

# 2017 YEAR END REPORT



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

## **Introduction**

The Hendricks County Communications Center completed its eleventh full year of operation in 2017, 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.

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:** Improve Training Program

The Center has adopted the APCO training programs for use of all employees. Currently we have 7 employees who are instructors in the various APCO training courses. There are 19 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 2<sup>nd</sup> 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. **Completed**

### **GOAL:** New Computer Aid Dispatch and Mobile Data System

The Communications Center has been partnered with Marion County Public Safety Communications Agency (PSC) since our inception in 2007 we have been using their Tiburon CAD. The last four years PSC has been working to replace the Tiburon CAD originally installed in 1992. In 2017 PSC signed an agreement with Motorola Solutions to implement the Premier One CAD system as the new CAD for both counties. Motorola Solutions will also provide a new mobile data system for Police and Fire Agencies.

**Ongoing expected completion second quarter 2019**

**GOAL:** New Police Records System

The Communications Center has been partnered with Marion County Public Safety Communications Agency (PSC) since our inception in 2007 we have been using their Tiburon police and then the InterAct Police Records System. Both of the counties have outgrown the capabilities of those systems. With the implementation of the new CAD a new Police and Fire Records system needs to be purchased. PSC is in current negotiations with vendors on these systems.

**Ongoing expected completion fourth quarter 2019**

**GOAL:** New Computer based Emergency Medical protocol method for CAD

The Communications Center has always used a flip card system for medical protocols for Emergency Medical Dispatch (EMD). With the implementation of the new CAD system we want to integrate a software based approach to more effectively and efficiently prioritize Emergency Medical Calls. Once implemented, this will allow for better records keeping, and quality assurance.

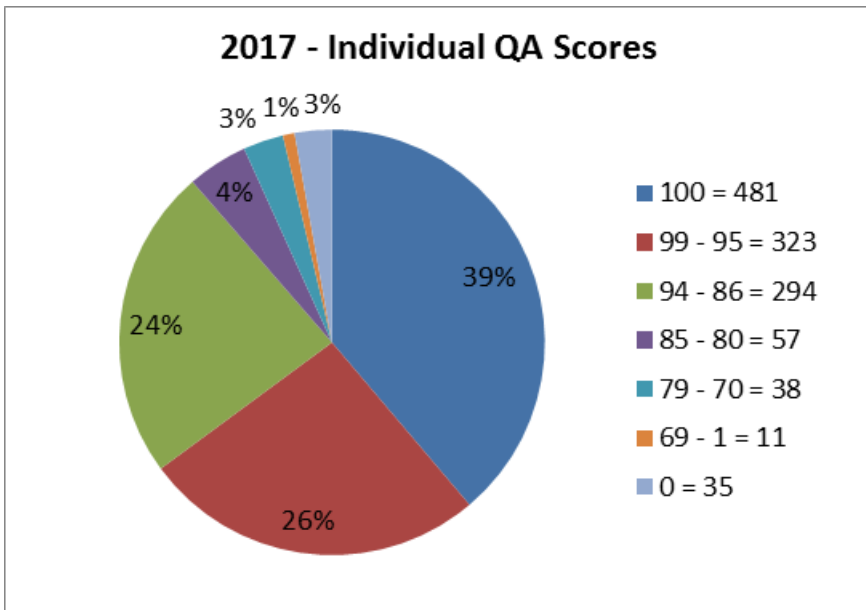
**Budgeting in 2018 for a second quarter 2019 implementation.**

**GOAL:** Mobile Command Post

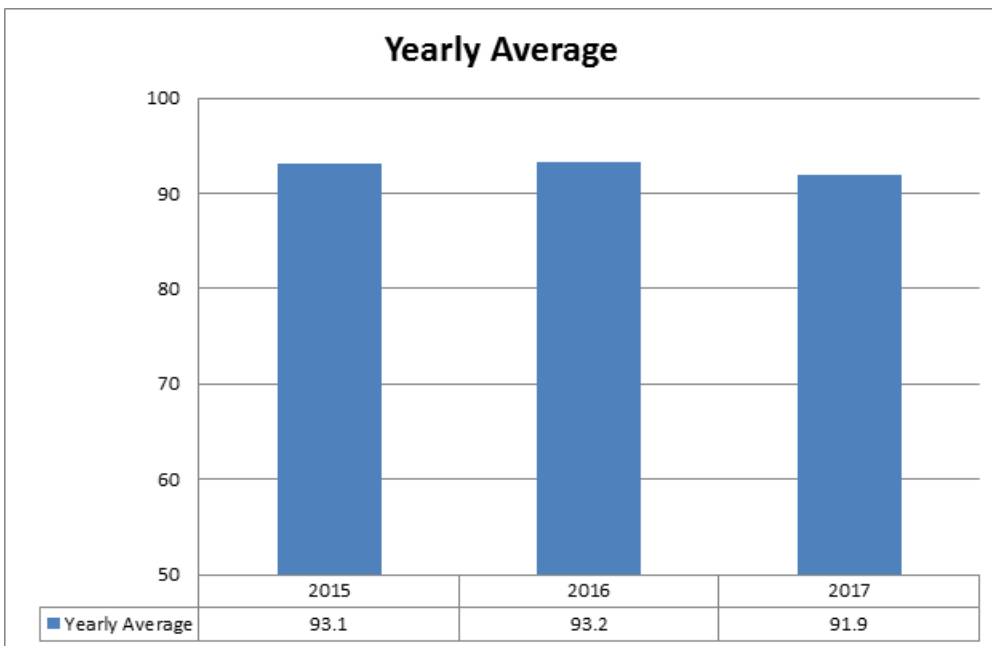
Hendricks County has a need for a Mobile Command Post to be sent directly to the scene of significant events. In addition this vehicle will be used at events needing on the scene coordination such as festivals, and large gatherings of visitors to Hendricks County.

**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. The Employee evaluations are directly tied to the Q/A. **Ongoing**



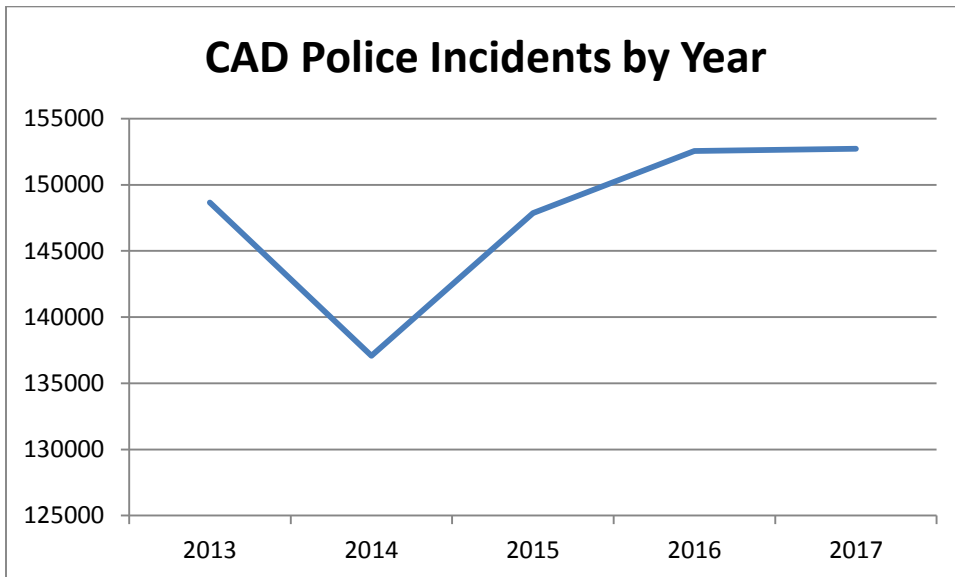
The 2017 QA Center average is a 91.9%; this is down 1.3% from 2016.

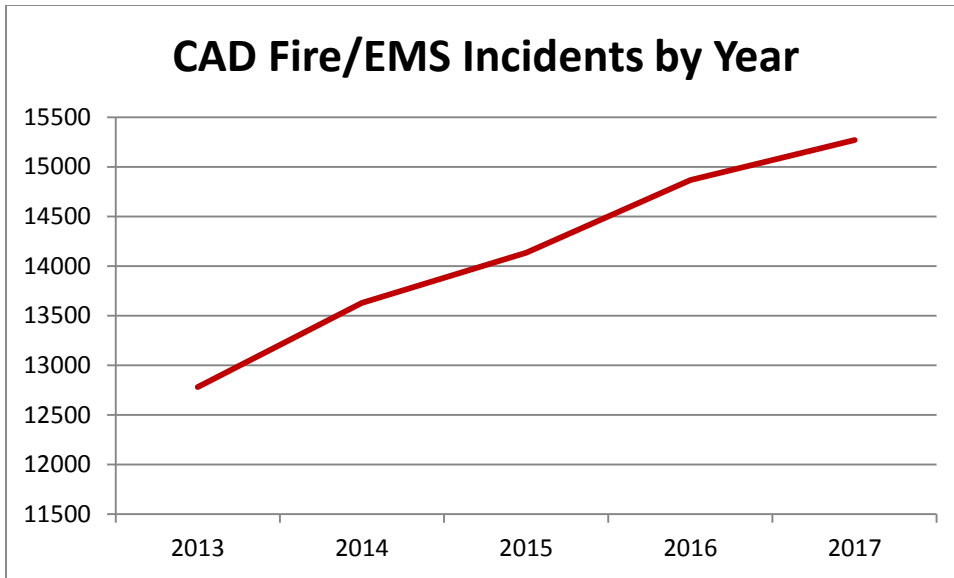


## Anticipated Workload and Population Trends

### CALEA Standard 1.2.8, 1.2.9B, 6.7.2

In 2017, Hendricks County responded to 152,721 police incidents, an increase of only 0.1% and 15,270 fire/ems incidents, an increase of 2.7%, for a total of 167,991 incidents. This essentially matches last year's number as this a total increase of only 0.3% (2016: 167,429). This is an increase of 3.35% when compared to the previous 5 year average.





**PHONE ACTIVITY:**

2017 Call Count by Quarter:					
	Q1	Q2	Q3	Q4	TOTAL
<b>Emergency</b>	12,506	15,320	4,883	13,331	56,040
<b>Non-Emergency</b>	31,673	35,701	37,029	30,966	135,369
<b>Total</b>	44,179	51,021	51,912	44,300	191,412

Percentage of Change from Prior Year:	Q1	Q2	Q3	Q4	TOTAL
<b>Emergency</b>	<0.1%	0.6%	-6.2%	-12.4%	-4.7%
<b>Non-Emergency</b>	-8.3%	15.9%	-6.05%	-13.3%	-11.0%
<b>Total</b>	-6.1%	11.5%	-6.1%	-13%	-9.26%

These numbers are reported from Vesta Analytics, a product of AT&T, which is our 911 Telephony System. Our totals for the year fluctuated more than in recent past.

The quarterly counts were pulled from ECaTs (Emergency Call Tracking System) as well. And while there was a small discrepancy regarding the total number of calls, it did reflect the same quarterly pattern.

***TextTY:***

Being in our second year of using TextTY (text to 911), the Center has become that much more familiar with it and found it as a helpful resource in a number of different incidents.

There were a total of 2718 outbound conversations, compared to 2661 last year conversations, and additional 158 Inbound (last year: 112). While relatively small in number, this is an 18% increase and 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 10<sup>th</sup> largest county in the State, and the growth rate continues to be in the State's top 5. As the population of the county has breached the 160,000 mark, all estimates anticipate continued growth as the county has had an annual growth rate of 10.11% since 2010.

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 a result the Town of Plainfield has hired an outside vendor as a consultant to review our manpower deployments and make recommendations on staffing levels. The vendor will make recommendations on methods to reduce stress in the working environment. It is well documented that stress and job turnover is a continuing issue in this line of work.

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 (934 hrs) in 2017 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.

There has been an ongoing focus on the concept of retention in recent years. This was approached from different angles and in conjunction with the efforts of the Town's HR Department; 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, meeting with a peer group to improve on various aspects and to get a better perspective of those working on the Floor.

## 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. 2<sup>nd</sup>)
- End of the Year Staffing: 31
- Resignations: 7
- Retired: 0
- Dismissals: 3
- Hired: 11
- Turnover rate = 32.3%

## 2017

- Full-Time Positions Allowed: 34
- Staffing at Beginning of the Year: 32
- End of the Year Staffing: 32
- Resignations: 4
- Retired: 2
- Dismissals: 0
- Hired: 6
- Turnover rate = **18.75%**
- A positive difference of 13.6%

### **Behind the numbers for 2017:**

#### Resignations (4):

- 2 of these individuals were having significant issues completing the first skill set of Call Taking and opted to resign
- The other 2 individuals had completed 3 of the 5 skillsets and resigned in their first year

Retired (2):

- Two (2) retired
  - One (1) hired in 1991 from Danville PSAP and consolidated into HCCC
  - One (1) hired in 2005 from Plainfield PSAP and consolidated into HCCC

Hired (6):

- Two (2) with prior experience in a Dispatch Center
- Three (3) with no prior experience with Dispatch Center or Public Safety
- One (1) with limited experience in Public Safety

**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 – 2023

**Cost:** \$400,000

**Facility Improvements:**

1) Move Generator /Fencing -	\$	20,000
2) Relocate Dumpster	\$	9,000
3) Lighting	\$	4,500
4) Parking Bollards	\$	3,000
5) Video Cameras	\$	8,000
6) Electronic Door Locks	\$	10,000

**Timeline:** 2018 – 2019

**Cost:** \$54,000

**Priority Dispatch Emergency Medical:** With the implementation of the new CAD system we would like to automate the EMD procedure.

**Timeline:** 2019-2020

**Cost:** \$152,000

**Priority Dispatch Police:** With the implementation of the new CAD system we would like to automate the Police Call Taking procedure.

**Timeline:** 2020-2021

**Cost:** \$125,000

**Priority Dispatch Emergency Medical:** With the implementation of the new CAD system we would like to automate the EMD procedure.

**Timeline:** 2020-2021

**Cost:** \$111,000

## **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 January 8, 2018. The annual OSHA Form 300A report was posted 1/30/18.

For 2017, 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, up 1 from 2016. 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 Director and John Wiggins of Havens-Wiggins Insurance in January 2017 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 2018.

## **Annual Review of Specialized Assignments**

### **CALEA Standard 1.2.8, 1.3.3A-C, 1.3.4, 6.7.2**

The Hendricks County Communications Center currently has a position listed as Specialized Assignments. This is the Communications Training Officer/APCO Instructor. These positions require advanced training and are in addition to the normal duties of the employee.

Communications Training Officer and Instructor - 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 and the Communication Training Instructors 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 2017 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 2017 we did not have any investigations.

## **Liability Incident Reports Analysis**

**CALEA Standard 1.2.8, 6.7.2**

Notification to the Administration throughout the year on potential liability issues is done primarily through the Guardian Tracking system as it serves as a personnel early warning system, while also tracking of incident that are potentially libelous to the Center.

There were 30 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. In addition to the QAs and the Incorrect Location Policy, it is believed that we have accounted for this issue with adequate attention. In addition, another concern is Incorrect Event Code Types. This involves the interpreting the need of the caller/situation and creating an incident in CAD. Should the Code Type not accurately portray the issue, incorrect response from public safety follows and has to be corrected on the back-end. There were fifteen (15) documented cases of this, and appropriate corrective action took place with each.

## **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 2017

- February 2, 2017 – Plainfield High School Health Fair – 1 Employee - Had booth space with attendance of approximately 150 residents of Hendricks County attending
- June 15-17, 2017 – St. Susanna Festival – 9 Employees (3 each day) - Had booth space with attendance of approximately 4,500 residents of Hendricks County attending
- July 19, 2017 – Hendricks County 4-H Fair with Hendricks Regional Hospital – 2 Employees - Had booth space with attendance of approximately 2000 residents of Hendricks County attending
- August 1, 2017 – Danville, Avon, Brownsburg National Night Out – 9 Employees (3 at each event) – Had booth space with attendance of approximately 4500 residents (total) of Hendricks County attending
- August 5, 2017 – Plainfield PD National Night Out Family Day – 2 Employees – Had booth space with attendance of approximately 200 residents of Hendricks County attending
- September 1, 2017 – Ben Davis High School/Area 31 Partnership Day – 1 Employee – Had booth space with attendance of approximately 200 attending
- September 9, 2017 – Hendricks County Fair on the Square – 2 Employees – Had booth space with attendance of approximately 1000 residents of Hendricks County attending
- October 4, 2017 – Senior Social at the Aquatic Center with the Plainfield Fire Department – 1 Employee – Had booth space with attendance of approximately 50 residents of Hendricks County attending
- October 14, 2017 - Hendricks County Kids Fair (Prevent Child Abuse in Hendricks County) – 3 Employees - Had booth space with attendance of approximately 3,500 residents of Hendricks County attending
- October 28, 2017 - Hallowellness with Hendricks Regional Hospital – 2 Employees - Had booth space with attendance of approximately 1000 residents of Hendricks County attending
- November 14, 2017 - Children's Bureau with the Plainfield Police Department – 2 Employees - Had booth space with attendance of approximately 50 residents of Hendricks County attending

- November 19, 2017 – Everyday Superheroes Cook Off - Hendricks County Fairgrounds – 3 Employees – Had booth space with attendance of approximately 400 residents of Hendricks County attending.
- October 13, 2017 – Central Elementary Fire Safety Day (Kindergarten) – 2 Employees – 4 Rotations – 150 students
- October 24, 2017 - Brentwood Elementary Fire Safety Day (Kindergarten) – 2 Employees – 5 Rotations – 200 students
- November 3, 2017 – Clarks Creek Elementary Fire Safety Day (Kindergarten) – 2 Employees – 4 Rotations – 155 students

Estimated School Contacts – 505

Estimated Total Community Contacts – 17,550

## **Personnel Early Warning System Annual Review**

**CALEA Standard 1.2.8, 3.4.7E, 6.7.2**

There were 719 total incidents entered into the system, with 104 commendations/notable events/initiative awards, 14 disciplinary actions. There were 64 incidents of PTOu, There were 5 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 Director in 2017.

## **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 12/2017. Full Service was completed on the HCCC/ Water Tower generator in 12/2017. Inspections on the Police generator were completed on 12/2017, the HCCC/Water Tower generator on 12/2017. 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 were tested bi-weekly and documented by the Deputy Director of HCCC. HCCC has since taken over this responsibility with our new location at 4010 Clarks Creek.

## **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 Director Steven Cook on April 5, 2017. 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 on April 5, 2017.



**Hendricks County Communications Center**

COOK, STEVEN C	Director
BURRIS, DOUGLAS L	Deputy Director
PITCOCK, JANICE	Accreditation/Public Education
LAMB, M KATHLEEN	Training/Quality Assurance
CARMEAN, PATRICK	PT Technical
HARRELL, LESLYE	A Shift Supervisor
PORTER, PAMELA	B Shift Supervisor
NEVILLE, KAREN	C Shift Supervisor
HODGE, ANNETTE	D Shift Supervisor
O'BRIEN, GREG	B Shift Assistant Supervisor
CARRIGG, JOSHUA	Communications Officer
GILBERT, AMANDA G	Communications Officer
GILBERT, JENNIFER I	Communications Officer
HARTUNG, NICOLE L	Communications Officer
JAEGER, ELIZABETH K	Communications Officer
KIMMEL, KYLE	Communications Officer
LAIRMORE, MICHELLE	Communications Officer
LEEDY, APRIL M	Communications Officer
LESSER, KANE	Communications Officer
MILLER, ERIN	Communications Officer
MILLER, MEGAN K K	Communications Officer
MILLS, ELIZABETH	Communications Officer
MONACO, MEGHAN	Communications Officer
NUCKOLS, JOSHUA D	Communications Officer
OLIPHANT, ABEDNEGO T	Communications Officer
Osborn-Turner, JUDY L	Communications Officer
OWEN, SARAH	Communications Officer
PANKIEWICZ, SUZANNE D	Communications Officer
POWELL, CORY M	Communications Officer
ROBINSON, MORGAN H	Communications Officer
SCHMITZ, AMANDA	Communications Officer
SLATER II, TMOTHY	Communications Officer
SMITH, ANDREW	Communications Officer
SUITER, STEPHANIE	Communications Officer
VEIRS, DAWN	Communications Officer
WALTERS, JENNA	Communications Officer
WILLIAMS, TIMOTHY L	Communications Officer

*(continued at top right)*

BAUGHN, ANDREA	PT Communications Officer
BULTMAN, AMANDA	PT Communications Officer
HAYDEN, TAMMY L	PT Communications Officer
JOSEPH, LORI	PT Communications Officer
JOYNER, WILLIAM T	PT Communications Officer
LANTZ, ERIC V	PT Communications Officer
TATMAN, CHAD E	PT Communications Officer

**Town of Plainfield**

Andrew Klinger	Town Manager
Robin G. Brandgard	Town Council
Bill Kirchoff	Town Council
Dan Bridget	Town Council
Kent McPhail	Town Council
Lance Angle	Town Council

**Advisory Committee**

Dennis Dawes	Brownsburg
Don Hodson	Washinton Twp
Eric Wathen	County Council
Jim Stephens	Danville
Matt Whetstone	County Commissioner
Robin Brandgard	Plainfield
Steve Eisenbarth	Avon

**Operations Board**

Roger Call	HCSO
Sean Stoops	Avon PD
Joe Grimes	Brownsburg Police
Matt Oliphant	Clayton PD
Larry Alcorn	Brownsburg Fire
Rob Roberts	Danville Fire
Joel Thacker	Plainfield Fire
Dave Warren	Hendricks EMA

## Hendricks County Communications Center Organizational Structure

