

State Homeland Security Strategy (2012)

Alaska

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Section 1 > Introduction

Purpose

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

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

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

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

Vision

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

With the vision in mind, the mission for Department of Military and Veterans Affairs (DMVA), Division of Homeland Security and Emergency Management



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(DHS&EM) is to protect the people, property, and economy from all-hazards and threats.

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

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

Focus

This strategy focuses on significantly enhancing the National Preparedness Goal's Core Capabilities of prevention, protection, mitigation, response and recovery from any act, or event threatening the State of Alaska. The state has selected the following priorities for this strategy.

1. Strengthening Information Sharing, Collaboration, and Communications
2. Enhance Fusion Center Capabilities.
3. Strengthen Medical Surge and Mass Care Capabilities
4. Strengthen Whole Community Planning and Preparedness

Consistent with the National Preparedness Goals (NPG), the State of Alaska will also include Planning, Public Information and Warning, and Operational Coordination capabilities within all Mission Areas.

Coordination

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



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

Effort

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

A regional approach will enable preparedness and emergency management entities to collectively manage and coordinate activities consistently and effectively. As used in this document, a “region” refers to a geographic area consisting of contiguous local jurisdictions and unincorporated areas within the State of Alaska. Major events often have regional impact; therefore, prevention, protection, response, and recovery missions require extensive regional collaboration. It is vital to enhance efforts by federal, state, local, tribal entities, the private sector, nongovernmental organizations, and individual citizens to communicate and coordinate with one another. The intent is to identify geographic regions that work best for achieving and sustaining coordinated capabilities through mutual aid agreements. Emergency management stakeholders should foster regional groupings through outreach activities, training, exercises, planning, and mutual aid preparedness agreements. Formal arrangements among regional stakeholders and communities will enable the state, local, and tribal governments, and other partners to coordinate preparedness activities more effectively, spread costs, pool resources, and mitigate risk.

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

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

Finance Committee

All-Hazards Plan Review Committee



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Training Committee
Urban Search and Secure (USAR) Committee
Work Plan Committee
Alaska Citizen Corps
Interoperable Communications Committee
Mutual Aid Compact Committee

- The All-Hazards Multi-Agency Coordination Group (AH-MAC) serves as the operational coordination body during homeland security and emergency management events. The AH-MAC is chaired by DMVA. The AH-MAC consists of top management personnel from responsible agencies and jurisdictions supporting event management who are fully authorized to represent and act on behalf of their parent organization. In addition, the AH-MAC meets quarterly, and utilizes an Interagency Incident Management Team to facilitate preparedness and planning activities statewide.
- The Anti-Terrorism Advisory Council of Alaska (ATACA) is an interagency group that provides integrated situational awareness and operational information to enable coordinated local, state, and federal actions to prevent or mitigate threats and hazards having potential statewide impact.
- The Alaska Partnership for Infrastructure Protection (APIP) provides a forum for the public and private sectors to share information and develop strategies for continuity of services including energy, medical services, and other vital sectors.
- The Governor's Disaster Policy Cabinet (DPC) provides recommendations to the Governor on state commitment levels, policy direction, and interagency coordination on response and recovery efforts following an event. Additionally, this cabinet approves long term recovery projects and the statewide hazard mitigation grant program projects.
- Alaska Homeland Security Workgroups include multi-agency and multi-discipline groups created to review and make recommendations on local / state assessments, strategy reviews, and grant allocations.
- The State Security and Vulnerability Assessment Team (SVA) is a multi-discipline team that assesses and provides recommendations for protection of critical infrastructure/key resources (CIKR). This team assists governmental and private sector critical infrastructure owners.
- The Continuity of Operations and Continuity of Government (COOP/COG) work group is an interagency group assisting with various strengthening plan activities throughout the state. The goal is to provide technical assistance as well as an avenue to develop, share, and leverage efforts on COOP/COG, and continuity of business activities.



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

- The state is a signatory to the Pacific Northwest Emergency Management Arrangement (PNEMA), a mutual aid agreement between the States of Alaska, Oregon, Idaho, and Washington; and in Canada, the Province of British Columbia and the Government of the Yukon Territory.
- The state is a member of the Emergency Management Assistance Compact (EMAC), a congressionally ratified organization that provides form and structure to interstate mutual aid and resolves liability and reimbursement concerns.

Description of Jurisdictions

Approximately 93 percent of the state's total population is contained within 31 jurisdictions. These jurisdictions include 18 of the state's 19 boroughs and 15 of the cities that lie in the unorganized borough (the state's 19th borough). These jurisdictions are encouraged to apply for Homeland Security Grant funding through the state. Other communities are encouraged to work with DHS&EM to develop and participate in emergency management and homeland security hazard reduction, prevention, and preparedness activities through regional events.

The State of Alaska, with 229 federally recognized tribes, is unique with respect to tribal issues. Alaska Native tribes are unlike tribes in all other states. With the exception of Metlakatla Indian Tribe on Annette Island, tribes are not geographically defined, confined to reservations, or co-located on government land. Without having distinct geographic bases, Alaska Native tribes are less susceptible to be potential terrorist targets.

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

Description of Regions



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

Political Jurisdictions

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

Below is a map depicting the current political boundaries of the State of Alaska's boroughs. This map also reflects Alaska Regional Education Attendance Areas (REAA's). There are 18 boroughs and 19 REAA's in Alaska. Since a large geographic portion of the State is not in an organized borough, the REAA's serve to subdivide the unorganized borough. These subdivisions are routinely used by FEMA as established boundaries for purposes of federal disaster declarations. A higher resolution version of this map can be found at <http://www.dca.commerce.alaska.gov/combommap/CRMap.pdf>

Local Emergency Planning Districts

In addition to the political boundaries described above the SERC has divided the state into 21 Local Emergency Planning Districts (LEPD's) and established LEPC's for each district.

Alaska Emergency Medical Services Regions

Emergency medical services (EMS) in the State of Alaska are provided by a rich mixture of paid and volunteer responders incorporated in seven regions. There are over 4,000 EMS, emergency medical technicians (EMT), EMS instructors, and defibrillator technicians certified by the State of Alaska Department of Health and Social Services (DHSS), as well as another 175 mobile intensive care paramedics licensed through the State of Alaska Department of Commerce, Community and Economic Development (DCCED).

Alaska State Trooper Regions

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

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



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of those results has been the development of Statewide Regional Hazmat Response Teams.

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

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

In order to facilitate mutual aid and regional response the State of Alaska is a signatory to the PNEMA. This congressionally approved mutual aid agreement between the States of Alaska, Oregon, Idaho, Washington and in Canada, the Province of British Columbia and the Government of the Yukon Territory allows for cross-border mutual aid in times of disaster/emergency.

The State of Alaska's participation as a member of EMAC provides for mutual assistance between states entering into the congressionally ratified organization compact. This compact provides form and structure to interstate mutual aid and resolves liability and reimbursement concerns in managing any emergency or disaster that is duly declared by the governor of the affected state(s), whether arising from natural disaster, technological hazard, manmade disaster, civil emergency aspects of resources shortages, community disorders, insurgency, or enemy attack. This compact allows the State of Alaska to share resources with Pacific Northwest States, as well as other states as necessary.

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



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Section 2 > Goals, Objectives, and Implementation Steps

Goal: Strengthen Information Sharing, Collaboration, and Communication

Mission Area Alignment: Intelligence and Information Sharing (Prevention and Protection), Operational Communications (Response), and Situational Assessment (Response)

Objective Objective 1A: Develop a network and procedures among local, tribal, state, federal, and private sector organizations to disseminate critical and time-sensitive intelligence among participants.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

Step: Ensure key people in state and local governments are trained in information intelligence reporting.

Step: Analyze the integration of existing interagency information sharing processes into a statewide information network.

Step: Continue to expand the use of the Homeland Security Information Network (HSIN) state portal to include expansion to the Homeland Security DataNetwork and Automated Critical Asset Management System (ACAMS).

Step: Focus products and processes based on graphical based platforms such as GIS.

Objective Objective 1B: Ensure local agencies and jurisdictions possess operable and interoperable capabilities as needed.



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National Priority: Strengthen Information Sharing and Collaboration Capabilities

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

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

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

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

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

Objective Objective 1C: Ensure communities are interoperable with neighboring communities, and ensure regional hubs and state/federal responding agencies have the appropriate technologies and procedures to provide interoperability when responding to incident and event locations.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

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

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

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



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- Step:** Identify strategies to support long term, sustainable funding, and technology.
- Step:** Facilitate and support regional training and exercise activities including TICP validation exercises.
- Step:** Inventory current strategic and tactical reserve capabilities and existing fixed and deployable voice and data interoperability infrastructure (i.e. gateways).
- Step:** Identify suitable locations for additional fixed and deployable reserve components. Acquire and deploy strategic technology reserve equipment.
- Step:** Develop concept plans and policies/procedures for the usage, training, and exercising of strategic technology reserve equipment.

Objective Objective 1D: Improve statewide alert and warning capability.

National Priority: Strengthen Information Sharing and Collaboration Capabilities

- Step:** Update State of Alaska Emergency Alert System (EAS) plan to incorporate next-generation EAS, Common Alerting Protocol 2.0. Develop Amber Alert and Tsunami Warning annexes.
- Step:** Update and disseminate Alaska Amber Alert System Plan.
- Step:** Analyze and design next generation Emergency Alert System dissemination architecture.
- Step:** Continue to leverage federal programs for the deployment of all-hazards siren systems.



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Goal: Enhance Fusion Center Capabilities

Mission Area: Intelligence and Information Sharing (Prevention and Protection), Interdiction and Disruption (Protection)

Objective Objective 2A: Improve interagency cooperation on intelligence information.

National Priority: Not Applicable

Step: Increase state and local participation with the Joint Terrorism Task Force (JTTF).

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

Step: Increase the use of intelligence in interagency exercises and workgroups.

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

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

Objective Objective 2B: To evaluate, analyze, and disseminate information regarding criminal, terrorist and homeland security activity in the State of Alaska while complying with state and federal law to ensure the rights and privacy of all through the Alaska Information and Analysis Center (AKIAC).

National Priority: Not Applicable



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- Step:** Facilitate information sharing at the federal, state, tribal, and local levels of government and private sector.
- Step:** Increase the decision-making capabilities of state and local leadership at all levels of operation.
- Step:** Develop a plan to sustain the fusion operation center.



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Goal: Strengthen Medical Surge and Mass Care Capabilities

Mission Area: Fatality Management Services (Response), Mass Care Services (Response), Mass Search and Rescue Operations (Response), Public Health and Medical Services (Response), Screening/Search/Detection (Protection)

Objective Objective 3A: Ensure medical community has capability to handle all-hazard events during emergency conditions through cooperation and sharing of resources.

National Priority: Not Applicable

Step: Obtain equipment for all Alaska hospitals to help medical surge capability.

Step: Pre-position medical supplies and pharmaceuticals.

Step: Coordinate exercising medical surge and mass care capabilities within a multi-agency context.

Step: Update or refine local response plans to facilitate medical surge and mass care in with local health care facilities.

Objective Objective 3B: Observe, measure, and enhance medical surge capacities at the local and state level.

National Priority: Not Applicable

Step: Develop a medical surge strategy focusing on staffing, information, tactics/technology, medical transportation and medical supply.



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Step: Identify and document local, state, and federal medical surge capacity.

Step: Train and exercise the medical surge strategies and response capabilities.

Step: Identify and document shortfalls through the State Preparedness Report.

Objective Objective 3C: Observe, measure, and enhance mass care capabilities at the local and state level.

National Priority: Not Applicable

Step: Plan and develop pre-identified shelter sites.

Step: Plan and develop mass care first aid stations.

Step: Plan and develop support requirements for shelter operations such as emergency feeding, security, pet sheltering, shelter maintenance/operations, and crisis counseling.

Step: Plan and develop support requirements for individual assistance and bulk distribution of relief to disaster victims.

Step: Integrate Red Cross Safe and Well program within mass care programs at the local and state levels.



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Goal: Strengthen Whole Community Planning and Preparedness

Mission Area Alignment: Community Resilience (Mitigation), Long-term Vulnerability Reduction (Mitigation), Threats and Hazard Identification (Mitigation), Community Resilience (Mitigation), Economic Recovery (Recovery), Supply Chain Integrity and Security (Protection), Cybersecurity (Protection), Critical Infrastructure Planning (Protection), Physical Protective Measures (Protection), Risk Management for Protection Programs and Activities (Protection)

Objective Objective 4A: Analyze state and local all-hazards emergency operations plans for compatibility and promote the continued development of regional mutual aid agreements and procedures.

National Priority: Not Applicable

Step: Catalog existing regional and statewide agreements.

Step: Develop a statewide mutual aid compact.

Step: Exercise local and regional mutual aid agreements.

Step: Continue to exercise Emergency Management Assistance Compact (EMAC) and the Pacific Northwest Emergency Management Arrangement (PNEMA) agreements.

Step: Develop procedural guidance for local communities on Threat and Hazard Identification and Risk Assessments (THIRA), the National Preparedness Goals, and continuity of government and operations plans.

Step: Assist state and/or local agencies in the development and exercising of new emergency operations and COOP/COG plans.



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Objective Objective 4B: Strengthen regional capabilities through joint preparedness activities and expand citizen capabilities and preparedness through community, school, and private sector/business outreach.

National Priority: Not Applicable

Step: Develop and implement regional workshops on homeland security and emergency management issues.

Step: Develop and implement statewide workshops on homeland security and emergency management issues.

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

Step: Build new partnerships to expand planning and citizen capabilities.

Objective Objective 4C: Reduce the vulnerability of critical infrastructure and key resources (CIKR) through critical infrastructure planning.

National Priority: Not Applicable

Step: Provide Security Vulnerability All-Hazard Assessments for communities and facilities as required.

Step: Manage the state's critical infrastructure and high visibility potential targets using Automated Critical Asset Management System (ACAMS).

Step: Continue to strengthen and extend the reach and influence of the State of Alaska Partnership for Infrastructure Protection (APIP).



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- Step:** Develop a coordinated plan for restoration of public utilities and services.
- Step:** Continue to support infrastructure working groups in the development of sector assurance plans.
- Step:** Improve multi-agency response capabilities through statewide cyber security initiatives.
- Step:** Develop process for analysis of cyber threat intelligence to state, local, and private infrastructure.

Objective Objective 4D: Increase first responder capability, identification and initial response, material and device detection, decontamination, and detonation of CBRNE events throughout the state.

National Priority: Not Applicable

- Step:** Continued support and development of regional hazmat teams.
- Step:** Assist regional hazmat teams in identifying resources available to acquire needed equipment.
- Step:** Assist detection and operation agencies in locating resources available to acquire any needed additional equipment.
- Step:** Integrate detection scenarios into interagency and regional exercises.
- Step:** Coordinate and facilitate training appropriate to the CBRNE needs of the communities.



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Section 3 > Evaluation Plan

Evaluation Plan

DHS&EM is the agency responsible for ensuring the accomplishment of the goals contained in this strategy. Evaluation of progress toward achieving goals and objectives will be accomplished by a state-level Senior Advisory Committee.

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

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

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

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

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



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

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

If a revision or amendment of the objectives is determined to be necessary the SAA will identify revised goals and objectives and report changes to DHS. 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.

