

2016 YEAR END REPORT



CALEA ACCREDITED 2009



Every Second, Every Day, We Are Here For You!

Introduction

The Hendricks County Communications Center completed its ninth full year of operation in 2015, to the 23 Public Safety Agencies and the citizens of Hendricks County. The Center began operations in July of 2007. The completion of the consolidated center, as it's comprised of today, consisting of all four previous PSAPs was completed in September 2007. This was made possible by the overwhelming support of our two partners, the Integrated Public Safety Commission (IPSC) who provides our radio and data communications, and Marion County's Public Safety Communications (PSC) which provides Computer Aid Dispatch, Mobile Data, Paging, and Police/Fire Records Systems.

On August 1, 2009, The Hendricks County Communications Center was certified as an accredited Communications Agency, one of two in the State of Indiana.

Efforts continued throughout 2016 to establish a funding source for the Center. Elected Officials were successful in convincing the State Legislature to enact a law to fund the communications center with a LOIT Local Option Income Tax in 2017.

The Year End Report provides information regarding the operations of the Hendricks County Communications Center. These reports are required by Accreditation Standards and are published for public view. As the Center continues to move forward and learn about opportunities to best serve the public, the annual report will continue to provide direction to all those involved in the efforts of the Center.

Multi-Year Plan

Long Term Goals and Operational Objectives

CALEA Standard: 1.2.3, 1.2.5, 1.2.6, 1.2.8, 1.2.9A&E, 5.1.1C, 6.1.5D, 6.7.2

GOAL: Determine a Legal Authority for the Center

The Hendricks County Communications Center operates under the legal authority of the Town of Plainfield. The Interlocal Agreement calls for a permanent solution to be determined for future legal authority.

OBJECTIVES: Meet with Local Government Officials to determine the best method of governance for the county. Meet with State Legislators from the area to draft legislation. Determine method of providing financial, personnel and payroll services. **Completed**

GOAL: Future Funding Sources

Currently, we are funded through the 911 funds and the general funds of the agencies that previously supported the four dispatch centers in the county. Since 2009, the smaller entities have been asked to contribute to the Center's funding as well. The Governing Board determined an interim funding formula for all entities to contribute in 2013. The Board will continue to work with the legislature to determine a permanent funding source.

OBJECTIVES: Meet with Local Government Officials to determine the best method of funding for the county. Determine the total funding needed for operations. Meet with State Legislators from the area to draft legislation. **Completed**

GOAL: Improve Training Program

The Center has adopted the APCO training programs for use of all employees. Currently we have 6 employees who are instructors in the various APCO training courses. There are 18 employees who are APCO Certified Training Officers.

OBJECTIVES: Develop training plan and timetable to ensure that all employees are trained in the four major APCO components; Public Safety Telecommunicators, Emergency Medical Dispatch, Law Enforcement Communications and Fire Communications. Maintain all necessary certifications and provide in-house training for recertification. All employees completed the APCO Fire Class 2nd Edition. In addition to our core training 2017 we will continue to focus on Customer Service and Management Leadership. **We continually strive to improve the education of our Communications Officers.**

GOAL: New Facility

The Communications Center has outgrown the current facility. The Plainfield Police Department is in the planning stage to expand their facility due in part to replace the area they lost when the communications center was established in their facility. The current facility is deficient in administrative work space. The new facility needs to be designed against weather hazards that are common in this region. * This deficiency was noted in the consultant's report.

* In 2013, the Governing Board contracted with public safety consulting firm IXP of Princeton NJ. IXP was asked to review the Centers policies/operations to ensure that the Center was operating in the most efficient manner; with projecting future costs and needs; and assisting the Board in with developing long range goals for the Center.

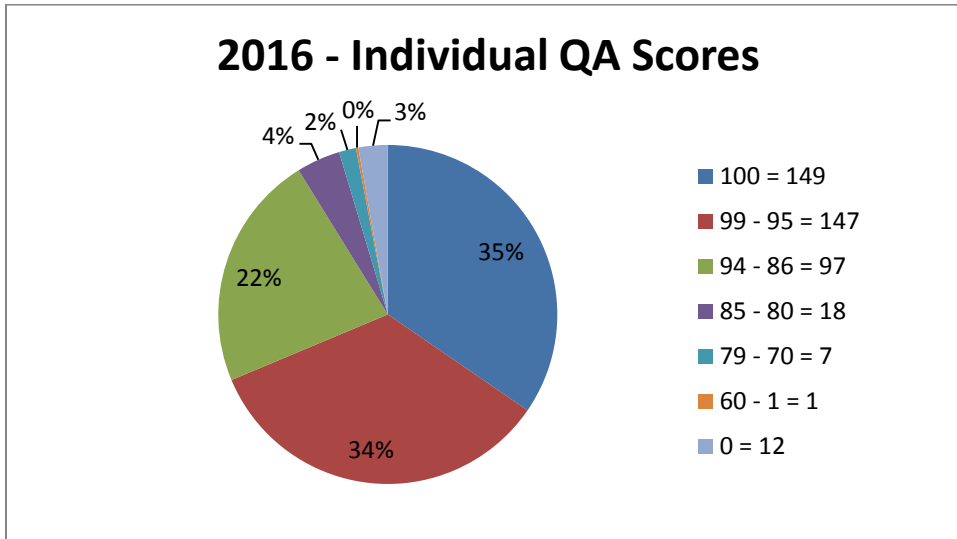
OBJECTIVES: The Town of Plainfield is in the process of renovating the current Fire Headquarters to accommodate the Communications Center. The first phase is to move the dispatch center to the remodeled facility in the summer of 2016. The second phase will be moving the administrative offices of communications to the new facility in the second quarter of 2017 after the new Fire Headquarters has been completed. **Ongoing**

GOAL: Mobile Command Post

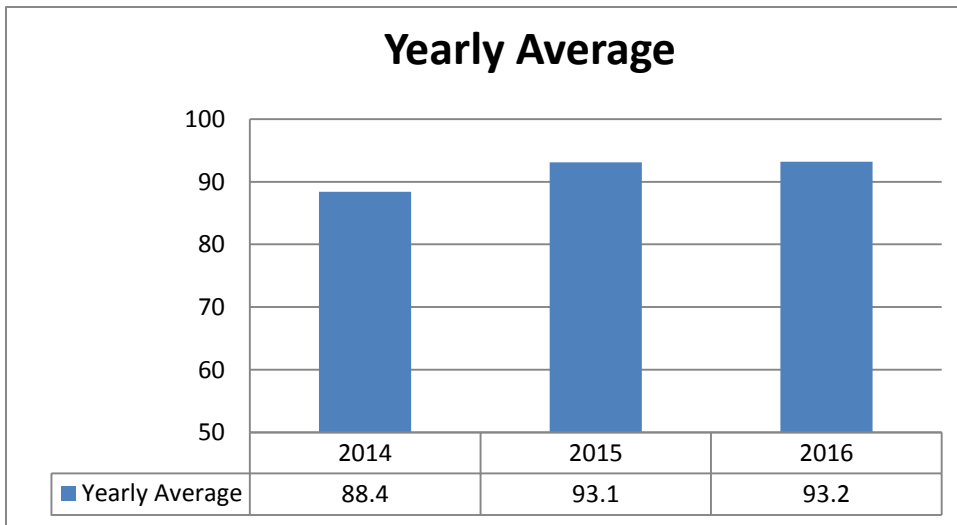
Hendricks County has a need for a Mobile Command Post to be sent directly to the scene of significant events. In addition this vehicle will be used at events needing on the scene coordination such as festivals, and large gatherings of visitors to Hendricks County.

OBJECTIVE: Establish a Committee to specify the design and capability of the vehicle. Funding of the vehicle, it is expected that the cost of this vehicle will be spread across several budget cycles.

GOAL – Expand Quality Assurance Program to include Fire incidents. The Center Q/A program currently reviews and grades Police and Emergency Medical. In 2017 we want to expand this program to include Fire incidents as well. The Employee evaluations are directly tied to the Q/A. **Ongoing**



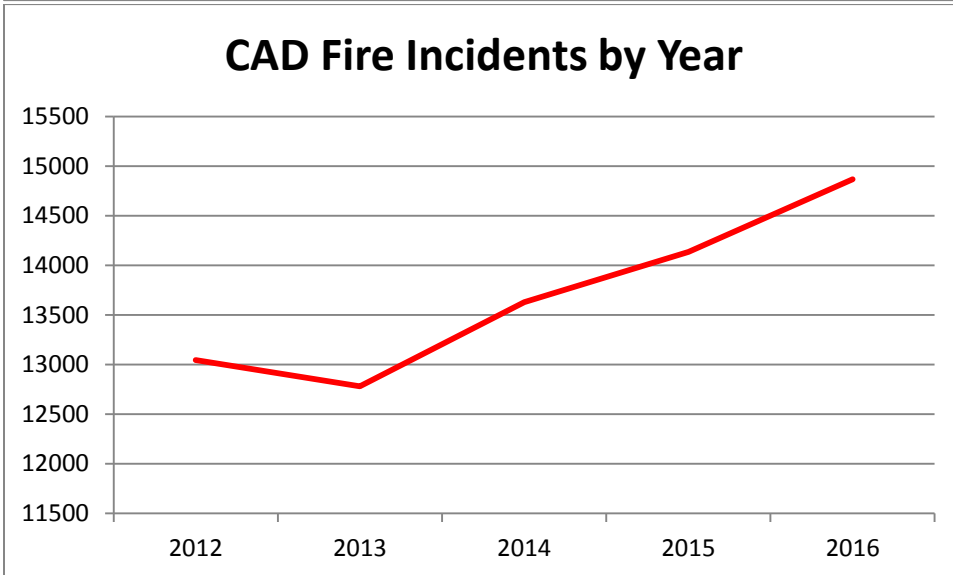
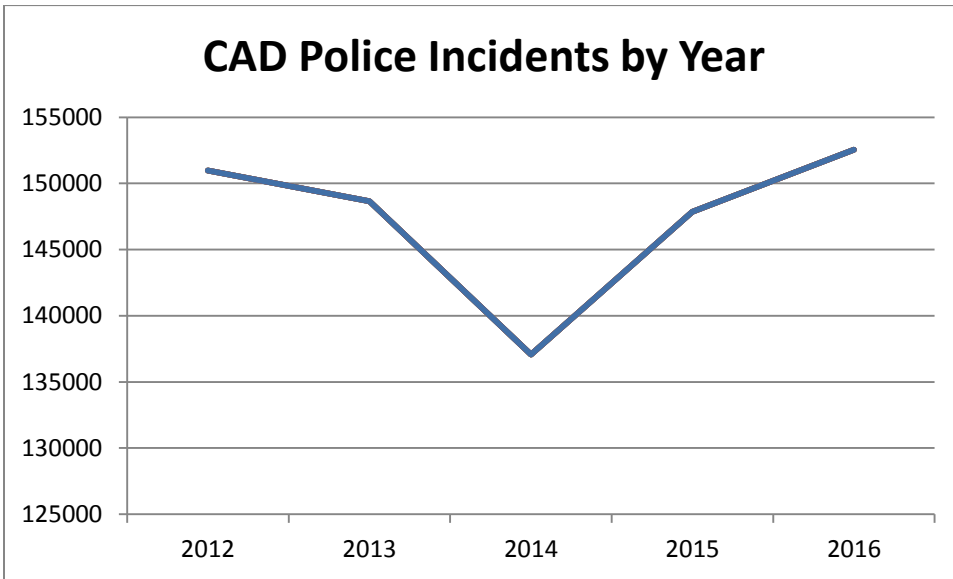
The 2016 QA Center average is a 93.2%; this is up .1% from 2015.



Anticipated Workload and Population Trends

CALEA Standard 1.2.8, 1.2.9B, 6.7.2

In 2016, Hendricks County responded to 152,561 police incidents, an increase of 3.18% and 14,868 fire/ems incidents, an increase of 5.19%, for a total of 167,429 incidents. This is a 3.35% increase in total incidents from 2015 (162,000). This is an increase of 3.35% when compared to the previous 5 year average.



PHONE ACTIVITY:

2016 Call Count by Quarter:					
	Q1	Q2	Q3	Q4	TOTAL
Emergency	12,516	15,216	15,862	15,218	58,812
Non-Emergency	34,544	42,459	39,415	35,725	152,143
Total	47,060	57,675	55,277	50,943	210,955

Percentage of Change from Prior Year:	Q1	Q2	Q3	Q4	TOTAL
Emergency	-2.16%	-3.04%	0.58%	5.79%	0.29%
Non-Emergency	-3.10%	5.77%	-1.62%	-1.93%	-0.09%
Total	-2.85%	3.29%	-1.00%	0.26%	0.01%

These numbers are reported from VESTA, a product of AT&T, which is our 911 Telephony System. Our totals for the year almost match that of 2015, a difference of less than 200 calls.

This year we were also provided access to ECaTS (Emergency Call Tracking System) on behalf of the State. This system does not have a year's worth of data, but we have been using this system in conjunction with VESTA.

TexTTY:

2016 was the first entire year of using texTTY (Text for 911 Platform) for both internal and external purposes. This allows individuals in need of help to have direct access to emergency services when speaking isn't possible or safe. In addition, we also use this as a tool to reach out to hang-ups, sensitive situations, receive more information, etc.

There were 2661 conversations texted Outbound, and we received 112 Inbound. It is anticipated that these numbers will increase rapidly over the coming years, as this program becomes more known and the increasing rate of texting preference to a voice call.

Anticipated Personnel Levels

CALEA Standard 1.2.8, 1.2.9C, 6.7.2

Hendricks County, remains the 10th largest county in the State, and growth rate continues to be in the top 5. It is estimated that there is a population at the cusp of 160,000, with a growth rate of about 8.8% per year over the previous 5 years. All trend estimates indicate this population growth will continue.

Throughout the year, we analyze our staffing levels and workloads and have not accounted for the need to alter our numbers on the Dispatch Floor at this time. However, employee activity continues to climb, as job functions and customer service expectations continue to rise.

As for technical assistance, we continue to rely upon the assistance of a part-time employee to fulfill this need. This employee continued to apply critical hours (1148 hrs) in 2016 on various key projects, such as the Radio Project and Radio Inventory. With the number of projects that the Center undertook and plan to move forward with, we continue to rely on this position. The current authorized strength is 38 Full Time and 10 Part Time personnel. Full staffing for the Operations Division is 4 Shift Supervisors, 4 Assistant Supervisors, 26 Communication Officers (6 per shift plus 2 tac-shift). 4 Personnel are assigned to the Administrative Division.

As turnover in 2015 was such an issue, there was a focus on the concept of retention throughout the year. This was approached from different angles; from adjusting the hiring process, revisiting our training of new employees and continued education for the current employees, accounting for the employee environment/equipment with the move to our new facility, to the creation of a peer group to improve internal communication.

2014

- Full-Time Positions Allowed: 34
- End of the Year Staffing: 31
- Resignations: 4
- Retired: 2
- Hired: 5
- Turnover rate = 19.4% (differs slightly from 2014 report due to different calculation methods)

2015

- Full-Time Positions Allowed: 34
- End of the Year Staffing: 29
- Resignations: 7
- Retired: 1
- Dismissals: 4
- Hired: 11
- Turnover rate = 41.4% (differs slightly from 2015 report due to different calculation methods)

2016

- Full-Time Positions Allowed: 34
- Staffing at Beginning of the Year: 30 (individual's hire date was Jan. 2nd)
- End of the Year Staffing: 31
- Resignations: 7
- Retired: 0
- Dismissals: 3
- Hired: 11
- Turnover rate = 32.3%

2016 - Behind the numbers:

Resignations (7):

- Three (3) employees left for an equivalent position at a different 911 Center. This Center has similar pay, more PTO, and does not perform Emergency Medical Dispatch functions as we do
- Two (2) employees left for a position in Administrative Public Safety position allowing for regular hours of Monday through Friday (9-5)
- One (1) employee left to take a law enforcement position with Purdue University
- One (1) employee left due to conflict of working schedule and maintaining home (issues were resolved and she came back as Part-Time employee, and then back to Full-Time employee)

Dismissals (3):

- Two (2) employees were dismissed due to Address Verification Policy
- One (1) employee was dismissed during the initial Training Program

Hired (11)

- Seven (7) individuals came with previous 911 Dispatch experience:
 - 2 from Putnam County Dispatch (1 also worked PT for HCCC)
 - 1 from Louisiana Dispatch (failed to get out of HCCC Training)
 - 2 previously worked for HCCC, and allowed to return due to previous performance
 - 1 from Marion County/Indianapolis Dispatch (also worked PT for HCCC)
 - 1 from Dispatch Center of Madison Wisconsin

- Three (3) individuals came without any prior experience, but scored well throughout the hiring process
- One (1) individual came with experience from Public Safety (Fire Dept)

Hiring Process (4):

- One (1) individual who used to be employed by HCCC (1st Class Communication Officer)
- One (1) Communication Officers from Marion County/Indianapolis Police Dispatch
- One (1) Communication Officers from Indianapolis Fire Dispatch
- One (1) individual without prior experience

Anticipated Capital Improvements and Equipment Needs

CALEA Standard 1.2.8, 1.2.9D&E, 6.7.2

Replace Elevator in Communications facility: The current handicapped lift is antiquated and not upgradable.

Timeline: 2017-2018

Cost: \$350,000

Communication/Command Vehicle: As we are discussing long range financing there is a need for this type of vehicle. Currently we are using suitcase to set up a command post.

Timeline: 2018 – 201

Cost: \$400,000

Required Reports

Risk Management Program

CALEA Standard 1.2.1D, 1.2.3, 1.2.8, 2.2.5, 6.7.2

An annual review of the Risk Management program was conducted on February 2, 2016. The annual OSHA Form 300A report was released on February 2, 2017. There was an average of 42 employees working 68,003 hours.

For 2016, all OSHA requirements have been met including the required annual fire extinguisher training.

As an emergency communications center, every call into the Center has the potential for liability. It is critical that Communications Officers accurately record the location and nature of each incident in order to send the appropriate personnel for response. The Center did encounter 14, incidents of improper location during the past year, up from 6 in 2015. Employees are constantly reminded of the importance in getting this information correct and each position has been supplied with a pre-shift plan as a reminder of the specialized duties at each console. Employees that are involved in incidents resulting in improper locations have been advised and disciplined as an attempt to avoid such occurrences in the future.

The liability policy for the Center is provided by Havens-Wiggins Insurance through the Town of Plainfield. The coverage was reviewed by the Executive Director and John Wiggins of Havens-Wiggins Insurance in February 2016 and found to provide comprehensive coverage for the Center.

Component Goals and Objectives

CALEA Standard 1.2.3, 1.2.5, 1.2.6, 1.2.8, 1.2.9E, 5.1.1C, 6.7.2

Continuing Education –

GOAL: The Center has established APCO as the training standard for Hendricks County. We are also looking into specialized training such as active shooter, advanced fire, critical incident management, suicide intervention and communications unit leader training.

OBJECTIVES: Set training schedules for 2017-18, certify trainers locally to provide training, ensure all records are completed and look to additional areas for specialized training. **Status: Ongoing**

CAD System –

GOAL: Replace current Computer Aid Dispatch, Mobile Data, Police and Fire Records System. The Center has partnered with Public Safety Communications

(formerly MECA) to utilize Marion County's CAD, Mobile Data, Police and Fire Records since 2007. Hendricks County Communications Center will continue to partner with Marion County with the implementation of the new Tri-Tech systems in 2016-2017.

OBJECTIVE: Install, test, and implement the new CAD, Data and records system in 2017 into 2019.

Dispatch Procedures –

GOAL: Implement Police and Fire Guide Cards

The Center currently utilizes APCO EMD Guide Cards to provide guidance on Emergency Medical Dispatch incidents. We are expanding this program to include Police and Fire incidents, to also involve our Quality Assurance program. In addition, this is a requirement towards APCO Project 33 Certification which we are committed to pursuing.

OBJECTIVE: Complete implementation in 2017.

Mass Notification –

GOAL: Implement Everbridge Mass Notification System.

System will allow efficient means to notify internal personnel throughout the county, as well as citizens using a variety of communication methods.

OBJECTIVE: Completed.

Annual Review of Specialized Assignments

CALEA Standard 1.2.8, 1.3.3A-C, 6.7.2

The Hendricks County Communications Center currently has one position listed as Specialized Assignments. This is the Communications Training Officer. This position requires advanced training and is in addition to the normal duties of the employee.

Communications Training Officer- The purpose of this position is to provide basic training for newly hired employees and remedial training to all other employees as needed. The need for this position comes from the fact that all employees of the Center need to receive thorough, comprehensive training prior to being released to work on their own within the Center. Since the Center has adopted the APCO standards for basic training, the Communications Training Officers are to be APCO certified in order to provide the initial training.

Annual Internal Affairs Summary

CALEA Standard 1.2.3, 1.2.8, 1.4.11, 6.7.2

The 2015 Internal Affairs Statistical Summary is provided to show the number of complaints and investigations conducted on the employees of the Center and the Hendricks County Communications Center. This information is helpful to the administration in determining the public's perception of the agency and to point out areas of training that would be of value. In 2016 we did not have any investigations.

Liability Incident Reports Analysis

CALEA Standard 1.2.8, 6.7.2

The supervisors of the Center did an excellent job of notifying the Administration throughout the year regarding potential liability issues. The Guardian Tracking system serves as a personnel early warning system, but also provides tracking of incidents that are potentially libelous to the Center.

There were 20 items handled through the disciplinary system and it should be noted that none of the events resulted in any major problems.

An analysis of this information shows that improper locations are a major concern for liability. We have established pre-shift briefing sheets for each of the positions in the Center to serve as a reminder of the specific issues related to each position. The call taker position sheets clearly remind each employee that the two most critical parts of the position are to get the correct location and run type, in order to send the correct response to the correct location. Training of Center employees and field units will remain an on-going process as we continue to determine how best to serve the community. Finally, it is important that Supervisors know their subordinates well and are skilled in determining if there is an issue with their performance. Employees need to be at their physical and mental best when at the console, therefore if there is an issue with their health or mental capacity, it is imperative that the Supervisors recognize this and act as soon as possible.

Community Involvement Report

CALEA Standard 1.2.8, 2.6.3, 6.7.2

The Annual Community Involvement Report is intended to make the Administration aware of situations that could have a bearing on public safety communications within the community. The mapping of the county is critical to the use of the CAD system. Ensuring that we have the proper address ranges and street names for the entire county as well as areas closely bordering the county is essential to proper response. Second, informing citizens of the county on the proper use of the 911 phone lines for emergencies only while utilizing the non-emergency lines for routine requests. Third, informing the public on how to best contact their local police and fire headquarters rather than calling the Communications Center.

Fourth, informing the public on the use of the weather alert system, the Everbridge mass notification system and the reaction that the activation should provide.

The Communication Center provided instruction on the proper use of the 911 system, passed out educational information and resource magnets at the following events in 2016

- July 20, 2016 – Hendricks County 4-H Fair with Hendricks Regional Hospital – 4 Employees - Had booth space with attendance of approximately 3,500 residents of Hendricks County attending
- August 2, 2016 – Danville National Night Out – 3 Employees – Had booth space with attendance of approximately 1,500 residents of Hendricks County attending
- August 6, 2016 – Hummel Park – Safety Day –2 Employees – Had booth space with attendance of approximately 300 residents of Hendricks County attending
- September 14, 2016 – Hendricks County Emergency Preparedness Fest – 3 Employees – Had booth space with attendance of approximately 50 residents of Hendricks County attending
- October 5, 2016 – River Birch Elementary Fire Safety Day (1st graders) – 2 Employees – 4 Rotations – 150 students
- October 6, 2016 – Clarks Creek Elementary Fire Safety Day (Kindergarten) – 2 Employees – 4 Rotations – 145 students
- October 7, 2016 Pine Tree Elementary Fire Safety Day (3rd graders) – 2 Employees – 4 Rotations – 125 students
- October 21, 2016 – Central Elementary Fire Safety Day (Kindergarten) – 1 Employee – 4 Rotations – 150 students
- October 29, 2016 Hendricks County Kids Fair (Prevent Child Abuse in Hendricks County) – 4 Employees - Had booth space with attendance of approximately 3,500 residents of Hendricks County attending
- November 23, 2016 – Pittsboro Primary School Fire Safety Day (2nd graders) –2 Employees – 4 Rotations – 100 students
- December 4, 2016 – Everyday Superheroes Cook Off - Hendricks County Fairgrounds – 5 Employees – Had booth space with attendance of approximately 2,500 residents of Hendricks County attending.

Estimated School Contacts – 670

Estimated Total Community Contacts – 11,350

Personnel Early Warning System Annual Review

CALEA Standard 1.2.8, 3.4.7E, 6.7.2

There were 751 total incidents entered into the system, with 177 commendations/notable events/initiative awards, 14 disciplinary actions. There were 75 incidents of PTOu, There were 10 Early Interventions for PTOu. We will continue to watch this area closely to measure the impact of the Town's policy on unexcused absences that was implemented in 2011.

Annual Grievance Analysis

CALEA Standard 1.2.3, 1.2.8, 3.5.1, 3.5.2, 3.5.3, 6.7.2

There were no grievances submitted to the Executive Director in 2016.

Annual Generator Inspection

CALEA Standard 1.2.8, 6.4.3C, 6.7.2

Full Service was completed on the Plainfield Police Station generator in 12/2016. Full Service was completed on the HCCC/ Water Tower generator in 12/2016. Inspections on the Police generator were completed on 12/2016, the HCCC/Water Tower generator on 12/2016. The inspection was conducted by Cummins Crosspoint and the report is available with the Plainfield Police Department and the Hendricks County Communications Center. The Generators are tested bi-weekly and documented by the Captain of the Plainfield Police Department.

Emergency Operations Plan Annual Review

CALEA Standard 1.2.8, 6.7.2, 7.1.2I

The Emergency Action Plan was developed on June 12, 2008 to give specific responses for certain incidents that could immediately impact the operations of the Center. The Center further follows the Hendricks County Emergency Management Agency (EMA) Emergency Operations Plan. The Plan is developed and maintained by the EMA Director. The Plan was reviewed by EMA Director David Warren, HCCC Executive Director Steven Cook. There were no changes recommended at this time.

In 2012 the Deputy Director developed an Emergency Evacuation Plan for the Center. This plan documents the procedures for abandoning the Center in case of disaster.

These plans are reviewed each year. This review was completed in May prior to our move from the old Center to the new Facility.

HENDRICKS COUNTY COMMUNICATIONS CENTER – 2016 ROSTER

Name	Position	Name	Position
Steve Cook	Executive Director	Bill Joyner	Part-Time Communication Officer
Doug Burriss	Deputy Director	Eric Lantz	Part-Time Communication Officer
Pat Carmean	Part - Time Tech	Kimberly Sims	Part-Time Communication Officer
Andrea Baughn	Part - Time QA Evaluator	Amanda Bultman	Part-Time Communication Officer
Kathleen Lamb	Training / Quality Assurance	Lori Joseph	Part-Time Communication Officer
Janice Pitcock	Accreditation/Public Education	Chad Tatman	Part-Time Communication Officer
Leslye Harrell	A - Shift Supervisor		
Pam Porter	B - Shift Supervisor	Governing Board Members	
Karen Neville	C - Shift Supervisor	Matt Whetstone	Hendricks Co. Commissioners
Annette Hodge	D - Shift Supervisor	Robin Brandgard	Plainfield Town Council
Greg O'Brien	A - Shift Assistant Supervisor	Jim Stephens	Danville Town Council
Ben Oliphant	B - Shift Assistant Supervisor	Dennis Dawes	Brownsburg Town Council
Nikki Hartung	C - Shift Assistant Supervisor	Don Hodson	Washington Twshp. Trustee
Jennifer Gilbert	D - Shift Assistant Supervisor	Steven Eisenbarth	Avon Town Council
Michelle Lairmore	1st Class Communication Officer	Vacancy	Small Town Representative
Ed Gunnell	1st Class Communication Officer	Wes Bennett	Treasurer
Linda Stanfield	1st Class Communication Officer		
Amanda Gilbert	1st Class Communication Officer	Operations Board Members	
Tim Williams	1st Class Communication Officer	Rob Roberts	Fire Representative
Judy Osborn Turner	1st Class Communication Officer	Brian Russell	Plainfield Fire Territory
	1st Class Communication Officer	Roger Call	Hendricks Co. Sheriff's Dept.
Erin Miller	2nd Class Communication Officer	Bill Wright	Danville Police Department
Jenna Walters	2nd Class Communication Officer	Matt Oliphant	Clayton Police Department
Tim Slater	2nd Class Communication Officer	Mike Dove	Brownsburg Police Department
Elizabeth Mills	2nd Class Communication Officer	Vacant	Brownsburg Fire Territory
Cory Powell	2nd Class Communication Officer	David Warren	Emergency Management
Stephanie Suiter	2nd Class Communication Officer		
Megan Miller	2nd Class Communication Officer		
Amanda Schmitz	Probationary Communication Officer		
Josh Carrigg	Probationary Communication Officer		
Sarah Owen	Probationary Communication Officer		
Kane Lesser	Probationary Communication Officer		
Dawn Veirs	Probationary Communication Officer		
Caitlin Gaub	Probationary Communication Officer		
Meghan Monaco	Probationary Communication Officer		
Andrew Smith	Probationary Communication Officer		
Kyle Kimmel	Probationary Communication Officer		
April Leedy	Probationary Communication Officer		

Hendricks County Communications Center Organizational Structure

