



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

## **FFY 2011 STATE HOMELAND SECURITY PROGRAM**

### **SOUTHEASTERN REGIONAL HOMELAND SECURITY ADVISORY COUNCIL (SRAC) PLAN**

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

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*Submitted to:*

*The Executive Office of Public Safety & Security on 1/26/12*

*Submitted by:*

*The Southeast Regional Homeland Security Advisory Council (SRAC)*

**Approved March 2012**

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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

Robin Chapell

Walpole Public Health

### Hospitals

Michael Flanagan

Caritas Norwood Hospital,  
**Mass Care, Sheltering & Medical Surge Sub-Committee Chair**

### Emergency Medical Services

David Faunce

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 FFY2011 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 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 EOPSS. The SRAC Council has fourteen members, appointed by EOPSS from within the region, representing municipal, regional, county, and emergency management disciplines.

The Council and its subcommittees are subject matter experts who provided the decisions and plans committed to the budget of **\$1,380,352**. The Executive Committee of the Council, made up of the Chairs of each subcommittee, met and established initial guidelines based on EOPSS guidance and the goals and objectives of the State Homeland Security Strategy (SHSS). The subcommittees 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 with their recommendations for FFY11, and it is these recommendations on which this plan is based.

The overarching objective of this plan is to convey the framework for the State Homeland Security Program (SHSP) funding apportioned to the Southeast region for FFY11 to continue supporting past and present endeavors that are consistent with the Massachusetts State Homeland Security Strategy, and in particular, the following priority FFY11 homeland security investments identified by EOPSS.

- Enhance Detection & Response Capabilities Relative to CBRNE**
- Enhance Mass Care, Sheltering Capabilities & Coordination**
- Enhance Critical Infrastructure Protection**
- Enhance Communications Interoperability & Information Sharing Capabilities**

- ❑ **Enhance Emergency Response & Recovery Capabilities**
- ❑ **Training, Exercises & NIMS**

This year's plan provides six (6) investment areas funded with State Homeland Security Program (SHSP) grant monies. The Law Enforcement Terrorism Presentation- oriented Activities (LETPA) grant no longer exists in the FFY11 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.

With the continued shrinkage of DHS awarded funds, it has become increasingly challenging to fund the necessary projects that are particular to this region. In calendar year 2011, the Council adopted a set reimbursement rate for exercise and trainings that has proven to help off-set the budget decreases these last few years. With that being said, the Council has also received more training and exercise requests from its various municipalities and member agencies. It is anticipated that these requests will only increase as cash-strapped cities and towns are grappling with their respective budget problems. Despite these fiscal difficulties, the Council continues to work with the awards provided to strengthen preparedness, response and recovery efforts in the Southeast region.

The FFY11 Statewide Fiduciary will continue to be the Metropolitan Area Planning Council (MAPC) with other regional planning agencies serving as a "Council Support Team." The sub-fiduciaries role is to act as primary contact for their respective regional Councils.

The Southeast Region continues to be a challenging region in terms of not only its number of communities, (96 cities and towns) covering many coastal areas off Cape in addition to all of Barnstable County, Bristol County Dukes County, Nantucket County, Plymouth County, and portions of Norfolk County.

## **2010 CENSUS FOR THE SOUTHEAST REGION**

<b><u>Number of Communities</u></b>	<b><u>2010 Census Population</u></b>
28	Under 10,000
36	10,000 – 20,000
17	20,000 – 30,000
7	30,000 – 50,000
5	50,000 – 90,000
3	90,000+

The total year-round population as determined by the 2010 Census is 1,788, 541. Parts of the region experience significant seasonal fluctuations in population, as they are tourist and summer vacation destinations. In particular, the Islands, Cape Cod, and the south coast region have population swells during the summer months.

The Southeastern Region is bounded on the north by greater Boston, the west by central Massachusetts and Rhode Island, and the east and south by open water. The area includes approximately 446 miles of mainland coastline, Cape Cod with 594 miles of coastline, and the two islands of Martha’s Vineyard and Nantucket. The Cape is connected to the mainland with two vehicle bridges and a train bridge.

Mapping areas of critical infrastructure, population concentrations, and unique geographic features establishes a broad-brush view of vulnerable areas in Region 5. The Southeast Region's critical infrastructure includes 5 bridges in the region and 4 associated with the region; 16 power plants; 18 surface water reservoirs; passenger and freight rail lines; 2 major commercial airports and 17 municipal and sub-regional airports; 2 port areas; 12 ferry terminals; and the Pilgrim nuclear power plant (with 10 mile planning radius) in Plymouth. Also included are 4 major tourist attractions; 18 colleges and universities; 9 regional shopping malls; 5 sports arenas; 4 entertainment centers; and 17 hospitals (and a regional trauma center in RI). The map indicates these sites are located throughout the region.

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 the procurement and strategic placement of attack foam trailers, along with the creation of foam bank cache sites, and additionally, developed policies, procedures and standard operating guidelines (SOGs) for sharing such resources. This project was tightly woven together with memoranda of understanding (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 operations and 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.

Starting in the spring of 2011, the Training and Exercise Subcommittee and Fiduciary worked closely with the TEP consultant to identify gaps, scope of work, roles/responsibilities and proposed workshop goals. Several conference calls and email chats were scheduled in order to achieve a baseline of understanding. A face-to-face first "Improvement Planning" meeting was held on May 17<sup>th</sup> at the Marion Police Department. Attendees included Council members, Fiduciary, MAPC and the TEP consultants. The conclusion of this meeting provided participants with a roadmap for hosting a regional workshop later in the year.

On May 26, 2011, the Fiduciary working with the Consultant sent out a region wide survey via email to all of its 96 cities and towns. Marketing of this 30-question survey was promoted via the Fiduciary web site, email blasts and Council member's attendance at their respective monthly discipline meetings.

On October 5, 2011, the Southeast Regional TEP workshop was held at the Mansfield Holiday Inn. Attendance was fairly good; about 50 individuals participated including EOPSS and MEMA representatives along with the Fiduciary. The workshop generated many ideas which were later drafted into the TEP that was provided to the Council for review and revision. The workshop also provided key information for understanding target capabilities related to regional



preparedness priorities. The Council understands that the TEP will forever remain a “living, breathing document.” The TEP is viewed as a useful tool for guiding the Council towards future trainings and exercises needs within the region.

*More recent projects completed using FFY08 and FFY09 funds included the following:*

- The Council provided training to “stand up” two more counties (Bristol & Norfolk) in technical rescue response. Training was completed in June 2011. Trailer caches with technical rescue equipment was successfully procured, delivered and accepted. As of report time, the trailers are in process of being lettered and registered. The Cape and the Islands, and Nantucket, will be funded with FFY09 grant monies.
- Hospital sheltering trailer caches in strategic locations around the southeast region. Trailers include necessary sheltering supplies for use during incidents.
- In process are additional CBRNE SWAT vehicles for the Cape and Southeastern Massachusetts areas.

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

- Augmented solar powered message boards and portable lighting units. This equipment is strategically positioned throughout the region. The Council wishes to procure

additional units for more cities and towns as these assets have proven to be invaluable during incidents.

- 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 municipal agencies.
- 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.
- Planned regional placement of Department of Public Works emergency traffic control trailers and equipment.
- Armored CBRNE vehicle for the Metro-LEC region. As of this written plan, two more like vehicles will be procured for the SEMLEC SWAT team region and the Cape Cod SWAT 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 this equipment often and frequently change with new personnel stepping in, so it becomes very important for the Council and regional stakeholders to know the location of the equipment and to verify that it is being used as intended. During 2010 into early 2011, the Fiduciary conducted several sites visits to inventory/tag, identify contact persons and locations as well as take pictures of Council procured equipment. This information was compiled into a hand-held pocket resource manual for public safety responders. Over 300 books were printed in early spring of 2011. During the course of April-June, the Fiduciary hand delivered these booklets to Fire Chiefs, EMA Directors, and Police Chiefs within the region. These booklets were well received and with the addition of new equipment, a 2<sup>nd</sup> printing will take place sometime in early 2012.

The FFY11 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 even with the decrease of homeland security funding to the regional Councils. With the State decreasing the number of priority investments, it allows the Council to hone in 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 against, respond to and recover from 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.

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 and sheltering, personal preparedness, community outreach, risk analysis for prevention, and mutual aid.

The Council's FFY11 plan was developed over several Council meetings and included Council members attending key EOPSS sponsored events, such as HSPD-8 meetings, EOPSS September summit, the Pan-Flu, Training & Exercise and Planning subcommittees meetings,

and the Interoperability sub-committee along with the SIEC meetings. All of the information gathered from these meetings was assembled into a final plan for FFY11. Council subcommittee activities have increased over the last funding cycle, and the momentum will continue with the FFY11 plan. The Council members, the lead project liaison(s) and the Fiduciary will ensure grant compliance and project completion.

The Council continues to focus on funding past priorities/commitments, incomplete projects and filling gaps resulting from identified AARs. Included are lessons learned from the 2011 storm known as "Hurricane Irene." The Council "looked at what they have done and realized what still needs to be done.

The FFY11 investment strategy will build upon the previous year's investments and will include a focus on recommendations made in post-incident after action reports (AARs) such as those done for regional natural disaster incidents. These AARs revealed gaps of necessary equipment to prepare for and respond to the ice storms of 2009 and the recent south coast snow storm in late December 2010. As with every new funding stream, the FFY11 funds showcase a new beginning to take on endeavors that are proactive in emergency planning, preparedness and response. Some FFY11 projects are a continuation of prior years while others are newly developed based on the current climate of emergency preparedness and response. Some of these activities include:

- Mass Care initiatives that 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 FFY11 investment. Considerable progress has been made since this committee was newly formed. Recent accomplishments include identifying, procuring and staging trailer cache sites with shelter equipment, enhancing the Cape Cod Shelter with additional human and domestic animal shelter supplies for their connex box sites.

- Purchase of interoperability equipment according to the SCIP and approval of the SIEC. The process of realizing the BAPER system into the Southeast region has proven to be extremely timely and obstacle ridden. The newly updated FEMA EHP form has prompted many involved (Interoperability Chair, Fiduciary, contracted engineer, EOPSS and local stakeholders) to spend considerable amounts of time and effort while attempting to procure radio equipment for the chosen BAPER sites. This monumental project also faces grant deadline dates that often times cannot coincide with the project start and end dates. While much of the BAPER project is funded with 09 & 10 money, it is anticipated that some of the FFY11 funds will be used towards this initiative.
- Continued NIMS training; other necessary 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 AARs that enhance a regional need.

<b>FFY 2011 BUDGET</b>	
<b>GRANT EXPIRES ON 2/28/14</b>	
<b>Award Amount: \$1,380,532.00</b>	
<b>IJ 1: Enhance Detection &amp; Response Capabilities Relative to CBRNE</b>	
PJ 1.1 – Structural Collapse Response Trailer	\$150,000.00
PJ 1.2 - Tech Rescue Equipment	\$150,000.00
<b>SUBTOTAL IJ 1</b>	<b>\$300,000.00</b>
<b>IJ 2: Enhance Mass Care/Sheltering Capabilities &amp; Coordination</b>	
PJ. 2.1 COOP-COG Equipment/Planning	\$100,000.00
<b>SUBTOTAL IJ 2</b>	<b>\$100,000.00</b>
<b>IJ 3: Enhance Critical Infrastructure Program</b>	
PJ 3.1	\$
<b>SUBTOTAL IJ 3</b>	<b>\$</b>
<b>IJ 4: Enhance Communications Interoperability &amp; Information Sharing Capabilities</b>	
	<b>\$200,000.00</b>
PJ 4.1 PM Contract II	\$50,000.00
PJ 4.2 Radio Equipment	\$150,000.00
PJ 4.3 RMS Support	\$50,000.00
<b>SUBTOTAL IJ 4</b>	<b>\$250,000.00</b>
<b>IJ 5: Enhance Emergency Response &amp; Recovery Capabilities</b>	
PJ 5.1 – Towable Generators	\$275,000.00
<b>SUBTOTAL IJ 5</b>	<b>\$275,000.00</b>
<b>IJ 6: Training &amp; Exercises</b>	
PJ 6.1 – NIMs/IMT/Other Trainings	\$200,000.00
PJ 6.2 – Exercise	\$105,532.00
PJ 6.3 – Tech Rescue	\$150,000.00
<b>SUBTOTAL IJ 6</b>	<b>\$455,532.00</b>
<b>TOTAL OF ALL IJS</b>	<b>\$1,380,532.00</b>

<b>LETPA ACTIVITIES</b>	
PJ 4.1 – BAPERN Build-out	\$ 200,000.00
PJ 5.1 – Towable Generators	\$ 275,000.00
PJ 6.1 – *NIMs/IMT/Other Trainings	\$ 100,000.00
*(Note PJ 6.1 budget is \$200,00 but it is anticipated that \$100,000 of this amount will go towards LETPA activities)	
<b>TOTAL OF LETPA ACTIVITIES</b>	<b>\$ 575,000</b>
<b>% LETPA ACTIVITIES OF FFY 2011 SHSP FUNDING</b>	<b>41%</b>

DRAFT



**FFY 2011**  
**Massachusetts Executive Office of Public Safety and Security**  
**Office of Grants and Research - Homeland Security Division**  
**Investment Justification**

**SECTION III**

**FFY 2011 Investment Justification**

- I. Region Name:** Southeastern Homeland Security Region
  
- II. Investment Number and Name:** IJ 1: Enhance Detection & Response Capabilities Relative to CBRNE
  
- III. Time Period:** To be determined - 2014
  
- IV. Narrative:**

*Describe the investment including how proposed project activities (that will be described in more detail in Section V) address documented gaps and develop or enhance critical capabilities in the region. Please also explain the desired end state, using goals and objectives, to be reached at the end of the investment time period. Indicate how this end state will support the related goals and objectives of the Commonwealth's State Homeland Security Strategy (and the Boston UASI Preparedness Strategy if applicable) as well as the related investment in the Commonwealth's FFY 2011 HSGP application (or the Boston UASI application if applicable).*

This investment serves to build on the past funded CBRNE investment of accomplishing continued technical rescue cache build-out in the Southeast Region. As of this written plan, using a combination of FFY07 and FFY08 funds, the SRAC has stood up two more counties; Bristol and Norfolk. Two like trailers with equipment are located in Seekonk Fire Department and Norton Fire Department in Bristol County. Alternatively, Stoughton Fire Department and Plainville Fire Department host the technical rescue trailers and equipment for Norfolk County. Using FFY09 funds, the Council has started procurement activity to stand up Barnstable County and the Island of Nantucket. Three

trailers with like equipment will be procured; two trailers for Barnstable County and one trailer for Nantucket. Using FFY11 funds, the Council endeavors to stand up Dukes County (Martha's Vineyard) with the same trailer and inventory of equipment.

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 CBRNE FFY11 investment projects developed by SRAC strives to produce a top rated product of interoperable equipment and well trained first responders utilizing the equipment and possessing the necessary certifications to respond to various CBRNE like incidents.

## **V. Project Summaries:**

### ***Project Number and Project Title; PJ.1.1 Structural Collapse Response Trailer***

This is not a continuing project. However, it is a multi-Council coordinated effort in addition to support from the Massachusetts Department of Fire Services. The procurement of a regional structural collapse response trailer will surely help bridge the gaps in the area of technical rescue. Currently the SRAC and NERAC technical rescue teams are certified in structural collapse incidents. However, while the teams have equipment caches, the use of a structural collapse trailer equipped solely for these types of incidents will expedite the response and rescue efforts. The trailer will consist

of all the necessary equipment needed to immediately respond to a structural collapse incident.

This project will be coordinated amongst the fire chiefs of the regional councils, the Department of Fire Services, the FCAM Tech Rescue Committee and the Executive Office of Public Safety and Security.

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 equipped to respond to 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

*How the project will help the region reach the goals and objectives of its investment.*

The funding of this project will help the Southeast region further strengthen the technical rescue teams in the region. Using past grant monies, the SRAC funded significant amounts of money and time into standing up technical rescue teams and enhancing skill sets of current technical rescue teams. It makes practical sense to continue to provide the necessary tools to encourage success of these established teams.

During FCAM meetings and related incidents around the State, (hence the June tornados) it was fully realized that a response trailer of this kind will provide the

technical rescue members with the necessary tools to respond. The inclusions of the necessary shoring panels and other related items fully stocked inside the vehicle will help save citizen's lives that are in peril due to natural or manmade disasters.

It is a well known fact that those building collapse operations require rescue teams to breach through structural components and building contents. This breaching function will take the form of cutting, chiseling, sawing, burning, or battering.

Relevant stakeholders and project team will consist of the fire discipline represented by the regional Chiefs, DFS, Technical Rescue representatives and EOPSS.

**Project Number & Title:** PJ 1.2 Tech Rescue Build-Out; Final Phase

**Time Period:** Start: TBD 2012 – Grant End Date: 2/28/14

**Narrative:**

Provide standard technical rescue equipment for the final Southeast County; Dukes (Martha's Vineyard).

**Needs to be addressed:**

To further compliment this investment, the Council will build upon the existing and fully stood-up technical rescue teams known as the Bristol County Technical Rescue Team, Norfolk County Technical Rescue Team and the Plymouth County Technical Rescue Team thus allowing for further strengthening of search and rescue needs within the Southeast Region. Using FFY09 funds, the Council is in process of standing up the Barnstable and Nantucket technical rescue teams. With FFY11, the Council aims to complete this regional project by standing up the Martha's Vineyard Technical Rescue Team. Ideally, by funding this investment, the Council can continue to lay the groundwork for providing search and rescue teams with the appropriate equipment and training within all four quadrants of the southeast region.

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, communication, and close coordination with the intelligence community was recognized as critical enabling elements of the Council and State objectives

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. It has been determined that at least one (1) equipped trailer will be needed to allow for deployment of equipment in a timely manner and provide the region with a strengthened CBRNE preparedness. The exact location of this trailer will be at the Tisbury Fire Department.

**Anticipated outcomes:** To provide equipment for emergency personnel who respond to a structural collapse of buildings from Weapons of Mass Destruction (WMD) or natural or man-made disasters. Equipment also provide responders with the increased ability to deal with trench collapse, ability to enter a confined space safely for the rescue of trapped victims, and additional capabilities to deal with victims trapped in high or low areas requiring rope rescues.

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

**Coordination with related initiatives:** This initiative is cross-jurisdictional and multi-disciplinary.

**Stakeholders Involved:** A tech rescue steering committee has been formed, of which a SRAC Council member sits on this committee along with the Plymouth County Technical Rescue Training leader, to investigate, develop and report to the membership of the Duke County Fire Chief's Association during the development and after the start-up of the team. The steering committee will work with local fire chief's to ascertain the quantities of general technical rescue equipment owned by the local communities. The steering committee will also quantify department's specialized equipment that may be requested via mutual aid. Members of the Technical Rescue Team are primarily firefighters, paramedics and EMS personnel, all of whom will become and or are currently trained and certified in the proper use of technical rescue equipment.

**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.

**VI. Budget:**

	Planning	Equipment	Training	Exercises	Total
PJ 1.1	\$	\$150,000	\$	\$	\$150,000
PJ 1.2	\$	\$150,000	\$	\$	\$150,000
Total for IJ 1	\$	\$300,000	\$	\$	\$300,000

- I. **Region Name:** Southeastern Homeland Security Region
  
- II. **Investment Number and Name:** IJ 2: Enhance Mass Care/Sheltering Capabilities & Coordination
  
- III. **Time Period:** Start: TBD 2012 – Grant End: 2/28/14
  
- IV. **Narrative:**

During emergency evacuations, accessible vehicles and resources to transport evacuees are always needed. Many individuals may not have access to a vehicle, may be medically challenged, or may be injured as a result of the critical incident requiring the evacuation. As the Northeast and other parts of the Commonwealth experienced during the March 2010 floods, evacuation was a critical component of the disaster response efforts.

V. **Project Summaries**

***Project Number and Project Title; PJ.2.1 COOP-COG Equipment & Planning***

The goal of this project is to ensure that the continuity of local government can continue despite suffering a natural or man-made incident. Continuity of Operations (COOP) Continuity of Government (COG) plans should detail all of the procedures that define how a government and the community will continue or recover its minimum essential functions in the event of a disaster. Essential functions are generally understood to



mean those functions that must be performed to achieve the jurisdiction's critical missions. Each jurisdiction must inventory and prioritize all of its functions and determine which ones are truly essential. Specific plans must then be developed and resourced to ensure continuity of each function. Managers will use these plans to ensure that there is minimum disruption to their service delivery in the event of a disaster or other major interruption to services.

Over the last year alone, a few of the SRAC cities and towns suffered damage to their government departments; Berkley Town Hall, Taunton City Hall, Mattapoisett PD (who runs EMS/911 dispatching services). This project aims to assist cities and towns with updating their COOP-COG planning and to also provide a temporary means of a "mobile office space" to allow them to continue to run their daily operations. The Council envisions procuring a 30' wide towable trailer that will be deployed to the city/town in need. The trailer will consist of basic desktop space, shelving, and lighting so government personnel can conduct business with the public. The trailer location has not yet been identified but there was some discussion at the SRAC planning meeting level regarding the possible availability of space at a regional transit authority.

Contemporary COOP and COG plans focus on the jurisdiction's ability to perform minimum essential government functions during any situation. With the necessary preparations, essential government functions like public safety, public works, and health care can be available under almost any circumstance. Many more routine government functions are also essential to communities and will need to be included in planning. It is

also important that local businesses and other community organizations be included in the process and encouraged to have their own COOP plans.

**Anticipated outcomes:**

The anticipated outcomes will result in enhancing emergency evacuation preparedness throughout the region by providing a regional mobile asset to assist when a municipal governmental office is “down” due to an incident.

**Supports IJ: Investment Category #1 –**

This project corresponds to Massachusetts State Homeland Security Strategy of #1 Creating a Common Operating Picture Among Homeland Security and Public Safety Stakeholders, specifically Mass Evacuation and Shelter.

**Coordination with related initiatives:** This initiative will be coordinated amongst the other trailer cache sites within the region to ensure that the best host site is identified.

**Stakeholders Involved:**

This project will be driven by the regional transit authority Council member who will reach out to respective peers in addition to working with the hospital and emergency management disciplines to ensure that all parties are aware of the project.

**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.

**VI. Budget:**

	Planning	Equipment	Training	Exercises	Total
PJ 2.1	\$25,000.00	\$75,000.00	\$	\$	\$100,000
Total for IJ 2	\$		\$	\$	\$100,000

**I. Region Name: Southeastern Homeland Security Region**

**II. Investment Number and Name: IJ 3: Enhance Critical Infrastructure Program**

**III. Time Period: TBD 2012 – Grant End: 2/28/14**

**IV. Brief Description: NO PROJECTS IDENTIFIED**

**V. Project Summaries:**

**VI. Budget:**

	Planning	Equipment	Training	Exercises	Total
PJ 3.1	\$				
Total for IJ 3	\$				

- I. **Region Name:** Southeastern Homeland Security Region
  
- II. **Investment Number and Name:** IJ 4: Enhance Communications Interoperability & Information Sharing Capabilities
  
- III. **Time Period:** Start: TBD 2012 – Grant End: 2/28/14
  
- IV. **Narrative:**

This project will further help build out the radio frequency needs for the Southeast Region. Since FFY07, the Council's Interoperability 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.

V. **Project Summaries**

***Project Number and Project Title; PJ.4.1 BAPERN Build out***

Using FFY10 funds, the SRAC will acquire services of a skilled and qualified Project Manager (PM) to help manage and move along the administrative paperwork at host sites for Phases I & II. In addition, they will acquire services of a state contracted consultant who can complete the intricate FEMA required EHP documents. Nonetheless, it is all likely that once some of the equipment is in place at the designated host sites, there will be equipment gaps or other needs that require grant support. It is too premature to accurately state such needs. 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 FFY11.

It is important to note that the RFP has not been posted yet (as of this report). However, at a recent planning meeting, it was of general agreement amongst Council members, that the likelihood of continuing the services of the PM for the next phases (III & IV) of build out is highly probable. It was also discussed and voted that there is likely a need to “tie up” any loose radio related equipment needs that might arise out of this project. The continuation of a PM is included in this plan.

**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 & Information Sharing**

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

**Stakeholders Involved:** Stakeholders will include Interoperability Subcommittee members, the SIEC BAPER, Project Manager, radio engineer and relevant fire and police disciplines SRAC 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.

- I. **Region Name:** Southeastern Homeland Security Region
- II. **Investment Number and Name:** IJ 4: Enhance Communications Interoperability & Information Sharing Capabilities
- III. **Time Period:** Start: TBD 2012 – Grant End: 2/28/14
- IV. **Narrative:**

This project will help support any communities in the southeast region that might require assistance entering their resources into the operational Resource Management System Database (RMS).

V. **Project Summaries**

***Project Number and Project Title; PJ 4.2 RMS Enhancements***

This investment category is primarily focused on supporting and participating in the statewide Resource Management database initiative (RMSSC). For over the past three years, the Southeast Region has been very active in the RMSSC project. FFY06 and FFY07 funds were used to plan and hire a contractor to collect the data for input into the main database. It is anticipated that future funds might be needed to further support this initiative so that all the necessary assets from communities are uploaded into the main database. FFY08 funds were reserved for future data collection needs but the Council voted to reallocate towards other projects until the RMS became operational. The use of FFY11 funds will enable the Council to enhance the resource management database efforts.

The Council recognizes that the resource management database is a component of NIMS which is a priority for the Commonwealth as a whole. By funding this investment it serves to enhance the single, statewide resource management database system but also serves to support Goal #1 *“Create a Common Operating Picture among Homeland Security and Public Safety Stakeholders.”*

**Needs to be addressed:** To identify gaps and provide opportunity to enter equipment resources into the database.

**Anticipated Outcomes:** This allows emergency first responders to not only access equipment assets but also personnel such as SWAT teams, K-9 units, special search and rescue teams to name a few.



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

**Coordination with related initiatives:** This effort will be coordinated with the Council's current equipment resource guidebook as deemed appropriate by Council members.

**Stakeholders Involved:** Stakeholders will include the RMS steering committee, MEMA, EOPSS and first responders in 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.

By funding this investment it serves to enhance the single, statewide resource management database system but also serves to support Goal #1 *“Create a Common Operating Picture among Homeland Security and Public Safety Stakeholders.”* This allows emergency first responders to not only access equipment assets but also personnel such as SWAT teams, K-9 units, special search and rescue teams to name a few.

This investment will be coordinated with the RMS steering committee, MEMA, EOPSS and other regional Councils. The amount earmarked for this investment is \$50,000 for planning and coordination efforts.

## **VI. Budget:**

	Planning	Equipment	Training	Exercises	Total
PJ 4.1	\$50,000.00		\$	\$	\$ 50,000
PJ 4.2		\$100,000.00			\$100,000
PJ 4.3	\$50,000.00				\$50,000
Total for IJ 4	\$		\$	\$	\$250,000

- I. **Region Name:** Southeastern Homeland Security Region
  
- II. **Investment Number and Name:** IJ 5: Enhance Emergency Response & Recovery Capabilities
  
- III. **Time Period:** Start: TBD 2012 – Grant End: 2/28/14
  
- IV. **Narrative:**

This project will fund procurement of a specialized towable “whisper quite” 53-gallon, 4-cylinder diesel engine generators. The SRAC would like to procure eight (8) of these units off the State Contract FAC28. Estimated cost per unit is about \$31,900 each.

*Note: By the time the FFY11 plan is approved, there is the potential that the cost per unit might increase. Therefore, the Fiduciary estimated a potential 8% increase reflected in the Section VI, Budget.*

V. **Project Summaries**

***Project Number and Project Title; PJ.5.1 Towable Trailer Mounted Generators***

This investment category is primarily focused on providing necessary equipment that can respond to not only natural and man-made incidents but also serve as necessary equipment for staged events. During the August 2011 Pan Mass Challenge, the AAR identified a serious deficiency regarding the lack of large, trailer-mounted generators in the region. The Department of Fire Services was able to supply continuous power to one of the region’s mobile command post vehicles during this large two-day event that spans over 46 towns totaling up to 190 miles of road coverage. The convenience of this

type of equipment allows for units to be mobile and respond to any type of incidents. These types of generators are robust enough to provide continuous power to shelters, EOCs and municipal agencies. Over this last year, several municipalities suffered fire and water damage to their buildings. Specifically, the Mattapoissett Police Department had an unforeseen water pipe break that destroyed their records department. Prior to water being shut off, substantial amounts of water flowed into the station destroying files, equipment, office furniture etc. Their dispatching center operated in the outside parking lot through the able assistance of the Plymouth County Sheriff's Mobile Command unit. This is a prime example of how the "whisper quiet" generator is a much needed-asset in the southeast region.

**Needs to be addressed:** To provide heavy-duty continuous power for regional incidents.

**Anticipated Outcomes:** This equipment will allow first responders to have necessary means of power during incidents.

**Supports IJ: Investment Category #5 –**

This Southeast Region projects is aligned with Mass. State Homeland Security Strategy Goal #1, "Create a Common Operating Picture including Homeland Security and Public Safety Stakeholders."

**Coordination with related initiatives:** This effort will be coordinated by the SRAC planning subcommittee, full Council and the Fiduciary. Host sites and MOUs will be developed and signed prior to committing project funds.

**Stakeholders Involved:** Stakeholders will include identified site hosts, fire, sheriff department, police, EMA the Fiduciary and EOPSS.

**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.

**VII. Budget:**

	Planning	Equipment	Training	Exercises	Total
PJ 5.1	\$	\$275,000	\$	\$	\$275,000
Total for IJ 5	\$	\$	\$	\$	\$275,000

- I. **Region Name:** Southeastern Homeland Security Region
- II. **Investment Number and Name:** IJ 6: Training and Exercises
- III. **Time Period** TBD 2012 - 2/28/14 (grant deadline date)
- IV. **Narrative:**

*Describe the investment including how proposed project activities (that will be described in more detail in Section V) address documented gaps and develop or enhance critical capabilities in the region. Please also explain the desired end state, using goals and objectives, to be reached at the end of the investment time period. Indicate how this end state will support the related goals and objectives of the Commonwealth's State Homeland Security Strategy (and the Boston UASI Preparedness Strategy if applicable) as well as the related investment in the Commonwealth's FFY 2011 HSGP application (or the Boston UASI application if applicable).*

This investment serves to support various exercise and training opportunities in the region; provide ongoing support for ICS-300 and ICS-400 training for the targeted disciplines, and provide IMT training reimbursements to the established Barnstable County IMT. With the completion of the FFY09 multi-year Training & Exercise Plan (TEP) the council now has a working, living, breathing document as a roadmap to continue to accomplish training and exercise goals.

**V. Project Summaries:**

***Project Number and Project Title; PJ.6.1 NIMS/IMT/Miscellaneous raining and Exercise Enhancements***

Over the course of FFY08 and FFY09, the Council has ramped up their training and exercise approvals supported with a strong training and exercise subcommittee, firm policies and procedures in place, along with a budget minded set \$35 hour reimbursement rate.

Usual training and exercise requests that come forth to the Council include SWAT, technical rescue, DEP oil spill exercises, active shooter exercises, various NIMs and IMT needs. The Council cannot anticipate unknown requests that might be funded with FFY11, yet they are somewhat certain on the usual “menu” of training and exercise requests.

***Project Number and Project Title; PJ.6.2 Technical Rescue Training***

An identified training part of FFY11 funding will include the “final leg” of standing up the Duke’s County tech rescue personnel. Members will follow the same prescribed coursework as prior counties with training provided by the Department of Fire Services. Selected training curriculum includes Rope Rescue Operations Level, Rope Rescue Technician Level, Confined Space Operational Level, and Trench Rescue Technician Level. This budget amount will also include any needed training from the other counties who are stood up. The possibility of new membership is highly likely, thus the Council wants to make funds available for those personnel in addition to Duke’s County.

The Council has strengthened their policies requiring applicants to be HSEEP trained *and* proficient AAR authors following HSEEP format. In addition, they require a building block approach to initiating an exercise and gently discourage moving towards full scale exercises *until* a table top has been completed. Typical of this ever-changing process, there have been bumps along the way but invaluable lessons learned from all involved including municipal stakeholders in the southeast region.

This investment supports Goal #1 which provides an all-hazards approach to homeland security and public safety. This FFY11 investment strives to produce a top rated product of interoperable training and exercise amongst stakeholders.

Training and Exercise project requests will be coordinated foremost with the Training and Exercise Subcommittee, Planning Subcommittee, Fiduciary and EOPSS.

The anticipated outcome that can be measured is through the improvement of coordinated efforts of region wide emergency response, as well as first responders fully trained to respond to incidents. At the conclusion of the day, the Council realizes that the “end product” is enhanced trained personnel who know what they should do, when they should do it, and who to report to during emergencies/incidents.

*How the project will help the region reach the goals and objectives of its investment.*

The funding of this project will help the Southeast region further reinforce technical rescue teams in the region as well as provide a strengthened outcome with all relevant



public safety responders. Using past grant funds, the SRAC funded significant amounts of money and time towards standing up technical rescue teams and enhancing skill sets of current technical rescue teams. It makes practical sense to continue to provide the necessary tools to encourage success of these established teams.

Relevant stakeholders and project team will consist of all disciplines under the NIMS discipline as well as EOPSS, MEMA, Fiduciary and SRAC, relevant subcommittees and technical rescue organizations.

**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.

**VI. Budget:**

	Planning	Equipment	Training	Exercises	Total
PJ 6.1	\$	\$	\$ 80,532	\$ 75,000	\$155,532
PJ 6.2			\$150,000		\$150,000
Total for IJ 6	\$	\$			\$305,532