



Lessons Learned Information Sharing

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July 2007 *Lessons Learned Information Sharing* Newsletter

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2007 LLIS.gov Member Survey

Help Improve Your Network

Several weeks ago, *LLIS.gov* posted an online survey and invited members to share their opinions about the *LLIS.gov* network. **In order to ensure maximum member participation, *LLIS.gov* has extended the survey submission date to August 3, 2007.**

The feedback you provide will help shape the features, capabilities, and information provided through *LLIS.gov*, so if you haven't done so, please go to <https://www.llis.dhs.gov/dynamicpage.cfm?pagetitle=survey>, and take a few moments to help improve your network. We have placed the questions outside the secure login, so you can access it without logging into the system. As always, if you have any questions or concerns, please let us know at feedback@llis.dhs.gov.

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Interoperable Communications

LLIS.gov Launches New Resource Page

For years, improving communications interoperability has been a top priority for federal, state, and local jurisdictions across the country. To assist this effort, *LLIS.gov* has developed the Interoperable Communications Resource Page to serve as a one-stop resource for federal, state, and local interoperable communications guidance, research, and plans. The page highlights documents in key areas in interoperable communications such as tactical planning, strategic planning, technology solutions, and the use of common language. To access the resource page, log onto *LLIS.gov* and click on [Interoperable Communications](#) below *LLIS* PARTNERS.

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Tactical Interoperable Communications Plan (TICP) Exercises

LLIS.gov Original Research on TICP Exercises

LLIS.gov has developed a resource page that highlights the lessons learned from last year's TICP exercises conducted by more than 76 urban and metropolitan areas. The TICP Exercises Resource Page features TICP exercise after-action reports from urban areas across the country and *LLIS.gov*'s original research highlighting

widely applicable TICP exercise lessons learned in areas such as communications protocols, incident command/unified command, and exercise design. To access the resource page, log onto LLIS.gov and click on [Tactical Interoperable Communications Plan Exercises](#) below *LLIS PARTNERS*.

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After-Action Report Resource Center

Introducing the *LLIS.gov* After-Action Report Resource Center

As the national repository for after-action reports, *LLIS.gov* has developed the After-Action Report Resource Center so that members can more easily access after-action reports from exercises and real world incidents. To view the After-Action Report Resource Center, log onto LLIS.gov and click on [After-Action Report Resource Center](#) under NEW *LLIS* CONTENT. Additionally, *LLIS.gov* encourages members to share their jurisdictions' after-action reports. To share your after-action reports, please email them to AAR@llis.dhs.gov.

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Public Safety Interoperable Communications (PSIC) Grant Program

Nearly \$1 Billion Available for PSIC Grant Program

On July 18, 2007, Commerce Secretary Carlos M. Gutierrez and Homeland Security Secretary Michael Chertoff announced the availability of \$968 million in PSIC Grants to help state and local first responders improve public safety communications during a natural or man--made disaster for all 50 states, the District of Columbia, and US Territories. For more information about the PSIC Grant Program application process, go to <http://www.ntia.doc.gov/psic/>.

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Department of Homeland Security's Centers of Excellence

LLIS.gov Partners with the Department of Homeland Security's (DHS) Centers of Excellence

LLIS.gov is pleased to announce a partnership with the DHS Centers of Excellence. The Centers of Excellence provide opportunities for experts and researchers to collaborate and conduct multidisciplinary research for homeland security solutions. Each center also produces educational tools to teach the next generation of homeland security responders and officials. Centers are chosen through a competitive selection process by the DHS Science & Technology Directorate and are led by a university in collaboration with other educational institutions, agencies, laboratories, think tanks, and the private sector. For more information, please log onto LLIS.gov and click on [DHS Centers of Excellence](#) under *LLIS* PARTNERS.

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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" box on the homepage of *LLIS.gov*. Since the last newsletter, *LLIS.gov* has posted the following original content:

Lessons Learned

- [Communications Protocols: Awaiting Acknowledgement of Channel Change Notices](#) (*Topeka/Shawnee County Urban Area TICP Full-Scale Exercise, 2006*)
Units operating under an incident command structure should await acknowledgement of notices of communications channel changes prior to changing channels. This practice ensures that all units have received the communications transmissions and are informed of how to contact each other.
- [Community Preparedness: Developing a Contact List of Faith-Based Organizations](#) (*New York City Operation Recovery Tabletop Exercise, 2003*)
Emergency managers should consider developing and maintaining a contact list for local faith-based

organizations that could provide additional services and resources in an emergency. Faith-based organizations have access to information and residents that emergency managers might not otherwise be able to reach.

- **Debris Management: Identifying and Acquiring a Pre-Established Site before a Large-Scale Incident** (*FEMA Region III Hurricane Preparedness Tabletop Exercise, 2006*)
Local emergency managers should consider pre-identifying and acquiring a sufficient parcel of land that can be used for debris management efforts following a large-scale incident.
- **Emergency Animal Sheltering: Scheduling Daily Lights-Off Time Periods** (*Hurricane Katrina, 2005*)
Emergency animal shelter managers should establish a daily operations schedule that provides lights-off times for the animals. Routine quiet, dark times reduce the animals' stress levels, which in turn reduces noise levels in the shelter and may mitigate aggressive behavior.
- **Hazardous Materials Response: Ensuring that Law Enforcement Officers are Trained in the Use of Personal Protective Equipment** (*Glendale, Arizona, Chlorine Release, 2003*)
Police departments should ensure that police officers responding to hazardous materials incidents are briefed on specific incident conditions and are equipped with and trained on the proper use, capabilities, and limitations of appropriate personal protective equipment.
- **High-Rise Fires: Obtaining Pre-Incident Site Plans upon Arrival at the Incident Site** (*Cook County, IL Administration Building Fire, 2003*)
Fire departments should require the incident commander to obtain a building's pre-incident plan upon arrival at a high-rise fire.
- **High-Rise Fires: Utilizing Computer-Aided Design Drawings of Pre-Incident Plans** (*Cook County, IL Administration Building Fire, 2003*)
Fire departments should consider utilizing a system of computer-aided design drawings of high-rise pre-incident plans, or a similar system, that incident commanders can use to access such plans in the event of a fire.
- **Hospital Emergency Planning: Cordoning Off Selected Areas to Prevent the Spread of Contamination** (*State of Oregon Hood River County Functional Exercise, 2005*)
Healthcare facility planners should develop procedures to cordon off selected areas that could become contaminated after a radiological release incident. This can help hospital personnel limit the spread of contamination by managing the movement of potentially contaminated victims.
- **Incident Command: Keeping Emergency Operations Centers Advised of Protective Action Operations** (*Westmoreland County, Pennsylvania, Twisted Rail Full-scale Exercise, 2005*)
Incident command posts should keep their emergency operations centers (EOC) advised of all areas subject to evacuation and/or shelter-in-place during incident response operations. Information provided to the EOC should include the approximate number of people evacuated, the presence of any special needs populations, and the potential for additional areas to be evacuated.
- **Incident Management: Announcing the Communications Unit Leader to All Personnel** (*Tampa Bay Sentinel 06 Full Scale Exercise, 2006*)
When an Incident Commander (IC) or Unified Commander (UC) designates a Communications Unit Leader (COML) at the beginning of an incident response, the IC or UC should consider announcing the COML's position to all personnel. Alerting all personnel to the COML's assigned position will reduce confusion about the COML's role, responsibilities, and available capabilities for field personnel and the IC/UC.
- **Incident Management: Delegating Tasks within the Communications Unit Leader Function** (*Tampa Bay Sentinel 06 Full Scale Exercise, 2006*)
The communications unit leader assigned to an incident should consider delegating some responsibilities to other personnel or requesting additional resources from Unified Command if he or she is overwhelmed.
- **Interoperable Communications: Creating Course Outlines and Lesson Plans for Staff** (*Philadelphia Urban Area Project Liberty TICP Exercise, 2006*)
Exercise planners should consider developing course outlines and lesson plans that detail Tactical Interoperable Communications Plan protocol for the technical staff, line operations staff, and command staff. These lesson plans and course outlines can facilitate interoperable communications by ensuring proper implementation of protocol during incidents.
- **Interoperable Communications: Ensuring Radio Coverage When Selecting a Unified Command**

Site (*Tampa Bay Sentinel 06 Full Scale Exercise, 2006*)

Individuals responsible for establishing a Unified Command site should consider ensuring that the site has sufficient radio coverage. Functional onsite radio capabilities will facilitate interoperable communications throughout an exercise or incident.

- **Law Enforcement: Securing Vehicle and Driver during Radiological Screening** (*Domestic Nuclear Detection Office Southeast Transportation Corridor Pilot Technology Demonstration, 2006*)
Law enforcement personnel must secure both driver and vehicle during radiological screening if the shipment transported is suspected to be illicit. This can help officers protect the public as well as the cargo.
- **Pre-Incident Identification: Training Personnel on the Use of Radiation Detection Equipment** (*Domestic Nuclear Detection Office Southeast Transportation Corridor Pilot Technology Demonstration, 2006*)
State and local organizations should ensure that personnel who might detect radioactive materials during routine screening operations receive appropriate training on radiation detection instruments and related software. This training can help users operate this equipment efficiently.
- **Radiation Screening: Securing a Site after Detection of Unknown Radiological Source** (*Domestic Nuclear Detection Office Southeast Transportation Corridor Pilot Technology Demonstration, 2006*)
Law enforcement personnel conducting radiation screening of shipments must secure the site immediately after detection of a potentially illicit radiological source. This action is critical to help these officers protect the public.
- **School Safety: Installing a Secondary Lock Box** (*Columbine High School Shooting, 1999*)
Schools should install a secondary lock box on the outside of the building to ensure that emergency personnel can safely access at least one of the lock boxes during an active shooter incident.

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Practice Notes

- **Building Fire Safety Planning: The Houston, Texas, High-Rise Triad**
The Houston, Texas, High-Rise Triad promotes high-rise life safety by facilitating coordinated emergency planning among public and private sector organizations responsible for Houston's high-rise buildings. The High-Rise Triad is a partnership of the Houston Fire Department, the Houston Building Department, and Houston-area high-rise building managers.
- **Exercise Design: Omaha, Nebraska's Oral Quiz Exercise**
Omaha, Nebraska's Tactical Interoperable Communications Plan (TICP) managers directed exercise evaluators to quiz exercise players on their roles and responsibilities during the June 20, 2006, TICP exercise. This oral quiz approach provided Omaha emergency communications personnel with the opportunity to demonstrate their proficiency with their TICP.
- **Facial Recognition Tools: Arizona Counter-Terrorism Information Center's Facial Recognition Database**
The Arizona Counter-Terrorism Information Center (ACTIC) has partnered with the Maricopa County Sheriff Office's Facial Recognition Unit to build a facial recognition database. The database allows ACTIC personnel to match images of unknown suspects with a constantly updated catalog of over 10 million photographs.
- **Incident Management: Jefferson County, Colorado, Incident Management Team's Complexity Analysis Form**
The Jefferson County, Colorado, Incident Management Team developed a Complexity Analysis Form to help determine whether or not the team should be activated to respond to an incident. It also helps decide if the county should request outside mutual aid.
- **Influenza Vaccination: Minneapolis, Minnesota, Veterans Affairs Medical Center's Mobile Vaccination Cart**
The Minneapolis Veterans Affairs Medical Center (VAMC) uses a mobile vaccination cart to deliver influenza vaccines to healthcare workers in different wards and departments of the VAMC. The cart boosts influenza vaccination rates among VAMC employees by making vaccines easily accessible in an employee's immediate work area.

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Good Stories

- **[Oklahoma City-County Health Department's System for Dispensing Strategic National Stockpile Materials to Immobile Populations](#)**

The Oklahoma City-County Health Department (OKCCHD) developed a system to distribute Strategic National Stockpile (SNS) pharmaceuticals to individuals unable to travel to local points of dispensing. OKCCHD's system ensures that the county's most vulnerable populations receive the pharmaceuticals and supplies they need during SNS distribution.

- **[Save the Children's Hurricane Preparedness Workshops](#)**

Save the Children organized and conducted hurricane preparedness workshops that taught children in schools and camps how to prepare for the 2006 hurricane season. The workshops used age-appropriate books to facilitate discussions about hurricanes and evacuations.

- **[The Oregon Department of Transportation's Strategic National Stockpile Distribution Plan](#)**

The Oregon Department of Transportation, working in collaboration with the Oregon Department of Human Services, has developed a plan to transport and deliver the Strategic National Stockpile (SNS) to dispensing sites throughout the state. The plan will allow for quick and cost-efficient delivery of SNS materials to local points of dispensing during a public health emergency.

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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:

- **13 August: 2007 Academy of Certified Hazardous Materials Managers National Conference (Arlington, VA)**

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 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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LLIS.gov is a partnership between the Department of Homeland Security and the Memorial Institute for the Prevention of Terrorism, and is supported by DeticaDFI and the Henry L. Stimson Center.

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