The Commonwealth of Massachusetts
State Homeland Security Strategy

Massachusetts Executive Office of Public Safety and Security
December 2014
To Public Safety Partners and Stakeholders:

As the Undersecretary for Homeland Security and Emergency Management for the Massachusetts Executive Office of Public Safety and Security (EOPSS), I am pleased to present the 2014 Commonwealth of Massachusetts State Homeland Security Strategy (SHSS). The SHSS articulates a vision for homeland security and emergency preparedness in the Commonwealth of Massachusetts. It will serve as a guide for state, regional, and local preparedness activities.

The SHSS builds upon lessons learned from planning for and responding to naturally occurring, accidental and intentional acts that have impacted the Commonwealth over the last several years. These include an EF-3 tornado that struck Western Massachusetts, multiple tropical storms and hurricanes, snow and ice storms, a massive water system failure, and the 2013 Boston Marathon Bombings. The Strategy was created with input from state, regional, and local stakeholders across a wide range of relevant disciplines including: emergency management, law enforcement, fire services, emergency medical services, public health, health and medical, transportation, communication, and NGOs. The Strategy also is informed by our most recent Threat, Hazard Identification and Risk Analysis (THIRA) and State Preparedness Report (SPR). Together, EOPSS and our homeland security partners have developed this strategy to ensure that Massachusetts is resilient and prepared, and to enhance our ability to respond to, and recover from emergencies and disasters.

I look forward to future collaboration among the homeland security enterprise as we work to achieve the goals and objectives outlined in this State Homeland Security Strategy.

Kurt N. Schwartz
Undersecretary for Homeland Security and Emergency Management
Introduction
The Commonwealth of Massachusetts has built a homeland security enterprise that encourages multi-disciplinary and multi-jurisdictional collaboration to effectively manage and respond to large scale incidents. In 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 Massachusetts. This involved the establishment of a homeland security advisory group that provided a conduit to coordinate efforts and engage stakeholders across the Commonwealth. While the group’s composition and name has evolved over the years, it is now known as the Homeland Security Advisory Committee (HSAC), and is comprised of senior level representation from the various disciplines invested in homeland security, including:

- Massachusetts Executive Office of Public Safety and Security (EOPSS)
- Massachusetts National Guard
- Coast Guard/ Boston Area Maritime Security Committee (BAMSCs)
- Massachusetts Executive Office of Health and Human Services (EOHHS)
- Administrative Office of the Trial Court of the Commonwealth
- Massachusetts Executive Office of Education
- Massachusetts Emergency Management Agency (MEMA)
- Office of the State Fire Marshall
- Massachusetts State Police (MSP) (including the Commonwealth Fusion Center (CFC))
- Massachusetts Major City Chiefs of Police Association
- Fire Chiefs Association of Massachusetts
- Massachusetts Department of Transportation (MassDOT)
- Massachusetts Bay Transit Authority (MBTA)
- Metro-Boston UASI
- Massachusetts Department of Public Health (DPH)
- State Homeland Security Advisor
- Statewide Interoperability Executive Committee (SIEC)
- Department of Mental Health
- Local Hospital Representation
- Regional representation for Emergency Medical Services (EMS)
- American Red Cross
- Regional Homeland Security Council Chairs
- Boston Regional Intelligence Center (BRIC)
- Massachusetts Association of Emergency Management Professionals

Over the last decade, EOPSS has worked with this collaborative group to continually refine and improve the system, beginning with the first State Homeland Security Strategy (SHSS or the Strategy) in 2004, and again with the updated 2007 Strategy. This process has been, and continues to be overseen by the Undersecretary for Homeland Security and Emergency Management.

Since 2010, the State’s Homeland Security Grant Program (HSGP) funding has decreased significantly, creating a need to further refine how grant funding decisions are made, and providing an opportunity to be more strategic. Additionally, the during the same time period, the Commonwealth has been forced to test the capabilities that have been built to respond to and recover from significant disasters and emergencies. In fact, over the last five years, Massachusetts has received 11 Presidential Emergency Declarations for

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1 Since 2010, the State’s Homeland Security Grant Program (HSGP) funding has decreased by approximately 33%, with the State Homeland Security Program (SHSP) decreasing nearly 75%. This difference is as a result of the UASI, on average, maintaining near level funding, with the State share declining over those years.
major snow storms, hurricanes, a tornado, and one major terrorist incident. The lessons learned from these incidents, coupled with the current decreased funding realities, have been incorporated into the Commonwealth’s approach for future investments and preparedness efforts. Therefore, this update to the State Homeland Security Strategy will continue to emphasize the need to build regional homeland security capabilities that will ensure that Commonwealth is a strong and resilient community.

This updated Strategy serves as a guiding document, outlining the Commonwealth’s priorities and supporting the need to continue to focus on risk-based investments. The Strategy continues to take an all hazards approach and focus on building capabilities to effectively deal with natural disasters and technological/accidental incidents, as well as terrorist/intentional acts. Additionally, the Strategy continues to support investments and collaborations which lead to regional and statewide homeland security capabilities and solutions, rather than those which focus on more general everyday public safety needs.

Vision and Purpose
The Massachusetts SHSS provides a mechanism for planning homeland security efforts across the Commonwealth to reduce vulnerabilities and guiding the use of resources within the Commonwealth before, during, and after major emergencies. This document will be used to guide investments that will enhance statewide capacity to reduce the Commonwealth’s homeland security and public safety vulnerabilities, build resiliency and preparedness, and bolster response and recovery capabilities for all hazards throughout the state. This can only be accomplished through collaborative planning, coordinated capabilities building, and commitment to training and exercise. The SHSS will provide the strategic framework to help drive funding decisions by identifying priority areas across the five mission areas of the National Preparedness Goal: Prevention, Protection, Mitigation, Response, and Recovery. By relying on this document as a blueprint, the Commonwealth will make strategic, risk-based decisions in an effort to achieve the overarching goal of creating a secure and resilient Commonwealth. Through this effort the Commonwealth will enhance its ability to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk to the Commonwealth and its regions.

Approach & Methodology
The development of the Strategy is guided by Department of Homeland Security (DHS) requirements, as outlined in its 2005 State and Urban Area Homeland Security Strategy: Guidance on Aligning Strategies with the National Preparedness Goal (Guidance). To update the existing goals and objectives, the Commonwealth went through a systematic and analytical approach to review and build upon existing capability assessments, plans and other key sources, such as Massachusetts Threat Hazard Identification Risk Assessment (THIRA), recent Homeland Security Grant Program investment justifications, and the Commonwealth’s Hazard Mitigation Plan. Priorities and capability gaps identified through this process were mapped to yield a current and comprehensive set of new goals for MA.

### COMMONWEALTH OF MASSACHUSETTS HOMELAND SECURITY GOALS

2. Increase the ability to effectively provide prompt and accurate public information and alerts.
4. Enhance Resilience across the Commonwealth by Preparing for & Mitigating Against Acts of Terrorism, and Natural, Technological, & Intentional Hazards.
5. Increase Capacity across the Commonwealth to Effectively Respond to Acts of Terrorism, and Natural, Technological, & Intentional Hazards.
These new goals were proposed to, and refined by, members of the Commonwealth’s HSAC and other homeland security stakeholders during a two-day workshop. Once the new goals were developed and accepted by the HSAC, the group then focused on creating new objectives under each goal. Since the overarching structure of the new goals were in line with the homeland security mission areas, the most useful structure for the objectives to address key capabilities. The objectives are loosely aligned with DHS’s Core Capabilities, but adapted to fit local, regional and statewide needs. Adoption of this approach for the objectives of the MA SHSS enables the Strategy to be easily used in conjunction with other planning efforts throughout the State and nation.

Each objective has an associated set of implementation steps that outline what actions are currently being or will be taken, to make progress on achieving that objective within the next three years. As such, the implementation steps are designed to be specific, measurable, achievable, relevant, and time-bound (or S.M.A.R.T.). They are specific enough to provide guidance on the actions to be taken and are measurable in that progress on each can be measured and tracked over time or until complete.

The implementation steps must also be achievable, though it does not necessarily need to be 100% accomplished within three years. Finally, they are all time-bound in that they are part of a strategy that is designed to be updated in approximately three years. Thus, each step listed is one which can be accomplished or on which progress can be made within that timeframe.

### Commonwealth of MA Homeland Security Strategy

<table>
<thead>
<tr>
<th>Vision</th>
<th>Goals</th>
<th>Objectives</th>
<th>Implementation Steps</th>
<th>Evaluation Plan</th>
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<tbody>
<tr>
<td>A vision is a guiding image or statement that should orient the State or Urban Area’s energies, move us to action, and challenge and inspire the States, Urban Area, and jurisdictions to want to achieve the State and/or Urban Area goals and the National Preparedness Goal.</td>
<td>A strategic goal is a statement of aim or purpose included in a strategic plan.</td>
<td>An Objective sets a target level of performance over time expressed as a tangible, measurable objective, against which actual achievement can be compared, including a goal expressed as a quantitative standard, value or rate.</td>
<td>The implementation steps provide a road map to the accomplishment of the goals and objectives. It shifts the State and Urban Area's focus from the development of a purpose, vision, goal, and objectives to acting upon them.</td>
<td>The evaluation plan should outline a process for reviewing and analyzing the steps being taken to achieve the goals and objectives of the strategy as well as determining whether the right elements are being used to measure progress.</td>
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**Definitions from DHS, State and Urban Area Homeland Security Strategy, 2005.**

### Evaluation Plan

The evaluation of progress on achieving the goals of the SHSS is a critical part of the process. Evaluating progress guides our next steps, informing all other planning efforts and resource decisions. That evaluation is done at both the level of the objectives and the implementation steps. Since the objectives are capabilities, a capability self-assessment is the logical way to measure progress on them. Following the adoption of the MA SHSS, an assessment can be done to rate the level of ability for the capability outlined in each objective. Local, multi-disciplinary subject matter experts, including emergency management, law
enforcement, fire-rescue, public health, public works, and information technology, among others, will collaborate to determine the level of preparedness for each core capability.

As the objectives loosely align with the Core Capabilities, which are already assessed in the State Preparedness Report (SPR) on an annual basis, Massachusetts will leverage the assessment already done as part of the SPR and then assess those additional capabilities not found in the Core Capabilities using the same structure and approach as the annual SPR assessment. Going forward, each subsequent assessment completed can be used to measure progress and trends relevant to each SHSS goal by comparing levels of preparedness.

Implementation steps can be used to track progress similar to objectives. For the next three years, or until this SHSS is updated again, stakeholders will take actions to achieve the implementation steps outlined here. After one year of executing upon this new strategy, local stakeholders will measure the progress achieved on each implementation step. The following 4-point scale will be used to rate that progress.

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<tr>
<th>4</th>
<th>We have completed this implementation, or have developed a sustainable, repeatable process to execute it comprehensively and to the satisfaction of all relevant stakeholders.</th>
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<tr>
<td>3</td>
<td>We have made significant progress toward this implementation step.</td>
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<tr>
<td>2</td>
<td>We have begun to execute this implementation step.</td>
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<tr>
<td>1</td>
<td>We are designing our approach to meet this implementation step.</td>
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Progress will be similarly measured in each subsequent year until the Strategy is revised and they are updated to focus on additional areas of each core capability.

The scale above, and that used for the SPR, are left intentionally broad in terminology to allow them to be applied across a diverse array of implementation steps. Thus, stakeholders evaluating progress on implementation steps must determine as a group what constitutes “significant progress.” This is an inherent characteristic of capability assessments due to the broad subject area of capabilities. For each implementation step, stakeholders discuss what progress has been made and make a determination as a group as to what constitutes the design, beginning, midway, and final stages of progress for that step. This process will be documented so that it can be referenced in future assessments.

**Coordination and Effort**
As the SAA for the Commonwealth, EOPSS coordinates and funds, statewide efforts to prevent, protect, respond to, and recover from the consequences of a critical incident. With regard to the homeland security effort, EOPSS is also responsible for guiding policy regarding homeland security initiatives throughout the Commonwealth; reviewing and approving annual regional plans; evaluating homeland security activities; submitting grant applications, required programmatic/fiscal reports, and related documents to the U.S. Department of Homeland Security on behalf of the Commonwealth; establishing the regional councils’ authority and responsibilities; and developing by-laws and legal oversight for regional councils. EOPSS is
also the link to the federal government, including the Department of Homeland Security, the Department of Defense, and the Department of Justice.

Homeland security, of course, is a shared enterprise that includes stakeholders across all levels of government—local, regional, state, and federal, NGOs and private sector partners. EOPSS continues to convene and/or participate in numerous meetings across the state with law enforcement, fire service, emergency medical, emergency management, and public health agencies, as well as private sector entities, and regional and local officials, in an effort to coordinate priorities, solicit input for homeland security strategies, and strengthen partnerships. In addition to the HSAC, several state level task forces and working groups have been enhanced or developed to address specific priority issues, including but are not limited to, the Statewide Interoperable Executive Committee (SIEC), Ebola Preparedness Working Group, School Safety and Security Taskforce, Boston Marathon Public Safety planning working groups, Governor’s Coordinated Climate Preparedness Initiative, Mass Care and Sheltering working group, Statewide evacuation working group, Disaster Housing working group, the Police Executives’ Multi-level Response Planning Committee, and the State Hazard Mitigation working group. In addition, the Commonwealth continues to work with federal partners by participating in efforts, such as the Joint Terrorist Task Force (JTTF) with the Federal Bureau of Investigation (FBI); the Anti-Terrorism Advisory Council (ATAC); the Building Respect in Diverse Groups to Enhance Sensitivity (BRIDGES) initiative and the Multidisciplinary Threat Assessment and Intervention Working Group for Countering Violent Extremism (CVE) with the U.S. Attorney’s Office; and the Boston Area Maritime Security Council (BAMSC) with the Coast Guard.

Description of Jurisdiction
The Commonwealth of Massachusetts consists of 351 cities and towns, divided into fourteen counties, and five homeland security regions. It is approximately 8,257 square miles (of which 7,840 square miles is land area) with a population of 6,692,824. The majority of the population resides in the eastern third of the state, which is predominately comprised of shoreline and a relatively flat topography.

Description of Regions
The Commonwealth’s SHSS is a state-guided, locally-driven effort. EOPSS has maintained and expanded its Office of Grants and Research Homeland Security Division to be responsible for all homeland security grant funding as provided by the U.S. Department of Homeland Security. Liaisons from the Homeland Security Division provide guidance and oversight to each of the five geographically designed regions—the Northeast, Southeast, Central, Western, and Metro Boston Urban Areas Security Initiative (UASI)—which were created to support strategic planning and operational coordination at the local and regional level. These Regional Councils are responsible for developing and guiding the implementation of regional homeland security plans described in this document. The Councils work with EOPSS to carry

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2 United States Census Bureau, 2013 population estimate.
out the strategic vision of the SHSS, this includes overseeing all grant program expenditures for their region and ensuring compliance with the financial and administrative requirements set forth by the FEMA’s Grant Program Directorate and EOPSS.

Substantial state and local collaboration and coordination have resulted from the working partnerships of the regions. In furtherance of SHSS activities, each region has dedicated homeland security resources to comprehensively build capabilities in furtherance of meeting the goals and objectives outlined in the National Preparedness Goal. This has included enhancing collaborative planning efforts, building regional response capabilities through equipment purchasing and caching and cross disciplinary training, conducting tabletop and functional exercises, and streamlining communications capabilities. These efforts are an integral part of the Commonwealth’s entire homeland security effort and the state works with the regions to ensure that their planning and activities are consistent with the state’s priorities and federal requirements. What follows from here is, in our own assessment of where the state should be, an objective description of plans made, and steps to be addressed for the most effective and sustainable security for the Commonwealth.
Strategy Goals and Objectives

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<td>2.2. Enhance the delivery of alert and warning information to the public.</td>
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<td>3.1. Utilize Risk Assessments to prioritize and inform prevention and protection activities and investments</td>
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<td>3.2. Strengthen the ability to share timely, accurate, and actionable intelligence and information among Federal, state, local, or private sector entities, as appropriate.</td>
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<td>3.3. Increase the ability interdict and disrupt threats or hazard.</td>
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<td>3.4. Enhance the security of cyber systems by protecting against damage to, unauthorized use of, and/or the exploitation of electronic communications systems and services.</td>
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<td>3.5. Strengthen physical protective measures to protect critical infrastructure.</td>
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<td>3.6. Improve screening, search, and detection of threats and hazards.</td>
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<td>4.1. Enhance resiliency by better preparing our communities for the most at risk threats and hazards.</td>
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<td>4.2. Improve long-term vulnerability reduction through physical improvements to buildings and hardening systems.</td>
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<td>5.1. Increase the capacity to provide public health, medical, mental health, and social services to save lives and avoid disease and injury.</td>
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<td>5.2. Enhance local, regional, and state ability to command, control, and coordinate the response to major disasters, incidents, and pre-planned events.</td>
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<tr>
<td>5.3. Enhance and maintain operable and interoperable communications capabilities.</td>
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<td>5.4. Build capacities to manage local, regional, state, and interstate evacuations from and through the Commonwealth.</td>
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<td>5.5. Build capacity for transporting and distributing critical commodities, personnel, and resources.</td>
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<td>5.6. Enhance the capacity and capabilities for debris management.</td>
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<td>5.7. Increase fatality management capabilities.</td>
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<td>5.8. Enhance capabilities to recognize and respond to hazardous materials and CBRNE incidents.</td>
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<td>5.9. Improve the ability to assess damage, stabilize, and restore critical facilities, infrastructure, systems, and services.</td>
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<td>5.10. Improve the ability to conduct rapid damage assessments of critical facilities, infrastructure, systems, and services.</td>
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<td>5.11. Enhance mass care services.</td>
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<td>5.12. Enhance regional and statewide search and rescue and recovery capabilities.</td>
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<td>5.13. Ensure access of critical personnel to critical facilities and infrastructure systems after and during an incident.</td>
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<td>5.14. Enhance regional and statewide capabilities for law enforcement tactical response.</td>
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<td>5.15. Enhance regional and statewide capabilities for mass casualty incident response.</td>
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<td>5.16. Improve the ability to conduct family reunification during a disaster.</td>
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<th>6: Enhance Capacity across the Commonwealth to Recover from Acts of Terrorism, and Natural, Technological, &amp; Intentional Hazards.</th>
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<tr>
<td>6.1. Enhance local, regional, and state recovery planning.</td>
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<td>6.2. Create capacity for short-term and long-term disaster housing.</td>
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<td>6.3. Enhance local, regional, and state ability to command, control, and coordinate recovery from major disasters, incidents, and pre-planned events.</td>
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<tr>
<td>6.4. Increase the capacity to provide public health, medical, mental health, and social services throughout disaster recovery.</td>
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<tr>
<td>6.5. Improve the ability to complete long-term restoration of critical facilities, infrastructure, systems, and services.</td>
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<tr>
<td>6.6. Enhance the capacity and capabilities for long-term debris management.</td>
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*Objective 1.1. Strengthen the State Homeland Security Strategy process by engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or community-based approaches to defined objectives.*

1.1.1. Maintain the strategic plan through coordination with local, regional, and statewide partners.
1.1.2. Train and exercise major preparedness and response plans and conduct appropriate after action plans in order to improve future planning and response.
1.1.3. Sustain funding through coordination with local, regional, and statewide partners.
1.1.4. Enhance and better integrate the Homeland Security Advisory Council (HSAC).

*Objective 1.2. Enhance the ability to make risk based decisions when building and maintaining the Homeland Security enterprise throughout the Commonwealth.*

1.2.1. Enhance the threat and hazard identification risk assessment (THIRA) and gap analysis through coordination with local, regional, and statewide partners.
1.2.2. Promote regional solutions to gaps identified in the Strategic Plan, THIRA, and capability and gap analysis.
1.2.3. Conduct an annual assessment.
1.2.4. Sustain funding through coordination with local, regional, and statewide partners.

GOAL 2: Increase the ability to effectively provide prompt and accurate public information and alerts.

*Objective 2.1. Enhance, through regional and statewide input from all stakeholders, the ability to deliver coordinated, prompt, reliable, and actionable public information.*

2.1.1. Engage in capability and gap analysis regarding dissemination of public information capabilities.
2.1.2. Develop solutions to address gaps identified regarding dissemination of public information capabilities.
2.1.3. Promote regional and statewide planning regarding public information.

*Objective 2.2. Enhance the delivery of alert and warning information to the public*

2.2.1. Engage in capability and gap analysis regarding dissemination of alerting capabilities.
2.2.2. Develop solutions to address gaps identified regarding dissemination of alerting capabilities.
2.2.3. Promote regional and statewide planning regarding alerting and warning.
2.2.4. Build, expand, and sustain public warning and alerting system capabilities.

GOAL 3: Protect the Commonwealth from Intentional Acts of Violence and Terrorism.

*Objective 3.1. Utilize Risk Assessments to prioritize and inform prevention and protection activities and investments*

3.1.1. Build and enhance assessment capabilities.
3.1.2. Maintain localized threat assessments.
3.1.3. Maintain vulnerability assessments of priority critical infrastructure key resources (CIKR), at-risk
populations, dense populations, and special events.
3.1.4. Maintain consequence assessments of priority CIKR, at-risk populations, dense populations, and special events.
3.1.5. Measure effectiveness of the risk assessment program on an annual basis.

**Objective 3.2. Strengthen the ability to share timely, accurate, and actionable intelligence and information among Federal, state, local, or private sector entities, as appropriate.**

3.2.1. Enhance the ability to maintain and share situational awareness and a common operating picture, including maintaining, enhancing, and promoting related technologies and systems.
3.2.2. Increase ability to share actionable intelligence with stakeholders.
3.2.3. Increase the quality of the intelligence products by building intelligence systems and increasing access to data and information.
3.2.4. Train and sustain analytical workforce.

**Objective 3.3. Increase the ability interdict and disrupt threats or hazard.**

3.3.1. Increase participation in the National Suspicious Activity Reporting Initiative (NSI/SAR).
3.3.2. Improve systems that share information and intelligence between stakeholders.
3.3.3. Address gaps identified in the Commonwealth's Fusion Center's (CFC) Baseline Capabilities Assessment (BCA).
3.3.4. Enhance the Commonwealth's "See Something, Say Something" initiative.
3.3.5. Train local, regional, and state personnel on violent extremism.
3.3.6. Enhance outreach to communities that can help provide information and prevent terrorism.

**Objective 3.4 Enhance the security of cyber systems by protecting against damage to, unauthorized use of, and/or the exploitation of electronic communications systems and services.**

3.4.1. Develop specific cyber disruption plans.
3.4.2. Assess cyber disruption threat across the Commonwealth.
3.4.3. Enhance training with emphasis on cyber systems and disruption.
3.4.4. Promote private/public partnerships around cybersecurity and disruption.
3.4.5. Continue to evaluate cyber-related risk, vulnerability, and capability assessments for high priority buildings, systems and technical capabilities across the Commonwealth.
3.4.6. Harden access control of publicly owned network and infrastructure.

**Objective 3.5. Strengthen physical protective measures to protect critical infrastructure.**

3.5.1. Enhance Critical Infrastructure Protection (CIP) planning initiatives.
3.5.2. Harden local- and state-owned facilities that are identified as CIKR in key sectors.
3.5.3. Provide private sector partners implementation steps to harden privately-owned facilities that are identified as CIKR in key sectors.
3.5.4. Provide training opportunities related to CIKR protective measures.
3.5.5. Conduct exercises that incorporate CIKR protective measures.
3.5.6. Encourage participation of private sector partners in CIP programs.
3.5.7. Identify key facilities (air, land, and sea) that are critical in transporting cargo along the supply chain.

**Objective 3.6. Improve screening, search, and detection of threats and hazards.**

3.6.1. Identify gaps across the Commonwealth related to screening and detection of Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) threats.
3.6.2. Promote state and regional solutions for gaps identified related to the screening and detection of CBRNE threats.
3.6.3. Enhance state and regional bomb squad detection capabilities.
3.6.4. Enhance and maintain state and regional hazmat team detection capabilities.
3.6.5. Improve screen, search, and detection of people related to CBRNE threats.
3.6.6. Provide public safety training and information on suspicious materials for responders and the public.
3.6.7. Provide active shooter training for responders.
3.6.8. Recognition training for improvised explosive device (IED), active shooter and 1st in field detection programs.

**GOAL 4: Enhance Resilience across the Commonwealth by Preparing for & Mitigating Against Acts of Terrorism, and Natural, Technological, & Intentional Hazards.**

**Objective 4.1. Enhance resiliency by better preparing our communities for the most at risk threats and hazards.**

4.1.1. Promote individual, including vulnerable, access and functional needs (AFN), and family preparedness, by providing public education programs.
4.1.2. Enhance private sector preparedness through the promotion of continuity of operations (COOP), preparedness, and mitigation programs.
4.1.3. Promote the creation and enhancement of individual and private sector capabilities associated with vulnerable and AFN populations.
4.1.4. Increase awareness of the benefits of hazard mitigation through outreach and education, including seasonal and hazard-specific preparedness such as the Know Your Zone initiative for hurricane preparedness.
4.1.5 Expand public/private partnerships for mitigation of disaster-related consequences.
4.1.6 Encourage the development and sustainment of local, regional, and statewide Continuity of Operations/Continuity of Government (COOP/COG) plans.

**Objective 4.2. Improve long-term vulnerability reduction through physical improvements to buildings and hardening systems.**

4.3.1. Evaluate and analyze vulnerability in order to guide and promote sound mitigation activities through integrated planning to support a comprehensive statewide mitigation program.
4.3.2. Increase coordination and cooperation among state agencies in implementing sound hazard mitigation projects and sustainable development.
4.3.3. Enhance ongoing and future local, regional, and statewide initiatives by including vulnerable populations in preparedness and mitigation.
4.3.4. Identify and implement mitigation activities to reduce vulnerability as it relates to all hazards, including terrorism.

**GOAL 5: Increase Capacity across the Commonwealth to Effectively Respond to Acts of Terrorism, and Natural, Technological, & Intentional Hazards.**

**Objective 5.1. Increase the capacity to provide public health, medical, mental health, and social services to save lives and avoid disease and injury.**

5.1.1. Enhance planning for public health, medical, mental health, and social services.
5.1.2. Identify gaps in the ability to provide public health, medical, mental health, and social services.
5.1.3. Identify a plan to fill gaps identified in the gap assessment.
5.1.4. Sustain and enhance pharmaceutical stockpiles to protect against bio-terrorism and pandemic illness.
5.1.5. Include public health, medical, mental health, and social services components in training and exercise plans.

**Objective 5.2. Enhance local, regional, and state ability to command, control, and coordinate the response to major disasters, incidents, and pre-planned events.**

5.2.1. Enhance the capacity of local, regional, and state emergency operations centers (EOCs).
5.2.2. Build and sustain the capability to deploy regional Incident Management Assistance Teams (IMATs) per region.
5.2.3. Enhance multi-jurisdictional mutual aid deployment capabilities and regional, interstate, and international Memorandum of Agreements/Understandings (MOAs/MOUs), including Emergency Management Assistance Compact (EMAC) and International Emergency Management Assistance Compact (IEMAC) readiness.
5.2.4. Enhance National Incident Management System (NIMS) and Incident Command System (ICS) based planning efforts.
5.2.5. Provide NIMS and ICS training for all relevant staff.
5.2.6. Ensure all emergency management exercises are conducted in accordance with NIMS and ICS.
5.2.7. Enhance the ability to maintain and share situational awareness and a common operating picture, including maintaining, enhancing, and promoting related technologies and systems.
5.2.8. Enhance training opportunities for emergency managers.

**Objective 5.3. Enhance and maintain operable and interoperable communications capabilities.**

5.3.1. Maintain, enhance, and harden public safety communications infrastructure.
5.3.2. Update, maintain, and expand interoperable communications systems.
5.3.3. Update and implement interoperable initiatives that achieve goals/objectives of the Statewide Communication Interoperability Plan (SCIP).
5.3.4. Provide interoperable communications training and exercise programs.
5.3.5. Sustain and expand participation in the COML/COMT/COMU program.

**Objective 5.4. Build capacities to manage local, regional, state, and interstate evacuations from and through the Commonwealth.**

5.4.1. Develop, train on, and exercise a statewide plan for mass evacuation.
5.4.2. Identify and obtain necessary resources to implement the plan, including those needed to meet access and functional needs.
5.4.3. Build capacities to coordinate and conduct local, regional, state, and interstate evacuations within, from, and through the Commonwealth.

**Objective 5.5. Build capacity for transporting and distributing critical commodities, personnel, and resources.**

5.5.1. Enhance planning for critical transportation in support of mission critical response personnel and equipment delivery.
5.5.2. Enhance procedures to coordinate local, regional, state, and interstate delivery of mission critical response personnel and equipment.
5.5.3. Build capacities to fill gaps identified in the gap analysis and manage local, regional, state, and
interstate movement and delivery of mission critical response personnel and equipment from and through the Commonwealth.

5.5.4. Detect gaps in the ability to identify, stage and distribute critical commodities.
5.5.5. Enhance capabilities and fill gaps identified in the gap analysis to identify and distribute critical commodities.
5.5.6. Include transport and distribution of critical commodities, mission critical personnel, and resources in training and exercise plans.
5.5.7. Develop response sustainment capabilities for mission critical personnel and equipment
5.5.8. Encourage planning and procedures to ensure the preparedness of families of mission critical personnel.

**Objective 5.6. Enhance the capacity and capabilities for debris management.**

5.6.1. Strengthen debris management by developing and maintaining a debris management plan.
5.6.2. Build capacities for local, regional, and state debris management.
5.6.3. Provide or enhance training on debris management.
5.6.4. Conduct regular exercises of debris management plans and capabilities.

**Objective 5.7. Increase fatality management capabilities.**

5.7.1. Enhance planning for mass fatality management capabilities, including the coordination with external agencies.
5.7.2. Include fatality management services in training programs.
5.7.3. Conduct regular exercises of fatality management capabilities and plans.

**Objective 5.8. Enhance capabilities to recognize and respond to hazardous materials and CBRNE incidents.**

5.8.1. Maintain the Commonwealth's Type 1 Hazardous Materials (HazMat) Teams and CBRNE Teams.
5.8.2. Enhance local and statewide cross disciplinary planning for HazMat and CBRNE incidents.
5.8.3. Enhance regional and statewide HazMat and CBRNE response capabilities.
5.8.4. Provide recognition and awareness training of HazMat and CBRNE for First Responders of all disciplines.
5.8.5. Conduct regular interdisciplinary exercises of HazMat and CBRNE capabilities and plans.

**Objective 5.9. Improve the ability to assess damage, stabilize, and restore critical facilities, infrastructure, systems, and services.**

5.9.1. Enhance critical infrastructure damage assessment plans.
5.9.2. Incorporate critical infrastructure damage assessment into training and exercise plans.
5.9.3. Increase the capacity to conduct damage assessments.
5.9.4. Increase the capacity to utilize damage assessment data to identify and institute immediate steps to restore critical facilities, infrastructure, systems, and services.

**Objective 5.10. Improve the ability to conduct rapid damage assessments of critical facilities, infrastructure, systems, and services.**

5.10.1. Incorporate rapid damage assessments into critical infrastructure damage assessment plans.
5.10.2. Include rapid damage assessment in training and exercise plans.
5.10.3. Increase the capacity to conduct rapid damage assessments.
5.10.4. Increase the capacity to utilize rapid damage assessment data to identify and institute immediate steps to restore critical facilities, infrastructure, systems, and services.
Objective 5.11. Enhance mass care services.

5.11.1. Enhance planning for mass care services.
5.11.2. Enhance mass care capabilities for AFN residents of the Commonwealth.
5.11.3. Enhance mass care capabilities for residents with pets.
5.11.4. Build cache of supplies required for sheltering, as identified in new statewide mass sheltering strategy.
5.11.5. Enhance mass care medical services for AFN residents in shelters.
5.11.6. Incorporate mass care objectives into training and exercise plans.
5.11.7. Ensure that evacuation plans are tied to mass care services.

Objective 5.12. Enhance regional and statewide search and rescue and recovery capabilities.

5.12.1. Develop a statewide plan for coordination of technical rescue capabilities that incorporates local, regional, and state resources.
5.12.2. Identify gaps in regional and statewide search, rescue and recovery capabilities.
5.12.3. Fill gaps identified in regional and statewide search, rescue and recovery gap assessment.
5.12.4. Build, train, exercise and maintain technical rescue team capabilities.
5.12.5. Develop, train, and exercise statewide technical rescue coordination.

Objective 5.13. Ensure access of critical personnel to critical facilities and infrastructure systems after and during an incident.

5.13.1. Develop and implement a statewide plan under corporate emergency access system.
5.13.2. Create a system to ensure appropriate private sector access to disaster zones to operate critical infrastructure necessary for response efforts.
5.13.3. Incorporate the access system into response training and exercise plan.
5.13.4. Identify private partners that are vital to emergency response in the Commonwealth.
5.13.5. Enhance public-private relationships to support post-disaster resource needs (i.e. fuel, power, food, water).

Objective 5.14. Enhance regional and statewide capabilities for law enforcement tactical response.

5.14.1. Develop a statewide law enforcement tactical coordination plan.
5.14.2. Identify gaps in law enforcement tactical response capabilities.
5.14.3. Build and enhance capabilities identified in the gap analysis.
5.14.4. Continue to provide training that enhances law enforcement tactical response capabilities related to a terrorist threat.
5.14.5. Incorporate law enforcement tactical response related to a terrorist threat into exercises.
5.14.7. Acquire required equipment to sustain and enhance law enforcement tactical response capabilities related to a terrorist threat.

Objective 5.15. Enhance regional and statewide capabilities for mass casualty incident response.

5.15.1. Enhance planning for mass casualty incident response.
5.15.2. Enhance regional and statewide response and coordination for mass casualty incidents.
5.15.3. Enhance medical surge capabilities for mass casualty incidents.
Objective 5.16. Improve the ability to conduct family reunification during a disaster.

5.16.1. Incorporate family reunification into response plans.
5.16.2. Include family reunification in training and exercise plans.
5.16.3. Increase the capacity to conduct family reunification.

GOAL 6: Enhance Capacity across the Commonwealth to Recover from Acts of Terrorism, and Natural, Technological, & Intentional Hazards.

Objective 6.1. Enhance local, regional, and state recovery planning.

6.1.1. Promote the benefits of pre-disaster recovery plan at the local, regional and state levels.
6.1.2. Conduct a gap needs assessment to identify local, regional and state gaps specific to recovery.
6.1.3. Develop and enhance local, state recovery plans.
6.1.4. Identify and engage stakeholders and ensure they are included in local, regional and state recovery planning.
6.1.5. Conduct training and exercises on recovery plans.
6.1.6. Enhance exercises by including recovery objectives.
6.1.7. Ensure local leaders are engaged in recovery planning.
6.1.8. Include economic health and natural and cultural resource recovery component to region-wide planning initiatives.

Objective 6.2. Create capacity for short-term and long-term disaster housing.

6.2.1. Develop a disaster housing plan that includes appropriate stakeholders.
6.2.2. Build the capacity to provide short- and long-term disaster housing by lease, rental space, coordination with hotels and agencies and other avenues.
6.2.3. Enhance public and private partnerships with Non-Governmental Organizations, public, and private organizations.
6.2.4. Ensure disaster housing addresses access and functional needs.

Objective 6.3. Enhance local, regional, and state ability to command, control, and coordinate recovery from major disasters, incidents, and pre-planned events.

6.3.1. Enhance regional and statewide ability to conduct and coordinate the Federal Emergency Management Agency (FEMA) Individual Assistance Grant Program.
6.3.2. Enhance regional and statewide ability to conduct and coordinate the FEMA Public Assistance Grant Program.
6.3.3. Enable local leadership of recovery efforts by providing the tools to local and private sector partners to assist in recovery.

Objective 6.4. Increase the capacity to provide public health, medical, mental health, and social services throughout disaster recovery.

6.4.1. Enhance capacities and capabilities to provide long-term public health, medical, and social services.
6.4.2. Maintain and replenish local, regional and state medical and pharmaceutical stockpiles.
6.4.3. Include public health, medical, mental health, and social services components in recovery training and exercises.

Objective 6.5. Improve the ability to complete long-term restoration of critical facilities, infrastructure,
6.5.1. Enhance the engagement of stakeholders in long-term restoration planning.
6.5.2. Enhance capabilities to implement long-term restoration.

**Objective 6.6. Enhance the capacity and capabilities for long-term debris management.**

6.6.1. Enhance long-term debris management planning.
6.6.2. Ensure the procedures to conduct long-term debris management are identified and shared among state, regional, and local stakeholders.
6.6.3. Create the capacities to implement long-term debris management by identifying and securing equipment and contractors to conduct debris management operations.
6.6.4. Enhance education and outreach to local jurisdictions to ensure they have the tools necessary to conduct long-term debris management activities.