

*Federal Emergency Management Agency*  
U.S. Department of Homeland Security

## **FY08 HSGP Investment Justification**

**MA - Boston Urban Area**

**DRAFT - Not for submission to Grants.gov**

<b>Overall</b>
----------------

**Overall Investment Justification**

**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. States applying for HSGP funding must also include a description of how they plan to allocate the grant funds to local units of government within 45 days of award. (4,000 Char. Max)**

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.

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.

Taking these planning considerations into account it has been determined to further enhance the Region's capabilities by commencing the next project phase.

**Management & Administrative Costs**

**Provide a brief overall summary of planned management and administrative (M&A) expenditures that support the implementation of the Investments proposed in this Investment Justification. (2,500 Char. Max)**

Per DHS grant guidance, M&A costs will be utilized to support staff salaries and office supplies required to manage the Boston Urban Area Security Initiative program.

# Investment #1

## Investment Information - Investment #1

**Investment Name:** Communications Interoperability  
**Investment Phase:** Ongoing  
**Multi-Applicant Investment:** No

## I. Baseline - Investment #1

### I.A. - Baseline - Previous HSGP Request Name and Funding

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

**FY06 Investment name:** Communications Interoperability  
**FY06 HSGP funding:** \$4,500,000  
**FY07 Investment name:** Communications Interoperability  
**FY07 HSGP funding:** \$4,135,000

### I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

The Metro Boston Homeland Security Region (MBHSR) identified communications interoperability as a critical priority more than four years ago. As a result, a comprehensive Communications Interoperability 5-Year Strategic Plan was developed in 2005 to address the multi-discipline and multi-jurisdiction communications needs across the nine localities in the UASI.

For FY08 this investment will address gaps in communications interoperability specifically for EMS providers in the region, as well as for responders in the subway system tunnels. The region has also prioritized significant resources for continued investment in data interoperability. Also as a continued investment, the MBHSR will allocate funds for new subscriber, console, and backup equipment to ensure agencies remain technically capable and reliably interoperable. The FY08 initiatives represent the next phase in implementing the MBHSR strategic plan and maintaining momentum toward enhancing regional interoperability.

### I.C. - 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 FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)

FFY07 funding continued implementation of the region's Communications Interoperability Five-Year Strategic Plan, validated as part of the Region's Tactical Interoperable Communication Plan (TICP).

Radio coverage, capacity and spectrum. Disparate frequency bands between agencies. Addressing gaps by replacing existing VHF radio systems with UHF systems in three fire departments, allowing them to communicate with others in the region without additional equipment. Activities included applying to the FCC to license the frequencies, and procuring the necessary console and subscriber equipment.

Regional mutual-aid radio system capacity among MBHSR and other regional agencies.

Additional frequencies were approved from the FCC to expand capacity in existing mutual aid systems, including MetroFire, Boston Area Police Emergency Radio Network, and Boston-area Ambulance Mutual Aid; infrastructure to support this expansion was also included. The FCC waiver was a historical milestone and made available valuable frequency for use by MBHSR first responders.

Age, condition, and upkeep of subscriber units and infrastructure. Cross-discipline and cross-jurisdiction radio programming. Partially addressed gaps by creating regional portable and mobile equipment standards and procuring radios that have adequate channel capacity to communicate across jurisdictions. Developed a Standard Regional Channel Plan to allow for logical and distinct emergency response functions to maintain access to dedicated channels.

Redundancy. Addressed gaps by a Regional Communications Sustainability Enhancement Plan. Procured an array of equipment for system backup and sustainable communications such as fixed and portable satellite phones.

Data Interoperability. Recognizing that communications includes voice and data, the Region launched an initiative to create a Public Safety network (PSnet) in 2006. Through PSnet the MBHSR can realize the array of possibilities that derive from high-speed, secure interconnections between public safety buildings, while the elimination of commercially purchased connections between public safety buildings yields cost savings.

Communications Specific Training .Gaps are being addressed with the development of the TICP and the resulting evaluation and feedback. Based on those results the MBHSR conducted a region-wide exercise, Operation Poseidon, to determine current capabilities and readiness.

## **II. Strategy - Investment #1**

### **II.A. - Strategy - State Preparedness Report**

**Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)**

The Massachusetts State Preparedness Plan adopts the eight National Priorities set forth by DHS. The MBHSR Communications Interoperability investments directly support the following National Priorities:

#### **National Priority #2: Enhanced Regional Collaboration (page 11)**

The ongoing investments in MBHSR communications interoperability are consistent with the current and future plans of the State to build improved regional collaboration models across disciplines and jurisdictions. For example, the region's infrastructure buildout plans designed to enhance EMS Interoperability are highly correlated to the Commonwealth's Mutual Aid Agreement initiative.

#### **National Priority #4: Strengthen Information Sharing and Collaboration (page 31)**

The MBHSR-sponsored public safety data network, PSnet, continues to be a high priority initiative, with network buildout and application sharing plans currently underway. PSnet will drive data interoperability and information sharing among MBHSR agencies, as well as among the agencies included in the State's initiatives. For example, PSnet is making initial connections to the region's fusion center, the Boston Regional Intelligence Center (BRIC) and has future plans to coordinate with the Statewide Information Sharing System (SWISS), the system designed to connect law enforcement agencies in all parts of Massachusetts.

#### **National Priority #5: Strengthen Communications Capabilities (page 31)**

The MBHSR continues to make steady forward progress on building communications capabilities. Likewise, there is strong consistency in how the Communications Interoperability Subcommittee uses the five-year strategic plan to make all funding and prioritization decisions on which communications equipment to procure. The State Preparedness Report outlines a similar governance and decision making approach at the state level, further demonstrating the relevance between MBHSR communications initiatives and the larger state strategy. Of note, the MBHSR is part of a three-party MOU with the State that provides funding to enhance first responder communications capabilities in the Massachusetts Bay Transportation Authority (MBTA) underground transit system.

### **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. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)**

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.

**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).

**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.

**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.

**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.

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, plans, and infrastructure in regards to communications interoperability.

### **II.C. - Strategy - Target Capabilities**

**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:**

This investment will support continued expansion of communications capabilities for MBHSR agencies and partners. The subprojects represent a comprehensive and diverse set of communications-related initiatives, designed to enhance voice interoperability (through procurement of subscriber and backup equipment, consoles); increase data interoperability (through PSnet expansion), and address multi-disciplinary interoperability gaps (through EMS and MBTA tunnel infrastructure buildout).

**Secondary Target Capability 1:** Intelligence and Information Sharing and Dissemination

**Secondary Target Capability 2:** On-Site Incident Management

**Secondary Target Capability 3:** Planning

### **II.D. - Strategy - National Priorities**

**Select the National Priority(ies) that this Investment supports; up to four may be selected.**

**National Priority 1:** Strengthen Information Sharing and Collaboration Capabilities

**National Priority 2:** Expanded Regional Collaboration

**National Priority 3:** Strengthen Communications Capabilities

### III. Implementation - Investment #1

#### III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning		\$1,200,000			\$1,200,000				\$1,200,000
Organization		\$1,035,000			\$1,035,000				\$1,035,000
Equipment		\$7,000,000			\$7,000,000	\$2,000,000	\$4,000,000		\$13,000,000
Training		\$150,000			\$150,000				\$150,000
Exercises		\$150,000			\$150,000				\$150,000
<b>Total</b>		<b>\$9,535,000</b>			<b>\$9,535,000</b>	<b>\$2,000,000</b>	<b>\$4,000,000</b>		<b>\$15,535,000</b>

**Planning Summary:** The MBHSR continues to place a high priority on planning through the Communications Interoperability Subcommittee. Planning activities to include: requirements gathering and analysis, development of MOUs/SOPs, planning and executing procurements, develop project plans, set objectives, measure progress, address obstacles and emergent needs.

**Organization Summary:** Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) and the Investment Subcommittee that will oversee this Investment.

**Equipment Summary:** Projected costs under this Investment will include procurement of equipment to further EMS interoperability (enhance coverage of regional EMS channels; repeater systems, receivers), consoles (replace aging/inadequate consoles that cannot access shared channel plan), backup comparators (provide critical redundancy for regional fire agencies), and subscriber equipment (address inadequate capacity to access the shared channel plan). All equipment shall adhere to the Authorized Equipment List.

**Training Summary:** Communications interoperability training will be developed and conducted for new capabilities and equipment procured during this grant period. As part of the planning process, a working group will evaluate current training gaps and identify highest priorities and economies of scale to conduct multi-jurisdiction and multi-discipline training. Training will focus on both daily operations and major emergency response procedures, and will include modules for initial training and refresher courses.

**Exercises Summary:** Communications interoperability exercises will be developed and conducted during the grant period. The CIS and working group will identify most critical scenarios and capabilities to include for regional exercise, taking into account new capabilities and equipment most recently acquired. In addition, specific communications interoperability exercises will be coordinated with existing local, regional, and state exercises conducted during the grant period.

**Other Funding Source #1:** Executive Office of Public Safety and Security

**Other Funding Source #2:** Massachusetts Bay Transportation Authority

#### III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

**Milestone 1** (01/01/2009 - 06/01/2009)

Develop and modify MOUs and SOPs to address new capabilities and equipment in advance of installation, to avoid confusion about roles, responsibilities, and operating guidelines amidst the execution of the project.

**Milestone 2** (07/01/2009 - 07/01/2010)

Equipment procurements, such as EMS Interoperability and MBTA Tunnel Interoperability.

**Milestone 3** (09/01/2009 - 12/01/2010)

Installation and buildout will overlap partially with and continue after procurement, addressing potential challenges unique to each initiative.

**Milestone 4** (12/01/2009 - 06/01/2011)

Training will focus on addressing how to adequately and cost effectively train staff on new equipment and capabilities that result from the procurements. Multiple training tools will be employed, such as equipment-specific tutorials, online modules, and train-the-trainer session.

**Milestone 5** (06/30/2010 - 06/30/2011)

Regional HSEEP-Compliant Interoperable Communication Exercise.

**III.C. - Project Management**

**Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)**

The Mayor's Office of Emergency Preparedness (MOEP) is directly responsible for the implementation of this investment and all related management. Specific responsibilities include:

- ¿ Managing supporting contractors (includes subject matter expertise on governance, communications interoperability, radio communications and engineering, and IT network and applications development)
- ¿ Managing communications with the CIS and the Executive Committee over the CIS, the Jurisdictional Points of Contacts (JPOCs).
- ¿ Administering equipment procurement for all nine MBHSR jurisdictions

Contract support will continue to be leveraged for communications interoperability planning and implementation. Specific responsibilities include:

- ¿ Organizing and facilitating CIS and Working Group meetings
- ¿ Monitoring project status
- ¿ Providing detailed technical research and engineering

The Communications Interoperability Subcommittee (CIS) serves as the investment's governing structure. The Subcommittee maintains a charter to outline the purpose, authority, outcomes, scope, operating principles, membership and management by which the Subcommittee will achieve success. Representation includes communications subject matter experts from law enforcement, fire services, emergency medical services, and emergency management from the nine jurisdictions as well as state organizations and regional consortia. The CIS meets monthly to discuss project status, emerging issues, and provide research and recommendations to MOEP and the JPOCs.

CIS members also serve on ad hoc working groups that drive forward specific strategic initiatives. For the grant period, established working groups will focus on each major planned initiative: EMS Interoperability, MBTA Tunnel Interoperability, PSnet, Subscriber/Backup Equipment, and Training and Exercises.

To ensure overall regional alignment the JPOC is comprised of one public safety leader 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 administered by MOEP. JPOCs review and approve recommendations from the CIS and provide high-level support across the lifecycle of interoperability projects.

**III.D. - Investment Challenges**

**List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 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 1:**

Maintaining high level of coordination/consensus among stakeholder groups within and beyond the CIS.

**Probability:** High                      **Impact:** High

**Mitigation Strategy:**

Continue to meet with relevant stakeholders critical to successful planning and implementation, including conducting outreach efforts to city managers, first responders and end users.

Continue to employ a transparent planning process that communicates project status and potential barriers to maintain stakeholder engagement and alignment throughout the initiatives.

Revise working group charters if needed to address any ongoing challenges and new membership needs.

**Challenge 2:**

Maintaining stakeholder involvement without overwhelming their primary agency responsibilities.

**Probability:** Low            **Impact:** High

**Mitigation Strategy:**

Continue to operate working groups to conduct specific, detailed project work and to develop solutions on behalf of the Region.

Continue to leverage MOEP contractor support for meeting organization and facilitation, knowledge capture, project status monitoring, and detailed technical research and engineering to all working groups and the CIS at large.

**Challenge 3:**

Sustaining regional communications capabilities and governance/ management structures in future.

**Probability:** Medium            **Impact:** High

**Mitigation Strategy:**

Build the foundation for making the CIS sustainable by all possible means in addition to/beyond UASI funding and contractor support:

Continue to pursue and identify additional funding sources, such as new grants or matching plans.

Obtain executive buy-in by educating CEOs and other leaders about CIS' successful track record and need for ongoing financial support.

SOPs/MOUs will ensure jurisdictions align their long-term planning to support regional communications interoperability.

**IV. Impact - Investment #1**

**IV.A. - Impact**

**What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)**

The initiatives planned for the FY08 period of performance continue the logical and prioritized implementation of the region's Communications Interoperability 5-Year Strategic Plan developed in 2005. The strategic plan clearly outlines the region's communications interoperability gaps, therefore outputs and outcomes for each initiative and the investment overall are likewise clear and tangible. Furthermore, the Strategic Plan addresses the national priority of strengthening interoperable communications capabilities and incorporates the SAFECOM Communications Interoperability Continuum.

¿ Cross-discipline and cross-jurisdiction radio programming

o Initiative: EMS Interoperability infrastructure buildout

o Outputs: new receivers installed to fill coverage gaps for Boston-area Ambulance Mutual Aid (BAMA) communications; new transmitters and repeaters to continue buildout of dedicated UHF EMS Interoperability channel; SOPs each asset

o Outcomes: comprehensive array of dedicated regional EMS assets for dispatch and operations, and en route/on-scene/in-street radio coverage

¿ Age, condition, and upkeep of subscriber units and infrastructure; and redundancy

o Initiatives: subscriber equipment, consoles, backup equipment

o Outputs: new radios with sufficient channel capacity to access shared regional channel plan; new consoles and related equipment to provide adequate dispatch and interoperability capabilities; MetroFire/Boston Fire backup comparator

o Outcomes: full use of shared regional channel plan; increased reliability and security of MetroFire/Boston Fire's critical public safety communications infrastructure and mobile radio communications in the event of an extended loss of power due to a natural or man-made disaster

¿ Radio coverage and capacity among MBHSR agencies and regional transit agencies



- o Initiative: MBTA Tunnel Interoperability infrastructure buildout
- o Outputs: above- and below-ground infrastructure (EOCell RF Over Fiber solution) for dedicated public safety communications system; MOUs for project management; SOPs for system usage
- o Outcomes: adequate and reliable communications system in transit tunnels available specifically for public safety responders; elimination of coverage gaps and dead spots in tunnels; more effective separation between MBTA existing radio system for their daily operations and dedicated public safety communications system for emergencies

ζ Data interoperability

- o Initiative: PSnet

- o Outputs: network architecture/infrastructure equipment (fiber, wireless, microwave network connections), software and applications, MOUs for data and network sharing

- o Outcomes: MBHSR agencies maintain dedicated secure/resilient/high-performance network for exchanging public safety data including law enforcement, Computer Aided Dispatch (CAD), Emergency Management (e.g. WebEOC) and other critical information over a secure, resilient, high-performance network infrastructure; enhanced ability of first responders in the field to access critical incident information through more robust wireless connections; more effective data interoperability among operations centers, regional/State/Federal fusion centers, Massachusetts State Police, and other regional consortia

ζ Communications specific training

- o Initiative: Training and exercise development and execution

- o Outputs: prioritized list of regional training and exercise needs; training modules to address specific capabilities and equipment; examples include NIMS and COML training, tabletop exercises, and modules/train-the-trainer sessions for subscriber units and consoles

- o Outcomes: more effective use and ROI from new capabilities and equipment; better preparation for large-scale incidents that require support from multiple disciplines and jurisdictions; progress toward achieving "advanced implementation," as defined by DHS.

#### **IV.B. - Sustainability**

**What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)**

The long-term management, maintenance, and upgrade of the capabilities procured in the FY08 period of performance will be most effective with a continuation and institutionalization of the existing governance structure. The CIS currently provides a forum for MBHSR jurisdictions to perform a number of key functions to ensure the continued progress in achieving advanced interoperability:

ζ Develop a comprehensive single source of regional communications interoperability information:

- o Maintain and update the standards that have been developed and will be developed as future needs arise

- o Maintain and update the regional channel plan

- o Maintain and update MOUs and SOPs

ζ As recommended in the region's TICP Scorecard, develop and implement a sustainable funding strategy to leverage other sources such as additional federal grant opportunities, cost sharing between UASI and MBHSR agency funding, and private sector resources.

ζ Continue to conduct communications interoperability training and exercises. Ensure that regional capabilities are being used by first responders, dispatchers and command level personnel (e.g. training, SOPs, roll calls).

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.

As the Massachusetts EOPSS continues to invest in and grow the Statewide Communication Interoperability Committee (SCIC), the CIS should also continue to foster a productive working relationship with state-sponsored efforts. Currently, multiple CIS members serve on the SCIC and this overlap in governance participation should continue.

Of equal importance, the CIS should secure executive buy-in by educating CEOs and other leadership groups such as agency chiefs about CIS successes and ROI, to secure future financial and operational support over the long term.

## **V. Optional Attachments - Investment #1**

#### **V.A. - Optional Attachments**

**As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application MUST be submitted through [www.grants.gov](http://www.grants.gov) as separate files when submitting the final Investment Justification grant application.**

The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe,

**.png, .gif.**

**If you choose to include an optional attachment that will be uploaded to [www.grants.gov](http://www.grants.gov) for this Investment, please provide the following information in the text box below (500 Char. Max):**

- The file name**
- The file extension (e.g., .jpg, gif)**
- The relevancy this attachment has to this Investment**

**Please note the total number of attachments that will be submitted via [grants.gov](http://grants.gov) for this Investment (0-99):**

**(End of Investment #1.)**

# Investment #2

## Investment Information - Investment #2

**Investment Name:** Regional Intelligence and Information Sharing  
**Investment Phase:** Ongoing  
**Multi-Applicant Investment:** No

## I. Baseline - Investment #2

### I.A. - Baseline - Previous HSGP Request Name and Funding

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

**FY06 Investment name:** Metro Boston Regional Intelligence Center

**FY06 HSGP funding:** \$1

**FY07 Investment name:** Regional Intelligence and Information Sharing

**FY07 HSGP funding:** \$1,450,000

### I.B. - Baseline - Purpose Statement

**Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)**

This Investment continues developing the resources of the Metro-Boston Regional Intelligence Center (BRIC) and further establishes the regional infrastructure for intelligence sharing on CBRNE threats and terrorism across the Region. The BRIC will further optimize systems and processes for intelligence collection, information sharing, and communication flow across jurisdictions, disciplines and partners. This investment will solidify the link between the BRIC and the Commonwealth Fusion Center. Further, the investment refines the conduits and management of the flow and timeliness of information and intelligence across multiple layers of public and private sector entities. Finally, funding will promote further strategic investment in a centralized and regional intelligence center where jurisdictions and first responder disciplines work collaboratively together in the analytical and information gathering process, with the goal of reducing in the likelihood of a terrorist event.

### I.C. - 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 FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)**

This Investment continues developing the resources of the Metro-Boston Regional Intelligence Center (BRIC) and further establishes the regional infrastructure for intelligence sharing on CBRNE threats and terrorism across the Region. The BRIC will further optimize systems and processes for intelligence collection, information sharing, and communication flow across jurisdictions, disciplines and partners. This investment will solidify the link between the BRIC and the Commonwealth Fusion Center. Further, the investment refines the conduits and management of the flow and timeliness of information and intelligence across multiple layers of public and private sector entities. Finally, funding will promote further strategic investment in a centralized and regional intelligence center where jurisdictions and first responder disciplines work collaboratively together in the analytical and information gathering process, with the goal of reducing in the likelihood of a terrorist event.

The BRIC serves as the centralized and regional intelligence center for the Metro-Boston jurisdictions and first responder disciplines collaboratively work together in an analytical and information gathering and sharing process to significantly reduce the likelihood of a terrorist event. However, identified capability gaps are recognized as two-fold.

First, the need to provide strategic investments into the field to further intelligence sharing, including fostering the linkages to other regional investments. Second, the need to execute a formalized governance structure with associated policy to strengthen the bonds between regional members.

At present, the BRIC operates using a federated structure. Regional components and stakeholders feed information into the centralized hub for synthesizing. However, processes need to be implemented to standardize information flow, using a combination of technology for automation, and because technology alone is not sufficient, through policies and procedures.

Emphasis will be placed on creating the policies and procedures needed for information sharing throughout the region, from gathering to dissemination. Policies and procedures would further educate information sharing among departments.

Trainings and targeted exercises will complement these efforts such that terminology and understandings are unambiguous. Benefits would include, for instance, that regional stakeholders use the same identifiers for Suspicious Activity Reporting.

## **II. Strategy - Investment #2**

### **II.A. - Strategy - State Preparedness Report**

**Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)**

This investment supports National Priority 4: Strengthen Information Sharing and Collaboration, as addressed by the State Preparedness Report (page 32).

The Commonwealth Fusion Center (CFC) is at the center of the state's efforts to receive, produce, and share intelligence assessments and reports local, state, and federal partners. On behalf of the MBHSR, the BRIC fosters the receipt, production and sharing of intelligence assessments and reports.

Whereas the CFC recently incorporated personnel and systems from the FBI and DHS to support the seamless exchange of information and intelligence regarding threats to the nation and the Commonwealth, the MBHSR has followed similar pathways. BRIC personnel have been assigned to the DHS National Operation Center (NOC) and National Counterterrorism Center (NCTC), and through such partnerships the MBHSR is an element in the coordination of information sharing to help deter, detect, and prevent terrorist acts and to manage domestic incidents. Within the Region, information on domestic incident management is further shared with law enforcement agencies and Emergency Operations Centers. BRIC systems have and continue to be integrated with efforts of the FBI, DHS, and the Department of Treasury, such as utilization of Law Enforcement Online (LEO), Homeland Security Information Network (HSIN), and Financial Crimes Enforcement Network (FinCEN). The BRIC further seeks to ensure its systems are compliant with National Information Exchange Model (NIEM) protocols designed by federal law enforcement and homeland security agencies. In addition, the Region has contributed funds associated with this investment towards integrated projects such as the Massachusetts Statewide Information Sharing Systems (SWISS) designed to enable member public safety agencies to seamlessly share information across jurisdictions.

Similar to the CFC, the BRIC has acquired a number of analytical tools such as CrimeNtel and Analyst Notebook to analyze data. The BRIC also has database, spreadsheet, and publishing software for analysts. Further, the BRIC has established a GIS capability that has produced numerous GIS-based analytical products. The GIS capability is also used to build critical infrastructure data layers for mapping. Finally, with the goal of enhancing situational awareness and common operating picture, the BRIC is also exploring participation with the Homeland Infrastructure Foundation-Level Data (HIFLD) Working Group.

Counter-Terror Investigations and Law Enforcement Capability (SPR, page 34) is also enhanced through the BRIC. The BRIC continues to partner with the CFC Criminal Information Investigations Section (CIIS), responsible for investigating tips, leads, suspicious activity, and field interview observation reports which are sent to the Fusion Center from federal, state, local and private sector partners. For example, one of the CIIS investigators is assigned to work with the BRIC to directly liaison with MBHSR communities, and the BRIC persists in refining its processes and systems to aid with investigation of tips and leads that are related to potential terrorist financing, support, or are possible pre-attack indicators. As a result, this investment continues to set the foundation for collaborative investigations involving the CFC, FBI, ATF, Immigration and Customs Enforcement (ICE), the U.S. Coast Guard, DHS, the Massachusetts Attorney General's Office, and the various Police Departments and District Attorneys' Offices.

### **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. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland**

**Security Strategy. (Part of overall Investment 15,000 Char. Max)**

This Investment supports the achievement of the Boston 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."

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.

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.

**II.C. - Strategy - Target Capabilities**

**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:** Intelligence and Information Sharing and Dissemination

**Primary Target Capability Narrative:**

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

- Secondary Target Capability 1:** Counter-Terror Investigation and Law Enforcement
- Secondary Target Capability 2:** Information Gathering and Recognition of Indicators and Warnings
- Secondary Target Capability 3:** Community Preparedness and Participation
- Secondary Target Capability 4:** Intelligence Analysis and Production

**II.D. - Strategy - National Priorities**

**Select the National Priority(ies) that this Investment supports; up to four may be selected.**

- National Priority 1:** Strengthen Information Sharing and Collaboration Capabilities
- National Priority 2:** Expanded Regional Collaboration
- National Priority 3:** Implement the NIMS and NRP
- National Priority 4:** Strengthen Communications Capabilities

### III. Implementation - Investment #2

#### III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning		\$1,850,000			\$1,850,000				\$1,850,000
Organization		\$384,000			\$384,000				\$384,000
Equipment		\$1,000,000			\$1,000,000				\$1,000,000
Training		\$100,000			\$100,000				\$100,000
Exercises		\$50,000			\$50,000				\$50,000
<b>Total</b>		<b>\$3,384,000</b>			<b>\$3,384,000</b>				<b>\$3,384,000</b>

**Planning Summary:** The funding will be utilized to further develop Regional planning and governance, along with the continued integration of protocols into regional systems and processes. Funding will utilize contractor support in order to fulfill much of the strategic planning, governance development, and to organize and manage operations associated with the Investment.

**Organization Summary:** Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) and the Investment Subcommittee that will oversee this Investment.

**Equipment Summary:** Equipment purchases funded by this Investment will include technology solutions related to the BRIC and regional intelligence and information sharing systems. All equipment shall adhere to the Authorized Equipment List (AEL).

**Training Summary:** 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 provide training to intelligence analysts on courses such as Intelligence Analysis, Middle Eastern Culture, Threat Assessments, Surveillance, and Anti-Terrorism.

**Exercises Summary:** Funds will be used to support personnel costs for participating in exercises concerning intelligence and information sharing, including to support the BRIC's participation in drills and exercises with the Commonwealth Fusion Center regarding an IED event.

#### III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

**Milestone 1** (01/01/2009 - 01/01/2010)

Continue to promote the BRIC's capabilities through outreach amongst the MBHSR and the first responder community. Continue to invite outside agencies, including non-law enforcement disciplines, to contribute staff to the BRIC.

**Milestone 2** (07/01/2009 - 07/01/2010)

Implement governance structure. Broaden and expand stakeholder participation in working with the BRIC, to include additional public support disciplines (other than law enforcement), state, and federal agencies. Develop policies and procedures to promote the two-way flow of information among stakeholders.

**Milestone 3** (01/01/2009 - 01/01/2011)

Purchase and upgrade of software and hardware platforms to further enhance the capabilities of the BRIC in the areas of data mining, intelligence sharing, information flow, and situational awareness.

**Milestone 4** (01/01/2009 - 07/01/2011)

Continued intelligence training for BRIC personnel.

**Milestone 5** (07/01/2009 - 07/01/2011)

Participation within exercises and development of After Action Reports.

**III.C. - Project Management**

**Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this investment. (Part of overall investment 15,000 Char. Max)**

This Investment will rely on an Advisory Committee for management oversight and executive support. Members of the Advisory Committee have managed intelligence and information sharing projects for the last several years, including the last two years with primary oversight over this Investment. The Advisory Committee will be multi-disciplinary and multi-jurisdictional in composition. Members will include local law enforcement representatives; fire service representatives, emergency management, and emergency medical services representatives. Additionally, a representative from the Boston Regional Intelligence Center (BRIC) will serve as the Chair, who will oversee the Advisory Committee and reports directly to the Boston Urban Areas Working Group for direction and control.

The Advisory Committee is designed to promote performance measures and objectives to ensure Target Capabilities and Universal Tasks are strengthened and fulfilled. For instance, that policies and procedures are in place to allow information sharing between departments and agencies involved in the incident as necessary; A common operating picture for real time sharing of information with all the participating entities can be established; The process for sharing information and/or intelligence is clearly-defined and documented. Furthermore, management activities of the Advisory Committee will draw upon lessons learned and best practices from other Intelligence/Fusion Centers, including recommendations from the Baseline Capabilities for State and Major Urban Area Fusion Centers, March 2008, A Companion Document to the Fusion Center Guidelines.

This Investment has two core components. The primary component is the operation and continued development of the BRIC. A secondary component of this investment, is the procurement of equipment.

The BRIC operates within the defined governance structure of the Boston Police Department (BPD). The BRIC consists of both sworn and civilian members of the BPD, as well as a multitude of representatives from other UASI entities. The day to day intelligence activities and operations of the BRIC are governed by 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 as coordinated through the MOEP. Regionally, the participation of UASI cities and towns in the BRIC is governed and defined by Memorandums of Agreement (MOAs) between the MBHSR partners and MOEP. The BRIC spearheads all non-procurement activities under this Investment, including planning, training, and exercises.

To support the overall Investment Subcommittee, a Mayor's Office of Emergency Preparedness (MOEP) Regional Planner, funded through the UASI grant, will be responsible for the overall project management and tasked with coordinating the Investment Subcommittee and the sub working groups mentioned above. The planner will serve as the liaison and central point of contact for all activity related to this Investment. Furthermore, any equipment procurements or contracts for goods or services will be administered by the Regional Planner, who will work with the Investment Subcommittee to identify needs and collect the necessary paperwork (quotes, etc) from suggested vendors. The MOEP will review all requests to ensure compliance with the grant and verify their inclusion within the federal AEL. If necessary, MOEP will work with the State SAA to verify allowance in the case of large scale purchases. Once cleared, the planner will work with the Purchasing Department and the Auditing Department within the City of Boston to execute all purchases and contracts, and, if necessary, any bidding. All nine MBHSR jurisdictions have financial MOUs in place with the City of Boston to serve as the purchasing agent for all grant-related expenditures.

**III.D. - Investment Challenges**

**List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 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 1:**

Information flow throughout the Region to non traditional public safety agencies.

**Probability:** Medium                      **Impact:** High

**Mitigation Strategy:**

Solidify interagency coordination through governance and establishment of policies and procedures to promote two-way information sharing.

**Challenge 2:**

Financial burden on municipal stakeholders.

**Probability:** High      **Impact:** High

**Mitigation Strategy:**

Upfront agreements that after initial purchase of equipment, member departments would then be solely responsible for all training and equipment maintenance costs.

**Challenge 3:**

Linking Regional information sharing systems to avoid information silos.

**Probability:** Medium      **Impact:** High

**Mitigation Strategy:**

Establish clear business reasons to share and exchange data, and provide the conduit which is secure, resilient, and has adequate connectivity.

## IV. Impact - Investment #2

**IV.A. - Impact**

**What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)**

The primary impact of this Investment will be the improved ability of MBHSR to more effectively share, produce and disseminate intelligence. Moreover, the Investment will also provide the opportunity to build off of the current and past efforts of bringing the intelligence and information sharing capabilities of the Region together through the BRIC.

With this investment, the Region will be better able to carry out the seamless transfer of information and intelligence across multi-jurisdictional and multi-disciplinary boundaries. This will also promote more effective collection, analysis, and dissemination of data that will enable the Region to better detect and deter terrorist threats. Furthermore, through a more robust governance and operational structure, relationships, communication and common understanding is attained.

Recently, the Boston Police Department assigned staff to work in DHS's National Operations Center (NOC) and the National Counterterrorism Center (NCTC), which enhances information to flow between the Metro Boston area and the federal level. Decision makers utilize intelligence provided by the BRIC to determine resource allocation for preparedness and prevention. Public safety emergency responders within municipal police, fire, and public health departments are positioned to provide enhanced collection and are the primary recipients of timely actionable intelligence products. Further, municipal school and transportation departments are also important intelligence collection conduits and would, in the case of a critical incident, be heavily impacted. In addition to public sector entities, a growing category of stakeholders within the UASI Region includes members of the private sector. Sectors that have been identified and which are active participants in the process include the financial sector, health care, biotech, education, private and public transportation, property management, private security, and the hotel industry. These private sector entities are valuable resources for generating vulnerability and potential target information and are heavily impacted by public safety conditions. In the event of an evolving critical incident, members of these sectors could provide early warning on crisis development and would be an important factor in recovery efforts.

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. BRIC management supports and will adhere to training guidelines set forth in the Homeland Security Grant Program and the National Criminal Intelligence Sharing Plan. The training philosophy within the BRIC continues to focus 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.

This Investment will increase the capabilities of the BRIC in the following areas: real-time crime center capability, Intelligence Liaison Officer Program, GIS, regional monitoring, computerized incident management software, secured communications, and suspicious activity reporting. In addition, the BRIC can further assist its Federal and State partners in ensuring that local threat information is considered in future governmental risk analysis efforts. 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.



#### **IV.B. - Sustainability**

**What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)**

It is the intent of the MBSHR that the BRIC will continue to serve as the primary conduit for information sharing, intelligence collection, and data analysis, beyond this funding cycle. The BRIC will continue to evolve and expand where costs will be sustained through operational funds, other state and federal grants, private sector and academic business partners, and charitable foundations, as available. The milestones outlined in the FY2008 grant funding period serve to assist with stepping stones in this evolution, where the baseline needs are addressed in order to ensure that the BRIC can in fact continue on a long-term basis.

Going forward, 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 gather and disseminate intelligence to detect and prevent a potential terrorist attack, or the ability to effectively respond to a terrorist attack. Sustainment efforts may also include partnerships with the private sector and/or businesses within the region.

### **V. Optional Attachments - Investment #2**

#### **V.A. - Optional Attachments**

**As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application MUST be submitted through [www.grants.gov](http://www.grants.gov) as separate files when submitting the final Investment Justification grant application.**

**The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.**

**If you choose to include an optional attachment that will be uploaded to [www.grants.gov](http://www.grants.gov) for this Investment, please provide the following information in the text box below (500 Char. Max):**

- The file name**
- The file extension (e.g., .jpg, gif)**
- The relevancy this attachment has to this Investment**

**Please note the total number of attachments that will be submitted via [grants.gov](http://grants.gov) for this Investment (0-99):**

(End of Investment #2.)

# Investment #3

## Investment Information - Investment #3

**Investment Name:** Regional CBRNE Tactical Rescue Team  
**Investment Phase:** Ongoing  
**Multi-Applicant Investment:** No

## I. Baseline - Investment #3

### I.A. - Baseline - Previous HSGP Request Name and Funding

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

**FY06 Investment name:**

**FY06 HSGP funding:**

**FY07 Investment name:** Regional CBRNE Tactical Rescue Team

**FY07 HSGP funding:** \$1,400,000

### I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

The purpose of this investment is to build upon plans outlined in the MBHSR 2007 grant application, where the establishment of a highly trained CBRNE response unit was collectively identified throughout the region as a significant need to address response gaps. The aim of the region is to build upon trained personnel and equipment that currently exist and are in regular use. This includes current specially trained Technical Rescue personnel within Boston, Cambridge, and Everett. Other regional department personnel will be integrated throughout this grant cycle as the program evolves and recognized training standards are met. The short term enhancement this investment seeks to address will establish a foundation upon which a longer term permanent response capacity within the Boston region will be built. Best practices from throughout the country have been and will continue to be followed to ensure efficient and practical build out during the early years of this initiative.

### I.C. - 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 FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)

This is an investment in maintenance/sustainment for the MBHSR. It was introduced during the 2007 UASI grant process, in an effort to address previously identified gaps within the regional CBRNE response, rescue, and recovery capabilities. Within this gap, the need for rapid deployment of search and rescue operations was identified, as it would take hours for the nearest Federal Urban Search and Rescue (USAR) team (MATF-1) to reconstitute and respond to the Boston region (members hail from all six New England States). Building out a highly trained CBRNE/USAR Task Force will help to address this gap and provide an immediate response in an effort to save victims trapped as the result of a man-made or natural disaster. Partners from throughout the Boston UASI, which includes the jurisdictions of Boston, Brookline, Cambridge, Chelsea, Everett, Quincy, Revere, Somerville, & Winthrop, have been involved from the inception of this project. Representatives from EMS, Police, and Public Health have been included from the beginning of this process to ensure strong regional communication and collaboration. This investment seeks to capitalize on best practices from UASIs throughout the country that have

successfully undertaken a similar initiative in the past, including Newark, Charlotte, Miami and Dallas. Current efforts have included finalizing MOUs for participation, identifying phases and metrics for addressing training needs, and building out an equipment procurement schedule to ensure items are purchased and distributed in an efficient manner. Senior department officials have been updated throughout the process, as well as administrative and financial personnel from any departments that are to receive initial purchases, to assure that storage and maintenance issues are addressed. The Boston Fire Department has committed one of its training and classroom sites for use in trainings where more advanced breaking/breaching exercises are not required. Additionally, the City of Boston's DelValle Institute for Emergency Preparedness recently held a conference related to structural collapse response, where nationally recognized experts came and addressed a crowd of nearly 400 people. This conference was organized and delivered by many involved in this investment, and has served to further educate regional partners on rescue operations and increase interest in the process.

## **II. Strategy - Investment #3**

### **II.A. - Strategy - State Preparedness Report**

**Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)**

This investment supports many of the initiatives supported in the 2008 State Preparedness Report for the Commonwealth of Massachusetts, which aligns with the National Priorities set forth by DHS. It is the goal of the Boston Urban Area to complement the initiatives set forth by the Commonwealth to not only strengthen regionalized response, but enhance capacity across the Commonwealth as a whole.

The initiatives supported include "CBRNE Detection Capability" which identifies the need for "Improved response times of CBRNE detection and rescue capabilities," given that the "existing objective of a one-hour response time [is] inadequate to meet the demands for detection and rescue associated with victim needs... and follow on response." (p.57) This is also identified within the State Preparedness Report under the section for "WMD/Hazardous Materials Response and Decontamination Capability," where additional Rapid Response Units are sought as a means to reduce response times (p.60). An on duty response capacity sought through this investment will directly link into the Commonwealth's efforts towards enhanced response times.

The Commonwealth addresses National Priority # 2, "Enhanced Regional Collaboration", by identifying a intra-state three-year target of "Providing cross training and mutual understanding of complex incidents involving CBRNE." (p.23) The Boston Urban Area is seeking to use this investment to further strengthen regional relationships, and build upon efforts begun through the UASI process starting with the program's inception. Members from departments from across the region regularly meet at conferences, train, and exercise together. The Boston Fire Department has hosted numerous regional training sessions at its facilities, where instructors and personnel from throughout the UASI region have met and trained. As part of this initiative, the Boston UASI region will continue to provide training from certified instructors.

### **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. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)**

The Commonwealth of Massachusetts State Homeland Security Strategy, released in September of 2007, contains many goals and objectives that are addressed and supported by this investment. In fact, all three highlighted goals in the strategy are addressed in one form or another by this investment, including Goal # 1, "Creating a Common Operating Picture among Homeland Security and Public Safety Stakeholders"; Goal # 2 "Strengthening and Expanding Partnerships for Prevention and Preparedness"; and within the Goal # 3, the objective of "Recovery Capability." (p.11) The recent Minnesota bridge collapse during the Summer of 2007 is referenced within Goal # 1, and members of the Minnesota USAR team that responded to that incident and rescued victims were trained by members of the Boston UASI SME group leading this investment. Additionally, the IED attacks on the subway systems in London and Spain are referenced, highlighting the "difficulties of managing a crisis on a mass transit system." (p.14)

This investment attempts to address all of these concerns, weather natural or manmade. This investment continues to support 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).

**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).

**Response:** The teams to be trained and equipped will begin to correct an identified deficiency in regional CBRNE response and recovery, and provide an on-duty capacity to respond to a structural response and initiate patient care. 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 tactical rescue team, combined with the specialization of personnel and equipment ensures promotion of this Objective.

**Recovery:** In addition to enhancing the region's ability to initiate an effective response, the support of a tactical rescue team 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.

### **II.C. - Strategy - Target Capabilities**

**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:** Search and Rescue (Land-Based)

#### **Primary Target Capability Narrative:**

This investment will serve to build upon efforts outlined in the MBHSR 2007 application for this project, which identified the need for an enhanced local CBRNE Tactical Response capacity. Within this capacity, Search and Rescue capabilities were highlighted, as there is currently a gap in the Metro Boston region's ability to respond to a structural collapse incident within the first hours of an event. Sustained investment in this area will allow for initial heavy rescue operations upon arrival.

**Secondary Target Capability 1:** CBRNE Detection  
**Secondary Target Capability 2:** Fire Incident Response Support  
**Secondary Target Capability 3:** Structural Damage Assessment  
**Secondary Target Capability 4:** WMD and Hazardous Materials Response and Decontamination

### **II.D. - Strategy - National Priorities**

**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 CBRNE Detection, Response, & Decontamination Capabilities

### III. Implementation - Investment #3

#### III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning		\$100,000			\$100,000				\$100,000
Organization		\$354,000			\$354,000				\$354,000
Equipment		\$1,300,000			\$1,300,000				\$1,300,000
Training		\$1,300,000			\$1,300,000				\$1,300,000
Exercises		\$100,000			\$100,000				\$100,000
<b>Total</b>		<b>\$3,154,000</b>			<b>\$3,154,000</b>				<b>\$3,154,000</b>

**Planning Summary:** One regional planner will be responsible for overall project management, and tasked with coordinating a group of regional Subject Matter Experts (SMEs), which have been designated to participate on a working group by their jurisdiction's Homeland Security representatives. Additional planning funds may be used to support regional personnel tasked with project organization, including outlining project goals, recommending equipment purchases, and coordinating with on trainings and exercises.

**Organization Summary:** Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) and the Investment Subcommittee that will oversee this Investment.

**Equipment Summary:** Equipment purchases for the 2008 funding cycle will include items such as technical search, communication, and medical devices. These include devices to monitor building movement and locate victims, as well as technology for radio communications and GIS analysis. All equipment under consideration is in line with the Federal AEL, as well as the 2008 FEMA Urban Search & Rescue Cache List.

**Training Summary:** Training initiatives will build upon efforts begun with 2007 funding. These will include completion of the three module (8 day – 80 Hour) rescue class for an estimated 250 personnel, and start of instruction in Technical Search, Medical, Planning, and Command/Control. Regional, State, and Federal instructors will be contracted with to provide training services. Train-the-Trainer options will also be explored. The BFD has offered its Moon Island training facility for use to conduct trainings.

**Exercises Summary:** The MBHSR will seek to conduct at least one major exercise during this grant cycle to test training and equipment proficiency of team members. As part of the final class within the Rescue Module a small scale exercise will be conducted, following structured command and control Table Top Exercises. The goal is to establish a 2-year calendar for both trainings and exercises, to maintain both project direction and personnel competency.

#### III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

**Milestone 1** (01/01/2009 - 01/01/2010)

Complete 80-hour training for CBRNE Collapse Rescue for 250 members.

**Milestone 2** (01/01/2009 - 07/01/2009)

Procure identified equipment and have delivered to appropriate agencies. This will include equipment from all categories listed in the 2008 FEMA USAR cache list, such as Rescue, Technical, Medial, Communications, and WMD.

**Milestone 3** (01/01/2009 - 01/01/2011)

Establish training curriculum beyond 80-hour Collapse Rescue, including Technical Search and Medical Specialist, and deliver identified classes.

**Milestone 4** (10/01/2009 - 11/01/2009)

Conduct a Table Top Exercise for Command Staff for a Collapse Rescue Operation.

**Milestone 5** (04/01/2010 - 05/01/2010)

Conduct a Full Scale exercise using trained members and command officers to test incident management and response capabilities. Utilize After Action Report to guide training and exercise development in future.

**III.C. - Project Management**

**Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)**

A regional planner, funded through the UASI grant, will be responsible for overall project management. He/she will be tasked with coordinating a group of regional Subject Matter Experts (SMEs), which have been designated to participate on a working group by their jurisdiction's Homeland Security representatives. These experts represent the Fire, Police, EMS, Emergency Management and Health Care disciplines from across the region, and are responsible for outlining project goals, recommending equipment purchases, and working with the MOEP to coordinate trainings and exercises. Members were identified and appointed by each community's Jurisdictional Point of Contact. The planner will serve as the liaison and central point of contact for all activity related to this investment.

Additionally, the experiences of regional personnel who serve on the Federal FEMA Task Force located in Beverly, MA, are incorporated and leveraged in all decision making. Many of these regional SMEs have served as instructors during the build-out of similar initiatives across the country, and have the understanding of how to roll out a project of this nature, including training scheduling and equipment procurements. Planning funds will be utilized to support OT of regional personnel who assist in overall management and development of this project. This will help make the most efficient use of funds, and help mitigate the need to either hire additional personnel or outside contractors.

It is the responsibility of the SME committee to make budget recommendations for training and equipment, and make the necessary arrangements for delivery of any trainings and exercises, which the planner will help coordinate. Department Chiefs and finance personnel are informed of committee activities by their appointed SMEs, by fellow Chiefs who serve on the SME group, and by the Mayor's Office of Emergency Preparedness through regular project updates.

All equipment procurement and contracts for goods or services are administered by the Regional Planner, who will work with the SME group to identify needs and collect the necessary paperwork (quotes, etc) from suggested vendors. The MOEP will review all requests to ensure compliance with the grant and verify their inclusion within the federal AEL. If necessary, MOEP will work with the State SAA to verify allowance in the case of large scale purchases. Once cleared, the planner will work with the Purchasing Department within the City of Boston to execute all purchases and contracts, and, if necessary, any bidding. All nine MBHSR jurisdictions have financial MOUs in place with the City of Boston to serve as the purchasing agent for all grant-related expenditures.

For training, the Regional Planner, with assistance from designated regional SMEs, will schedule trainings, process any OT/BF costs associated with instructors and students, and maintain all training records.

**III.D. - Investment Challenges**

**List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 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 1:**

High cost burden to local communities for sustained training.

**Probability:** High                      **Impact:** Medium

**Mitigation Strategy:**

It is the responsibility of communities /interested personnel to commit to meeting minimum training requirements to be included. Communities will sign off on MOUs prior to inclusion in any training acknowledging cost commitments. This will ensure an on-duty response capacity at all times, and reduce reliance on grant funding alone.

**Challenge 2:**

Attrition of team members.

**Probability:** Medium                      **Impact:** Medium

**Mitigation Strategy:**

The MBHSR is seeking to follow best practices from similar initiatives across the US, and establish a means to maintain

interest, funding, and organization

**Challenge 3:**

Establishing regional response protocols.

**Probability:** Medium            **Impact:** High

**Mitigation Strategy:**

The MBHSR encompasses 9 jurisdictions, all members of a larger Metro Fire group that has established mutual aid dispatch protocols. This current capacity will be leveraged to ensure a standardized, integrated mechanism for activation and deployment.

**IV. Impact - Investment #3**

**IV.A. - Impact**

**What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)**

The overall outcome of continued funding for this investment will be to provide an immediate, on-duty response within the Metro Boston region for a natural disaster or man-made CBRNE incident involving structural collapse. This response will help fill the gap between the occurrence of an incident and the arrival of State and Federal assets.

Objectives to be attained include purchasing additional search and rescue equipment from the approved federal cache list, which will enable the region to further close gaps. This equipment will initially be delivered to and stored at a central location for inspection, acceptance, and any necessary training. All equipment recommendations and approvals will be in line with the recently released 2008 FEMA USAR cache list.

For training the outcomes from continued funding will include finishing the training of 250 personnel in the Rescue Discipline (80 hours) that is to commence with 2007 funding. These courses will be delivered in three modules: 1) Collapse Rescue – 3 Days; 2) Lifting and Moving – 2 Days; and 3) Breaking & Breaching – 3 Days. Each module will use an appropriate instructor to student ratio, incorporating 6-8 instructors for class sizes of 40-50 students. Costs have been anticipated for both the instructor (\$60,000 per 80 hour delivery) and student (\$200,000 per 80 hour delivery) portions for all modules. At an estimated \$260,000 per 80 hour class of 50, the total cost of running five sessions will be \$1.3 million. The MBHSR intends to use portions of 2007 funding to cover the cost of instruction, but for attendance cost sharing will be incumbent upon each community, in order to help establish a foundation for sustainability during the early stages of this initiative.

Within this grant period, it is expected that additional trainings will be established, addressing topics such as 1) Command & Control; 2) Medical Specialist; 3) Technical Search; 4) Canine Rescue; and 5) Planning. Members from the EMS, Police, and Health Care community are to be included in all stages of development and training, and Boston EMS plans to send personnel to audit classes to ensure there is an understanding of roles and responsibilities in a collapse incident. Members from the Boston Police Special Operations Unit are currently looking into the acquisition of canines for search rescue, and evaluating the ongoing training and maintenance costs for sustainability.

The MBHSR has a wealth of instructor knowledge from MATF-1, and these individuals will be utilized for the organization and delivery of all courses. In service refresher training on techniques and equipment will be undertaken in a coordinated manner throughout the region, as has been done with radiological detection training efforts in the past.

The appropriate location for these classes (which must include classroom space as well as sufficient outdoor space for hands-on training and props) is being evaluated, and for the time being are expected to take place at the Moon Island training facility in Boston. Travel distance and department shifts are considerations that will be factored into all training efforts.

**IV.B. - Sustainability**

**What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)**

This initiative was undertaken with the expectation that it would be a long term commitment for all stakeholders, and modeled upon similar successful investments undertaken by UASIs throughout the nation. Best practices have been researched and adopted in an effort to map out long-term funding requirements and sustainability issues. Knowledge from regional personnel who have served as national instructors for CBRNE/USAR operations has been leveraged in creating the strategy for this investment.

As part of the milestones outlined in the 2007 investment, the MBHSR continues to work towards a formalized MOU guiding membership requirements and expectations. This will include apparatus maintenance, participation in trainings and exercises, and a commitment to ensure capacity to respond with on-duty personnel.

For equipment, it will be the responsibility of each participating agency to maintain equipment received at all times, and ensure it is available for immediate deployment. Should another agency require items located outside their jurisdiction, MOUs will be put in place for the sharing of equipment. If, for any reason, a department can no longer maintain equipment in its possession, or withdraw from participation in the task force, all equipment will be returned and redistributed to another member organization capable of maintenance.

One sustainment option for training is to continue to utilize the previously mentioned regional SMEs who have taught USAR related courses to various UASIs around the country. Their expertise goes beyond what can be gained in a brief TTT delivery, and their location within the MBHSR will allow for in-house training deliveries.

In using an approach that seeks to build upon current capacities, the MBHSR will help expand its current system of Special Operations/CBRNE response and avoid over-reliance on large amounts of continued funding for sustainability. To meet long term objectives, continued funding will be necessary, but short term milestones can still be met and maintained with continued regional commitment and fiscal responsibility.

## V. Optional Attachments - Investment #3

### V.A. - Optional Attachments

As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application **MUST** be submitted through [www.grants.gov](http://www.grants.gov) as separate files when submitting the final Investment Justification grant application.

The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.

If you choose to include an optional attachment that will be uploaded to [www.grants.gov](http://www.grants.gov) for this Investment, please provide the following information in the text box below (500 Char. Max):

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

Please note the total number of attachments that will be submitted via [grants.gov](http://www.grants.gov) for this Investment (0-99): 0

(End of Investment #3.)



# Investment #4

## Investment Information - Investment #4

**Investment Name:** Regional Homeland Security Integrated Training and Exercise Program  
**Investment Phase:** Ongoing  
**Multi-Applicant Investment:** No

## I. Baseline - Investment #4

### I.A. - Baseline - Previous HSGP Request Name and Funding

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

**FY06 Investment name:** Regional Homeland Security Training Program; Integrated Homeland Security Exercise Program; NIMS Tra

**FY06 HSGP funding:** \$2,168,249

**FY07 Investment name:** Regional Homeland Security Integrated Training and Exercise Program

**FY07 HSGP funding:** \$1,125,000

### I.B. - Baseline - Purpose Statement

**Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)**

The purpose of this Investment is to continue implementing and sustaining an Integrated Training and Exercise Program that will focus particularly on mass casualty training, COOP/COG training, IED awareness and mitigation, and strategic level decision making. These investments will alleviate deficiencies identified in the FY07 Regional Training and Exercise Program Investment.

Therefore this Investment will continue to help the Metro Boston Homeland Security Region (MBHSR) build off of past lessons learned; allow first responders to hone their skills in a risk free environment; and, allow for modifications or improvements to be made to all existing emergency management plans before a real incident occurs. Such information will provide insights into future needs and will help decision makers prioritize requirements so that future funding resources may be applied effectively.

### I.C. - 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 FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)**

This Investment will continue to support the implementation of 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. Additionally, the investment will continue the partnership with the DelValle Institute for Emergency Preparedness. The DelValle Institute provides high quality all-hazards training for the Boston community, including public health, health care and public safety personnel, with a focus on chemical, biological, radiological, nuclear and explosive incident preparedness, response and recovery.

Prior regional trainings have focused on incident command, communications, interoperability, intelligence and information

sharing, public information and risk communication, and strategic level decision making. This Investment will build on these principles and will focus on: improving Mass Casualty Incident (MCI) and Improvised Explosive Device (IED) response and triage; enhancing leadership skills of future first responder leaders; and strengthening preparedness plans both among first responders and among neighborhood and business partners in the MBHSR. Additionally, this Investment will allow the MBHSR to augment its capabilities to prepare, respond and recover from all-hazards incidents by providing higher levels of training and evaluation. Through further training and evaluation, the MBHSR will be able to modify and enhance existing emergency management plans to address current and emerging threats.

## **II. Strategy - Investment #4**

### **II.A. - Strategy - State Preparedness Report**

**Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)**

This Investment will support the following Commonwealth of Massachusetts State Preparedness Initiatives:

Priority 2: Enhanced Regional Collaboration (pg 18). This IJ will support the State's priority of building upon the Intra State Regional Collaboration initiatives found on pg 25.

As the State continues to move forward with the development and the establishment of regional emergency management plans, MBHSR will utilize funding from this IJ to both train and exercise first responders in understanding and honing the newly designed and implemented regional plans in a risk free environment. Specifically, the FY 08 Investment will enhance Intra State Regional Collaboration by focusing training and exercises upon CBRNE, IED and Pandemic Flu planning efforts. These issues have been identified from prior lessons learned from exercises held within the MBHSR and have been marked as a priority within the FY08 Investment. The MBHSR will focus such trainings and exercises on a multi jurisdictional level to provide opportunities for public safety personnel to integrate their response plans on a multi jurisdictional level and identify lessons learned to be enhanced upon.

Priority 7: Strengthen Medical Surge and Mass Prophylaxis Capabilities (pg 65). This IJ will support the State's priority of enhancing the medical surge capacity and mass prophylaxis capability initiatives of the Region stated on pg 73. Specifically, the FY08 Investment will support the State's priority of Medical Surge by providing training and exercises to both the hospital and the emergency medical services first responders in how to respond to a Mass Casualty Incident (MCI). The issue of MCI continues to be a priority for the public health community of the MBHSR and this Investment will build off of the MBHSR MCI Response Plan. Exercises will be conducted to familiarize the Region's emergency responders with the MCI Response Plan and to identify lessons learned to enhance the regional plan. Training will focus on responders working together to address the initiatives found within the MCI Response Plan.

Priority 8: Strengthen Planning and Citizen Preparedness Capabilities (pg 77). This IJ will support the State's priority by enhancing the Region's Mass Care initiatives found on pg 84. In particular, the FY08 Investment will continue to build upon the State's priority by focusing attention upon providing training and exercises for shelter manager's within the MBHSR. A deficiency that was identified within the current MBHSR training and exercise strategy was the need of enhanced training for shelter manager's of whom are responsible for the administration of shelters should mass care become necessary, including providing for Individuals Requiring Additional Assistance. Such training and exercises focused upon Mass Care will build upon the Region's current efforts to strengthen our mass care capabilities and will overall enhance the State's capability.

### **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. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)**

This Investment supports the FY06 UASI Boston's 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." This Investment aligns itself with Objective 1.3, "assess and implement sustainable homeland security training across the Region." and Objective 1.4, "assess and implement sustainable homeland security 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." This Investment supports the above Prevention, Prepare, and Response goals and objectives by engaging in training opportunities associated with CBRNE and natural disaster needs for responders; comports to training guidance and protocols at the local, state and federal levels to ensure emergency readiness; and, with assistance from the DeValle 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. Additionally, this Investment supports Objective 1.3 of Goal 1 by sustaining the operations of the DeValle Institute. In 2003, the Mayor's Office of Emergency

Preparedness partnered with the DelValle Institute for Emergency Preparedness to provide CBRNE training, approved by DHS, 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 multi-disciplinary and multi-jurisdictional experience and expertise of local emergency responders, planners and managers.

**II.C. - Strategy - Target Capabilities**

**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:**

The Investment supports the target capability as it ensures first responders receive timely and relevant training, 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:** Emergency Triage and Pre-Hospital Treatment
- Secondary Target Capability 2:** Planning
- Secondary Target Capability 3:** Explosive Device Response Operations
- Secondary Target Capability 4:** Mass Care (Sheltering, Feeding and Related Services)

**II.D. - Strategy - National Priorities**

**Select the National Priority(ies) that this Investment supports; up to four may be selected.**

- National Priority 1:** Strengthen Medical Surge and Mass Prophylaxis Capabilities
- National Priority 2:** Strengthen Planning and Citizen Preparedness Capabilities
- National Priority 3:** Expanded Regional Collaboration
- National Priority 4:** Strengthen CBRNE Detection, Response, & Decontamination Capabilities

### III. Implementation - Investment #4

#### III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning		\$150,000			\$150,000				\$150,000
Organization		\$295,000			\$295,000				\$295,000
Equipment		\$75,000			\$75,000				\$75,000
Training		\$1,205,000			\$1,205,000				\$1,205,000
Exercises		\$1,000,000			\$1,000,000				\$1,000,000
<b>Total</b>		<b>\$2,725,000</b>			<b>\$2,725,000</b>				<b>\$2,725,000</b>

**Planning Summary:** Planning funds will be used to evaluate and enhance a multi-year training and exercise strategy for the MBHSR.

**Organization Summary:** Funds will be used to properly implement the organizational structure and governance necessary for this investment. This will include backfill and overtime for MBHSR members who attend train the trainer courses. The DeValle Training Institute will assist in course development, execution and management of training within MBHSR.

**Equipment Summary:** 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 Summary:** Funds will be used to support personnel costs for backfill and overtime associated with the various training courses and to maintain NIMS compliance within MBHSR. Funds will also be used to support course development, including utilization of existing training resources, course booklets and training aids.

**Exercises Summary:** Funds will be used to support logistical and personnel costs of planning, conducting and evaluating an HSEEP qualified exercise program.

#### III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the investment. (500 char. max per milestone)

**Milestone 1** (01/01/2009 - 03/01/2009)

Conduct stakeholder meetings to identify training and exercise priorities for the Metro Boston Homeland Security Region first responder community.

**Milestone 2** (03/01/2009 - 06/01/2009)

Implement a multi-year training and exercise program strategy for the MBHSR developed during FY07. MOEP will conduct needs assessments following trainings and exercises and will adjust the strategy to address training gaps.

**Milestone 3** (07/01/2009 - 07/01/2011)

MBHSR first responder community participates in trainings.

**Milestone 4** (07/01/2009 - 07/01/2011)

Develop regional Mass Casualty Incident training and exercise plan to facilitate coordination among regional response agencies.

**Milestone 5** (07/01/2009 - 07/01/2011)

Coordinate and deliver workshops and seminars on IED attack deterrence, prevention and protection capabilities.

**Milestone 6** (07/01/2009 - 07/01/2011)

Enhance leadership capabilities among various response disciplines throughout MBHSR.

**Milestone 7** (07/01/2009 - 07/01/2011)

Integrate public and private organizations into preparedness plans and trainings.

**Milestone 8** (07/01/2009 - 07/01/2011)

Establish a training instructor cadre proficient in delivering train-the-trainer sessions of essential courses, such as assisting jurisdictions and local response agencies to develop and properly institute Continuity of Operations (COOP) Plans.

**Milestone 9** (07/01/2009 - 07/01/2011)

Deliver federally-approved courses locally for regional personnel.

**III.C. - Project Management**

**Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)**

This IJ relies on an executive-level Subject Matter Expert Investment Subcommittee for management oversight and executive support. The Subcommittee is multi-disciplinary and jurisdictional in composition and personnel have broad departmental and regional backgrounds in training and exercises. The role of the subcommittee is to review and adopt protocols, set strategic direction, commit respective agency resources to the project, and provide guidance to the MBHSR JPOCs on the planning; funding; management and staffing of the Investment projects. The chair of the group is responsible for ensuring coordination among programs intended to improve and coordinate regional training and exercise capabilities and resources and will report directly to the Boston UAWG for direction and control. To ensure the subcommittee effectively manages the IJ, the following working groups will be formed under the subcommittee: HSEEP and Exercise Design Working Group; Training Course Implementation and Development Working Group; and, Strategy Development Working Group. Such working groups will be staffed with mid ranking multi jurisdictional and multi discipline personnel of whom will report directly to the Training and Exercise Investment Subcommittee. The HSEEP and Exercise Design WG will be comprised of regional HSEEP trained professionals that will assist the Region in developing both a cadre of HSEEP trained personnel as well as designing and implementing HSEEP approved exercises throughout the MBHSR. Moreover such working group will assist communities within the MBHSR with the after action and improvement plan reporting following such exercises. The working group will report directly to the Training and Exercise Investment Subcommittee for direction and control. The Training Course Implementation & Development WG will be comprised of regional personnel of whom will work to identify training needs throughout the MBHSR and coordinate the implementation of such trainings. If identified trainings are not sponsored or delivered by DHS, the working group will be responsible for developing and completing the appropriate paperwork required for the DHS required approval process. The working group will report directly to the Training and Exercise Investment Subcommittee for direction and control. The Strategy Development WG will be staffed with regional personnel of whom will be charged with the responsibility by the Training and Exercise Investment Subcommittee to revise and update the Regional MBHSR Training and Exercise Strategy. Members of this working group will work with the Training Course Implementation & Development Working Group to appropriately to enhance the MBHSR's training and exercise strategy. The working group will report directly to the Training and Exercise Investment Subcommittee for direction and control. In addition, a member of the T&E subcommittee will also sit on the Massachusetts T&E Committee in order to integrate MBHSR efforts with ongoing and future state initiatives in a collaborative and regional manner. To support the overall Investment Subcommittee, a Mayor's Office of Emergency Preparedness Regional Planner, funded through the UASI grant, will be responsible for the overall project management and tasked with coordinating the Investment Subcommittee and the sub working groups mentioned above. Any equipment procurements or contracts for goods or services will be administered by the Regional Planner, who will work with the Investment Subcommittee to identify needs and collect the necessary paperwork from suggested vendors. The MOEP will review all requests to ensure compliance with the grant and verify their inclusion within the federal AEL. If necessary, MOEP will work with the SAA to verify allowance in the case of large purchases. Once cleared, the planner will work with both the Purchasing and Auditing Dept within the City of Boston to execute all purchases and contracts, and if needed, any bidding. All nine MBHSR jurisdictions have financial MOUs in place with Boston to serve as the purchasing agent for all grant-related expenditures. Regionally, the participation of UASI communities within regional training and exercises is governed and defined by Memorandums of Agreement between the MBHSR partners and MOEP.

**III.D. - Investment Challenges**

**List and describe up to three potential challenges to effective implementation of this Investment over the entire**

FY08 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 1:**

Federal approval requirements for courses to reimburse backfill and OT are lengthy.

**Probability:** High            **Impact:** High

**Mitigation Strategy:**

Utilize similar, previously approved course curricula from other UASI regions for use by Metro Boston instructors.

**Challenge 2:**

State and federal training schedules often conflict with work shifts and schedules.

**Probability:** High            **Impact:** Medium

**Mitigation Strategy:**

Development of train-the-trainer sessions of essential courses to training personnel should alleviate this challenge by allowing agencies to schedule trainings internally.

**Challenge 3:**

Low participation of public and private organizations in preparedness efforts.

**Probability:** High            **Impact:** High

**Mitigation Strategy:**

Build public awareness of preparedness efforts by creating a public-private liaison position within the DelValle Institute.

**IV. Impact - Investment #4**

**IV.A. - Impact**

**What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)**

The primary 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 to any perceivable all hazard incident. 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. The impact will establish a comprehensive exercise program to test and evaluate the response capability within the Region to ensure continued improvement through a rigorous corrective action program. This Investment will also impact the planning efforts being conducted in the MBHSR and is a key element of all MBHSR FY08 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. Additionally, 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. Developing and delivering train-the-trainer sessions on essential courses will increase MBHSR responder agencies capacity to train all personnel within their agencies. By training key personnel to act as internal experts, agencies will have flexibility to offer trainings as well as more rapid access to expert information. The MBHSR will enhance leadership capabilities among response disciplines by developing leadership skills trainings to prepare future generations for leadership roles. The outcome of these trainings will be preparation of future response leaders for essential roles within their organizations. Finally, by integrating public and private organizations into preparedness plans and trainings, MBHSR will enhance its ability to deliver a more coordinated regional response in the event of an emergency. By reaching the above mentioned milestones, this Investment will improve MCI and IED response and triage; enhance leadership skills of future first responder leaders; and strengthen preparedness plans both among first responders and among neighborhood and business partners throughout the MBHSR.

**IV.B. - Sustainability**

**What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)**

The MBHSR will sustain this Investment through capitalizing on local and state aid as well as any other Federal and Private resources that become available. The MBHSR will explore all options to sustain this Investment. Furthermore, several aspects of this Investment will lead to sustainability of the capabilities. For instance, personnel providing Project Management under this investment also sit on the State Training and Exercise Committee, ensuring MBHSR efforts are integrated with the Commonwealth. Further, through the development of a training cadre, the MBHSR will save travel and backfill/OT expenses by conducting trainings regionally and even internally within MBHSR first responder agencies. The funds saved can be used to increase the number of trainings offered and also to conduct more thorough evaluation and assessment of MBHSR first responder needs. By increasing the number of offerings and elevating the assessment of needs, MBHSR will create a greater local capacity to continue training and exercise programs. Many of the goals of this Investment will lead to systemic improvements in regional agencies. By providing foundations for future leadership and strengthening COOP plans, agencies, not just individuals within an agency, will be enhanced. Additionally, this Investment will garner interest from public and private organizations to partner with response agencies to improve regional capabilities that directly affect the continuity of their organizations. This partnership will expand the audience and increase participation in trainings and exercises which will ultimately lead to a greater regional capacity to respond to emergencies.

## V. Optional Attachments - Investment #4

### V.A. - Optional Attachments

As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application **MUST** be submitted through [www.grants.gov](http://www.grants.gov) as separate files when submitting the final Investment Justification grant application.

The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.

If you choose to include an optional attachment that will be uploaded to [www.grants.gov](http://www.grants.gov) for this Investment, please provide the following information in the text box below (500 Char. Max):

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

Please note the total number of attachments that will be submitted via [grants.gov](http://grants.gov) for this Investment (0-99): 0

(End of Investment #4.)

# Investment #5

## Investment Information - Investment #5

**Investment Name:** Critical Infrastructure/Site Protection and Improvised Explosive Device (IED) Preparedness

**Investment Phase:** Ongoing

**Multi-Applicant Investment:** No

## I. Baseline - Investment #5

### I.A. - Baseline - Previous HSGP Request Name and Funding

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

**FY06 Investment name:** Harbor Security

**FY06 HSGP funding:** \$3,450,000

**FY07 Investment name:** Critical Infrastructure/Site Protection and Improvised Explosive Device (IED) Preparedness

**FY07 HSGP funding:** \$901,600

### I.B. - Baseline - Purpose Statement

**Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)**

This investment furthers the Region's progression of Critical Infrastructure/Site Protection and Improvised Explosive Device (IED) Preparedness. Investments under the FY07 application focused on deterrence and detection while the FY08 Investment will focus primarily on mitigation and response efforts. This investment promotes the augmentation of the Region's counter explosives detection and response resources to enhance regional security of critical infrastructure as required under the National Priority "Implement the Interim NIPP." Through strategic investments in such equipment, the MBHSR can further strengthen its improvised explosive device (IED) deterrence, detection, mitigation and response capabilities, and eliminate gaps identified in prior regional initiatives. Additionally, building upon the region-wide infrastructure of the Critical Infrastructure Monitoring System (CIMS) the region further becomes better prepared to deter and respond to acts of terrorism.

### I.C. - 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 FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)**

This investment furthers the Region's progression of Critical Infrastructure/Site Protection and Improvised Explosive Device (IED) Preparedness. Specifically, this investment promotes augmentation of the Region's counter explosives detection and response resources to enhance regional security of critical infrastructure as required under the National Priority "Implement the Interim NIPP" and addresses counter-IED capability gaps. Through strategic investments in equipment, such as augmenting the inventories of resources and assets of Public Safety Dive Teams, the MBHSR can eliminate gaps identified in prior regional initiatives. Additionally, building upon the region-wide infrastructure of the CIMS project the region will be better prepared to deter and respond to acts of terrorism.

In 2006 a region-wide assessment of critical infrastructure was completed, identifying regional vulnerabilities, through use of the CARVER target selection model (Criticality, Accessibility, Recuperability, Vulnerability, Effect and Recognizability).



Working across each jurisdiction through joint planning, education, and physical security, efforts were implemented to mitigate vulnerabilities. One effort, the CIMS, was designed to establish the platform for a regional surveillance system. To date the MBHSR has deployed over 100 cameras, providing a cost-effective approach to broad-based buffer zone protection than fixed security measures.

In FY2007 the MBHSR selected an investment to procure explosive detection K-9 units and three explosive detection units for three MBHSR jurisdictions to create a more aggressive and unified regional approach.

The FY2008 Investment further closes the gaps of the CIMS and explosive detection investments. Through the limited investment in additional cameras and integration software, the Region is aided in concluding its phase 2 objectives of having linked cameras in each community. Additional cameras allow some municipalities to take advantage of zoning ordinance changes for placement of infrastructure within newly constructed non-government owned buildings. Finally, through the strategic investment in explosive detection equipment, regional and local deficiencies can be corrected, i.e. ensure response time of under 30 minutes anywhere in the region, even for a multiple IED incident; prior responses averaged 10 minutes for a single incident.

## II. Strategy - Investment #5

### II.A. - Strategy - State Preparedness Report

**Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)**

The State Preparedness Report identifies an Initiative for Bomb Squad/IEDs, p. 59. For the Commonwealth, this "initiative seeks to improve response through increasing equipment cadre for technicians to allow each bomb technician to have a small (portable) robot for response capability to improve response time, improving incident information and tactical decision making to a thirty (30) minute goal anywhere in the state; implement written agreements between sister units who operate together with the [Hazardous Devices Unit] (HDU) from time to time; and improve and increase the bomb technicians training and safety through crossover training with the state hazardous materials teams."

1. The Commonwealth is focused "on acquiring additional portable robotic platforms for each of the 11 bomb technicians. This will improve response and performance capabilities by providing the means to have a bomb technician on scene of a response within an average of 30 minutes and allow the technician to begin operations with the robot." While the MBHSR is not seeking to acquire additional robotic platforms for its bomb technicians, the Region is seeking to augment EOD equipment for its Regional bomb disposal unit, including Bomb Mitigation Tool Sets, such that during periods of elevated terrorism alerts or multiple simultaneous incidents, the ability to detect and respond, remains under 30 minutes.

2. The Commonwealth pledged that "providing written MOUs by and between state and local bomb squads will be a goal for the HDU. Many verbal agreements exist; however, good practice and clear understanding of roles and responsibilities need to be established prior to any events." The MBHSR shares the commitment of the Commonwealth in memorializing agreements and ensuring those agreements provide a clear understanding of roles and responsibilities, and pledges to further such writings through its Investment.

3. The Commonwealth affirmed that "to support the safety of bomb technician's equipment is inherently necessary for almost all operations conducted. New improved small portable robots will allow for an improved response time, while new bomb suits will improve the safety of the technicians while conducting operations." The MBHSR also recognizes the importance of safety for bomb technicians, and seeks to leverage the FY08 Investment for a limited procurement of state of the art bomb suits to replenish the worn out equipment of the Region.

Additionally, Explosive Device Response Operations Capability, SPR p. 49, "initiatives undertaken as part of the homeland security program have built upon state developed capabilities to address emerging threats and to incorporate new technologies, training, and practices. Thus all initiatives undertaken in this realm are ongoing improvements." Further, "the Commonwealth of Massachusetts has undertaken an aggressive and effective development of response capabilities for explosives, and improvised explosive devices (IEDs). Diligent efforts continue to be undertaken between state and federal partners to provide a coordinated approach to explosive detection and rendering safe those found." The State Preparedness Report goes on to state that "the MSP HDU, assigned to DFS, has provided a robust hazardous device response program for many years. The MSP HDU response system consists of a well-trained and coordinated team of 11 certified hazardous devices technicians. The system provides 24/7 HDU response, with immediate response capability to any call for assistance in the Commonwealth within 60 minutes of the call. The HDU's current capability includes 2 medium robot platforms, 1 intermediate platform, and 1 portable platform. Three man-portable (lightweight) robots are being purchased with FFY 06 HLS funds. The HDU is well equipped and protected including bomb suits, radiation detectors, thermal imager, and video capability. The MSP HDU also has a comprehensive Explosive Detection Canine program. Nine members of the MSP HDU have trained explosive K-9s for use in explosive detection throughout the Commonwealth." The MBHSR recognizes its unique position in working with its State partners. Thus, like the Commonwealth, the MBHSR continues to make strides increasing the number of tools so each bomb tech has their own for use and response beyond their local municipality. The parallel goal also exists to reduce response times, and to provide the tools to make operational decisions "in making operational decisions in a quicker manner and making the call for additional resources or render the device safe." (SPR, p. 50.)

## **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. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)**

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). Finally, the Investment aligns with Goal 3, "Ensure the MBHSR can effectively respond to terrorist attacks and catastrophic events in both the short and long term." (Page 11).

**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. (Page 7-9)

**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. (Page 10-11)

**Respond:** This Investment will ensure the MBHSR can effectively respond to terrorist attacks and catastrophic events in both the short and long term. Specifically, this Investment supports the achievement of Objective 3.1 of Goal 3 by enabling the continued buildout and maintenance of the Critical Infrastructure Monitoring System (CIMS) as part of the Regional interoperable communications infrastructure and ensure data interoperability. Furthermore, this Investment supports achievement of Objective 3.4 of Goal 3 to develop and maintain, as appropriate, regional response capabilities following a terrorist or catastrophic event. (Page 11-13).

## **II.C. - Strategy - Target Capabilities**

**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:** Explosive Device Response Operations

### **Primary Target Capability Narrative:**

This Investment will support both the regionalization and standardization of plans, policies, trainings, and equipment within the MBHSR to ensure continued efforts in protecting the critical infrastructure in the area of counter explosives detection and response.

**Secondary Target Capability 1:** CBRNE Detection  
**Secondary Target Capability 2:** Counter-Terror Investigation and Law Enforcement  
**Secondary Target Capability 3:** Critical Infrastructure Protection  
**Secondary Target Capability 4:** Emergency Public Safety and Security

## **II.D. - Strategy - National Priorities**

**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:** Implement the NIPP  
**National Priority 4:** Strengthen CBRNE Detection, Response, & Decontamination Capabilities

### III. Implementation - Investment #5

#### III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning		\$50,000			\$50,000				\$50,000
Organization		\$236,000			\$236,000				\$236,000
Equipment		\$1,850,000			\$1,850,000				\$1,850,000
Training		\$50,000			\$50,000				\$50,000
Exercises		\$50,000			\$50,000				\$50,000
<b>Total</b>		<b>\$2,236,000</b>			<b>\$2,236,000</b>				<b>\$2,236,000</b>

**Planning Summary:** Funds will be utilized to strengthen regional critical infrastructure protection plans in the area of counter explosives detection and response.

**Organization Summary:** Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) and the Investment Subcommittee that will oversee this Investment.

**Equipment Summary:** Projected costs associated with this Investment will include the limited procurement of counter explosives detection and response equipment, as well as the limited procurement of cameras and software to integrate within the existing surveillance system, and fulfill unmet objectives of the CIMS project. All equipment shall adhere to the Authorized Equipment List (AEL).

**Training Summary:** Training funds will be used to support personnel costs for those utilizing the newly procured equipment.

**Exercises Summary:** 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.

#### III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

**Milestone 1** (01/01/2009 - 06/01/2009)

Conduct detailed requirements analysis and recommend equipment procurements.

**Milestone 2** (07/01/2009 - 02/01/2010)

Procure equipment.

**Milestone 3** (07/01/2009 - 02/01/2010)

Implement and install equipment. Implement MOAs/MOUs.

**Milestone 4** (07/01/2009 - 07/01/2010)

Organize, establish and implement training and exercise program.

**Milestone 5** (06/01/2010 - 06/01/2011)

Conduct small-scale regional IED drills, and develop After Action Reports.

**Milestone 6 (07/01/2010 - 07/01/2011)**

Review and update plans and procedures.

**III.C. - Project Management**

**Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)**

This Investment relies on a Subject Matter Expert (SME) Investment Subcommittee for management oversight and executive support. Members of the Subcommittee have managed infrastructure projects for the last several years, including the last two years with primary oversight over this Investment. The Subcommittee is multi-disciplinary and multi-jurisdictional in composition including local law enforcement, fire service and emergency medical services. A law enforcement rep serves as the current chair. The subcommittee reviews and adopts protocols, helps set strategic direction, commits respective agency resources to the project, and provides guidance to the MBHSR Jurisdictional Points of Contacts on the planning; funding; management and staffing of project under this Investment. Additionally, the chair of the Subcommittee is responsible for ensuring coordination among programs intended to improve prevention and protection capabilities. The Subcommittee will employ performance measures and objectives to ensure Target Capabilities and Universal Tasks are strengthened and fulfilled.

To support the overall Investment Subcommittee, a (MOEP) Regional Planner, funded through the UASI grant, will be responsible for the overall project management and tasked with coordinating the Investment Subcommittee and the sub working groups mentioned above. The planner will serve as the liaison and central point of contact for all activity related to this Investment. Furthermore, any equipment procurements or contracts for goods or services will be administered by the Regional Planner, who will work with the Investment Subcommittee to identify needs and collect the necessary paperwork (quotes, etc) from suggested vendors. The MOEP will review all requests to ensure compliance with the grant and verify their inclusion within the federal AEL; Equipment purchased for the Critical Infrastructure Monitoring System (CIMS) will align with the current operational configuration and established parameters. If necessary, MOEP will work with the State SAA to verify allowance in the case of large scale purchases. Once cleared, the planner will work with the Purchasing Department and the Auditing Department within the City of Boston to execute all purchases and contracts, and, if necessary, any bidding. All nine MBHSR jurisdictions have financial MOUs in place with the City of Boston to serve as the purchasing agent for all grant-related expenditures.

**III.D. - Investment Challenges**

**List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 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 1:**

Financial burden on municipal stakeholders.

**Probability:** High                      **Impact:** High

**Mitigation Strategy:**

Upfront agreements stating that after initial purchase of equipment, member departments would then be solely responsible for all training and equipment maintenance costs.

**Challenge 2:**

Timeliness of procurement, vendor delivery and installation of equipment.

**Probability:** Medium                      **Impact:** Medium

**Mitigation Strategy:**

Develop a detailed work plan, along with vendor agreements and timelines for equipment delivery and installation.

**Challenge 3:**

Overcoming jurisdictional and organizational cultures and priorities.

**Probability:** Medium                      **Impact:** High

**Mitigation Strategy:**

Extend cooperative efforts developed under CIMS. Continue to include input from stakeholders from across the Region and further build strategic partnerships with public and private stakeholders.

---

## IV. Impact - Investment #5

### **IV.A. - Impact**

**What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)**

The MBHSR uses the lessons learned from its FFY2006 MBHSR Exercise Program as a foundation to increase explosive detection capabilities within the Region. A scenario involving a series of IEDs and 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. This investment seeks to continue the enhancement of the MBHSR's counter explosives detection and response capabilities, ensuring more efficient and effective response to an actual regional incident. The Metro-Boston Region is also a target-rich environment, and the successful implementation of the actions outlined in this Investment will further allow our Region to better protect these targets.

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. As a result, the investments would augment the capabilities of regional Public Safety Dive Teams which directly support explosive device prevention and protection operations.

Recent history and National Intelligence Estimates have 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. Transportation infrastructure, shopping centers, government buildings, hotels and public spaces 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.

The City of Boston recently experienced 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. Further outside assets might be tied up with their own responsibilities during a crisis or if several suspected bombs are discovered at once. This Investment will supplement the Metro-Boston resources and will help our agencies respond to multiple explosive devices and protect assets Region-wide. In addition to increasing the capability Region-wide, the Cambridge Police Department (CPD) Bomb Squad will be fully upgraded to Full-Time by implementing the measures of this project, pushing it towards a Type I Bomb Squad on FEMA's three-level classification system. Having the resource of an additional Full-Time bomb squad on hand will be beneficial to all of the jurisdictions within our Region, our mutual aid partners, and will complement resources available through the Commonwealth.

Finally, drawing lessons learned from other urban areas the MBHSR is moving towards the integration of hundreds of widely deployed analog and digital cameras. Such integration will enable operators to view and control video feeds seamlessly from a single workstation, regardless of the underlying technology or department ownership. Furthermore, through the CIMS there is added emphasis on enhancing Soft Target security planning with private sector partners to protect critical infrastructure.

As a result, this Investment fulfills gaps in deterrence and detection, while putting more focus on critical infrastructure/site protection and Improvised Explosive Device (IED) mitigation and response.

### **IV.B. - Sustainability**

**What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (Part of overall Investment 15,000 Char. Max)**

The MBHSR will work to sustain this Investment through integration with current jurisdictional and Commonwealth operations. The region will work to sustain this investment through capitalizing on local and state aid as well as other federal or private sector resources that become available. Specifically, annual equipment maintenance and associated costs for the counter explosives detection and response equipment, as well as the enhancements to the existing surveillance camera system will be sustained through partnering agency operational budgets. All of the MBHSR Law Enforcement Agencies have agreed to supporting the costs and personnel charges associated with maintaining this capability. Finally, while this investment will impose on the partnering agencies to provide significant sustainment costs, all are heavily invested in improving this capability throughout the Region.

## V. Optional Attachments - Investment #5

### V.A. - Optional Attachments

As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application **MUST** be submitted through [www.grants.gov](http://www.grants.gov) as separate files when submitting the final Investment Justification grant application.

The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.

If you choose to include an optional attachment that will be uploaded to [www.grants.gov](http://www.grants.gov) for this Investment, please provide the following information in the text box below (500 Char. Max):

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

Please note the total number of attachments that will be submitted via [grants.gov](http://grants.gov) for this Investment (0-99): 0

(End of Investment #5.)

# Investment #6

## Investment Information - Investment #6

**Investment Name:** Regional Evacuation, Mass Care & Shelter  
**Investment Phase:** Ongoing  
**Multi-Applicant Investment:** No

## I. Baseline - Investment #6

### I.A. - Baseline - Previous HSGP Request Name and Funding

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

**FY06 Investment name:** Regional Evacuation, Mass Care, and Pandemic Flu Planning and Preparedness

**FY06 HSGP funding:** \$963,207

**FY07 Investment name:** Regional Evacuation, Mass Care & Shelter

**FY07 HSGP funding:** \$611,400

### I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

The purpose of this Investment is to ensure the Metro Boston Homeland Security Region (MBHSR) enhances its capability to shelter and care for the population of the Region should a catastrophic incident occur. Through working with the American Red Cross (ARC), the MBHSR has worked to identify and begin preparing shelters throughout the Region and this Investment will augment those capabilities already in place to enhance the Region's preparedness. In particular, this Investment will provide additional high level training for shelter managers to operate their shelters accordingly per ARC guidelines as well as strategically procure critical supplies and equipment to ensure the basic needs of the populace during an emergency are met.

### I.C. - 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 FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)

Last year, this Investment focused on regional planning and the procurement of equipment to support evacuation, mass care, and sheltering throughout the Metro Boston Homeland Security Region (MBHSR). 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. While the city of Boston developed an evacuation plan and posted evacuation signs throughout the city, the plan needs to be expanded to incorporate plans from surrounding jurisdictions. Based on last year's goals, MBHSR has worked to establish the governing structure necessary to collaborate on developing regional evacuation and mass care plans. Likewise, the Metro Boston Homeland Security Region has initiated activities to begin to fill the aforementioned gaps through last year's funding and is focusing the FFY 2008 funds on increasing sheltering capabilities as well as filling final gaps that remain to be filled. The main focus of the FFY 2008 Investment will be on further enhancing the regionalization of MBHSR evacuation plans, training of shelter operations staff, purchasing and mobilizing resources that can easily reach evacuation locations,

ensuring shelters have backup power in place, maintaining fully functional shelter locations for up to 10,000 displaced persons and increasing public notification capabilities, all which will be inclusive of the 9 jurisdictions in the Metro Boston Homeland Security Region.

## II. Strategy - Investment #6

### **II.A. - Strategy - State Preparedness Report**

**Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)**

This investment supports Priority 8: Strengthen Planning and Citizen Preparedness Capabilities, as addressed by the State Preparedness Report (page 77).

This Investment will support the Commonwealth's initiative of enhancing the state's sheltering capabilities as well as upgrading services for Individuals Requiring Additional Assistance by focusing upon the enhancement of the Region's own mass care capability (page 84). By the MBHSR working to improve its own capabilities in a collaborative way with the Commonwealth, this Investment in coordination with the FY07 Investment will continue to alleviate some pressure from the Commonwealth's State Preparedness efforts to provide mass care needs for the most populated region of the Commonwealth.

In particular the Investment will provide additional critical supplies, equipment and training to further prepare the Region to respond to any such catastrophic incident. Building off of the FY07 Mass Care Investment, it is envisioned that the project initiatives within this Investment will propel the Region farther ahead in our race to prepare ourselves. The training provided in this Investment will provide trained shelter managers that will be able to manage and operate a shelter with limited American Red Cross support should a catastrophic incident occur, as ARC personnel will be in high demand throughout the New England region. The equipment and supplies under this investment will be focused on highly mobile equipment caches in the form of trailers that will be able to provide support to various shelters throughout the Region. As a catastrophic incident could occur at any time or place, mobile assets will help ensure their own survivability and will provide flexibility for public safety personnel providing mass care support. The projects to be funded within this Investment will assist the Commonwealth in equipping previously identified regional shelters within the MBHSR.

### **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. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)**

This Investment supports the four Goals (Prevent/Prepare, Protect, Respond and Recover) of the Updated FY06 UASI Boston's Urban Homeland Security Strategy. Specifically:

**Prevent/Prepare:** The 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). Plans will be communicated to the public in order to increase preparedness through education, cooperation and community involvement.

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

### **II.C. - Strategy - Target Capabilities**

**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:** Mass Care (Sheltering, Feeding and Related Services)

**Primary Target Capability Narrative:**

This Investment supports Mass Care by providing resources to ensure that the Region's shelters are properly stocked to care for large number of individuals.

**Secondary Target Capability 1:** Citizen Evacuation and Shelter-in-Place

**Secondary Target Capability 2:** Community Preparedness and Participation

**Secondary Target Capability 3:** Critical Resource Logistics and Distribution

**Secondary Target Capability 4:** Planning

**II.D. - Strategy - National Priorities**

**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 Medical Surge and Mass Prophylaxis Capabilities

**National Priority 4:** Strengthen Planning and Citizen Preparedness Capabilities

### III. Implementation - Investment #6

#### III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning		\$500,000			\$500,000				\$500,000
Organization		\$147,000			\$147,000				\$147,000
Equipment		\$500,000			\$500,000				\$500,000
Training		\$200,000			\$200,000				\$200,000
Exercises									
<b>Total</b>		<b>\$1,347,000</b>			<b>\$1,347,000</b>				<b>\$1,347,000</b>

**Planning Summary:** Planning costs within this Investment will cover the salary of a full time project manager to carry out the milestones and activities, as well as expanding on last year's Investment by increasing the cohesive planning throughout the 9 jurisdictions in the Metro Boston Homeland Security Region to be able to shelter upwards of 10,000 displaced persons. Planning will also include the development of software to manage shelter bed availability in a similar fashion as hospital bed availability.

**Organization Summary:** Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) and the Investment Subcommittee that will oversee this Investment.

**Equipment Summary:** Equipment purchases include additional Variable Message Boards with remote communication capability, lighting towers, shelter supplies, utility vehicles and prime movers, and generators for distribution to regional sheltering facilities. Procurements will be done in consultation with the Med Surge Investment to ensure no duplication of efforts, plus emphasis on dual-use products that could be used in a community shelter and an alternate medical care site. All equipment shall adhere to the AEL.

**Training Summary:** Training expenses funded by this Investment under FFY 2008 funds will be utilized to support expanded shelter operations/management training provided by the Red Cross. Additional trainings will be targeted to the jurisdictions within the MBHSR that have not yet received ample training in this capacity. Volunteer management and usage of the Metro Boston Patient Tracking System at shelter locations will be integrated into these trainings in all jurisdictions.

#### III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

**Milestone 1** (01/01/2009 - 01/01/2010)

Enhance evacuation planning throughout the entire Metro Boston Homeland Security Region.

**Milestone 2** (01/01/2009 - 07/01/2009)

Develop a shelter management bed board to manage the flow of displaced persons. Activities will include collaboration with the WebEOC management team to develop a similar or compatible system that can be integrated into the system currently utilized by the MBHSR. This will allow a more timely and appropriate management of shelter operations, allocation of resources and volunteers.

**Milestone 3** (01/01/2009 - 01/01/2010)

Increase capabilities for evacuation of special populations within the entire Metro Boston Homeland Security Region. Activities will include continued training on shelter operations/management by the Red Cross, including specific focus on

accommodations for persons with special needs.

**Milestone 4 (01/01/2009 - 01/01/2010)**

Expand regional mass care capacity and capability throughout the Metro Boston Homeland Security Region. Activities will include the purchase of additional shelter equipment and portable trailers in which to house this equipment. This will not only increase the capability to accommodate displaced persons but will also provide mobile resources within each jurisdiction that can easily reach the specific area in need at the time of an event.

**Milestone 5 (01/01/2009 - 06/01/2009)**

Develop a consistent and efficient capability for registration and tracking of evacuees and mass care recipients throughout the entire Metro Boston Homeland Security Region. Activities will include increased communications with the Boston Public Health Commission and Massachusetts Department of Public Health in order to expand the Metro Boston Patient Tracking System to be utilized in sheltering scenarios.

**Milestone 6 (01/01/2009 - 01/01/2010)**

Ensure the continuation of power in emergency shelter locations. Activities include the purchase of generators for the shelter locations as well as looking into the options for connectivity contracts.

**Milestone 7 (01/01/2009 - 01/01/2010)**

Ensure the mobility of shelter resources in a timely matter. Activities include securing two utility vehicles with prime movers responsible for covering the ongoing expenses. Additionally, the trailers purchased through last year's funds as well as the additional trailers to be purchased this year will serve to increase the mobility of resources as well.

**Milestone 8 (04/01/2009 - 09/01/2009)**

Have the ability to procure emergency supplies with limited shelf life (food, water, etc.) with little notice. This will be done by developing standing contracts with vendors for use only when necessary.

**Milestone 9 (01/01/2009 - 01/01/2011)**

Continue training of shelter managers and volunteers on processes and systems in coordination with the DelValle Institute of Emergency Preparedness and American Red Cross.

**III.C. - Project Management**

**Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)**

This Investment relies on an executive-level Subject Matter Expert (SME) Investment Subcommittee for management oversight and executive support. Members of the Investment Subcommittee have managed mass care and evacuation planning efforts for the last several years, including primary oversight over the FY07 Investment. The Subcommittee is multi-disciplinary and multi-jurisdictional in composition. Membership includes representatives from local public health, fire service, emergency medical services, law enforcement, and emergency management.

The role of the subcommittee is to review and adopt protocols, help set strategic direction, commit respective agency resources to the project, and provide guidance to the MBHSR Jurisdictional Points of Contacts on the planning; funding; management and staffing of the Investment projects. Further, the chair of the Subcommittee is responsible for ensuring coordination among programs intended to improve and coordinate regional mass care project initiatives and resources. The Chair of the Subcommittee will report directly to the Boston Urban Area Working Group for direction and control.

The Investment Subcommittee employs performance measures and objectives to ensure Target Capabilities and Universal Tasks are strengthened and fulfilled. For instance, Shelter agreements in place for each jurisdiction; Time for tasking appropriate organizations to mobilize resources to provide mass care services; Operational sites receive on-going support to maintain service delivery.

In addition, the Investment Subcommittee also has a grass-roots component. For instance, Discipline Subcommittees, such as the Regional Emergency Managers subcommittee, meet and develop proposals as a primary means by which regional personnel provide iterative feedback, recommend new initiatives, such as equipment procurements, and/or other issues that arise. In addition, such working groups make recommendations on resource allocation, helps review grants, and ensure coordination of the Region's mass care and evacuation efforts. Furthermore, participants also draw insight and direction from the Commonwealth Task Force on Emergency Preparedness for Individuals Requiring Additional Assistance.

To support the overall Investment Subcommittee, a Mayor's Office of Emergency Preparedness (MOEP) Regional Planner, funded through the UASI grant, will be responsible for the overall project management and tasked with coordinating the Investment Subcommittee and the sub working groups mentioned above. The planner will serve as the liaison and central point of contact for all activity related to this Investment. Furthermore, any equipment procurements or contracts for goods or services will be administered by the Regional Planner, who will work with the Investment Subcommittee to identify needs and collect the necessary paperwork (quotes, etc) from suggested vendors. The MOEP will review all requests to ensure compliance with the grant and verify their inclusion within the federal AEL. If necessary, MOEP will work with the State SAA

to verify allowance in the case of large scale purchases. Once cleared, the planner will work with the Purchasing Department and the Auditing Department within the City of Boston to execute all purchases and contracts, and, if necessary, any bidding. All nine MBHSR jurisdictions have financial MOUs in place with the City of Boston to serve as the purchasing agent for all grant-related expenditures.

The City of Boston, Mayor's Office of Emergency Preparedness, will serve as the procurement agent for equipment purchased under the Investment. Each municipal recipient of equipment will appoint a point of contact who will be responsible to implementing the equipment and report back to the procurement office and the Subcommittee on the progress, including any issues or concerns.

Regionally, the participation of UASI cities and towns within regional mass care and evacuation initiatives is governed and defined by Memorandums of Agreement (MOAs) between the MBHSR partners and MOEP.

### **III.D. - Investment Challenges**

List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 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 1:**

Financial burden on municipal stakeholders.

**Probability:** High            **Impact:** Medium

#### **Mitigation Strategy:**

Upfront agreements that after initial purchase of equipment, member departments would then be solely responsible for all training and equipment maintenance costs.

#### **Challenge 2:**

Timeliness of procurement, vendor delivery and installation of equipment.

**Probability:** Medium            **Impact:** Medium

#### **Mitigation Strategy:**

Develop a detailed work plan, along with vendor agreements and timelines for equipment delivery and installation.

#### **Challenge 3:**

Coordinating preparedness efforts with state and local agencies/departments.

**Probability:** Medium            **Impact:** High

#### **Mitigation Strategy:**

Utilize existing stakeholder relationships to engage state and local public health agencies/departments in collaborative planning.

## **IV. Impact - Investment #6**

### **IV.A. - Impact**

**What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)**

The primary impact of this particular Investment will be the improved ability of the MBHSR to more effectively respond to an Evacuation and/or Mass Care incident. Moreover, the Investment will also provide the opportunity to more aggressively build off of the current and past efforts of the Region. Much work has been accomplished to date and it is hoped that such an Investment will further expand the current and varied preparedness initiatives throughout the MBHSR. Specific outcomes of this Investment will include: trained shelter operations staff and managers, accommodations for special needs populations included in public notification systems and training programs, and finally, the beginning stages of a shelter bed board system.

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. In addition, Metro Boston features many other soft targets, including schools and universities, stadiums, places of worship, and areas of big business and commerce. If an IED attack or any hazardous incident were to occur, the capability of the Region to respond effectively to evacuate or care for the residents of the MBHSR will be greatly strained.

It is envisioned that this Investment will supplement current regional plans and equipment resources within the MBHSR to allow our agencies to better prepare itself should it need to evacuate and care for the residents of the Region. By implementing the projects under this Investment, the Metro Boston Region will be able to train additional shelter managers to staff and coordinate mass care sheltering initiatives as well as expand special need population mass care initiatives already underway.

As the focus of the Nation regarding FFY08 DHS grant funding has been centered around IED preparedness, the Region is taking further steps to build off of past and current initiatives to further prepare the jurisdictions of the MBHSR to appropriately respond to such an attack. As a result, this Investment fulfills the addressing of gaps previously identified from past evacuation and mass care initiatives, while putting more focus upon an expanded cadre of trained shelter managers; enhanced special populations planning; and, additional equipment to operate a shelter.

#### **IV.B. - Sustainability**

**What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (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 attempting to aggressively capitalize on local and state aid as well as other Federal resources that become available. In addition, the MBHSR will look to partner with private businesses in the region to assist with funding and sustainment. The MBHSR will explore all options to sustain this Investment.

Additionally, annual equipment maintenance and associated costs for any equipment purchased through this Investment will be sustained through partnering agency operational budgets. All MBHSR Agencies involved with this Investment have agreed to supporting the costs and personnel charges associated with maintaining this capability.

Finally, while this investment will impose on the partnering agencies to provide significant sustainment costs, all are heavily invested in improving this capability throughout the Region.

### **V. Optional Attachments - Investment #6**

#### **V.A. - Optional Attachments**

**As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application MUST be submitted through [www.grants.gov](http://www.grants.gov) as separate files when submitting the final Investment Justification grant application.**

**The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.**

**If you choose to include an optional attachment that will be uploaded to [www.grants.gov](http://www.grants.gov) for this Investment, please provide the following information in the text box below (500 Char. Max):**

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

**Please note the total number of attachments that will be submitted via [grants.gov](http://grants.gov) for this Investment (0-99): 0**

(End of Investment #6.)

# Investment #7

## Investment Information - Investment #7

**Investment Name:** Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness  
**Investment Phase:** Ongoing  
**Multi-Applicant Investment:** No

## I. Baseline - Investment #7

### I.A. - Baseline - Previous HSGP Request Name and Funding

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

**FY06 Investment name:** Regional Evacuation, Mass Care, and Pandemic Flu Planning and Preparedness

**FY06 HSGP funding:** \$325,000

**FY07 Investment name:** Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness

**FY07 HSGP funding:** \$437,500

### I.B. - Baseline - Purpose Statement

Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 Char. Max)

The purpose of this Investment is to ensure the Metro Boston Homeland Security Region (MBHSR) has the capability to effectively respond to situations requiring medical surge or mass prophylaxis. The activities to be implemented within this Investment cycle will be to focus on mass dispensing and medical surge planning for individual hospitals to better prepare themselves for either a surge lasting for several days/weeks as with dealing with Pandemic Flu or for a sudden surge as with dealing with an Improvised Explosive Device. In addition training and exercises will be conducted to identify lessons learned with each of the plans created and will be utilized to refine and enhance the capabilities of the Region.

### I.C. - 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 FY08 HSGP funds. Include in this description whether this is a new Investment or an Investment in maintenance/sustainment. Describe the capability gap(s) that this Investment is intended to address. (2,500 Char. Max)

With last year's funds this investment sought to achieve 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 mass prophylaxis efforts. Hospital preparedness related to surge and Pandemic Influenza has focused on equipment and supplies for each hospital's Influenza Specialty Care Unit (ISCU), as well as the conduction of gap analyses at each individual location in order to develop improvement criteria for future planning. The Investment will continue to build upon guidance included in the Commonwealth of Massachusetts' Influenza Pandemic Preparedness Plan (October 2006), and address all aspects of preparing for an outbreak of Pandemic Influenza including risk communication strategies, ISCU planning, mass dispensing sites, volunteer recruitment, and business continuity planning across both government and the private sector. This year, the Metro Boston Homeland Security Region (MBHSR) plans to build upon this ongoing planning as well as expanding activities happening in Boston to the rest of the MBHSR jurisdictions with the ultimate goal of creating one comprehensive medical surge plan for the entire MBHSR. With that in mind, this year's funds will focus on regional hospital surge capacity and evacuation planning related specifically to an IED.

## **II. Strategy - Investment #7**

### **II.A. - Strategy - State Preparedness Report**

**Explain how this Investment supports initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 Char. Max)**

This investment supports Priority 7: Strengthen Medical Surge and Mass Prophylaxis Capabilities, as addressed by the State Preparedness Report (page 65).

The Investment will support the Commonwealth's initiative of enhancing the state's medical surge and mass prophylaxis capabilities by focusing upon the enhancement of the Metro-Boston Region's medical surge and mass dispensing capabilities. The following will describe how the FY 08 Investment will support the Commonwealth's Medical Surge and Mass Prophylaxis Initiatives:

This Investment will identify weaknesses within the Region's mass prophylaxis efforts through planning and exercises and will strengthen efforts through working together with state and local public health entities throughout the Region to discuss and disseminate lessons learned. This work will complement the Medical Assets initiative in that "this planning effort would be closely linked to a training and exercise program allowing state and local health departments to carefully test their plans for dispensing and to establish detailed improvement processes." (Page 73).

The Local Public Health Initiative will be supported as "collaboration among the State and local public health entities will seek to enhance local EDS planning and MMRS activities." (Page 73). As the MBHSR contains one of three Metropolitan Medical Response Systems (MMRS) within the Commonwealth (Boston MMRS), the Region is invested within this Commonwealth initiative and will work together with the state in a collaborative fashion to augment the EDS capabilities of the MBHSR.

Additionally, the FY08 Investment will support a regional planning project to provide a regional gap analysis of the MBHSR Mass Dispensing plan that was conducted with FY05 Investment funding. The funded gap analysis will then provide a detailed account of identified deficiencies in the regional plan that may then be addressed.

This Investment will support the Medical Surge planning initiative as stated in the State Preparedness Report: "DPH will continue to pursue efforts to enhance medical surge capability on a statewide level and will encourage further creative individual planning efforts to increase medical surge capabilities on a hospital by hospital basis." (Page 73). A priority of the MBHSR is to focus upon surge capacity related to both an IED or Pandemic Flu incident within hospitals of the MBHSR. As each scenario will be different from the other, the FY08 Investment will focus heavily on planning initiatives to prepare the hospitals of the region. Much work has already been done in coordination with the Commonwealth; however, much has to be done to prepare hospitals for a sudden surge of patients related to an IED incident. Therefore, training and exercises related to an IED incident will be conducted to best augment and refine existing sudden surge plans for hospitals of the MBHSR. Finally this investment will support the Medical Surge Alternative Medical Treatment Facility Infrastructure Support initiative. "A major area of focus for future MMRS endeavors includes coordination with public and private agencies to ensure continuation of services during a medical disaster." (Page 75). As stated within the State Preparedness Report, the MBHSR, through the Boston MMRS is working diligently to establish Memorandums of Agreement with businesses capable of providing infrastructure support; however, it is envisioned that the FY08 Investment will further augment such initiative by providing funding for planning to occur throughout the Region to further expand the Region's Influenza Specialty Care Unit initiatives that are to begin under the FY07 Investment. In particular, the FY 08 Investment will provide a strategic approach as to how the Region may effectively coordinate and support the continuation of services during a medical disaster by creating plans, policies, and procedures for each individual hospital to utilize during a time of need.

### **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. Please reference relevant goal and objective numbers in the State/Territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 Char. Max)**

This Investment aligns with three of the Region's four main goals. Specifically:

**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.

**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.

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.

Moreover, 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.

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.

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 (COOG) 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.

### **II.C. - Strategy - Target Capabilities**

**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:**

This Investment supports Medical Surge, Mass Prophylaxis and Pandemic Flu Preparedness by providing resources to ensure that hospitals of the MBHSR are appropriately prepared to deal with a medical surge situation.

**Secondary Target Capability 1:** Community Preparedness and Participation

**Secondary Target Capability 2:** Fatality Management

**Secondary Target Capability 3:** Mass Prophylaxis

**Secondary Target Capability 4:** Planning

### **II.D. - Strategy - National Priorities**

**Select the National Priority(ies) that this Investment supports; up to four may be selected.**

**National Priority 1:** Strengthen Medical Surge and Mass Prophylaxis Capabilities

**National Priority 2:** Strengthen Planning and Citizen Preparedness Capabilities

**National Priority 3:** Expanded Regional Collaboration

**National Priority 4:** Strengthen Information Sharing and Collaboration Capabilities



### III. Implementation - Investment #7

#### III.A. - Funding Plan

Provide the total estimated cost for the FY08 HSGP period of performance for this Investment by completing the following table:

- For each solution area that has an associated FY08 HSGP funds request, provide a brief summary of the planned expenditures (including personnel)
- If this Investment uses other funding sources, identify the funding source and provide a brief summary of how those funds will be applied

	FY 2008 Homeland Security Grant Program Request				FY08 HSGP Request Total	Other Funding Sources Applied			Grand Total
	SHSP	UASI	MMRS	CCP		Other 1	Other 2	Other 3	
Planning		\$625,000			\$625,000				\$625,000
Organization		\$118,000			\$118,000				\$118,000
Equipment		\$200,000			\$200,000				\$200,000
Training									
Exercises		\$175,000			\$175,000				\$175,000
<b>Total</b>		<b>\$1,118,000</b>			<b>\$1,118,000</b>				<b>\$1,118,000</b>

**Planning Summary:** Funds will be utilized to support collaboration with private sector stakeholders to develop manageable plans for mass prophylaxis, food and water through employers, hospital surge and evacuation planning surrounding IED incidents, conducting an assessment of hospital infrastructure within the MBHSR, continued ISCU planning and the equipment required for its upkeep, and finally continued work on mass dispensing, focusing closely on expanding Boston's activities to the other MBHSR jurisdictions.

**Organization Summary:** Funds will be utilized to support the costs of the Mayor's Office of Emergency Preparedness (MOEP) and the Investment Subcommittee that will oversee this Investment.

**Equipment Summary:** Equipment necessary for hospital ISCU's as well as for medical surge planning. Funds will be used to procure dual-use equipment that could be utilized not only in a hospital, but also a community shelter, an alternate medical care site, or a point of dispensing clinic. Equipment purchased will be designated a regional asset, and separated into scalable sets for deployment of either a small or large amount of equipment depending on the situation. All equipment purchases will adhere to the AEL.

**Exercises Summary:** Funds will be used for a table top exercise focusing on hospital surge in the aftermath of an IED incident, involving not only the hospitals and volunteers in all jurisdictions of the MBHSR, but business partnerships that have been developed. The scenario will allow for practice of mutual aid agreements within the MBHSR. All of the planning developments that have taken place in this and the previous funding cycle will be tested and weaknesses evaluated for improvements with future Investments.

#### III.B. - Milestones

Provide descriptions for up to 10 milestones and the associated key activities that lead to the milestone event over the FY08 HSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Sustainment Investments must identify at least one milestone and describe the maintenance and sustainment activities associated with the Investment. (500 char. max per milestone)

**Milestone 1** (01/01/2009 - 01/01/2010)

Research and identify dual-use equipment and supplies to support hospital surge and ISCU planning as well as community shelters, alternate medical care sites, or emergency dispensing clinics. Equipment and supplies that adhere to the AEL will be procured.

**Milestone 2** (07/01/2009 - 03/01/2010)

Develop a table top exercise that tests each jurisdiction's ability to respond to medical surge after an IED attack; the scenario will be scalable so that it can apply to all jurisdictions within the MBHSR and will focus on the multi-disciplinary response of a city or town to an IED incident.

**Milestone 3** (03/01/2009 - 01/01/2010)

Build on public private partnerships related specifically to mass prophylaxis. Activities will include collaboration with the Boston Public Health Commission Office of Public Health Preparedness; these specific project goals will be added to already established working relationships the Commission has with the communities

**Milestone 4** (07/01/2009 - 07/01/2010)

Develop a comprehensive regional medical readiness plan for hospitals, specifically related to Pandemic Influenza. Using Boston's plan as a starting point, the remaining regions in the MBHSR will work together to develop a regionally effective plan that includes capabilities for responding to a Pandemic Influenza outbreak. Individual hospitals will receive funding to work within their institutions before coming together for regional development.

**Milestone 5** (09/01/2009 - 03/01/2010)

Asses the infrastructure of hospitals within the MBHSR. Included in the funding given to hospitals for surge planning will be support for costs associated with the hiring of an outside vendor to perform comprehensive critical infrastructure analyses. All relevant community stakeholders will be included in the sharing of this information and the resulting required actions for improvements.

**Milestone 6** (09/01/2009 - 03/01/2010)

Develop and implement protocols and MOUs.

**Milestone 7** (09/01/2009 - 03/01/2011)

Continue the ongoing efforts of the Metro Boston Homeland Security Region for emergency mass dispensing planning. Collaboration with the Boston Public Health Commission, Massachusetts Department of Public Health and other regional stakeholders in order to fill in gaps to current plans.

### **III.C. - Project Management**

**Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required by this Investment. (Part of overall Investment 15,000 Char. Max)**

This Investment relies on a Subject Matter Expert (SME) Investment Subcommittee for management oversight and executive support. Members of the Investment Subcommittee, includes representatives from local public health, fire service, emergency medical services, and emergency management, have managed medical planning efforts for the last several years, including primary oversight over the FY05, 06 and 07 Investments. The Subcommittee is multi-disciplinary and multi-jurisdictional in composition. The role of the subcommittee is to review and adopt protocols, help set strategic direction, commit respective agency resources to the project, and provide guidance to the MBHSR Jurisdictional Points of Contacts on the planning; funding; management and staffing of the Investment projects. Further, the chair of the Subcommittee is responsible for ensuring coordination among programs intended to improve and coordinate regional medical surge project initiatives and resources. The Chair of the Subcommittee will report directly to the Boston Urban Area Working Group for direction and control. Finally, the Investment Subcommittee will employ performance measures and objectives to ensure Target Capabilities and Universal Tasks are strengthened and fulfilled. For instance, Medical surge plans were successfully implemented; Personnel available to augment treatment facilities; Adequate supplies, pharmaceuticals and equipment were available to support facility surge capacity.

To ensure the subcommittee effectively manages the investment justification, the following working groups will be formed under the subcommittee: Medical Surge Working Group; Mass Prophylaxis Working Group; and, Pandemic Flu Working Group. Such working groups will be staffed with mid ranking multi jurisdictional and multi discipline personnel of whom will report directly to the Training and Exercise Investment Subcommittee.

The Medical Surge Working Group will be comprised of regional subject matter experts that will be charged with the responsibility to work with the Training and Exercise Investment Subcommittee to develop and implement an IED Surge Capacity Exercise Program throughout the MBHSR. The working group will report directly to the Medical Surge, Mass Prophylaxis and Pandemic Flu Investment Subcommittee for direction and control.

The Mass Prophylaxis Working Group will be comprised of regional subject matter experts that will be responsible for the further expansion of public private partnerships throughout the MBHSR to enhance the region's pandemic flu preparedness efforts. The working group will report directly to the Medical Surge, Mass Prophylaxis and Pandemic Flu Investment Subcommittee for direction and control.

The Pandemic Flu Working Group will be comprised of regional subject matter experts that will be responsible for the further development and implementation of a regional plan to respond to any such outbreak. The working group will report directly to the Medical Surge, Mass Prophylaxis and Pandemic Flu Investment Subcommittee for direction and control.

Wherever possible, the Investment Subcommittee and the working groups 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. To further compliment this activity, a member of the Medical Surge Investment Subcommittee will also sit on the Commonwealth of Massachusetts Statewide Committee's regarding Medical Surge, Mass Prophylaxis and Pandemic Flu in order to integrate MBHSR efforts with ongoing and future state initiatives in a collaborative and regional manner.

To support the overall Investment Subcommittee, a Mayor's Office of Emergency Preparedness (MOEP) Regional Planner,

funded through the UASI grant, will be responsible for the overall project management and tasked with coordinating the Investment Subcommittee and the sub working groups mentioned above. The planner will serve as the liaison and central point of contact for all activity related to this Investment. Furthermore, any equipment procurements or contracts for goods or services will be administered by the Regional Planner, who will work with the Investment Subcommittee to identify needs and collect the necessary paperwork (quotes, etc) from suggested vendors. The MOEP will review all requests to ensure compliance with the grant and verify their inclusion within the federal AEL. If necessary, MOEP will work with the State SAA to verify allowance in the case of large scale purchases. Once cleared, the planner will work with the Purchasing Department and the Auditing Department within the City of Boston to execute all purchases and contracts, and, if necessary, any bidding. All nine MBHSR jurisdictions have financial MOUs in place with the City of Boston to serve as the purchasing agent for all grant- related expenditures.

### **III.D. - Investment Challenges**

List and describe up to three potential challenges to effective implementation of this Investment over the entire FY08 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 1:**

Coordinating preparedness efforts with state and local public health agencies/departments.

**Probability:** Medium            **Impact:** High

#### **Mitigation Strategy:**

Utilize existing stakeholder relationships to engage state and local public health agencies/departments in collaborative planning.

#### **Challenge 2:**

Meet staffing needs during a pandemic.

**Probability:** High            **Impact:** High

#### **Mitigation Strategy:**

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.

#### **Challenge 3:**

Limited in patient bed capacity at hospitals within the MBHSR.

**Probability:** High            **Impact:** High

#### **Mitigation Strategy:**

Conduct planning and purchase equipment to support the establishment of alternate medical care sites in order to alleviate hospital overcrowding.

## **IV. Impact - Investment #7**

### **IV.A. - Impact**

**What outputs and outcomes will indicate that this Investment is successful at the end of the FY08 HSGP period of performance? (Part of overall Investment 15,000 Char. Max)**

The primary impact of this particular Investment will be the improved ability of the MBHSR to more effectively respond to a medical surge, mass prophylaxis and/or Pandemic Flu incident. Much work has been accomplished to date and this Investment will further expand the current and varied preparedness initiatives throughout the MBHSR. Specific outcomes of this Investment will include: more cohesive public-private partnerships related to mass prophylaxis and care, a region-wide hospital surge plan as well as a cohesive regional hospital readiness plan for Pandemic Influenza, a regional table top exercise program, full assessments of individual hospital infrastructures as well as continued planning for ongoing MBHSR mass dispensing projects.

Medical and health systems within the United States face the increasing probability of major emergencies or disasters involving human casualties. These events will severely challenge the ability of healthcare systems to adequately care for large numbers of patients and/or victims with unusual (explosive attack) or highly specialized medical needs (pandemic flu). It is envisioned that this Investment will supplement current regional plans and equipment resources within the MBHSR to

allow our agencies to better respond to a variety of potential hazards. By implementing the projects under this Investment, the Metro Boston Region will be a better prepared and ultimately safer region.

As the focus of the Nation regarding FFY08 DHS grant funding has been centered around IED preparedness, the Region is taking further steps to build off of past and current initiatives to further prepare the Hospital and Health community to appropriately respond to such an attack. Therefore, an important impact that this Investment will support will be the improvement of the integration of preparedness information tools to enhance medical surge capabilities and the deficiency of response by increasing capacity to rapidly locate and distribute medical equipment and supplies throughout the region to meet demands of medical surge during a mass fatality event. A regional exercise program will be created to test the jurisdiction's within the MBHSR ability to respond to a medical surge after an IED attack to identify best practices and lessons learned in order to strengthen current capabilities.

As a result, this Investment fulfills the addressing of gaps previously identified from past medical surge, mass prophylaxis and pandemic flu initiatives, while putting more focus upon hospitals and the health community reacting appropriately and efficiently to an Improvised Explosive Device incident within the MBHSR.

#### **IV.B. - Sustainability**

**What is the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained? (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, the MBHSR will capitalize on local and state aid as well as other federal or private sector resources that become available. All options to sustain this Investment will be explored. Specifically, annual equipment maintenance and associated costs for any equipment purchased through this Investment will be sustained through partnering agency operational budgets. Finally, while this investment will impose on the partnering agencies to provide significant sustainment costs, all are heavily invested in improving this capability throughout the Region.

### **V. Optional Attachments - Investment #7**

#### **V.A. - Optional Attachments**

**As part of the FY08 HSGP Investment Justification, applicants have the option of including graphic file attachments, such as organizational charts, with their application. Attachments supporting this application MUST be submitted through [www.grants.gov](http://www.grants.gov) as separate files when submitting the final Investment Justification grant application.**

The following graphics file types are the only formats that will be recognized by the system: .jpg, .jpeg, .jiff, .jpe, .png, .gif.

If you choose to include an optional attachment that will be uploaded to [www.grants.gov](http://www.grants.gov) for this Investment, please provide the following information in the text box below (500 Char. Max):

- The file name
- The file extension (e.g., .jpg, gif)
- The relevancy this attachment has to this Investment

Please note the total number of attachments that will be submitted via [grants.gov](http://grants.gov) for this Investment (0-99): 0

(End of Investment #7.)

**TABLE OF CONTENTS**

- I. EXECUTIVE SUMMARY ..... i**
  
- II. OVERVIEW..... 1**
  - A. Development of the Regional Plan..... 1
  - B. MBHSR Structure and Regional Partners ..... 2
    - 1. Mayor’s/Metro Office of Homeland Security .....2
    - 2. Chief Executive Officers.....3
    - 3. Jurisdictional Point of Contacts .....3
    - 4. Discipline Committees and Discipline Representatives.....4
  
- III. VULNERABILITIES AND POTENTIAL THREAT ELEMENTS ..... 8**
  
- IV. FEDERAL FISCAL YEAR 2004 BUDGET SUMMARY ..... 9**
  - A. State Homeland Security Grant Program.....9
  - B. Law Enforcement Terrorism Prevention Program.....10
  - C. Citizen Corps Program.....10
  
- V. FFY2004 REGIONAL HOMELAND SECURITY PROGRAM**
  - PROJECTS .....11**
  - Project A .....14
  - Project B.....18
  - Project C.....20
  - Project D .....26
  - Projects E&K .....29
  - Projects G&L .....35
  - Project H.....38
  - Projects I&J.....41
  - Project M.....47
  - Projects N&O .....50