

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

## **FY 2009 HSGP Investment Justification**

**MA - Boston Urban Area**

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

<b>Overall</b>
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**Overall Investment Justification**

**Describe your understanding of the spectrum of terrorism and natural hazard 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 grant funds to local units of government within 45 days of award. (5,000 char. max)**

The Metro Boston Homeland Security Region (MBHSR), 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 MBHSR 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 MBHSR is faced with a multitude of complex and diverse threats that pose high levels of risk to the people and critical infrastructure within its border.

The identification of terrorism threats with high consequences to the UASI region was based on reporting from the Boston Regional Intelligence Center (BRIC) as well as federal threat reporting at the For Official Use Only (FOUO) level and the National Planning Scenarios. Those identified include:

- Chemical threats from nerve agents, blister agents, and toxic industrial chemicals
- Biological threats from weaponized aerosol anthrax, weaponized plague, and zoonotic livestock diseases that have the potential to harm animals and humans (i.e. Anthrax, avian influenza, brucellosis, hantavirus, and plague)
- Radiological threats from radiological dispersal devices (RDDs) and radiological exposure devices (REDs)
- Nuclear threats from Improvised Nuclear Devices
- Explosive threats from vehicle borne improvised explosive devices and improvised explosive devices
- Maritime vessels and airplanes as weapons
- Cyber threats
- Food or water contamination

The MBHSR is also exposed to significant risks from technological hazards due to human error or the failure of systems based on the following factors:

- High concentration of biotechnology companies
- The prevalence of facilities required to report their production, use, or storage of hazardous materials
- Research facilities that use potentially harmful biological, chemical, and radiological substances
- A Liquefied Natural Gas (LNG) import terminal and storage facilities

The MBHSR's primary natural hazard threat based on occurrence and severity is:

- Winter storms such as snow and ice storms

The Region is susceptible, at varying degrees of likelihood:

- Hurricanes
- Flooding
- Earthquakes
- Extreme heat
- Tornados
- Thunderstorms
- Lightning

The consequences of many of these terrorism, technological, and natural hazards and threats include mass fatalities and injuries, physical damage, economic disruptions, and utility interruptions. The spectrum of these threats and their cascading effects aided the region in prioritizing capabilities and components thereof to focus funding for all investment justifications. The development of planning, organization, equipment, training, and

exercise activities that form the necessary regional portfolio of capabilities directly reduces the Region's vulnerability thereby reducing the overall risk. Through the framework of the preparedness cycle, the region assessed its capabilities, qualitatively determined its risk to threats, and developed a series of activities to address capability gaps based on risk.

### **Management & Administrative Costs**

**States, territories and Urban Areas must 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)**

The M&A funding will provide the continued full-time support of the Mayor's Office of Emergency Preparedness (MOEP) staff to execute appropriate programmatic and budgetary direction and oversight for the Metro-Boston Homeland Security Region activities according to state and federal guidelines.

MOEP continually focuses on maintaining regional collaboration during the course of planning, coordinating, and managing the MBHSR investments. Operational support associated with managing projects to completion as well as coordination with the MBHSR governance and key stakeholders (i.e. the Jurisdictional Points of Contact (JPOCs) Committee which represents our Urban Area Working Group (UAWG), Investment Subcommittees, and Project Working Groups) will continue to be sustained by MOEP.

MOEP will continue to serve as the sole fiduciary for the UASI grant program and ensure compliance of all homeland security activities with administrative and national policy requirements. Funding will directly support MOEP staff salaries, office supplies, travel (as needed), training costs, and other allowable costs that are in direct correlation with and in furtherance of the MBHSR mission.

This funding provides the administrative, programmatic, and high level policy support that is fundamental to a Region which is not based on a county structure. In order to ensure the continuity of programming and governance structure, support for this oversight is absolutely necessary, as there is no other existing infrastructure to adequately accept this responsibility.

### **Project Management**

**Describe the management team's roles and responsibilities, governance structures, and subject matter expertise specifically required for all of the Investments included in this Investment Justification. (5,000 char. max)**

The Mayor's Office of Emergency Preparedness (MOEP) is directly responsible for the implementation of all investments and all related funding management in adherence to grant guidelines. Specific responsibilities include:

- Serve as the region's liaison and central point of contact for all activity related to all investments,
- Organizing and facilitating Subcommittee and Working Group meetings,
- Monitor project status,
- Administering the equipment procurement process for all MBHSR jurisdictions, and
- Managing communications within all subcommittees and the Urban Area Working Group (UAWG) or Jurisdictional Points of Contact (JPOC's), which oversee all investments on behalf of their respective jurisdictions

Working groups are comprised of UASI member Subject Matter Experts (SMEs), designated by their jurisdiction, form the backbone of each subcommittee. Driving specific initiatives, these experts represent all of the emergency responder disciplines from across the region. Each working group will focus on an individual initiative: training; equipment procurement; or response Team development. Each working group will have dedicated stakeholders who are engaged in project planning and to ensure challenges are addressed and goals are met. Working group members will be responsible for outlining specific project goals, providing technical subject expertise, recommending equipment purchases, and working with MOEP to coordinate related trainings and exercises.

The subcommittees serve as the investments' principle advising entity, providing leadership on strategic and tactical planning activities. Appointed by each community's Jurisdictional Point of Contact (JPOC), members each subcommittee will meet monthly to discuss project status, emerging issues, and provide research and recommendations to the JPOC's and MOEP. Subcommittee members serve on the individual working groups to provide continuity and help drive specific projects. It is also the responsibility of the subcommittee to make budget

recommendations for training and equipment related to this investment. JPOCs are informed of committee activities by their subcommittee appointee and by the Mayor's Office of Emergency Preparedness through regular project updates.

The JPOCs serve as the Boston UASIs Executive Committee or UAWG, overseeing all HSGP investments within the region. To ensure overall regional alignment, the JPOC is comprised of one public safety leader from each of the nine jurisdictions appointed by their respective Chief Executive. The JPOC structure provides open and clear communication between disciplines within their city or town and represents their community at bi-monthly JPOC meetings are administered by MOEP. JPOCs review and approve recommendations from subcommittees and provide high level support across the lifecycle of all projects.

In summary, MBHSR investments has a well-functioning governance structure that ensures that decisions are transparent, driven by stakeholder input, and based on regional goals and needs.

# Investment #1

**Investment Information - Investment #1**

**Investment Name:** Implement the National Incident Management System and National Response Framework

**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. (500 char. max per investment name)

**FY 2006 Investment name:** NIMS Training and Planning Compliance  
**FY 2006 HSGP funding:** \$1,000,000  
**FY 2007 Investment name:** Integrated Regional Training and Exercise Program  
**FY 2007 HSGP funding:** \$1,125,000  
**FY 2008 Investment name:** Integrated Regional Training and Exercise Program  
**FY 2008 HSGP funding:** \$1,094,296

**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 Region will continue its efforts to implement the NIMS and the National Response Framework. Specific activities include support for a Regional Resource/Logistics Manager position, continued implementation of the State's Resource Management System (e.g., data collection and typing of all regional assets), and conduct a feasibility study for the implementation of a regional credentialing system that is consistent with Federal credentialing standards. In addition, trainings will support the effective implementation of the Incident Command System, including advanced/specialized training for key personnel (e.g., logistics, planning, and EOC management). Exercises will be designed to test establishment of Unified Command and on-site incident management. Also funding will support the creation of the MBHSR Incident Management Assistance Team (IMAT). Lastly, this investment will support the development of the Metro-Boston Regional Training and Emergency Operations Center.

**I.C. - Baseline - Description**

**Provide a description of the current state of this investment, its objectives, and any accomplishments that will be completed prior to the application of FY 2009 HSGP funds. Include in this description whether this is**

**a new or ongoing investment. Describe the capability gap(s) that this investment is intended to address. (2,500 char. max)**

With past funding for training and exercise, the Region has trained thousands of first responders in the National Response Framework, NIMS, and ICS. Supervisory and command personnel have received advanced ICS training, including ICS-200, ICS-300, and ICS-400. Tabletop and full-scale exercises have been conducted to test implementation of ICS, including establishment of a Unified Command. The Region, in coordination with Federal, state, and private sector partners, completed training and exercise programs that emphasized incident command, communications interoperability, intelligence sharing and prevention, and CBRNE response. FFY07 UASI funds are currently being used, in combination with state resources, to procure a statewide Resource Management System. A vendor has been selected and system implementation is expected by the Fall of 2009. FFY08 funds have been dedicated to begin data collection efforts and typing of resources in the UASI Region. Also with FFY08 funding, the Region will develop its multi-year training and exercise plan, using workshops and previously created After Action Reports and Improvement Plans (AAR/IP).

This investment will continue to address capability gaps, including institutionalization of ICS and Unified Command through training, exercises, and creation of an IMAT, as well as the development of a Regional EOC/training facility that will be used better integrate personnel and operations. There remains no standard for credentialing of first responders in the Region, and this investment will begin to address this gap.

## 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)**

This investment is in line with the following Commonwealth of Massachusetts State Preparedness Initiatives:

Priority 1: Implement the NIMS and NRF (pg 12). As is seen on page 15 of the MSPR, Initiatives include Planning, Training, Exercises, and Resource Management. Page 17 indicates that in the future, training, exercises, and resource management will continue but also adds in credentialing. The MBHSR with the FFY09 funds will hire a planner to coordinate logistics for the resource and credentialing management. Also, the regional training and exercises program will continue in its building block, HSEEP required technique.

Priority 2: Enhanced Regional Collaboration (pg. 18). Through multiple trainings and exercises focused on Pandemic Influenza, testing mutual aid agreements, Hazmat, CBRNE, Bomb squad, the MBHSR will be testing and training (pg. 24-25) to the same initiatives as the MSPR.

### **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 directly supports Goal 1 of the Region's Homeland Security Strategy (Implement the National Incident Management System and National Response Framework). Objective 1.1 (Implementation of a resource and logistics program) is supported with the staffing of a regional resource/logistics manager and continuation of data collection and NIMS typing of regional resources. Objective 1.2 (Institutionalize ICS) is supported with the conduct of advanced ICS training and exercises, and creation of the Regional Incident Management Assistance Team (IMAT). Objective 1.3 (Credentialing) will be advanced with a feasibility study and pilot implementation of a standardized credentialing system compliant with National standards. Lastly, Objective 1.4 (Multi-agency coordination for incident management) will be supported with the creation of a Regional Emergency Operations Center, from where multi-agency/jurisdiction coordination can be achieved. This will also allow for enhanced EOC management and will enable cross jurisdictional assistance and unified command. The Region also supports these objectives by continuing to participate in the State's NIMS Advisory Group.

**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:** On-Site Incident Management

**Primary Target Capability Narrative:**

This investment supports strengthening of on-site incident management by providing training/exercises to: implement management, planning and coordination of on-site incident; arrive on scene and provide initial report while beginning response operations; carry out management, planning and coordination of on-site incident activities; establish staff/facilities necessary to conduct on-site incident command; and implement policies and procedures to ensure the provision and tracking of resources.

**Secondary Target Capability 1:** Critical Resource Logistics and Distribution  
**Secondary Target Capability 2:** Emergency Operations Center Management  
**Secondary Target Capability 3:** 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:** Expand Regional Collaboration  
**National Priority 2:** Implement the NIMS and NRP

**III. Implementation - Investment #1**

**III.A. - Funding Plan**

Provide the total estimated cost to implement this investment during the three year, FY 2009 HSGP period of performance by completing the following table:

- For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)
- If this investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied
- Other sources of funding should be identified and described appropriately

	FY 2009 Homeland Security Grant Program				FY 2009 HSGP Total	Optional Cost Sharing		Other Funding Sources	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-Kind		
Planning		\$266,000			\$266,000				\$266,000
Organization									
Equipment		\$2,350,000			\$2,350,000				\$2,350,000
Training		\$175,000			\$175,000				\$175,000
Exercises		\$500,000			\$500,000				\$500,000
<b>Total</b>		<b>\$3,291,000</b>			<b>\$3,291,000</b>				<b>\$3,291,000</b>

**Planning Summary:** Includes costs to conduct a gap analysis/needs assessment, update of a multi-year training and exercise plan, data collection and typing of resources, and feasibility study for implementation of a credentialing system. Funds will be used to maintain the Resource Management System, and create the procedures and MOUs to identify, locate, inventory, lend, and maintain all assets across region. These funds would also cover the cost of the Mayor's Office of Emergency Preparedness (MOEP) planning staff to oversee this investment.

**Equipment Summary:** Designated equipment will be procured for the Regional Training and EOC facility. This will include communications equipment, hardware, software, security systems, and other technology needed to run a state of the art training and emergency operations center.

**Training Summary:** Funds will support the delivery of training courses, including costs for instructors, and on a limited basis, participants. Trainings will prepare responders for critical tasks identified in the 3 year strategy, and track the Region's ability to reach specified target capabilities. These will also build knowledge, skills, and abilities the Region needs (as identified in the gap analysis).

**Exercises Summary:** Funds will be used to design, conduct and evaluate exercises that test incident management capabilities. Costs may include the hiring of contractors, overtime/backfill of participants, and miscellaneous supplies. In addition, a regional master exercise plan and matrix will be built (based on the 3 year strategy) and will be used to build a regional response capability through systematic and progressive exercising. A local source of exercise expertise will be created and leveraged to minimize reliance on consultants and enhance program sustainability.

**III.B. - Accomplishments**

Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:

- Identify the planned end date for when the accomplishment will occur
- Identify at least one milestone that will indicate the investment is progressing towards the accomplishment
- Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance  
(1,000 char. max per box)

**Accomplishment 1:** Development of the Metro-Boston Combined Regional Training / EOC Complex (RT-EOC): Procurement of equipment (communications, audio visual, hardware, software, security

systems, etc.) to develop the RT-EOC. End Date: 6/1/2012

**Milestones:** 1. Identify needs within Regional Training and EOC Complex (03/01/2010-10/01/2010) 2. Identify equipment to be purchased for the RT-EOC (10/01/2010-2/01/2011) 3. Purchase and install all equipment for RT-EOC (2/01/2011-6/01/2012)

**Challenges:** 1. Coordination of multiple funding sources

**Accomplishment 2:** Deliver Integrated Regional Public Health And Safety Preparedness Training, including advanced/specialized ICS courses and IMAT training. End Date: 5/31/2012

**Milestones:** 1. Conduct training needs assessment (03/01/2010-07/01/2010) 2. Evaluate the 3 year strategy and set training priorities (03/01/2010-08/01/2010) 3. Identify qualified personnel to deliver courses (05/05/2010-06/01/2010) 4. Plan trainings and conduct outreach (06/01/2010—09/01/2010) 5. Conduct trainings (09/01/2010-05/31/2012) 6. Update credentialing database (ongoing)

**Challenges:** 1. Lack of backfill and overtime funding

**Accomplishment 3:** Conduct Comprehensive Exercise. Series End Date: 12/31/2012

**Milestones:** 1. Update multi-year training & exercise plan (03/01/2010-07/01/2010) 2. Create exercise series schedule (03/01/2010-08/01/2010) 3. Identify qualified contractor/personnel to conduct exercises (08/05/2010-011/01/2010) 4. Design, conduct, and evaluate exercises(05/01/2010-12/31/2012)

**Challenges:** 1. Lack of backfill and overtime funding

**Accomplishment 4:** Execute a comprehensive resource/logistics management program, including the tracking and typing of regional assets over the grant period. End Date: 6/1/2011

**Milestones:** 1. Hire consultant to maintain the resource/logistics management program (03/01/2010-06/01/2010) 2. Create MOUs and procedures/protocols (06/01/2010-06/01/2011)

**Challenges:** 1. Accessing all stakeholder resources

### **III.C. - Challenge Mitigation**

**Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this Investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall Investment 15,000 char. max)**

MBHSR Combined Regional Training / EOC Complex (RT-EOC): The Region will need to coordinate multiple funding sources, including funds from the Port Security Grant Program and local Capital budgets, to ensure adequate funding for this initiative. The Region will establish a project team with representatives from all participating/funding entities to ensure appropriate coordination.

Integrated Regional Public Health And Safety Preparedness Training: Training evaluations for each course will assist the Subcommittee and Regional Planner in assuring courses are up to MBHSR and DHS standards and follow all grant rules. To mitigate the overtime funding concerns, the Region will design the training program to allow for on-duty personnel to participate (e.g., delivery of training during regular in-service trainings). Also, a focus will be made on train-the-trainer courses so trainings can be given in-house and sustained over time.

Integrated Regional Public Health And Safety Preparedness for Exercise Program: Multiple representatives from local agencies have already completed HSEEP training, and this effort will continue to expand the available cadre of qualified individuals.

Resource Logistics and Management: A resource management working group has been established, and the region will develop and execute an MOA to ensure appropriate access to all resources. In addition, members of the working group also sit on the State Resource Management Team, allowing for enhanced coordination with statewide efforts.

## IV. Impact - Investment #1

### IV.A. - Impact on Identified Risk

**Describe how achieving this Investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. (Part of overall Investment 15,000 char. max)**

As stated in the Overall Investment Justification question, the MBHSR is faced with many multi-faceted threats that pose high levels of risk to the residents and critical infrastructure within its border. By strengthening the region's alignment with NIMS and NRF, we are better prepared to respond to incidents that require a multijurisdictional, multidisciplinary effort while also enabling the efficient integration of state and federal resources into the local incident management structure. Through this enhanced capability, the Region will reduce its vulnerability and be able to better mitigate the consequences of a major incident.

The projects within this investment will ensure the Boston UASI members have the training needed to fully understand and implement all components of NIMS and the NRF into their response structure; conduct exercises that challenge the knowledge and ability of the region to perform critical tasks; hire a Resource/Logistics manager to maintain a Resource Management System and assist with Credentialing for the region; and develop a regional Emergency Operations Center. All of these projects will be in accordance with NIMS and the NRF principles. By providing hands-on technical assistance and coaching to local jurisdictions, this approach will increase the ongoing capacity of the agencies and the overall region to adopt HSEEP guidelines and to plan, conduct and evaluate targeted exercises independently. Because the program will respond to the region's requests for targeted exercises, it will increase capabilities in accordance with local and regional vulnerabilities. Finally, because local jurisdictions will plan and conduct exercises jointly, across disciplines, this approach will build regional capacity, integration and coordination.

### IV.B. - Sustainability

**Describe 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 Goal 1 through capitalizing on local and state aid as well as any other Federal and Private resources that become available. Realizing the economic crisis that the Nation is in, further sustainment will be brought to projects through other avenues as detailed below.

**MBHSR Combined Regional Training / EOC Complex (RT-EOC):**

Though sustainability of this program at the outset will be challenging, it will be upon the municipalities and other private and non-profit stakeholders to sustain. Staffing the Regional Training/EOC Complex will be left to the MBHSR municipalities.

**Integrated Regional Public Health And Safety Preparedness for Exercise Program:**

This exercise program is designed to assist municipalities with planning their own exercises and walking them through the HSEEP process. By familiarizing some first responders from each municipality with HSEEP and encouraging them to take the HSEEP beginner and intermediate courses, in the future, municipalities will not have a need to hire a consultant to conduct an exercise; the Region will have a cadre of HSEEP trained personnel.

**Integrated Regional Public Health And Safety Preparedness Training:**

By maximizing the use of train-the-trainer courses, the Region will build the capacity to sustain this program. Further, institutionalizing these trainings in regular in-service curriculum will facilitate on-going sustainability.

<b>V. Optional Attachments - Investment #1</b>
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**V.A. - Optional Attachments**

As part of the FY 2009 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:** Critical Infrastructure Protection  
**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. (500 char. max per investment name)

**FY 2006 Investment name:** Harbor Security

**FY 2006 HSGP funding:** \$3,450,000

**FY 2007 Investment name:** Critical Infrastructure/Site Protection and Improvised Explosive Device (IED) Preparedness

**FY 2007 HSGP funding:** \$901,600

**FY 2008 Investment name:** Critical Infrastructure/Site Protection and Improvised Explosive Device (IED) Preparedness

**FY 2008 HSGP funding:** \$2,000,000

**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 goal of this investment is to strengthen the Region's capabilities to protect its critical infrastructure and key resources (CIKR). The critical activities and initiatives in support of CIKR protection include utilizing risk assessments and previous vulnerability assessments to prioritize assets and guide decisions regarding protective and preventative programs and plans, enhancing regional bomb squad capabilities in support of critical infrastructure response, and developing additional functionality for the Critical Infrastructure Monitoring System (CIMS) network. This investment supports the Region's continued investment in ensuring the identified gaps in our ability to protect CIKR are adequately addressed. This investment is an integral component of the Region's capabilities portfolio which supports our overall preparedness. It also aligns the Region with the regional preparedness strategy, the State Preparedness Report, and the 2009 National Infrastructure Protection Plan.

**I.C. - Baseline - Description**

**Provide a description of the current state of this investment, its objectives, and any accomplishments that will be completed prior to the application of FY 2009 HSGP funds. Include in this description whether this is**

**a new or ongoing investment. Describe the capability gap(s) that this investment is intended to address. (2,500 char. max)**

The critical infrastructure protection investment has consistently focused on the development and enhancement of the Critical Infrastructure Monitoring System (CIMS), target hardening, and enhancing the capabilities of existing regional bomb squads to prevent, protect against, and respond to Improvised Explosive Device (IED) threats.

In FY2006, the CIMS was designed to establish the platform for a regional camera system. To date, the MBHSR has deployed over 100 cameras across all nine communities, providing a cost-effective approach to broad-based protection of CIKR.

In FY2007, the critical infrastructure protection investment concentrated on explosive detection K-9 units and explosive detection response units to strengthen protection of critical assets and systems against improvised explosive device threats with a unified regional approach.

The FY2008 investment expanded the CIMS infrastructure and explosive detection capabilities. This funding will support a software integration solution to incorporate existing private sector cameras into the CIMS' common operating picture. The investment in explosive detection and response equipment (e.g., bomb robots) addressed regional gaps in CIKR protection capabilities.

The FY09 HSGP allocation will be used for target hardening activities to protect critical infrastructure in the Region utilizing previous vulnerability assessments and a NIPP-guided risk management framework. CIMS will be further strengthened by adding flexibility and more functionality with deployable cameras and video analytics. The response capabilities of the Region's bomb squads to support CIKR protection will also be enhanced through support to equipment, training, and exercise activities.

## 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)**

The Critical Infrastructure Protection investment supports National Priority 3 identified in the State Preparedness Report as Implement the National Infrastructure Protection Plan (page 27). The CIP investment has three major components, each one supports objectives of the SPR: physical security enhancements, strengthening the Critical Infrastructure Monitoring System (CIMS), and enhancing response capabilities of the Region's bomb squads.

The physical security enhancements to protect critical infrastructure in the Region utilizing previous vulnerability assessments and a NIPP-guided risk management framework supports "the Risk Management Framework of the NIPP in Massachusetts through the institutionalization of the Critical Infrastructure Program" identified in the SPR (page 29).

The strengthening of the CIMS network further enhances its flexibility and functionality with deployable cameras and video analytics. This effort also aligns with the risk management framework of the NIPP in Massachusetts through critical infrastructure protection (page 29).

Response capabilities of the Region's bomb squads will be enhanced through equipment, training, and exercise activities to support CIKR protection. This is another component of the CIP investment that supports the implementation of the NIPP in the state of Massachusetts. However, it also addresses a significant response objective of the SPR that falls under National Priority 6: CBRNE Detection Capability (page 47). Specifically, the bomb squad enhancements support the Explosive Device Response Operations Capability through consistency in equipment purchases and training targets as identified below (page 54):

1. Robot Platforms
2. Purchase Related Equipment To Interface With The Robots, Radiation Detector, Thermal Imagery
3. Digital, Portable X-Ray Systems
4. New Bomb Suits

5. Misc. Equipment for Bomb Technicians (specifically night vision)
6. Enhanced Training For Bomb Technicians
7. Man Portable Robots

### **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 MBHSR has undergone a collaborative, regional strategic planning process to develop a revised strategic plan that encompasses new guidance and standards. This strategic plan aligns with the federal and state strategies for homeland security and support national preparedness. The CIP Investment supports the MBHSR Preparedness Strategy through Goal 2: Strengthen Critical Infrastructure Protection and Goal 5: Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Detection, Response and Decontamination Capabilities.

Target hardening activities to protect critical infrastructure in the Region utilizing previous vulnerability assessments and a NIPP-guided risk management framework fulfills objective 2.1.: Enhance programs designed to protect Critical Infrastructure and Key Resources (CIKR) against multiple hazards and threats, and reduce the level of risk to the Region.

CIMS will be further strengthened by adding flexibility and more functionality with deployable cameras and video analytics. This project also supports objective 2.1 identified in the MBHSR Preparedness Strategy.

Objective 5.4.: Develop enhanced capabilities to protect against and respond to improvised explosive device (IED) threats. The response capabilities of the Region's bomb squads to support CIKR protection will be enhanced through support to equipment, training, and exercise activities. These CIP Investment efforts directly support objective 5.4.

### **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:** Critical Infrastructure Protection

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

This investment supports the MBHSR in strengthening its critical infrastructure protection activities. Through the implementation of a risk-driven process, the CIP Investment has strengthened its ability to perform the activities and critical tasks for critical infrastructure capabilities.

**Secondary Target Capability 1:** Explosive Device Response Operations

**Secondary Target Capability 2:** Risk Management

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

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

**National Priority 1:** Implement the NIPP

**III. Implementation - Investment #2**

**III.A. - Funding Plan**

Provide the total estimated cost to implement this investment during the three year, FY 2009 HSGP period of performance by completing the following table:

- For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)
- If this investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied
- Other sources of funding should be identified and described appropriately

	FY 2009 Homeland Security Grant Program				FY 2009 HSGP Total	Optional Cost Sharing		Other Funding Sources	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-Kind		
Planning		\$115,000			\$115,000				\$115,000
Organization		\$1,600,000			\$1,600,000				\$1,600,000
Equipment		\$1,368,000			\$1,368,000				\$1,368,000
Training		\$110,000			\$110,000				\$110,000
Exercises		\$110,000			\$110,000				\$110,000
<b>Total</b>		<b>\$3,303,000</b>			<b>\$3,303,000</b>				<b>\$3,303,000</b>

**Planning Summary:** These funds will cover the cost of the Mayor's Office of Emergency Preparedness (MOEP) planning staff to oversee this investment's projects during the grant period.

**Organization Summary:** Funding will be used to support operational overtime costs for increased security measures at critical infrastructure sites during DHS-declared periods of Orange or Red threat levels.

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

**Training Summary:** These funds will be used for scenario-based, response enhancing training activities to strengthen bomb squad capabilities to protect critical infrastructure.

**Exercises Summary:** Funds will be utilized to support multi-jurisdictional bomb squad exercises to identify response capabilities and gaps. Subsequent after action reports will be used to adjust procedures to address identified gaps.

**III.B. - Accomplishments**

Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:

- Identify the planned end date for when the accomplishment will occur
  - Identify at least one milestone that will indicate the investment is progressing towards the accomplishment
  - Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance
- (1,000 char. max per box)

**Accomplishment 1:** Enhancing the Critical Infrastructure Monitoring System (CIMS) with Video Analytics and a Mobile Tactical Surveillance System. End Date: 1/13/2012

**Milestones:** 1. Procurement of CIMS Video Analytics add-on software/hardware technology (01/15/2010 – 04/15/2010) 2. Installation and integration of CIMS Video Analytics into current CIMS network (04/15/2010 – 08/01/2010) 3.

Testing and evaluation of the system to determine effectiveness and ability to be implemented in every jurisdiction (08/01/2010 – 09/15/2010) 4. Development of MOAs and MOUs for the maintenance and use of MTSS cameras in the Region(09/15/2010 – 10/01/2010) 5. Procurement of the MBHSR Mobile Tactical Surveillance System (MTSS) (10/01/2010 – 12/15/2010) 6. Training on the maintenance and deployment of MTSS (12/15/2010 – 02/01/2011)

**Challenges:** Sharing the MTSS cameras across multiple jurisdictions with potentially competing needs for the deployable system could pose a challenge to this accomplishment. Additionally, there may be obstacles to integrating the deployable system into the CIMS network.

**Accomplishment 2:** Strengthening Regional Bomb Squad Preparedness and Response via Equipment, Training, and Exercises. End Date: 9/10/2011

**Milestones:** 1. Ensure all stakeholders understand sustainability costs of purchases and develop and/or modify MOUs and SOPs to account for utilization of this Regional resource (01/01/2010 – 02/15/2010) 2. Obtain quotes from vendors for Bomb Squad/EOD K-9 equipment (02/15/2010 – 04/01/2010) 3. Develop procurement plan for equipment and project management plans to track Regional EOD Canine Training Center enhancements (04/01/2010 – 05/15/2010) 4. Execute procurement plan to purchase a Real Time C-Arm Video X-Ray Imaging machine, a Talon EOD Robot, and Bomb suits and helmets for the Boston Police Bomb Squad, Hand held Night Observation Devices, and the MILES simulator (05/15/2010 – 10/01/2010) 5. Execute project plan and ensure each identified component is effectively implemented into the Regional EOD Canine Training Center (10/01/2010 – 01/15/2011) 6. Conduct Bomb Squad-specific training exercise (01/15/2011 – 03/01/2011)

**Challenges:** Timely completion of approved components of the EOD Canine Training Center

**Accomplishment 3:** Physical Security Enhancements to Regional Assets Based on Previous Vulnerability Assessments and Risk. End Date 4/15/2011

**Milestones:** 1. Developing a plan to identify a set of sites and mitigating activities to harden potential targets(01/01/2010 – 03/15/2010) 2. Prioritize sites and activities for site development (03/15/2010 – 04/15/2010) 3. Conduct target hardening of selected sites (04/15/2010 – 04/15/2011)

**Challenges:** There is a possibility of scope creep as member jurisdictions identify target hardening activities.

### III.C. - Challenge Mitigation

**Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this Investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall Investment 15,000 char. max)**

#### ACCOMPLISHMENT 1

Sharing the MTSS cameras across multiple jurisdictions with potentially competing needs for the deployable system could pose a challenge to this accomplishment. Additionally, there may be obstacles to integrating the deployable system into the CIMS network.

The project management team will use their experience with coordinating regional resources to ensure:

- The appropriate delineation of responsibilities for the MTSS are clear
- MOUs and MOAs contain additional information regarding the parameters for using MTSS cameras and how to prioritize use of the system

Technical challenges with implementing the MTSS cameras will require the involvement of regional SMEs such as management information systems SMEs. The utilization of our available regional expertise to assist with early warnings of potential obstacles to integration will be a cost effective strategy to successfully implement this flexibility into current planning and tactical operations.

#### ACCOMPLISHMENT 2

Timely completion of approved components of the EOD Canine Training improvements may be a potential challenge. As part of the mitigation process, the regional planner will have to remain in regular communication with the project working group, CIP subcommittee and the vendor to communicate expectations, report progress, and develop alternatives to potential stumbling blocks. Additionally, the project working group will be relied upon to conduct detailed project management and to implement solutions on behalf of the Region.

#### ACCOMPLISHMENT 3

In order to prevent scope creep, the regional planner and project team will have to ensure the member jurisdictions clearly communicate and agree to specific physical security enhancements. Project activities will need to be closely monitored by the assigned regional planner, the working group, and the CIP subcommittee to identify the initial signs of potential delays and changes. The CIP subcommittee and the JPOCs will be updated regularly to provide guidance on how to address potential problems.

## IV. Impact - Investment #2

### IV.A. - Impact on Identified Risk

**Describe how achieving this Investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. (Part of overall Investment 15,000 char. max)**

The MBHSR is faced with many multi-faceted threats that pose high levels of risk to the people and critical infrastructure within its border. The primary activities of this Investment Justification include strengthening the CIMS network functionality and flexibility, enhancements to the Bomb Squad equipment, training, and exercises, and physical security enhancement that use a risk-based approach to address previously identified vulnerabilities. All of the activities in this Investment support critical infrastructure protection. This protect mission capability is a key component of risk management and mitigation.

The CIMS network enhancements provide a layer of protection for the Region's critical assets and systems. Through the use of camera analytics and deployable cameras, the Region can protect critical infrastructure and key assets (CIKR) more strategically and with greater adaptability.

By strengthening the region's use of risk management and vulnerability assessments to steer strategic target hardening activities, we have a direct impact on reducing risk from multiple threats. Additionally, we apply a process to CIP that aligns it with the State Preparedness Report and the National Infrastructure Protection Plan (NIPP).

The bomb squad enhancements to develop an additional Level I unit for Regional response directly reduces our vulnerability through strengthened capabilities to combat improvised explosive device (IED) threats against critical assets and systems.

Through this Investment, the region has a set of capabilities that help to protect against, prevent, and respond to all hazard and threat scenarios that the Region faces. The vulnerability of the Boston UASI at a regional level is largely based on the effectiveness of systems and procedures in place to accomplish the goals of homeland security mission areas. Our ability to prevent, protect against, respond to, and recover from an incident has a measurable impact on how vulnerable the region is to threats. Consequently, as we enhance our capabilities, we directly impact risk reduction.

### IV.B. - Sustainability

**Describe 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 Critical Infrastructure Protection (CIP) Investment provides a crucial function in the ability of the MBHSR's ability to proactively execute protection strategies and respond to threats to critical resources and key assets (CIKR). These protection activities ensure that this Region is maximizing its ability to maintain the functionality of CIKR that provides lifelines such as utility providers and communications systems. This Investment will be sustained through continued assessments of CIKR criticality, development of CIP strategies and activities based on vulnerability reduction, and strengthening the ability to respond to a major and very likely threat to much of our Region's critical infrastructure: improvised explosive devices (IEDs).

The procurement of bomb squad equipment to establish a second Level I team will be sustained through the integration of this equipment into daily operations, training, and exercises. The Boston Police Department will accept all of the related maintenance costs for this equipment to ensure it remains viable for the execution of the regional explosive device response capability in support of critical infrastructure protection.

Any physical security enhancements will be the responsibility of the jurisdiction to address the maintenance requirements upon completion of the projects. The Regional stakeholders have displayed their support to CIP and homeland security missions by accepting these responsibilities that ensure the sustainment of capabilities being developed by this Investment.

The Region makes a strong and unified effort to ensure all jurisdictions are aware of the sustainability cost of investments they have identified as necessary to develop and strengthen capabilities. We regularly discuss the long-term implications on jurisdictional operating budgets and continuing the necessary MOUs and MOAs to maintain cross-jurisdictional capabilities.

## V. Optional Attachments - Investment #2

### V.A. - Optional Attachments

**As part of the FY 2009 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):**

(End of Investment #2.)

## Investment #3

### Investment Information - Investment #3

**Investment Name:** Information Sharing and Collaboration  
**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. (500 char. max per Investment name)

**FY 2006 Investment name:** Metro Boston Regional Intelligence Center

**FY 2006 HSGP funding:** \$1,671,461

**FY 2007 Investment name:** Regional Intelligence and Information Sharing

**FY 2007 HSGP funding:** \$1,450,000

**FY 2008 Investment name:** Regional Intelligence and Information Sharing

**FY 2008 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 will strengthen the capabilities of the Metro-Boston Regional Intelligence Center (BRIC) to effectively gather data from a variety of resources; investigate, manage and synthesize collected data; analyze the results; and produce timely, relevant analytical products. In an effort to identify capability gaps and address them appropriately, the BRIC will conduct an assessment of their alignment with updated federal guidelines that govern the operations of fusion centers. The BRIC will subsequently determine any necessary courses of action for their organizational, equipment, training, and exercise activities to address identified gaps.

The BRIC performs and coordinates regional homeland security protection and response missions through investigative and analytical activities. These activities are vital to the Region's ability to identify and interdict terrorist operations.

#### I.C. - Baseline - Description

**Provide a description of the current state of this Investment, its objectives, and any accomplishments that will be completed prior to the application of FY 2009 HSGP funds. Include in this description whether this is a new or ongoing Investment. Describe the capability gap(s) that this Investment is intended to address.**

**(2,500 char. max)**

This Investment continues to allow the BRIC to provide the Region with a mechanism to exchange information and intelligence, maximize resources, streamline operations, and improve the ability to identify and interdict terrorism and crime by analyzing data from a variety of sources.

FY06 through FY08 funding supported the following developments:

- Development of a strategic plan and Standard Operation Procedures (SOPs)
- Purchase of photographic surveillance equipment; investigative software for signals intelligence; and computer hardware and software
- Continuation of intelligence analysis and production functions through contracted analysts who also facilitate regional intelligence and information sharing
- An enterprise-wide GIS system
- Systematic training and exercise programs: IED Functional Training Workshop/TTX and COOP Activation and Relocation Drill

FY09 funds will be used to assess the BRIC's operational alignment with updated fusion center guidelines and revise plans to reflect how identified capability gaps will be addressed. The results of the assessment will guide organization, equipment, training, and exercise activities. A risk management program will be developed to address gaps in the Region's ability to systematically assess risk. The goals of the program will be to identify and measure risk based on credible threats, vulnerabilities, and consequences. Exposure to identified risks will be diminished through prioritization and implementation of risk-reduction strategies.

## **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)**

The BRIC regularly collaborates with its state counterpart, the Commonwealth Fusion Center (CFC). As such, this investment supports National Priority 4: Strengthen Information Sharing and Collaboration, as addressed by the State Preparedness Report (page 32).

The BRIC utilizes many of the same systems as the CFC for planning and requirements development. The BRIC also uses these systems to benefit from and support vertical information sharing such as Homeland Security Information Network (HSIN), LEO, and RISSNET/ATIX. This Investment will be used to procure appropriate software and hardware, which will be integrated into current operations to support the BRIC's continued use of these systems (page 32).

The collection of information is the foundation of the intelligence cycle and fusion center activities. The BRIC collects and gathers regional information and intelligence, synthesize it with information from the CFC via HSIN and federal partners via a combination of systems. These efforts support CFC's information needs and collection requirements. Through its planning efforts, the BRIC will better align its collection efforts and information needs with those of the CFC and its federal partners (page 32).

The BRIC utilizes industry standard analytical tools and techniques supported by systems such as CrimeNtel, Analyst Notebook and SPSS. The software and hardware enhancement in this Investment support and maintain these systems. These systems and resources are also used by the CFC in the same manner to ensure data and information can be exchanged and immediately used for homeland security missions. As such, the BRIC institutionalized its enterprise-wide GIS system which is used to support analytical processes. This Investment builds upon this GIS foundation through the development of applications by contracted analysts that support investigative and analytical functions. This is consistent with the CFCs development and use of a GIS system and allows for the efficient facilitation of geographic data exchanges (page 33).

With the development of a regional risk management program that supports the 2009 National Infrastructure Protection Plan, the BRIC also supports the state's efforts to sustain its risk management program and support

critical infrastructure and key resources (CIKR) protection statewide (page 29).

### **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 MBHSR has undergone a collaborative, regional strategic planning process to develop a revised strategic plan that encompasses new guidance and standards. This strategic plan aligns with the federal and state strategies for homeland security and support national preparedness. This Investment supports Goal 3: Strengthen Intelligence and Information Sharing of the MBHSR Strategic Plan.

Through purchasing equipment and software, as well as conducting regional training, the BRIC can continue enhancements to its current Suspicious Activity Reporting (SAR) capability. The BRIC is one of nine metropolitan cities and three states that are participating in a DHS program to test and regionalize SAR capabilities. These efforts specifically support objective 3.3 which entails the implementation of a system for information gathering and the recognition of indicators and warnings of terrorist-related activities.

Collection efforts also provide BRIC analysts with regional information to synthesize data to create more robust analytical products for stakeholders. The funding of contract analysts allows the BRIC to support Objective 3.4., the synthesizing of data and information for the purpose of analyzing, linking, and disseminating timely and actionable intelligence to regional partners.

The implementation of a risk management program strengthens the MBHSR foundation of the preparedness cycle. Not only does this Investment support and provide information for intelligence activities, it directly supports critical infrastructure protection (Goal 2) and risk mitigation strategies that will guide regional homeland security activities.

### **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 supports the BRIC in facilitating the distribution of relevant, actionable, timely information and/or intelligence that is updated frequently to the regional stakeholders. This Investment's support of the Intelligence and Information Sharing target capability is built upon the BRIC's successful development of Information Gathering and Recognition of Indicators and Warnings, Counter-Terror Investigations and Law Enforcement, and Intelligence Analysis and Production capabilities.

**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:** 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:** Implement the NIPP  
**National Priority 2:** Strengthen Information Sharing and Collaboration Capabilities

**III. Implementation - Investment #3**

**III.A. - Funding Plan**

Provide the total estimated cost to implement this Investment during the three year, FY 2009 HSGP period of performance by completing the following table:

- For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)
- If this Investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied
- Other sources of funding should be identified and described appropriately

	FY 2009 Homeland Security Grant Program				FY 2009 HSGP Total	Optional Cost Sharing		Other Funding Sources	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-Kind		
Planning		\$290,000			\$290,000				\$290,000
Organization		\$1,037,000			\$1,037,000				\$1,037,000
Equipment		\$77,000			\$77,000				\$77,000
Training		\$100,000			\$100,000				\$100,000
Exercises		\$100,000			\$100,000				\$100,000
<b>Total</b>		<b>\$1,604,000</b>			<b>\$1,604,000</b>				<b>\$1,604,000</b>

**Planning Summary:** The funding will be utilized to assess the BRIC’s alignment with federal guidelines that govern the operations of fusion centers. Based on these results, development of and revisions to operational documents will be conducted. These funds would also cover the cost of the Mayor’s Office of Emergency Preparedness (MOEP) planning staff to oversee this Investment’s projects.

**Organization Summary:** Funds will support the costs of contract analysts to implement operational and strategic plans for the BRIC’s homeland security activities.

**Equipment Summary:** Equipment purchases for this Investment will be guided by the results of the BRIC assessment and may include technology solutions to facilitate investigative, analytical, and information sharing activities to support homeland security.

**Training Summary:** Funding will support the costs incurred for the BRIC to host training for the appropriate Regional stakeholders. Training will be based on the results of the BRIC assessment and may include roles in suspicious activity reporting, indicators and warnings, investigative tools, and analytical methods and techniques.

**Exercises Summary:** Funds will be used to support personnel costs for participating in exercises concerning intelligence and information sharing, counter-terror investigations, analysis and production, and effective utilization of indicators and warnings.

**III.B. - Accomplishments**

Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:

- Identify the planned end date for when the accomplishment will occur
- Identify at least one milestone that will indicate the Investment is progressing towards the accomplishment
- Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance  
(1,000 char. max per box)

**Accomplishment 1:** The Boston Regional Intelligence Center will have a capabilities assessment conducted to analyze their alignment with updated guidelines for fusion center processes and procedures. BRIC protocols, policies, and procedures will be developed and/or modified

based on this analysis. End Date: 01/01/2011

**Milestones:** 1. Identify a vendor to assist the BRIC with: •Identification of gaps in capabilities that address fusion center related guidelines •Development of a plan to address these gaps, and •Writing the plan (01/03/2010 – 01/17/2010)  
2. Conduct assessment and develop an action plan to create and/or revise policies, procedures, and protocols (01/17/2010 – 02/01/2010) 3. Implement action plan by developing or rewriting specific documents to address gaps identified during the assessment (02/01/2010 – 06/15/2010) 4. Institutionalize changes to operational documents to ensure all BRIC employees understand how to implement procedures and protocols (06/15/2010 – 01/01/2011)

**Challenges:** Funding allocated for this accomplishment may not be enough to implement all of the initiatives identified by the BRIC assessment.

**Accomplishment 2:** The BRIC, in partnership with the Mayor's Office of Emergency Preparedness (MOEP), will develop and implement a Regional Risk Management Program with a structured risk framework consistent with the National Infrastructure Protection Plan (NIPP). End Date: 10/01/2011

**Milestones:** 1. Development of a risk framework that will quantify risk utilizing standard homeland security risk analysis concepts. This framework will be consistent with the NIPP and approved by the governing body of the MBHSR (01/01/2010 – 05/01/2010) 2. Purchase software and data to identify assets and systems in the Region and determine their criticality (05/01/2010 – 08/01/2010) 3. Conduct a Capability Assessment, determine threats to the Region, our vulnerability to those threats, and the potential consequence. Utilize the results of these activities to determine risk (08/01/2010 – 05/15/2011) 4. Develop risk-reduction strategies that drive the development of capabilities and homeland security activities that build and enhance capability gaps (05/15/2011 – 10/10/2011)

**Challenges:** The primary challenge will be obtaining regional buy-in for an objective risk management program and subsequent implementation of risk management into homeland security activities

**Accomplishment 3:** The BRIC's homeland security operations are performed on a day-to-day basis by contracted analysts. The intelligence analysts support intelligence analysis, production, and dissemination for intelligence and information sharing. Geographic Information Systems analysts provide database administration, web development, and programming support to BRIC operations. End Date: 10/15/2011

**Milestones:** MILESTONE 1 (02/01/2010 – 03/15/2010) Utilize analysis of BRIC capabilities to determine the types of skills necessary to fill remaining operational and strategic analytical gaps. MILESTONE 2 (03/15/2010 – 10/15/2011) Work with current vendor for analytical support to fill operational and strategic gaps with qualified personnel.

**Challenges:** The nature of grant funding poses sustainability issues for finding and retaining qualified contract analysts. The Region does not have operational funding to support these resources and cannot assure stability for these analysts, who are vital to their daily functions. Additionally, this Region of the country does not have a strong defense industrial base sector to draw candidates to the area and therefore, GIS and Homeland Security Analysts may not be readily available to fill these types of positions.

**Accomplishment 4:** The BRIC relies heavily upon technology to obtain, catalog, investigate, synthesize, and analyze data from numerous sources. Additionally, a strong technological foundation supports the BRIC's ability to create meaningful analytical products and disseminate them to Regional, state, and federal stakeholders. This accomplishment provides them with the equipment, hardware, and software to accomplish these mission critical tasks. End Date: 11/01/2010

**Milestones:** 1. Obtain final quotes from vendor and develop an action plan for the purchase of identified equipment (06/15/2010 – 07/15/2010) 2. Implement plan of action for the purchase of identified equipment by initiation of the procurement processes (07/15/2010 – 08/15/2010) 3. Track and log receipt and functionality of purchased equipment for payment of invoices (08/15/2010 – 11/01/2010)

**Challenges:** The challenge with this investment is aligning the equipment purchases with the results of the BRIC assessment.

**Accomplishment 5:** To maintain effectiveness and standards, the BRIC must conduct regular training for its employees and Regional stakeholders and test the effectiveness of planning, equipment and training activities through exercises. The results of the assessment of the BRICs operational and strategic alignment with updated federal guidelines will direct the selection of appropriate trainings and exercises. End Date: 06/01/2011

**Milestones:** 1. Develop a systematic training and exercise schedule that addresses gaps identified during the BRIC assessment (06/15/2010 – 08/15/2010) 2. Determine appropriate support, vendors, trainings, and conferences that can achieve the goals of the training and exercise schedule (08/15/2010 – 09/15/2010) 3. Implement the training and exercise schedule and track progress and effectiveness of trainings (09/15/2010 – 03/15/2011) 4. Revisit the training and exercise schedule to assess the accomplishment of each desired outcome and adjust the plan accordingly (03/15/2011 – 06/01/2011)

**Challenges:** This accomplishment focuses on ensuring regional participation in trainings and exercises. However, funding limitations may not allow for the cost of backfill and overtime for all of the regional personnel with a role in the BRIC and/or with intelligence functions that support BRIC collection efforts.

### **III.C. - Challenge Mitigation**

**Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall investment 15,000 char. max)**

Due to limited funding, the budgeted amount may not be enough to achieve all of the objectives required to successfully accomplish the BRIC assessment. The assigned regional planner will support the project working group and the Intelligence and Information Sharing subcommittee in obtaining technical assistance from DHS to support strategic planning initiatives. The allocated money may then be used to focus on assistance with writing the necessary operational and strategic documents.

Regional buy-in for and subsequent implementation of risk management into homeland security activities may be difficult to achieve. This is a significant change in Regional procedures. The assigned regional planner will ensure the appropriate stakeholders are regularly briefed as each component of the risk management program is developed. Additionally, institutionalizing this risk-based approach and incorporating consistent terminology into day-to-day activities will further strengthen regional support.

The MBHSR will address the sustainment of homeland security and GIS analysts by continuing to seek funding through the HSGP. This funding will allow the Region to maintain the intelligence and information sharing capabilities that we have consistently built through the Boston Regional Intelligence Center. To address the potential difficulties in obtaining qualified candidates, the Intelligence and Information Sharing Subcommittee will utilize the current vendor's access to candidates in other areas of the country.

The Intelligence and Information Sharing Subcommittee and assigned planner will work collaboratively to alleviate the challenge of procuring equipment that effectively addresses gaps identified in the BRIC capabilities assessment. Through DHS technical assistance and contractors, stakeholders will ensure recommendations are clear and specific items from the Authorized Equipment List (AEL) are provided that support the enhancement of BRIC capabilities.

In the past, the Regional participation in trainings and exercises depended upon the ability of the BRIC to compensate for the backfill and overtime of its regional partners. However, funding limitations may not allow for the cost of backfill and overtime for all of the regional personnel with a role in the BRIC and/or with intelligence functions that support BRIC collection efforts. The project working group will have to strategically time the execution of trainings and exercises to ensure the best times are chosen to accommodate the schedule of regional stakeholders. Additionally, the project working group and the Intelligence and Information Sharing subcommittee will have to communicate to the Region the benefit of strengthening and sustaining the BRIC's capabilities through participation in training and exercises.

## IV. Impact - Investment #3

### IV.A. - Impact on Identified Risk

**Describe how achieving this Investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. (Part of overall Investment 15,000 char. max)**

The MBHSR is faced with many multi-faceted threats that pose high levels of risk to the people and critical infrastructure within its border. By strengthening intelligence and information sharing on all threats, the BRIC supports the mitigation of risk through the prevent and protect missions. "Improving information sharing constitutes a cornerstone of our national strategy to protect the American people and our institutions and to defeat terrorists and their support networks at home and abroad." (Source: Baseline Capabilities for State and Major Urban Area Fusion Centers)

The BRIC also supports response operations through investigations and analysis that provide a clear, common operating picture and enhanced situational awareness for regional stakeholders. It is through a centralized, regional approach to the intelligence function of a response operation that risk-based strategies can be developed at the incident management level.

Focusing on the alignment of current BRIC homeland security activities with updated federal guidelines provides a more solid foundation for the planned equipment, organization, training, and exercise activities. Additionally, by moving the Region toward the optimal point on the continuum for homeland security risk management, we can conduct quantitative risk assessments that serve to guide risk reduction activities.

Through this Investment, the region strengthens a set of capabilities which support our ability to protect against, prevent, and respond to all hazard and threat scenarios that the Region faces. The vulnerability of the MBHSR is largely based on the effectiveness of systems and procedures in place. There is an inverse relationship between the MBHSR strengthening its capabilities and its vulnerability to threats. Consequently, as we enhance our capabilities, we have a direct impact on reducing our risk. The strengthening of each component of the BRIC capabilities in this Investment reifies reduction of risks faced by the MBHSR region.

### IV.B. - Sustainability

**Describe 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 Boston Regional Intelligence Center (BRIC) has become an integral part of the MBHSR's ability to protect itself from terrorist actions and respond effectively to major incidents. This Investment will be sustained through continued collaboration with and the participation of regional stakeholders in the BRIC.

The plans developed based on the BRIC's assessment of current policies and procedures and federal guidelines will drive the organizational structure and processes, purchase of equipment and the development of training and exercises. By implementing these plans, the BRIC will sustain the corresponding capabilities associated with functioning as a fusion center through institutionalizing the plans into their day-to-day operations and strategic focus.

Currently, the BRIC has two major components: Criminal Analysis and Homeland Security. The Homeland Security component is funded with UASI funds for planning, organization, equipment, training, and exercise activities. The analysts are contracted and fully funded by UASI. At this time, if UASI funding were not available for this purpose, the functionality of the homeland security analytical capabilities would no longer exist, particularly in the current fiscal climate.

The Boston Police Department has demonstrated an ongoing commitment to the homeland security mission of the Region through supplying investigators, facilities, and administrative overhead costs that are not supported by UASI funding.

The MBHSR members have displayed their dedication to the fusion center concept through regular participation at the BRIC. Many of the regional stakeholders have committed personnel to participate in BRIC operations. These regional participants are a fundamental component of the intelligence cycle and are integrated into each step.

The Region makes a strong and unified effort to ensure all stakeholders are aware of the sustainability cost of investments they have identified as necessary to develop and strengthen capabilities. We regularly discuss the long-term implications on jurisdictional operating budgets and continuing the necessary MOUs and MOAs to maintain these cross-jurisdictional capabilities.

## V. Optional Attachments - Investment #3

### V.A. - Optional Attachments

**As part of the FY 2009 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 #3.)

## Investment #4

### Investment Information - Investment #4

**Investment Name:** Communications Interoperability  
**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. (500 char. max per investment name)

**FY 2006 Investment name:** Communications Interoperability

**FY 2006 HSGP funding:** \$4,500,000

**FY 2007 Investment name:** Communications Interoperability

**FY 2007 HSGP funding:** \$4,135,000

**FY 2008 Investment name:** Communications Interoperability

**FY 2008 HSGP funding:** \$3,125,000

#### 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 Metro Boston Homeland Security Region (MBHSR) identified communications interoperability as a critical priority over five years ago. As a result, a comprehensive Communications Interoperability Five-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 FFY09 this investment will address gaps in communications interoperability, specifically for police, fire, and EMS first responders within the MBHSR. The region has also prioritized significant resources for continued investments in subscriber equipment and training and exercises to ensure agencies remain technically capable and reliably interoperable.

The FFY09 initiatives represent the next phase in implementing the MBHSR strategic plan and maintaining momentum toward enhancing regional interoperability.

#### I.C. - Baseline - Description

**Provide a description of the current state of this investment, its objectives, and any accomplishments that**

**will be completed prior to the application of FY 2009 HSGP funds. Include in this description whether this is a new or ongoing investment. Describe the capability gap(s) that this investment is intended to address. (2,500 char. max)**

Over the course of previous grant funding cycles, the Communications Interoperability Subcommittee (CIS) has continued implementation of the region's Communications Interoperability Five-Year Strategic Plan by addressing critical gaps:

Radio coverage, capacity and spectrum; disparate frequency bands between agencies: The Region successfully replaced existing VHF radio systems with UHF systems in three fire departments, allowing them to communicate with others in the region without additional equipment. As part of the effort, the MBHSR received an FCC waiver to use additional spectrum to support the transition to UHF. Securing additional frequencies was a significant milestone that enabled multiple MBHSR initiatives to meet their respective goals.

Regional mutual-aid radio system capacity among MBHSR and other regional agencies: Additional frequencies were awarded 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. This investment will be built out by July 2009.

Age, condition, and upkeep of subscriber units and infrastructure: Before procuring any subscriber equipment, the MBHSR developed portable and mobile equipment standards to ensure future acquisitions met technical and operational requirements. The Region also developed a Standard Regional Channel Plan to allow all disciplines to maintain access to dedicated channels. Due to cost, procurement of subscriber equipment is being phased over multiple years.

Data Interoperability: The Region launched an initiative to create a Public Safety network (PSnet) for data sharing in 2006. Through PSnet the MBHSR can leverage shared assets and applications through a high-speed, secure network between key public safety sites, while phasing out more costly and less reliable commercial connections. This is an ongoing investment.

Communications Specific Training: Equipment usage gaps have been identified and are being addressed with the creation of training modules for equipment operation and interoperability procedures. The CIS has launched a working group to develop a long-term plan for communications training and exercises. This is an ongoing investment.

## 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)**

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 #5: Strengthen Communications Capabilities (page 31). The MBHSR continues to make steady 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 for planning and equipment. 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.

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 State agencies. For example, PSnet has an access agreement with the Massachusetts Criminal Histories System Board and is coordinating access agreements with 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 #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.

### **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 MBHSR has undergone a collaborative strategic planning process to develop a revised strategic plan that encompasses new guidance and standards. This strategic plan aligns with the federal and state strategies for homeland security and national preparedness. The Communications and Interoperability investment supports Goal 4: Continuing efforts to enhance the ability of emergency response disciplines to communicate within and across agencies and jurisdictions via radio and associated communications systems.

Procurement of equipment, to include subscriber units, EMS interoperability infrastructure, and the design and deployment of regional interoperable tactical channels will further support enhancements to the MBHSR public safety communications interoperability plans under Goal 4. Investment in critical communications components will provide an appropriate level of support systems, networking capabilities, as well as redundant communications systems. These investments will maintain and enhance efforts towards an interoperable communications infrastructure in compliance with NIMS, the National Emergency Communications Plan, and the Statewide Communications Interoperability Plan.

Funds for training and exercises will reinforce proper procedures and usage of new and existing equipment, infrastructure, and regional communications capabilities (Objective 4.1). In addition, the CIS training requirements working group focuses on maintaining and enhancing training efforts towards interoperable communications and directly support the ability of first responders to communicate across disciplines and jurisdictions (Objective 4.1).

Finally, investment in planning and organization continues to advance the region's 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 (Objective 4.1). This investment will continue to strengthen efforts to maintain and enhance interoperable communications infrastructure that is compliant with NIMS, NECP, and the SCIP.

### **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 equipment and training); increase overall interoperability (through training and exercises), and address multi-disciplinary interoperability gaps (through EMS and BAPERN TAC Channel infrastructure build-out).

**Secondary Target Capability 1:** On-Site Incident Management

**Secondary Target Capability 2:** Intelligence and Information Sharing and Dissemination

**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:** Expand Regional Collaboration

**National Priority 2:** Strengthen Communications Capabilities

**National Priority 3:** Strengthen Information Sharing and Collaboration Capabilities

**III. Implementation - Investment #4**

**III.A. - Funding Plan**

Provide the total estimated cost to implement this Investment during the three year, FY 2009 HSGP period of performance by completing the following table:

- For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)
- If this Investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied
- Other sources of funding should be identified and described appropriately

	FY 2009 Homeland Security Grant Program				FY 2009 HSGP Total	Optional Cost Sharing		Other Funding Sources	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-Kind		
Planning		\$315,000			\$315,000				\$315,000
Organization									
Equipment		\$1,470,000			\$1,470,000				\$1,470,000
Training		\$50,000			\$50,000				\$50,000
Exercises		\$50,000			\$50,000				\$50,000
<b>Total</b>		<b>\$1,885,000</b>			<b>\$1,885,000</b>				<b>\$1,885,000</b>

**Planning Summary:** The MBHSR continues to place a high priority on planning through the Communications Interoperability Subcommittee (CIS). This funding will assist the CIS in achieving its goals outlined in the Communications Interoperability Five-Year Strategic Plan. Contractual Support is needed to assist in ongoing planning initiatives and technical support to complete projects. Other planning activities will include: requirements gathering and analysis, MOU/SOP development, procurement planning and execution, project planning (including identification of objectives and performance measures), and challenge mitigation. These funds will also cover the cost of the Mayor's Office of Emergency Preparedness (MOEP) planning staff to oversee this Investment's projects.

**Equipment Summary:** Projected costs under this Investment will include procurement of equipment to further EMS interoperability to enhance coverage of regional EMS channels; repeater systems, and receivers; procurement of additional first responder subscriber equipment to address the inadequate capacity within the region to access the MBHSR shared channel plan; and funds for the design and deployment of mixed mode P-25 compliant Regional Tactical Interoperability Channels. These channels will be designated as interagency and interdisciplinary public safety interoperable channels.

**Training Summary:** Communications interoperability training will be conducted to reinforce proper usage of newly implemented equipment, infrastructure, procedures, and capabilities. The CIS maintains a standing working group to oversee communications training; to date, they have developed a short-term and long-term plan for prioritizing and allocating funds for necessary resources. Train-the-trainer sessions, regional in-person training refresher courses, and distribution of information continually support understanding of equipment, procedures, and capabilities.

**Exercises Summary:** In parallel with training, the working group is also responsible for coordinating communications exercises during the grant period, in concert with other local, regional, and state exercises. The CIS and working group will identify the most critical scenarios and capabilities to include for regional exercise, taking into account new capabilities and equipment most recently acquired; exercises will ensure that cross-jurisdictional and cross-discipline procedures are tested.

**III.B. - Accomplishments**

Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:

- Identify the planned end date for when the accomplishment will occur
- Identify at least one milestone that will indicate the Investment is progressing towards the accomplishment
- Identify at least one challenge that may impede the achievement of the accomplishment within the period

**of performance**  
**(1,000 char. max per box)**

**Accomplishment 1:** EMS Interoperability Initiative: to address interoperability gaps between and among public and private EMS providers within the MBHSR footprint by expanding the Boston-area Ambulance Mutual Aid (BAMA) Channel. End Date: (3/1/2012)

**Milestones:** 1. Equipment procurement: successful installation of six consolettes which will allow agencies communicate on the BAMA channel (04/1/10-3/31/11). 2. SOP and Training: reach agreement on the proper usage and procedures for the BAMA channel, and development of related training resources (12/1/10-06/30/11). 3. Infrastructure Build-out: successful installation of receivers & transmitters to enhance and strengthen the existing conversational multi-site radio system. (7/1/11-3/01/12)

**Challenges:** Integration of public EMS agencies with private EMS providers across multiple jurisdictions.

**Accomplishment 2:** Regional TAC Channel build-out. Design and deploy 3 mixed mode P-25 compliant Regional Tactical Interoperability Channels to enhance mutual aid communications in the Standard Regional Channel Plan. End Date: 12/31/2011

**Milestones:** 1. Identify sites for TAC Channel infrastructure (4/1/10-12/31/10) 2. Procure Equipment for TAC build-out (1/1/11-6/30/11) 3. Build out of 3 mixed mode P-25 TAC Channels (7/1/11-12/31/11)

**Challenges:** Identifying equipment installation site and maintaining access for installation and upkeep.

**Accomplishment 3:** Subscriber Unit Procurement. Continuation of phased procurement of subscriber equipment that has occurred over the course of 3 previous grant cycles to ensure agencies in the region have sufficient access to the standard regional channel plan. End Date: 7/01/2011

**Milestones:** 1. Given multiple agency needs, determine logical approach for replacing equipment in the current phase, versus needs that can be met in future phases. (4/1/10- 6/30/10) 2. Procurement and delivery of subscriber units (7/1/10- 12/31/10) 3. Program standard regional channel plan into new subscriber units (1/1/11-6/30/11)

**Challenges:** 1. Determining a fair and transparent process for meeting the equipment needs of several agencies over multiple phases/grant cycles. 2. Ensuring the regional stakeholders can effectively integrate the subscriber units into daily operations.

**Accomplishment 4:** Training and Exercises. Develop a training and exercise plan that addresses gaps and needs for all disciplines and all responder roles in the region. Form recommendations and develop tools that will ensure first responders' effective use of equipment and procedures in day-to-day operations and large-scale emergencies alike. End Date: 12/31/2012

**Milestones:** 1. Development and deployment of training modules that address specific responder roles and a higher level of understanding of regional assets and interoperability procedures. (4/01/10-11/30/10) 2. Launch of a secure website for storing and collecting training-related resources and information. (12/01/10-6/30/11) 3. Conduct a series of smaller exercises to test and demonstrate effective use of communications procedures and assets across disciplines, jurisdictions, and levels of government. (9/01/11-6/30/12) 4. Coordinate a communications exercise in conjunction with a large local, regional, State, or national exercise. (6/30/12- 12/31/12)

**Challenges:** 1. Development of training program to meet the needs of the Region's first responders 2. Lack of backfill and overtime funds for first responders 3. Ensuring HSEEP compliant exercises build upon identified gaps

**III.C. - Challenge Mitigation**

**Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this Investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall Investment 15,000 char. max)**

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 all 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, with each community allocated one voting member.

The governance of the Communications and Interoperability Subcommittee (CIS) is unique within the UASI. Specific project initiatives are driven by "working groups" comprised of CIS members and jurisdictional Subject Matter Experts (SMEs). For the grant period, established working groups will focus on each major planned initiative: EMS Interoperability, Subscriber/Infrastructure Equipment, and Training and Exercises. Each working group has dedicated stakeholders who are engaged in project planning/equipment needs and ensure that challenges are addressed and goals are met in order to move forward specific initiatives.

**ACCOMPLISHMENT 1**

Challenge: Integration of public EMS agencies with private EMS providers across multiple jurisdictions. The EMS Interoperability Working Group meets monthly to address project management progress and concerns. Within this framework, they will use their experience with coordinating regional EMS resources to ensure:

- All private EMS providers are involved in the development of infrastructure build out
- Training and exercise activities are consistent with public and private needs

**ACCOMPLISHMENT 2**

Challenge: Identifying equipment installation site and maintaining access for installation and upkeep. An assessment of the viability to use regional public facilities for installation site will be conducted. If there are no publicly-owned facilities available, MOAs/MOUs would be developed between the CIS and private installation sites to ensure continued access for maintenance and upkeep of equipment.

**ACCOMPLISHMENT 3**

Challenges: 1) Determining a fair and transparent process for meeting the equipment needs of several agencies over multiple phases/grant cycles. 2) Ensuring the regional stakeholders can effectively integrate the subscriber units into daily operations.

Collaborate with Training and Exercise Subcommittee to develop training on operating the new radios and understanding protocols for use of the regional channel plan.

**ACCOMPLISHMENT 4**

Challenges: 1) Development of training program to meet the needs of the Region's first responders 2) Lack of backfill and overtime funds for first responders 3) Ensuring HSEEP compliant exercises build upon identified gaps. Survey the needs of the Region to develop a comprehensive training program to address identified gaps. In order to address the lack of backfill and overtime funding for participation, the CIS will create train-the-trainer and online trainings to be delivered during annual in-service trainings. Begin analysis of previous after action reports (AARs) to identify common themes for future exercise development.

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

- Providing leadership on strategic and tactical planning
- Providing detailed technical specification research and engineering

**IV. Impact - Investment #4**

**IV.A. - Impact on Identified Risk**

**Describe how achieving this Investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. (Part of overall Investment 15,000 char. max)**

This Investment strengthens the MBHSR's communications interoperability capabilities to efficiently respond to incidents, thereby increasing the speed in which the Region can move into the recovery phase. This improved agility in response has a direct impact on the Region's increased resiliency and therefore our decreased vulnerability. As such, this Investment supports overall risk reduction for the MBHSR.

**Cross-discipline and cross-jurisdiction radio programming**

The EMS Interoperability Initiative provides the region with new infrastructure that will be deployed to:

- Fill coverage gaps for Boston-area Ambulance Mutual Aid (BAMA) communications
- Continue build-out of dedicated UHF EMS Interoperability channel
- Develop standard operating procedures (SOPs) for each asset

Through this comprehensive array of dedicated regional EMS assets, the Region's EMS providers will have enhanced abilities to dispatch resources to provide medically acceptable pre-hospital triage and treatment of patients and aid in protecting the safety and health of on scene first responders, hospital/medical facility personnel, and skilled support personnel.

**Age, condition, and upkeep of subscriber units**

The procurement of new subscriber equipment with sufficient channel capacity to access shared regional channel plan increases the reliability and security of public safety communications. This is a key component of a well-organized, timely response to potential emergencies the Region may experience.

**Communications specific training**

The training and exercise strategic plan will encompass a prioritized list of regional training and exercise needs. Training modules will address specific capabilities and equipment, such as the Channel Plan, NIMS and ICS concepts, and Communications Unit Leader (COML) modules. These modules will utilize train-the-trainer sessions and tabletop exercises to ensure the Region can execute the communications capabilities that the planning and equipment activities in this Investment support.

These enhancements reduce the Region's vulnerability to the cascading effects of all hazards and threats. They support increased effectiveness in the execution of and return on investment (ROI) from new capabilities and equipment. Through better preparedness levels to address large-scale incidents that require support from multiple disciplines and jurisdictions, the Region progresses toward achieving "advanced implementation," as defined by DHS. As we enhance our communications interoperability capabilities through this Investment, we reify the reduction of risks faced by the MBHSR region.

**IV.B. - Sustainability**

**Describe 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 FFY09 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:

Develop a comprehensive single source of regional communications interoperability information:

- oMaintain and update the standards that have been developed and will be developed as future needs arise
- oMaintain and update the Shared Regional Channel Plan
- oMaintain and update MOUs and SOPs

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 agency funding, and private sector resources.

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).

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

As the Massachusetts EOPSS continues to invest in and grow the Statewide Communication Interoperability Committee (SCIC), the CIS will continue to foster a productive working relationship with State-led efforts. Currently, multiple CIS members serve on the SCIC, contributing to state-wide policy and equipment standards. This overlap in governance participation will continue to support setting of policy and equipment procurements.

At the local level the CIS will secure executive buy-in by educating city and town executives and other leaders about CIS successes and goals, to secure future financial and operational support over the long term.

## V. Optional Attachments - Investment #4

### V.A. - Optional Attachments

As part of the FY 2009 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):

(End of Investment #4.)

## Investment #5

### Investment Information - Investment #5

**Investment Name:** CBRNE Detection, Response and Decontamination  
**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. (500 char. max per investment name)

**FY 2006 Investment name:**

**FY 2006 HSGP funding:**

**FY 2007 Investment name:** Regional CBRNE Tactical Rescue Team

**FY 2007 HSGP funding:** \$1,400,000

**FY 2008 Investment name:** Regional CBRNE Tactical Rescue Team

**FY 2008 HSGP funding:** \$600,000

#### 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 will continue MBHSR's efforts to address identified gaps in CBRNE detection and response capabilities and strengthen CBRNE capabilities. MBHSR is currently in the final planning stages for delivering specialized Urban Search and Rescue (USAR) training to its existing technical rescue personnel. The establishment of a highly trained CBRNE response team was identified by the region as a gap in its response mission. In FY 2009 MBHSR will broaden CBRNE training, delivering courses to field level first responders as well as specialized response teams. Additionally, CBRNE and related search and rescue equipment will be procured to sustain and strengthen our detection, response, and recovery capabilities. Best practices from throughout the country have been and will continue to be utilized to assist in the efficient build out of the team during the early years of this initiative.

#### I.C. - Baseline - Description

Provide a description of the current state of this investment, its objectives, and any accomplishments that will be completed prior to the application of FY 2009 HSGP funds. Include in this description whether this is a new or ongoing investment. Describe the capability gap(s) that this investment is intended to address. (2,500 char. max)

This investment was first introduced in the 2007 grant cycle to address previously identified gaps in the regions CBRNE response, collapse rescue, and recovery capabilities. Among these gaps, the need to develop a capability to rapidly deploy search and rescue assets in the event of a building collapse was of particular concern to the region. At present, it would take several hours for the nearest Federal Urban Search and Rescue (USAR) team to respond to the MBHSR. Building out a highly trained CBRNE-USAR tactical team will help to address this gap by providing an immediate response to mitigate loss of life resulting from a man-made or natural disaster. Partners from throughout the Boston UASI have been involved from the inception of this project to ensure strong regional communication and collaboration. Current efforts include finalizing phases and metrics to address training needs, equipment procurement, selection of certified instructors, and identifying an appropriate location to host ongoing technical training.

## 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)**

This investment supports many of the initiatives 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 CBRNE response, but enhance CBRNE detection, response, and recovery 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 an 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, Police, and EMS have 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 MBHSR has undergone a collaborative strategic planning process to develop a revised strategic plan that encompasses new guidance and standards. This strategic plan aligns with the federal and state strategies for homeland security and national preparedness. The CBRNE Subcommittee supports Goal 5: Strengthening Chemical, Biological, Radiological, Nuclear, and Explosives Detection, Response, and Decontamination Capabilities.

Through purchasing equipment and conducting regional training, the CBRNE subcommittee will continue to strengthen and enhance the region's capabilities to detect, respond to, and recover from CBRNE incidents.

Investment in equipping and training the MBHSR Radiological Response Team (RRT) and development of a Joint Hazards Response Team (JHRT) will strengthen and enhance the region's capabilities to detect and characterize CBRNE threats at critical locations, events, and incidents, as stated in Objective 5.1. These multidisciplinary/multijurisdictional teams will enhance the region's preparedness under Objective 5.6 to protect the public from environmental hazards by providing a 24/7 capability to quickly identify environmental hazards and rapidly conduct needs assessments.

Continued investment in Personal Protective Equipment, CBRNE response equipment, and the procurement of a mission specific WMD/Hazardous Response Vehicle will enhance first responders' ability to assess and manage the consequences of a hazardous materials release in the region (Objective 5.5). These investments will also enhance the region's capabilities to protect against and respond to improvised explosive device threats (Objective 5.4) by providing necessary equipment to sustain first responders in such situations. Further building the region's capabilities to coordinate and conduct urban search and rescue operations will also address our goals to enhance urban search and rescue operations (Objective 5.3).

Finally, the development and training of a light medical urban search and rescue capability and procurement of specialized emergency response all-terrain vehicles will further strengthen regional USAR coordination and response operations (Objective 5.3). This investment in USAR medical response will also support our efforts to protect against and respond to IED threats (Objective 5.4) and to expand our capacity to assess and manage the consequences of a hazardous materials release (Objective 5.5) by providing an initial medical response capability during such events.

### **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:** CBRNE Detection

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

This investment will build on the MBHSR's CBRNE-USAR tactical rescue capabilities by addressing identified training, equipment, and team development needs. This investment will also continue our efforts to close identified gaps and strengthen multidisciplinary and multijurisdictional CBRNE detection and response capabilities for the entire MBHSR.

**Secondary Target Capability 1:** Explosive Device Response Operations  
**Secondary Target Capability 2:** Search and Rescue (Land-Based)  
**Secondary Target Capability 3:** 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:** Expand Regional Collaboration  
**National Priority 2:** Implement the NIMS and NRP  
**National Priority 3:** Strengthen CBRNE Detection, Response, & Decontamination Capabilities

**III. Implementation - Investment #5**

**III.A. - Funding Plan**

Provide the total estimated cost to implement this Investment during the three year, FY 2009 HSGP period of performance by completing the following table:

- For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)
- If this Investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied
- Other sources of funding should be identified and described appropriately

	FY 2009 Homeland Security Grant Program				FY 2009 HSGP Total	Optional Cost Sharing		Other Funding Sources	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-Kind		
Planning		\$115,000			\$115,000				\$115,000
Organization									
Equipment		\$1,583,000			\$1,583,000				\$1,583,000
Training		\$1,056,000			\$1,056,000				\$1,056,000
Exercises		\$500,000			\$500,000				\$500,000
<b>Total</b>		<b>\$3,254,000</b>			<b>\$3,254,000</b>				<b>\$3,254,000</b>

**Planning Summary:** These funds will cover the cost of the Mayor's Office of Emergency Preparedness (MOEP) planning staff to oversee this Investment's projects during the grant period.

**Equipment Summary:** This investment includes personal protection equipment to provide first responders with Level B and Multi-threat garments, as well as CBRNE compliant respirators; Establishment of a regional cache of CBRNE response equipment; Procurement of a specialized WMD/Hazardous materials incident response vehicle; Continued investment in the MBHSR Radiological Response Team (RRT) by upgrading dosimetry equipment and training materials; The procurement of specialized all-terrain vehicles to provide first responders with an initial response capability in limited access areas; Funding a regional Joint Hazards Response Team (JHRT); Creation of three joint biological threat response teams to sample, identify, and transport suspected biological threats in the region; and establishment of a light medical urban search and rescue capability within the MBHSR.

**Training Summary:** MBHSR will continue its multi-year strategy of providing regional training that encourages cross-discipline, multi-jurisdictional training for MBHSR agencies. Training will focus on daily operations and emergency response procedures relating to CBRNE incidents as well as health-related threats, consequences, and response strategies. Modules for initial WMD awareness and response for first responder, WMD refresher courses, and incident management will also be delivered to the region. In addition, the establishment of a regional HAZMAT/CBRNE training center in Boston for first responders will provide technician level training in HAZMAT, USAR, and CBRNE, to include the development of a dedicated regional trench rescue site. MBHSR participating agencies and outside experts will conduct all training.

**Exercises Summary:** MBHSR will launch a series of CBRNE exercises to test preparedness for a CBRNE incident. The exercise series will test the region's ability to appropriately respond to critical elements related to a potential CBRNE incident, such as CBRNE detection, search & rescue capabilities, mass decontamination and multi-discipline response coordination. All CBRNE exercises will be designed to be HSEEP compliant.

**III.B. - Accomplishments**

Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:

- Identify the planned end date for when the accomplishment will occur
- Identify at least one milestone that will indicate the Investment is progressing towards the accomplishment
- Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance

(1,000 char. max per box)

**Accomplishment 1:** Training of MBHSR First Responders in CBRNE & Trench Rescue End Date: 4/01/2013

**Milestones:** 1. Working group determines discipline specific training needs for first responders and goals (3/1/10-12/31/10); 2. Curriculum developed, training site selected, and instructors hired (1/1/11-3/31/12) 3. Discipline specific CBRNE courses completed (4/01/13).

**Challenges:** 1. Working group will need to balance divergent training needs of first responder disciplines; 2. Identifying mission specific training sites as not all courses are classroom based; 3. Community buy-in to maximize training schedule and minimize backfill and overtime.

**Accomplishment 2:** Delivery of WMD/Hazardous Materials Response Vehicle End Date: 1/31/2012

**Milestones:** 1. Working group establishes vehicle specifications (2/1/10-9/30/10); 2. Vehicle is ordered from existing State contract or placed out to bid (10/1/10-3/31/11); 3. Vehicle is delivered to MBHSR (1/31/12).

**Challenges:** 1. Building consensus on vehicle specifications and mission capabilities; 2. Vehicle may take longer to build and deliver than anticipated depending on specifications.

**Accomplishment 3:** CBRNE Equipment and PPE End Date: 11/30/2011

**Milestones:** 1. Working group finalizes and approves equipment list and PPE (4/01/10-9/30/10); 2. Equipment is ordered (10/01/10-3/31/11); 3. Equipment is delivered (11/30/11)

**Challenges:** 1. Building consensus within the working group on PPE needs, distribution, and deployment; 2. Determining a fair and transparent process for equipment distribution throughout the MBHSR

**Accomplishment 4:** Deployment of MBHSR Joint Hazards Response Team (JHRT) End Date: 1/31/2013

**Milestones:** 1. Working group establishes equipment and training needs for JHRT (4/1/10-12/31/10); 2. Working group establishes protocols for JHRT deployment and use (12/1/10-6/30/11); 3. JHRT is trained, equipped and deployed (6/30/11-1/31/13).

**Challenges:** 1. Establishing protocols for JHRT; 2. Establishment of deployment MOU among stakeholders; 3. Training multi-disciplinary/multi-jurisdictional teams may take additional time due to logistical issues.

**Accomplishment 5:** Development of CBRNE Exercise Series End Date: 2/28/2013

**Milestones:** 1. CBRNE subcommittee establishes CBRNE mission specific areas for inclusion in exercises (4/1/2010 - 10/31/2010) 2. Exercise Working Group develops tabletop exercises scenarios to test capabilities (11/1/2010 - 5/31/2011) 3. Tabletop exercises conducted (6/1/2011 - 10/31/2011) 4. Full Scale Exercise conducted (11/1/2011 - 1/1/2013) 5. After action reporting and conference (1/1/2013) - 2/5/2013

**Challenges:** 1. Determining capabilities to test during exercise; 2. Completing all HSEEP requirements

**III.C. - Challenge Mitigation**

**Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall investment 15,000 char. max)**

The CBRNE Subcommittee serves as the investments principle governing entity, providing leadership on strategic and tactical planning activities. Appointed by each community's Jurisdictional Point of Contact (JPOC), members of the CBRNE investment subcommittee meet monthly to discuss the status of individual projects, emerging issues, and to provide research and recommendations to JPOC's and the MOEP. CBRNE subcommittee members serve on individual working groups to provide continuity and help drive specific projects. It is the responsibility of the subcommittee to make budget recommendations for training and equipment related to this investment. Executive leaders are informed of committee activities by their subcommittee appointee and by the Mayor's Office of Emergency Preparedness through regular project updates.

#### ACCOMPLISHMENT 1

Challenges: 1) Working group will need to balance divergent training needs of first responder disciplines; 2) Identifying mission specific training sites as not all courses are classroom based; 3) Community buy-in to maximize training schedule and minimize backfill and overtime.

The working group will be comprised of multidisciplinary regional members and will be tasked with identifying regional training sites for opportunities mission specific training. To maintain community buy-in, the CBRNE subcommittee will keep regional decision-makers apprised of training progress.

#### ACCOMPLISHMENT 2

Challenges: 1) Building consensus on vehicle specifications and mission capabilities; 2) Vehicle may take longer to build and deliver than anticipated depending on specifications.

Ensuring working group completes a comprehensive assessment of the need for the vehicle.

#### ACCOMPLISHMENT 3

Challenges: 1) Building consensus within the working group on PPE needs, distribution, and deployment; 2) Determining a fair and transparent process for equipment distribution throughout the MBHSR

The working group will conduct an assessment on current equipment supplies and will create list of equipment needs in accordance with the State PPE procurement strategy. The working group will base their deployment plan on the assessment of current equipment supplies.

#### ACCOMPLISHMENT 4

Challenges: 1) Establishing protocols for JHRT; 2) Establishment of deployment MOU among stakeholders; 3) Training multi-disciplinary/multi-jurisdictional teams may take additional time due to logistical issues.

The working group will meet to develop protocols for the JHRT and review lessons learned from the establishment of other teams.

#### ACCOMPLISHMENT 5

Challenges: 1) Determining capabilities to test during exercise; 2) Completing all HSEEP requirements

Begin analysis of previous after action reports (AARs) to identify common themes for future exercise development. Additionally, train a cadre of HSEEP certified professionals to effectively carryout the HSEEP requirements.

## IV. Impact - Investment #5

### IV.A. - Impact on Identified Risk

**Describe how achieving this Investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. (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 capability within the Metro Boston region for a CBRNE incident. These capabilities will help fill the gap between the occurrence of an incident and the arrival of State and Federal assets thereby reducing the region's risk to CBRNE incidents.

#### CBRNE Specific Training

Initiative: Training and exercise development and execution

Output: Training courses to address CBRNE-USAR and IED training needs within the region. Modules will be offered ranging from awareness level, thru technician level, to command/supervisory level courses in incident management. Modules will address specific capabilities and to deploy specific equipment. Examples include

courses in trench rescue, USAR, Medical Team Training, HAZMAT Technician, train the trainer, and tabletop exercises for command staff. Outcomes: By training more effectively and in a variety of environments, first responders will be better prepared to respond to large-scale incidents that involve multiple jurisdictions and disciplines. First responders will receive training based upon realistic, adaptive, and appropriate mission specific competencies. As a result the region will increase its capabilities by being more knowledgeable and better equipped to utilize new equipment thereby reducing our risk to CBRNE incidents.

#### Procurement of CBRNE Equipment

Initiative: Procurement of specialized CBRNE Equipment

Outputs: Deploy CBRNE mission specific equipment, including a WMD/Hazardous response vehicle, Personal Protective Equipment (PPE) appropriate for a multi-disciplined CBRNE response, USAR related medical equipment, and CBRNE detection equipment.

Outcomes: Strategic acquisition of equipment to enable the MBHSR to further close identified gaps in CBRNE detection, response, and recovery capabilities. This investment will provide a WMD/Hazardous response vehicle capable of transporting personnel and equipment to an incident anywhere within the region. Acquisition of PPE will enhance the ability to respond to multiple incidents and a wide array of threats while maintaining the safety and security of public safety personnel. With appropriate PPE, first responders will be able to sustain operational capabilities over extended periods of time. Acquisition of CBRNE detection equipment will provide a 24/7 region wide capability to respond to and detect CBRNE threats thereby reducing our overall risk to CBRNE incidents

Radiological Response Team (RRT), Joint Hazards Response Team (JHRT), and Light Medical CBRNE Response Team - Development and Deployment.

Initiative: Development and equipping of CBRNE mission specific teams.

Outputs: Equipping and Deploying mission specific CBRNE teams to increase and enhance MBHSR rapid response capabilities for radiological incidents, hazardous materials response, and provide a USAR light medical response capability at CBRNE incidents.

Outcomes: The RRT investment will strengthen the region's capability to respond immediately to radiological incidents utilizing a multidisciplinary team of public safety first responders reducing our overall risk to a CBRNE incident in our region. The RRT will provide detection and damage assessment while ensuring first responder safety and emergency triage to victims. The JHRT will enhance the region's capabilities to respond to small scale biological and chemical threats. Three separate sampling, identification, and transport teams would be trained and equipped to respond to incidents, assess threats, and collect and transport samples for testing. A specialized light medical rescue team will be trained and equipped to treat CBRNE victims and first responders with immediacy.

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

**Describe 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 is a long term commitment for all stakeholders. Modeled on 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.

The MBHSR will execute a formalized MOU guiding membership requirements and expectations. This will include vehicle 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 withdraws from participation in the team, all equipment will be returned and redistributed to another member organization capable of maintenance.

In regards to training, the built in cost-sharing mechanism agreed to by all participating departments is to have their communities cover expenses related to overtime and backfill. This will ensure that the vast majority of grant funding received will not be used to cover high training costs, and can be used towards building out equipment infrastructure and funding certified trainers to provide instruction. It is expected that a Train the Trainer (TTT) element will be explored and built into the process, to further reduce costs and conduct in-service training at a local level with on-duty personnel. The Boston UASI has had a high degree of success in the past using TTT courses,

specifically with a WMD Awareness course conducted in 2005 where over 2,400 regional first responders were trained over the course of 100+ classes using a certified cadre of over 20 instructors. The other 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.

Ultimately, for this program to succeed in the long term, it will be essential to incorporate an element of volunteerism. With federal teams, this task is more manageable, as members are on-call and reconstituted if activated for deployment. At a local/regional level, with the focus being on 24/7 on-duty response, departments must prepare accordingly to ensure members serving on specified units are trained and available at all times. Interest and involvement must remain high, and there must be a serious continued commitment by all participating agencies.

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 #5

### V.A. - Optional Attachments

As part of the FY 2009 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 #5.)

## Investment #6

### Investment Information - Investment #6

**Investment Name:** Medical Surge and Mass Prophylaxis  
**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. (500 char. max per investment name)

**FY 2006 Investment name:** Regional Evacuation, Mass Care, and Pandemic Flu Planning/Preparedness

**FY 2006 HSGP funding:** \$900,000

**FY 2007 Investment name:** Medical Surge, Mass Prophylaxis and Pandemic Flu Planning

**FY 2007 HSGP funding:** \$437,500

**FY 2008 Investment name:** Medical Surge, Mass Prophylaxis and Pandemic Flu Planning

**FY 2008 HSGP funding:** \$356,700

#### 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 will provide the necessary resources to strengthen epidemiological surveillance and investigation, increase responder safety and health, augment emergency triage and pre-hospital treatment, and begin work on food and agriculture safety and defense. These projects will enhance cross jurisdictional and multidisciplinary collaboration to prepare for, respond to, and recover from an incident.

The MBHSR will enhance its ability to identify and protect against health related incidents. This will be done by improving the Region's ability to detect and track illnesses, various strains of influenza, and other ailments (man-made or natural); and rapidly share the information with regional partners across public health and safety disciplines. Additionally, pharmaceuticals for mass prophylaxis and first responder treatment and protection will strengthen the Region's level of preparedness and ability to respond to a public health crisis.

#### I.C. - Baseline - Description

Provide a description of the current state of this investment, its objectives, and any accomplishments that will be completed prior to the application of FY 2009 HSGP funds. Include in this description whether this is a new or ongoing investment. Describe the capability gap(s) that this investment is intended to address.

**(2,500 char. max)**

Through this ongoing investment, the Region will benefit from planning, training, and equipment procured with past funding for Pandemic Flu, Mass Prophylaxis, and Medical Surge. Specific accomplishments that have been or will be completed prior to the application of FY 2009 funds include:

**Planning:** A regional MCI plan and medical surge plan; pan flu outreach and education to non-English speakers; an asset analysis to determine what equipment, credentials, and space is available in the region (following the NIMS typing guidelines); development of a Points-of-Dispensing (PODs) model for communications.

**Equipment:** Needed equipment has been and will continue to be procured based on identified needs, and includes PPE (for pan flu), MCI equipment, and expansion of a patient tracking interface and hardware to support field operations during a MCI. Funds have also been used to procure critical pharmaceuticals to ensure the safety of first responders, healthcare providers, and the public.

**Training:** First responders and healthcare providers have received or will soon receive critical training in various areas, including risk communications, psychological and psychiatric first aid, and MCI operations.

**Exercises:** FFY08 funds are dedicated to conduct a series of focused exercises to test developed plans and the use of targeted equipment identified as a high need in the asset/gap planning efforts.

The Region continues to have needs in the areas of Medical Surge and Mass Prophylaxis. The FFY09 projects are continuing investments that will address specific gaps, including: Standardization of MCI response; first responder health and safety through pre-deployment of a pharmaceutical cache; disease surveillance and communicable disease control and response; and food safety and security.

## 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)**

The Massachusetts State Preparedness Report adopts the eight National Priorities set forth by DHS. The MBHSR Medical Surge and Mass Prophylaxis investments directly support the following National Priorities:

**Priority 7: Strengthen Medical Surge and Mass Prophylaxis Capabilities.** The State's Medical Assets initiative (pg 73) is supported by MBHSR through enhancement of early warning communication and dissemination of epidemiologic data to health care providers and first responders.

**Priority 8: Strengthen Planning and Citizen Preparedness Capabilities (pg 77).** The MSPR initiative for Patient Tracking (pg 85) is supported through the continuation of the MBHSR Patient Tracking System that will cover the MBHSR and will be available to all EMS, hospital, community health, and emergency management entities to support incident management and maintain patient accountability.

### **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 will directly support Goal 6 of the Region's Homeland Security Strategy: To Strengthen Medical Surge and Mass Prophylaxis Capabilities. The following objectives are specifically supported:

**Objective 6.2 (Mass prophylaxis interventions for public and first responders)** will be advanced through the procurement and pre-deployment of a pharmaceutical cache. By maintaining and strengthening the means to

administer mass prophylaxis to the public and emergency responders during a public health emergency, community and responder health and safety will be enhanced;

Objective 6.4 (Pre-hospital triage and treatment and tracking of patients) will progress through the implementation of a Region-wide patient tracking system and enhancement of pre-hospital medical records management;

Objective 6.6 (Epidemiological surveillance and investigations) will be enhanced through the development of a disease surveillance "dashboard" which automatically monitors and pulls information from multiple legacy systems from across the Region and shares critical information with healthcare professionals and emergency responders.

### **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:** Emergency Triage and Pre-Hospital Treatment

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

This investment supports the MBHSR's efforts to strengthen emergency triage and pre-hospital treatment by providing MCI equipment and training; providing critical pharmaceuticals and PPE for EMS personnel and other responders; development of a system for rapid identification and wide-spread notification regarding bio-threats and natural diseases; provision of medical supplies for first responders; and patient tracking system build-out to support on-site medical incident management.

**Secondary Target Capability 1:** Responder Safety and Health  
**Secondary Target Capability 2:** Epidemiological Surveillance and Investigation  
**Secondary Target Capability 3:** Mass Prophylaxis  
**Secondary Target Capability 4:** Medical Supplies Management and Distribution

### **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

**III. Implementation - Investment #6**

**III.A. - Funding Plan**

Provide the total estimated cost to implement this investment during the three year, FY 2009 HSGP period of performance by completing the following table:

- For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)
- If this investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied
- Other sources of funding should be identified and described appropriately

	FY 2009 Homeland Security Grant Program				FY 2009 HSGP Total	Optional Cost Sharing		Other Funding Sources	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-Kind		
Planning		\$195,000			\$195,000				\$195,000
Organization									
Equipment		\$390,000			\$390,000				\$390,000
Training		\$10,000			\$10,000				\$10,000
Exercises		\$20,000			\$20,000				\$20,000
Total		\$615,000			\$615,000				\$615,000

**Planning Summary:** Expenditures include planning for an early warning communication and dissemination system for epidemiologic data to be shared with health-care providers and first responders; design of educational materials for risk communication; and enhancement of technological capacity for early, automated detection and characterization of patterns of illness. Funding will also enable development of a web-based platform for integration and dissemination of infectious disease surveillance data sources. Funds will be devoted to improve rapid detection, identification, and response to foodborne or waterborne outbreaks by identifying existing gaps in food security and safeguards, developing materials that address linguistic and cultural distinctions in consumption, food handling, and preparation, and outlining cooperative strategies among local agencies. These funds will also cover the cost of the Mayor's Office of Emergency Preparedness (MOEP) planning staff to oversee this investment.

**Equipment Summary:** Procurement of standardized ICS vest packs with sweep triage tape dispensers, SMART triage tags; PPE to support field response for local communicable disease control personnel (based on State PPE guidelines); equipment upgrades for patient tracking system and web-based platform; pharmaceuticals for first responders; communications equipment and other upgrades for Points of Distribution (POD) sites.

**Training Summary:** Training on the use of ICS vest packs and SMART tags will teach the end users how to appropriately use the equipment and gain familiarity with new response protocols.

**Exercises Summary:** A regional drill will validate the use of the ICS vest packs with sweep triage tape dispensers, and SMART tags to reinforce the training component.

**III.B. - Accomplishments**

Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:

- Identify the planned end date for when the accomplishment will occur
  - Identify at least one milestone that will indicate the investment is progressing towards the accomplishment
  - Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance
- (1,000 char. max per box)

**Accomplishment 1:** Expand the Regional MCI Response Capability and Patient Tracking System Project. End Date: 03/01/2012

**Milestones:** 1. Interface the patient tracking system with pre-existing health information systems, including hospitals, EMS, and CDC (05/01/2010-05/01/2011) 2. Complete build out of the system to support seasonal influenza clinics in preparation for pandemic events (07/01/2010- 03/01/2011) 3. Complete deployment of equipment, including tough books for ambulances (07/01/2011-03/01/2012)

**Challenges:** 1. Data may not be interoperable with some systems 2. It is difficult to anticipate many of the challenges associated with integrating this new technology into standard practice.

**Accomplishment 2:** Augment Communicable Disease Control and Response: End Date: 09/01/2011

**Milestones:** 1. Enhance public health monitoring and alerting system by expanding communication network to key frontline personnel in emergency department, infection control, and other acute care settings (05/01/2010-12/01/2010) 2. Develop secure web-based platform for integrating, visualizing, and sharing real-time disease surveillance data (05/01/2010-03/01/2011) 3. Test notification and data sharing systems (03/01/2011-6/01/2011) 4. Test dissemination of infectious disease information (06/01/2011-09/01/2011)

**Challenges:** 1. Data interoperability across legacy healthcare IT systems 2. Epidemiological interpretation of health-related indicators for actionable response 3. Rapidly evolving data standards and technology for web-based information systems 4. Web-based platform security

**Accomplishment 3:** Expand POD and Responder Safety and Health Capabilities: End Date: 06/30/2011

**Milestones:** 1. Develop and execute cooperative agreements (05/01/2010- 09/01/2010) 2. Procure and pre-stage pharmaceutical cache (05/01/2010-12/31/2010) 3. Identify, prioritize, and procure POD equipment (06/01/10-03/01/11)

**Challenges:** 1. Achieving consensus on cooperative agreements 2. Determining the protocol of use, identification of channels, and training for radio use in POD sites 3. Cross-jurisdictional staffing of POD sites

**Accomplishment 4:** Enhance Food Security and Mitigate Food and Waterborne Vulnerability in the MBHSR: End Date: 10/01/2011

**Milestones:** 1. Identify deliverables and finalize scope of work (05/01/10-10/01/2010) 2. Develop survey tools for the investigation of foodborne outbreaks, including relevant food items and methods of preparation for distinct social and cultural groups (09/01/2010-09/01/2011)

**Challenges:** 1. Cultural competency, language barriers, and identification of unique risk behaviors for vulnerable populations 2. Coordination between distinct local agencies with shared responsibilities in response

### **III.C. - Challenge Mitigation**

**Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this Investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall Investment 15,000 char. max)**

Accomplishment 1: Expand the Regional MCI Response Capability and Patient Tracking System Project  
Challenges: 1. Data may not be interoperable with some systems 2. It is difficult to anticipate many of the challenges associated with integrating this new technology into standard practice.

The working group will need to work closely with the equipment vendor to ensure the data sharing is seamless with little impact on data quality in the current system. Conduct regular quality assurance tests to identify any issues with integration.

**Accomplishment 2: Augment Communicable Disease Control and Response**

Challenges: 1. Data interoperability across legacy healthcare IT systems 2. Epidemiological interpretation of health-related indicators for actionable response 3. Rapidly evolving data standards and technology for web-based information systems 4. Web-based platform security

The working group will need to be comprised of management information system subject matter experts to understand current technology capacity and restraints while identifying opportunities for new systems.

**Accomplishment 3: Expand POD and Responder Safety and Health Capabilities**

Challenges: 1. Achieving consensus on cooperative agreements 2. Determining the protocol of use, identification of channels, and training for radio use in POD sites 3. Cross-jurisdictional staffing of POD sites

The subcommittee will establish a multijurisdictional and multidisciplinary working group to setting standard operating procedures and plans for point-of-dispensing sites.

**Accomplishment 4: Enhance Food Security and Mitigate Food and Waterborne Vulnerability in the MBHSR**

Challenges: 1. Cultural competency, language barriers, and identification of unique risk behaviors for vulnerable populations 2. Coordination between distinct local agencies with shared responsibilities in response

Researching best practices for communication strategies for vulnerable populations that is in accordance with CPG 301: Special Needs Populations.

**IV. Impact - Investment #6****IV.A. - Impact on Identified Risk**

**Describe how achieving this Investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. (Part of overall Investment 15,000 char. max)**

**Risk: Medical surge from a mass casualty incident tests response and patient tracking capabilities**

•Initiative: Expand the Regional MCI Response Capability and Patient Tracking Standardization Project

•Outputs: Enhance plans and procedures to ensure the injured and ill from a major disaster are rapidly and appropriately cared for while maintaining continuity of care for those with non-incident related illness or injury.

Assess gaps and assets across the spectrum of the healthcare arena. For patient tracking, the region will greatly enhance its planning and coordination in detecting exposure to disease and bio-threats, its rapid implementation of active surveillance, and sharing of information.

•Outcomes: Region will determine the appropriate level of preparedness and what needs to be acquired in furtherance of medical surge preparedness. Boston, as a leader in patient tracking and epidemiological surveillance, with other healthcare providers and first responders will combine efforts to assist in preparing for, responding to, and greatly mitigating threats to the Region.

**Risk: Biological threats from weaponized aerosol anthrax, weaponized plague, and zoonotic livestock diseases that have the potential to harm animals and humans**

•Initiative: Augment Communicable Disease Control and Response and Increase POD and Responder Safety and Health

•Outputs: Finalize plans for mass prophylaxis and vaccination strategies that incorporate communications. Ensure data interoperability between disparate healthcare IT systems in the Boston area. Interpret health-related indicators for actionable epidemiological response. Stay up to date on evolving data standards and technology for web based information systems.

•Outcomes: The Region will have rapid, real-time information regarding biological threats that will be shared with the public health community as well as the first responder community. This may trigger the opening of POD sites and alert the first responder community of the danger, thereby prompting them to don additional PPE and administer first responder pharmaceuticals. This will increase responder communications, and public and responder health, safety, and preparedness.

**Risk: Food or water contamination**

•Initiative: Enhance Food Security and Mitigate Food and Waterborne Vulnerability in the MBHSR

•Outputs: Increase cultural competency, decrease language barriers through appropriate outreach and supplemental language appropriate documents, and identify unique risk behaviors for vulnerable populations.

•Outcomes: Through recruiting particular members of the medical community they can provide services to distinct

cultural communities and populations to assist in identification of risk factors. This will provide internal evaluation tools and strategies. Through this effort the identification of relevant food items and methods of preparation for distinct social and cultural groups will lead to the education of these groups of proper food handling that will mitigate food or waterborne vulnerabilities, sicknesses, and contamination. Through this program, potential food or waterborne illnesses can be prevented.

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

**Describe 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 sustainability of this investment area is partially dependent upon the continued partnership of MOEP, SMEs, and other partners such as community health centers, non-profit organizations (e.g., Red Cross), residents, and businesses.

The Medical Surge and Mass Prophylaxis Investment provides critical response capabilities that address the Region's ability to respond to public health threats, provide emergency medical services, and conduct mass distribution of pharmaceuticals. This investment will be sustained through continual collaboration of first responder disciplines, led by the public health community, to implement strategies that support the response structure, equipment purchases, trainings, and exercises that cumulatively create a set of capabilities to support medical surge and mass prophylaxis.

Through the combined effort of the Medical Surge and Mass Prophylaxis investment and the Citizen Preparedness and Planning investment, regional development of educational activities will enhance educational communication related to all hazards. The MBHSR will have the ability to provide the population with the necessary messages and stabilizing services needed during a major incident. The commitment of regional partners to develop and accomplish these activities will sustain these capabilities.

Furthermore, by using existing volunteer groups (e.g., Medical Reserve Corp) and the Metropolitan Medical Response System, the Region's ability to respond to a public health emergency will be greatly enhanced and sustained.

Focusing efforts on enhancing existing capabilities will maximize the Region's ability to address identified gaps and maintaining a new level of competency. By enhancing communications and coordination across multiple jurisdictions and expanding the patient tracking system, the Region can better share responsibilities. Through this shared responsibility, and with the development of specific plans, policies, and procedures, long-term success will be achieved.

Small scale exercises to test implementation of plans, equipment, and training to create these capabilities will further sustain the Region's ability to utilize them in an emergency.

MOEP always ensures that the Region's individual communities and stakeholders are aware of the costs associated with sustaining investments. Regular discussions are conducted for the long-term implications on jurisdictional operating budgets and continuing the necessary MOUs and MOAs to maintain cross-jurisdictional capabilities.

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

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

**As part of the FY 2009 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.**

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- 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 #6.)

## Investment #7

### Investment Information - Investment #7

Investment Name: Planning and Community 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. (500 char. max per Investment name)

FY 2006 Investment name: Regional Evacuation, Mass Care, and Pandemic Flu Planning/Preparedness

FY 2006 HSGP funding: \$441,250

FY 2007 Investment name: Regional Evacuation, Mass Care and Shelter

FY 2007 HSGP funding: \$611,400

FY 2008 Investment name: Regional Evacuation, Mass Care and Shelter

FY 2008 HSGP funding: \$1,011,400

#### 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)

This Investment will support activities designed to (1) enhance Regional emergency planning, and (2) educate, engage, and mobilize citizens and businesses in emergency preparedness. Activities will include development of plans to support emergency evacuation and sheltering, Continuity of Operations (COOP), emergency public information, and special needs populations. Planning efforts will focus on regional coordination and integration. In addition, this initiative will support a feasibility study and implementation of a regional Emergency Public Information system (e.g., outdoor warning system). Citizen preparedness activities will include expansion of the existing ReadyBoston program, to encourage citizens and businesses to prepare for emergencies. This includes the conduct of community workshops and use of media campaigns. Also, activities will support the expansion of the Citizen Corp program, including the creation of new Community Emergency Response Teams (CERTS).

#### I.C. - Baseline - Description

Provide a description of the current state of this Investment, its objectives, and any accomplishments that will be completed prior to the application of FY 2009 HSGP funds. Include in this description whether this is a new or ongoing Investment. Describe the capability gap(s) that this Investment is intended to address. (2,500 char. max)

The Citizen Preparedness and Planning Investment has benefited from prior activities funded under the FFY07 and 08 HSGP (Regional Evacuation, Mass Care and Shelter). Prior accomplishments include development of the ReadyBoston community preparedness initiative, development of an evacuation plan for the City of Boston, creation of designated shelter plans across the region and procurement of equipment caches to support shelter operations. While not yet completed, FFY08 funds will also be used to support development of COOP plans for each of the MBHSR jurisdictions. FFY08 funds are also being used to build out an evacuation equipment cache, enhancing shelter trailers and training on shelter management, and utilizing the patient tracking and inventory system for an emergency management shelter tracking system.

While prior activities have significantly enhanced community preparedness and planning, gaps still remain. Gaps to be addressed with the FFY09 Investment include expansion of the Boston evacuation plan to include the entire region, integration of COOP plans across jurisdictions (including designation of alternate facilities and devolution sites to support neighboring communities), expanding the number of citizens and business who have taken steps to enhance their level of preparedness, development of plans and systems for assisting special needs populations, and deployment of an emergency public information and warning system to allow for multiple methods for communicating with the public during an emergency.

## 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 is in line with the following Commonwealth of Massachusetts State Preparedness Initiatives:

Priority 5: Strengthen Communications Capabilities (pg 41). As is seen on page 46 of the MSPR, the MBHSR will support the enhancements of public notification systems for situations large and small and for dual use, such as checking in on the elderly. Also on page 46, the MBHSR will support special populations with a study to find the most effective way to gather information on special populations (a registry, community outreach, etc.).

Priority 7: Strengthen Medical Surge and Mass Prophylaxis Capabilities (pg 65). The MBHSR supports the reception center initiative (pg 74) through the regional shelter and evacuation planning that will incorporate Reception Centers into existing Neighborhood Emergency Centers.

Priority 8: Strengthen Planning and Citizen Preparedness Capabilities (pg 77). The MSPR initiatives for citizen evacuation and shelter in place; mass care (specifically for those requiring additional assistance); and community preparedness (pg 84-85) are supported through this Investment. Specific activities include incorporation of pets and people requiring special assistance into emergency plans, and the community preparedness outreach project based on ReadyBoston.

### **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 specifically supports Goal 7 of the Region's Homeland Security Strategy (Strengthen Planning and Citizen Preparedness Capabilities).

The Investment supports Objective 7.2 (Regional Evacuation/Shelter-in-Place and incorporation of at-risk population) through the expansion of the Boston evacuation plan to each of the Region's nine communities and other neighboring jurisdictions, expansion of the ReadyBoston community preparedness initiative (which will help to ensure more residents are prepared to shelter-in-place for 72 hours), and planning for special needs populations. Also, the Investment supports Objective 7.3 (Regional Sheltering for persons and companion animals) through the

development of an integrated network of shelters across the Region and incorporation of pets and service animals into sheltering plans. Objective 7.4 (Emergency public information system) is advanced by this Investment with through the development of a comprehensive, regional plan for a Joint Information System and Joint Information Center (JIS/JIC), and the conduct of a feasibility study and implementation of an emergency public information/warning system for the region.

### **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:** Community Preparedness and Participation

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

This investment supports the MBHSR in strengthening and increasing community preparedness and outreach by educating, engaging, and mobilizing the community (individuals, families and businesses) in a way that enhances the Region's level of preparedness. Through this investment, the Region will reach citizens and businesses through media campaigns and community workshops. Specific focus will be given to contact with vulnerable populations.

**Secondary Target Capability 1:** Citizen Evacuation and Shelter-in-Place  
**Secondary Target Capability 2:** Emergency Public Information and Warning  
**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:** Implement the NIMS and NRP  
**National Priority 2:** Strengthen Planning and Citizen Preparedness Capabilities  
**National Priority 3:** Expand Regional Collaboration

**III. Implementation - Investment #7**

**III.A. - Funding Plan**

Provide the total estimated cost to implement this Investment during the three year, FY 2009 HSGP period of performance by completing the following table:

- For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)
- If this Investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied
- Other sources of funding should be identified and described appropriately

	FY 2009 Homeland Security Grant Program				FY 2009 HSGP Total	Optional Cost Sharing		Other Funding Sources	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-Kind		
Planning		\$1,268,840			\$1,268,840				\$1,268,840
Organization									
Equipment		\$625,000			\$625,000				\$625,000
Training		\$175,000			\$175,000				\$175,000
Exercises									
<b>Total</b>		<b>\$2,068,840</b>			<b>\$2,068,840</b>				<b>\$2,068,840</b>

**Planning Summary:** Planning for regional preparedness campaigns, workshops, outreach, and development of materials for the community preparedness initiative; and regionalization of shelter and evacuation plans. Additionally the Region will focus on incorporating planning for pets and people requiring special assistance throughout the process. For the Emergency Public Information and Warning project, planning funds will be used to develop and Emergency Public Information Plan. The Planning will include creation of a Joint Information System/Joint Information Center, development of pre-scripted messages for different types of emergencies, and a gap analysis and assessment of various means to provide emergency public information and warning to the public during an emergency. The Region will also incorporate planning for special needs into existing or newly developed plans. In addition, funds will be used to explore the possibility of a voluntary registry so first responders are able to locate and assist the registrants in the case of an emergency. Additionally, the funds will be used to assist with the integration of community-specific Continuity of Operations (COOP) plans to ensure appropriate coordination and the ability of communities to provide essential public services in the event of an emergency. These funds will also cover the cost of the Mayor's Office of Emergency Preparedness (MOEP) planning staff to oversee this Investment.

**Equipment Summary:** For the Emergency Public Information and Warning project, based on the gap analysis and assessment of different warning systems. Funds will be used to begin implementation of a selected warning system (e.g., reverse 9-1-1, fixed digital signage, and/or sirens).

**Training Summary:** For the Emergency Public Information and Warning project, training will be provided for the Region's PIOs, including a focus on the role of the PIO in the Incident Command System. Also, training will be conducted for the community preparedness and outreach program.

**III.B. - Accomplishments**

Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:

- Identify the planned end date for when the accomplishment will occur
- Identify at least one milestone that will indicate the Investment is progressing towards the accomplishment
- Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance  
(1,000 char. max per box)

**Accomplishment 1:** Expand Community Preparedness and Outreach. End Date: 7/1/2012

**Milestones:** 1. Develop materials for distribution with the input of regional stakeholders (01/01/2010-04/01/2010) 2. Conduct regional marketing campaign (04/01/2010-7/1/2012) 3. Conduct community and business workshops (07/01/2010- 7/1/2012)

**Challenges:** Challenges for Accomplishment 1: •Motivation of citizens to prepare for emergencies, as complacency sets in when individuals are not faced with major incidents.

**Accomplishment 2:** Shelter and Evacuation Planning and Preparation . End Date: 5/1/2011

**Milestones:** 1. Conduct outreach to Regional partners for evacuation discussions (01/01/2010-04/01/2010) 2. Identify shelters across the region (04/01/2010-07/01/2010) 3. Link Boston's evacuation plan with regional partners and the State (07/01/2010-05/01/2011) 4. Plans are in place for people with special needs (by 11/01/2010) 5. Plans are in place for people with pets (by 11/01/2010)

**Challenges:** Challenges for Accomplishment 2: •Linking Boston's evacuation plan with regional partners and the State

**Accomplishment 3:** Emergency Public Information and Warning. End Date: 3/1/2011

**Milestones:** 1. Various warning platforms are identified for use (01/01/2010- 04/01/2010) 2. Gap analysis is completed (01/01/2010-09/01/2010) 3. Pilot warning system is implemented (09/01/2010-3/01/2011)

**Challenges:** Challenges for Accomplishment 3: •Limited funds for implementation of a warning system

**Accomplishment 4:** Planning for People with Special Needs and Continuity of Operations. End Date: 10/1/2011

**Milestones:** 1. Hire Planner to carry out project (01/01/2010-04/01/2010) 2. Identify multiple avenues for outreach to people with special needs (04/01/2010-07/01/2011) 3. COOP plans are integrated (07/01/2010-10/01/2011)

**Challenges:** Challenges for Accomplishment 4: •Ability to achieve consensus for coordination of COOP plans

### **III.C. - Challenge Mitigation**

**Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this Investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall Investment 15,000 char. max)**

Accomplishment 1: Expand Community Preparedness and Outreach

Challenges for Accomplishment 1:

•Motivation of citizens to prepare for emergencies, as complacency sets in when individuals are not faced with major incidents.

By including additional stakeholders in specialized areas across the Region and increasing partnerships, outreach efforts should be optimized. Also, it is helpful to reach out to other cities who have done similar projects to find out what worked for them. Also, relating common threats (snow, heat) and the preparedness that is needed in those isolated incidents is parallel to larger scale preparedness.

Accomplishment 2: Regional Planner for Shelter and Evacuation Planning and Preparation

Challenges for Accomplishment 2:

•Linking Boston's evacuation plan with regional partners and the State

This can be mitigated by conducting continuous outreach to all stakeholders and ensuring they are part of the process.

Accomplishment 3: Emergency Public Information and Warning

**Challenges for Accomplishment 3:**

- Limited funds for implementation of a warning system

Funds will be used to implement a pilot program to serve as a proof of concept.

**Accomplishment 4: Regional Planner for People with Special Needs and Continuity Planning****Challenges for Accomplishment 4:**

- Ability to achieve consensus for coordination of COOP plans

Like other projects, it is imperative that regional partners are engaged in the process from the start.

**IV. Impact - Investment #7****IV.A. - Impact on Identified Risk**

**Describe how achieving this Investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. (Part of overall Investment 15,000 char. max)**

The Citizen Preparedness and Planning Investment strengthens the MBHSR's planning, citizen evacuation and shelter-in-place, mass care, and community preparedness and participation capabilities.

It supports the national renewed emphasis on planning capabilities, particularly emergency operations planning and citizen preparedness.

The Region's homeland security mission relies upon the accomplishment of regional goals and objectives communicated in our plans. This Investment provides the Region with tools to effectively develop and exercise plans thereby shortening the time required to gain control over an incident and providing more favorable conditions for rapid and efficient exchange of information about a situation, its analysis, and alternative responses. Risk informed planning that enhances capability building and aligns with state and federal efforts has become the cornerstone of the MBHSR's preparedness strategy.

The Region can prepare and educate its citizenry and business community regarding the protocols for public safety agencies as well as their roles and responsibilities through systematic communication of regional plans. Supporting efforts include developing more community outreach and Community Emergency Response Teams (CERT).

A major component of this Investment is development of unified emergency public information and notification policies, procedures, and system. The efforts ensure residents understand the situation and can employ the education and training provided by this Investment to conduct preparations for an emergency, appropriately respond, and utilize preparations to quickly recover.

By developing regional strategies and programs for ongoing collaboration between government and non government organization, incorporating volunteers into plans, and continuing public education initiatives to inform the public and engage them in preparedness efforts, MBHSR is laying a solid foundation to have the ability to prepare for, respond to, and recovery from threats and potential consequences.

**IV.B. - Sustainability**

**Describe 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 Strengthen Planning and Citizen Preparedness Investment provides the MBHSR with resources to prepare its citizenry through outreach and education. It also ensures the proper planning to provide the at-risk populations with valuable information and provisions that address their basic needs during an emergency. These accomplishments will be sustained through institutionalization of developed plans and programs into day-to-day operating procedures as well as utilization of HSPG funding.

The Region will increase community preparedness planning and outreach utilizing the ReadyBoston model, a previously successful initiative. Additionally, through the implementation of a region-wide Emergency Public Information and Notification System, the Region will enhance its ability to provide critical communications before,

during, and after an incident. Sustaining these capabilities requires the incorporation of programmatic and operational policies into plans.

Additional planners to coordinate, develop, and assist with the implementation of regional COOP, COG, shelter, and evacuation planning will lay the groundwork for the initiatives that comprise this Investment. These planners will provide cohesive strategies to align jurisdictional procedures into consistent regional plans in compliance with NIMS and the NRP. These planners will be sustained through the continued application for and utilization of HSGP funding.

The Region makes a strong and unified effort to ensure all stakeholders are aware of the sustainability cost of investments they have identified as necessary to develop and strengthen capabilities. We regularly discuss the long-term implications on jurisdictional operating budgets and continuing the necessary MOUs and MOAs to maintain these cross-jurisdictional capabilities.

## V. Optional Attachments - Investment #7

### V.A. - Optional Attachments

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(End of Investment #7.)