



# Massachusetts (MA)

**PSIC Federal Award: \$21,191,988**

(Awarded September 30, 2007)

## Summary

PSIC Investment Justification	Federal Funds
Strategic Technology Reserve (STR)	\$1,641,000
Governance and Funding	\$1,640,000
Information Enterprise Implementation	\$1,200,000
Command Consolidation	\$270,000
Statewide Interoperability Backbone	\$7,275,000
Channel Definition and Command Channel	\$6,000,000
Statewide 700/800 Megahertz (MHz) Network	\$1,000,000
Continuity of Government (COG) Communications	\$1,225,000
Protocol Initiative—Standard Operating Procedures (SOP) and Memoranda of Understanding (MOU)/Memoranda of Agreement (MOA) Development, and Training and Exercises (T&E)	\$250,000
Innovation Initiative	\$53,946
Management and Administration (M&A)	\$635,760
Statewide Planning	\$1,282
<b>Total PSIC Award</b>	<b>\$21,191,988</b>

**Pass Through:** The Massachusetts Executive Office of Public Safety and Security entered into Memoranda of Understanding with the Regional Homeland Security Advisory Councils and the Boston Area Security Initiative. These agreements authorize the Massachusetts Executive Office of Public Safety and Security to expend PSIC grant funding on behalf of these jurisdictions.

**Strategic Technology Reserve (STR):** Massachusetts allocated \$1,641,000 to its STR Investment.

## Investments

### Strategic Technology Reserve (STR)

Federal Amount:	\$ 1,641,000
Non-Federal Match Amount:	\$ 328,200
<b>Total Project Cost:</b>	<b>\$ 1,969,200</b>



<b>100%*</b> Acquisition & Deployment	<b>0%</b> Training & Exercise	<b>0%</b> Planning & Coordination
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*\*Percentages include both Federal and non-Federal Match funds.*

Massachusetts has a limited capability to replace or restore failed communications during emergency situations. This Investment will develop an integrated approach to disaster communications statewide and address the need for employing technology in emergency situations to supplement or replace damaged capabilities. The Investment will identify, purchase, and test technologies such as satellite telephones, high frequency radios, portable caches, and priority commercial services to establish a strategic technology reserve. The equipment included in this Investment will also be used in day-to-day operations, encouraging increased familiarity with the technology and standard operating procedures. This Investment satisfies the program requirement to develop and implement an STR that is pre-positioned, deployable, and able to re-establish communications when critical communications equipment is damaged or destroyed.

### Governance and Funding

Federal Amount:	\$ 1,640,000
Non-Federal Match Amount:	\$ 0
<b>Total Project Cost:</b>	<b>\$ 1,640,000</b>



<b>0%*</b> Acquisition & Deployment	<b>10%</b> Training & Exercise	<b>90%</b> Planning & Coordination
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*\*Percentages include both Federal and non-Federal Match funds.*

Currently, the State does not have consistent project planning or a finalized governance structure. The Investment will fund governance efforts (e.g., planning and coordination) to support the implementation of the State's interoperability goals. These initiatives will strengthen the hierarchical structure and authority needed to implement the Statewide Communication Interoperability Plan (SCIP) and spend the funding in accordance with program goals and priorities.

## Information Enterprise Implementation

Federal Amount:	\$ 1,200,000
Non-Federal Match Amount:	\$ 0
<b>Total Project Cost:</b>	<b>\$ 1,200,000</b>



<b>0%*</b> Acquisition & Deployment	<b>10%</b> Training & Exercise	<b>90%</b> Planning & Coordination
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*\*Percentages include both Federal and non-Federal Match funds.*

Massachusetts' public safety agencies have historically lacked a coordinated development of uniform information sharing requirements and implementation of proper information technology systems engineering. This Investment will develop and document the enterprise architecture necessary for multiple agencies to interoperate effectively via voice or data and reduce conflicts of information sharing, incompatible systems, and stovepipes. The Investment will develop the Public Safety and Emergency Response Information Exchange Requirements (IER), using information vetted by the State Interoperability Executive Committee (SIEC) with input from the National Incident Management System (NIMS), the Tactical Interoperable Communications Plan (TICP), and National Response Plan scenarios. This Investment will advance uniform information sharing requirements among interoperability stakeholders to ensure that their systems are compatible and able to interconnect.

## Command Consolidation

Federal Amount:	\$ 270,000
Non-Federal Match Amount:	\$ 30,000
<b>Total Project Cost:</b>	<b>\$ 300,000</b>



<b>60%*</b> Acquisition & Deployment	<b>0%</b> Training & Exercise	<b>40%</b> Planning & Coordination
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*\*Percentages include both Federal and non-Federal Match funds.*

Most Dispatch centers in Massachusetts are not located physically with regional EOCs and have limited ability to share information and jointly support incident response. This Investment provides for the study, cost-benefit analysis, and implementation plan for virtual or regionally-consolidated dispatch centers among multiple organizations. This Investment will support State, local, and tribal public safety agencies, and nongovernmental organizations throughout Massachusetts's five Homeland Security Regions.

## Statewide Interoperability Backbone

Federal Amount:	\$ 7,275,000
Non-Federal Match Amount:	\$ 1,545,000
<b>Total Project Cost:</b>	<b>\$ 8,820,000</b>



<b>79%*</b> Acquisition & Deployment	<b>0%</b> Training & Exercise	<b>21%</b> Planning & Coordination
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*\*Percentages include both Federal and non-Federal Match funds.*

With a single point of failure in the communications link, slow repair times, and limited bandwidth, the State consistently experiences problems in connecting dispatch centers, including regional centers, to the land mobile radio (LMR) tower sites. This Investment supports the enhancement of the existing statewide and regional backbone through the development of specific requirements, and an assessment of existing and planned fiber and microwave assets. The Investment will also provide redundancy for the systems implemented and help develop a more reliable dispatch center and operations communications backbone. This Investment will support State, local, and tribal public safety agencies, and nongovernmental organizations throughout the Homeland Security Regions in Massachusetts.

## Channel Definition and Command Channel

Federal Amount:	\$ 6,000,000
Non-Federal Match Amount:	\$ 1,200,000
<b>Total Project Cost:</b>	<b>\$ 7,200,000</b>



<b>84%*</b> Acquisition & Deployment	<b>8%</b> Training & Exercise	<b>8%</b> Planning & Coordination
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*\*Percentages include both Federal and non-Federal Match funds.*

Currently the State does not have uniform, statewide-coordinated naming conventions for tactical radio channels used by first responders. Channel plans are often unique to each region or agency. This Investment will establish and implement a NIMS-based standard naming convention for all disciplines and jurisdictions. In addition to addressing the lack of wide-area command and control channels, the Investment will enhance current VHF, UHF, and 800 MHz infrastructure. Equipment procured with this Investment includes P25, IP-based gateway technologies and narrow-band capable radios that will enable seamless interoperability between agencies and across jurisdictions.

## Statewide 700/800 Megahertz (MHz) Network

Federal Amount:	\$ 1,000,000
Non-Federal Match Amount:	\$ 200,000
<b>Total Project Cost:</b>	<b>\$ 1,200,000</b>



<b>83%*</b> Acquisition & Deployment	<b>0%</b> Training & Exercise	<b>17%</b> Planning & Coordination
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*\*Percentages include both Federal and non-Federal Match funds.*

The Massachusetts State Police are planning for the full migration of public safety agencies to a Project 25 (P25) statewide analog trunked network. The State is in the process of expanding its 800 MHz system in western Massachusetts and is using funding to develop detailed network requirements, perform design work for the 700-800 MHz system (e.g., high-site selection, backbone sizing), and to develop a system implementation template to build out the 700-800 MHz system. The initial phase will also include a Network/Security Operations Center. This system will develop an efficient statewide system that can support all public safety agencies in every locality and permit interoperable talk groups across the network.

## Continuity of Government (COG) Communications

Federal Amount:	\$ 1,225,000
Non-Federal Match Amount:	\$ 245,000
<b>Total Project Cost:</b>	<b>\$ 1,470,000</b>



<b>71%*</b> Acquisition & Deployment	<b>8%</b> Training & Exercise	<b>21%</b> Planning & Coordination
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*\*Percentages include both Federal and non-Federal Match funds.*

Currently, Massachusetts has no plan or standard operating procedures in place to ensure continuity of communications and leadership in the event of a major disaster that disrupts landline, cellular, or radio infrastructure. This Investment supports the coordinated planning and implementation of survivable and portable communications methodologies and equipment (e.g., deployable tunnel repeaters, satellite radios) that can be used in day-to-day operations and in cases of major disaster. This Investment will provide public safety command and control before, during, and after major disasters. Using current and redundant technology, the State of Massachusetts will establish policies and procedures for continuity of government, link temporary gaps in the statewide backbone, and provide talk groups to individual users on a day-to-day and emergency basis.

**Protocol Initiative—Standard Operating Procedures (SOP) and Memoranda of Understanding (MOU)/Memoranda of Agreement (MOA) Development, and Training and Exercises (T&E)**



Federal Amount:	\$ 250,000
Non-Federal Match Amount:	\$ 0
<b>Total Project Cost:</b>	<b>\$ 250,000</b>

<b>100%*</b> Acquisition & Deployment	<b>0%</b> Training & Exercise	<b>0%</b> Planning & Coordination
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*\*Percentages include both Federal and non-Federal Match funds.*

This Investment will develop templates for key interoperability Standard Operating Procedures (SOP) and Memoranda of Understanding (MOU) that do not currently exist for first responders. Responders, dispatchers, and others sharing information in a mobile environment require SOPs to maximize the flow of needed command and control situational awareness reports. The Statewide Training and Exercise project will develop and adopt NIMS-compliant communications exercise practices and guidelines, performance measurements, and evaluation for all relevant disciplines in a vetted set of scenarios.

**Innovation Initiative**



Federal Amount:	\$ 53,946
Non-Federal Match Amount:	\$ 10,000
<b>Total Project Cost:</b>	<b>\$ 63,946</b>

<b>100%*</b> Acquisition & Deployment	<b>0%</b> Training & Exercise	<b>0%</b> Planning & Coordination
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*\*Percentages include both Federal and non-Federal Match funds.*

This Investment will support the technology initiatives identified in the Massachusetts SCIP. Currently, there are no standard approaches on the use of mutual aid channels or information sharing. This Investment will develop a framework to identify and refine user/system requirements and emerging technologies that meet these requirements. This Investment will be used, in particular, to prove and configure the Massachusetts Tactical Stack (TACSTACK.) The TACSTACK will provide common multi-band radio coverage (through cross-band repeaters) for the Command Channel radio sites for VHF, UHF, national mutual aid tactical channels, and 700 MHz frequencies. In addition, available resources will be employed for development of computer-aided dispatch information sharing approaches. This Investment is expected to increase coordination and cooperation through the use of mutual aid channels and advanced technologies.

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## PSIC Administration and Statewide Planning Costs

### Management and Administration (M&A)

Federal Amount:	\$ 635,760
Non-Federal Match Amount:	\$ 3,558,200
<b>Total Project Cost:</b>	<b>\$ 4,193,960</b>

The State was allowed to retain up to three percent of the total PSIC award for costs associated with the administration of the State's PSIC Investments. The M&A costs could include hiring full-time or part-time staff or contractors for grant management services related to reporting, monitoring and audit compliance, and associated travel and meeting expenses.

### Statewide Planning

Federal Amount	\$ 1,282
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The State was allowed to retain up to five percent of the total PSIC award for Statewide Planning costs associated with the incorporation of the PSIC criteria into the Statewide Communication Interoperability Plan (SCIP). The Statewide Planning period of performance was April 1, 2007–December 3, 2007, with the submission of the SCIP.

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