

Introduction

This Investment Justification Template workbook should be used to develop an Investment Justification to request FY 2007 HSGP funding (SHSP, UASI, LETPP) or demonstrate use of funds (MMRS, CCP) in order to enhance capability and support the National Preparedness Goal, relevant Homeland Security Strategy goals and objectives, and the Enhancement Plan.

Overview

This workbook contains one Overall sheet and 15 Investment sheets on which States/Territories/Urban Areas may propose up to 15 investments for FY 2007 HSGP funding consideration.

The Overall sheet contains the Overall Investment Justification question that sets the context for the Investment Justification submission as a whole. This question need only be answered once for the entire State/Territory/Urban Area submission.

Each Investment worksheet contains an Investment heading and 12 questions. All questions must be answered in order for the Investment to be considered complete.

Responses to each question should not exceed the specified character limitations. For more information on character limitations, please refer to the Investment Justification Reference Guide.

Considerations

The Investment Justification template is unlocked and unprotected; therefore, applicants are advised against adjusting any settings, including: changing font or text box sizes, text box locations, merged cells, and inserting or deleting rows, columns, or individual cells.

Among the benefits to having an unlocked template is the ability to check spelling and paste graphics. For more information on these and other technical considerations, please refer to the Investment Justification Reference Guide.

Further Assistance

For detailed instructions on how to navigate the template, please refer to Chapter VI. Technical Guidance in the Investment Justification Reference Guide.

For detailed instructions on how to respond to each question, please refer to Chapter V. Completing the Investment Justification in the Investment Justification Reference Guide.

If you have further questions, please contact the Centralized Scheduling and Information Desk (CSID) at askcsid@dhs.gov, 1-800-368-6498. CSID hours of operation are from 8:00 a.m. - 6:00 p.m. (EST), Monday-Friday.

OVERALL State/Territory Name: **Massachusetts**
 FY 2007 Urban Area: **MA - Boston Area**

Overall

Describe your understanding of the spectrum of terrorism and natural hazards risks your State/Territory/Urban Area faces. Explain how this understanding influenced development of this Investment Justification. (3,500 Char. max)

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char.
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The Metro Boston Homeland Security Region, selected in June 2003 to be an Urban Area Security Initiative Region, consists of the Cities of Boston, Cambridge, Chelsea, Everett, Quincy, Revere, and Somerville, and the Towns of Brookline and Winthrop. The UASI Boston Region is approximately 95 square miles and has a resident population of 1,051,809 (per the 2000 US Census Data) whereas the daytime population estimates for both Boston and Cambridge alone bring the total regional population as high as 2,560,000 persons.

~1,000
char.
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The Region contains a number of critical infrastructures, high profile targets, and potential threat elements. In addition, several high-profile, annual events such as the Boston Marathon draw more than a million spectators and participants into the region. Major transportation networks exist within the Region and Boston is home to several major transportation hubs, including the North Station and South Station rail infrastructure. Logan International Airport, a \$7 billion per year critical infrastructure and New England's largest transportation center, is located in East Boston. In addition, weekly Liquefied Gas (LNG) deliveries transit the Port of Boston and unload their cargo within the heart of the Region.

~1,500
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Since July 2003, the Metro Boston Homeland Security Region, formerly referred to as the Boston Urban Area, has continued to work toward establishing, enhancing, and maintaining a unified regional infrastructure that focuses on preparedness, prevention, protection, response and recovery to mitigate any potential act of terrorism or natural hazard. To augment the hard work that has already been undertaken, it is felt that the following Investments will only enhance the Region's capability of mitigating any potential hazard that may occur.

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~3,000
char.
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~3,500
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Investment Heading

INVESTMENT # **1** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$5,000,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Communications Interoperability**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

If yes, with which State(s) / Urban Area(s)?

Funding Self Check: **OK**

I. Baseline

I.A. - Baseline - FY 2006 Request Name and Funding

If the Investment was included in the FY 2006 HSGP request, please provide the name of this Investment and the total amount of FY 2006 HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

Communications Interoperability Investment

FY 2006 HSGP funding:

\$4,000,000

I.B. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY 2007 HSGP funds. Describe the capability gap(s) that this Investment is intended to address. Discuss why this Investment was selected over other options. (2,500 Char. Max)

~500 char.

In September 2005, the MBHSR successfully drafted and released a 5-Year Strategic Plan relative to critical advancements of the existing communications interoperability structure present within the MBHSR. The MBHSR was awarded by DHS in multiple HSGP years to support the ongoing initiatives that are referenced in the 5-Year Strategy. The MBHSR is requesting FY 2007 HSGP assistance to continue implementation of the FY 2006 milestones and new milestones to support the implementation of the Tactical Interoperable Communications Scorecard recommendations.

~1,000 char.

Actions completed to date on various FY 2006 HSGP Communication Interoperability milestones include:

VHF-UHF Infrastructure: Applications were filed with the FCC to obtain UHF spectrum for the three fire departments currently on VHF. The MBHSR anticipates a response from the FCC by 6/2007. A Requirements Document has also been developed in order to identify the equipment required to move the fire departments from VHF to UHF.

~1,500 char.

Massachusetts Bay Transit Authority (MBTA): A technical review of the current state of communication capability in MBTA tunnels has been completed. Several options have been identified to address the number of insufficient reliable radio channels currently supporting operations in underground tunnels. A Working Group has been formed with representation from the various stakeholder agencies involved in the project. Buy-in from Executives at the Mayor's Office of Emergency Preparedness (MOEP), MBTA, and EOPS has been achieved to implement the project and share costs. A Requirements Document has been developed in order to identify the equipment required to provide or enhance emergency responder communications in the tunnels. Vendors to support equipment project and installation are currently developing a scope of work and budget for an implementation plan through December 2008. Implementation is anticipated to start in Spring 2007 with financial support leveraged between the MBTA and EOPS.

~2,000 char.

Mutual Aid: Applications have been filed with the FCC to obtain UHF spectrum for additional channels for the region's existing mutual aid systems, including MetroFire, BAFERN (Boston Area Police Emergency Radio Network), and BAMA (Boston Ambulance Mutual Aid Channel). The MBHSR anticipates a response from the FCC by 6/2007.

~2,500 char.

Sustainability: Backup comparators have been procured for the management and control of

Investment Heading

1	INVESTMENT # State/Territory Name:	Massachusetts	FY 2007 HSGP Funding Request:
	FY 2007 Urban Area:	MA - Boston Area	\$5,000,000
	Investment Name:	Communications Interoperability	
	Investment Phase:	Ongoing	
	Is this a Multi-State / Urban Area Investment?	No	

II. Strategy

II.A. - Strategy - Enhancement Plan

Explain how this Investment supports Initiatives in the Program and Capability Enhancement Plan. Please reference relevant page numbers in the Enhancement Plan and confirm continued use of a FY 2006 Plan or an updated Plan. (Part of overall Investment 15,000 Char. Max)

~500 char. → This Investment supports the Commonwealth of Massachusetts Enhancement Plan dated February 27, 2006 in multiple areas. The second page of the Enhancement Plan outlines the Initiatives and their corresponding National Priority/Capability from the Target Capabilities List. This Investment will specifically support five of the nine primary State initiatives; information sharing, interoperable communications, National Incident Management System, regional collaboration, disaster recovery.

~1,000 char. → Information Sharing: This Investment will support the goal of this initiative by introducing and enhancing information sharing systems, providing specific direction and guidance on the collection, transfer, and sharing of information (on a regional and statewide basis) to all users of this of the MBHSR and statewide information sharing network. (Page 7)

~1,500 char. → Interoperable Communications: This Investment will support the goal of this initiative by "enhancement of current communication networks and replacement of those systems which may cause failures will only strengthen the state's and UASI capability for multi-regional, multi-discipline communications." (Page 11)

~2,000 char. → National Incident Management System: This Investment will support both the State and Federal goals of the NIMS program. Through increased collaboration and connectivity, and establishment of communication policies and procedures we will increase the effectiveness of ICS and enhance the institutionalization of NIMS and Unified Command across our region. (Page 17)

~2,500 char. → Regional Collaboration: This initiative will support the collection and documentation of current communication resources, personnel & equipment, and enable the Commonwealth to readily identify the current capabilities within the MBHSR and assess the need for additional memoranda of understanding with local, regional, state and interstate agencies, municipalities and private entities. (Page 20)

~3,000 char. → Disaster Recovery: This Investment supports the disaster recovery initiative through the implementation of survivable and layered communications systems along with enhanced policies and procedures which will aide with continuation of government, continuation of operations, long term needs, mitigation strategies, economic and environmental recovery, and individual and public assistance in recovery operations. (Page 26)

~3,500 char. →

Investment Heading

INVESTMENT # **1** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$5,000,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Communications Interoperability**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. (Part of overall Investment 15,000 Char. Max)

~500 char. → This Investment supports many aspects and areas throughout the Metro-Boston Homeland Security Updated Urban Area Homeland Security Strategy Submission, dated February 2006. The Security Strategy is divided into the four parts of the emergency management life-cycle; prevent/prepare, protect, respond, and recover. It is clear that this Investment for continued enhancement of communication interoperability will enhance the regions goals.

~1,000 char. → Prevent/Prepare: This Investment will ensure the Metro Boston Homeland Security Region (MBHSR) can actively prevent, and deter, as well as prepare for, terrorist attacks and catastrophic events through increasing communications tools, streamlining information sharing and adding to early warning capabilities (Objective 1.2 Pg. 7-9).

~1,500 char. → Protect: This Investment will ensure the MBHSR can effectively protect the Region from terrorist attacks and catastrophic event (Pg. 10-11). Specifically this Investment supports Objective 2.2 and 2.3 by assessing and addressing communications vulnerabilities through equipment procurement, standardization and regional communications protocols.

~2,000 char. → Respond: This Investment will ensure the MBHSR can effectively respond to terrorist attacks and catastrophic events in both the short and long term (Pg. 11-15) through Objective 3.1, "establishing and maintaining a regional interoperable communications infrastructure", Objective 3.3 enhancing communications and capabilities of EOC's, and Objective 3.4 enhancing regional response to an incident.

~2,500 char. → Recover: This Investment will ensure the MBHSR has the capability to effectively recover from terrorist attacks and catastrophic events (Pg. 15-16). Specifically, continued enhancement of communications interoperability will support Objective 4.1 by providing survivable, interoperable communications for a retracted response and recovery, and Objective 4.2 by providing a communications backbone for continuity of operations following an incident.

~3,000 char. → Finally, this Investment will enhance the regions ability to protect itself by supporting and enhancing mutual aid agreements, memorandums of agreement and strengthening regional response policies, procedures and plans in regards to communications interoperability.

~3,500 char. →

Investment Heading

INVESTMENT # **1** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$5,000,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Communications Interoperability**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

II.C. - Strategy - Target Capabilities

From the drop-down boxes, select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability

Communications

Primary Target Capability Narrative (500 Char. Max)

The primary target capability being addressed through this Investment is communications. Increased communication capability across emergency agencies and jurisdictions at the local, state, and federal level significantly enhance the ability of emergency responders to effectively prepare for, prevent, and respond to incidents of made-made origin or of natural disaster.

Secondary Target Capability (1)

Public Safety and Security Response

Secondary Target Capability (2)

Onsite Incident Management

Secondary Target Capability (3)

Information Sharing and Dissemination

Secondary Target Capability (4)

Critical Resource Logistics and

II.D. Strategy - National Priorities

From the drop-down boxes, select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority (1)

Strengthen Interoperable Communications

National Priority (2)

Expanded Regional Collaboration

National Priority (3)

Strengthen Information Sharing and Colla

National Priority (4)

Strengthen CBRNE Detection, Response, &e

III. Implementation

III.A. - Funding Plan

Provide the total estimated cost for the FY 2007 HSGP period of performance for this Investment by completing the following table:

- Provide solution area costs (including personnel); for funding sources other than FY 2007 HSGP funds, identify the funding source
- For each solution area that has an associated FY 2007 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)

	FY 2007 Homeland Security Grant Program Request					FY 2007 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	LETPP	MMRS	CCP					
Planning		\$1,150,000				\$1,150,000				\$1,150,000
Organization										
Equipment		\$2,300,000				\$2,300,000				\$2,300,000
Training		\$700,000				\$700,000				\$700,000
Exercises		\$700,000				\$700,000				\$700,000
M&A		\$150,000				\$150,000				\$150,000
Total		\$5,000,000				\$5,000,000				\$5,000,000

Investment Heading

INVESTMENT # **1** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$5,000,000**
FY 2007 Urban Area: **MA - Boston Area**
Investment Name: **Communications Interoperability**
Investment Phase: **Ongoing**
Is this a Multi-State / Urban Area Investment? **No**

Planning (500 Char. Max)

The MBHSR and MOEP will utilize contractor support in order to fulfill much of the strategic planning, project management, and overall implementation of the numerous projects that fall within this overall investment.

Organization (500 Char. Max)

NA

Equipment (500 Char. Max)

Equipment and services required for installation will be performed for a number of Interoperable Communications projects, including MBTA tunnel, VHF-UHF conversion, back-up power/sustainability, and other equipment needed to support the continued build-out of cross band and regional disciplinary interoperable communication channels.

Training (500 Char. Max)

Funding will be utilized to support the costs incurred for agencies to train the appropriate first responder personnel to agreed upon levels of training, as well as individuals selected to participate in Communication Unit Leader Training.

Exercise (500 Char. Max)

Upon completion of the Regional Training and Exercise Plan, the MBHSR will roll-out the plan through a number of planned exercises. These exercises will involve the participation of a number of local emergency responder agencies that will require support in supplying the appropriate level of personnel needed to provide for meaningful tabletop, functional, and full scale exercises.

Management & Administration (500 Char. Max)

Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) in managing the overall investment.

Investment Heading

INVESTMENT # **1** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$5,000,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Communications Interoperability**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

III.B. - Milestones

Provide specific milestones for the Investment over the FY 2007 HSGP period of performance, including a description and start and end dates for each milestone; up to 10 milestones may be provided. (500 Char. max per milestone)

Milestone #1

VHF-UHF Infrastructure: Procure, install and test equipment to upgrade the three fire departments currently on VHF to UHF.

Start Date: 01/01/08 End Date: 10/01/08

Milestone #2

MBTA: Conduct meetings with stakeholder first responder and project group to provide status updates and obtain buy-in. Procure, install and test equipment to enhance emergency responder communications in the MBTA tunnels.

Start Date: 01/01/08 End Date: 12/31/08

Milestone #3

Crossband Channels: Build out crossband repeated channels so VHF, UHF, and 800 MHz users can communicate with each other. Ensure coordination with the statewide crossband effort through active communication with the Executive Office of Public Safety and the State Communications Interoperability Committee.

Start Date: 06/01/08 End Date: 06/30/09

Milestone #4

Mutual Aid: Complete enhancements to existing shared systems. Procure and install equipment to improve coverage, performance and capacity of existing discipline specific shared systems, BAPERN, MetroFire, and BAMA.

Start Date: 01/01/08 End Date: 07/31/09

Milestone #5

Sustainability: Complete enhancements to improve sustainability of communications, including communication connections with PS-NET. Procure backup power resources for critical regional communications infrastructure.

Start Date: 01/01/08 End Date: 07/31/09

Investment Heading

INVESTMENT # **1** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$5,000,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Communications Interoperability**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

Milestone #6

SOPs: As recommended in the DHS TICP Scorecard, continue to develop, enhance and distribute MOUs and SOPs for regional communications capabilities.

Start Date: **01/01/08** End Date: **06/30/10**

Milestone #7

Training and Exercises: Continue to develop and conduct communications interoperability training and exercises as outlined in the MBHSR Communications Interoperability Training and Exercise Plan. As recommended in the DHS TICP Scorecard, conduct basic and advanced training and exercises on SOPs and ensure interoperability is a component of all future exercises. Evaluation results of training/exercises and revision of course content is to be provided on an as needed basis.

Start Date: **01/01/08** End Date: **06/30/10**

Milestone #8

Governance: As recommended in the DHS TICP Scorecard, broaden and expand stakeholder membership in the Communications Interoperability Subcommittee (CIS) to include public support disciplines (hospitals, Emergency Medical Services, Public Works), state, and federal agencies. Facilitate CIS meetings (currently every 6 weeks) or on an as needed basis to review status of projects.

Start Date: **01/01/08** End Date: **06/30/10**

Milestone #9

[Redacted]

Start Date: [Redacted] End Date: [Redacted]

Milestone #10

[Redacted]

Start Date: [Redacted] End Date: [Redacted]

1

FY 2007 Urban Area:

Investment Name:

Investment Phase:

Is this a Multi-State / Urban Area Investment?

III.C. - Project Management

Describe the management team that is directly responsible for the implementation of this Investment. Specifically, describe any key investment roles and responsibilities, structures, and subject matter expertise required by this Investment, including at least the project manager and the contracts management structure. An organizational chart may be included in the response. (Part of overall Investment 15,000 Char. Max)

- ~500 char. → The Boston Mayor's Office of Emergency Preparedness (MOEP) is directly responsible for the implementation of this investment. Specific responsibilities include the management of contractor support, the management of communications with the CIS and the Jurisdictional Points of Contact (JPOCS), and administering the procurement of equipment for the jurisdictions. Contract support will continue to be leveraged for communications interoperability planning and implementation. Specifically, the organization and facilitation of CIS and Working Group meetings, the monitoring of project status, and the provision of detailed technical research and engineering will be provided.
- ~1,000 char. → The Communication Interoperability Subcommittee (CIS) serves as the investment's governing structure. The Subcommittee has a charter in place which describes the purpose, authority, outcomes, scope, operating principles, membership, and management by which the Subcommittee will achieve success. Representation includes communication subject matter experts (SMEs) from Law Enforcement, Fire Services, Emergency Medical Services, and Emergency Management from the nine jurisdictions, as well as state organization and regional consortia. The CIS meets every six weeks to discuss project status, emerging issues, and provides research and recommendations to MOEP and the JPOCs. CIS members also serve on smaller Working Groups, as needed, to assist in implementing all strategic initiatives.
- ~1,500 char. → The Jurisdictional Points of Contact (JPOC) Committee is comprised of one senior point of contact from each of the nine jurisdictions, each of which have been appointed by the jurisdiction's Chief Executive Officer. The JPOCs ensure open and clear communication amongst disciplines in their city or town and represent their jurisdictions disciplines at the bi-monthly JPOC meetings run by MOEP. JPOCs review and approve recommendations from the CIS and provide support in implementation.
- ~2,000 char. → Planning: MOEP will manage the procurement of contractor support in order to fulfill much of the strategic planning, project management, and overall implementation of the numerous number of projects that fall within this overall investment. The Communication Interoperability will assist in the direction of the contractor support.
- ~2,500 char. → Equipment: The Communications Interoperability Subcommittee will research, identify, and recommend equipment and services required for installation will be performed for a number of Interoperable Communications projects, including MBTA tunnel equipment, VHF-UHF conversion equipment, back-up power/sustainability equipment, and other equipment needed to support the continued build-out of cross band and regional disciplinary interoperable communication channels. MOEP will conduct the contractual procurements as directed by the CIS.
- ~3,000 char. → Training: Training will be identified and designated by the CIS to support the procurements of new equipment as well as communications plans, policies and procedures throughout the region. MOEP will provide financial and contractual management to support implementation of this training.
- ~3,500 char. → Exercises: The Communications Interoperability Subcommittee in conjunction with the

Organization Chart Included?

Investment Heading

1	INVESTMENT # State/Territory Name:	<input type="text" value="Massachusetts"/>	FY 2007 HSGP Funding Request:
	FY 2007 Urban Area:	<input type="text" value="MA - Boston Area"/>	<input type="text" value="\$5,000,000"/>
	Investment Name:	<input type="text" value="Communications Interoperability"/>	
	Investment Phase:	<input type="text" value="Ongoing"/>	
	Is this a Multi-State / Urban Area Investment?	<input type="text" value="No"/>	

III.D. - Investment Challenges

List and describe up to five potential challenges to effective implementation of this Investment over the entire FY 2007 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge (100 Char. Max)	Probability/Impact	Mitigation Strategy (500 Char. Max)
1. Maintaining stakeholder involvement without overwhelming primary responsibilities	Probability	CIS Working Groups are formed on an as needed basis to prioritize and address comm issues and develop solutions on behalf of the Region.
	High	
	Impact	
	High	
2. Limitation of communications interoperability SMEs to support ICS.	Probability	Develop Communications Interop training and exercise plan. The plan will incorporate training for Communication Unit Leaders and the need to institutionalize knowledge concerning communications interoperability.
	High	
	Impact	
	High	
3. Communication of interoperability enhancements and protocols throughout the Region, beyond the CIS.	Probability	Key audience groups will be identified and outreach activities will be developed in order to better distribute communications interoperability news, successes, and advancements in order to assist in the institutionalization of knowledge.
	Medium	
	Impact	
	Medium	
4. Long term sustainment of the CIS.	Probability	Develop long term strategy that addresses the management, sustainment, and future development of interoperability initiatives in the Boston Urban Area. Moreover, MBHSR will leverage outside funding source.
	High	
	Impact	
	High	
5. Inclusion of new partners and stakeholders of communications interoperability.	Probability	As recommended in the DHS TICP Scorecard, participation from new entities to support ongoing and new interoperability projects will be engaged in overall planning and management efforts.
	Medium	
	Impact	
	Medium	

Investment Heading

1	INVESTMENT # State/Territory Name:	<input type="text" value="Massachusetts"/>	FY 2007 HSGP Funding Request:
	FY 2007 Urban Area:	<input type="text" value="MA - Boston Area"/>	<input type="text" value="\$5,000,000"/>
	Investment Name:	<input type="text" value="Communications Interoperability"/>	
	Investment Phase:	<input type="text" value="Ongoing"/>	
	Is this a Multi-State / Urban Area Investment?	<input type="text" value="No"/>	

IV. Impact

IV.A. - Impact

What outcomes will indicate that this Investment is successful at the end of the FY 2007 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

~500 char. →	VHF-UHF Infrastructure: By moving fire departments currently on VHF to UHF (which the majority of agencies are on), fire departments can communicate in a mutual aid response without requiring extra equipment and without tying up multiple channels required by crossband repeaters. Agencies on UHF will also be able to more effectively monitor operations in the three fire departments.
~1,000 char. →	<p>MBTA: Specific capabilities will be implemented to ensure that all MBHSR emergency responders can communicate in the MBTA tunnels.</p> <p>Crossband Channels: By providing fixed infrastructure to support crossband repeated channels throughout the region, local responders will have improved interoperability with outside responders across multiple frequency bands (local non-UASI partners, state and federal agencies on VHF, UHF, and 800MHZ).</p>
~1,500 char. →	<p>Mutual Aid: By improving coverage, performance, and capacity of existing discipline specific shared systems (BAPER, MetroFire, BAMA), responders in the MBHSR can more effectively utilize capabilities already in place, including enhanced connectivity from PSNet.</p> <p>Regional Backup Power: Regional backup capabilities will allow the MBHSR to maintain critical public safety communications infrastructure and mobile radio communications in the event of an extended loss of power due to a natural and man-made disaster.</p>
~2,000 char. →	<p>Training, Exercises, and SOPs: By developing interoperability SOPs and a Regional Training and Exercise Plan, first responder personnel will more effectively utilize the resources and capabilities as described in the preceding items. Improvement of preparedness and overall response to large scale incidents requiring the support of multiple disciplines and jurisdictions will result with proper implementation of these initiatives.</p>
~2,500 char. →	<p>Governance: Increased cooperation and coordination with local, state, and federal agencies will further enhance interoperable communications and improve overall emergency response capabilities. In reference to the DHS TICP Scorecard, increased governance will support the MBHSR as it strives to reach the "Advanced Implementation" category.</p>
~3,000 char. →	<p>To ensure the region is effectively using the communications equipment and resources (SOPs, etc.) resulting from implementation of this Investment, the following performance measures from the TCL will be assessed:</p> <ul style="list-style-type: none"> - Formal agreement exist among jurisdictions and disciplines - A regional set of communications SOPs that conform to NIMS are in place and implemented and include operational and technical elements - All personnel are trained to operate communications systems according to their role at an incident - Plans, procedures, and use of interoperable communications equipment have been exercised
~3,500 char. →	<ul style="list-style-type: none"> - Interoperability systems are used in pertinent everyday activities as well as emergency incidents to ensure users are familiar with the system and routinely work in

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

1

FY 2007 Urban Area: MA - Boston Area

\$5,000,000

Investment Name: Communications Interoperability

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities developed by this Investment? (Part of overall Investment 15,000 Char. Max)

As recommended by the DHS TICP Scorecard, the MBHSR plans to follow through with a number of steps that address the sustainability of the Communications Interoperability investment.

~500 char. → Long-term management, maintenance, and upgrade of the capabilities to be procured will be most effective with a continuation and institutionalization of the existing governance structure. The CIS provides a forum for the jurisdictions to perform a number of key functions in order to ensure that continued progress towards achieving interoperability occurs. The maintenance and updates to regional communication standards, the regional channel plan, MOUs, and SOPs are direct responsibilities of the regional CIS. As time moves forward, additional entities, including different disciplines, outside jurisdictions, and partners at the state and federal level will be increasingly engaged and involved within the overall governance structure in order

~1,000 char. → further broaden and increase interoperability across the region. Leadership, cooperation, and collaboration are group characteristics that will be continued to be championed through the involvement of all key stakeholders of communication interoperability.

~1,500 char. → A sustainable funding strategy will be developed and implemented. This funding strategy will leverage other sources of funding, including federal resource opportunities, cost sharing amongst MBHSR agencies, and partnerships with the private sector, in order to further support communications interoperability initiatives going on in the region. Towards enhancing public safety communications, the MBHSR is utilizing a private-public partnership with a local vendor to submit a grant proposal to the National Institute of Justice (NIJ) based upon a prior concept paper titled "Mobile Hybrid Technology for Wireless Broadband Data." Jurisdiction CEOs and agency Chiefs will also increasingly be

~2,000 char. → educated and be involved with CIS successes so that the need for continued success, as well as financial support, is firmly recognized.

~2,500 char. →

~3,000 char. →

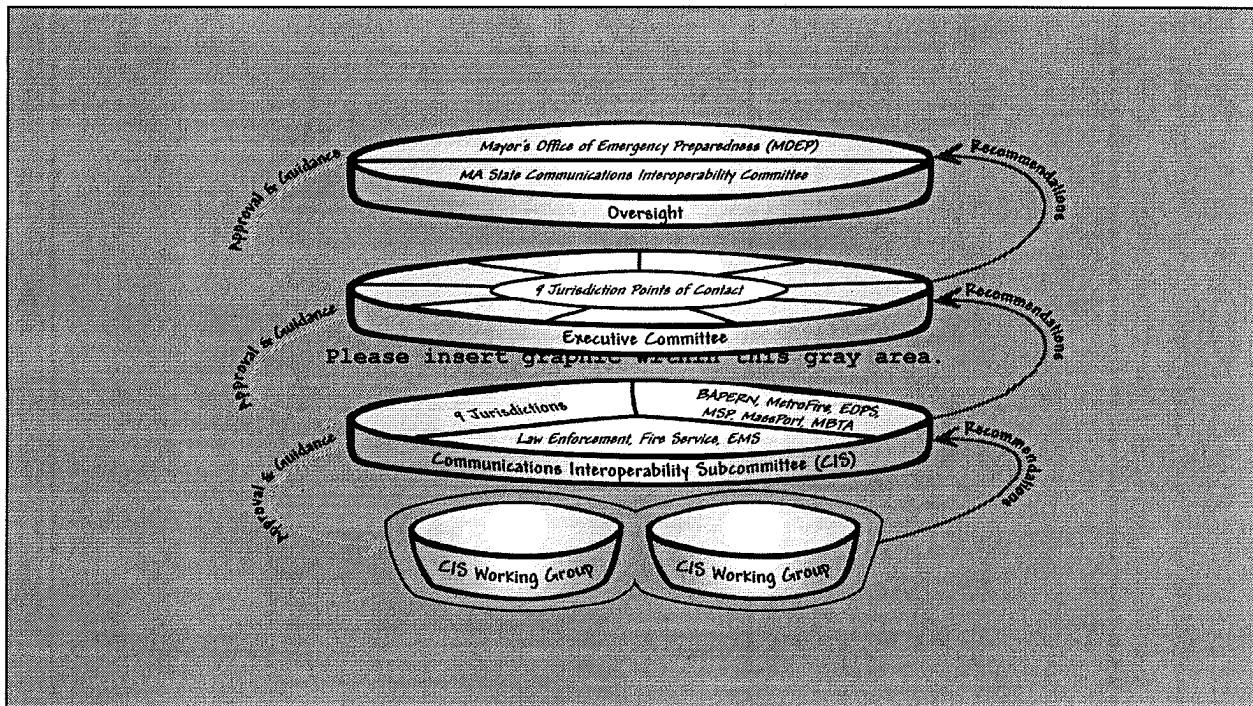
~3,500 char. →

Investment Heading

INVESTMENT # **1** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$5,000,000**
FY 2007 Urban Area: **MA - Boston Area**
Investment Name: **Communications Interoperability**
Investment Phase: **Ongoing**
Is this a Multi-State / Urban Area Investment? **No**

V. Attachment(s) - Optional Section

V.A. - Attachment(s)



Investment Heading

INVESTMENT # **2** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$2,000,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Intelligence and Information Sharing**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

If yes, with which State(s) / Urban Area(s)?

Funding Self Check: **OK**

I. Baseline

I.A. - Baseline - FY 2006 Request Name and Funding

If the Investment was included in the FY 2006 HSGP request, please provide the name of this Investment and the total amount of FY 2006 HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

Intelligence and Information Sharing

FY 2006 HSGP funding:

\$1,671,461

I.B. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY 2007 HSGP funds. Describe the capability gap(s) that this Investment is intended to address. Discuss why this Investment was selected over other options. (2,500 Char. Max)

This Investment continues the development of the Metro Boston Regional Intelligence Center (BRIC) and the continued establishment of the Public Safety Network (PSNet).

This Investment will continue to develop the resources of the BRIC. Such Investment will provide a regional infrastructure for intelligence sharing on CBRNE threats and terrorism. The BRIC will ensure that systems are in place for intelligence collection, information sharing, and communication flow across jurisdictions and disciplines. This Investment will also provide MBHSR with a direct link between the BRIC and the Commonwealth's statewide Fusion Center as well as serve as a conduit to manage the flow of information and intelligence across multiple layers of public and private sector entities throughout the Region.

Moreover, the Investment will enhance the Public Safety Network (PSNet) which offers regional public safety agencies and Emergency Operations Centers the opportunity to connect to each other via secure, resilient, high-performance data networking infrastructure. The core benefit of PSNet is enabling public safety officials and EOCs to share important information reliably and securely, with complete confidence that the information will not be exposed either to unauthorized PSNet participants or to outsiders. PSNet brings to data what radio interoperability is bringing to voice communications: the ability for public safety personnel in different jurisdictions to collaborate effectively in real-time. To maximize the connections and sharing of information, PSNet will shift into a third phase of connectivity. Phase three will increase the number of interconnected agencies, and follow the path utilized for the success pilot connections of four regional public safety agencies, and the underway Phase two effort to connect all nine regional EOCs.

This Investment was selected over others on the reason that such an Investment will allow for an enhanced flow of timely and relevant information. A centralized and regional intelligence center where jurisdictions and first responder disciplines work collaboratively together in the analytical and information gathering process can significantly reduce the likelihood of a terrorist event.

~500 char.

~1,000 char.

~1,500 char.

~2,000 char.

~2,500 char.

Investment Heading

INVESTMENT # **2** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$2,000,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Intelligence and Information Sharing**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

II. Strategy

II.A. - Strategy - Enhancement Plan

Explain how this Investment supports Initiatives in the Program and Capability Enhancement Plan. Please reference relevant page numbers in the Enhancement Plan and confirm continued use of a FY 2006 Plan or an updated Plan. (Part of overall Investment 15,000 Char. Max)

This Investment supports the following Initiatives from the Commonwealth's Enhancement Plan: Information Sharing, Interoperable Communications, Regional Collaboration, Cyber Security, and Disaster Recovery.

~500 char. → Information Sharing: This Investment will support the Initiative of the Commonwealth's Enhancement Plan by providing an established link where highly trained personnel will assist the Commonwealth in collecting, analyzing and distributing critical information amongst the Region while sharing such information and intelligence both reliably and securely through the PSNet. Furthermore, the BRIC, serving as the primary information collection and intelligence analysis function for MBHSR will link into the Commonwealth's Fusion process. Policies established at the state level will be adopted by the BRIC, ensuring that information can flow up and down, as well as across the Commonwealth's first responder community in general. (page 7)

~1,000 char. → Interoperable Communications: This Investment will support the Initiative by working towards the Commonwealth's goal of sharing real time information. The further establishment of the BRIC and PSNet will allow for the enhancement of connectivity between first responders within MBHSR that will allow the first responder community to better prevent, protect, respond and recover from any potential incident. (page 11)

~1,500 char. → Regional Collaboration: This Investment will support the Initiative by expanding collaboration both within and outside of the MBHSR. PSNet connections would foster secure sharing of existing data and data-intensive applications, for example databases used during crime analysis or investigation, the exchange of real-time data messages, for example to support mutual aid across jurisdictions via computer-aided dispatch, or support information-sharing applications such as those created for intelligence fusion or emergency operations command. PSNet brings to data what radio interoperability is bringing to voice communications: the ability for public safety personnel in different jurisdictions to collaborate effectively in real-time. (page 20)

~2,000 char. → Cyber Security: This Investment will support the Commonwealth's efforts in Cyber Security by providing the MBHSR with a redundant network that will provide additional protection to the flow of information and ensure continuity of emergency operations centers. The Investment will also better equip the MBHSR and the Commonwealth to detect, prevent, protect, respond and recover from attacks on information technology systems. (page 14)

~2,500 char. → Disaster Recovery: This Investment will support the Initiative of Disaster Recovery by improving information collaboration and connectivity amongst the Emergency Operation Centers of the MBHSR. The improvement of information sharing within the Region will allow for faster identification and requesting of resources needed to mitigate any large scale disaster. (page 26)

~3,000 char. →

~3,500 char. →

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

2

FY 2007 Urban Area: MA - Boston Area

\$2,000,000

Investment Name: Intelligence and Information Sharing

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. (Part of overall Investment 15,000 Char. Max)

~500 char.

This Investment supports the achievement of the updated Urban Area Security Strategy Goal 1, "Ensure the MBHSR can actively prevent and deter, as well as prepare for, terrorist attacks and catastrophic events," by aligning itself with Objective 1.2, "Establish and streamline information sharing and collection processes relating to terrorism intelligence/early warning systems across the Region to prevent and deter attacks." Furthermore, this Investment supports Goal 3, "Ensure the MBHSR can effectively respond to terrorist attacks and catastrophic events in both the short and long term" through Objective 3.3, "Establish/enhance Emergency Operations Center (EOC)."

~1,000 char.

Prevent and Protect: By establishing and streamlining information sharing, collection, and dissemination processes relating to terrorism intelligence across the Region, the MBHSR is better equipped to deter and mitigate incidents or terrorism.

~1,500 char.

Respond and Recover: This Investment will further develop and expand decision support and situational awareness capabilities among the EOCs throughout the MBHSR. In following Phase 2 efforts already underway within the MBHSR to connect all nine regional EOC, an operationalized PSNet will provide the regions EOCs with added capability to better support localized emergency operations, and the capability to coordinate and communicate with other EOCs providing support and redundant capability. Further, by increasing the number of interconnected agencies within this "network of networks" the region is better prepared to respond to terrorist attacks and catastrophic events in both the short and long term.

~2,000 char.

The implementation of this Investment is specifically designed to decrease the risk of a potential terrorist attack or the impact of a terrorist attack, through increased intelligence capabilities across the Region to gather, analyze, disseminate, and use information regarding threats, vulnerabilities, and consequences. Therefore, funding from this Investment will support the purchasing of various software systems that will serve to further connect the Region's communities and State partners with real time information.

~2,500 char.

~3,000 char.

~3,500 char.

Investment Heading

INVESTMENT # **2** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$2,000,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Intelligence and Information Sharing**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

II.C. - Strategy - Target Capabilities

From the drop-down boxes, select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability

Information Sharing and Dissemination

Primary Target Capability Narrative (500 Char. Max)

This Investment will support the Primary Target Capability by enhancing the dissemination of timely and effective intelligence and information across a secure network within the MBHSR.

Secondary Target Capability (1)

Intelligence Analysis and Production

Secondary Target Capability (2)

Information Gathering and Recognition

Secondary Target Capability (3)

Law Enforcement Investigation and

Secondary Target Capability (4)

Emergency Operations Center Management

II.D. - Strategy - National Priorities

From the drop-down boxes, select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority (1)

Strengthen Information Sharing and Colla

National Priority (2)

Strengthen Interoperable Communications

National Priority (3)

Expanded Regional Collaboration

National Priority (4)

Implement the NIMS and NRP

III. Implementation

III.A. - Funding Plan

Provide the total estimated cost for the FY 2007 HSGP period of performance for this Investment by completing the following table:

- Provide solution area costs (including personnel); for funding sources other than FY 2007 HSGP funds, identify the funding source
- For each solution area that has an associated FY 2007 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)

	FY 2007 Homeland Security Grant Program Request					FY 2007 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	LETPP	MMRS	CCP					
Planning		\$400,000				\$400,000				\$400,000
Organization										
Equipment		\$1,240,000				\$1,240,000				\$1,240,000
Training		\$200,000				\$200,000				\$200,000
Exercises		\$100,000				\$100,000				\$100,000
M&A		\$60,000				\$60,000				\$60,000
Total		\$2,000,000				\$2,000,000				\$2,000,000

Investment Heading

INVESTMENT # State/Territory Name: **Massachusetts**

FY 2007 HSGP Funding Request:

2

FY 2007 Urban Area: **MA - Boston Area**

\$2,000,000

Investment Name: **Intelligence and Information Sharing**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

Planning (500 Char. Max)

Funds will also be used to support the implementation of the Automated Critical Asset Management System (ACAMS) a Web-based information collection and analysis system that will provide emergency officials and field commanders with details about facilities' vulnerabilities and protection plans. Planning for this investment will proceed consistent with guidelines resulting from the PSNet Pilot and study, and an MOA between MBHSR and Harvard University for donated network backbone connectivity.

Organization (500 Char. Max)

Equipment (500 Char. Max)

Funding will be used to support standard, non-proprietary, information technology components which will allow for the PSNet to come to fruition. Funds will also be used to support surveillance equipment, intel sharing software, data mining software, and GIS upgrades to WebEOC to further enhance the capabilities of the BRIC.

Training (500 Char. Max)

Funds will be utilized to support training of personnel on new software systems acquired to support the BRIC's functions. Additionally, funds will be used to familiarize appropriate personnel in both PSNet and the ACAMS.

Exercise (500 Char. Max)

Funds will be used to support personnel costs for participating in exercises concerning intelligence and information sharing. Funds will also support the BRIC's participation in the upcoming DHS Terrorism Prevention Exercise Program (TPEP) pilot program activities within the Commonwealth.

Management & Administration (500 Char. Max)

Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) and the Steering Committee that will oversee this investment.

Investment Heading

INVESTMENT # **2** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$2,000,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Intelligence and Information Sharing**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

III.B. - Milestones

Provide specific milestones for the Investment over the FY 2007 HSGP period of performance, including a description and start and end dates for each milestone; up to 10 milestones may be provided. (500 Char. max per milestone)

Milestone #1
 Engage others to demonstrate that the concepts extend beyond the PSNet pilot program by: 1) Other MBHSR communities not involved in the pilot; 2) Inclusion of at least one State agency; 3) Inclusion of public safety organizations at major universities; 4) Inclusion of emergency medical services at major hospitals; and 5) Inclusion of transportation organizations.

Start Date: 01/01/08 **End Date:** 07/01/10

Milestone #2
 Conduct stakeholder meetings. Develop criteria for Phase 3 PSNet connections. Evaluate sites for connectivity and access.

Start Date: 04/01/08 **End Date:** 07/01/08

Milestone #3
 Add redundancy to network and connect the Phase 3 sites. Establish models for authentication and access control.

Start Date: 08/01/08 **End Date:** 02/01/09

Milestone #4
 Add and enhance applications for information sharing and major event management. Leverage PSNet to connect applications that can be shared across community boundaries. Some examples include Web EOC, critical infrastructure monitoring, video and audio conferencing, access to State databases, secure email, and shared document repositories.

Start Date: 08/01/08 **End Date:** 07/01/10

Milestone #5
 Continue to promote the BRIC's capabilities by mapping information flows amongst the MBHSR and the first responder community.

Start Date: 01/01/08 **End Date:** 01/01/09

Investment Heading

INVESTMENT # **2** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$2,000,000**
FY 2007 Urban Area: **MA - Boston Area**
Investment Name: **Intelligence and Information Sharing**
Investment Phase: **Ongoing**
Is this a Multi-State / Urban Area Investment? **No**

Milestone #6

The purchasing of new software programs to further enhance the capabilities of the BRIC in the areas of data mining, intelligence sharing and WebEOC.

Start Date: **01/01/08**

End Date: **01/01/09**

Milestone #7

Establish and implement the Automated Critical Asset Management System (ACAMS) "Operation Archangel."

Start Date: **01/01/08**

End Date: **01/01/09**

Milestone #8

Continued intelligence training for BRIC personnel.

Start Date: **01/01/08**

End Date: **07/01/10**

Milestone #9

Participation within the Commonwealth's Terrorism Prevention Exercise Program (TPEP) exercise.

Start Date: **01/01/08**

End Date: **01/01/09**

Milestone #10

Start Date:

End Date:

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

2

FY 2007 Urban Area: MA - Boston Area

\$2,000,000

Investment Name: Intelligence and Information Sharing

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

III.C. - Project Management

Describe the management team that is directly responsible for the implementation of this Investment. Specifically, describe any key Investment roles and responsibilities, structures, and subject matter expertise required by this Investment, including at least the project manager and the contracts management structure. An organizational chart may be included in the response. (Part of overall Investment 15,000 Char. Max)

~500 char.

The Mayor's Office of Emergency Preparedness (MOEP) is leading the implementation of this Investment in coordination with the Boston Police Department's Boston Regional Intelligence Center (BRIC). The BRIC operates within the defined governance structure of the BPD. It consists of two co-located entities: the Boston Police Intelligence Unit and the Boston Police Office of Tactical Analysts. The BRIC consists of both sworn and civilian members of the BPD, as well as a multitude of representatives from the UASI jurisdictions and partner disciplines. Trained civilian analysts report to the Director of the BRIC. The day to day intelligence activities and operations of the BRIC are governed by the Boston Police rules and regulations under the community policing philosophy of the BPD, but with an expanded mandate to provide intelligence regionally through the MBHSR. Regionally, the participation of UASI jurisdictions in the BRIC is governed and defined by the Memorandums of Agreement (MOAs) between the MBHSR partners and MOEP.

~1,000 char.

To assist MOEP, Project management for PSNet will be governed under the successful Communications Interoperability Subcommittee (CIS) umbrella, drawing the experience and expertise, from communications experts as well as municipal information services staffs from across the Region.

~1,500 char.

Planning: Based upon the PSNet implementation roadmap expected to be in place during CY 2007, an Executive Steering Group will be chartered, setting forth the purpose, authority, outcomes, scope, operating principles, membership, and management by which PSNet will achieve success. Governance representation will draw from communication subject matter experts (SMEs) from Law Enforcement, Fire Services, Emergency Medical Services, and Emergency Management from the nine jurisdictions, as well as state organization, regional consortia and regional Universities. The Executive Steering Group will meet bi-monthly to discuss project status, emerging issues, and provide technical research and recommendations to MOEP and the JPOCs.

~2,000 char.

~2,500 char.

Equipment: Equipment procurements will aid both PSNet and the BRIC. For their respective investments, the PSNet Executive Steering Group and the BRIC Director will be responsible for identifying needed equipment across the region to help further intel/info sharing. Requests will be submitted to MOEP to review for allowability and contract management.

~3,000 char.

Training: The BRIC Director will assess the current training curriculum and will determine which gaps exist and what courses best address those gaps. Once the list has been compiled the Law Enforcement Discipline Coordinator and Assistant Director of MOEP will review for allowability and schedule the trainings. MOEP will also cover the BF/OT for the regional partners to attend the trainings.

~3,500 char.

Exercise: The BRIC will coordinate with the Commonwealth of Massachusetts's Fusion Center to design the exercise scenarios. MOEP will support the BF/OT for the regional participation in such exercises.

Organization Chart Included? Yes

Investment Heading

INVESTMENT # State/Territory Name: **Massachusetts**

FY 2007 HSGP Funding Request:

2

FY 2007 Urban Area: **MA - Boston Area**

\$2,000,000

Investment Name: **Intelligence and Information Sharing**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

III.D. - Investment Challenges

List and describe up to five potential challenges to effective implementation of this Investment over the entire FY 2007 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge (100 Char. Max)	Probability/Impact	Mitigation Strategy (500 Char. Max)
1. Institutionalizing the use of PSNet	Probability	The justification for PSNet is the application it supports, and the resulting efficiencies gained through greater cooperation and reduced friction. It is important to continue to integrate PSNet with familiar and new applications.
	Medium	
	Impact	
	High	
2. Information flow throughout the Region to non traditional public safety agencies.	Probability	Create opportunities for interagency coordination and establish Standard Operating Procedures for information sharing.
	Medium	
	Impact	
	High	
3. Financial burden on municipal stakeholders.	Probability	Through partnership and MOUs with regional universities, and strategic connections, municipal networks can be interconnected, and costs diminished.
	High	
	Impact	
	High	
4. Elimination of barriers blunting information sharing.	Probability	Through added security and direct connections, PSNet connected organizations become more apt to share sensitive data. Establish clear business reason's to share and exchange data, and provide the conduit which is secure and resilient.
	Medium	
	Impact	
	High	
5.	Probability	
	Impact	

Investment Heading

2	INVESTMENT # State/Territory Name:	Massachusetts	FY 2007 HSGP Funding Request:
	FY 2007 Urban Area:	MA - Boston Area	\$2,000,000
	Investment Name:	Intelligence and Information Sharing	
	Investment Phase:	Ongoing	
	Is this a Multi-State / Urban Area Investment?	No	

IV. Impact

IV.A. - Impact

What outcomes will indicate that this Investment is successful at the end of the FY 2007 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

~500 char. →	The primary impact of this Investment will be the ability of MBHSR to more effectively operate the BRIC. Moreover, the impact of this Investment will also be the opportunity to build off of the current and past efforts of bringing the intelligence and information sharing capabilities of the Region together.
~1,000 char. →	This Investment will increase the capabilities of the BRIC in the following areas: critical infrastructure; domestic and international terrorism; precursor crime; white supremacists/anarchists/animal and environmental extremist groups; UASI liaison; utilities and telecommunications; and financial/identify theft. Training for BRIC employees maximizes their ability to effectively use available analytical tools in support of the various intelligence functions. Additional training will be provided to cover facility security, operations and information security, as well as BRIC policies and procedures.
~1,500 char. →	BRIC management supports and will adhere to training guidelines set forth in the National Criminal Intelligence Sharing Plan. Furthermore, BRIC personnel will meet the core training standards developed by the Global Information Working Group and Counter Terrorism Training Coordination Working Group. The training philosophy within the BRIC also focuses on building awareness, institutionalizing the importance of criminal intelligence, increasing the value of intelligence employees, fostering relationships among the law enforcement community, and improving the ability to detect and prevent acts of terrorism and other crimes. BRIC personnel have already undergone analytical training from the following groups: ANACAPA Sciences, ESRI, Alpha Group, NESPIN, ROCIC, IALEIA, and IACP.
~2,000 char. →	Therefore, continued funding for this Investment will further the significant accomplishments the BRIC has completed in building up its analyst capability during the previous years.
~2,500 char. →	Furthermore, this Investment will support the implementation of ACAMS or "Operation Archangel" of which will allow first responders to identify and protect critical infrastructure within the Region.
~3,000 char. →	By creating and using applications that take advantage of PSNet, the MBHSR can realize the array of possibilities that derive from high-speed, secure interconnections between public safety buildings and EOCs. Law enforcement departments become able to securely access and query other regional department databases for crime and terrorism analysis, while EOCs become able to monitor video surveillance feeds to enhance decision-making. The elimination of commercially purchased connections between public safety buildings yields cost savings while providing for more secure access to information. Further, by extending PSNet beyond the MBHSR, information sharing dovetails into university, statewide and New England regional information networks where data becomes available round-the-clock.
~3,500 char. →	Finally, towards enhancement of target capabilities, the Investment will facilitate horizontal and vertical information sharing and collaboration activities. For the BRIC, purchased tools will streamline the gathering of information and make it easier to

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

2

FY 2007 Urban Area: MA - Boston Area

\$2,000,000

Investment Name: Intelligence and Information Sharing

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities developed by this investment? (Part of overall Investment 15,000 Char. Max)

~500 char.

The MBHSR will work to sustain this investment through capitalizing on local and state aid as well as any other Federal resources that become available. Towards enhancing public safety communications, the MBHSR is utilizing a private-public partnership with a local vendor to submit a grant proposal to the National Institute of Justice (NIJ) based upon a prior concept paper titled "Mobile Hybrid Technology for Wireless Broadband Data." Additional funding resources will be sought from asset forfeiture funds, partners in the academic community, and business consortiums.

~1,000 char.

MOEP will aggressively seek additional resources to sustain this investment as the overall risk of not funding this investment is the inability of the Region to detect a potential terrorist attack or the ability to effectively respond to a terrorist attack.

~1,500 char.

The long term approach of MOEP to support the PSNet capabilities of this investment requires marginal upfront capital costs in order to establish the "network of networks" infrastructure. Once hardware and software is procured, it becomes an asset maintained by the municipality. Agreements put into place to leverage services and capacity of regional universities is offsetting recurring costs. For instance, through a partnership with Harvard University, a gigabit Ethernet river crossing connection between Boston and Cambridge and associated backbone node connections have been donated for PSNet usage. In addition, through savings from the elimination of current connectivity costs long term sustainability of PSNet is promoted, e.g. when a T1 line that costs a municipality department \$500 per month to directly link into another department is avoided, those associated savings can become sustainment or enhancement funds.

~2,000 char.

~2,500 char.

~3,000 char.

~3,500 char.

Investment Heading

INVESTMENT # State/Territory Name: **Massachusetts**

FY 2007 HSGP Funding Request:

2

FY 2007 Urban Area: **MA - Boston Area**

\$2,000,000

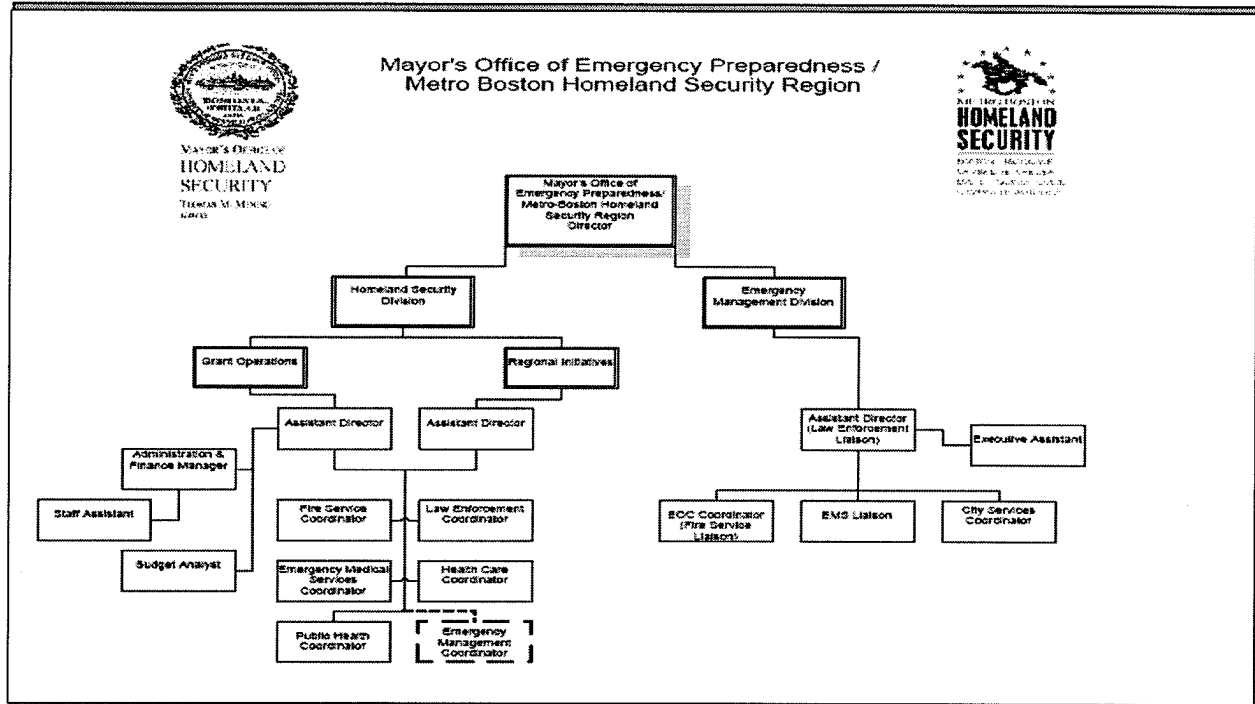
Investment Name: **Intelligence and Information Sharing**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

V. Attachment(s) - Optional Section

V.A. - Attachment(s)



Investment Heading

INVESTMENT # **3** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$4,000,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Regional CBRNE Tactical Rescue Team**

Investment Phase: **New**

Is this a Multi-State / Urban Area Investment? **No**

If yes, with which State(s) / Urban Area(s)?

Funding Self Check: **OK**

I. Baseline

I.A. - Baseline - FY 2006 Request Name and Funding

If the investment was included in the FY 2006 HSGP request, please provide the name of this investment and the total amount of FY 2006 HSGP funding that was dedicated to this investment, if any. (100 Char. Max for Investment Name)

NA

FY 2006 HSGP funding:

I.B. - Baseline - Description

Provide a summary description of the current state of this investment, its objectives, and any outcomes that will be completed prior to the application of FY 2007 HSGP funds. Describe the capability gap(s) that this investment is intended to address. Discuss why this investment was selected over other options. (2,500 Char. Max)

~500 char.

This is a new investment. As the largest Urban Area in New England, the investment focuses on plans to develop/enhance regional CBRNE response, rescue and recovery teams. This investment comports with gaps identified from the Homeland Security Presidential Directive (HSPD)-8 Program Capability Review conducted during FY2006, which noted the inability of the region to respond to and sustain a significant structural collapse or failure incident following a CBRNE event or natural disaster. Various officials from across the Metro Boston region have identified the creation of unified CBRNE response teams as a significant element needed for addressing this gap.

~1,000 char.

As the first hours of a structural collapse are most critical to treating and rescuing survivors, a "light" regional capacity to respond with on duty personnel is critical. While there is currently a FEMA US&R team located in the New England region, a limited regional capacity to fill the time gap until state and federal assets arrive is critical.

~1,500 char.

A regional Tactical CBRNE Rescue Team (TCRT) would consist of highly trained individuals, some of whom are already members of the FEMA US&R team, and appropriate equipment for responding to and sustaining a significant structural collapse or failure incident following a CBRNE event or natural disaster. At its core, the Regional TCRT would be multi-disciplinary, incorporating fire service, law enforcement, medical, and public works personnel. A TCRT working group has already been established, and has worked to discuss team structure, equipment and training needs, policies and procedures, and sustainability elements. The TCRT plans to utilize best practices from other UASis and States that have successfully created a similar capacities across the country, such as in Newark, NJ, and Charlotte, NC. This will assist in maximizing efficiency throughout the initial phases of this concept.

~2,000 char.

~2,500 char.

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

3

FY 2007 Urban Area: MA - Boston Area

\$4,000,000

Investment Name: Regional CBRNE Tactical Rescue Team

Investment Phase: New

Is this a Multi-State / Urban Area Investment? No

II. Strategy

II.A. - Strategy - Enhancement Plan

Explain how this Investment supports Initiatives in the Program and Capability Enhancement Plan. Please reference relevant page numbers in the Enhancement Plan and confirm continued use of a FY 2006 Plan or an updated Plan. (Part of overall Investment 15,000 Char. Max)

~500 char.

This Investment supports the Commonwealth of Massachusetts Enhancement Plan, dated February 27, 2006 in multiple areas. The second page of the Enhancement Plan outlines the Initiatives and their corresponding National Priority/Capability from the Target Capabilities List. This Investment will specifically support five of the nine primary State initiatives; National Incident Management System (NIMS) Implementation, Regional Collaboration, Disaster Recovery, Improvised Explosive Device (IED) Preparedness, and CBRNE Preparedness.

~1,000 char.

National Incident Management System: This Investment will support both the State and Federal goals of the NIMS program. Deployment of the TCRT will utilize the incident command system and speed the institutionalization of NIMS and Unified Command across our region. (Page 17)

~1,500 char.

Regional Collaboration: This Investment will support and enhance regional collaboration by building upon current successes. This effort will leverage efforts made in implementing the current regional radiological program, as well as the capacities of individual department Hazmat Units. Further, three (3) of the nine (9) MBHSR jurisdictions currently have minimal structural collapse capabilities, which can be scaled to promote a regionally collaborated program. (Page 20) In addition, this Investment will serve as a means to bring together multi-disciplinary partners from throughout the MBHSR to address a commonly identified gap in regional preparedness.

~2,000 char.

Disaster Recovery: This Investment supports the disaster recovery initiative through the implementation of regional plans, policies, procedures and recovery teams. The Investment also seeks to ensure regional CBRNE TCRTs are operational and ready to efficiently respond with the necessary equipment and highly trained personnel to rescue trapped victims following a CBRNE incident, until other state and federal assets could be activated and arrive.

~2,500 char.

This Investment will require the purchase of specialized equipment to perform these functions, such equipment pods containing extraction and collapse recovery tools. (Page 26)

~3,000 char.

Improvised Explosive Device Preparedness: This Investment will support this initiative through increased regional efforts as well as response and recovery planning across agencies and jurisdictions. Critical infrastructure is located throughout the MBHSR, including subway and rail lines, bridges, tunnels, universities, and historical landmarks. An IED could easily compromise any of these locations, making it imperative that the MBHSR has the capacity to initiate an effective response with on duty personnel and in-house resources.

~3,500 char.

During the MBHSR's recent full-scale exercise, "Operation Poseidon," which included the detonation of a radiological IED in a crowded shopping area, a number of response and recovery gaps were identified which this investment seeks to address. These included structural collapse rescue, medical response to a CBRNE incident, and patient triage and decontamination. In establishing a regional TCRT, the region seeks to build the capacity to effectively address identified response gaps.

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

3

FY 2007 Urban Area: MA - Boston Area

\$4,000,000

Investment Name: Regional CBRNE Tactical Rescue Team

Investment Phase: New

Is this a Multi-State / Urban Area Investment? No

II.B. Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. (Part of overall Investment 15,000 Char. Max)

~500 char.

This is a new Investment, but very much supports all aspects and areas throughout the Metro-Boston Homeland Security Updated Urban Area Homeland Security Strategy Submission, dated February 2006. The Security Strategy is divided into the four parts of the emergency management life-cycle; prevent/prepare, protect, respond, and recover. This Investment aligns with the protection, response and recovery components. First, the Investment aligns with Goal 2, to ensure the MBHSR can effectively protect the Region from terrorist attacks and catastrophic events (Page 10). Second, the Investment aligns with Goal 3, to ensure the MBHSR can effectively respond to terrorist attacks and catastrophic events in both the short and long term (Page 11). Third, the Investment aligns with Goal 4, to ensure the MBHSR has the capability to effectively recover from terrorist attacks and catastrophic events (Page 15).

~1,000 char.

Protect/Prevent: This Investment will assist in ensuring that during the initial phases of a CBRNE event or natural disaster, the MBHSR will have the capacity to respond in an organized and effective manner with highly trained rescue personnel and equipment, thereby minimizing the extent of loss of property or life. This aligns with region's long term Objective (2.3.1) of continually assessing the need for equipment required to initiate a safe response (Page 11).

~1,500 char.

Response: This Investment strengthens Objective 3.4 (Page 13) by building upon currently established, similar and successful programs, such as those for Radiological Response. The TCRTs would begin to correct an identified deficiency in regional CBRNE response and recovery, but would be constructed using successful program templates.

~2,000 char.

Additionally, this Investment extends Objective 3.5.1 (Page 14), in that the MBHSR will continue to enhance regional response and recovery capabilities, including use of a "team" structure, as appropriate, responsible for effectively preparing for (and responding to) a CBRNE WMD incident and/or natural disaster. The regional construct of the TCRT, combined with the specialization of personnel and equipment ensures promotion of this Objective.

~2,500 char.

Recovery: In addition to enhancing the region's ability to initiate an effective response, the support of a TRCT will also bolster the region's capacity as the scene transitions from the response to recovery phase. Highly trained regional partners will be able to manage recovery operations for multiple operational periods, and complement outside personnel and resources in the event of an event requiring significant outside assistance.

~3,000 char.

~3,500 char.

Investment Heading

INVESTMENT # **3** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$4,000,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Regional CBRNE Tactical Rescue Team**

Investment Phase: **New**

Is this a Multi-State / Urban Area Investment? **No**

II.C. - Strategy - Target Capabilities

From the drop-down boxes, select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability

WMD/ Hazardous Materials Response and

Primary Target Capability Narrative (500 Char. Max)

This Investment supports the target capability by enhancing the Region's current capacity to respond uniformly to a WMD incident that compromises public safety. The procurement of specialized response equipment, the specialized training of regional first responders, and the establishment of an organized response structure for the TRCT will all bolster MBHSR preparedness.

Secondary Target Capability (1)

Urban Search and Rescue

Secondary Target Capability (2)

Structural Damage and Mitigation

Secondary Target Capability (3)

Public Safety and Security Response

Secondary Target Capability (4)

Triage and Pre-Hospital Treatment

II.D. - Strategy - National Priorities

From the drop-down boxes, select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority (1)

Strengthen CBRNE Detection, Response, &

National Priority (2)

Expanded Regional Collaboration

National Priority (3)

Implement the NIMS and NRP

National Priority (4)

Strengthen Medical Surge and Mass Prophylaxis

III. Implementation

III.A. - Funding Plan

Provide the total estimated cost for the FY 2007 HSGP period of performance for this Investment by completing the following table:

- Provide solution area costs (including personnel); for funding sources other than FY 2007 HSGP funds, identify the funding source
- For each solution area that has an associated FY 2007 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)

	FY 2007 Homeland Security Grant Program Request					FY 2007 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	LETPP	MMRS	CCP					
Planning		\$100,000				\$100,000				\$100,000
Organization										
Equipment		\$2,000,000				\$2,000,000				\$2,000,000
Training		\$1,000,000				\$1,000,000				\$1,000,000
Exercises		\$780,000				\$780,000				\$780,000
M&A		\$120,000				\$120,000				\$120,000
Total		\$4,000,000				\$4,000,000				\$4,000,000

Investment Phase:

Is this a Multi-State / Urban Area Investment?

Planning (500 Char. Max)

Funds will be utilized to support the establishment of a regional multi-discipline, multi-jurisdictional steering committee to implement the investment. This committee will be a cross matrix of managerial, operational and support personnel ensuring planning addresses all levels of organizational structure and operations, with specialized personnel from Boston, Cambridge and Everett in leadership roles. Planning will be a continuous, iterative process owned and directed by regional stakeholders.

Organization (500 Char. Max)

Equipment (500 Char. Max)

Equipment purchases are a critical component of this investment, and funding will be utilized for five types of equipment: medical, rescue, communications, technical support, and logistics. Equipment purchases will be consistent with the Federal Approved Equipment List. In addition, the need for regional heavy-duty rescue vehicles would be sought to facilitate the sharing of resources and provide redundancy in the event of a large incident where a portion of the TRCT may be compromised.

Training (500 Char. Max)

It is expected that the resulting operation assets of the TRCT developed and/or refined under this investment will be incorporated in training at all levels of applicable public safety organizations. Subsequently, funding for training will be supported in the Training and Exercises Investment. Sustainability of advanced training will be achieved by in-house refresher training, relationships with current FEMA US&R members, and the seeking of additional funding sources.

Exercise (500 Char. Max)

After incorporation of the applicable training, it is expected that the standards and capabilities set in through the implementation the TRCT will be operationally vetted during regional exercises. Subsequently, funding for exercises will be supported in the Training and Exercises Investment. As in the past, it is imperative that future exercises test and improve regional collaboration, and work to address identified gaps and shortcomings.

Management & Administration (500 Char. Max)

Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) and the Steering Committee that will oversee this investment.

Investment Heading

INVESTMENT # State/Territory Name: **Massachusetts**

FY 2007 HSGP Funding Request:

3

FY 2007 Urban Area: **MA - Boston Area**

\$4,000,000

Investment Name: **Regional CBRNE Tactical Rescue Team**

Investment Phase: **New**

Is this a Multi-State / Urban Area Investment? **No**

III.B. - Milestones

Provide specific milestones for the Investment over the FY 2007 HSGP period of performance, including a description and start and end dates for each milestone; up to 10 milestones may be provided. (500 Char. max per milestone)

Milestone #1

Establish program. Implement plans, procedures and MOAs between communities utilizing best practices from similar teams from across the country. Determine what level of training is needed and from where the capability/aptitude exists.

Start Date: **01/01/08**

End Date: **04/01/08**

Milestone #2

Recruit personnel to fill identified team roles and establish firm organizational structure.

Start Date: **01/01/08**

End Date: **07/01/08**

Milestone #3

Organize, establish and implement TCRT training and exercise program.

Start Date: **01/01/08**

End Date: **07/01/08**

Milestone #4

Conduct requirements analysis and recommend equipment procurements.

Start Date: **01/01/08**

End Date: **07/01/08**

Milestone #5

Conduct TCRT exercise drill.

Start Date: **09/01/08**

End Date: **07/01/08**

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

3

FY 2007 Urban Area: MA - Boston Area

\$4,000,000

Investment Name: Regional CBRNE Tactical Rescue Team

Investment Phase: New

Is this a Multi-State / Urban Area Investment? No

Milestone #6

Enact partnerships with non-UASI stakeholders.

Start Date: 01/01/08

End Date: 07/01/10

Milestone #7

Review/update TCRT plans and procedures.

Start Date: 01/01/08

End Date: 07/01/10

Milestone #8

Start Date:

End Date:

Milestone #9

Start Date:

End Date:

Milestone #10

Start Date:

End Date:

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

3

FY 2007 Urban Area: MA - Boston Area

\$4,000,000

Investment Name: Regional CBRNE Tactical Rescue Team

Investment Phase: New

Is this a Multi-State / Urban Area Investment? No

III.C. - Project Management

Describe the management team that is directly responsible for the implementation of this investment. Specifically, describe any key investment roles and responsibilities, structures, and subject matter expertise required by this investment, including at least the project manager and the contracts management structure. An organizational chart may be included in the response. (Part of overall investment 15,000 Char. Max)

~500 char.

MOEP will manage this investment in coordination with a Regional CBRNE Investment Subcommittee composed of regional stakeholders and subject management experts, augmented by staff support from MOEP. This Regional Investment Subcommittee will collectively manage and implement their project plan for this investment. The Subcommittee will present project plans, priorities and report on progress to the JPOC committee for approval. Working Groups will be developed as needed to address specific milestones in the investment schedule. Other Working Groups will be formed as needed to support implementation.

~1,000 char.

The MOEP staff is comprised of a Director, two Assistant Directors, a Finance Manager, and five Discipline Coordinators. The Director directs and oversees all aspects of MOEP and manages communication with the Mayor of Boston, the jurisdictions' Chief Executive Officers, and the Jurisdiction Points of Contact. The Assistant Directors handle investment development, management, and coordination for the MBHSR and oversee the activities of the Discipline Coordinators. The Finance Manager is responsible for the fiscal tasks related to all regional HS grants, which includes processing invoices for approved support related to this investment. Each discipline is assigned a Discipline Coordinator, who coordinate regional planning and communication, amongst their respective Discipline Subcommittees, Law Enforcement, Fire Services, Emergency Medical Services, Emergency Management, Public Health, and Health Care. The Fire Service Discipline Coordinator will be the Program Manager for this investment.

~1,500 char.

~2,000 char.

Equipment: Equipment procurement is a significant component of creating the TRCT. To ensure compatibility across disciplines and jurisdictions, the Investment Group will ensure that any equipment purchased will be interchangeable both regionally and with the Federal US&R team. The use of a database to catalogue resources will ensure availability to all regional partners and identify the specific amount and location of any equipment procured, along with clearly established procedures, including mutual aid, for requesting the resources.

~2,500 char.

Training: Maintenance of training and personnel certification will be the responsibility of the MBHSR, the TRCT Investment Group, and the training departments of each participating agency. Records will be kept indicating the dates, locations, and specific trainings received by each individual, as well as requirements for refreshers and recertification's. As training is the backbone to this investment, management of this component is critical. To ensure maximum efficiency when training personnel, personnel will be trained in a mixed jurisdiction / cross-disciplinary environment to the greatest extent possible. This component will be managed by the Investment Group and by the Discipline Coordinator assigned to augment project management.

~3,000 char.

~3,500 char.

Operations: Operationally, regional SME's will be utilized for their expertise in how to construct the required MOUs for a TRCT, as well how to properly construct and manage activation procedures. The Investment Group as a whole will work to established an agreed upon activation and dispatch mechanism for response resources and personnel. In addition, the group will continue to reach out to various State and Federal officials, as well as SME's from across the country in an effort to facilitate the most efficient operational plan possible.

Organization Chart Included? Yes

Investment Heading

INVESTMENT # State/Territory Name: **Massachusetts**

FY 2007 HSGP Funding Request:

3

FY 2007 Urban Area: **MA - Boston Area**

\$4,000,000

Investment Name: **Regional CBRNE Tactical Rescue Team**

Investment Phase: **New**

Is this a Multi-State / Urban Area Investment? **No**

III.D. - Investment Challenges

List and describe up to five potential challenges to effective implementation of this Investment over the entire FY 2007 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge (100 Char. Max)	Probability/Impact	Mitigation Strategy (500 Char. Max)
1. Funding annual continuing education and training requirements	Probability	Enacting partnerships with Executive Office of Public Safety to provide training opportunities. Through a limitation of the scale of the teams throughout the regions, municipal sustainability can be factored.
	High	
	Impact	
	Medium	
2. Municipality commitments	Probability	Municipalities and public safety agencies will be expected to make a written commitment to provide personnel (to be trained and deployed) and sustain trainings and certifications, and maintain equipment. Response teams would be incrementally fielded.
	High	
	Impact	
	High	
3.	Probability	
	Impact	
4.	Probability	
	Impact	
5.	Probability	
	Impact	

Investment Heading

INVESTMENT #	State/Territory Name:	Massachusetts	FY 2007 HSGP Funding Request:
3	FY 2007 Urban Area:	MA - Boston Area	\$4,000,000
	Investment Name:	Regional CBRNE Tactical Rescue Team	
	Investment Phase:	New	
	Is this a Multi-State / Urban Area Investment?	No	

IV. Impact

IV.A. - Impact

What outcomes will indicate that this Investment is successful at the end of the FY 2007 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

~500 char.
→

The benefit of regional Tactical CBRNE Response Teams would be that a local or MBHSR incident could be responded to immediately, and any hazard site could be appropriately managed until federal assistance (if necessary) arrived. Since most deaths occur within the first one to two hours of an incident, the needs for immediate response and logistical capacity are critical. There exists a significant void in the regional capacity to respond to structural collapse in the event of a CBRNE event or natural disaster.

~1,000 char.
→

Through this Investment, the MBHSR will be able to expand the scope of resource identification including key resources and sources of specified expertise, which may be needed to call upon in the event of a CBRNE incident (e.g., public health, hospitals, law enforcement). Further, local first responders gain the capability to facilitate the effective and efficient response to an "all-hazards" incident and to strengthen such a response including CBRNE detection, response and decontamination, and the ability to facilitate a robust recovery.

~1,500 char.
→

The fielding of the TCRT would be de-centralized and scalable. De-centralization fosters a region wide approach, while ensuring an incident in one jurisdiction does not eliminate the resource. Scalability ensures availability of necessary resources, no matter incident size, while unencumbered resources remain available for another incident or another location affected by the same incident. Core functional capability will be resident within each jurisdiction, with additional specialization spread regionally.

~2,000 char.
→

The Investment will result in NIMS compliant regional TCRTs, with a command component, a rescue component, a search component, a technical component, a medical component, a safety component, and a security component. TCRT personnel will be spread across the region, based on existing expertise or aptitude. Additionally, once the TCRT's are successfully established, each jurisdiction will possess and maintain a baseline rescue, medical, and security component, with personnel who can seamlessly incorporate into a TCRT depending on the incident and/or its location.

~2,500 char.
→

Finally, towards enhancement of target capabilities, the Investment will support the target capability by enhancing the Region's current capacity to respond uniformly to a WMD incident that compromises public safety. The procurement of specialized response equipment, the specialized training of regional first responders, and the establishment of an organized response structure for the TCRT will all bolster MBHSR preparedness by improving the Region's urban search and rescue, structural damage and mitigation capabilities, response capabilities and pre hospital triaging to such an incident.

~3,000 char.
→

~3,500 char.
→

Investment Heading

INVESTMENT # **3** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$4,000,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Regional CBRNE Tactical Rescue Team**

Investment Phase: **New**

Is this a Multi-State / Urban Area Investment? **No**

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities developed by this Investment? (Part of overall Investment 15,000 Char. Max)

The MBHSR will work to sustain this Investment through integration with current jurisdictional and Commonwealth operations, as well as through partnerships with non-MBHSR stakeholders.

~500 char. → For equipment related sustainability, annual personnel protective equipment maintenance is currently accomplished with agency operational budgets. Any equipment procured through this investment would be the responsibility of the region to maintain and sustain, and appropriate MOUs would be drafted with any regional agency receiving equipment to ensure this. Additionally, equipment received would be scaled appropriately according to each jurisdiction's capacity to maintain such equipment. This will ensure that any equipment received will be sustained to the best of the region's ability.

~1,000 char. → As mentioned, with training being the most critical component of this investment, sustainability is paramount. To help maintain training and sustain the TRCT, the MBHSR will leverage expertise of personnel attached to the Beverly FEMA US&R Team, including tapping into their ability to serve as instructors. It will also be incumbent upon the Investment Group to continue to work to identify a means to continue training using in-house mechanisms, train-the-trainer methodology, or other avenues.

~1,500 char. → Coordination with the Commonwealth's Executive Office of Public Safety will provide further avenues for sustainment. Furthermore, capability sustainment is achieved by building upon successful partnerships with non-governmental stakeholders, such as those enacted with the Massachusetts Institute of Technology (MIT) and the MBHSR's Radiological program. Through the radiological partnership, MIT hosts and maintains calibration equipment for regional usage as well as securing the radiological source.

~2,000 char. → Additionally, MBHSR will work to sustain this Investment through capitalizing on local and state aid as well as other federal resources that become available.

~2,500 char. →

~3,000 char. →

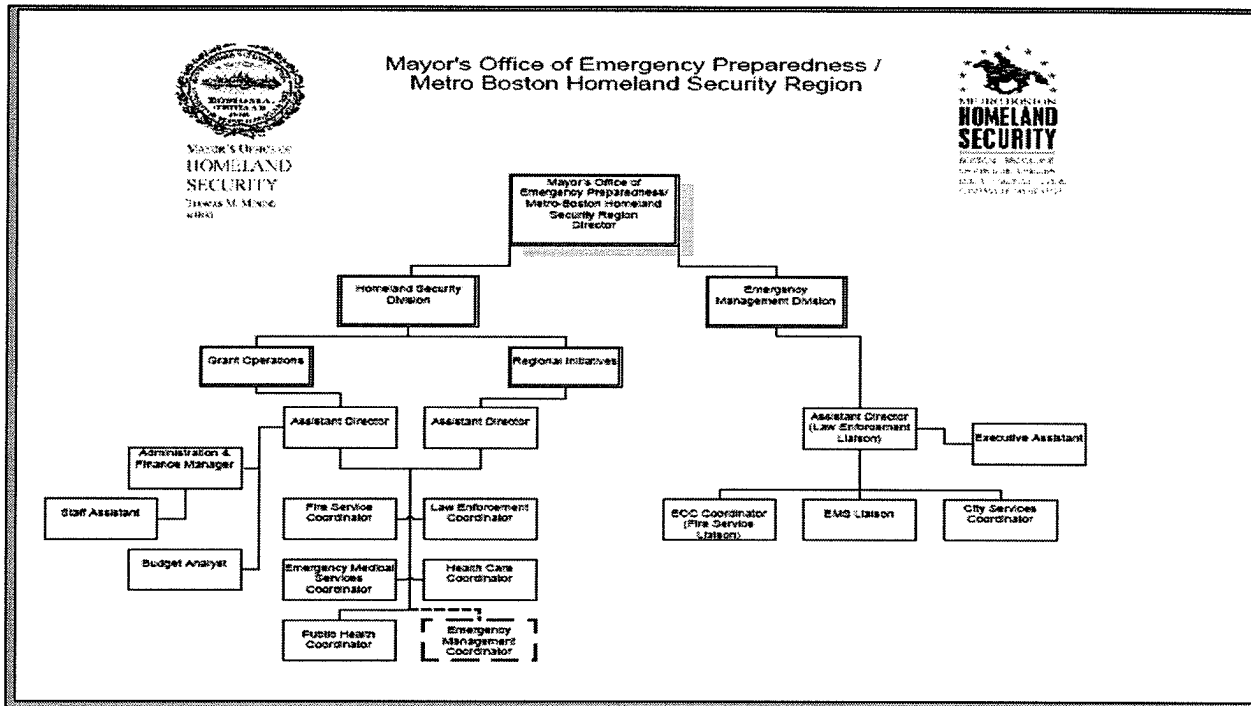
~3,500 char. →

Investment Heading

INVESTMENT #	State/Territory Name:	Massachusetts	FY 2007 HSGP Funding Request:
3	FY 2007 Urban Area:	MA - Boston Area	\$4,000,000
	Investment Name:	Regional CBRNE Tactical Rescue Team	
	Investment Phase:	New	
	Is this a Multi-State / Urban Area Investment?	No	

V. Attachment(s) - Optional Section

V.A. - Attachment(s)



Investment Name:

Investment Phase:

Ongoing

Is this a Multi-State / Urban Area Investment?

No

If yes, with which State(s) / Urban Area(s)?

Funding Self Check:

OK

I. Baseline

I.A. - Baseline - FY 2006 Request Name and Funding

If the investment was included in the FY 2006 HSGP request, please provide the name of this investment and the total amount of FY 2006 HSGP funding that was dedicated to this investment, if any. (100 Char. Max for Investment Name)

Regional Evacuation, Mass Care & Pandemic Flu Planning & Preparedness

FY 2006 HSGP funding:

\$1,341,250

I.B. - Baseline - Description

Provide a summary description of the current state of this investment, its objectives, and any outcomes that will be completed prior to the application of FY 2007 HSGP funds. Describe the capability gap(s) that this investment is intended to address. Discuss why this investment was selected over other options. (2,500 Char. Max)

This investment was included in the FY06 Grant Application, however given that the total UASI funding awarded to the Boston urban area was significantly less than requested, this investment was only allocated 1/3 of the original funding request. As a result many of the milestones identified in the FY06 Investment Justification will not be completed prior to the application of FY07 HSGP funds.

~500 char.

The objective of the FY06 investment was to execute planning, conduct exercises and procure equipment and supplies to support evacuation, mass care, and pandemic flu planning. For FY07, this investment will focus on regional planning and the procurement of equipment to support evacuation, mass care, and sheltering. Pandemic flu planning is included as a separate investment entitled Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness.

~1,000 char.

The DHS Nationwide Plan Review conducted during 2006 provided a comprehensive self assessment (Phase I) and independent DHS peer review (Phase II) of Evacuation and Mass Care Plans. The self assessment and the DHS report card noted that UASI evacuation and mass care annexes are partially sufficient and can meet some but not all of the requirements of a catastrophic incident.

~1,500 char.

In the past, jurisdictions have worked independently in developing evacuation, mass care, and sheltering plans. For example, the city of Boston developed an evacuation plan and posted evacuation signs throughout the city, however the plan needs to be expanded to incorporate plans from surrounding jurisdictions. Among the stakeholders that actively participate in the regional projects, there is not a shared understanding of the plans and resources in place across the region. This investment will address those gaps by setting up a governing structure to collaborate on developing regional evacuation and mass care plans. Furthermore, this investment was deemed a priority over other options as the recent events in New Orleans continue to remind us of the necessity to constantly work towards updating and improving the Region's existing evacuation, mass care, and sheltering plans.

~2,000 char.

~2,500 char.

Investment Heading

INVESTMENT # **4** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,500,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Regional Evacuation, Mass Care & Shelter**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

II. Strategy

II.A. - Strategy - Enhancement Plan

Explain how this Investment supports Initiatives in the Program and Capability Enhancement Plan. Please reference relevant page numbers in the Enhancement Plan and confirm continued use of a FY 2006 Plan or an updated Plan. (Part of overall Investment 15,000 Char. Max)

~500 char.

This Investment supports the Commonwealth of Massachusetts Enhancement Plan dated February 27, 2006 in multiple areas. The second page of the Enhancement Plan outlines the Initiatives and their corresponding National Priority/Capability from the Target Capabilities List. This Investment will specifically support two of the primary State initiatives; regional collaboration and disaster recovery.

~1,000 char.

Regional Collaboration: This Investment supports the Regional Collaboration Initiative (pages 20-22) in the Enhancement Plan. The Regional Collaboration Initiative identifies the need for continued support and planning to further regional collaboration across the Commonwealth. Specifically, under the Regional Collaboration Initiative an Integrated Resource Management Plan (IRMP) will be developed which will include the development of integrated regional and statewide evacuation, sheltering and mass care plans; traffic management plans; Fire and Emergency Medical service plans; emergency notification plans, to include special populations; resource tracking; volunteer and private sector resource identification and protocol development.

~1,500 char.

Disaster Recovery: This investment supports the Disaster Recovery Initiative (pages 26-28) through increased regional evacuation and mass care planning that will include issues such as recovery roles and responsibilities of individual agencies, repatriation of residents, and individual and public assistance.

~2,000 char.

This Investment supports these State Enhancement Plan Initiatives by enhancing the Region's current evacuation and mass care plans to ensure coordination within the Region and the state, as well as working with the Commonwealth to establish "critical linkages for coordination of volunteer services and organizations".

~2,500 char.

~3,000 char.

~3,500 char.

Investment Heading

INVESTMENT # **4** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,500,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Regional Evacuation, Mass Care & Shelter**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

II.B. Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. (Part of overall Investment 15,000 Char. Max)

- ~500 char. →
- ~1,000 char. →
- ~1,500 char. →
- ~2,000 char. →
- ~2,500 char. →
- ~3,000 char. →
- ~3,500 char. →

This Investment supports multiple aspects and areas throughout the Metro-Boston Homeland Security Updated Urban Area Homeland Security Strategy Submission, dated February 2006. The Security Strategy is divided into the four phases of the emergency management life-cycle; prevent/prepare, protect, respond, and recover. It is clear that this Investment for continued evacuation and mass care planning will enhance the regions goals.

Prevent/Prepare: This Investment will ensure the Metro Boston Homeland Security Region (MBHSR) will actively prepare for evacuation and mass care during or in reaction to catastrophic events (Pg. 7-9). It is imperative these plans are communicated to the public in order to increase preparedness through education, cooperation and community involvement.

Protect: This Investment will ensure the MBHSR can effectively protect the Region and its residents through increased collaboration and ongoing establishment of MOAs, mutual aid agreements amongst jurisdictions, agencies and disciplines. (Pg. 10-11).

Respond: This Investment ensures the MBHSR can effectively respond to terrorist attacks and catastrophic events in both the short and long-term. Specifically, objective 3.4 to develop and maintain, as appropriate, regional response capabilities following a terrorist or catastrophic event and objective 3.5 to work towards coordinated public/private emergency preparedness initiatives in the MBHSR. This Investment supports Goal 3 and Objectives 3.4 and 3.5 by enhancing and coordinating existing evacuation and sheltering and mass care plans across the region and by putting in place regional equipment stockpiles necessary for sheltering and caring for individuals in response to a terrorist event or natural disaster. (Pg. 11-15)

Recover: This Investment will help to ensure the MBHSR has the capability to effectively recover from terrorist attacks and catastrophic events (Pg. 15-16).

Finally, this Investment will enhance the regions ability to prepare and protect itself by supporting and enhancing mutual aid agreements, memorandums of agreement and strengthening regional response plans, policies, and procedures.

Investment Heading

INVESTMENT # **4** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,500,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Regional Evacuation, Mass Care & Shelter**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

II.C. - Strategy - Target Capabilities

From the drop-down boxes, select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability

Citizen Evacuation and Shelter-in-Place

Primary Target Capability Narrative (500 Char. Max)

This Investment supports citizen evacuation and shelter-in-place through the development of and training on evacuation plans that are coordinated across the region and the state and sheltering and mass care plans that are coordinated across the region. This Investment will also ensure that the Region's shelters are properly stocked to care for large number of individuals.

Secondary Target Capability (1)

Mass Care (Sheltering, Feeding and

Secondary Target Capability (2)

Planning

Secondary Target Capability (3)

Critical Resource Logistics and

Secondary Target Capability (4)

Economic and Community Recovery

II.D. - Strategy - National Priorities

From the drop-down boxes, select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority (1)

Expanded Regional Collaboration

National Priority (2)

Strengthen Planning and Citizen Prepared

National Priority (3)

Implement the NIMS and NRP

National Priority (4)

Strengthen Information Sharing and Colla

III. Implementation

III.A. - Funding Plan

Provide the total estimated cost for the FY 2007 HSGP period of performance for this Investment by completing the following table:

- Provide solution area costs (including personnel); for funding sources other than FY 2007 HSGP funds, identify the funding source
- For each solution area that has an associated FY 2007 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)

	FY 2007 Homeland Security Grant Program Request					FY 2007 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	LETPP	MMRS	CCP					
Planning		\$655,000				\$655,000				\$655,000
Organization										
Equipment		\$400,000				\$400,000				\$400,000
Training		\$200,000				\$200,000				\$200,000
Exercises		\$200,000				\$200,000				\$200,000
M&A		\$45,000				\$45,000				\$45,000
Total		\$1,500,000				\$1,500,000				\$1,500,000

Investment Heading

INVESTMENT # State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request:

4 FY 2007 Urban Area: **MA - Boston Area** **\$1,500,000**

Investment Name: **Regional Evacuation, Mass Care & Shelter**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

Planning (500 Char. Max)

Funding will be used to support the integration of each jurisdiction's existing evacuation plan into a comprehensive regional evacuation plan that is aligned with efforts already underway at the state's emergency management agency. In cooperation with volunteer organizations like the American Red Cross, funding will also be used to develop a standard template for establishing a shelter, including specialized planning to address special and at-risk populations.

Organization (500 Char. Max)

Equipment (500 Char. Max)

Funding will be used to procure equipment and supplies for sheltering and mass care facilities; this procurement will be undertaken in consultation with the Investment on Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness in order to ensure that there is no duplication of efforts between the two investments, and emphasis will be placed on purchasing dual-use products that could be used in a community shelter and also in an alternate medical care site.

Training (500 Char. Max)

Funding will be used to develop and conduct regional training for first responder agencies and for the health and medical disciplines. Funding will also be used to develop and conduct both just-in-time and pre-event training for volunteers who are willing to assist at a shelter or an alternate medical care site.

Exercise (500 Char. Max)

Funding will be used to include evacuation and mass care scenarios in the MBHSR Training and exercise program; a particular emphasis will be placed on having each jurisdiction test the evacuation plan to ensure that it will fit into the regional evacuation plan.

Management & Administration (500 Char. Max)

Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) and the regional Investment committee that will be established to oversee this Investment.

Investment Heading

INVESTMENT # **4** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,500,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Regional Evacuation, Mass Care & Shelter**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

III.B. - Milestones

Provide specific milestones for the Investment over the FY 2007 HSGP period of performance, including a description and start and end dates for each milestone; up to 10 milestones may be provided. (500 Char. max per milestone)

Milestone #1
 Formalize regional governing structure to support implementation of this Investment. Develop Subcommittee charter to describe the purpose, authority, outcomes, scope, operating principles, membership and management.

Start Date: 01/01/08 **End Date:** 03/01/08

Milestone #2
 Assess existing evacuation plans for each jurisdiction to; Identify gaps through engineering analysis and traffic modeling; ensure there is a coordinated regional and statewide approach.

Start Date: 01/01/08 **End Date:** 03/01/08

Milestone #3
 Assess existing sheltering and mass care plans for each jurisdiction and conduct sheltering and mass care facility site assessments. Identify gaps in planning, facilities, staffing and equipment. Build upon surveys conducted by the Red Cross, the State, and local health departments. Update current sheltering and mass care plans to ensure there is a coordinated approach.

Start Date: 01/01/08 **End Date:** 02/01/09

Milestone #4
 To address staffing gaps, identify volunteers to staff shelter and mass care facilities. In collaboration with the Community Awareness and Public Participation Investment, craft strategies to solicit volunteers. Identify training needs and develop volunteer trainings using the experience of local CERTs and MRCs, as well as the American Red Cross.

Start Date: 01/01/08 **End Date:** 06/01/09

Milestone #5
 Integrate the MBHSR's Emergency Patient Tracking System, currently utilized for mass casualty incidents and large-scale public events, for use in a shelter setting. The bar code based scanning method will allow for family reunification and personal identification across multiple shelters or alternate medical care sites throughout the MBHSR.

Start Date: 03/01/08 **End Date:** 09/01/09

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts FY 2007 HSGP Funding Request:

4

FY 2007 Urban Area: MA - Boston Area \$1,500,000

Investment Name: Regional Evacuation, Mass Care & Shelter

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

Milestone #6

Work in collaboration with the Community Awareness and Public Participation Investment on pre-event messaging and risk-communication strategies to educate the public about evacuation plans and regional shelter locations.

Start Date: 03/01/08

End Date: 07/01/10

Milestone #7

In conjunction with the Regional Trainings and Exercises Investment, exercises will be created that test each jurisdiction's evacuation and mass care plans. Exercises and drills will also be created to test the mutual aid responses in the Region during a large-scale evacuation or sheltering event.

Start Date: 07/01/08

End Date: 07/01/10

Milestone #8

To address identified equipment gaps, procure and install multi-use equipment and supplies for sheltering and mass care facilities to support evacuation scenarios.

Start Date: 09/01/08

End Date: 07/01/10

Milestone #9

Develop and conduct training for first responders and other key points of contact in the region on the regional evacuation plan.

Start Date: 09/01/08

End Date: 07/01/10

Milestone #10

Start Date:

End Date:

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

4

FY 2007 Urban Area: MA - Boston Area

\$1,500,000

Investment Name: Regional Evacuation, Mass Care & Shelter

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

III.C. - Project Management

Describe the management team that is directly responsible for the implementation of this Investment. Specifically, describe any key Investment roles and responsibilities, structures, and subject matter expertise required by this Investment, including at least the project manager and the contracts management structure. An organizational chart may be included in the response. (Part of overall Investment 15,000 Char. Max)

~500 char.

MOEP in coordination with the Regional Evacuation Subcommittee is responsible for the oversight of evacuation and mass care planning across the MBHSR. The governing subcommittee will be comprised of personnel from each of the nine jurisdictions and will be primarily responsible for the development of evacuation, mass care, and sheltering plans. Membership will cross all disciplines and jurisdictions. The Subcommittee will prioritize and recommend project plans to the Jurisdictional Points of Contact Committee for approval. The Subcommittee will manage and oversee the execution of all planning and support MOEP in completing the milestones identified above and will coordinate with Working Groups as needed. The Subcommittee will meet regularly to report on progress of the Investment schedule. Working Groups will be formed as needed to address specific milestones in the Investment schedule. For example, a Working Group may be formed to develop training for sheltering and mass care volunteer staff. The MOEP Assistant Director will be the Program Manager for this Investment.

~1,000 char.

The JPOC Committee is comprised of one senior point of contact from each of the nine jurisdictions who were appointed by the jurisdiction's Chief Executive Officer. The JPOCs ensure open and clear communication amongst disciplines in their city or town and represent their jurisdiction's disciplines at the bi-monthly JPOC meetings run by MOEP. The JPOCs will assist in identifying members for the Project Subcommittee and provide support as needed throughout implementation.

~1,500 char.

MOEP will manage all contractual support and will use the subcommittee to help write the scope of work to govern their work

~2,000 char.

Planning: Planning funding will be managed by the Program Manager in conjunction with the Subcommittee in order to support the creation, analysis and/or revision of each jurisdiction's existing evacuation plan into a comprehensive regional evacuation plan. In cooperation with volunteer organizations like the American Red Cross, funding utilized to develop a standard template for establishing shelters, including specialized planning to address special and at-risk populations may require independent consultants and will be contractually managed by MOEP and directed by the Subcommittee.

~2,500 char.

Equipment: The Regional Evacuation Subcommittee will conduct analysis, prioritize and make recommendations for the procurement of equipment and supplies for sheltering and mass care facilities; this procurement will be subject to approval of the JPOC committee and will be undertaken, administrated and contractually managed by MOEP.

~3,000 char.

Training: The Subcommittee will recommend and manage the development and conduct of regional training for first responder agencies and for the health and medical disciplines. Funding approved and utilized for these purposes will be contractually managed by MOEP.

~3,500 char.

Exercise: Regional evacuation plans, policies and procedures will be managed in coordination with the RHSTC and MOEP and will insure inclusion of evacuation and mass care scenarios in the MBHSR Training and exercise program.

Organization Chart Included? []

Investment Heading

4	INVESTMENT # State/Territory Name:	Massachusetts	FY 2007 HSGP Funding Request:
	FY 2007 Urban Area:	MA - Boston Area	\$1,500,000
	Investment Name:	Regional Evacuation, Mass Care & Shelter	
	Investment Phase:	Ongoing	
	Is this a Multi-State / Urban Area Investment?	No	

III.D. - Investment Challenges

List and describe up to five potential challenges to effective implementation of this Investment over the entire FY 2007 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge (100 Char. Max)	Probability/Impact	Mitigation Strategy (500 Char. Max)
1. Achieving buy in for the regional plans from the region's Chief Executive Officers	Probability	Leverage the Mayor's Office of Emergency Preparedness and the Jurisdictional Points of Contact relationships with the CEO's to provide an overview of the regional plans. Include the CEOs in developing the plans.
	Medium	
	Impact	
	High	
2. Lack of funding to outfit multiple shelters and mass care facilities within each jurisdiction.	Probability	Establish protocols to regionally manage and procure equipment and supplies.
	High	
	Impact	
	High	
3. Preparing the public and getting people to evacuate	Probability	This Investment will be coordinated with the Community Awareness and Public Participation Investment to educate citizens on evacuating and notify citizens of a need to evacuate. First responders will be trained on the evacuation plans.
	Medium	
	Impact	
	High	
4. Targeting special populations	Probability	This Investment will work with the Community Awareness and Public Participation Investment to ensure that strategies are developed which will integrate into the evacuation and sheltering process specific vulnerable populations.
	High	
	Impact	
	High	
5.	Probability	
	Impact	

Investment Heading

INVESTMENT # **4** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,500,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Regional Evacuation, Mass Care & Shelter**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

IV. Impact

IV.A. - Impact

What outcomes will indicate that this Investment is successful at the end of the FY 2007 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

- ~500 char. → Overall, the effective implementation of this investment will result in a first responder community that is well-trained in comprehensive plans for evacuation and sheltering and in a general public that has been made aware of the Region's emergency plans for evacuation and mass care. If both first responders and the general public are aware of the Region's emergency plans, then during a terrorist event or a natural disaster the evacuation and sheltering process will be vastly more efficient than in its current form, saving both time and lives.
- ~1,000 char. → Evacuation and sheltering and mass care plans will be up to date and coordinated across the region and will be integrated with the Commonwealth of Massachusetts's plans as a result of Investment. The plans pre-determine roles and responsibilities during an evacuation, resulting in a more effective response to an incident as immediate actions will be taken to save lives and meet basic human needs. The plans also include frameworks for special populations such as the homebound, elderly, infirmed, deaf, blind, non-English speakers, nursing home residents, and prisoners.
- ~1,500 char. → Integrated plans for evacuation and sheltering and mass care results in enhanced coordination of resources for the region. As a result of the sheltering and mass care facilities site assessment and subsequent procurement of equipment and supplies, facilities will be properly stocked to shelter and care for people who have been evacuated and require special care. This will also result in more effective response to an incident as facilities and supplies will be available to save lives and meet basic human needs.
- ~2,000 char. → Through training and exercising, first responders and other key points of contact in the region will know how to respond in the event of regional evacuation, or will know what roles to assume in the establishment and operations of a large-scale shelter.
- ~2,500 char. → Through training, volunteers will know how to set up a shelter and how to care for individuals under different emergency scenarios. The mass care capabilities resulting from this Investment will also support non-evacuation situations such as pandemic flu, surge capacity planning, and emergency dispensing of mass prophylaxis.
- ~3,000 char. → Finally, towards enhancement of target capabilities, the Investment will support citizen evacuation and shelter-in-place through the development of and training on regional evacuation plans. Moreover, the Investment will facilitate the further development of mass care capabilities, allow for effective resource management and strengthen economic and community recovery efforts.
- ~3,500 char. →

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

4

FY 2007 Urban Area: MA - Boston Area

\$1,500,000

Investment Name: Regional Evacuation, Mass Care & Shelter

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities developed by this Investment? (Part of overall Investment 15,000 Char. Max)

Updates to evacuation and sheltering and mass care plans will take place annually as part of mandatory reviews to the Comprehensive Emergency Management Plan (CEMP) as all of those scenarios as annexes to the CEMP.

~500 char. → The Investment Subcommittee will continue to serve as the governing structure for the projects associated with this investment, and this Subcommittee will maintain an ongoing regional planning process. In order to ensure continuation of the planning process, jurisdictions will contribute personnel and manpower to create, contribute, review, exercise, and amend the evacuation, shelter, and mass care plans.

~1,000 char. → In addition, the Investment Subcommittee members will work to ensure that the sheltering and mass care facilities continue to be equipped with adequate equipment and supplies. Regional agreements will be put in place to ensure that equipment and supplies identified as regional assets are shared across all jurisdictions.

~1,500 char. →

~2,000 char. →

~2,500 char. →

~3,000 char. →

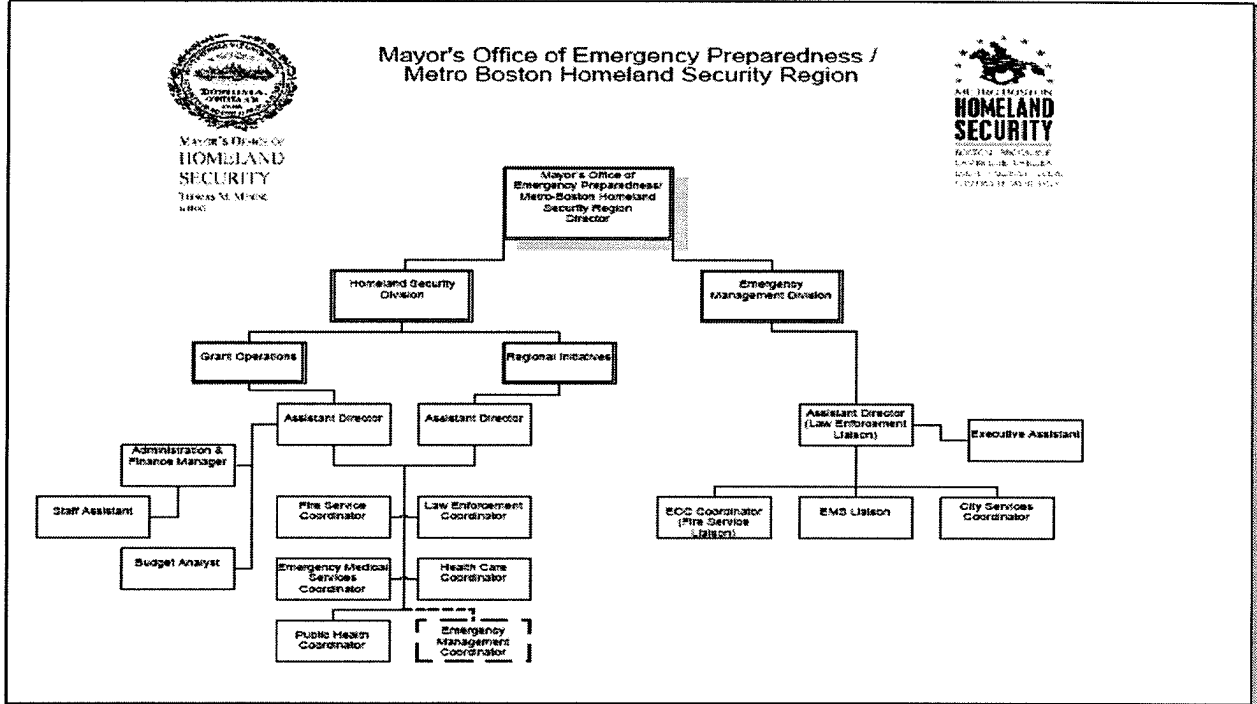
~3,500 char. →

Investment Heading

INVESTMENT # **4** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,500,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Regional Evacuation, Mass Care & Shelter**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

V. Attachment(s) - Optional Section

V.A. - Attachment(s)



Investment Heading

5	INVESTMENT # State/Territory Name:	Massachusetts	FY 2007 HSGP Funding Request:
	FY 2007 Urban Area:	MA - Boston Area	\$1,250,000
	Investment Name:	Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness	
	Investment Phase:	Ongoing	
	Is this a Multi-State / Urban Area Investment?	No	
	If yes, with which State(s) / Urban Area(s)?		
	Funding Self Check:	OK	

I. Baseline

I.A. - Baseline - FY 2006 Request Name and Funding

If the Investment was included in the FY 2006 HSGP request, please provide the name of this Investment and the total amount of FY 2006 HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

Regional Evacuation, Mass Care & Pandemic Flu Planning & Preparedness

FY 2006 HSGP funding:

\$1,341,250

I.B. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY 2007 HSGP funds. Describe the capability gap(s) that this Investment is intended to address. Discuss why this Investment was selected over other options. (2,500 Char. Max)

~500 char. → This Investment was included in the FY06 Grant Application, however given that the total UASI funding awarded to the Boston urban area was significantly less than the amount requested, this Investment was only allocated 1/3 of the original funding request. As a result many of the milestones identified in the FY06 Investment Justification will not be completed prior to the application of FY07 HSGP funds.

~1,000 char. → The objective of the FY06 Investment was to execute planning, conduct exercises and procure equipment and supplies to support evacuation, mass care, and pandemic flu planning. Due to the very broad nature of those three tasks, for FY07 the previous investment has been divided into two separate investments. Planning for evacuation routes and community sheltering is included as a separate investment entitled Regional Evacuation, Mass Care and Shelter.

~1,500 char. → For FY07, the purpose of this particular Investment (Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness) will be to focus on the design and implementation of plans for alternate medical care sites to enhance the Region's medical surge capacity and for mass dispensing sites to aid in vaccination or mass prophylaxis efforts. This Investment will also address all aspects of preparing for an outbreak of pandemic influenza including risk communication strategies, volunteer recruitment, and business continuity planning across both government and the private sector. Furthermore, this Investment was selected over other options as it will expand Boston's mass care, pandemic flu planning and medical surge capabilities and planning efforts.

~2,000 char. → By consolidating many of the health and medical challenges facing the MBHSR into one Investment, we hope to enable a greater degree of cooperation and collaboration with the Massachusetts Department of Public Health in response to an outbreak of pandemic influenza. Specifically this investment will build upon the guidance included in the Commonwealth of Massachusetts' Influenza Pandemic Preparedness Plan (October 2006) about expanding hospital surge capacity (pages 44-46), recruiting volunteers or retired health care professional to fill staffing shortages (pages 45-46) and establishing alternate medical care sites and other non-hospital locations for the provision of medical care (pages 48-50).

~2,500 char. →

Investment Heading

INVESTMENT # **5** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,250,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

II. Strategy

II.A. - Strategy - Enhancement Plan

Explain how this Investment supports Initiatives in the Program and Capability Enhancement Plan. Please reference relevant page numbers in the Enhancement Plan and confirm continued use of a FY 2006 Plan or an updated Plan. (Part of overall Investment 15,000 Char. Max)

~500 char.

This Investment supports the Commonwealth of Massachusetts Enhancement Plan dated February 27, 2006 in multiple areas. The second page of the Enhancement Plan outlines the Initiatives and their corresponding National Priority/Capability from the Target Capabilities List. This Investment will specifically support three of the nine primary State initiatives; National Incident Management System (NIMS) Implementation, Regional Collaboration, and Pandemic Preparedness.

~1,000 char.

National Incident Management System: This Investment will support both the State and Federal goals of the NIMS program. During an incident requiring evacuation or mass care, personnel will operate under the incident command system furthering the institutionalization of NIMS and Unified Command across our region. (Page 17)

~1,500 char.

Regional Collaboration: This Investment will support and enhance regional collaboration by building upon planning and operational efforts between the Commonwealth and Region. planning current successes. Specifically, under the Regional Collaboration Initiative an Integrated Resource Management Plan (IRMP) will be developed which will include the development of integrated regional and statewide evacuation, sheltering and mass care plans; traffic management plans; Fire and Emergency Medical service plan; emergency notification plans, to include special populations; resource tracking; volunteer and private sector resource identification and protocol development. (Page 20)

~2,000 char.

Statewide Pandemic Preparedness: This Investment supports Statewide Pandemic Preparedness by expanding upon regional and local training, exercise and education of the statewide pandemic preparedness and response plan; personal protective equipment; and coordination with resources administered by the Department of Public Health. Further, this Initiative will extend the development of regional and local pandemic influenza plan annexes to address and incorporate the various issues each discipline may face in dealing with an incident of this nature. (Page 23)

~2,500 char.

In addition to its adherence to the state's Capability Enhancement Plan, this Investment also aligns with federal planning documents related to pandemic flu preparedness, including the Implementation Plan for the National Strategy for Pandemic Influenza (May 2006). Most directly, this Investment will "promote connectivity" and information sharing between the public health and medical communities (pages 18-19) and will encourage "planning around health considerations" for both governmental and non-governmental entities, particularly businesses. (page 19)

~3,000 char.

~3,500 char.

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

5

FY 2007 Urban Area: MA - Boston Area

\$1,250,000

Investment Name: Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. (Part of overall Investment 15,000 Char. Max)

~500 char.

This Investment supports several Goals and Objectives found within the Metro-Boston Homeland Security Updated Urban Area Homeland Security Strategy Submission, dated February 2006. The Security Strategy is divided into the four parts of the emergency management life-cycle; prevent/prepare, protect, respond, and recover. This Investment aligns with three of the Region's four main goals, and with a number of smaller objectives within those Goals.

~1,000 char.

Prevent/Prepare: This Investment supports Objective 1.1 (page 7) by emphasizing the importance of community outreach and pre-event messaging to encourage the general public to undertake critical steps to prepare for a pandemic like establishing a family emergency plan or stockpiling food and water to last for up to a week in the event of an emergency.

~1,500 char.

Protect: This Investment strengthens Objective 3.4 (Page 13) by further developing regional response capabilities following a terrorist or catastrophic event. In particular, this Investment will continue the Region's efforts to bolster its mass casualty response plans and its system for tracking patients during a major emergency.

~2,000 char.

This Investment extends Objective 3.5 (Page 14), by re-affirming the Region's commitment to strengthening public-private partnerships on emergency preparedness initiatives through joint planning, training, and exercising. A particular emphasis will be placed on the need for joint planning between municipal public health agencies and the private EMS providers and hospitals; the close integration of these entities in an emergency operations context will be critical during a pandemic outbreak or a terrorist attack with a biological agent.

~2,500 char.

And this Investment, in conjunction with the Region's Community Awareness and Public Participation Investment, also addresses Objective 3.6 (page 14) by prioritizing the need for risk communications and public awareness plans that are coordinated across all nine jurisdictions.

~3,000 char.

Recover: This Investment supports Objective 4.1 (page 15) ensures that the MBHSR has the ability to efficiently recover from a terrorist attack or catastrophic event by emphasizing the need for a thorough recovery planning process and making a greater effort to incorporate the recovery process into both table top and full-scale exercises.

~3,500 char.

Lastly, this Investment supports Objective 4.2 (page 16) by enhancing continuity of operations (COOP) planning across both the public and private sectors. COOP and continuity of government (COG) will be encouraged through the expansion of mutual aid agreements and the incorporation of public-private sector partnerships. One area of emphasis will be placed on familiarizing the Region's administration and finance staff with the rules and regulations that surround cost-tracking during a catastrophic event.

Investment Heading

INVESTMENT # **5** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,250,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

II.C. - Strategy - Target Capabilities

From the drop-down boxes, select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability

Medical Surge

Primary Target Capability Narrative (500 Char. Max)

This Investment supports medical surge capacity in the Region's hospitals through the design and implementation of plans for alternate medical care sites that will help to relieve the overcrowding at hospitals which will result from a pandemic or a biological attack. This Investment will also enhance the Region's medical surge capacity through the purchase of dual-use equipment that could be utilized in either a community shelter or an alternate medical care setting.

Secondary Target Capability (1)

Planning

Secondary Target Capability (2)

Mass Prophylaxis

Secondary Target Capability (3)

Medical Supplies Management and

Secondary Target Capability (4)

Isolation and Quarantine

II.D. - Strategy - National Priorities

From the drop-down boxes, select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority (1)

Strengthen Medical Surge and Mass Prophecy

National Priority (2)

Expanded Regional Collaboration

National Priority (3)

Strengthen Planning and Citizen Prepared

National Priority (4)

Implement the NIMS and NRP

III. Implementation

III.A. - Funding Plan

Provide the total estimated cost for the FY 2007 HSGP period of performance for this Investment by completing the following table:

- Provide solution area costs (including personnel); for funding sources other than FY 2007 HSGP funds, identify the funding source
- For each solution area that has an associated FY 2007 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)

	FY 2007 Homeland Security Grant Program Request					FY 2007 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	LETPP	MMRS	CCP					
Planning		\$350,000				\$350,000				\$350,000
Organization										
Equipment		\$600,000				\$600,000				\$600,000
Training		\$112,500				\$112,500				\$112,500
Exercises		\$150,000				\$150,000				\$150,000
M&A		\$37,500				\$37,500				\$37,500
Total		\$1,250,000				\$1,250,000				\$1,250,000

Investment Heading

INVESTMENT # **5** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,250,000**
FY 2007 Urban Area: **MA - Boston Area**
Investment Name: **Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness**
Investment Phase: **Ongoing**
Is this a Multi-State / Urban Area Investment? **No**

Planning (500 Char. Max)

Funds will be utilized to support collaboration with private sector stakeholders in developing continuity of operations (COOP) plans and to ensure that every municipality within the region has a comprehensive continuity of government (COG) plan. Additionally, work will be done to enhance public-private sector partnerships so that the MBHSR can access additional resources during a catastrophic event.

Organization (500 Char. Max)

Equipment (500 Char. Max)

Funds will be used to procure dual-use equipment that could be utilized in either a community shelter, an alternate medical care site, or a point of dispensing clinic. All equipment purchased will be designated as regional assets and will be separated into scalable sets allowing for the deployment of either a small or large amount of equipment depending upon the situation.

Training (500 Char. Max)

Funds will be used to develop just-in-time training for Medical Reserve Corps members and other community volunteers in the specifics of operating a community shelter, an emergency dispensing site operations, or an alternate medical care sites. In the area of training, this Investment will coordinate activities with the Community Awareness and Public Participation Investment.

Exercise (500 Char. Max)

Funds will be utilized to craft an exercise series that tests each jurisdiction's ability to respond to a pandemic flu outbreak; the scenario will allow partners to test mutual aid agreements in event of pandemic. An additional exercise may be established involving the setup of an alternate medical care or emergency dispensing site; this exercise will be based on a similar exercise conducted with CDC funding by the Boston Public Health Commission as part of the Cities Readiness Initiative.

Management & Administration (500 Char. Max)

Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) and the Steering Committee that will oversee this Investment.

Investment Heading

INVESTMENT # **5** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,250,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

III.B. - Milestones

Provide specific milestones for the Investment over the FY 2007 HSGP period of performance, including a description and start and end dates for each milestone; up to 10 milestones may be provided. (500 Char. max per milestone)

Milestone #1

Enhance existing governing structure with creation of an Investment Subcommittee to support the implementation of this Investment. Membership will cross all disciplines and jurisdictions. Develop Subcommittee charter to describe the purpose, authority, outcomes, scope, operating principles, membership and management.

Start Date: 01/01/08 End Date: 03/01/08

Milestone #2

Identify regional locations with in each jurisdiction for alternate medical care sites, ISCU and shelters. Evaluate locations by geographic area, current infrastructure, and available capacity. Partner with Red Cross, other NGO aid organizations, and community groups that meet the needs of vulnerable populations in the development of site plans.

Start Date: 03/01/08 End Date: 03/01/09

Milestone #3

Research and identify dual-use equipment and supplies to support the establishment of community shelters, alternate medical care sites, or emergency dispensing clinics. Procure equipment and supplies.

Start Date: 03/01/08 End Date: 03/01/09

Milestone #4

Develop a staffing plan, command structure, and job action sheets for the alternate medical care and emergency dispensing sites. Identify staff by leveraging the Community Awareness and Public Participation Investment to solicit volunteers.

Start Date: 03/01/08 End Date: 03/01/09

Milestone #5

Develop, through the DelValle Institute for Emergency Preparedness, pre-event and just-in-time training for staff in the management and operation of a community shelter, alternate medical care site and mass dispensing clinics. Include specific training modules for Medical Reserve Core members and other community volunteers.

Start Date: 07/01/08 End Date: 12/31/09

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

5

FY 2007 Urban Area: MA - Boston Area

\$1,250,000

Investment Name: Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

Milestone #6

Create linguistically and culturally appropriate signage utilizing pictograms to display in community shelters, alternate medical care sites, and mass dispensing clinics. Utilize volunteer organizations and community-based partners in the development of signage.

Start Date: 07/01/08

End Date: 12/31/09

Milestone #7

Work with community groups and volunteer organizations to develop response plans that specifically address the needs of at-risk populations including the elderly, the non-English speaking, and persons with acute medical needs.

Start Date: 07/01/08

End Date: 07/01/10

Milestone #8

Develop an exercise series that tests each jurisdiction's ability to respond to a pandemic flu outbreak; the scenario will be scalable so it can apply to all jurisdictions within the Region and will focus on the multi-disciplinary response of a city or town to an influenza outbreak.

Start Date: 09/01/08

End Date: 07/01/09

Milestone #9

Develop exercise series to strengthen the working relationship of Medical Reserve Corps members and other community volunteers with pre-identified hospital and public health staff during the operation of a community shelter, an alternate medical care site or a mass dispensing clinic.

Start Date: 07/01/09

End Date: 04/01/10

Milestone #10

Start Date:

End Date:

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

5

FY 2007 Urban Area: MA - Boston Area

\$1,250,000

Investment Name: Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

III.C. - Project Management

Describe the management team that is directly responsible for the implementation of this Investment. Specifically, describe any key Investment roles and responsibilities, structures, and subject matter expertise required by this Investment, including at least the project manager and the contracts management structure. An organizational chart may be included in the response. (Part of overall Investment 15,000 Char. Max)

~500 char.

The Mayor's Office of Emergency Preparedness (MOEP) is directly responsible for the implementation of this Investment. Specific responsibilities include managing the overall Investment schedule and funding, managing communications with the multi-discipline, multi-jurisdictional Investment Subcommittee as well as the Jurisdictional Points of Contact (JPOCs) committee, administering training and the procurement of equipment and supplies.

~1,000 char.

The JPOC Committee is comprised of one senior point of contact from each of the nine jurisdictions who were appointed by the jurisdiction's Chief Executive Officer. The JPOCs ensure open and clear communication amongst disciplines in their city or town and represent their jurisdiction's disciplines at the bi-monthly JPOC meetings run by MOEP. The JPOCs will assist in identifying members for the Project Subcommittee and provide support as needed throughout implementation.

~1,500 char.

The Medical Investment Subcommittee will work in coordination with MOEP in implementation of this Investment. Membership will cross all disciplines and jurisdictions; however membership will have a heavy focus from the health care, public health and EMS disciplines in order to encourage a greater degree of cooperative planning with pandemic influenza planning efforts already underway among hospitals and the Massachusetts Department of Public Health.

~2,000 char.

The Subcommittee will meet regularly to monitor and report progress on the Investment and will support MOEP in completing the milestones identified in this justification. The Investment Subcommittee will convene Working Groups as needed to address specific milestones in the Investment schedule. To the greatest extent possible, the Investment Subcommittee will encourage collaborative planning across Subcommittees and groups using various funding streams (including CDC Bioterrorism funding and funding allocated to hospitals under the Hospital Preparedness Cooperative Agreement Grants Program).

~2,500 char.

Planning: MOEP working with the Medical Subcommittee will develop a scope of work to hire a contractor to assess the region's status IRT medical preparedness plans, recommend priorities, conduct analysis and revise the plans.

~3,000 char.

Equipment: The Medical Subcommittee will conduct an assessment of all equipment in the region and where the gaps are. MOEP will then purchase allowable equipment to reduce the gaps and etc.

~3,500 char.

Training and Exercises: The Medical Subcommittee will work with the RHSTC in order to incorporate these revised plans, policies and procedures into training for all relevant public safety personnel. Additionally, the Subcommittee will ensure that goals and objectives are set for exercises in order to adequately test plans and personnel in realistic operational scenarios. The Medical Subcommittee will fund and manage personnel to support all training and exercises pertaining to this investment.

Organization Chart Included? []

Investment Heading

INVESTMENT # **5** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,250,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

III.D. - Investment Challenges

List and describe up to five potential challenges to effective implementation of this Investment over the entire FY 2007 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge (100 Char. Max)	Probability/Impact	Mitigation Strategy (500 Char. Max)
1. Coordinating preparedness efforts with state and local public health agencies/departments	Probability	Utilize exiting stakeholder relationships to engage state and local public health agencies/departments in collaborative planning.
	Medium	
	Impact	
	Medium	
2. Meet staffing needs during a pandemic	Probability	Utilize Medical Reserve Corps and the Massachusetts Statewide Advanced Registration program to supplement staff during an incident. Incorporate volunteer recruitment efforts performed under the Community Awareness and Public Participation Investment.
	High	
	Impact	
	High	
3. Limited in patient bed capacity at hospitals within the MBHSP	Probability	Conduct planning and purchase equipment to support the establishment of alternate medical care sites in order to alleviate hospital overcrowding.
	High	
	Impact	
	Medium	
4. Ensure participation from public safety agencies in pandemic influenza exercises	Probability	Increase awareness levels about pandemic influenza among public safety agencies and implement training on proper safety precautions.
	Medium	
	Impact	
	Medium	
5.	Probability	
	Impact	

Investment Heading

INVESTMENT # **5** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,250,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

IV. Impact

IV.A. - Impact

What outcomes will indicate that this investment is successful at the end of the FY 2007 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

Overall, the effective implementation of this investment will result in the creation of comprehensive plans governing the region's response to a pandemic influenza outbreak and to the establishment of community shelters, alternate medical care sites, or mass dispensing locations.

~500 char. → The effective execution of this investment will ensure that the region's first responder agencies, health and medical disciplines, community volunteers, and the general public have been made aware of the Region's comprehensive plans. It will be imperative for any responder or volunteer to have both been trained to implement the plans and also tested on their application during a drill or exercise.

~1,000 char. → This investment will align regional pandemic influenza plans with the Commonwealth of Massachusetts' Influenza Pandemic Preparedness Plan (October 2006) and with corresponding national plans released by the Department of Health and Human Services and the Centers for Disease Control and Prevention. This will in turn allow for a more effective response from public safety agencies and from the health and medical communities, which will ultimately save lives and resources.

~1,500 char. → The effective implementation of this investment will bolster the volunteer recruitment efforts undertaken by local Medical Reserve Corps (MRC) and by Community Emergency Response Teams (CERT) as part of the Community Awareness and Public Participation Investment, and will work with both that investment and the Regional Evacuation, Mass Care and Shelter Investment to create and conduct specific trainings for the use of volunteers during a disaster.

~2,000 char. → Through training, volunteers will know how to set up a shelter and how to care for individuals under different emergency scenarios. The mass care capabilities resulting from this investment will also support non-pandemic situations including evacuation shelters or mass care sites.

~2,500 char. → Finally, towards enhancement of target capabilities, the investment will better enable hospitals to collectively handle a mass casualty, promote regional medical surge planning efforts, foster the readiness and integration of public information outreach by hospitals and public health departments, and accentuate that appropriate prophylaxis and vaccination strategies are implemented in a timely manner upon the onset of an event.

~3,000 char. →

~3,500 char. →

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

5

FY 2007 Urban Area: MA - Boston Area

\$1,250,000

Investment Name: Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities developed by this Investment? (Part of overall Investment 15,000 Char. Max)

~500 char.

Updates to regional pandemic preparedness plans will take place on a regular basis as part of the ongoing preparedness efforts of the MBHSR's hospitals and public health agencies. These updates will be coordinated with the Massachusetts Department of Public Health and with local emergency management agencies as part of mandatory reviews to the Comprehensive Emergency Management Plan (CEMP).

~1,000 char.

The Investment Subcommittee will continue to serve as the governing structure for the projects associated with this investment, and this Subcommittee will maintain an ongoing regional planning process. In order to ensure the continuation of the planning process, jurisdictions will contribute personnel and manpower to create, contribute, review, exercise, and amend the pandemic influenza, medical surge, and emergency dispensing plans. Wherever possible, the Investment Subcommittee will look to partner with volunteer organizations, including the American Red Cross, for site assessments and for detailed planning related to the establishment of shelters, alternate medical care sites, or mass dispensing clinics.

~1,500 char.

In addition, the Investment Subcommittee members will work to ensure that shelters, alternate medical care sites, or mass dispensing clinics are outfitted with adequate equipment and supplies. Regional agreements will be put in place to ensure that equipment and supplies are identified as regional assets and are shared across all jurisdictions. Towards this end, a protocol will developed to govern the deployment of any stockpiled materials and efforts will be made to ensure the replacement of used equipment by the requesting agency.

~2,000 char.

~2,500 char.

~3,000 char.

~3,500 char.

Investment Heading

INVESTMENT # State/Territory Name: **Massachusetts**

FY 2007 HSGP Funding Request:

5

FY 2007 Urban Area: **MA - Boston Area**

\$1,250,000

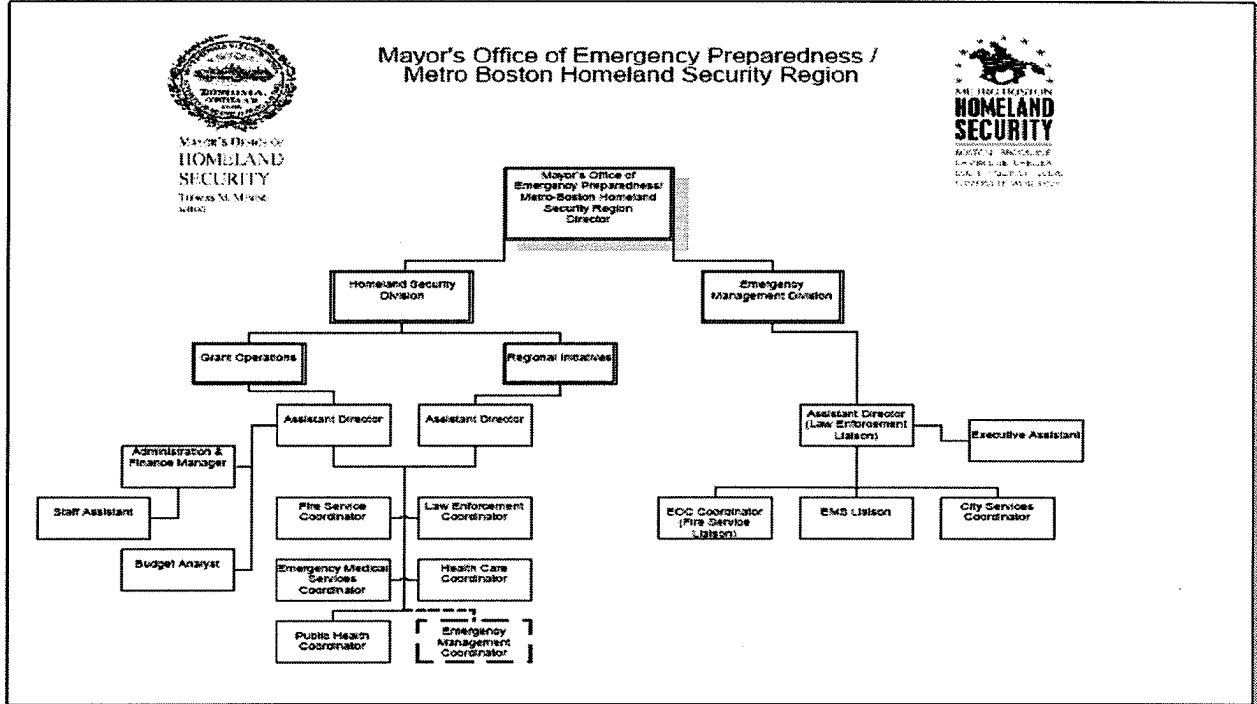
Investment Name: **Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

V. Attachment(s) - Optional Section

V.A. - Attachment(s)



Investment Heading

INVESTMENT # **6** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$2,500,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Regional Homeland Security Integrated Training and Exercise Program**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

If yes, with which State(s) / Urban Area(s)?

Funding Self Check: **OK**

I. Baseline

I.A. - Baseline - FY 2006 Request Name and Funding

If the Investment was included in the FY 2006 HSGP request, please provide the name of this Investment and the total amount of FY 2006 HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

NIMS Training, Integrated H.S. Exercise Program, and Regional H.S. Training Program

FY 2006 HSGP funding:

\$2,268,249

I.B. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY 2007 HSGP funds. Describe the capability gap(s) that this Investment is intended to address. Discuss why this Investment was selected over other options. (2,500 Char. Max)

~500 char.

The purpose of this Investment is to implement an Integrated Training and Exercise Program within the Metro Boston Homeland Security Region (MBHSR) in order to establish, coordinate, and maintain the availability of a high quality, comprehensive preparedness program across the Region. Furthermore, this Investment will help MBHSR gain an objective assessment of its first responder capacity to prevent or respond to and recover from an all hazards incident. Such an assessment will allow for modifications or improvements to be made to all existing emergency management plans before a real incident occurs.

~1,000 char.

Unfortunately, aggressive awareness and prevention efforts cannot provide a 100% guarantee that all terrorist attacks will be prevented. Therefore, it must be a top priority for the MBHSR to be prepared to mitigate any natural or man made hazard that would both disrupt service and cause mass casualties. Training and exercises are a critical part of a better prepared MBHSR region as they will allow first responders to hone their skills in a risk free environment.

~1,500 char.

Through previous years Investment funding, the Region, in coordination with federal, state and private sector partners, completed various training and exercise programs that have emphasized incident command, communications interoperability, intelligence sharing and prevention, and CBRNE response. As in the past, the goal of this Investment will continue to address the various gaps and deficiencies identified in the MBHSR exercise cycle. This Investment will focus on intelligence and information sharing, unified command, public information and risk communication, and strategic level decision making.

~2,000 char.

This Investment provides the opportunity to evaluate the effectiveness of training, policies, procedures, and protocols as well as providing the opportunity to evaluate the use of specialized teams and equipments. Through exercises and subsequent After Action Reports, the Region is able to determine capabilities and identify areas for improvement. Through the implementation of improvement plans, corrective action plans, emergency responder capabilities, memorandums of agreement, mutual aid agreements, continuity of government and operations plans, and other critical response elements as outlined in the NRP will be strengthened in the areas of intelligence and information sharing, communications interoperability, strategic-level decision-making, public information and risk communication, and field operations. Exercises further familiarize the Region's emergency responders with available resources and identify shortfalls.

~2,500 char.

Investment Heading

INVESTMENT # **6** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$2,500,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Regional Homeland Security Integrated Training and Exercise Program**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

II. Strategy

II.A. - Strategy - Enhancement Plan

Explain how this Investment supports Initiatives in the Program and Capability Enhancement Plan. Please reference relevant page numbers in the Enhancement Plan and confirm continued use of a FY 2006 Plan or an updated Plan. (Part of overall Investment 15,000 Char. Max)

This Investment will support all nine Initiatives from the Commonwealth's Enhancement Plan: Information Sharing, Interoperable Communications, Cyber Security, NIMS Implementation, Regional Collaboration, Statewide Pandemic Preparedness, Disaster Recovery, Improvised Explosive Device Preparedness, and CBRNE Preparedness.

~500 char. → Information Sharing: This particular Investment will support this Initiative by exercising the Commonwealth's abilities in identifying terrorist tactics and targets with a recognition of state and regional vulnerabilities. Including information sharing, practices, plans, policies and procedures in training and exercises will allow the first responder community of the MBHSR to evaluate and enhance collection, analysis, dissemination, and communication. (page 7)

~1,000 char. → Interoperable Communications: Ensuring that jurisdictions can effectively communicate within their region when responding to an incident is a priority for MBHSR. Therefore, this Investment will support the Commonwealth's Initiative by providing an opportunity for responders within the MBHSR to test their communications capabilities prior to an incident occurring. (page 11)

~1,500 char. → Cyber Security: This Investment will support the Commonwealth by further preparing those individuals within the responder community with training and exercise opportunities to improve cyber detection, response and recovery operations. (page 14)

~2,000 char. → NIMS Implementation: Specifically, this investment will support the progress of the Commonwealth's NIMS Implementation Plan in order for the MBHSR first responder community to not only achieve NIMS compliance but also to continue to incorporate NIMS principles into regional emergency plans and protocols and exercises. As Hurricane Katrina and September 11, 2001 have taught us, one municipality cannot mitigate a large scale incident alone; therefore, MBHSR will train its responder community in the Incident Command System and include standards acquired through NIMS to ensure such responders can effectively work with other federal, state and local personnel outside the MBHSR. To this end, MBHSR will work to support Unified Command training and incorporate NIMS principles into the daily operations of a first responder. (page 17)

~2,500 char. → Regional Coordination: This Investment will support the Commonwealth's Regional Collaboration Initiative of the Enhancement Plan. As the Commonwealth continues to move forward with the development and the establishment of regional emergency management plans, MBHSR will utilize funding from this Investment to both train and exercise first responders in understanding and honing the newly designed and implemented regional plans in a risk free environment. Furthermore, this Investment will work with the state Initiative of delineating the roles, responsibilities and resources at the local and regional level within the MBHSR. (page 20)

~3,000 char. →

~3,500 char. →

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

6

FY 2007 Urban Area: MA - Boston Area

\$2,500,000

Investment Name: Regional Homeland Security Integrated Training and Exercise Program

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. (Part of overall Investment 15,000 Char. Max)

~500 char.

This Investment supports the Updated Urban Homeland Security Strategy by directly supporting Goal 1, "Ensure the MBHSR can actively prevent and deter, as well as prepare for, terrorist attacks and catastrophic events." Specifically, this Investment aligns itself with Objective 1.3, "assess and implement sustainable HS training across the Region," and Objective 1.4, "assess and implement sustainable HS exercises across the Region." Furthermore, this Investment also supports Goal 4, "Ensure the MBHSR has the capability to effectively recover from terrorist attacks and catastrophic events" and aligns itself with Objective 4.1, "support a regional capacity, integrating governmental, non governmental, and private resources for protracted response and recovery operations due to a terrorist attack or catastrophic event."

~1,000 char.

Prevent/Prepare: This Investment supports these goals and objectives by engaging in training opportunities associated with CBRNE and natural disaster needs for responders; comporting to training guidance and protocols at the local, state and federal levels to ensure emergency readiness; and, with assistance from the DelValle Institute, continues to provide CBRNE awareness training, and other training needs identified by the MBHSR jurisdictions. Moreover, this Investment will support the implementation of multi-jurisdictional, interdisciplinary exercises which will enable first responders to practice and hone their capabilities in a risk free environment.

~1,500 char.

Additionally, this Investment supports Objective 1.3 of Goal 1 by sustaining the operations of the DelValle Institute. In 2003, the Mayor's Office of Emergency Preparedness partnered with the DelValle Institute for Emergency Preparedness to provide CBRNE training, approved by OGT, and continues to provide new training opportunities to all MBHSR responder disciplines. Since the MOEP and DelValle partnership began in 2003, training opportunities have been provided outside the City of Boston, where classes have been moved to separate MBHSR locations in order to accommodate the needs of the other communities of MBHSR. The DelValle Institute draws on the experience and expertise of local emergency responders, planners and managers. Using OGT approved curriculum, delivered by regional subject matter experts, the courses offered feature a "local focus" supporting the MBHSR emergency responder community's needs.

~2,000 char.

~2,500 char.

Respond: Through this Investment, the MBHSR will also complete NIMS training in accordance with NIC guidance, institutionalize the principles of ICS through the regional response system, promote Unified Command training, and further incorporate NIMS principles into appropriate policies and procedures in accordance with NIC and Commonwealth of Massachusetts guidance.

~3,000 char.

~3,500 char.

Investment Heading

INVESTMENT # **6** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$2,500,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Regional Homeland Security Integrated Training and Exercise Program**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

II.C. Strategy - Target Capabilities

From the drop-down boxes, select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability

Responder Safety and Health

Primary Target Capability Narrative (500 Char. Max)

The investment supports the target capability as it ensures first responders receive the timeliest and most relevant training available based upon realistic, adaptive, and appropriate mission specific competencies in a risk free environment. Furthermore the integration of NIMS protocols, policies and training into the first responder community will allow them to operate effectively before, during, and after an incident.

Secondary Target Capability (1)

WMD/ Hazardous Materials Response and

Secondary Target Capability (2)

Public Safety and Security Response

Secondary Target Capability (3)

Onsite Incident Management

Secondary Target Capability (4)

Planning

II.D. Strategy - National Priorities

From the drop-down boxes, select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority (1)

Implement the NIMS and NRP

National Priority (2)

Expanded Regional Collaboration

National Priority (3)

Strengthen CBRNE Detection, Response, &

National Priority (4)

Strengthen Information Sharing and Colla

III. Implementation

III.A. - Funding Plan

Provide the total estimated cost for the FY 2007 HSGP period of performance for this Investment by completing the following table:

- Provide solution area costs (including personnel); for funding sources other than FY 2007 HSGP funds, identify the funding source
- For each solution area that has an associated FY 2007 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)

	FY 2007 Homeland Security Grant Program Request					FY 2007 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	LETPP	MMRS	CCP					
Planning		\$150,000				\$150,000				\$150,000
Organization		\$75,000				\$75,000				\$75,000
Equipment		\$10,000				\$10,000				\$10,000
Training		\$1,205,000				\$1,205,000				\$1,205,000
Exercises		\$1,000,000				\$1,000,000				\$1,000,000
M&A		\$60,000				\$60,000				\$60,000
Total		\$2,500,000				\$2,500,000				\$2,500,000

Investment Heading

INVESTMENT # State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request:
6 FY 2007 Urban Area: **MA - Boston Area** **\$2,500,000**
Investment Name: **Regional Homeland Security Integrated Training and Exercise Program**
Investment Phase: **Ongoing**
Is this a Multi-State / Urban Area Investment? **No**

Planning (500 Char. Max)

Planning funds will be utilized for the development of an enhanced regional training and exercise strategy.

Organization (500 Char. Max)

Funding will be utilized to support the establishment of an HSEEP qualified exercise design/support team and train the trainer cadre.

Equipment (500 Char. Max)

Funding will be utilized to support any equipment or materials needed to design, develop, conduct and evaluate both trainings and exercises throughout the region.

Training (500 Char. Max)

Funds will be used to support personnel costs associated with the various training courses and to continue to bring MBHSR into NIMS compliance. Funds will also be used to support learning materials such as course booklets and training aids.

Exercise (500 Char. Max)

Funds will be used to support personnel costs associated with such an HSEEP qualified exercise program.

Management & Administration (500 Char. Max)

Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) and the Regional Homeland Security Training Committee that will oversee this investment.

Investment Heading

INVESTMENT # **6** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$2,500,000**
FY 2007 Urban Area: **MA - Boston Area**
Investment Name: **Regional Homeland Security Integrated Training and Exercise Program**
Investment Phase: **Ongoing**
Is this a Multi-State / Urban Area Investment? **No**

III.B. - Milestones

Provide specific milestones for the investment over the FY 2007 HSGP period of performance, including a description and start and end dates for each milestone; up to 10 milestones may be provided. (500 Char. max per milestone)

Milestone #1
Conduct stakeholder meetings to identify training and exercise priorities for the MBHSR first responder community.

Start Date: 01/01/08 **End Date:** 03/01/08

Milestone #2
Design and develop a multi year training and exercise program strategy for the MBHSR. MOEP will work with the Commonwealth to avoid duplication of efforts, integrate training and exercises wherever possible and share best practices. MOEP will discuss and evaluate each jurisdiction's training gaps and will prioritize.

Start Date: 03/01/08 **End Date:** 06/01/08

Milestone #3
Design and implement a long range training and exercise calendar to be used to identify and coordinate trainings, exercises, and conferences within the MBHSR.

Start Date: 06/01/08 **End Date:** 07/01/08

Milestone #4
MBHSR first responder community participates in trainings.

Start Date: 07/01/08 **End Date:** 07/01/10

Milestone #5
Enhance Incident Command System and NIMS protocols within the MBHSR by focusing on Unified Command training throughout the senior leadership of MBHSR.

Start Date: 07/01/08 **End Date:** 07/01/10

Investment Heading

INVESTMENT # **6** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$2,500,000**
FY 2007 Urban Area: **MA - Boston Area**
Investment Name: **Regional Homeland Security Integrated Training and Exercise Program**
Investment Phase: **Ongoing**
Is this a Multi-State / Urban Area Investment? **No**

Milestone #6

Creation of a cadre of HSEEP and Exercise Design proficient personnel to promote and sustain the MBHSR exercise program.

Start Date: **07/01/08**

End Date: **07/01/09**

Milestone #7

Institutionalize core trainings for regional personnel.

Start Date: **07/01/08**

End Date: **07/01/10**

Milestone #8

Establishment of a training instructor cadre through the implementation of the Cooperative Training Outreach Program.

Start Date: **07/01/08**

End Date: **07/01/10**

Milestone #9

Start Date:

End Date:

Milestone #10

Start Date:

End Date:

Investment Heading

6	INVESTMENT #	State/Territory Name:	<input type="text" value="Massachusetts"/>	FY 2007 HSGP Funding Request:
		FY 2007 Urban Area:	<input type="text" value="MA - Boston Area"/>	<input type="text" value="\$2,500,000"/>
		Investment Name:	<input type="text" value="Regional Homeland Security Integrated Training and Exercise Program"/>	
		Investment Phase:	<input type="text" value="Ongoing"/>	
		Is this a Multi-State / Urban Area Investment?	<input type="text" value="No"/>	

III.C. - Project Management

Describe the management team that is directly responsible for the implementation of this investment. Specifically, describe any key investment roles and responsibilities, structures, and subject matter expertise required by this investment, including at least the project manager and the contracts management structure. An organizational chart may be included in the response. (Part of overall investment 15,000 Char. Max)

~500 char. →	In order to best manage this investment, a Regional Homeland Security Training Committee (RHSTC), consisting of first responders from each of the nine jurisdictions will provide both subject matter expertise and guidance on the appropriate level of trainings the MBHSR requires. This RHSTC will also be utilized as an exercise planning committee during the planning and execution of exercises. The RHSTC will provide design and evaluation support and will provide leadership in developing a Cooperative Training Outreach Program within the Region. MOEP will assist the RHSTC through additional program, project and contract management.
~1,000 char. →	The Mayor's Office of Emergency Preparedness (MOEP) is responsible for the oversight of the Homeland Security Training and Exercise Program across the Region. The MOEP staff is comprised of a Director, two Assistant Directors, a Finance Manager, five Discipline Coordinators and an emergency management coordinator assigned by the Commonwealth. The Director supervises all aspects of MOEP and manages communication with the Mayor of Boston, the jurisdictions' Chief Executive Officers, and the JPOCs. The Assistant Directors handle investment development, management, and coordination for the MBHSR and oversee the activities of the Discipline Coordinators. The Assistant Director will be the Program Manager for this investment. The Finance Manager is responsible for the fiscal tasks related to all regional HS grants, which includes processing reimbursements for overtime and backfill related to training and exercises to the jurisdictions. The Discipline Coordinators and the state emergency management official assigned to MBHSR coordinate planning and communication, specifically around training and exercises as they're in the planning stages, amongst their respective Discipline Subcommittees: Law Enforcement, Fire Services, Emergency Medical Services, Emergency Management, Public Health, and Health Care.
~1,500 char. →	
~2,000 char. →	Planning: The RHSTC will conduct an assessment of all trainings conducted within the region in the last 3 years and what gaps exist. RHSTC will then make recommendations to the Jurisdictional Points of Contact Committee, who will approve and/or amend the recommendations. From these recommendations RHSTC, working with MOEP will write the Training and Exercise plan.
~2,500 char. →	Organization: MOEP will use funding to pay for BF/OT for MBHSR members to attend HSEEP train the trainer courses. This will also include time and effort required to properly implement the organizational structure and governance necessary for this investment. RHSTC will recommend, monitor and manage the organization and HSEEP qualified exercise/design team. The DelValle Training Institute will assist in course development, execution and management of training.
~3,000 char. →	Equipment: RHSTC will recommend and request any and all equipment procurements to MOEP. MOEP will then manage the procurement of all resources needed to conduct any trainings/exercises.
~3,500 char. →	Training and Exercises: RHSTC will provide controllers, evaluators and role players and manage the overall execution of all operational exercises conducted under this investment. Funding will be utilized and managed by RHSTC and MOEP to support regional personnel during the conduct of these events.

Organization Chart Included?

Investment Heading

6	INVESTMENT # State/Territory Name:	<input type="text" value="Massachusetts"/>	FY 2007 HSGP Funding Request:
	FY 2007 Urban Area:	<input type="text" value="MA - Boston Area"/>	<input type="text" value="\$2,500,000"/>
	Investment Name:	<input type="text" value="Regional Homeland Security Integrated Training and Exercise Program"/>	
	Investment Phase:	<input type="text" value="Ongoing"/>	
	Is this a Multi-State / Urban Area Investment?	<input type="text" value="No"/>	

III.D. - Investment Challenges

List and describe up to five potential challenges to effective implementation of this Investment over the entire FY 2007 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge (100 Char. Max)	Probability/Impact	Mitigation Strategy (500 Char. Max)
1. Interagency Coordination	Probability	monthly update reports by MOEP, the utilization of a training and exercise calendar and timely information provided by each discipline coordinator will work to mitigate any potential challenges.
	Medium	
	Impact	
	Medium	
2. Program organization and coordination	Probability	The creation of a training and exercise strategy and calendar will mitigate any potential problems. The Regional Homeland Security Training Committee will also provide coordination and organization amongst the jurisdictions.
	Medium	
	Impact	
	Medium	
3. Achieving buy in for the training and exercise program from the Region's Chief Executive Officers	Probability	The JPOC Council and previous exercises have determined this is one of the regions highest priorities. Utilize MOEP and JPOC relationships with the Municipal Chief Executive Officers to educate and stress the importance of cooperation and buy-in.
	High	
	Impact	
	High	
4. Addressing corrective action plans	Probability	MOEP leadership and coordination through interactions with JPOC Council and Regional Homeland Security Committee. This mitigation is tied with the Regional Plans, Policies and Procedures Investment.
	Medium	
	Impact	
	Medium	
5. Institutionalization of trainings	Probability	Utilize MOEP and JPOC relationships to stress the importance of cooperation as well as adherence with the Regional Training and Exercise Program Strategy.
	Medium	
	Impact	
	Medium	

6

FY 2007 Urban Area: **MA - Boston Area**

\$2,500,000

Investment Name: **Regional Homeland Security Integrated Training and Exercise Program**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

IV. Impact

IV.A. - Impact

What outcomes will indicate that this Investment is successful at the end of the FY 2007 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

~500 char.
→

The impact of this Investment will be the enhancement of skills within the first responder community of the MBHSR. As the dedicated, skilled and knowledgeable individuals of the first responder community are the MBHSR's greatest assets, the perceived impact will be the continued aggressive, organized and diligent training and exercise program that will maintain and enhance the proficiency of our first responders in the area of CBRNE.

~1,000 char.
→

The final outcomes of this Investment will be an enhanced training and exercise strategy and calendar that will drive the training program for the first responders of MBHSR. This Investment will organize and coordinate the actions of all training within the Region to ensure all training goals are achieved, conducted in an organized and timely manner, and are relevant to the needs of the Region. Additionally, the impact will establish a comprehensive exercise program to regularly test and evaluate the response capability within the Region to ensure continued improvement through a rigorous corrective action program.

~1,500 char.
→

This Investment will also impact the planning efforts being conducted in the MBHSR and is a key element of all MBHSR FY2007 HSGP Investments. Exercises will identify deficiencies in the newly created plans while further training will address such needed improvements within the responder community. The result will be stronger regional plans. Most importantly, such impact will allow first responders to enhance regional cooperation and implement NIMS and operate under an ICS system, as well as preventing first responders from misusing or not using knowledge learned in training.

~2,000 char.
→

Finally, towards enhancement of target capabilities, this Investment will support responder safety and health as it will ensure first responders of the Region receive the timeliest and most relevant training available to enhance their capabilities in responding to a CBRNE incident and managing the incident in order to create a more competent and effective first responder community.

~2,500 char.
→

~3,000 char.
→

~3,500 char.
→

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

6

FY 2007 Urban Area: MA - Boston Area

\$2,500,000

Investment Name: Regional Homeland Security Integrated Training and Exercise Program

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities developed by this Investment? (Part of overall Investment 15,000 Char. Max)

~500 char.

The MBHSR will work to sustain this Investment through capitalizing on local and state aid as well as any other Federal resources that become available.

→

In particular, MBHSR will take advantage of the Competitive Training Grants Program (CTGP) that is offered by the Department of Homeland Security. The CTGP will be leveraged by the DelValle Institute to secure additional funding to support the MBHSR training and exercise program.

~1,000 char.

→

MBHSR will also work to establish a Cooperative Training Outreach Program (CO-OP) in order to establish a training instructor cadre that is capable of teaching DHS approved training curriculums. The CO-OP will be used to help implement this Investment by creating a proficient cadre of trainers to teach Office of Grants and Training (OGT) courses as needed. The development of such cadre will allow MBHSR to conduct training courses within the Region rather than sending first responders to various training locations around the country. Having trainings held regionally will allow for funding to be saved and will allow for the prolongment of the Investment.

~1,500 char.

→

Moreover, the Regional Homeland Security Training Committee created to oversee this Investment will be trained in Homeland Security Exercise and Evaluation Program (HSEEP) and Exercise Design skills. These skills will allow the Region to become more self sufficient and less dependant on expensive contractors that traditionally provide such service. The funding saved by the creation of such group of individuals will enable MBHSR to conduct exercises on a more frequent basis. More importantly, the institutionalization of such skills will sustain the growth of the program.

~2,000 char.

→

Ultimately the sustainability of this Investment will depend on the cost saving measures mentioned above to prolong the proposed Investment should funding be received.

~2,500 char.

→

~3,000 char.

→

~3,500 char.

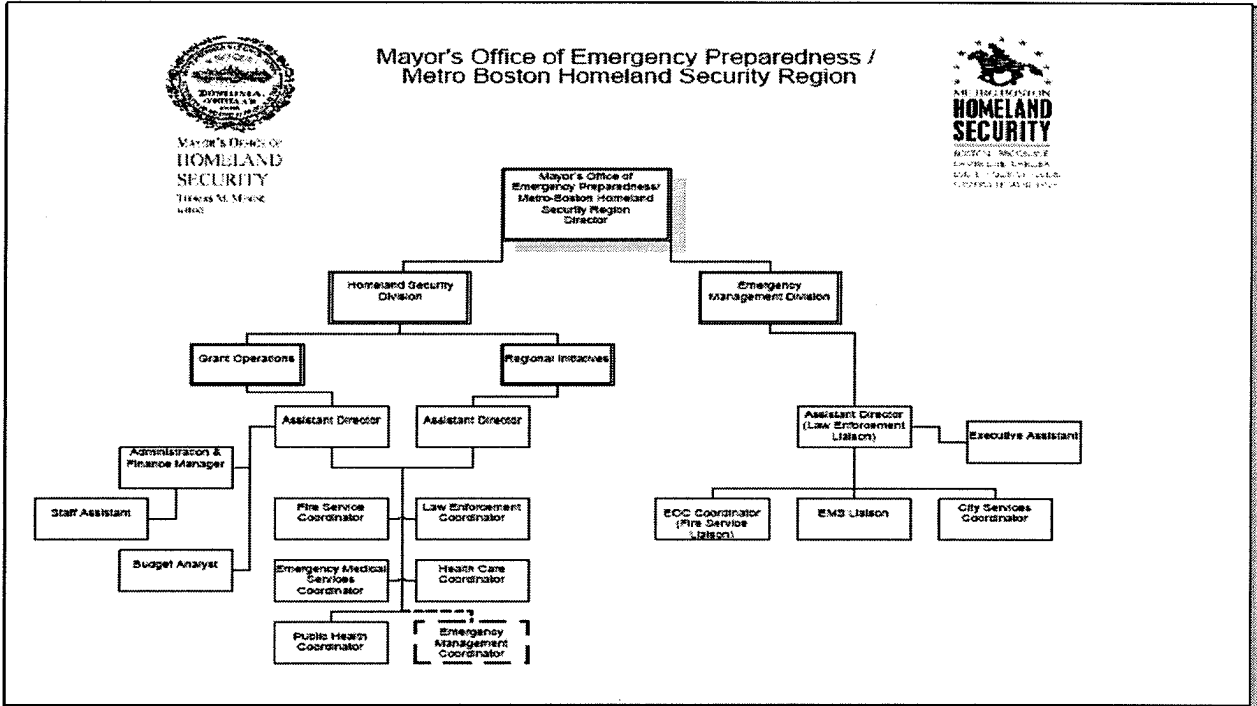
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Investment Heading

INVESTMENT # **6** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$2,500,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Regional Homeland Security Integrated Training and Exercise Program**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

V. Attachment(s) - Optional Section

V.A. - Attachment(s)



Investment Name: [REDACTED]

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

If yes, with which State(s) / Urban Area(s)? [REDACTED]

Funding Self Check: **OK**

I. Baseline

I.A. - Baseline - FY 2006 Request Name and Funding

If the Investment was included in the FY 2006 HSGP request, please provide the name of this Investment and the total amount of FY 2006 HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

Community Awareness & Public Participation

FY 2006 HSGP funding:

[REDACTED]

I.B. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY 2007 HSGP funds. Describe the capability gap(s) that this Investment is intended to address. Discuss why this Investment was selected over other options. (2,500 Char. Max)

~500 char. →

This Investment was included in the FY06 Grant Application, however given the total UASI funding was significantly less than requested, no funding was allocated to the Investment. The objective of the FY06 Investment was to develop a comprehensive community awareness training and outreach program for the Metro-Boston Homeland Security Region (MBHSR). The region's P3 Program (Prevent, Protect, Prepare) provides three unique yet related curriculums that address the citizen's role in prevention, protecting one's community, and preparing one's family and neighborhood for an all-hazards disaster. All nine jurisdictions completed train-the-trainer courses in the P3 Program to educate citizens;

~1,000 char. →

The Metro Boston Homeland Security Region has engaged in emergency preparedness planning activities for a number of years. During that time period important progress has been made in insuring that the region would be able to respond as needed in an emergency to minimize harm to its residents. Emergency plans have been developed, training exercises for medical and emergency personnel have occurred, specialized personnel has been hired and necessary equipment has been purchased.

~1,500 char. →

The main objective of this Investment is to enhance partnerships with public agencies, community groups, the media, schools and the private sector to build public awareness and information. In addition this investment will leverage the Mayor's Emergency Alert Notification System (MEANS); previously under the FY06 Regional Evacuation, Mass Care, and Pandemic Flu Planning and Preparedness Investment; as a tool for mass notifications. The system is currently implemented in Boston only. This Investment will integrate MEANS with other jurisdictions' systems.

~2,000 char. →

In September 2005 the City of Boston conducted a review of its Evacuation and Mass Care plans with the objective of strengthening them. A key finding of this review was the need to partner with Boston's strong network of community groups to engage more residents before, during, and after an emergency. The City of Boston, in conjunction with the Boston Public Health Commission partnered with several agencies and individuals as key partners to insure that local residents are familiar with the plans, offered necessary training and actively mobilized in the ongoing process to continually strengthen the preparations.

~2,500 char. →

This Investment was chosen over other projects as it will allow for the opportunity to expand this innovative program to the rest of the MBHSR as well as to allow the Region

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

7

FY 2007 Urban Area: MA - Boston Area

\$1,250,000

Investment Name: Community Awareness & Public Participation

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

II. Strategy

II.A. - Strategy - Enhancement Plan

Explain how this Investment supports Initiatives in the Program and Capability Enhancement Plan. Please reference relevant page numbers in the Enhancement Plan and confirm continued use of a FY 2006 Plan or an updated Plan. (Part of overall Investment 15,000 Char. Max)

~500 char.

This Investment supports the Commonwealth of Massachusetts Enhancement Plan dated February 27, 2006 in multiple areas. This Investment will specifically support three of the nine primary State initiatives; information sharing, interoperable communications, regional collaboration, and disaster recovery.

~1,000 char.

Information Sharing: and the Regional Collaboration Initiative in the Enhancement Plan. The goal of the Information Sharing Initiative is to enhance plans and systems, providing specific direction and guidance on the collection, transfer, and sharing of information. The Initiative also identified the need to establish connectivity between the agencies various systems. (Pages 7-10)

~1,500 char.

Regional Collaboration: This Initiative identifies the need for continued support and planning to further regional collaboration across the Commonwealth. Specifically, under the Regional Collaboration Initiative an Integrated Resource Management Plan (IRMP) will be developed which will include the development of emergency notification plans, to include special populations. This Investment supports these Initiatives by enhancing Boston's notification system to integrate with other regional notification systems. (Pages 20-22)

~2,000 char.

Disaster Recovery: Under the Disaster Recovery Initiative a comprehensive recovery plan will be developed and educational forums will be developed and administered to increase awareness of recovery requirements and operations among government officials, private sector partners, non-governmental organization and the public. (Pages 26-28)

~2,500 char.

This Investment supports all of these Initiatives through the social marketing campaign which will educate the public on regional homeland security and emergency preparedness plans, such as the plans included in the IRMP.

~3,000 char.

~3,500 char.

Investment Heading

INVESTMENT # **7** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,250,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Community Awareness & Public Participation**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. (Part of overall Investment 15,000 Char. Max)

~500 char. → This Investment, supports all aspects and areas throughout the Metro-Boston Homeland Security Updated Urban Area Homeland Security Strategy Submission, dated February 2006. The Security Strategy is divided into the four parts of the emergency management life-cycle; prevent/prepare, protect, respond, and recover. It is clear that this Investment for community awareness and public participation will enhance the regions goals.

~1,000 char. → Prevent/Prepare: This Investment supports the achievement of Urban Area Homeland Security Goal 1 Objective 1.1 to ensure the MBHSR can actively prevent and deter, as well as prepare for, terrorist attacks and catastrophic events, by providing a comprehensive homeland security community outreach program. Specifically, this Investment will provide development and implementation of a social marketing campaign focused on homeland security and emergency preparedness to educate citizens on how to prepare for and response to emergencies. (Pages 7 - 9)

~1,500 char. → Protect: This investment supports the regions goal to effectively protect the region from terrorist attacks and catastrophic events through public education, awareness and participation. (Pages 10 - 11)

~2,000 char. → Respond: This Investment supports Goal 3 Objectives 3.4, 3.5 and 3.6 by ensuring that the MBHSR can effectively respond to terrorist attacks and catastrophic events in both the short- and long-term, and by working towards a regional risk communication and public awareness plan. Specifically, under this Investment the Mayor's Emergency Alert Notification System (MEANS), which has been implemented in Boston, will be integrated with other jurisdictions' systems and will be utilized to notify the public of emergencies and specific actions to take. In addition, this Investment will improve relationships between the region and the media to disseminate information effectively to the public in an emergency situation.

~2,500 char. → Recover: This Investment will ensure the MBHSR has the capability to effectively recover from terrorist attacks and catastrophic events. Specifically, this Investment will support Objective 4.1 and 4.2 through increased public education, preparedness, and participation that will lead to greater efficiencies and cooperation during a period of recovery. (Pg. 15-16).

~3,000 char. → In addition, this Investment meets the Opportunities and Recommendations outlined in 4.1.2.3, 4.1.2.4, 4.1.2.5 of the AAR for Operation Poseidon Full-Scale Exercise.

~3,500 char. →

Investment Heading

INVESTMENT # **7** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,250,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Community Awareness & Public Participation**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

II.C. - Strategy - Target Capabilities

From the drop-down boxes, select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this investment.

Primary Target Capability

Community Preparedness and

Primary Target Capability Narrative (500 Char. Max)

The investment supports community preparedness and participation through the development and implementation of a social marketing campaign to educate citizens on how to prepare for and respond to emergencies. To enhance community preparedness and participation for vulnerable populations, established community organizations will be utilized. The investment will strengthen relationships between the MOEP and regional PIOs and the media to communicate critical information to the public.

Secondary Target Capability (1)

Planning

Secondary Target Capability (2)

Communications

Secondary Target Capability (3)

Emergency Public Information and

Secondary Target Capability (4)

Citizen Evacuation and Shelter-in-Place

II.D. - Strategy - National Priorities

From the drop-down boxes, select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority (1)

Expanded Regional Collaboration

National Priority (2)

Strengthen Planning and Citizen Prepared

National Priority (3)

Strengthen Information Sharing and Colla

National Priority (4)

Implement the NIMS and NRP

III. Implementation

III.A. - Funding Plan

Provide the total estimated cost for the FY 2007 HSGP period of performance for this Investment by completing the following table:

- Provide solution area costs (including personnel); for funding sources other than FY 2007 HSGP funds, identify the funding source
- For each solution area that has an associated FY 2007 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)

	FY 2007 Homeland Security Grant Program Request					FY 2007 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	LETPP	MMRS	CCP					
Planning		\$500,000				\$500,000				\$500,000
Organization		\$100,000				\$100,000				\$100,000
Equipment										
Training		\$612,500				\$612,500				\$612,500
Exercises										
M&A		\$37,500				\$37,500				\$37,500
Total		\$1,250,000				\$1,250,000				\$1,250,000

Investment Heading

INVESTMENT # **7** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,250,000**
FY 2007 Urban Area: **MA - Boston Area**
Investment Name: **Community Awareness & Public Participation**
Investment Phase: **Ongoing**
Is this a Multi-State / Urban Area Investment? **No**

Planning (500 Char. Max)

Funds will be utilized to support the establishment of a regional multi-discipline, multi-jurisdictional steering committee to implement the Investment. This committee will be tasked with ensuring the investment will follow a strategic path and meet milestones outlined in this Investment.

Organization (500 Char. Max)

This Investment will support the costs associated with producing social marketing materials and distribution across the region. Specific materials will be developed for vulnerable/special populations and those with limited language capacity. These materials will be distributed through a network of community partners.

Equipment (500 Char. Max)

Training (500 Char. Max)

Funding will be used to develop and conduct regional training for the MBHSR Public Information Officers. Additional funds will be used to provide community partners with the information needed to disseminate information to their constituents. Moreover, funding will be utilized to support any equipment or materials needed to design, develop, conduct and evaluate both trainings and exercises throughout the region.

Exercise (500 Char. Max)

Management & Administration (500 Char. Max)

Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP).

Investment Heading

INVESTMENT # **7** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,250,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Community Awareness & Public Participation**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

III.B. - Milestones

Provide specific milestones for the investment over the FY 2007 HSGP period of performance, including a description and start and end dates for each milestone; up to 10 milestones may be provided. (500 Char. max per milestone)

Milestone #1

Form governing structure to support implementation of this investment.

Start Date: **01/08/08** End Date: **03/01/08**

Milestone #2

Identify resources including public agencies, community groups, the media, schools and the private sector that cover various segments of the population.

Start Date: **03/07/08** End Date: **09/01/08**

Milestone #3

Conduct key informant interviews with a subset of key contacts to understand the various segments of the population and how to appropriately reach out to individuals, with attention focused on vulnerable and special populations.

Start Date: **07/01/08** End Date: **09/01/08**

Milestone #4

Facilitate Subcommittee meetings to identify outreach initiatives currently underway in the region. Collection information (via a Request for Proposal, survey, and/or interviews) from other public agencies, community groups, schools and the private sector to identify additional outreach initiatives.

Start Date: **03/01/08** End Date: **07/01/08**

Milestone #5

Continue the engagement of contacts identified in Milestone #2 and expand their capacity to support neighborhood specific planning that is consistent with and informed by existing MBHSR emergency preparedness efforts already in place.

Start Date: **06/01/08** End Date: **07/01/10**

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

7

FY 2007 Urban Area: MA - Boston Area

\$1,250,000

Investment Name: Community Awareness & Public Participation

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

Milestone #6

Identify current Public Information Officers (PIOs) within the region and form a regional Working Group to develop training around the PIO role and responsibilities.

Start Date: 03/01/08

End Date: 09/01/08

Milestone #7

Develop social marketing campaign focused on homeland security and emergency preparedness in coordination with other MBHSR Project Subcommittees, for example the Evacuation, Mass Care, and Shelter Subcommittee. Ensure marketing materials are linguistically and culturally appropriate for the distinct populations residing in the MBHSR.

Start Date: 09/01/08

End Date: 07/01/10

Milestone #8

Identify performance measures for the investment, for example the number of individuals reached.

Start Date: 03/01/08

End Date: 07/01/10

Milestone #9

Form a regional Working Group to discuss systems for mass notification. Develop and distribute guidance to ensure any notification system implemented by an MBHSR jurisdiction is compatible with MEANS.

Start Date: 03/01/08

End Date: 07/01/10

Milestone #10

[Redacted]

Start Date:

End Date:

Investment Heading

INVESTMENT # **7** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,250,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Community Awareness & Public Participation**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

III.C. - Project Management

Describe the management team that is directly responsible for the implementation of this Investment. Specifically, describe any key investment roles and responsibilities, structures, and subject matter expertise required by this investment, including at least the project manager and the contracts management structure. An organizational chart may be included in the response. (Part of overall investment 15,000 Char. Max)

~500 char. → The Mayor's Office of Emergency Preparedness (MOEP) is directly responsible for the implementation of this investment. Specific responsibilities include managing the overall investment schedule and funding, managing communications with the Project Subcommittee and the Jurisdictional Points of Contact (JPOCs), and administering Public Information Officer (PIO) training and exercises and the procurement of equipment.

~1,000 char. → The Community Awareness Project Subcommittee will support MOEP in implementation of this investment. The Subcommittee will be comprised of individuals involved in the P3 Program and individuals familiar with their agencies' and jurisdictions' community outreach initiatives across all disciplines and jurisdictions. The Subcommittee will support MOEP in completing the milestones identified above and will coordinate with Working Groups as needed. The Subcommittee will meet regularly to discuss progress on the investment schedule. Working Groups will be developed as needed to address specific milestones in the investment schedule. Working Groups will be established to develop regional PIO training and exercises and to develop regional guidance for notification systems. Other Working Groups will be formed as needed to support implementation.

~1,500 char. → The JPOC Committee is comprised of one senior point of contact from each of the nine jurisdictions who were appointed by the jurisdiction's Chief Executive Officer. The JPOCs ensure open and clear communication amongst disciplines in their city or town and represent their jurisdiction's disciplines at the bi-monthly JPOC meetings run by MOEP. The JPOCs will assist in identifying members for the Project Subcommittee and provide support as needed throughout implementation.

~2,000 char. → Planning: The Community Awareness Project Subcommittee will conduct all planning, prioritize and recommend all projects to the Jurisdictional Points of Contact Committee. Once approved the Project Subcommittee will manage these efforts through the use of working groups and in conjunction with the Mayors Office of Emergency Preparedness.

~2,500 char. → Equipment: Equipment needs will be identified, evaluated and approved by the Project Subcommittee and MOEP will procure the necessary items.

~3,000 char. → Training: Training and personnel certification will be the responsibility of the Community Awareness Project Subcommittee. Records will be kept indicating the dates, locations, and specific trainings received by each individual and group. As training is the backbone to this investment, management of this component is critical. This component will be managed by the Community Awareness Project Subcommittee and by the Discipline Coordinator assigned to augment project management.

~3,500 char. →

Organization Chart Included?

Investment Heading

7	INVESTMENT # State/Territory Name:	Massachusetts	FY 2007 HSGP Funding Request:
	FY 2007 Urban Area:	MA - Boston Area	\$1,250,000
	Investment Name:	Community Awareness & Public Participation	
	Investment Phase:	Ongoing	
	Is this a Multi-State / Urban Area Investment?	No	

III.D. Investment Challenges

List and describe up to five potential challenges to effective implementation of this Investment over the entire FY 2007 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge (100 Char. Max)	Probability/Impact	Mitigation Strategy (500 Char. Max)
1. Achieving buy-in for the social marketing campaign from the region's Chief Executive Officers.	Probability	Leverage the Mayor's Office of Emergency Preparedness (MOEP) and the Jurisdictional Points of Contact (JPOCs) relationships with the Chief Executive Officers to provide an overview of the campaign and its intended outcomes. Include the CEOs in planning.
	Medium	
	Impact	
	High	
2. Collecting input from multiple resources in the region	Probability	When identifying Subcommittee members, ensure that they will have time to support implementation of the Investment schedule. Leverage the Subcommittee and their relationships in the jurisdictions to assist in information collection.
	Medium	
	Impact	
	High	
3. Lack of funding to implement region-wide notification system	Probability	Implement a phased approach. FY07 funds will be used to develop regional guidelines to ensure systems can be integrated. Future funding may be available to support system implementation. Agencies to identify alternate sources of funding.
	High	
	Impact	
	High	
4. Lack of attendance at homeland security events	Probability	Leverage annual events that draw large crowds. Work with media points of contact to promote events. Hold events in the evening or on the weekends.
	Medium	
	Impact	
	High	
5.	Probability	
	Impact	

Investment Heading

7	INVESTMENT #	State/Territory Name:	Massachusetts	FY 2007 HSGP Funding Request:
		FY 2007 Urban Area:	MA - Boston Area	\$1,250,000
		Investment Name:	Community Awareness & Public Participation	
		Investment Phase:	Ongoing	
		Is this a Multi-State / Urban Area Investment?	No	

IV. Impact

IV.A. - Impact

What outcomes will indicate that this investment is successful at the end of the FY 2007 HSGP period of performance? (Part of overall investment 15,000 Char. Max)

		<p>This Investment will provide citizens in the MBHSR with knowledge allowing first-responders the ability to more effectively respond to an incident and manage the public's expectations.</p>
~500 char.	→	<p>By identifying key points of contact in the media and Public Information Officers (PIOs) in the region and forming relationships between these individuals and the Mayor's Office of Emergency Preparedness (MOEP), the media will be able to gather information more efficiently enabling the right information to be shared with the public in a timely manner. The 2006 Poseidon Exercise series highlighted the need for increased formalization and collaboration of public information officers for all jurisdictions disciplines.</p>
~1,000 char.	→	<p>Through implementation of the social marketing campaign, citizens will be educated on how to prepare for various types of incidents and how to respond. Education on the region's pandemic flu, evacuation and sheltering plans will be provided. Constituents will gain the knowledge to develop home preparedness plans and will gain confidence in their ability to plan. In the event of a major incident, citizens will be familiar with the appropriate channels to access accurate information will know how to evacuate or where to go for sheltering. Through development of regional guidelines for notification systems, the MBHSR jurisdictions will implement systems that can be integrated with Boston's Mayor's Emergency Alert Notification System (MEANS). In the event of a large scale incident, this will enable the region to receive the same information and result in more effective response.</p>
~1,500 char.	→	<p>Finally, towards enhancement of target capabilities, the Investment will support community preparedness and participation for educating citizens on how to prepare for and respond to emergencies. The Investment will support the implementation of a social marketing campaign to educate the Region's population as well as strengthen relationships between the Mayor's Office of Emergency Preparedness and regional PIOs and the media to communicate critical information to the public. Furthermore, the Investment will foster enhanced regional planning, aid the development of effective communications and emergency public information activities as well as strengthening citizen evacuation and shelter in place activities.</p>
~2,000 char.	→	
~2,500 char.	→	
~3,000 char.	→	
~3,500 char.	→	

Investment Heading

INVESTMENT # **8** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,000,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Regional Plans, Policies and Procedures**

Investment Phase: **New**

Is this a Multi-State / Urban Area Investment? **No**

III.C. - Project Management

Describe the management team that is directly responsible for the implementation of this investment. Specifically, describe any key investment roles and responsibilities, structures, and subject matter expertise required by this investment, including at least the project manager and the contracts management structure. An organizational chart may be included in the response. (Part of overall investment 15,000 Char. Max)

~500 char.

For this investment a regional steering committee will be formed to prioritize and oversee the regional planning efforts. Organization of the Regional Steering Committee will be across all disciplines (Police, Fire, EMS, Public Works, Transportation, etc) and will include all jurisdictions within the Metro Boston Homeland Security Region. This committee will prioritize and govern the regional plans, policies and procedure development effort. As necessary, sub-committees will be used by the Regional Steering Committee to manage critical and technical subject matter areas.

~1,000 char.

Independent subject matter expertise services will be required for each of the prioritized regional planning areas. Through its role as the Project Management Office, these personnel and efforts will be contractually managed by the Assistant Director of MOEP and will report to and be directed by the Regional Steering Committee.

~1,500 char.

MOEP is responsible for the oversight of regional planning across the MBHSR. The MOEP staff is comprised of a Director, two Assistant Directors, a Finance Manager, and five Discipline Coordinators. The Director directs and oversees all aspects of MOEP and manages communication with the Mayor of Boston, the jurisdictions' Chief Executive Officers, and the Jurisdiction Points of Contact. The Assistant Directors handle investment development, management, and coordination for the MBHSR and oversee the activities of the Discipline Coordinators. The Assistant Director will be the Program Manager for this investment. The Finance Manager is responsible for the fiscal tasks related to all regional HS grants, which includes processing invoices for approved support related to regional planning efforts. Each discipline is assigned a Discipline Coordinator, who coordinate regional planning and communication, amongst their respective Discipline Subcommittees, Law Enforcement, Fire Services, Emergency Medical Services, Emergency Management, Public Health, and Health Care.

~2,000 char.

The JPOC Committee is comprised of one senior point of contact from each of the nine jurisdictions who were appointed by the jurisdiction's Chief Executive Officer. The JPOCs ensure open and clear communication amongst disciplines in their city or town and represent their jurisdiction's disciplines at the bi-monthly JPOC meetings run by MOEP. The JPOCs will assist in identifying members for the Project Subcommittee and provide support as needed throughout implementation.

~2,500 char.

~3,000 char.

Planning: The Regional Steering Committee will prioritize and recommend plans, policies and procedures for development and/or refinement. These recommendations will be presented to and approved by the Jurisdictional Points of Contact Committee. Execution of the tasks will be managed by MOEP in close cooperation with the Regional Steering Committee.

~3,500 char.

Equipment: The Regional Steering Committee will assess, evaluate and recommend any equipment needs and MOEP will manage the procurement process.

Training and Exercises: Although no funding was allotted under this investment the Regional Steering Committee will work with the Regional Homeland Security Training Committee (RHSTC) to ensure that regional plans, policies and procedures development under this investment are adequately integrated into training and exercises.

Organization Chart Included?

Investment Heading

INVESTMENT # **8** State/Territory Name: **Massachusetts**

FY 2007 HSGP Funding Request:

FY 2007 Urban Area: **MA - Boston Area**

\$1,000,000

Investment Name: **Regional Plans, Policies and Procedures**

Investment Phase: **New**

Is this a Multi-State / Urban Area Investment? **No**

III.D. - Investment Challenges

List and describe up to five potential challenges to effective implementation of this Investment over the entire FY 2007 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge (100 Char. Max)	Probability/Impact	Mitigation Strategy (500 Char. Max)
1. Achieving buy-in for the regional plans from the Region's Chief Executive Officers.	Probability	Utilize MOEP and JPOC relationships with the Municipal Chief Executive Officers (CEOs) to educate and stress the importance of cooperation and buy-in.
	High	
	Impact	
	High	
2. Lack of adequate manpower and time to execute plan creation, review and amendments.	Probability	This Investment will assist in procuring SME support to mitigate this risk. Additionally, each jurisdiction will be required to participate in the steering committee and the plan generation.
	Medium	
	Impact	
	High	
3.	Probability	
	Impact	
4.	Probability	
	Impact	
5.	Probability	
	Impact	

Investment Heading

INVESTMENT # **8** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,000,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Regional Plans, Policies and Procedures**
 Investment Phase: **New**
 Is this a Multi-State / Urban Area Investment? **No**

IV. Impact

IV.A. - Impact

What outcomes will indicate that this Investment is successful at the end of the FY 2007 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

~500 char. → This Investment will play a critical role in the creation, refinement and formalization of public safety plans, policies and procedures across the region. The 2006 Poseidon Exercise series highlighted the need for increased formalization and collaboration of regional plans and subsequently stakeholders for all nine jurisdictions and every discipline voted regional planning the number one priority out of all the opportunities identified.

~1,000 char. → Creation of a regional steering committee will identify the planning priorities, guide the creation of the plans, and continue the ongoing iterative process of plan reviews and refinement. Due to the broad encompassing nature of regional planning, the impact will be realized across all FY 2007 HSGP Investment areas. While planning is always ongoing and continuous process, at the end of the FY 2007 HSGP period of performance newly created, approved, exercised and tested regional plans will provide clear indication of this Investments success. Exercises will provide a measure of effectiveness and this operational testing process will identify shortfalls for plan amendment and/or enhancement. These regional plans will provide documented policies and procedures to all public safety agencies where only informal relationships and policies have existed in the past.

~1,500 char. → Finally, towards enhancement of target capabilities, the Investment will support the regionalization of formalized plans, policies, and procedures that span throughout all the Primary Target Capabilities. This Investment will formalize standard operating procedures that exist across multiple agencies and jurisdictions which will ensure efficient and effective response, effective communications, streamline the handling of critical resources and enhance emergency management to a disaster.

~2,000 char. →

~2,500 char. →

~3,000 char. →

~3,500 char. →

Investment Heading

INVESTMENT # **8** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,000,000**
FY 2007 Urban Area: **MA - Boston Area**
Investment Name: **Regional Plans, Policies and Procedures**
Investment Phase: **New**
Is this a Multi-State / Urban Area Investment? **No**

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities developed by this investment? (Part of overall Investment 15,000 Char. Max)

~500 char.
→

MBHSR will sustain this investment with the implementation of the regional plans, policies and procedures steering committee chartered to execute a continuous regional planning process. In order to ensure continuation of the planning process, jurisdictions will contribute personnel and manpower to create, contribute, review, exercise, and amend regional plans.

~1,000 char.
→

Additionally, MBHSR will work to sustain this investment through capitalizing on local and state aid as well as other federal grants that become available.

~1,500 char.
→

~2,000 char.
→

~2,500 char.
→

~3,000 char.
→

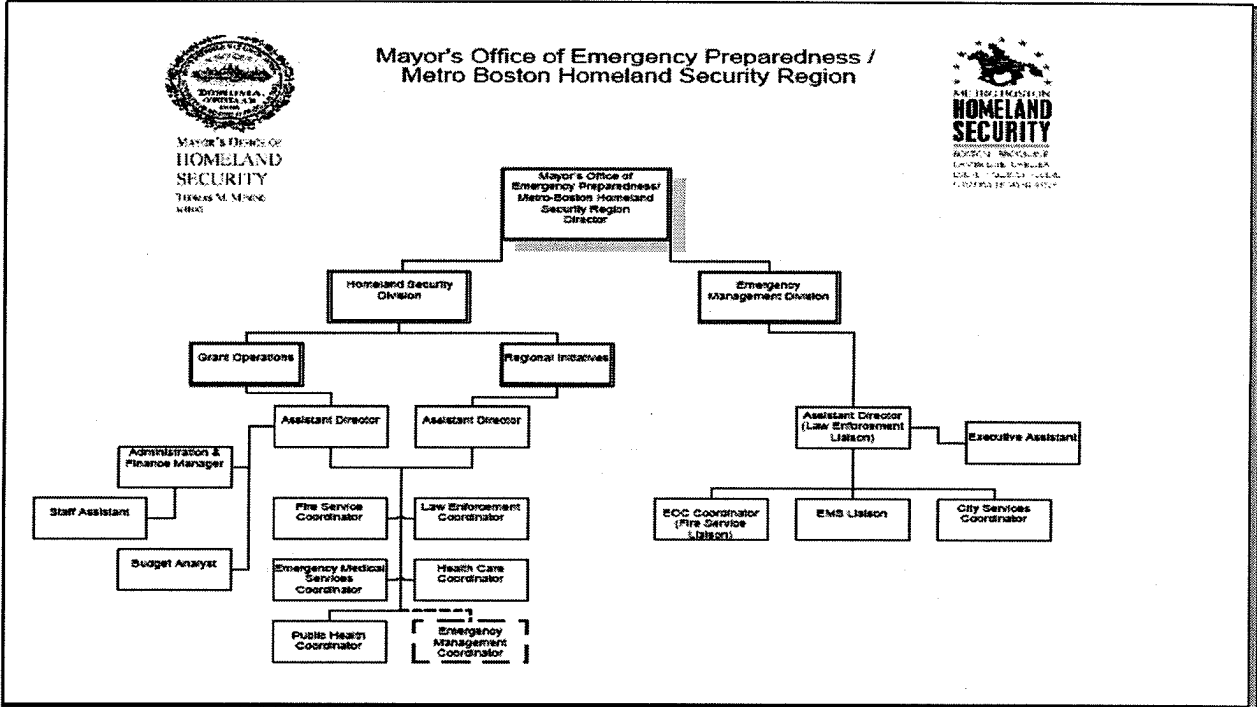
~3,500 char.
→

Investment Heading

INVESTMENT # **8** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,000,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Regional Plans, Policies and Procedures**
 Investment Phase: **New**
 Is this a Multi-State / Urban Area Investment? **No**

V. Attachment(s) - Optional Section

V.A. - Attachment(s)



Investment Heading

INVESTMENT # **9** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,500,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Critical Infrastructure/Site Protection**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

If yes, with which State(s) / Urban Area(s)?

Funding Self Check: **0**

I. Baseline

I.A. - Baseline - FY 2006 Request Name and Funding

If the Investment was included in the FY 2006 HSGP request, please provide the name of this Investment and the total amount of FY 2006 HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

Critical Infrastructure/Site Protection

FY 2006 HSGP funding:

I.B. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY 2007 HSGP funds. Describe the capability gap(s) that this Investment is intended to address. Discuss why this Investment was selected over other options. (2,500 Char. Max)

~500 char.

Preparedness is the critical link between what we do to prevent, protect, and secure our critical infrastructure and how we respond and recover from such disasters. Therefore, the objective of this Investment will be to augment the MBHSR's current explosive detection and disposal resources to enhance regional security of critical infrastructure located within the MBHSR. Such an Investment will allow MBHSR to become better prepared and allow the Region to harden critical infrastructure against terrorist attacks and other hazards across the Metro Boston Homeland Security Region (MBHSR), as required under the Nation Priority "Implement the Interim NIPP."

~1,000 char.

With the exception of the City of Boston and the Cambridge Police department, most MBHSR jurisdictions have little to no explosive detection equipment. During periods of elevated terrorism alerts, and the MBHSR's last full scale exercise, Operation Poseidon, both Boston and Cambridge Police departments have been strained to provide explosive detection and response services to surrounding communities due to limited resources. Furthermore, recent foreign and domestic events have demonstrated the shortage of explosive counter terrorism capabilities. The addition of electronic detection units and the further augmentation of K-9 units located regionally throughout the MBHSR would greatly enhance the Region's deterrence and response capabilities. Because resources for the protection of critical infrastructure and key assets are limited, the MBHSR first responder community will share the equipment regionally to allow for a more efficient and effective response to any such incident.

~1,500 char.

The Investment was chosen to ensure that the Region may better protect its critical infrastructure with both time proven and the most current technologies.

~2,000 char.

~2,500 char.

Investment Heading

INVESTMENT # **9** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,500,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Critical Infrastructure/Site Protection**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

II. Strategy

II.A. - Strategy - Enhancement Plan

Explain how this Investment supports Initiatives in the Program and Capability Enhancement Plan. Please reference relevant page numbers in the Enhancement Plan and confirm continued use of a FY 2006 Plan or an updated Plan. (Part of overall Investment 15,000 Char. Max)

~500 char.

This Investment supports the Commonwealth of Massachusetts Enhancement Plan dated February 27, 2006 in multiple areas. The second page of the Enhancement Plan outlines the Initiatives and their corresponding National Priority/Capability from the Target Capabilities List. This Investment will specifically support three of the nine primary State initiatives: Regional Collaboration, Improvised Explosive Device (IED) Preparedness, and CBRNE Preparedness.

~1,000 char.

Regional Collaboration: This Investment will support and enhance regional collaboration by building upon current successes that will add value to the various regional IED response plans of the Commonwealth. (Page 20)

~1,500 char.

Improvised Explosive Device Preparedness: This Investment will support this Initiative through increased regional efforts as well as protection and deterrence planning across agencies and jurisdictions. Improvised explosive devices (IEDs) pose a threat of great concern to states and local jurisdictions across the nation as they have historically been the terrorist weapon of choice because they combine a high degree of effectiveness with minimal cost. Therefore, MBHSR will expand its resource capabilities to "increase the Commonwealth's capability to respond to an event of this nature" by having additional resources on hand to support Massachusetts State Police Hazardous Devices unit. (Page 29)

~2,000 char.

CBRNE Preparedness: This Investment supports CBRNE preparedness by strengthening regional capability to protect critical infrastructure. In reviewing target capabilities relative to CBRNE incidents, the UASI HSPD-8 Program Capability Review and the recent Operation Poseidon Exercise Series identified several areas which needed to be addressed to improve the Commonwealth's capability to detect, prevent, protect, respond and recover from a CBRNE incident. This Investment will enhance the regional security of critical infrastructure within the MBHSR by providing further CBRNE detection capabilities and improving response to such an incident. (Page 32)

~2,500 char.

~3,000 char.

~3,500 char.

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

9

FY 2007 Urban Area: MA - Boston Area

\$1,500,000

Investment Name: Critical Infrastructure/Site Protection

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. (Part of overall Investment 15,000 Char. Max)

~500 char.

This investment supports all aspects and areas throughout the Metro-Boston Homeland Security Updated Urban Area Homeland Security Strategy Submission, dated February 2006. The Security Strategy is divided into the four parts of the emergency management life-cycle: prevent/prepare, protect, respond, and recover. Specifically, this investment aligns with two goals. First, the investment aligns with Goal 1, "Ensure the MBHSR can actively prevent and deter as well as prepare for terrorist attacks and catastrophic events." (Page 7). Second, the investment aligns with Goal 2, "Ensure the MBHSR can effectively protect the Region from terrorist attacks and catastrophic events." (Page 10)

~1,000 char.

Prevent/Prepare: This investment will ensure the Metro Boston Homeland Security Region can actively prevent, and deter, as well as prepare for, terrorist attacks and catastrophic events. Specifically, this investment will continue to augment the various personnel that are tasked with protecting such critical infrastructure within MBHSR with further resources. (Pg 7-9)

~1,500 char.

Protect: This investment will ensure the MBHSR can effectively protect itself from terrorist attacks and catastrophic events. Specifically, this investment supports the achievement of Objective 2.2 of Goal 2 through the following steps: implement appropriate target-hardening enhancements to critical sites throughout the Region including active and passive measures such as equipment, policies, procedures, and training; develop a uniform system to secure the vulnerability of each discipline's respective agency infrastructure, vehicles, and personnel equipment; and continue to develop plans and activities that will secure major regional assets. (Pg 10-11)

~2,000 char.

~2,500 char.

~3,000 char.

~3,500 char.

Investment Heading

INVESTMENT # **7** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,250,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Community Awareness & Public Participation**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities developed by this investment? (Part of overall Investment 15,000 Char. Max)

~500 char.



MBHSR will sustain this investment with the implementation of the community awareness and public participation steering committee chartered to execute a continuous community awareness and public participation campaign. The Investment steering committee will continue to serve as the governing structure for the projects associated with this investment, and this Subcommittee will maintain an ongoing regional planning process. In order to ensure the continuation of the planning process, jurisdictions will contribute personnel and manpower to create, contribute, review, exercise, and amend the materials created for distribution. Wherever possible, the Investment Subcommittee will look to partner with community organizations, specifically those serving vulnerable populations, to aid in the creation and distribution of social marketing materials.

~1,000 char.



Relationship formed between Public Information Officers (PIOs), the Mayor's Office of Emergency Preparedness (MOEP), and the media will be sustained through meetings and training events. Additionally, PIOs and MOEP will extend invitations to media contacts to attend community awareness events and trainings as well as integrating a media into planned exercises.

~1,500 char.



Additionally, MBHSR will work to sustain this investment through capitalizing on local and state aid as well as other federal grants that become available.

~2,000 char.



~2,500 char.



~3,000 char.



~3,500 char.

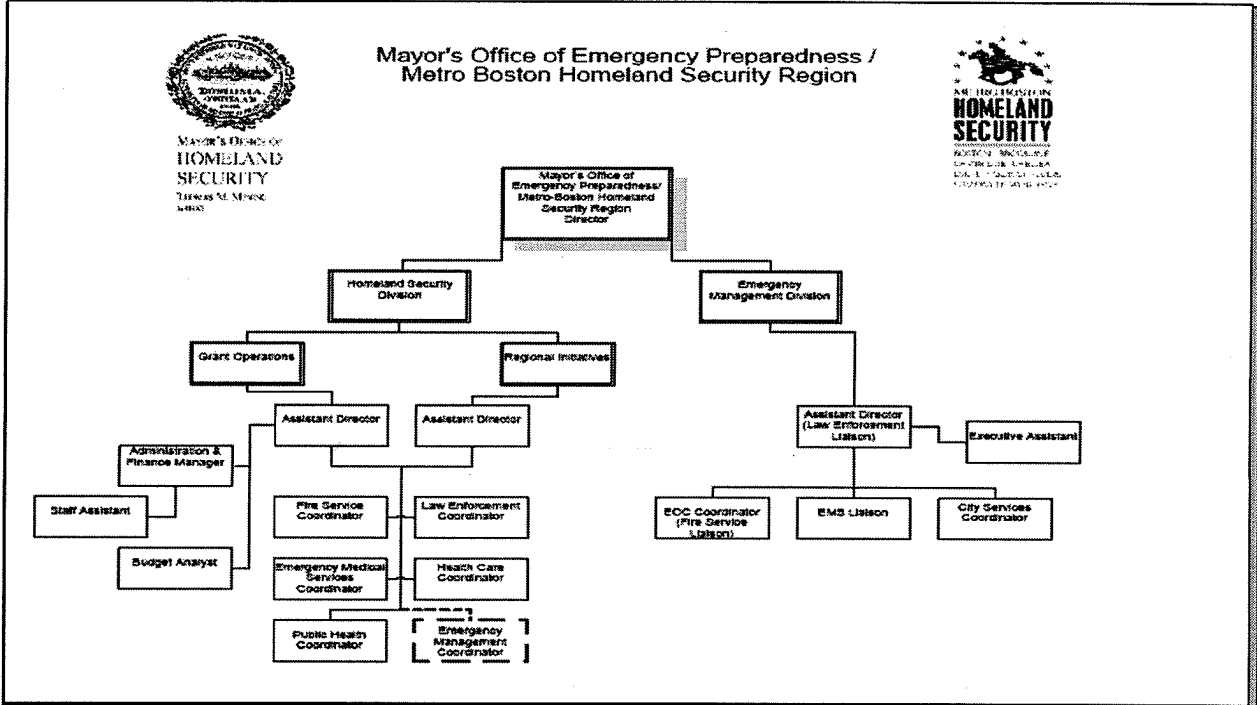


Investment Heading

INVESTMENT # **7** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,250,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Community Awareness & Public Participation**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

V. Attachment(s) - Optional Section

V.A. - Attachment(s)



Investment Heading

INVESTMENT # **8** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,000,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Regional Plans, Policies and Procedures**

Investment Phase: **New**

Is this a Multi-State / Urban Area Investment? **No**

If yes, with which State(s) / Urban Area(s)?

Funding Self Check:

I. Baseline

I.A. - Baseline - FY 2006 Request Name and Funding

If the Investment was included in the FY 2006 HSGP request, please provide the name of this Investment and the total amount of FY 2006 HSGP funding that was dedicated to this Investment, if any. (100 Char. Max for Investment Name)

NA

FY 2006 HSGP funding:

I.B. - Baseline - Description

Provide a summary description of the current state of this Investment, its objectives, and any outcomes that will be completed prior to the application of FY 2007 HSGP funds. Describe the capability gap(s) that this Investment is intended to address. Discuss why this Investment was selected over other options. (2,500 Char. Max)

~500 char.

Plans, Policies and Procedure development, implementation and refinement have been an ongoing activity in all disciplines and agencies throughout the region. Although, most planning has been conducted within single or multiple agencies, disciplines and jurisdictions. As these plans have matured, real world incidents as well as the DHS Exercise series, Operation Poseidon conducted during FFY06, have demonstrated and elevated the priority and importance of regionalizing plans, policies and procedures.

~1,000 char.

While strong planning has been executed in the individual jurisdictions, the absence of strong County governments in this geographic region has caused formalized planning on the regional level to be minimal. This Investment is intended to help tie together and dovetail the comprehensive emergency plans, MOU's, and policies and procedures that have been developed at the single agency/jurisdiction level and formalizing, standardizing, and deconflicting those plans across the region. Additionally, personnel resources are very limited and this investment will provide the necessary subject matter expertise support required to draft, test and refine the identified regional objectives.

~1,500 char.

The primary objective of this Investment is to build upon and continue regionalizing existing discipline, agency and jurisdictional emergency plans, policies and procedures. This structured approach will provide a consistent framework for disciplines and entities at all jurisdictional levels to work together, creating regional complementary and mutually supportive response plans to the myriad scope of all-hazards emergency incidents faced by our public safety agencies. This Investment will allow our Region to build upon the lessons learned from Operation Poseidon, special events and numerous real world incident responses. Additional objectives are to address prioritized regional issues such as communications protocols and matrices, CBRNE response and recovery, evacuation and mass care plans, regional asset identification and database tracking, emergency operations center operations, mutual support plans, continuity of government, and continuity of operations. While this is a new investment the groundwork has been laid by various individual accomplishments in this area including jurisdictional evacuation and mass care planning and improvement per the National Plan Review, Regional EMS Response plans, and regional operational exercises. This Investment was chosen due to the prioritized need by public safety leadership across the Region for increased focus and support for regional planning.

~2,000 char.

~2,500 char.

Investment Heading

INVESTMENT # **8** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,000,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Regional Plans, Policies and Procedures**

Investment Phase: **New**

Is this a Multi-State / Urban Area Investment? **No**

II. Strategy

II.A. - Strategy - Enhancement Plan

Explain how this Investment supports Initiatives in the Program and Capability Enhancement Plan. Please reference relevant page numbers in the Enhancement Plan and confirm continued use of a FY 2006 Plan or an updated Plan. (Part of overall Investment 15,000 Char. Max)

~500 char.

This Investment supports the Commonwealth of Massachusetts Enhancement Plan dated February 27, 2006 in multiple areas. The second page of the Enhancement Plan outlines the Initiatives and their corresponding National Priority/Capability from the Target Capabilities List. This Investment will specifically support seven of the nine primary State initiatives; information sharing, interoperable communications, National Incident Management System, regional collaboration, disaster recovery, Improvised Explosive Device preparedness and CBRNE preparedness.

~1,000 char.

Information Sharing: This Investment will support the goal of this initiative by regionally enhancing plans and systems, providing specific direction and guidance on the collection, transfer, and sharing of information (on a regional and statewide basis) to all users of this of the MBHSR and statewide information sharing network. (Page 7)
Interoperable Communications: This Investment will support the goal of this initiative by establishing regional plans and policies for emergency notification matrices across jurisdictions and municipalities. (Page 11)

~1,500 char.

National Incident Management System: This Investment will support both the State and Federal goals of the NIMS program. Through increased collaboration and establishment of regional plans, policies and procedures we will enhance and speed the institutionalization of NIMS and Unified Command across our region. (Page 17)

~2,000 char.

Regional Collaboration: This initiative will support the collection and documentation of current resources, personnel & equipment, enables the Commonwealth to readily identify the current capabilities within the MBHSR and assess the need for additional memoranda of understanding with local, regional, state and interstate agencies, municipalities and private entities. This effort will support and contribute to the development and effectiveness of integrated regional and statewide evacuation, sheltering and mass care plans; traffic management plans; fire and emergency medical service plans; emergency notification plans, to include special populations; resource tracking; volunteer and private sector resource identification and protocol development. (Page 20)

~2,500 char.

Disaster Recovery: This Investment supports the disaster recovery initiative through the implementation of regional plans, policies and procedures addressing continuation of government, continuation of operations, long term needs, mitigation strategies, economic and environmental recovery, and individual and public assistance, as well as identifying roles and responsibilities. (Page 26)

~3,000 char.

Improvised Explosive Device Preparedness: This Investment will support this initiative through increased regional information sharing as well as response and recovery planning across agencies and jurisdictions. Technology and equipment have been purchased over past years but plans and policies need to be established and operationalized to enhance the current effectiveness. (Page 29)

~3,500 char.

CBRNE Preparedness: This Investment will help to focus on regional plans, policies and procedures to standardize and increase the effective response to CBRNE events. The recent Operation Poseidon Exercise Series concluded a need for standardization of regional operating procedures in response, mitigation and recovery during an CBRNE event. Standardization across jurisdictions and agencies will greatly improve the effectiveness of response and recovery. (Page 32)

Investment Heading

INVESTMENT # **8** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,000,000**

FY 2007 Urban Area: **MA - Boston Area**

Investment Name: **Regional Plans, Policies and Procedures**

Investment Phase: **New**

Is this a Multi-State / Urban Area Investment? **No**

II.B. - Strategy - Homeland Security Strategy goals and objectives

Explain how this Investment supports the State/Territory/Urban Area Homeland Security Strategy goals and objectives. (Part of overall Investment 15,000 Char. Max)

~500 char.



This is a new Investment, but very much supports all aspects and areas throughout the Metro-Boston Homeland Security Updated Urban Area Homeland Security Strategy Submission, dated February 2006. The Security Strategy is divided into the four parts of the emergency management life-cycle; prevent/prepare, protect, respond, and recover. It is clear that this Investment for continued in-depth, detailed regional planning will enhance the regions goals.

~1,000 char.



Prevent/Prepare: This Investment will ensure the Metro Boston Homeland Security Region (MBHSR) can actively prevent, and deter, as well as prepare for, terrorist attacks and catastrophic events (Pg. 7-9). Regionalizing plans, policies and procedures will help to standardize the emergency management message (Obj. 1.1), streamline information sharing and collection processes (Obj.1.2) and implement a coordinated, standardized training and exercise program across the region (Obj. 1.3 - 1.4).

~1,500 char.



Protect: This Investment will ensure the MBHSR can effectively protect the Region from terrorist attacks and catastrophic event (Pg. 10-11). Efforts to review and create MOA's, MOU's and mutual aid agreements, formalize partnerships, standardize specialized equipment and strengthen policies and procedures will help create a much more effective and resilient emergency management network (Obj. 2.1 - 2.3).

~2,000 char.



Respond: This Investment will ensure the MBHSR can effectively respond to terrorist attacks and catastrophic events in both the short and long term (Pg. 11-15). This Investment will assist in standardizing regional communication matrices, procedures and policies (Obj. 3.1), enhancing and regionalizing the policies that govern and operate Emergency Operation Centers (Obj. 3.3) and ultimately develop and maintain regional response capabilities (Obj. 3.4).

~2,500 char.



Recover: This Investment will ensure the MBHSR has the capability to effectively recover from terrorist attacks and catastrophic events (Pg. 15-16). This investment will support a regional capacity for a protracted response, recovery and regional continuity of operations through formalizing and building out regional plans. (Obj. 4.1 - 4.2)

~3,000 char.



Moreover, this Investment will enhance the preparedness by standardizing and formalizing community outreach initiatives, intelligence and information sharing, training, and exercises. Finally, this Investment will enhance the regions ability to protect itself by supporting and enhancing mutual aid agreements, memorandums of agreement and strengthening regional response policies, procedures and plans.

~3,500 char.



Investment Heading

8	INVESTMENT # State/Territory Name:	Massachusetts	FY 2007 HSGP Funding Request:
	FY 2007 Urban Area:	MA - Boston Area	\$1,000,000
	Investment Name:	Regional Plans, Policies and Procedures	
	Investment Phase:	New	
	Is this a Multi-State / Urban Area Investment?	No	

II.C. - Strategy - Target Capabilities

From the drop-down boxes, select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability

Planning

Primary Target Capability Narrative (500 Char. Max)

This investment will support the regionalization of formalized plans, policies and procedures that span the thirty-five other Primary Target Capabilities. Through this investment we will be able to formalize standard operating procedures that exist across multiple agencies and jurisdictions ensuring efficient and effective response to emergencies that capitalizes on the assets and strengths of the regions public safety personnel and equipment.

Secondary Target Capability (1)

Public Safety and Security Response

Secondary Target Capability (2)

Critical Resource Logistics and

Secondary Target Capability (3)

Communications

Secondary Target Capability (4)

Emergency Operations Center Management

II.D. - Strategy - National Priorities

From the drop-down boxes, select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority (1)

Expanded Regional Collaboration

National Priority (2)

Implement the NIMS and NRP

National Priority (3)

Strengthen Planning and Citizen Prepared

National Priority (4)

Strengthen CBRNE Detection, Response, &

III. Implementation

III.A. - Funding Plan

Provide the total estimated cost for the FY 2007 HSGP period of performance for this Investment by completing the following table:

- Provide solution area costs (including personnel); for funding sources other than FY 2007 HSGP funds, identify the funding source
- For each solution area that has an associated FY 2007 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)

	FY 2007 Homeland Security Grant Program Request					FY 2007 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	LETPP	MMRS	CCP					
Planning		\$670,000				\$670,000				\$670,000
Organization										
Equipment		\$100,000				\$100,000				\$100,000
Training		\$100,000				\$100,000				\$100,000
Exercises		\$100,000				\$100,000				\$100,000
M&A		\$30,000				\$30,000				\$30,000
Total		\$1,000,000				\$1,000,000				\$1,000,000

Investment Heading

INVESTMENT # **8** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,000,000**
FY 2007 Urban Area: **MA - Boston Area**
Investment Name: **Regional Plans, Policies and Procedures**
Investment Phase: **New**
Is this a Multi-State / Urban Area Investment? **No**

Planning (500 Char. Max)

Funds will be utilized to support the establishment of a regional multi-discipline, multi-jurisdictional steering committee to implement the investment. This committee will be a cross matrix of managerial, operational and support personnel to ensure planning addresses all levels of organizational structure and operations. Planning will be a continuous, iterative process owned and directed by regional stakeholders, for which the regionalization of plans, policies and procedures can be executed.

Organization (500 Char. Max)

Equipment (500 Char. Max)

This investment will not procure or direct the use of any particular equipment. However, this investment may facilitate the collection of regional resources, available equipment and make recommendations for future standardization or remedies for identified shortfalls.

Training (500 Char. Max)

It is expected that the resulting plans, policies and procedures developed and/or refined under this investment will be incorporated in training at all levels of applicable public safety organizations. Subsequently, funding for training will be supported in the Training and Exercises investment.

Exercise (500 Char. Max)

After incorporation in the applicable training it is expected that the standards and procedures set in through the implementation of regional plans, policies and procedures will be operationally vetted during agency, jurisdictional, or regional exercises. Subsequently, funding for exercises will be supported in the Training and Exercises investment. As in the past, it is imperative that future exercises test and improve regional collaboration.

Management & Administration (500 Char. Max)

Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) and the Steering Committee that will oversee this investment.

Investment Heading

INVESTMENT # **8** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,000,000**
FY 2007 Urban Area: **MA - Boston Area**
Investment Name: **Regional Plans, Policies and Procedures**
Investment Phase: **New**
Is this a Multi-State / Urban Area Investment? **No**

III.B. - Milestones

Provide specific milestones for the investment over the FY 2007 HSGP period of performance, including a description and start and end dates for each milestone; up to 10 milestones may be provided. (500 Char. max per milestone)

Milestone #1
Conduct initial planning conference and convene Regional Plans, Policies and Procedures steering committee.

Start Date: **01/01/08** End Date: **03/01/08**

Milestone #2
Collect jurisdiction, discipline and agency data to create a map of regional plans, MOU's, and agreements. Identify opportunities, set goals, and prioritize regional plans, policies and procedures.

Start Date: **01/01/08** End Date: **12/01/08**

Milestone #3
Conduct analysis and compilation of final draft plan for first priority selected by the steering committee.

Start Date: **08/01/08** End Date: **01/01/09**

Milestone #4
Conduct review and approval of first regional plan, policy or procedure.

Start Date: **01/01/09** End Date: **04/01/09**

Milestone #5
Incorporate approved regional plans, policies and procedures in exercises to confirm and validate.

Start Date: **01/01/09** End Date: **06/01/09**

Investment Heading

INVESTMENT # **8** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,000,000**
FY 2007 Urban Area: **MA - Boston Area**
Investment Name: **Regional Plans, Policies and Procedures**
Investment Phase: **New**
Is this a Multi-State / Urban Area Investment? **No**

Milestone #6

Conduct analysis and compilation of final draft plan for second priority selected by steering committee.

Start Date: **01/01/09**

End Date: **07/01/09**

Milestone #7

Conduct review and approval of second regional plan, policy or procedure.

Start Date: **07/01/09**

End Date: **10/01/09**

Milestone #8

Incorporate approved regional plans, policies and procedures in exercises to confirm and validate.

Start Date: **11/01/09**

End Date: **03/01/10**

Milestone #9

Iterative planning process continues through completion of FY07 HSGP period performance.

Start Date: **01/01/08**

End Date: **07/01/10**

Milestone #10

Start Date:

End Date:

Investment Heading

INVESTMENT # **9** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,500,000**
 FY 2007 Urban Area: **MA - Boston Area**
 Investment Name: **Critical Infrastructure/Site Protection**
 Investment Phase: **Ongoing**
 Is this a Multi-State / Urban Area Investment? **No**

II.C. - Strategy - Target Capabilities

From the drop-down boxes, select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.

Primary Target Capability

Critical Infrastructure Protection

Primary Target Capability Narrative (500 Char. Max)

This investment will support both the regionalization and standardization of plans, policies, trainings, and equipment throughout the MBHSP to ensure continued efforts in protecting the critical infrastructure in the area of explosive detection and disposal.

Secondary Target Capability (1)

CBRNE Detection

Secondary Target Capability (2)

Public Safety and Security Response

Secondary Target Capability (3)

Explosive Device Response Operations

Secondary Target Capability (4)

Law Enforcement Investigation and

II.D. - Strategy - National Priorities

From the drop-down boxes, select the National Priority(ies) that this Investment supports; up to four may be selected.

National Priority (1)

Implement the Interim NIPP

National Priority (2)

Strengthen CBRNE Detection, Response, &

National Priority (3)

Implement the NIMS and NRP

National Priority (4)

Expanded Regional Collaboration

III. Implementation

III.A. - Funding Plan

Provide the total estimated cost for the FY 2007 HSGP period of performance for this Investment by completing the following table:

- Provide solution area costs (including personnel); for funding sources other than FY 2007 HSGP funds, identify the funding source
- For each solution area that has an associated FY 2007 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)

	FY 2007 Homeland Security Grant Program Request					FY 2007 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	LETPP	MMRS	CCP					
Planning		\$10,000				\$10,000				\$10,000
Organization										
Equipment		\$1,355,000				\$1,355,000				\$1,355,000
Training		\$45,000				\$45,000				\$45,000
Exercises		\$45,000				\$45,000				\$45,000
M&A		\$45,000				\$45,000				\$45,000
Total		\$1,500,000				\$1,500,000				\$1,500,000

Investment Heading

INVESTMENT # State/Territory Name: **Massachusetts**

FY 2007 HSGP Funding Request:

9

FY 2007 Urban Area: **MA - Boston Area**

\$1,500,000

Investment Name: **Critical Infrastructure/Site Protection**

Investment Phase: **Ongoing**

Is this a Multi-State / Urban Area Investment? **No**

Planning (500 Char. Max)

Funds will be utilized to strengthen regional critical infrastructure protection plans in the area of explosive detection and disposal.

Organization (500 Char. Max)

Equipment (500 Char. Max)

Funds will be utilized to procure K-9 units and their associated costs as well as electronic explosive detection equipment.

Training (500 Char. Max)

Training funds will be used to support personnel costs for those utilizing the newly procured equipment and K-9 units to be appropriately trained.

Exercise (500 Char. Max)

Once the applicable training has been conducted and policies, plans and procedures regarding the newly procured equipment have been updated, funds will be utilized to support personnel costs associated with identifying lessons learned and best practices.

Management & Administration (500 Char. Max)

Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) and the Steering Committee that will oversee this Investment.

Investment Heading

INVESTMENT # **9** State/Territory Name: **Massachusetts** FY 2007 HSGP Funding Request: **\$1,500,000**
FY 2007 Urban Area: **MA - Boston Area**
Investment Name: **Critical Infrastructure/Site Protection**
Investment Phase: **Ongoing**
Is this a Multi-State / Urban Area Investment? **No**

III.B. - Milestones

Provide specific milestones for the Investment over the FY 2007 HSGP period of performance, including a description and start and end dates for each milestone; up to 10 milestones may be provided. (500 Char. max per milestone)

Milestone #1
Conduct requirements analysis and recommend equipment procurements.

Start Date: **01/01/08** End Date: **06/01/08**

Milestone #2
Procure equipment.

Start Date: **06/01/08** End Date: **01/01/09**

Milestone #3
Organize, establish and implement training and exercise program.

Start Date: **01/01/09** End Date: **01/01/10**

Milestone #4
Conduct IED drill.

Start Date: **09/01/09** End Date: **01/01/10**

Milestone #5
Review/update plans and procedures.

Start Date: **01/01/09** End Date: **07/01/10**

Investment Heading

INVESTMENT # State/Territory Name: Massachusetts

FY 2007 HSGP Funding Request:

9

FY 2007 Urban Area: MA - Boston Area

\$1,500,000

Investment Name: Critical Infrastructure/Site Protection

Investment Phase: Ongoing

Is this a Multi-State / Urban Area Investment? No

Milestone #6

[Redacted]

Start Date: [Redacted]

End Date: [Redacted]

Milestone #7

[Redacted]

Start Date: [Redacted]

End Date: [Redacted]

Milestone #8

[Redacted]

Start Date: [Redacted]

End Date: [Redacted]

Milestone #9

[Redacted]

Start Date: [Redacted]

End Date: [Redacted]

Milestone #10

[Redacted]

Start Date: [Redacted]

End Date: [Redacted]

Investment Heading

INVESTMENT #	State/Territory Name: <input type="text" value="Massachusetts"/>	FY 2007 HSGP Funding Request:
9	FY 2007 Urban Area: <input type="text" value="MA - Boston Area"/>	<input type="text" value="\$1,500,000"/>
	Investment Name: <input type="text" value="Critical Infrastructure/Site Protection"/>	
	Investment Phase: <input type="text" value="Ongoing"/>	
	Is this a Multi-State / Urban Area Investment? <input type="text" value="No"/>	

III.C. - Project Management

Describe the management team that is directly responsible for the implementation of this Investment. Specifically, describe any key Investment roles and responsibilities, structures, and subject matter expertise required by this Investment, including at least the project manager and the contracts management structure. An organizational chart may be included in the response. (Part of overall Investment 15,000 Char. Max)

~500 char. → MOEP in coordination with the Law Enforcement Subcommittee is responsible for the oversight of this investment for the MBHSR. A governing subcommittee will be comprised of personnel from each of the nine jurisdictions and will be primarily responsible for the planning, priorities and progress reporting of the Critical Infrastructure Investment. Membership will cross all disciplines and jurisdictions. The Subcommittee will prioritize and recommend project plans to the Jurisdictional Points of Contact Committee for approval. The Subcommittee will manage and oversee the execution of all planning and support MOEP in completing the milestones identified above and will coordinate with Working Groups as needed. The Subcommittee will meet regularly to report on progress of the Investment schedule. Working Groups will be formed as needed to address specific milestones in the Investment schedule.

~1,000 char. → The Mayor's Office of Emergency Preparedness (MOEP) is leading the implementation of this Investment in coordination with the Law Enforcement Subcommittee. The Law Enforcement Subcommittee for the past year has developed this proposal and received approval from their Police Chief and Chief Municipal Officer to cover ongoing operational/maintenance costs. The MOEP staff is comprised of a Director, two Assistant Directors, a Finance Manager, and five Discipline Coordinators. The Director directs and oversees all aspects of MOEP and manages communication with the Mayor of Boston, the jurisdictions' Chief Executive Officers, and the Jurisdiction Points of Contact. The Assistant Directors handle investment development, management, and coordination for the MBHSR and oversee the activities of the Discipline Coordinators. The Finance Manager is responsible for the fiscal tasks related to all regional HS grants, which includes processing invoices for approved support related to the Critical Infrastructure Investment. Each discipline is assigned a Discipline Coordinator, who coordinates regional planning and communication, amongst their respective Discipline Subcommittees, Law Enforcement, Fire Services, Emergency Medical Services, Emergency Management, Public Health, and Health Care. The Law Enforcement Coordinator will be the program manager for this investment.

~1,500 char. →

~2,000 char. →

~2,500 char. → **Planning:** MOEP will call together all of the UASH Police Departments to strengthen their SOPs in relation to explosive detection and disposal and work with them to create regional response plans.

~3,000 char. → **Equipment:** MOEP will procure all equipment and enter into any contracts with the vendors to provide the goods. The Law Enforcement Discipline Coordinator will order all equipment and verify the equipment has been delivered. Once equipment delivery is verified the AD will process the invoice for payment.

~3,500 char. → **Training:** The Law Enforcement Subcommittee will be responsible for planning, organizing and implementing the K-9 training and equipment training. MOEP will cover the BF/OI for those involved.

Exercise: The LE Subcommittee will be responsible for creating the exercise scenario that tests the equipment as well as the updating plans/policies/procedures put in place. MOEP will support BF/OI for exercise participation and will also be responsible for ensuring HSEEP guidelines are followed.

Organization Chart Included?

Investment Heading

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III.D. - Investment Challenges

List and describe up to five potential challenges to effective implementation of this Investment over the entire FY 2007 HSGP period of performance. For each identified challenge, provide a brief description of how the challenge will be mitigated, and indicate a probability of occurrence (high, medium, low), and level of impact should it occur (high, medium, low).

Challenge (100 Char. Max)	Probability/Impact	Mitigation Strategy (500 Char. Max)
1. Municipality commitments	Probability	Work with municipalities and public safety agencies receiving investments to commit to provide personnel (to learn and to be deployed) and sustain trainings, certifications, and maintain equipment.
	High	
	Impact	
	Medium	
2. Equipment reliability	Probability	Conduct a systematic review of all equipment devices to ensure appropriate devices are procured.
	Medium	
	Impact	
	Medium	
3. Training implementation and standardization of K-9 units	Probability	Address lack of standardization through Investment governance committee.
	Medium	
	Impact	
	Medium	
4.	Probability	
	Impact	
5.	Probability	
	Impact	

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Is this a Multi-State / Urban Area Investment? No

IV. Impact

IV.A. - Impact

What outcomes will indicate that this Investment is successful at the end of the FY 2007 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)

~500 char.

The FFY2006 MBHSR Exercise Program highlighted the need for increased explosive detection capabilities within the Region. A scenario involving a series of explosions, including a major event at a shopping mall, displayed how the resources dedicated to explosive detection were quickly taxed, and how some agencies that have this capability struggled to offer assistance to outside agencies while still devoting sufficient resources to their own assets. The impact of the Critical Infrastructure Investment will be the enhancement of the MBHSR's explosive detection and disposal capabilities, ensuring that the Region's response in a real-time environment will become more efficient and effective.

~1,000 char.

The Metro-Boston Region is a target-rich environment, and the successful implementation of the actions outlined in this Investment will allow our Region to better protect these targets.

~1,500 char.

The Port of Boston is one of the largest shipping ports on the east coast, and processes millions of metric tons of cargo annually. The Port hosts a number of critical sites in the Region and a threat to any infrastructure within it could adversely affect the entire function of the harbor. The Port serves container shipping, and processes several other major commodities, including petroleum, liquefied natural gas (LNG), cement, salt, and automobiles. The LNG Terminal within the region is located on the Mystic River, and shipments of this resource travel past Downtown Boston on a regular basis. Logan Airport and MBTA infrastructure are located within the port, as are numerous major egress and ingress routes that serve the Region. A number of the facilities surrounding the Port have called on the Explosive Ordnance and Disposal Teams within the region, and will continue to do so in order to meet all potential threats.

~2,000 char.

Boston has a very rich history, and therefore has a number of sites dedicated to commemorating American heritage throughout the Region. Millions of tourists visit these sites every year. Metro Boston features many other soft targets, including schools and universities, stadiums, places of worship, and areas of big business and commerce. All of these sites can be served by the units we are proposing to implement in this Investment.

~2,500 char.

Recent history has shown that explosive devices are a favorite among those who wish to do harm. Terror attacks have spanned the globe involving explosive devices, and have occurred in a number of areas, with varied targets. Shopping centers, government buildings, hotels and public transportation are a few that have been targeted by these types of attacks. Metro Boston features all of these critical assets. If an attack were to occur, the capability of the Region to respond will be greatly strained.

~3,000 char.

The City of Boston experienced recently a widespread response to remove what were identified as "hoax explosive devices" from critical infrastructure throughout the City and surrounding Region. As the numbers of these devices reported increased, the responding agencies were strained to provide teams to all of these locations and mitigate the threat. This Investment will supplement these resources to allow our agencies to respond to multiple explosive devices and protect assets Region wide.

~3,500 char.

Rather than spending money on response and recovery, this Investment will also provide

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\$1,500,000

Investment Name: Critical Infrastructure/Site Protection

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Is this a Multi-State / Urban Area Investment? No

IV.B. - Sustainability

What is the long-term approach to sustaining the capabilities developed by this investment? (Part of overall Investment 15,000 Char. Max)

The MBHSR will work to sustain this investment through integration with current jurisdictional and Commonwealth operations. Additionally, MBHSR will work to sustain this investment through capitalizing on local and state aid as well as other federal resources that become available.

~500 char. → Specifically, annual equipment maintenance and K-9 associated costs will be sustained through partnering agency operational budgets. All of the MBHSR Law Enforcement Agencies have agreed to supporting the costs and personnel changes associated with maintaining this capability. All of these Law Enforcement agencies have agreed to alter or increase their personnel structure to accommodate for any changes that occur due to the incorporation of K-9 Units. The requirements of these officers change when associated with a K-9 unit due to the intense training and exercising, and therefore the agency must absorb any change that occurs.

~1,000 char. → Cambridge, for instance, which will become a Full-Time bomb squad after the measures in this investment are implemented, has agreed to increase its personnel structure by four (4) full time positions, and increase its budget to accommodate these positions and all maintenance/sustainment costs.

~1,500 char. → This investment will impose on the partnering agencies to provide significant sustainment costs, but all are heavily invested in improving this capability throughout the Region.

~2,000 char. →

~2,500 char. →

~3,000 char. →

~3,500 char. →

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Is this a Multi-State / Urban Area Investment? **No**

V. Attachment(s) - Optional Section

V.A. - Attachment(s)

