

October 2014

Homeland Security Strategy

Metro Boston Homeland Security Region (MBHSR)

2014-2019

Boston • Brookline • Cambridge • Chelsea • Everett • Quincy • Revere • Somerville • Winthrop



METRO BOSTON
HOMELAND
SECURITY



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Background

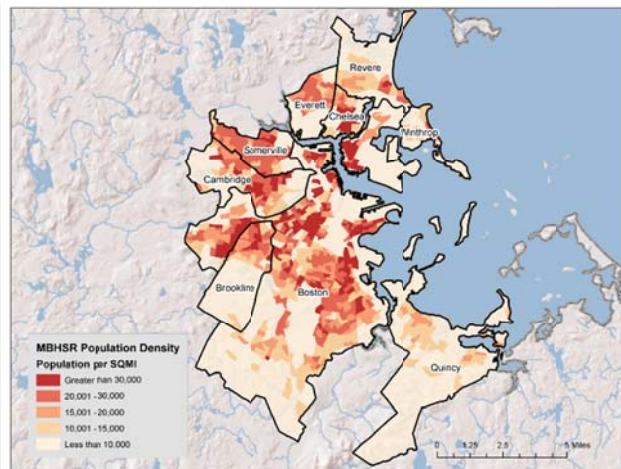
The Metro Boston Homeland Security Region

The Metro Boston Homeland Security Region (MBHSR) Homeland Security Strategy (referred to as the *Strategy* throughout the rest of this document) will assist the Boston Urban Area Security Initiative (UASI) to meet its **mission**: *to build and sustain Region-wide enhanced capabilities in order to reduce the loss of life and property and protect the Metro Boston Homeland Security Region from all hazards, including natural disasters, acts of terrorism, and other manmade disasters*, and to realize its **vision**: *creating a Region that is capable of minimizing all hazards and threats, and ensuring a safe and secure Metro Boston Homeland Security Region*.

The MBHSR is part of the U.S. Department of Homeland Security's (DHS's) Urban Area Security Initiative (UASI) program, designated as one of the highest risk regions in the country. The MBHSR consists of nine jurisdictions that plan collaboratively. The jurisdictions, also depicted in the maps below, are:

- Boston
- Brookline
- Cambridge
- Chelsea
- Everett
- Quincy
- Revere
- Somerville
- Winthrop

The MBHSR covers approximately 95 square miles and has a population of more than 1.1 million. Nearly 4.6 million people reside in the metropolitan area, making it the 10th most populous metropolitan statistical area (MSA) in the United States. It is a center of iconic education institutions and businesses. It is a major hub of transportation, from local public transit stations to a major international airport, and it hosts world-class sports, political, and cultural events. The MBHSR hosts numerous historical landmarks and is a major tourist destination.



Strategic Planning

Homeland security and emergency management are inherently multi-disciplinary and multi-jurisdictional. Leadership is required to constantly analyze the juxtaposition of relatively static conditions such as demographics, critical infrastructure, and topography with highly dynamic conditions such as domestic and international threats, no-notice incidents, and severe weather conditions. When determining the dimensions of risk, officials must rely on an understanding of possible threats and hazards and what they require to prepare for, mitigate against, respond to, and recover from them. This task requires a multi-tiered planning process and institutional understanding to determine which capabilities and resources to maintain or improve. While emergency operations and emergency management plans and standard operating procedures are vital, the strategic planning process provides a longer-term roadmap and prioritization of actions for the entire homeland security community.

Strategic planning informs the efforts of businesses, non-profit organizations, and governmental entities, helping to establish key priorities and serving the needs of their constituencies. The process sets the stage for fulfilling a mission with the utmost efficiency. Strategic planning provides a framework that establishes common goals, sets priorities, directs energy and resources, improves operations, creates agreement around intended outcomes, and provides a roadmap for needed adjustments as the environment changes. Furthermore, the document generated by the process provides a touchstone for the future, codifying responsibilities and required actions. If done correctly, the strategic plan provides for change and allows for growth as organizational or mission needs evolve.

Strategy Requirements

The MBHSR Strategy provides a framework to plan and prioritize homeland security efforts across the Region. The development of the Strategy is guided by DHS requirements as outlined in its 2005 *State and Urban Area Homeland Security Strategy: Guidance on Aligning Strategies with the National Preparedness Goal* (Guidance). The Guidance requires that each UASI use its strategy to outline the goals and objectives that reflect specific priorities. The strategy must contain several key elements. It must:

- Address the National Priorities (*Figure 1. National Priorities, per DHS*) and all mission areas (Prevent, Protect, Mitigate, Respond, Recover);
- Address a broad range of hazards, rather than be solely focused on terrorism; and
- Take a capabilities-based planning approach.

Additionally, a UASI's strategy is required to have the following structure: goals, objectives, implementation steps, and an evaluation plan. The goals are statements of aim or purpose. Each goal has a set of related objectives. Objectives set target levels of performance expressed as tangible, measurable statements, against which achievements and progress can be compared. Each objective has a set of implementation steps, which provides a roadmap to the accomplishment of the objective, and thus the goal. The implementation steps describe specific actions that are being or will be taken on each objective. The evaluation plan outlines the process by which those actions will be reviewed and progress on achieving them and the objectives will be measured.

National Priorities

1. Implement the National Incident Management System (NIMS) and National Response Framework (NRF) / National Response Plan (NRP)
2. Expanded Regional Collaboration
3. Implement the Interim National Infrastructure Protection Plan (NIPP)
4. Strengthen Information Sharing and Collaboration Capabilities
5. Strengthen Interoperable Communications Capabilities
6. Strengthen CBRNE Detection, Response, and Decontamination Capabilities
7. Strengthen Medical Surge and Mass Prophylaxis Capabilities
8. Strengthen Planning and Citizen Preparedness Capabilities

Figure 1. National Priorities, per DHS

Methodology

General Approach

The MBHSR prepared its first Strategy in 2004, with updates in 2006 and 2009. As regional priorities and goals have evolved, the MBHSR has determined that now, in 2014, it is time to prepare a significant update to the Strategy, using a systematic process that leverages the current governance structure in place and that complies with Federal guidance.

The MBHSR's homeland security program is governed by the Jurisdictional Points of Contact (JPOC) committee, with one representative from each of the nine member communities. Each JPOC representative has been selected by his or her respective Chief Municipal Officer, and is committed to ensuring open and clear communication with internal stakeholders and the public to ensure the Region takes a collaborative approach in dealing with public safety and security. The JPOC meets monthly and is facilitated by the City of Boston Mayor's Office of Emergency Management (OEM). As the governing body, the JPOC sets high-level goals for the Region and oversees the subcommittees that develop and implement specific objectives to fulfill the strategic goals. The new Strategy was voted on and approved by the JPOC on October 8, 2014.

The MBHSR established subcommittees that **aligned with its goals as outlined in the 2009-2012 Strategy**. The subcommittees are:

- NIMS
- Critical Infrastructure Protection
- Intelligence and Information Sharing
- Communications Interoperability
- CBRNE Detection, Response, and Recovery
- Medical Surge
- Planning and Community Preparedness

The subcommittees advise the JPOC on needs and priorities regarding their designated goal areas. They are responsible for identifying and developing initiatives intended to achieve specific goals and

objectives while overseeing projects and ensuring they are properly implemented. The subcommittees meet regularly and are facilitated by a MBHSR regional planner. Subcommittees may also be supported by specific working groups. **Over the coming years, as this updated Strategy is implemented, the MBHSR will assess the feasibility and appropriateness of adjusting the scope of each subcommittee to align with the revised goals set forth here.**

Through this governance structure, the MBHSR has utilized a systematic process to develop and revise its Strategy. It relies on a combination of Federal and local inputs, outlined in the graphic below, to inform the four principal components of its Strategy:

1. Goals
2. Objectives
3. Implementation Steps
4. Evaluation Plan

By leveraging existing plans, investment priorities, and discipline-specific strategies already in place, the MBHSR ensures its region-wide initiatives are coordinated. Once the Strategy is approved, the MBHSR will use it to inform multiple aspects of its homeland security program, as illustrated in *Figure 2. MBHSR Process for Preparing and Using its Strategy*. Since the Inputs and Strategy influence each other, two-way integration is critical to ensuring that all initiatives are aligned and keep pace with one another.



Figure 2. MBHSR Process for Preparing and Using its Strategy

OEM leads the Strategy update. The JPOC approves the goals. Representatives from the subcommittees and other local officials offer input to the objectives and implementation steps. Ultimately, the JPOC approves the Strategy in its entirety.

Developing Goals

The process to develop goals for the 2014-2019 Strategy began by evaluating the existing goals from the 2009-2012 Strategy. They were mapped to three items:

- National Priorities
- Mission Areas
- THIRA Scenarios

By mapping the existing goals to these items, it ensured that major Federal guidance, taxonomies, and structures would be taken into account while ensuring that local initiatives were aligned and reflected in the Strategy. The mapping resulted in several useful findings:

1. Many of the existing goals from the 2009-2012 Strategy are still relevant and should be maintained in consistent form and substance.
2. NIMS and NRF/NRP have been sufficiently established in the MBHSR that such implementation no longer warrants its own goal, but should still be incorporated as an implementation step within a broader Planning goal.
3. Planning should be included as a homeland security strategy goal. The MBHSR has demonstrated a commitment to detailed planning on a broad range of topics, and intends to continue this trend into the future.
4. Mitigation initiatives are not addressed directly by any existing goals.
5. Recovery initiatives are not addressed directly by any existing goals.
6. Ensuring the community's safety and security is a priority for the MBHSR and should be reflected in the Strategy.

Taking these findings into consideration, the following goals were established for the 2014-2019 MBHSR Strategy:

MBHSR STRATEGY GOALS

1. Strengthen the Community's Safety & Security
2. Strengthen the Region's Capabilities to Protect its Critical Infrastructure and Key Resources (CIKR)
3. Strengthen Information Sharing and Collaboration Capabilities
4. Enhance Communications Interoperability, Especially in Response to a Large-Scale Event or Crisis
5. Strengthen and Maintain Regional CBRNE Detection, Response, and Recovery Capabilities
6. Strengthen Public Health and Medical Services Capabilities and Capacity
7. Enhance Regional Planning, Preparedness and Resilience, including the Whole Community
8. Formalize Regional Risk and Mitigation Program
9. Strengthen All-hazards Recovery Capabilities

These goals map to both the National Priorities and the Mission Areas, illustrated by *Figure 3. Mapping of MBHSR Goals to National Priorities and Mission Area, as Required by DHS*; this contributes to the MBHSR's compliance with Federal guidance for its Strategy.

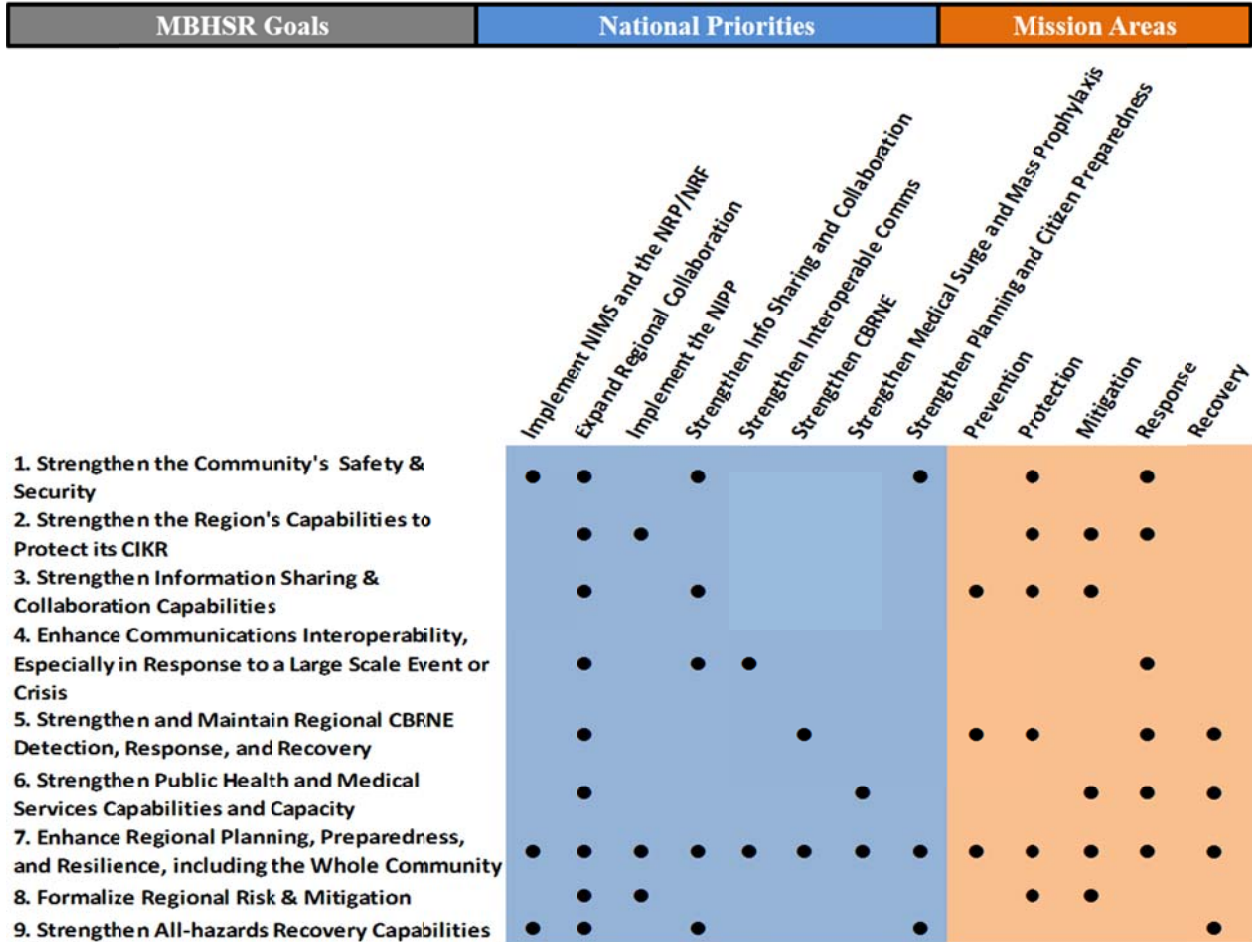


Figure 3. Mapping of MBHSR Goals to National Priorities and Mission Area, as Required by DHS

Developing Objectives

Each goal of the MBHSR Strategy includes a series of objectives, against which achievements and progress can be compared. The MBHSR Strategy objectives align with the core capabilities as laid out in the DHS National Preparedness Goal, which provides a useful taxonomy (see Figure 4. *Core Capabilities, from the National Preparedness Goal*). The core capabilities are a widely-used planning element that guide the development of local capabilities to address the threats and hazards

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Forensics and Attribution	Access Control and Identity Verification	Community Resilience	Critical Transportation	Economic Recovery
Intelligence and Information Sharing	Cybersecurity	Long-term Vulnerability Reduction	Environmental Response/Health and Safety	Health and Social Services
Interdiction and Disruption	Intelligence and Information Sharing	Risk and Disaster Resilience Assessment	Fatality Management Services	Housing
Screening, Search, and Detection	Interdiction and Disruption	Threats and Hazard Identification	Infrastructure Systems	Infrastructure Systems
	Physical Protective Measures		Mass Care Services	Natural and Cultural Resources
	Risk Management for Protection Programs and Activities		Mass Search and Rescue Operations	
	Screening, Search, and Detection		On-scene Security and Protection	
	Supply Chain Integrity and Security		Operational Communications	
			Public and Private Services and Resources	
			Public Health and Medical Services	
			Situational Assessment	

Figure 4. Core Capabilities, from the National Preparedness Goal

faced by the MBHSR. Adoption of this approach by the MBHSR enables the Strategy to be easily used in conjunction with other planning efforts throughout the Region and country, and to be easily measurable.

There are a few exceptions to the strict alignment between the MBHSR objectives and the core capabilities. They are:

- One of the core capabilities in the protection mission area is *cybersecurity*. The MBHSR elected to focus on *cyber resilience*, rather than *cybersecurity*, to allow for a more comprehensive approach.
- The operational communications core capability has been divided into three individual objectives, aligning with the MBHSR Interoperable Communications Strategic Plan.
- Four objectives were added to the CBRNE goal that are not core capabilities, to align with the MBHSR CBRNE Strategy. They are:
 - Strengthen regional collaboration to detect and communicate CBRNE threats/hazards at critical locations, special event venues, and incident sites.
 - Enhance regional coordination and implementation of fire suppression operations.
 - Develop enhanced capabilities to protect against and respond to improvised explosive device (IED) threats.
 - Expand capacity to assess and manage the consequences of a hazardous materials release.
- Objectives under Goal 6 align with the Hospital Preparedness Program (HPP) and Public Health and Emergency Preparedness (PHEP) capabilities.
- The four recovery capabilities in the NPG were consolidated into a single recovery objective under Goal 9. As this goal is new for the MBHSR, it was important to keep the objectives and corresponding implementation steps succinct and practical for the next 3-5 years.

The following chart outlines the nine goals and forty-one objectives that provide the foundation for the 2014-2019 MBHSR Strategy

MBHSR Homeland Security Strategy Goals and Objectives
GOAL 1: Strengthen the Community's Safety & Security
<ul style="list-style-type: none"> 1.1 Improve supply chain integrity and security. 1.2 Enable critical transportation. 1.3 Enhance mass care services. 1.4 Enhance on-scene security and protection. 1.5 Build public and private services and resources.
GOAL 2: Strengthen the Region's Capabilities to Protect its Critical Infrastructure and Key Resources (CIKR)
<ul style="list-style-type: none"> 2.1 Improve access control and identity verification. 2.2 Build cyber resilience capabilities. 2.3 Strengthen physical protective measures. 2.4 Strengthen infrastructure systems.
GOAL 3: Strengthen Information Sharing and Collaboration Capabilities
<ul style="list-style-type: none"> 3.1 Increase intelligence and information sharing. 3.2 Enhance situational assessment.
GOAL 4: Enhance Communications Interoperability, Especially in Response to Large Scale Event or Crisis
<ul style="list-style-type: none"> 4.1 Maintain, monitor, and enhance the Region's voice communications capabilities. 4.2 Improve data capabilities to support regional interoperability. 4.3 Develop and implement standard regional training and exercises for interoperability.
GOAL 5: Strengthen and Maintain Regional CBRNE Detection, Response, and Recovery
<ul style="list-style-type: none"> 5.1 Strengthen regional collaboration to detect and communicate CBRNE threats/hazards at critical locations, special event venues, and incident sites. 5.2 Enhance regional coordination and implementation of fire suppression operations. 5.3 Develop enhanced capabilities to protect against and respond to improvised explosive device (IED) threats. 5.4 Expand capacity to assess and manage the consequences of a hazardous materials release. 5.5 Improve environmental response/health and safety. 5.6 Enhance mass search and rescue operations. 5.7 Enhance interdiction and disruption. 5.8 Strengthen screening, search, and detection. 5.9 Strengthen forensics and attribution capabilities.
GOAL 6: Strengthen Public Health and Medical Services Capabilities and Capacity
<ul style="list-style-type: none"> 6.1 Enhance public health-related community preparedness. 6.2 Enhance public health-related community recovery. 6.3 Build healthcare related environmental response capabilities with focus on responder safety and health. 6.4 Enhance public health and medical service capabilities related to homeland security and emergency management. 6.5 Increase emergency coordination within and among public health and healthcare agencies. 6.6 Improve information sharing and management. 6.7 Enhance public health-related emergency public notifications. 6.8 Build medical surge capabilities.

6.9 Increase fatality management services.
GOAL 7: Enhance Regional Planning, Preparedness and Resilience, including the Whole Community
7.1 Strengthen planning initiatives.
7.2 Enhance operational coordination.
7.3 Enhance public information and warning.
7.4 Increase community resilience.
GOAL 8: Formalize Regional Risk & Mitigation Program
8.1 Strengthen risk management for protection programs and activities.
8.2 Improve long-term vulnerability reduction.
8.3 Enhance risk and disaster resilience assessment.
8.4 Enhance threat and hazard identification.
GOAL 9: Strengthen All-hazards Recovery Capabilities
9.1 Build high priority recovery capabilities.

Developing Implementation Steps

To achieve each objective and thereby realize each goal, each objective has an associated set of *SMART* implementation steps, meaning they are **s**pecific, **m**easurable, **a**ttainable, **r**ealistic, and **t**imely. The implementation steps outline how the MBHSR will progress on each objective over the next five years; the implementation steps are not a path toward total achievement of each objective, but rather, they offer a concrete path toward progress in the short and medium terms. They also offer a foundation for performance measures, allowing the MBHSR to measure progress from all of its homeland security and emergency management investments. To develop the implementation steps, several critical documents were consulted:

- FY2011 UASI Plan / investment justifications (IJs)
- FY2012 UASI Plan / investment justifications (IJs)
- FY2013 UASI Plan / investment justifications (IJs)
- Local Hazard Mitigation Plans
- Multi-year Training and Exercise Plan (MYTEP)
- National Infrastructure Protection Plan (NIPP)
- Boston Regional Intelligence Center (BRIC) Strategic Plan
- MBHSR Interoperable Communications Strategic Plan
- MBHSR CBRNE Strategy

Once initial implementation steps were drafted, drawing on the above-listed documents, a series of review sessions and interviews was conducted to vet and finalize the steps, ensuring local management objectives, priorities, and subject-matter expertise were taken into account appropriately, with subcommittees and key stakeholders. The MBHSR Subcommittees will be responsible for overseeing the execution and measuring progress of these implementation steps; details about which subcommittees are assigned to which goals are offered in the *Strategy* section of this document, beginning on page 12. Upon approval of this Strategy by the JPOC, its implementation will begin. The next programmatic step is to consider the re-organization of subcommittees to align with updated goals.

Evaluation Plan

The MBHSR employs a variety of quantitative and qualitative methods to evaluate its programs, measure progress toward its objectives, and keep its priorities updated, relevant, and appropriate. In order to ensure its methodologies are valid and effective, it adheres to several key principles, including:

1. Consistent application of standard taxonomies whenever possible
2. Clear and specific definition of terms
3. Use of multiple assessors for any given data point

The Strategy is evaluated at two different levels to ensure that comprehensive monitoring and assessment takes place:

1. Evaluate progress toward objectives

The MBHSR conducts an annual capability assessment, which is based on the core capabilities, as outlined in the National Preparedness Goal, taking advantage of a taxonomy provided by DHS. Because the Strategy’s objectives are directly aligned with the core capabilities, this assessment serves as a clear proxy for the evaluation of Strategy objectives. It will be updated systematically over time to compare progress at the objective level.

During the capability assessment, multi-disciplinary stakeholders evaluate regional ability levels toward each critical task of each core capability, as described in the National Preparedness Goal. When a given critical task is complex, attempting to measure multiple items simultaneously, stakeholders evaluate each component of that critical task individually. They use a relative scale (high, medium-high, medium-low, and low) in which each possible response is clearly defined. The values assigned to each critical task by the regional stakeholders are then rolled up to provide a single value for each core capability, which can then be compared and contrasted over time.

Results of the capability assessment, and subsequently the evaluation of progress toward achieving the objectives in this Strategy, are maintained by OEM and the JPOC.

2. Evaluate progress toward implementation steps

After initial implementation of the new 2014-2019 MBHSR Strategy, stakeholders will assess progress toward realizing each implementation step. This evaluation will occur annually, it will be facilitated by OEM, and inputs will be provided by Subcommittee members or their designees. The following four-point scale will be used to rate that progress, and may be re-visited over time:

Evaluation Value	Description
4	The MBHSR has completed this implementation step, or has developed a sustainable, repeatable process to execute it comprehensively and to the satisfaction of all relevant stakeholders.
3	The MBHSR has made significant progress toward this implementation step.
2	The MBHSR has begun to execute this implementation step.
1	The MBHSR is designing its approach to meet this implementation step.

The evaluation of progress toward completing the implementation steps identified in this Strategy is maintained by OEM and the JPOC.

Strategy Maintenance

OEM will lead the communication and implementation of this Strategy. OEM, in partnership with the JPOC, will institute a cycle during which progress toward objectives and implementation steps are evaluated annually. Program leaders will also have the opportunity to update goals, objectives, and implementation steps each year as progress is made, conditions change, and priorities evolve. The MBHSR will establish a systematic process based on *Figure 5. Cycle to Maintain the MBHSR Strategy and Related Initiatives*, including timeframes that may be adjusted depending on local conditions and variable Federal timelines, in order to keep the MBHSR Strategy updated and to enable a sustainable process whereby there is two-way integration and information-sharing between the Strategy and other regional initiatives.

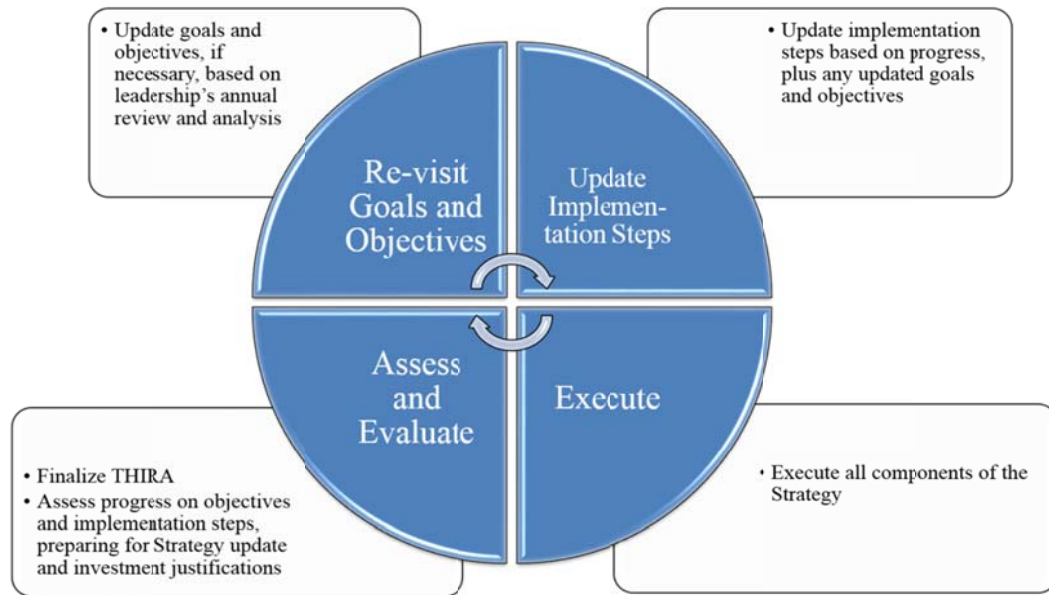


Figure 5. Cycle to Maintain the MBHSR Strategy and Related Initiatives

The MBHSR Strategy presents a path forward for enhancing Region-wide homeland security and public safety capabilities. A collaborative and systematic approach is the essential element in achieving increased readiness against risk from terrorism threats and natural hazards, to build capabilities, and to fill gaps. The MBHSR Strategy serves as the roadmap for achieving those ends.

The Strategy

The following section outlines the details of the MBHSR Strategy, including goals, objectives, and implementation steps. The results of the Evaluation Plan—regular measurement of progress toward realizing the objectives and the implementation steps—are maintained by OEM and the JPOC in a companion document to this Strategy.

GOAL 1: Strengthen the Community's Safety and Security

Goal 1 in the 2014-2019 Strategy is largely new, but it does pull some elements from Goal 7, *Strengthen Planning and Community Preparedness Capabilities*, from the previous MBHSR Strategy, especially those related to response. This goal was created in order to comprehensively reflect the MBHSR's focus on securing the community's safety and on improving various components of emergency response. This goal highlights core capabilities such as supply chain security and public and private services and resource management, which have not necessarily been traditional areas of focus, while simultaneously maintaining attention on components of response such as mass care and on-scene security and protection, which have always been priorities for the MBHSR.

Goal 1 addresses the following National Priorities:

- Implement NIMS and the NRP/NRF
- Expand Regional Collaboration
- Strengthen Information Sharing and Collaboration
- Strengthen Planning and Citizen Preparedness

Goal 1 addresses the following Mission Areas:

- Protection
- Response

This goal is divided into five objectives. These objectives map directly to the core capabilities in the National Preparedness Goal. Each objective is further divided into a series of implementation steps that outline the focus of MBHSR homeland security priorities in this area for the next three to five years. Many of these implementation steps were identified by referencing the 2011, 2012, and 2013 UASI Plans and the MYTEP; other implementation steps were identified during the 2014 Capability Assessment and the Strategy review sessions.

The Planning and Community Preparedness Subcommittee will oversee the execution of these objectives and implementation steps, as well as monitor their progress.

Objective 1.1. Improve supply chain integrity and security.

1.1.1. Identify sources of emergency supplies, including delivery services of those supplies.

Objective 1.2. Enable critical transportation.

1.2.1. Review and validate evacuation routes, traffic flow, and traffic control measures.

Objective 1.3. Enhance mass care services.

1.3.1. Fill identified gaps regarding equipment, supplies, and training, including those that support sheltering people with AFN and with pets.

1.3.2. Develop and maintain back-up power and lighting generation equipment at pre-identified shelters.

1.3.3. Review and validate shelter plans and procedures for people with AFN.

1.3.4. Validate and enhance emergency shelter location, staffing, and support plans.

1.3.5. Enhance commodity distribution to the public, after a major emergency.

1.3.6. Facilitate the movement of emergency management equipment to emergency incidents.

1.3.7. Review role of public health and healthcare in mass care operations.

1.3.8. Revise process for human services coordination in support of mass care operations.

1.3.9. Identify and implement best practices for the identification of mass care needs on impacted populations, including people with access and functional needs and vulnerable populations.

Objective 1.4. Enhance on-scene security and protection.

1.4.1. Maintain and enhance capabilities to respond to multiple simultaneous attacks throughout the region.

1.4.2. Enhance training and equipment of the Boston Regional SWAT Team to increase its Type level.

1.4.3. Enhance training and equipment for four additional SWAT Teams--Quincy, Brookline, North Metro, and Cambridge.

1.4.4. Begin to standardize planning across special operations teams throughout the region.

1.4.5. Train and equip Civil Disturbance Units.

1.4.6. Increase ability to monitor the scene at special events and during times of natural hazards and emergencies, via video.

Objective 1.5. Build public and private services and resources

1.5.1. Enhance capabilities to access post-disaster resource needs such as fuel, power, food, and water.

GOAL 2: Strengthen the Region's capabilities to protect its Critical Infrastructure and Key Resources (CIKR)

Goal 2 in the 2014-2019 Strategy remains unchanged from Goal 2 in the previous version of the MBHSR Strategy. Critical Infrastructure Protection remains a major priority for the MBHSR. It is an area in which data and conditions are constantly changing; this dynamic situation requires continual attention and investment.

Goal 2 addresses the following National Priorities:

- Expand Regional Collaboration
- Implement the National Infrastructure Protection Plan

Goal 2 addresses the following Mission Areas:

- Protection
- Mitigation
- Response

This goal is divided into four objectives, which map directly to core capabilities from the National Preparedness Goal. Each objective is further divided into a series of implementation steps that outline the focus of MBHSR homeland security priorities in this area for the next three to five years. Many of the implementation steps were developed by referencing the 2011, 2012, and 2013 UASI Plans; other implementation steps were identified during the 2014 Capability Assessment, the 2014 regional cyber project and the Strategy review sessions.

The Critical Infrastructure Protection Subcommittee will oversee the execution of these objectives and implementation steps, as well as monitor their progress.

Objective 2.1. Improve access control and identity verification.

2.1.1. Address access control and identify verification needs when completing vulnerability assessments.

2.1.2. Address access control and identify verification needs when completing target-hardening projects.

Objective 2.2. Build cyber resilience capabilities.

2.2.1. Develop regional and jurisdiction-specific cyber disruption plans.

2.2.2. Facilitate the creation of cyber disruption teams that cover the entire MBHSR.

2.2.3. Develop a training program with emphasis on cyber disruption teams and executive management.

2.2.4. Create policies and procedures for cyber disruption teams.

2.2.5. Conduct cyber-related risk assessments for high priority buildings across the MBHSR.

2.2.6. Conduct cyber-related vulnerability assessment for high priority buildings across the MBHSR.

2.2.7. Conduct cyber-related capability assessments for high priority buildings across the MBHSR.

2.2.8. Conduct security assessments of the major networks across the MBHSR.

2.2.9. Act on findings from completed cyber-related risk, vulnerability, and capability assessments.

2.2.10. Enhance region-wide network monitoring and log management.

2.2.11. Enhance region-wide asset and information inventories.

Objective 2.3. Strengthen physical protective measures.

- 2.3.1. Build the capability to identify and maintain an asset inventory.
- 2.3.2. Conduct risk-informed target hardening for EM facilities that support regional initiatives.
- 2.3.3. Conduct risk-informed target hardening for LE facilities that support regional initiatives.
- 2.3.4. Conduct risk-informed target hardening for Fire and Rescue facilities that support regional initiatives.
- 2.3.5. Conduct target hardening for high risk CIKR across the region, based on site- or vulnerability-assessments.
- 2.3.6. Provide training for assessors performing structural site assessments.
- 2.3.7. Maintain and enhance CIKR monitoring systems and equipment.
- 2.3.8. Build and sustain partnerships with private sector-owned assets.

Objective 2.4. Strengthen infrastructure systems.

- 2.4.1. Enhance monitoring of infrastructure systems.
- 2.4.2. Use risk assessment to identify concrete projects to strengthen infrastructure systems.

GOAL 3: Strengthen Information Sharing and Collaboration Capabilities

Goal 3 in the 2014-2019 Strategy remains unchanged from Goal 3 in the previous version of the MBHSR Strategy. Information sharing and collaboration continues to be a major priority for the MBHSR. Stakeholders, threats, and technologies related to this area are constantly changing and so it requires continual attention and investment.

Goal 3 addresses the following National Priorities:

- Expand Regional Collaboration
- Strengthen Information Sharing and Collaboration

Goal 3 addresses the following Mission Areas:

- Prevention
- Protection
- Response

This goal is divided into two objectives, which map directly to core capabilities from the National Preparedness Goal. Each objective is further divided into a series of implementation steps that outline the focus of MBHSR homeland security priorities in this area for the next three to five years. Many of the implementation steps were developed by referencing the 2011, 2012, and 2013 UASI Plans; other implementation steps were identified during the Strategy review sessions and by referencing the Boston Regional Intelligence Center (BRIC) Strategy.

The Intelligence and Information Sharing Subcommittee will oversee the execution of these objectives and implementation steps, as well as monitor their progress.

Objective 3.1. Increase intelligence and information sharing.

- 3.1.1. Improve the Region's ability to ingest and triage threat intelligence and information.
- 3.1.2. Enhance the BRIC's ability to collect intelligence and information.
- 3.1.3. Develop intelligence and information analysis capabilities.
- 3.1.4. Improve the BRIC's ability to share intelligence and information with Federal, state, local, and private sector partners.
- 3.1.5. Enhance outreach and partnerships with both the public sector and private sector stakeholders.
- 3.1.6. Protect the privacy, civil liberties, and other legal rights of individuals, throughout all BRIC activities, according to the requirements set forth in the Information Sharing Environment Privacy Guidelines, and consistent with 28 CFR Part 23 and DOJ's Global Privacy and Civil Liberties Policy Guidance.
- 3.1.7. Enhance fusion process capabilities (prioritizing, gathering, processing, analysis, dissemination, and evaluation of information and intelligence) through planning, training, and exercising.

Objective 3.2 Enhance situational assessment.

- 3.2.1. Enhance geospatial crime and threat analysis.
- 3.2.2. Enhance Common Operating Picture (COP) technologies for special events and emergency activations.
- 3.2.3. Utilize social media as a tool for threat assessment and situational awareness.

GOAL 4: Enhance Communications Interoperability, Especially in Response to a Large Scale Event or Crisis

Goal 4 in the 2014-2019 Strategy remains unchanged from the previous MBHSR Strategy, in which it was consistent with Goal 4, *Strengthen Interoperable Communications Capabilities*. Enhancing interoperable communications remains a priority for the MBHSR and all of its public safety stakeholders.

Goal 4 addresses the following National Priorities:

- Expand Regional Collaboration
- Strengthen Information Sharing and Collaboration
- Strengthen Interoperable Communications

Goal 4 addresses the following Mission Area:

- Response

This goal is divided into three objectives, which map directly to the three goals in the *MBHSR Communications Interoperability 2010-2015 Strategic Plan*. Each objective is further divided into a series of implementation steps that outlines the focus of MBHSR homeland security priorities in this area for the next three to five years. Many of the implementation steps were developed by referencing the initiatives in the *Communications Interoperability Strategy*; minor edits were made to a few of these implementation steps during the review sessions.

The Communications Interoperability Subcommittee will oversee the execution of these objectives and implementation steps, as well as monitor their progress.

Objective 4.1. Maintain, monitor, and enhance the region's voice communications capabilities.

- 4.1.1. Bring all MBHSR radio equipment to a minimum level of capability and supportability.
- 4.1.2. Promote infrastructure sharing and establish/improve system redundancy, survivability, and sustainability.
- 4.1.3. Manage spectrum, assess future spectrum needs, and provide regional coordination across all frequency bands.
- 4.1.4. Continue to build out existing mutual aid systems for enhanced in-street coverage and provide additional capacity.
- 4.1.5. Implement an interoperable communications system in the Massachusetts Bay Transportation Authority (MBTA) tunnel system.
- 4.1.6. Procure and implement MBHSR fixed cross-band equipment.
- 4.1.7. Improve interoperability between EOCs.
- 4.1.8. Develop a transportable tactical stack (UTAC, ITAC, VTAC)
- 4.1.9. Upgrade consoles to support interoperability.
- 4.1.10. Continue to build infrastructure to support the 700 and 800 MHz (broadband and trunked) radio system in coordination with State efforts.

Objective 4.2. Improve data capabilities to support regional interoperability.

- 4.2.1. Develop a regional strategic plan for application interoperability leveraging Psnet and broadband wireless services; deploy interoperability solutions.

- 4.2.2. Provide new or upgraded information exchange facilities and services.
- 4.2.3. Provide voice and IP communications to all dispatch operations.
- 4.2.4. Establish regional notification services related to communications systems, perhaps integrated to a comprehensive regional notification system.
- 4.2.5. Expand Psnet to build out backbone infrastructure.
- 4.2.6. Extend Psnet to all regional public safety radio sites.
- 4.2.7. Create regional broadband wireless strategy.
- 4.2.8. Integrate emerging 700 MHz public safety broadband systems into the overall regional broadband wireless strategy.
- 4.2.9. Develop MESH network build-out as an option for achieving regional broadband wireless strategy.

Objective 4.3. Develop and implement standard regional training and exercises for interoperability.

- 4.3.1. Develop regional training goals, standards, and procedures.
- 4.3.2. Establish a MBHSR portal for dispatchers, incident commanders, and first responders.
- 4.3.3. Create and distribute training materials on equipment/tools purchased by the CIS.
- 4.3.4. Develop a plan for communications exercises, including incorporating communications into other MBHSR exercises.

GOAL 5: Strengthen and Maintain Regional CBRNE Detection, Response, and Recovery Capabilities

Goal 5 in the 2014-2019 Strategy remains largely unchanged from the previous MBHSR Strategy, in which it was consistent with Goal 5, *Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Detection, Response, and Decontamination Capabilities*. The planning, staffing, equipment, training, and exercise associated with various aspects of CBRNE preparedness require constant attention, maintenance, and enhancement, and so this remains a priority and a goal for the MBHSR.

Goal 5 addresses the following National Priorities:

- Expand Regional Collaboration
- Strengthen CBRNE

Goal 5 addresses the following Mission Areas:

- Prevention
- Protection
- Response
- Recovery

This goal is divided into nine objectives. The first four objectives, 5.1 through 5.4, map directly to goals 1, 2, 4, and 5 in the *MBHSR CBRNE Strategy, 2014-2018*. Objectives 5.5 and 5.6 are consistent with goals 6 and 3, respectively, in the CBRNE Strategy, as well as the *Environmental Response* core capability and the *Mass Search and Rescue* core capability, respectively, from the National Preparedness Goal. The remaining objectives map directly to other core capabilities in the National Preparedness Goal. Each objective is further divided into a series of implementation steps that outline the focus of MBHSR homeland security priorities in this area for the next three to five years. Many of the implementation steps were developed by referencing the CBRNE Strategy as well as the 2011, 2012, and 2013 UASI Plans; other implementation steps were identified during the 2014 Capability Assessment and the Strategy review sessions.

The CBRNE Detection, Response, and Recovery Subcommittee will oversee the execution of these objectives and implementation steps, as well as monitor their progress.

Objective 5.1. Strengthen regional collaboration to detect and communicate CBRNE threats/hazards at critical locations, special event venues, and incident sites.

5.1.1. Continue to assess regional response units' equipment and training needs to determine the appropriate, attainable levels to better detect and characterize CBRNE materials at critical locations, special event venues, and incident sites.

5.1.2. Incorporate CBRNE detection- and communications-critical tasks into CBRNE/WMD response training and exercise activities.

5.1.3. Increase the number and type of special events at which static monitoring in and around the area is established.

5.1.4. Increase static monitoring at Port and Harbor sites.

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

5.2.1. Coordinate planning to: a. dispatch the initial fire suppression response within established jurisdictional response timelines; b. initiate the Incident Command System (ICS); c. assess the incident scene; d. communicate the situation; and e. request appropriate resources, including any necessary mutual aid or cross-discipline support required.

5.2.2. Include firefighting activities in NIMS/ICS and CBRNE response training and exercise activities so that incidents are managed safely and fire hazards are contained, controlled, extinguished, and investigated in accordance with National Incident Management System (NIMS), emergency response plans, local SOPs, and NFPA standards and guidelines.

Objective 5.3. Develop enhanced capabilities to protect against and respond to improvised explosive device (IED) threats.

5.3.1. Continue to provide equipment and training for bomb response units to effectively conduct threat assessments, render the explosive and/or hazardous devices safe, and clear the area of hazards in accordance with National Guidelines for Bomb Technicians.

5.3.2. Build out and enhance Explosives Ordinance Disposal (EOD) and surge capabilities to be able to handle multiple events.

5.3.3. Provide training to fire suppression personnel in coordination with bomb units to improve joint response capabilities.

5.3.4. Develop a planning process that identifies how to incorporate fire suppression personnel with bomb units to improve all phases of IED response.

5.3.5. Provide cross-disciplinary training on IED awareness and characteristics.

5.3.6. Develop and implement cross-disciplinary training on how to transition from an IED response scene to a crime scene, including an understanding of actions to be performed in order to preserve the crime scene.

5.3.7. Maintain collaboration with critical infrastructure protection activities.

5.3.8. Enhance explosive detection at high priority CIKR.

5.3.9. Assess and provide equipment and training for post-blast assessment and investigation.

5.3.10. Establish a strategy or plan to stop the mobility of IEDs.

5.3.11. Implement the strategy or plan established in 6.3.10.

5.3.12. Enhance joint training for Urban Search and Rescue (USAR) and hazmat technicians.

Objective 5.4. Expand capacity to assess and manage the consequences of a hazardous materials release.

5.4.1. Continue to refine regional hazardous material and decontamination plans so that response and receiver units can work to rapidly identify, communicate, and mitigate hazardous materials releases, rescue victims exposed to hazards, and provide appropriate levels of decontamination and medical treatment.

5.4.2. Incorporate hazardous material response and decontamination considerations into regional planning activities.

5.4.3. Develop a regional protocol for hazardous material release response.

5.4.4. Maintain systematic training for hazardous material response units and first receivers in accordance with NFPA 471/472, paragraph 1910.120 (g.)

5.4.5. Provide comprehensive training for hazardous materials technicians.

5.4.6. Incorporate law enforcement and hazardous material agency response requirements into regional training and exercise activities.

5.4.7. Continue to address equipment needs to build out effective CBRNE response capabilities.

5.4.8. Create a regional protocol related to the identification and handling of hazardous material patients between point of injury and point of treatment.

5.4.9. Increase the participation from hospitals in joint planning, training, and maintenance initiatives related to Mass Decontamination Units (MDUs).

Objective 5.5. Improve environmental response/health and safety.

5.5.1. Coordinate regional resources to enable the prompt identification of environmental hazards at an incident site or impacted area through rapid needs assessments and comprehensive environmental health and risk assessments.

5.5.2. Incorporate environmental health functions into CBRNE decontamination and mass care training and exercise activities.

Objective 5.6. Enhance mass search and rescue operations.

5.6.1. Continue USAR planning to address logistical support, personnel needs including a medical component with surgical capabilities, ICS integration, force protection, and demobilization issues.

5.6.2. Ensure that the regional USAR team is equipped and trained in accordance with the NIMS Resource Typing System.

5.6.3. Fill equipment and training gaps identified by the Heavy Rescue Strike Team.

5.6.4. Increase ability of local teams to treat victims of a major USAR / collapse scenario.

5.6.5. Replenish equipment and consumables expended during response and exercises.

5.6.6. Continuously update, improve, and re-evaluate MBHSR USAR CONOPS.

5.6.7. Implement the MBHSR USAR CONOPS.

5.6.8. Incorporate search and rescue into regional exercises.

5.6.9. Incorporate search and rescue assets into planning and response for major events.

5.6.10. Enhance personnel capabilities (i.e. training) in the area of technical search.

5.6.11. Acquire dogs to build canine search and rescue capability.

5.6.12. Provide training to the search and rescue canine handlers.

Objective 5.7. Enhance interdiction and disruption.

5.7.1. Enhance response time to gunshots and explosions.

5.7.2. Enhance capability to track persons acquiring chemicals/CBRNE materials deceptively (rather than by force).

5.7.3. Increase coordination with Federal entities that can support interdiction and disruption of terrorists and terrorist activity.

Objective 5.8. Strengthen screening, search, and detection.

5.8.1. Increase regional capability to respond to suspicious packages.

5.8.2. Increase capabilities to screen, search, and detect at large public gatherings.

5.8.3. Enhance sharing of bio detection information across agencies.

Objective 5.9. Strengthen forensics and attribution capabilities.

5.9.1. Build forensics analysis capabilities and subsequent capability to attribute a terrorist act to its source, as needed for local applications (knowing that much of this will be handled by Federal agencies).

5.9.2. Enhance training for bomb technicians and crime scene response units post-blast.

GOAL 6: Strengthen Public Health and Medical Services Capabilities and Capacity

Goal 6 in the 2014-2019 Strategy is similar to Goal 6, *Strengthen Medical Surge and Mass Prophylaxis Capabilities* from the previous MBHSR Strategy. In the updated Strategy, however, Goal 6 reflects a more comprehensive approach to public health and medical services related to public safety, emergency management, and homeland security, expanding the focus of the goal beyond just medical surge and mass prophylaxis.

Goal 6 addresses the following National Priorities:

- Expand Regional Collaboration
- Strengthen Medical Surge and Mass Prophylaxis

Goal 6 addresses the following Mission Areas:

- Mitigation
- Response
- Recovery

This goal is divided into nine objectives. These objectives map to the Hospital Preparedness Program and Public Health Emergency Preparedness (HPP/PHEP) capabilities, and they map indirectly to the core capabilities in the National Preparedness Goal. Each objective is further divided into a series of implementation steps that outline the focus of MBHSR homeland security priorities in this area for the next three to five years. These implementation steps were predominantly developed by the Boston Public Health Commission's Office of Public Health Preparedness.

The Medical Surge Subcommittee will oversee the execution of these objectives and implementation steps, as well as monitor their progress.

Objective 6.1. Enhance public health-related community preparedness.

- 6.1.1. Refine and sustain the Boston Healthcare Preparedness Coalition.
- 6.1.2. Determine gaps in the public health and healthcare preparedness system.
- 6.1.3. Identify resources for the mitigation of the gaps identified in 7.1.2.
- 6.1.4. Assess risks to the health of the Metro Boston Homeland Security Region.
- 6.1.5. Coordinate planning for at-risk individuals and those with special medical needs.
- 6.1.6. Build Community partnerships to support health preparedness.
- 6.1.7. Coordinate training and guidance to ensure community engagement in preparedness efforts.
- 6.1.8. Improve public health and healthcare ability to coordinate the identification, recruitment, registration, credential verification, training, and engagement of volunteers.

Objective 6.2. Enhance public health-related community recovery.

- 6.2.1. Develop recovery processes for the healthcare delivery system.
- 6.2.2. Identify and monitor public health, medical, and mental/behavioral health system recovery needs.
- 6.2.3. Coordinate community public health, medical, and mental behavioral health system recovery operations.
- 6.2.4. Implement corrective actions to mitigate damages from future incidents.

6.2.5. Coordinate continuity of public health and healthcare operations.

Objective 6.3. Build healthcare related environmental response capabilities with focus on responder safety and health.

6.3.1. Enhance ability to identify public health, healthcare, and public safety health risks.

6.3.2. Coordinate with MBHSR stakeholders and Boston Healthcare Preparedness Coalition to identify gaps in local, MBHSR, State and Federal pharmaceutical and personal protective equipment gaps.

6.3.3. Prioritize identified gaps in pharmaceutical and PPE availability to identify priority needs.

6.3.4. Incorporate human service needs of public health, healthcare, and public safety into recovery planning efforts.

Objective 6.4. Enhance public health and medical service capabilities related to homeland security and emergency management.

6.4.1. Review and revise, as needed, medical countermeasure dispensing strategies.

6.4.2. Assess and improve ability to acquire, maintain, transport, distribute, and track medical materials (e.g., pharmaceuticals, gloves, masks, and ventilators), including unused materials.

6.4.3. Assess and improve ability to activate mass dispensing and dispense medical countermeasures to identified populations.

6.4.4. Incorporate considerations for access and functional needs and vulnerable populations.

6.4.5. Evaluate strategies to recommend and implement disease, injury, and exposure control including isolation and quarantine, restrictions on movement and travel advisory/warnings, social distancing, external decontamination, hygiene, precautionary protective behaviors.

Objective 6.5. Increase emergency coordination within and among public health and healthcare agencies.

6.5.1. Assess and improve activation, emergency operations, incident response strategies, and sustainment of public health and healthcare response.

6.5.2. Improve public health and healthcare multiagency emergency operations coordination.

6.5.3. Enhance assessment and notification of public health and healthcare situational awareness.

6.5.4. Strengthen public health and healthcare resource coordination.

6.5.5. Evaluate and improve public health and healthcare emergency operations demobilization.

Objective 6.6. Improve information sharing and management.

6.6.1. Regularly review information sharing and disseminate processes to determine a common operating picture.

6.6.2. Assess, refine, and sustain redundant, interoperable communication systems.

6.6.3. Evaluate and enhance the process for receiving and disseminating protective/sensitive information.

Objective 6.7. Enhance public health-related emergency public notifications.

6.7.1. Assess and strengthen methods of coordinated public interaction and information exchange.

6.7.2. Evaluate capability to disseminate coordinated public health-related information, alerts, warnings, and notifications.

Objective 6.8. Build medical surge capabilities.

- 6.8.1. Strengthen integration of pre-hospital emergency medical services (EMS) including transport decisions, on-scene situational awareness, and CBRNE treatment and precautions.
- 6.8.2. Sustain patient tracking processes, technology, and planning.
- 6.8.3. Improve patient tracking processes, technology, and planning.
- 6.8.4. Continue to monitor and prioritize medical surge resource needs of EMS, hospitals, community health centers, and other public health and healthcare partners as appropriate.
- 6.8.5. Sustain and improve processes to provide resource assistance to healthcare organizations and providers for evacuation and shelter-in-place operations.

Objective 6.9. Increase fatality management services.

- 6.9.1. Strengthen agreements with external resources, especially the State's "Office of the Chief Medical Examiner (OCME)", to increase the MBHSR's ability to conduct mass fatality management.
- 6.9.2. Align local plans with the OCME's plans.
- 6.9.3. Coordinate family assistance survivor mental/behavioral health services in the MBHSR jurisdictions with the OCME and MA Volunteer Organizations Active in Disasters (VOAD).
- 6.9.4. Assess and revise process for mental/behavioral health support for the community, public health, healthcare, and public safety.
- 6.9.5. Assess role of public health and healthcare in fatality management.

GOAL 7: Enhance Regional Planning, Preparedness, and Resilience, including the Whole Community

Goal 7 in the 2014-2019 Strategy updates the previous Goal 1, which had been *Implement the National Incident Management System (NIMS) and National Response Framework (NRF) (formerly the National Response Plan [NRP])*. After more than five years of explicit focus on implementing NIMS and NRF, the MBHSR's progress in these areas is evident by successful, efficient responses to recent major events and emergencies. At this time, it is appropriate to expand this goal to encompass more comprehensive, all-hazards planning, preparedness, and resilience initiatives. The sustainment of successful NIMS and NRF implementation is still included within this goal. This goal also incorporates planning and preparedness elements from Goal 1, *Strengthen Planning and Community Preparedness Capabilities*, from the previous Strategy, thereby creating a single, comprehensive goal focused on all elements of all-hazards planning and related initiatives.

Goal 7 addresses all National Priorities:

- Implement the National Incident Management System (NIMS) and National Response Framework (NRF) / National Response Plan (NRP)
- Expanded Regional Collaboration
- Implement the Interim National Infrastructure Protection Plan (NIPP)
- Strengthen Information Sharing and Collaboration Capabilities
- Strengthen Interoperable Communications Capabilities
- Strengthen CBRNE Detection, Response, and Decontamination Capabilities
- Strengthen Medical Surge and Mass Prophylaxis Capabilities
- Strengthen Planning and Citizen Preparedness Capabilities

Goal 7 addresses all Mission Areas:

- Protection
- Prevention
- Mitigation
- Response
- Recovery

This goal is divided into four objectives, which map directly to core capabilities from the National Preparedness Goal. Each objective is further divided into a series of implementation steps that outline the focus of MBHSR homeland security priorities in this area for the next three to five years. Many of the implementation steps were developed by referencing the 2011, 2012, and 2013 MBHSR UASI Plans, local Mitigation Plan, and the Multi-year Training and Exercise Plan; others were identified during the 2014 Capability Assessment and during the Strategy review sessions.

The Planning and Community Preparedness Subcommittee will oversee the execution of these objectives and implementation steps, as well as monitor their progress.

Objective 7.1 Strengthen planning initiatives.

7.1.1. Provide emergency planning expertise to support planning initiatives across the region.

7.1.2. Integrate hazard mitigation into other initiatives and plans.

- 7.1.3. Integrate people with access and functional needs (AFN) into emergency planning initiatives.
- 7.1.4. Formalize regional recovery planning initiatives through a regional recovery committee.
- 7.1.5. Develop and maintain a region-wide evacuation plan.
- 7.1.6. Maintain and execute the UASI Region's Multi-Year Training and Exercise Plan (MYTEP).
- 7.1.7. Support the ongoing implementation of NIMS compliance initiatives, including NIMSCAST.

Objective 7.2. Enhance operational coordination.

- 7.2.1. Maintain and enhance the technology and interoperability of the nine major emergency operations centers (EOCs) across the region.
- 7.2.2. Codify EOC procedures within the MBHSR, including staffing and notification procedures, liaison duties, operating procedures and communication protocols.
- 7.2.3. Incorporate EOC management into regional exercises.
- 7.2.4. Enhance capability to coordinate with State, Federal, and mutual aid partners.

Objective 7.3. Enhance public information and warning.

- 7.3.1. Develop Joint Information System/Joint Information Center (JIS/JIC) capabilities.
- 7.3.2. Maintain and enhance equipment that communicates localized messages to the community.

Objective 7.4. Increase community resilience.

- 7.4.1. Increase community preparedness--individuals and businesses-- throughout all phases of an emergency.
- 7.4.2. Support residents and businesses in making their buildings and properties more disaster resistant.
- 7.4.3. Educate the whole community about plans and programs in place.
- 7.4.4. Support the Ready programs across the region.
- 7.4.5. Expand Community Emergency Response Team (CERT) programs.
- 7.4.6. Provide resources to increase the preparedness of people with AFN.
- 7.4.7. Identify a mechanism to distribute information to the community during all phases of emergencies.

GOAL 8: Formalize the Regional Risk and Mitigation Program.

Goal 8 in the 2014-2019 Strategy is a new goal. Aspects of public safety and homeland security-related risk analysis and risk management had been indirectly addressed to varying degrees under the *Strengthen Infrastructure Protection* and *Strengthen Information Sharing and Collaboration Capabilities* goals in the previous Strategy; mitigation activities could also potentially be indirectly addressed by *Strengthen Infrastructure Protection* and *Strengthen Planning and Community Preparedness Capabilities* goals. In recent years, risk and mitigation programs have become the focus of a great deal of activity for the MBHSR as it builds its protection and analysis capabilities. Therefore, these initiatives have grown into a homeland security goal for the region.

Goal 8 addresses the following National Priorities:

- Expand Regional Collaboration
- Implement the National Infrastructure Protection Plan (NIPP)

Goal 8 addresses the following Mission Areas:

- Protection
- Mitigation

This goal is divided into four objectives, which map directly to core capabilities from the National Preparedness Goal. Each objective is further divided into a series of implementation steps that outline the focus of MBHSR homeland security priorities in this area for the next three to five years. Many of the implementation steps were developed by referencing local mitigation plans, the National Infrastructure Protection Plan (NIPP), and the National Preparedness Goal; other implementation steps were identified during the Strategy review sessions.

The Critical Infrastructure Protection Subcommittee will oversee the execution of these objectives and implementation steps, as well as monitor their progress.

Objective 8.1. Strengthen risk management for protection programs and activities.

- 8.1.1. Identify a working group that will own the effort to catalog CIKR across the region.
- 8.1.2. Enhance planning initiatives to determine how the regional CIKR catalog will be maintained and enhanced.
- 8.1.3. Maintain an updated list of CIKR across the region, including assets, systems, and networks.
- 8.1.4. Establish criteria to prioritize which assets require assessments.
- 8.1.5. Maintain threat assessments.
- 8.1.6. Maintain vulnerability assessments.
- 8.1.7. Maintain consequence assessments.
- 8.1.8. Prioritize actions based on risk.
- 8.1.9. Measure effectiveness of program.

Objective 8.2. Improve long-term vulnerability reduction.

- 8.2.1. Identify long-term vulnerability reduction measures for CIKR, based on risk assessments.
- 8.2.2. Identify long-term vulnerability reduction measures for the community, based on risk assessments.

Objective 8.3. Enhance risk and disaster resilience assessment.

- 8.3.1. Keep the regional threat and hazard identification and risk assessment updated.
- 8.3.2. Communicate the results of risk assessments to decision-makers.

Objective 8.4. Enhance threat and hazard identification.

- 8.4.1. Track and compile threat and hazard related data.
- 8.4.2. Study the potential implications of climate change on the frequency and extent of natural hazard events and incorporate that knowledge into hazard mitigation efforts.
- 8.4.3. Maintain publicly available information on natural hazard risks in the region.
- 8.4.4. Monitor emerging threats and hazards throughout the region.

GOAL 9: Strengthen All-hazards Recovery Capabilities

Goal 9 in the 2014-2019 Strategy is new. The MBHSR is increasing its prioritization of recovery initiatives and so recovery has become a homeland security goal. In the coming years, the region will evaluate its needs related to plans, staffing structures, equipment, training, and exercise projects that treat different aspects of recovery and it will likely update this component of the strategy as this goal evolves.

Goal 9 addresses the following National Priorities:

- Implement NIMS and the NRP/NRF
- Expand Regional Collaboration
- Strengthen Information Sharing and Collaboration
- Strengthen Planning and Citizen Preparedness

Goal 9 addresses the following Mission Area:

- Recovery

This goal includes one objective, which encompasses the four recovery core capabilities in the National Preparedness Goal. It is further divided into a series of implementation steps that outlines the focus of MBHSR homeland security priorities in this area for the next three to five years.

As illustrated in Implementation Step 7.1.4 under the Planning Goal of this Strategy, the MBHSR will create a Regional Recovery Committee. The Regional Recovery Committee will oversee the execution of these objectives and implementation steps, as well as monitor their progress, but this assignment may be re-visited as the organizations of the subcommittees are re-examined in light of this updated Strategy.

Objective 9.1. Build high priority recovery capabilities.

- 9.1.1. Develop a regional recovery plan with annexes for each individual jurisdiction in the MBHSR.
- 9.1.2. Include a housing component to region-wide recovery planning initiatives.
- 9.1.3. Improve regional debris management planning.