



# FFY 2012 STATE HOMELAND SECURITY PROGRAM

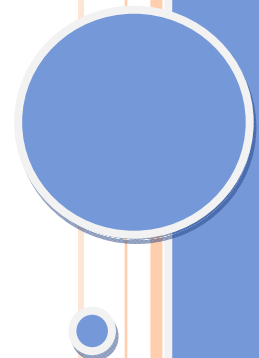
*Southeast Region Plan*

**SOUTHEASTERN REGIONAL HOMELAND SECURITY  
ADVISORY COUNCIL (SRAC)** *Serving 96 communities in Barnstable,  
Bristol, Dukes, Nantucket, Norfolk and Plymouth Counties and the  
Wampanoag Nation*

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

Submitted 10/4/2012

*Revision 10/17/2012*





## Table of Contents

|  |            |
|--|------------|
| <b>SRAC MEMBER LIST</b>  | <b>3</b>   |
| <b>EXECUTIVE SUMMARY</b>   | <b>5</b>   |
| <b>BUDGET</b>  | <b>11</b>  |
| <b>INVESTMENT JUSTIFICATIONS</b>                                   |            |
| Investment 1: Prevention and Protection                            | <b>N/A</b> |
| Investment 2: Mitigation and Whole Community Engagement            | <b>N/A</b> |
| Investment 3: Response and Recovery                                | <b>13</b>  |
| Investment 4: Interoperable Communications and Information Sharing | <b>21</b>  |



# FFY 2012 STATE HOMELAND SECURITY PROGRAM

## Southeast Regional Advisory Council Members

### Law Enforcement

|                             |  |
|-----------------------------|--|
| Chief Mary Lyons            | Mattapoissett Police Department, <b>Council Chair</b>                  |
| Chief Ron Charron           | Seekonk Police Department  |
| Chief Richard G. Wells, Jr. | Milton Police Department - <b>Interoperability Sub-Committee Chair</b> |

### Fire Services

|                          |  |
|--------------------------|--|
| Chief Tim Francis        | Fairhaven Fire Department, <b>Council Vice-Chair</b> |
| Chief George Rogers, Jr. | Bridgewater Fire Department                          |
| Chief Kevin Partridge    | Easton Fire Department                               |

### Emergency Management

|              |   |
|--------------|---|
| Mark Mahoney | New Bedford Emergency Management - <b>T&amp;E Chair</b> |
|              | <i>Director</i>   |

### Regional Transportation Authority

|                |   |
|----------------|---|
| Reinald Ledoux | Brockton Area Transit Authority Administrator |
|                | <b>Planning Sub-Committee Chair</b>           |



### **Public Health**

Robin Chapell

Walpole Public Health

*Health Director*

### **Hospitals**

Cindy Page

Beth Israel Deaconess Hospital – Milton  
*Vice President Clinical/Support Services*

**Mass Care, Sheltering, Medical Surge Sub-Committee Chair**

### **Emergency Medical Services**

David Faunce

Southeast Region V EMS

*Executive Director*

### **Public Safety Communications**

Ralph Swenson

Barnstable County Sheriff's Office

*Director of Technical Services*

### **Correctional Services**

Joseph McDonald, Jr.

Plymouth County Sheriff's Office

*Sheriff*

### **Public Works**

VACANT

### **Government Administrative**

VACANT



## SECTION I - EXECUTIVE SUMMARY

### REGIONAL BACKGROUND

The Southeast Regional Homeland Security Advisory Council (SRAC) has developed this FFY2012 Regional Homeland Security Plan. This plan is submitted by the 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. The SRAC assists the region, comprised of 96 municipalities contained within six (6) counties, Barnstable, Bristol, Dukes, Nantucket, Norfolk and Plymouth, in meeting the core capabilities of homeland security and emergency preparedness set forth by the U. S. Department of Homeland Security (DHS). The SRAC Council has thirteen current members, appointed by EOPSS from within the region, representing municipal, regional, county, and emergency management disciplines. The SRAC has supported the region's homeland security efforts since its formation, by the authority of EOPSS, in 2004. Volunteer members typically meet once per month for full Council meetings in addition to serving on several sub-committees and attending state-wide meetings, conferences and workshops. Members are committed to the Commonwealth's State Homeland Security Strategy while considering the best interests of public safety members within their respective region.



## HISTORICAL ACCOMPLISHMENTS

Since calendar year 2010, the Council voted to adopt funding project requests for trainings and exercises and only those equipment needs resulting from AAR's, IP's and surveys. In the early years, the Council solicited requests for projects from its 96 cities and towns. This process proved too cumbersome and time consuming. Consequently, Council members reviewed several years of regional project accomplishments and ultimately determined to fund sustainable, best value investment projects.

*Major* past accomplishments of the SRAC include the following;

- ✓ Uniform interoperable equipment in regional mobile command post vehicles
- ✓ Attack foam trailers and foam cache sites located around the region.

*Latest* accomplishments include:

- ✓ Increased build-out of sheltering, animal, medical and DPW cache equipment/supply trailer sites.
- ✓ Message board and portable lighting equipment tactically placed around the region.
- ✓ Build-out of technical rescue teams that include training and interoperable trailer equipment cache sites in Plymouth, Bristol, Barnstable, & Norfolk counties. (Using FFY11 funds, the Martha's Vineyard team will begin training in fall of 2012 and conclude in the spring of 2013.)



- ✓ Enhanced training and tactical equipment for regional LEC/SWAT members.
- ✓ Groundbreaking work on a regional radio network build-out in the southeast region. Includes towers, shelters, generators, repeaters, microwave links, antennas.
- ✓ Site hardening at transportation facilities.
- ✓ Regional mobile generators for staged and unplanned incidents.

The SRAC's reasoning for spending the FFY12 award strives to;

- ✓ Focus on sustaining existing projects such as training and exercise of public safety personnel, equipment needs stemming from AARs/IRs.
- ✓ Fund sustainable projects that provide the "best bang for the buck".
- ✓ Fund projects that can be *completed* with FFY12 grant monies rather than assume that future funds (FFY13 +) will be available to the region.

Of the four FFY12 Homeland Security Grant Program investments identified by the State for consideration of project justifications, the SRAC voted to focus on funding projects specific to **Response & Recovery** and **Interoperable Communications & Info Sharing** Investments. For this funding year, the SRAC will not focus on the **Prevention & Protection and Mitigation & Whole Community Engagement** investments because they have recently addressed with earlier grant funding projects consistent with these investments. The Council's rationale for not choosing these two investments is as follows:



### **Mitigation & Whole Community Engagement**

- ✓ Under the leadership of the Council's Mass Care Sheltering Medical Surge subcommittee, shelters sites (including trailer shelter caches) around the region have been identified and fully operational via MOUs. Funding provided medical/animal/sheltering equipment and supplies. Funding also included a two-day "Disaster Sheltering for Companion Animals" course sponsored by the American Humane Association. This course provided community preparedness training designed to help communities of any size actively and formally prepare for disasters affecting both animals and humans.
- ✓ The Council is currently finishing up a Mass Care project using FFY09 funds. This project also includes shelter equipment for individuals with physical and mobility needs.

### **Prevention & Protection**

- ✓ The SRAC recently equipped three regional LECs with CBRNE vehicles (using FF08-FFY10 grant funds)
- ✓ SRAC recently funded (June 2012) a 5-day "Modular Emergency Response Radiological Transportation Training and Technician" level training to regional Hazmat members.

All of the FFY12 recommended projects described in this plan are a continuation of previous project investments that require further completion. The training and exercise projects will support SRAC's Multi-year Training and Exercise Plan.

The SRAC is aware that at least 25% of its FFY12 SHSP funds must be allocated towards law enforcement terrorism prevention-oriented planning, organization, training,





and exercise and equipment activities. The law enforcement component will be tied in with the two chosen investments.

With continued reduction of DHS awarded funds, it has become increasingly challenging to fund viable projects. In calendar year 2011, the Council adopted a \$35/hour OT/BK reimbursement rate for requested exercise and trainings. An additional cost saving measure voted by the Council in calendar year 2012 is the elimination of food expenses associated with out of state travel trainings. Despite these fiscal reductions, the Council continues to work diligently to strengthen training & exercise preparedness, response and recovery efforts in the southeast region.

The FFY12 Statewide Fiduciary will continue to be the Metropolitan Area Planning Council (MAPC) with other regional planning agencies serving in the role as “Statewide Fiduciary Team” (SWFT). SWFT’s role is to act as primary contact for their respective regional Councils and member communities.

### PLAN IMPLEMENTATION

The Council and its subcommittees are subject matter experts who provided the decisions and plans committed to the budget of **\$671,806**. The Planning Subcommittee of the Council met on 9/27/12 and established initial guidelines based on EOPSS’s guidance and the goals and objectives of the State Homeland Security Strategy (SHSS)



Members in attendance discussed practical investments and projects that best aligned with the Council's body of work over the last several funding years while considering the current funding allocation. The planning meeting FFY12 plan discussion and project recommendations were provided to the full Council at their 10/4/12 meeting for motion and vote.

## **PLAN MONITORING & EVALUATION**

The Council's FFY12 plan will be monitored by the Council and its respective sub-committees, and as applicable the SIEC, EOPSS, the SWFT and MAPC as the overall agency responsible for SWFT oversight. Evaluation of the plan will take place in several different methods;

- ✓ Fiduciary will conduct periodic site visits to acquire data regarding equipment usage and performance. Examples of continual feedback include whether or not additional equipment or training is needed within the region, or the equipment needs to be relocated to another host site. Site visits also serve as a "checks and balances" to ensure that equipment is "located where it should be located." These assurance site visits will help support the inventory database, DHS/EOPSS audits and the Council's equipment resource manual.
- ✓ Via MOU, project recipient(s) will be notified that Council funded equipment must be entered into the Statewide Resource Database.
- ✓ The Council and its related sub-committees will oversee that the FFY12 projects are accomplishing the State Homeland Security Strategy's goals and objectives.
- ✓ The Council and its sub-committees will evaluate viable training /exercise and equipment requests from its regional first responders.



| <b>SRAC FFY 2012 BUDGET</b>                                  |                      |
|--|----------------------|
| <b>IJ 1: Prevention &amp; Protection</b>                     |                      |
|  | \$ 0.00              |
| <b>SUBTOTAL IJ 1</b>   | <b>\$ 0.00</b>       |
| <b>IJ 2: Mitigation and Whole Community Engagement</b>       |                      |
|  | \$ 0.00              |
| <b>SUBTOTAL IJ 2</b>   | <b>\$ 0.00</b>       |
| <b>IJ 3: Response &amp; Recovery</b>                         |                      |
| PJ 3.1 – Tech Rescue Training & Equipment                    | \$ 233,000.00        |
| PJ 3.2 – LEC Training & Equipment                            | \$ 233,000.00        |
| PJ 3.3 – NIMS Support  | \$ 20,306.00         |
| PJ. 3.4 – IMT Support  | \$ 15,500.00         |
| PJ. 3.5 – Misc Training & Exercise Support                   | \$ 20,000.00         |
| <b>SUBTOTAL IJ 3</b>   | <b>\$ 521,500.00</b> |
| <b>IJ 4: Interoperable Communications &amp; Info Sharing</b> |                      |
| PJ 4.1 – Radio Equipment                                     | \$ 150,000.00        |
| <b>SUBTOTAL IJ 4</b>   | <b>\$ 150,000.00</b> |
| <b>TOTAL OF ALL IJ's</b>                                     | <b>\$ 671,806.00</b> |



| <b>LETPA Activities</b> |   |                  |
|-------------------------|---|------------------|
| PJ 3.1                  | LEC Training and Equipment (100%)                   | \$233,000        |
| PJ 3.3                  | NIMS Support & Maintenance (40%)                    | \$8,000          |
| PJ 3.4                  | IMT Training Support (19%)                          | \$3,000          |
| PJ 3.5                  | Miscellaneous Exercise (50%)                        | \$ 7,500         |
| PJ 4.1                  | Radio Equipment Expansion (50%)                     | \$75,000         |
|                         | <b>Total of LEPTA Activities</b>                    | <b>\$326,500</b> |
|                         | <b>% LETPA activities with FFY2012 SHSP funding</b> | <b>38.70%</b>    |



## **I. Investment Name: SRAC FFY2012 Investment III: Response & Recovery**

### **II. Investment Narrative**

The Council recognizes that funding trainings and exercises provides a means to practice prevention, response, and recovery capabilities in a risk-free environment and to assess and improve performance. They allow individual responders and teams of responders to demonstrate and apply knowledge, skills, and abilities as well as provide a forum for first responders to test plans, policies, procedures, and interagency/inter-jurisdictional interactions and agreements.

The SRAC intends to provide additional support to the enhancement of Response and Recovery through the following projects:

- ✓ Continued Tech Rescue training and equipment
- ✓ Continued LEC (Law Enforcement Council) training and equipment
- ✓ NIMS support and maintenance
- ✓ IMT support
- ✓ Miscellaneous training and exercise

All of these above projects support the State Homeland Security Strategy through the followings goals and objectives:

Goal 1 – Create a Common Operating Picture among Homeland Security Stakeholders.

Goal 2 – Strengthen and Expand Partnerships for Prevention & Preparedness,

Objective #4 – NIMS compliance,

These projects specifically support the following investment objectives:



- ✓ Contribute to the establishment of coordinated and interoperable statewide technical rescue capabilities through the development and implementation of regional technical rescue teams; coordinate with Fire Services Working Group;
- ✓ Contribute to the establishment of State coordinated and interoperable IMT capabilities through the development and implementation of regional and State IMTS;

The NIMS and IMT projects support the SRAC Multi-Year Training & Exercise Plan (TEP) by implementing the following tasks:

- ✓ Train IMT personnel in accordance with on-site incident command structures
- ✓ Train command staff officials in NIMS ICS 300-400

These investment projects support the following Mission Area Capabilities and Preliminary Targets of the National Preparedness Goals:

- Operational Coordination – Enhance and maintain National Incident Management System (NIMS) compliant command, control, and coordination structures to meet basic human needs, stabilize the incident, and transition to recovery.
- Mass Search and Rescue Operations – Through the continued support of Tech Rescue & LEC regional teams, SRAC will improve the regions capabilities in this area.
- On Scene Security and Protection.

The anticipated outcome of these projects will provide further training and exercise benefits to first responders. Evaluation of these efforts are determined by a variety of



methods such as advanced certifications, AAR report recommendations, surveys, training certificates and equipment site visits.

### **III. Project Summaries**

**Project Name & Number:** SRAC FFY2012 PJ 3.1 Technical Rescue Training & Equipment

*Project Description:*

Provide a continuation of advanced training and equipment opportunities for the region's four established technical rescue teams.

*Regional Needs:*

SRAC has focused on expanding technical rescue teams in their region. Technical rescue team structure, equipment and training were modeled after the region's pioneer, the Plymouth County Technical Rescue Team.

*Background:*

Three of the region's four technical rescue teams are fully trained and operational. (The Martha's Vineyard technical rescue team will start training in late fall of 2012 using FFY11 funds) The next logical training step after initial tech rescue training is structural collapse. Structural collapse provides advanced certification beyond "rope rescue, confined space, trench rescue and rope operations." The Plymouth County Team received structural collapse training in October 2011 using FFY08 funds. The Bristol County Team will receive structural collapse training using a combination of FFY10 and FFY11 grant funds. The remaining two teams, Norfolk & Barnstable, require structural collapse training. FFY12 funds will not be enough to train both counties but should cover one county. The Council will review any future unspent funds from past grants



and potentially cobble together enough funds to provide this important training to both teams.

Equipment needs result from AARs and will be reviewed by the SRAC to ensure interoperability with all of the region's technical rescue teams and respective equipment trailer cache sites. Additionally, the SRAC has a living, breathing technical rescue equipment list document that is updated periodically by the region's technical rescue subject matter experts.

*Measurable Outcomes:*

Improved technical rescue team response and capabilities.

*Project Amount: \$233,000.00*

*NOTE: The Council cannot accurately determine how much of the \$230,000 budget will go towards technical rescue training and equipment. To satisfy Section IV of the investment, the Fiduciary will split the \$233,000 and allocate \$116,500 towards training and \$116,500 towards equipment.*

**Project Name & Number: SRAC FFY2012 PJ 3.2 LEC Training & Equipment**

*Project Description:*

This project will assist the region in increasing Law Enforcement Council team capabilities in Special Weapons and Tactics (SWAT). SWAT members are designated groups of law enforcement officers who are selected, trained, and equipped to work as a coordinated team to resolve critical incidents that are so hazardous, complex, or unusual that they may exceed the capabilities of first responders or investigative units.

*Regional Need:*

SRAC is much vested in seeing that their regional LEC teams continue to advance and be afforded opportunity to train new and existing members.





*Background:*

SRAC provided FFY07-FFY10 grant funds to regional LECS to train in areas such as SWAT, Patrol Officer Tactical Training, Sniper and Officer Down Trainings. In addition to training, the SRAC funded (CY 2011-2012) regional and interoperable LEC equipment such as CBRNE vehicles, tactical helmets, vests, communication units, body outerwear. Recently, SRAC participated in a statewide multi-Council, multi-LEC cooperative procurement that resulted in a savings of thousands of dollars to adequately outfit four of the regional LEC teams with necessary PPE equipment. (Equipment needs resulted from trainings and real live incidents.)

*Measurable Outcomes:*

Improved interoperable SWAT team response and capability in the region.

*Project Amount: \$233,000.00*

*NOTE: As of report time, the Council cannot accurately determine how much of the \$230,000 budget will go towards LEC training and equipment. To satisfy Section IV of the investment, the Fiduciary will split the \$233,000 and allocate \$116,500 towards training and \$116,500 towards equipment.*

**Project Name & Number:** SRAC FFY2012 PJ 3.3 NIMS/ICS Support and Maintenance.

*Project Description:*

Provide backfill and overtime reimbursement (up to \$35/hr) for NIMS/ICS trainings to qualified first responders.

*Regional Needs:*

Newly hired, newly promoted first responder personnel need to take FEMA ICS/NIMS courses to meet NIMCAST requirements.



*Background:*

The SRAC has always supported ICS/NIMS overtime and backfill requests. However, the SRAC typically funds NIMS requests for ICS 300 and above. It is felt that the beginner courses do not justify OT/BK costs when they can be taken online.

*Measurable Outcomes:*

Provide opportunity for municipalities and first responder agencies to complete NIMS/ICS as required.

*Project Amount: \$20,306.00*

**Project Name & Number:** SRAC FFY2012 PJ 3.4 IMT Support

*Project Description:*

Continue to support the Barnstable County Incident Management Team.

*Regional Needs:*

Provide continued funding support for the Barnstable County IMT members with basic and position specific training as well as monitoring/shadowing training opportunities as they present.

*Background:*

The SRAC has funded the Barnstable team since calendar year 2005 and continues to fund requests each successive year. The most recent funding request was in calendar year 2011. Barnstable IMT members attended a week-long Wildfire & Incident Command System training course.

*Measurable Outcomes:*

Provide opportunity for Barnstable County IMT team to expand their existing team with basic IMT training opportunities for new members in addition to training senior members at advanced levels of training.

*Project Amount: \$15,500.00*

**Project Name & Number:** SRAC FFY2012 PJ 3.5 Miscellaneous Training & Exercise Support



*Project Description:*

Continue to support smaller training and exercise requests.

*Regional Needs:*

The SRAC realizes the need to fund municipal agency exercise requests as they present. The southeast region in particular has sixty-nine coastline areas detailing the need for environmental geographic response plan exercises. Additionally, with the increase of national school and workplace violence, SRAC's regional first responders have expressed interest in conducting workplace/school violence exercises in order to test an organizations response to these particular scenarios.

*Background:*

Over the last two years, mid-2010 to mid-2012, the Council has seen an increase in exercise requests. Most of these requests have been for oil spill exercises and tabletops from local municipalities. The oil spill exercises have been extremely well received in the southeast region. As of report time, the SRAC has funded over eight oil spill exercises. Additionally, more municipalities have come forward with school and workplace violence requests including recently completed exercises from the towns of Walpole and Weymouth. Using FFY10 funds, the Council has engaged the services of a consultant to plan and conduct an HSEEP exercise at its regional hospitals. The scenario will be a multi-event "Hospital Shooter" exercise that will integrate police, LECs, fire, EMS and hospital response.

*Measurable Outcomes:*

Core capability improvement of communication, unified command, collaboration and community preparedness and participation.

*Project Amount: \$20,000.00*

#### **IV. Investment Budget Table**



|                         | Planning | Equipment           | Training            | Exercises          | Total               |
|-------------------------|----------|---------------------|---------------------|--------------------|---------------------|
| PJ 3.1                  | \$       | \$116,500.00        | \$116,500.00        | \$                 | \$233,000.00        |
| PJ 3.2                  |          | \$116,500.00        | \$116,500.00        | \$                 | \$233,000.00        |
| PJ 3.3                  |          |                     | \$ 20,306.00        |                    | \$ 20,306.00        |
| PJ 3.4                  |          |                     | \$ 15,500.00        |                    | \$ 15,500.00        |
| PJ 3.5                  |          |                     |                     | \$20,000.00        | \$ 20,000.00        |
| <b>Total for IJ III</b> |          | <b>\$233,000.00</b> | <b>\$268,806.00</b> | <b>\$20,000.00</b> | <b>\$521,806.00</b> |



## **I. Investment Name: SRAC FFY2012 Investment IV: Interoperable Communications and Information Sharing**

### **II. Investment Narrative**

The SRAC proposes to provide continued support towards their radio network expansion project that will encompass Barnstable, Bristol, Norfolk and Plymouth counties. As of report time, two of the three tower sites have already received equipment and or awaiting receipt of equipment. When the three new tower sites eventually connect to the existing sites, potential equipment gaps will result. It is expected that this project will:

- ✓ Provide the necessary means to fill identified equipment gaps.

This project investment will address the following goals of the Southeast's Regional Interoperability Plan:

- ✓ Improve inter-region and county communication capabilities
- ✓ Plan deployment

This project addresses the following goals of the current Statewide Communications Interoperability Plan (SCIP):

- Infrastructure & Equipment Technology
- All Usage Initiatives

This project specifically supports the following investment objectives:

- Implementation of RIP
- Implementation of current SCIP (with adaption as applicable to address updated SCIP) and
- The region's contracted Radio Engineer's identified communication gaps, radio tower sites, recommended equipment, implementation strategy for equipment installation and operational communication capabilities.



This project supports the following Mission Area Capabilities and Preliminary Targets of the National Preparedness Goals:

Response Mission Area Capabilities and Preliminary Targets

- Operational Communications – Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice communications between Federal, State and Local first responders.

Using FFY08-FFY11 grant funds, the SRAC allocated funds towards its regional radio network expansion project. This FFY12 project investment will contribute to the overall goal of enhanced and reliable public safety interoperability in the southeast region. The project will support the goals of the State Homeland Security Strategy to “create a common operating picture among Homeland Security and Public Safety Stakeholders” and to improve “Interoperability Capacity”.

### III. Project Summaries

**Project Name & Number:** PJ 4.1 Interoperable Equipment Gaps in Current System(s)

*Project Description:*

It is anticipated that when the new three radio tower sites connect with the existing sites, followed by communication testing of radio sites, communication/equipment gaps will be identified. Gaps will be reviewed at the Interoperability Subcommittee and recommendations will be proposed to members and SIEC for review, resolution and approval.

*Regional Need:*

The southeast region is currently comprised of four (4) individual county radio systems plus two (2) individual island systems. An effort is in place to consolidate the voice radio systems in the three (3) counties of Bristol, Norfolk and Plymouth. This tiered system would involve the existing BAPERN area-wide



3&4 channels along with a reconfiguration of existing multi-discipline county UHF channels for fire, EMS and police. Barnstable County public safety agencies currently operate on the Mass State Police’s statewide 800 MHz trunked system with some local police agencies operating conventional 800 MHz systems as well.

*Background:*

SRAC under the steady leadership of the Interoperability Subcommittee has persevered over several project stop-gaps such as EHP/tribal reviews, soil test requirements, local and State agency challenges to select tower sites. Despite such obstacles, the southeast region is steadfastly dedicated to improving communication capabilities. This project investment will contribute towards these significant advancements to achieve true, reliable interoperability in the southeast region.

*Measurable Outcomes:*

Equipment gaps will be identified and documented through testing and project oversight. Noted gaps will be prioritized and provided with solutions to be reviewed by the Interoperability Subcommittee.

*Project Amount:* \$150,000.00

**IV. Investment Budget Table**

|                       | Planning  | Equipment | Training  | Exercises | Total            |
|-----------------------|-----------|-----------|-----------|-----------|------------------|
| PJ 4.1                | \$        | \$150,000 | \$        | \$        | \$150,000        |
| <b>Total for IJ 4</b> | <b>\$</b> | <b>\$</b> | <b>\$</b> | <b>\$</b> | <b>\$150,000</b> |