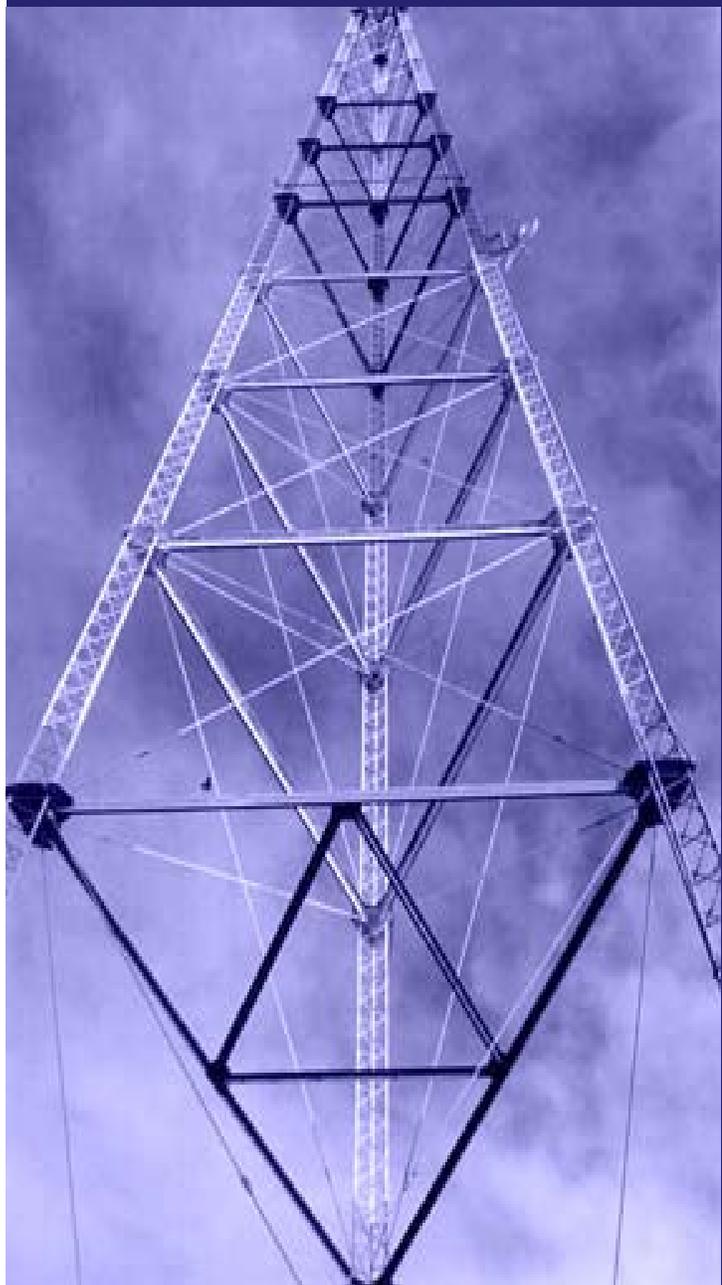


Making Waves

Integrated Public Safety Commission
Project Hoosier SAFE-T

Annual Report 2005





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The fast read

For a quick, highly compressed version of our 2005 Annual Report, read the next six pages. The full story starts on page eight. Please read that too.

Who we are

Project Hoosier SAFE-T is revolutionizing Indiana public safety communications by building a state-wide, interoperable communications system for Hoosier first responders and public safety professionals.

Project Hoosier SAFE-T is:

- ◆ Setting a national standard for long term state-wide and regional public safety interoperability solutions that are user-driven and cost-effective.
- ◆ Uniting local, state and federal governments to give first responders a vital tool they need to combat crime, respond to emergencies and save lives.
- ◆ Creatively and efficiently using many funding sources to build the system, resulting in a model that truly stands out among all state interoperability initiatives in the United States.
- ◆ Committed to reaching our bottom-line goal of Saving Lives while Saving Money.

FAST FACTS

At year's end, 2005, 16,000 user id's were programmed into the system. This includes first responders in 61 counties, 17 state agencies (including 2500 state Department of Transportation workers and 2500 Corrections Officers); and four federal agencies.*

from July thru December, the SAFE-T system handled 20,842,340 group calls.

Recent financial revisions put the final cost of construction and maintenance of the SAFE-T system at \$79 million, a number that is strikingly less than what other states are spending and also \$11 million less than the original \$98 million project estimate. Project Hoosier SAFE-T has attracted national attention for its practical, effective and frugal approach to solving the first responder communications crisis. Additionally, \$0 has been borrowed to date to fund construction of the system.

Hoosier first responders pay NO USER FEES or other monies to use the SAFE-T system, a savings that is unheard of in other states.

* list on page 10

Why we exist

Hurricane Katrina. ...
9-11...
Oklahoma City Bombing....
Deadly VX nerve agent neutralization at Newport...
Indiana tornados...
Prisoner transport...
Police pursuits...
Snow storms...
Bank robberies...

All these events and more pound home a harsh lesson: whether a monstrous act of nature, an act by monstrous men or day-to-day efforts to keep people safe, the bottom line remains the same. Lives can be saved and suffering can be lessened if first responders involved in protection and recovery missions can talk with each other.

Fortunately, Indiana is well on the way to building a border-to-border communications system that will allow interoperable communications between agencies and public safety disciplines

Project Hoosier SAFE-T serves each of the 6.2 million Hoosiers who live and work in Indiana. Specifically, the network is available to an estimated 600 police chiefs and town marshals; more than 1,000 fire departments; 92 sheriff departments and emergency management agencies; countless emergency medical services providers; and thousands of other first responders across Indiana.

Additionally, SAFE-T provides a critical communication link for the thousands of local, state and federal public workers who transport prisoners, plow snow, monitor parks, remain on alert for national, state and local threats, and perform numerous other daily public service jobs.

How we are doing

Project Hoosier SAFE-T had a banner year in 2005!

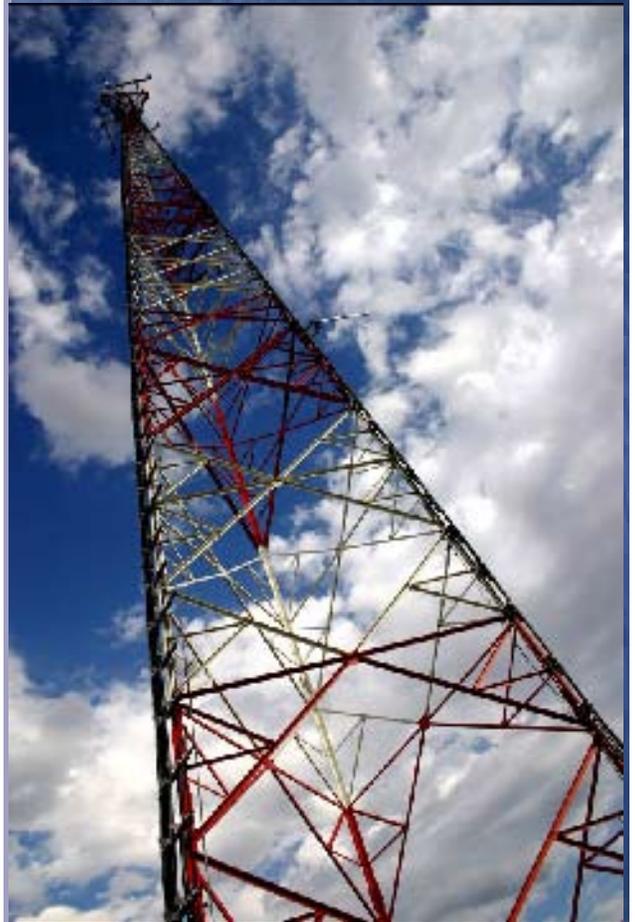
Diverted funded was restored, adding the dollars needed to accelerate system buildout.

Revised financial forecasts reveal the system can be completed for \$79 million, well under the original \$90 million budget.

Local agencies, once understandably reluctant to transition to new technology, are joining the system in rapid numbers.

Our new Network Operations Center (NOC) constantly monitors system "up time" and other valuable statistics, allowing IPSC staff to make sure the network is functioning at the top level.

National attention upon Project Hoosier SAFE-T increased as our reputation as a pragmatic, fiscally prudent and effective system spread.



Making Waves

2005 brought a great deal of national attention to Indiana. National awards, mentions in publications, requests for “best practices” from other states...suddenly Project Hoosier SAFE-T stepped into the spotlight.

SAFE-T’s success can be attributed to several factors:

- The system was designed from the bottom up, with local users dictating their needs rather than the other way around. It is all-inclusive: state and federal agencies are on the system and all local agencies that provide any sort of public safety service can join as well.
- The system balances the need for technological advancement with financial reality. Locals pay no user or connection fees to access the system. Recent financial revisions put the final cost of construction and maintenance of the SAFE-T system at \$79 million, a number that is strikingly less than the amount other states are spending and also notably less than the original \$98 million project estimate.
- Perhaps most importantly, SAFE-T has torn down turf battles that prevented interoperability in the past. Those who have been carrying the “interoperability banner” for years know that the term means much more than passing out cross-platform capable radios. The word “interoperable” implies cooperation, connection, and interdependence. In the truest sense of this word, Project Hoosier SAFE-T has sparked unprecedented cooperation between public safety agencies and localities. Indeed, SAFE-T has become much more than a technological advancement of communications equipment; SAFE-T represents an unprecedented integration of people working toward a common objective - to protect and save lives.

Who steers SAFE-T?

Project Hoosier SAFE-T is a network designed for public safety personnel. So it’s appropriate that local public safety agencies play a significant role in the development and deployment of the network.

The Integrated Public Safety Commission (IPSC) is the governing body that oversees Project Hoosier SAFE-T. IPSC, created by the Indiana General Assembly in 1999, consists of 12 members representing a variety of public safety agencies, along with municipal and county executives. The commission has representation from jurisdictions throughout Indiana and meets quarterly.

The activities of the IPSC are carried out by the ten employees of the Integrated Public Safety Commission. The staff consists of a Director of Implementation, Technical Field Coordinator, two Field Coordinators, Comptroller, Senior Systems Administrator, Network Engineer, Communications Director, and an Administrative Assistant.



IPSC Commissioners

Who we are

Project Hoosier SAFE-T (Safety Acting for Everyone – Together) is a statewide, interoperable, wireless public safety communications system for Indiana local, state, and federal first responders and public safety officials. When completed, the SAFE-T network will make it possible for any Indiana public safety professional to communicate with whomever they want, whenever they want across the entire state.

SAFE-T operates on a Motorola 4.1 Astro Smartzone OmniLink 800 MHz trunked voice and data system. The SAFE-T network supports both analog and digital radios, providing 95% mobile radio coverage statewide using 126 communications sites connected by T1 lines and microwave. Project Hoosier SAFE-T is building and maintaining the system backbone: towers, antennas, shelters, generators, transmitters, base stations, cabling and frequencies. Participating agencies provide their own user equipment, including dispatch consoles, radios and computers, which they can buy at a 20-25% discount through the state. Participation is voluntary and agencies pay no user fees. The goal is to make interoperable communications affordable and available for every community.

Although most other states are tackling the interoperability issue, SAFE-T is unique in several areas:

- ◆ The system was designed from the bottom up, with local users dictating their needs rather than the other way around. It is all inclusive: state and federal agencies that are involved in the protection of Hoosiers can join as well as local first responder agencies such as fire departments, police departments and emergency services providers.
- ◆ The system balances the need for technological advancement with financial reality. Locals pay no user or connection fees to access the system. Recent financial revisions put the final cost of construction and maintenance of the SAFE-T system at \$79 million, a number that is strikingly less than what other states are spending and also notably less than the original \$98 million project estimate.

Perhaps most importantly, SAFE-T has torn down “turf” battles that prevented interoperability in the past. The word “interoperable” applies to much more than public safety communications. It implies cooperation, connection and interdependence. In the truest sense of this word, the IPSC has interoperated with many different agencies, and the huge success of Project Hoosier SAFE-T thus far has been greatly enhanced by many partnerships.



Partnerships & Users

Federal Agencies

1. Federal Bureau of Investigation
2. U.S. Fish & Wildlife Service
3. U.S. Marshal's Service
4. Newport Chemical Depot

State Agencies

1. Attorney General's Office
2. Indiana School for the Deaf
3. FSSA
4. War Memorial
5. Department of Environmental Management
6. Law Enforcement Academy
7. National Guard
8. Integrated Public Safety Commission
9. Excise Police
10. State Fair
11. Department of Health
12. Department of Administration
13. Department of Homeland Security
14. Department of Natural Resources
15. Department of Corrections
16. Department of Transportation
17. State Police

Counties

1. Allen County
2. Bartholomew County
3. Benton County
4. Boone County
5. Carroll County
6. Cass County
7. Clark County
8. Clay County
9. Clinton County
10. Dearborn County
11. Decatur County
12. DeKalb County
13. Elkhart County
14. Fountain County
15. Franklin County
16. Fulton County
17. Hamilton County
18. Hancock County
19. Hendricks County
20. Howard County
21. Huntington County
22. Jackson County
23. Jasper County
24. Jay County
25. Jefferson County
26. Jennings County
27. Johnson County
28. Knox County
29. Kosciusko County

30. LaGrange County
31. Lake County
32. Madison County
33. Marion County/MECA
34. Marshall County
35. Miami County
36. Monroe County
37. Montgomery County
38. Morgan County
39. Newton County
40. Noble County
41. Ohio County
42. Parke County
43. Porter County
44. Pulaski County
45. Putnam County
46. Ripley County
47. Rush County
48. St Joseph County
49. Starke County
50. Steuben County
51. Sullivan County
52. Switzerland County
53. Tippecanoe County
54. Tipton County
55. Vermillion County
56. Vigo County
57. Wabash County
58. Warren County
59. Wayne County
60. Wells County
61. Whitley County

Local Agencies (note: generally, local agencies are covered under the county MOU)

1. Pittsboro Fire Department
2. Danville Police Department
3. Avon Fire Department
4. Crawfordsville Police Department
5. Clinton Police Department

Private Companies with Public Contracts

1. Lifeline
2. Parkview Samaritan Aviation
3. PHI Air Medical



Why we exist

"We've got runners running from commander to commander. In other words, we're going to the sound of gunfire, as we used to say during the Revolutionary War."-- Mississippi National Guard Maj. Gen. Harold Cross, referring to the lack of first responder communications following Hurricane Katrina.

"..the inability of first responders from different agencies to talk to one another was a key factor in the death of at least 121 fire fighters of the 343 who lost their lives on 9-11." Congressional summary of the 9-11 Commission Report.

Almost four years to the day terrorists attacked our nation, searing a permanent scar of pain upon the American soul, an unforgiving act of nature once again reminded us all of the harsh lesson learned in the aftermath of the 9-11 tragedy. The lesson is this: Whether a monstrous act of nature, an act by monstrous men or day-to-day efforts to keep people safe, the bottom line remains the same. Lives can be saved and suffering can be lessened if first responders involved in protection and recovery missions can talk with each other.

Here in Indiana, there are dozens of compelling reasons to focus on solving the interoperability crisis:

- **Natural Disasters:** According to statistics compiled by the US Disaster Center, Indiana ranks number one in the nation for tornado risk. Our 6.2 million residents experience extremely strong storms and tornado activity throughout most of the warm weather months and into fall. In addition, much of the state experiences severe ice storms causing significant buildup of ice on the towers. Three communications towers in the state have collapsed due to weather conditions in the last 10 years. The Evansville tower fell during severe straight-line winds (estimated by the National Weather Service to be in excess of 200 m.p.h.); a tornado destroyed the tower at Lafayette; and the Geetingsville tower collapsed during a severe ice storm.
- **National Attractions:** Indianapolis hosts three international racing events every year, and during each of these events, the state's population rises exponentially. The Indianapolis Motor Speedway is, capacity-wise, the largest sports stadium in the world. Average attendance at the Indy 500 race each year is 400,000. The Brickyard 400 attracts about 300,000 spectators and the Formula One race attracts another 200,000 visitors and fans. Such a dramatic increase in population demands extremely reliable communications interoperability and an iron-clad backup should a disaster occur.
- **Geography:** There is a reason Indiana is known as "The Crossroads of America." Our state has seven (7) interstate highways, more than any other state in the nation. In addition, we ship more than 70 million tons of cargo by water each year, which ranks us 14th among all U.S. states. More than half of Indiana's border is water, which includes 400 miles of direct access to two major freight transportation arteries: the Great Lakes/St. Lawrence Seaway (via Lake Michigan) and the Inland Waterway System (via the Ohio River).

- **Chemical and Biological Threats:** Both the Crane Naval Surface Warfare Center and the US Army Newport Chemical Weapons storage facility are located in Indiana. An accident or attack on either of these facilities would simply be catastrophic. The Newport Depot stores the chemical nerve agent VX, the deadliest nerve agent ever created. A drop the size of a pinhead, absorbed through the skin, can kill by severely disrupting the nervous system. Indiana workers began chemically neutralizing 1,269 tons of this deadly nerve agent late in the summer of 2004. The Crane Naval Surface Warfare Center researches, processes and stores weapons materials such as projectiles, bombs, missiles, ammunition, and develops and tests chemical, biological and explosive detection equipment and systems. In the event of a disaster or attack, interagency, interoperable communications would be critical. Failure of one or more communication sites in these areas would be catastrophic not only to Indiana residents, but to those living in adjoining states.

SAFE-T By The Numbers

6.2 million	Number of Hoosiers who live and work in Indiana
1.2 million	Number of school-aged children who travel to and from school each day.
630	Average number of crimes committed each day in Indiana
300,000	Average number of incidents Indiana firefighters respond to each year
1	Rank in the entire US for tornado threat (US Disaster Organization)
76	Average annual snowfall, in inches, in northern Indiana
93608	Miles of public roads for law enforcement officers to patrol and transportation workers to plow
400,000	Number of Indiana, US and International fans who attend the Indy 500 each May, by far the largest sports event in the world.
70 million	Tons of cargo shipped by water via Indiana ports
219,241	Average number of car crashes in Indiana per year (1996-200 data)
532,854	Tons of salt spread by INDOT workers during the winter of 2003
4	Number, per minute, of aircraft that take off in Indiana
250,000	Gallons of the deadly nerve agent VX stored at the Newport Chemical Depot

Our Mission

to revolutionize Indiana public safety communications by building a state-wide system for interoperability.

to balance the need for technological advancement with financial reality in order to deliver a vital public safety need for the least possible cost and maximum local involvement.

to coordinate local, state, and federal public safety resources, tear down agency and geographical boundaries, and foster cooperation between police, fire, EMS, and other Hoosier first responder and public safety agencies

Project History

- March 1997 – Responding to requests from Indiana State Police officials, state legislators begin to address the severe deficiency in public safety communications by establishing the State Agency Public Safety Commission (SAPSC), IC 10-1-10 . The SAPSC is directed to help state agencies transition to a statewide 800 MHz communications system, which would be available to local and federal agencies as well.
- September 1997 – The State contracts with public safety communications consultants to develop a strategic plan. Mr. Michael P. Thayer, a public safety communications expert, leads the consulting team.
- December 1997 – Law enforcement agencies and the Governor’s Office sponsor a Governor’s Summit on Integrated Law Enforcement. More than 300 local, state and federal first responders and elected officials attend the Summit to talk about ways to voluntarily share resources and information.
- October 1998 – Focus group discussions are held with public safety personnel statewide, and participants provide input and share feedback on public safety communications issues. Regional meetings are held in Hobart , South Bend , Fort Wayne , Marion , Lafayette , Richmond , Indianapolis , Terre Haute , Bloomington , Batesville and Evansville . This information is used to draft a strategic plan.
- November 1998 – More than 400 public safety representatives and elected officials attend the Governor’s 2nd Annual Summit to receive and discuss The Statewide Public Safety Voice/Data Communications System Strategic Plan.
- April 1999 – The state issues a Request for Proposal (RFP) for a statewide public safety communications system. Eight vendors respond. A team representing local, state and federal public safety and government agencies review vendor proposals and select a winning contractor.
- July 1999 – The Indiana General Assembly creates the Integrated Public Safety Commission (IPSC) to coordinate Project Hoosier SAFE-T. The commission also has authority over other multi-agency public safety issues. The IPSC is made up of 12 members representing fire departments, emergency management agencies, emergency medical service providers, police departments, elected officials, and other public safety disciplines.
- November 1999 – The State selects Motorola as the winning contractor for Project Hoosier SAFE-T. Strategy discussions begin between the State’s negotiations team and Motorola.
- January 2000 – More than 500 local, state and federal first responders, public safety professionals and elected officials attend the third Governor’s Summit to discuss Project Hoosier SAFE-T and the benefits of interagency communications. Lt. Governor Joseph Kernan, Speaker of the House John Gregg and President Pro Tem Bob Garton address the conference luncheon. In an unprecedented show of support, 68 counties form 12 consortiums to be the first to join the Project Hoosier SAFE-T system as a demonstration project. The consortiums generate nearly 800 support letters from local government and public safety leaders.
- April 2000 – The Northeast Indiana Public Safety Voice and Data Consortium, Hoosier Partners, Johnson County Emergency Communications Consortium and the Southeast Indiana Regional Communications Consortium are selected to participate in Demonstration Projects. These projects are intended to demonstrate the benefits and cost savings of Project Hoosier SAFE-T.
- June 2000 – Contract negotiations with Motorola are completed and a contract is signed.
- July 2000 – Using a creative combination of federal grants and partnerships with state and local agencies, construction of Project Hoosier SAFE-T begins.

- February 2001 – Governor’s Summit 2001 on Project Hoosier SAFE-T, “Bridging the Communications Gap” is held. Nearly 600 public safety officials and government leaders discuss key issues concerning the proper steps for public safety agencies to join Project Hoosier SAFE-T and funding for both system infrastructure and subscriber equipment.

- January 2002 – Johnson County public safety agencies are the first to “go live” on the SAFE-T system. All public safety officials, fire, police, EMS , and more, in Johnson County , are equipped with updated, technologically advanced communication tools.

- February 2002 – Four communications sites in southeast Indiana become operational on the SAFE-T network.

- March 2002 – Spurred in part by the 9-11 terrorist attack, the Indiana General Assembly passes HEA 1001, which dedicates a portion of existing BMV fees to help fund SAFE-T.

- July 2002 – HEA 1001 becomes effective providing long-term funding for SAFE-T. A staff of five is hired to ensure the successful implementation of SAFE-T.

- August 2002 – The IPSC partners with INDOT to integrate SAFE-T along the Toll Road in Northern Indiana . INDOT provides funding, personnel, and resources to help IPSC construct and implement the system on a long term basis. The State Emergency Management Agency announces that it wants to upgrade five central Indiana communications sites to the SAFE-T system by October 2003 to ensure adequate response in the event of a disaster at the Newport Chemical Depot. SEMA not only aids with construction costs, it also helps local agencies buy equipment with funds from the Federal Emergency Management Agency.

- September 2002 – Tornadoes rip through Indiana , destroying many communities. The tornado ripped an amazingly similar path to a 1996 storm, which devastated Johnson County . In 1996, it took first responders 96 hours to restore control and calm partly due to the 18 incompatible communications systems in the county. In 2002, it took only 7 hours, thanks to the SAFE-T system. Four law enforcement

and nine fire departments on the SAFE-T network issued 12,955 transmissions in 7 hours, almost 31 per minute and 4,000 in the peak 2-hour period. All reports indicate that SAFE-T performed extremely well, enabling first responders to properly respond to the natural disaster.

- October 2002 – The City of Crawfordsville in Montgomery County joins SAFE-T, becoming the second entity to participate in the statewide program. Drug raids in Madison , involving over 70 officers from multiple agencies using the SAFE-T network for tactical coordination, result in 25 arrests and 116 criminal charges against those arrested.

- January 2003 – IPSC staff and vendors begin statewide implementation of the SAFE-T network the northeast part of Indiana . This first phase consists of 55 communication sites stretching from Steuben County to Sullivan County and from Lake County to Ohio County .

- 2003-2004 - Build-out of the system progresses through the northern and central parts of the state. Officials from other states begin to look at Project Hoosier SAFE-T as a national model. By the end of 2004, 54 sites are active on the system.

- September 2005 – IPSC staff celebrates the halfway point in the build out of the system, activating the 63rd communications site in Brazil , IN.



Halfway! The 63rd SAFE-T communications site in Brazil IN

How we're doing

If you measure success by the financial bottom line, Project Hoosier SAFE-T would fall in the “outstanding” category.

Recent financial revisions have put the final cost of construction and maintenance for the SAFE-T system at \$79 million, **\$11 million under budget**. This figure is even more astounding when compared to the amount other states are spending. For purposes of comparison:

- Michigan has spent about \$221 million to date on their 181-site system. The state charges users a \$25 activation fee and \$200 annual fee per radio. The system is for use by state agencies; locals are added as space is available. More than 150 staffers are employed to run the system.
- Ohio's \$272 million contract provides for a system of 200 towers (88 counties), and additional funds may be requested. MARCS charges an annual access fee per base station and slides its fees based on the service provided.
- In Illinois, the state contracts with Motorola for interoperability. There is a \$53 per month per radio user fee in addition to an activation fee. Only Motorola equipment can be used on the system.

IPSC staff measures performance in three major ways - participation, system availability and reliability statistics, and before-and-after measurements.

1. Participation

Participation in the Project Hoosier SAFE-T system is completely voluntary. Quite simply, if the system doesn't work, agencies won't join.

By nature, public safety professionals are resistant to change and wary about loss of control. As the SAFE-T system expands, however, even the most skeptical critics are becoming ardent supporters. For example, Sheriff Orville Perry of Jasper County, an admitted pessimist, says he purchased radios to join SAFE-T because his old system was failing. “I have to admit, I didn't expect much of this new system,” he said. “But I have been amazed at the quality and improved coverage. We still control our programming and talkgroups. This system is working much better than I ever imagined.”

The chart below illustrates the migration of public safety agencies to the SAFE-T system.

Year Ending	Active Communications Sites	Registered Users	Agencies
2003	24	NA	NA
2004	43	11000	59
2005	69	16000	74 (55 counties, 16 state agencies – incl. 2500 state Transportation workers & 2500 Corrections Officers) and three federal agencies).

2. System Availability and Reliability Statistics

With the integration of the Network Operations Center (NOC) in July 2005, IPSC instituted a system that performs detailed site by site analysis and generates status reports. NOC staff can take measurements on an hourly or daily basis, and cumulative reporting provides overall system benchmarks. Our agency goal is for 99.999% "up" time. In addition, staff tracks mean time to repair and mean time taken to resolve trouble tickets, an indicator of our personal commitment and ability to respond to our "customers."

3. Mission Critical Comparisons

There are many before-and-after examples of SAFE-T at work, but one story tells it best. Two violent tornados, separated by six years, rampaged through Indiana's Johnson County, carving paths a mere 1,000 feet apart. During the April 1996 tornado, fire and law enforcement agencies could not talk to one another either because they were on one of the 18 incompatible communications systems in the county or were among the 30 plus responders sharing one channel and stepping all over each other. Greenwood Police Chief Joe Pitcher describes the communication chaos as a "Tower of Babel." It took 96 hours to restore control. In September 2002, a tornado ripped a nearly identical path, however the devastation that followed was even greater, with total damage exceeding \$7 million. This time, however, four law enforcement and nine fire departments communicated with one another when needed, seamlessly, using the SAFE-T trunked network. Control and calm for this disaster was restored in 7 hours. The SAFE-T system handled 12,955 transmissions in 7 hours, almost 31 per minute and 4,000 in the peak 2-hour period. The nearly unanimous consensus was that the SAFE-T system performed extremely well.



The IPSC Project team celebrates the halfway point at the 63rd site

2005 Milestones



- ◆ SAFE-T grew by 26 sites in 2005, from 48 to 74.
- ◆ On September 30, 2005, IPSC staff celebrated the “Half-way There” milestone, turning on the 63rd communications site in Brazil, Indiana.
- ◆ By the end of 2005, SAFE-T had 16,000 users registered on the system.
- ◆ SAFE-T now has 79 signed Memorandums of Understanding (MOU’s) with Indiana counties, state agencies and federal agencies
- ◆ Approximately 80% of the state now has mobile radio coverage under the SAFE-T network.
- ◆ By first quarter, 2006, SAFE-T will have constructed 78 communications sites for a total construction cost of \$50, 623, 737. There were one-time user expenditures of \$7,373342.
- ◆ In response to SAFE-T’s expanding reputation as a national model for accomplishing interoperability, Project Implementation Director Dave Smith was invited to participate in a prestigious national panel investigating the use of “Information Technology to Enhance Disaster Management.” Sponsored by the National Academies of Science and Technology, the panel met in Washington DC in June to generate a report on effective use of technology.
- ◆ SAFE-T received \$1.8 million in federal grant funds in the year 2005.
- ◆ The Network Operations Center (NOC) was established in 2005. This move reflects the fact that the Integrated Public Safety Commission will soon be transitioning from a “construction” agency into a customer service agency.
- ◆ In addition to managing an extremely aggressive buildout schedule, IPSC staff spearheaded informational meetings and provided details to local users about the 800 MHz Rebanding process.
- ◆ IPSC staff was informed in December that Project Hoosier SAFE-T has been selected to advance into the final rounds of the Harvard “Innovations in American Government” award competition.
- ◆ Project Hoosier SAFE-T has been featured in many national publications, including USA Today, about successful interoperability efforts.
- ◆ From 7/1 thru 12/31, the SAFE-T system handled 20,842,340 Group Calls.
- ◆ Project Hoosier SAFE-T Comptroller Jeanne Corder is delighted to announce that revised financials put the cost of finishing the project at \$78 million - an astounding \$11 million UNDER budget!

A letter to Indiana taxpayers

In 2005, Project Hoosier SAFE-T truly made waves as word of the success of the project rippled across the nation. Project staff fielded numerous requests from other states researching “best practices; the project was cited in several national publications, including USA Today, featuring interoperability issues; and SAFE-T received several accolades and awards for its frugal, effective approach to solving the interoperability crisis.

This recognition punctuated a busy year in which:

- Governor Mitch Daniels and the Indiana General Assembly restored a diverted funding source, fueling project construction pace;
- revised financial forecasts put the costs for completion \$11 million under budget;
- a Network Operations Center was instituted to provide system service and “customer support;
- and the small 10-member IPSC staff continued a feverish construction schedule, was forced to focus on the gigantic 800 MHz Rebanding project and continued their frugal attention to agency operations.

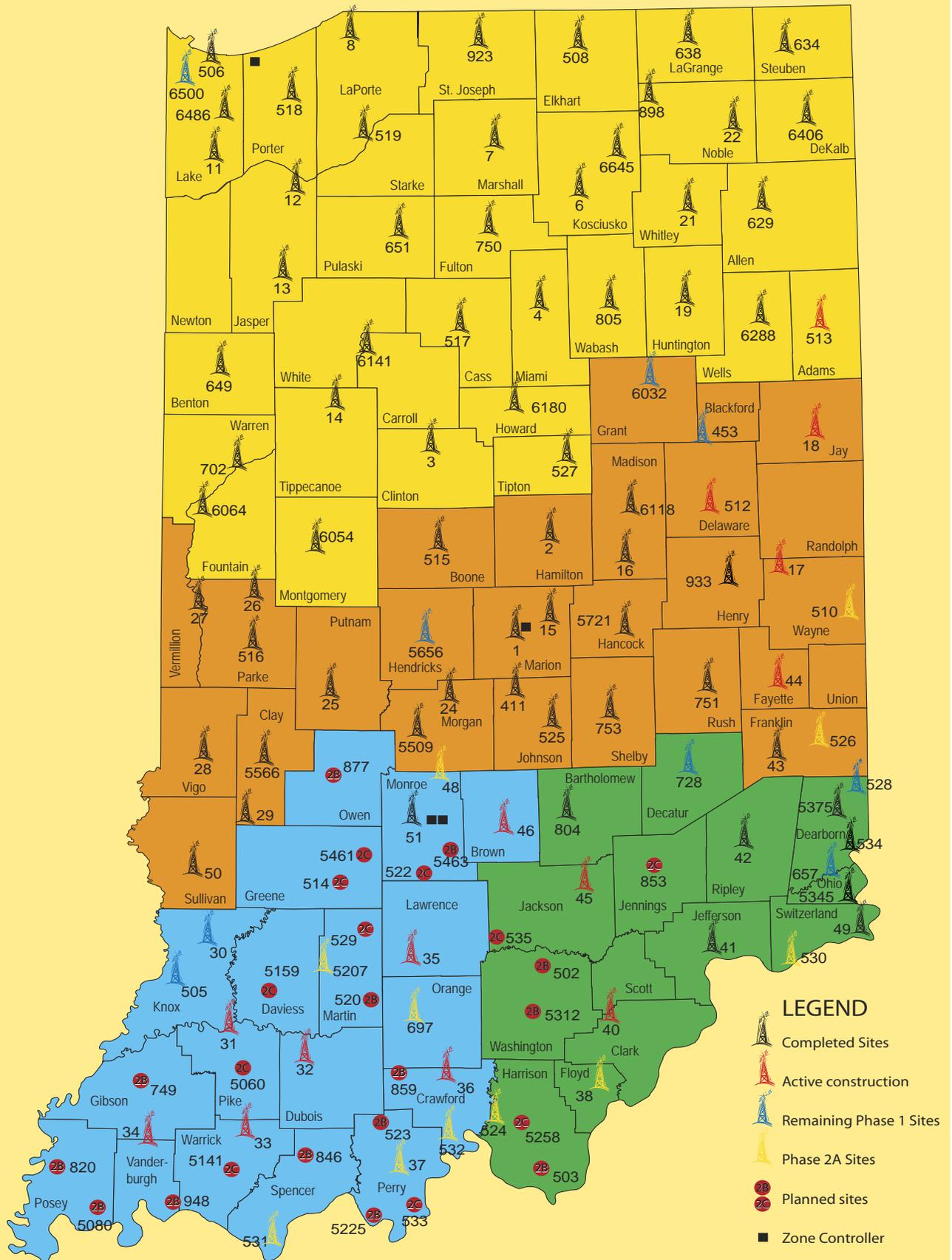


And then, in late August, Katrina hit. All reports from Louisiana, Mississippi, and Alabama show that a lack of interoperability dramatically hampered rescue, recovery and public safety protection efforts in the aftermath of the mammoth storm. This sad disaster reminded us all once again of the urgent importance of our mission: to ensure that Hoosier first responders and public safety professionals are equipped, trained and able to talk with each other during a natural disaster, terrorist attack, crisis situations and day-to-day efforts to keep Indiana’s citizens safe.

I’m proud to issue this 2005 Annual Report which details the activities and progress of the Integrated Public Safety Commission and Project Hoosier SAFE-T. Each year, the SAFE-T network grows stronger, creating a public safety system that will protect Hoosiers for years to come. Our commitment to “making waves” across Indiana and indeed across the nation will continue as we build our vision and advancing our mission.

Superintendent Paul E. Whitesell
Chair, Integrated Public Safety Commission

Safety site map



Financial highlights

Most states are building systems for interoperable communications, but not as cost-effectively as Indiana's Project Hoosier SAFE-T. For example:

- Michigan has spent about \$200 million to date on their 181-site system, and the state charges users a \$25 activation fee and \$200 annual fee per radio;
- Ohio's \$272 million contract provides for a system of 200 towers (88 counties), and additional funds may be requested. MARCS charges a small annual access fee per base station;
- In Illinois, the state contracts with Motorola for interoperability. There is a \$53 per month per radio user fee in addition to an activation fee. Only Motorola equipment can be used on the system.

In comparison, Indiana's 126-site system is costing \$79 million to complete (a figure that is \$12 million less than the original \$90 million contract). The 800 MHz technology allows for a wide range of users and equipment and charges NO USER FEES for agencies to access the system.

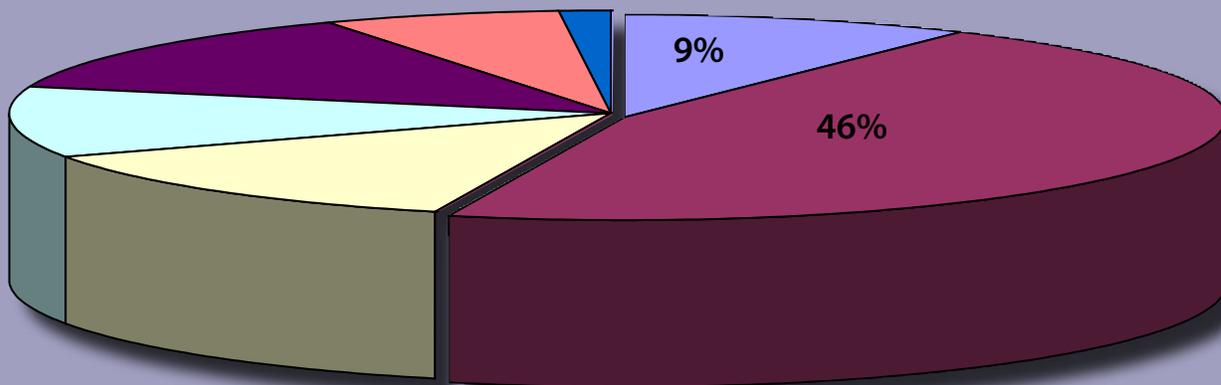
The state is building and maintaining the communications sites and infrastructure for the system. User agencies are responsible for purchasing the radios and other equipment needed to use the network.

The 2002 Indiana General Assembly, spurred in part by the 9-11 tragedy, authorized funding for Project Hoosier SAFE-T. No new funding source was created - money comes from certain BMV transactions. As of 2005, approximately \$39.9 million in funding has come from the state. In addition to paying for site construction and equipment, these funds pay for operating costs and maintainance.

To date, more than 40% of the build-out has been funded by federal sources. It is significant to note that not one dime has been borrowed to build the system thus far.

Project Hoosier SAFE-T's long term strategy is not to own towers, rather to share space on existing state owned facilities, or lease from third party commercial vendors. In partnership with the state police and IN-DOT, we are sharing their facilities where possible.

Sources of funds to December 2005



	BMV Revenues	\$32,290,514	46%
	Initial Gen. Fund Revenues	\$6,709,092	9%
	DOJ	\$9,486,900	} 45%
	DOT	\$7,864,223	
	ODP	\$9,320,679	
	CDC	\$4,709,156	
	FEMA	\$909,556	

Saving lives, Saving money

Project Hoosier SAFE-T is an enormous project and has enormous benefits never realized before by Indiana. In implementing SAFE-T, the IPSC is continually working with its vendors and partners to avoid costs and minimize expenses while maintaining a commitment to first responders to provide them with a reliable and effective state-wide communications system. Cost saving measures include

- ◆ Leasing towers rather than constructing from the ground up
- ◆ Partnering with local governments to use their infrastructure
- ◆ Creatively seeking funding, including federal grants and Homeland Security funds
- ◆ Re-engineering the original 156 site plan to a 126 site plan

The IPSC also has ensured that first responders joining SAFE-T save as well. The IPSC secured 20-25% off list price and negotiated fixed pricing for 7 years on communications equipment. In fact, if the IPSC vendor offers a lower price on first responder equipment anywhere in the United States, it must offer that price to Indiana first responders as well.



Making Waves

2005: A year of progress for SAFE-T A year of pain for hurricane victims

January

In a chance meeting, IPSC staff eats lunch with Gov. Mitch Daniels on his first day on the job

February

SAFE-T staff travels state to conduct "800 MHz Rebanding" meetings

March

Budget revisions reveal SAFE-T will be completed \$12 million under budget!

April

2005 budget restores funding which enables SAFE-T construction to proceed faster

May

IPSC hires two professionals to implement Network Operations Center

June

IPSC Director serves on Illustrious National Academies panel in Washington, DC

July

Network Operations Center goes live

August

Hurricane Katrina hits gulf coast with devastating force. First Responder communications are non-existent.

September

IPSC celebrates Halfway mark with 63rd site in Brazil, IN

October

New IPSC Commissioners meet for first time

November

IPSC staff hits the road with Training Program

SAFE-T a finalist for Harvard Innovations Award

December

911 Commission issues follow-up report card

SAFE-T featured in USA Today

THE INDIANAPOLIS STAR

"Where the Spirit of the Lord is, there is Liberty" II Cor. 3:17

A GANNETT NEWSPAPER ■ INDIANAPOLIS.COM

January 12, 2005

CITY EDITION ■ 50 CENTS

An open-door governor In and out of his office, Mitch Daniels gets right to work

By MARY BETH SCHNEIDER

He arrived in his still-dark office before anyone else, with his old gym bag and his new lunchbox, and, like the typical new kid at school, managed to spill his drink in the cafeteria.

So went Gov. Mitch Daniels' first full day Tuesday as both the newest student and foremost leader of Indiana's government. Only 1,460 more remained in the four-year term that voters awarded him in the November election.

Except for the raspberry iced tea he'd dumped all over his lunch tray, the first day went pretty much as he'd hoped, Daniels said.

He spent 16 months traveling the state, talking to as many Hoosiers as possible to win their votes. Tuesday, he was engaged in a campaign of a different sort, talking to as many state workers as possible, in small groups and large, trying to line up their support for the changes he will bring.

"I am highly excited about it," Daniels said as he hustled back to his Statehouse office from the last of those meetings.

That eagerness he felt Tuesday to finally get going on the ideas he'd talked about during his 16-month campaign wasn't the only reason he arrived at the Statehouse a full hour before sunrise. Starting at 7 a.m. and leaving at 7:30 p.m. is a typical work schedule for Daniels.

He had his gym bag—an old CBS duffel that he tossed in the back seat of the mega-sized SUV in which Indiana chauffeurs its governors—in hopes of finding time for a midday workout. CBS is anathema to many Republicans right now in the wake of problems with its reporting of President Bush's National Guard record, but, Daniels said, "I'm not going to give up on something just because it's ratty."

He meant, the bag, not the network. It's true, apparently—right down to the blue oxford shirt with the frayed collar that he wore Tuesday.

"He's not frugal. He's cheap," said his longtime friend Mark Lubbers, who has signed on for a six-month stint as an adviser.

Waiting for Daniels on a table behind his still-bare desk was his lunchbox—a gift from his younger sister, Deborah Daniels. She had covered it with pictures of his favorite 1950s TV cowboy, the Cisco Kid, and his sidekick, Pancho.

"It choked me up," Daniels said.

His father, Mitch Daniels Sr., had called him Cisco "literally to the end of his life." His sister had given the lunchbox to him just before his inauguration Monday, a pivotal moment that Daniels' dad, whom he called Pancho, didn't live to see. He died in August.

Opening it for the first time Tuesday morning, Daniels found his sister had packed him lunch—carrot sticks, an apple, cheese and crackers, a snack-sized cup of Jello and a private good-luck note. He ate the apple, then got to work. And unlike past governors, he left his door open most of the time, letting anyone lingering in the outer reception area watch him at his desk.

Lubbers couldn't have been happier—an open-door policy in more than just name.

"Who shut this door?" Lubbers said after propping open

the main door to the governor's suite of offices for the second time.

Still, even a governor who says he's committed to openness has to shut the doors sometime. Two hours after beating his aides to his office, Daniels and his chief of staff, Harry Gonso, dashed through the rain to a closed-door meeting across the street to tell union representatives he was ending their collective bargaining agreements. An hour later, he told the rest of the state about it before a crowd of reporters and child advocates, who had gathered outside his office to hear him announce the creation of a new Department of Child Services.

It was that news the advocates wanted to hear—not the major changes to union negotiating. And it got the new governor his first negative face-to-face critique, as Vincent Failla, executive director of Community Addiction Services of Indiana, told Daniels he was disappointed to see the news about children's services overshadowed by the news on unions.

But feedback is what Daniels wants. It's one reason he went to the state employee cafeteria—standing in same line with other workers as he got a salad, cup of soup and the ill-fated raspberry tea for \$5.77.

"I can't believe that with all the power you have, you didn't cut in line," said Executive Chef David Sabato.

"I'm not making that mistake," Daniels answered.

The tea got spilled because he was more intent on talking to another state employee at the soft-drink fountain than he was on his tray. And he didn't bother to replace the now-soaked salad. Instead, he asked a surprised group of five state employees—all with the state's Integrated Public Safety Commission—if he could join them.

Flicking out bits of ice from his salad, Daniels acted as his own fact-finder about their work to literally put public safety agencies on the same wavelength. For nearly an hour, he learned about their jobs, and they learned a little more about his. This, he said later, is something he hopes to do regularly.

As they got up to leave, Daniels started to collect his own tray. But David Vise, one of the employees, beat him to it.

"We've got you covered," Vise said.

It wasn't deference to a new governor. Instead, Vise told Daniels, the cafeteria workers "don't want to have to clean up anything else."

800 MHz rebanding

“It’s Like Changing a Flat Tire While Driving 70 MPH”

In addition to shepherding an extremely ambitious construction schedule, IPSC staff fielded a “curve ball” in 2005: 800 MHz Rebanding. This project, one of the most complex communications tasks ever attempted, requires negotiation, system architecture engineering, inventory management, legal services related to contracts, financial review and approval, and field installation services.

No doubt, the Nextel 800 MHz Rebanding project is a pain for all first responder and public safety agencies. For IPSC, it presented even more of a headache, since the agency serves as the licensing agency for locals using the system. Additionally, Indiana fell in the “First Wave” of states that had to submit a plan and accomplish the rebanding efforts.

In order to accomplish rebanding for the state of Indiana, each of the 17,000 radios and the associated equipment for each of the active communications sites has to be “touched” to determine whether they have to be retuned, reprogrammed or replaced in order to operate on a new frequency. Faced with this impossible task, the small IPSC staff set out in February for a series of meetings across the state to describe the rebanding process to locals and to give them a “heads-up” that the process was forthcoming.

As the license holder for many of the state’s frequencies, the Integrated Public Safety Commission is serving as an information/resource for local Indiana agencies forced to relocate to a different spectrum. In addition to helping locals with inventories, Project Hoosier SAFE-T staff has hired an experienced consultant, EMR Consulting to help manage the massive migration. EMR Consulting is a Hoosier company which has been providing Wireless Communications Consulting Services all across the country for 15 years.

A rebanding history

In the early 1980’s, the Federal Communications Commission (FCC) allocated new spectrum - the 800 MHz Band - shared by public safety entities (police, fire, EMS, and General Government), business users, utilities, industrial users, and a new class of user that was called “special mobile radio” or “SMR”. Originally, the “SMR” category was intended to be a group of entrepreneurs who would build a radio system that provided coverage over a geographic area, then sell service to other entities (such as small businesses) who could not afford to build their own independent radio system. Through the use of a then-new technology known as “trunking”, the SMR could maximize spectral efficiency by having many different users sharing use of a single radio system. In concept, this was a good idea and, in fact, public safety entities have utilized the trunking technology to improve the efficiency of their own radio systems.

Over time, Nextel dominated the SMR category of licensees and began to emphasize telephone-type services as opposed to the land mobile-type services for which the 800 MHz band was intended. As Nextel’s radio system evolved, the basic architecture of their system design had to change. Because of these changes, the Nextel radio system began to cause unacceptable interference into the radio systems operated by the other types of users, particularly the radio systems used by public safety entities.

The public safety community, led by the Association of Public Safety Communications Officials-International (APCO), began to complain vociferously to the FCC about the interference. In some areas, officer’s lives, literally, were being put in jeopardy.

In response to the complaints by APCO, the FCC began proceedings to investigate the problem and to develop a solution. As a result of these proceedings, a Report and Order was issued on August 6, 2004, requiring that the 800 MHz band be re-structured. This re-structuring will require that Nextel move all of its operations to the upper end of the band, and all of the public safety operations will be moved to the lower end of the band. The FCC further required that Nextel pay the cost of this effort, including man-hours and parts, for any work that is related to the re-tuning effort. The total cost nationwide is estimated to be \$1Billion (due to the uncertainty of the total cost, NEXTEL is required to post letters of credit totaling about \$2.3Billion). In exchange, Nextel will receive spectrum in the 1.9 GHz band.

With Daniel's backing, Indiana lawmakers provide full funding for SAFE-T buildout

The most difficult part of the effort to build a statewide system for public safety interoperability has not been about technology. It has been about money.

Although local and state first responders and public officials had been working to develop the system for years, it wasn't until after 9-11 that the Indiana General Assembly provided a funding stream. Even then, a portion of the funds was diverted at the last minute, resulting in a shortfall in the amount of money needed to construct and maintain the system.

As a result, system buildout moved much slower than many would have liked. But all that changed in 2005. With Governor Mitch Daniels' support, members of the Indiana General Assembly passed a budget bill that restored the funds which had earlier been diverted. The Governor's support and the consequent legislative actions resulted in the flow of money that was originally calculated to be needed to build the system in a reasonable timeframe.

System buildout has "boomed" since then. This year alone, 26 communications sites were constructed and are now active on the system. This greatly increases coverage, and thus greatly increases the safety of Hoosier first responders and the public they protect.

Governor Daniels showed extraordinary leadership by ensuring a funding stream to complete the project. Without his leadership, the process for building a statewide, interoperable communications system for first responders would move at a much slower rate. And as recent events following Hurricane Katrina show, we need to build faster, not slower.



SAFE-T Goes to Washington

Illustrious National Academies Panel Seeks SAFE-T Input

Project Hoosier SAFE-T has gained a national reputation as an innovative, cost-effective way to tackle the interoperability "crisis," even within academic circles.

In June, Project Hoosier SAFE-T Implementation Director Dave Smith was asked to discuss the SAFE-T model before a prestigious National Academies panel investigating the use of "Information Technology to Enhance Disaster Management."

Smith joined roughly two dozen presenters from around the country, including policymakers from NASA, leading US universities, cities such as Los Angeles and San Diego and the federal government. One of the keynote presenters, David Boyd, Director, Office for Interoperability and Compatibility, U.S. Department of Homeland Security, "confirmed that our approach in Indiana is precisely on target," said Smith.

In his presentation, Boyd emphasized that while technology advancements are necessary and needed, local first responders most need reliable voice interoperability; that interoperability is a LOCAL issue, not a state or federal issue; and that local first responders have to be able to rely 100% on the technology or there will be no "buy-in."

And that's precisely what Project Hoosier SAFE-T has done, said Smith. "Project Hoosier SAFE-T is a result of local first responders formulating their needs. It is truly a grass-roots project that has a firm grip on financial reality, but will allow for technology expansion in the future."

The goal of the panel is to develop a "final comprehensive report with findings and recommendations addressing (1) requirements for effective use of information technology for crisis preparedness, response, and consequence management, (2) research and development needs, and (3) research management and technology transition strategy."

For more than 140 years, the National Academies has served as "advisors to the nation," providing cutting edge research and discussion on topics ranging from genomics to bioterrorism prevention to memory and consciousness. Abraham Lincoln incorporated the National Academies in 1863 to "investigate, examine, experiment, and report upon any subject of science or art" whenever called upon to do so by the government.

Since then, the Academies has played an illustrious role in the history of the country. Among other highlights, the NAS initiated the US earth satellite effort in the 1950's; and sponsored conferences on theoretical quantum physics in the 1940's. Known as the Shelter Island Conferences, these conferences are recognized as the landmark event in the history of postwar American physics.

For more on the National Academies Workshop on Using Information Technology to Enhance Disaster Management, visit their website at http://www7.nationalacademies.org/cstb/project_fema_workshop.html.

THE NATIONAL ACADEMIES
Advisers to the Nation on Science, Engineering, and Medicine

Network Operations Center Goes Live

2005 saw the addition of an integral part of the Project Hoosier SAFE-T support system. Local users can now access our sophisticated network system for help with issues like these and other trouble or questions. The Network Operations Center, or "NOC," is located in the Project Hoosier SAFE-T offices at the Indiana Government Center in Indianapolis. The center is staffed between 7:30 a.m., and 10:30 p.m., Monday through Friday (excluding holidays) to serve the Hoosier SAFE-T network of public safety users.

This summer IPSC recruited two highly qualified individuals to manage the NOC. Dennis A. Eaton, Senior Systems Administrator, comes to the SAFE-T team from the Indiana State Police Information Technology Division. Dennis will oversee all operating systems related technology, operations and software/systems upgrades, as well as day-to-day customer support. Douglas Cochrane, Network Engineer, joined Project SAFE-T from MECA (Metropolitan Emergency Communications Agency). Doug will manage network operations and mobile data/message switching functions and will also provide customer support.

First & Second Level Statewide Help Desk

In addition to managing and operating the Hoosier SAFE-T network, the NOC will be a first & second level help desk to respond to user questions and help to resolve problems. Using some rather complex network management tools, staff will monitor all communications sites, initiate trouble tickets for problems or outages, and monitor all telecommunications circuits (T1's) for performance. NOC staff is responsible for provisioning and restoring all T1 circuits in conjunction with local exchange carriers and AT&T.

How to Contact the NOC

State, local, county, and federal agencies may call the NOC operations staff anytime at **317-234-1540**. After hours, weekends and holidays, calls will immediately forward to the on-call pager system; someone will call back as soon as possible. For issues with mobile and portable radios, RF control stations and communications consoles, agencies should continue to call the radio service provider, i.e., RA-Comm, ERS, Owens Communications, Motorola Field Service, etc.



Dennis Eaton, Senior Systems Administrator (left) and Doug Cochrane, Network Engineer (right) will manage the NOC

Katrina's Chaos

LESSONS STILL UNLEARNED

Thomas Kean, co-chairman of the 9/11 Commission, sums up interoperability progress, or the lack thereof, succinctly: "On September 11, people died because police officers couldn't talk to firemen. And Katrina was a reenactment of the same problem."

Although there has been some progress in advancing toward the goal of full interoperability, such as increased funding and expanded spectrum availability, for the most part first responders are still struggling with the same patchwork quilt of systems that existed in 2001. While basic operability was the primary problem among first responders in Katrina's aftermath due to lack of power, downed lines and towers, agencies offering aid still could not communicate with local public safety departments even when systems were slowly brought back on line.

Members of the Indiana team deployed to Mississippi in the aftermath of Hurricane Katrina thought they were prepared for the chaos they were certain to encounter once they set up camp. Team leaders knew from intelligence reports that the situation in Mississippi was terrible at best, with power outages and emergency communications all but gone. Nothing could have prepared them, however, for the reality of the disaster. Radio communications were very limited and cell phone coverage was poor at best. The only reliable communications was the satellite radio system provided by the Indiana command vehicle, but even this equipment was limited.

"Our experience in Mississippi taught us a valuable lesson," said one team member. "While we can be proud of the statewide interoperable communications system that we are building here in Indiana, all our efforts will amount to naught without a solid, written plan that spells out communications protocol in the event of a catastrophe or total communications failure."



System training program becomes reality

Knowledge is power

If you're one of Indiana's first responders - the first to arrive on the scene during an emergency - you already know the challenges you face communicating with other public safety responders by radio. Multiple agencies operating on multiple frequencies using various protocols makes effective communication difficult.

In response, IPSC staff has developed a training module and started taking the show on the road in November.

The training is designed to give a high-level view of the Project Hoosier SAFE-T system design and operation to familiarize users with:

- How individual agencies retain autonomy in the SAFE-T system
- Best practices for normal day-to-day operations
- Recommended procedures during emergencies
- Different ways to achieve interoperability
- Procedures for limited/total system failure

Additionally, the training covers the importance of coordination and partnerships, wireless technology, issues of funding and spectrum management. to train subscribers and dispatchers on the functions of equipment and system and familiarize them with general and specific terminology and policies of Project Hoosier SAFE-T system and network management. Sessions have already been held in the Versailles, Terre Haute, Peru and Lafayette districts and is being scheduled in other districts.

For many first responders new to the SAFE-T system, the process of learning the different technology can be, at best, inconvenient. Through this training program, IPSC staff hopes to ease the transition to the system.



SAFE-T in the News



Friday, September 30, 2005

By IVY HERRON

At 2 p.m. on Tuesday, a turn of a switch enabled local emergency personnel to have better inter-agency communication in times of crises. The new Brazil communications tower site is located at 307 W. Church St.

“This is a milestone event for us,” said Sally Fay, Communications Director of the Integrated Public Safety Commission/Project Hoosier SAFE-T. “This is number 63 of 126 communications sites that are being built around Indiana, marking the halfway point in the project.”

Project Hoosier SAFE-T (Safety Acting for Everyone - Together) is a statewide wireless public safety communications system that will connect the communication systems of local, state, and federal public safety officials. When seconds count and emergency personnel face the danger of natural disasters, acts of terrorism, crime or medical emergencies, immediate response can mean the difference between rescuing a survivor or retrieving a victim.

Public safety officials need to be able to communicate with each other within towns, cities and counties throughout the state and, at times, across state lines. But very often, this is not the case since most departments use different types of communication systems.

“Indiana’s new system is considered a model for other states because we

have created a very cost effective system without charging local user fees, which is not the case for many other states across the country,” Fay said.

Reports following Hurricane Katrina rescue efforts showed that a lack of communication between responding agencies severely slowed down relief efforts and impacted the safety and welfare of residents left behind in the path of the storm.

SAFE-T was created to prevent communication problems in Indiana before they could happen on a large scale such as what recently happened in the Gulf Coast area. The new border-to-border system will allow emergency personnel across agencies and jurisdictions to communicate seamlessly and instantly. The wide-berth network will allow almost all local systems, from older VHF to the newest digital systems, to inter-operate. Local departments will only need to upgrade radios, consoles and other equipment while the state will maintain the system without charging user fees.

“The system also adds a new security level to radio traffic for emergency personnel that was not available before,” Implementation Director Dave Smith told The Brazil Times. “Radio traffic will ultimately be encoded for security purposes.” This will make over-the-counter purchased scanners, which are currently available to the public for monitoring emergency band radio traffic, obsolete in the future without the proper security codes to access the new system.



*Ivy Herron photo
Clay County Emergency Management Director Bryan Husband and Chief Deputy Doug Barr discuss the benefits of the new Integrated Public Safety Commission/Project Hoosier SAFE-T communication tower located at 307 W. Church St. with Implementation Director Dave Smith. The project, which consists of 126 communication sites being built around Indiana, is scheduled to be completed in 2006.*

SAFE-T selected as finalist for Harvard's "Innovations in American Government" Award

In December, IPSC staff was notified that Project Hoosier SAFE-T had advanced into the final rounds for the annual *Innovations in American Government Award*, which "identifies, honors, explores, and celebrates innovative and exemplary government and public-private partnership models and highlight the leaders responsible for them." The Ash Institute for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government makes this prestigious annual award.

The Innovations in American Government (IAG) Program is a significant force in recognizing and promoting excellence and creativity in the public sector. Through its annual awards competition, the Program provides concrete evidence that government can work to improve the quality of life for citizens and that it deserves greater public trust.



A SAFE-T Story

Disasters bring the urgency of public safety communications to the headlines, but interoperability is even more important for day-to-day public safety efforts. A robber leads police on a high speed chase and crosses county lines; a 5-alarm fire requires response from departments in several towns or counties; a snowstorm means highway workers must prepare roads and respond to people in stalled vehicles. This arena is where SAFE-T is proving most effective.

SAFE-T is at work each day. Recently, in a small Indiana town called Princes Lake, local police started a pursuit after a man wanted for domestic battery and failure to appear. The man jumped into a car and led the police on a high speed chase through a neighboring town and then lost them as he sped through the U.S. military base, Camp Atterbury. This heavily wooded area offers many hiding places for a fugitive, so police broadcast a call on the SAFE-T network. The county sheriff responded, and minutes later the fugitive sped out and the chase began again through another small town. Neighboring counties heard the traffic and responded. Indiana State Police also heard the call and readied a helicopter for aerial backup and support. In an instant, law enforcement from several towns, three counties and the state were talking on the same mutual aid channel. "We made a perimeter around the guy" says David Lutz, Deputy Chief of the Edinburgh Police Department. "We put him in a box, and the situation was resolved in less than 20 minutes thanks to SAFE-T."

Who steers SAFE-T?

The Integrated Public Safety Commission (IPSC) was established in 1999 (IC 5-26-2-1) and charged to implement a statewide voice and data communications system. The IPSC is a state agency comprised of 12 Commissioners and seven staff members. The statutory duty is being fulfilled through Project Hoosier SAFE-T.

As the governing body for Project Hoosier SAFE-T, the IPSC constitutes a broad spectrum of first responder/public safety, governmental, and private-sector knowledge and experience. Not only is the diverse representation on the IPSC beneficial to the implementation of the project, it is crucial. In other words, the cornerstone of Project Hoosier SAFE-T is inclusion; involving as many stakeholders as possible in developing and constructing SAFE-T, as has been the guiding principle since the inception of the project.

The Commission meets quarterly and as needed to review project progress, policies, procedures and resolutions, and fine-tune strategies for the technological and operational implementation of SAFE-T. The 2004 Commission members were:

- ◆ Chair: Paul E. Whitesell, Ph.D., Superintendent, Indiana State Police
- ◆ Albert Chen, Telamon Electronic Corporation
- ◆ Doug Cox, Office of Public Safety, DePauw University
- ◆ Randy Fox, DeKalb County EMS
- ◆ Thomas Fuentes, FBI Special Agent In Charge, Indianapolis Office
- ◆ Nick Gulling, Hancock County Sheriff
- ◆ Rick Gunselmann, Police Chief, City of Jasper
- ◆ Charles Henderson, Mayor, City of Greenwood
- ◆ Marla Irving, Allen County Commissioner, Ft. Wayne
- ◆ Richard Linenburg, President, Knox County E-911 Board, Vincennes
- ◆ William Newgent, Chief, Greencastle Fire Department
- ◆ Richard Worman, Former State Legislator, Fort Wayne

The IPSC works with two advisory groups on SAFE-T, which are the Integrated Law Enforcement Council (ILEC) and the State Agency Public Safety Committee (SAPSC).



IPSC Commissioners at work

Integrated Law Enforcement Council

The ILEC unites statewide agencies and associations that represent public safety and local governments in developing and implementing policy for improving interagency cooperation and communication. The current members involved are:

- ◆ Association of Indiana Counties
- ◆ Federal Bureau of Investigation
- ◆ Indiana Association of Chiefs of Police
- ◆ Indiana Association of Cities and Towns
- ◆ Indiana Black Troopers Association
- ◆ Indiana Criminal Justice Institute
- ◆ Indiana Fire Chiefs Association
- ◆ Indiana Fraternal Order of Police
- ◆ Indiana Prosecuting Attorneys Council
- ◆ Indiana Sheriffs Association
- ◆ Indiana State Police
- ◆ Indiana State Police Alliance
- ◆ Indiana Troopers Association
- ◆ Law Enforcement Training Board
- ◆ Office of State Fire Marshal
- ◆ Professional Firefighters Association
- ◆ Prosecuting Attorneys Council
- ◆ State Emergency Management Agency
- ◆ State Emergency Medical Services
- ◆ Indiana Volunteer Firemen's Association
- ◆ National Emergency Number Association
- ◆ Department of Transportation

State Agency Public Safety Committee

SAPSC and the SAPSC technical subcommittee combine the knowledge and resources of state personnel in developing and implementing interoperable communications that satisfy the particular needs of state government. State agencies comprising SAPSC and its technical subcommittee are:

- ◆ Military Department of Indiana
- ◆ Indiana State Police Department
- ◆ Department of Environmental Management
- ◆ Department of State Revenue
- ◆ State Emergency Management Agency
- ◆ Department of Natural Resources
- ◆ Department of Transportation
- ◆ Department of Administration
- ◆ Department of Correction
- ◆ Alcohol and Tobacco Commission
- ◆ Indiana State Department of Health

Also, an IPSC Policy Subcommittee meets on occasion to develop and recommend operational policies to the Commission. The members of the IPSC Policy Subcommittee include representatives of law enforcement, fire, 911, and emergency medical services. They work together to formulate sound policies regarding the use of talkgroups, system oversight and other technical areas. These policies are available on our website, <http://www.in.gov/ipsc/safe-t/policies/>.

IPSC Staff

The Integrated Public Safety Commission is designated by statute to carry out the mission of creating an interoperable communications system for Hoosier first responders. A small staff of 10 employees is driving the process. Following is a list of these employees, their jobs, and contact information.

Dave Smith, Director of Implementation - Dave plans, schedules, coordinates and supervises daily site construction activities with vendors providing services and equipment for implementation of communications sites throughout the state. Dave also serves as the IPSC staff team leader. dsmith@ipsc.state.in.us, 317.233.9169.

John Asher, Field Coordinator (Technical) - John tracks communications site construction completion and contract compliance through on-site inspection of contractor work. He also helps Dave Smith in the planning and oversight of contractor site development work. jasher@ipsc.state.in.us, 317.233.2988.

Shantae Brodley, Administrative Assistant - Shantae is the office accounting clerk and handles accounts payable and other issues. She is "on loan" to IPSC from the Indiana State Police. sbrodley@ipsc.state.in.us, 317.234.3529.

Douglas Cochrane, Network Engineer, manages network operations and mobile data/message switching functions for the project. He also provides customer support to local users. dcochrane@ipsc.state.in.us, 317.234.1540.

Jeanne Corder, Comptroller - Jeanne develops, maintains and oversees the fiscal and budgetary aspects of Project Hoosier SAFE-T. She serves as the liaison with State Budget Agency and Finance Authority on IPSC funding. jcorder@ipsc.state.in.us, 317.234.1541 .

Dennis Eaton, Senior Systems Administrator, oversees all operating systems related technology, operations and software/systems upgrades for Project Hoosier SAFE-T. He is also responsible for day-to-day customer support. deaton@ipsc.state.in.us, 317.234.1540.

Sally Fay, Communications Director - Sally designs, writes and develops SAFE-T newsletters, brochures, annual reports and other publications. She also maintains the website and develops graphic illustrations, such as maps, for the project. sfay@ipsc.state.in.us, 317.234.2572.

Julie Sheppard, Administrative Assistant - Julie is the staff contact for Commission members. She schedules meetings and provides other administrative support for the Commission and staff. She also directs the lease acquisition process for the agency. jsheppard@ipsc.state.in.us, 317.232.8985.

Steve Skinner, Field Coordinator (User Agency Liaison) - Steve serves as the Project Hoosier SAFE-T liaison to local, county and state agencies. Along with Dave Vice, Steve travels the state, establishing working relationships with local first responders, helping agencies join the system, and coordinating other issues between agencies and IPSC. sskinner@ipsc.state.in.us, 317.233.8625.

Dave Vice, Field Coordinator (User Agency Liaison) - Dave serves as the Project Hoosier SAFE-T liaison to local, county and state agencies. Along with Steve Skinner, he travels the state to establish working relationships with local first responders, helps agencies join the system, and coordinates other issues between agencies and IPSC. dvice@ipsc.state.in.us, 317.232.8993.



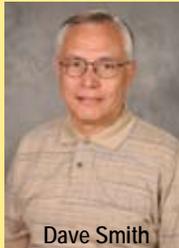
Jeanne Corder



Steve Skinner



Sally Fay



Dave Smith



Dave Vice



Shantae Brodley



Doug Cochrane



Dennis Eaton



Julie Sheppard



John Asher

Looking ahead

Goals for 2006

We will continue to build out the system, completing the northern and central parts of the state and moving into the southern zones.

We will continue to aggressively pursue funding, both for building communications sites, and also for helping local first responders locate grants to purchase user equipment.

Whenever possible, the IPSC will reduce costs. Our primary goal, however, will be to save lives through interoperable communication.

We will continue to expand the use of mobile data capabilities. Through mobile data, first responders will be able to share criminal history, driving records, and other database information to prepare them for any situation.

We will publish and distribute a statewide interoperability plan that details emergency response protocol.

We will serve as the lead agency for the 800 MHz Reconfiguration Program, providing information and guidance to county and local public safety organizations as they comply with this complex reorganization of the radio spectrum.



Thanks!

The staff of the Integrated Public Safety Commission would like to thank the members of the Indiana General Assembly; the Indiana Congressional Delegation; Governor Mitch Daniels and Lieutenant Governor Becky Skillman. Public safety is truly an issue that claims no political affiliation, because when there is an emergency, whether caused by natural disasters such as hurricanes, traffic accidents, fires, civil disturbances, or terrorism, nothing else matters except quick help.

We'd also like to thank the members of the SAPSC and the ILEC for their dedication to Project Hoosier SAFE-T and their communities, the Indiana state agencies and the federal agencies that have worked so closely with the IPSC, and all first responders and elected officials across the state for serving and protecting Hoosiers and visitors to Indiana.

As always, our doors are open and we invite you to come by for a visit or to log onto our website, www.in.gov/ipsc/safe-t.

Thank you for taking the time to read our report.

--The IPSC team

glossary

system terms & definitions

- ◆ **Affiliated Zone** The zone to which a radio is currently affiliated.
- ◆ **Affiliation** The process in which a subscriber unit signals to the system which talkgroup or site it is currently associated with.
- ◆ **Affiliation Group** The talkgroup to which a radio is currently affiliated.
- ◆ **Alias** An alphanumeric name used to identify a radio, talkgroup, site, etc. rather than using the assigned six-digit ID number.
- ◆ **Analog modulation** – A message signal impressed on a carrier signal for transmission through a channel
- ◆ **Announcement Group** A collection of two or more talkgroups. Also called a multigroup.
- ◆ **Announcement Group call** A group call involving two or more talkgroups. Also called a multigroup call.
- ◆ **Announcement Group ID** Unique identifier assigned to each announcement group in a Motorola trunking system.
- ◆ **APCO** Association of Public Safety Communications Officers. A national organization of communications professionals that supports and promotes public safety communications concerns.
- ◆ **Busy Queuing** A method of queuing a call when resources are not available to grant the call.
- ◆ **Central Controller** Equipment at a master site or remote site that controls a set of base stations or repeaters. A central controller is typically a computer that processes inbound and outbound data traffic, assigns repeaters for voice channel access, and generally monitors and maintains order in the system.
- ◆ **Channel** – Single unidirectional or bidirectional path for transmitting, receiving, or both, of electrical or electromagnetic signals
- ◆ **Console** A GUI-based operator position that allows the console operators to interact with the system and communicate with radio users.
- ◆ **Control Channel** Communication channel implemented by a base station or repeater used to transmit and receive channel assignment data or process other control commands from the system. Contrast with a base station or repeater functioning as a voice channel used to transmit and receive voice information.
- ◆ **Conventional radio system** – Non-trunked, similar to party-line in that the user determines availability by listening for an open channel
- ◆ **Digital modulation** – Digital data sequence (1's & 0's) placed on a carrier signal for transmission through a channel
- ◆ **Disconnect Tone** A subaudible, 163.64 Hz tone generated by a radio when dekeying. The controller uses this tone to start the timeout timer in message trunking. In transmission trunking, receipt of the Disconnect Tone causes an immediate release of the voice channel by the controller.
- ◆ **Emergency Call** The highest priority service of talkgroup call. When the emergency button of a subscriber unit is pressed and the PTT pressed, an Emergency Call is granted.
- ◆ **Encrypt** – To convert plain message into unintelligible forms through cryptosystem
- ◆ **Frequency** – The number of cycles or events per unit of time
- ◆ **Frequency bands** – Frequency bands where land-mobile radio systems operate in the US including the following:
 - High HF: 25-29.99 MHz
 - Low VHF : 30-50 MHz
 - High VHF: 150-174 MHz
 - Low UHF: 450-470 MHz
 - UHF TV Sharing: 470-512 MHz
 - 700 MHz: 764-776/794-806 MHz
 - 800 MHz: 806-869 MHz
- ◆ **Interoperability** – Communications systems that can exchange information or services instantly and satisfactorily

- ◆ Multigroup Announcement Group. A collection of two or more talkgroups.
- ◆ Multigroup Call Announcement Group call. A group call involving two or more talkgroups.
- ◆ Mutual Aid Channel – A national or regional channel that has been set aside for use only in mutual aid/interoperability situations, usually with restrictions and guidelines governing usage
- ◆ Patch – A subsystem that enables a mobile or portable radio on one system/channel to communicate with one or more radios on a different system/channel via a control center console or interoperability device
- Remote Site A site that consists of repeaters and a site controller, which are linked to a Master Site.
- ◆ Repeater Station at a master site or remote site that broadcasts and receives RF signals to and from mobile and portable radios in the field.
- ◆ RF Radio Frequency.
- ◆ Simulcast A wide-area trunked system configuration that uses multiple transmitter and receiver sites to extend coverage of the system. All the corresponding channel numbers at all the sites uses the same frequency.
- ◆ SmartZone OmniLink A software-based, very-wide-area radio communications network based on the interconnection of multiple SmartZone systems.
- ◆ Talkgroup A group of radio users that can share calls and messages as a group. A talkgroup comprises a group of users who have a need to communicate with each other.
- ◆ Talkgroup Call Call involving other users within the originating user's own talkgroup.
- ◆ Talkgroup ID Unique identifier assigned to each talkgroup in a Motorola trunking system.
- ◆ Talkgroup Scan A feature that allows a subscriber unit to scan those talkgroups that have an affiliated member at the scanning radio's site. ◆ The Talkgroup Scan list(s) must be programmed in the radio.
- ◆ Trunking A method of sharing a small number of communication paths among a large number of users. When a user wants to transmit a message, the trunked system automatically selects a currently unused channel pair and assigns it to the user, decreasing the probability of having to wait for a free channel.
- ◆ Unit ID Unique identifier assigned to each radio in a Motorola trunking system.
- ◆ Users The first responders/public safety officials operating on the Project Hoosier SAFE-T system.
- ◆ Zone Controller Handles the call processing, mobility, and some network management functions in an OmniLink system. Each zone in an OmniLink system has a Zone Controller.