

2015 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 2015 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 2015.

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. **Ongoing**

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 17 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 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.

* 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.

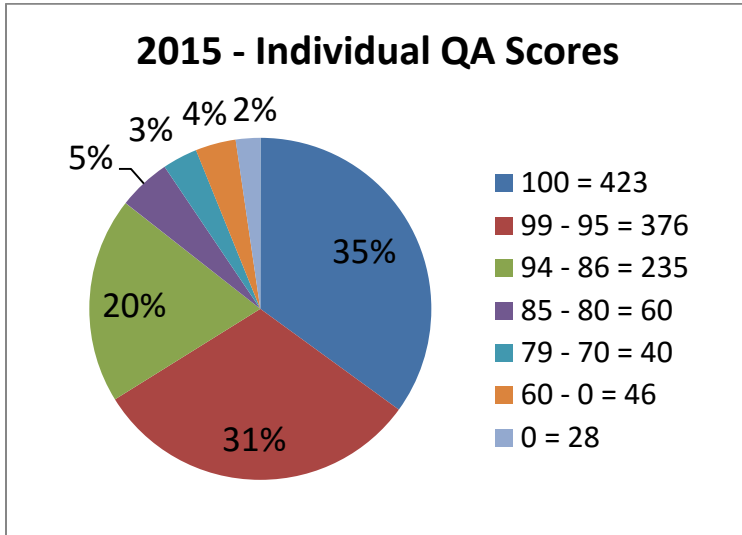
OBJECTIVES: The Town of Plainfield is in the process of renovating the current Fire Headquarters to accommodate the Communications Center. The first phase is to move the dispatch center to the remodeled facility in the summer of 2016. The second phase will be moving the administrative offices of communications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

GOAL: Mobile Command Post

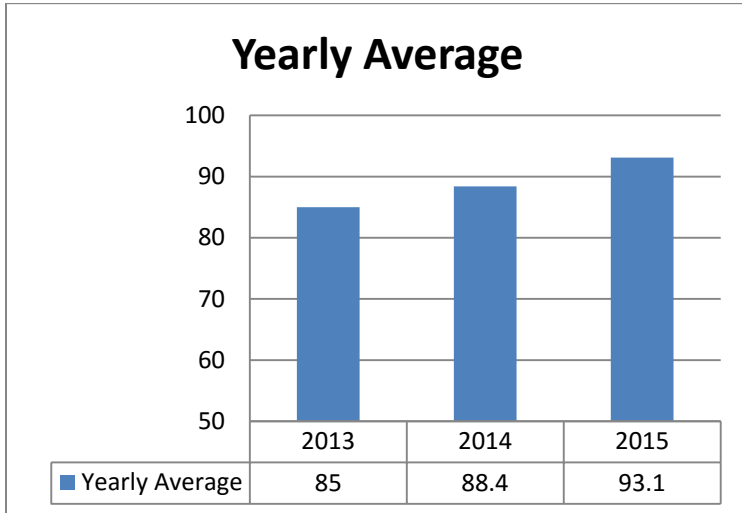
Hendricks County has a need for a Mobile Command Post to be sent directly to the scene of significant events. In addition this vehicle will be used at events needing on the scene coordination such as festivals, and large gatherings of visitors to Hendricks County.

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 2016 we want to expand this program to include Fire incidents as well. The Employee evaluations are directly tied to the Q/A. **Ongoing**



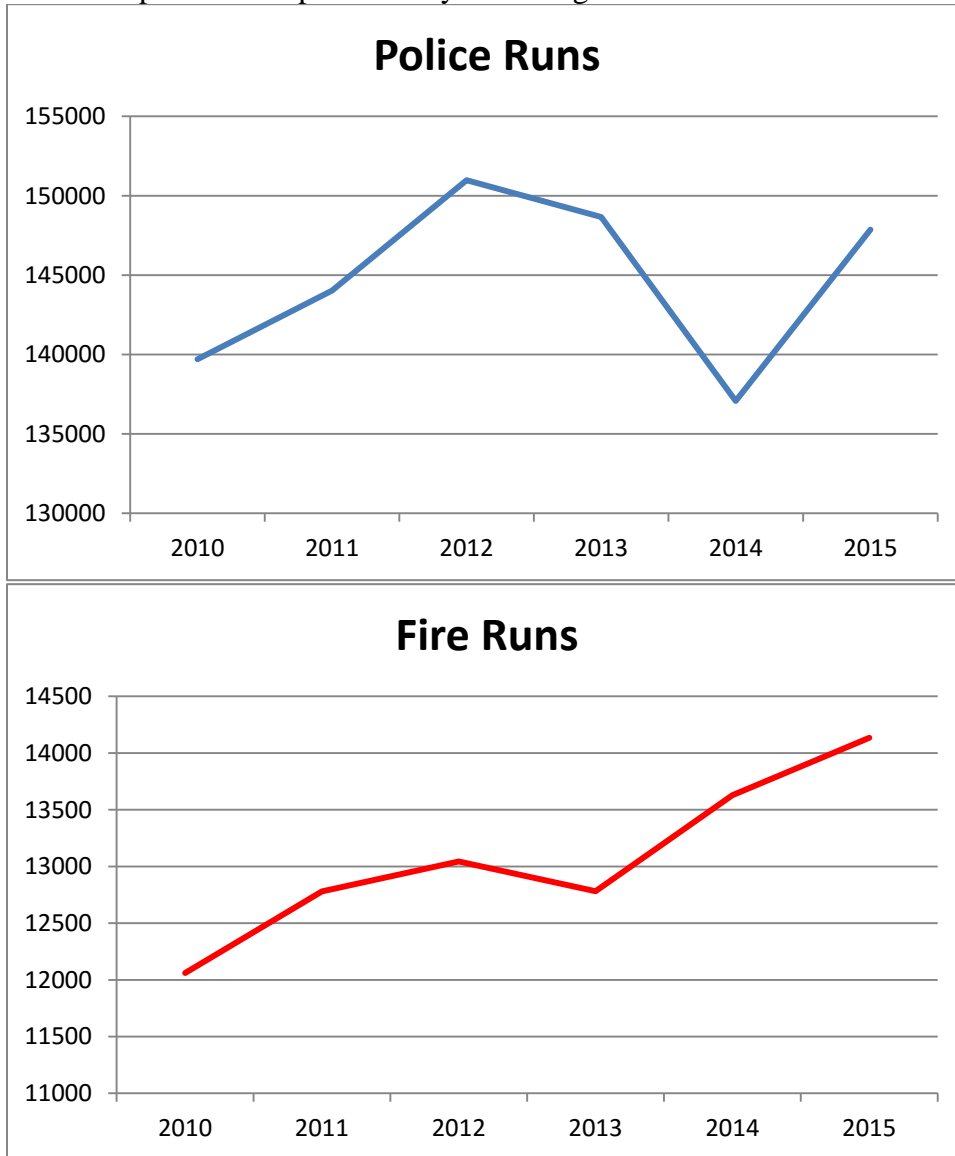
The 2015 QA Center average is a 93.1%; this is up 4.7% from 2014.



Anticipated Workload and Population Trends

CALEA Standard 1.2.8, 1.2.9B, 6.7.2

In 2015, Hendricks County responded to 147,865 police incidents, an increase of 7.87% and 14,135 fire/ems incidents, an increase of 3.72%, for a total of 162,000 incidents. This is a 7.5% increase in total incidents from 2014 (150,700). This is an increase of 3.22% when compared to the previous 5 year average.



PHONE ACTIVITY:

2015 Call Count by Quarter:					
	Q1	Q2	Q3	Q4	TOTAL
Emergency	12,792	15,693	15,771	14,385	58,641
Non-Emergency	35,648	40,143	40,066	36,427	152,284
Total	48,440	55,836	55,837	50,812	210,925

Percentage of Change from Prior Year:					
	Q1	Q2	Q3	Q4	TOTAL
Emergency	12.91%	2.02%	-3.35%	4.20%	3.18%
Non-Emergency	2.74%	-0.67%	-3.56%	-0.24%	-0.58%
Total	5.24%	0.07%	-3.50%	0.98%	0.44%

Hendricks County, while the 10th largest county in the State, is currently the 3rd fastest growing 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 156,000, with a growth rate of about 7.3% per year over the previous 5 years. All trend estimates indicate this population growth will continue.

Anticipated Personnel Levels
CALEA Standard 1.2.8, 1.2.9C, 6.7.2

While the county’s growth and economics seems to have improved from a small lull in previous years, funding for the Center has finally been resolved in the form of Public Safety LOIT. Implemented in the 4th Quarter, this should build some reserve for future needs. In 2015, 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. This employee continued to apply critical hours (865 hrs) in 2015 on various key projects. With the number of projects that the Center continues to undertake (Radio Project, CAD Upgrade, AVL, EverBridge, Inventory, FCC Licensing, Web Page, Mobile Data installs, etc), 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.

The turnover in 2015 was by most regards the biggest concern throughout the year. While anticipated (reference: Communications Center Employee Acquisition and Retention / Jan15, 2015), numerous hours were contributed to this issue, as our Training Staff dealt with the new employees; the dispatchers had to cover with Mandatory OT throughout the year; and Administration focused on hiring processes, scheduling, and planning to overcome this issue. The loss of employees could mainly be attributed to the higher level of expectations from the Center, and other Public Safety Agencies hiring (Police and Fire).

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%

2015

- Full-Time Positions Allowed: 34
- End of the Year Staffing: 29
- Resignations: 7
- Retired: 1
- Dismissals: 4
- Hired: 11
- Turnover rate = 40.0%

Anticipated Capital Improvements and Equipment Needs

CALEA Standard 1.2.8, 1.2.9D&E, 6.7.2

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: 2015-2017

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, 1.2.8, 2.2.5, 6.7.2

An annual review of the Risk Management program was conducted on February 1, 2015. The annual OSHA Form 300A report was released on January 21, 2016. There was an average of 42 employees working 68,003 hours.

For 2015, 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 6, incidents of improper location during the past year, down from 13 in 2014. 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 2015 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 hostage negotiations, advanced fire, critical incident management and communications unit leader training.

OBJECTIVES: Set training schedules for 2015-16, 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 2016 into 2017.

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 2016.

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: Complete implementation in 2016.

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 2015 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 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 2015

- April 11, 2015 – North Salem / Bike Safety Day – 1 Employee - Had booth space with attendance of approximately 100 residents of Hendricks County attending
- April 22, 2015 – Grace Pointe Church – 2 Employees - 45 students
- June 12 - 14, 2015 – Amo Fish Fry – 2 Employees - Had booth space with attendance of approximately 3,500 residents of Hendricks County attending
- June 25 & 26, 2015 – Hazelwood Fish Fry – 2 Employees - Had booth space with attendance of approximately 3,500 residents of Hendricks County attending
- August 1, 2015 – Hummel Park – Safety Day – 1 Employee – Had booth space with attendance of approximately 300 residents of Hendricks County attending
- August 4, 2015 – Danville Crime Night – 3 Employee – Had booth space with attendance of approximately 1,500 residents of Hendricks County attending
- September 12, 2015 – Hendricks County Public Safety Day – 3 Employee – Had booth space with attendance of approximately 1,500 residents of Hendricks County attending
- October 19, 2015 – Brentwood Elementary School Fire Safety Day (Kindergarten) – 2 Employees – 4 Rotations – 180 students
- October 24, 2015 – Hendricks County Kids Fair /Avon High School – 2 Employees – Had booth space with attendance of approximately 2,500 residents of Hendricks County attending
- October 30, 2015 – Bethesda School Fire Safety Day (K - 2) – 2 Employees – 4 Rotations – 130 students
- November 8, 2015 – Everyday Superheroes Cook Off/Hendricks County Fairgrounds – 5 Employees – Had booth space with attendance of approximately 1,500 residents of Hendricks County attending.

Estimated School Contacts – 355

Estimated Total Community Contacts – 14,400

Personnel Early Warning System Annual Review

CALEA Standard 1.2.8, 3.4.7E, 6.7.2

There were 697 total incidents entered into the system, with 165 commendations/notable events/initiative awards, 13 disciplinary actions. There were 75 incidents of PTOu, There were 0 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 one grievance submitted to the Executive Director in 2015. The Governing Board affirmed the Executive Directors verdict.

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 12/2015. Full Service was completed on the Water Tower generator in 08/ 2015. Inspections on the Police generator were completed on 12/2015, the Water Tower generator on 12/2015. 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 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.

Hendricks County Communications Center - 2015 Roster

NAME	Position
Cook, Steven	Executive Director
Douglas Burris	Deputy Director
Porter, Pamela	Supervisor
Annette Hodge	Supervisor
Harrell, Leslye	Supervisor
Neville, Karen	Supervisor
Oliphant, Ben	Assistant Supervisor
Gilbert, Amanda	Assistant Supervisor
(vacant)	Assistant Supervisor
(vacant)	Assistant Supervisor
Pitcock, Janice	Accreditation Manager / Public Ed
Lamb, Kathleen	Training/Quality Assurance
Broyles, Tonya	Communications Officer
Williams, Tim	Communications Officer
Lairmore, Michelle	Communications Officer
Gilbert, Jennifer	Communications Officer
Tatman, Chad	Communications Officer
Stanfield, Linda	Communications Officer
Hartung, Nikki	Communications Officer
Osborne-Turner, Judy	Communications Officer
Stewart, Wendi	Communications Officer
Pankiewicz, Susanne	Communications Officer
O'Brien, Greg	Communications Officer
Mills, Elizabeth	Communications Officer
Miller, Megan	Communications Officer
Suiter, Stephanie	Communications Officer
Melton, Ryan	Communications Officer
Miller, Erin	Communications Officer
Powell, Cory	Communications Officer
Walters, Jenna	Communications Officer
Slater, Tim	Communications Officer
Gibson, April	Communications Officer
Powell, Veronica	Communications Officer
Stauffer, Leah	Communications Officer
Lamar, Amanda	Communications Officer

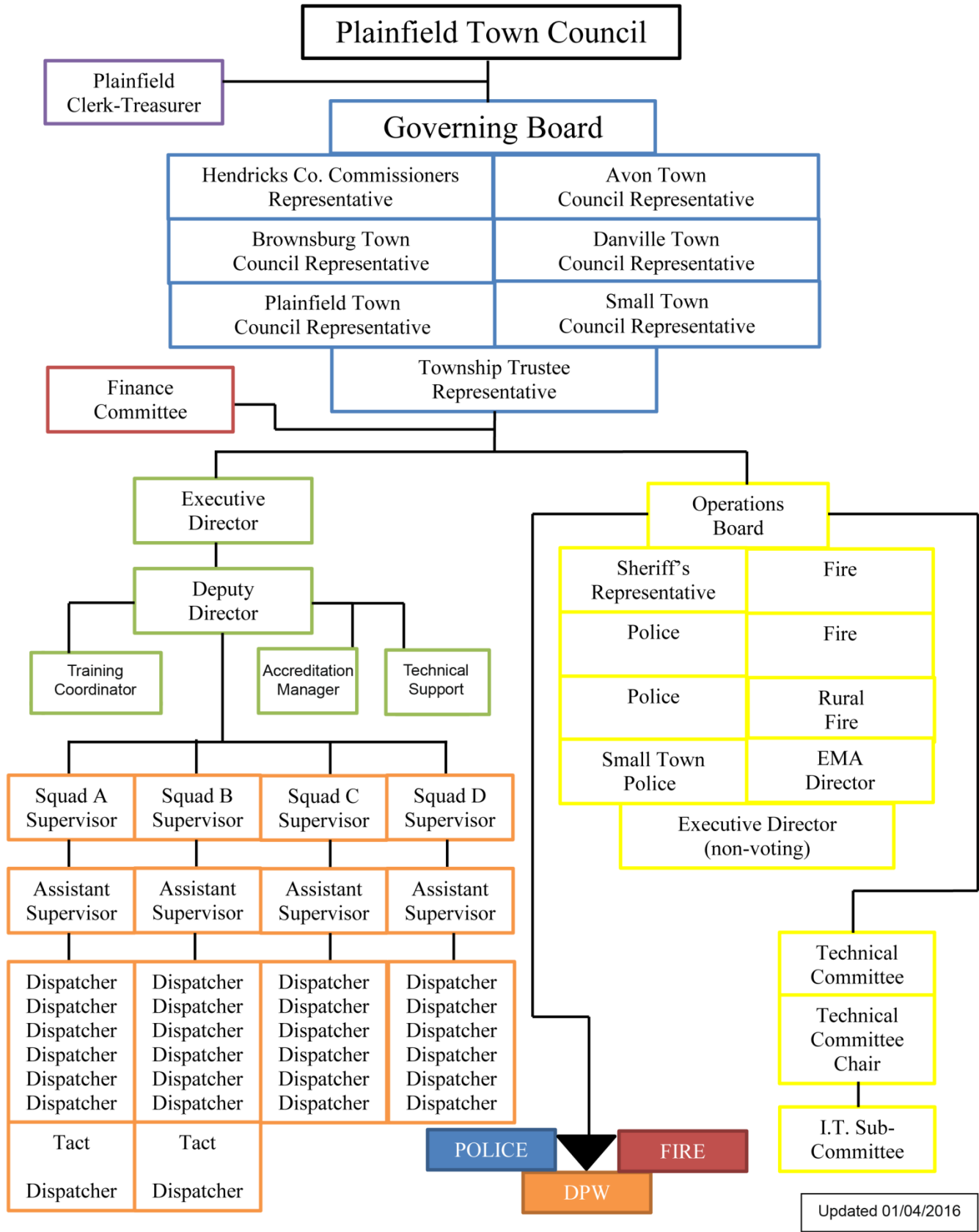
NAME	Position
Joseph, Lori	Part-Time Communications Officer
Kimmel, Kyle	Part-Time Communications Officer
Baker, Matt	Part-Time Communications Officer
Owen, Sarah	Part-Time Communications Officer
Martinez, Lydia	Part-Time Communications Officer
Joyner, Bill	Part-Time Communications Officer
Lantz, Eric	Part-Time Communications Officer
Sims-Powell, Kim	Part-Time Communications Officer
Patrick Carmean	Technical Support

Governing Board Members	
Matt Whetstone	Hendricks Co. Commissioners
Robin Brandgard	Plainfield Town Council
Mike Neilsen	Danville Town Council
Dennis Dawes	Brownsburg Town Council
Don Hodson	Washington Twshp. Trustee
Dave Cox	Avon Town Council
Vacancy	Small Town Representative

Operations Board Members	
Keith Rinehart	Pittsboro Fire Department
Brian Russell	Plainfield Fire Territory
Roger Call	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



Updated 01/04/2016