Bridging the Gaps
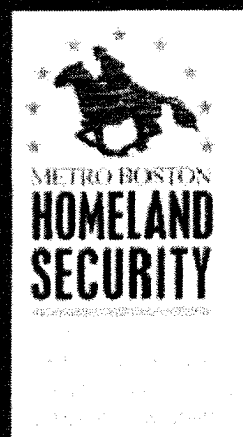A Preparedness Strategy for the Metro-Boston
Homeland Security Region
2009-2012

METRO BOSTON
**HOMELAND
SECURITY**

Metro-Boston Homeland Security Region Goals and Objectives

Goal 1. Implement the National Incident Management System and National Response Framework

1.1. Implement a comprehensive resource and logistics program to support the effective management and distribution of critical assets during emergency response and recovery operations.

1.2. Institutionalize use of the Incident Command System for effective direction and control across all emergency operations, including standardized approach for the use of Unified Command.

1.3. Implement a standardized credentialing system to allow for appropriate security of incident locations and verification of responder capabilities and certifications.

1.4. Enhance and standardize systems, plans, and protocols for the coordinated activation and operation of Emergency Operations Centers (EOCs) to facilitate effective multi-agency coordination for incident management.

Goal 2. Strengthen Infrastructure Protection

2.1 Enhance programs designed to protect Critical Infrastructure and Key Resources (CIKR) against multiple hazards and threats, and reduce the level of risk to the Region.

2.2. Implement a standardized credentialing system to allow for appropriate security of incident locations and verification of responder capabilities and certifications.

2.3. Enhance and standardize systems, plans, and protocols for the coordinated activation and operation of Emergency Operations Centers (EOCs) to facilitate effective multi-agency coordination for incident management.

Goal 3. Strengthen Information Sharing and Collaboration Capabilities

3.1. Enhance the Region's ability to facilitate the distribution of relevant, actionable, timely information and/or intelligence that is updated frequently to the consumers who need it.

3.2. Strengthen the manner in which the region coordinates efforts to detect, examine, probe, investigate, and conduct operations related to potential terrorist activities.

3.3. Improve regional recognition of potential trends, indications, and/or warnings of terrorist and/or criminal activities based on raw data and information from sources.

3.4. Expand the Region's ability to synthesize data and information for the purpose of analyzing, linking, and disseminating timely and actionable intelligence.

Goal 4. Strengthen Interoperable Communications Capabilities

4.1. Continue efforts to enhance the ability of emergency response disciplines to communicate within and across agencies and jurisdictions via radio and associated communications systems when needed.

Goal 5. Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Detection, Response and Decontamination Capabilities

5.1. Strengthen regional capabilities to detect CBRNE threats at critical locations, events, and incidents.

5.2. Enhance regional coordination and implementation of fire suppression operations.

5.3. Build capabilities to coordinate and conduct urban search and rescue (USAR) response operations.

5.4. Develop enhanced capabilities to protect against and respond to improvised explosive device (IED) threats.

5.5. Expand capacity to assess and manage the consequences of a hazardous materials release

Goal 6. Strengthen Medical Surge and Mass Prophylaxis Capabilities

6.1. Expand the medical surge capacity of the existing regional healthcare system in order to provide triage and subsequent medical care.

6.2. Maintain and strengthen means to administer mass prophylaxis interventions for the public and emergency responders during a public health emergency.

6.3. Strengthen the Region's ability to protect the safety and health of on scene first responders, hospital/medical facility personnel, and skilled support personnel.

6.4. Continue to strengthen EMS providers ability to dispatch resources to provide medically acceptable pre-hospital triage and treatment of patients and track patients to a treatment facility.

6.5. Ensure the Region has the appropriate amounts of pharmaceuticals and medical materials prior to an incident and the logistical abilities to transport, distribute, and track these materials during an incident.

6.6. Establish a transparent system to protect the health of the population through the use of isolation and/or quarantine measures in order to contain the spread of disease.

Goal 7. Strengthen Planning and Community Preparedness Capabilities

7.1. Create an enhanced structure and a process for ongoing collaboration between regional government and nongovernmental resources.

7.2. Develop and implement a cohesive regional plan to prepare for, ensure communication of, and immediately execute the safe and effective sheltering-in-place and/or the organized and managed evacuation of at-risk populations.

7.3. Expand the Region's ability to provide regional shelter, feeding centers, basic first aid, bulk distribution of needed items, and related services to persons and companion animals affected by a large-scale incident.

7.4. Create a comprehensive, coordinated emergency public information system that is compliant with NIMS and ensures appropriate dissemination of information during emergencies.

7.5. Develop a regionally coordinated ability to initiate and sustain restoration activities of lifelines provided by critical infrastructure and key resources.

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Executive Summary

The Metro Boston Homeland Security Region (MBHSR) Preparedness Strategy is intended to enhance the Region's ability to deter, prevent, respond to, and recover from acts of terrorism and natural and manmade disasters through development of an all hazards preparedness strategy. As many of the objectives and initiatives of the original MBHSR Strategic Plan, written in 2004 and updated in 2006, have been completed or have evolved into new objectives and initiatives it was time to reevaluate the mission and goals of the MBHSR. Furthermore, this updated Preparedness Strategy aligns with current federal and state strategies and assists the MBHSR in bridging the gap between current capabilities and the desired state of capabilities.

The advancement of this all-hazards Preparedness Strategy was a collaborative effort to assist region-wide senior leadership in directing programmatic efforts, developing and sustaining competencies, adopting best practices, achieving results, measuring progress, ensuring accountability, and properly allocating limited resources over the next 3 to 5 years. Ultimately, the Preparedness Strategy will guide both short- and long-term efforts to develop and enhance results-driven capabilities within the MBHSR.

Vision

- A region capable of minimizing all hazards threats and ensuring a safe and secure Metro Boston Homeland Security Region.

Mission

- To build and sustain region wide enhanced capabilities in order to reduce the loss of life and property and protect the Metro Boston Homeland Security Region from all hazards, including natural disasters, acts of terrorism, and other manmade disasters.

The Preparedness Strategy was developed in close collaboration with both the MBHSR's Jurisdictional Points of Contact (JPOC) and multi-discipline and multi-jurisdictional homeland security subject matter experts (SME). Over the past 6 months and in a transparent and integrated fashion, these stakeholders used the results of a capabilities and preparedness questionnaire to analyze gaps and deficiencies; attended Senior Leader Workshops with various jurisdictions of the MBHSR to obtain strategic guidance; and participated in subcommittee working groups to gather feedback on regional capabilities and future projects.

The workshops and subcommittees yielded a tremendous amount of information, but five key themes recurred throughout each meeting:

Planning—Assess and document what MBHSR has, knows, or will need to know or do in the future
Organization—Increase personnel resources to help execute and manage initiatives
Equipment—Augment equipment to enhance with all-hazards preparedness
Training—Obtain training to better implement plans and deploy equipment
Exercises—Expand exercises to test the capabilities of the MBHSR

In addition the stakeholders helped develop a vision and mission for the Region. The vision statement, listed below, describes the Region's desired future state for homeland security. The mission statement describes how the vision will be achieved.

Using the results of all the collaborative efforts, the MBHSR identified the desired future state of its homeland security capabilities and developed strategic goals and objectives to enhance those capabilities. The Strategic Goals are listed below:

MBHSR Strategic Goals

- Implement the National Incident Management System and National Response Framework
- Strengthen Infrastructure Protection
- Strengthen Information Sharing and Collaboration
- Strengthen Interoperable Communications Capabilities
- Strengthen Chemical, Biological, Radiological, Nuclear and Explosive Detection, Response and Decontamination Capabilities
- Strengthen Medical Surge and Mass Prophylaxis Capabilities
- Strengthen Planning and Community Preparedness Capabilities

The following pages detail the goals, objectives and capabilities identified by the MBHSR.

I. The Metro-Boston Homeland Security Region

About the MBHSR

In response to the attacks of September 11, 2001, the MBHSR began a reassessment of its independent and collective vulnerabilities to enhance and build on the projects and initiatives already taking place throughout the Region to prevent, prepare for, respond to, and recover from an emergency incident, whether natural or manmade. The creation of the MBHSR, as part of the Boston Urban Area Security Initiative (UASI), integrates and unites the homeland security activities of the cities of Boston, Cambridge, Chelsea, Everett, Quincy, Revere, and Somerville, and the towns of Brookline and Winthrop, across the 10 first responder disciplines: fire service, law enforcement, emergency management, emergency medical services, hazardous materials, public works, public health, public safety communications, governmental administrative. Established by Boston Mayor Thomas M. Menino, the Mayor's Office of Emergency Preparedness (MOEP) is charged with coordinating the collaboration, and integration of all homeland security activities across the Region.

Geography of the MBHSR

The MBHSR is approximately 95 square miles and has a resident population of 1,051,809 (according to 2000 U.S. Census data), but the daytime combined population estimates for Boston and Cambridge alone raise the total estimated regional population as high as 2,560,000 persons.

The Region contains a number of critical infrastructures, high-profile targets, and potential threat elements, including universities, hospitals, malls, biotechnology, finance, and sport stadiums. Several high-profile, annual events, such as the Boston Marathon, Head of the Charles, and July Fourth celebrations, draw more than a million spectators and participants into the Region. Major transportation networks exist within the Region, including Massachusetts Bay Transportation Authority (MBTA) and Amtrak hubs. Logan International Airport, a $7 billion per year critical infrastructure and New England's largest transportation center, is located in East Boston. It is the closest airport to a major city's downtown area in the United States.

In addition, weekly liquefied natural gas delivery ships transit the Port of Boston and unload their cargo in Everett.
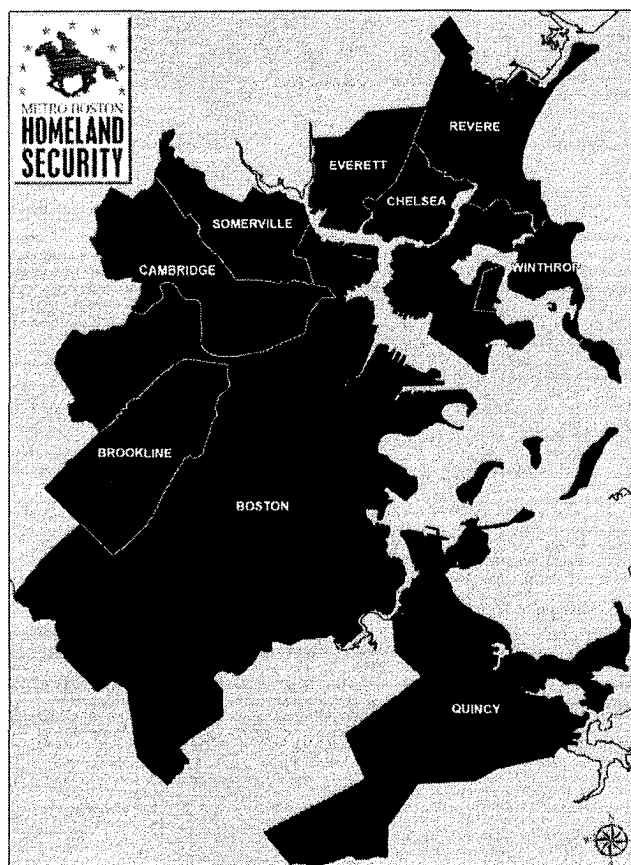
Metro-Boston Homeland Security Region Annual Grant Funding ($M)
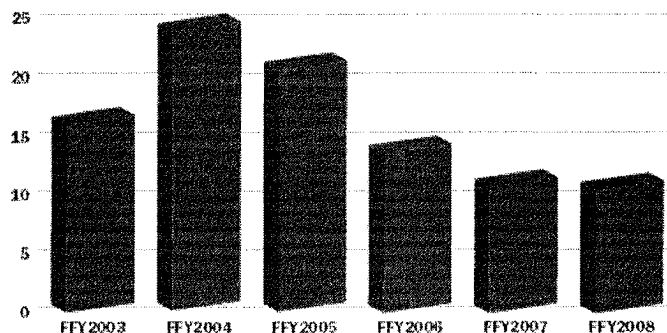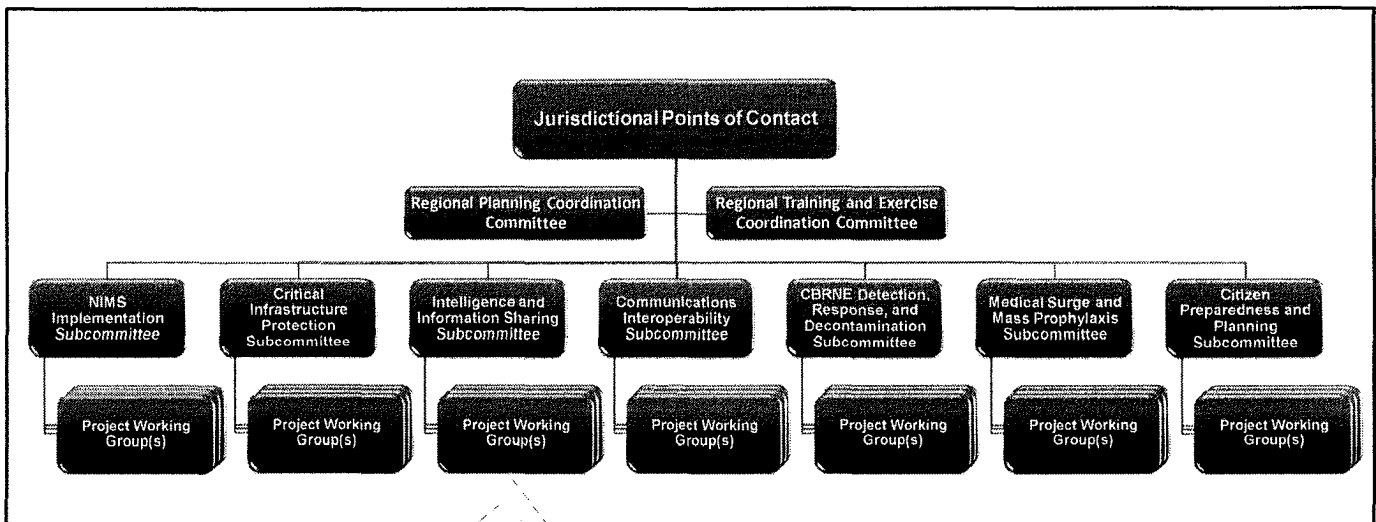
Governance

In accordance with the Department of Homeland Security guidelines, the MBHSR has established a governance structure to coordinate activities under the Urban Area Security Initiative (UASI) Grant. The governance structure includes the Jurisdictional Points of Contacts (JPOCs), the subcommittees, and project working groups.

Jurisdictional Points of Contact (JPOCs)

The executive committee of the MBHSR is the voting body that provides overall approval of spending plans and decides policy issues. This Urban Area Working Group, referred to as the JPOCs, includes one representative from each of the MBHSR's nine jurisdictions. The Chief Municipal Officer of each jurisdiction selects the representative for that jurisdiction. The JPOCs meet monthly and are facilitated by the MOEP, which is the fiduciary agent of the UASI grant funding. The JPOCs set high-level goals for the Region and oversee the subcommittees that develop and implement specific objectives to fulfill the goals.

Subcommittees

The MBHSR has established subcommittees that are aligned with its goals. The subcommittees advise the JPOCs on needs and priorities regarding their designated goal area. They are responsible for identifying and developing initiatives intended to achieve specific goals and objectives while overseeing projects and ensuring they are properly implemented. The subcommittees meet monthly and are facilitated by a MBHSR regional planner. In addition, subcommittees may rely upon Working Groups.

Project Working Groups

Project Working Groups (PWGs) are established to achieve the MBHSR objectives by implementing initiatives. The PWG will implement and manage specific projects developed by the various subcommittees.

The partnerships developed across the MBHSR are strong and have proven effective in executing a number of major homeland security and emergency preparedness initiatives. This cohesiveness has enabled the Region to plan and execute strategically and to overcome complex and evolving security challenges.

Highlights of Regional Successes

Regional NIMS Training

✦ Enhanced the ability of first responders across the region to employ the Incident Command System.

Infrastructure Protection

✦ Enhanced the ability of first responders across the region share a regional camera network.

Information Sharing and Collaboration

✦ Enhanced the ability of first responders across the region to collect and share information.

Interoperable Communications Capabilities

✦ Enhanced the ability of first responders across the region to communicate.

Chemical, Biological, Radiological, Nuclear and Explosive Detection, Response and Decontamination Capabilities

✦ Enhanced the ability of first responders across the region to respond to CBRNE events.

Medical Surge and Mass Prophylaxis Capabilities

✦ Enhanced the ability of first responders across the region for medical surge and mass prophylaxis.

Planning and Community Preparedness Capabilities

✦ Enhanced the ability of first responders across the region for community preparedness.
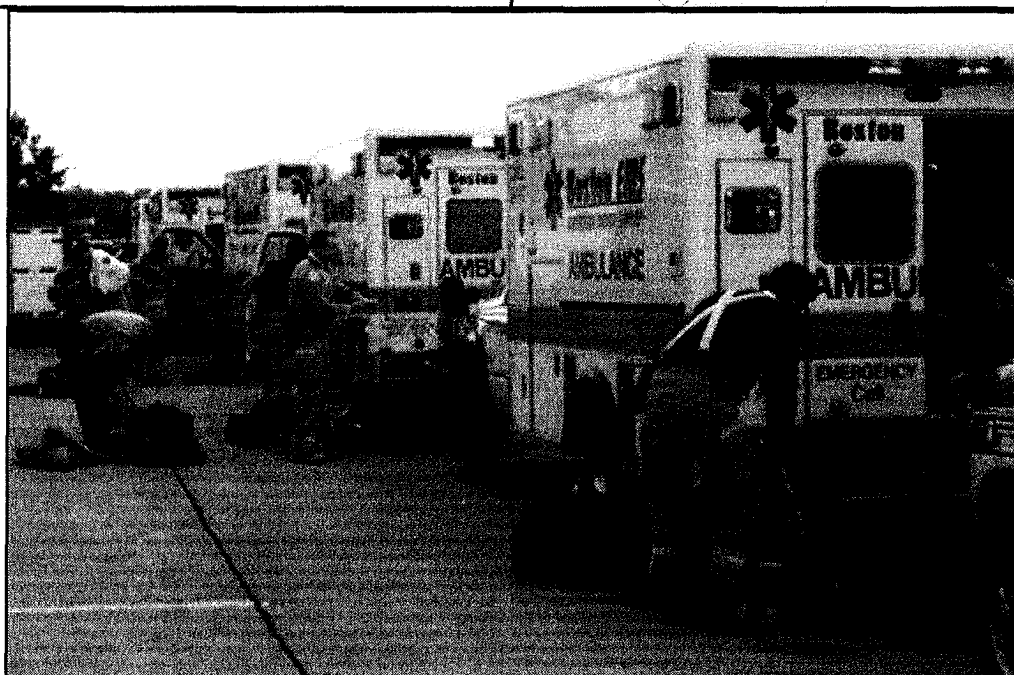
II. The Preparedness Strategy

Effective emergency response begins with effective prepared-ness. To further enhance its readiness level, the Metro-Boston Homeland Security Region has embarked upon an update of its Preparedness Strategy to more clearly articulate the path for-ward. This strategic planning effort would assist senior leader-ship throughout the Region in determining and directing pro-grammatic efforts, achieving results, ensuring accountability, and properly allocating limited resources. Additionally, the Preparedness Strategy provides operational staff within the Region with a common framework of coordinated activities.

During the update process, three questions emerged. First, where are we? The MBHSR has benefited tremendously from investments made over the last few years and, during that time, has taken many steps to ensure that prevention, protection, re-sponse and recovery strategies are in place when confronted with all-hazards incidents. Second, where do we want to be? Although the MBHSR has assembled an impressive array of expertise, there is more work to be done to develop, enhance, and sustain our capabilities. Third, how do we get there? By continuing to adhere to our guiding principles, mission, vision, and goals, this updated Preparedness Strategy will help provide direction for short- and long-term successes.

Purpose

By creating a Preparedness Strategy based upon the voices of public safety stakeholders within the MBHSR, the Region can significantly improve its preparedness and more effectively build, enhance, and sustain its capabilities. Further, by focusing the grant processes and the programs on more integrated plan-ning, organization, equipment, training, and exercises, the MBHSR can better execute its prevention, protection, response, and recovery capacities.

Methodology

Over 100 individuals representing each of the nine MBHSR communities and dozens of response agencies participates in the development of this plan. These stakeholders were instrumental in guiding the process of establishing the mission, vision, goals, and objectives for the MBHSR.

The framework of the Preparedness Strategy was developed through two JPOC planning sessions. The first session led to the distribution of the MBHSR Preparedness Questionnaire. The questionnaire results:
Identified homeland security initiatives of greatest importance to the regional public safety community;
Explored attitudes related to preparedness, including Depart-ment of Homeland Security (DHS) National Priorities, Target Capabilities, and National Planning Scenarios; and
Measured support for regional planning, organization, equip-ment, training, and exercise activities.

The second planning session emphasized alignment of the MBHSR Preparedness Strategy with the DHS National Priori-ties and Commonwealth State Preparedness Report.

Under the recommendation and guidance of the JPOCs, MOEP convened Senior Leadership Workshops in December 2008. These sessions were offered to the chief executive officials and public safety leadership to ensure each jurisdiction had the op-portunity to elaborate on the capabilities needed to establish regional priorities and to solidify appropriate SME representa-tion on the corresponding subcommittees. In facilitated work-shops held across the Region, senior leaders helped frame the MBHSR's mission, vision, guiding principles, and goals. Par-ticipants included mayors and representatives of the 10 first re-sponder disciplines.

Subcommittees aligned with the MBHSR's goals were con-vened in January 2009 utilizing regional SMEs. The regional SMEs further defined the goals through the identification of specific objectives that address regional capability needs.
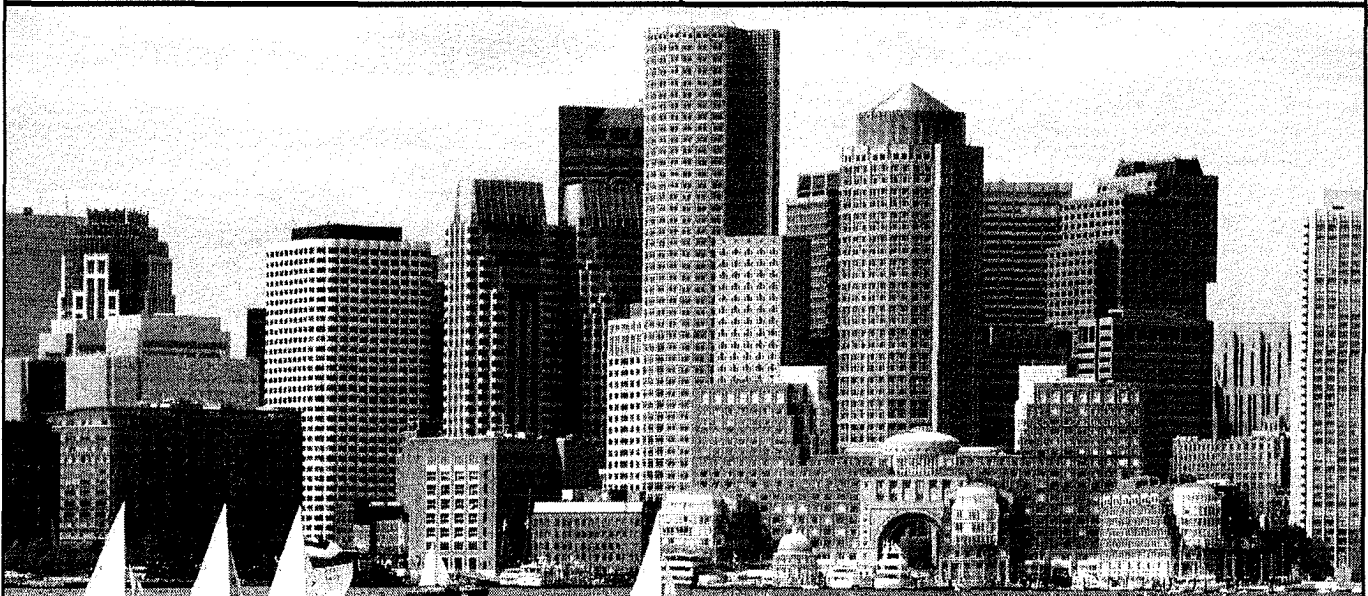
During the revision process, the JPOCs received regular updates, and this Preparedness Strategy was provided to regional stakeholders for review.

Implementation

Implementing the strategic initiatives described in this Preparedness Strategy requires significant organizational effort, a structured process, dedicated project support, and senior-level oversight. MOEP will continue to coordinate and work with the JPOCs and subcommittees, comprising multi-discipline and multi-jurisdictional public safety personnel, to implement the initiatives discussed in this Preparedness Strategy.

The following chart depicts the roles and responsibilities of the stakeholders within the MBHSR when implementing initiatives:

JPOC
- Determine Mission and Goals of the Region.
- Provide leadership and guidance to subcommittees.
- Ensure coordination across subcommittees
- Designate Goals and Capabilities to be developed and enhanced.
- Approve subcommittee projects plans

Subcommittee
- Implement Goals and Objectives and advise the JPOCs
- Subcommittees are aligned by Goal and are under direction of the JPOCs.
- Develop project abstracts and project plans, identify gaps, make recommendations to address gaps identified, monitor implementation of recommendations, and evaluate their impacts.
- Provide leadership and guidance to Project Working Groups.
- Ensure coordination across Project Working Groups

Project Working Group
- Implement Objectives and Initiatives under direction of their respective subcommittee.
- Provide advice and insight to subcommittees.

Fundamental to this Preparedness Strategy are the mission, vision, and guiding principles. Together, these elements enable the corresponding goals and objectives.

Mission
- To build and sustain region-wide enhanced capabilities in order to reduce the loss of life and property and protect the Metro Boston Homeland Security Region from all-hazards, including natural disasters, acts of terrorism, and other manmade disasters.

Vision
- A region capable of minimizing all-hazards threats and ensuring a safe and secure Metro Boston Homeland Security Region.

Guiding Principles
- Emphasis on Regional Collaboration
- Balanced and Sustained Competency of Preparedness Capabilities
- All-Hazards Based Preparedness
- Best Practices Adoption and Contribution
- Risk-Based Prioritization of Capabilities
- Focus on Results

III. Strategic Goals and Objectives

The following pages of this Preparedness Strategy are divided into seven sections, each one representing a MBHSR Goal. Each section will contain corresponding Objectives and Actions that contribute to the achievement of the overarching goal. Additional supporting components of each goal include *Foundations to Build On* and *Capability Elements*.

The Goals identified in this Preparedness Strategy, which align with the DHS National Priorities, are:

Goal 1: Implement the National Incident Management System and National Response Framework

Goal 2: Strengthen Infrastructure Protection
Goal 3: Strengthen Information Sharing and Collaboration
Goal 4: Strengthen Interoperable Communications Capabilities
Goal 5: Strengthen Chemical, Biological, Radiological, Nuclear and Explosive Detection, Response and Decontamination Capabilities
Goal 6: Strengthen Medical Surge and Mass Prophylaxis Capabilities
Goal 7: Strengthen Planning and Community Preparedness Capabilities

The MBHSR Goals are supported by Objectives which are based on the DHS Target Capabilities List (TCL). The TCL was developed utilizing an all-hazards approach and therefore encompasses a wide spectrum of terrorism, natural, and technological hazard and threat scenarios. Within this plan, the Objectives are listed below the goals. They provide further detail and insight into how the Region plans to achieve the strategic Goal.

Each Objective contains a set of actions that provides additional guidance and support for MBHSR initiatives. The objectives and their actions ultimately support an overarching Goal.

Foundations to Build On summarizes previous regional successes within each goal area and provides the groundwork for the Region's future initiatives.

The *Capability Elements* Summary details the planning, organization, equipment, training and exercise requirements that will support the implementation of each objective and goal. Each capability element aligns with the components that make up each target capability as outlined in the TCL and also represents the DHS approved expenditures categories.

Achieving these goals will lead to the realization of the MBHSR's Mission and Vision. Many of the strategic goals are interconnected, in that the capabilities and objectives of one strategic goal complement or advance the achievement of another.
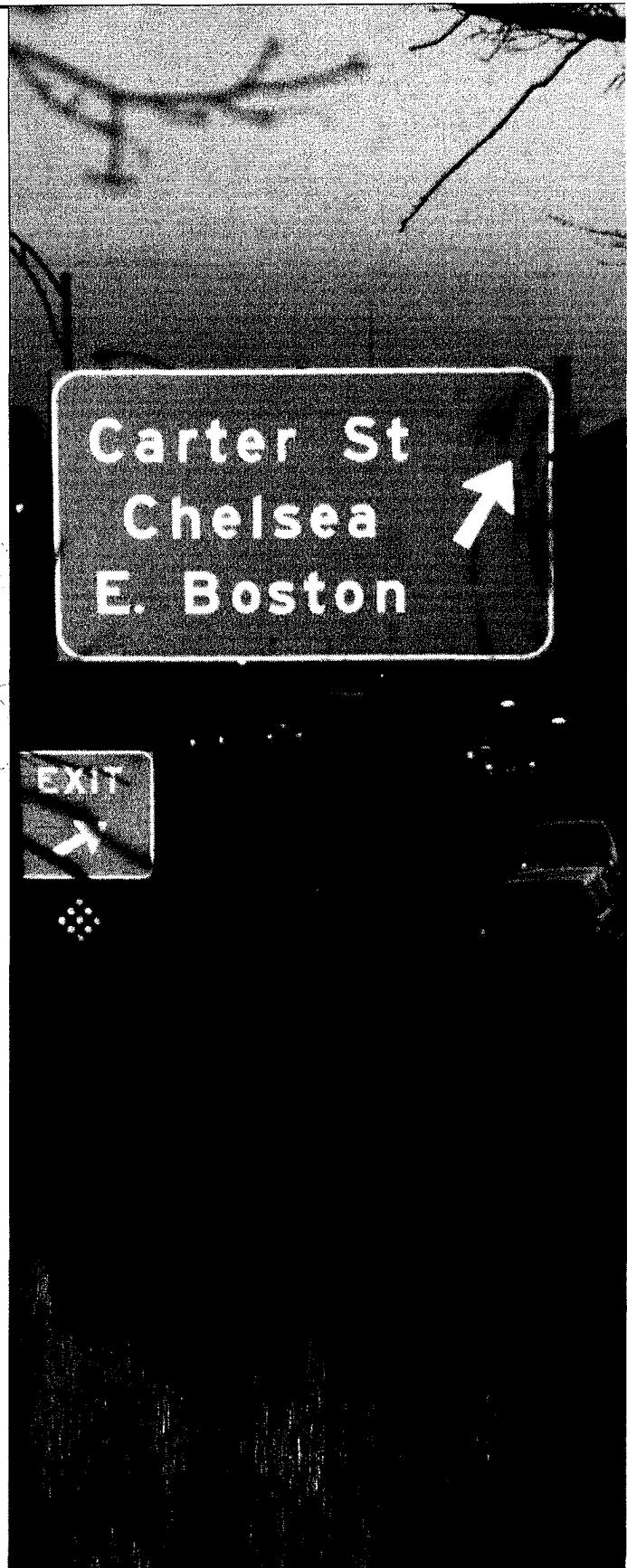
Goal 1. Implement the National Incident Management System and National Response Framework

Strengthen the MBHSR's implementation of the National Incident Management System (NIMS) and National Response Framework (NRF) through regional interdisciplinary and discipline-specific homeland security planning, organization, equipment, training and exercises. Specific capabilities that support this goal are critical resource logistics and distribution, onsite incident management, emergency public safety and security response, and emergency operations center (EOC) management.

Objectives

1.1. Implement a comprehensive resource and logistics program to support the effective management and distribution of critical assets during emergency response and recovery operations.

- Strengthen resource planning and management
- Provide training in the use of NIMS typing
- Exercise critical resource logistics and distribution capability

1.2. Institutionalize use of the Incident Command System for effective direction and control across all emergency operations, including standardized approach for the use of Unified Command.

- Develop NIMS-compliant emergency operations plans and ICS implementation
- Conduct systematic NIMS/ICS training and exercises

1.3. Implement a standardized credentialing system to allow for appropriate security of incident locations and verification of responder capabilities and certifications.

- Develop and maintain NIMS-compliant credential verification policies, procedures, and systems to manage access to controlled areas
- Incorporate emergency public safety and response function into NIMS/ICS training and exercises

1.4. Enhance and standardize systems, plans, and protocols for the coordinated activation and operation of Emergency Operations Centers (EOCs) to facilitate effective multi-agency coordination for incident management.

- Continue to enhance regional EOC interoperability and coordination
- Conduct EOC management training for emergency managers, key decision makers, and those performing emergency support functions in support of incident management
- Exercise EOC management capabilities

NATIONAL INCIDENT
MANAGEMENT SYSTEM

December 2008

Homeland
Security

Foundations To Build On:	Capability Elements Summary
Regional training programs have enabled thousands of first responders to receive training, including NIMS and WMD training ✦ Exercises focus on validating existing capabilities (e.g., plans, equipment, training) Annual NIMS compliance certifications have been obtained using NIMSCAST Planning for future NIMS requirements is coordinated with the Commonwealth Training programs have been institutionalized within the Region	**Planning:** The Region has identified the need to enhance and integrate existing plans and to create additional plans to achieve the objectives of this goal. Examples offered by regional SMEs include development of a 3-year training and exercise plan, protocols for credentialing, and memorializing the process for collecting data for the Statewide Resource Management System based upon NIMS typing criteria. **Organization and Leadership:** The Region has identified the need to dedicate more staff resources to help execute and manage initiatives under this goal. Examples offered by regional SMEs include staff to coordinate regional training and exercises, and staff to collect data and populate the Statewide Resource Management System. **Equipment and Systems:** The Region has identified the need to procure additional equipment to further support achievement of the objectives of this goal. Examples offered by regional SMEs include credentialing equipment, and technology to facilitate online training. **Training:** The Region has identified the need to provide more training opportunities so that personnel are better prepared to use plans and equipment. Examples offered by regional SMEs include training to create an IMAT for the MBHSR, NIMS/ICS/ NRF and associated refresher training, and train-the-trainer programs. **Exercises, Evaluations, and Corrective Actions:** The Region has identified the need to conduct more narrowly focused exercises to evaluate more concisely how well the Region has planned, equipped, and trained. Examples offered by regional SMEs include creating a cadre of Homeland Security Exercise and Evaluation Program (HSEEP) certified instructors.

Goal 2. Strengthen Infrastructure Protection

Strengthen the MBHSR's capabilities to protect high-traffic corridors, ports, public transit systems, and other high-priority critical infrastructure.

Capability Objectives	2.2. Implement a risk management program capable of supporting regional risk analysis, and the prioritization and implementation of risk-reduction strategies.
2.1 Enhance programs designed to protect Critical Infrastructure and Key Resources (CIKR) against multiple hazards and threats, and reduce the level of risk to the Region. • Reassess critical infrastructure and key resources identification • Utilize risk assessments to prioritize assets and guide decisions regarding protective and preventative programs and plans • Enhance regional bomb squad capabilities in support of critical infrastructure response	• Develop and implement a framework for risk assessments and risk analysis • Identify functional as well as spatial relationships of critical assets and systems • Integrate risk management into the planning process for prioritization of homeland security investments **2.3. Develop enhanced capabilities to conduct damage and safety assessments of infrastructure and perform structural inspections, and mitigation activities to support and manage response and recovery operations.** • Facilitate coordination of regional engineering, building inspection, and enforcement services expertise for needs and damage assessments planning • Include structural damage assessment critical tasks and activities into planning, trainings, and exercises

National Infrastructure
Protection Plan
Partnering to enhance protection and resiliency
2009
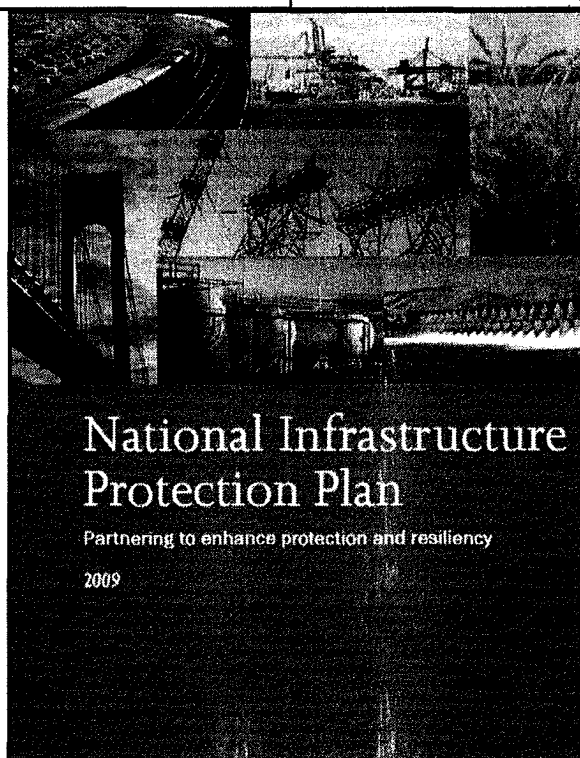
Foundations To Build On:	Capability Elements Summary
- The Critical Infrastructure Monitoring System (CIMS) was established with interoperable cameras in all 9 jurisdictions - Protective Measure Plans for 15 regional sites identify critical infrastructure and key resources (CIKR) - Regionally deployed K-9 units have been created - Regionally deployed electronic explosive detectors have been procured - Improvised Explosive Device (IED) Awareness training and exercises have been conducted	**Planning:** The Region has identified the need to enhance and integrate existing plans and to create additional plans to achieve the objectives of this goal. Examples offered by regional SMEs include assessments and memorandum of understanding (MOU) for camera integration with commercial and private sector cameras, institutionalization of applicable trainings and exercise programs, and development of a risk management framework that includes CIKR based on risk and vulnerability. **Organization and Leadership:** The Region has identified the need to dedicate more staff resources to help execute and manage initiatives under this goal. Examples offered by regional SMEs include staff to coordinate CIMS buildout, conducting of regional training and exercises, and staff to create the risk management framework and classify the CIKR. **Equipment and Systems:** The Region has identified the need to procure additional equipment to further support achievement of the objectives of this goal. Examples offered by regional SMEs include CIMS network infrastructure and integration software, explosive detection equipment for both the maritime and land-based domains, and additional infrastructure-hardening equipment and systems. **Training:** The Region has identified the need to provide more training opportunities so that personnel are better prepared to use plans and equipment. Examples offered by regional SMEs include training in preventing bombings, suicide bombings, and active shooters; and in conducting structural damage assessments and train-the-trainer programs. **Exercises, Evaluations, and Corrective Actions:** The Region has identified the need to conduct more narrowly focused exercises to evaluate more concisely how well the Region has planned, equipped, and trained. Examples offered by regional SMEs include exercises to test the interoperability of CIMS and the response of regional K-9 units, as well as exercises based upon upcoming trainings.

Goal 3. Strengthen Information Sharing and Collaboration Capabilities

Strengthen the MBHSR's prevention frameworks and ability to streamline information sharing and collection processes relating to terrorism intelligence and early warning systems across the Region to prevent and deter attack.

Capability Objectives

3.1. Enhance the Region's ability to facilitate the distribution of relevant, actionable, timely information and/or intelligence that is updated frequently to the consumers who need it.

- Revise and communicate Boston Regional Intelligence Center (BRIC) plans, policies, and procedures to reflect updated standards and requirements
- Enhance information sharing processes and systems to ensure all pertinent stakeholders across all disciplines receive information in a timely, efficient manner

3.2. Strengthen the manner in which the region coordinates efforts to detect, examine, probe, investigate, and conduct operations related to potential terrorist activities.

- Conduct multi-jurisdictional training plan that ensures commonality in terrorism investigation subject matter being presented to law enforcement

- Support and/or coordinate regional homeland security investigations

- Provide training and exercises for law enforcement counter-terror investigations

3.3. Improve regional recognition of potential trends, indications, and/or warnings of terrorist and/or criminal activities based on raw data and information from sources.

- Develop regional information needs or requirements that also address state and federal essential elements of information
- Continually communicate the most recent indicators and warnings to all stakeholders across all disciplines
- Provide regional stakeholders with Suspicious Activity Reporting (SAR) training

3.4. Expand the Region's ability to synthesize data and information for the purpose of analyzing, linking, and disseminating timely and actionable intelligence.

Implement revised policies and procedures that further align the BRIC with updated federal guidance
Strengthen the production of timely, accurate, and actionable intelligence and information products in support of prevention, awareness, deterrence, response, and continuity planning operations
Provide analytical support to homeland security efforts for jurisdictions within the Region
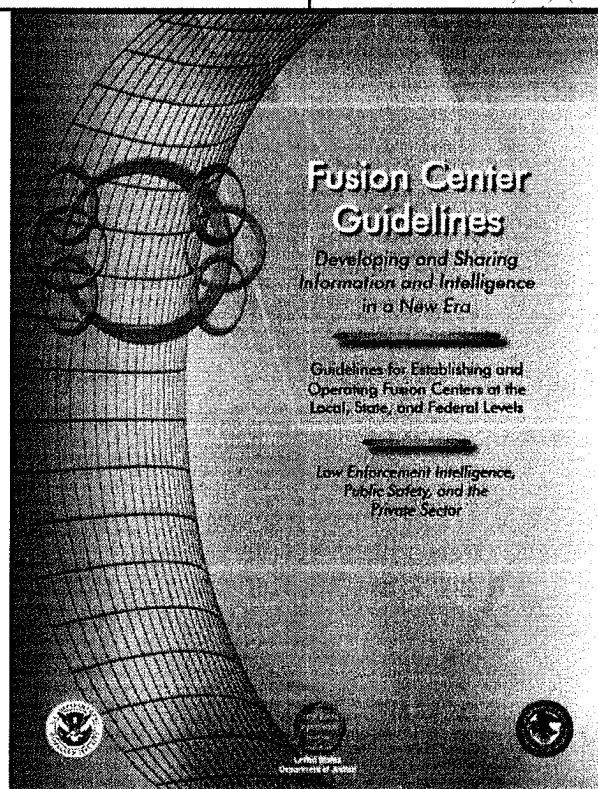
Foundations To Build On:	Capability Elements Summary
✦ Boston Regional Intelligence Center (BRIC) interfaces with local, state and federal partners ✦ The Region has the ability to gather, analyze, disseminate, and use information regarding threats, vulnerabilities, and consequences, and to support prevention, investigations, and response efforts ✦ Intelligence analysis is used to determine resource allocation for preparedness and prevention ✦ Systems are in place for intelligence collection, information sharing, and communication flow across jurisdictions and disciplines All regional law enforcement agencies use the BRIC as a forum for information sharing through briefings, reports, and general notifications	**Planning:** The Region has identified the need to enhance and integrate existing plans and to create additional plans to achieve the objectives of this goal. Examples offered by regional SMEs include developing and maintaining plans, procedures, and protocols for information collection, dissemination, and utilization. **Organization and Leadership:** The Region has identified the need to continue to dedicate staff resources to help execute and manage initiatives under this goal. Examples offered by regional SME include continued funding for BRIC analysts and development of mechanisms to allow jurisdictional personnel to spend more time at the BRIC. **Equipment and Systems:** The Region has identified the need to procure additional equipment to further support achievement of the objectives of this goal. Examples offered by regional SMEs include hardware and software for BRIC operations. **Training:** The Region has identified the need to provide more training opportunities so that personnel are better prepared to use plans and equipment. Examples offered by regional SMEs include training on suspicious activity reporting by first responders, identification of suicide bombers, and general analytic training. **Exercises, Evaluations, and Corrective Actions:** The Region has identified the need to continue to conduct narrowly focused exercises to evaluate more concisely how well the Region has planned, equipped, and trained. Examples offered by regional SMEs include exercises to test the conduct of BRIC operations.

Goal 4. Strengthen Interoperable Communications Capabilities

Strengthen the MBHSR's interoperability capability not only in terms of communications, but also in the broad ability of systems and organizations to provide service and to accept data and service from one another across jurisdiction lines, enabling

Capability Objective	Foundations To Build On:
4.1. Continue efforts to enhance the ability of emergency response disciplines to communicate within and across agencies and jurisdictions via radio and associated communications systems when needed. • Continue enhancements to public safety communications interoperability plans including the consideration of critical components, networks, support systems, and the appropriate level of redundant communications systems • Maintain and enhance equipment, training, and exercises that support an interoperable communications infrastructure in compliance with NIMS, the National Emergency Communications Plan, and the Statewide Communications Interoperability Plan	■ Interoperable communication standards such as a Regional Channel Plan, Tactical Interoperability Communications Plan, and a minimum system and subscriber standard were established ■ Performance, capacity, and redundancy in existing communications systems have been improved by— — Bringing all MBHSR radio frequency equipment to a minimum level of capability and supportability such that first responders are using the same radios — Promoting infrastructure sharing to establish and improve system redundancy, survivability, and sustainability, i.e., Boston Area Police Emergency Radio Network and Boston Ambulance Mutual Aid network — Improving redundancy through the Region's use of WebEOC to provide situational awareness as well as to enable regional personnel without radios, such as hospitals, to receive information — Successfully obtaining additional radio spectrum through the Federal Communications Commission

Enhancing Communications Interoperability:
General Guidance and Recommendations
for Interoperability-related Governance

SAFECOM
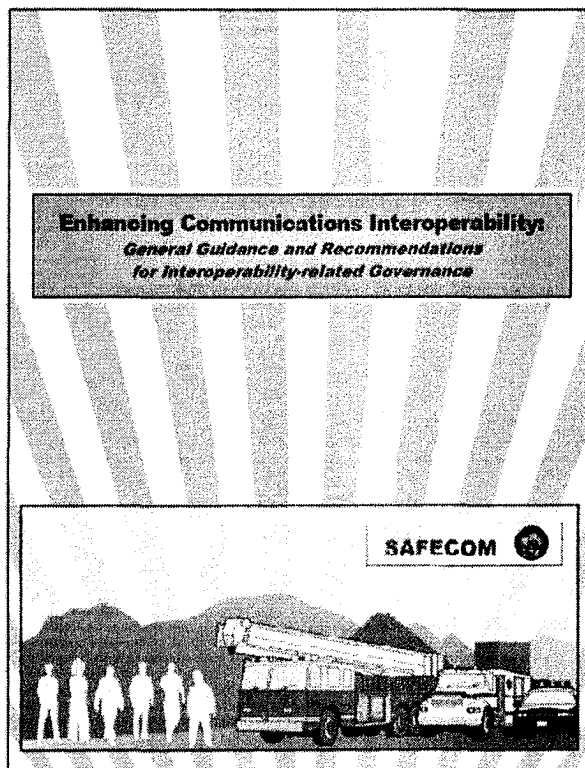
■New communications interoperability capabilities have been created across the MBHSR, for example, through the migration of fire departments from very high frequency (VHF) to ultra high frequency (UHF) radio bands

■ Wireless data capabilities have been improved, for example, through satellite phone procurements that enable senior leaders and chief municipal officers to communicate during an incident

■ A Communications Exercise Program has been implemented to incorporate subscriber equipment trainings

■ Coordination has increased with other activities that have implications for communications interoperability. Examples include the MOU between the Executive Office of Public Safety and Security (EOPSS) and MBTA to enhance interoperability in the subway tunnels

Capability Elements Summary

Planning: The Region has identified the need to enhance existing plans and to create additional plans to achieve the objectives of this goal. Examples offered by regional SMEs include a revised 5-year strategy, planning associated with communication standards, and planning associated with completion of objectives within the current 5-year strategy.

Organization and Leadership: The Region has identified the need to continue to provide dedicated project management and contract support staff resources to help execute and manage initiatives under this goal. Examples offered by regional SMEs include staff to coordinate subscriber equipment procurements, further the strides of PSnet, and assist with execution of the objectives in the 5-year strategy.

Equipment and Systems: The Region has identified the need to procure additional equipment to further support achievement of the objectives of this goal. Examples offered by regional SMEs include procuring several hundred more subscriber units and building infrastructure to ensure communications and data interoperability within the Region, including systems for situational awareness and infrastructure equipment to eliminate recurring costs.

Training: The Region has identified the need to provide more training opportunities so that personnel are better prepared to use plans and equipment. Examples offered by regional SMEs include training on radio functionality, i.e., zone–to-zone operation, location of other channels on the radios, and use of satellite phones.

Exercises, Evaluations, and Corrective Actions: The Region has identified the need to conduct more narrowly focused exercises to concisely evaluate how well the Region has planned, equipped, and trained. Examples offered by regional SMEs include exercises to test the communications and data interoperability of existing equipment.

Goal 5. Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Detection, Response and Decontamination Capabilities

Strengthen and maintain, as appropriate, the MBHSR's response and recovery capabilities following a terrorist or catastrophic event.

Capability Objectives

5.1. Strengthen regional capabilities to detect CBRNE threats at critical locations, events, and incidents.

- Continue to assess regional response units' equipment and training needs to determine the appropriate, attainable levels to better detect and characterize CBRNE materials at critical locations, events, and incidents
- Incorporate CBRNE detection critical tasks into CBRNE/WMD response training and exercise activities

5.2. Enhance regional coordination and implementation of fire suppression operations.

- Coordinate planning to ensure dispatch and initial fire suppression resources occur within jurisdictional response time objectives, initiate the Incident Command System (ICS), assess the incident scene, communicate the situation, and requests appropriate resources including any necessary mutual aid or cross-discipline support
- Include firefighting activities in NIMS/ICS and CBRNE response training and exercise programs so incidents are managed safely and fire hazards are contained, controlled, extinguished, and investigated in accordance with NIMS, emergency response plans, standard operating procedures, and NFPA standards

5.3. Build capabilities to coordinate and conduct urban search and rescue (USAR) response operations.

- Continue USAR planning to address logistical support, personnel needs, integration into incident management structure, and demobilization
- Ensure the team is equipped and trained in accordance with the National Incident Management System (NIMS) Resource Typing System

5.4. Develop enhanced capabilities to protect against and respond to improvised explosive device (IED) threats.

- Continue providing equipment and training for bomb response units to effectively conduct threat assessments, render the explosive and/or hazardous devices safe, and clear the area of hazards in accordance with National Guidelines for Bomb Technicians
- Maintain collaboration with critical infrastructure protection activities

5.5. Expand capacity to assess and manage the consequences of a hazardous materials release, either accidental or as part of a terrorist attack.

- Continue to review regional HazMat and decontamination plans so response units can work to rapidly identify and mitigate hazardous materials releases, rescue victims exposed to hazards and provide decontamination and treatment
- Maintain systematic training for HazMat response units in accordance with 1910.120 (g) or NFPA 471/472
- Continue to address equipment needs for effective response capabilities

5.6. Develop a collaborative ability to protect the region's populations from environmental hazards as a result of an incident.

Coordinate regional resources for planning activities to quickly identify environmental hazards in an affected area through rapid needs assessments and comprehensive environmental health and risk assessments

Incorporate environmental health functions into CBRNE decontamination and mass care trainings and exercises

Foundations To Build On:

■ Investments build on current technical rescue company capabilities within the Region

■ There have been significant investments in equipment and training for the Region's technical rescue companies

■ Equipment procurements are based on federal specifications to ensure interoperability

■ Hazmat personnel have been integrated into CBRNE tactical rescue teams

■ A dedicated training site has been selected

Capability Elements Summary

Planning: The Region has identified the need to enhance and integrate existing plans and to create additional plans to achieve the objectives of this goal. Examples offered by regional SMEs include developing MOUs and mutual aid agreements, and developing a concept of operations for CBRNE to define and address discipline roles, resources, responses, and consequences based on multiple scenarios. At a minimum, planning must incorporate fire, law enforcement, and medical responders.

Organization and Leadership: The Region has identified the need to dedicate more staff resources to help execute and manage initiatives under this goal. Examples offered by regional SMEs include staff to develop a concept of operations plan, document the trainings, coordinate schedules, and conduct specialized trainings.

Equipment and Systems: The Region has identified the need to procure additional equipment to further support achievement of the objectives of this goal. Examples offered by regional SMEs include equipment to replenish cache equipment following trainings and exercises and personnel protective equipment such as multi-threat garments and Level B suits.

Training: The Region has identified the need to provide more training opportunities so that personnel are better prepared to implement plans and deploy equipment. Examples offered by regional SMEs include training for fire, law enforcement, and EMS/medical personnel focused on their response role to a CBRNE event. In addition, training should be institutionalized to enable new personnel to attend, including those from communities that bring new technical rescue companies online.

Exercises, Evaluations, and Corrective Actions: The Region has identified the need to conduct more narrowly focused exercises to evaluate more concisely how well the Region has planned, equipped, and trained. Examples offered by Regional SMEs include exercises to test Hazmat entry, structural collapse rescue, and patient receiving drills.

Goal 6. Strengthen Medical Surge and Mass Prophylaxis Capabilities

Strengthen the MBHSR's emergency-ready public health and healthcare entities across the Region.

Capability Objectives

6.1. Expand the medical surge capacity of the existing regional healthcare system in order to provide triage and subsequent medical care.

- Continue enhancements to plans and procedures to ensure the injured or ill from a major disaster are rapidly and appropriately cared for while maintaining continuity of care for those with non-incident related illness or injury
- Assess resource management, logistical support, and equipment gaps and determine the appropriate level of preparedness, what needs to be acquired through access (MOA/MOU) and purchases in furtherance of medical surge preparedness

6.2. Maintain and strengthen means to administer mass prophylaxis interventions for the public and emergency responders during a public health emergency.

- Coordinate plans and activities for the appropriate drug prophylaxis and vaccination strategies to be implemented in a timely manner upon the onset of an event to prevent the development of disease in exposed individuals
- Incorporate public awareness and information strategies into current efforts to communicate recommendations on specific actions individuals can take to protect their family, friends, and themselves

6.3. Strengthen the Region's ability to protect the safety and health of on scene first responders, hospital/medical facility personnel, and skilled support personnel.

- Strengthen region's safety and health program planning and coordination of critical tasks that ensure the minimization of illnesses or injury to any first responder, first receiver, medical facility staff member, or other skilled support personnel as a result of preventable exposure and injuries
- Integrate responder safety and health into trainings and exercises

6.4. Continue to strengthen EMS providers ability to dispatch resources to provide medically acceptable pre-hospital triage and treatment of patients and track patients to a treatment facility.

- Refine regional municipal and non-municipal Emergency Medical Services (EMS) planning
- Provide equipment and training to EMS for dispatching and providing pre-hospital triage, treatment, transport, tracking of patients, and documentation of care appropriate for the incident, while maintaining the capabilities of the EMS system for continued operations
- Continue to support current patient tracking system efforts

6.5. Ensure the Region has the appropriate amounts of pharmaceuticals and medical materials prior to an incident and the logistical abilities to transport, distribute, and track these materials during an incident.

- Conduct a regional assessment of current caches, facilities, and logistical equipment in support of medical supplies management and distribution to determine gaps and the appropriate procurement and MOA/MOU activities
- Enhance emergency public health and medical material distribution plans and processes to ensure critical medical supplies are appropriately secured, managed, distributed, and restocked in a timeframe appropriate for a major incident

6.7. Establish a transparent system to protect the health of the population through the use of isolation and/or quarantine measures in order to contain the spread of disease.

- Define and communicate plans, processes, and legal authority to all responding agencies and the public

6.8. Coordinate with the medical examiner to ensure and support the documentation of all human remains, personal effects, and evidence recovery.

Develop collaborative strategies with the medical examiner for the effective collection and recovery of the dead, their personal effects, and items of evidence; decontamination of remains and personal effects; transportation, storage, documentation, and recovery of forensic and physical evidence

Foundations To Build On:

■ A multi-year plan has been developed to enhance medical surge planning in phases
■ A Comprehensive Asset Assessment has been completed
■ Mass prophylaxis planning modeled on "closed Point of Distribution (POD)" concepts
■ A Mass Casualty Incident (MCI) Plan has been developed
■ Collaboration between Public health, EMS, and community health centers

Capability Elements Summary

Planning: The Region has identified the need to enhance and integrate existing plans and to create additional plans to achieve the objectives of this goal. Examples offered by regional SMEs include enhancements to the strategic medical surge plan and asset identification, protocols for pharmaceutical procurement and management, and continued planning for isolations and quarantine, and fatality management.

Organization and Leadership: The Region has identified the need to dedicate more staff resources to help execute and manage initiatives under this goal. Examples offered by regional SMEs include staff to coordinate asset identification and manage equipment and personnel resources, and to sustain relationships with surge support.

Equipment and Systems: The Region has identified the need to procure additional equipment to further support achievement of the objectives of this goal. Examples offered by regional SMEs include pharmaceuticals, especially to replace those with expired shelf-lives, and systems to enhance medical supplies management and epidemiological surveillance and investigation.

Training: The Region has identified the need to provide more training opportunities so that personnel are better prepared to use plans and equipment. Examples offered by regional SMEs include training and education aimed at traditional first responders, surge support, and families of first responders.

Exercises, Evaluations, and Corrective Actions: The Region has identified the need to conduct more narrowly focused exercises to evaluate more concisely how well the Region has planned, equipped, and trained. Examples offered by regional SMEs include exercises to test the readiness of public health personnel for incidents such as a pandemic, as well as for food/water contamination scenarios.

Goal 7. Strengthen Planning and Community Preparedness Capabilities

Strengthen MBHSR planning and initiatives to improve regional awareness, preparedness, and emergency response, and to support a regional capacity for protracted response and recovery operations associated with a terrorist attack or catastrophic event.

Capability Objectives

7.1. Create an enhanced structure and a process for ongoing collaboration between regional government and nongovernmental resources.

- Develop regional strategies and programs for ongoing collaboration between government and nongovernmental organizations
- Incorporate volunteers and nongovernmental resources into plans and relevant training and exercises
- Continue public education initiatives to train, create awareness, and promote citizen participation in emergency preparedness and volunteer programs

7.2. Develop and implement a cohesive regional plan to prepare for, ensure communication of, and immediately execute the safe and effective sheltering-in-place and/or the organized and managed evacuation of at-risk populations.

- Strengthen plans, procedures, and protocols to manage the evacuation of affected and at-risk populations to safe refuge areas in order to obtain access to medical care, physical assistance, shelter and other essential services, and are effectively and safely returned to the affected area as appropriate

- Continue to develop the necessary equipment and personnel resources to execute plans, policies, and procedures
- Train and exercise regional stakeholders staff involved in evacuation/shelter-in-place implementation

7.3. Expand the Region's ability to provide regional shelter, feeding centers, basic first aid, bulk distribution of needed items, and related services to persons and companion animals affected by a large-scale incident.

- Develop plans, policies, and procedures for the provision of mass care services to general populations and companion animals as well as cooperation between general population shelters, functional and medical support shelters and other medical facilities
- Assess the current resources to provide mass care and determine mutually acceptable and attainable levels of supply and support needs

7.4. Create a comprehensive, coordinated emergency public information system that is compliant with NIMS and ensures appropriate dissemination of information during emergencies.	**Capability Elements Summary**

7.4. Create a comprehensive, coordinated emergency public information system that is compliant with NIMS and ensures appropriate dissemination of information during emergencies.

Develop multi-tiered plans, procedures, and policies for coordinating, managing, and disseminating public information effectively to account for all hazards and conditions

Identify all pertinent stakeholders across all disciplines and incorporate them into the information flow through a clearly defined information sharing system

7.5. Develop a regionally coordinated ability to initiate and sustain restoration activities of lifelines provided by critical infrastructure and key resources.

Develop regional plans and procedures to facilitate the repair and/or replacement of primary critical infrastructure and key resources (CIKR) that provide lifelines such as oil, gas, electric, telecommunications, drinking water, wastewater, and transportation services

Ensure operators of CIKR are included in planning and appropriate/applicable trainings and exercises

Foundation To Build On:

■ Procurement of sheltering trailers for regional deployment has been planned

■ Procurement of portable light towers and variable message boards for regional deployment has been planned

■ The baseline technology and infrastructure capability for regional EOCs exists

■ Community Emergency Response Teams (CERT) have been introduced within jurisdictions

■ Active participation on the Statewide Resource Management System Steering Committee

Capability Elements Summary

Planning: The Region has identified the need to enhance and integrate existing plans and to create additional plans to achieve the objectives of this goal. Examples offered by regional SMEs include evacuation planning, standardization of reporting requirements (incident, EOC activation, situation update, resource request, etc.), training, development of common procedures for reporting and maintaining contact among response groups; sharing of resources; and interoperable communication systems.

Organization and Leadership: The Region has identified the need to dedicate more staff resources to help execute and manage initiatives under this goal. Examples offered by regional SMEs include staff to collect and manage data within the Statewide Resource Management System, and to assist in increasing the number of CERTs within the Region, which could support regional surge requirements for a large-scale event, such as a dirty-bomb incident, or a small-scale event such as relocating polling stations during an election.

Equipment and Systems: The Region has identified the need to procure additional equipment to further support achievement of the objectives of this goal. Examples offered by regional SMEs include procurement of additional shelter trailers and supplies, light towers, variable message boards, shelter facility generators, and prime mover vehicles.

Training: The Region has identified the need to provide more training opportunities so that personnel are better prepared to use plans and equipment. Examples offered by regional SMEs include training for CERT volunteers and EOC operations.

Exercises, Evaluations, and Corrective Actions: The Region has identified the need to conduct more narrowly focused exercises to evaluate more concisely how well the Region has planned, equipped, and trained. Examples offered by regional SMEs include exercises to test shelter operations and commodity distribution during an incident.

IV. Measuring Progress
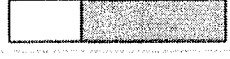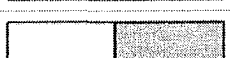
This Preparedness Strategy provides a regional framework where the goals and capabilities the report outlines are designed to be measurable in order for progress to be quantitatively assessed and specific improvements made. Specific metrics and standards are under development that jurisdictions can use in conducting preparedness assessments. Once they are complete, these metrics and standards will be periodically updated. They will serve as a tool to track the progress, measurement and evaluation to ensure capability successes.

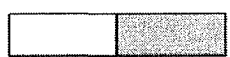Sustainability of investments continues to be a cornerstone of decision making with regard to funding and implementing initiatives. Commitments to sustain initiatives can be made up-front using a formalized document or other grants. Otherwise, sustainment becomes a jurisdictional responsibility, subject to allowances provided for under the UASI Grant.

Target Capabilities Rollup

Target Capabilities	Investment Areas	Projects Funded	MBHSR Risk Survey	TCL Prep. Measures	Overall Rating
Planning	3	$0		50%	
Communications	3	$8,585,000		49%	
Risk Management	1	$0		48%	
Community Preparedness and Participation	2	$140,000		47%	
Intelligence and Information Sharing and Dissemination	2	$660,000		46%	
Information Gathering and Recognition of Indicators and Warnings	2	$886,461		45%	

MBHSR Strategic Investment Rollup

	Investment	Funding	Expended	Proposed	Rating	Milestone Completion
1	Communications	$12,710,000	$0	$4,175,000		
2	Infrastructure Protection	$4,351,600	$0	$2,000,000		
3	Information Sharing and Collaboration	$3,171,461	$0	$1,450,000		
4	NIMS & NRF Implementation	$3,293,249	$0	$1,094,296		
5	CBRNE Detection	$1,400,000	$0	$600,000		
6	Medical Surge and Mass Prophylaxis	$1,310,000	$0	$347,000		
7	Planning and Community Preparedness	$966,249	$0	$731,400		

V. Updating the Plan

This Preparedness Strategy will be regularly updated to incorporate changes in capabilities, priorities, funding, threats, and organizational and political realities. Update of this Preparedness Strategy should occur prior to the funding grant process and include participation of subcommittees and workgroups to solicit and incorporate	MBHSR stakeholder input. Any revisions to this Preparedness Strategy will be circulated for comment and consensus prior to finalization. MBHSR personnel will be responsible for being familiar with the contents of the MBHSR Preparedness Strategy.
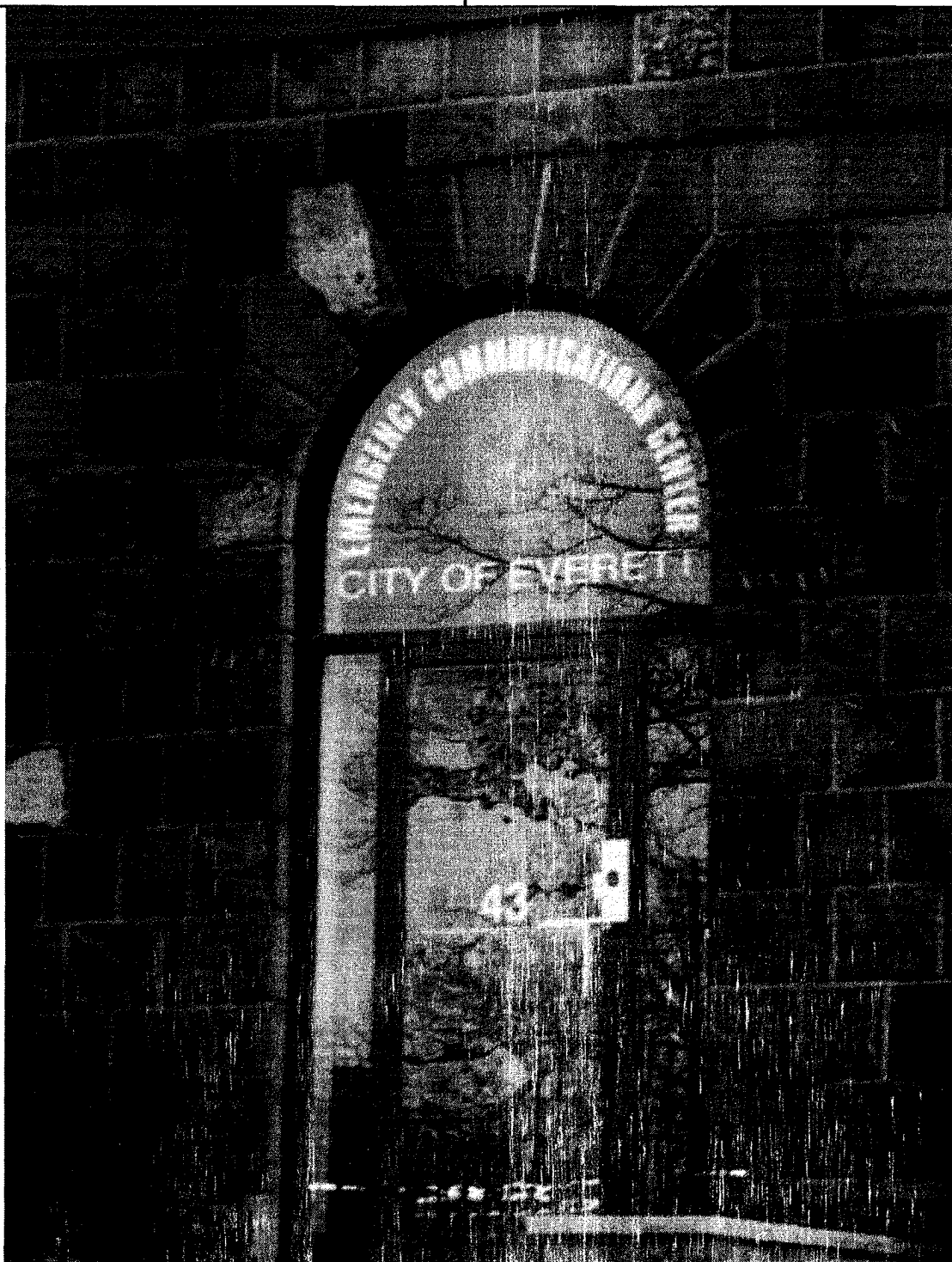
VI. Conclusion

Implementing the goals of this Preparedness Strategy will be a challenging process requiring the collaboration by the entire MBHSR to ensure that the capabilities of the Region continue to be enhanced during the next 3 to 5 years. The strategic goals and objectives discussed will require significant investment of time, resources, and funding.

Because the MBHSR operates in a challenging environment, it is hoped that this Preparedness Strategy will fill a critical need within the MBHSR by providing the means to make more informed and collaborative strategic decisions regarding the programmatic and budgetary planning process. In the end, by working together in a collaborative and regional manner, the MBHSR will be able to better enhance its "all-hazard" approach to homeland security.

APPENDIX A: Acronyms

BAMA—Boston Ambulance Mutual Aid channel **BAPERN**—Boston Area Police Emergency Radio Network **BRIC**—Boston Regional Intelligence Center **CBRNE**—Chemical, Biological, Radiological, Nuclear, and Explosive **CERT**—Community Emergency Response Team **CIKR**—Critical Infrastructure and Key Resources **CIMS**—Critical Infrastructure Monitoring System **CIS**—Communications Interoperability Subcommittee **DHS**—Department of Homeland Security **EMS**—Emergency Medical Services **EOC**—Emergency Operations Center **EOPSS**—Executive Office of Public Safety and Security **FCC**—Federal Communications Commission **Hazmat**—Hazard Materials **HSEEP**-- Homeland Security Exercise and Evaluation Program **ICS**—Incident Command System **IED**—Improvised Explosive Device **IMAT**—Incident Management Action Team **JPOC**—Jurisdictional Point of Contact **MBHSR**—Metro-Boston Homeland Security Region **MBTA**—Massachusetts Bay Transportation Authority **MCI**—Mass Casualty Incident **MOEP**—Mayor's Office of Emergency Preparedness **MOA/MOU**—Memorandum of Agreement/Understanding **NIMS**—National Incident Management System **NRF**—National Response Framework **POD**—Point of Distribution **SME**—Subject Matter Expert	**UASI**—Urban Area Security Initiative **UHF**—Ultra High Frequency **VHF**—Very High Frequency **WMD**—Weapons of Mass Destruction
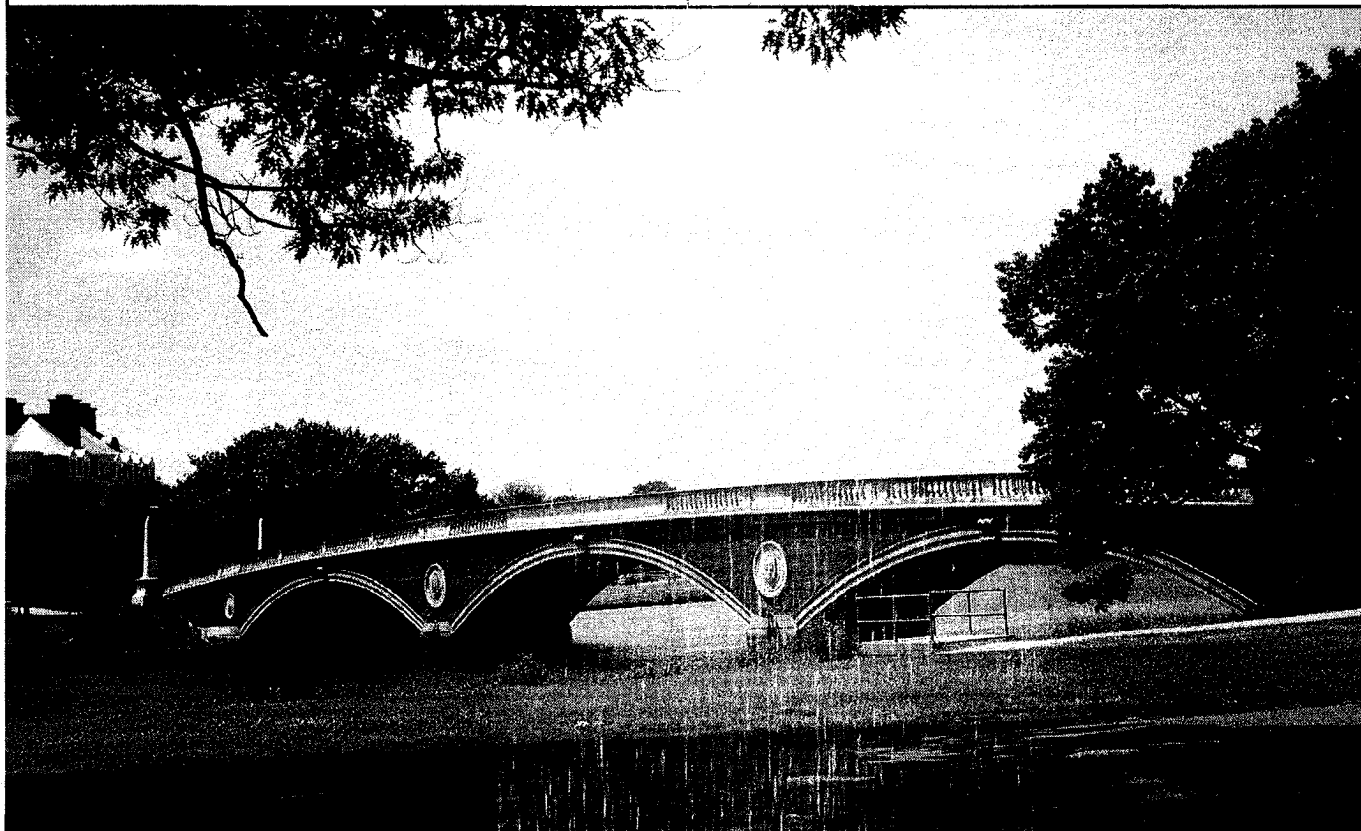
APPENDIX B: Jurisdictional Points of Contact

Boston—Superintendent Robert Dunford	**Quincy**—Lieutenant Robert Gillan
Brookline—Chief Daniel O'Leary	**Revere**—Chief Eugene Doherty
Cambridge—Chief Gerald Reardon	**Somerville**—Chief Thomas Graney (Ret.)
Chelsea—Captain Edward Martin	**Winthrop**—Chief Paul Flanagan
Everett—Chief David Butler	

To Our Stakeholders:
We understand that your time is valuable, however, we need your input as a barometer of our status as a Region. As you are all aware, DHS provides the grant guidelines, and oversight requirements that dictate the Region's spending. Understanding these limitations, we need your assistance with prioritizing commitments within the statutory categories. We thank you for agreeing to complete this brief survey. We appreciate your candid feedback and comments on how the Metro Boston Homeland Security Region (MBHSR) can be more successful in our future preparedness efforts.

Please provide your contact information below.

Name:_____ Rank/Title:_____

Jurisdiction: _____ Department/Agency:_____

Telephone:_____ Email:_____

1. *Below is a listing of National Priorities as published by DHS. These priorities are supposed to drive the Metro Boston Homeland Security Region (MBHSR) strategic efforts.* Please identify how important you believe each priority is for the Metro Boston Homeland Security Region and for your Jurisdiction. Please rate by circling the appropriate response:

	Metro-Boston Region				
	Very Important	Important	Unimportant	Very Unimportant	I Don't Know
Implement the National Incident Management System and National Response Framework (e.g. NIMS and ICS Training)	1	2	3	4	5
Enhanced Regional Collaboration (e.g Emergency Operation Centers)	1	2	3	4	5
Implement the National Infrastructure Protection Plan (e.g camera surveillance, K-9 units)	1	2	3	4	5
Strengthen Information Sharing and Collaboration (e.g Boston Regional Intelligence Center)	1	2	3	4	5
Strengthen Interoperable Communications (e.g. communications interoperability, PSnet)	1	2	3	4	5
CBRNE Detection Capability (e.g. USAR Teams)	1	2	3	4	5
Strengthen Medical Surge and Mass Prophylaxis Capabilities (e.g surge, dispensing, pandemic influenza)	1	2	3	4	5
Strengthen Planning and Citizen Preparedness Capabilities (e.g. mass care and shelter)	1	2	3	4	5

1. *The DHS Target Capabilities List describes the 37 collective capabilities required to prevent, protect, respond to and recover from terrorist attacks, major disasters and other emergencies.*

Please rate what you believe is your Department/Agency's level of competence in the following capabilities. The level of competence should take into consideration any applicable arrangements with other departments, agencies and jurisdictions. Please circle a response for each capability:

Learn more about the TCL: http://www.ojp.usdoj.gov/odp/assessments/hspd8.htm

Mission Areas	Target Capability List (TCL)	Low	Moderate	High	Don't Know
Common	Planning	1	2	3	4
	Communications	1	2	3	4
	Community Preparedness and Participation	1	2	3	4
	Risk Management	1	2	3	4
Prevent	Intelligence and Information Sharing and Dissemination	1	2	3	4
	Information Gathering and Recognition of Indicators and Warnings	1	2	3	4
	Intelligence Analysis and Production	1	2	3	4
	Counter-Terror Investigation and Law Enforcement	1	2	3	4
	CBRNE Detection	1	2	3	4
Protect	Critical Infrastructure Protection	1	2	3	4
	Food and Agriculture Safety and Defense	1	2	3	4
	Epidemiological Surveillance and Investigation	1	2	3	4
	Laboratory Testing	1	2	3	4
Respond	Onsite Incident Management	1	2	3	4
	Emergency Operations Center Management	1	2	3	4
	Critical Resource Logistics and Distribution	1	2	3	4
	Volunteer Management and Donations	1	2	3	4
	Responder Safety and Health	1	2	3	4
	Emergency Public Safety and Security	1	2	3	4
	Animal Health and Emergency Support	1	2	3	4
	Environmental Health	1	2	3	4
	Explosive Device Response Operations	1	2	3	4
	Fire Incident Response Support	1	2	3	4
	WMD and Hazardous Materials Response and Decontamination	1	2	3	4
	Citizen Evacuation and/or In-Place Protection	1	2	3	4
	Isolation and Quarantine	1	2	3	4
	Search and Rescue (Land-Based)	1	2	3	4
	Emergency Public Information and Warning	1	2	3	4
	Emergency Triage and Pre-Hospital Treatment	1	2	3	4
	Medical Surge	1	2	3	4
	Medical Supplies Management and Distribution	1	2	3	4
	Mass Prophylaxis	1	2	3	4
	Mass Care (Sheltering, Feeding, Related Services)	1	2	3	4
	Fatality Management	1	2	3	4
Recover	Structural Damage and Mitigation Assessment	1	2	3	4
	Restoration of Lifelines	1	2	3	4
	Economic and Community Recovery	1	2	3	4

1. *The National Planning Scenarios, as defined by DHS, outline the scope, magnitude, and complexity of plausible major events. These scenarios are designed to be the foundational structure for the development of preparedness standards from which homeland security capabilities can be measured.*

For each of the following scenarios, please indicate how prepared your department/agency is to protect against, prevent, respond to and/or recover from the type of incident regardless of the likelihood of occurrence within the MBHSR. The level of preparedness should take into consideration any applicable arrangements with other departments, agencies and jurisdictions. Please rate by circling the appropriate response:

Manmade and Natural Hazards	How Prepared is Your Department/ Agency for the Scenario?				
	Very Prepared	Prepared	Unprepared	Very Unprepared	I Don't Know
National Planning Scenarios					
Nuclear Detonation	1	2	3	4	5
Anthrax	1	2	3	4	5
Pandemic Influenza	1	2	3	4	5
Plague	1	2	3	4	5
Blister Agent Release	1	2	3	4	5
Toxic Industrial Chemicals	1	2	3	4	5
Nerve Agent Release	1	2	3	4	5
Chlorine Release	1	2	3	4	5
Earthquake	1	2	3	4	5
Hurricane	1	2	3	4	5
Radiological Attack	1	2	3	4	5
Explosives Attack (IED)	1	2	3	4	5
Food Contamination	1	2	3	4	5
Animal Disease Outbreak	1	2	3	4	5
Cyber Attack	1	2	3	4	5
Additional Hazards					
Hazmat Incident	1	2	3	4	5
Tornado	1	2	3	4	5
Winter Storms	1	2	3	4	5
Water Contamination	1	2	3	4	5
Floods	1	2	3	4	5
Chemical Spills	1	2	3	4	5

1. *DHS allows grant funds to be used to support five different program activities (planning, organization, equipment, training, and exercises). Moving forward which level of focus should the following activities receive?*

For each category, please indicate whether you believe a low, moderate, or high amount of focus should been given to the activity for the entire Region.

Activity	Metro-Boston Region		
	Low	Moderate	High
Plans/Planning	1	2	3
Organization	1	2	3
Equipment	1	2	3
Training	1	2	3
Exercises	1	2	3

2. *Currently, our Metro Boston Homeland Security Regional Security Strategy contains the mission areas to protect, prevent, respond and recover. Since 2004, all homeland security efforts within the Region have focused upon these. Moving forward, which level of focus should the following mission areas receive?*

For each category, please indicate whether you believe a low, moderate, or high amount of focus should be given to the mission area for the entire Region.

Activity	Emphasis		
	Low	Moderate	High
Protect mission	1	2	3
Prevent mission	1	2	3
Respond mission	1	2	3
Recover mission	1	2	3

3. To ensure that appropriate stakeholders are included in this assessment and strategic planning efforts, which non-governmental organizations, other government agencies, and/or private sector organizations/companies do you view as being critical to the Region's ability to protect, prevent, respond to and/or recover from an incident?

_____

_____

_____

_____

4. What would you consider to be ideal outcomes of the Region's current strategic planning effort?

_____

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5. Following the completion of this survey, MOEP will be conducting a series of strategic planning workshops to further engage public safety representatives of the Region. Would you like to participate in one of these workshops?   **Please circle your response:**   Yes   No