



FIFA WORLD CUP BOSTON 2026

**PUBLIC SAFETY AND
TRANSPORTATION PREPARATION AND
BUDGETING READINESS REPORT**

**DECEMBER
2025**

**Executive Office of Public Safety and Security
One Ashburton Place
Boston, Massachusetts 02108**

This Report was drafted in consultation with:



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1. Legislative Authority

Section 2 of Chapter 9 of the Acts of 2025 requires the following:

8000-0600: ... not later than December 31, 2025, the executive office of public safety and security , in consultation with the Massachusetts Department of Transportation and executive office for administration and finance, shall submit a report to the house and senate committee on ways and means which shall include, but not be limited to: (i) public safety mitigation plans associated with the 2026 World Cup matches hosted in Massachusetts; (ii) transportation and traffic mitigation planning associated with the impacts of the 2026 World Cup matches hosted in Massachusetts; (iii) the estimated cost of implementation of the plans in clauses (i) and (ii); and (iv) estimated federal or private funds available to fund the mitigation plans in clauses (i) and (ii).

2. Introduction

The 2026 FIFA World Cup (FWC) represents a landmark moment for North American soccer. The tournament will be jointly hosted by Canada, Mexico and the United States—the first time three nations have shared hosting duties. FIFA awarded the tournament based on a promise of world-class infrastructure, economic impact and broad regional cooperation. Eleven of the sixteen host cities are in the United States. Boston earned its selection as a host city because of its rich sports culture, global accessibility, and proven ability to host major international events. The Boston region’s inclusion underscores New England’s enthusiasm for soccer and its capacity to welcome fans from around the world.

One hundred and four World Cup matches will be held across North America in June and July 2026. Seven of the matches will be held in Foxborough at Gillette Stadium, home to both the New England Patriots and the New England Revolution. The stadium, renamed “Boston Stadium” for the duration of the World Cup game, will undergo FIFA-specific upgrades to meet international standards for player, media and fan facilities. Beyond the stadium, competing national teams and FIFA officials will stay in area hotels and train at area facilities.

Preparations for the tournament are well underway, with coordinated efforts among local, state, and federal agencies to ensure a seamless and secure experience. Key planning areas include enhanced transportation infrastructure, public safety measures, and celebratory initiatives designed to showcase Boston and our Commonwealth. Boston 26 (B26), a 501c4 nonprofit organization, is the organizing committee leading the strategic planning and execution of the seven matches in our state, including the official celebratory events. B26 is overseen by a three-member Board¹ and an Honorary Board assists with fundraising activities and sources.²

B26 is responsible for the fan experience, from transportation and wayfinding to spectator participation. They play a key role in transportation and traffic mitigation planning, especially around coordination, integration and information sharing. B26 is coordinating with the relevant local, regional, state and national government authorities, the stadium staff, the training facilities, the Airport authority, other transportation authorities and stakeholders, hotel authorities and other non-public stakeholders.

The primary source of security funding for the tournament is the FIFA World Cup Grant Program (FWCGP), administered by the U.S. Department of Homeland Security (DHS) through the Federal Emergency Management Agency (FEMA). FWCGP provides the 11 host cities with \$625,000,000 in federal funding to enhance security and preparedness for the games.

Massachusetts is eligible for \$46,053,187.00 of that grant. The grant program provides funds available to each Host City Committee Task Force through the State Adminstrating Agency

¹ Board members are Jim Nolan, COO of Kraft Sports & Entertainment, Brian Biello, President of The New England Revolution and Martha Sheridan, President and CEO of Meet Boston.

² Honorary Board members are Ron O’Hanley (Chair), Miceal Chamberlain, Chris Davis, Jim Davis, John Fish, Brian Foard, Jason Robins, Martha Sheridan and Marcel Vernon.

(SAA). The Office of Grants and Research (OGR) is the SAA for Massachusetts. The grant award will be received by OGR and passed directly to B26, as required by the terms of the FWCGP.

The FWCGP has an unusual payment structure. While OGR is the sole conduit to FEMA for FWCGP, it does not receive or manage the awarded funds. Under the terms of the grant, OGR must pass 100% of the funds through to the Host City Planning Committee, B26, which is then responsible for distributing funds to the subrecipients.

Because FWCGP is a reimbursement program, no funds will actually be transferred at the time of the award. Instead, either subrecipients or B26 will be required to advance the funds from their own coffers and seek reimbursement. Subrecipients will submit requests for reimbursement to B26, which will review the required documentation of approved expenditures, verify its accuracy, and forward the request for reimbursement to OGR. OGR will then submit the reimbursement request to FEMA for processing.

While FEMA is required to make reimbursements within 30 days of submission, any issues with the submitted documentation will result in FEMA requesting further information, delaying the funds and restarting the clock for reimbursement. The timeliness of reimbursement will depend on B26's ability to manage the reimbursement requests and ensure that complete, detailed documentation is submitted to OGR and FEMA.

After the tournament concludes and B26 ends operations, OGR will be responsible for maintaining records pertaining to FWCGP in the manner usually required for FEMA grants. Unlike other FEMA grant programs, OGR will not receive any funding for the management and administration of the program despite building and managing the selection process, processing reimbursements, and maintaining detailed records; only B26 and the subrecipients are eligible for reimbursement for M&A costs.

The source(s) of transportation funding has similar complications. Further details on the currently projected transportation needs are detailed in Section 5, "Budget Considerations." There is currently an effort to establish federal funding within existing Federal Transit Administration grant programs that will supplement any state transit funds.

In addition to the multiple funding challenges outlined above, the state is facing other planning obstacles at this late stage. The first Boston Stadium matches are just six months away, and there are several unknowns. For example, the location of the official FIFA FanFest (also known as the FIFA Fan Festival), the primary public viewing event, has not been selected and is a key component to the fan experience and celebration. While the state does not have a role in committing to a location, it does have a role in planning to deliver a safe and secure environment for the selected location. Until the location is identified, planning, coordination and preparation is limited and projected costs may need to be updated once a location is finalized.

Similarly, the locations of team base camps and associated hotels, locations that provide lodging and practice space for a team throughout the tournament have not been finalized. The Commonwealth does not have an officially designated team base camp but teams will have the opportunity to choose a location throughout the winter. If a site in the Commonwealth is chosen,

security and transportation planning around the location will need to occur. This report captures the relevant state agencies, but does not necessarily encapsulate all costs, including to municipalities, other state agencies and out-of-state costs.

3. Public Safety Planning & Mitigation Plans

a. State Involvement in Public Safety Planning

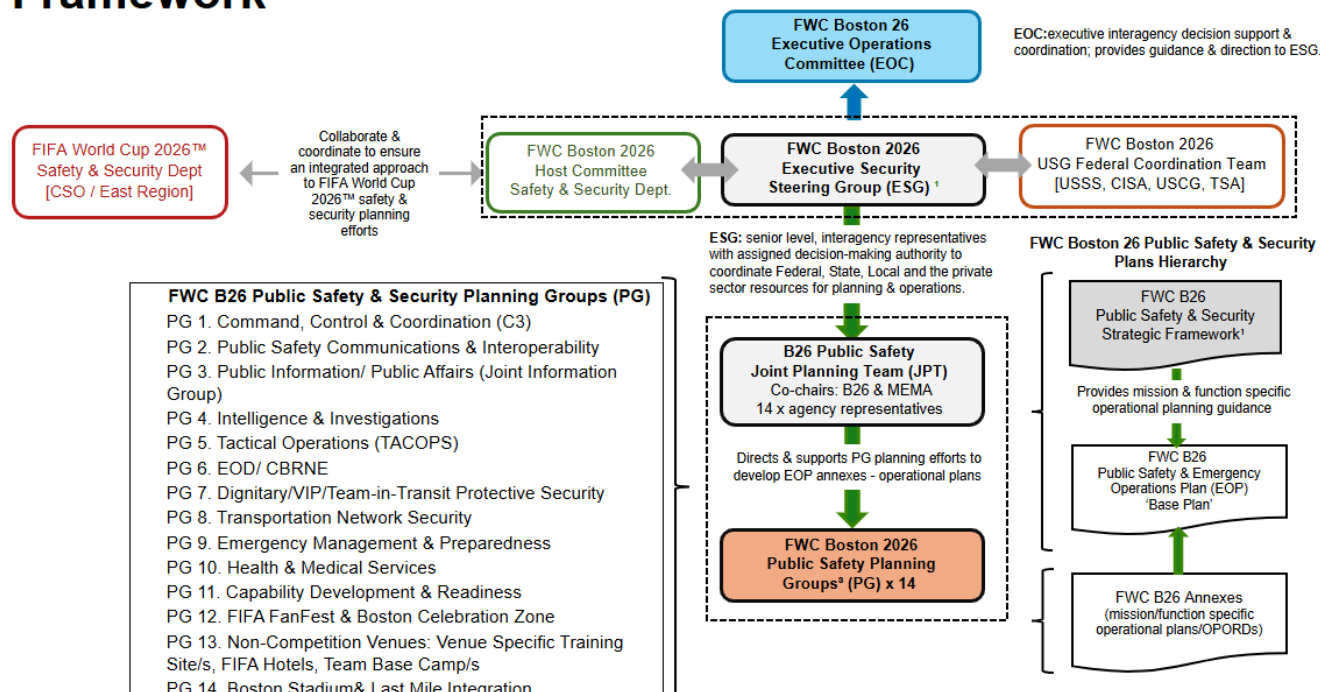
At the state level, the FWC Boston 2026 Executive Steering Group (ESG), led by EOPSS Special Security Advisor John D. Pinkham, State Police Lieutenant Colonel/Deputy Superintendent (Retired) was established to run point on public safety and security. ESG, in coordination with Boston 26, designated 14 Public Safety and Security Planning Groups (PG). PGs are composed of local, state and federal government agencies, and include both public and private partners where appropriate (a list of PG participants is provided in Appendix A). PGs have specific missions and focus areas and are tasked with identifying a range of strategic risks to help inform policy makers, government leaders and the prioritization of public safety and security resources during the FIFA 2026 time-period in Massachusetts. While the lists of risks cannot identify all specific threats, it seeks to comprehensively categorize threat types for thorough planning of a safe event.

DHS assigned Special Event Assessment Rating (SEAR) to all FWC matches. Matches from the start of the tournament through the quarterfinals are designated SEAR 2. The two semi-final matches, the Bronze Final (third-place match), and the Final will be SEAR 1 events (See Appendix B for Boston Stadium matches and corresponding schedule). SEAR 1 and 2 events are eligible for the appointment of a Federal Coordinating team.

The team assigned to World Cup events in Boston will be led by the Secret Service and supported by a representative from the Cybersecurity and Infrastructure Security Agency the U.S. Coast Guard, Sector Boston and the Transportation Security Administration.

An overview of the full reporting structure and ESG is included below for additional context.

FWC Boston 26 Public Safety & Security Governance Framework



FWC Boston 26 Executive Security Steering Group (ESG)

Purpose: Provide executive-level decision-making authority, strategic public safety and security guidance to the Executive Operations Committee (EOC)¹ and to coordinate federal, state, and local agency operational/ resourcing support to deliver a world-class, safe, and successful FWC Boston 26 tournament operation.

Co-Chairs: Boston 26 & EOPSS

Secretariat: Boston 26 & MEMA

Agency & Jurisdictional Representatives:

- FWC Boston 2026
- Boston Stadium (Gillette Stadium - TeamOps)
- Executive Office of Public Safety and Security
- Department of Public Health, Office of Preparedness and Emergency Management
- MA Emergency Management Agency
- Massachusetts State Police
- Commonwealth Fusion Center
- Boston Regional Intelligence Center
- Foxborough Police Dept.
- Foxborough Fire Dept.
- USG Federal Coordination Team (USSS, CISA, USCG & TSA)
- Department of Fire Services
- Massachusetts Department of Transportation & MBTA
- MA Port Authority
- Boston Office of Emergency Management
- Boston Police Dept.
- Federal Emergency Management Agency, Region 1
- Rhode Island Department of Emergency Management Agency
- Providence Police Dept.
- Providence Emergency Management Agency
- Boston Fire Dept
- MA National Guard
- Rhode Island State Police

b. FWC Boston 26 Public Safety & Security Planning Groups

Included below are summaries of each PG's Mission and Focus, the key identified risks (in bold), corresponding mitigation approaches and strategies, and work to date. The PGs continue to meet, and plans are continually revised and updated as tournament parameters become more defined.

i. Public Safety Communication and Interoperability

Planning Group Mission & Focus:

The Communications and Interoperability PG was established to ensure secure, coordinated and resilient communications among public safety, emergency response and security partners to support FIFA World Cup 2026 operations through strategic interoperability planning and technology integration. It is a dedicated, multi-agency, multi-disciplinary working group formed to support the Boston Stadium, the City of Boston and surrounding areas involved in or impacted by FIFA World Cup 2026. The group is composed of technical and managerial representatives of private, local, state, and federal partners to ensure that public safety communications are fully interoperable, redundant and responsive to the unique demands of this multi-day international event.

Risk Identification & Mitigation Measures:

Interoperability Planning

- Establish a unified communications framework among and between private, local, state, federal, and FIFA public safety partners.

Technology Integration

- Deploy secure and resilient systems including LMR, broadband (FirstNet/5G), and satellite for failover support and operational continuity.

Unified Command Communications

- Develop Standard Operating Procedures for real-time incident coordination through Unified Command Centers, Regional Emergency Communications Centers, Public Safety Answer Points (PSAP) and Tactical Operations Centers.

Public Access to Emergency Services

- Advise and support best practices for PSAP operations and PSAP resilience.

Training & Exercises

- Provide interoperable communications proofs of concept in coordination with preplanned training and/or tabletop exercises aligned with FIFA timelines.

Cybersecurity and Physical Protection

- Vigilantly monitor voice and data communication networks for cyber threats with rapid response protocols.
- Ensure physical infrastructure, operations centers and system are secure, resilient and redundant.
- Develop Primary, Alternate, Contingency, and Emergency (PACE) framework and plans.

International Coordination

- Support collaboration with FIFA Security, INTERPOL, and international security delegations for effective communications across disparate systems.

ii. Tactical Operations

Planning Group Mission & Focus:

The Tactical Operations PG is established to provide the most effective and efficient public safety service for all stakeholders at both competition and non-competition venues by delivering a coordinated, intelligence-based and rapid-response security framework. In collaboration with local, state and federal partners, this PG will facilitate the seamless execution of all activities through coordinated planning, proactive risk identification and mitigation, maintenance of public order and support of emergency response operations.

Risk Identification & Mitigation Measures:

Venue Coordination and Security

- Collaborate with law enforcement partners for on and off-site planning and preventative measures to include Boston Stadium, training facilities, hotels and public events.
- Include threat assessments, crowd monitoring and quick response forces as mitigation strategies

Contingency & Emergency Response Planning

- Establish protocols for crowd management, protests, traffic incidents, active attackers and security breaches.
- Deploy tactical operations personnel (SERT, STOP/SWAT, K9, POP) and rapid response units based on service tiers that are structured based on intelligence and threat mitigation strategies.

Intelligence & Threat Monitoring

- Partner with intelligence agencies to monitor real-time threats, analyze reports and adjust protection postures.
- Disseminate daily intelligence updates to all relevant personnel.

iii. Intelligence & Investigations

Planning Group Mission & Focus:

The mission of this PG is to fully understand the threat environment and to mitigate potential threats through vetting suspicious activity and investigating expressed or implied threats not only during the event, but also during the planning phase.

Risk Identification & Mitigation Measures:

Complex, Coordinated Terrorist Attack or Lone Actor Attack

- Conduct special event threat assessment, threat briefings, tactics, techniques and procedures and coordinate with other working groups for planning purposes.
- Coordinate and share information with FIFA Intelligence Team, National Fusion Center Network, FIFA host communities, local, state and federal law enforcement and public safety partners.
- Provide Behavioral Observation & Suspicious Activity Recognition (BOSAR) training.
- Vet and investigate suspicious or criminal activity.
- Conduct site assessments as requested/available.

Increase in Threat Level to Events/Matches

- Vet and investigate suspicious or criminal activity.
- Conduct a Joint Special Event Assessment, which requires coordination and information sharing with FIFA Intelligence Team, the National Fusion Center Network, FIFA host communities, local, state and federal law enforcement and public safety.

Large-Scale Domestic Protests & Demonstrations or Large-Scale Public Disorder Incident

- Vet and investigate suspicious or criminal activity.
- Utilize open-source information and subscription tools for sentiment analysis and publicly available information on large gatherings for public safety planning.
- Coordinate and share information with FIFA Intelligence Team, National Fusion Center Network, FIFA host communities, local, state and federal law enforcement and public safety.
- Participate in BOSAR and Intelligence Teams (subject to approval and availability).

iv. Explosive Ordinance Disposal/Chemical, Biological, Radiological, Nuclear and Explosive

Planning Group Mission & Focus:

The mission of this PG is to ensure the safety and security of all attendees by providing coordinated planning, prevention and response strategies for potential Chemical, Biological,

Radiological, Nuclear and Explosive threats. The involves close coordination with local, state and federal experts to ensure the highest level of pre-planning, prevention and day of security.

Risk Identification & Mitigation Measures:

Chemical Hazards

- Conduct continuous aerial and ground monitoring for chemical threats.
- Conduct rapid identification of potential contaminants to support timely response and mitigation.

Biological Hazards

- Leverage state and federal expertise for ongoing air monitoring of biological agents throughout the operational period.

Radiological Hazards

- Conduct comprehensive aerial and ground measurements to detect radiological signatures.
- Compare day of anomalies and pre-event readings as needed.

Nuclear Hazards

- Provide initial response and incident management.
- Continue nuclear incident response, mitigation, and handling expertise by the New England FBI Regional Stabilization team.

Explosive Hazards

- Conduct pre-event sweeps using explosive detection canines and monitoring equipment.
- Conduct visual inspections by bomb technicians, provide guidance to venue security and offer event visibility.

v. Transportation Network Security

Planning Group Mission & Focus:

The mission of this PG is to ensure the security and safety of all transportation networks, employees, and system users traveling to and from FIFA World Cup 2026 sites in the Boston Area of Responsibility (AOR), from Boston to Providence, RI. This will be accomplished through coordinated planning and communication with agencies and stakeholders, implementing risk-based security measures, and deploying effective, integrated incident response when needed.

Risk Identification & Mitigation Measures:

Transportation Hub and Infrastructure Assessments

- Conduct assessments on critical sites with partner agencies to identify vulnerabilities relevant to the sites, environment and FIFA events.
- Recommend mitigations for operational and physical improvements to protect people and assets throughout the events.

Coordinated Operations Plan

- Incorporate facets of the upcoming B26 Mobility Plan, to develop comprehensive, coordinated operation plans to address normal and incident operations during the operational period.

Public Transportation Vehicle and Route Security

- Share security situational reports for all hubs, transit systems and partner agencies.
- Conduct pre-event inspections, and then regular inspections of vehicles, storage, maintenance and power facilities during and after event transit periods.

Intelligence monitoring

- Coordinate regularly with state, local and federal intelligence offices and partner agencies.

vi. Public Information and Public Affairs

Planning Group Mission & Focus:

The mission of this PG is to develop a comprehensive public safety communications plan to ensure accurate, timely, and accessible public messaging before, during and after the tournament. This approach will strengthen public trust, enhance situational awareness and ensure coordination across jurisdictions and agencies during one of the world's largest sporting events.

Risk Identification & Mitigation Measures:

Routine Operations

- Provide pre-scripted multilingual messages for fan safety and overall public awareness.

Emergency Conditions

- Activate Joint Information System and Joint Information Center coordinated alerts and a “one message, many messengers” approach across established channels.

Information Integrity

- Monitor rumors and provide rapid rebuttal as needed.

Accessibility

- Provide translation, captioning and inclusive outreach through trusted messengers.

Operational Resilience

- Provide advanced establishment of multi-platform dissemination.

vii. Capability Development & Readiness

Planning Group Mission & Focus:

This PG is dedicated to strengthening preparedness efforts in anticipation of the 2026 Boston World Cup. Using a whole community approach that engages both public and private stakeholders, the group delivers targeted training and hosts specialized courses to address capability gaps. It also designs and conducts meaningful exercises to validate plans, test response coordination and identify organizational challenges, including testing the work of other PGs. In collaboration with stakeholders, the PG maintains a comprehensive list of World Cup-related exercises conducted from 2025 to 2026.

Risk Identification & Mitigation Measures:

The PG conducted a Training and Exercise Needs Assessment to identify capability gaps. The PG used the Strategic Risk Assessment to inform the group's preparedness plan, aligning training and exercise priorities with identified threats, hazards, and desired capabilities.

viii. FIFA FanFest & Boston Celebration Zone

Planning Group Mission & Focus:

The mission of this PG is to plan and deliver a safe and secure environment for the FIFA Fan Fest through a joint, multi-agency, risk-based approach, implementing a public safety and protective security effect that enhances fan and public confidence, supports community engagement and leaves a legacy for future special event planning. The goal is to implement public safety and security operational plans focused on prevention, preparedness, response, and recovery to address a wide spectrum of risks and threats while supporting interoperability across all participating local, state and federal agencies and Host City Committee.

Risk Identification & Mitigation Measures:

Operational Tempo and Competing Resourcing Demands from Parallel Events

- Ensure the ability of public safety agencies and the private security sector to meet operational and resource demands.

Lone Actor Opportunistic or Premeditated Attacks

- Utilize low-tech, high-impact tactics including edged weapons, firearms, vehicle ramming, incendiary devices, improvised explosives or unmanned aerial systems.

Large-Scale Public Disorder Incident

- Develop an operation plan to address crowd agitation, fans without tickets, rival fan confrontations within the downtown Boston Celebration Zone.

Severe Weather Event Causes Wide-Scale Infrastructure Damage, Flooding

- Ensure and effective strategy to effectuate evacuation and cancellation of programming and events.

ix. Health & Medical Services

Planning Group Mission & Focus:

The mission of this PG is to ensure the coordinated planning, readiness and delivery of safe, effective and equitable public health and medical services across the AOR. Additionally, this group is focused on safeguarding the health and well-being of athletes, spectators, staff, and the broader community through a unified, multi-agency, and multi-jurisdictional approach before, during, and after tournament operations.

Risk Identification & Mitigation Measures:

Operational Demand and Health/Medical Needs from FWC 26/Parallel Events degrade EMS and Healthcare capacity across MA

- Implement plans to mitigate demands on the EMS system by providing alternatives for low-acuity medical complaints.
- Work to make sure each municipal EMS Service has adequate backup from private ambulance services and mutual aid.

Mass Casualty Incident Related to or in the Area of FWC 26

- Augment day-to-day mutual aid and plans with more robust resourcing, and increased coordination from the municipal through state level.

Importation of a Communicable/Infectious Disease

- Massachusetts Department of Public Health to work with public health and healthcare partners to monitor surveillance systems to prevent spread of infectious disease.

x. Command, Control & Coordination

Planning Group Mission & Focus:

This PG is responsible for developing and implementing a scalable and flexible framework that enables a consistent multi-agency approach to integration, timely information exchange and coordinated response across all levels of government and partner agencies. The framework is an adaptable 'hub-and-spoke' model based on best practices from previous state and international large-scale, special events, designed to adjust dynamically in response to the tournament phase, operational tempo, concurrent planned events, and/or the ability to coordinate the response

efforts to a major incident or declared state of emergency, while supporting continuity of operations across the AOR.

Risk Identification & Mitigation Measures:

Operational tempo and resourcing demands from parallel events during operation period

- Support the work of the other Boston 26 public safety and security function/mission specific planning groups to ensure integrated and cohesive operational delivery.
- Ensure that decision-making is informed by timely, validated, and synthesized information drawn from across public-safety disciplines, enabling a shared understanding of risks, interdependence, and the potential impacts of major incidents or emergencies.
- Strengthen situational awareness and decision support for senior public safety officials.

Lack of clarity regarding public safety and security roles, responsibilities and budget accountability between all stakeholders.

- Ensure that decision-making is informed by timely, validated, and synthesized information drawn from across public-safety disciplines, enabling a shared understanding of risks, interdependence, and the potential impacts of major incidents or emergencies.
- Establish the principles for clear lines of authority, information sharing, decision-making and scalable interagency coordination across the AOR, leading up to, and during tournament operations.
- Strengthen situational awareness and decision support for senior public safety officials.

Potential for limited Emergency Management Assistance Compact support provided by surrounding states to address staffing, specialized equipment and capability shortfalls.

- Align with support the work of the other Boston 26 public safety and security function/mission specific planning groups to ensure integrated and cohesive operational delivery.
- Strengthen situational awareness and decision support for senior public safety officials.
- Establish the principles for clear lines of authority, information sharing, decision-making and scalable interagency coordination across the AOR, leading up to, and during tournament operations.

xi. Non-Competition Venues

Planning Group Mission & Focus:

The mission of this PG is to ensure the proper coordination and planning of safety, security and operational readiness of all FIFA World Cup Boston 26 non-competition venues, including VIP/VVIP hotels, FIFA staff accommodations, Team Base Camps and training sites. The group's further mission is to deliver a coordinated, proactive, and resilient security framework

that protects guests, staff and property while maintaining an atmosphere of hospitality, accessibility and excellence consistent with FIFA standards.

Risk Identification & Mitigation Measures:

Unauthorized Access or Credential Compromise at VIP/VVIP and FIFA Staff Hotels.

- Implement layered access control and credential verification measures at each hotel in coordination with hotel security and FIFA Accreditation.
- Conduct pre-event site assessments and daily coordination meetings with local first responders.

Medical or Fire Emergencies in High-Occupancy Hotel Environments.

- Coordinate with local fire departments and EMS agencies to pre-position response units and confirm hospital routing plans.
- Conduct walk-throughs / pre-incident planning with facility engineers and public health partners.

Disruptive Protests or Public Disorder at Hotel or Fan-Facing Venues.

- Utilize open-source intelligence and social-media monitoring (via Boston BRIC and Fusion Center partners) to anticipate demonstrations or crowd activity.
- Establish protest buffer zones and ingress/egress contingency plans.

Continuity Disruptions (Utilities, Transportation, or Logistics Failures).

- Maintain communication channels public safety professionals hotel operations, and transportation providers to mitigate supply or power interruptions.
- Develop contingency lodging and relocation plans for VIP/VVIP guests if required.

xii. Dignitary, VIP & Team-in-Transit Protective Security

Planning Group Mission & Focus:

This PG is established to ensure the comprehensive safety, security and efficient movement of high-profile individuals, including FIFA officials, FIFA VVIPs and VIPs, government dignitaries, international guests and participating national teams.

Risk Identification & Mitigation Measures:

Protective Operations Planning

- Develop and execute detailed protection plans tailored for each dignitary/VVIP, VIP and national team, to consider risk assessments and threat mitigation strategies.

Movement & Route Security

- Coordinate safe and efficient movement between airports, hotels, stadiums, training facilities and events, with secure motorcades and real-time monitoring of transit routes.

Venue Coordination

- Collaborate with stadium and hotel security teams for secured entry, VIP-specific access and secure holding areas.

Contingency & Emergency Response Planning

- Establish protocols for medical emergencies, protests, traffic disruptions, and security breaches involving VIPs or teams.

Intelligence & Threat Monitoring

- Coordinate with intelligence agencies to monitor real-time threats, analyze intelligence reports, and update protection postures accordingly.

Interagency Collaboration

- Coordinate with transportation authorities, local police and FIFA security to eliminate operational gaps.

xiii. Emergency Management & Preparedness

Planning Group Mission & Focus:

The PG's mission is to ensure all appropriate stakeholders at the local, state and federal levels of government are integrated to provide a unified all-hazard approach for natural, technological and human-caused hazards. Additionally, the group's focus is to ensure that public safety resources, including the use of mutual aid, are identified, allocated and deployed to support the AOR through the established Incident Command System.

Risk Identification & Mitigation Measures:

Resource and Funding Shortages for Daily Operations and Large-Scale Emergencies

- Conduct needs assessments, justify budget requests and seek emergency funding.
- Maximize resource efficiency by coordinating and pooling across different jurisdictions and sectors, optimizing use and ensuring needs-based deployment.

Staffing Shortages and Bandwidth

- Ensure deployment of public safety personnel within AOR is risk-based and proportionate.

Conflict and Duplication of Effort

- Collaborate with local, state, and federal authorities to ensure unified planning and response operations.

xiv. Boston Stadium and Last Mile Integration

Planning Group Mission & Focus:

To deliver an integrated operational plan for the Boston Stadium and Last Mile corridor that ensures public safety, crowd efficiency, accessibility, and a positive fan experience, aligned with FIFA 2026 standards.

Risk Identification & Mitigation Measures:

High Pedestrian Volume and Crowd Congestion

- Create line-flow designs, pedestrian screening areas and coordinated ingress/egress routes.

Emergency Incidents or Evacuations

- Conduct joint drills, emergency egress procedures and integration with Unified Command Centers.

Traffic Disruptions and Transport Delays

- Create contingency routing plans and coordinate with Transportation Network Security PG.

Accessibility Challenges for Attendees

- Incorporate accessible routes, shuttle services and mobility aid stations.

Unauthorized Commercial Activity and Brand Violations

- Create enforcement protocols and perimeter integrity measures in partnership with FIFA Brand Protection.

Communication Breakdowns Among Agencies

- Create shared situational awareness tools and unified incident reporting systems.

4. Transportation and Traffic Mitigation Planning

a. Boston 26 Transportation Working Group Structure

Mission & Focus

The FWC Boston Transportation Working Group (TWC) is managing the transportation and traffic mitigation planning associated with the FIFA 2026 World Cup matches. The TWC is a coordinating body, bringing together the relevant stakeholders and government agencies to plan and deliver safe and reliable transportation system for the upcoming matches, related activities and fan events in the Boston host city region.

The mission of the TWC is to ensure the coordinated planning for transport, traffic and pedestrian movement throughout the FIFA 2026 World Cup matches, related activities and fan events in the Boston host city region. The TWC is focused on minimizing the effect on the greater transport network by effective mitigation planning, ensuring coordination between the respective stakeholders and agencies (including shared communications strategies) and coordinating a seamless customer experience for upcoming matches and events.

b. Transportation and Traffic Mitigation Planning Focus Areas

The TWC focused on transportation and traffic mitigation measures, as well as other related topics that stem from those core issues. While their work is ongoing, a summary of their findings and mitigation plans to date follows below.

i. Transportation and Road/Rail Construction

- Impose work stoppage on match days, including on permitted projects, on all major routes between Boston and Foxborough.
- Complete an 800-foot permanent, ADA accessible level boarding platform and a 600-foot temporary platform at Foxboro Station to accommodate upwards of 20,000 MBTA train passengers per match.
- Impose MBTA work stoppages on projects that impact service delivery on match days.
- Continue Fare gate installations at South Station and Back Bay Station.
- Establish queuing setup at South and Foxboro Stations with support from area partners.
- Install Fare gates at Ruggles Station.

ii. Transportation and Road/Rail Maintenance

- Prior to and during game operation period, continue general maintenance activities, including pothole repair, large litter/debris pickup, tree trimming, catch basin cleaning, etc.
- Limit maintenance activities to emergency response-related on match days.

- Stage maintenance crews, accident recovery crews, electricians, bridge inspection teams, and Temporary Traffic Control Plan contractors in designated locations for quick response.
- Continue maintenance of all major transit facilities within the city center, including upgrades at Airport Blue line Station in preparation for the World Cup.
- Continue State of Good Repair for track and signal work.
- Continues MBTA assessment of the state of good repair at our most heavily used facilities and where possible, make necessary repairs or put in place appropriate protocols to ensure safe travel for customers.

iii. Incident response

- Position tow trucks and heavy tow equipment at strategic locations on match days.
- Increase Highway Assistance Program vehicles and extend patrol hours on match days.
- Utilize state police Incident Management protocols, including Quick Clearance.
- Protect trains and buses available on match days.
- Place EMS availability along the train routes.
- Utilize the existing MBTA incident management protocols.
- Provide additional MBTA security personnel, enhance safety measures and improve emergency preparedness through coordination with local law enforcement and event organizers, including stationing at Commuter Rail crossings along the SS to Foxboro corridor.
- Include additional Transit staff (ambassadors) at key locations to assist with wayfinding, questions, and overall information.

iv. Wayfinding Signage

- Add 20 new, full-color PCMS boards at strategic locations along routes to the stadium.
- Create and place static way-finding signs at strategic locations along routes to the stadium.
- Update wayfinding at key downtown MBTA stations and add additional wayfinding signage specific for FIFA events at key MBTA locations.
- Deploy advanced multilanguage wayfinding systems designed to guide large numbers of international and domestic visitors on various and would include mobile app integrations to help travelers navigate complex transit hubs and station networks with confidence.

v. Travel and Roadway Congestion Mitigation

- Review Southeast Expressway Zipper Lane use opportunities.
- Utilize portable cameras to monitor traffic at strategic and new locations between Boston and Foxborough.

- Encourage work-from-home on match days.
- Deploy the Ted Williams Tunnel Relief Lane for heavy flight days at Logan.
- Through outreach messaging, encourage use of Mass511 to provide travel time information to drivers through outreach messaging.
- Monitor travel times on match days using RITIS probe data.
- Google Maps and Waze to provide enhancements to their mapping platforms.

vi. Rail and Regional Transport

- Provide additional service (and extended hours – if necessary) between Logan Airport and Airport Station/South Station and within the central core service area to move Fans and match goers before and after events.
- Propose more frequent service on MBTA heavy rail, light rail, ferry, and bus to better accommodate the FIFA rules around clearing premises after matches.

5. Budget Considerations

a. Costs

Across departments, the Executive Office of Public Safety and Security is currently tracking \$22.6 million in total costs. This amount includes \$20.6 million at the Massachusetts State Police for security and labor on match days and in the 10 days leading up to and two days after games begin and end (June 1, 2026 to July 11, 2026) and \$2 million in expenses at Massachusetts Emergency Management Agency for EMS strike teams, personnel, and Emergency Operations Center. However, these initial estimates may change as additional operational planning for the World Cup games, Fan Fest, and other associated events evolve and do not include public safety costs to cities and towns at this time.

MBTA is tracking approximately \$30 million in operating costs based on current plans, including \$11 million in labor costs and \$19 million in materials and service costs. Some of these costs are security related and may be reimbursed through the DHS/FEMA federal grant, but not all.

In addition, capital improvements at Foxboro Station are underway at \$32.7 million, most of which is supported through MBTA revenue bonds, with \$5 million of the total coming from Fair Share funding.

As noted above, cost estimates will be refined in the coming months as operating plans advance. In particular, additional busing costs at Regional Transit Authorities and costs at the Department of Public Health and Department of Conservation and Recreation may emerge. Total spending needs may be offset by federal funding, but beyond that, there is currently no identified source of financial support.

b. Funding

i. Federal Grant Funding

OGR has a submission pending with DHS/FEMA for \$46 million in support, the maximum allocation for the state, under the FWCGP. This federal grant is a competitive opportunity being offered to support the safety and security needs of our Massachusetts state and local entities directly involved with providing services for the Boston 2026 World Cup events. The available funds of \$46 million fall below the more than \$95 million in grant application received from state and local agencies seeking funding for identified needs.

Upon official award notification from DHS/FEMA, B26 will be the sole recipient of funds from OGR and all projects and subawards approved by DHS/FEMA that were included in the state application. This means all federal dollars will ultimately be awarded, administered, and managed by B26. Decisions and grant awards are tentatively expected in early 2026, with a period of performance from July 5, 2025 to August 30, 2026.

OGR also serves as the SAA for the Counter-Unmanned Aircraft Systems Grant Program (CUASGP), which was established in response to growing national security concerns surrounding the unlawful or nefarious use of unmanned aircraft systems. OGR anticipates a minimum of \$3.3 million in available funding.

The program's priorities are shaped by Executive Order 14305, "Restoring American Airspace Sovereignty," and recommendations from the White House FIFA World Cup Task Force and subject matter experts from the field. The CUASGP provides funding to enhance state and local capabilities to detect, identify, track, or monitor unmanned aircraft systems (as defined in 49 U.S.C. § 44801), consistent with Titles 18 and 49 of the U.S.C. This funding supports U.S. state, local, tribal, and territorial governments in combatting the unlawful use of unmanned aircraft systems that pose a threat to the safety and security of the American people, communities, and institutions. Grant awards are tentatively expected in early 2026, with a period of performance from July 5, 2025 to August 30, 2026.

The grants were both established under H.R.1, the One Big Beautiful Bill Act. Apart from this funding above, there is currently an effort to establish federal funding within existing Federal Transit Administration grant programs that will supplement any state transit funds.

ii. State supplemental funding

As enacted in Chapter 73 of the Acts of 2025, \$10 million in supplemental funding has been appropriated for certain costs pertaining to the 2026 World Cup matches to be hosted in the Commonwealth. Eligible costs include support for transportation, public safety, wayfinding and signage, services for individuals with disabilities, equity, inclusion and sustainability efforts and volunteer support costs. The funding was deposited in the Sports and Entertainments Events Fund established in section 13W of chapter 23A of the General Laws, which is administered by the Massachusetts Office of Travel and Tourism (MOTT) under the Executive Office of Economic Development.

iii. Federation Internationale de Football Association (FIFA) funding

The Commonwealth has not received details on the amount of funding, if any, that FIFA is providing for security or transportation planning and management at this time.

iv. Private funding and sponsorship

Information on private funding or sponsorships obtained by B26 has not been made available to the state at this time.

6. Conclusion

The 2026 FIFA World Cup tournament is an exciting opportunity for Massachusetts. As one of the host cities in North America, our state is progressing with public safety and transportation and traffic mitigation planning for both matches and fan experiences. This work is a joint and collaborative effort between numerous local, state and federal government agencies and private partners.

In the public safety planning space, the 14 planning groups have specific missions and focus areas and are tasked with identifying a range of strategic risks and mitigation strategies to help inform policy makers, government leaders and the prioritization of public safety and security resources during World Cup time period in our state. On the transportation side, the working group has several key transportation and traffic focus areas they are continuing to work through. All the groups are making tremendous progress, and their work is ongoing.

However, the World Cup does not come without its challenges. Specifically, the sources, allocation, control, responsibility, and accountability for funding are still being negotiated and understood. The state's role has been defined by the federal government as a pass-through for funding, which has limited the state's control and authority over the existing funding. In addition to funding complexities, there are several key locations yet to be identified before all planning and mitigation strategies can be outlined. With the games just six months away, our state is well positioned for a successful event, but more needs to be done to optimize execution.

7. Appendix A

Planning Group Members

The following agencies participate in the relevant planning and working groups:

Amtrak Emergency Management
Amtrak Police Department
Boston Regional Intelligence Center
Boston Stadium
Boston Stadium Impacted Communities
Cellular Carriers & Service Providers (FirstNet Authority, Verizon Frontline, T-Priority)
City of Boston EMS
City of Boston OEM
City of Boston Police Department
City of Boston Public Health Commission
City of Cambridge Police Department
City of Newton (Police and Fire)
City of Providence, RI Fire Department
City of Providence, RI Emergency Management Agency
City of Providence, RI Police Department
City of Quincy (Police and Fire)
Commonwealth Fusion Center
Cumberland County, RI Emergency Management Agency
Federal Communications Commission
FIFA 26 Security Operations / Venue Safety Teams
FIFA Boston 26 Host Committee
Gillette Stadium Team OPS and Patriot Place
Hospital representatives
Keolis Security and Emergency Management
Kraft Sports & Entertainment
Massachusetts Department of Fire Services
Massachusetts Department of Public Health
Massachusetts Department of Transportation Highway Division
Massachusetts Department of Transportation Security & Emergency Management Departments
Massachusetts Emergency Management Agency
Massachusetts Executive Office of Public Safety & Security
Massachusetts Executive Office of Technology Services & Security
Massachusetts National Guard
Massachusetts Office of the Governor
Massachusetts State 911 Department
Massachusetts State Police
MassPort
MBTA Police Department

MBTA Railroad Operations
Metropolitan Law Enforcement Council
National Counterterrorism Center
National Telecommunications and Information Administration
New Hampshire State Police
New York State Police
Rhode Island Department of Public Health
Rhode Island Department of Transportation
Rhode Island Emergency Management Agency
Rhode Island Office of the State Fire Marshal
Rhode Island State Police
Southeastern Massachusetts Regional 911 District
Town of Dedham (Police and Fire)
Town of Foxborough Office of Emergency Management
Town of Foxborough Department of Public Works
Town of Foxborough Fire Department
Town of Foxborough Police Department
Town of Smithfield, RI (Police and Fire)
U.S. Alcohol, Tobacco, Firearms, and Explosives Bureau
U.S. Coast Guard
U.S. Customs and Border Patrol
U.S. Cybersecurity & Infrastructure Security Agency
U.S. Department of Homeland Security BioWatch Program
U.S. Department of Homeland Security
U.S. Department of State
U.S. Environmental Protection Agency
U.S. Federal Bureau of Investigation
U.S. Federal Emergency Management Agency
U.S. Federal Protective Service
U.S. Health and Human Service Administration for Strategic Preparedness and Response
U.S. Homeland Security Investigations
U.S. Homeland Security Office of Intelligence and Analysis
U.S. Secret Service
U.S. Transportation Security Agency

8. Appendix B

Match List

On December 6th, FIFA announced the national teams that will be playing at the Boston Stadium, along with the match schedule below:

- June 13 at 9 PM: Haiti vs. Scotland
- June 16 at 6 PM: Norway vs. March 26 playoff finalist (either Iraq, Bolivia, or Suriname)
- June 19 at 6 PM: Scotland vs. Morocco
- June 23 at 4 PM: England vs. Ghana
- June 26 at 3 PM: Norway vs. France
- June 29 at 4:30 PM: Round of 32
- July 9th at 4 PM: Quarterfinal

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