Janice K. Brewer
Governor

Brian C. McNeil
Director

ARIZONA DEPARTMENT OF ADMINISTRATION

ARIZONA STRATEGIC ENTERPRISE TECHNOLOGY OFFICE

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December 1, 2013

The Honorable Janice K. Brewer
Governor of Arizona
1700 West Washington
Phoenix, Arizona 85007

Dear Governor Brewer:

As the Designated Chairman of the Public Safety Communications Advisory Commission (PSCC or Commission), I am pleased to present our 2013 Annual Report pursuant to A.R.S. § 41-3542(D)[1]. This annual report covers the activities of the Public Safety Interoperable Communications Office (PSIC) within the Arizona Department of Administration (ADOA), the PSCC and the Statewide Interoperability Executive Committee (SIEC), which is the operational/technical sub-committee of the PSCC.

The Commission was established to make recommendations to PSIC on the development of standards-based systems that provide interoperability of public safety agencies' communications statewide. PSIC, PSCC and SIEC help to ensure that Arizona's public safety personnel, at all levels of government and within non-governmental organizations, have access to quality interoperable communication systems, are adequately trained, and utilize such systems effectively in multi-disciplinary, multi-jurisdictional incident response.

To achieve interoperable communications, Arizona is pursuing a system-of-systems strategy as defined in Arizona's *Statewide Communications Interoperability Plan*[2] (SCIP). This strategy involves the creation of a "system" by connecting State and local operable radio systems to one another, where appropriate, to achieve interoperability. These connections occur using a range of technological approaches including high-level system interfaces, gateways, console patches, and shared channels. This approach is recognized nationally as an effective and cost efficient solution for long term interoperability.

Arizona's SCIP documents the strategic initiatives, goals and objectives established to improve public safety interoperable communications statewide. Compatible technology between jurisdictions alone will not make an agency interoperable; jurisdictions must connect policies, procedures, technology, and people, then exercise using the technology to achieve interoperability.

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[1] http://www.azleg.state.az.us/FormatDocument.asp?inDoc=/ars/41/03542.htm&Title=41&DocType=ARS
[2] http://www.azpsic.gov/plans/AZ_SCIP_2012_001_07172012.pdf

Thus, the strategic initiatives leading to a statewide interoperability system are focused in five key areas as defined by the U.S. Department of Homeland Security (DHS) Interoperability Continuum[3]. The continuum is used by all 56 states and territories in the U.S. and identifies the five critical areas that must be addressed to achieve interoperability:

- Governance
- Standard Operating Procedures
- Technology
- Training and Exercise
- Usage and Outreach

Over the past year, the Commission, the SIEC, and the PSIC Office continued to advance the following strategic communications interoperability initiatives as defined in Arizona's SCIP:

Governance Initiatives

1. Expand & Implement Interoperable Voice and Data Communications Governance Model and Plan
2. Develop Regional Communications Governance Structures
3. Implement a Strategy for Supporting National Level Goals Applicable to Regional, State, Local, and Tribal Interoperable Communications

Standard Operating Procedure Initiatives

4. Establish a Policies, Standards and Procedures (PSP) Framework, and Implement PSPs, Including Standard Operating Procedures (SOP), for Statewide Interoperable Communications Solutions

Technology Initiatives

5. Enhance and Promote the Arizona Interagency Radio System (AIRS) Interoperable Communications Solution
6. Implement, Enhance and Promote Functional Regional Voice and Data Systems in Support of Interoperable Communications
7. Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology
8. Sustain the State Strategic Technology Reserve (STR)
9. Upgrade Operable Voice and Data Communication Systems for State Agencies In Support of Interoperable Communications

Training/Exercise Initiatives

10. Develop and Implement a Training Plan to Address Interoperable Communications
11. Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications

Usage/Outreach Initiatives

12. Create and Implement an Education and Outreach Plan in Support of Interoperable Communications

The enclosed *2013 Progress Report: Public Safety Interoperable Communication Strategic Initiatives* provides information regarding progress on each of these initiatives. Additional detailed progress information is available in our annual Joint Legislative Budget Committee (JLBC) report[4].

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[3] http://www.azpsic.gov/library/links/Interoperability_Continuum.pdf
[4] http://www.azpsic.gov/library/reports/2013/JLBC_FY2013_ANNUAL_REPORT_FINAL.pdf

PSIC continued to utilize vacancy savings and maximize federal grants to support its goal of advancing interoperable communications in Arizona in the most fiscally responsible manner. In addition, the PSIC Office was able to successfully leverage volunteer subject matter experts and workgroup members for many of the accomplishments listed in this report, resulting in reduced expenditures for the State. For FY2013, $542,700 was appropriated from the general fund for the public safety communications program. As of June 30, 2013, $446,286 had been expended or encumbered. The enclosed FY2013 PSIC Office Expenditures provides a quarterly breakdown of expenditures.

In addition to general fund expenditures, $344,349 was spent by the PSIC Office from Federal Homeland Security grants and $686,477 in Racketeer Influenced and Corrupt Organizations (RICO) fund monies during FY2013 to support achievement of the results outlined in this report. Furthermore, PSIC applied for and was awarded non-monetary federal technical assistance for Arizona communities to advance interoperability.

We are proud of the results that have been achieved for Arizona from these investments. Please contact me with any questions.

Sincerely,

Aaron V. Sandeen
Deputy Director & State CIO
Chairman Designee, Public Safety Communications Advisory Commission

Enclosures

Cc: Representative Andy Tobin, Speaker of the House
Senator Andy Biggs, President of the Senate
Ken Bennett, Secretary of State
Joan Clark, State Librarian and Director, Arizona State Library, Archives & Public Records
Brian C. McNeil, Director, Arizona Department of Administration
Michael C. Sherman, Executive Manager of Broadband Planning and Public Safety Communications, ADOA-ASET
Justin Turner, Statewide Interoperability Coordinator, PSIC Office

2013 Progress Report: Public Safety Interoperable Communications Strategic Initiatives

Governance (SCIP Initiatives #1-3)

Governance is a formalized system that provides a unified approach to decision-making to reflect shared objectives across multiple disciplines and jurisdictions. Strong governance is essential to interoperability because it provides a framework for planning, collaboration and implementation between and among multiple disparate communication systems and stakeholders.

Arizona has well-established interoperable communications governance bodies and plans, which include:

- A statewide governance body for interoperability (PSCC) established in statute.
- A technical/operational subcommittee (SIEC) operating in support of PSCC.
- A Statewide Interoperability Coordinator (SWIC) in the PSIC Office.
- A strong group of engaged stakeholders who participate in interoperability workgroups (that support development of policies and programs).
- A statewide plan for interoperability (SCIP) that is aligned with the national plan for interoperability (*National Emergency Communications Plan* or NECP).
- A plan for the SWIC Office (PSIC Office Plan) in support of SWIC activities.

Expand & Implement Interoperable Voice and Data Communications Governance Model and Plan (SCIP Initiative #1): In the area of statewide governance structures and planning advancement, progress included:

- An annual update to the PSIC Office Plan which details how this office will use its resources in alignment with its Arizona State statute and in advancement of Arizona's SCIP.
- Development of a SCIP Implementation Report for Federal Department of Homeland Security (DHS) to track Arizona's progress.
- Input to Federal Emergency Management Agency (FEMA), Arizona Division of Emergency Management (ADEM), and AZDOHS to assure that their plans for Arizona (FEMA's Emergency Communications Plan (ECP), ADEM's State Emergency Response and Recovery Plan (SERRP), and AZDOHS's State Homeland Security Strategy (SHSS)) are in alignment with Arizona's SCIP.
- Participation in the Regional Emergency Communications Coordinators Working Group (RECCWG).

Develop Regional Communications Governance Structures (SCIP Initiative #2): In 2013, PSIC focused our governance efforts on advancing governance at the regional level. Nine workshops were held in multiple counties to assist in the development or update of Tactical Interoperable Communications Plans (TICP). These plans follow a national framework, align with the NECP and the Arizona SCIP, and assist local jurisdictions to evolve governance structures in support of interoperability on the regional level. Furthermore, the plans document the interoperable communications governance structures, technology assets, and usage policies and procedures for a jurisdiction. In support of this effort, the PSIC Office also provides an Arizona specific TICP template which has been prepopulated with Arizona specific language. As part of the TICP development process, PSIC continued our multi-year project to collect data on local

interoperable communication assets. By the end of 2013, all Arizona counties will have a developed TICP.

Implement a Strategy for Supporting National Level Goals Applicable to Regional, State, Local, and Tribal Interoperable Communications (SCIP Initiative #3): PSIC continued efforts to position Arizona to take advantage of the upcoming National Public Safety Broadband Network (NPSBN) initiative. The NPSBN is an effort to build a nationwide, standards-based, high-speed data network with dedicated spectrum for the needs of public safety users (primary and secondary). The utilization of 4G Long Term Evolution (LTE) standards-based technology will provide reliability, resiliency, security, and interoperability.

The NPSBN will be a self-sustaining, fee-based network with potential for public/private partnerships and sharing of tribal, state, and local infrastructure to lower costs. The network will be built and operated by FirstNet - an independent authority within the National Telecommunications & Information Administration (NTIA). On a national basis, there is up to $7 billion available for the build out of the NPSBN; including $135 million that has been made available to states as part of the State and Local Implementation Grant Program (SLIGP).

The PSIC Office, under the direction of the State Chief Information Officer (CIO) and in conjunction with the PSCC, has been designated as the lead in developing public safety broadband strategy and recommendations for the Governor's Office. Monthly briefings have been sent to the Governor's public safety advisor and representatives of the Department of Public Safety (DPS), Arizona Department of Homeland Security (AZDOHS), and ADOA on an ongoing basis since March of 2012.

The PSIC Office submitted Arizona's SLIGP grant request on March 19, 2013. This program is to provide education, outreach and data collection activities in support of the NSPBN in Arizona. Arizona's grant application has been favorably reviewed by the NTIA and $2,911,147 in grant funds were awarded in August 2013.

The PSIC Office team and their partners continue to track activities at the national level and develop plans at the state level relative to Arizona's portion of the planned network.

Standard Operating Procedures (SOP) (SCIP Initiative #4)

A reliable Policies, Standards and Procedures (PSPs) framework enables stakeholders to implement interoperability projects consistently across the state. The policies, standards and procedures established by the Commission enable emergency responders to successfully coordinate an incident response across disciplines and jurisdictions. Clear and effective PSPs are essential in the development and deployment of interoperable communications solutions.

There are currently nine PSPs approved by either the PSCC or SIEC in the areas of Governance, Training, and Technology. These PSPs are consistent with the Commissions legislative mandate to make recommendations to ADOA on the development of standards-based systems that provide interoperability of public safety agencies' communications statewide.

Establish a Policies, Standards and Procedures (PSP) Framework, and Implement PSPs, Including Standard Operating Procedures (SOP), for Statewide Interoperable Communications Solutions (SCIP Initiative #4): PSIC has established a standard annual review cycle for all PSPs to ensure each document is kept up to date and stakeholders have an opportunity to request changes and provide input. All documents are subject to an internal review, subject matter expert workgroup review, and public comment prior to drafts being presented to the PSCC or SIEC for approval, as appropriate. The PSIC Office has also established a standardized template and style guide to provide consistency when creating PSP documentation.

Statewide policies, standards and procedures updated in 2013 include:

- Land Mobile Radio Minimum Equipment Standards – establishes minimum standards for certain radio features that are nationally recognized to promote and maintain a higher level of interoperable communications among and between public safety jurisdictions and disciplines. Revised and approved by the SIEC on October 15, 2013 and by the PSCC on November 19, 2013.
- AIRS State Plan and SOP – documents the policies and procedures for the use of AIRS (a suite of cross-banded mutual aid channels) in the VHF, UHF and 800 MHz bands. Revised and approved by the SIEC on October 15, 2013.
- Arizona Interagency Radio System (AIRS) Improvement and Sustainability Plan – establishes requirements for the integration of locally procured AIRS site communications infrastructure into the AIRS system in order to improve the overall coverage of AIRS in Arizona. The procedure provides guidance for initial requests for new AIRS site approvals and documents ongoing maintenance responsibilities if new sites are approved. Revised and approved by the SIEC on October 15, 2013.
- Arizona Interoperable Channels Plan and Priority Programming Guide – establishes requirements for programming of statewide and national interoperable channels into public safety radios, and provides guidance on the use of 16 specific channels in each of the VHF, UHF and 700/800 MHz interoperability spectrum. Revised and approved by the SIEC on October 15, 2013 and by the PSCC on November 19, 2013.

PSIC also worked with the ADEM to develop a detailed Standard Operating Procedure (SOP) and Concept of Operations Plan (CONOPS) for the State's five Mobile Communications Units (MCU). MCU's are vehicles equipped with specialized radio and communications equipment to support public safety operations in remote areas. The documents will also be made available to local agencies for customization and use with their MCU's. As a result of this effort, ADEM, PSIC, and the Gila County Emergency Manager's office worked with the federal Office of Emergency Communications (OEC) to create a video version of the MCU SOP. Videos were created to show how each piece of equipment is deployed, utilized, and shut down. The videos were put together in a similar fashion to the written SOP.

Technology (SCIP Initiatives #5-9)

Arizona is currently pursuing a system-of-systems approach to interoperability, coordinating and encouraging interconnection of operability and interoperability communications assets to one another in order to provide communications between state, regional and local systems. Existing interoperability assets include shared systems, shared channels, gateways, radio caches and other communications technologies.

During the past year, the PSIC Office and its partners continued advancing technology related SCIP Initiatives #5 to 9 as follows:

Enhance and Promote the AIRS Interoperable Communications Solution (SCIP Initiative #5) – AIRS[1] is a suite of full-time, cross-banded mutual aid channels designed to provide basic interoperable communications capability statewide in populated areas. Governance of AIRS has been formalized with an AIRS MOU, as well as the AIRS SOP. Agencies and organizations wishing to operate on AIRS must sign the MOU with DPS, which holds the licenses for AIRS frequencies and must follow the procedures in the AIRS SOP developed by the SIEC. Currently, 357 agencies and radio system cooperatives have signed an MOU with DPS for use of the AIRS system. A list of agencies who have signed the AIRS MOU is now available on the PSIC Office website[2].

With the completion of the initial planned AIRS build-out, agencies that desire additional coverage in their region may purchase and install equipment to expand the current AIRS system. PSIC, in collaboration with DPS and SIEC, established a procedure and requirements for the integration of locally procured AIRS site communications infrastructure into the statewide AIRS system (maintained by DPS) in order to improve the overall coverage. The Plan provides guidance for initial approvals and ongoing maintenance responsibilities. Three jurisdictions have expressed interest in adding AIRS site communications infrastructure. The Town of Tusayan, Yavapai County and Santa Cruz County have all expressed interest in additional AIRS coverage and the PSIC Office has contacted them offering to help them through the process of working with SIEC and DPS to obtain approval before proceeding with any AIRS project execution.

Implement, Enhance and Promote Functional Regional Voice and Data Systems in Support of Interoperable Communications (Regional Partners) (SCIP Initiative #6) – Although some robust regional systems exist and other systems are under development, many areas within Arizona do not have access to regional shared systems and operate on individual agency systems making interoperability challenging. PSCC, SIEC and the PSIC Office continue to promote regional systems through outreach and education of stakeholders regarding regional system benefits. We feature regional system updates at PSCC and SIEC meetings. Further, the development of Tactical Interoperable Communications Plans (TICP) supports promotion of regional systems. (See TICP project progress under Governance above). Finally, we promote connectivity between regional systems to further advance interoperability.

Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology (DPS) (SCIP Initiative #7) – The current statewide microwave network is owned, operated, engineered, and maintained by the Department of Public Safety Wireless Systems Bureau (DPS/WSB) and provides microwave connectivity for local, state, and federal public safety and/or service agencies throughout Arizona. Although built primarily to support state agency mission critical radio systems, many other agencies use some portion of its capacity.

[1] http://www.azpsic.gov/library/airs/
[2] http://www.azpsic.gov/library/airs/airs_user_list.pdf

In order for the statewide microwave network to continue providing the infrastructure needed to support its mission, a replacement to the end of life analog microwave backbone to digital technology is required. A digital backbone must also be in place for Arizona to implement a modern, standards-based, interoperable public safety radio communications system for the State.

The digital microwave backbone replacement project by DPS/WSB continues to make progress, albeit at a slow pace due to resource and funding constraints.

Sustain the State Strategic Technology Reserve (STR) (ADEM) (SCIP Initiative #8) – The State's Strategic Technology Reserve is managed by ADEM to provide reliable redundant communications to key State officials in times of emergency. The STR is intended to augment day to day assets in support of continuity of operations.

In 2013, ADEM, in consultation with PSIC, developed detailed Standard Operating Procedures (SOP) and Concept of Operations Plans (CONOPS) for Arizona's five mobile communications vehicles (MCVs – commonly referred to as the Toads and the Bullfrog). The MCUs can be deployed to provide or supplement communications capabilities in an incident area. These MCVs are equipped with a variety of equipment such as subscriber and base station radios of various frequency bands, gateway devices, satellite phones, wireless computer networks, video broadcasting/receiving equipment, etc. The documents will be made available to local agencies for their customization and use with their MCV's. Videos were also created to show how each piece of equipment on the MCV is deployed, utilized, and shut down. The videos were put together in a similar fashion to the written SOP.

Future activities by ADEM and others related to the STR will focus on engaging emergency planning and communications groups statewide through briefings on the capabilities and limitations of the STR, including access and deployment procedures, and ensuring that STR equipment and request procedures are consistently documented in all statewide emergency response plans, COG plans, and TICPs.

Upgrade Operable Voice and Data Communication Systems for State Agencies in Support of Interoperable Communications (SCIP Initiative #9) – Existing land mobile radio systems for Arizona State agencies are in the process of being enhanced and will continue to be enhanced over time, subject to funding availability. While State agencies are responsible for the development, maintenance and sustainability of their own radio systems, the PSCC, SIEC and PSIC work with our State agency partners to promote connectivity between State and regional systems to further advance interoperability as part of our system-of-systems strategy.

Initiative #9 includes a project which utilizes $2.2 Million in Racketeer Influenced and Corrupt Organizations (RICO) Act funds for the advancement of communications interoperability along the southern Arizona border. The project deploys standards-based P25 communications capabilities at six key transmitter sites supported by DPS upgraded digital microwave systems and supports hardware and software upgrades to the Yuma Regional Communications System (YRCS) infrastructure. The project provides high-level connectivity for existing and developing communication systems thus increasing interoperability capabilities during multi-jurisdictional,

multi-agency response and recovery, and is designed to help mitigate impacts from critical incidents in the border region.

Additionally, the RICO Project provides communications equipment to selected law enforcement dispatch centers and Public Safety Answering Points (PSAP) in the region. Through the creation of a Southeastern Arizona Communications Center Talk Group, the dispatch centers will be able to share information and coordinate efforts between participating agencies in the border region. This will alleviate the need for dispatchers to make a phone call or send a teletype every time they need to relay information to, or coordinate with, a neighboring jurisdiction. The talk group may also be used for situations such as requesting resource assistance (e.g., K9, helicopter, officers), broadcasting critical attempts to locate (e.g., missing children, carjacking, pursuit) and immediate notification of PSAP equipment failures/evacuations. A MOU and a SOP for PSAPs to utilize the Southeastern Arizona Communications Center Talk Group were developed by PSIC with stakeholder input.

The following project milestones were completed during 2013:

- The sixth and final transmitter site was activated.
- The PSIC Office continued to meet with YRCS, selected law enforcement dispatch centers, and PSAPs in the region on equipment installation.
- Three agencies completed the MOU process, with nine additional agencies working through their internal process to gain approval.
- The Southeastern Arizona Communications Center Talk Group was created on the system.
- The SOP for participants to utilize the Talk Group was finalized.

Training & Exercise (SCIP Initiative #10-11)

Develop and Implement a Training Plan to Address Interoperable Communications (SCIP Initiative #10): Training is an ongoing effort to ensure that appropriate users achieve and maintain mission critical interoperable communications competencies. Training accomplishments during 2013 include:

- Communications Unit Training and Recognition Program: During all-hazards emergency response operations, radio communication among multiple jurisdictions and disciplines is essential. Trained communications professionals working to achieve interoperability among responding agencies can significantly improve communications during an emergency incident. The PSIC office coordinates training opportunities for individuals to serve as All-Hazards Communications Unit Leaders (COML) or All-Hazards Communications Unit Technicians (COMT). To date, 253 Arizona students have completed the All-Hazards COML Course and 82 students have completed the All-Hazards COMT Course. The PSIC Office collaborated with ADEM and county emergency management offices in 2013 for six COML courses training 63 students and two All-Hazards COMT courses training 36 students.
- Arizona's first Communications Unit Training Field Day was held on February 20, 2013. A total of 27 trainees participated, representing 19 agencies from 5 counties. The Field Day provided attendees with necessary specialized COML and COMT training and

hands-on experience. The field day was open to individuals who completed the initial COML or COMT classroom training and wished to get their taskbooks signed off in order to become recognized as a regional COML or COMT.

Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications (SCIP Initiative #11): Exercise programs are essential for ensuring that technology actually works as planned and that responders are able to show that they can effectively communicate using that technology. Organized by ADEM and local emergency managers, Arizona has conducted dozens of tabletops and full-scale training exercises at the local level, and held annual statewide exercises involving first responders, volunteers and members of the private sector. PSIC advocates for the inclusion of interoperable communications components in these exercises and provides education to stakeholders on how to incorporate interoperable communications into exercises. Exercise accomplishments during 2013 include:

- Development and delivery of a workshop on Effectively Incorporating Communications into Public Safety Exercises.
- Participation in three communications focused exercises in support of Arizona communities.
    - Coconino County Tabletop Exercise (TTX)
    - 2013 Arizona Statewide Communications Tabletop (TTX)
    - Yuma Regional Communications System Functional Exercise (FE)
- Coordination with ADEM to ensure communications are evaluated as a part of the annual Statewide Exercise (SWE).
- Advocacy for communications focused exercise technical assistance for Arizona.
- Participation in Training and Exercise Plan Workshops conducted by State and local agencies to ensure communications are prioritized.

Usage & Outreach (SCIP Initiative #12)

In an effort to advance interoperable communications through shared information and strengthened partnerships among public safety agencies, the PSIC Office, PSCC and SIEC promotes collaboration among members of public safety and service agencies/organizations at all levels of government throughout Arizona.

Create and Implement an Education and Outreach Plan in Support of Interoperable Communications (SCIP Initiative #12): Outreach activities are conducted throughout the year to encourage consultation with policy makers and practitioners in support of statewide interoperability initiatives, including education regarding applicable federal and state initiatives, mandates, requirements, guidelines and efforts related to interoperable communications. Outreach accomplishments during 2013 include:

- Planned and facilitated eight monthly PSCC and SIEC meetings in 2013. In each of these two hour meetings the groups approved interoperability projects and policies, heard updates from regional systems, provided guidance to and received technical advice from their workgroups, and provided significant feedback to the PSIC Office regarding advancing SCIP initiatives.

- Regularly attended and presented at numerous functions, including conferences, workshops, expos, taskforces, and national, multi-state (within and outside of the state), state, regional, local and working group meetings.
- The PSIC website was updated with enhanced information regarding pertinent subjects, including narrowbanding, Public Safety Broadband, NECP Goals, Communications Unit programs, CASM/TICPs, PSP/SOP revisions and updates, etc.
- Provided monthly updates to the PSCC and SIEC on the status of all interoperable communications projects and a calendar of events.
- Numerous in-person meetings and regular e-mail communications to members of the extensive PSIC Office interested parties list.

FY2013 PSIC Office Expenditures

PUBLIC SAFETY COMMUNICATIONS COMMMISSION BUDGET FY2013

FY2013 Quarterly Expenditures

Allocated Funds

	ALLOCATED AMOUNT	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	REMAINING BALANCE
PERSONAL SERVICES	**$307,104**	$58,918	$77,855	$4,655	$58,192	**$107,484**
EMPLOEE RELATED EXPENSES	**$147,410**	$17,571	$26,469	$5,269	$18,585	**$79,516**
PROFESSIONAL/OUTSIDE SERVICES	**$7,900**	$247	$(228)	$200	$29,885	**$(22,204)**
TRAVEL (IN STATE)	**$7,000**	$1,067	$1,278	$(1,229)	$(213)	**$6,097**
TRAVEL (OUT OF STATE)	**$7,000**	$1,807	$2,137	$(1,469)	$2,393	**$2,132**
OTHER OPERATING EXPENDITURES	**$65,286**	$3,369	$7,470	$38,303	$52,531	**$(36,387)**
EQUIPMENT	**$1,000**	-	-	$50	$12,453	**$(11,503)**
OPERATING TRANSFERS OUT	-	-	-	-	$28,721	**$(28,721)**
	$542,700					**$ 96,414**
	QUARTERLY EXPENDITURES TOTALS	**$ 82,979**	**$ 114,981**	**$ 45,779**	**$ 202,547**	
				FY2013 TOTAL EXPENDITURES	**$ 446,286**	

In FY2013, the PSIC Office continued to utilize vacancy savings and maximize federal grants to support its goal of advancing interoperable communications in Arizona in the most fiscally responsible manner. In addition to General Fund expenditures, $344,349 was spent from Federal Homeland Security grants by the PSIC Office during FY2013 to support achievement of the results outlined in this report.