



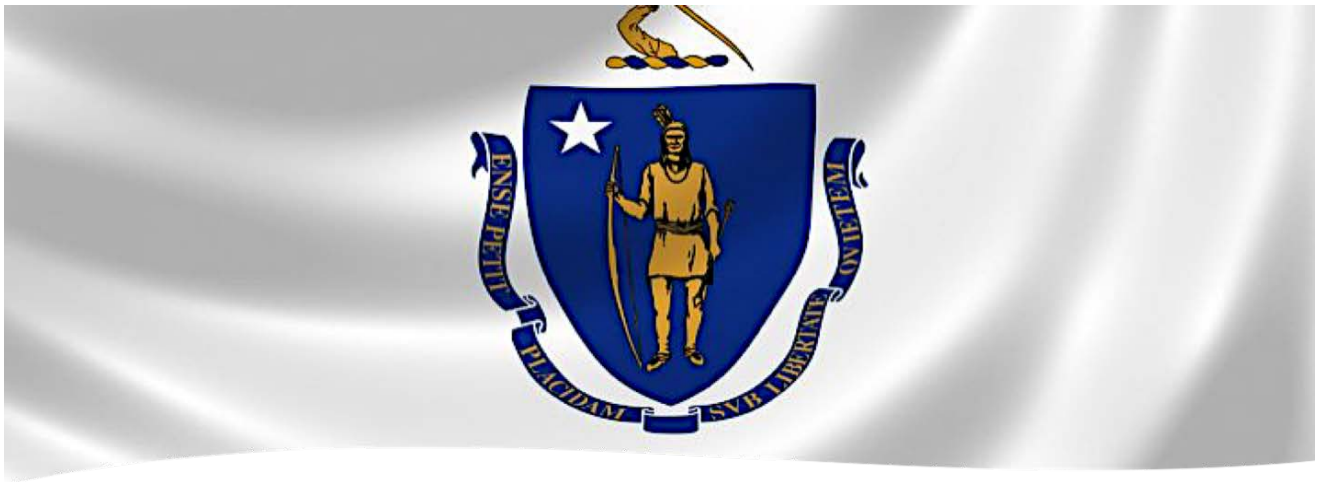
COMMONWEALTH
OF MASSACHUSETTS
STATE HOMELAND
SECURITY STRATEGY
2020 - 2023



Presented By:

**Massachusetts Executive Office of
Public Safety and Security**

July, 2020
Amended on January 26, 2022



FORWARD

Homeland Security and Public Safety Stakeholders:

Massachusetts's top priority is the protection and safety of its residents. On a continuing basis, the Commonwealth faces threats and hazards including natural disasters, the risk of a terrorist attack, cybersecurity incidents, active shooter threats, risk to critical infrastructure, and infectious disease outbreak, among others. Now more than ever, it is imperative that we remain vigilant and actively work to stay ahead of evolving threats and continue to build upon the success of our existing public safety best practices.

The Massachusetts Executive Office of Public Safety and Security (EOPSS) is pleased to present the *Massachusetts State Homeland Security Strategy for 2020 – 2023* ("the Strategy") that explains our long-term vision for homeland security and approach for staying ahead of emerging threats. The Strategy was created with input from local, state, and federal stakeholders across a wide range of relevant disciplines including emergency management, law enforcement, fire services, military, emergency medical services, public health, transportation, energy, and the private sector. The Strategy was also developed with input from our recent 2019 Threat Hazard Identification and Risk Assessment (THIRA), U.S. Department of Homeland Security Quadrennial Review (QHSR), and U.S. Department of Homeland Security Cybersecurity and Infrastructure Agency (CISA) reporting. Together, EOPSS and our homeland security partners have developed this Strategy to ensure that Massachusetts remains steadfast in our commitment to public safety and continues to build upon our efforts to build resilient communities.

Paramount to our implementation, we must continue to enlist a multi-agency effort which includes collaboration with our local, state, and federal partners as well as the private sector. It further includes a commitment to community preparedness and volunteers who play an invaluable role during times of disaster. Finally, the Strategy is and shall always be committed to ensuring it is compatible with respect for individual privacy, civil rights, and civil liberties.

Across the entire Commonwealth, every resident, first responder, business, and public agency has an important role to play in public safety. As we have learned through real world events, there are no limits to our ability to prevail during a disaster when we work together. To ensure the success of this collaborative approach, this Strategy is focused on taking measures to prevent, protect, mitigate, respond, and recover from an incident utilizing an all-hazards approach.

Together and with your help, we can and shall honor our commitment to ensuring a safe and resilient Massachusetts.

Sincerely,



Terrence M. Reidy
Secretary
Massachusetts Executive Office of Public Safety and Security



Jeanne Benincasa Thorpe
Undersecretary for Homeland Security and
Homeland Security Advisor (HSA)
Massachusetts Executive Office of Public Safety and Security



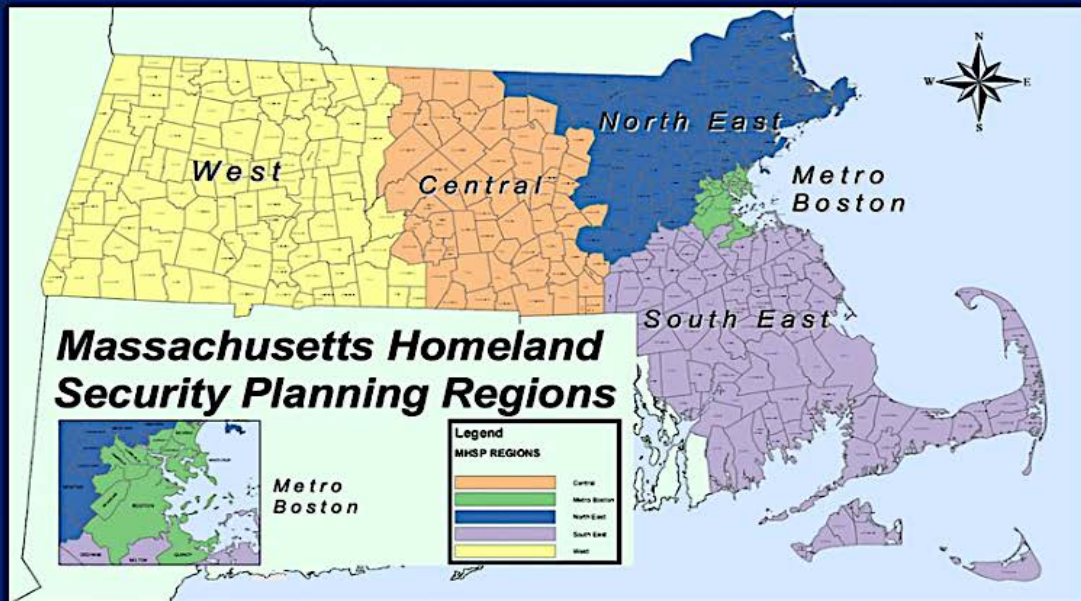
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Commonwealth of Massachusetts



All-Hazards Profile



KEY FACTS

TOWNS AND CITIES

351

ANNUAL GDP

\$540 BILLION

POPULATION

6.9M

HOMELAND SECURITY REGIONS

5

2019 DHS TOTAL HSGP FUNDING

\$23.9M

MILES OF COAST LINE

1519

HOMELAND SECURITY GOALS

10

TWO LARGEST CITIES IN NEW ENGLAND

BOSTON & WORCESTER

(NOTE: Citations provided within the body of the Strategy.)

Commonwealth of Massachusetts



All-Hazards Profile

2000-2019

HEALTH
CARE
INDUSTRY
\$61B

TOTAL DISASTER
DECLARATION
30

BOSTON
URBAN AREA
SECURITY
INITIATIVE
1

Religious
Congregations
4,200

EMERGENCY
DECLARATION
SNOW
11

DEFENSE
INDUSTRY
#6 FOR
NATION
\$20B

BOSTON
HARBOR
ECONOMIC
VALUE
\$8.2B

EMERGENCY
DECLARATION
FLOODING
9

COLLEGES
AND
UNIVERSITY
114

Past Major
Terrorism
Investigations
8+

EMERGENCY
DECLARATION
HURRICANE
4

(NOTE: Citations provided within the body of the Strategy.)



SECTION 1: EXECUTIVE SUMMARY

The *Massachusetts State Homeland Security Strategy 2020-2023* (“the Strategy”) is the state’s framework for establishing homeland security priorities driven by both risk and capabilities-based planning. The Strategy requires a coordinated effort among local, state, and federal agencies, the private sector, and members of our community. The Strategy builds upon already well-established risk management practices and is aligned with both Presidential Policy Directive Number 8¹ and the National Preparedness Goal² mission areas for **Prevention, Protection, Mitigation, Response, and Recovery**.

Vision

With honor and integrity, we will safeguard the residents of Massachusetts, our homeland, and our values in order to build a more resilient state that is recognized as a national public safety leader.

Purpose

The Strategy provides specific objectives that will drive funding decisions by identifying priority areas across the five mission areas established by the National Preparedness Goal. By leveraging this

¹ *Presidential Policy Directive / PPD-8: National Preparedness*, U.S. Department of Homeland Security, available at <https://www.dhs.gov/presidential-policy-directive-8-national-preparedness> (last accessed Dec. 21, 2021).

² *National Preparedness Goal*, U.S. Department of Homeland Security, FEMA, available at <https://www.fema.gov/national-preparedness-goal> (last accessed Dec. 21, 2021).

blueprint, the Commonwealth will make strategic, risk-based decisions in an effort to achieve the overarching goal of creating secure and resilient communities. On an annual basis, the Commonwealth will evaluate our progress in an effort to measure effectiveness as well as enhance our ability to further eliminate risk. Simultaneously, the Strategy builds upon existing capabilities and best practices.

Scope

The Commonwealth of Massachusetts has built a homeland security program that encourages multi-disciplinary and multi-jurisdictional collaboration to effectively manage and respond to large scale incidents. Since 2004, the Commonwealth, through the Executive Office of Public Safety and Security (EOPSS), as the State Administrative Agency (SAA), created a system that ensured there was a process to make collaborative, strategic decisions on how to utilize the Department of Homeland Security (DHS) grant funds allocated to the Commonwealth of Massachusetts. This involved the establishment of five (5) Regional Homeland Security Advisory Councils (HSAC), which includes the Boston Urban Area Security Initiative (UASI). The HSAC are supported by EOPSS and the Commonwealth's primary homeland security agencies, which include the following Massachusetts Agencies and Departments: **State Police, Fusion Center, Emergency Management Agency, Department of Fire Services, National Guard, the Office of Grants and Research and the Executive Office of Public Safety and Security.**

Collectively, the state and the HSAC(s) are responsible for implementing the Strategy. However, stakeholder partnership and coordination also includes, but is not limited to, the following local, state, and federal agencies:

- Amtrak Police
- Barnstable County Sheriff's Department
- Berkshire County Sheriff's Department
- Bristol County Sheriff's Department
- Bureau of Alcohol Tobacco Firearms and Explosives (ATF)
- Customs and Border Protection (CBP)
- Defense Intelligence Agency (DIA)
- Department of Criminal Justice Information Services (DCJIS)
- Department of Defense (DOD)
- Essex County Sheriff's Department
- Federal Bureau of Investigation (FBI)
- Federal Emergency Management Agency (FEMA)
- Federal Reserve Police-Federal Reserve Bank of Boston
- Financial Crimes Enforcement Network (FinCEN)
- Hampden County Sheriff's Department
- Homeland Security Investigations (HSI)
- Immigration and Customs Enforcement (ICE)
- Joint Counterterrorism Assessment Team (JCAT)
- Massachusetts Alcoholic Beverages Control Commission (ABCC)
- Massachusetts Animal Rescue League (ARL)
- Massachusetts Attorney General's Office (AGO)
- Massachusetts Bay Transportation Authority (MBTA)
- Massachusetts Department of Children and Families
- Massachusetts Department of Correction (DOC)

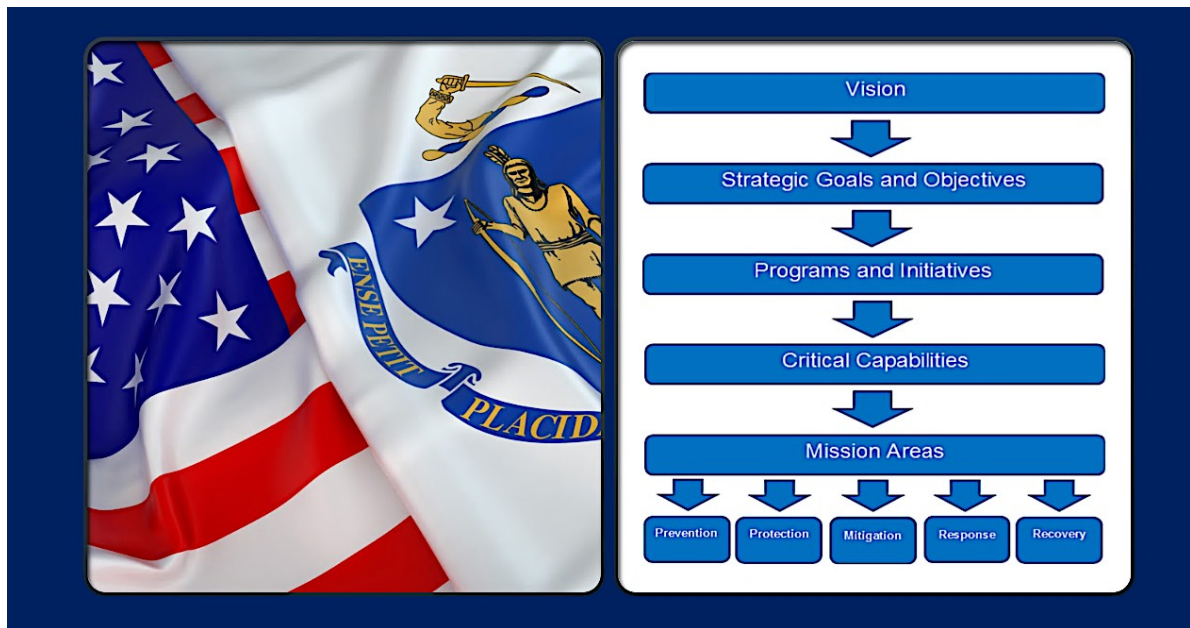
- Massachusetts Department of Environmental Police Protection
- Massachusetts Department of Industrial Accidents
- Massachusetts Department of Public Health (DPH)
- Massachusetts Department of Public Utilities
- Massachusetts Department of Revenue (DOR)
- Massachusetts Department of Transitional Assistance (DTA)
- Massachusetts Department of Transportation (DOT)
- Massachusetts Department of Youth Services
- Massachusetts Division of Banks
- Massachusetts Environmental Police
- Massachusetts Gaming Commission
- Massachusetts Office of International Trade and Investment
- Massachusetts Office of the Inspector General (OIG)
- Massachusetts Parole Board
- Massachusetts Port Authority
- Massachusetts Probation Service
- Massachusetts State 911 Department
- Massachusetts Trial Courts
- Metropolitan Area Planning Council
- Middlesex County Sheriff's Office
- National Counter-Terrorism Center (NCTC)
- National Governors Association (NGA)
- National Operations Center (NOC)
- Naval Criminal Investigation Services
- New England High Intensity Drug Trafficking Area (NE HIDTA)
- New England State Police Information Network (NESPIN)
- North Shore Regional Communications Center (RECC)
- Northeast Regional Intelligence Group (NRIG)
- Office of the Director of National Intelligence (DNI)
- Plymouth County Sheriff's Department
- Social Security Administration (SSA)
- Terrorist Screening Center (TSC)
- U.S. Air Force
- U.S. Attorney's Office
- U.S. Border Patrol
- U.S. Bureau of Prisons
- U.S. Citizen and Immigration Service
- U.S. Coast Guard
- U.S. Customs and Border Protection
- U.S. Department of Homeland Security (DHS)
- U.S. Department of State
- U.S. Department of Treasury
- U.S. Drug Enforcement Agency (DEA)
- U.S. Federal Air Marshalls (FAMS)
- U.S. Internal Revenue Service (IRS)
- U.S. Marshals Service
- U.S. Park Police
- U.S. Postal Inspection Service
- U.S. Secret Service (USSS)
- U.S. Transportation Security Agency (TSA)
- Worcester County Sheriff's Department

Framework for Implementing the Strategy

The Strategy and associated vision will be implemented through a series of strategic goals and objectives that will be supported by programs, initiatives, and the sustainment of existing capabilities across the homeland security mission areas.

Critical Capabilities and Mission Areas

The Commonwealth of Massachusetts and local stakeholders have worked to identify a series of critical capabilities needed across the homeland security mission areas. These capabilities align to the National Core Capabilities³ and are also a mechanism to measure our collective preparedness efforts, as they are analyzed as part of the OGR annual reporting process – a statewide risk and capability assessment framework developed by the OGR and MEMA in collaboration with the local public safety community within all five HSAC Regions.



Homeland Security Mission Areas

- **Prevention:** Prevent acts of terrorism and other human-caused events through information sharing and counter-terrorism investigations and operations.
- **Protection:** Protect the people of Massachusetts, our critical infrastructure, and our key resources using a comprehensive risk management approach.
- **Mitigation:** Reduce the loss of life and property by lessening the impact of future Disasters and critical incidents through coordinated mitigation efforts.
- **Response:** Respond quickly to save lives, reduce suffering, protect property, meet basic human needs, and mitigate further harm after an event.
- **Recovery:** Restore essential services in a timely manner after disasters and strengthening and revitalizing infrastructure and other systems in communities impacted by these disasters to provide services and systems that are more resilient and efficient than those destroyed or damaged in the disaster.

³ *Mission Areas and Core Capabilities*, U.S. Department of Homeland Security, FEMA, available at <https://www.fema.gov/core-capabilities> (last accessed Dec. 21, 2021).

Massachusetts Homeland Security Goals and Objectives: 2020 to 2023

Massachusetts has identified ten (10) homeland security goals based on our risk profile and lessons learned from incidents and disasters. Each strategic goal contains supporting objectives that further define the programs, initiatives, and steps that must be taken to meet the overarching goal. The Commonwealth's homeland security goals and objectives directly support significant national security concerns as they also support both Presidential Policy Directive Number 8⁴ and the National Preparedness Goal.⁵

Commonwealth of Massachusetts Homeland Security Goals 2020 – 2023



GOAL 1

Strengthen the Commonwealth's ability to receive, analyze, and share actionable intelligence and information on threats and hazards.

GOAL 2

Enhance the Commonwealth's capabilities to combat terrorism and violent extremism.

GOAL 3

Protect the Commonwealth's most critical infrastructure and key resources.

GOAL 4

Improve the Commonwealth's ability to prevent and respond to cyberattacks.

GOAL 5

Protect the Commonwealth's schools, institutions of higher learning, large venues, houses of worship, and public spaces from hostile threats.

⁴ *Presidential Policy Directive / PPD-8: National Preparedness*, U.S. Department of Homeland Security, available at <https://www.dhs.gov/presidential-policy-directive-8-national-preparedness> (last accessed Dec. 21, 2021).

⁵ *National Preparedness Goal*, U.S. Department of Homeland Security, FEMA, available at <https://www.fema.gov/national-preparedness-goal> (last accessed Dec. 21, 2021).

GOAL 6

Enhance the Commonwealth's emergency management capabilities to respond to and recover from severe weather events.

GOAL 7

Improve emergency preparedness for pandemics, biological weapons, and mass casualty incidents (MCIs), including Active Shooter and Hostile Event Response (ASHER).

GOAL 8

Improve the Commonwealth's chemical, biological, radiological, nuclear and explosives (CBRNE) preparedness.

GOAL 9

Expand individual, community, and private sector disaster preparedness.

GOAL 10

Improve interoperable communications and information sharing capabilities.



SECTION 2: MASSACHUSETTS BEST PRACTICES

The Strategy was prepared to build upon existing best practices. Many of the Commonwealth's initiatives have been shared with other states and are acknowledged for their innovation as well as their effectiveness to enhance public safety. Massachusetts is proud to highlight several of these programs in the hope that they continue to both safeguard the Commonwealth and contribute to our national effort to support lessons learned and further information sharing.



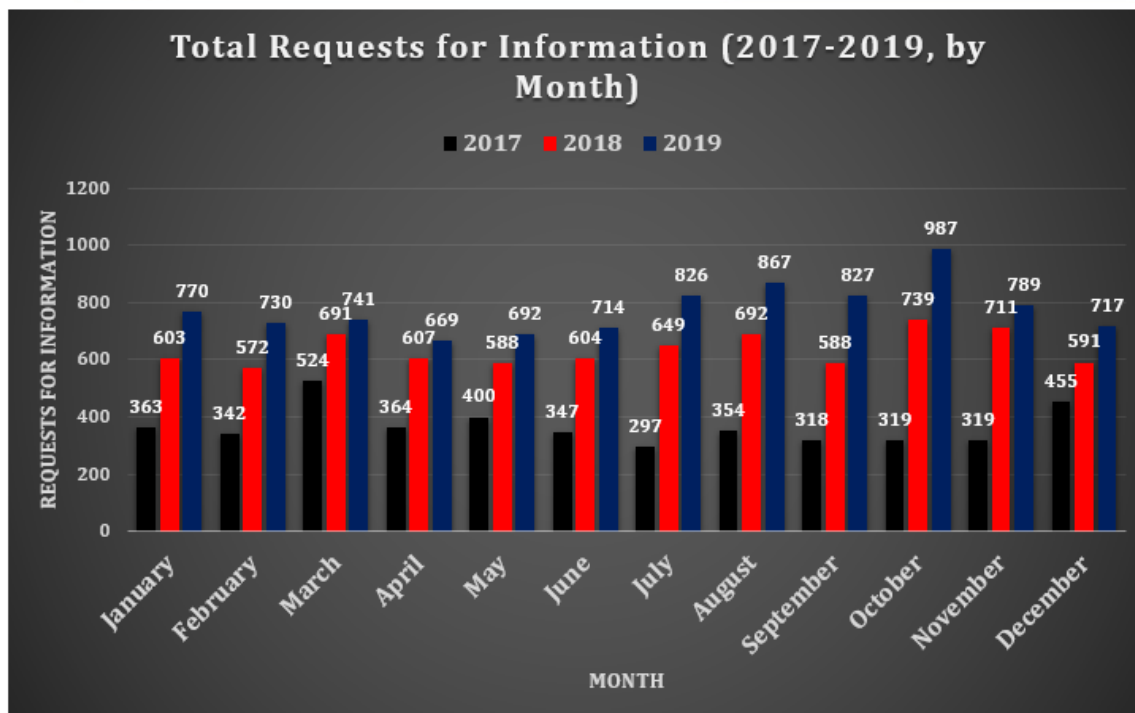
The Commonwealth Fusion Center (CFC), established in 2004, is an all-crimes fusion center that serves as the Commonwealth's principal center for information collection and dissemination pursuant to Executive Order No. 476.⁶ The CFC works in collaboration with local, state, and federal agencies as well as the private sector to improve public safety and enhance homeland security throughout the Commonwealth, New England, and the Nation. Furthermore, it serves as the Commonwealth's central repository for homeland security information, criminal intelligence, and critical incident reporting. Additionally, the MSP Homeland Security Division has proactively led the nation on innovative initiatives and programs which include the following:

⁶ Overview of the Department of State Police's Commonwealth Fusion Center, Massachusetts State Police, available at <https://www.mass.gov/info-details/overview-of-the-department-of-state-polices-commonwealth-fusion-center> (last accessed Dec. 21, 2021).



Commonwealth Fusion Center (CFC)

Total Requests for Information (2017-2019, by Month)



The average number of Requests for Information recorded by the Commonwealth Fusion Center per month between January – December is:

- 2019 [777]
- 2018 [636]
- 2017 [367]

Source: “2018 Annual Report Massachusetts State Police – Commonwealth Fusion Center,” Massachusetts State Police

- **Critical Intelligence Reporting:** Requests for information (RFIs) are a key metric for measuring the volume of services that the CFC provides to protect and serve the state. RFIs may range from database checks to long-term case support. Annually, the CFC tracks and processes each request and monitors them in coordination with public safety stakeholders. Annually, the number of RFIs continues to increase as reflected by the chart above with 9,329 RFIs in 2019.
- **Governor Baker’s Large Venue Security Task Force:** Announced in 2018, the MSP supported the Large Venue Security Task Force in collaboration with Gillette Stadium, Fenway Park, TD Garden, the Boston Convention and Exhibition Center, and Six Flags. The Task Force was responsible for preparing a comprehensive report on security best practices for large venues to use as a planning and coordination framework.⁷

⁷ Executive Order No. 583 “Establishing the Massachusetts Large Venue Security Task Force”, signed by Governor Baker on October 4, 2018. Available at <https://www.mass.gov/executive-orders/no-583-establishing-the-massachusetts-large-venue-security-task-force> (last accessed Dec. 21, 2021).

- **Faith-Based Security Initiative:** EOPSS and the CFC launched a series of workshops and conferences to implement best practices for security and threat deterrence for places of worship at high risk of terrorist attacks or hate crimes. This also included White House meetings with the Vice President and \$1.5M in state funding authorized by the Legislature and provided by the Baker and Polito Administration.⁸
- **Boston Marathon Security Planning:** The Boston Marathon is an iconic event which involves 30,000 runners traveling 26.2 miles through eight different cities and towns with up to a million spectators lining both sides of the roadway, essentially creating 52.4 miles to protect. MSP is the lead law enforcement agency working with over 40 interagency partners and its CFC has developed a model plan and intelligence program for other states to follow for securing events of this nature.
- **New England High Intensity Drug Trafficking Area Initiative (NE-HIDTA):** The MSP collocated the Commonwealth Fusion Center with the NE-HIDTA to further enhance the Commonwealth's ability to target and prosecute drug traffickers throughout the New England region, including Massachusetts.
- **Cybersecurity Collaboration:** EOPSS agencies including the MSP, MANG, CFC, and the EOPSS Director of Cybersecurity, have been working in collaboration with the Massachusetts Executive Office of Technology Services and Security, the Mass Cyber Center, and others on an interagency effort to develop more comprehensive plans for cybersecurity. This collaboration has resulted in the development of innovative objectives to safeguard both government and private-sector critical systems and networks.⁹
- **Unmanned Aerial Vehicles (UAV) Initiative:** The MSP, in partnership with the Massachusetts Department of Transportation, have launched a statewide program to prevent UAV(s) from being used as weapons, as well as utilizing UAV(s) for emergency response surveillance and search and rescue operations. The program includes the installation of an expansive radar system across the entire Commonwealth to safeguard our airspace and provide first responders with enhanced situational and surveillance capabilities.

⁸ *Baker-Polito Administration Celebrates Enactment Of \$1M In Security Funding For Religious, Community Institutions*, Massachusetts Governor's Office Press Release, available at <https://www.mass.gov/news/baker-polito-administration-celebrates-enactment-of-1m-in-security-funding-for-religious> (last accessed Dec. 21, 2021).

⁹ The Massachusetts Cybersecurity Center (MassCyberCenter) is a division of the Massachusetts Technology Collaborative. The mission of the MassCyberCenter is to enhance conditions for economic growth through outreach to the cybersecurity ecosystem of Massachusetts while fostering cybersecurity resiliency within the Commonwealth. The MassCyberCenter organizes the Cyber Resilient Massachusetts Working Group and the Cybersecurity Training and Education Working Groups, <https://masscybercenter.org/> (last accessed Dec. 21, 2021).

Commonwealth Fusion Center



Metrics

2019

Requests for
Information
9,329

Critical
Infrastructure
Partners
~1,400

Trained
Individuals
1,100+

SITREPs and
Intelligence
Bulletins
581

Cybersecurity
Partners
375

Criminal
Intelligence
Liaison
Officers
349

Suspicious
Activity
Reports
329

Criminal Tips
75

Interpol
Requests
46

Special Event
Support
13+

Homeland
Security
Bulletins
12

Source: "2019 Annual Report Massachusetts State Police – Commonwealth Fusion Center," Massachusetts State Police



Since 2000, the Massachusetts Emergency Management Agency (MEMA) has successfully responded to and provided support for over 30 major disasters¹⁰ including snowstorms; fires; floods; tornados; and acts of terrorism, among others. MEMA is also proactively expanding its capabilities with the following programs:

- **Coordination and Unity of Effort:** When disaster strikes, MEMA activates the State Emergency Operations Center (SEOC) to serve as the central point of coordination for state-level emergency management and response activities. MEMA works with 70+ agencies. The SEOC is responsible for providing situational awareness, coordinating state and federal response, coordinating public information, assessing impacts and damages, coordinating federal disaster assistance, and initiating recovery actions. In the last 10 years, MEMA has activated the SEOC nearly 160 times for incidents including, but not limited to, winter storms, flooding, planned events, tornadoes, tropical storms, water emergencies, wind events, and critical infrastructure failures.
- **Information Collection, Analysis, Dissemination, and Managing Key Information:** Whether it is prior to a forecasted major weather event, during a statewide emergency, or after an emergency response operation, MEMA works with federal, state, and local government agencies, and non-government agencies to collect, analyze and disseminate key information to a wide network of stakeholders. MEMA's network includes state and federal partners, local emergency managers, fire and police chiefs, local elected officials, local public health departments, non-government organizations, the public sector, and the media. In addition, MEMA has developed an impact assessment program where stakeholders have been trained to utilize an application on a smart device to record impacts and damages from emergencies and incidents.
- **Pre-Planned Events:** Over the last several years, MEMA has supported the planning and operations for several high profile and federally recognized special pre-planned events. Annually, MEMA hosts the Boston Marathon Unified Coordination Center, which serves as the hub for coordinating public safety and security operations across the eight cities and towns that host the Boston Marathon. Approximately 300 public safety stakeholders and race officials coordinate multi-jurisdictional information sharing, resource needs, mutual aid, and multi-jurisdictional public safety decision making. MEMA has also supported Super Bowl and

¹⁰ *Declared Disasters*, U.S. Department of Homeland Security, FEMA, available at <https://www.fema.gov/disaster/declarations> (last accessed Dec. 21, 2021).

World Series Championship parades in the City of Boston, 2017 Tall Ships Sail Boston, and the Boston July 4th Celebrations.

- **Emergency Response Field Support:** With the support of homeland security funds, MEMA maintains two Mobile Emergency Operations Centers (MEOC). MEOC platforms enable incident commanders and public safety personnel to centrally work through an incident with interoperable communications and technology. Over the last 3 years, MEMA has deployed a MEOC to 109 planned and unplanned events across the Commonwealth. Notable deployments include events such as the Boston Marathon, Boston July 4th celebration, the Merrimack Valley natural gas explosions, and several multi-agency search and rescue operations for missing persons.
- **Homeland Security/Emergency Preparedness Training:** MEMA has successfully delivered just over 490 homeland security/emergency preparedness training courses in the past five years. That number equates to approximately 12,000 public safety and homeland security professionals trained in areas including, but not limited to, incident management, use of an Emergency Operations Center (EOC), civil disturbance, cybersecurity, and active shooter response. Standardized training ensures the effective development of regional response capabilities in line with state goals and objectives. MEMA continues to expand on existing training programs and engages community partners to better serve, prepare, and protect the Commonwealth.
- **Recovery Resource Centers:** Building on lessons learned from past disasters, MEMA has worked with state and non-governmental organizations to better support communities and disaster survivors by activating Recovery Resource Centers. As the coordinating entity, MEMA facilitates support from the Massachusetts Department of Public Health, Department of Mental Health, Massachusetts State Police, Executive Office of Elder Affairs, Department of Transitional Assistance, Department of Veteran's Services, Department of Housing and Community Development, Department of Children and Families, Division of Insurance, Department of Unemployment Assistance, Office of Immigrants and Refugees, Office of Health and Human Services, Registry of Motor Vehicles, American Red Cross, Salvation Army and several other Massachusetts Volunteer Organizations Active in response to disasters. In the last 3 years, MEMA has activated and supported 6 communities with Resource Recovery Centers which provided assistance to approximately 3,000 disaster survivors.



Since its creation in 1996, the Massachusetts Department of Fire Services (DFS) has provided statewide training, education, prevention, investigation, and emergency response capabilities in support of the state fire service and the Commonwealth's homeland security mission.¹¹

These Homeland Security support services include:

- **Hazardous Materials Response Division:** DFS oversees and coordinates the equipping, training, and deployment of hazardous materials (hazmat) teams to address, on a statewide basis, the accidental or deliberate threat of release of dangerous, or hazardous materials which threaten persons or property. Specially trained technicians use state of the art equipment and knowledge to mitigate dangerous conditions.
- **Special Operations:** DFS oversees the deployment of special operations teams. These services include unified command support, communication capabilities, and specialized equipment. By being available to respond anywhere across the Commonwealth, these services enable coordination at the local, state, and federal level.
- **Joint Hazard Incident Response Team (JHIRT):** This specialized team is composed of personnel trained as hazmat technicians who work in conjunction with troopers assigned to the Massachusetts State Police Bomb Squad. Using a collaborative approach, JHIRT members provide subject matter expertise to bomb squad members in order to assess specific incidents involving unknown devices or substances to determine how to ensure the safety of the bomb technicians on the scene.
- **Fire & Explosion Investigation Section, Bomb Squad and Clandestine Lab Team:** Consisting of sworn officers of the Massachusetts State Police assigned to the State Fire Marshal, this team supports local fire investigators and conducts investigations of arson cases. The team also responds when necessary to neutralize any dangerous devices that pose a threat to public safety, such as hazardous devices, explosive devices, unexploded military ordinances, and clandestine labs. The men and women of this unit work closely with local and federal partners to identify, arrest, and prosecute responsible criminal parties. The MSP clandestine lab enforcement team consists of 12 troopers, JHIRT support, and a state police chemist to address the threats posed by illicit drug manufacturing.
- **Technical Rescue Services:** DFS delivers a specialized technical rescue service training to ensure quick response across the Commonwealth for emergency services that are generally beyond the scope of fire rescue. These trainings include rope rescue, confined space rescue, trench rescue, swift and standing water rescue, ice rescue, and rescue operations in the context of structural collapse incidents. The

¹¹ *Overview of the Department of Fire Services*, available at <https://www.mass.gov/info-details/overview-of-the-department-of-fire-services> (last accessed Dec. 21, 2021).

delivery of this training to over 500 students a year ensures that local authorities possess statewide response capability for natural and man-made disasters.

- **Active Shooter/Hostile Event Response (ASHER):** DFS has delivered 23 trainings to first responders as part of the homeland security efforts to prepare first responders to address and mitigate life-threatening injuries in a hostile environment to prevent loss of life.



The Massachusetts National Guard (MANG) has been an instrumental partner in our homeland security mission and during times of disaster. Whether for deployments during the Boston Marathon or recovery operations during the Cape Cod tornados, the MANG has consistently supported the military and civilian efforts to build resilience across the Commonwealth. Most notably the MANG has implemented the following programs:

- **MANG Counter Drug Program:** In 2018 a pilot training program was delivered to 93 students at Joint Base Cape Cod. This training was designed for undercover narcotics investigators and prosecutors from state and local law enforcement agencies. This course was the result of a MANG partnership with the Massachusetts State Police and the Massachusetts District Attorney's Association. This program is expected to become an annual training event that directly supports the Governor's counter-drug/opioid epidemic priorities.
- **Operation Vigilant Guard:** In 2018, the MANG conducted Operation Vigilant Guard, which was the largest military and civilian homeland security exercise in the history of Massachusetts. Over fifty (50) local, state, and federal agencies participated in a three-day exercise, which simulated a terrorist attack and natural disaster. The success of the exercise was captured in a comprehensive After-Action Report that further provided valuable guidance for enhancing response and recovery capabilities and solidified interagency relationships across the entire Commonwealth.¹²

The Massachusetts Office of Grants and Research (OGR) serves as part of the State Administering Agency¹³ managing \$200 million on behalf of EOPSS. OGR not only manages state allocated criminal justice funding, but also federal funds received from the Department of Homeland Security, Department of Justice, and National Highway Traffic Safety Administration. OGR serves as both a programming partner and as the fiscal fiduciary agent overseeing all the formula-based state homeland security funding. For the past decade, OGR has strived to



¹² *Largest Statewide Homeland Security Exercise Kicks Off Tomorrow Tests Military and Civilian First Responders*, available at <https://www.dvidshub.net/news/298756/largest-statewide-homeland-security-exercise-kicks-off-tomorrow-tests-military-and-civilian-first-responders> (last accessed Dec. 21, 2021).

¹³ *State Administering Agencies*, U.S. Department of Justice, available at <https://www.ojp.gov/funding/state-administering-agencies/overview>.

direct funds toward evidence-based practices in order to strengthen collaboration among federal, state, and local partners while utilizing research and data to inform decision-making and policy. This practice streamlines the grant making process and bases awards on the ability of sub-recipients to prove the greatest need. Due to the diverse funding portfolio administered by OGR, the agency has been able to solicit and receive other funding streams outside of DHS that complement the goals and objectives identified in this strategic plan. Such projects include, but are not limited to:

- **STOP School Violence Threat Assessment and Technology Reporting Program:** The Department of Justice awarded OGR \$750,000 in competitive grant funds to improve school security by providing students and teachers with the tools they need to recognize, respond quickly to, and prevent acts of violence. This grant is providing funds for OGR to develop and train threat assessment and crisis intervention teams throughout the Commonwealth. The STOP grant also provides the implementation of anonymous reporting systems designed to identify threats before they materialize; this includes those that originate from individuals with mental health issues.¹⁴
- **EOPSS Safer Schools Initiative:** Under the Baker- Polito Administration, OGR made available over \$10 million in combined state and federal grant funding received from the Department of Justice to address local schools' security shortfalls in pursuit of preventing and/or minimizing school-based violence. Over 200 schools and local law enforcement departments have benefited from this grant. Funds were competitively awarded for items such as single-entry door locks, video cameras, school site alarms, interoperable communication systems, tourniquets, and active shooter detection systems. In December 2019, the Administration announced an additional \$7 million in state funding for a new competitive opportunity to be made available for not only public K-12 schools once again, but also for institutions of higher education. These institutions are now able to solicit funding for critical security equipment and technology that will further enhance and safeguard school buildings, as well as surrounding areas.¹⁵
- **Commonwealth Nonprofit Security Grant Program (for Places of Worship):** In 2019, OGR received approximately \$1.5 million in state funding to administer a competitive grant program for nonprofit places of worship. These funds are designed to enhance security for places of worship at high risk of terrorist attacks or hate crimes. These efforts will complement the Secretary of Public Safety and Security's newly created Places of Worship Task Force.

¹⁴ *Six Massachusetts Jurisdictions Awarded Over \$3 Million in Federal Grants to Support School Safety*, U.S. District Attorney's Office, District of Massachusetts, available at <https://www.justice.gov/usao-ma/pr/six-massachusetts-jurisdictions-awarded-over-3-million-federal-grants-support-school> (last accessed Dec. 21, 2021).

¹⁵ *Safer Schools and Communities Initiative*, Commonwealth of Massachusetts Executive Office of Public Safety and Security Office of Grants and Research Availability of Grant Funds, available at <https://www.mass.gov/files/documents/2019/03/12/SFY19%20Safer%20Communities%20Equipment%20and%20Technology%20Grant%20Opportunity%20AGF%203.11.19.pdf> (last accessed May 26, 2020). See also, *Baker-Polito Administration Awards \$7.2 Million to 143 School Districts to Improve School Safety*, available at <https://www.mass.gov/news/baker-polito-administration-awards-72-million-to-143-school-districts-to-improve-school-safety> (last accessed Dec. 21, 2021).

SECTION 3: INTERAGENCY STAKEHOLDER PARTNERSHIPS

The Strategy requires strong interagency collaboration for successful implementation. To coordinate these activities, EOPSS will work with partners statewide to ensure an integrated approach to homeland security. Simultaneously, the Governor's Homeland Security Advisor (HSA) will work closely with the Executive Branch to ensure clear communication and coordination between the Executive Office and the Legislature.



Evaluating, Reporting and Updating the Strategy

Measuring progress is a key component of successfully implementing the Strategy. This includes strong fiscal stewardship and oversight to ensure that funding is being utilized to support programs that protect and save lives.

Accordingly, the Commonwealth has developed key metrics for each objective to track progress. These metrics will provide indicators of effectiveness and allow the Commonwealth to provide reporting to the U.S. Department of Homeland Security on an ongoing basis. A comprehensive assessment of the Commonwealth's Homeland Security Strategy will be conducted at least once during the three-year planning cycle and on an annual basis OGR will be responsible for financial reporting to ensure 100% compliance with all state and federal grant requirements.

National Reporting and Information Sharing

EOPSS will share lessons learned and pertinent findings with other states to ensure cross border collaboration. Led by the Governor's HSA, this will include updates and regularly scheduled communication to further ensure that both Massachusetts and our nation remain unified. This will include quarterly and annual reporting that will be shared with federal, state, and local stakeholders.



SECTION 4: SUMMARY OF RISK PROFILE

Massachusetts faces a wide variety of natural and man-made threats and hazards. Accordingly, Massachusetts will continue to maintain an **“all hazards”** approach as part of the Strategy. Further, the Strategy was developed with input from our recent 2019 Threat Hazard Identification and Risk Analysis (THIRA) and State Preparedness Report (SPR). These assessments serve to inform decision makers and have been used to prioritize operational capabilities within Massachusetts. The summary findings of the reports are presented herein to provide a high-level overview.

Threats

International and Domestic Terrorism: Massachusetts faces threats from a variety of foreign and domestic designated terrorist organizations/groups.

Terrorist Screening Center Hits: The Terrorist Screening Center (TSC) is a division of the National Security Branch of the Federal Bureau of Investigation. Approximately 12 different government agencies maintain some form of a “terrorist watch list.” The TSC maintains a consolidated database called the Terrorist Screening Database (TSDB). This database contains information about all known or suspected terrorists and this information is made available to a number of different government agencies, including local, state, and federal law enforcement.

Active Shooter Threats: Massachusetts faces active shooter threats that have the potential to cause harm to large venues, schools, institutions of higher learning, houses of religious worship, government buildings, and special events, among others. Further, national reporting

indicates an increase in these types of incidents at educational institutions. Massachusetts is home to 114 colleges¹⁶ and universities, 1,854 public schools¹⁷, and 461 private schools.

Cyber Threats: Massachusetts faces cyber threats which continue to occur across the country at an accelerating pace. The attacks include those by individuals, criminal organizations, as well as nation states which threaten Commonwealth assets, critical infrastructure, and other private sector institutions. Attacks may also include ransomware and/or malicious software that could potentially disrupt government functions, the provision of services to the public, and the economic wellbeing of private sector entities.

Massachusetts Key Facts:

- 114 Universities and Colleges
- 1,854 Public Schools
- Three major Large Venues including Gillette Stadium, Fenway Park, and TD Garden
- Over 4,200 religious congregations

Situational Awareness and Intelligence Products: The real time reporting of critical incidents that affect or may affect public safety within the Commonwealth is one of the CFC's primary mission areas. During 2018, in collaboration with partnering agencies, the CFC disseminated 471 situational awareness messages and intelligence products to its stakeholders.

Key Assets within the Commonwealth include the following:

- **Technology Corridor:** The Massachusetts Technology Corridor is arguably the second largest tech hub behind Silicon Valley, with several major tech companies headquartered here, including notable defense and cybersecurity companies. In addition, Massachusetts is home to world-class universities educating the next generation of technologists and entrepreneurs for the nation.
- **National Defense Industry:** Massachusetts is the top defense contracting state in New England and ranks sixth in the U.S. in contracts received. The Commonwealth received \$12.0 billion in



¹⁶ *The Carnegie Classification of Institutions of Higher Education*, Carnegie Foundation for the Advancement of Teaching, available at <https://carnegieclassifications.iu.edu/index.php> (last accessed Dec. 21, 2021).

¹⁷ *School and District Profiles*, Massachusetts Department of Elementary and Secondary Education, , available at <http://profiles.doe.mass.edu/general/generalstate.aspx?topNavID=1&leftNavId=100&orgcode=00000000&orgtypecode=0> (last accessed Dec. 21, 2021).

DoD and DHS grants and contracts in 2013.¹⁸ Defense and Homeland Security grants and contracting support more than 88,000 jobs and a total payroll of \$7.3 billion across the state.¹⁹ The overall direct, indirect, and induced economic activity generated in Massachusetts by defense contractors and grantees is \$20.3 billion.²⁰

➤ **Port of Boston:** In 2019, the economic value of the Port including the Chelsea Creek was approximately \$8 Billion annually.²¹ The inner harbor is home to most of the port's marine infrastructure within the Captain of the Port Zone (COTP).²²

- The Port's petroleum facilities are concentrated within the inner harbor, primarily on the Chelsea and Mystic rivers. These two rivers also host regulated facilities handling salt, scrap, cement, liquefied natural gas (LNG), and automobiles;
- Logan International Airport, the region's busiest transportation hub, is located immediately adjacent to the inner harbor's main ship channel;
- The inner harbor's Reserved Channel is home to Conley Terminal, the largest container facility in New England;
- Flynn Cruiseport Boston is also located on the Reserved Channel across from Conley Terminal;
- Boston Harbor's commercial fishing fleet is concentrated at the Fish Pier and along the Reserved Channel; and
- The Massachusetts Bay Transit Authority operates a robust year-round commuter ferry operation.



¹⁸*The New England Defense Industry: Current Profile and Economic Significance*, University of Massachusetts Donahue Institute, available at https://www.massdevelopment.com/assets/who-we-help/pdfs/annual-reports/NEDIS_122015.pdf (last accessed Dec. 21, 2021).

¹⁹ *Id.*

²⁰ *Id.*

²¹ *Economic Impact of the Port of Boston*, Massachusetts Port Authority, available at https://www.massport.com/media/3213/massport_final_report_6-03-2019-report-final.pdf (last accessed Dec. 21, 2021).

²² *Briefing Deck: MA Homeland Security Planning Report*, U.S. Coast Guard, dated September 23, 2019, prepared by Captain of the Port of Boston, Eric Doucett.

Although a fleet of commercial fishing and whale watching boats operate from Gloucester, Salem, Beverly, Lynn, Newburyport, Green Harbor, Scituate, and Plymouth, most of the marine commerce within the COTP Zone is located within Boston Harbor. The Port of Boston ranked No. 72 for total trade among the nation's roughly 450 airports, seaports, and border crossings in 2019 and in terms of goods imported and exported, Boston has a large influence on the regional and national economy, commerce, and transportation²³. As New England's busiest port,²⁴ the Port of Boston has:

- 785 commercial vessel arrivals
- 52,000 automobiles handled
- 298,000 containers shipped
- 389,619 cruise passenger volume
- 24 MTSA regulated facilities
- Over 7,000 direct and 50,000 total jobs
- \$4.2 billion value to the region

- **Liquefied Natural Gas and the Mystic Generating Station:** Massachusetts generated 67 percent of its electricity from natural gas in 2018.²⁵ As the Mystic Generating Station is powered by natural gas deliveries from the adjacent Distrigas LNG terminal, or by heavy oil received by barge at its dock, any supply interruption may cause the station to operate at a significantly reduced level affecting its ability to generate electricity for the Boston market.

Hazards

The following summary findings of hazards facing Massachusetts include, but are not limited to, the following:

²³ *Port of Boston*, World City Trade Solutions, available at <https://www.ustradenumbers.com/port/port-of-boston/> (last accessed Dec. 21, 2021).


²⁴ *Economic Impact of the Port of Boston*, Massachusetts Port Authority, available at https://www.massport.com/media/3213/massport_final_report_6-03-2019-report-final.pdf (last accessed Dec. 21, 2021).

²⁵ *Massachusetts State Profile and Energy Estimates*, U.S. Energy Information Administration, available at <https://www.eia.gov/state/?sid=MA> (last accessed Dec. 21, 2021).

Natural Disasters: Since 2000, Massachusetts has faced over 30 natural disasters including hurricanes, tornados, major snowstorms, fire, and severe flooding.²⁶ In total, 16 Major Disaster Declarations have been approved which are different from standard disasters because they qualify for federal disaster funding exceeding \$5M in costs because of their size and magnitude.

Extreme Weather: Extreme weather changes have resulted in severe rainfall, tornados, heat waves, violent thunderstorms, coastal surges, and blizzards. These types of extreme weather pose a significant hazard to Massachusetts not only because of their potential for destruction, but also because of their unpredictability.

Public Health Emergencies: The Commonwealth must also prepare for the outbreak of communicable diseases and other public health related emergencies. This includes hazards such as COVID-19, Ebola, influenza pandemics, and Eastern Equine Encephalitis (EEE), among others. The Massachusetts Department of Public Health collaborates with public health and healthcare partners to ensure that they have the knowledge, plans, and tools to prepare for, respond to, and recover from threats to public health. We also provide information and resources to help the people of Massachusetts feel safe and prepared for all types of emergencies and disasters.

<div> Commonwealth of Massachusetts Emergency Disasters 2019 – 2000  </div>		
Disaster Type	Incident Type	Count of Incident Type
Emergency Declaration	Fire	1
	Flood	1
	Hurricane	2
	Snow	6
	Terrorism	1
	Hurricane (pre-landfall)	2
	Water Main Break	1
Emergency Declaration Total		14
Major Disaster Declaration	Flood	8
	Hurricane	2
	Snow	5
	Tornado	1
Major Disaster Declaration Total		16
Grand Total		30

²⁶*Declared Disasters*, U.S. Department of Homeland Security, FEMA, available at <https://www.fema.gov/disaster/declarations> (last accessed Dec. 21, 2021).



Our preparedness program is funded largely by a Public Health Emergency Preparedness (PHEP) grant from the U.S. Center for Disease Control and Prevention (CDC) and a Hospital Preparedness Program (HPP) grant from the U.S. CDC Assistant Secretary for Preparedness and Response. Funds from these two grants are applied to a wide variety of essential functions, including, but not limited to:

- Local health departments and hospitals disaster planning efforts
- A 24/7 duty officer program for responding to public health emergencies
- A 24/7 Health and Homeland Alert Network
- The Strategic National Stockpile Program
- Public health laboratory testing
- Surveillance and epidemiological investigation
- Building and supporting a cadre of public health emergency volunteers²⁷

Water Protection: Massachusetts must also remain proactive in addressing water quality issues, including matters ranging from lead and mercury to emerging contaminants such as perfluorooctanoic acid (PFOA) and perfluorooctanesulfonic acid (PFOS).

Animal and Plant Diseases: Many parts of Massachusetts are dependent upon the agricultural industry. The spread of highly destructive animal and plant diseases could have devastating consequences to the Commonwealth's food supply, eco-system, and economy. Preparation and early detection of a pest or disease infestation is critical to limiting the economic, social, and environmental impacts of such incidents.

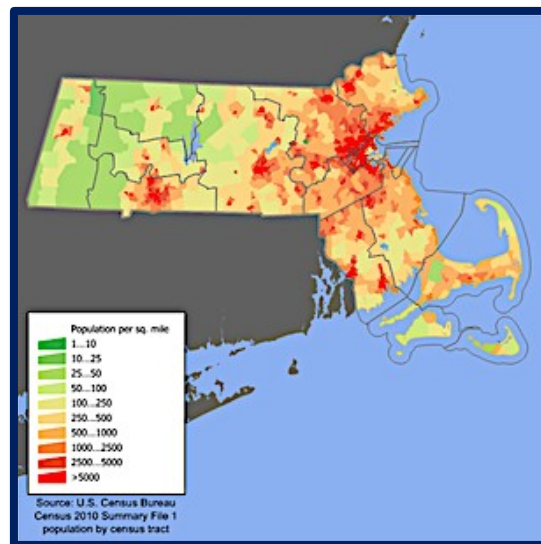
Vulnerabilities

Dynamic challenges face Massachusetts including demand on natural resources, changing demographics, and emerging technologies which may create a variety of new vulnerabilities.

²⁷ Essential functions provided by the Office of Preparedness and Emergency Management, available at <https://www.mass.gov/orgs/office-of-preparedness-and-emergency-management> (last accessed Dec 21, 2021).

Key Demographics

Massachusetts is the 3rd most densely populated state in the nation with a population of 6.9M²⁸. The Commonwealth is home to the two largest cities in New England which include Boston and Worcester. In 2019, Massachusetts welcomed 27.6M visitors²⁹ and had 41M travelers out of Boston's Logan International Airport.³⁰ Massachusetts also has 1,519 miles of coastline³¹ and shares a border with New York, Connecticut, Rhode Island, Vermont, and New Hampshire. Massachusetts is home to 114 colleges and universities³² as well as the five largest medical centers in New England.



Economy and National Security: The Commonwealth's GDP is approximately \$540B.³³ This includes Boston Harbor which annually generates \$8B³⁴ in overall economic value and the commercial fishing port of New Bedford which is ranked #1 in the nation generating approximately \$389M annually.³⁵ Additionally, the Commonwealth was 6th in the nation for defense contracting³⁶ and is home to several bases including Westover Air Reserve Base, Barnes Air National Guard Base, Hanscom Air Field, Joint Base Cape Cod, Fort Devens, and U.S. Coast Guard Boston Headquarters Sector 1. These bases play a vital role in U.S. Northern Command operations for the Northeast.

²⁸ *United States Summary: 2010 Population and Housing Unit Counts Issued September 2012*, U.S. Census Bureau, available at <https://www.census.gov/prod/cen2010/cph-2-1.pdf> (last accessed Dec. 21, 2021).

²⁹ *Tourism Visitation & Spending Hits Record-High In Massachusetts*, by Michael Quinlin, available at <https://www.massitsallhere.com/2019/09/30/tourism-visitation-spending-hits-record-high-in-massachusetts/> (last accessed Dec. 21, 2021).

³⁰ *2019 MassPort Comprehensive Financial Report*, Massachusetts Port Authority, available at <http://www.massport.com/media/3425/mpa-fy19-cafr-final.pdf> (last accessed Dec. 21, 2021).

³¹ *Shoreline Mileage of the United States*, National Oceanic Atmospheric Administration Office for Coastal Management, available at <https://coast.noaa.gov/data/docs/states/shorelines.pdf> (last accessed Dec. 21, 2021).

³² *The Carnegie Classification of Institutions of Higher Education*, Carnegie Foundation for the Advancement of Teaching, available at <https://carnegieclassifications.iu.edu/index.php> (last accessed Dec. 21, 2021).

³³ *Massachusetts Ranked #8 Overall*, U.S. News and World Report, available at <https://www.usnews.com/news/best-states/massachusetts> (last accessed Dec. 21, 2021).

³⁴ See *supra* note 30.

³⁵ *New Bedford Fishing Haul Among the Top in U.S.*, by State House News Services, <https://www.bostonherald.com/2018/12/13/new-bedfords-fishing-haul-again-tops-among-u-s-ports/> (last accessed Dec. 21, 2021).

³⁶ *The New England Defense Industry: Current Profile and Economic Significance*, University of Massachusetts Donahue Institute, available at https://www.massdevelopment.com/assets/who-we-help/pdfs/annual-reports/NEDIS_122015.pdf (last accessed Dec. 21, 2021).

National Symbols: Massachusetts is home to many of our Nation's symbolic locations such as Plymouth Rock, the USS Constitution, Bunker Hill, the battlefields of Lexington and Concord, Boston Commons, and the Massachusetts State House.

Infrastructure: Massachusetts also has a vast array of critical infrastructure assets and systems which are vital to both the state and nation including dozens of high-risk chemical facilities, an extensive transportation network (e.g., mass transit, tunnels, bridges, ports, airports, rail, and seaway), electrical grids, pipelines, and water and wastewater systems.³⁷ The services provided through critical infrastructure impact the daily lives of all our residents.

³⁷ *The Strategic Plan for the Commonwealth of Massachusetts Against Terrorists and Related Threats*, Institute for Foreign Policy and Analysis, available at <http://www.ifpa.org/pdf/mass-security.pdf> (last accessed Dec. 21, 2021).



SECTION 5: HOMELAND SECURITY GOALS AND OBJECTIVES

GOAL #1

STRENGTHEN THE COMMONWEALTH’S ABILITY TO RECEIVE, ANALYZE, AND SHARE ACTIONABLE INTELLIGENCE AND INFORMATION ON THREATS AND HAZARDS.

Objective 1.1	Continue to promote the “See Something, Say Something” and any other Suspicious Activity Reporting (SAR) programs. ³⁸
Objective 1.2	Continue to develop intelligence reporting by state and local law enforcement and first responders.
Objective 1.3	Continue to collect, analyze, and disseminate intelligence products on current and emerging threats for law enforcement, the intelligence community, and executive stakeholders.
Objective 1.4	Expand outreach efforts and information sharing to fire services, emergency management, and the private sector.

³⁸ *Nationwide Suspicious Activity Reporting Initiative (“NSI”)*, Department of Homeland Security, available at <https://www.dhs.gov/nsi> (last accessed Dec. 21, 2021).

Objective 1.5	Provide both unclassified and classified intelligence briefings to appropriate law enforcement officials, first responders, and other essential stakeholders.
Objective 1.6	Update and develop formalized plans and protocols with local and recognized out of state fusion centers.
Objective 1.7	Utilize, test, and procure technology systems to further empower widespread information sharing between local, state, federal, and international partners.
Objective 1.8	Maintain and facilitate security clearances for personnel whose duties require access to classified information.
Objective 1.9	Test intelligence and information sharing capabilities through the use of training and exercises.
Objective 1.10	Ensure the CFC meets baseline capabilities for fusion centers, including the utilization of a privacy policy.
Objective 1.11	Establish a combined 24/7/365 homeland security intelligence and operations command center in the Commonwealth.
Objective 1.12	Establish a state level threat/risk assessment system to support a consistent and appropriate deployment of Homeland Security resources for special events.



GOAL #2

ENHANCE THE COMMONWEALTH'S CAPABILITIES TO COMBAT TERRORISM AND VIOLENT EXTREMISM.

Objective 2.1	Continue supporting the Commonwealth's Bomb Squads and Explosive Detection Canine Teams to further enhance our Improvised Explosive Device (IED) prevention and response efforts.
Objective 2.2	Enhance existing efforts to support the Commonwealth's Tactical Teams through capability assessments and the acquisition of equipment and training to meet state standards.
Objective 2.3	Equip, train, exercise and support specialized regional law enforcement response teams.
Objective 2.4	Ensure coordination of local, state, and federal law enforcement investigations through the HSAC Regions.
Objective 2.5	Improve law enforcement counter-terrorism capabilities through the purchase and sustainment of specialized equipment and technology.

Objective 2.6	Test security measures through the use of tabletops, simulations, and other exercises.
Objective 2.7	Improve security at state borders through intelligence-driven operations and the continuation of related local, state, and federal partnerships.
Objective 2.8	Continue initiatives to detect and deter the use of fraudulent documents including, but not limited to, driver's licenses and online identity fraud.
Objective 2.9	Continue private sector outreach from MSP/CFC to provide awareness and reporting tools on indicators of terrorism.
Objective 2.10	Conduct counter-terrorism training for law enforcement officials and other personnel on current and emerging threats and tactics.
Objective 2.11	Ensure training resources are in place to recognize, respond, and investigate emerging threats (e.g., the use of small arms, knives, vehicle-ramming, and arson).
Objective 2.12	Enhance multi-disciplinary preparedness and response capabilities to address complex coordinated attacks.
Objective 2.13	Enhance maritime port and airport security to address asymmetrical threats.
Objective 2.14	Enhance public safety preparedness for Marine Transport System (MTS) including offshore wind farm developments.
Objective 2.15	Increase maritime joint first responder training and information sharing.

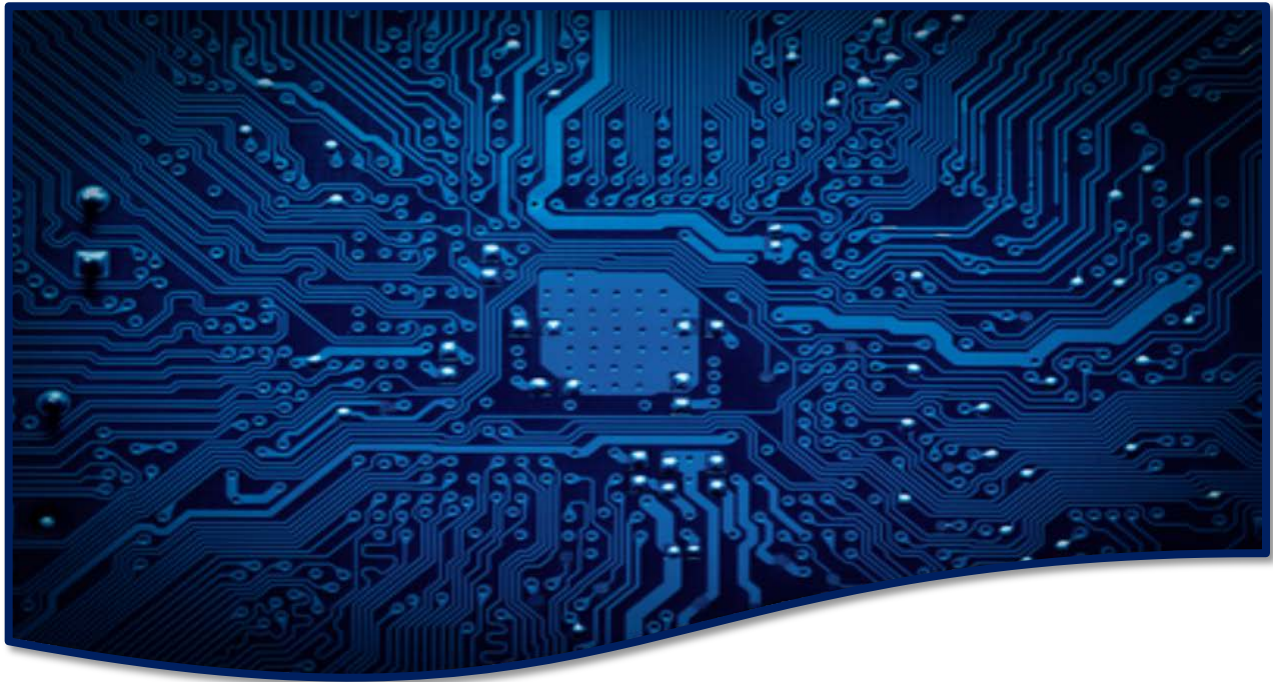


GOAL #3

PROTECT THE COMMONWEALTH'S MOST CRITICAL INFRASTRUCTURE AND KEY RESOURCES.

Objective 3.1	Continue to conduct outreach to critical infrastructure owners and operators to support protection and emergency response efforts.
Objective 3.2	Continue identifying and cataloging critical infrastructure and key resources (CIKR) site information.
Objective 3.3	Continue working with local, state, and federal agencies and private entities to conduct critical infrastructure site visits.

Objective 3.4	Identify and analyze threats, vulnerabilities, and consequences of risk to critical infrastructure through the completion of risk assessments.
Objective 3.5	Facilitate physical security enhancements and target hardening activities to reduce identified risks at critical infrastructure locations, including emergency services and public safety facilities.
Objective 3.6	Continue state agency deployments of personnel and equipment at critical locations, mass gatherings, large venues, and special events based upon completed threat assessments.
Objective 3.7	Continue to leverage the use of technological platforms and database applications, such as Geospatial Information Systems (GIS) and risk-based modeling software, to support CIKR analysis.
Objective 3.8	Strengthen safety measures and planning for colleges, universities, and K-12 schools.
Objective 3.9	Provide terrorism and security awareness training at critical transportation hubs and other key infrastructure locations.



GOAL #4

IMPROVE THE COMMONWEALTH'S ABILITY TO PREVENT AND RESPOND TO CYBER-ATTACKS.

Objective 4.1	Enhance a culture of cybersecurity awareness in the Commonwealth through outreach and education efforts.
Objective 4.2	Promote risk-based cybersecurity decision-making and a posture of readiness in the public and private sector through regularly held trainings and exercises.
Objective 4.3	Develop and expand seamless partnerships within and between local, state, federal, private sector, non-governmental organizations, and academia to foster situational awareness and interoperability of cybersecurity efforts.
Objective 4.4	Harden state and local government infrastructure by conducting risk assessments to examine threats, vulnerabilities, and consequences in accordance with relevant state and national standards (e.g., National Institute of Standards and Technology).

Objective 4.5	Address cybercrime affecting victims in the Commonwealth by analyzing cyber threats and conducting forensic cyber investigations.
Objective 4.6	Continue to develop and disseminate cybersecurity alerts and advisories to relevant stakeholders.
Objective 4.7	Support the implementation, maintenance, and updating of cybersecurity governance frameworks, policies, and standards for state government entities.
Objective 4.8	Strengthen the cybersecurity posture of the Port of Boston.
Objective 4.9	Improve private sector reporting of cyber incidents by standardizing reporting mechanisms for significant cybersecurity incidents.
Objective 4.10	Promote cybersecurity of the Commonwealth's critical infrastructure.

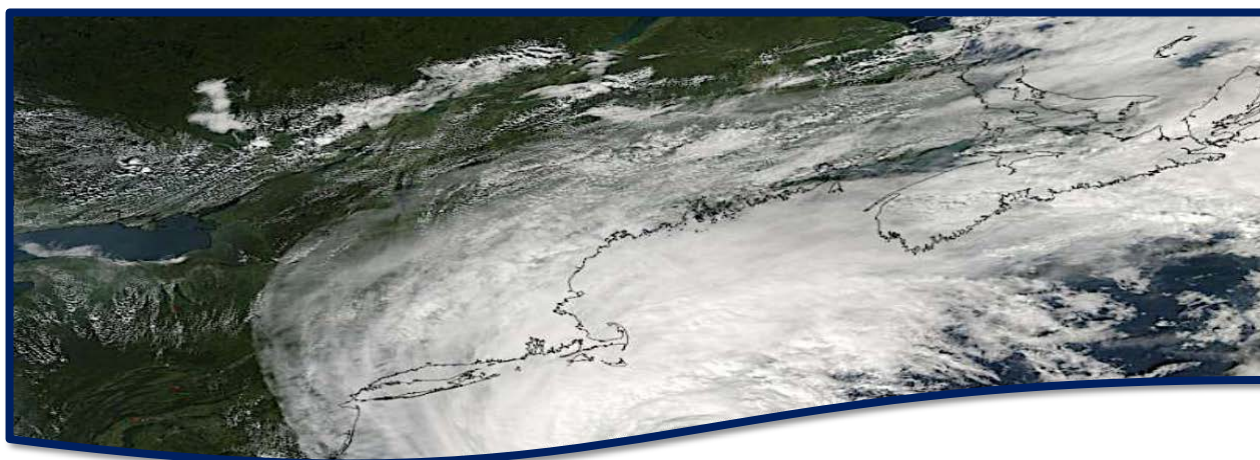


GOAL #5

PROTECT THE COMMONWEALTH'S SCHOOLS, INSTITUTIONS OF HIGHER LEARNING, LARGE VENUES, HOUSES OF WORSHIP, AND PUBLIC SPACES FROM HOSTILE THREATS AND ACTIVE SHOOTERS.

Objective 5.1	Develop and deliver statewide first responder training for schools, institutions of higher learning, large venues, and houses of worship for hostile threats and active shooters.
Objective 5.2	Conduct annual school preparedness surveys to gauge the preparedness levels of public schools in all five regions.
Objective 5.3	Integrate community and non-profit organizations into disaster preparedness and response efforts.
Objective 5.4	Ensure that the needs of vulnerable populations in our communities are effectively integrated into disaster preparedness and response efforts.

Objective 5.5	Maintain the 2018 Governor’s Large Venue Task Force as a working group and have the CFC provide ongoing intelligence bulletins.
Objective 5.6	Enhance efforts to understand and mitigate the psychological impacts that emergencies have on both first responders and the public.
Objective 5.7	Continue to distribute and increase the number of users receiving safety bulletins, lessons learned, information sharing, and best practices for houses of worship, schools, colleges and universities, and large venues.



GOAL #6

ENHANCE THE COMMONWEALTH'S EMERGENCY MANAGEMENT CAPABILITIES TO RESPOND TO AND RECOVER FROM INCREASING SEVERE WEATHER EVENTS.

Objective 6.1	MEMA will work with state and local stakeholders to develop and maintain a wide variety of preparedness and response plans, including Comprehensive Emergency Management Plans (CEMPs) and relevant annexes. ³⁹
Objective 6.2	Maintain support for the completion of standardized threat and hazard assessments at the state level and regional level, including a statewide system to assess state and local emergency preparedness capabilities.
Objective 6.3	Build and maintain local, regional, and state response capabilities needed to save lives, reduce suffering, and protect property.
Objective 6.4	Build and maintain specialty response team capabilities (e.g., Incident Management Teams (IMT) and technical rescue teams) to augment emergency response efforts.

³⁹ *Comprehensive Emergency Management Plan*, available at <https://www.mass.gov/lists/comprehensive-emergency-management-plan> (last accessed Dec. 21, 2021).

Objective 6.5	Maintain a proactive regional response posture through the enhancement and deployment of regional response capabilities, including regional asset management.
Objective 6.6	Coordinate disaster response activities with the use and enhancement of WebEOC.
Objective 6.7	Participate in formal Mutual Aid Agreements for fire mobilization, and the Emergency Management Assistance Compact (EMAC).
Objective 6.8	Strengthen alert and warning capabilities through enhanced participation in emergency notification systems.
Objective 6.9	Maintain specialized training for emergency response stakeholders including fire department personnel, law enforcement personnel, emergency management personnel, and elected officials.
Objective 6.10	Promote the advancement of the emergency management profession through official accreditation programs.
Objective 6.11	Leverage Unmanned Aircraft Systems, and other new and emerging technologies, to enhance emergency response capabilities.



GOAL #7

IMPROVE EMERGENCY PREPAREDNESS FOR PANDEMICS, BIOLOGICAL WEAPONS, AND MASS CASUALTY INCIDENTS (MCIS), INCLUDING ACTIVE SHOOTER AND HOSTILE EVENT RESPONSE (ASHER).

Objective 7.1	Enhance local, regional, state, and federal cross-disciplinary planning efforts to prepare for and respond to a health emergency.
Objective 7.2	Maintain laboratory capability and capacity for the detection of biological agents.
Objective 7.3	Support public health surveillance capabilities to effectively deter and monitor outbreaks of disease.

Objective 7.4	Advance triage and pre-hospital treatment capabilities, including medical triage, decontamination, and the administration of countermeasures, through support and personal protective measures for Emergency Medical Service (EMS) providers.
Objective 7.5	Enhance medical emergency response capabilities including medical triage, decontamination, continuity of operations (COOP), and surge capabilities at healthcare facilities.
Objective 7.6	Ensure the availability, viability, and access to mass prophylaxis and other medical countermeasures statewide.
Objective 7.7	Enhance mass fatality management capabilities statewide.
Objective 7.8	Expand health emergency preparedness through training and exercise efforts across the Commonwealth.
Objective 7.9	Maintain a statewide patient tracking system.



GOAL #8

EXPAND THE COMMONWEALTH'S CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR AND EXPLOSIVES (CBRNE) PREPAREDNESS.

Objective 8.1	Ensure CBRNE response plans, including all DFS regions and UASI, are updated regularly and include planning for catastrophic events that overwhelm statewide capabilities.
Objective 8.2	Based upon current operational capabilities, identify, purchase, and maintain equipment for first responders to safely detect, identify, and respond to CBRNE events.
Objective 8.3	Identify training shortfalls and conduct training to ensure first responders have the knowledge, skills, and abilities to recognize and safely respond to a CBRNE event.
Objective 8.4	Conduct exercises to test CBRNE plans, procedures, and response protocols.

Objective 8.5	Enhance capacity for decontamination, both on-scene and at secondary locations, including triage, medical management, antidote administration and care of non-ambulatory and ambulatory contaminated patients.
Objective 8.6	Maintain and support regional DFS HazMat teams.
Objective 8.7	Enhance radiological detection capabilities, to include wirelessly mapping radiological readings and utilizing environmental surveillance equipment, through continued coordination with DFS, MANG, MSP, CST, and additional stakeholders.
Objective 8.8	Ensure all required Radiological Emergency Preparedness Plans are current. ⁴⁰
Objective 8.9	Continue to develop and maintain a statewide capability to monitor and assess long-term environmental health impacts of a CBRNE event.
Objective 8.10	Ensure that all regional HazMat teams undertake a self- assessment of team capabilities annually as part of the HazMat Accreditation Program.
Objective 8.11	Improve statewide capability to respond to rail emergencies involving ignitable liquids (e.g., crude oil, ethanol).

⁴⁰ *Radiological Emergency Response Plan*, available at <https://www.mass.gov/service-details/radiological-emergency-response-plan-marerp> (last accessed Dec. 21, 2021).



GOAL #9

***EXPAND INDIVIDUAL, COMMUNITY, AND PRIVATE SECTOR
DISASTER PREPAREDNESS.***

Objective 9.1	Maintain statewide community preparedness training programs to prepare individuals and families for disasters.
Objective 9.2	Continue to integrate community and non-profit organizations into disaster preparedness and response efforts.
Objective 9.3	Enhance surge and mass care sheltering capacity through partnerships with community organizations and other entities.
Objective 9.4	Establish and maintain a system(s) to accept/receive donations of food, supplies, and other goods and services in the event of a disaster.



GOAL #10

IMPROVE INTEROPERABLE COMMUNICATIONS AND INFORMATION SHARING CAPABILITIES.

Objective 10.1	Maintain and update the Statewide Communications Interoperability Plan (SCIP). ⁴¹
Objective 10.2	Maintain and update communications standard operating procedures (SOPs) that are in line with the National Incident Management System (NIMS). ⁴²
Objective 10.3	Maintain governance structures for interoperability that are consistent with the Statewide Communications Interoperability Plan (SCIP).

⁴¹ *Commonwealth of Massachusetts Statewide Communications Interoperability Plan (SCIP)*, available at <https://www.mass.gov/doc/massachusetts-statewide-communication-interoperability-plan-scip-2020/download> (last accessed Dec. 21, 2021).

⁴² *National Incident Management System*, FEMA, available at <https://www.fema.gov/national-incident-management-system> (last accessed Dec. 21, 2021).

Objective 10.4	Conduct communications capability survey and needs assessments with all regions to improve interoperable communications planning.
Objective 10.5	Maintain and update a Statewide Field Operations Guide (FOG) for communication personnel and first responders. ⁴³
Objective 10.6	Provide communications unit leader (COML) training and other technical assistance to improve communications planning and execution.
Objective 10.7	Increase the use of communications injects during multi-jurisdictional and multi-disciplinary exercises.
Objective 10.8	Maintain Next Generation 911 (NG911) statewide.
Objective 10.9	Implement public safety broadband network (FirstNet).
Objective 10.10	Ensure planning for mobile, backup, and/or redundant communications capabilities.

⁴³ *Commonwealth of Massachusetts Interoperability Field Operations Guide*, available at <https://www.mass.gov/doc/massachusetts-interoperability-field-operations-guide-mifog/download> (last accessed Dec. 21, 2021).



CONCLUSION

The Strategy provides the framework to guide the Commonwealth's development and deployment of homeland security capabilities. Additionally, the objectives prioritize the homeland security agenda for the Commonwealth over the next three years. Each objective will demand leadership and management, along with comprehensive multi-agency, multi-jurisdictional, and public-private coordination. As the threat paradigm continues to evolve, the Commonwealth of Massachusetts will continually work to ensure that we stay ahead of all emerging threats and vulnerabilities. Working together, we will maximize our ability to prevent, protect against, respond to, and recover from threats and hazards, and thereby create a secure and resilient Massachusetts.

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