

2013 YEAR END REPORT

Hendricks County



Communications Center

ACCREDITED 2009



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

Introduction

The Hendricks County Communications Center completed its seventh full year of operation in 2013, 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.

In 2008, the Governing Board and Operations Board worked to approve policies for the Center in an effort to attain Accredited Status through the Commission on Accreditation for Law Enforcement Agencies (CALEA). On August 1, 2009, The Hendricks County Communications Center was certified as an accredited Communications Agency, one of two in the State of Indiana. August 20th 2013 we were reaccredited.

In 2013, the Governing Board contracted with public safety consulting firm IXP of Princeton NJ, after an extensive interview process conducted by members from the Governing Board, Operations Board, and HCCC Admin. 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. The plan will be posted on the Center's website upon completion.

Efforts continued throughout 2013 to establish a funding source for the Center and will extend into 2014. Elected Officials have been meeting with State Legislators in an attempt to develop a funding source that will cover the needs of Hendricks County as well as the rest of the state. House Bill 1234 was introduced in the Legislature creating a pilot program to fund the Communications Center.

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, 1.2.9A&E, 5.1.1C

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. **Continuing**

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. **Continuing**

GOAL: Improve Training Program

The Center has adopted the APCO training programs for use for all employees.

Currently we have 4 employees who are trainers in the various APCO training courses.

OBJECTIVES: Develop training plan and timetable to ensure that all employees are trained in the three major APCO components; Basic Communications Officer, Emergency Medical Dispatch, Fire Dispatcher. Maintain all necessary certifications and provide in-house training for recertification. All employees will have completed the APCO Fire Class by the end of 2014. In addition to our core training 2014's focus will be in 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.

OBJECTIVES: Once an established funding source has been identified, work with the Governing Board to replace our current facility.

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 Police and Fire incidents.
The Center Q/A program currently only reviews and grades Emergency Medical incidents. In 2015 we want to expand this program to include police and Fire incidents as well. The Employee evaluations are directly tied to the Q/A

Anticipated Workload and Population Trends

CALEA Standard 1.2.9B

In 2013, Hendricks County responded to 148,663 police incidents, a decrease of 1.53% and 12,781 fire incidents, a decrease of 2.02%, for a total of 164,019 incidents. This is a 1.57% decrease in total incidents from 2012 (164,019).

The 2013 call volume report cannot be deemed as very accurate due to numerous changes in Phone Systems and updates to the current Reporting Software:

- Vesta (22,040 Emergency Calls)
 - January 1st to February 27th
 - March 3rd to June 12th
- MicroData (No info available)
 - February 27th to March 3rd
- Vesta 4.0 (30,617 Emergency Calls)
 - June 12th to Present

In addition, InDigital (Indiana's Wireless 911 Routing Agency) reported that we received 40,675 Wireless 911 Calls. This would indicate that the remaining 11,982 Emergent Calls were from Landlines. With these numbers in place, 77.2% of our 911 Calls were from wireless devices.

Hendricks County is currently the 10th largest county in the State of Indiana, with continual growth that is above the average for the rest of the State. In 2010, the population was estimated at 145,448 showing a 39.7% increase during this ten year period. This percentage ranks second in growth for the state and 86th in the country. The population was estimated to be 150,434 in 2012, which would be an increase of 3.43% in

the two years. All trend estimates indicate this population growth will continue, as well as the increasing number of wireless calls compared to land line.

Anticipated Personnel Levels

CALEA Standard 1.2.9C

While the county's growth and economics seemed to have recovered from the lull, funding for the Center is still in question. In 2013, we looked at staffing levels, workloads and have seen no need to alter our numbers on the Dispatch Floor. It has been recognized internally and by outside consultants that the need for personnel regarding technical issues. This can be addressed through contracted individuals or the creation of a part-time position with this in mind. 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. There is a need to identify and train a few more CTOs (Communication Training Officers) as it is apparent that we will be hiring at least three (3) in the near future.

2010

- Avg. staffing: 32
- Resigned /Fired: 5
- Turnover rate: 15.6%

2011

- Avg. Staffing: 29.5
- Resigned /Fired: 7
- Turnover rate: 23.7%
- This included 5 individuals leaving in a 4 month period due to:
 - Airport Hiring and paying more than ourselves (2)
 - Employee started her own daycare (1) --- and she has now returned to work at the Center
 - Could not get through training program (1)
 - New hire refused to work nights (1)

2012

- Avg. Staffing: 29.5
- Resigned /Fired: 5
- Turnover rate: 16.9%

2013

- Avg. Staffing: 29.5
- FT Resigned/Fired: 2
- FT Hired: 2
- Turnover Rate: 6.78%

Anticipated Capital Improvements and Equipment Needs

CALEA Standard 1.2.9D&E

Mobile Data Devices: The laptops need to be replaced in the next 18 months. As we replace those units, the older units can be used as spares and replacements. The Data Terminals will last several more years, however they do not accept the Air Cards. When the VRMs no longer function in the devices, or if IPSC abandons the Data Network the Data Terminals will have to be replaced.

Timeline: 4th Quarter 2012 – 2014

Cost: Due to the Center's inability to arrive at a funding solution the individual agencies will be forced to incur these charges. The new CAD/Records system requires a minimum of Windows 7 to support the software; the older devices will not support Windows 7 due to their age.

IPSC Radio System: No decision has been made by the IPSC Board on replacement of the infrastructure. Until the State of Indiana decides what is going to be funded by the State we cannot budget for the enhanced system.

Timeline: 2015-2016

Cost: HCCC is meeting with Motorola to investigate several different solutions to our communications needs. There are approximately 1000 radios currently operating on the old system. In 2017 those radios will have to be replaced, that cost based on current pricing is \$3.7 million. In addition several towers need to be added to increase coverage and fill gaps in current coverage. The 13 radio consoles will have to be replaced at the Communications Center. We will have budgetary numbers by the 2015 budget cycle.

New Facility: The Communications Center has outgrown the current facility. In addition 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.

Timeline: 2015-2016

Cost: 3.5 - 4 million dollars

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: 2014 – 2016

Cost: \$300,000

Required Reports

Risk Management Program

CALEA Standard 1.2.1D, 1.2.3, 2.2.5

An annual review of the Risk Management program was conducted on February 1, 2013. The annual OSHA Form 300A report was released on January 29, 2014 and shows that there was one illness in 2013. There was an average of 43 employees working 71,602 hours.

For 2013, 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 21 incidents of improper location during the past year. 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 January 2013 and found to provide comprehensive coverage for the Center.

Component Goals and Objectives

CALEA Standard 1.2.3, 1.2.5, 1.2.6, 5.1.1C

GOAL: Employee Assistance Program (EAP)

The Hendricks County Communications Center understands that our employees are our most valuable asset. HCCC has a significant investment in our employees; we also recognize that the position of Communications Officer is a stressful occupation.

OBJECTIVES: Completed

Continuing Education—GOAL: The Center has established APCO as the training standard for Hendricks County. We are also looking into specialized training such as hostage negotiations, advanced fire, critical incident management and communications unit leader training. OBJECTIVES: Set training schedules for 2014-15, certify trainers locally to provide training, ensure all records are completed and look to additional areas for specialized training. **Continuing**

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 InterAct systems in 2014.

OBJECTIVE: Install, test, and implement the new CAD, Data and records system in 2014.

GOAL: – Implement SafeTown Web Site

A feature of the InterAct system is a module called SafeTown. This module is based on an interactive Web Page allowing the public to have access to statistical data generated by the Public Safety Agencies in Hendricks County.

OBJECTIVE: Install, test and implement SafeTown. In addition tie the public education program directly to SafeTown.

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.

OBJECTIVE: Complete implementation in 2014.

Annual Review of Specialized Assignments

CALEA Standard 1.3.3

The Hendricks County Communications Center currently has one position listed as Specialized Assignments. These are 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. In 2012 the Board approved the salary increase of \$.25/hour for CTO's. The authorized strength for CTO'S is two per shift, the Assistant Supervisor and one Communications Officer fill that role on each shift.

Annual Internal Affairs Summary

CALEA Standard 1.2.3, 1.4.11

The 2013 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 2013 we did not have any investigations.

Liability Incident Reports Analysis

CALEA Standard 1.4.1, 1.4.2, 1.4.3, 1.4.4, 1.4.5

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 2.6.3

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 and the reaction that the activation should provide.

In 2013 the Deputy Director led a successful effort to establish a GIS Users Group within Hendricks County. Now all of the GIS Users meet regularly to discuss streamlining the submitting of mapping changes to the Communications Center. The result is the data is more timely and accurate than in the past.

The Center provided instruction on the proper use of the 911 system, passed out educational information and resource magnets at the following events in 2013:

- July 16, 2013 – Avon Washington Township Library –1 Employee assisting Avon Fire for 1 day of a 5 Week Fire Safety Class – 30 Students attended with parents observing
- July 26, 2013 – ABC's & 123's Learning Center Safety Day – 2 Employees - 48 children
- September 20 and 21, 2013 – Plainfield Quaker Day Festival – 4 Employees - Had booth space with attendance of approximately 7,500 residents of Hendricks County attending
- October 11, 2013 – Clarks Creek Elementary Fire Safety Day – 1 Employee – 4 Rotations of 28-30 children in each rotation – 120 students
- October 17, 2013 – Brentwood Elementary Fire Safety Day – 1 Employee – 3 Rotations of 28 – 30 Students in each rotation – 90 Students
- October 18, 2013 – Central Elementary Fire Safety Day – 1 Employee – 3 Rotations of 28 – 30 students in each rotation – 90 Students
- October 27, 2013 – Hendricks County Kids Fair held at Avon high School – 2 Employees – Had booth space with attendance of 1,000 – 1,500 Residence of Hendricks County Attending

Estimated School Contacts - 380

Estimated total Community Contacts – 9,400

Personnel Early Warning System Annual Review

CALEA Standard 3.4.7E

There were 296 total incidents entered into the system, with 87 commendations/notable events/initiative awards, 20 disciplinary actions. There were 62 incidents of PTOu, down from 82 the previous year and 99 in 2011. There were 12 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, 3.5.1, 3.5.2, 3.5.3

There were no grievances submitted to the Executive Director in 2013.

Annual Generator Inspection

CALEA Standard 6.4.3

Full Service was completed on the Plainfield Police Station generator in December, 2013. Full Service was completed on the Water Tower generator in July 2013. Inspections on the Police generator were completed on 12/9/2013, the Water Tower generator on 12/17/2013. The inspection was conducted by Cummins Crosspoint and the report is available with the Plainfield Police Department. The Generators are tested bi-weekly and documented by the Captain of the Plainfield Police Department.

Emergency Operations Plan Annual Review

CALEA Standard 7.1

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.

Hendricks County Communications Center - 2013 Roster

NAME	Position
Cook, Steven	Executive Director
Douglas Burris	Deputy Director
Porter, Pamela	Supervisor
Brannon, Sue	Supervisor
Larimore, Michelle	Supervisor
Harrell, Leslye	Supervisor
Neville, Karen	Assistant Supervisor
Oliphant, Ben	Assistant Supervisor
Vacancy	Assistant Supervisor
Vacancy	Assistant Supervisor
Pitcock, Janice	Accreditation Manager
Lamb, Kathleen	Training/Quality Assurance
Broyles, Tonya	1st Class Communications Officer
Cope, Belinda	1st Class Communications Officer
Williams, Tim	1 st Class Communications Officer
Disbro, Glen Eric	1st Class Communications Officer
Jones, Elizabeth	1st Class Communications Officer
Gilbert, Amanda	1st Class Communications Officer
Gilbert, Jennifer	1st Class Communications Officer
Tatman, Chad	1 st Class Communications Officer
Gunnell, Ed	1st Class Communications Officer
Pruett, Dawn	1st Class Communications Officer
Stanfield, Linda	1st Class Communications Officer
Baughn, Andrea	2nd Class Communications Officer
Gibson, April	2nd Class Communications Officer
Hartung, Nikki	2nd Class Communications Officer
Vogel, Dan	2nd Class Communications Officer
Osborne-Turner, Judy	2nd Class Communications Officer
Stewart, Wendi	2nd Class Communications Officer
Payne, Matt	2 nd Class Communications Officer
Ealy, Paula	2nd Class Communications Officer
Pankiewicz, Susanne	2nd Class Communications Officer
Hodge, Annette	2nd Class Communications Officer
Highland, Angela	2nd Class Communications Officer
Bultman, Amanda	Probationary Communications Officer

NAME	Position
Joseph, Lori	Part-Time Communications Officer
Kimmel, Kyle	Part-Time Communications Officer
Walker, Barbara	Part-Time Communications Officer
Sell, Christina	Part-Time Communications Officer
Woodall, Tracy	Part-Time Communications Officer
Joyner, Bill	Part-Time Communications Officer
Lantz, Eric	Part-Time Communications Officer
Sims-Powell, Kim	Part-Time Communications Officer

Governing Board Members	
Matt Whetstone	Hendricks Co. Commissioners
Robin Brandgard	Plainfield Town Council
Steve Hartsock	Danville Town Council
Dave Richardson	Brownsburg Town Council
Tim Griffith	Middle Twshp. Trustee
Dave Cox	Avon Town Council
John Hart	Pittsboro Town Council
John Hart	Pittsboro Town Council

Operations Board Members	
Jason Stumm	Pittsboro Fire Department
Mark Morgan	Danville Fire Department
Steve Wagner	Hendricks Co. Sheriff's Dept.
Jack Miller	Avon Police Department
Matt Oliphant	Clayton Police Department
Mike Dove	Brownsburg Police Department
Bill Brown	Brownsburg Fire Territory
David Warren	Emergency Management

Technical Committee	
Matt Oliphant	Chairman

Hendricks County Communications Center Organizational Chart

