



Southeast Regional Homeland Security Advisory Council
Barnstable, Bristol, Dukes, Nantucket, Norfolk &
Plymouth Counties

FFY 2010 STATE HOMELAND SECURITY PROGRAM

SOUTHEASTERN REGIONAL HOMELAND SECURITY ADVISORY COUNCIL (SRAC) PLAN

Barnstable, Bristol, Dukes, Nantucket, Norfolk and Plymouth Counties

**The Southeast Region
FFY10 Homeland Security Plan**

**Submitted to:
The Executive Office of Public Safety & Security**

**Submitted by:
The Southeast Regional Homeland Security Advisory Council (SRAC)**

- **First draft to Council: 1/20/2011**
- **Second draft to EOPSS 2/22/11**
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- **Approved by EOPSS 4/29/11**

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Southeast Regional Advisory Council Members

Law Enforcement

Chief Mary Lyons

Chief Ron Charron

Chief Richard G. Wells, Jr.

Mattapoisett PD, **Council Chair**

Seekonk PD

Milton PD

Interoperability Sub-Committee Chair

Fire Services

Chief Tim Francis

Chief Robert Crosby

Chief George Rogers, Jr.

Fairhaven Fire Department, **Council Vice-Chair**

Barnstable Fire Department

Bridgewater Fire Department

Emergency Management

Mark Mahoney

Director, New Bedford Emergency Management

Training & Exercise Sub-Committee Chair

Public Health

Cindy Coffin

Bourne Public Health

Hospitals

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Caritas Norwood Hospital,

Mass Care, Sheltering & Medical Surge Sub-Committee Chair

Emergency Medical Services

Fred Fowler

Executive Director Southeast EMS (Region V)

Public Safety Communications

Ralph Swenson

Barnstable County Sheriff's Office

Correctional Services

Sheriff Joseph McDonald, Jr.

Plymouth County Sheriff's Office

Regional Transportation Authority

Reinald Ledoux

Brockton Area Transit Authority Administrator

Planning Sub-Committee Chair

Public Works

Paul Hurley

Highway Superintendent, Bridgewater DPW

Government Administrative

VACANT

SECTION I - EXECUTIVE SUMMARY

The Southeast Regional Homeland Security Advisory Council (SRAC) is pleased to present the FFY 2010 Regional Homeland Security Plan. This plan is submitted by SRAC to the Executive Office of Public Safety and Security (EOPSS) as the required update to the FFY2010 Homeland Security Plan for the Southeast Massachusetts region. SRAC assists the region, comprised of 96 municipalities contained within six (6) counties; Barnstable, Bristol, Dukes, Nantucket, Norfolk and Plymouth, in meeting the target capabilities of homeland security and emergency preparedness set forth by the U. S. Department of Homeland Security (DHS) and the Massachusetts Executive Office of Public Safety and Security (EOPSS). The SRAC Council is comprised of fourteen members, appointed by EOPSS from within the region, representing municipal, regional, county, and emergency management disciplines.

The Council and its subcommittees consist of subject matter experts who provided the decisions and plans committed to the budget of **\$2,761,063**. The Executive Committee of the Council comprised of the Chair of each committee met and established initial guidelines based on EOPSS guidance and the Goals and Objectives of the State Homeland Security Strategy (SHSS). The committees then met and reviewed progress made in the past and determined where they wanted to move in the future consistent with the guidelines provided for each investment. Each committee provided the full Council their recommendations for FFY2010 and it is upon those recommendations that this plan is submitted.

The overarching objective of this plan is to convey the framework for the State Homeland Security Grant Program (HSGP) funding allotted to the southeast region for FFY2010 to continue supporting past and present endeavors that are consistent with the *Massachusetts State Homeland Security Strategy*, and in particular, the following priority FFY10 homeland security investments identified by EOPSS.

- Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) Preparedness, Detection, Response and Decontamination**
- Mass Care Sheltering & Evacuation**

- ❑ **Critical Infrastructure**
- ❑ **Interoperability & Information Sharing**

This year's plan provides four (4) investment areas funded with State Homeland Security Program (SHSP) grant monies. The LETPP grant no longer exists in the FFY10 funding cycle, however the Council is aware that 25% of SHSP funds must be allocated towards law enforcement projects that include terrorism, prevention-oriented planning, organization, training, and exercise and equipment activities.

The FFY10 Statewide Fiduciary will continue to be the Metropolitan Area Planning Council (MAPC) with the other regional fiduciaries serving as a "Council Support Team" in the sub-Fiduciaries role yet acting as primary contact for their respective regional Councils.

The Council has worked diligently to bring equipment and training to the first responder agencies of the region and has stressed regional projects and regional cooperation. During the FFY07 grant cycle, the Council led the path for other regional councils with their strategic placement of attack foam trailers within the region and in addition, developed policies, procedures and standard operating guidelines for sharing such resources along with creation of foam bank cache sites. This project was tightly woven together with MOUs amongst the host sites and the respective county fire associations. The Council ensures that all regional projects are supported with MOUs and SOGs to ensure uniformity and interoperability of procedure.

The Council strongly advocates regional cooperation and sharing. An example of this core belief is the Council's collaboration with other regional entities to co-fund projects such as the region-wide Training & Exercise Plan (TEP). We have joined with the other regional councils to fund a consultant (using FFY09 funds) to provide guidance and expertise for developing trainings and exercises specific to each region. It is anticipated that this will be a cost-savings initiative for all Councils. The TEP is in draft form as of report time and the Council only supports this initiative if all Councils are on board.

Other regional projects the Council has supported with past DHS grant funds include the following:

- The Council has located solar powered Message Boards and portable lighting units. The Council wishes to procure additional units for more cities and towns – these assets have proven to be invaluable during incidents.
- Stood up and trained two more counties with technical rescue teams; Norfolk and Bristol. The Cape and the islands (Martha's Vineyard and Nantucket) will be funded with FFY09 grant monies.
- Funding for amateur radios for two of its hospitals; Good Samaritan in Brockton and Caritas Norwood. It is anticipated that additional amateur radio backup projects might be funded due to the vital role hospitals play during incidents.
- Reimbursement support of several exercise and training to communities.
- Strategic placement of eleven (11) attack foam trailers in all six counties of the region.
- Development of four (4) foam bank cache sites within the region to support the attack foam trailers.
- Strategic regional placement of Department of Public Works emergency traffic control trailers and equipment.
- Armored vehicle for the Metro-LEC region.
- Ongoing training support for the Barnstable County IMT personnel
- Further equipment expansion of technical rescue teams and training.
- Coastal emergency response equipment
- Public notification systems region wide for all six counties.
- Site hardening and surveillance equipment for Regional Transit Authorities
- Detection equipment for the Steamship Authority vessels.
- Mobile Command Post Radio Caches

A significant task of the FFY07 Capabilities Assessment investment included the Council Fiduciary visiting grant recipient locations within the region to inspect, tag, and place SRAC decals on past funded Council equipment. This particular planning task has been most telling in regard to how equipment is utilized, deployed, stored and maintained. The Council understands that the gatekeepers of such equipment are seen as a revolving door yet it remains very important to the Council and regional stakeholders to know the location of the equipment and verification that it is being used as intended. In addition to this task, the Fiduciary has taken images of regional assets with a brief description of its use, location and contact person. This information will also be processed as a hand-held pocket resource manual used by public safety responders. The printing of this booklet will take place sometime in mid spring of 2011. In addition, a final report with site visit findings will be written and shared with the Council and EOPSS.

The FFY10 investments are a continuation of work from prior years (This is the seventh funding cycle since the inception of the regional homeland security councils going back to 2004) and much work has been accomplished despite the prior year's decrease of homeland security funding to the regional Councils. With the State decreasing the number of priority investments, it allows the Council to hone on certain areas of need and fine-tune past funded projects. While fewer projects are being funded, it in no way undermines the continued hard work and accomplishments of the region. Threats, gaps and vulnerabilities are ever-changing and the Council readily adapts to such changes using limited monies and time to spend the grant funds in the most appropriate and beneficial manner to its region.

The homeland security funding investments continue to support the capabilities to prevent, protect from, respond to and mitigate the impact of natural and man-made disasters. The Southeast Region took the approach that it needed to establish a solid foundation of capabilities from which to achieve the state's homeland security goals. Building this foundation has been a primary focus for the Southeast Region in addition to assessing the region's needs and capabilities as part of this approach. Following the "Core Concepts" and "Guiding Principles" laid out by EOPSS at the outset of the regional council system has also been a conscious part of the Southeast Region's activities. The Goals, *Core Concepts*, and *Guiding Principles* of the 2004-2007 State Homeland Security Strategy are described in previous SRAC regional homeland security plans. Adding to these, are the goals and objectives of the 2008 State Homeland Security Strategy, which lists three primary objectives:

- **Measuring progress in achieving the National Preparedness Guidelines;**
- **Strengthening improvised explosive device (IED) deterrence, prevention, and protection capabilities;**
- **Strengthening preparedness planning;**

Among the common theme and familiar objectives are those that focus on NIMS compliance, public health preparedness, the enhancement of a resource management database, CBRNE,

communications interoperability, mass evacuation & shelter, personal preparedness, community outreach; risk analysis for prevention, and mutual aid.

The Council's FFY10 plan was developed over several Council meetings and included Council members attending key EOPSS sponsored events such as HSPD-8, Pan-Flu, Training & Exercise subcommittee, Planning subcommittee, and Interoperability sub-committee/SIEC. All of the information gathered from these meetings was assembled into a final plan for FFY10. Council Subcommittee activities have heightened over the last funding cycle and the momentum is expected to continue with the FFY10 plan. The Council understands the process and will implement the goals according to the FFY10 plan and the State Homeland Security Strategy. The Council members, the lead project liaison(s) and the Fiduciary will ensure grant compliance and project completion.

The FFY10 investment strategy will build upon the previous year's investments; focusing on AAR recommendations, regional natural disaster incidents that later reveal gaps for necessary equipment to prepare and respond such as the ice storms of 2009 and the recent south coast snow storm in late December 2010. As with every new funding stream, the FFY10 funds showcases a new beginning to take on endeavors that are pro-active in emergency planning, preparedness and response. Some FFY10 projects are a continuation of prior years while others are newly developed based on the current climate of emergency preparedness and response.

- Mass Care initiatives are being addressed through the recent resurrection of the pandemic subcommittee group newly titled as the "Mass Care, Sheltering and Medical Surge" committee. The committee seeks to re-engage several stakeholders from various agencies to help shape and guide this FFY10 investment.
- Purchase of interoperability equipment according to the SCIP and after approval of the SIEC.
- Continued NIMS training; training based on AAR's developed from exercises and real events; regional training recommended by the discipline agencies and in accordance with the state T&E Guidance.
- Equipment purchases that have been identified through AAR's and that enhance a regional need.
- Information sharing; state, regional and local are all being addressed.
- EMS/MCI hardware, software and PPE needs.

SECTION II – BUDGET

FFY 2010 SHSP BUDGET OVERVIEW	
GRANT EXPIRES ON 2/28/13	
Total Council Award Amount: \$2,761,063	
Plan Due to EOPSS: February 28, 2011	
IJ 1: Enhancement of IED/CBRNE Preparedness, Detection, Response and Decontamination	
PJ 1.1 Tech Rescue FSE	\$ 250,000.00
PJ 1.2 CBRNE Vehicle	\$ 325,000.00
PJ1.3 EMS/MCI Equipment	\$ 100,000.00
PJ1.4 AAR/Incident Equipment	\$ 150,000.00
PJ 1.5IMT	\$ 50,000.00
PJ1.6 Ballistic Shields & Hazmat suits	\$ 100,000.00
PJ 1.7 Hazmat Training Phase II	\$ 230,000.00
	\$ 1,205,000.00
IJ 2: Mass Care and Evacuation	
PJ 2.1 DART	\$ 100,000.00
PJ 2.2 Hospital Exercise	\$ 300,000.00
SUBTOTAL IJ 2	\$ 400,000.00
IJ 3: Critical Infrastructure	
PJ 3.1 Site Hardening for Transp. Facilities	\$ 200,000.00
PJ 3.2 CMED Site Hardening	\$ 25,000.00
SUBTOTAL IJ 3	\$ 225,000.00
IJ 4: Interoperability and Regional Information Sharing	
PJ 4.1 School Assessment & Risk Program	\$ 200,000.00
PJ 4.2 RF Build Out	\$ 306,063.00
PJ 4.3 CMED Interop Needs	\$ 75,000.00
PJ4.4 Camera Site Hardening Needs	\$ 300,000.00
SUBTOTAL IJ	\$ 881,063.00
PJ 5.1 NIMS	\$ 50,000.00
TOTAL OF ALL IJs	\$ 2,761,063

LETPP ACTIVITIES	
PJ 1.2 CBRNE Vehicle	\$ 325,000.00
PJ 1.6 – Ballistic Shields & Hazmat Suits	\$ 100,000.00
PJ 2.3 – Hospital Exercise (police OT/BK)	\$ 200,000.00
PJ 4.1 – School Assessment Program	\$ 200,000.00
PJ 4.2 RF Build Out	\$ 306,063.00
TOTAL OF LETPP ACTIVITIES	\$ 1,031,063.00
% LETPP ACTIVITIES OF FFY 2010 SHSP FUNDING	37%

FFY 2010
Massachusetts Executive Office of Public Safety and Security
Office of Grants and Research - Homeland Security Division
Investment Justification

SECTION III

- I. Region Name:** Southeast Homeland Security Region
- II. Investment Justification Name and Number:** Investment #1 Enhancement of IED/CBRNE Preparedness, Detection, Response and Decontamination
- III. Investment Period:** TBD 2011 – February 28, 2013
- IV. Investment Area Narrative:**

This investment continues to play an integral role with the Council. Since FFY04 and continuing through the ensuing federal funding years, the Council has vigorously focused on preparedness, detection, response and decontamination efforts related to this investment. The early funding years provided necessary PPEs, radiation detectors, isolation units, light towers, message boards, generators to name a few. While the middle federal funding years continue to support such efforts it also included search and rescue equipment for LECs, attack foam trailers, regional reconnaissance device, EMS regional medical support casualty units CBRNE vehicle for Metro-LEC, and technical rescue team equipment. The more recent funding year seeks to support additional PPE needs, MCI support, technical rescue and a CBRNE vehicle. The Council realizes the importance to continue to provide these vital resources for use within the region.

Needs to be addressed:

The Southeast will continue to work towards regional coordination and focus on providing the necessary assets and training for regional first responders. This investment supports Goal #1 which provides an all hazards approach to homeland security and public safety. The capability to protect against weapons of mass

destruction (WMD) through deployment of systems that ensure early detection of the import, transport, manufacture or release of chemical, biological, radiological, nuclear and explosive materials. The CBRNE Detection target capability is not just about technology, but rather the ability to recognize and resolve potential CBRNE threats through equipment, education, and effective protocols. The importance of training, equipment, communication and coordination with regional stakeholders is recognized as critical elements of the Council and State objectives

The anticipated outcome that can be measured is through the improvement of coordinated efforts of region wide emergency response, as well as first responders being fully supported to comprehend IED /CBRNE prevention, detection, and response.

Tech Rescue Full Scale Exercise (FSE)

In FFY04, the Council provided equipment and trailers for the already stood up Plymouth County Tech Rescue team. SRAC's FFY04 equipping of the Plymouth county tech rescue team has been a proven success and consequently identified a need to develop similar teams around the region. Beginning in FFY07, the Council funded two more counties to be stood up modeled after the successful Plymouth County team. FFY08 and FFY09 is a continuation of this effort that not only includes equipment caches but training for those newly formed tech rescue teams and advanced certification for the Plymouth County tech rescue team. In FFY10, the Council would like to see all fully stood up county tech rescue teams conduct a full-scale exercise using their respective equipment caches and recent training. This exercise will test their readiness to respond to tech rescue incidents in and around the region. The Council values the importance of having fully equipped and trained technical rescue teams strategically placed throughout the region.

CBRNE Vehicle

Under the FFY08 grant, the Council funded a CBRNE armored vehicle for the Metropolitan Law Enforcement Council (Metro-LEC). This vehicle was delivered and registered in December 2010. SWAT members received training in the use of this

vehicle in July 2010 funded by the SRAC. (While the Council's FFY08 vehicle was being built, UASI offered their vehicle to be used during the 5-day training session). The Council feels that additional vehicles of this same type, to maintain their approach to interoperability, is needed down in the Cape area; CCRLEC (Cape Cod Regional Law Enforcement Council) and the lower southeastern region that covers the SEMLEC (South East Massachusetts Law Enforcement Council) area.

These vehicles have proven invaluable for SWAT teams; they enable law enforcement agencies to perform critical response and rescue operations in a safe, secure armored vehicle. Furthermore, these vehicles provide SWAT members with the necessary means to safely enter critical incidents such as Hazmat, WMD and terrorist attack calls. This type of vehicle is necessary to transport trained personnel and their equipment to the scene of CBRNE / HAZMAT / WMD incidents in a protected manner. The vehicles currently used for deployment lack protection for personnel against explosions or projectiles, nor do they have the capability to detect harmful or deadly gases, radiation or explosive material. Personnel who have the expertise to resolve or effectively deal with these dangerous situations are put at the greatest risk.

EMS/MCI Equipment

The Council is looking to provide funding towards mass casualty support for the EMS/hospital disciplines. This project will include Smart Tag materials (hospital/pre-hospital) that will provide the ability to supply materials for hospitals and EMS organizations to effectively implement an on going "test" of the Smart Tag Triage system. It will also include bar code systems for patient tracking during large-scale patient movements that will provide the ability to have patient tracking on each of the Regional Medical Support Centers (RMSC – FFY08 project)

Additionally personal protective equipment for EMS providers will ensure that personnel located on EMS units responding to events have proper protective gear that allows them to function as appropriate for the event.

AARs/Incidents

Over the course of the last few years, the Council has appreciated the need to delve further into the AAR recommendations (from both exercise and real-life incidents) and uncover unmet equipment needs ensuing from regional natural disasters and incidents. Over the past year, the Council has requested the Fiduciary to research all past exercise AARs recommendations including technical rescue and law enforcement AARs in addition to submitting a survey (via SurveyMonkey.com) to all first responders in the SRAC 96 cities and towns resulting from the March 2010 floods. Research uncovered a need for particular types of equipment that cities and towns rely on heavily during particular incidents. It is evident that there continues to be a great need for additional message boards, lighting units, pumps (for floods), generators and other equipment.

IMT Training

Since FFY04, the Council has funded Incident Management Team requests for members located in Barnstable County. Members require ongoing training in order to respond to all hazards events. The Council encourages this necessary training for emergency responders from all disciplines in incident management noting that this training serves as the foundation for successful response to community emergency events.

Ballistic Shields & Hazmat Suits

On May 26, 2010 representatives from the four southeastern Massachusetts law enforcement councils served by the SRAC met at the Mattapoisett Police Department to discuss a region wide “Law enforcement council – LEC” week long SWAT training. LECs at the table included incident commanders from CCRLEC, Metro-LEC, MVLEC and SEMLEC. While the region wide LEC training is funded with FFY09 grant monies and does include a small amount of funds towards ballistic shields, the need for more ballistic shields and hazmat suits for LEC members was a concern of all attendees.

Ballistic shields are needed not only in this training but also as protective gear when responding to SWAT like incidents. While the 09 funds cover some ballistic shields, the

Council along with expert opinion of regional LEC commanders realize the importance of having additional ballistic shields available to many of its LEC members. With FFFY10 funds, the Council would like to build out the ballistic shield needs for the regional LECs. These protective shields will provide ballistic protection to law enforcement SWAT tactical team members during dynamic entry situations and allow members to approach potentially armed individuals. While SWAT members already wear heavier armor than regular officers, it must be noted that their protection usually only covers their head, chest, and other vitals, leaving their arms and legs exposed. The ballistic shield is necessary in situations where the SWAT team has little or no cover.

Hazmat suits for law enforcement are needed for particular incidents that contain hazardous chemicals/materials. While the police are not likely the discipline managing the clean up, often times they are called upon to manage the traffic and crowd control issues. The Rochester, MA 2007 SEMASS (A resource recovery facility) fire was a glaring example of the need for police to have some protection against the raging fire and chemicals dispersed in the air while managing traffic flow and scene control.

At the 3/3/2011 SRAC Council meeting, the EOPSS liaison stated a concern about potential supplanting of the hazmat suits and ballistic shields for law enforcement personnel. In response to this concern, Council members provided verbal assurance that supplanting of equipment related to this project will not occur.

Anticipated Outcomes

The anticipated outcome that can be measured is through the improvement of coordinated efforts of region wide emergency response, as well as first responders being fully protected for IED /CBRNE incidents. A major investment in CBRNE personal protective equipment that will be distributed to first responders throughout the region, in an effort to move towards rendering each community capable of protecting their CBRNE responders and to also contribute to a regional response

Evaluation Effort

The Council endeavors to receive constructive feedback from all homeland security projects. Such findings assist the Council with developing their future plans and investments. Valid concerns also include the cost effectiveness of the equipment and the outcomes of the purchase. Basic questions such as:

- Is it (equipment) working?
- How often is it deployed? To what types of incidents?
- Is it still at its original location and maintained by the assigned gatekeeper?
- Is it useful?
- What is the quality of the equipment?
- What is the response and service level of the vendor? (providing the equipment)
- Is there a need for more (of this equipment) within the region?
- Is training needed?

The answers to these questions and more are invaluable as it makes no sense to continue to fund equipment if the results are not measured. The Southeast Region is actually ahead of this effort. Using FFY07 funds under the Capabilities Investment, the Council allotted special planning funds for the Fiduciary to conduct sites visits to all tangible equipment funded since FFY04. This task has been invaluable to the Council especially when planning projects for the future. The fiduciary tags, inspects, and takes photos of the equipment and completes a one page questionnaire form with the recipient. Results are compiled into a final report to be shared with the Council/EOPSS. The Fiduciary conducts these visits on a regular basis so it will remain as on-going effort for all current and future funding years. This approach is how the Council wishes to continue evaluation efforts for the FFY10 guidance.

Supporting the Goals and Objectives of the MA State Homeland Security Strategy

Overall, this proposed investment objective would provide the assets necessary for a comprehensive response plan with interoperable equipment and equipment that will ensure the safety and health of first responders for incidents throughout the region.

This goal supports Goal #3 from the State Homeland Security Strategy: *Improve preparedness by enhancing regional coordination.* As outlined at the onset of the southeast regional program, providing common equipment, developing exercising protocols, and providing uniformity on training and exercise will improve the response with like capability.

V. Budget by Cost Category and Project Justification:

Planning	
Equipment	1,205,000.00
Training	
Exercises	
Maintenance	
Total	\$1,205,000.00

PJ Number and Title	PJ1.1 Tech Rescue FSE
PJ Number and Title	PJ2.2 CBRNE Vehicle
PJ Number and Title	PJ3.3 EMS/MCI Equipment
PJ Number and Title	PJ4.4. AAR/Incident Equipment
PJ Number and Title	PJ5.5 IMT training
PJ Number and Title	PJ6.6 Ballistic Shields & Hazmat Suits
TOTAL	\$1,205,000.00

PJ SUMMARIES FOR CBRNE

Project Number & Title: PJ 1.1 Tech Rescue Full Scale Exercise (FSE)

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: Conduct a full-scale exercise with the regional technical rescue teams to identify their readiness to respond to technical rescue incidents.

Needs to be addressed: Improve the region's preparedness and ability to recover from a terrorist attack or natural disaster. Additionally, it will enhance the regions ability to assess risks and the county's ability to respond to technical rescue incidents.

Anticipated Outcomes: To provide awareness level, Operations level and Technician level training for firefighters and industrial rescue teams in: Rope Rescue, Trench Collapse Rescue, Confined Space Rescue, Structural Collapse Rescue and Rapid Intervention Teams.

Supports IJ: Investment Category #1 – Enhancement of IED/CBRNE Preparedness, Detection, Response and Decontamination.

Coordination with related initiatives: This initiative will be coordinated with the subject matter experts in the fire and technical rescue disciplines.

Stakeholders Involved: Primary stakeholders involved are the fire disciplines from municipalities and the Department of Fire Services but it is not limited to sharing with other disciplines as needed.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC's Investment Justifications and Projects

Budget by Cost Category: Training: \$250,000

Planning	
Equipment	
Training	\$250,000.00
Exercises	
Maintenance	
Total	\$250,000.00

PJ SUMMARIES FOR CBRNE

Project Number & Title: PJ 1.2 CBRNE Vehicle

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: Provide a second and much needed CBRNE vehicle, modeled after the FFY08 Metro-LEC vehicle, to another “LEC” (Law Enforcement Council) within the region. As of plan report we have not yet identified which LEC will be the recipient of this vehicle. The vehicle will allow personnel to safely enter critical incidents such as Hazmat, WMD and terrorist attacks.

Needs to be addressed This vehicle fits into the sub-recipient overall preparedness and response plan by providing necessary and trained personnel who will utilize this equipment vehicle at the scene of a CBRNE/HAZMAT/WMD incident. These incidents are and continue to be part of the State’s homeland security strategy that fall under the Department of Homeland Security’s project investments.

Anticipated Outcomes: To provide the necessary means to safely enter critical incidents such as Hazmat, WMD and terrorist attack calls. This type of vehicle is necessary to transport trained personnel and their equipment to the scene of CBRNE / HAZMAT / WMD incidents in a protected manner. The vehicles currently used for deployment lack protection for personnel against explosions or projectiles, nor do they have the capability to detect harmful or deadly gases, radiation or explosive material. Personnel who have the expertise to resolve or effectively deal with these dangerous situations are put at the greatest risk

Supports IJ: Investment Category #1 – Enhancement of IED/CBRNE Preparedness, Detection, Response and Decontamination.

Coordination with related initiatives: This initiative will be coordinated with the subject matter experts in the law enforcement disciplines.

Stakeholders Involved: Primary stakeholders involved is regional law enforcement councils.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC’s Investment Justifications and Projects

Budget by Cost Category: Equipment: \$325,000

Planning	
Equipment	\$325,000.00
Training	
Exercises	
Maintenance	
Total	\$325,000.00

PJ SUMMARIES FOR CBRNE

Project Number & Title: PJ 1.3 EMS/MCI Equipment

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: Provide a Smart Tag Triage coding system for the regional hospitals. The color-coding system of the tags identifies patient's needs from critical, minor to expectant. Currently there is a statewide triage tag system that is being used in the pre-hospital environment. Although the SmartTag® triage tags have been provided to all EMS agencies in the Commonwealth under separate funding from MDPH along with associated training there is a lack of familiarity with the tag and its proper usage in the hospital environment. The end results of this project are:

1. Provide Smart® Triage kits for each hospital in the Council, along with training on the proper use of the tag for all patients that independently present to their hospital during events (self-transport to the closest Hospital Emergency Department is a well-documented during events).
2. Provide a seed quantity of SmartTag® triage tags for EMS services and Hospitals to implement an on-going exercise program in using the SmartTag® system by properly evaluating and completing a SmartTag® for every patient that presents during an identified time-frame. This provides the triage personnel in the pre-hospital and hospital environments the opportunity to practice the use of the tag as well as allowing the receiving staff at the hospital the opportunity to review the tag on the patient that comes in to increase their proficiency in obtaining the information they need to provide continuity of care.

Additional Personal Protective Equipment (PPE) that meets the standards defined in the State PPE Guidelines may be purchased with any remaining funds. The purpose is to provide immediate point of contact access to the appropriate PPE that is needed for the EMS personnel to successfully and safely complete their mission.

Needs to be addressed: This type of system used in all hospitals will quickly and effectively allow medical personnel to maintain a high level of preparedness for managing critical incident patients.

Anticipated Outcomes: To provide the necessary color-coding computerized system for tracking patients and determining assessment by medical or paramedical personnel. Each patient will be labeled with a device called a triage tag. This will identify the patient and any assessment findings and will identify the priority of the patient's need for medical treatment and transport from the emergency scene.

Supports IJ: Investment Category #1 – Enhancement of IED/CBRNE Preparedness, Detection, Response and Decontamination.

Coordination with related initiatives: This initiative will be coordinated with the subject matter experts in the hospital and EMS disciplines.

Stakeholders Involved: Primary stakeholders involved are the hospital discipline.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC's Investment Justifications and Projects

Budget by Cost Category: Equipment: \$100,000.00

Planning	
Equipment	\$100,000.00
Training	
Exercises	
Maintenance	
Total	\$100,000.00

PJ SUMMARIES FOR CBRNE

Project Number & Title: PJ 1.4 AAR/Incident Equipment

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: Provide necessary equipment to regional cities and towns identifying equipment needs stemming from natural and man made incidents and gaps identified in functional exercises sponsored by the Council. The Council refers to AARs and survey results (sent to 96 cities and towns in response to regional incidents) to determine such equipment gaps.

Needs to be addressed: By taking a proactive approach, the Council intends to close equipment gaps within the region in phases. Due to limited grant funds, “doing more with less” is the best approach while working to partner with various stakeholders in the region to accurately identify the most glaring needs and attempt to fill them accordingly. Resources include equipment, facilities and personnel that may be used during response and recovery operations as a result of natural and human-caused incidents.

Anticipated Outcomes: By identifying equipment resource needs, the Council intends to make communities aware of what emergency responses resources exist and help identify future resource needs and shortfalls. Stakeholders can address resource gaps by establishing agreements and systems to share existing resources and how to acquire resources for region-wide use.

Supports IJ: Investment Category #1 – Enhancement of IED/CBRNE Preparedness, Detection, Response and Decontamination.

Coordination with related initiatives: This initiative will be coordinated with several subject matter experts in the fire, police and EMA disciplines.

Stakeholders Involved: Primary stakeholders involved are the fire, police and EMA disciplines.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC’s Investment Justifications and Projects

Budget by Cost Category: Equipment: \$150,000.00

Planning	
Equipment	\$150,000.00
Training	
Exercises	
Maintenance	
Total	\$150,000.00

PJ SUMMARIES FOR CBRNE

Project Number & Title: PJ 1.5 IMT (Incident Management Training)

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: Continue to support the successful and operational Barnstable County Incident Management Team.

Needs to be addressed: Provide continued support for the Barnstable County IMT with basic and position-specific training, as well as mentoring/shadowing opportunities as they present themselves. The Council has supported IMT requests since FFY04.

Anticipated Outcomes: Providing the Barnstable County IMT the capacity to expand the existing team with basic training opportunities for new members, and with more advanced levels of training for existing team members.

Supports IJ: Investment Category #1 – Enhancement of IED/CBRNE Preparedness, Detection, Response and Decontamination.

Coordination with related initiatives: This project will be managed by the Training and Exercise Subcommittee with guidance and when appropriate, from EOPSS. Participants will include senior personnel from the Barnstable County IMT

Stakeholders Involved: Primary stakeholders involved include all relevant disciplines.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC's Investment Justifications and Projects

Budget by Cost Category: Training: \$50,000.00

Planning	
Equipment	
Training	\$50,000.00
Exercises	
Maintenance	
Total	\$50,000.00

PJ SUMMARIES FOR CBRNE

Project Number & Title: PJ 1.6 Ballistic Shields & HAZMAT Suits

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: Provide tactical and protective equipment to the law enforcement disciplines.

Needs to be addressed: Maintain operational readiness to regional CBRNE events.

Anticipated Outcomes: Ensure the safety and protection of law enforcement personnel responding to critical incidents with appropriate equipment and outwear protection.

Supports IJ: Investment Category #1 – Enhancement of IED/CBRNE Preparedness, Detection, Response and Decontamination.

Coordination with related initiatives: This initiative will be coordinated with the regional incident commanders of the Law Enforcement Councils.

Stakeholders Involved: Primary stakeholders involved are specialized law enforcement councils with a specific focus on tactical like operations and response to critical incidents.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC's Investment Justifications and Projects.

Budget by Cost Category: Equipment: \$100,000.00

Planning	
Equipment	\$100,000.00
Training	
Exercises	
Maintenance	
Total	\$100,000.00

PJ SUMMARIES FOR CBRNE

Project Number & Title: PJ 1.7 Haz-Mat Team Training Phase II

Note: Part of this request will be funded with FFY09 and the remaining portion with FFY10. At this time, it is unknown which of the courses will be funded with FFY10. The FFY09 funds and contract spending was recently approved and the Fiduciary has reached out to the applicant to contact MEMA regarding training opportunities.

Courses include: PER-226 & PER-241 via TED. The advanced tanker car training is not approved as of report time. SRAC, with acknowledgement from the Training & Exercise Chair, recognizes that a Training Petition is required prior to start of training program. It is also noted that all three courses cannot be funded simultaneously with FFY10 due to budget limitations and that the Tanker Car course has already been petitioned twice as of report time.

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: In addition to the basic and ongoing training provided under the Department of Fire Services' Regional Hazardous Materials Response Program to the six district hazardous materials response teams, the District One and Two Steering Committees have identified three additional, supplemental training courses that would enhance their response capabilities in the Southeast Region. The Steering Committees from other districts have identified identical training in the other regions as well

Needs to be addressed: Develop an enhanced hazardous materials emergency response in the Southeast Region to provide supplemental training in the areas of weapons of mass destruction and transportation for District One and Two HAZMAT Team members

Anticipated Outcomes: District HAZMAT Team personnel will possess an enhanced level of WMD/CHEMBIO response training as well advanced knowledge of responding to tank car incidents, which are the predominant incident in the region requiring their assistance.

Supports IJ: Investment Category #1 – Enhancement of IED/CBRNE Preparedness, Detection, Response and Decontamination.

Coordination with related initiatives: This initiative will be coordinated with the subject matter experts in the hazardous materials field.

Stakeholders Involved: Primary stakeholders involved are the fire discipline but it is not limited to sharing with other disciplines as needed.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC's Investment Justifications and Projects

Budget by Cost Category: Training: \$250,000.00

Planning	
Equipment	
Training	\$250,000.00
Exercises	
Maintenance	
Total	\$250,000.00

SECTION III – INVESTMENT JUSTIFICATIONS

- I. **Region:** SOUTHEAST REGIONAL HOMELAND SECURITY ADVISORY COUNCIL
- II. **Investment:** Investment Two - Mass Care and Evacuation
- III. **Investment Period:** TBD 2011 to February 28, 2013
- IV. **Investment Area Narrative:**

The SRAC has supported initiatives in the Mass Care and Evacuation/Pandemic Flu throughout the various grant cycles from past funding years. Tasks related to Mass Care and Evacuation has included: roadside barriers for the Cape Cod bridges, trailer and supplies for Region IV public health and Barnstable County Emergency Planning, regional pandemic tabletops, and trailers with necessary medical supplies for hospital needs around the region. Like other regions, the prevailing problem faced by the Southeast is the annual reduction of homeland security funding for sheltering efforts. Sheltering needs can become immense and often confusing with who is doing “what, where and how.”

Needs to be addressed & anticipated outcomes:

Utilizing FFY10 Funds, the SRAC proposes to address the following regional concerns related to Mass Care, Sheltering and Evacuation.

Trailers with sheltering supplies for domesticated animals during disasters.

For FFY10, the Council would like to see additional initiatives within this investment area to include the purchase of supplies and trailers for regional Disaster Animal Response Teams (DART). The Council will work with local emergency management, local animal control officers and public health departments to assist municipalities with pet sheltering needs during incidents. The Council and the project-sponsored liaisons will help identify the trailer cache locations and needs while working with the local disaster animal support team. This project will seek to comply with the Pets Evacuation

and Transportation Standards Act (PETS ACT). This law, established in October 2006, requires local and state emergency preparedness authorities to include household pets and service animals in their evacuation plans.

More readily available resources and advancements in emergency preparedness for domestic animal resources will be the anticipated outcome. Continuous outfitting of the regional cache will occur to allow the region to access equipment that may have an immediate need upon an incident.

Regional Hospital Active Shooter Exercise

In recent years there has been a rise in *law enforcement critical incidents* occurring at hospitals. In this context, the term *law enforcement critical incident* refers to a variety of possible occurrences, such as hostage situations, abductions and active shooters. Since hospitals are focused on the primary mission of providing patient care, security issues are a second priority. So, despite the rise in incidents most hospitals are still unprepared to manage a *law enforcement critical incident*. The Council feels that this type of exercise is a significant yet unmet need that requires attention. Funds will be used to hire a consultant to conduct the planning and exercise related activities and backfill/OT costs for first responders.

Evaluation Effort

The Council endeavors to receive constructive feedback from all homeland security projects. Such findings actually assist the Council with developing their future plans and investments. Valid concerns also include the cost effectiveness of the equipment and the outcomes of the purchase. Basic questions such as:

- Is it (equipment) working?
- Was training provided – describe usefulness.
- Was an exercise(s) funded – provide feedback on evaluator, AAR.
- How often is it (equipment) deployed? To what types of incidents?
- Is it still at its original location and maintained by the assigned gatekeeper?

- Is it useful?
- What is the quality of the equipment?
- What is the response and service level of the vendor? (providing the equipment)
- Is there a need for more (of this equipment) within the region?
- Is training needed?

The answers to these questions and more are invaluable as it makes no sense to continue to fund equipment if the results are not measured. The Southeast Region is actually ahead of this effort. Using FFY07 funds under the Capabilities Investment, the Council allotted special planning funds for the Fiduciary to conduct sites visits to all tangible equipment funded since FFY04. This task has been invaluable to the Council especially when planning projects for the future. The fiduciary tags, inspects, and takes photos of the equipment and completes a one page questionnaire form with the recipient. These results are compiled into a final report to be shared with the Council/EOPSS. The Fiduciary conducts these visits on a regular basis so it will remain as on-going effort for all current and future funding years. This approach is how the Council wishes to continue evaluation efforts for the FFY10 guidance.

How the investment supports the goals and objectives of the MA State Homeland Security Strategy:

Specifically, the Council's proposed objectives will address concerns and strategies for managing domestic animals shelter needs during disasters; determine the current state of preparedness of hospitals and their surrounding communities to respond to a *law enforcement critical incident* that occurs at a hospital; develop a template plan that hospitals and their surrounding communities could use as a basis for their planning efforts and provide training and practice in using the plan

This investment addresses the first, second and third goals identified in *The Commonwealth of Massachusetts State Homeland Security Strategy* (September 2007); (1) to create a common operating picture among homeland security and public safety

stakeholders, and addresses the State’s objective to prepare the Commonwealth for mass evacuation and shelter, (2) to strengthen and expand partnerships for prevention and preparedness, and (3) to focus on private sector and public participation in prevention and preparedness.

V. Budget by Cost Category and Project Justification:

Planning	\$100,000
Equipment	\$100,000
Training	\$200,000
Exercises	
Other (describe)	
Total	\$400,000

PJ 2.1 DART Trailer Cache	\$ 100,000
PJ.2.2 Hospital Exercise	\$ 300,000
TOTAL	\$ 400,000

PJ SUMMARIES FOR MASS CARE & EVACUATION

Project Number & Title: PJ 2.1 Disaster Animal Response Trailers (DART)

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: The EMA director for the Council will work with regional counterparts to identify key locations to host and deploy regional animal cache trailers during incidents. These locations have yet to be identified as of the FFY10 plan. Once the plan is approved, the EMA director will begin researching ideal locations within the region. The contents of each trailer will likely contain necessary equipment to shelter domestic pets such as cleaning supplies, hand sanitizer, paper towels, plastic bags, feeding and watering bowls, blankets, towels, crates, carriers, disposable litter trays, animal care products including: collars, shampoo, brushes, nail clippers, leashes, and first-aid kits for animals.

Needs to be addressed: The Southeast Region has yet to identify this need – past investments have focused on human sheltering needs. This project will close a much needed gap within the region as it pertains to sheltering and evacuation supplies of domesticated pets.

Anticipated Outcomes: The anticipated outcomes will result in enhancing animal emergency preparedness throughout the region by providing strategically located animal disaster trailers containing the necessary equipment and supplies to support citizen's domestic pets during incidents that require evacuation and sheltering needs.

Supports IJ: Investment Category #2 – Mass Care and Evacuation

Coordination with related initiatives: This initiative will be coordinated with the subject matter experts in the sheltering and evacuation disciplines along with regional animal organizations.

Stakeholders Involved: Primary stakeholders involved are emergency management discipline but it is not limited to sharing with other disciplines as needed.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC's Investment Justifications and Projects

Budget by Cost Category: Equipment: \$100,000.00

Planning	
Equipment	\$100,000.00
Training	
Exercises	
Maintenance	
Total	\$100,000.00

PJ SUMMARIES FOR MASS CARE & EVACUATION

Project Number & Title: PJ 2.2 Regional Hospital Exercise

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: The Council hospital representative from Caritas Norwood will be the lead sponsor for the project. The project will determine the current state of preparedness of hospitals and their surrounding communities to respond to a *law enforcement critical incident* that occurs at a hospital. A tabletop exercise will be held in each region much like the pandemic workshops held in the spring of 2010. A template plan will be developed (by the hired consultant) that hospitals and their surrounding communities could use as a basis for their planning efforts. The consultant will provide training and practice in using the plan (to hospital employees).

Needs to be addressed: The Southeast Region has yet to identify this need – past exercise scenario investments have focused on pandemic surge, train derailment, hazardous tanker collisions, and university shooters. However, in recent years there has been a rise in *law enforcement critical incidents* occurring at hospitals.

Anticipated Outcomes: The anticipated outcomes will result in a report on the state of preparedness, a template plan, a Power Point based training / tabletop and an after-action report / improvement plan.

Supports IJ: Investment Category #2 – Mass Care and Evacuation

Coordination with related initiatives: This initiative will be coordinated by the Council hospital representative who chairs the Mass Care, Sheltering Surge Evacuation subcommittee. Meetings will be held with relevant stakeholders and representatives from the region's seventeen (17) hospitals.

Stakeholders Involved: Stakeholders will include representatives from all seventeen hospitals in the region, local law enforcement, especially from the host communities, but not limited to those communities, Metro-LEC, SEMLEC, CCRLEC, local fire, especially from the host communities, but not limited to those communities and local EMS, especially from the host communities, but not limited to those communities

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC's Investment Justifications and Projects

Budget by Cost Category: Planning & Exercise: \$300,000.00

Planning	\$100,000.00
Equipment	
Training	
Exercises	\$200,000.00
Maintenance	
Total	\$300,000.00

SECTION III – INVESTMENT JUSTIFICATIONS

- I. **Region:** SOUTHEAST REGIONAL HOMELAND SECURITY ADVISORY COUNCIL
- II. **Investment:** Investment Three – Critical Infrastructure Program
- III. **Investment Period:** TBD 2011 to February 28, 2013
- IV. **Investment Area Narrative:**

In years past, the SRAC has supported projects for critical infrastructure initiatives. Using FFY09 funds, the Council will provide site hardening for fixed radio frequency equipment sites to ensure that these sites are properly supported with the necessary backup equipment in the even of power failures. In 2004 and 2005, the Council provided site hardening funding towards the regional transit authorities to protect vital assets and therefore sees the need to further this investment in FFY10.

Needs to be addressed & anticipated outcomes:

Using FFY04 grant funds, the Council began the building blocks of physically securing the regions six (6) transportation facilities. Due to limited funds and needs for other investments and projects to get operational, further building out and securing the transportation facilities was put on the back-burner. With the FFY10 plan the Council wishes to readdress the physical security needs of vulnerable transit facilities.

Background

Regional Transit Authorities – 350 coaches, mini-buses and vans. 700 + Employees, 8.5 million passengers/year, parking structures, and heavy duty maintenance facilities, under six regional transit authorities:

- o Brockton Area Transit (BAT)
- o Greater Attleboro Taunton Regional Transit Authority (GATRA)
- o Southeastern Regional Transit Authority (SRTA)
- o Cape Cod Regional Transit Authority (CCRTA)
- o Vineyard Transit Authority (VTA)
- o Nantucket Regional Transit Authority (NRTA)

Cache Site Camera Systems

Also part of this investment, the Council plans to fund surveillance cameras with monitoring systems to several of their regional cache sites. These trailer cache sites include equipment assets for the DPW, Technical Rescue Teams and Hospital

Sheltering/Pandemic. The Council understands the need and challenges that disciplines and jurisdictions are faced with to ensure security and protection of their assets. Protecting and ensuring the continuity of these regional resources is essential to regional security.

CMED Site Hardening

This investment will also serve to provide site hardening for select CMED remote sites. The anticipated budget amount of \$25,000 is an estimate; overall needs will be identified via a survey of the CMED system. The CMED sites need to be hardened to provide better reliability and reduce the susceptibility to vandalism and terrorism.

Anticipated outcomes:

The anticipated outcome of site hardening is a result of simple, well-planned actions that can prevent long-term equipment failures in the event of a natural or man-made disaster. Public-safety communications systems are mission critical and it is important to build and augment existing systems in order to have systems that will survive anticipated risks.

Evaluation Effort

The Council endeavors to receive constructive feedback from all homeland security projects. Such findings actually assist the Council with developing their future plans and investments. Valid concerns also include the cost effectiveness of the equipment and the outcomes of the purchase. Basic questions such as:

- Is it (equipment) working?
- How often is it deployed? To what types of incidents?
- Is it still at its original location and maintained by the assigned gatekeeper?
- Is it useful?
- What is the quality of the equipment?
- What is the response and service level of the vendor? (providing the equipment)
- Is there a need for more (of this equipment) within the region?
- Is training needed?

The answers to these questions and more are invaluable as it makes no sense to continue to fund equipment if the results are not measured. The Southeast Region is actually ahead of this effort. Using FFY07 funds under the Capabilities Investment, the Council allotted special planning funds for the Fiduciary to conduct sites visits to all tangible equipment funded since FFY04. This task has been invaluable to the Council especially when planning projects for the future. The fiduciary tags, inspects, and takes photos of the equipment and completes a one page questionnaire form with the recipient. These results are compiled into a final report to be shared with the Council/EOPSS. The Fiduciary conducts these visits on a regular basis so it will remain as on-going effort for all current and future funding years. This approach is how the Council wishes to continue evaluation efforts for the FFY10 guidance.

Supporting the Goals and Objectives of the MA State Homeland Security Strategy

This investment supports Goal #1: *Create a Common Operating Picture among Homeland Security and Public Safety Stakeholders* and Goal #2 “Strengthen and Expand Partnerships for Preparedness. The Southeast has supported the need for municipalities to gain a more comprehensive picture of the critical infrastructure assets that are susceptible to threats and vulnerabilities. The more it can reinforce this type of support for critical infrastructure protection, the clearer and more effective preventative measures can be developed.

V. Budget by Cost Category and Project Justification:

Planning	
Equipment	\$525,000.00
Training	
Exercises	
Other	
Total	\$525,000.00

PJ 3.1 Site Hardening for transportation facilities	\$ 200,000
PJ.3.2 CMED Site Hardening	\$ 25,000
PJ 3.3 Cache Site Hardening	\$ 300,000
TOTAL	\$ 225,000

PJ SUMMARIES FOR CRITICAL INFRASTRUCTURE

Project Number & Title: PJ 3.1 Transportation Site Hardening

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: This project will identify site hardening equipment needs for regional transportation locations. The fiduciary will reach out to the transportation site managers to help identify their equipment needs and gaps with current systems at various. Site hardening equipment will likely include surveillance cameras with monitoring systems, barrier entrance gates and fencing, and ample lighting of property.

Needs to be addressed: To identify and reduce vulnerability of transportation facilities in need of physical security enhancements to help offset future natural or man-made disasters.

Anticipated Outcomes: Further strengthening and improving the physical security of regional transportation Facilities.

Supports IJ: Investment Category #3 – Critical Infrastructure

Coordination with related initiatives: This initiative will be coordinated by the Council transportation representative and the Fiduciary.

Stakeholders Involved: Stakeholders will include regional transportation representatives from around the southeast region.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC's Investment Justifications and Projects

Budget by Cost Category: Equipment: \$200,000.00

Planning	
Equipment	\$200,000.00
Training	
Exercises	
Maintenance	
Total	\$200,000.00

PJ SUMMARIES FOR CRITICAL INFRASTRUCTURE

Project Number & Title: PJ 3.2 CMED Site Hardening

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: This project will identify site hardening equipment needs for Emergency Medical System (EMS) locations within the region that are most vulnerable. A survey will be sent to those locations asking key personnel to identify current equipment caches, issues, needs etc. Based on the results, the EMS Director for Region V who also serves as the EMS representative for the Council will review and prioritize needs accordingly. It is logical that the needs will be funded with future grant monies as the budget amount allocated will only scratch the surface of this unnoticed but growing need for the EMS discipline. Site hardening equipment will likely include surveillance cameras with monitoring systems, barrier entrance gates and fencing, and ample lighting of property. *It is noted by the Council that site hardening needs will only be funded to those publically owned facilities.*

Needs to be addressed: To identify and reduce vulnerability of EMS sites deemed most fragile to potential natural or man-made disasters.

Anticipated Outcomes: Further strengthening and improving the physical security of EMS public locations.

Supports IJ: Investment Category #3 – Critical Infrastructure

Coordination with related initiatives: This initiative will be coordinated by the Council EMS representative and the Fiduciary.

Stakeholders Involved: Stakeholders will include EMS representatives from around the southeast region.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC's Investment Justifications and Projects

Budget by Cost Category: Equipment: \$25,000.00

Planning	
Equipment	\$25,000.00
Training	
Exercises	
Maintenance	
Total	\$25,000.00

PJ SUMMARIES FOR INTEROPABILITY AND REGIONAL INFORMATION SHARING

Project Number & Title: PJ 3.3 Camera Site Hardening; Cache Locations

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: This project will identify fixed surveillance camera equipment needs for the Council's several trailer cache sites. These trailer caches include equipment assets for the DPW, Technical Rescue Teams and Hospital Sheltering/Pandemic. The Council understands the need and challenges that disciplines and jurisdictions are faced with to ensure security and protection of their assets. Protecting and ensuring the continuity of these regional resources is essential to regional security.

Needs to be addressed: To identify and reduce potential vandalism and theft to regional assets.

Anticipated Outcomes: The anticipated outcome will be to strengthen and improve the physical security of regional cache equipment sites.

Supports IJ: Investment Category #4 – Interoperability & Regional Information Sharing

Coordination with related initiatives: This initiative will be coordinated by the gatekeepers of each regional equipment cache site and the Fiduciary.

Stakeholders Involved: Stakeholders will include fire, police, DPW, EMA, and hospital representatives from around the southeast region.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC's Investment Justifications and Projects

Budget by Cost Category: Equipment: \$300,000.00

Planning	
Equipment	\$300,000.00
Training	
Exercises	
Maintenance	
Total	\$300,000.00

SECTION III – INVESTMENT JUSTIFICATIONS

- I. **Region:** SOUTHEAST REGIONAL HOMELAND SECURITY ADVISORY COUNCIL
- II. **Investment:** Investment Four – Interoperability & Information Sharing
- III. **Investment Period:** TBD 2011 to February 28, 2013
- IV. **Investment Area Narrative:**

Workplace Risk Assessment Program (WRAP)

For this particular investment, the Council plans to fund a Workplace Risk/Threat Assessment Program somewhat modeled after the “STARS” program in the Northeast Region. The STARS program was created by the Northeastern Massachusetts Law Enforcement Council (NEMLEC) and funded by the Northeast Council.

Background

STARS was developed in 1999, to assist the northeast region’s schools in working towards enhancing school safety and preventing threats and violence in schools, and to ensure they were prepared to identify, assess, and respond to school threats and emergencies. This program is a partnership that coordinates the efforts of NEMLEC police chiefs and its affiliated public school superintendents and fire chiefs to coordinate their school violence prevention, reduction, intervention and response efforts.

STARS works with member jurisdictions in enhancing school safety by:

- identifying threats and/or causes of violence in community schools,
- developing solutions and strategies to address causes of violence,
- developing, implementing, practicing and evaluating safe school plans
- Responding to calls for assistance during crises and critical incidents.

While STARS focuses solely on school systems, the Council feels that the communities will be better served if they focus on schools and places of business. The Council will emulate much of the STARS model but include local businesses as well. To help move this project forward, the Council plans to work with their regional member LEC

organizations, local heads of businesses and public school superintendents to help implement this program in the region. This project investment will likely include planning, training and development of WRAP tool kits and floor plans for workforce locations. WRAP toolkits will include accurate representations of school entries and exits to the identification of local and regional resources to help communities deal with natural or manmade threats and incidents.

A WRAP toolkit enhances school safety in member municipalities by:

- Enhancing the capabilities and expand the availability of resources to local officials for assessing and responding to threats of violence in school facilities.
- Provides WRAP floor plans for designated municipal school buildings and work places, according to the instructions provided,
- Provides digital photos of all entrances and egresses of the businesses and municipal school buildings; and
- Provides a detailed informational binder and further associated services.

The Southeast will reach out to the Northeast regional regarding the beginning steps needed to implement this program.

The anticipated outcome of this proposed project will be the development of a SRAC/LEC sponsored WRAP program within the southeast region. It is all likely that due to cost restrictions, this project will be phased over several grant funding years.

Radio Frequency Build out

The continual build-out of radio interoperability within the Southeast Region has been a chief focal point since the beginning of FFY04. Since that time, over \$10 million dollars has been funded towards development and support of interoperability projects. The FFY10 investment will continue to build upon past and future interoperability initiatives. The SRAC Interoperability Sub-Committee has identified the need to focus on the continuation of the “building blocks” concept for developing interoperable solutions documented in the State Homeland Security Strategy. In particular, the Southeastern

Region of Massachusetts in the specific Counties of Norfolk, Bristol, and Plymouth has identified the need for a unified interoperable first responder communications strategy that utilizes existing infrastructure and systems to further the 'building block' concept of interoperability established through the Executive Office of Public Safety & Security Interoperability Working Group. Law enforcement agencies that utilize local UHF communications systems are not interoperable with their municipal fire/medical counterparts. Municipal fire/medical responders are on County UHF systems whose network configurations do not provide county-wide ubiquitous coverage.

Traditionally, interoperability in the region has been achieved through communications between dispatch centers for mutual aid support of police fire/medical at the municipal level. Southeast Homeland Security Advisory Council Interoperability Sub-Committee has received a significant number of requests to enhance local infrastructure and radio networks for both police and fire/medical services.

Over the last few years, the Interoperability Subcommittee has realized a need greater than what can be accomplished using vendor driven solutions. In FFY07 they sought the services of the Radio Engineer to provide an unbiased analysis of interoperability gaps currently residing in the region. It is recognized that while the solutions to achieve true interoperability might be sidelined by lack of funding, the Council chooses to break down future interoperability needs into funding phases in order to achieve true success over a period of time. The Radio Engineer provided a final report identifying the gaps within the region. This report was approved by the committee in September 2010 with committee votes to continue to fund the services of the Radio Engineer (to develop equipment specifications) using FFY08 and FFY09 funds. Because approval of the grant cycles tends to run slower than average, the contract with the radio engineer is not yet in place. However, there are several "moving parts" to achieving interoperability success within the region such as other avenues of funding that will assist with closing the regional interoperability gaps. An example includes the PSIC funds – the region has applied to the SIEC for over \$300,000 (separate applications) of interoperable projects that will further serve the region.

The CMED (Centralized Medical Emergency Dispatch) component to interoperability will likely involve providing an RF (radio frequency) method of tying the regional EMS dispatch points directly to CMED center to allow a redundant, two-way link during crisis like situations. Currently there is not a “patchwork” system in place which is not cohesive nor does it provide continual and consistent coverage.

As of this report, it is not exactly known which parts of the region’s overall interoperability needs will be funded with FFY10. However, it is certain that funds will be used to develop and enhance the existing interoperability needs within the region identified by several stakeholders such as the SIEC, BAPERN representatives, the Radio Engineer team and the SRAC Interoperability Subcommittee.

Anticipated Outcomes

Aligning interoperability and securing regional assets is the definitive goal of the Southeast region. Because interoperability is not only costly but it is a slow process due to many factors such as project approval of the SIEC, EHP requirements, permits and engineering needs for related tower work and identification of sites to place repeaters, antennas and towers. The Council realizes that this investment will not be completed overnight nor will it be completed with one grant funding cycle. With that being said, the Council has already taken several years of steps to see that interoperability continues to be addressed within their region.

Evaluation Effort

The Council endeavors to receive constructive feedback from all homeland security projects. Such findings actually assist the Council with developing their future plans and investments. Valid concerns also include the cost effectiveness of the equipment and the outcomes of the purchase. Basic questions such as:

- Is it (equipment) working?
- How often is it deployed? To what types of incidents?
- Is it still at its original location and maintained by the assigned gatekeeper?

- Is it useful?
- What is the quality of the equipment?
- What is the response and service level of the vendor? (providing the equipment)
- Is there a need for more (of this equipment) within the region?
- Is training needed?

The answers to these questions and more are invaluable as it makes no sense to continue to fund equipment if the results are not measured. The Southeast Region is actually ahead of this effort. Using FFY07 funds under the Capabilities Investment, the Council allotted special planning funds for the Fiduciary to conduct sites visits to all tangible equipment funded since FFY04. This task has been invaluable to the Council especially when planning projects for the future. The fiduciary tags, inspects, and takes photos of the equipment and completes a one page questionnaire form with the recipient. These results are compiled into a final report to be shared with the Council/EOPSS. The Fiduciary conducts these visits on a regular basis so it will remain as on-going effort for all current and future funding years. This approach is how the Council wishes to continue evaluation efforts for the FFY10 guidance.

Supporting the Goals and Objectives of the MA State Homeland Security Strategy

This investment supports Goal #1: *Create a Common Operating Picture among Homeland Security and Public Safety Stakeholders* and Goal #2 “Strengthen and Expand Partnerships for Preparedness.

V. Budget by Cost Category and Project Justification:

Planning	\$ 50,000
Equipment	\$456,063
Training	\$ 75,000
Exercises	
Other	
Total	\$581,063

PJ 4.1 School Assessment & Risk Program	\$ 200,000.00
PJ 4.2 RF Build Out	\$ 306,063.00
PJ 4.3 CMED Interop Needs	\$ 75,000.00
TOTAL	\$ 581,063.00

PJ SUMMARIES FOR INTEROPABILITY AND REGIONAL INFORMATION SHARING

Project Number & Title: PJ 4.1 Workforce Risk & Assessment Program (WRAP)

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: This project investment will likely include planning, training and development of a Workforce Risk and Assessment Program to provide tool kits and floor plans for community schools and local businesses. Toolkits could potentially provide accurate representations of school and business entries and exits to the identification of local and regional resources. The FFY10 funds will simply help establish the program; it is envisioned that this will be a multi-phased, multi-funding initiative over the course of several grant years.

Needs to be addressed: Development of a program for schools and businesses to enhance the safety and security of schools and businesses. This program aims to prevent threats and violence in schools and businesses and to ensure they are prepared to identify, assess, and respond to threats and emergencies.

Anticipated Outcomes: Preparedness and response capabilities for schools and businesses afflicted by modern day society's work force violence incidents.

Supports IJ: Investment Category #4 – Interoperability & Regional Information Sharing

Coordination with related initiatives: This initiative will be coordinated by the Metropolitan Law Enforcement Council (Metro-LEC) representatives and the Fiduciary.

Stakeholders Involved: Stakeholders will include superintendents, business owners and law enforcement representatives from around the southeast region.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC's Investment Justifications and Projects

Budget by Cost Category: Planning, Equipment & Training: \$200,000.00

Planning	\$ 20,000.00
Equipment	\$130,000.00
Training	\$ 50,000.00
Exercises	
Maintenance	
Total	\$200,000.00

PJ SUMMARIES FOR INTEROPABILITY AND REGIONAL INFORMATION SHARING

Project Number & Title: PJ 4.2 RF Build-out

Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: This project will further help build out the radio frequency needs for the Southeast Region. Since FFY07, the Council’s Interopability subcommittee working under the leadership and guidance of the SIEC, have developed a clear plan for bolstering radio interoperability needs within the entire region. A majority of this expansion will support bringing the BAPERN network further into the region. As of report time, the specifics of needed equipment is not known as current phases are awaiting SIEC approval from PSIC funds and other pieces of this large “puzzle” are in the pipeline for development with the Radio Engineer hired to oversee the regional expansion needs (this includes equipment specs and actual equipment needed to purchase). Several meetings with various stakeholders are needed over the course of time to accurately determine which “piece of this large pie” will be funded with FFY10.

Needs to be addressed: To identify gaps and provide interoperability assets to key regional agencies and locations.

Anticipated Outcomes: To continue to recognize, enhance and address interoperability strengths and weaknesses within the region to achieve the ultimate goal of multi-agency, cross jurisdictional interoperability.

Supports IJ: Investment Category #3 – Interoperability & Regional Information Sharing

Coordination with related initiatives: This initiative will be coordinated by SRAC Interoperability Subcommittee and the SIEC.

Stakeholders Involved: Stakeholders will include Interopability Subcommittee members, the SIEC BAPERN, the Radio Engineer and relevant fire and police disciplines and the Fiduciary.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC’s Investment Justifications and Projects

Budget by Cost Category: Equipment: \$306,063.00

Planning	
Equipment	\$306,063.00
Training	
Exercises	
Maintenance	
Total	\$306,063.00

PJ SUMMARIES FOR INTEROPABILITY AND REGIONAL INFORMATION SHARING

Project Number & Title: PJ 4.3 CMED Interoperability
Start & End Dates: Start: TBD – End: 2/28/13

Brief Description: This project will expand and enhance the interoperability equipment needs for the regional EMS CMED facilities. Region V EMS is building a regional communications system that will tie together the Police and Fire resources into a coherent system but EMS as a discipline is not included for all EMS resources (only Fire based resources are currently expressly included in this plan.)

The existing CMED infrastructure provides an excellent pre-hospital to hospital communications pathway. Although CMEDs are not designed and not dispatch entities, there is a current lack of ability to communicate outbound to services general information that affects all EMS operations, particularly during large events. Funding is requested to identified these missing links, investigate integration into the existing Regional Communications system that is being phased in and determine what would be needed to increase interoperability between CMED centers and all EMS providers in the Region. It is imperative that all EMS resources are interconnected, not only with each other but also the other disciplines, as needed, to perform their function appropriately and concisely. EMS as a discipline needs to have a pathway to have interoperable communications with the other disciplines a high level. This money will be used to firm up these needs and to the resources that need to be provided to make these requirements a reality. The first step will be to develop a plan by using a consultant (probably the same one the region has used for the previous radio engineer studies for consistency purposes.) We are not at a point where it makes sense to invest money in hardware until we figure out how to incorporate EMS into the coming system

Needs to be addressed: To identify and provide updated interoperable equipment for public CMED sites within the region.

Anticipated Outcomes: Further strengthening and improving the physical security of EMS public locations.

Supports IJ: Investment Category #4 – Interopability & Regional Information Sharing

Coordination with related initiatives: This initiative will be coordinated by the Council EMS representative and the Fiduciary.

Stakeholders Involved: Stakeholders will include EMS representatives from around the southeast region.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC's Investment Justifications and Projects

Budget by Cost Category: Planning: \$75,000.00

Planning	\$75,000.00
Equipment	
Training	
Exercises	
Maintenance	
Total	\$75,000.00

PJ Summary for NIMS Trainings
(Note: This PJ is not aligned with any particular investment per EOPSS)

Project Number & Title: NIMS Training and other miscellaneous trainings

Start & End Dates: Start: TBD 2011– End: 2/28/13

Brief Description: Continue to develop an improved level of first responder preparedness and response capabilities in the Southeast Region; Support exercise training opportunities in the region; Provide ongoing support for ICS-300 and ICS-400 training for the targeted disciplines.

Needs to be addressed: The SRAC will provide ongoing support for personnel costs associated with attending ICS-300 ICS-400 training for municipal middle and upper level management personnel in accordance with EOPSS’ NIMS Training Flowchart.

Anticipated Outcomes: This project should encourage the development and execution of exercises at various levels that incorporate a variety of the 15 DHS Planning Scenarios. Support of intermediate and advanced Incident Command System training will enable communities to maintain their NIMS compliance as response personnel move up through the ranks and consequently require a more advanced level of ICS training. .

Supports IJ: Investment Category: EOPSS did not identify NIMS training under an investment but requested that Councils include the NIMS summary via a PJ format.

Coordination with related initiatives: This project will be managed by the Training and Exercise Subcommittee with guidance, where appropriate, from EOPSS and the NIMS Advisory Group (NAG). Participants will include senior personnel requiring NIMS training.

Stakeholders Involved: Primary stakeholders involved include all relevant disciplines.

Project Management/Participants: The Metropolitan Area Planning Council will serve as the fiduciary agent for SRAC. SRPEDD, acting as the Council Support Team may be authorized to perform specific work as planners working as an adjunct to the SRAC. The Director of SRPEDD is the lead manager for all SRAC’s Investment Justifications and Projects.

Budget by Cost Category: Training: \$50,000.00

Planning	
Equipment	
Training	\$50,000.00
Exercises	
Maintenance	
Total	\$50,000.00