaska Shield 10 goals are to improve intelligence/information sharing, validate mass care / medical surge plans, validate the critical infrastructure protection plan, and explore the private sector's role and capabilities.

To accomplish these goals, the State's roles and responsibilities are to prepare and execute the TEP, provide technical assistance and support to communities, coordinate regional training and exercise collaboration, and coordinate training and exercise funding requests. DHS&EM envisions that the local communities' roles and responsibilities are to plan, conduct, and evaluate one exercise per year; establish an exercise design and evaluation team; establish and strengthen regional ties through exercises; participate in the annual statewide planning workshop; and request funding to participate in the State plan.

CYCLE OF ACTIVITIES

The jurisdictions within the State of Alaska take a holistic, cyclical approach to training and exercise development because training and exercises should not exist in a vacuum. The intent is to integrate them into an overall preparedness program. Therefore, the program follows the cycle of planning/development, training/preparation, exercises, and corrective action / improvement.

Figure 3.1 *One-year Cycle*

In addition, the State of Alaska will conduct quarterly exercises. These all-hazards exercises will be coordinated with some or all jurisdictions, regionally, and/or in conjunction with other State or Federal agencies. Exercises will support and validate previous training and plans and could range from seminars to introduce new materials, to tabletop exercises (TTXs) to examine plans and disaster response too large or time-consuming for full-scale exercises (FSEs), to an annual FSE to practice operating in a life-like field environment.

LOCAL TRAINING OPPORTUNITIES

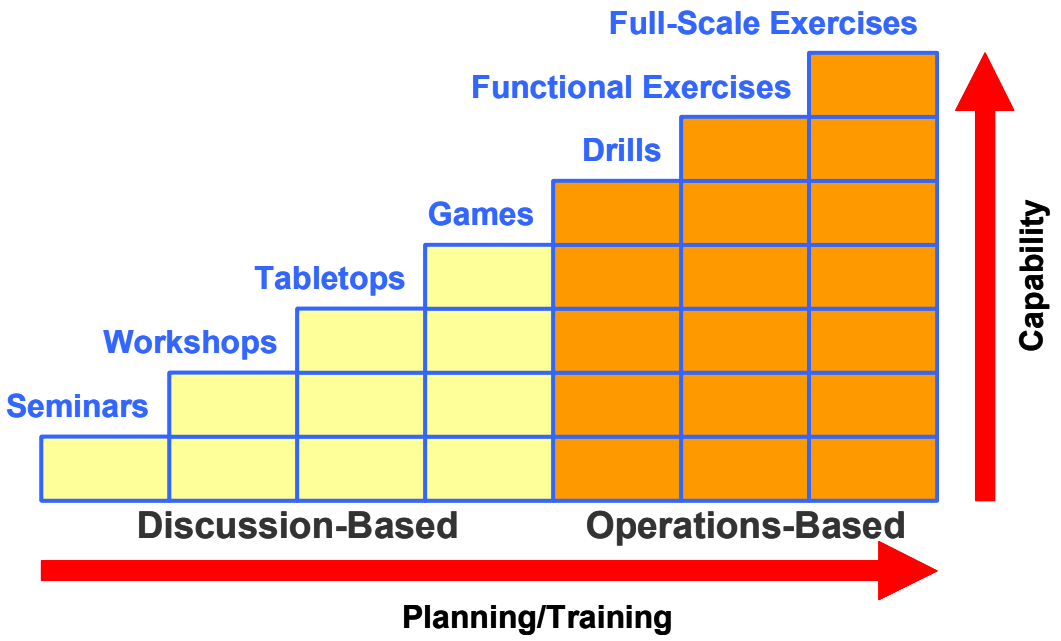
Local jurisdictions should consider the following when developing their own training goals and schedules:

- Planning: look for opportunities during the planning process
  - Emergency Operations Plan: develop, review, update, and identify weaknesses
  - Emergency Operations Plan: conduct a needs assessment and vulnerability analysis
- Equipment purchases: factor in training related to new equipment
- Exercises: identify response and recovery needs
- Evaluation: develop improvement actions and track them to completion
- Training Announcements: keep the State informed about staff changes
- Frequently check the DHS&EM training and exercise calendar on the Internet for opportunities
- Think regionally by sharing training and exercise opportunities with neighboring jurisdictions
- Coordinate efforts with all response and recovery agencies

BUILDING BLOCK APPROACH

The State of Alaska will employ a building block approach (Figure 3.2) that remains applicable for each of the jurisdictions throughout the life of the program. The building block approach ensures successful progression in exercise design, complexity, and execution, and allows for the appropriate training and preparation to occur in the community conducting the exercise. By using this methodology, the State can ensure that the levels of exercise sophistication are tailored to each specific region or jurisdiction, while maintaining the same delivery strategy.

Figure 3.2 *Building Block Approach*



The baseline exercise progression for each jurisdiction is to move from a seminar to a TTX to a functional exercise (FE), and finally, to an FSE. These particular exercise types allow for a logical progression of regional and jurisdictional preparedness by increasing in size, complexity, and stress factor, while allowing for significant learning opportunities that effectively complement, build upon, and directly lead into one another. This model will remain flexible enough to allow for the addition of, or inclusion of, other desired exercise types that the State of Alaska may require. Finally, this exercise model allows for a cyclical approach to statewide exercises, which provides the State with a sustainable program for achieving higher degrees of overall preparedness.

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CHAPTER 4: MULTI-YEAR TRAINING AND EXERCISE SCHEDULE

The State of Alaska Division of Homeland Security and Emergency Management (DHS&EM) has categorized the jurisdictions and communities within the State into three groups.

- Level 1 consists of communities that have their own, dedicated exercise planners; maintain good grant management records; and have shown a consistent willingness and ability to plan and conduct exercises of increasing complexity.
- Level 2 includes other jurisdictions included in the State Strategic Plan that serve as hub communities in their region and are capable of hosting training and exercise events involving nearby communities. DHS&EM plans to devote a great deal of support to these communities with the intention of providing them with the tools and experience to become self-sustaining Level 1 jurisdictions.
- Level 3 includes all other communities within the State. These communities do not have the resources to maintain a self-sustaining training and exercise system. These communities will be invited to access training and exercise opportunities in their nearby Level 1 or Level 2 communities and to receive assistance from DHS&EM.

These categories were used in developing the training and exercise schedules for the State. Following the 2009 homeland security grant process, each participating jurisdiction is expected to plan and conduct one discussion-based exercise and one operations-based exercise during the 2-year grant cycle. The time periods separating exercise execution dates give exercise planners an opportunity to develop and present all required post-exercise deliverables. Following every local exercise, planners will provide the State of Alaska with an After Action Report (AAR) and will facilitate an improvement program. The State of Alaska Training and Exercise Plan (TEP) allows for flexibility regarding the types of exercises desired by the State and the jurisdiction to best fulfill the statewide goals and regional objectives based on the baseline levels and assessed needs of each jurisdiction.

The following timeline illustrates the proposed Alaska training and exercise schedule. These all-hazards exercises will be coordinated with some or all jurisdictions, regionally, and/or in conjunction with other State or Federal agencies. In addition to the annual Alaska Exercise and Evaluation Workshop, the timeline provides a framework for reinforcing emergency management skills throughout the year with consideration to seasonal disaster issues. It is important to note the overlap of exercise development timelines—it is imperative to have multiple planning efforts occurring simultaneously so that the exercise strategy can be successfully realized. The multi-year timeline allows adequate time for Alaska to use a natural progression of exercises based on the building block approach. Jurisdictions are encouraged to coordinate their efforts with the State schedule based on potential threats, vulnerabilities, baseline levels of preparedness, and exercise needs. Exercises should support and validate previous training and plans and could range from seminars to introduce new materials, to tabletop exercises (TTXs) that examine plans and disaster responses too large or time-consuming

for full-scale exercises (FSEs), to an annual operations-based exercise that provides practice operating in a life-like field environment.

Table 4.1 *Quarterly Training and Exercise Schedule*

	2009	2010	2011
January–March	Special Needs Planning Southeast Region	EOC TTX	Emergency Alert System Functional Exercise All Regions
April–June	EOC Workshop All regions	Alaska Shield 2010 FSE All regions	River Watch FSE
July–September	Youth Summit Seminar	Recovery TTX All Regions	Haz-Mat Symposium All Regions
October–December	Information Management Workshop/TTX All regions	Evacuation TTX Northern Region	Evacuation TTX South Central Region

Due to real world events scheduling of training and exercise activities is a fluid process, we encourage you to utilize the National Exercise Scheduling System (NEXS) and the DHS&EM website at http://www.ak-prepared.com/training/ for updated training and exercise information or call the Training or Exercise officers listed in the points of contact page in the front of this document.

CHAPTER 5: TYPES OF EXERCISES

DISCUSSION-BASED EXERCISES

Discussion-based exercises are normally used as a starting point in the building block approach to the cycle, mix, and range of exercises. Discussion-based exercises include seminars, workshops, and tabletop exercises (TTXs). These typically highlight existing plans, policies, mutual aid agreements (MAAs), and procedures. Therefore, they are exceptional tools for familiarizing agencies and personnel with current or expected jurisdictional capabilities. Discussion-based exercises typically focus on strategic, policy-oriented issues; operations-based exercises tend to focus more on tactical, response-related issues. Facilitators and/or presenters usually lead the discussion, keeping participants on track while meeting the objectives of the exercise.

Seminars

Seminars are generally used to orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, response resources, or concepts and ideas. Seminars provide a good starting point for jurisdictions that are developing or making major changes to their plans and procedures. They offer the following attributes:

- Low-stress environment employing a number of instruction techniques such as lectures, multimedia presentations, panel discussions, case study discussions, expert testimony, and decision support tools
- Informal discussions led by a seminar leader
- Lack of time constraints caused by real-time portrayal of events
- Proven effectiveness with both small and large groups

Workshops

Workshops represent the second tier of exercises in the Homeland Security Exercise and Evaluation Program (HSEEP) building block approach. Although similar to seminars, workshops differ in two important aspects: participant interaction is increased, and the focus is on achieving or building a product (such as a plan or a policy). Workshops provide an ideal forum for the following:

- Collecting or sharing information
- Obtaining new or different perspectives
- Testing new ideas, processes, or procedures
- Training groups in coordinated activities
- Problem-solving complex issues
- Obtaining consensus

- Building teams

In conjunction with exercise development, workshops are most useful in achieving specific aspects of exercise design such as:

- Determining program or exercise objectives
- Developing exercise scenario and key events listings
- Determining evaluation elements and standards of performance

A workshop may be used to produce new standard operating procedures (SOPs) or emergency operations plans (EOPs), mutual aid agreements (MAAs), multi-year training and exercise plans (TEPs), and improvement plans (IPs). To be effective, workshops must be highly focused on a specific issue, and the desired outcome or goal must be clearly defined.

Potential relevant topics and goals are numerous, but all workshops share the following common attributes:

- Low-stress environment
- No-fault forum
- Information conveyed employing different instructional techniques
- Facilitated, working breakout sessions
- Plenary discussions led by a workshop leader
- Goals oriented toward an identifiable product
- Lack of time constraint from real-time portrayal of events
- Effective with both small and large groups

Tabletop Exercises

TTXs involve senior staff, elected or appointed officials, or other key personnel in an informal setting, discussing simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation. It can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, and recovery from a defined incident or emergency. TTXs are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving rather than the rapid, spontaneous decision making that occurs under actual or simulated emergency conditions. In contrast to the scale and cost of operations-based exercises and games, TTXs can be a cost-effective tool when used in conjunction with more complex exercises. The effectiveness of a TTX is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

TTX methods are divided into two categories: basic and advanced. In a basic TTX, the scene set by the scenario materials remains constant. It describes an event or emergency incident and brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented by the leader/moderator; problems are discussed as a group; and resolution is generally agreed on and summarized by the leader. The exercise controller (also known as the moderator) usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means. Participants discuss the issues raised by the problem, using appropriate plans and procedures. TTX attributes may include the following:

- Practicing group problem-solving
- Familiarizing senior officials with a situation
- Familiarizing staff to a new plan or procedure
- Conducting a specific case study
- Examining personnel contingencies
- Testing group message interpretation
- Participating in information sharing
- Assessing interagency coordination
- Achieving limited or specific objectives

OPERATIONS-BASED EXERCISES

Operations-based exercises represent the next iteration of the exercise cycle; they are used to validate the plans, policies, agreements, and procedures solidified in discussion-based exercises. Operations-based exercises include drills, functional exercises (FEs), and full-scale exercises (FSEs). They can clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual and team performance. Operations-based exercises are characterized by actual response, mobilization of apparatus and resources, and commitment of personnel, usually over an extended period of time.

Drills

A drill is a coordinated, supervised activity usually used to test a single specific operation or function in a single agency. Drills are commonly used to provide training on new equipment, develop or test new policies or procedures, or practice and maintain current skills. Typical attributes are as follows:

- A narrow focus, measured against established standards
- Instant feedback
- Realistic environment
- Performance in isolation

Functional Exercises

The FE is designed to test and evaluate individual capabilities, multiple functions or activities within a function, or interdependent groups of functions. FEs generally focus on exercising the plans, policies, procedures, and staffs of the direction and control nodes of Incident Command and Unified Command. Generally, events are projected through an exercise scenario with event updates that drive activity at the management level. Movement of personnel and equipment is simulated.

The objective of the FE is to execute specific plans and procedures and apply established policies, plans, and procedures under crisis conditions, within or by particular function teams. An FE simulates the reality of operations in a functional area by presenting complex, realistic problems that require rapid and effective responses by trained personnel in a highly stressful environment. Attributes of an FE are as follows:

- Evaluating functions
- Evaluating Emergency Operations Centers (EOCs), headquarters, and staff
- Reinforcing established policies and procedures
- Measuring resource adequacy
- Examining inter-agency and inter-jurisdictional relationships

Full-Scale Exercises

The FSE is the most complex step in the exercise cycle. FSEs are multi-agency, multi-jurisdictional exercises that test many facets of emergency response and recovery. They include many first responders operating under the Incident Command System (ICS) and Unified Command structure to effectively and efficiently respond to, and recover from, an incident. An FSE focuses on implementing and analyzing the plans, policies, and procedures developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. The events are projected through a scripted exercise scenario with built-in flexibility to allow updates to drive activity. An FSE is conducted in a real-time, stressful environment that closely mirrors a real incident. First responders and resources are mobilized and deployed to the scene where they conduct their actions as if a real incident had occurred (with minor exceptions). The FSE simulates the reality of operations in multiple functional areas by presenting complex and realistic problems requiring critical thinking, rapid problem solving, and effective responses by trained personnel in a highly stressful environment. Other entities that are not involved in the exercise, but who would be involved in an actual incident response, are represented by a Simulation Cell (SimCell).

An FSE provides an opportunity to execute plans, procedures, and MAAs in response to a simulated incident. Typical FSE attributes are as follows:

- Assessing organizational and functional performance
- Demonstrating interagency cooperation

- Allocating resources and personnel
- Assessing equipment capabilities
- Assessing plans and procedures in a simulated incident
- Activating personnel and equipment
- Assessing inter-jurisdictional cooperation
- Exercising public information systems
- Testing communications systems and procedures
- Analyzing memoranda of understanding (MOUs), SOPs, plans, policies, and procedures

The level of support needed to conduct an FSE is greater than needed during other types of exercises. The exercise site is usually extensive with complex site logistics. Food and water must be supplied to participants and volunteers. Safety issues, including those surrounding the use of props and special effects, must be monitored.

FSE controllers ensure that participants' behavior remains within predefined boundaries. SimCell controllers inject scenario elements to simulate real events and represent non-playing organizations that would be responding in a real-world incident. Evaluators observe behaviors and compare them against established plans, policies, procedures, and standard practices (if applicable). Safety controllers ensure all activity is executed within a safe environment.

Table 5.1 *Summary of Exercise Attributes*

Variables/Type	Seminar	Workshop	Tabletop	Functional	Full-Scale
Complexity	Low	Low	Medium	High	High
Focus	Broad	Narrow	Broad	Broad	Broad
Purpose	Orientation	Issue	Inter-Agency	Inter-Agency	Inter-Agency
Breadth	Wide	Narrow	Medium	Wide	Wide
Scenario	Scripted	Scripted	Scripted	Scripted	Scripted / Free Play
# Participants	15–30	30–120	40–70	Varies[1]	Varies[1]
# Agencies	Few	Multiple	Multiple	Multiple	Multiple
Level	Local to Federal	Local to Federal	Local to Federal	Local to Federal	Local to Federal
Breakout Sessions	No	Yes	Optional	N/A	N/A
# Locations	One	One	One	Many	Many
Development Time	4–6 weeks	6–8 weeks	8–16 weeks	20–30 weeks	26–52 weeks
Formal AAR	No	No[2]	Yes	Yes	Yes
# Coordination Meetings	2	2	2-3	2-4	3-5
Cost Range[3]	$3K	$1750 per person	$10K	$10K	$50K

[1]The number of participants is highly variable based on the scope and objectives.
[2]Workshops usually result in the development of a specific product rather than an After Action Report (AAR).
[3]Amounts are exclusive of travel.

CHAPTER 6: RESPONSIBILITIES

Resources and responsibilities must be allocated in order to meet the State of Alaska's needs. No program can meet with success without stakeholder involvement. Involvement is demonstrated when stakeholders at the Federal, State, and local level provide resources to achieve a common purpose. This chapter defines the roles and responsibilities at the Federal, State, and local level.

U.S. DEPARTMENT OF HOMELAND SECURITY (DHS)

- Provides grant money to the State of Alaska through the State Administrative Agent (SAA)
- Provides training, technical assistance, equipment, and exercise support in accordance with the Alaska State Assistance Plan and at the request of the State

STATE OF ALASKA

- Designates a State exercise coordinator and a State training coordinator
- Prepares a State Training and Exercise Plan (TEP)
- Plans, conducts, and evaluates an annual, statewide full-scale exercise (FSE) and reports results to DHS
- Coordinates requests for funding and support for training and exercises from Federal agencies, including DHS and the Federal Emergency Management Agency (FEMA)
- Provides technical assistance and funding to the jurisdictions for exercise planning, conduct, and evaluation
- Coordinates jurisdictional requests for resources and training
- Establishes, trains, and coordinates a statewide exercise development and evaluation team

LOCAL JURISDICTIONS

- Request, through the State, funding and assistance for training and exercises to support the State's Emergency Response Plan
- Participate in the annual Statewide Training and Exercise Workshop
- Establish an exercise and evaluation team within the jurisdiction, represented by members of each organization normally expected to respond to disasters and emergencies
- Plan, conduct, and evaluate at least two State-assisted exercises per 2-year grant period to include at least one discussion-based exercise and one operations-based exercise
- Provide all planning, scenario, evaluation, and corrective action documents to the State of Alaska Division of Homeland Security and Emergency Management (DHS&EM) for each State-assisted exercise

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APPENDIX A: TARGET CAPABILITIES LIST

COMMON TARGET CAPABILITIES

- Planning
- Communications
- Citizen Preparedness and Participation
- Risk Management

PREVENT MISSION AREA TARGET CAPABILITIES

- Information Gathering and Recognition of Indicators and Warnings
- Intelligence Analysis and Production
- Intelligence / Information Sharing and Dissemination
- Law Enforcement Investigation and Operations
- Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Detection

PROTECT MISSION AREA TARGET CAPABILITIES

- Critical Infrastructure Protection (CIP)
- Epidemiological Surveillance and Investigation
- Food and Agriculture Safety and Defense
- Public Health Laboratory Testing

RESPOND MISSION AREA TARGET CAPABILITIES

- Animal Health Emergency Support
- Citizen Protection: Evacuation and/or Shelter-In-Place Protection
- Critical Resource Logistics and Distribution
- Emergency Public Information and Warning
- Environmental Health
- Emergency Operations Center (EOC) Management
- Explosive Devise Response Operations
- Fatality Management
- Firefighting Operations/Support
- Isolation and Quarantine
- Mass Care (Sheltering, Feeding, and Related Services)
- Mass Prophylaxis

- Medical Supplies Management and Distribution
- Medical Surge
- Onsite Incident Management
- Public Safety and Security Response
- Responder Safety and Health
- Triage and Pre-Hospital Treatment
- Urban Search and Rescue (USAR)
- Volunteer Management and Donations
- Weapons of Mass Destruction (WMD) / Hazardous Materials (HazMat) Response and Decontamination

RECOVER MISSION AREA TARGET CAPABILITIES

- Economic and Community Recovery
- Restoration of Lifeline
- Structural Damage and Mitigation Assessment

APPENDIX B: EXERCISE PLANNING PROCESS

Exercises conducted at all jurisdictional levels within the State of Alaska are encouraged to follow the planning, training, exercise, and improvement plan cycle. As the cycle indicates, the State recommends jurisdictions accomplish the following specific planning steps prior to conducting an exercise:

- Assess current emergency operations plans (EOPs) for completeness and relevance.
- Assess the current level of training and EOP familiarity for all response agencies within the jurisdiction.
- Conduct necessary training for all response agencies.
- Train personnel on newly received response equipment.
- Conduct exercises using equipment, training, and emergency response plans.
- Develop an After Action Report (AAR) that captures the lessons learned. Areas for improvement form the basis of the Improvement Plan (IP), which sets the stage for the next round of exercise activity.

When a jurisdiction has completed the planning, training, and equipping steps of the exercise cycle, it is ready to begin designing the exercise. During the design phase, the exercise planning team determines what type of exercise is appropriate for its jurisdiction. The State of Alaska recommends a stepping stone approach, which employs a series of exercises that increase in complexity and difficulty.

EXERCISE PLANNING TEAM

The exercise planning team assists the exercise director in the design and development of the exercise. Some of the planning team's duties include determining exercise objectives, tailoring the scenario, and developing the sequence of events and associated messages and actions. This team is responsible for creating and distributing all exercise materials, conducting pre-exercise training, and assuring the logistic and administrative necessities to conduct the exercise are complete. The team should include a representative from each of the participating jurisdictions in a multi-jurisdictional exercise and from key departments in a single-jurisdictional exercise. An exercise director oversees the team's efforts, ensures all exercise preparation activity is accomplished, and resolves any conflicts of interest or inconsistencies. A senior planner is usually assigned responsibility for ensuring all exercise planning and development is related to the purpose, scope, and objectives of the exercise. During the exercise, the senior planner customarily serves as the senior controller. A chief or senior evaluator is responsible for developing, publishing, and distributing the evaluation plan and overseeing exercise evaluation to provide feedback on the effectiveness of the exercise.

EXERCISE PLANNING TIMELINES

The following tables are examples of the activity flow and timelines for the planning and conduct of a typical tabletop (TTX) or full-scale exercise (FSE). Timelines for workshops and seminars will generally be shorter than those for TTXs, whereas the timelines for games and complex or multi-jurisdictional FSEs could be longer than those outlined for simpler FSEs.

Table B.1 *Tabletop Exercise Timeline*

TTX Activity	Time (pre- and post-exercise day)
Establish Date of TTX	
Develop TTX Concept—Select Date of Initial Planning Conference (IPC)	E-120 days
Prepare/Mail IPC Read-Ahead Packet	E-110 days
Prepare IPC Briefing	E-93 days
Conduct IPC	D-90 days
Prepare/Approve IPC Minutes	E-83 days
Prepare/Print Draft Situation Manual (SitMan)	E-52 days
Review Materials for Final Planning Conference (FPC)	E-50 days
Conduct FPC	E-45 days
Prepare/Approve FPC Minutes	E-38 days
Finalize and Print SitMan	E-15 days
Finalize Multimedia Presentation	E-7 days
Set Up Facility / Review Presentation	E-1 day
Conduct TTX	E day
Collect and Analyze Data (e.g., Participant Input, Evaluation Observations)	E+21 days
Draft AAR	E+28 days
Receive AAR Review Comments	E+49 days
Finalize AAR	E+60 days
Distribute Final AAR	E+75 days
Develop IP	E+105 days
Implement IP	As needed

Table B.2 *Full-Scale Exercise Timeline*

FSE Activity	Time (pre- and post-exercise day)
Concept Development and Select Proposed Date of FSE	
Coordinate Date of IPC	E-365 days
Prepare/Mail IPC Read-Ahead Packet	E-350 days
Prepare IPC briefing	E-340 days
Conduct IPC	E-330 days
Prepare/Approve IPC Minutes	E-323 days
Distribute Concept and Objectives (C&O) Paper	E-320 days
Distribute Draft Exercise Plan (ExPlan) to Exercise Planning Team	E-240 days
Review ExPlan and Other Material for Mid-Term Planning Conference (MPC)	E-200 days
Conduct MPC	E-180 days
Prepare/Approve MPC Minutes Review Draft Master Scenario Events List (MSEL), Control and Evaluation Plan, Exercise Timeline, and Logistics	E-160 days
Distribute Final ExPlan	E-90 days
Make Final Preparations for Final Planning Conference (FPC)	E-65 days
Conduct FPC	E-60 days
Prepare/Approve FPC Minutes	E-53 days
Finalize MSEL and MSEL Implementers	E-45 days
Conduct Final Review of Controller/Evaluator (C/E) Handbook	E-30 days
Send C/E Handbook to Publications	E-25 days
Finalize Pre-Exercise Briefings	E-7 days
Conduct Pre-Exercise On-Site Activities	E-1 day
Conduct Exercise	E day
Collect and Analyze Data (e.g., Participant Input, Evaluation Observations)	E+21 days
Draft AAR	E+28 days
Receive AAR Review Comments	E+49 days

FSE Activity	Time (pre- and post-exercise day)
Finalize AAR	E+60 days
Distribute Final AAR	E+75 days
Develop IP	E+105 days
Implement IP	As needed

EXERCISE EVALUATION AND IMPROVEMENT

In order to get the maximum benefit out of an exercise, planners and evaluators must look at how participants implemented plans and made decisions in response to the simulated incident. This should focus on positive outcomes as well as areas for improvement. Participating agencies and jurisdictions should view the evaluation results as an opportunity to identify ways to build on strengths and improve capacity. Because planning and conducting an exercise requires a significant commitment of resources, it is important to maximize the benefits gained from the exercise through the evaluation and improvement process.

As mentioned, the goal of exercise evaluation is to validate strengths and identify improvement opportunities for the participating organization(s). While the evaluation process can be intimidating, the process is vital to improvement and will serve as the basis for future plans and resource allocation within the jurisdiction and at the State level. This is accomplished by observing the exercise and collecting supporting data; analyzing the data to compare performance against expected outcomes; and determining what changes need to be made to the procedures, plans, staffing, equipment, organizations, and inter-agency coordination. The focus of the evaluation for tabletop and other discussion-based exercises is on plans, policies, and inter-agency/inter-jurisdictional relationships, whereas the focus for operations-based exercises is on assessing performance in preventing or responding to a simulated attack.

Evaluation Components

AARs and IPs provide valuable input into strategy development and program planning at the State and Federal levels, as well as lessons learned that should be shared with other jurisdictions across the Country to increase the preparedness of the Nation. The State of Alaska requires that copies of the AAR/IP for all exercises implemented with grant funds and/or U.S. Department of Homeland Security (DHS) contractor support be forwarded to the Alaska Division of Homeland Security and Emergency Management (DHS&EM).

An AAR provides a description of what happened during the exercise, issues that need to be addressed, and recommendations for improvements. There are different methods for compiling information for the AAR; however, all should contain the following key elements:

- **Date, time, and place of the exercise**

- **Type of exercise:** Is it tabletop, functional, or full-scale?
- **Focus of the exercise:** Is it oriented toward prevention, response, or recovery from an incident? Determine the type of hazard (terrorism, earthquake, hurricane, etc.).
- **Participants:** Who were the participants, how many were there, what agencies were involved, and what type of responders or officials was involved in the play?
- **Objectives:** Exercises should be based on objectives exercise participants need to accomplish in order to improve preparedness, as opposed to scenarios they want to play out. For example, if a community feels that evaluating notification systems between hospitals and emergency medical services is their objective, then emphasizing this response element should be incorporated into the scenario.
  - Sample Objective for a TTX: *Discuss casualty management and patient tracking issues arising from a weapons of mass destruction (WMD) incident. Identify what and how information is shared between on-scene response resources, healthcare facilities, local agencies, private organizations, and contiguous jurisdictions.*
  - Sample Objective for an FE/FSE: *Exercise emergency operations center (EOC) internal notification / call-down procedures for a terrorist-caused chemical agent release. Validate critical infrastructure protection pre-plans.*
- **Discussions or Observations with Corresponding Recommendations:** Discussions are those issues evaluators summarize for a discussion-based exercise. Observations are those issues evaluators capture for an operations-based exercise. These discussions or observations should be broken down functionally (e.g., law enforcement, Incident Command, medical response) in the AAR and for each issue discussed or observed (e.g., gross decontamination, agent identification, surveillance procedures). There should be corresponding recommendations included that help discern lessons learned from the exercise.
- **Lessons Learned:** Lessons learned include knowledge gained from an innovation, or experiences that provide valuable evidence (positive or negative) recommending how to approach a similar problem in the future. Lessons learned are not just summaries of what went right or wrong; rather, they should provide insight into the situation to describe a change that was made to address a particular issue. More broadly, these lessons should be suitable to share with other jurisdictions across the State and the Country in an effort to enhance preparedness. Although every finding and recommendation that comes out of the analysis process may result in lessons learned for the participating jurisdictions, it is those that may have applicability to other jurisdictions that should be highlighted as lessons learned in the AAR.
- **Principle Findings or Significant Observations:** Principle findings are the most important issues discerned from a discussion-based exercise. Significant observations are the most important observations recognized by one or more evaluators during an operations-based exercise. These generally cut across functional disciplines or are areas within a function that are found to be extremely important for elevating preparedness in a community, region, or the State overall. These often directly tie back to exercise objectives.

As mentioned, the AAR will provide a picture of the response with the exercise participants and community leaders so that everyone can understand what was planned to happen, what actually happened during the exercise, why it happened, and what could have been done differently to improve performance. Generally, the initial IP will be included in the final AAR.

The IP is the means by which the lessons learned from the exercise are turned into concrete, measurable steps that result in improved response capabilities. When complete, it specifically details what actions will be taken to address each recommendation presented in the AAR, who or what agency or agencies will be responsible for taking the action, and the timeline for completion.

The IP should be realistic and should establish priorities for the use of limited resources. Every effort should be made to address recommendations related to performance of critical tasks. Other recommendations should also be addressed, as appropriate. When the availability of resources may not be immediate, short-term and long-term solutions should be discussed. In this fashion, IPs can serve as the basis for future State assessments.

Sharing Lessons Learned

Several of the goals and benefits of sharing the AAR/IP are as follows:

- The AAR/IP should be shared with officials from the agencies that participated in the exercise. For local jurisdictions, the IP will provide a workable and systematic process to initiate and document improvements to plans, policies, and procedures and to identify and secure needed training, equipment, and other resources. Local officials develop it to address local needs.
- For the State of Alaska, the AAR/IP provides a method for collecting information about improvement actions from local governments and State agencies. DHS&EM has designated a 90-day deadline for submission of AAR input in order to assure that identified needs can be integrated into the statewide strategy process and resource allocation plans on a timely basis.
- For DHS, the AAR/IP provides needed information for program planning, directing resources, and assessing levels of preparedness. This information will also enable DHS to provide Congress accurate information on Homeland Security Exercise and Evaluation Program (HSEEP) performance as executed by Federal, State, and local agencies and a basis for integrating HSEEP initiatives with other programs in DHS and other departments. The AAR/IP also provides information that can improve the development and refinement of performance standards and recommended practices and enhance federally sponsored training programs.

DHS will provide copies of AARs to the Memorial Institute for the Prevention of Terrorism (MIPT) via Lessons Learned Information Sharing at www.LLIS.gov, a web-based best practices and lessons learned information network for first responders and emergency planners nationwide. LLIS.gov serves as the national repository for best practices and lessons learned and

is accessible to approved users within the response community through the DHS Secure Portal. LLIS.gov will analyze the information and extract the best practices, lessons learned, and trends. All AAR information will be secure and will be provided to approved users in summary form and/or with all identifying information removed.

AARs and IPs are protected from public disclosure by AS 40.25.120 (a) (10) Public Records; Exceptions; Certified Copies. Documents should show on the cover that they are sensitive and not subject to release under Freedom of Information Act (FOIA) legislation. An example of the appropriate text is as follows:

> HOMELAND SECURITY SENSITIVE
> Not for Public Release (AS 40.25.120)
> Alaska Division of Homeland Security and Emergency Management Contact: _____
> Jurisdictional/Departmental Contact: _____

All public requests for AARs/IPs should be routed through the DHS&EM contact for reference to the Alaska Department of Law.

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APPENDIX C: TRAINING AND EXERCISE RESOURCES

Contact the Alaska Division of Homeland Security and Emergency Management Training Manager at 907-428-7067 to arrange training.

U.S. DEPARTMENT OF HOMELAND SECURITY (DHS)

Main Homepage
http://www.ojp.usdoj.gov/odp/

Information Clearinghouse
http://odp.ncjrs.org/content/Search.asp

Course Catalog
http://www.ojp.usdoj.gov/odp/docs/coursecatalog.pdf

DHS-Sponsored Weapons of Mass Destruction (WMD) Courses

Awareness Level Courses

- Emergency Response to Terrorism: Basic Concepts
- Emergency Response to Terrorism: Basic Concepts (Train-the-Trainer)
- Emergency Response to Terrorism: Basic Concepts (Self-Study)
- Managing Civil Actions in Threat Incidents (MCATI): Basic Course (Train-the-Trainer)
- Terrorism Awareness for Emergency Responders (Internet)
- Emergency Medical Services (EMS): Basic Concepts for WMD Incidents (Internet)
- Public Works: Basic Concepts for WMD Incidents (Internet)
- Law Enforcement Response to Weapons of Mass Destruction – Awareness
- Law Enforcement Response to Weapons of Mass Destruction – Awareness (Train-the-Trainer)
- Incident Response to Terrorist Bombings – WMD Radiological/Nuclear Awareness
- WMD Radiological/Nuclear Awareness (Train-the-Trainer)

Performance Level Courses

- WMD Crime Scene Management for Emergency Responders
- WMD Hazardous Materials (HazMat) Evidence Collection
- Managing Civil Actions in Threat Incidents (MCATI): Protester Devices
- Public Works: Planning for and Responding to a Terrorism / WMD Incident EMS Operations and Planning for WMD

- Emergency Response to Domestic Biological Incidents – Operations WMD Tactical Operations Course – Technician Level
- Public Safety Response – Sampling Techniques and Guidelines
- Computer-Aided Management of Emergency Operations (CAMEO) – Operations Level
- Law Enforcement Response to WMD – Operations Level (Train-the-Trainer)
- Advanced Chemical and Biological Integrated Response Course (ACBIRC) – Technician Level
- Incident Response to Terrorist Bombings – Operations (Train-the-Trainer)
- Radiological/Nuclear Responder Operations Course
- WMD Radiological/Nuclear Course for HazMat Technicians
- WMD Exercise Development Course Mobile Training Team
- Emergency Response to Terrorism: Operations Course
- Emergency Response to Terrorism: Operations Course (Train-the-Trainer)
- WMD Technical Emergency Response Training Course (Live Agent)
- WMD HazMat Technician Training Course (Live Agent)
- WMD HazMat Technician Sustainment

Planning and Management Level Courses

- Mayoral Institute for WMD/Terrorism Incident
- Senior Officials Workshop for WMD/Terrorism Incident
- Incident Management/Unified Command for WMD/Terrorism Incidents
- WMD Incident Command Training (Live Agent)
- Managing WMD: An Executive-Level Program
- Managing Civil Actions in Threat Incidents (MCATI): Command Course
- WMD: Threat and Risk Assessment (Local Jurisdiction)
- WMD Hands-On Training (HOT) (Live Agent)
- Hospital Emergency Management: Concepts and Implications of WMD Terrorist Incidents
- Master of Arts Degree in Homeland Security

Other DHS-Recognized Federal-Agency-Sponsored WMD Courses

Awareness Level Courses

- http://www.cdc.gov/train.htm

  - BTtv-advertisement and promotion of live streaming video courses sponsored by the Centers for Disease Control and Prevention (CDC) concerning bioterrorism
  - Bioterrorism Preparedness and Response Network – National Public Health Training Network (PHTN)
- http://www.phppo.cdc.gov/phtn and http://www.bt.cdc.gov/learningresources.asp
  - The Public Health Training Network (PHTN)
- http://training.fema.gov/EMIWeb
  - CSEPP Chemical Awareness
  - IEMC/Consequences of Terrorism
  - Orientation of HazMat for Medical Personnel (Self-Study)
  - Radiological Emergency Management (Self-Study)
  - Radiological Emergency Response (Self-Study)
  - Refresher Course for Radiological Response (Self-Study)

Performance Level Courses

- http://www.cdc.gov/train.htm
  - Laboratory Training for Public Health and Clinical Laboratories
- http://www.training.fema.gov/EMIWeb
  - Advanced Radiological Incident Operations (ARIO)
  - Fundamentals Course for Radiological Response
  - Hospital Emergency Department Management of HazMat Accidents
  - Radiological Emergency Response Operations (RERO)
  - Radiological Series (Train-the-Trainer)
  - ACT FAST (Agent Characterization and Toxicity First Aid and Special Treatment)
- http://www.em.doe.gov/emtrain/training.html
  - Handling of Radiological Accidents by Emergency Personnel
  - Health Physics in Radiological Accidents
  - Modular Emergency Response Radiation Transportation Training Blocks
  - RADWORKER1
- http://www.usfa.fema.gov/fire-service/nfa.cfm
  - Hazardous Devices School – EOD/Bomb Technicians
  - ERT: Advanced Tactical Management: Mass Decontamination/Patient Management

Planning and Management Level Courses

- http://www.training.fema.gov/EMIWeb
  - Exercise Design

    - WMD: Biological – Anthrax Scenario
    - WMD: Chemical – Sarin Scenario
    - WMD: Chemical – VX Scenario
    - WMD: Nuclear Scenario
    - WMD: Radiological Scenario
  - Exercise Evaluation
  - Senior Officials Workshop on Terrorism
  - Emergency Response to Criminal and Terrorist Incidents
  - IEMC/All Hazards: Preparedness and Response
  - IEMC/All Hazards: Recovery and Mitigation
  - Recovery from Disaster
  - Radiological Emergency Preparedness (REP) Planning
  - Terrorism and Emergency Management (Higher Education)
- http://www.usfa.fema.gov/fire-service/nfa.cfm
  - ERT: Advanced Tactical Management of WMD (Consists of Unified Command, Mass Patient Management, and Tactical Information Management)
  - ERT: Incident Management
  - ERT: Strategic Considerations for Command Officers
  - Incident Command Systems

WMD-RELATED FEDERAL AGENCIES

Department of Energy

http://www.em.doe.gov/

- Office of Technical Training and Professional Development: http://tis.eh.doe.gov/training/index.htm

Department of Health and Human Services

http://www.hhs.gov/

- Training: http://www.hhs.gov/TrainingOpportunities.shtml
- Agency for Toxic Substances and Disease Registry (ATSDR): http://www.atsdr.cdc.gov
- CDC: http://www.cdc.gov/train.htm
- Public Health Emergency Preparedness and Response: http://www.bt.cdc.gov
- Morbidity and Mortality Weekly Report (MMWR): http://www.cdc.gov/mmwr
- The National Health Information Center: http://www.health.gov/nhic/

Department of Homeland Security
http://www.dhs.gov

Department of Transportation
http://www.dot.gov

- Office of Hazardous Materials Safety: http://hazmat.dot.gov

Environmental Protection Agency
http://www.epa.gov/

Federal Emergency Management Agency
http://www.fema.gov/

- Education and Training Resources: http://www.fema.gov/tab_education.shtm
- Emergency Management Institute (EMI): http://training.fema.gov/EMIWeb/
- National Fire Academy (USFA): http://www.usfa.fema.gov/fire-service/nfa.cfm

Nuclear Regulatory Commission
http://ww.nrc.gov/

- State Emergency Management Agency Websites: http://www.nrc.gov/what-we-do/regulatory/emer-resp/agency-site.html

U.S. Army Medical Research Institute of Chemical Defense
http://ccc.apgea.army.mil

- Textbooks and Handbooks on Chemical Weapons Casualty Care: http://ccc.apgea.army.mil/products/handbooks/books.htm includes the following (you must login to download)
  - *Textbook of Military Medicine: Medical Aspects of Chemical and Biological Warfare*
  - *Field Management of Chemical Casualties*
  - *Medical Management of Chemical Casualties*
  - *Medical Management of Biological Casualties*
  - *Medical Management of Radiological Casualties*
  - *NATO Handbook on the Medical Aspects of NBC Defensive Operations*
  - *The Medical NBC Battle Book*
  - *Treatment of Biological Warfare Agent Casualties - Field Manual*

U.S. Army Medical Research Institute of Infectious Diseases
http://www.usamriid.army.mil/

- Medical Management of Biological Casualties Handbook: http://www.usamriid.army.mil/education/bluebook.html

U.S. Army Soldier and Biological Chemical Command's (SBCCOM's) Homeland Defense

http://hld.sbccom.army.mil/

- Biological and Chemical Agent Quick Reference Tables: http://hld.sbccom.army.mil/ip/bca_qr.htm
- Information and Reports: http://hld.sbccom.army.mil/ip/reports.htm

ADDITIONAL WMD AGENT REFERENCES

Chemical and Biological Weapons Resource Page

http://cns.miis.edu/research/cbw/index.htm

Chemical Warfare/ Chemical Biological Defense Information Analysis Center (CBIAC)

http://www.cbiac.apgea.army.mil/

Chemical and Biological Arms Control Institute

http://www.cbaci.org/

Medical NBC Online Information Server

http://www.nbc-med.org/ie40/Default.html

APPENDIX D: ACRONYMS

AAR	After Action Report
AFB	Air Force Base
ALCOM	Alaskan Command
ANR	Alaska NORAD Region
AS	Alaska Statute
AST	Alaska State Troopers
CBRNE	Chemical, Biological, Radiological, Nuclear, and/or High-Yield Explosive(s)
C/E	Controller/Evaluator
C&O	Concept and Objectives Meeting
CPX	Command Post Exercise
CST	Civil Support Team
DEC	Alaska Department of Environmental Conservation
DHS	U.S. Department of Homeland Security
DHS&EM	Alaska Division of Homeland Security and Emergency Management
DHSS	Alaska Department of Health and Social Services
DMAT	Disaster Medical Assistance Team
DMVA	Alaska Department of Military and Veterans Affairs
DNR	Alaska Department of Natural Resources
DOA	Alaska Department of Administration
DOE	U.S. Department of Energy
DOF	Alaska Division of Forestry
DOJ	U.S. Department of Justice
DOT/PF	Alaska Department of Transportation and Public Facilities
DPS	Alaska Department of Public Safety
EPA	U.S. Environmental Protection Agency
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ExPlan	Exercise Plan
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FOIA	Freedom of Information Act
FPC	Final Planning Conference
FSE	Full-Scale Exercise
HHS	U.S. Department of Health and Human Services

HSEEP	Homeland Security Exercise and Evaluation Program
IG	Inspector General
IP	Improvement Plan
IPC	Initial Planning Conference
JTF-AK	Joint Task Force Alaska
LEPC	Local Emergency Planning Committee
MIPT	Memorial Institute for the Prevention of Terrorism
MOU	Memorandum of Understanding
MPC	Mid-Term Planning Conference
MSEL	Master Scenario Events List
NORAD	North American Aerospace Defense Command
NORTHCOM	Northern Command
OSC	On-Scene Coordinator
PACAF	Pacific Air Forces
PACOM	Pacific Command
POC	Point of Contact
SAA	State Administrative Agent
SECC	State Emergency Coordination Center
SERC	State Emergency Response Commission
SitMan	Situation Manual
SOP	Standard Operating Procedure
TTX	Tabletop Exercise
USARAK	United States Army Alaska
USARPAC	United States Army Pacific
USCG	United States Coast Guard
USNAVAK	United States Naval Forces Alaska
WMD	Weapon(s) of Mass Destruction