

Indiana Statewide 9-1-1 Plan

Indiana Statewide 911 Board 2018 ©



DOCUMENT CHANGE HISTORY

Version	Publication Date	Description of Change
V 0.1	November 17, 2008	Final Draft
V 1.0	December 2, 2008	Final Deliverable as approved by the IWAB incorporating feedback from the planning committee, the ITA and AT&T
V 2.0	July 2011	First update. Changes made to all sections to update information. New section created to show progress on the previous Plan's goals. Goal section updated and new goals added.
V 3.0	October 2016	Updated all content with changes resulting from recent legislation. Separate document created and attached to show progress on the previous Plan's goals. Goal section updated.
V 4.0	June 2018	Updated all content. Separate document created and attached to show progress on the previous Plan's goals. Goal section updated

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1. EXECUTIVE SUMMARY

1.1. BACKGROUND AND PURPOSE

Indiana Code §36-8-16.7-27 (a)(8) authorizes the Indiana Statewide 911 Board (Board) to develop and maintain a statewide 9-1-1 plan. This Statewide 9-1-1 Plan represents the fifth revision to the Plan initially created in 2008.

The purpose of the Indiana Statewide 9-1-1 Plan is to:

- Build a cooperative and collaborative mechanism for the advancement of 9-1-1.
- Facilitate the migration of Indiana's PSAPs to Next Generation 9-1-1 (NG9-1-1) capability.
- Educate and inform stakeholders.
- Establish the foundation for taking Indiana's 9-1-1 capabilities to the next level—by assuring that all Indiana PSAPs achieve a minimum standard level of service statewide and, at the same time, enable the development of a more comprehensive and technically advanced level of service to meet the evolving needs of consumers.
- Articulate a set of goals and objectives that foster innovation for the advancement of public safety and allow deployment of creative solutions that will maintain Indiana's leadership position in the 9-1-1 industry.

1.2. GOALS AND OBJECTIVES

The Plan identifies the key goals and objectives for improving 9-1-1 service and functionality across Indiana and influences Indiana's statewide decisions regarding 9-1-1. The successful achievement of the Plan's goals and objectives will result in Indiana's ability to continue to meet the public's high level of expectations for 9-1-1 service, provide a consistent level of 9-1-1 service statewide, and contribute to the security and safety of all of Indiana's residents and visitors. The overarching vision is to assure that Indiana's citizens and visitors have 9-1-1 service no matter where they are calling from, no matter what sort of device they are calling from, regardless of the technology they use and whether they communicate by voice, text or other emerging technology.

- Goal 1 — Provide a functionally-comparable level of 9-1-1 service statewide
- Goal 2 — Stakeholders and the general public are kept informed
- Goal 3 — All PSAPs have adequate funding to meet operational requirements
- Goal 4 — Indiana's NG9-1-1 system seamlessly interconnects with and interoperates with FirstNet
- Goal 5 – Telecommunicators in Indiana are provided with the tools necessary to manage on the job and personal stress unique to 9-1-1 to maintain optimal health and performance
- Goal 6 -- Telecommunicators are afforded the opportunity to participate in certified training through financial support from the Board
- Goal 7 -- Cross Train IN911 Staff
- Goal 8 -- Expand PSAP outreach efforts
- Goal 9 -- Establish PSAP Grant Program for the Disbursement of Federal 9-1-1 Grant Funding

1.3. ACTION NEEDED TO IMPLEMENT THE PLAN

Action needed to achieve the Plan's goals and objectives:

- Involve stakeholders in the actions and steps associated with work on the goals and objectives.
- Develop the capability, in conjunction with the vendor community and 9-1-1 service providers, to assure that Indiana's citizens and visitors have 9-1-1 service and PSAPs have access to a callers' location no matter where they call from, no matter what device, protocol or service they use, regardless of whether they communicate by voice, text, image or video.
- Increase public awareness of the Board initiatives to achieve effective implementation of the goals and objectives.

2. INTRODUCTION

The following represent the purpose of the Indiana Statewide 9-1-1 Plan:

- Build a cooperative and collaborative mechanism for the advancement of statewide 9-1-1
- Facilitate the migration of Indiana's PSAPs to NG9-1-1 capability
- Educate and inform stakeholders about the Board's plans and goals
- Establish the foundation for taking Indiana's 9-1-1 capabilities to the next level—by assuring that all Indiana PSAPs achieve a minimum standard level of service statewide and, at the same time, enable the development of a more comprehensive and technically advanced level of service to meet the evolving needs of consumers

The Board intends this Plan to be a tool for Indiana's PSAPs, public safety stakeholders, 9-1-1 service providers and policymakers as they work together to advance 9-1-1 services for the benefit of all the citizens and visitors of Indiana.

2.1. NATIONAL OVERVIEW OF THE HISTORY AND BACKGROUND OF 9-1-1

The history of 9-1-1 in the United States began in 1967. On May 23 of that year, Indiana Congressman, Mr. J. Edward Roush, attended House sub-committee hearings on the *Comprehensive Fire Research and Safety Act of 1967*. In response to testimony unfavorably comparing the rate of fire deaths in the US with other nations and linking that high rate with the length of time to respond, Representative Roush recommended a single, nationwide telephone number for reporting fires. That same year, President Johnson's Commission on Law Enforcement and Administration of Criminal Justice recommended a nationally uniform three-digit emergency telephone number. In November of that year, the Federal Communications Commission (FCC) met with AT&T; and, shortly thereafter, AT&T announced—at a press conference held in the Washington, District of Columbia office of Indiana Representative Roush—that it had reserved the numbers 9-1-1 for emergency use nationwide.

The Alabama Telephone Company implemented the nation's first 9-1-1 system in Haleyville, Alabama. On February 16, 1968, Alabama Speaker of the House, Mr. Rankin Fite, made the first 9-1-1 call from the Haleyville City Hall. Congressman Mr. Tom Bevill answered the call on a red-colored telephone located in the police department.

Early 9-1-1 technology had limited capability and 9-1-1 calls had to be delivered to an answering point within the caller's telephone exchange. Since there was (and is) little correlation between a telephone exchange boundary and

the emergency responder's jurisdiction, a 9-1-1 call could end up at a PSAP that did not serve the caller's location. This basic 9-1-1 service, as it has since been defined, did not provide any telephone number or location information with the call—it was a voice service only—and the caller had to provide his or her location and call-back information.

Significant advancement in 9-1-1 technology occurred with the introduction of E9-1-1 in the early 1980s. Using existing circuit-switched technology, E9-1-1 added the capability of selectively routing 9-1-1 calls to the PSAP serving the caller's location and delivering that call with the caller's telephone number and location.

By the 1990s, the use of cellular technology increased dramatically. This consumer-driven change posed serious challenges for public safety, because landline E9-1-1 systems did not have the capability of providing location information for cellular callers.

In 1996, the FCC released its *First Report and Order on Docket 94-102* mandating wireless E9-1-1. The cellular industry devised two solutions to identify the longitude and latitude of the caller's location: a global positioning system (GPS) chip within the handset itself or networked triangulation from cellular towers. Implementation was to occur in two phases: Phase I provided the caller's callback number and the address of the receiving antenna tower; Phase II provided a more accurate latitude/longitude coordinate for the calling device. Phase II accuracy requirements varied depending on technology. Although less-than-perfect and inherently less reliable than landline technology, wireless E9-1-1, where it had been implemented, represented a huge improvement in the PSAP's ability to get help to a wireless caller's location.

Not long after wireless E9-1-1 implementations began to reach maturity at the majority of PSAPs, Voice over Internet Protocol (VoIP), text messaging, picture and video messaging, and other new technologies appeared on the market, adding a host of new issues and challenges for 9-1-1. Consumers have adopted these technologies for their everyday communications and they expect to be able to use these technologies to communicate with 9-1-1.

The nation's legacy 9-1-1 system has reached the end of its ability to adapt to new modes of communication, particularly those based on Internet Protocol (IP) or which require greater capacity to transmit the rich data streams and content so integral to modern communications.

In 2004 Congress passed the *ENHANCE 911 Act of 2004 (The Act)* and amended it twice through the *NET 911 Improvement Act of 2008* and the *Next Generation 9-1-1 Advancement Act of 2012*.¹ The Act as amended established an Implementation Coordination Office (ICO), or National 9-1-1 Program, as a joint program of the National Telecommunications and Information Administration (NTIA) in the US Department of Commerce and the National Highway Traffic Safety Administration (NHTSA) in the US Department of Transportation (USDOT). It further charged the ICO with managing a grant program and creating a national plan "...for migrating to a national IP-enabled emergency network capable of receiving and responding to all citizen-activated emergency communications and improving information sharing among all emergency response entities." That plan was released in September 2009.

In August 2014, the Federal Communications Commission adopted an order that requires all wireless carriers and other text messaging providers that enable consumers to send text messages to and from U.S. phone numbers to

¹ The Next Generation 9-1-1 Advancement Act of 2012 was passed as part of the Middle Class Tax Relief and Job Creation Act of 2012.

deliver emergency texts to PSAPs that request them. Wireless carriers and other text messaging providers that were not already supporting text-to-9-1-1 were required to be capable of delivering texts to PSAPs by the end of 2014, and must respond to PSAP requests to deliver text-to-9-1-1 six months from the date of the PSAP's request.

2.2. OVERVIEW OF THE HISTORY AND BACKGROUND OF 9-1-1 IN THE STATE OF INDIANA

On March 1, 1968, just a few days after the first 9-1-1 call in Haleyville, Alabama, AT&T implemented Basic 9-1-1 in Huntington, Indiana. The Board celebrated 50 years of 9-1-1 in Huntington Indiana in March 2018. Former Indiana Congressman J. Edward Roush's family participated. He championed for the State's adoption of the three-digit number.

Although no public records exist documenting the exact date or location of the first landline 9-1-1 system in Indiana, New Paris Telephone's records indicate that 9-1-1 began in Elkhart County on November 30, 1987. The 9-1-1 Director at Elkhart County, Ms. Shelia Malone, was an early proponent of 9-1-1, which initially presented automatic number identification (ANI, the caller's telephone number) to the call-taker and later presented automatic location identification (ALI, both the caller's phone number and the civil address). Funding for Elkhart's 9-1-1 system was provided through a property tax made legal by the Indiana state legislature, but all other counties were required to fund 9-1-1 through a fee on monthly phone bills.

In 1988, legislation to provide funding through telephone user surcharges was enacted, and E9-1-1 was deployed throughout much of Indiana. E9-1-1 service was originally provided by Indiana Bell (later Ameritech, then SBC and now AT&T); General Telephone (later Verizon and now Frontier); United Telephone of Indiana (later Sprint, then Embarq and now Century Link).

In 1987, the first cellular systems began to appear, and cellular 9-1-1 calls were typically routed to the closest district post of the Indiana State Police. On February 27, 1998, Indiana became the first state to pass wireless E9-1-1 legislation (*Public Law 98-1998 Section 1*), providing liability parity for wireless carriers and landline carriers, cost recovery for wireless carriers and local governments, and creating the Indiana Wireless Enhanced 9-1-1 Advisory Board. Governor O'Bannon signed the new law in March 1998. 9-1-1 fee collections began at the start of the new fiscal year (July 1998) and the first PSAP payout occurred in October 1998.

According to NENA, the first wireless Phase I E9-1-1 call in the US was made in Allen County, Indiana, on March 31, 1998. The wireless carrier involved was Centennial Communications, the third-party location company was XYPOINT and the telephone provider was GTE Wireless. Lake County, Indiana, was the second county in the nation to accept Phase II calls in 2001.

In 2003, the Indiana legislature enacted legislation to remove the wireless carrier cost recovery provision of the statute and reduce the surcharge from 65 cents to 50 cents per wireless access line. Other important changes included the creation of an annual equal distribution of the fund to each eligible county in addition to the existing population-based distribution. The legislation also created a technology sub-account that permitted the Board to enter into vendor arrangements, such as the Wireless Direct project, and to plan for future technology applications. The Board immediately set to work to modernize wireless E9-1-1 service delivery. It hired a consultant to develop a

Request for Information (RFI) for a wireless direct network using modern, digital technology and assist with evaluations and vendor selection.

Within 24 months, INdigital telecom (an entity owned by 12 independent Local Exchange Carriers [LECs]) had built a statewide, IP-based network with the potential to provide the NG9-1-1 network backbone for the State of Indiana. The next major milestone in legislative policy was enacted in 2008 to limit counties to no more than two PSAPs after December 31, 2014. A 2010 change in statute imposed the 9-1-1 fee on prepaid wireless services at the point of sale.

In 2012, the Indiana legislature passed major legislation that transformed the Indiana Wireless E9-1-1 Advisory Board into the Statewide 911 Board and replaced county E9-1-1 fees with a uniform statewide fee to be collected and administered at the state level.

In 2013, the Board voted to adopt the IN911 Text-to-9-1-1 Program (texTY) in response to a national plan for major national wireless service providers to begin to provide SMS Text-to-9-1-1 services. The FCC later required all wireless carriers and other text messaging providers to begin delivering emergency texts to requesting PSAPs. TextTY is a statewide text-FOR-911 program provided by the Indiana Statewide 911 Board to PSAPs throughout Indiana. The program is specific to the state of Indiana and is designed to assure a coordinated, valid and timely deployment of Text-to-9-1-1 services on behalf of the PSAPs in Indiana. The texTY application allows the public to send text messages to 9-1-1 from any cellular device with an active SMS service plan. texTY also allows 9-1-1 centers to convert voice calls to text sessions if the situation requires it.

The Program consists of four components:

- 1) Request Text-to-9-1-1 service from the Wireless Carriers
- 2) Coordinating the Request and Approval Process for PSAPs
- 3) Providing a single source of information and status regarding Text-to-9-1-1 deployment in Indiana
- 4) Educating and managing public expectations of the new service

Indianapolis became the first metropolis in the nation to deploy Text-for-911 services on October 23, 2015. By June 2016 all 92 counties implemented Texty services for both in-bound as well as out-bound. Marion County has had over 110,000 text sessions with 11,012 sessions initiated by citizens. Since 2014, Hoosiers have participated in over 636,392 text sessions and citizens initiated 42,316 of those sessions. On average, Hoosiers are using Text-for-911 services over 500 times per day.

Additionally, Indiana has the ability, via the IN911 system to text-FROM-9-1-1 to the public. This service has improved communication capabilities between 9-1-1 centers and the public.

In 2014 the 911 Board initiated a procurement to build out an NG9-1-1 network to provide an equal level of service to all PSAPs, meeting or exceeding the level of service offered by the IN911 network. The Board awarded bids to three vendors, including Indigital Telecom and AT&T for network call delivery services for 9-1-1 traffic and a third contract to ECATS for a statewide comprehensive data analytics system. ECATS is deployed and collecting, logging and reporting data using the IN911 system. AT&T has built out and turned up their NG9-1-1 core locations in Indianapolis, Crown Point and Louisville, Kentucky. INdigital has completed a network redesign including the removal of old circuits and the addition of new, more efficient, network connections at the core of the IN911 network. Connectivity and interoperability testing between the two systems is being conducted at the time of this Plan update.

3. CURRENT 9-1-1 ENVIRONMENT

Indiana has a population of 6.6 million residents in 92 Counties as of 2016.²

- Approximately one third of Indiana's counties (32 of 92) have a population fewer than 25,000. Of the 32 counties, eight have a population fewer than 10,000.
- Four counties have significant non-English speaking populations. Overall five percent of Indiana's population is non-English speaking and Indiana ranks 22nd in the nation with non-English speaking populations.
- Several counties have senior citizen (aged 65 or older) populations greater than 15 percent.
- The most populated county, Marion, includes the capital city, Indianapolis, the nation's 14th largest city.³
- Indiana has 14 Interstate highways.
- Four percent of Indiana residents were born outside of the United States.

All of this has an impact on Indiana's 9-1-1 centers and the diversity of the population places unique demands on the Indiana 9-1-1 system. Indiana is the transportation crossroads of the Midwest and the extensive interstate highway system contributes a significant portion of the calls made to 9-1-1 from cellular phones.

3.1. CURRENT STATUTORY AND REGULATORY ENVIRONMENT AND PROGRAM STRUCTURE

3.1.1. Indiana's Statutory Provisions for 9-1-1 Service

Title 36, Article 8, Chapter 16.7 of Indiana Code ([IC] 36-8-16.7 Statewide 9-1-1 Services) governs 9-1-1 in the state of Indiana. Title 36, Article 8, Chapter 16.6 (IC 36-8-16.6 Enhanced Prepaid Wireless Telecommunications Service Charge) governs prepaid wireless service in the state of Indiana.

3.1.2. Governance

3.1.2.1. Local

Indiana is a home rule state and PSAPs are operated and managed by local governments, either at the municipal or county levels. The Statewide 911 Board has authority over revenue collections, fee distributions, data collection and the ESInets used for call delivery. A municipality or county is not required to have a PSAP and has the legal authority to enter into an inter-local agreement with an adjoining political subdivision for PSAP services. The elements of any inter-local agreement are governed by Indiana Administrative Code.

9-1-1 service is typically delivered using a contract between the unit of government and the 9-1-1 system service provider, which may be a LEC or a competitive 9-1-1 service provider. The 9-1-1 service provider provides the network, database, and network monitoring and maintenance services as part of that contract. The governmental unit obtains and maintains the necessary premise hardware and software for its PSAPs through a lease/purchase

³ Indianapolis operates with a "unigov" form of government. This ranking includes all cities within Marion County, Indiana, with the exception of the cities of Beech Grove, Lawrence, Southport and Speedway. See http://en.wikipedia.org/wiki/List_of_United_States_cities_by_population .

arrangement with the LEC or through a different competitive procurement. The legislation enacted in 2008 limits the number of PSAPs to no more than two in each county, with limited exceptions provided for in IC 36-8-16.7-47.

Historically, it has not been typical for counties or municipal units of government to coordinate on a regional basis for the provision of 9-1-1 service with the exception of back-up PSAP arrangements. The deregulation of telephone services by the Indiana Utility Regulatory Commission, combined with the initiatives of the legislature and the availability of a statewide IP-network make such collaboration easier for local authorities. Economic factors and the advent of NG9-1-1 have created an environment where coordination among multiple counties is increasing. Regional consortia have been established for procurement advantages and redundant operational purposes. Many of these counties operate on the existing statewide Emergency Services IP Network (ESInet) and are fully interoperable. In 2018 another 31 counties in Indiana will operate on a separate, totally redundant ESInet that will be fully interoperable with the existing ESInet.

The delivery of 9-1-1 services to the public is a local matter, although local governments are accountable to the Statewide 911 Board with regard to how they use their 9-1-1 funds. The State Board of Accounts audits the counties annually.

3.1.2.2. State

The Statewide 911 Board is a quasi-state government agency established under the Indiana Treasurer's Office. It has statewide responsibility for the development, implementation, and oversight of the statewide 9-1-1 system. The Board comprises fifteen members:

- The state treasurer or designee, Chair
- Three PSAP representatives
- One facilities based commercial mobile radio service (CMRS) provider
- One county commissioner
- One sheriff
- Two local exchange carriers
- One VoIP service provider
- One municipal representative
- The state fire marshal or designee
- The superintendent of the state police or designee
- The executive director of the department of homeland security or designee, nonvoting
- The state GIS officer, nonvoting

The governor makes the appointments based on recommendations made by entities identified in statute. The Board has four employees—an executive director, a deputy director, program manager and an assistant/office manager.

The Board's powers include:

- Administering the Statewide 9-1-1 Fund (Fund)
- Adjusting the 9-1-1 fee one time before July 1, 2020 to ensure adequate revenue for the Board to fulfill its responsibilities
- Administering the prepaid 9-1-1 fee
- Disbursing 9-1-1 funds to local governments for use as provided by statute
- Contracting
- Rule-making pursuant to IC 4-22-2

- Collecting information from the PSAPs
- Administer statewide 911 grants
- Administer certified training and continuing education funds

The Board is not required to submit a budget to the legislature, although the budget committee through the Indiana State Board of Accounts annually audits the Board on its management of the Fund.

The Fund is considered a Trust fund for purposes of IC 4-9.1-1-7 which prevents the balance of the fund from reverting to another fund at the end of the State's fiscal year and is protected from transfer to any other fund. Indiana does not use the Fund for any purpose other than statutorily authorized 9-1-1 expenditures.

Since 2006 the Board has provided a competitively-procured statewide IP backbone network for wireless 9-1-1 service. Additional services were added by the Board between 2006 and 2018, i.e. non-voice communications, MEVO, translation services and inter-state connectivity into Michigan, Ohio and Kentucky.

The Board's strategic plan included making Indiana totally Next Generation capable from the provider across the IN911 network to the PSAP. In 2015 the Board awarded contracts to two service providers for independent and diverse IP-enabled ESInets from each provider, but when integrated at the Core becomes the IN911 network. Additionally, the Board contracted services of ECATS for comprehensive data collection and network monitoring.

Local, regional and state-level system functions relative to the statewide IN911 system are coordinated, mutually supportive, comprehensive in scope and efficient in operation. Stakeholder input is essential to the Board's oversight function. The composition of the Board itself provides balanced stakeholder representation. In addition, the Board engages its stakeholders and solicits input by the following means:

- Assuring its meetings are publicized and accessible to the public in accordance with the Indiana open-door statutes
- Attending state chapter meetings of NENA and APCO, and supporting their educational initiatives
- Attending National Association of State 9-1-1 Administrators (NASNA), NENA and APCO training and educational meetings to bring back information for Indiana PSAPs
- Presenting at district/state meetings and conferences of elected county officials
- Collaborating with other state agencies, e.g. Indiana Department of Homeland Security (IDHS), Integrated Public Safety Commission (IPSC), State Board of Accounts, Indiana State Police, Department of Revenue and the General Assembly
- Providing technology outreach tools such as the project Website and updates on various social network platforms
- Publishing a stakeholder targeted news feed on the project Website
- Hosting periodic meetings each year for sheriffs, county commissioners, 9-1-1 coordinators and PSAP personnel
- Serving as a clearing house for information about local, regional, state and national wireless E9-1-1 issues

The Statewide 911 Board or the Executive Director may appoint ad-hoc stakeholder committees as necessary to accomplish the goals and objectives of the Board. Committees include Board members, PSAP officials, local government representatives and industry experts who have experience in a variety of technical, operational and policy subject areas.

The Board's staff collaborates with other state public safety agencies, e.g., IPSC, IDHS, ISP on broader state and national public safety initiatives.

3.1.3. Regulatory

IC 8-1-2.6 effectively de-tariffs many of the legacy 9-1-1 system service provider's 9-1-1 product offerings. Nevertheless, these offerings are still treated operationally by the legacy providers as if their tariffs remain in place. Some local authorities have contracted for bundled customer specific offerings similar to what previously existed in tariff, but which are now nonregulated product offerings.

3.2. CURRENT 9-1-1 TECHNOLOGY

Dual ESInets are deployed by AT&T and Indigital for network call delivery services for 9-1-1 traffic.

3.2.1. Overview

Five 9-1-1 System Service Providers provide 9-1-1 service in Indiana:

- AT&T Indiana
- Century Link
- Frontier
- INdigital telecom

3.2.2. 9-1-1 Infrastructure

Most, if not all, legacy 9-1-1 system service providers use out-of-band Signaling System 7 (SS7) signaling to transport a 9-1-1 call from the caller's serving Central Office (CO) to the tandem or selective router. From there to the PSAP, the landline 9-1-1 network consists primarily of circuit switched, analog technologies using in-band signaling (centralized automatic message accounting [CAMA]). All legacy 9-1-1 service providers operate ALI database platforms that use IP technology for transport, and then convert to low-speed data transmissions (1,200-to-9,600 baud data lines) if the PSAP premises equipment is not capable of supporting IP ALI links. Increasingly, the network from the ANI/ALI controller to the PSAPs uses IP through the creation of regional ESInets.

3.2.2.1. LEC 9-1-1 Selective Routers

Three major LECs provide E9-1-1 services using selective routers which also serve as tandem switches. These are located throughout the state and serve the majority of Indiana PSAPs. Selective routers perform the function of routing an E9-1-1 call to the correct PSAP and are critical components of the existing landline delivery network. Selective routing for 9-1-1 uses the LEC's regional or Local Access and Transport Area (LATA) tandems, which do not operate as mated pairs. Therefore, survivability of the tandem as a selective router relies on survivability of the same switch to provide service for landline calls of all types, including 9-1-1 calls.

Frontier uses multiple Nortel DMS central office-based tandem switches for the selective routing function; these are connected to 12 CML ECS-1000 selective routers, which function as ANI/ALI controllers. Century Link uses one Nortel DMS-500 tandem switch. INdigital telecom uses two mated pair Siemens EWSD class 4 switches and is utilizing three paired Emergency Services Routing Proxy (ESRP's) for geospatial routing of E9-1-1 voice and non-voice calls using NENA i3 standards.

3.2.2.2. LEC ALI Database

AT&T-served PSAPs currently receive wireline, wireless and VoIP ALI data through Intrado. This ALI platform transports ALI data and selective router Application Programming Interface (API) links over a private, redundant, self-healing IP network. ALI is provided when calls are transferred among AT&T PSAPs statewide, as well as to AT&T-served PSAPs in Michigan and Illinois. The IP ALI data links are converted back to analog circuits if the PSAP premises equipment is not capable of supporting IP ALI links. Most Frontier-served PSAPs receive ALI data from Intrado. Century Link provides their own ALI management service to all but three of the counties they serve. INdigital telecom customers receive ALI via a distributed IP ALI system (INDB). This will change with the full deployment of the dual ESInets.

Certain other PSAPs in Indiana receive landline ALI via local ALI database servers or via IP networking provided as a parallel overlay to the IN911 wireless ALI network.

3.2.2.3. Wireless Carrier Network

Among the nine CMRS carriers, there are 36 mobile switching centers (MSC) located throughout the Midwest. All 36 of them connect to the two redundant mated-pair tandem selective routers on the IN911 network or to redundant and geo-diverse legacy network gateways (LNG is a NENA i3 NG9-1-1 functional element). From there, calls are selectively routed by the IN911 network and then delivered to the appropriate PSAP either directly or via a functional direct-connect to the network of the PSAP's 9-1-1 system service provider.

3.2.2.4. Wireless ALI Database

IN911 provides wireline and wireless ALI service where required. ALI records sync between service providers and are transferrable to four adjoining states.

3.2.2.5. IN911 System

The Indiana Statewide 911 Board provides a statewide private 9-1-1 network (IN911 network) to handle 9-1-1 calls. A self-healing Synchronous Optical Network (SONET) serves as the transport network for a diverse IP-based 'mesh network' that delivers 9-1-1 voice and ALI data using IP technology. Many Indiana PSAPs are next generation enabled and have direct IP connections. However, when required, Internet Protocol signaling is converted to analog voice and traditional RS-232 data communications to serve legacy equipment in the back room of the local PSAP. The IN911 network is fully redundant at all levels, with redundant, paired selective router tandems and multiple IP-based selective routing services, redundant ALI links and controllers. The underlying IP transport is fully redundant to each PSAP, and the connections to all legacy LEC network elements used for 9-1-1 service are redundant as well. In addition, tertiary connections are being added at critical network points where the unreliability of legacy circuits has been observed. The IN911 network is a fully private network that makes extensive use of IP security protocols and procedures. In addition to these precautions, the network is monitored to automatically detect any operational abnormality. All system circuits are registered with the federal government for Telecommunications Service Priority (TSP).⁴

⁴ TSP is a program within the federal Department of Homeland Security (DHS) that authorizes national security and emergency preparedness (NS/EP) organizations to receive priority treatment for the restoration of vital voice and data circuits or other telecommunications services in the event of a widespread outage.

In addition to the redundant nature of the IN911 network design, the Board has implemented tertiary connections from third party service providers. Tertiary connections are added to the 9-1-1 network as high-speed broadband networks are established in the PSAP's communities. These connections, where available, are used to connect multiple providers' networks for improved delivery of 9-1-1 calls.

The network is evolving to support additional agencies to promote public safety for Indiana residents and visitors. The Board has extended the IN911 network across state boundaries into Michigan, Ohio and Kentucky to enable call transference across state lines along with the location information associated with the call; interconnectivity with Illinois is in progress.

A network application gives all PSAPs access to Language Line for support in handling calls from non-English speaking callers. LanguageLine provides interpretation and translation services to Indiana telecommunicators for 180 languages 24/7. The most common translations are displayed below:

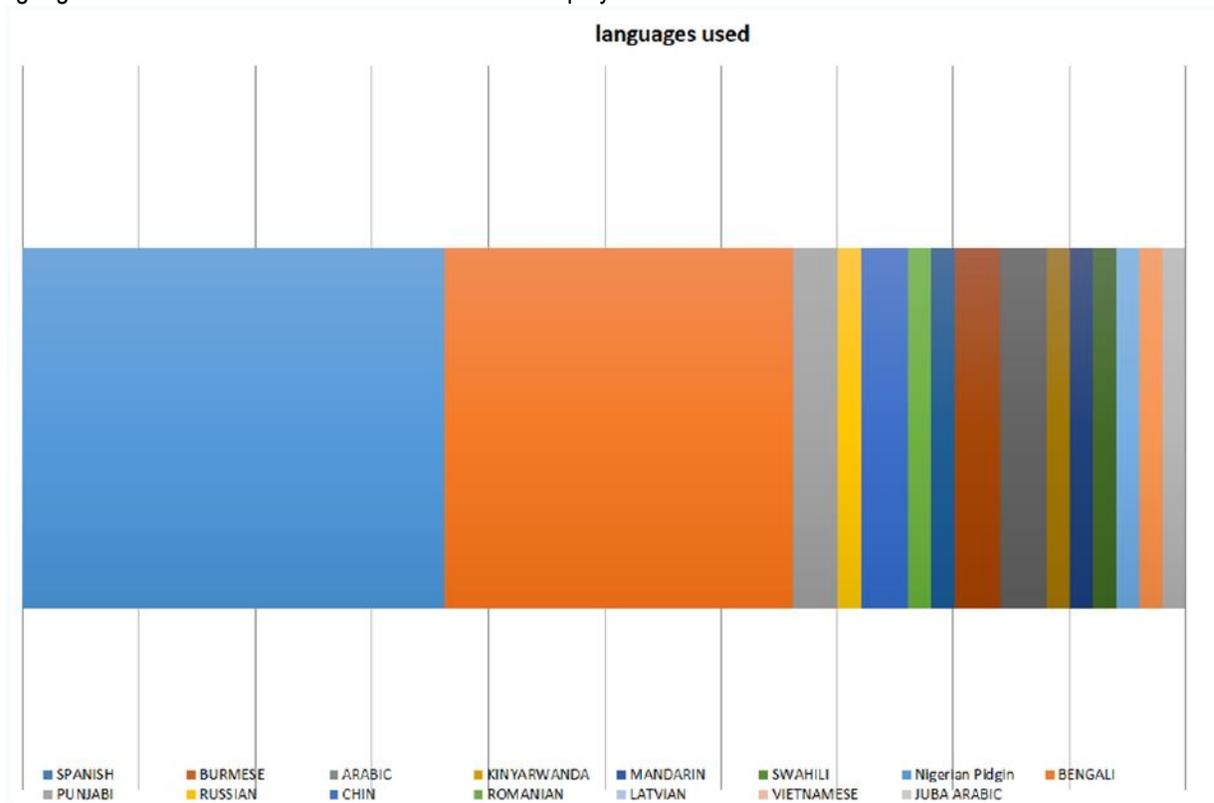


Figure 1— LanguageLine Translations in Indiana

Legislation passed in 2012 required that a new contract for the operation of the statewide ESInet be competitively bid through an open procurement process. The Statewide 911 Board, in partnership with the Indiana Department of Administration, initiated a procurement to build out an NG9-1-1 network for part or all of Indiana to provide an equal level of service to all PSAPs. The RFS required the vendor(s) to meet or exceed the level of service offered today by the IN911 network. In December 2014, the Board awarded bids to three vendors including Indigital Telecom and AT&T for network call delivery services for 9-1-1 traffic and a third contract was awarded to ECATS for a statewide

comprehensive data analytics system. In 2017 ECATS merged with WEST Company. This project will result in all PSAPs operating in a NG9-1-1 environment, however, PSAPs will have to upgrade their CPE in order to fully utilize the network's next generation capabilities. The IN911 network supports text to 9-1-1.

3.2.2.6. PSAPS

There are 121 PSAPs operating within 92 counties.⁵ Local 9-1-1 systems established with one of the LECs transport landline and VoIP calls, and the statewide IN911 network transports 9-1-1 calls. County PSAPs are the primary answering points for 9-1-1 calls, which may subsequently be transferred to another PSAP for dispatch. In some instances, 9-1-1 calls are routed directly to the PSAP serving the caller's location, not necessarily the County-level PSAP. These routing profiles are consistent with the legislative intent, (i.e., Colleges and Class II cities). The Indiana State Police (ISP) operate six regional dispatch centers throughout the state as secondary PSAPs. ISP PSAPs are served by the IN911 network.

The majority of Indiana's PSAPs will have to replace their customer premises equipment (CPE) before they can fully implement NG9-1-1. A project to collect and catalogue 9-1-1 equipment in 2013 found that 44 percent of Counties needed to replace their CPE to become NG9-1-1 capable and 182 call answering positions in the State were not capable of NG9-1-1 and 106 CPE upgrades were required. A recent survey of PSAPs confirmed that outdated equipment is still prevalent across the State.

3.3. PSAP INTEGRATION WITH EMERGENCY COMMUNICATIONS, TELECOMMUNICATIONS AND INFORMATION NETWORKS

PSAPs function independently of each other. There is limited integration of 9-1-1 and radio systems with one another or with other related or unrelated public safety systems.

Indiana's Fiber Network backbone carries a network of networks that form a secure ESInet supporting a variety of Public Safety functions, including IN911, connections to the National Crime Information Center/Indiana Data and Communications (NCIC/IDACs), the Automated Fingerprint Identification System (AFIS) and Criminal Justice Information Services (CJIS). In addition, the Board has an IP transport sharing inter-local agreement with the Indiana Supreme Court, Judicial Technology and Automation Committee (JTAC).

The ESInet serves public safety needs and PSAPs through access to other state agencies and benefits the public interest through the various inter-local agreements, which thereby reduces the overall cost to the IN911 portion of the ESInet. Additional applications related to NG9-1-1 and other related public safety communications functions are under development. Current public policy, statute and regulations govern the development of these services.

⁵ Two counties, Fountain and Warren, comprise a single consolidated 9-1-1 operating authority. The number of PSAPs is not stable as counties comply with IC 36-8-16.5—51(c).

3.4. BOARD INITIATIVES AND PROGRAMS

3.4.1. Public Awareness Campaigns

During the initial rollout of text-to-911 the Board ran a media campaign and provided every PSAP with a “media” packet that contained useful information and a news release that they could “localize” for publication in local media. The initial campaign was for 90 days in key markets and Emmis Communications used radio, print, billboards and electronic messaging to announce the implementation of text services. The focus was “big” events for target audiences such as the Indianapolis 500, the Indy July 4th celebration and the Indiana State Fair and Blueberry Festival to get the message delivered. Billboards were placed on high volume roadways. The earned media coverage by television stations and internet news in Indiana and surrounding states was significant as a result of the initial campaign. In 2017 the Texty program was promoted through social media resulting in over 8 million impressions delivered,

The most recent Text-to-9-1-1 public awareness campaign focuses on Indiana’s Lifeline Law and involves a partnership with the Youth Services Association to target college and high school students to inform them what to do in an emergency, including alcohol related emergencies and student safety. As of December 2017, 43 lives were saved since the enactment of the Lifeline Law. The advertisements include text conversations with 9-1-1 to promote that service to students. The campaign also targets schools for the deaf to promote the benefits of Text-to-9-1-1 service for deaf and hard of hearing students. A public awareness campaign in the fall of 2017 resulted in eight million impressions and five lives saved. Geodomes cover all colleges and universities, fraternity rows and bar districts in Indiana and allow for targeted messaging to the target audience. The spring 2018 campaign will cover all high schools and Pat McAfee, retired Colts kicker, is featured in a video for the campaign. The campaign planned for fall of 2018 includes working with universities to make students aware of alcohol poisoning signs during move-in week. Additionally, the Board joined with Indiana youth services association to train telecommunicators on the signs of human trafficking.

3.4.2. Training

In 2017 the Board adopted Minimum Training Guidelines for Telecommunicators that were recommended by the Minimum Training Guidelines for Telecommunicators Project. The project was a 9-1-1 community-wide Work Group effort that ensued over a three-year period and included NENA, APCO, NASNA, IAED, NFPA, PowerPhone and industry professionals. The project resulted in nationally recognized, universally accepted standards.

As of the time of this Plan update the Board has provided 372 training courses completed by 48 departments in 40 counties and 164 recertification courses completed. Many of these courses were provided in counties that have not been able to provide this type of training. The following training programs are approved by the Board for payment including recertification and online options;

APCO.

- i. PST1 Course (Public Safety Telecommunicator Course)
- ii. EMD (Emergency Medical Dispatch)
- iii. Fire Service Dispatch Course (FSC)
- iv. Law Enforcement Communications Course (LEC)

Power Phone

- i. Call Assessment Certification
- ii. Public Safety Telecommunicator Course
- iii. Telecommunicator /CPR Class
- iv. Emergency Medical Dispatch
- v. Fire Service Dispatch
- vi. Law Enforcement Dispatch

Priority Dispatch/IAED

- i. Emergency Telecommunicator Course
- ii. Emergency Medical Dispatch Course
- iii. Emergency Fire Dispatch Course
- iv. Emergency Police Dispatch Course

Recertification courses for the above courses are also provided.

The Board collected data on active shooter policies in the State and found that 55 percent of Indiana's PSAPs have an active shooter policy in effect. Thirty percent of PSAPs are in the process of developing a written policy while 16 percent have requested assistance. The Board provided policies for these PSAPs to use as a guide to update or develop their own active shooter policies.

The Board also provides continuing education for telecommunicators including Denise Amber Lee training, peer support training and supervisory training. The Board will provide Healthy Dispatcher training on Leadership and Resilience in 9-1-1 in 2019.

3.5. ECONOMICS

3.5.1. Current Funding

Senate Enrolled Act 345 of 2012 required that the board provide a guaranteed minimum level of funding to counties on an annual basis and established a single statewide fee. The monthly statewide 9-1-1 fee is assessed uniformly on each standard user having a place of primary use in Indiana. A standard user is defined as "a communications service user who pays retrospectively for the service and has an Indiana billing address for the service; and in the case of a non-mobile communications service user, an exchange access facility used in Indiana." A separate 9-1-1 fee is assessed on prepaid wireless services at the point of sale by retailers and remitted to the Indiana Department of Revenue. House Bill 1475 of 2015 increased the fee for standard users from \$.90 to \$1.00 and the fee on prepaid wireless from \$.50 to \$1.00 per sales transaction. The Board has authority to adjust the statewide 9-1-1 fee. They can increase the fee in the amount of \$.10 once between June 30, 2015 and July 1, 2020 after review of the budget committee. The fee may be lowered once annually by \$.10, any more would require legislative approval. Local government does not have authority to assess a 9-1-1 fee. All fees are remitted to the State and deposited into the statewide 9-1-1 Fund, which is managed by the Board. The Board has the authority to audit providers' compliance with collection and remittance procedures on an annual basis.

The Board, pursuant to HB 1475 of 2015, distributes these funds in the following manner:

"(1) In each state fiscal year, the board may retain the lesser of:

- (A) ten percent (10%) of the statewide 911 fees deposited in the fund in the previous state fiscal year; or
(B) the amount of fees deposited in the fund in the previous state fiscal year that would provide for the operating expenses of the statewide 911 system during the state fiscal year for which the fees are retained; to pay the board's expenses in administering this chapter and to develop, operate, and maintain a statewide 911 system. The board may decrease the amount of fees retained by the board under this subdivision.
- (2) After retaining the amount set forth in subdivision (1), the board shall distribute to the counties the remainder of the statewide 911 fees in the fund. With respect to any state fiscal year beginning after June 30, 2015, the board shall first ensure a distribution to each county in an amount that is equal to the total amount of statewide 911 fees distributed to the county during the fiscal year ending June 30, 2014.
- (3) If any statewide 911 fees remain in the fund after the distributions ensured under subdivision (2), the board shall distribute the fees as follows:
- (A) Ninety percent (90%) of the fees shall be distributed to the counties based upon each county's percentage of the state's population.
- (B) Ten percent (10%) of the fees shall be distributed equally among the counties.
- (b) The board may not distribute money in the fund in a manner that impairs the ability of the board to fulfill its management and administrative obligations under this chapter."

In FY17, the revenue was \$87,125,936, of which \$60,778,128 hold harmless was distributed to counties. The Board also distributed an additional \$9,800,000 to counties under the 90/10 formula, revenue that counties were not guaranteed.

House Bill 1475 of 2015 codified the application of uniform collection on all technologies resulting in VOIP providers being treated like all other technology providers. Currently, Indiana follows the industry acceptable prorated methodology of no more than 5 charges per T1 or PRI.

House Bill 1475 of 2015 also removed the requirement that a county council (for a county adjusted gross income tax) or a county income tax council (for a county option income tax) must impose certain additional tax rates as a condition of imposing an additional tax rate for public safety (public safety LOIT). In a county in which a public safety LOIT is not in effect on July 1, 2015, the county council or county income tax council (as appropriate) may adopt a resolution providing that up to 100% of the tax revenue from a public safety LOIT imposed by a county shall be dedicated to a PSAP in the county that is part of the statewide 911 system. In a county in which a public safety LOIT is in effect on July 1, 2015, the county council or county income tax council (as appropriate) may adopt a resolution providing that up to 100% of the public safety LOIT tax revenue derived from the part of the tax rate that exceeds the tax rate in effect on July 1, 2015, shall be dedicated a PSAP in the county that is part of the statewide 911 system. The Bill authorizes the fiscal bodies of a county and another political subdivision that are parties to a contract under which the county has assumed the responsibility of operating a PSAP to jointly petition the department of local government finance to adjust the maximum property tax levies of the respective units.

County governments are required to deposit fee distributions in a separate account, from which they allocate the funds among their PSAPs to be used for the following purposes:

- The lease, purchase or maintenance of communications service equipment
- Necessary system hardware and software and data base equipment
- Personnel expenses (wages, benefits, training and continuing education) to the extent reasonable and necessary for the provision and maintenance of the statewide 9-1-1 system

- Operational costs (including utilities, maintenance, backup power and backup systems, logging recorders, Board approved emergency notification systems [for more information about emergency notification systems see IC 36-8-16.7-22, IC 36-8-16.7-38, and IC 36-8-16.7-40])
- Connectivity to the Indiana data and communications system (IDACS)
- Rates charged by 9-1-1 system service providers
- First responder mobile radio equipment
- Up to 50 percent of the costs associated with radio and equipment replacements necessary to comply with the FCC's narrow banding mandate

Funds generated from the 9-1-1 fee may not be used for the construction, purchase, renovation, or furnishing of PSAP buildings; or vehicles.

The Board enforces compliance with the statutory requirements regarding the use of 9-1-1 funds by ensuring the County reimburses the state 9-1-1 fund in the dollar amount of the non-complying expenditure.

3.5.2. Current Funding Issues

Funding issues include:

- Revenues from landline telephone services are declining as consumers abandon their landline telephones in favor of mobile wireless services.
- Some wireless carriers do not remit the 9-1-1 fee for customers that do not subscribe to a voice plan, for example if the handset is used only for text and data messaging.
- Depending on the region, 8 to 30 percent of wireless 9-1-1 calls come from non-service initialized (NSI) handsets, i.e., handsets with no pre-paid minutes or active subscriptions. This class of caller makes no funding contribution to the operation of the 9-1-1 system at all.
- Parts of the state see increases in 9-1-1 call volumes during peak tourism seasons from callers that do not contribute 9-1-1 fees to Indiana; this creates funding distribution irregularities in a state that increasingly relies on tourism as a contributor to the state's overall economy.
- There is no clear statutory provision for assessing the fee on multi-line telephone systems.
- Some counties cannot afford to upgrade to next generation capable CPE.

Effective public policy must recognize these realities and the statutory framework must assure adequate and sustainable funding to support the continued availability and quality of 9-1-1 throughout the state.

3.5.3. Next Generation Considerations

The revenues generated by the statewide 9-1-1 fee may not be adequate to cover the costs of fully implementing NG9-1-1. Further study is needed to quantify the costs and determine how to pay for them. HB 1475 of 2015 requires PSAPs to report to the Board on costs for dispatching public safety agencies to respond to 9-1-1 calls and the funding sources for the costs.

3.5.3.1. NG Equipment Upgrade Project

While Indiana made strides to implement a NG9-1-1 network in the State, sufficient funding has not been identified to upgrade all PSAPs to next generation capable CPE. So, while a robust next generation infrastructure exists to



provide next generation 9-1-1 services, the services that many PSAPs can provide to callers and first responders are limited by outdated CPE. A project to collect and catalogue 9-1-1 equipment in 2013 found that 44 percent of Counties needed to replace their CPE to become NG capable and 182 call answering positions in the State were not capable of NG9-1-1 and 106 CPE upgrades were required. A recent survey of PSAPs confirmed that outdated equipment is still prevalent across the State.

\$115 million in Federal grant funding is anticipated to become available in 2018 to facilitate the implementation of NG9-1-1. If the Federal grants are disbursed at the state-level as they have been in the past, Indiana plans to use those funds to bridge the funding gap and bring the State closer to fully implementing Next Generation 9-1-1 by upgrading antiquated PSAP equipment.

The Board would facilitate the disbursement of federal grant funds by developing and implementing a state-level grant program modeled after and in compliance with the rules for the Federal 911 grant program. The eligible uses of the state-level grant would be aligned with the eligible uses defined in the forthcoming Federal grant rules. The Board would manage the coordination, reporting and disbursement of these state-level grants in alignment with the Federal rules and the State's responsibilities for reporting to the Federal government.

The Board Plans to convene PSAP personnel in September of 2018 for training and stakeholder outreach for state-level purposes and in consideration of the proposed Federal 911 Grant rules that prioritize coordination and collaboration with PSAPs and local governments.

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4. FUTURE ENVIRONMENT

4.1. VISION

The Board and its stakeholder's vision for Indiana is presented in the following statements:

- Indiana leverages the economies of scale inherent in a dual ESInet deployment with equipment and technology to enable processing of all 9-1-1 calls regardless of technology and to enable the seamless transfer of voice and data among PSAPs within Indiana and adjoining states and regions.
- Related statewide public safety services, e.g., poison control, trauma centers, 2-1-1, 5-1-1, NCIC/IDACS, JTAC, are able to exchange voice and data seamlessly with the 9-1-1 system to provide better service to the public in an emergency.
- The State would operate a 9-1-1 program with adequate authority, staff and funding to coordinate and support the advancement of 9-1-1 and related public safety services statewide; likewise, local governments would have adequate staff and funding resources to provide 9-1-1 service to their respective communities.
- Indiana's 9-1-1 program would have the ability to seamlessly share data with other state and federal agencies that provide or support emergency services.⁶
- Indiana's state and local stakeholders evaluate and consider centralized services and applications that are common to all PSAPs where reducing local government costs to provide 9-1-1 service can be achieved within the statutory policy established by the legislature.

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⁶ Examples include the Indiana DHS, the State Department of Health, the Federal Emergency Management Agency (FEMA), the DHS and the National Guard.

5. 2018 GOALS AND OBJECTIVES

GOAL 1 PROVIDE A FUNCTIONALLY COMPARABLE LEVEL OF 9-1-1 SERVICE STATEWIDE		
Objective Number	Description	Status
1	Ensure that the services provided by the IN911 Network providers are continued and improved upon as technology, standards, and societal demands evolve.	<i>Target: Ongoing</i>
1.1	<ul style="list-style-type: none"> ➤ Solutions are designed to industry standard including the NENA i3 standard. 	
1.2	<ul style="list-style-type: none"> ➤ Solutions provide or support a foundation for NG 9-1-1 and are designed to support or interoperate with core i3 functionality. 	
1.3	<ul style="list-style-type: none"> ➤ Services are secure and resilient to cyber-attack, penetration, abuse or misuse. 	
1.4	<ul style="list-style-type: none"> ➤ Solutions provide the ability to alarm, report, monitor, manage and support on a 24/7/365 basis. 	
1.5	<ul style="list-style-type: none"> ➤ Services support or integrate with Interim SMS Text-to-9-1-1 solutions that are currently in-place or planned via delivery methods as prescribed by the Board, as per FCC order or by Carrier consent decree. 	
1.6	<ul style="list-style-type: none"> ➤ Solutions provide or support Wireless E9-1-1 Call Routing and Data Delivery. <ul style="list-style-type: none"> • capable of the primary receipt, routing and delivery of Wireless 9-1-1 calls from wireless carriers via an ESInet to any PSAP throughout Indiana and neighboring states or • capable of supporting, integrating with and assisting in the delivery of Wireless E9-1-1 Calls to any Indiana PSAP and neighboring states. 	
1.7	<ul style="list-style-type: none"> ➤ Solutions provide or support increased fault tolerance, reliability, resiliency and disaster recovery across Indiana. 	

1.8	<ul style="list-style-type: none"> ➤ Solutions provide or support clear demarcations of responsibility and accountability in the handling of all traffic related to an emergency request originating from the public and delivered to a PSAP via the IN911 ecosystem. 	
1.9	<ul style="list-style-type: none"> ➤ Solutions provide or support a seamless infrastructure proactively managed and administered through the Board which delivers a consistent and equitable level of service to PSAPs, enabling PSAPs to improve the quality of service to the public. 	
1.10	<ul style="list-style-type: none"> ➤ Solutions provide for or support Enterprise wide call accounting and data collection. 	
1.2	Conduct ongoing phase II location availability and location accuracy measurements testing to establish baseline metrics and identify any areas of improvement that would improve public safety throughout the State.	<i>Target: Ongoing</i>
1.3	<p>Recommend legislation.</p> <ul style="list-style-type: none"> ➤ Give the Board the authority to set funds aside for grant programs, training and for other statewide 9-1-1 initiatives. ➤ Uniform assessment of the statewide 911 fee on MLTS. 	<i>Target: Ongoing</i>
1.4	Work with Indigital to roll out transfer capabilities for Text services	<i>Target: Ongoing</i>
1.5	Work with vendors to finalize ESInet deployments	<i>Target: Ongoing</i>
1.6	Pilot enhanced location services for wireless callers	<i>Target: Ongoing</i>

Table 2— 2018 Goals and Objectives for Goal 1

GOAL 2 STAKEHOLDERS AND THE GENERAL PUBLIC ARE KEPT INFORMED		
Objective Number	Description	Status
1	Continue to monitor the public's awareness of the Text-to-9-1-1 program.	<i>Target: Ongoing</i>
2	Conduct awareness initiatives, as necessary, to assure that the public is aware of the Board's programs and services and how to utilize them.	<i>Target: Ongoing</i>
3	Conduct awareness initiatives, as necessary, to assure that 9-1-1 stakeholders are aware of the Board's programs and services and how to utilize them.	<i>Target: Ongoing</i>

Table 3— 2018 Goals and Objectives for Goal 2

GOAL 3 ALL PSAPs HAVE ADEQUATE FUNDING TO MEET OPERATIONAL REQUIREMENTS		
Objective Number	Description	Status
1	The Board, PSAPs and local governments jointly develop sustainable funding sources for 9-1-1 in conjunction with the state legislature and efficiently utilize existing funding opportunities.	<i>Target: Ongoing</i>
2	Conduct a review of current fee collection to examine the applicability of current IN statute to maximize the revenue potential available under IN statute.	<i>Target: Ongoing</i>
3	Develop a policy for handling funding non-compliance issues.	<i>Target: Ongoing</i>

Table 4— 2018 Goals and Objectives for Goal 3

GOAL 4 INDIANA'S NG9-1-1 SYSTEM SEAMLESSLY INTERCONNECTS WITH AND INTEROPERATES WITH FirstNet		
Objective Number	Description	Status
1	Use the Director's membership on the Indiana FirstNET Committee to promote the need for seamless interoperability between the State's NG9-1-1 System and FirstNet in order to meet public expectation for sharing new types of data with 9-1-1 and first responders.	<i>Target: Ongoing</i>
2	Represent PSAPs on Indiana FirstNet Committee by providing feedback regarding PSAP perspectives on interoperating with the first responder network and relaying new types of NG9-1-1 data.	<i>Target: Ongoing</i>

3	Help Indiana PSAPs to develop and manage policies with public safety response agencies for sharing new types of NG9-1-1 data.	<i>Target: Ongoing</i>
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Table 4— 2018 Goals and Objectives for Goal 4

GOAL 5 TELECOMMUNICATORS IN INDIANA ARE PROVIDED WITH TOOLS NECESSARY TO MANAGE ON THE JOB AND PERSONAL STRESS UNIQUE TO 911 TO MAINTAIN OPTIMAL HEALTH AND PERFORMANCE		
Objective Number	Description	Status
1	Provide free continuing education training and training opportunities to Indiana telecommunicators.	<i>Target: Ongoing</i>
2	Work with Indiana PSAPs to provide telecommunicators with resources to prepare for and manage additional stressors related to new and different types of NG9-1-1 data.	<i>Target: Ongoing</i>

Table 5— 2018 Goals and Objectives for Goal 5

GOAL 6 TELECOMMUNICATORS ARE AFFORDED THE OPPORTUNITY TO PARTICIPATE IN CERTIFIED TRAINING THROUGH FINANCIAL SUPPORT FROM THE BOARD.		
Objective Number	Description	Status
1	Reach 60 percent rate of PSAP participation in certified basic training. by the end of 2019.	<i>Target: By the end of 2019</i>

Table 6— 2018 Goals and Objectives for Goal 6

GOAL 7 CROSS TRAIN IN911 STAFF		
Objective Number	Description	Status
1	Cross train Board staff to back one another up and maximize collaboration and efficient use of resources.	<i>Target: Ongoing</i>

Table 7— 2018 Goals and Objectives for Goal 7

GOAL 8 EXPAND PSAP OUTREACH EFFORTS		
Objective Number	Description	Status
1	Increase PSAP visits by IN911 Staff to communicate about budgets, assure the maximized use of MEVO and encourage the use of Board provided training opportunities.	<i>Target: Ongoing</i>

Table 8— 2018 Goals and Objectives for Goal 8

GOAL 9 ESTABLISH PSAP GRANT PROGRAM FOR THE DISBURSEMENT OF FEDERAL 9-1-1 GRANT FUNDING		
Objective Number	Description	Status
1	Develop a state-level Grant program modeled after and in compliance with the forthcoming Federal 9-1-1 Grant program to disburse Federal grant funds for the purpose of upgrading outdated CPE for NG9-1-1.	<i>Target: Within Federal Grant Timeline</i>

Table 9— 2018 Goals and Objectives for Goal 9

5.1. ACTION NEEDED TO ACHIEVE THE PLAN’S GOALS AND OBJECTIVES

Action needed to achieve the Plan’s goals and objectives includes the following:

- Involve stakeholders in the actions and steps associated with work on the Plan’s goals and objectives.
- Refine legislation.
- Develop the capability, in conjunction with the vendor community and 9-1-1 service providers, to assure that Indiana’s citizens and visitors have 9-1-1 service no matter where they call from, no matter what device, protocol or service they use, regardless of whether they communicate by voice, text, image or video and that their Phase II location information is delivered to the PSAP.

5.2. TRACKING PROGRESS

The Indiana Statewide 9-1-1 Plan is a living document that is used on an ongoing basis. Indiana’s goals are high-level, general directions; and the objectives for achieving the goals are concise, specific and measurable. Each an associated metric to measure progress. The Board’s staff is responsible for executing the Plan and tracking progress.

As the Board’s staff and stakeholders work through each goal’s objectives, they will identify and take specific actions/steps necessary to accomplish them. Documentation of actions taken to achieve the Plan’s goals and objectives should be adequate benchmarks for use in tracking progress toward each goal.

6. UPDATING THE PLAN

The Board's staff is responsible for executing the Plan and taking the lead in keeping it updated as progress is made. The Board's staff, in conjunction with the planning committee, undertakes any major revisions, additions or eliminations of goals and objectives that are necessary. Goals and/or objectives that were successfully implemented are removed from the Plan or, if further work is needed, it remains in the Plan; and new tasks are added for the next year. The Board's staff presents the working group's recommendation for the Board's consideration. Staff executes the updated Plan and the cycle continues.

There may be times when regulatory or technological changes require commensurate changes to the Plan. The Board's executive director takes the lead in coordinating updates to develop a recommendation for the Board's consideration.

Changes to the plan are documented in the following manner:

- The Plan is given a new version number following the annual review and update cycle or following any necessary interim update. The number given at that time is a full number, e.g., 1.0, 2.0 etc.
- Any changes made to the Plan on an interim cycle are given a fractional number, e.g., 1.1 or 1.2, etc.
- The date field documents the date the Board approved the change or, in the case of an interim administrative change, the date of that change.
- The "description of change" field documents the nature of the change and the page and/or section affected.

7. MECHANISM FOR INITIATING AND MONITORING AN IMPLEMENTATION PROJECT

The Board has effectively allocated its resources to successfully implement the goals and objectives of this plan. The Board has a staff that conducts the day to day business of the Board. The Director focuses on legislative and policy issues that impact the IN911 system and coordinates communications with the legislature and State and Federal government entities, the Deputy Director oversees the collection of the fee and the distribution to the counties and manages PSAP communication and coordination. A Program Manager/Analyst collects data and analyzes remittance compliance and manages the Board's public awareness and outreach campaigns. In 2018 the Board added an Assistant/Office Manager Position. In addition, the Board relies on contracted services for the initiation and monitoring of projects related to the statewide IN911 network.

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