

ALASKA DIVISION OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT

Alaska Assessment

EXAMPLE

DHS&EM PLANNING SECTION

5/8/2014

Step 1: Community / Jurisdiction Profile

Community / Jurisdiction		City and Borough of Candle	
Representative(s)		Jack White, Emergency Program Manager	
Current Population		86,000	
% of Low Income Households		33	
Unemployment Rate (12 Mo. Avg.)		7.9	
% of Community Insured		22	
Planning			
Plan	Date Promulgated	Next Revision	On File at DHSEM
EOP	7/1/2011	10/15/2013	Yes
Evacuation	7/1/2011	10/15/2013	Annex of EOP
COOP	In Progress		
Mitigation	10/01/2010	2015	Yes
Debris Management	No		
CWPP	5/10/2010	2014	No
CIKR / SVA	In Progress		
EMPG Planning Activities			
July-Sept 2013	Held Planning meeting to begin revision of Emergency Operations Plan; 7/25/2013. Pet and Large Animal Annex planning meeting; 8/1/2013.		
Oct-Dec 2013	Met with Red Cross to discuss upcoming capability assessment for Mass Care. Met with contractor on revising plan to meet NIMS compliance.		
Jan-Mar 2014	Conducted outreach to engage whole community in the planning process.		
April-June 2014	Utilized EOP during event. Made notes for revision and noted deficiencies in AAR.		
LEPC Planning Activities			
July-Sept 2013	Distributed Hazard Mitigation Plan (HMP) for review. Beginning revision process.		
Oct-Dec 2013	Received Comments on HMP. Meeting next quarter with revision. Contractor contacted through DHS&EM.		
Jan-Mar 2014	Contractor has revision comments from LEPC and is assembling a draft.		
April-June 2014	Draft HMP submitted by contractor. LEPC will review for 30 days.		
SHSP Planning Activities			

July-Sept 2013	None to report.
Oct-Dec 2013	HMP contractor selected by jurisdiction and DHS&EM approved.
Jan-Mar 2014	Contractor received HMP with LEPC suggestions.
April-June 2014	Contractor delivers Draft HMP for review.
Organization	
EMPG Activities	
July-Sept 2013	Addressing lack of public/private partnership with in the borough.
Oct-Dec 2013	Meeting with federal partners to address wildfire smoke problem. Developing smoke management plan.
Jan-Mar 2014	Draft smoke management plan written with state and federal fire management group.
April-June 2014	Met with neighboring jurisdictions to revise tri-borough agreement.
LEPC Activities	
July-Sept 2013	Lecture from UAF fire science lab at LEPC meeting. Looking at future mitigation projects.
Oct-Dec 2013	Partnered with Home Depot for preparedness fair.
Jan-Mar 2014	Preparedness fair 25 local/state partners participate in outreach.
April-June 2014	Work with state DEC and DHS&EM on Tier II reports.
SHSP Activities	
July-Sept 2013	Interoperable radios in place.
Oct-Dec 2013	Interagency mass care training completed.
Jan-Mar 2014	Hazmat teams conduct tri-borough exercise as scheduled.
April-June 2014	Communications exercise completed.
Equipment	
EMPG Activities	
July-Sept 2013	Fire department took delivery of new water tender.
Oct-Dec 2013	Hazmat team received new gas meter.
Jan-Mar	Borough purchased new map printer /plotter for EOC.

2014	
April-June 2014	40 new fire hydrants installed by borough public works.
LEPC Activities	
July-Sept 2013	Purchased new LEPC computer and projector.
Oct-Dec 2013	Purchased CERT radios that are compatible with new borough equipment.
Jan-Mar 2014	Outreach materials ordered for new winter storm preparedness campaign.
April-June 2014	Requested additional tsunami siren for east end of community.
SHSP Activities	
July-Sept 2013	Hazmat team received new over pack drum kits (6).
Oct-Dec 2013	Hazmat team receives 2 additional gas meters.
Jan-Mar 2014	Borough receives mass care trailer.
April-June 2014	High school generator upgrade.
Training	
EMPG Activities	
July-Sept 2013	Mass care training from Alaska Red Cross.
Oct-Dec 2013	Emergency program staff attended I-300, 400.
Jan-Mar 2014	Public Works Director attended the Debris Management course in Austin, TX. Search and Rescue training with Troopers.
April-June 2014	Deliver ICS 402 course to Executive staff.
LEPC Activities	
July-Sept 2013	Mass care training from Alaska Red Cross. 2 attend Shelter management course in Anchorage.
Oct-Dec 2013	LEPC Chair / Co-chair staff attended I-300, 400.
Jan-Mar 2014	LEPC hosts preparedness camp for boy and girl scouts. Search and Rescue training with Troopers.
April-June 2014	Annual preparedness workshop for LEPC members.
SHSP Activities	
July-Sept 2013	Hazmat team receives operations level class.

Oct-Dec 2013	Gas meter training course from vendor.				
Jan-Mar 2014	Search and Rescue training with Troopers.				
April-June 2014	Shelter training conducted with Alaska Red Cross and School district.				
Exercise					
EMPG Activities					
July-Sept 2013	Mass casualty exercise involving LEPC, hospitals and DHS&EM.				
Oct-Dec 2013	Hazmat Incident management TTX with borough, LEPC and DHS&EM.				
Jan-Mar 2014	Alaska Shield exercise. Mass Care exercise. Tsunami related.				
April-June 2014	LEPC / CERT TTX. Disaster Search and Rescue.				
LEPC Activities					
July-Sept 2013	Mass casualty exercise involving LEPC, hospitals and DHS&EM.				
Oct-Dec 2013	Hazmat Incident management TTX with borough, LEPC and DHS&EM.				
Jan-Mar 2014	Alaska Shield exercise. Mass Care exercise. Tsunami related.				
April-June 2014	LEPC / CERT TTX. Disaster Search and Rescue.				
SHSP Activities					
July-Sept 2013	Hazmat release TTX air monitoring.				
Oct-Dec 2013	None.				
Jan-Mar 2014	2 Search and Rescue members attend Level III course in Utah.				
April-June 2014	4 Hazmat members attend Technician Course.				
NIMS Compliance					
Jurisdiction is NIMS Compliant			Yes		
Response					
Runs / Calls	Fire	EMS	Law Enforcement	Hazmat	Other
July-Sept 2013	23	66	78	0	
Oct-Dec	41	76	90	3	

2013					
Jan-Mar 2014	52	84	91	1	
April-June 2014	31	91	88	2	
Totals	147	317	347	6	
Major Events / Incidents / EOC Activation					
July-Sept 2013	Wildfire with evacuation of Sheldon Jackson subdivision; 3 homes destroyed, 4 outbuildings.				
Oct-Dec 2013	Major storm event causing road closures, power outages and minor flooding of Wickersham subdivision. EOC Activated.				
Jan-Mar 2014	Ammonia release causing closures and minor injuries to 2 of Charley's Seafood Packers workers. Level A Hazmat team response for rescue.				
April-June 2014	EOC activated to assist Candle Police with Active shooter at Candle Community College.				
Mutual Aid / Agreements					
Agency(s) or Jurisdiction(s)	Date Signed	Brief Description			
Division of Forestry	5/1/2013	Cooperator agreement for response and hiring of Candle Fire and EMS to support ongoing wildfire operations.			
Tri-Borough Agreement	01/10/2010	Response agreement between City and Borough of Candle, City of Kotzebue and City of Buckland.			

Step 2: Identified Threats and Hazards of Concern

Choose **ONE** (out of the three categories) Threat and/or Hazard of Most Concern in your Jurisdiction.

(Jurisdiction) Threats and Hazards		
Natural	Technological	Human-Caused
Earthquake/Tsunami	Energy Failure	Domestic Terrorism

Step 3: Identified Threats and Hazards in Context

Threat/ Hazard Group	Threat/ Hazard Type
Natural	Earthquake / Tsunami
Description 1: <i>An earthquake 9.0 or greater with an extended duration occurring in Kotzebue Sound Alaska; significant impacts to critical infrastructure including transportation, supply chain, energy,</i>	

healthcare and emergency response. Fatalities ≥ 500 people.

Month: November-March

Communities Affected: 10(Potentially 90,000 people affected)

Threat/ Hazard Group	Threat/ Hazard Type
Technological	Energy Failure

Description 1: A refinery fire destroys a primary distillation tower at the Black Gold Refinery. Processing of gasoline, diesel, aviation fuel, and other products directly impacts the Nome and Kotzebue critical infrastructure and major shipping lanes.

Month: January - December

Community Affected: Boroughs of Candle/Kotzebue/ and Nome (Pop. Est. 90,000)

Threat/ Hazard Group	Threat/ Hazard Type
Human-Caused	Terrorism

Description 1: Terrorist attack different portions of the NW portion of the Trans-Alaska Pipeline causing the pipeline to spill out over the tundra and into major river systems. The Pipeline is consequently shutdown until further notice.

Month: January – December

Community Affected: Entire state and west coast oil supply.

Step 4: Estimated Impacts and Desired Outcomes

Mitigation	Definition:	Mitigation includes those capabilities necessary to reduce loss of life and property by lessening the impact of disasters. It is focused on the premise that individuals, the private sector, communities, critical infrastructure, and the State as a whole are made more resilient when the consequences and impacts, the duration, and the financial and human costs to respond to and recover from adverse incidents are all reduced.
Response	Definition:	Response includes those capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the State is able to effectively respond to any threat or hazard, including those with cascading effects, with an emphasis on saving and sustaining lives and stabilizing the incident, as well as rapidly meeting basic human needs, restoring basic services and community functionality, establishing a safe and secure environment, and supporting the transition to recovery.
Recovery	Definition:	Recovery includes those capabilities necessary to assist communities affected by an incident in recovering effectively. It is focused on a timely restoration, strengthening, and revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

	Core Capability	Estimated Impacts	Desired Outcomes
Common	Planning	Local EM Programs need to develop/maintain disaster mitigation/response/recovery plans minimizing the negative consequences of all-hazard events. 40 CIKR owners and operators within the borough should be encouraged by their Local EM Program to prepare and maintain disaster response/recovery plans for their facilities.	Every five years, revise, exercise and implement all (100 percent) emergency plans to ensure adequate continuity of operations.
	Public Information and Warning	Disruption to electronic information and warning systems delaying effective communications. Difficulty reaching all of the population affected.	Use effective and accessible indication and warning systems to communicate significant hazards to all (100 percent) of involved operators, security officials, and the public (including alerts, detection capabilities, and other necessary and appropriate assets).
	Operational Coordination	Operational impact too great for number of resources available to respond. Damage to communications reduces interoperability.	Establish and maintain partnership structures among protection elements to support all (100 percent) networking, planning, and coordination.
Mitigation	Community Resilience	Loss of already fragile power distribution infrastructure.	Annually facilitate the development or revision of federally-approvable hazard mitigation plan and identify projects to increase resilience.
	Long-term Vulnerability Reduction	Setbacks to vulnerable population support networks. Additional impact to VOAD groups.	Achieve a measurable decrease in the long-term vulnerability (100 percent) of the City and Borough and its partners, compared to current baselines, in a context of population stagnation, depressed property values, inner city declines, budgetary challenges, and infrastructure deterioration in many areas.
	Risk and Disaster Resilience Assessment	Significant resource demand with diminished capability. Planning not commensurate with impact from event.	Ensure that the State, City and Borough complete and regularly update a risk assessment that identifies and contextualizes local vulnerabilities and known impacts from all significant natural, technological, and human-related hazards upon their natural, human, physical, cyber, and socioeconomic conditions.

	Core Capability	Estimated Impacts	Desired Outcomes
	Threats and Hazard Identification	N/A	Identify all (100 percent) threats and hazards within and jurisdiction in consideration of the whole community.
Response	Critical Transportation	20,000 Residents to be Evacuated 5,000 Medical Evacuees 500 Miles of Roads to be Cleared of Debris	Within 72 hours of an incident, establish physical access to affected areas through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.
	Environmental Response/Health Safety	1,000 Responders and Workers Require Health and Safety Plans, Protective Clothing, and Warming Stations. Hazardous Materials (Hazmat) and Medical Teams.	Within 14 days of an acute environmental incident, make recommendations for medical screening, provide guidance and resources on health hazards, and develop epidemiological information screening forms.
	Fatality Management Services	250 fatalities. Counseling to 500 bereaved.	Within 96 hours of a request to support a mass fatality incident, establish initial morgue operations and prepare for the arrival of state/federal support to recover/collect up to 250 fatalities over a geographically dispersed area and provide counseling to bereaved.
	Mass Care Services	15,000 residents require food, water and sheltering during medical testing, triage, treatment, and quarantine periods.	Within 72 hours, move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with functional needs, into a congregate care setting.
	Mass Search and Rescue Operations	10,000 people stranded along highways, isolated in homes, stranded in elevators (power outage), or held up in airport, train, and bus terminals may require search and rescue efforts.	Within six hours, ensure the synchronized deployment of local, regional, and state teams to reinforce ongoing search and rescue efforts and transition to recovery.
	On-Scene Security and Protection	Security required at facilities most vulnerable to theft across the Borough.	Within 12 hours, establish and maintain on-scene security and protection needs of the affected population over a local or geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.

	Core Capability	Estimated Impacts	Desired Outcomes
	Operational Communications	Advisories and updates to 86,000 residents Establish and maintain operational communications between the Local EOC and responders despite sporadic power outages and disruptions to communications infrastructure.	Within one hour of a declared emergency or disaster, ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between federal, state and local first responders.
	Public and Private Services and Resources	Resources and services required for up to 86,000 residents remaining in their primary places of residence.	Within 12-24 hours of incident occurrence, mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources to meet the needs of disaster survivors.
	Public Health and Medical Services	Up to 3,000 event related injuries attributed primarily to building damage, slip and fall injuries, and hypothermia.	Within 48 hours of receipt of medical countermeasures establish points of dispensing (PODs) within the Cities Readiness Initiative (CRI) jurisdictions.
	Situational Assessment	Local EOC provide assessments to the SEOC regarding the event's effects, disruption of services, transportation, and other key items of information.	Within two hours deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.

	Core Capability	Estimated Impacts	Desired Outcomes
Response and Recovery	Infrastructure Systems	50,000 homes/businesses without power (for 72 hours) 20,000 homes and Facilities without Heat. 500 miles of Key Roads require repair. An estimated 30,000 homes and 500 businesses are expected to incur significant damage. Water main breaks would likely number 50 to 100. The number of homes without power is likely to range from 500,000 to 700,000 for a two-to four week period. Approximately 100,000 miles of roadway and 2,000 miles of rail line would need snow clearance as would runways at all airports in the 70 impacted counties.	Within 72 hours of an incident, re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, while transitioning to recovery.
Recovery	Economic Recovery	The economic impact of the catastrophic event is estimated at \$1.2 billion. This includes lost business opportunities, lost wages, lost tax revenue, and response/restoration costs.	Within 24 months of an incident, return to a sustainable economy through implementation of an economic recovery plan to the extent possible which addresses both short-term and long-term recovery measures.
	Health and Social Services	An estimated 7,000 residents may request mental health or social services, based on loss of a family member, loss of residence, or loss of wages.	Within 72 hours of incident, complete an assessment of community health and social service needs and develop a comprehensive recovery timeline.
	Housing	20,000 Evacuees. 5,000 households require long term housing.	Within 14 days of the incident, assess preliminary housing impacts and needs; identify currently available options for temporary housing, and transition evacuees from shelters to temporary housing.
	Natural and Cultural Resources	50-100 historic or cultural sites/resources \$10 million in damages.	Within 60 days of an incident, mitigate the impacts, stabilize natural and cultural resources, and conduct a preliminary assessment of the impacts to identify those protections needed to be in place during the various stages of incident management—from stabilization through recovery.

Step 5: Community Preparedness Report (CPR): Planning, Organization, Equipment, Training and Exercise (POETE) Assessment

The POETE framework is the basis for assessing current capability levels. For each core capability, assess how close the jurisdiction's desired level of preparedness is in each of the POETE capability elements.

Reference the "Alaska Assessment Guidebook" for more information on completing the Community Preparedness Report.

Directions:

This section is equipped with drop-down boxes anywhere it states, **Choose and item**. Click on the words choose an item to activate the drop-down box. Select the most appropriate answer for each capability in the POETE activity.

Narrative boxes **do not** contain the words **Choose an item**. If applicable, provide details that help support your selected level in each POETE category.

Transfer (cut and paste) the **Desired Outcome** from the previous section to help guide the levels selected for each capability.

Common

Capability: <i>Planning</i>	Priority: Medium
Desired Outcome: Each five years, revise, exercise and implement all (100 percent) emergency plans to ensure adequate continuity of operations.	
Solution Area: Planning	(2) Some plans exist, but lack some annexes or other required elements
Gap Description: EOP in revision. No Debris Management Plan	
Mutual Aid:	(3) Plans/annexes are complete and up to date
Mutual Aid Description: Agreements in place.	
Solution Area: Organization	(3) Much (40-60%) of the required organizational structure exists
Gap Description: Positions vacant and cannot fill until FY2014 budget is passed.	
Mutual Aid:	(3) Much (40-60%) of the required organizational structure exists
Mutual Aid Description: Need to renew tri-borough agreement to include additional partners.	
Solution Area: Equipment	Equipment is not relevant for this capability
Gap Description:	
Mutual Aid:	Equipment is not relevant for this capability
Mutual Aid Description:	
Solution Area: Training	(3) Several relevant personnel (40-60%) have completed all relevant courses
Gap Description: Need additional training once key positions are filled.	
Mutual Aid:	(3) Several relevant personnel (40-60%) have completed all relevant courses
Mutual Aid Description: Need borough wide training to unify planning approach.	
Solution Area: Exercises	(3) Exercises or real-world operations have been conducted; After Action Review/Improvement Plan (AAR/IP) documented
Gap Description: IP needs implementation.	
Mutual Aid:	(3) Exercises or real-world operations have been conducted; After Action Review/Improvement Plan (AAR/IP) documented
Mutual Aid Description: IP needs implementation.	

Common

Capability: <i>Public Information and Warning</i>		Priority: High
Desired Outcome: Use effective and accessible indication and warning systems to communicate significant hazards to all (100 percent) of involved operators, security officials, and the public (including alerts, detection capabilities, and other necessary and appropriate assets).		
Solution Area: Planning	(2) Some plans exist, but lack some annexes or other required elements	
Gap Description: Plan is not up to date regarding the Public information Annex.		
Mutual Aid:	(2) Some plans exist, but lack some annexes or other required elements	
Mutual Aid Description: Need to exercise plan on borough wide level.		
Solution Area: Organization	(3) Much (40-60%) of the required organizational structure exists	
Gap Description: Still upgrading and installing equipment purchased with 2012 SHSP funding		
Mutual Aid:	(4) Most (60-80%) of the required organizational structure exists	
Mutual Aid Description: USCG system augments capability to warn and inform regional partners.		
Solution Area: Equipment	(4) Most (60-80%) of the required equipment exists	
Gap Description: Equipment purchased but not fully installed.		
Mutual Aid:	(4) Most (60-80%) of the required equipment exists	
Mutual Aid Description: Further testing borough wide needed.		
Solution Area: Training	(3) Several relevant personnel (40-60%) have completed all relevant courses	
Gap Description: Need to train response staff once equipment is installed.		
Mutual Aid:	(3) Several relevant personnel (40-60%) have completed all relevant courses	
Mutual Aid Description: Need to cross train interagency and regional partners once system is operational.		
Solution Area: Exercises	(3) Exercises or real-world operations have been conducted; After Action Review/Improvement Plan (AAR/IP) documented	
Gap Description: Will test during Alaska Shield 2014		
Mutual Aid:	(3) Exercises or real-world operations have been conducted; After Action Review/Improvement Plan (AAR/IP) documented	

Mutual Aid Description: Will test during Alaska Shield 2014

Common

Capability: *Operational Coordination*

Priority: Medium

Desired Outcome: Establish and maintain partnership structures among protection elements to support all (100 percent) networking, planning, and coordination.

Solution Area: Planning

(3) Plans/annexes are complete and up to date

Gap Description: Tri-borough agreement allows jurisdictions to share information and utilize resource across jurisdictions for response and recovery. Agreement needs to be revised to account for a change in resources.

Mutual Aid:

(3) Plans/annexes are complete and up to date

Mutual Aid Description: Partnerships are in place, need to exercise and maintain.

Solution Area: Organization

(4) Most (60-80%) of the required organizational structure exists

Gap Description: Still developing private/public partnerships.

Mutual Aid:

(4) Most (60-80%) of the required organizational structure exists

Mutual Aid Description: Need to revise tri-borough agreement.

Solution Area: Equipment

(3) Much (40-60%) of the required equipment exists

Gap Description: Need to finalize installation of communications, train and exercise on new system.

Mutual Aid:

(4) Most (60-80%) of the required equipment exists

Mutual Aid Description: Neighboring boroughs have equipment and provide needed support.

Solution Area: Training

(3) Several relevant personnel (40-60%) have completed all relevant courses

Gap Description: Vacant positions limit

Mutual Aid:

(3) Several relevant personnel (40-60%) have completed all relevant courses

Mutual Aid Description: Shortages in training opportunities limit boroughs ability to increase this capability.

Solution Area: Exercises

(2) Limited exercises or real-world operations have been conducted; little documentation exists

Gap Description: Need to exercise the tri-borough agreement after the revision in Fall 2013.

Mutual Aid:

(2) Limited exercises or real-world operations have been conducted; little documentation exists

Mutual Aid Description: Need to exercise the tri-borough agreement after the revision in Fall 2013.

Mitigation	
Capability: <i>Community Resilience</i>	Priority: Medium
Desired Outcome: Annually facilitate the development or revision of federally-approvable hazard mitigation plan and identify projects to increase resilience.	
Solution Area: Planning	(3) Plans/annexes are complete and up to date
Gap Description: Lack of funding at the rural community level may not allow updates to local hazard mitigation and security vulnerability assessment plans.	
Mutual Aid:	(3) Plans/annexes are complete and up to date
Mutual Aid Description: State of Alaska and Federal Emergency Management Agency attempts to provide plans to communities in need of local hazard mitigation and security vulnerability assessment plans not adequate.	
Solution Area: Organization	(3) Much (40-60%) of the required organizational structure exists
Gap Description: Rural communities have limited infrastructure and lack of subject matter experts which hinders long term planning.	
Mutual Aid:	(4) Most (60-80%) of the required organizational structure exists
Mutual Aid Description: State of Alaska, Native Alaska associations, and Federal agencies provide technical assistance and guidance to rural communities.	
Solution Area: Equipment	(2) Little (20-40%) of the required equipment exists
Gap Description: Rural communities have limited infrastructure and lack of data and equipment which hinders utilization of modeling tools.	
Mutual Aid:	(3) Much (40-60%) of the required equipment exists
Mutual Aid Description: State of Alaska, Native Alaska associations, and Federal agencies provide equipment to rural communities.	
Solution Area: Training	(3) Several relevant personnel (40-60%) have completed all relevant courses
Gap Description: Rural communities with limited infrastructure lack subject matter experts for delivering training.	
Mutual Aid:	(4) Most relevant personnel (60-80%) have completed all relevant courses
Mutual Aid Description: State of Alaska, hub communities, Native Alaska association and Federal partners collaborate and leverage partnerships for training delivery.	
Solution Area: Exercises	(2) Limited exercises or real-world operations have been conducted; little documentation exists
Gap Description: Limited opportunities to exercise due to lack of funding and qualified personnel.	

Mutual Aid:	(3) Exercises or real-world operations have been conducted; After Action Review/Improvement Plan (AAR/IP) documented
Mutual Aid Description: The State of Alaska has conducted table top exercises with community.	

Mitigation	
Capability: Long-term Vulnerability Reduction	Priority:
Desired Outcome: Achieve a measurable decrease in the long-term vulnerability (100 percent) of the City and Borough and its partners, compared to current baselines, in a context of population stagnation, depressed property values, inner city declines, budgetary challenges, and infrastructure deterioration in many areas.	
Solution Area: Planning	(2) Some plans exist, but lack some annexes or other required elements
Gap Description: Budget cuts and economic depression prevents adequate planning.	
Mutual Aid:	(2) Some plans exist, but lack some annexes or other required elements
Mutual Aid Description: Regional economic depression prevents adequate planning.	
Solution Area: Organization	(2) Little (20-40%) of the required organizational structure exists
Gap Description: Vacant positions limit the jurisdictions ability to complete projects.	
Mutual Aid:	(3) Much (40-60%) of the required organizational structure exists
Mutual Aid Description: State assistance improves organizational structure. Regional partners assist in project management of critical projects.	
Solution Area: Equipment	Equipment is not relevant for this capability
Gap Description:	
Mutual Aid:	Equipment is not relevant for this capability
Mutual Aid Description:	
Solution Area: Training	(3) Several relevant personnel (40-60%) have completed all relevant courses
Gap Description: Lack of training opportunities hinders the jurisdictions ability to reduce vulnerability.	
Mutual Aid:	(4) Most relevant personnel (60-80%) have completed all relevant courses
Mutual Aid Description: Regional partnerships are improving the ability to reduce vulnerability. AVCP and others working on economic development plan.	
Solution Area: Exercises	Exercises are not relevant for this capability

Gap Description:	
Mutual Aid:	Exercises are not relevant for this capability
Mutual Aid Description:	

Mitigation	
Capability: <i>Risk and Disaster Resilience Assessment</i>	Priority: Medium
Desired Outcome: Ensure that the City and Borough complete and regularly update a risk assessment that identifies and contextualizes local vulnerabilities and known impacts from all significant natural, technological, and human-related hazards upon their natural, human, physical, cyber, and socioeconomic conditions.	
Solution Area: Planning	(3) Plans/annexes are complete and up to date
Gap Description: Lack of funding impeding further progress.	
Mutual Aid:	(4) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations
Mutual Aid Description: State supportive in completing assessment for 2014.	
Solution Area: Organization	(2) Little (20-40%) of the required organizational structure exists
Gap Description: Borough planning department under staffed to complete future projects. Seeking funding for future projects.	
Mutual Aid:	(3) Much (40-60%) of the required organizational structure exists
Mutual Aid Description: State of Alaska, Native Alaska associations, and Federal agencies provide technical assistance and guidance to rural communities.	
Solution Area: Equipment	Equipment is not relevant for this capability
Gap Description:	
Mutual Aid:	Equipment is not relevant for this capability
Mutual Aid Description:	
Solution Area: Training	(2) Few relevant personnel (20-40%) have completed all relevant courses
Gap Description: The borough has limited infrastructure and lacks subject matter experts for delivering training.	
Mutual Aid:	(3) Several relevant personnel (40-60%) have completed all relevant courses

Mutual Aid Description: State of Alaska, hub communities, Native Alaska association and Federal partners collaborate and leverage partnerships for training delivery.	
Solution Area: Exercises	(2) Limited exercises or real-world operations have been conducted; little documentation exists
Gap Description: The borough has limited infrastructure and lacks subject matter experts for delivering training.	
Mutual Aid:	(3) Exercises or real-world operations have been conducted; After Action Review/Improvement Plan (AAR/IP) documented
Mutual Aid Description: State of Alaska, hub communities, Native Alaska association and Federal partners collaborate and leverage partnerships for exercise delivery.	

Mitigation	
Capability: Threats and Hazards Identification	Priority: Medium
Desired Outcome: Identify all (100 percent) threats and hazards within and jurisdiction in consideration of the whole community.	
Solution Area: Planning	(2) Some plans exist, but lack some annexes or other required elements
Gap Description: Lack of funding at the borough level may not allow updates to local hazard mitigation and security vulnerability assessment plans.	
Mutual Aid:	(3) Plans/annexes are complete and up to date
Mutual Aid Description: State of Alaska and Federal Emergency Management Agency attempts to provide plans to communities in need of local hazard mitigation and security vulnerability assessment plans.	
Solution Area: Organization	(2) Little (20-40%) of the required organizational structure exists
Gap Description: Borough lacks resources to adequately address this area.	
Mutual Aid:	(3) Much (40-60%) of the required organizational structure exists
Mutual Aid Description: State of Alaska and Federal agencies provide technical assistance and guidance to rural communities.	
Solution Area: Equipment	(2) Little (20-40%) of the required equipment exists
Gap Description: Borough lacks resources to adequately address this area.	
Mutual Aid:	(3) Much (40-60%) of the required equipment exists
Mutual Aid Description: State of Alaska and Federal agencies provide equipment and project assistance to rural communities.	
Solution Area: Training	(2) Few relevant personnel (20-40%) have completed all relevant courses
Gap Description: The borough has limited infrastructure and lacks subject matter experts for delivering training.	

Mutual Aid:	(3) Several relevant personnel (40-60%) have completed all relevant courses
Mutual Aid Description: State of Alaska, hub communities, and Federal partners collaborate and leverage partnerships for training delivery.	
Solution Area: Exercises	(2) Limited exercises or real-world operations have been conducted; little documentation exists
Gap Description: The borough has limited infrastructure and lacks subject matter experts for delivering training.	
Mutual Aid:	(3) Exercises or real-world operations have been conducted; After Action Review/Improvement Plan (AAR/IP) documented
Mutual Aid Description: State of Alaska, hub communities, Native Alaska association and Federal partners collaborate and leverage partnerships for exercise delivery.	

Response	
Capability: Critical Transportation	Priority: Medium
Desired Outcome: Within 72 hours of an incident, establish physical access to affected areas through appropriate transportation corridors and deliver required resources to save lives and to meet the needs of disaster survivors.	
Solution Area: Planning	(3) Plans/annexes are complete and up to date
Gap Description: Plans, processes, and procedures are in place to address restoration to damaged infrastructure. Alternative transportation solutions are planned for where possible. However, due to the limited modes of transportation available in most communities, additional planning must take place in the event of a multi-modal transportation disruption.	
Mutual Aid:	(4) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations
Mutual Aid Description: The Alaska Department of Transportation and Public Facilities, Alaska Railroad Corporation, U.S. Coast Guard, and Federal Aviation Administration all support local jurisdictions in planning for transportation disruptions. Adjacent local jurisdictions often support each other in capacity planning for restoration of infrastructure, alternate route development, etc.	
Solution Area: Organization	(3) Much (40-60%) of the required organizational structure exists
Gap Description: Transportation departments and agencies at all levels of government have well defined organizations in place to respond to transportation-related issues. The State Emergency Operations Plans delineates organizational responsibility for the transportation and public works functional areas during times of disaster.	
Mutual Aid:	(4) Most (60-80%) of the required organizational structure exists
Mutual Aid Description: Limited response mutual aid occurs during emergencies. The majority of that aid is provided by Alaska Department of Transportation and Public Facilities when state fleet equipment or Alaska Department of Transportation and Public Facilities contract equipment is available.	
Solution Area: Equipment	(3) Much (40-60%) of the required equipment exists
Gap Description: Typical transportation repair equipment is readily available throughout the borough, although much of that equipment is fully engaged and geographically widespread during Alaska's summer construction season. There is very limited capacity with respect to alternative transportation solutions, including temporary bridges, portable air traffic control towers, amphibious landing craft, port cargo handling equipment, etc.	

Mutual Aid:	(3) Much (40-60%) of the required equipment exists
Mutual Aid Description: Limited response mutual aid occurs during emergencies. The majority of that aid is provided by Alaska Department of Transportation and Public Facilities when state fleet equipment or Alaska Department of Transportation and Public Facilities contract equipment is available.	
Solution Area: Training	(4) Most relevant personnel (60-80%) have completed all relevant courses
Gap Description: Training and certification for transportation infrastructure personnel, including maintenance, operations, and repair crews are highly standardized and industry-driven.	
Mutual Aid:	(5) All or nearly all personnel (80-100%), including many private sector reps/citizens have completed all relevant courses
Mutual Aid Description: Limited response mutual aid occurs during emergencies. The majority of that aid is provided by Alaska Department of Transportation and Public Facilities when state fleet equipment or Alaska Department of Transportation and Public Facilities contract equipment is available.	
Solution Area: Exercises	(4) Exercises or real-world operations have been conducted; AAR/IP documented; most corrective actions have been implemented
Gap Description: Repair and restoration of transportation infrastructure is performed on a routine basis, and is regularly executed during disasters and emergencies. Functional exercises and drills utilizing alternative transportation solutions are limited due to the availability of those resources.	
Mutual Aid:	(5) Exercises or real-world operations have been conducted, including coordination with higher levels of government; AAR/IP documented; all corrective actions have been implemented
Mutual Aid Description: Limited response mutual aid occurs during emergencies. The majority of that aid is provided by Alaska Department of Transportation and Public Facilities when state fleet equipment or Alaska Department of Transportation and Public Facilities contract equipment is available.	

Response	
Capability: <i>Environmental Response / Health and Safety</i>	Priority: Low
Desired Outcome: Within 14 days of an acute environmental incident, make recommendations for medical screening, provide guidance and resources on health hazards, and develop epidemiological information screening forms.	
Solution Area: Planning	(5) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations; plans include coordination with higher levels of government and resource needs for catastrophic incidents
Gap Description: Alaska has a multitude of plans which are complete, up to date, and executed or exercised regularly, including the Alaska Unified Plan (Oil and HazMat discharge), Sub-area Contingency Plans, Industry Preparedness Program plans, Interagency Ash Plan, etc. Most plans are required by regulation, and are therefore updated and exercised at least annually.	
Mutual Aid:	(5) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations; plans include coordination with higher levels of government and resource needs for catastrophic incidents
Mutual Aid Description: The Alaska Department of Environmental Conservation, United State Environmental Protection Agency, and numerous Oil Spill response cooperators regularly provide mutual aid for spill responses. Statewide agreements between local jurisdictions and the Department of Environmental Conservation are in place	
Solution Area: Organization	(4) Most (60-80%) of the required organizational structure exists
Gap Description: Numerous organizations are in place to respond to environmental health and safety issues.	

Mutual Aid:	(4) Most (60-80%) of the required organizational structure exists
Mutual Aid Description: The Alaska Department of Environmental Conservation leads the effort to coordinate the various organizations involved in environmental health and safety response, including the Statewide HazMat Working Group, Alaska Regional Response Team, and during response operations through the Unified Command structure.	
Solution Area: Equipment	(4) Most (60-80%) of the required equipment exists
Gap Description: Agency-specific equipment and prepositioned response caches are readily available to responders according to the Unified Plan and sub-area contingency plans.	
Mutual Aid:	(4) Most (60-80%) of the required equipment exists
Mutual Aid Description: Agency-specific equipment and prepositioned response caches are readily available to responders according to the Unified Plan and sub-area contingency plans.	
Solution Area: Training	(4) Most relevant personnel (60-80%) have completed all relevant courses
Gap Description: Agencies, responders, and the private sector typically are trained in response to environmental health and safety issues to ensure regulatory compliance is in place. Hazardous Materials Awareness, Operator, and Technician courses are routinely provided.	
Mutual Aid:	(5) All or nearly all personnel (80-100%), including many private sector reps/citizens have completed all relevant courses
Mutual Aid Description: Training on response to environmental health and safety incidents is often available to all levels of government and the private sector.	
Solution Area: Exercises	(4) Exercises or real-world operations have been conducted; AAR/IP documented; most corrective actions have been implemented
Gap Description: Exercises are periodically conducted as required by regulation. All-hazards exercises conducted at the local, regional, and state level often include environmental health and safety impacts to ensure an appropriate response can occur.	
Mutual Aid:	(4) Exercises or real-world operations have been conducted; AAR/IP documented; most corrective actions have been implemented
Mutual Aid Description: Deployment of regional, state, and federal resources is routinely exercised for this core capability.	

Response

Capability: <i>Fatality Management Services</i>		Priority: Medium
Desired Outcome: Within 96 hours of a request to support a mass fatality incident, establish initial morgue operations and prepare for the arrival of state/federal support to recover/collect up to 250 fatalities over a geographically dispersed area and provide counseling to bereaved.		
Solution Area: Planning	(2) Some plans exist, but lack some annexes or other required elements	
Gap Description: The borough Emergency Operations Plan has a functional annex developed for Mass Fatality; however no detailed mass fatality plan exists at this time. A draft plan has been internally developed by the State Medical Examiner's Office, but has not been published or promulgated.		
Mutual Aid:	(2) Some plans exist, but lack some annexes or other required elements	
Mutual Aid Description: Local jurisdiction does not have coroners, large morgues, or other fatality management resources. Mutual Aid support for all areas of this capability is expected to come via federal assets or interstate mutual aid Emergency Management Assistance Compact.		
Solution Area: Organization	(2) Little (20-40%) of the required organizational structure exists	
Gap Description: There are limited morgue services available throughout the state. Private mortuaries exist mostly in urban areas. The State Medical Examiner's Office has a small staff, and would likely need significant supplemental resources to manage a response to a mass fatality incident.		
Mutual Aid:	(2) Little (20-40%) of the required organizational structure exists	
Mutual Aid Description: Local jurisdiction does not have coroners, large morgues, or other fatality management resources. Mutual Aid support for all areas of this capability is expected to come via federal assets or interstate mutual aid Emergency Management Assistance Compact.		
Solution Area: Equipment	(1) Very little (0-20%) of the required equipment exists	
Gap Description: Insufficient equipment and storage capacity is readily available within borough for a mass fatality incident.		
Mutual Aid:	(2) Little (20-40%) of the required equipment exists	
Mutual Aid Description: Local jurisdiction does not have coroners, large morgues, or other fatality management resources. Mutual Aid support for all areas of this capability is expected to come via federal assets or interstate mutual aid Emergency Management Assistance Compact.		
Solution Area: Training	(1) Very few relevant personnel (0-20%) have completed all relevant courses	
Gap Description: Little to no training is provided on fatality management services to local emergency management personnel.		
Mutual Aid:	(1) Very few relevant personnel (0-20%) have completed all relevant courses	
Mutual Aid Description: Little to no training is provided on fatality management services to local emergency management personnel.		
Solution Area: Exercises	(1) No recent exercises or real-world operations have been conducted	
Gap Description: There is no plan in place that can be exercised. Mass fatality incidents are occasionally incorporated into all-hazards exercises, but the majority of these exercises focus more on mass casualty incidents or medical surge scenarios.		

Mutual Aid:	(1) No recent exercises or real-world operations have been conducted
Mutual Aid Description: Outside resources would be required to enhance exercises targeted at fatality management services.	

Response	
Capability: <i>Mass Care</i>	Priority: High
Desired Outcome: Within 72 hours, move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with functional needs, into a congregate care setting.	
Solution Area: Planning	(3) Plans/annexes are complete and up to date
Gap Description: Emergency Operations Plan contains a mass care annex that delineates agency responsibilities at a high level. Detailed plans for mass care services, focusing on evacuation, sheltering, and mass feeding. Plans also address functional needs sheltering, and consider special populations.	
Mutual Aid:	(2) Some plans exist, but lack some annexes or other required elements
Mutual Aid Description: State and federal agencies have procedures in place to provide mutual aid to jurisdictions requiring supplemental mass care services. This includes volunteer organizations that directly support sheltering and mass feeding, such as the American Red Cross and Salvation Army.	
Solution Area: Organization	(3) Much (40-60%) of the required organizational structure exists
Gap Description: Much of the organization for responding to an incident requiring mass care services exists. However, no statewide organization is in place to develop a state mass care plan and the necessary annexes and procedures. Although the State Emergency Operations Plan articulates responsibilities for those services, and they are efficiently coordinated through the State Emergency Operations Center, additional organization is required.	
Mutual Aid:	(3) Much (40-60%) of the required organizational structure exists
Mutual Aid Description: State and federal agencies have procedures in place to provide mutual aid to jurisdictions requiring supplemental mass care services. This includes volunteer organizations that directly support sheltering and mass feeding, such as the American Red Cross and Salvation Army.	
Solution Area: Equipment	(3) Much (40-60%) of the required equipment exists
Gap Description: Jurisdiction has pre-designated facilities to provide mass care services, including limited amounts of standard shelter supplies. The State of Alaska, American Red Cross, Salvation Army, and other volunteer organizations maintain caches of sheltering and food supplies that are typically sufficient to respond to isolated, small disasters and emergencies.	
Mutual Aid:	(3) Much (40-60%) of the required equipment exists
Mutual Aid Description: State and federal agencies have procedures in place to provide mutual aid to jurisdictions requiring supplemental mass care services. This includes volunteer organizations that directly support sheltering and mass feeding, such as the American Red Cross and Salvation Army.	
Solution Area: Training	(3) Several relevant personnel (40-60%) have completed all relevant courses
Gap Description: Many personnel have gone through American Red Cross disaster response training, including casework, disaster assessment, and feeding and sheltering.	
Mutual Aid:	(4) Most relevant personnel (60-80%) have completed all relevant courses

Mutual Aid Description: Training on mass care is typically provided at no cost to students. Organizations delivering training partner together to cover the costs of training.	
Solution Area: Exercises	(3) Exercises or real-world operations have been conducted; After Action Review/Improvement Plan (AAR/IP) documented
Gap Description: The majority of disaster response exercises and real world events contain a mass care element.	
Mutual Aid:	(4) Exercises or real-world operations have been conducted; AAR/IP documented; most corrective actions have been implemented
Mutual Aid Description: State and federal agencies have procedures in place to provide mutual aid to jurisdictions requiring supplemental mass care services. This includes volunteer organizations that directly support sheltering and mass feeding, such as the American Red Cross and Salvation Army	

Response	
Capability: Mass Search and Rescue Operations	Priority: Medium
Desired Outcome: Within six hours, ensure the synchronized deployment of local, regional, and state teams to reinforce ongoing search and rescue efforts and transition to recovery.	
Solution Area: Planning	(4) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations
Gap Description: Borough search and rescue plan in place and tested.	
Mutual Aid:	(5) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations; plans include coordination with higher levels of government and resource needs for catastrophic incidents
Mutual Aid Description: Alaska has a Disaster Search and Rescue Task Force which operates under a charter and maintains oversight of the Alaska Disaster Search and Rescue plan.	
Solution Area: Organization	(4) Most (60-80%) of the required organizational structure exists
Gap Description: Disaster Search and Rescue forces execute operations routinely under the authority and command and control of the Alaska State Troopers and/or both Alaska Rescue Coordination Centers. Local Fire Departments with Light Urban Search and Rescue capabilities can be utilized through Statewide Working Group .	
Mutual Aid:	(5) All or nearly all (80-100%) of the required organizational structure exists
Mutual Aid Description: Disaster Search and Rescue forces execute operations routinely under the authority and command and control of the Alaska State Troopers and/or both Alaska Rescue Coordination Centers. Local Fire Departments with Light Urban Search and Rescue capabilities can be utilized through Statewide Working Group .	
Solution Area: Equipment	(4) Most (60-80%) of the required equipment exists
Gap Description: Borough has no air assets to begin search before state resources arrive.	
Mutual Aid:	(5) All or nearly all (80-100%) of the required equipment exists; sustainment needs only
Mutual Aid Description: Disaster search and rescue organizations have most of the equipment necessary to conduct light urban search and rescue, wilderness, and maritime search and rescue, including specialized rescue aircraft (HH-60 Pavehawk Helicopters and HC-130 fixed wing assets), and specialized equipment for high-angle and confined entry search and rescue missions. Alaska is limited in equipment necessary to perform medium and heavy urban search and rescue, and limited on equipment available to perform underwater search and rescue operations.	

Solution Area: Training	(4) Most relevant personnel (60-80%) have completed all relevant courses
Gap Description: Specialized search and rescue training is conducted frequently by volunteer search and rescue organizations. This includes confined entry and high angle rescue techniques in jurisdictions with Light Urban Search and Rescue capability.	
Mutual Aid:	(5) All or nearly all personnel (80-100%), including many private sector reps/citizens have completed all relevant courses
Mutual Aid Description: Additionally, many local and volunteer search and rescue organizations participate in training and certifications through the National Association for Search and Rescue, including fundamentals of search and rescue, Search and Rescue Technician, Canine Disaster Responder and Human Remains Detection, and Avalanche Responder Training.	
Solution Area: Exercises	(4) Exercises or real-world operations have been conducted; AAR/IP documented; most corrective actions have been implemented
Gap Description: Disaster search and rescue exercises are conducted routinely and elements of disaster search and rescue are typically incorporated into all-hazards disaster exercises. This includes a number of "Mass Rescue Operation" exercises sponsored by the United States Coast Guard	
Mutual Aid:	(5) Exercises or real-world operations have been conducted, including coordination with higher levels of government; AAR/IP documented; all corrective actions have been implemented
Mutual Aid Description: Many all-hazards exercises include search and rescue support from other jurisdictions.	

Response	
Capability: <i>On-scene Security and Protection</i>	Priority: Medium
Desired Outcome: Within 12 hours, establish and maintain on-scene security and protection needs of the affected population over a local or geographically dispersed area while eliminating or mitigating the risk of further damage to persons, property, and the environment.	
Solution Area: Planning	(2) Some plans exist, but lack some annexes or other required elements
Gap Description: Need to exercise plan to validate.	
Mutual Aid:	(3) Plans/annexes are complete and up to date
Mutual Aid Description: Mutual Aid is limited to state and federal law enforcement personnel who have statewide jurisdiction, and in some cases the National Guard. Limited mutual aid response occurs during emergencies.	
Solution Area: Organization	(2) Little (20-40%) of the required organizational structure exists
Gap Description: Local law enforcement has limited resources. Budget cuts have forced layoffs.	
Mutual Aid:	(3) Much (40-60%) of the required organizational structure exists
Mutual Aid Description: Credentialed law enforcement officers are available in many of Alaska's jurisdictions, but there are resource shortages and limitations. Augmentation for on-scene security and protection must come from state assets such as the Alaska State Troopers and Alaska National Guard. There is some capacity for private sector security forces. Most critical infrastructure key resources have contract security resources in place.	
Solution Area: Equipment	(3) Much (40-60%) of the required equipment exists

Gap Description: Borough receiving new commend vehicle to act as mobile EOC during events.	
Mutual Aid:	(3) Much (40-60%) of the required equipment exists
Mutual Aid Description: Mutual Aid is limited to state and federal law enforcement personnel who have statewide jurisdiction, and in some cases the National Guard. Limited mutual aid response occurs during emergencies. The majority of that aid is provided by the Alaska Department of Public Safety.	
Solution Area: Training	(2) Few relevant personnel (20-40%) have completed all relevant courses
Gap Description: Local police forces need training for all hazard response.	
Mutual Aid:	(3) Several relevant personnel (40-60%) have completed all relevant courses
Mutual Aid Description: Mutual Aid is limited to state and federal law enforcement personnel who have statewide jurisdiction, and in some cases the National Guard.	
Solution Area: Exercises	(2) Limited exercises or real-world operations have been conducted; little documentation exists
Gap Description: On-scene security and protection activities are normally conducted at the local level during all-hazards exercises and real-world events, as necessary. Need further exercises on this capability.	
Mutual Aid:	(2) Limited exercises or real-world operations have been conducted; little documentation exists
Mutual Aid Description: Need further exercises with neighboring jurisdictions and the state level partners.	

Response	
Capability: <i>Operational communications</i>	Priority: High
Desired Outcome: Within one hour of a declared emergency or disaster, ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between federal, state and local first responders.	
Solution Area: Planning	(4) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations
Gap Description: Local plans recently promulgated and tested. The deficiencies found and are in the process of being addressed.	
Mutual Aid:	(5) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations; plans include coordination with higher levels of government and resource needs for catastrophic incidents
Mutual Aid Description: Alaska has an up to date Statewide Communications Interoperability Plan, nine regional Tactical Interoperable Communications Plans, and local emergency operation plans and emergency response plans contain communications procedures. At this time there is no statewide plan for 911 communications, and no plan in place with respect to the National Public Safety Broadband Network.	
Solution Area: Organization	(4) Most (60-80%) of the required organizational structure exists
Gap Description: Borough has agreements in place with neighboring jurisdictions, state and federal partners.	
Mutual Aid:	(5) All or nearly all (80-100%) of the required organizational structure exists

Mutual Aid Description: Borough has agreements in place with neighboring jurisdictions, state and federal partners.	
Solution Area: Equipment	(5) All or nearly all (80-100%) of the required equipment exists; sustainment needs only
Gap Description: The borough continues to focus its efforts on providing equipment that is technologically and financially appropriate to the departments being equipped. As technology is refreshed and updated, there will remain a regular requirement to funding equipment investments for the borough.	
Mutual Aid:	(5) All or nearly all (80-100%) of the required equipment exists; sustainment needs only
Mutual Aid Description: The state continues to focus its efforts on providing equipment that is technologically and financially appropriate to the jurisdictions being equipped. As technology is refreshed and updated, there will remain a regular requirement to funding equipment investments for jurisdictions of all sizes in Alaska.	
Solution Area: Training	(3) Several relevant personnel (40-60%) have completed all relevant courses
Gap Description: Communications training is provided on a regular basis to agencies throughout the borough. The training consists of first responder training, telecommunications emergency response training for Public Safety Answering Point staff, and basic interoperable communications awareness training for emergency managers and public safety officials.	
Mutual Aid:	(4) Most relevant personnel (60-80%) have completed all relevant courses
Mutual Aid Description: Communications training is provided on a regular basis to agencies throughout the borough. The training consists of first responder training, telecommunications emergency response training for Public Safety Answering Point staff, and basic interoperable communications awareness training for emergency managers and public safety officials.	
Solution Area: Exercises	(4) Exercises or real-world operations have been conducted; AAR/IP documented; most corrective actions have been implemented
Gap Description: Improvement Plan in process and will be completed prior to Alaska Shield 2014.	
Mutual Aid:	(4) Exercises or real-world operations have been conducted; AAR/IP documented; most corrective actions have been implemented
Mutual Aid Description: Plans are in place to communicate with jurisdictions outside of those coverage areas utilizing common Marine Band channels and/or national public safety calling channels. Further exercises will improve interoperability.	

Response

Capability: <i>Public and Private Services and Resources</i>		Priority: High
Desired Outcome: Within 12-24 hours of incident occurrence, mobilize and deliver governmental, nongovernmental, and private sector resources within and outside of the affected area to save lives, sustain lives, meet basic human needs, stabilize the incident, and transition to recovery, to include moving and delivering resources to meet the needs of disaster survivors.		
Solution Area: Planning	(2) Some plans exist, but lack some annexes or other required elements	
Gap Description: Significant lack of public/private partnership exists in borough.		
Mutual Aid:	(2) Some plans exist, but lack some annexes or other required elements	
Mutual Aid Description: Some Critical Infrastructure/Key Resources owners and operators have agreements in place to provide corporate mutual aid when necessary. Commodity suppliers and transportation companies routinely work together to deliver goods and services on a routine basis with Alaska's difficult geography and terrain, and limited transportation infrastructure.		
Solution Area: Organization	(2) Little (20-40%) of the required organizational structure exists	
Gap Description: Public, private partnership activity has been focused on South Central Alaska. Expansion of activity must include other areas of Alaska.		
Mutual Aid:	(2) Little (20-40%) of the required organizational structure exists	
Mutual Aid Description: Agencies and companies that participate in Alaska Partnership for Infrastructure Protection provide mutual support across the various sectors private industry.		
Solution Area: Equipment	(3) Much (40-60%) of the required equipment exists	
Gap Description: Private sector resource providers and Critical Infrastructure/Key Resources owners/operators have adequate equipment available to conduct normal and routine business. Additional equipment required to supplement response to a large disaster are subject to Alaska's tenuous supply lines.		
Mutual Aid:	(3) Much (40-60%) of the required equipment exists	
Mutual Aid Description: When necessary private sector agencies and companies share equipment when necessary. This is especially true in remote, off-road communities across the state.		
Solution Area: Training	(2) Few relevant personnel (20-40%) have completed all relevant courses	
Gap Description: Training for small businesses at the local level should be improved. Training for Alaska Partnership for Infrastructure Protection member organizations should continue. Business continuity and general emergency management and incident command system training should be bolstered.		
Mutual Aid:	(2) Few relevant personnel (20-40%) have completed all relevant courses	
Mutual Aid Description: It is unknown what training private partners have participated in.		
Solution Area: Exercises	(2) Limited exercises or real-world operations have been conducted; little documentation exists	
Gap Description: Private sector companies routinely participate in actual events, but typically participation does not occur in the exercise environments.		

Mutual Aid:	(2) Limited exercises or real-world operations have been conducted; little documentation exists
Mutual Aid Description: Exercise scenarios involving public and private sector resources don't typically address mutual aid, but focus on collaboration through the Alaska Partnership for Infrastructure Protection program.	

Response	
Capability: <i>Public Health and Medical Services</i>	Priority: Medium
Desired Outcome: Within 48 hours of receipt of medical countermeasures from the state and federal government, establish points of dispensing (PODs) within the Cities Readiness Initiative (CRI) jurisdictions.	
Solution Area: Planning	(4) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations
Gap Description: The borough Emergency Operations Plan and the Alaska Department of Health and Social Services Emergency Operations Plan are up to date with respect to health and medical services, including public health and medical surge elements. Further development of a State Mass Casualty Plan is required.	
Mutual Aid:	(4) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations
Mutual Aid Description: The Alaska Department of Health and Social Services provides planning and technical assistance to local jurisdictions in the development of health and medical services components of local emergency operations plans and emergency response plans. Very few jurisdictions or Boroughs have public health departments, and thereby little mutual aid for planning is available at the local or regional level.	
Solution Area: Organization	(3) Much (40-60%) of the required organizational structure exists
Gap Description: At the borough level most hospitals and clinics utilize some form of the Hospital Incident Command System, or participate in the Borough's emergency operations centers as necessary.	
Mutual Aid:	(4) Most (60-80%) of the required organizational structure exists
Mutual Aid Description: At the state level the Alaska Department of Health and Social Services has a fully developed Emergency Operations Center that responds to health and medical emergencies directly, or is organized and staffed as the Medical Operations Branch for the State Emergency Operations Center.	
Solution Area: Equipment	(2) Little (20-40%) of the required equipment exists
Gap Description: Very little equipment is available within Alaska to respond to mass casualty or medical surge incidents with few exceptions.	
Mutual Aid:	(3) Much (40-60%) of the required equipment exists
Mutual Aid Description: Pre-hospital trauma system or emergency medical services mutual aid occurs through existing legislation which enables fire departments to provide those services. The state AK RESPOND program can provide mutual aid from private sector health and medical staff when activated	
Solution Area: Training	(2) Few relevant personnel (20-40%) have completed all relevant courses
Gap Description: Additional training at all levels of government and the private sector is required to address medical surge and mass causality incidents. Pre-hospital trauma system/emergency medical services providers are trained in mass casualty incident response and triage, and private sector hospitals routinely train internally.	
Mutual Aid:	(3) Several relevant personnel (40-60%) have completed all relevant courses

Mutual Aid Description: Additional training is needed at the regional and state level to adequately respond to a disaster.	
Solution Area: Exercises	(3) Exercises or real-world operations have been conducted; After Action Review/Improvement Plan (AAR/IP) documented
Gap Description: Health and medical services, including mass casualty and medical surge scenarios are frequently exercised in limited scale at the local level.	
Mutual Aid:	(3) Exercises or real-world operations have been conducted; After Action Review/Improvement Plan (AAR/IP) documented
Mutual Aid Description: Alaska Shield exercises occasionally include resources being deployed from outside of the jurisdiction. However full scale/field exercise activities should take place through the State, Emergency Management Assistance Compact and the National Disaster Medical System.	

Response	
Capability: <i>Situational Assessment</i>	Priority: Medium
Desired Outcome: Within two hours deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.	
Solution Area: Planning	(2) Some plans exist, but lack some annexes or other required elements
Gap Description: The borough has plans in place to communicate situational assessment information to the neighboring Borough and State Emergency Operations Centers. Specific plans for damage assessment of public, private, and residential structures largely do not exist.	
Mutual Aid:	(2) Some plans exist, but lack some annexes or other required elements
Mutual Aid Description: State agencies routinely provide technical assistance and planning support for local jurisdictions.	
Solution Area: Organization	(3) Much (40-60%) of the required organizational structure exists
Gap Description: Borough organized to conduct preliminary needs and damage assessment following a disaster.	
Mutual Aid:	(4) Most (60-80%) of the required organizational structure exists
Mutual Aid Description: At the state multiple levels of situational assessment and situation reporting are conducted. This includes Joint Preliminary Damage Assessments conducted with Federal Emergency Management Agency, State of Alaska, and the impacted jurisdiction	
Solution Area: Equipment	(3) Much (40-60%) of the required equipment exists
Gap Description: Much of the equipment necessary to assess and document damages exists at the local and state level. A primary gap is the availability of aircraft to perform aerial reconnaissance and damage assessment in remote and off-road portions of the state.	
Mutual Aid:	(3) Much (40-60%) of the required equipment exists
Mutual Aid Description: Assistance in situational assessment is often provided by state agencies when requested. Some mutual aid amongst neighboring jurisdictions occurs.	

Solution Area: Training	(2) Few relevant personnel (20-40%) have completed all relevant courses
Gap Description: Training is needed in this area.	
Mutual Aid:	(2) Few relevant personnel (20-40%) have completed all relevant courses
Mutual Aid Description: Little to no mutual aid with respect to training exists.	
Solution Area: Exercises	(3) Exercises or real-world operations have been conducted; After Action Review/Improvement Plan (AAR/IP) documented
Gap Description: Situational assessment, reporting and common operating picture development is routinely exercised and reviewed. Most information is notional through the exercise design and execution process.	
Mutual Aid:	(3) Exercises or real-world operations have been conducted; After Action Review/Improvement Plan (AAR/IP) documented
Mutual Aid Description: Assistance in situational assessment is often provided by state agencies when requested. Little mutual aid amongst neighboring jurisdictions occurs.	

Response & Recovery

Capability:	Infrastructure Systems	Priority: High
Desired Outcome: Within 72 hours of an incident, re-establish critical infrastructure within the affected areas to support ongoing emergency response operations, life sustainment, community functionality, while transitioning to recovery.		
Solution Area: Planning	(4) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations	
Gap Description: The borough Emergency Operations Plan is up to date and has been exercised and implemented in actual events. The Emergency Operations Plan contains a recovery annex.		
Mutual Aid:	(4) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations	
Mutual Aid Description: Public and private sector entities coordinate response activities through the State Emergency Operations Center, focusing on the Alaska Partnership for Infrastructure Protection.		
Solution Area: Organization	(3) Much (40-60%) of the required organizational structure exists	
Gap Description: The borough Emergency Operations Plan organizes response and initial recovery actions, including Catastrophic Task Forces including power and energy and debris management.		
Mutual Aid:	(3) Much (40-60%) of the required organizational structure exists	
Mutual Aid Description: : Public and private sector entities coordinate response activities through the State Emergency Operations Center, focusing on the Alaska Partnership for Infrastructure Protection.		
Solution Area: Equipment	(3) Much (40-60%) of the required equipment exists	
Gap Description: The borough has equipment readily available to perform routine maintenance and repairs, including those for infrastructure systems. In a catastrophic event, additional equipment will likely be necessary. This issue is exacerbated by Alaska's long transportation and supplies lines.		
Mutual Aid:	(3) Much (40-60%) of the required equipment exists	

Mutual Aid Description: Private contractors are typically available to begin repair and recovery efforts.	
Solution Area: Training	(2) Few relevant personnel (20-40%) have completed all relevant courses
Gap Description: Additional training is needed at all levels on response and recovery to infrastructure system failures or damages.	
Mutual Aid:	(2) Few relevant personnel (20-40%) have completed all relevant courses
Mutual Aid Description: Additional training is needed at all levels on response and recovery to infrastructure system failures or damages.	
Solution Area: Exercises	(2) Limited exercises or real-world operations have been conducted; little documentation exists
Gap Description: All-hazards exercises routinely incorporate infrastructure system response and initial recovery	
Mutual Aid:	(2) Limited exercises or real-world operations have been conducted; little documentation exists
Mutual Aid Description: More regional exercises are needed.	

Recovery	
Capability: Economic Recovery	Priority: High
Desired Outcome: Within 24 months of an incident, return the borough to a sustainable economy through implementation of an economic recovery plan to the extent possible which addresses both short-term and long-term recovery measures.	
Solution Area: Planning	(1) No plans/annexes exist
Gap Description: The borough is in the preliminary stages of developing a recovery framework, which will focus on long-term (post Stafford Act) economic, social, and community recovery.	
Mutual Aid:	(1) No plans/annexes exist
Mutual Aid Description:	
Solution Area: Organization	(1) Very little (0-20%) of the required organizational structure exists
Gap Description: State and federal public assistance and individual assistance programs are organized and in place. The development of the State Recovery Framework and associated plans and procedures will further codify the organization necessary for long term economic recovery.	
Mutual Aid:	(1) Very little (0-20%) of the required organizational structure exists
Mutual Aid Description:	
Solution Area: Equipment	Equipment is not relevant for this capability

Gap Description:	
Mutual Aid:	Equipment is not relevant for this capability
Mutual Aid Description:	
Solution Area: Training	Training for this capability is provided entirely by other jurisdictions
Gap Description: Waiting for direction from the State.	
Mutual Aid:	(1) Very few relevant personnel (0-20%) have completed all relevant courses
Mutual Aid Description:	
Solution Area: Exercises	(1) No recent exercises or real-world operations have been conducted
Gap Description:	
Mutual Aid:	(1) No recent exercises or real-world operations have been conducted
Mutual Aid Description:	

Recovery	
Capability: <i>Health and Social Services</i>	Priority: Medium
Desired Outcome: Within 72 hours of incident, complete an assessment of community health and social service needs and develop a comprehensive recovery timeline.	
Solution Area: Planning	(5) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations; plans include coordination with higher levels of government and resource needs for catastrophic incidents
Gap Description: The borough Emergency Operations Plan and the Alaska Department of Health and Social Services Emergency Operations Plan address most portions of health and social services response and recovery. Additional planning must be accomplished to include functional needs, continued chronic care, and environmental health	
Mutual Aid:	(5) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations; plans include coordination with higher levels of government and resource needs for catastrophic incidents
Mutual Aid Description: The Alaska Department of Health and Social Services has volunteer registry program called Alaska Respond to identify and mobilize licensed Alaska healthcare professionals to serve in a volunteer capacity during a disaster or public health emergency. The Alaska Intrastate Mutual Aid Compact, once implemented, will allow healthcare and social services personnel to provide mutual aid within Alaska.	
Solution Area: Organization	(4) Most (60-80%) of the required organizational structure exists
Gap Description: The borough, Public sector agencies and Volunteer Organizations Active in Disasters work together to provide housing repair and replacement if warranted.	

Mutual Aid:	(3) Much (40-60%) of the required organizational structure exists
Mutual Aid Description: The majority of mutual aid that occurs for this capability is conducted in the context of the Alaska Disaster Housing Task Force when it is activated. Public sector agencies and Volunteer Organizations Active in Disasters work together to provide housing repair and replacement if warranted.	
Solution Area: Equipment	(2) Little (20-40%) of the required equipment exists
Gap Description: Typical equipment is available in Alaska for housing construction. However, due to seasonal construction, transportation, and logistics in rebuilding houses in remote communities, additional equipment would likely be needed.	
Mutual Aid:	(3) Much (40-60%) of the required equipment exists
Mutual Aid Description: Typical equipment is available in Alaska for housing construction. However, due to seasonal construction, transportation, and logistics in rebuilding houses in remote communities, additional equipment would likely be needed.	
Solution Area: Training	(2) Few relevant personnel (20-40%) have completed all relevant courses
Gap Description: Some recovery training have occurred which have focused on both short and long term housing issues.	
Mutual Aid:	(3) Several relevant personnel (40-60%) have completed all relevant courses
Mutual Aid Description: Some recovery training have occurred which have focused on both short and long term housing issues.	
Solution Area: Exercises	(2) Limited exercises or real-world operations have been conducted; little documentation exists
Gap Description: Some recovery exercises have occurred which has focused on both short and long term housing issues.	
Mutual Aid:	Exercises are not relevant for this capability
Mutual Aid Description:	

Recovery

Capability: *Housing*

Priority: **Medium**

Desired Outcome: Within 14 days of the incident, assess preliminary housing impacts and needs; identify currently available options for temporary housing, and transition evacuees from shelters to temporary housing.

Solution Area: Planning

(5) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations; plans include coordination with higher levels of government and resource needs for catastrophic incidents

Gap Description: Disaster Housing Plans have been developed as required by state and federally declared disasters

Mutual Aid:

(5) Plans/annexes are complete, up to date, and have been validated by recent exercises or real-world operations; plans include coordination with higher levels of government and resource needs for catastrophic incidents

Mutual Aid Description: The majority of mutual aid that occurs for this capability is conducted in the context of the Alaska Disaster Housing Task Force when it is activated. Public sector agencies and Volunteer Organizations Active in Disasters work together to provide housing repair and replacement if warranted.

Solution Area: Organization

(4) Most (60-80%) of the required organizational structure exists

Gap Description: The borough, Public sector agencies and Volunteer Organizations Active in Disasters work together to provide housing repair and replacement if warranted.

Mutual Aid:

(3) Much (40-60%) of the required organizational structure exists

Mutual Aid Description: The majority of mutual aid that occurs for this capability is conducted in the context of the Alaska Disaster Housing Task Force when it is activated. Public sector agencies and Volunteer Organizations Active in Disasters work together to provide housing repair and replacement if warranted.

Solution Area: Equipment

(2) Little (20-40%) of the required equipment exists

Gap Description: Typical equipment is available in Alaska for housing construction. However, due to seasonal construction, transportation, and logistics in rebuilding houses in remote communities, additional equipment would likely be needed.

Mutual Aid:

(3) Much (40-60%) of the required equipment exists

Mutual Aid Description: Typical equipment is available in Alaska for housing construction. However, due to seasonal construction, transportation, and logistics in rebuilding houses in remote communities, additional equipment would likely be needed.

Solution Area: Training

(2) Few relevant personnel (20-40%) have completed all relevant courses

Gap Description: Some recovery training have occurred which have focused on both short and long term housing issues.

Mutual Aid:

(3) Several relevant personnel (40-60%) have completed all relevant courses

Mutual Aid Description: Some recovery training have occurred which have focused on both short and long term housing issues.

Solution Area: Exercises

(2) Limited exercises or real-world operations have been conducted; little documentation exists

Gap Description: Some recovery exercises have occurred which has focused on both short and long term housing issues.

Mutual Aid:	Exercises are not relevant for this capability
Mutual Aid Description:	

Recovery	
Capability: <i>Natural and Cultural Resources</i>	Priority: High
Desired Outcome: Within 60 days of an incident, mitigate the impacts, stabilize natural and cultural resources, and conduct a preliminary assessment of the impacts to identify those protections needed to be in place during the various stages of incident management—from stabilization through recovery.	
Solution Area: Planning	(2) Some plans exist, but lack some annexes or other required elements
Gap Description: The borough is in the process of developing a Recovery Framework that will address natural and cultural resource issues. The borough Emergency Operations Plans addresses natural resources.	
Mutual Aid:	(1) No plans/annexes exist
Mutual Aid Description: Borough working to address this issue.	
Solution Area: Organization	(2) Little (20-40%) of the required organizational structure exists
Gap Description: Local tribal coordinator member of the LEPC and available to assist with cultural resource issues.	
Mutual Aid:	(2) Little (20-40%) of the required organizational structure exists
Mutual Aid Description: Additional organizational resources are limited, and would be requested through the Emergency Management Assistance Compact or through the Federal Emergency Management Agency if necessary.	
Solution Area: Equipment	Equipment is not relevant for this capability
Gap Description:	
Mutual Aid:	Equipment is not relevant for this capability
Mutual Aid Description:	
Solution Area: Training	(1) Very few relevant personnel (0-20%) have completed all relevant courses
Gap Description: Response and recovery agencies within Alaska routinely provide training on cultural issues, focusing on Alaska Native culture. Additional training is required to ensure understanding of environmental and historic preservation issues.	
Mutual Aid:	(1) Very few relevant personnel (0-20%) have completed all relevant courses
Mutual Aid Description: Working with tribe and UAF to address these issues.	

Solution Area: Exercises	(1) No recent exercises or real-world operations have been conducted
Gap Description: Future exercises are planned to address these issues.	
Mutual Aid:	(1) No recent exercises or real-world operations have been conducted
Mutual Aid Description:	