

2014 YEAR END REPORT



CALEA ACCREDITED 2009



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

Introduction

The Hendricks County Communications Center completed its eighth full year of operation in 2014, 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.

Efforts continued throughout 2014 to establish a funding source for the Center and will extend into 2015. 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.

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; Public Safety Telecommunicators, Emergency Medical Dispatch, and Fire Dispatcher. 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 2015 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.

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.

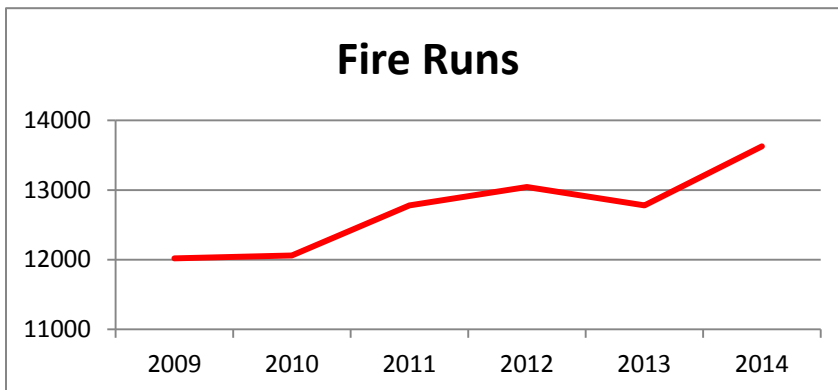
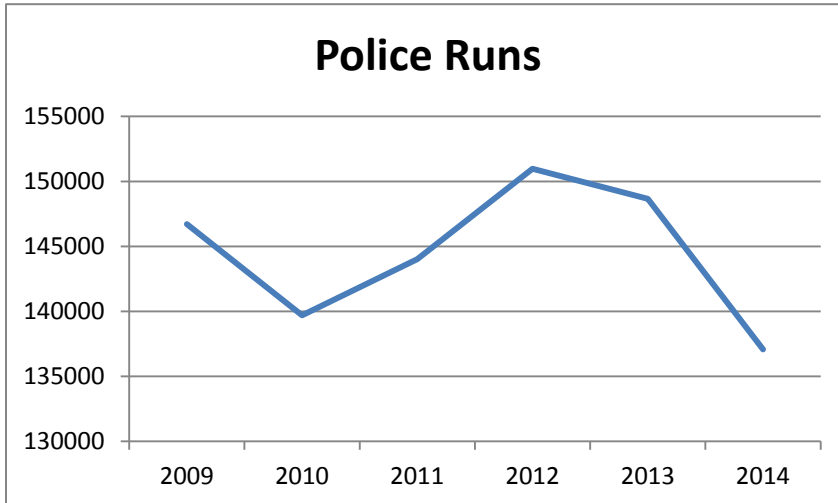
The Center Q/A program currently only reviews and grades Emergency Medical incidents. In 2016 we want to expand this program to include police and Fire incidents as well. The Employee evaluations are directly tied to the Q/A

* 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.

Anticipated Workload and Population Trends

CALEA Standard 1.2.9B

In 2014, Hendricks County responded to 137,072 police incidents, a decrease of 7.79% and 13,628 fire incidents, an increase of 6.6%, for a total of 150,700 incidents. This is a 6.65% decrease in total incidents from 2013 (161,144). This is difference of -3.98% when compared to the previous 5 year average.



While the region continues to address some questions regarding the Aurora Reporting program, the 2014 call volume report has less unknown variables and therefore should be considered viable information.

PHONE ACTIVITY:

- **Transactions:**
 - First Quarter: 46,027
 - Second Quarter: 55,797
 - Third Quarter: 57,862
 - Fourth Quarter: 50,319
 - Years Total: 210,005 calls
 - Average Per Day: 575
- 56,835 Emergent Calls
- 149,347 Non-Emergent / Administrative

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. It is estimated that there is a population of approximately 155,000, with a growth rate of about 1.4% per year over the previous 5 years. All trend estimates indicate this population growth will continue.

Technologically, we are committed to the TextTTY (911 texting) program and anticipate associated workload to accompany this, as well as taking into account the nationwide trend of greater cell phone use, compared to landline.

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 2014, we analyzed our staffing levels, workloads and have seen no need to alter our numbers on the Dispatch Floor. It was recognized in 2013 that we were in need of technical assistance, and we were able to hire a part-time employee to fulfill this need in the 2nd quarter of 2014. With the number of projects that the Center is undertaking, we are maxing out the hours allowed from this employee. It is anticipated that this position will continue to be utilized at this capacity throughout 2015. 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.

It was recognized late in 2014, that there was a possibility to experience a significant staffing shortage in the upcoming year. This was due to various reasons such as retirement, individuals hired on by Fire or Police, resignations/terminations due to ongoing performance issues that PIPs (Performance Improvement Plans) may not correct, individuals not making through training as a probationary employee, and individuals backing out of the hiring process in the last steps of the process. Adjustments were identified regarding training and the hiring process which should pay dividends in the near future on a long term basis. The focus and need for CTOs became more apparent, and adjustments were made in the training program and fiscal compensation for individuals.

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%

2014

- Full-Time Positions Allowed: 34
- End of the Year Staffing: 31
- Resignations: 4
- Retired: 2
- Hired: 5
- Turnover rate = 17.6%

To keep Personnel Levels at an acceptable level, there will be a continued focus on the hiring process, such as:

- Greater efficiencies in steps such as the CVSA by getting assistance from other agencies outside of Plainfield.
- Utilizing new software that may eliminate individuals early in the process rather than being caught in the later stages
- Orientation program to all applicants that will give them better insight on what the job entails and what to expect
- Presenting benefits/financial compensation in a more clear manner

Anticipated Capital Improvements and Equipment Needs

CALEA Standard 1.2.9D&E

IPSC Radio System: The Governing Board and County Commissioners have come to an agreement in funding the update to the radio infrastructure.

Timeline: 2015-2016

Cost: 4 million

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. This deficiency was noted in the consultant's report.

Timeline: 2015-2016

Cost: 2-3 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: 2015 – 2017

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, 2014. The annual OSHA Form 300A report was released on January 30, 2015. There was an average of 43 employees working 69,546 hours.

For 2014, 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 15, incidents of improper location during the past year, down from 21 in 2013. 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 2014 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

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 2015.

OBJECTIVE: Install, test, and implement the new CAD, Data and records system in 2015.

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 2015.

Annual Review of Specialized Assignments

CALEA Standard 1.3.3

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. In 2014 the Board approved the salary increase of \$1/hour for CTO's.

Annual Internal Affairs Summary

CALEA Standard 1.2.3, 1.4.11

The 2014 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 2014 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 2014 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 Communication Center provided instruction on the proper use of the 911 system, passed out educational information and resource magnets at the following events in 2014:

- June 12, 13 & 14, 2014 – Amo Fish Fry – 4 Employees - Had booth space with attendance of approximately 3,500 residents of Hendricks County attending
- June 26, 27 & 28, 2014 – Hazelwood Fish Fry – 4 Employees - Had booth space with attendance of approximately 3,500 residents of Hendricks County attending
- August 5, 2014 – Danville Crime Night – 1 Employee – Had booth space with attendance of approximately 1,000 residents of Hendricks County attending
- September 13, 14, 2014 – Danville Fair on the Square – 3 Employees - Had booth space with attendance of approximately 2,500 residents of Hendricks County attending
- September 20 & 21, 2014 – Plainfield Quaker Day Festival – 5 Employees - Had booth space with attendance of approximately 2,500 residents of Hendricks County attending
- October 6, 2014 – Mill Creek West Elementary School Fire Safety Day (K-5 graders) – 2 Employees – 5 Rotations - 325 students
- October 10, 2014 – Brown Elementary School Fire Safety Day (2nd graders) – 1 Employee – 2 Rotations – 85 students
- October 10, 2014 – Brown Elementary School Fire Safety Day (5th graders) – 2 Employees – 1 Rotations – 90 students
- October 20, 2014 – Brentwood Elementary School Fire Safety Day (Kindergarten) – 2 Employees – 4 Rotations – 87 students
- October 24, 2014 – Clark Creek Elementary School Fire Safety Day – 2 Employees – 4 Rotations – 90 students
- October 24, 2014 – Central Elementary School Fire Safety Day – 2 Employees – 4 Rotations of – 90 students
- October 25, 2014 – Hendricks County Kids Fair /Avon High School – 2 Employees – Had booth space with attendance of approximately 2,000 residents of Hendricks County attending
- November 2, 2014 – Everyday Superheroes Cook Off/Hendricks County Fairgrounds – 3 Employees – Had booth space with attendance of approximately 1,500 residents of Hendricks County attending

Estimated School Contacts – 767

Estimated Total Community Contacts – 16,500

Personnel Early Warning System Annual Review

CALEA Standard 3.4.7E

There were 697 total incidents entered into the system, with 211 commendations/notable events/initiative awards, 20 disciplinary actions. There were 102 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, 3.5.1, 3.5.2, 3.5.3

There were no grievances submitted to the Executive Director in 2014.

Annual Generator Inspection

CALEA Standard 6.4.3

Full Service was completed on the Plainfield Police Station generator in December, 2014. Full Service was completed on the Water Tower generator in July 2014. Inspections on the Police generator were completed on 12/2014, the Water Tower generator on 12/2014. 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 Chapter 7

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 - 2014 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	Supervisor
Oliphant, Ben	Assistant Supervisor
Baughn, Andrea	Assistant Supervisor
Hodge, Annette	Assistant Supervisor
Gibson, April	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
Gilbert, Amanda	1st Class Communications Officer
Gilbert, Jennifer	1st Class Communications Officer
Tatman, Chad	1 st Class Communications Officer
Stanfield, Linda	1st Class Communications Officer
Highland, Angela	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
Bultman, Amanda	2nd Class Communications Officer
Ealy, Paula	2nd Class Communications Officer
Pankiewicz, Susanne	2nd Class Communications Officer
Lamar, Amanda	Probationary Communications Officer
McEvelly, Katrina	Probationary Communications Officer
Melton, Ryan	Probationary Communications Officer
O'Brien, Greg	Probationary Communications Officer

NAME	Position
Joseph, Lori	Part-Time Communications Officer
Kimmel, Kyle	Part-Time Communications Officer
Baker, Matt	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
Owens, Sarah	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
Don Hodson	Washington Twshp. Trustee
Dave Cox	Avon Town Council
John Hart	Pittsboro Town Council

Operations Board Members	
Keith Rinehart	Pittsboro Fire Department
Brian Russell	Plainfield Fire Territory
Steve Wagner	Hendricks Co. Sheriff's Dept.
Bill Wright	Danville 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

