



Lessons Learned Information Sharing

www.LLIS.gov

*For response professionals,
by response professionals*

October 17, 2006

Prepared for:

SELLS Fall 2006 Workshop



Sharing information.



Connecting experts.



Improving homeland security.



MIPT Memorial Institute for the
Prevention of Terrorism
Countering Terrorism with Knowledge

What Is *Lessons Learned Information Sharing*?

**Lessons Learned
Information Sharing**

www.LLIS.gov

Online since April 19, 2004

Over 26,000 members

475 Original Documents

370 After-Action Reports

800 Emergency Plans

Over 5,000 Total Documents

The screenshot shows the LLIS.gov website. At the top left is the U.S. Department of Homeland Security logo. The main header reads "Lessons Learned Information Sharing" with the URL "www.LLIS.gov" and the tagline "Sharing information. Connecting experts. Improving homeland security." Below the header is a navigation menu with links: HOME, CHANNELS, MEMBER DIRECTORY, RESOURCES, COLLABORATION, FEEDBACK, SETTINGS, and LOGOUT. The main content area is titled "The Lessons Learned & Best Practices Directory" and lists several categories: Emergency Disciplines (Fire, EMS, Law Enforcement...), Emergency Functions (Incident Command, Mass Care...), Emergency Operations Phases (Prevention, Preparedness, Response...), Source Directory (Federal, States, Associations, Academia...), Historical Incidents (Pentagon 9/11, WTC 9/11, OKC '95...), Exercises (Incident, Type, National, States...), Geographic Information Systems, and Wildland Fire Lessons Learned. There are also sections for "UPCOMING EVENTS AND EXERCISES" and "HOMELAND SECURITY INITIATIVES". The "UPCOMING EVENTS AND EXERCISES" section lists: "Excellence in Government 2006" (10 July - 11 July • Washington, DC), "Enforcement Expo" (12 July - 13 July • Cleveland, Ohio), and "Tennessee Fire Chiefs Association Annual Conference" (15 July - 18 July • Nashville, Tennessee). The "HOMELAND SECURITY INITIATIVES" section lists: "T4 CPX (June 19 - 22)" with a logo for VNN.com, and "Notice of Change to the National Response Plan" (05/25/2006). A "WHAT'S NEW" section at the bottom left features the "LLIS.gov June Newsletter".

The national online network of Lessons Learned and Best Practices for emergency response providers and homeland security officials



The Department of Homeland Security, Preparedness Directorate

- The Preparedness Directorate is responsible for assisting states and local jurisdictions to prevent, plan for, and respond to all-hazards.



Memorial Institute for the Prevention of Terrorism (MIPT)

- MIPT sponsors research to discover equipment, training, and procedures that might assist first responders in preventing terrorism and responding to it.

▪ **LLIS.gov Content**

– **LLIS.gov Original Content:**

Best Practices, Lessons Learned, Practice Notes, Good Stories

– **Other Documents:**

AARs, Reports, Federal Guidelines, Emergency Operations Plans

▪ **LLIS.gov Initiatives**

– Topic Specific Dynamic Pages

– System Enhancements – LLIS.gov Channels

▪ **LLIS.gov Partnerships**

– Organizational and Academic Partnerships

▪ **Collaboration Tools**

– Secure e-mail, Message Boards, Feedback Tools

1. Convene multi-disciplinary working group (WG)

2. Commence research & analysis; develop draft BPs

3. Convene subject-matter-specific WG for validation

4. Revise BPs based on WG comments & re-circulate

5. Publish Best Practices on *LLIS.gov*

Best Practices are peer-validated techniques, procedures, good ideas, or solutions that work and are solidly grounded upon actual experience in operations, training, and exercises.

A Best Practice series includes links to:

- Subject-matter specialists and their contact information
- Related documents and publications
- Other Best Practices within the series
- Related websites

State and Local Government Continuity of Operations Planning: Overview

Date Published: 06 Dec 2004

Publisher: *Lessons Learned Information Sharing*

Abstract: State and local governments must have plans for maintaining critical services during incidents that threaten to disrupt normal operations, such as terrorism, natural disasters, and day-to-day events such as employee absence or power outages. A COOP plan describes an organization's essential functions, associated personnel and resources, and processes for protecting and maintaining those functions, personnel, and resources. This Best Practice series contains 11 documents.

 [View](#) document

 [View](#) PDF
(File Size: 106.64 KB)

PDF requires Adobe Acrobat to view.



BEST PRACTICES OUTLINE

This Best Practice series consists of the following documents:

- Overview
- Developing a Continuity of Operations Plan
- Risk Assessment
- Elements of a Continuity of Operations Plan
 - Identifying Essential Functions
 - Delegations of Authority
 - Orders of Succession
 - Communications
 - Vital Records and Data
 - Alternate Operating Locations
- Tests, Training, and Exercises

Comment on this Best Practice

[Post/View Additional Comments](#)

Subject-Matter Specialists

[Teresa Chapman](#)
State COOP/COG Manager,
Maryland Emergency Mgmt
Agency

[Richard Flinn](#)
Special Assistant for Continuity
of Government,
Commonwealth of
Pennsylvania

[Jim Groves](#)
Director, Lee County

[Betti Johnson](#)
Principal Planner, Tampa Bay
Regional Planning Council

[Marc Rogoff](#)
Project Director, SCS
Engineers

[Charles Thomas](#)
Managing Director, CACH
International Ltd Co

Related Publications

[Federal Preparedness Circular:
Federal Executive Branch
Continuity of Operations
\(COOP\)](#)

Best Practices are part of a series of documents that examine a specific topic and link the reader to additional resources and information

A Lesson Learned is knowledge and experience—positive or negative—derived from actual incidents such as the 1995 Oklahoma City bombing and the 9/11 attacks as well as observations and historical study of operations, training, and exercises.

Incident Site Security: Erecting Barrier Fences

(2003 Rhode Island Station Club Fire, Warwick, RI)

Setting and Enforcing Maximum Shift Lengths at Incident Sites

(1995 Murrah Federal Building Bombing, Oklahoma City, OK)

Mutual Aid Agreements: Understanding Partner Capabilities

(September 11, 2001 World Trade Center Attack, New York, NY)

PN Practice Notes

A Practice Note is an innovative practice, procedure, method, program, or tactic that an organization uses to adapt to changing conditions or to overcome an obstacle or challenge – such as a shift in the operational environment or the introduction of a new technology

Exercise Program Management: Ohio Emergency Management Agency's Exercise After-Action Report Database

Exercise Participation: The Alabama Emergency Management Agency's inclusion of State Mutual Aid Teams

Exercise Logistics: Using Grocery Items as Substitutes for Hazardous Materials

Good Stories: Definition and Examples

Good Stories are exemplary, but non-peer-validated, initiatives implemented by various jurisdictions that have shown success in their specific environments and that may provide useful information to other communities and organizations



Harris County, Texas Citizen Corps' Response to Hurricane Katrina

The Galen Cole Foundation of Maine's Thermal Imaging Camera Program

Boston, Massachusetts' Use of Special Events as Planned Disasters

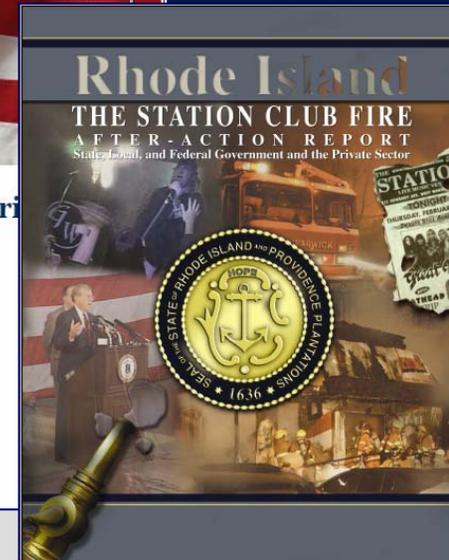
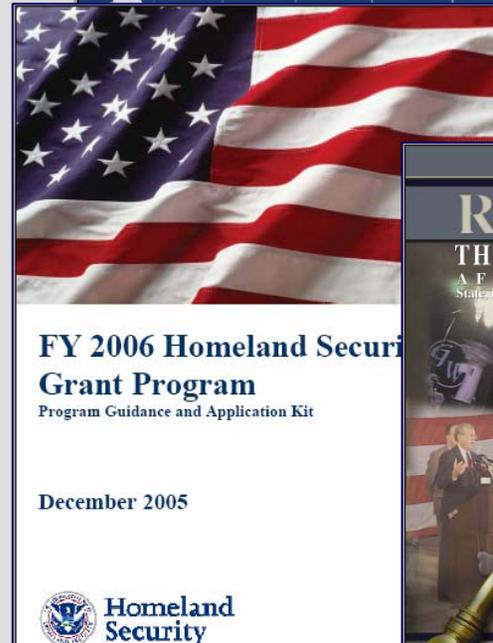
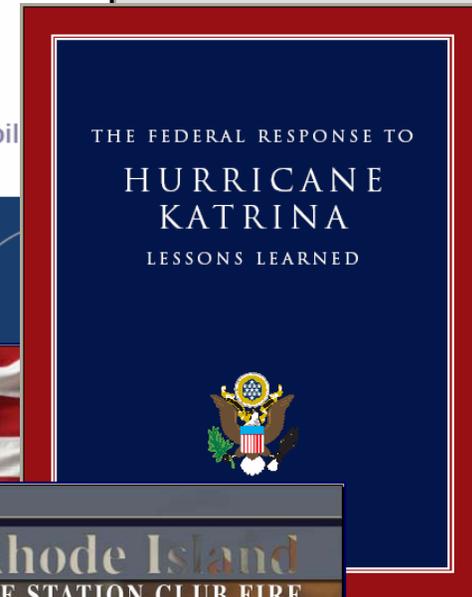
Los Angeles County, California's Terrorism Early Warning Group

LLIS.gov Feature: Information Repository

After-Action Report Resources: Reports, including lessons learned, from scrubbed to remove identifying information) after-action reports (AARs) from Homeland Security's Office of Grants and Training (G&T).

327 item(s) found.

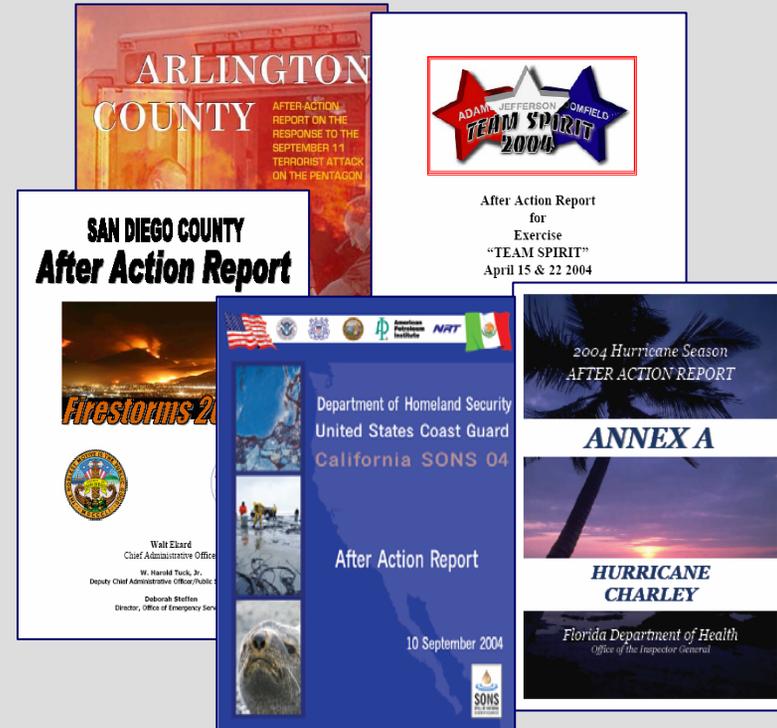
1. [Accident at the Nuclear Fuel Processing Facility in Tokaimura, Japan](#)
International Atomic Energy Agency (IAEA)
15 Nov 1999
2. [After-Action Report: Alfred P. Murrah Federal Building Bombing, April 19, 1995](#)
Oklahoma Department of Civil Emergency Management
1 Jul 1996
3. [After-Action Report: Exercise Team Spirit: Response to an Air Disaster](#)
Jefferson County, CO Office of Emergency Management
24 Jul 2004
4. [After-Action Report: San Diego County: Firestorms 2003](#)
County of San Diego Office of Emergency Services
1 Apr 2004
5. [After-Action Report: SARS Complaint, Mid-Continent Airport, June 1, 2003](#)
Sedgwick County, KS Emergency Management
19 Jun 2003
6. [Alfred P. Murrah Federal Building Bombing: April 19, 1995: Final Report](#)
City of Oklahoma City
1 Jul 1996
7. [An Assessment: Virginia's Response to Hurricane Isabel](#)
The Governor's Hurricane Isabel Assessment Team
1 Dec 2003
8. [Arlington County After-Action Report on the Response to the September 11, 2001 Terrorist Attacks](#)
Titan Systems Corporation
30 May 2002



LLIS.gov houses federal guidelines, local emergency operations plans, and other homeland security-related documents

Examples Include:

- **Alfred P. Murrah Federal Building Bombing: Final Report**
Oklahoma City, OK – 1995
- **An Assessment: Virginia's Response to Hurricane Isabel**
Virginia - 2003
- **California Spills of National Significance**
Coast Guard - 2004
- **Pandora's Jar – A Tabletop Exercise**
New Jersey Business Force - 2004
- **Cascade Resolve Exercise**
Pierce County, WA - 2005
- **Exercise Team Spirit: Response to an Air Disaster**
Jefferson County, CO – 2004

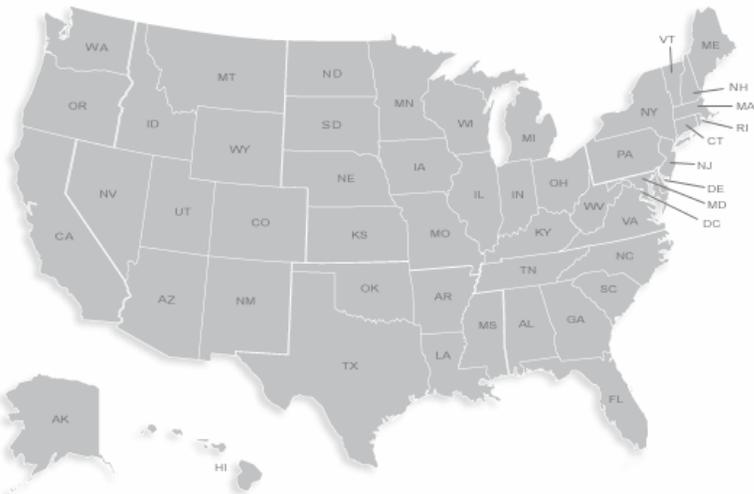


STATE AND LOCAL PLANS

In response to numerous member requests, *LLIS.gov* is gathering emergency plans from state and local government offices as well as other public institutions and private sector entities. The system currently houses over 1,000 plans from widely varying organizations, including the Louisiana Department of Health and Hospitals; the Washington, DC Emergency Management Agency; the City of Puyallup, Washington; the Guam Emergency Protection Agency; and the Kamehameha, Hawaii School District.

LLIS.gov is requesting the [submission of emergency plans and related documents](#) from interested members as well as feedback (stateplans@llis.dhs.gov) on the planning process. Help *LLIS.gov* by providing us with your comments, experiences, and observations.

Click on a state to access documents



Key features of this page:

- Plans are searchable by state
- Includes Best Practices, Lessons Learned, and Good Stories relevant to EOPs and emergency planning
- Displays pertinent Federal-level plans and planning guides
- Provides links to additional resource pages

LLIS.gov houses over 800 emergency plans from state and local government offices as well as other public institutions and private sector entities.

- **LLIS.gov Content**

- **LLIS.gov Original Content:**
Best Practices, Lessons Learned, Practice Notes, Good Stories
- **Other Documents:**
AARs, Reports, Federal Guidelines, Emergency Operations Plans

- **LLIS.gov Initiatives**

- **Topic Specific Dynamic Pages**
- **System Enhancements – LLIS.gov Channels**

- **LLIS.gov Partnerships**

- **Organizational and Academic Partnerships**

- **Collaboration Tools**

- **Secure e-mail, Message Boards, Feedback Tools**

Feature Topic: Hurricane Preparedness

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HOME CHANNELS MEMBER DIRECTORY RESOURCES COLLABORATION FEEDBACK SETTINGS LOGOUT

Hurricane Preparedness

As the 2006 hurricane season approaches, LLIS.gov has created a page to share Best Practices, Lessons Learned, and Good Stories that may be relevant to planning for the season. In addition to this information, LLIS.gov staff will continue to add new content to the page and we request that you submit your own documents and plans to share with the nation.

Please use the links below to submit lessons learned, reports, and other documents or email us your comments, observations, and experiences at hurricane@llis.dhs.gov.

- Submit a **lesson learned**
- Submit **reports or other documents**
- Email your comments, experiences, and observations to hurricane@llis.dhs.gov

Disaster-Related Lessons Learned, Best Practices, and Good Stories:

Lessons Learned

Hurricane Preparedness Forum

LLIS.gov members are invited to post questions, comments, and begin discussions about

Lessons Learned:

- **Mass Evacuation: Using Portable, Programmable Signs to Direct Evacuees**
- **Hospital Evacuation: Keeping Accurate Records During a Power Outage**
- **Continuity of Operations: Coordinating Emergency Operations Centers**

Good Stories:

- **Harris County, TX Citizen Corps' Response to Hurricane Katrina**
- **Linn County, Iowa's Program to Evacuate Individuals with Special Needs**

Best Practices:

- **State and Local Government Continuity of Operations Planning**
- **Regional Emergency Planning for Healthcare Facilities**

LLIS.gov has created a Hurricane Preparedness page highlighting documents especially useful for the emergency response community in preparing for hurricane season

Feature Topic: Exercise Planning

Exercise Planning & Program Management

Every year, hundreds of exercises are held throughout the country to test critical prevention, protection, response, and recovery capabilities. Many exercise managers are using innovative techniques and learning valuable lessons that, when shared, can improve exercise programs across the country. To capture these practices and lessons learned, *Lessons Learned Information Sharing* is currently conducting research in the areas of exercise management, design, development, conduct, evaluation, and improvement planning. This page presents the products of this research effort, as well as a host of after-action reports, exercise guidelines, related links, news about upcoming exercises, and more.

Practice Notes. In response to feedback from our member community, *LLIS.gov* has developed a new type of original content. *Practice Notes* briefly describe innovative practices, procedures, methods, programs, or tactics that an organization uses to adapt to changing conditions or to overcome an obstacle or challenge. *LLIS.gov* has developed several Practice Notes for designing, developing, and executing an exercise program.

LLIS.gov needs your help. Active feedback and input from our members enables *LLIS.gov's* continued expansion and helps us meet the ever-changing needs of the emergency response community. Please take time to improve your community: submit After-Action Reports, Practice Notes, Lessons Learned, plans, templates, strategies, and other relevant information:

Submit a Practice Note

Submit a Lessons Learned,
Report or other Document

Email comments, experiences,
and observations

LLIS.GOV ORIGINAL RESEARCH

PN Practice Notes

- [Exercise Evaluation: South Carolina Emergency Management Division's Exercise Evaluator Recruitment](#)
- [Exercise Logistics: Using Grocery Items as Substitutes for Hazardous Materials](#)
- [Exercise Logistics: Using Grocery Items as Substitutes for Hazardous Materials](#)
- [Exercise Participation: The Alabama Emergency Management Association's Inclusion of Older Mutual Aid Teams](#)

Homeland Security Exercise & Evaluation Program (HSEEP)

- [HSEEP Volume I: Overview and Exercise Program Management](#)
- [HSEEP Volume II: Exercise Planning and Conduct](#)
- [HSEEP Volume III: Exercise Evaluation and Improvement Planning](#)
- [HSEEP Volume IV: Sample Exercise Documents and Formats](#)

Practice Notes:

- [Exercise Evaluation: South Carolina Emergency Management Division's Exercise Evaluator Recruitment](#)
- [Exercise Program Management: Ohio Emergency Management Agency's Exercise After-Action Report Database](#)

Lessons Learned:

- [Exercise Conduct: Preparing Volunteers for their Exercise Roles](#)
- [Exercise Evaluation: Training Independent Evaluators](#)

Good Stories:

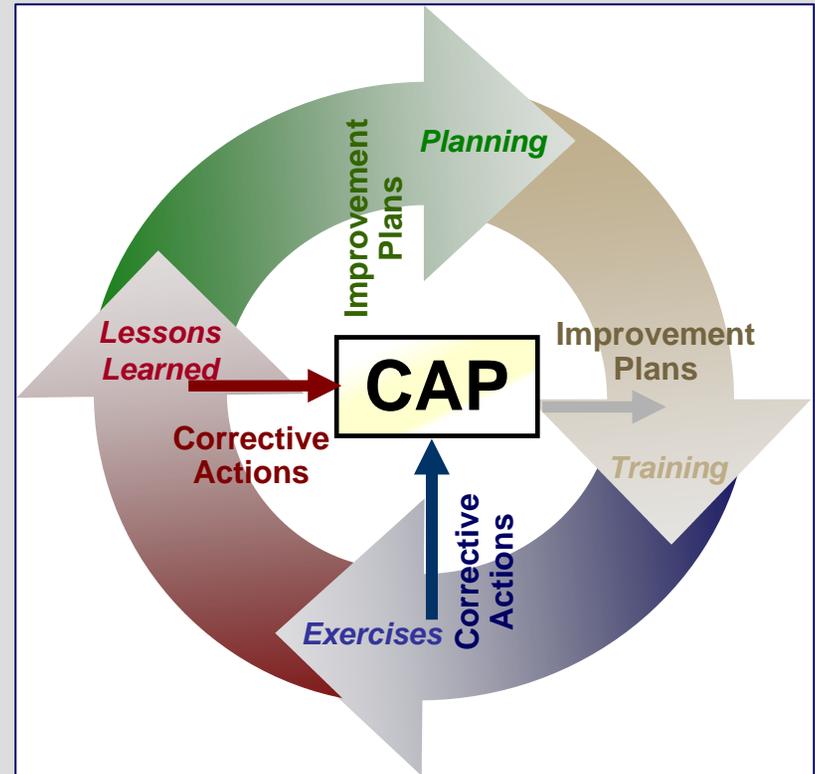
- [Arizona Division of Emergency Management's Use of Community Emergency Response Teams in State Exercises](#)
- [Volusia County, Florida Ocean Mass Casualty Exercise](#)

The *LLIS.gov* Exercise Planning and Program Management page highlights lessons learned and related documents for planning, executing, and evaluating exercises nationwide

CAP is integral to improving the National Preparedness System

The CAP process:

- Identify requirements for corrective action based on after-action reports from exercises and operations
- Prioritize those actions and assign responsibility for their implementation
- Track the actions to their completion



The CAP process translates exercise outputs into meaningful inputs for homeland security plans, programs, and budgets.

New Feature: *LLIS.gov* Channels

LLIS.gov Channels

sharing information through targeted member communication



- Channels are distinct areas of *LLIS.gov* dedicated to specific communities and topics of interest
- Facilitate collaboration among members in a secure environment
- Features include:
 - Channel specific listservs and message boards
 - Ability to upload and comment on Channel documents
 - Post upcoming events and relevant links
 - Access contact information for other Channel members

LLIS.gov Channel

Pandemic Influenza

Document Categories

Federal Planning Documents	Independent Commentary and Analysis
International Plans and Documents	LLIS.gov Original Content
Private Sector Planning Documents	State and Local Planning Documents

[View All](#)

Recent Documents

5 Most Recently Added

- [Embracing Computer Modeling to Address Pandemic Influenza in the 21st Century](#)
- [Universal Influenza Vaccination Recommendations: Local Health Department Perspectives](#)

Most Viewed Documents

1 Month | **2 Months** | **3 Months**

- [US Department of Homeland Security Pandemic Influenza Preparedness, Response, and Recovery Guide for Critical Infrastructure and Key Resources](#)
- [Development of Models for Emergency Preparedness: Personal Protective](#)

Channels support the *LLIS.gov* mission to provide the emergency response community with the tools necessary to effectively share their knowledge and experiences

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 - **Organizational and Academic Partnerships**
- **Collaboration Tools**
 - Secure e-mail, Message Boards, Feedback Tools

Partnership Goals:

- Increase amount and type of information on *LLIS.gov* by featuring research and analysis from other organizations
- Collaborate on research and analysis with like-minded partners
- Facilitate information sharing on a wider scale



Wildland Fire Lessons Learned Center

The Wildland Fire Lessons Learned Center is an interagency resource center that is systematically corrects the current situation where learning remains isolated, short-lived, and trapped in the memories of individual or separate units throughout the multi-agency wildland fire community. The Center focuses on acquiring, interpreting, and transferring lessons learned, best practices, knowledge gaps, and unresolved issues in wildland fire. The Center is becoming and sustaining a continuously improving...



Homeland Security Information Network (HSIN) Lessons Learned Program

Overview
The Homeland Security Information Network (HSIN) is the primary communications system for federal, state, and tribal governments for the purpose of information sharing in support of a unified national response to a terrorist-related event and to prepare for and respond to natural or man-made disasters. To maximize the potential of the system, HSIN has adopted a "Lessons Learned" Program across the entire HSIN spectrum.

Current partnerships include:

- Lessons Learned Working Group
- Homeland Security Information Network
- Transportation Security Administration
- Center for Army Lessons Learned
- Wildland Fire Lessons Learned Center

LLIS.gov develops partnerships with other programs and organizations in an effort to expand the information on the system

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- **Organizational and Academic Partnerships**

▪ **Collaboration Tools**

- **Secure e-mail, Message Boards, Feedback Tools**

- Member directory
- Secure email
- Message boards

Member Directory

Select a state from the pull-down list below or click on the map to the right

Or select from the pull-down list below to search by functional area

Or type in a portion of a last name to search for a specific person



Other Sections/Territories:

[Puerto Rico](#), [American Samoa](#), [Guam](#), [Marshall Islands](#), [Micronesia](#), [Palau](#), [Virgin Islands](#), [N. Mariana Islands](#)

Forum Discussions

Forums

- Exercise Planning and Program Management**
This forum is for comments and discussion on all areas of exercise planning and program management.
- Georgia Association of Fire Chiefs: General Forum**
This secure forum is exclusively for members of the Georgia Association of Fire Chiefs LLIS Channel to discuss general topics of interest.
- Hurricane Katrina - Private Sector**
Discussion of the private sector's role in support of the response and recovery efforts to Hurricane Katrina.
- Hurricane Preparedness**
iLLIS.gov/i members are invited to post questions, comments, and begin discussions about hurricane preparedness, response, and recovery on the Hurricane Preparedness message board.
- LLIS 2.0 comments and suggestions**
- LLIS Forums**
General message board forum for all LLIS.gov members.
- Public Involvement Bird Flu H5N1**
While the Federal and state agencies (and national laboratories) are expending efforts to address the issue in remote areas, they don't seem to be collaborating with locals on an equal basis. None of the information initially given includes human factors. It is already too late to alleviate a lot of

Collaboration tools, such as the member directory, secure email, and message boards, connect responders from across the country



The screenshot shows the LLIS.gov website interface. At the top left is the U.S. Department of Homeland Security logo. The main header features the text "Lessons Learned Information Sharing" in red and blue, with the URL "www.LLIS.gov" below it. A search bar is located on the right side of the header. Below the header is a navigation menu with links for HOME, CHANNELS, MEMBER DIRECTORY, RESOURCES, COLLABORATION, FEEDBACK, SETTINGS, and LOGOUT. The main content area is divided into two columns. The left column is titled "Contribute to Lessons Learned Information Sharing" and includes a paragraph asking for user input, followed by links for "Lessons Learned", "Best Practices", and "Good Stories". Below these are links for "Other Documents", "After-Action Reports", "Upcoming Events", "News", and "Links". The right column is titled "Let Us Know What You Think" and contains sections for "Content" (requesting feedback on original content), "Technical" (requesting feedback on system issues), "Participate in LLIS.gov Surveys" (with sub-sections for "Respond to Surveys", "Create Surveys", and "Post Surveys").

U.S. DEPARTMENT OF HOMELAND SECURITY

Lessons Learned Information Sharing

www.LLIS.gov

SEARCH

Sharing information. Connecting experts.
Improving homeland security.

HOME | CHANNELS | MEMBER DIRECTORY | RESOURCES | COLLABORATION | FEEDBACK | SETTINGS | LOGOUT

› Contribute to *Lessons Learned Information Sharing*

Please let us know about lessons learned, best practices, and innovative programs in your jurisdiction by clicking on the appropriate area below:

- › [Lessons Learned](#)
- › [Best Practices](#)
- › [Good Stories](#)

Or contribute to another section:

- [Other Documents](#)
- [After-Action Reports](#)
- [Upcoming Events](#)
- [News](#)
- [Links](#)

› Let Us Know What You Think

Content: Tell us what you think about the original content on *Lessons Learned Information Sharing* (i.e., Lessons Learned, Best Practices, Good Stories). We're always looking for suggestions to improve. [GO](#)

Technical: Are you having problems with the system? Do you have suggestions? Let us know what you think. [GO](#)

› Participate in *LLIS.gov* Surveys

Respond to Surveys: View and respond to surveys that have been posted by the *LLIS.gov* Team and other members. [GO](#)

Create Surveys: Compose surveys for other *LLIS.gov* members. [GO](#)

Post Surveys: To post surveys for the entire *LLIS.gov* community, contact the Help Desk. [GO](#)

***Lessons Learned Information Sharing* encourages member contribution and actively seeks user feedback**

Takeaways



- Free and secure
- Responders set the priorities
- Member directory and feedback tools
- Peer-validated original materials
- Clearinghouse of documents, reports, news, and events

www.llis.gov

***Lessons Learned Information Sharing* is the official repository of lessons learned for the U.S. Department of Homeland Security**

Bill Moore

Operations Manager

Lessons Learned Information Sharing

1717 Pennsylvania Ave., NW

Washington, DC 20006

Phone: 202-533-0016

E-mail: wmoore@llis.dhs.gov