



# Lessons Learned Information Sharing

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March 2007 *Lessons Learned Information Sharing* Newsletter

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## Homeland Security Exercise and Evaluation Program (HSEEP) Resource Page

### DHS Releases Revised HSEEP Policy and Guidance Volumes and LLIS.gov Creates New HSEEP Page

Earlier this month, DHS released the 2007 editions of the HSEEP Policy and Guidance Volumes I-III. HSEEP is a capabilities and performance-based exercise program that provides a standardized policy, methodology, and terminology for the design, development, conduct, and evaluation of all exercises. The HSEEP volumes were initially developed in 2002; however, to increase the applicability and utilization of HSEEP among diverse entities, several revisions were made to the volumes over the past two years. Revisions include:

- Incorporation of recent policies (e.g., National Incident Management System, National Response Plan, National Preparedness Goal, Universal Task List, Target Capabilities List);
- Elimination of references to DHS-specific doctrinal or grant-related requirements, such as the need for terrorism-related scenarios; and
- The order of Volumes II and III has been reversed to follow the natural progression of exercise design, development, conduct, evaluation, and improvement planning.

The volumes can be found on the HSEEP web site at <http://hseep.dhs.gov> and *on the Lessons Learned Information Sharing (LLIS.gov) system.*

LLIS.gov has created a new [HSEEP Resource Page](#) which provides frequently updated HSEEP information as well as new exercise-related original content. This page also contains links to additional HSEEP-related LLIS.gov pages, such as the [Exercise Planning and Program Management](#) page and the [Corrective Action Program System](#) page. To share your exercise-related lessons learned and best practices, please log into [LLIS.gov](#) and click on [FEEDBACK](#) in the top navigation bar..

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## Critical Infrastructure/Key Resource (CI/KR) Protection

### LLIS.gov Highlights New CI/KR Protection Program

LLIS.gov has partnered with the Office of Grants and Training's Technical Assistance Division to highlight the City of Los Angeles, California's Operation Archangel CI/KR protection program. Operation Archangel utilizes the US Department of Homeland Security's (DHS) Automated Critical Asset Management System (ACAMS), an automated data collection and reporting tool, to track and report CI/KR protection data. The City of Los Angeles establishes relationships with private sector asset managers and conducts extensive site

assessments, data collections, and target hardening efforts through the Archangel program. The CI/KR protection program is a partnership of DHS, the State of California, the City of Los Angeles, and the Los Angeles Police Department.

The following documents highlight different aspects of the CI/KR Program:

- [The City of Los Angeles, California's Critical Infrastructure/Key Resource Protection Program](#)
- [Critical Infrastructure/Key Resource Protection: The City of Los Angeles, California's "Core Group"](#)
- [Critical Infrastructure/Key Resource Protection: The City of Los Angeles, California's Asset Manager Questionnaire](#)
- [Critical Infrastructure/Key Resource Protection: The City of Los Angeles, California's "Go Kits"](#)
- [Critical Infrastructure/Key Resource Protection: The City of Los Angeles, California's "Options for Consideration"](#)

If you would like to share your CI/KR protection practice notes or good stories with the *LLIS.gov* member community, please email [feedback@llis.dhs.gov](mailto:feedback@llis.dhs.gov), or log into [LLIS.gov](http://LLIS.gov) and click on **FEEDBACK** in the top navigation bar.

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### Fusion Process Technical Assistance Resource Center

#### DHS and *LLIS.gov* Launch Fusion Process Technical Assistance Resource Center

*LLIS.gov*, in coordination with DHS's Technical Assistance Program and the DHS Office of Intelligence and Analysis recently launched the Fusion Process Technical Assistance Resource Center (Resource Center). The Resource Center provides access to hundreds of fusion process related documents, templates and guidelines, as well as contact information for existing fusion centers. **Access to the Resource Center is restricted to intelligence and fusion center professionals.**

[Click here to go to the Resource Center](#), or access it in the Featured Partners area of the *LLIS.gov* homepage. To request access, please email the Resource Center at [fusion@llis.dhs.gov](mailto:fusion@llis.dhs.gov).

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### New *LLIS.gov* External Site

#### *LLIS.gov* Launches New External Site

*LLIS.gov* recently launched an external site to help non-members become familiar with the network. The external site begins at the [LLIS.gov login page](#) and includes links to the Press Room, archived newsletters, email announcements, and events calendar. Additionally, the external site contains links to the abstracts of featured content inside the *LLIS.gov* system.

Encourage your colleagues to go to [LLIS.gov](http://LLIS.gov) and have a look into the Nation's Preparedness Network.

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### Unique Documents of Interest on *LLIS.gov*

#### Find Documents Not Readily Available Outside *LLIS.gov*

The *LLIS.gov* document repository boasts over 7,000 plans, templates, guidelines, after-action reports, lessons learned, assessments, and other emergency response- and homeland security-related documents. The following list highlights some of the unique documents recently added to *LLIS.gov*:

- [Vehicle Bomb Mitigation Guide](#) (Department of the Air Force)
- [New Jersey \(Jersey City/Newark\) Urban Area Newark Portuguese Festival TICP Evaluation After-Action Report](#) (State of New Jersey, Office of the Attorney General)

- [Domestic Nuclear Detection Office Southeast Transportation Corridor Pilot Technology Demonstration AAR](#) (Department of Homeland Security)
- [Harris County, Texas Special Needs Facility Disaster Plan Checklist](#) (Harris County, TX Office of Homeland Security and Emergency Management)
- [Optimizing Fire and Rescue Services Using GIS](#) (Prince William County, VA Department of Fire and Rescue)
- [Closed Circuit Television -- Does it Deter?](#) (Joint Terrorism Analysis Centre-UK)

If you would like to share your documents with the *LLIS.gov* member community, please email [feedback@llis.dhs.gov](mailto:feedback@llis.dhs.gov), or log into [LLIS.gov](http://LLIS.gov) and click on **FEEDBACK** in the top navigation bar.

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### New Original Content Posted Since Last Newsletter

The *LLIS.gov* Team continues to post new Lessons Learned, Best Practices, Practice Notes, and Good Stories to the system on a regular basis. Weekly updates about new original content can be found in the "NEW *LLIS* CONTENT" section on the homepage of *LLIS.gov*. Since the last newsletter, *LLIS.gov* has posted the following original content:

#### *Lessons Learned*

- [Emergency Communications: Using Common Identifiers for Command and General Staff](#) (*Newark Portuguese Festival Tactical Interoperable Communications Plan Evaluation, 2006*)  
During an incident response, command and general staff should use common identifiers for themselves when communicating on the radio.
- [High-Rise Fires: Conducting Top-to-Bottom Stairwell Searches](#) (*Cook County, IL Administration Building Fire, 2003*)  
Firefighters should conduct full top-to-bottom searches of building stairwells during the response to a high-rise fire, not after the fire is extinguished. This can help ensure that endangered building occupants are located and moved to safety in a timely manner.
- [High-Rise Evacuation: Establishing Control of Building Communication Systems to Direct Occupant Evacuation](#) (*Cook County, IL Administration Building Fire, 2003*)  
When responding to a high-rise incident, fire personnel should establish control of the building's communications system and use it to provide occupants with appropriate evacuation instructions.
- [Incident Command: Designating a Communications Unit Leader](#) (*Puerto Rico Communications Exercise, 2006*)  
During an incident that necessitates a response from multiple agencies, incident commanders or Unified Command should designate a communications unit leader (COML) to ensure that effective, interoperable communications exist among all responding agencies.
- [Shelter Operations: Creating Plans with Non-Governmental Organizations to Share Shelter Provisions](#) (*Region VI Hurricane Preparedness Tabletop Exercise, 2006*)  
State and local planners should work with non-governmental organizations to create plans that identify available shelter provisions and discuss how they can be shared in an emergency.
- [Special Event Planning: Assigning an Accommodations Site Coordinator](#) (*Salt Lake City Winter Olympic Games, 2002*)  
Event planners should consider assigning accommodations site coordinators as appropriate to be present 24 hours a day at facilities that house out-of-town public safety personnel.
- [Special Event Planning: Assigning Aviation Liaison Officers to Command Posts](#) (*Salt Lake City Winter Olympic Games, 2002*)  
Event planners should assign an aviation liaison officer to command posts, as appropriate, to provide proactive advice on the use of aviation capabilities during a special event.

#### *Practice Notes*

- [Community Preparedness: The Alaska Railroad Corporation's Preparedness Outreach Tour](#)  
The Alaska Railroad Corporation (ARRC) tours the state every year by train to educate local community

leaders on rail preparedness. The ARRC invites representatives from other state and federal agencies to join these tours and to engage Alaskans in exercise and emergency preparedness activities.

- **[Critical Infrastructure/Key Resource Protection: The City of Los Angeles, California's "Core Group"](#)**  
The City of Los Angeles's critical infrastructure and key resource (CI/KR) protection program established a "Core Group" comprised of representatives from organizations and agencies that own or protect local critical infrastructure and key resources. The Core Group serves as a consultative body to the CI/KR protection program and informs its activities.
- **[Critical Infrastructure/Key Resource Protection: The City of Los Angeles, California's Asset Manager Questionnaire](#)**  
The City of Los Angeles's critical infrastructure and key resource (CI/KR) protection program uses an Asset Manager Questionnaire (AMQ) to facilitate the critical asset assessment process. Asset managers populate the AMQ with vital information about critical asset sites.
- **[Critical Infrastructure/Key Resource Protection: The City of Los Angeles, California's "Go Kits"](#)**  
The City of Los Angeles's critical infrastructure and key resource (CI/KR) protection program assessment teams use "Go Kits" that contain all the tools and equipment necessary to conduct and document site assessments.
- **[Critical Infrastructure/Key Resource Protection: The City of Los Angeles, California's "Options for Consideration"](#)**  
The City of Los Angeles's critical infrastructure and key resource (CI/KR) protection program provides "options for consideration" to managers of critical assets. This practice reduces an asset manager's exposure to legal proceedings following an incident.
- **[Disabilities and Functional Needs: Faribault, Minnesota's Emergency Drill with Deaf and Hard-of-Hearing Students](#)**  
The city of Faribault, Minnesota, included deaf and hard-of-hearing students from the nearby Minnesota State Academy for the Deaf (MSAD) in an emergency drill. The drill improved responders' ability to accommodate deaf and hard-of-hearing individuals in an emergency.
- **[Disabilities and Functional Needs: Massachusetts Emergency Management Agency's Emergency Information Compact Discs for Visually Impaired Residents](#)**  
The Massachusetts Emergency Management Agency (MEMA) created compact discs (CD) with emergency information for visually impaired individuals. MEMA distributed the CDs in communities near three New England nuclear power plants.
- **[Disabilities and Functional Needs: The Aging Services Council of Central Texas's Emergency Supply Kits for Homebound Elderly Residents](#)**  
The Aging Services Council of Central Texas packages and distributes emergency supply kits to homebound, elderly Austin residents. The kits provide sufficient food, supplies, and information for elderly residents to survive during a short-term emergency that does not require evacuation.
- **[Disabilities and Special Needs: Wexford, Pennsylvania, Volunteer Fire Company's Special Circumstances Program](#)**  
Wexford Volunteer Fire Company in Pine, Pennsylvania, developed a registry for residents who require special accommodation in an emergency. A computer program installed in the company's rescue vehicle laptops allows emergency response personnel to access the registry en route to an incident. Responders can use the information to determine where residents with special needs live and what accommodations they may require.
- **[Emergency Management: South Carolina Emergency Management Division's Use of Operational Areas](#)**  
The South Carolina Emergency Management Division (SCEMD) has divided each coastal county into discrete, manageably sized operational areas. Emergency managers can use these operational areas to develop more effective pre-incident resource allocation plans. In addition, the operational areas will be staffed to provide direction and communications in the event that a county EOC cannot coordinate response operations.
- **[Exercise Design: Utilizing Film Crews during Exercises to Create Training Tools](#)**  
The Indiana Department of Homeland Security and the Indiana State Department of Health utilized film crews from a local university to record the actions of participants during an exercise. Exercise managers used the film to review the effectiveness of response efforts as well as to train future exercise participants.

- **[Exercise Program Management: Alaska's Classification of Communities by Exercise Capability](#)**  
The Alaska Division of Homeland Security and Emergency Management (DHS&EM) classifies communities throughout the state according to their capacity to design and host exercises. This practice helps DHS&EM determine where to focus exercise assistance and ensures that smaller communities are included in exercises.
- **[Pets and Service Animals: Arlington, Texas's, Oxygen Masks for Dogs and Cats](#)**  
The city of Arlington, Texas's, fire department adopted the use of oxygen masks for dogs and cats to prevent smoke inhalation in a fire. These masks are standard equipment for all Arlington Fire Department emergency service vehicles.
- **[Radiological Incident Response: Washington State Department of Health's Recommendations for Developing a List of Assets in Small Jurisdictions](#)**  
The Washington State Department of Health (DOH) recommends that small jurisdictions develop a list of all governmental and non-governmental radiological assets available in their local areas. These assets may be called to support emergency response organizations immediately after a radiological dispersal device (RDD) incident.

### *Good Stories*

- **[Business Network of Emergency Resources, Inc.'s Corporate Emergency Access System](#)**  
The Business Network of Emergency Resources, Inc. (BNet) has developed the Corporate Emergency Access System (CEAS), a pre-event credentialing program that uses a secure identification card to give critical private sector employees access to a restricted area following an emergency. BNet has made CEAS available to businesses in several large urban areas in Connecticut, Massachusetts, and New York.
- **[The City of Los Angeles, California's Critical Infrastructure/Key Resource Protection Program](#)**  
The City of Los Angeles identifies, assesses, and protects critical infrastructure through Operation Archangel, a comprehensive critical infrastructure and key resource (CI/KR) protection program. Operation Archangel utilizes the US Department of Homeland Security's (DHS) Automated Critical Asset Management System (ACAMS), an automated data collection and reporting tool, to track and report CI/KR protection data. The City establishes relationships with private sector asset managers and conducts extensive site assessments, data collections, and target hardening efforts through the Archangel program. The CI/KR protection program is a partnership of DHS, the State of California, the City of Los Angeles, and the Los Angeles Police Department.
- **[Virginia's Common Language Protocol](#)**  
The Commonwealth of Virginia has adopted a common language protocol to improve interoperability during multi-agency and multi-jurisdictional events. The Common Language Protocol enables public safety officers to use plain English for day-to-day radio communications and a limited number of statewide coded transmissions to ensure responder safety.

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### **Upcoming *LLIS.gov* Conference Participation**

The *LLIS.gov* team travels around the country speaking and exhibiting at conferences and events. *LLIS.gov* staff will attend and speak at the following upcoming events:

- **03 April: Connecticut Department of Public Health First Responder Training (Norwich, CT)**
- **10-11 April: Washington State University's Partners in Preparedness Conference (Tacoma, WA)**
- **10-12 April: 2007 National Urban Area Security Initiatives (UASI) Conference (Miami, FL)**

Feel free to drop by our booth or speak to our staff at any of these events and share your comments and questions about *LLIS.gov*. Please contact the *LLIS.gov* Outreach Team at [outreach@llis.dhs.gov](mailto:outreach@llis.dhs.gov) with any questions or comments, or if you have a conference or event at which you would like the *LLIS.gov* team to present or exhibit.

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