

Massachusetts Emergency Management Program Multiyear Strategic Plan 2013-2016

Table of Contents

SIGNATURE PAGE

Section 1 INTRODUCTION

1.1	Purpose	1-1
1.2	Authority	1-1
1.3	Assumptions	1-1
1.4	Stakeholder Coordination	1-2
1.5	Vision Statement.....	1-2
1.6	Mission Statement	1-2
1.7	Overall Goals	1-23
1.8	Implementation	1-3
1.9	Plan Maintenance and Planning/Review Process	1-3

Section 2 PROGRAM GOALS, OBJECTIVES AND MILESTONES

2.1	Goal 1: Enhanced Planning	2-1
2.2	Goal 2: Enhanced Preparedness.....	2-2
2.3	Goal 3: Enhanced Operational and Logistics Capabilities	2-44
2.4	Goal 4: Enhanced Recovery Capabilities	2-5
2.4	Goal 5: Enhanced Mitigation Capabilities.....	2-56

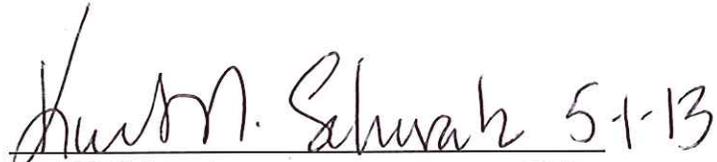
Section 3 PROGRAM TIMEFRAME

3.1	Timeframes for Goals, Objectives, and Milestones.....	3-1
-----	---	-----

Section 4 IMPLEMENTATION

4.1	Implementation Method.....	4-1
-----	----------------------------	-----

SIGNATURE PAGE

 Kurt N. Schwartz 5-1-13

Kurt N. Schwartz

Date

Director

Massachusetts Emergency Management Agency

Section 1

INTRODUCTION

The Massachusetts Emergency Management Agency (MEMA) is the state agency in Massachusetts responsible for coordinating the statewide emergency management program for the Commonwealth. MEMA's mission is to enhance the Commonwealth's capacity and capability to protect against, prevent, prepare for, mitigate, respond to, and recover from major emergencies. This strategic plan defines the mission, objectives, and milestones of MEMA and the Massachusetts Emergency Management Program.

1.1 Purpose

The Massachusetts Emergency Management Program Multiyear Strategic Plan for 2013-2016 identifies a strategic direction for enhancing Massachusetts's emergency management capabilities to protect against, prevent, prepare for, mitigate, respond to, and recover from natural, man-made, and technological emergencies.

This plan serves as a guiding document for the Commonwealth's emergency management program, and thereby is not limited to MEMA. Because MEMA coordinates the Commonwealth's overarching emergency management program, MEMA retains responsibility for maintaining and updating this plan. This includes working with state, federal, nonprofits and private stakeholders through the Emergency Support Function (ESF) Team and local emergency management directors to ensure that this plan remains up-to-date and reflects the current and anticipated operating picture for the Commonwealth's emergency management program.

A secondary purpose is to identify costs necessary to fulfill the stated goals and objectives to assist in the development of MEMA budgets.

This strategic plan is based on a three-year planning cycle. This plan will be reviewed annually to track progress in meeting the defined goals and to reevaluate and adjust identified goals as necessary.

1.2 Authority

Under the Massachusetts General Laws, Chapter 639, Acts of 1950 created what is now the Massachusetts Emergency Management Agency to perform civil defense functions for the Commonwealth. Under Executive Order 144, MEMA is responsible for coordinating activities undertaken by the Commonwealth and its political subdivisions in response to the threat or occurrence of emergencies or natural disasters.

1.3 Assumptions

The following assumptions were made during the development of this plan:

- Massachusetts implements an all-hazards approach to emergency management, including mitigation, preparedness, response and recovery.
- The Multiyear Strategic Plan will be used as a tool for setting programmatic priorities.

Section 1

- The ability to execute the Multiyear Strategic Plan depends on the availability of appropriate resources to support the implementation of goals and associated objectives and milestones.
- MEMA will maintain a comprehensive Internal Control Plan in accordance with Chapter 647 of the Acts of 1989 to conduct a regular agency-wide risk assessment; to prevent fraud, waste, and abuse; to ensure proper fiscal controls; to promote maximum transparency and accountability in the expenditure of public funds; and to execute agency actions in support of the MEMA mission and Multiyear Strategic Plan.
- The implementation of the Multiyear Strategic Plan will increase the Commonwealth's capabilities to effectively protect against, prevent, prepare for, mitigate, respond to, and recover from natural, man-made, and technological emergencies and subsequently reduce disaster-related losses.
- Partners who support the Massachusetts Emergency Management Program, including officials, agencies, and organizations, understand their roles and responsibilities under the Multiyear Strategic Plan.

1.4 Stakeholder Coordination

MEMA engaged agency staff and its two primary stakeholder groups in reviewing and vetting this plan. These groups are local emergency management directors and the Emergency Support Function (ESF) Team (comprised of state, federal and private sector partners with a role in coordinating response to emergencies affecting the Commonwealth).

1.5 Vision Statement

The vision of the Massachusetts Emergency Management Program is to ensure the Commonwealth possesses the capability necessary to protect against, prevent, prepare for, mitigate, respond to, and recover from all hazards and threats it faces.

1.6 Mission Statement

The Massachusetts Emergency Management Program's mission is to ensure the state's resilience to and capabilities for managing disasters. The program is committed to an all hazards approach to emergency management. By building and sustaining effective partnerships with federal, state and local government agencies, and with the nonprofit and private sector, the program strives to ensure the Commonwealth's ability to rapidly and effectively respond to and recover from large and small disasters by assessing and mitigating hazards, enhancing preparedness, ensuring effective response, and building the capacity to recover.

1.7 Overall Goals

Under this strategic plan, the Massachusetts Emergency Management Program has the following five overall goals to support the program's mission to ensure the state's resilience to and capabilities for managing disasters:

- **Goal 1: Enhanced Planning:** Create and/or update plans designed to enhance the capabilities for the Commonwealth to protect against, prevent, prepare for, mitigate, respond to, and recover from natural, man-made, and technological emergencies.

- **Goal 2: Enhanced Preparedness:** Increase the Commonwealth’s resiliency and ability to respond to and rapidly recovery from emergencies through preparedness efforts, including hazard mitigation.
- **Goal 3: Enhanced Operational and Logistics Capabilities:** Increase the Commonwealth’s operational capabilities for coordinating and obtaining resources to support incident response and maintaining situational awareness during an emergency.
- **Goal 4: Enhanced Recovery Capabilities:** Increase the Commonwealth’s capabilities to recover from a disaster.
- **Goal 5: Enhanced Mitigation Capabilities:** Increase the Commonwealth’s capabilities to enhance resiliency through efficient and cost effective mitigation activities, thereby reducing loss of life, property, economy, infrastructure and cultural resources from disasters.

1.8 Implementation

The MEMA Director is responsible for ensuring that the goals, objectives, and milestones of the Massachusetts Emergency Management Program Multiyear Strategic Plan are met and implemented. Goals, objectives and milestones will be reviewed regularly with identified stakeholders.

1.9 Plan Maintenance and Planning/Review Process

Per MEMA’s policy, the Multiyear Strategic Plan will be reviewed annually by MEMA. All proposed revisions will be reviewed by identified stakeholders, and approved by the MEMA Director.

Section 2

PROGRAM GOALS, OBJECTIVES AND MILESTONES

The driving force behind the Massachusetts Emergency Management Program's strategic goals, objectives, and corresponding milestones (detailed in section 3) is to ensure that Massachusetts has a clear, widely recognized strategy that provides guidance and support to our citizens in times of emergency. The goals and objectives are directly related to MEMA's mission to protect, mitigate, prevent, prepare for, respond to, and recover from all emergencies, regardless of scope or scale.

The following five goals will serve as the foundation for the Multiyear Strategic Plan. Achieving these goals will lead to the realization of Massachusetts Emergency Management Program's vision.

2.1 Goal 1: Enhanced Planning

Goal 1: Enhanced Planning: Create and/or update plans to enhance the Commonwealth's capabilities to protect against, prevent, prepare for, mitigate, respond to, and recover from natural, man-made, and technological emergencies.

Goal 1 has the following 11 objectives and associated milestones.

- **Objective 1.1:** Attain re-accreditation through the Emergency Management Accreditation Program (EMAP).
 - Participate in EMAP reaccreditation assessment.
 - Identify EMAP corrective actions.
 - Achieve conditional accreditation.
 - Demonstrate completion of corrective actions.
 - Attain full reaccreditation.
- **Objective 1.2:** Continue to ensure the Commonwealth's Emergency Management Program is focused on fulfilling its core mission.
 - Develop Multiyear Strategic Plan.
- **Objective 1.3:** Enhance plans supporting the Commonwealth's Emergency Management Program.
 - Partner with the Executive Office of Public Safety and Security (EOPSS) to conduct a threat and hazard identification and risk assessment (THIRA).
 - Ensure that all emergency coordination and operations plans that support the program incorporate and address risks and consequences associated with the THIRA.
 - Develop an Access and Functional Needs Annex to the Commonwealth's Comprehensive Emergency Management Plan (CEMP) to, at a minimum, address the needs of children, elders and individuals with disabilities.
 - Critically evaluate and update each emergency support function under the CEMP.
 - Critically evaluate and update/create incident and functional annexes for the CEMP.

Section 2

- Develop Interagency State Recovery Plan/Framework.
- **Objective 1.4:** Develop key statewide coordination plans that enhance the Commonwealth's capabilities to effectively coordinate large-scale evacuation, mass care and shelter operations.
 - Develop a statewide mass care and shelter coordination plan.
 - Develop a statewide evacuation coordination plan.
- **Objective 1.5:** Enhance the Commonwealth's capabilities to coordinate mass feeding operations.
 - Develop a mass feeding coordination plan.
- **Objective 1.6:** Enhance the Commonwealth's capabilities to coordinate the acquisition and dispensing/distribution of critical commodities during an emergency.
 - Develop an emergency fuel plan.
 - Execute a contract for the transportation and distribution of critical commodities during an emergency.
 - Document process for conducting annual needs assessment for critical commodities.
- **Objective 1.7:** Enhance the Commonwealth's capabilities to coordinate response to an incident resulting in a disruption of key information technology systems.
 - Update the Cyber Disruption Plan.
- **Objective 1.8:** Enhance the Commonwealth's capabilities to coordinate response to an incident resulting in a catastrophic failure of communications systems.
 - Develop a statewide catastrophic communications failure plan.
- **Objective 1.9:** Develop capability for the Commonwealth to credential critical emergency response and operations partners from the public and private sectors to ensure access to critical infrastructure during emergencies.
 - Develop a statewide credentialing plan for public and private sector access to critical infrastructure and critical services in impacted areas.
 - Develop capabilities to leverage the use of the Resource Management System to list credentialed responders.
- **Objective 1.10:** Enhance the Commonwealth's capabilities to coordinate the movement of displaced persons from shelters to temporary and/or permanent housing in the aftermath of a disaster.
 - Develop a statewide disaster housing plan.
- **Objective 1.11:** Ensure stakeholder involvement in planning process.
 - Ensure the review process includes stakeholder feedback on plans prior to finalization.

2.2 Goal 2: Enhanced Preparedness

Goal 2: Enhanced Preparedness: Increase the Commonwealth's resiliency and ability to respond to and rapidly recovery from emergencies through preparedness efforts.

PROGRAM GOALS, OBJECTIVES AND MILESTONES

Goal 2 has the following six objectives and associated milestones.

- **Objective 2.1:** Enhance capability to alert the public.
 - Develop strategic plan for public alerting/messaging.
 - Develop protocols for using social media.
 - Develop capabilities to use mass alerting systems such as the commercial mobile alert system (CMAS), the integrated public alert and warning system (IPAWS) and Ping4.
 - Enhance capacity to disseminate public information through the MEMA website.
- **Objective 2.2:** Enhance community resiliency through preparedness outreach.
 - Develop a sustainable preparedness program.
 - Develop annual programming for National Preparedness Month.
 - Develop a program to conduct an annual emergency management conference.
- **Objective 2.3:** Continue to enhance capabilities of emergency responders through training and exercise.
 - Develop a program to conduct an annual training needs assessment for communities.
 - Develop a program to conduct a biennial state-level exercise program similar to the National Level Exercise program.
 - Adopt and implement training requirements and professional development programs for MEMA employees.
 - Develop, adopt and implement a training strategy for ESF Team representatives.
 - Develop recommended training standards for municipal emergency management officials and, as appropriate, correlate them NIMSCAST.
 - Implement position-specific ICS training, with focus on Planning and Operations.
 - Develop a program to conduct trainings and exercises on components of EOC operations, including the resource management process.
- **Objective 2.4:** Enhance the coordination of Citizen Corps Programs (CCP).
 - Create coordination program for Community Emergency Response Teams.
 - Develop a strategic plan for the Massachusetts Citizens Corps Program.
- **Objective 2.5:** Mitigate the Commonwealth's hazards and risks.
 - Partner with EOPSS to conduct a THIRA.
 - Update the State Hazard Mitigation Plan.
- **Objective 2.6:** Create user-friendly guidance for communities to explain how they may use grant funds provided by MEMA to enhance local planning, preparedness, operational, and recovery activities.

2.3 Goal 3: Enhanced Operational and Logistics Capabilities

Goal 3: Enhanced Operational and Logistics Capabilities: Increase the Commonwealth's operational and logistics capabilities for coordinating and obtaining resources to support incident response and maintain situational awareness during an emergency.

Goal 3 has the following six objectives and associated milestones.

- **Objective 3.1:** Develop capabilities for a statewide incident management team to assist and support emergency management response and coordination.
 - Develop a statewide incident management assistance team (IMAT) plan.
 - Create a Massachusetts IMAT.
 - Develop recommended standards for county-based and other local IMATs.
- **Objective 3.2:** Ensure state and regional emergency operations centers (EOCs) are adequately equipped to effectively coordinate response during emergencies.
 - Create SEOC surge capacity space.
 - Create consistency in capabilities for each regional EOC.
 - Create preventative maintenance SOP/SOGs for critical MEMA equipment.
- **Objective 3.3:** Enhance ability for MEMA to identify, obtain and distribute critical commodities and resources during emergencies.
 - Update existing contracts and develop new contracts for critical commodities as needed.
 - Expand participation in and use of the statewide resource management system database.
 - Develop a commodities distribution plan.
 - Develop caches of identified critical commodities.
- **Objective 3.4:** Create consistency in state and regional EOC operations.
 - Develop Standard Operating Procedures (SOPs)/Standard Operating Guidelines (SOGs) for all SEOC and REOC positions.
 - Develop SOPs/SOGs for the process to manage resource requests.
 - Develop a standard EOC staffing plan, building a cadre of staff for each key EOC position.
 - Conduct training for key EOC positions.
 - Develop cross-training procedures for MEMA staff to serve on county and local IMATs.
 - Develop a streamlined template for situation reports and situational awareness statements to relay critical information in a succinct manner.
- **Objective 3.5:** Enhance in-field response capabilities.
 - Create SOPs/SOGs and/or job aids for field operations, including the Mobile EOC, Mobile Communications Support Trailer, and field personnel.
- **Objective 3.6:** Enhance technological capabilities to monitor and share situational awareness both within and outside of the agency.

- Enhance GIS capabilities and data layers.
- Fully implement NICS/Virtual USA.
- Upgrade WebEOC capabilities.
- Obtain and implement rapid assessment technology.

2.4 Goal 4: Enhanced Recovery Capabilities

Goal 4: Enhanced Recovery Capabilities: Increase the Commonwealth's capabilities to recover from a disaster.

Goal 4 has the following two objectives and associated milestones.

- **Objective 4.1:** Institutionalize the Commonwealth's recovery program.
 - Develop an interagency state recovery plan/framework.
 - Develop internal guidelines for using contracted recovery services.
 - Formalize an Individual Assistance Program, SOPs/SOGs.
 - Formalize a Public Assistance Program, including SOPs/SOGs.
 - Develop a damage assessment annex for individual assistance and public assistance.
 - Develop an interagency plan for opening and operating state disaster recovery centers.
 - Develop training and SOPs/SOGs for Rapid Assessment Teams.
- **Objective 4.2:** Enhance education about the public assistance program and debris removal.
 - Conduct a statewide public assistance and debris management conference.

2.5 Goal 5: Enhanced Mitigation Capabilities

Goal 5: Enhanced Mitigation Capabilities: Increase the Commonwealth's capabilities to enhance resiliency through efficient and cost effective mitigation activities, thereby reducing loss of life, property, economy, infrastructure and cultural resources from disasters.

Goal 5 has the following seven objectives and associated milestones.

- **Objective 5.1:** Maintain the State's Hazard Mitigation Plan
 - Update the Massachusetts Hazard Mitigation Plan and submit for Federal Emergency Management Agency approval.
 - Review enhanced plan capabilities assessment developed as a component to the THIRA process to determine if attaining enhanced status is a viable option.
- **Objective 5.2:** Analyze existing data from approved local hazard mitigation plans and past projects to identify and address gaps in project types.
 - Review data from mitigation plans and determine previous trends.
 - Compile data into report to guide future mitigation outreach and project development.

Section 2

- **Objective 5.3:** Work with federal mitigation stakeholders to obtain more consistent guidance.
 - Determine which policies require further guidance and clarification.
 - Coordinate with FEMA to obtain concurrence on clarification.
- **Objective 5.4:** Explore alternate stakeholder groups (public and private) to increase public awareness of mitigation funding opportunities for the purpose of increasing the number of viable project applications.
 - Develop a list of potential stakeholders who would be eligible sub-applicants and may have eligible potential projects.
 - Give presentations or informational materials to stakeholders to increase awareness of available grant programs.
 - Provide technical assistance as warranted.
- **Objective 5.5:** Determine gaps in current mitigation program outreach strategy:
 - Formalize goals for the outreach program.
 - Perform a qualitative review of the outreach program and identify gaps.
 - Develop strategies to address identified gaps.
- **Objective 5.6:** Manage hazard mitigation programs effectively to ensure the timely disbursement of funds and close out of disasters and funding cycles.
 - Set closeout benchmarks for disaster and non-disaster hazard mitigation programs.
- **Objective 5.7:** Enhance capabilities to foster local multi-hazard hazard mitigation planning.
 - Conduct outreach to local planning officials to encourage the development and maintenance of multi-hazard mitigation plans.
 - Provide FEMA G-318 course to regional planning commissions and communities that are not engaging consulting services to develop multi-hazard mitigation plans.

Section 3 PROGRAM TIMEFRAME

3.1 Timeframes for Goals, Objectives, and Milestones

The following section details timeframes for the objectives and milestones associated with each of the four goals identified in this plan. The timeframes were developed with input from key stakeholders.

Timeframes are defined as follows:

- Short-Term – Within 1 Year
- Medium-Term – Within 2 Years
- Long-Term – Within 3 Years

Table 3-1: Anticipated Timeframes for Goals, Objectives and Milestones

Strategic Goals, Objectives, and Milestones	Anticipated Timeframe
Goal 1: Enhanced Planning. Create and/or update plans to enhance the capabilities for the Commonwealth to protect against, prevent, prepare for, mitigate, respond to, and recover from natural, man-made, and technological emergencies.	
Objective 1.1: Attain re-accreditation through the Emergency Management Accreditation Program (EMAP).	Short-term
■ Participate in EMAP reaccreditation assessment.	Complete
■ Identify EMAP corrective actions.	Complete
■ Achieve conditional accreditation.	Complete
■ Demonstrate completion of corrective actions.	July 2013
■ Attain full reaccreditation.	October 2013
Objective 1.2: Continue to ensure the Commonwealth's Emergency Management Program is focused on fulfilling its core mission.	Short-term
■ Develop Multiyear Strategic Plan.	January 2013
Objective 1.3: Enhance plans supporting the Commonwealth's Emergency Management Program.	Medium-term
■ Partner with the Executive Office of Public Safety and Security (EOPSS) to conduct a threat and hazard identification and risk assessment (THIRA).	February 2013
■ Ensure all emergency coordination and operations plans that support the program incorporate and address risks and consequences associated with the THIRA.	July 2013
■ Develop an access and functional needs annex to the Commonwealth's Comprehensive Emergency Management Plan (CEMP) to, at a minimum,	July 2013

Section 3

Strategic Goals, Objectives, and Milestones	Anticipated Timeframe
address the needs of individuals with disabilities, children, and elders.	
<ul style="list-style-type: none"> ■ Critically evaluate and update each emergency support function under the CEMP. 	May 2013
<ul style="list-style-type: none"> ■ Critically evaluate and update/create incident and functional annexes for the CEMP. 	December 2013
<ul style="list-style-type: none"> ■ Develop interagency state recovery plan/framework. 	July 2013
Objective 1.4: Develop key statewide coordination plans to enhance the Commonwealth's capabilities to effectively coordinate large-scale evacuation, mass care and shelter operations.	Medium-term
<ul style="list-style-type: none"> ■ Develop a statewide mass care and shelter coordination plan. 	July 2013
<ul style="list-style-type: none"> ■ Develop a statewide evacuation coordination plan. 	December 2013
Objective 1.5: Enhance the Commonwealth's capabilities to coordinate mass feeding operations.	Medium-term
<ul style="list-style-type: none"> ■ Develop a mass feeding coordination plan. 	December 2013
Objective 1.6: Enhance the Commonwealth's capabilities to coordinate the acquisition and dispensing of fuel during an emergency.	Medium-term
<ul style="list-style-type: none"> ■ Develop an emergency fuel plan. 	December 2013
<ul style="list-style-type: none"> ■ Execute a contract for the transportation and distribution of critical commodities during an emergency. 	July 2013
<ul style="list-style-type: none"> ■ Document process for conducting annual needs assessment for critical commodities. 	July 2013
Objective 1.7: Enhance the Commonwealth's capabilities to coordinate response to an incident resulting in a disruption of key information technology systems.	Short-term
<ul style="list-style-type: none"> ■ Update the Cyber Disruption Plan. 	July 2013
Objective 1.8: Enhance the Commonwealth's capabilities to coordinate response to an incident resulting in a catastrophic failure of communications systems.	Short-term
<ul style="list-style-type: none"> ■ Develop a statewide catastrophic communications failure plan. 	July 2013
Objective 1.9: Develop capability for the Commonwealth to credential critical emergency response partners from the public and private sectors to ensure access to critical infrastructure during emergencies.	Long-term
<ul style="list-style-type: none"> ■ Develop a statewide credentialing plan for public and private sector access to critical infrastructure and critical services in impacted areas. 	December 2015
<ul style="list-style-type: none"> ■ Develop capabilities to leverage the use of the Resource Management System to list credentialed responders. 	December 2015
Objective 1.10: Enhance the Commonwealth's capabilities to coordinate the movement of displaced persons from shelters to temporary and/or permanent	Long-term

PROGRAM TIMEFRAME

Strategic Goals, Objectives, and Milestones	Anticipated Timeframe
housing in the aftermath of a disaster.	
<ul style="list-style-type: none"> ■ Develop a statewide disaster housing plan. 	December 2015
Objective 1.11: Ensure stakeholder involvement in the planning process.	Short-term
<ul style="list-style-type: none"> ■ Ensure the review process includes stakeholder feedback on plans prior to finalization. 	July 2013
Goal 2: Enhanced Preparedness: Increase the Commonwealth's resiliency and ability to respond to and rapidly recovery from emergencies through preparedness efforts.	
Objective 2.1: Enhance capability to alert the public.	Short-term
<ul style="list-style-type: none"> ■ Develop strategic plan for public alerting/messaging. 	September 2013
<ul style="list-style-type: none"> ■ Develop protocols for using social media. 	July 2013
<ul style="list-style-type: none"> ■ Develop capabilities to use mass alerting systems such as the commercial mobile alert system (CMAS), the integrated public alert and warning system (IPAWS) and Ping4. 	July 2013
<ul style="list-style-type: none"> ■ Enhance capacity to disseminate public information through the MEMA website. 	January 2013
Objective 2.2: Enhance community resiliency through preparedness outreach.	Short-term
<ul style="list-style-type: none"> ■ Develop a sustainable preparedness program. 	January 2013
<ul style="list-style-type: none"> ■ Develop annual programming for National Preparedness Month. 	September 2013
<ul style="list-style-type: none"> ■ Develop program to conduct an annual emergency management conference. 	July 2013
Objective 2.3: Continue to enhance capabilities of emergency responders through training and exercise.	Long-term
<ul style="list-style-type: none"> ■ Develop a program to conduct an annual training needs assessment for communities. 	January 2013
<ul style="list-style-type: none"> ■ Develop a program to conduct a biennial state-level exercise similar to the National Level Exercise program. 	July 2015
<ul style="list-style-type: none"> ■ Adopt and implement training requirements and professional development programs for MEMA employees. 	Complete
<ul style="list-style-type: none"> ■ Develop, adopt and implement a training strategy for ESF Team representatives. 	December 2013
<ul style="list-style-type: none"> ■ Develop recommended training standards for municipal emergency management officials and, as appropriate, correlate them to NIMSCAST. 	September 2013
<ul style="list-style-type: none"> ■ Implement position-specific ICS training, with focus on Planning and Operations. 	May 2013
<ul style="list-style-type: none"> ■ Develop a program to conduct regular trainings and exercises on components 	March 2013

Section 3

Strategic Goals, Objectives, and Milestones	Anticipated Timeframe
of EOC operations, including resource management process.	
Objective 2.4: Enhance the coordination of Citizen Corps Programs (CCP).	Medium-term
■ Create coordination program for Community Emergency Response Teams.	July 2013
■ Develop a strategic plan for the Massachusetts Citizens Corps Program.	July 2013
Objective 2.5: Mitigate the Commonwealth's hazards and risks.	Medium-term
■ Partner with EOPSS to conduct a Threat and Hazard Identification and Risk Assessment.	February 2013
Objective 2.6: Refine guidance to communities on how they may use grant funds provided by MEMA to enhance local planning, preparedness, operational, and recovery activities.	Medium-term
Goal 3: Enhanced Operational and Logistics Capabilities: Increase the Commonwealth's operational and logistics capabilities for coordinating and obtaining resources to support incident response and maintain situational awareness during an emergency.	
Objective 3.1: Develop capabilities for a statewide incident management team to assist and support emergency management response and coordination.	Long-term
■ Develop a statewide incident management assistance team (IMAT) plan.	July 2013
■ Develop a Massachusetts IMAT.	September 2015
■ Develop recommended standards for county-based and other local IMATs.	December 2015
Objective 3.2: Ensure the state and regional emergency operations centers are adequately equipped to effectively coordinate response during emergencies.	Short-term
■ Create SEOC surge capacity space.	January 2013
■ Create consistency in capabilities for each regional EOC.	July 2013
■ Create preventative maintenance SOP/SOGs for critical MEMA equipment.	December 2013
Objective 3.3: Enhance ability for MEMA to identify, obtain and distribute critical commodities and resources during emergencies.	Medium-term
■ Update existing contracts and develop new standby contracts for critical commodities as needed.	September 2013
■ Expand participation in and use of the statewide resource management system database.	September 2013
■ Develop a commodities distribution plan.	March 2014
■ Develop caches of identified critical commodities.	September 2013
Objective 3.4: Create consistency in state and regional EOC operations.	Short-term
■ Develop Standard Operating Procedures (SOPs)/Standard Operating	July 2013

PROGRAM TIMEFRAME

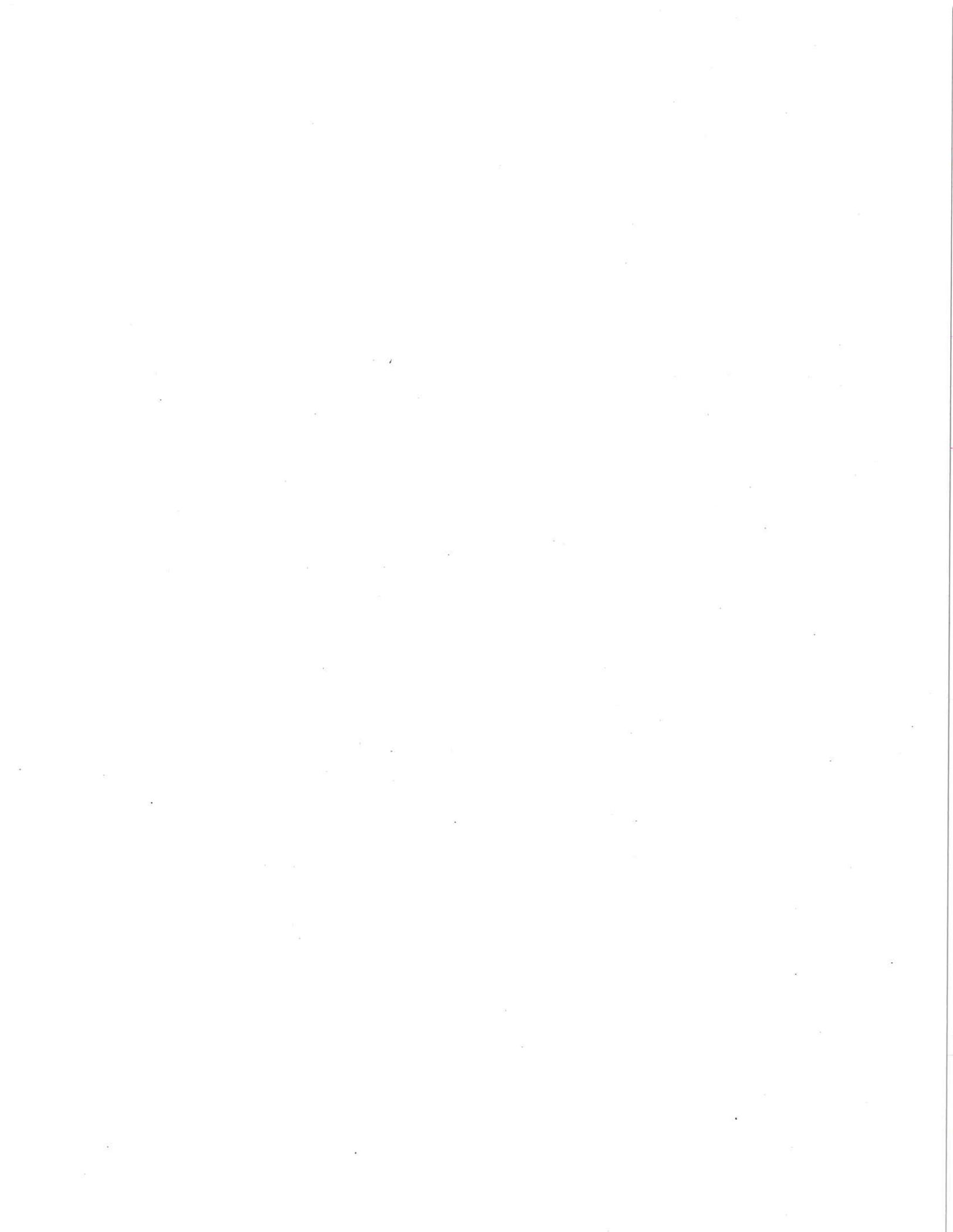
Strategic Goals, Objectives, and Milestones	Anticipated Timeframe
Guidelines (SOGs) for all SEOC and REOC positions.	
■ Develop SOP/SOGs for the process to manage resource requests.	January 2013
■ Develop a standard EOC staffing plan, building a cadre of staff for each key EOC position.	September 2013
■ Conduct training for key EOC positions.	July 2013
■ Develop cross-training procedures for MEMA staff to serve on county and local IMATs.	December 2015
■ Develop a streamlined template for situation reports and situational awareness statements that relays critical information in a succinct manner.	January 2013
Objective 3.5: Enhance in-field response capabilities.	Short-term
■ Create SOP/SOGs and/or job aids for field operations, including the Mobile EOC and field personnel.	January 2013
Objective 3.6: Enhance technological capabilities to maintain and provide situational awareness both within and outside of the agency.	Short-term
■ Enhance GIS capabilities and data layers.	December 2013
■ Fully implement NICS/Virtual USA.	July 2013
■ Upgrade WebEOC capabilities.	October 2013
■ Obtain and implement rapid assessment technology.	July 2013
Goal 4: Enhanced Recovery Capabilities: Increase the Commonwealth's capabilities to recover from a disaster.	
Objective 4.1: Institutionalize the Commonwealth's recovery program.	Medium-term
■ Develop interagency state recovery plan/framework.	July 2013
■ Develop internal guidelines for using contracted recovery services.	July 2013
■ Formalize an Individual Assistance Program, including SOP/SOGs.	September 2014
■ Formalize a Public Assistance Program, including SOP/SOGs.	September 2014
■ Develop a damage assessment annex for individual assistance and public assistance.	July 2013
■ Develop an interagency plan for opening and operating state disaster recovery centers.	January 2014
■ Develop training and SOP/SOGs for Rapid Assessment Teams.	December 2013
Objective 4.2: Enhance education about the public assistance program and debris removal.	Short-term

Section 3

Strategic Goals, Objectives, and Milestones	Anticipated Timeframe
<ul style="list-style-type: none"> ■ Conduct a statewide public assistance and debris management conference. 	Complete
Goal 5: <i>Enhanced Mitigation Capabilities:</i> Increase the Commonwealth's capabilities to enhance resiliency through efficient and cost effective mitigation activities, thereby reducing loss of life, property, economy, infrastructure and cultural resources from disasters.	
Objective 5.1: Maintain the State's Hazard Mitigation Plan	Short-term
<ul style="list-style-type: none"> ■ Update the Massachusetts Hazard Mitigation Plan and submit for Federal Emergency Management Agency approval. 	July 2013
<ul style="list-style-type: none"> ■ Review enhanced plan capabilities assessment developed as a component to the THIRA process to determine if attaining enhanced status is a viable option. 	January 2014
Objective 5.2: Analyze existing data from approved local hazard mitigation plans and past projects to identify and address gaps in project types.	Medium-term
<ul style="list-style-type: none"> ■ Review data from mitigation plans and determine previous trends. 	September 2013
<ul style="list-style-type: none"> ■ Compile data into report to guide future mitigation outreach and project development. 	October 2013
Objective 5.3: Work with federal mitigation stakeholders to obtain more consistent guidance.	Long-term
<ul style="list-style-type: none"> ■ Determine which policies require further guidance and clarification. 	June 2013
<ul style="list-style-type: none"> ■ Coordinate with FEMA to obtain concurrence on clarification. 	September 2013
Objective 5.4: Explore alternate stakeholder groups (public and private) to increase public awareness of mitigation funding opportunities for the purpose of increasing the number of viable project applications.	Short-term
<ul style="list-style-type: none"> ■ Develop a list of potential stakeholders who would be eligible sub-applicants and may have eligible potential projects. 	July 2013
<ul style="list-style-type: none"> ■ Give presentations or informational materials to stakeholders to increase awareness of available grant programs. 	August 2013
<ul style="list-style-type: none"> ■ Provide technical assistance as warranted. 	August 2013
Objective 5.5: Determine gaps in current mitigation program outreach strategy.	Short-term
<ul style="list-style-type: none"> ■ Formalize goals for the outreach program. 	May 2013
<ul style="list-style-type: none"> ■ Perform a qualitative review of the outreach program and identify gaps. 	June 2013
<ul style="list-style-type: none"> ■ Develop strategies to address identified gaps. 	July 2013
Objective 5.6: Manage hazard mitigation programs effectively to ensure the timely disbursement of funds and close out of disasters and funding cycles.	Long-term
<ul style="list-style-type: none"> ■ Set closeout benchmarks for disaster and non-disaster hazard mitigation programs. 	Based on Period of Performance
Objective 5.7: Enhance capabilities to foster local multi-hazard hazard mitigation	Medium-term

PROGRAM TIMEFRAME

Strategic Goals, Objectives, and Milestones	Anticipated Timeframe
planning.	
■ Conduct outreach to local planning officials to encourage the development and maintenance of multi-hazard mitigation plans.	Monthly/on-going
■ Provide FEMA G-318 course to regional planning commissions and communities that are not engaging consulting services to develop multi-hazard mitigation plans.	March 2013 based on funding availability from FEMA



Section 4 IMPLEMENTATION

This section details the implementation method for the goals, objectives and milestones identified in this plan.

4.1 Implementation Method

The MEMA Director has overall responsibility for ensuring the goals, objectives, and milestones of the Massachusetts Emergency Management Program Multiyear Strategic Plan are met and implemented.

The MEMA Director will ensure key stakeholders have a role in developing and reviewing the plan, and the determining the timeframe associated with the plan's goals, objectives and milestones.

The MEMA Director will prioritize goals, objectives and milestones of the plan, and work with key partners to identify appropriate resources (funding, staffing, contracted services) to support them.

Once resources are identified and obtained, responsibility for goals, objectives and milestones will be appropriately assigned to MEMA staff. MEMA staff will keep the MEMA Director apprised of progress toward completion of each goal, objective and milestone. The MEMA Director will ensure that appropriate stakeholders are included in the implementation process, and that stakeholders are kept apprised of progress made toward completion of goals/objectives/milestones.