

Hendricks County



Communications Center

2009 YEAR END REPORT



Accredited August 1, 2009

Introduction

The Hendricks County Communications Center completed its second full year of operation in 2009. The Center began operations in July, 2007 and by September, 2007 all of the agencies had transitioned to the new system.

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. The Center held an on-site assessment in May, 2009 with confirmation at the Hampton, Virginia CALEA Conference in July. On August 1, 2009, The Hendricks County Communications Center was certified as an accredited Communications Agency.

Efforts continued throughout 2009 to establish a funding source for the Center and will extend into 2010. 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 more about the opportunities to best serve the public, the annual report will continue to provide direction to all those who are involved in the efforts of the Center.

Multi-Year Plan

Long Term Goals and Operational Objectives

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. Our goal has been to have this accomplished by the end of 2009.

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.

GOAL: Achieve Accredited Status for the Center

In the Interlocal Agreement, it was stated that the Center would work toward accredited status with the Commission on Accreditation for Law Enforcement Agencies (CALEA). Goal achieved on August 1, 2009.

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. For 2009, the smaller entities have been asked to contribute to the Center's funding as well.

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.

GOAL: Upgrade CAD system

The Indianapolis Metropolitan Police Department was awarded \$6 million through a COPS grant in 2007. HCCC has been named as a leader in the development of a regional CAD system that will serve Marion and surrounding counties. The project calls for upgrade to the CAD, police records system and electronic ticketing. This project is anticipated to take about 3 years to complete. There was progress on this during 2009, with MECA hiring a consultant for the project.

OBJECTIVES: Review the different products available for CAD. Compare the systems used in the metropolitan area. Work with the MECA staff on developing an RFP. Review of RFP submissions. Installation of new CAD system. Training of personnel.

GOAL: Improve Training Program

The Center has adopted the APCO training programs for use for all employees. In 2008, the Center sent 7 employees to become trainers in the various APCO training courses.

OBJECTIVES: Develop training plan and timetable to ensure that all employees are trained in the four major APCO components; Basic Telecommunicator, EMD, Fire and Active Shooter. Develop Basic Training Academy for new hire employees (approximately 14 week course). Maintain all necessary certifications and provide in-house training for recertification.

Anticipated Workload and Population Trends

In 2009, Hendricks County responded to 146,712 police runs and 12,020 fire runs for a total of 158,732 runs. This averages out to 434 runs per day and 18.12 runs per hour. This is a 4% reduction in runs from 2008, with police runs down 4.6% and fire runs 2.7%.

The 2009 call volume report shows that there were a total of 248,861 calls handled by the Center. Inbound calls of 187,823 or 75% and outbound calls of 61,038. Phone calls handled by the Center in 2009 were down by 9%, a reduction produced by the lower number of runs and changes with the set up within the Center to the phone switch system. These changes made the operations more efficient and reduced the need to transfer calls across the room.

Hendricks County is currently the 12th largest county in the State of Indiana, with continual growth that is above the average for the rest of the State. In 2000, the Census report shows that the population in Hendricks County was 104,093. In 2008, the population was estimated at 137,248 showing a 32% increase during the period. Due to the fact that this is only the second year that the Center has been in operation, it is difficult to statistically predict future workload numbers with any accuracy. We can however anticipate that the calls for service and the number of phone calls handled will remain consistent over the next few years.

Anticipated Personnel Levels

With the current economic issues, the growth rate has leveled off somewhat as new housing is down and the prospect of new jobs has declined. Current state laws regarding property taxes has also created funding issues for local government. Due to these factors, we will not anticipate needing to add additional employees for 2010.

Anticipated Capital Improvements and Equipment Needs

Equipment – Recent requests for equipment have been sent to the Center from the individual agencies as their needs change. It was originally planned that after the initial purchase of equipment through the 911 funds that any additional equipment would be purchased at the expense of the requesting agency. Planning has begun to secure funding that would make it possible for the Center to acquire and maintain all equipment necessary for the Center as well as how to fund the field units.

Modems – Currently, the Hendricks County field units rely on radio modems for mobile data transfer. This technology is becoming out-dated and is currently not available for new purchase at this time. Motorola will continue to support the system for at least 3 more years. There is a next generation of mobile data modems available through Motorola but would require that the State add this system to their towers. Another solution is the use of air cards leased monthly through cellular phone companies. Our current configuration at MECA with the Z-Client server will support air cards as we have

demonstrated by adding the Indiana State Police to the system using this method. It will be necessary to move to another mobile data solution within the next several years.

The average life of a computer is between 3-5 years. As software and operating systems change, many older computers are not able to operate with the new systems. In the Center, we have several computers at each of the consoles and each runs 24 hours a day. Wear and tear on the computers will also affect their longevity. It is anticipated that the computers used for the in-house system will need to be replaced within the next 2 years, as well as the CAD computers when the new Tiburon system is installed. The radio computers and 911 computers will most likely last longer as there is no know upgrade planned for either in the near future. Computers used in the field are designed for rugged use and are completely upgradable. It is anticipated that these units will last well beyond the next 3-4 years, but may require funding for upgrades.

The Center is co-located with the Plainfield Police Department and shares many of the required mechanical/electrical needs to operate a 24 hour emergency facility. There are no immediate plans to move the Center to a new location.

Required Reports

Risk Management Program

An annual review of the Risk Management program was conducted on February 22, 2010. The annual OSHA Form 300A report was released on January 30, 2009 and shows that there were no injuries reported in 2009. There was an average of 42 employees in the Center during the year that worked 72,274 hours.

In June, 2008, Indiana OSHA conducted a survey of the Center to determine compliance with regulations. For 2009, all OSHA requirements have been met including the required annual fire extinguisher training. For 2010, the Center will look into joining the INSHARP program offered by Indiana OSHA for safe work environment practices.

The exterior conditions of the Center are handled by the Plainfield Police Department and the Town of Plainfield. Grounds maintenance is contracted through a bid process. In 2009, Shumaker Incorporated provided services for mowing, snow removal and general grounds maintenance. The contact for 2010 has been extended to Shumaker Inc. once again.

As an emergency communications center, every call into the Center has the potential for liability. It is critical that Telecommunicators accurately record the location and nature of each incident in order to send the appropriate personnel for response. The Center did encounter 5 incidents of improper location during the past year, down 32% from last year. Each of the incidents involved either non-emergency responses or was caught by

the dispatcher before sending units to the wrong location. 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 on February 23, 2010 and found to provide comprehensive coverage for the Center.

Component Goals and Objectives

Paging—GOAL: Improved communication through the use of pagers will greatly enhance our ability to connect with individuals for call-outs, general information and even day-to-day runs. The current paging system is in need of a major makeover and requires that we work with MECA to accomplish our plan. OBJECTIVES: An MOU is currently being written by MECA for signatures on this project. A signed MOU should be completed within the 2nd quarter of 2010, installation of equipment completed by August, 2010.

Public Works Transition—GOAL: The original goal of installing 800 mhz analog radios in each of the public works vehicles in the county has shifted to getting 800 mhz digital radios to the supervisors of each of the agencies. The P16 radio system that allows for the use of analog radios has reached end of life and is being replaced slowly with an all digital P25 system. OBJECTIVES: Determine the number of radios needed, order equipment, install equipment and complete interoperability testing.

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 2010-11, certify trainers locally to provide training, ensure all records are completed and look to additional areas for specialized training.

Connectivity—GOAL: By establishing a fiber connection throughout the county that will connect all of the public safety agencies, we can better communicate and provide services such as records management, communication and even branch out to non-public safety areas such as the engineers, building departments and government managers. Plainfield, Danville and Avon have installed the fiber and are on the system. Brownsburg Police is currently connected through a T-1 line and some of the smaller agencies are connected through the internet. Each agency in the county has access to the system at this time. OBJECTIVES: Serve as a liaison between the surrounding agencies and the Plainfield IT department to continue to improve connectivity.

Tactical Dispatch Team – GOAL: The Center plans to establish a Tactical Dispatch Team that would be available for major events and response to disaster scenes as needed. This team would be required to complete basic tactical training with the goal of advanced training in the coming years. OBJECTIVES: Team selection through competitive process, schedule training dates, schedule team training upon certification, announce program offering.

AVL – GOAL: Automated Vehicle Locator (AVL) was a project that was originally offered by MECA as part of the CAD system. During 2008, it was found that the system did not function properly and plans were implemented for a different system that would work with the existing equipment. OBJECTIVES: Completed. The Z-Client software has been installed and is implemented throughout the county.

Annual Review of Specialized Assignments

The Hendricks County Communications Center currently has two positions listed as Specialized Assignments. These are the Communications Training Officer and the Tactical Dispatch Officer. Each 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. During 2009, there were 5 new employees involved in the CTO training. The Trainers for 2010 will be Stephanie Lees, Brenda Habermehl, Michelle Lairmore, Jennifer Stein, Dawn Pruet, Ben Oliphant, Jeff Blackburn and Kathleen Lamb.

Tactical Dispatch Officer – The Tactical Dispatch Officer position is to provide advanced, on-scene communications for special events, disasters and as needed by the public safety community. The need for this position comes from the fact that in emergency or planned event situations, it is often advantageous to assign a dispatcher to the scene to assist the field units as needed. During 2009, we did not use the Tactical Dispatch Officer program. During 2010, we intend to increase our efforts in this area through training and utilization of the officers.

Annual Internal Affairs Summary

The 2009 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.

A total 22 complaints were filed in 2009, 6 of which resulted in internal investigations, involving four different employees. One of the cases resulted from a citizen complaint. The conclusion of the cases showed that 4 were unfounded and 2 resulted in written reprimands. The status of all complaints for the year were 14 unfounded, 3 improper conduct, 4 transferred to another agency and 1 policy failure which was corrected.

There was a 40% decrease in internal investigations for 2009 and a 32% decrease in complaints. Of the total complaints, 64% were determined to be unfounded, 13% resulted in disciplinary action, 18% were transferred and 5% resulted in policy change. The analysis shows that there was a significant decrease in complaints compared to 2008 and that the complaints are taken seriously by the administration.

Liability Incident Reports Analysis

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 8 incidents reported to the Administration during 2009, five of which were wrong locations for incidents. Those five items were handled through the disciplinary system and it should be noted that none of the events resulted in any major problems.

Of the three other incidents, one involved a call taker failing to notify officers of a missing teenager. Four hours after the mother made the initial call, the 14 year old returned home. The call taker advised that she pressed a wrong key and cancelled the run by mistake, but did not realize this until after the second call.

The next incident involved a call taker giving out important details on a run under investigation to a person identifying herself as a nurse at the hospital. The supervisor spoke with the call taker and advised that these events should be handled only at an administrative level. It was later found that the person was in fact a nurse at the hospital and the information would have been given by a supervisor.

The third incident involved a call taker giving defensive tactics instructions to a person who believed her house was being burglarized. The Center does not have a policy on providing such information and there is no formal training available for this, such as there is with Emergency Medical Dispatch. The administration is looking into developing a policy and determining if training in such area may be possible. The incident was unfounded, there was no one breaking into the home.

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

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 regards to the mapping system, the Center is working closely with the Hendricks County GIS department to improve communication and dissemination of information. The project led by Les Rice of Hendricks County GIS in 2008 developed a mapping organization that includes all of the towns in the county that meets periodically to discuss mapping issues and work toward refining the process of passing along the information. The Hendricks Co. Visitors Bureau is also working with the group to provide a public version of the most up to date map.

In 2009, we sent Eric Disbro and Elizabeth Jones to Public Relations training to better inform the citizens on the use of the 911 phone lines, contacting each headquarters directly and the weather alert system information. They will continue working with the Police Chiefs and Fire Chiefs Association in providing media releases that address these issues. I further recommend that each tour of the Center and public speaking engagement include information regarding these areas. The Center has a 911 simulator that is used for school functions and was used 17 times in classroom settings in the county.

Submitted by Steve Cook, January 28, 2010

Personnel Early Warning System Annual Review

The Hendricks County Communications Center Early Warning System was purchased on October 21, 2008 from Guardian Tracking LLC. The software was installed in early November, 2008 and employee training was provided. For 2009, the first full year of use produced the following results: There were 329 total incidents entered into the system, with 34 commendations/awards, 24 disciplinary actions and 8 early interventions. Four of the 7 early interventions were for unscheduled PTO with 3 employees making corrective changes and the other 4 were near the end of the year and wait results. The other was for general performance and a marked improvement has been seen with the employee. The Paid Time Off (PTO) policy has been reviewed by Human Resources and will be improved for 2010. The program does provide valuable information regarding employee trends and has assisted us in correcting performance. The program is also of benefit in filing evaluations and providing rewards as employees excel.

Annual Grievance Analysis

There were no grievances submitted to the Executive Director in 2009.

Annual Generator Inspection

The annual alternate electrical power system maintenance was conducted on December 8, 2009 for the 2009 inspection. The generator passed the inspection. The inspection was conducted by Cummins Crosspoint and the report is available with the Plainfield Police Department. The Generator is tested bi-weekly and documented by the Assistant Chief of the Plainfield Police Department.

Emergency Operations Plan Annual Review

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 Deputy Director Steve Cook and HCCC Executive Director Larry Brinker on June 18, 2009 following the EMA advisory board meeting. There were no changes recommended at this time, but the State has a grant that will be used by each of the Counties to develop local Continuity Of Government (COG). A liaison will be assigned to Hendricks County that will review the Plan and develop the COG for future use. On February 25, the new liaison made initial contact with EMA and the Center to begin work.

Hendricks County Communications Center 2010 Roster

NAME	Position
Brinker, Larry	Executive Director
Cook, Steve	Deputy Director
Porter, Pamela	Supervisor
Brannon, Sue	Supervisor
Lees, Stephanie	Supervisor
Habermehl, Brenda	Supervisor
Larimore, Michelle	Assistant Supervisor
Oliphant, Ben	Assistant Supervisor
Pruett, Dawn	Assistant Supervisor
Stein, Jennifer	Assistant Supervisor
Blackburn, Jeff	1st Class Telecommunicator
Broyles, Tonya	1st Class Telecommunicator
Cline, Paula	1st Class Telecommunicator
Cope, Belinda	1st Class Telecommunicator
Curl, Tom	1st Class Telecommunicator
Disbro, Glen Eric	1st Class Telecommunicator
Jones, Elizabeth	1st Class Telecommunicator
Miller, LuAnn	1st Class Telecommunicator
Stanfield, Linda	1st Class Telecommunicator
Tatman, Chad	1st Class Telecommunicator
Umbanhower, Deb	1st Class Telecommunicator
Eitenne, Leslye	2nd Class Telecommunicator
Gilbert, Amanda	2nd Class Telecommunicator
Gunnell, Ed	2nd Class Telecommunicator
Lamb, Kathleen	2nd Class Telecommunicator
Stafford, Karen	2nd Class Telecommunicator
Stewart, Wendi	2nd Class Telecommunicator
Williams, Tim	2nd Class Telecommunicator
Chapman, Doraine	Probationary Telecommunicator
Ealy, Paula	Probationary Telecommunicator
Hulin, Stephen	Probationary Telecommunicator
Biesel, Elizabeth	Probationary Telecommunicator

NAME	Position
Hitchell, Judy	Probationary Telecommunicator
Roach, Amanda	Probationary Telecommunicator
Ward, Lee	Probationary Telecommunicator
Burris, Doug	GIS Coordinator
Woodall, Tracy	Part-Time Telecommunicator
Bennett, Matthew	Part-Time Telecommunicator
Joyner, Bill	Part-Time Telecommunicator
Lantz, Eric	Part-Time Telecommunicator
Sims-Powell, Kim	Part-Time Telecommunicator

Governing Board Members	
David Whicker	Hendricks Co. Commissioners
Robin Brandgard	Plainfield Town Council
Steve Hartsock	Danville Town Council
Gary Hood	Brownsburg Town Council
Tim Griffith	Middle Twshp. Trustee
Charles Dorton	Avon Town Council
John Hart	Pittsboro Town Council

Operations Board Members	
Jason Stumm	Pittsboro Fire Department
Oran True	Brownsburg Fire Department
Steve Wagner	Hendricks Co. Sheriff's Dept.
Jack Miller	Avon Police Department
Christi Patterson	Clayton Police Department
Steve Carroll	Brownsburg Police Department
Tim Williams	Coatesville Fire Department
Dave Warren	Emergency Management

Technical Committee	
Eric Lees	Chairman