

2009 Innovations Awards Program

APPLICATION

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ID # (assigned by CSG): 09- E-04MA

Please provide the following information, adding space as necessary:

State: **Commonwealth of Massachusetts**

Assign Program Category (applicant): **Emergency Management** (Use list at end of application)

1. Program Name:
Emergency Management Directors Advisory Committee (EMDAC)
2. Administering Agency:
Massachusetts Emergency Management Agency (MEMA)
3. Contact Person (Name and Title)
Jeffrey A. Trask – Governmental Affairs Department Coordinator
4. Address:
400 Worcester Road, Framingham, MA 01702
5. Telephone Number:
508-820-2053 Office 508-400-0340 Cell
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7. E-mail Address:
jeffrey.trask@state.ma.us
8. Web site Address:
www.mass.gov/mema (Agency) www.mass.gov/mema - EMD Advisory Committee link of the left hand side of the main page (Program)
9. Please provide a two-sentence description of the program.
The Emergency Management Directors Advisory Committee was created as a way to engage local officials in development of programs and policies for the Massachusetts Emergency Management Agency. The committee is comprised of twenty-five emergency management directors from communities, academia, and private industry.
10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on March 2, 2009 to be considered.
The Emergency Management Directors Advisory Committee has existed since January of 2008.
11. Why was the program created? What problem[s] or issue[s] was it designed to address?
The program was created to help resolve a lack of communication between policy makers at the Massachusetts Emergency Management Agency and their constituents, the municipal Emergency Management Directors. A chief complaint from municipal Emergency Management Directors was that the Emergency Management Agency was not responsive to their needs and concerns. Since its inception the

committee has worked to address those concerns by directly engaging the opinion and insight of local officials in the agencies decision-making process. The committee is comprised of a representative sample of twenty-five emergency management directors from communities, academia, and private industry. The twenty municipal directors hail from communities that range in size from 800 to 150,000 + residents.

The committee exists as a standing committee with sub-committees that are created to address specific projects as they arise. In addition to reports and discussion of the specific projects, time is allotted for subject matter experts to address the committee on topics of interest or response to recent events.

12. Describe the specific activities and operations of the program in chronological order.

The EMDAC was issued its first task in January of 2008. The creation of the Emergency Management Program Guidebook (Copy Attached) is the result of a desire to define the roles and responsibilities of the local emergency management program. Each political subdivision is required to have an emergency management program and director under Massachusetts General Law. This led to a great diversity in program composition and strength due to the varying degree of resources dedicated by the municipality. No formal guidance existed prior that explored the functions of the emergency management profession in depth. It was suggested that the committee draft a document that responded to these concerns and then print and distribute the document to all of the emergency management programs throughout the state. It was also recommended that Chief Municipal Officials be given a copy in addition to the local programs. This would help guide their decision-making process relative to personnel and resources dedicated to the local program. The sub-committee remains active, as the Guidebook is a work in progress. The committee actively solicits input from local officials pursuant to future revisions.

Upon the successful completion of the Guidebook project the committee was tasked with its second project, development of a comprehensive online data management and planning tool for emergency management information. This tool would be used to collect a body of information online, warehouse the information, and compile it into documents. This initiative was identified through complaints of emergency management professionals that the paperwork burden of their position was overwhelming. MEMA, along with other state and federal agencies would consistently bombard local officials with requests for information. These requests included plans, surveys, and forms. It was discovered that approximately 80 percent of the data collected was the same information through different queries. The proposed system would contain one single point of data entry with information collected populating a variety of documents. High level queries of the information could also be conducted by state and local officials in order to help aid in emergency response. This project is currently ongoing with significant progress on the data collection model and refinement of boilerplate documentation.

The third project assigned to the committee involves the design of the local Incident Management Team concept for Massachusetts. A recent major ice storm in the state again demonstrated the need for such a resource. Teams would be recruited regionally, trained, and then deployed at the request of the jurisdiction in need. They would provide support to the local Incident Commander helping to perform ICS functions. The first meeting for this project is scheduled for March of 2009.

13. Why is the program a new and creative approach or method?

A committee of this nature never existed before in the history of the Massachusetts Emergency Management Agency. The committee is charged by the Director of MEMA to assist with the development of programs that will in turn benefit the emergency management directors of the Commonwealth. Members are also asked by the agency to provide guidance on policy matters.

14. What were the program's start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)

Start-up costs associated with this project include personnel, printing, and postage.

15. What are the program's annual operational costs?

There are no costs associated with the operation of the Advisory Committee other than agency's staff resources, though a project may have a funding source associated with its ultimate implementation.

16. How is the program funded?
The program is primarily supported through In-kind staff/Agency support. Special projects may have grant funds associated with them. The Guidebook project was supported through a federal grant.
17. Did this program require the passage of legislation, executive order or regulations?
 If YES, please indicate the citation number.
No, Created by Massachusetts Emergency Management Director Don. R. Boyce.
18. What equipment, technology and software are used to operate and administer this program?
The committee currently utilizes space on the Massachusetts Emergency Management website to display information on its activities. This is an easy way for members to disseminate information to constituents who are not members of the Advisory Committee. All of the digital content contained within the guidebook as well as the full text has been placed on the website. The committee is currently researching an application to allow for emergency management plans to be created digitally in an online environment.
19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and e-mail address.
**Yes, Director Don R. Boyce
 Massachusetts Emergency Management Agency
 400 Worcester Road
 Framingham, MA 01702
 508-820-2010 Office
 don.boyce@state.ma.us**
20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?
No, This is the fist project of its kind that we are aware of. Copies of the Guidebook have been sent to other states emergency management agencies. MEMA has offered to provide support and guidance to states looking to create their own committee and program guidebook.
21. Has the program been fully implemented? If NO, what actions remain to be taken?
Yes, the program is fully implemented and functional but is always evolving to meet the needs of the members and agency.
22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.
- Listed below are examples of the pro's and con's associated with the Emergency Management Advisory Committee.**
- Pro's**
1. Engages the opinion of constituents in the decision making process
 2. Builds camaraderie among members of the emergency management profession
 3. Provides a forum for the agency Director and staff to springboard ideas off of
 4. Places useful tools in the hands of emergency management staff that need and can use
 5. Allows for the sharing of information and best practices between members of the emergency management community
- Con's**
1. Time commitment on the part of the agency staff and local officials
 2. Risk of the committee becoming complacent
 3. Committee potentially being viewed as elitist
 4. The agency being unable to meet the needs of the committee members
23. How has the program grown and/or changed since its inception?
The program has expanded to include two additional initiatives since its inception. Membership has also grown to include academic and private sector emergency management professionals.

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?

States looking to utilize a similar model of should expect to encounter the following obstacles:

- 1. Recruitment – It is important to select members who represent communities of all sizes and resources. Members should also have a diversity of disciplines if possible.**
- 2. Freshness – The committee must meet and consistently be engaged and meet on a regular basis.**
- 3. Flexibility – The committee should have the ability to integrate new members to replace those who have moved on.**

2009 Innovations Awards Program Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state's submission and list that program category on page one of this application. Choose only one.

Infrastructure and Economic Development

- Business/Commerce
- Economic Development
- Transportation

Government Operations

- Administration
- Elections
- Public Information
- Revenue

Health & Human Services

- Aging
- Children & Families
- Health Services
- Housing
- Human Services

Human Resources/Education

- Education
- Labor
- Management
- Personnel
- Training and Development
- Workforce Development

Natural Resources

- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

Public Safety/Corrections

- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety

Save in .doc or rtf. Return completed application electronically to innovations@csg.org or mail to:

CSG Innovations Awards 2009
The Council of State Governments
2760 Research Park Drive, P.O. Box 11910
Lexington, KY 40578-1910

Contact:

Nancy J. Vickers, National Program Administrator
Phone: 859.244.8105
Fax: 859.244.8001 – Attn: Innovations Awards Program
The Council of State Governments
E-mail: nvickers@csg.org

This application is also available at www.csg.org, in the Programs section.

Deadline: March 23, 2009