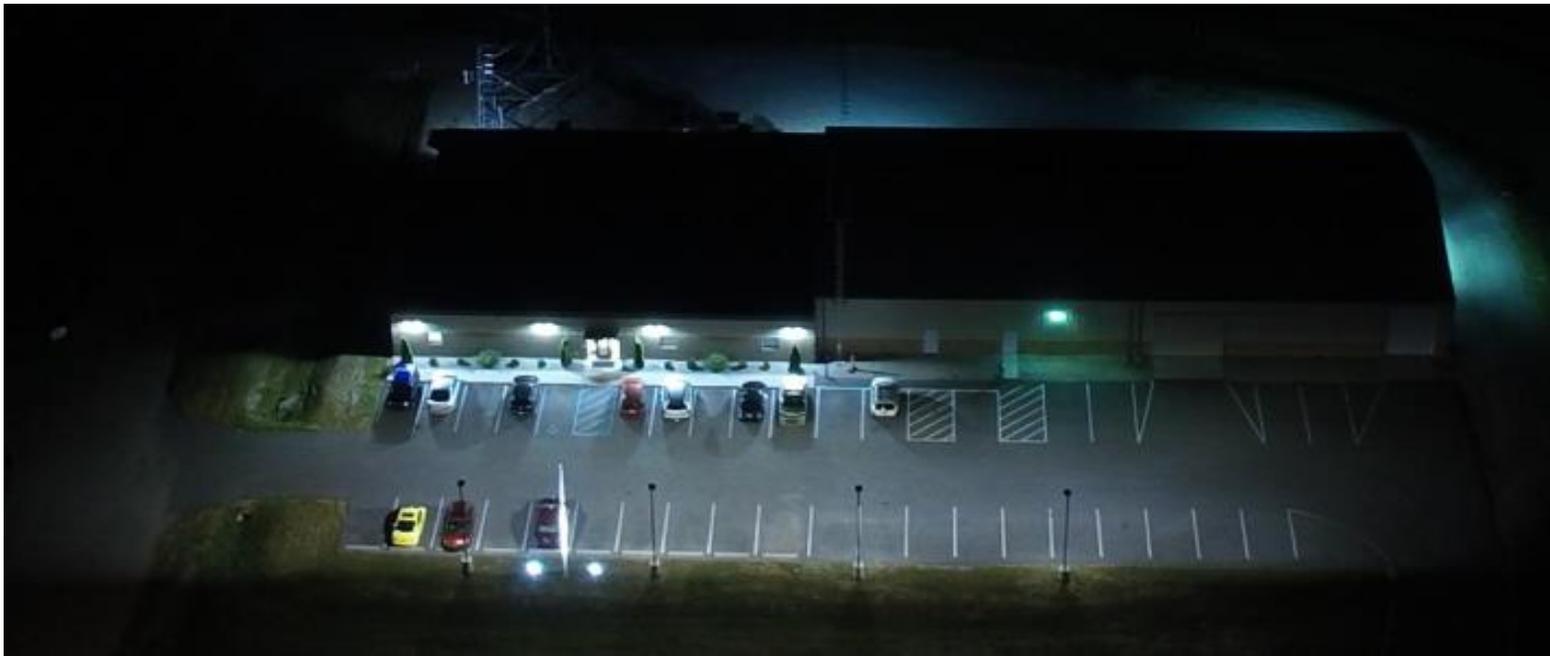




2018

Madison County Central Dispatch
Annual Report



It has been an honor to lead Madison County Central Dispatch through the 4th year of operations. This year has been marked by transition, as I took the helm as Executive Director. We were fortunate to achieve goals this year and were able to continue to improve our efficiency while staying within the limits of our given budget.

During this year, we have had a transition of our administration, lost some senior employees, and gained knowledge and experience through new hires.

At the beginning of 2018, we were all saddened to see Deputy Director Chris Beeman retire from the center. Chris took with him over 20 years of experience in 911 operations and a wealth of knowledge of Madison County. Chris left a very big gap in the administration that took a fair amount of time to fill.

Also, in 2018, we saw the retirement of Sheila Love. Sheila left with 34 years of service to Madison County 911. Sheila helped to train and mentor many telecommunicators over her years with Madison County and left knowledge and experience that will remain with those for a long time in the future.

During the fall, we were excited to bring aboard Deputy Director Jenny Chambers. Jenny came to Madison County Central Dispatch from the Community Justice Center and brought along a wealth of administration and management knowledge. In just her first two months with the center she was able to take the reigns and help streamline and organize many of our daily processes here at the center.

Dispatch employees were able to attend more trainings and conferences than ever in the history of MCCD, and much of this was due to support from the Indiana State 911 Board in sponsoring registration and trainings. Hopefully this trend will continue for the years to come.

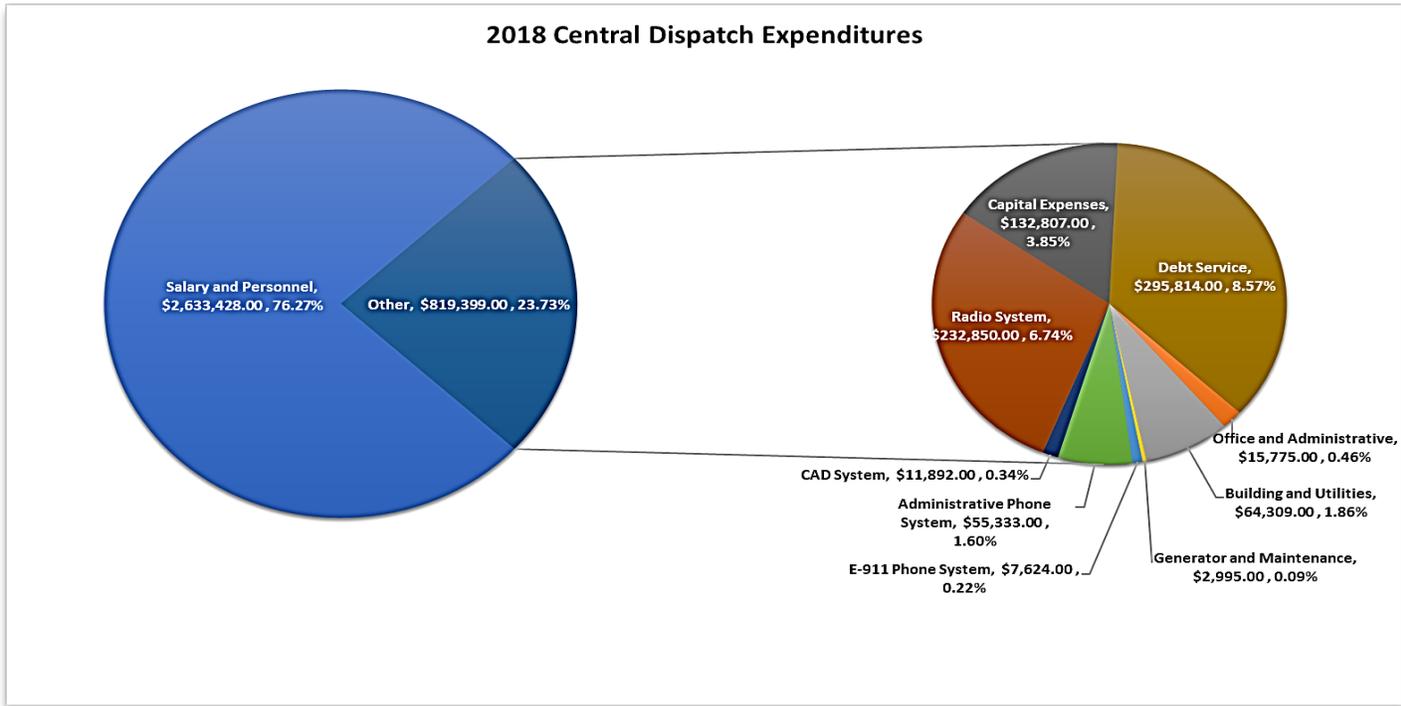
Overall, 2018 was a successful year at MCCD, and saw many great activities started. In 2019 we hope to continue this trend.

A handwritten signature in black ink, appearing to read 'B. Jensen', with a long horizontal flourish extending to the right.

Brent Jensen

Executive Director

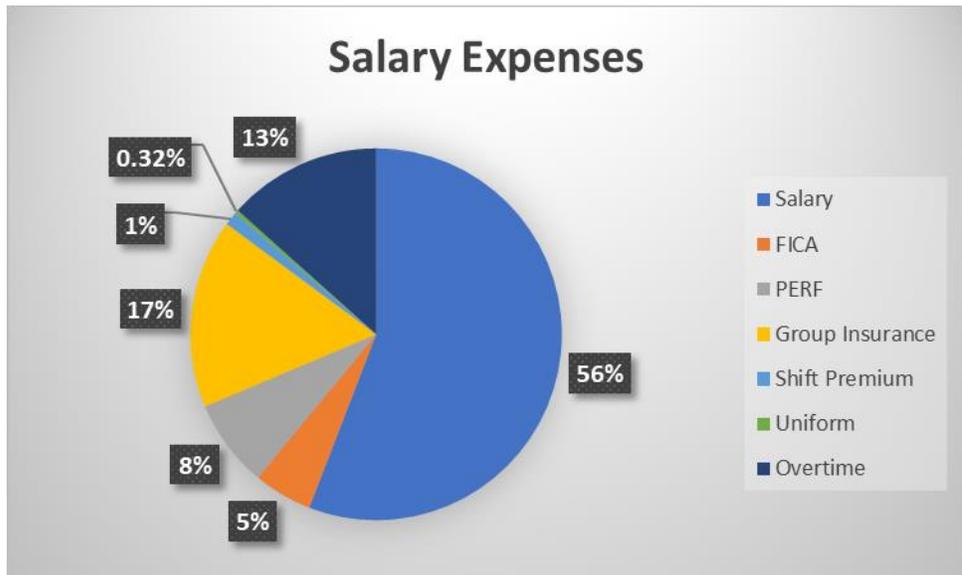
2018 Central Dispatch Expenditures



In 2018, 76% of expenditures went towards salary and payroll. Of that 76%, approximately 56% went towards salary, and 13% went towards overtime. The remaining amounts were for benefits.

The next largest category was Debt Services at 8.57%. Payments were made to First Merchants Bank towards the \$1.5M loan for a ten-year AT&T 911 agreement.

Next, the radio system was 6.74% of the budget, with the bulk of that going towards the Motorola Maintenance agreements.



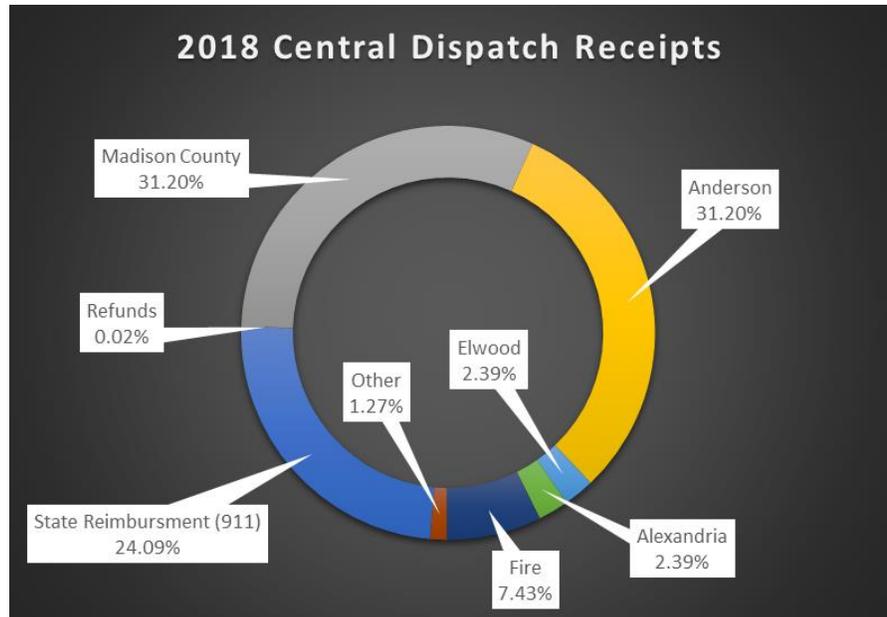
Capital Expenses were 3.85% of the budget. Most of this was spent towards hardware and software purchases, including the approximately \$50,000 paid for PowerPhone.

2018 Central Dispatch Receipts

Most Central Dispatch receipts are through interlocal agreements with outlying agencies. Sixty-two percent of these receipts are collected from Madison County and the City of Anderson for a total of \$2,345,046 combined. Additionally, the City of Alexandria and City of Elwood combined contribute \$180,000, or just shy of 5% of receipts.

Madison County volunteer fire departments contribute 7% of the annual budget through agreements dating back to the late 1990s. When the Madison County Sheriff's Office began fire dispatching in the late 90s they required the departments to pick up the cost of an additional 4 FTE. This agreement has remained in place since, and the salary amount is distributed pro-rata across the 9 departments.

Finally, the state 911 disbursement accounted for 24% of the annual budget. Authorized by IC 36-8-16.7, this fund is collected by the state and disbursed to the counties based on their amount distributed in the fiscal year ending June 30, 2014. For Madison County, that amount is \$57,721 monthly. Additionally, in the fall the state 911 Board provides what is commonly referred to as a 90/10 distribution. Any excess funds are distributed with 90% of the funds being distributed according to population and 10% of the funds in an equal share. In 2018, the Madison County 90/10 distribution was \$213,926.



2018 Balance Sheet

	Fund 1222	Fund 4921
Beginning Balance	\$ 163,134.73	\$ 525,547.60
Receipts	\$ 905,578.53	\$ 2,852,807.77
Expenditures	\$ 859,188.86	\$ 2,593,786.04
Ending Balance	\$ 209,524.40	\$ 784,569.33

Staffing

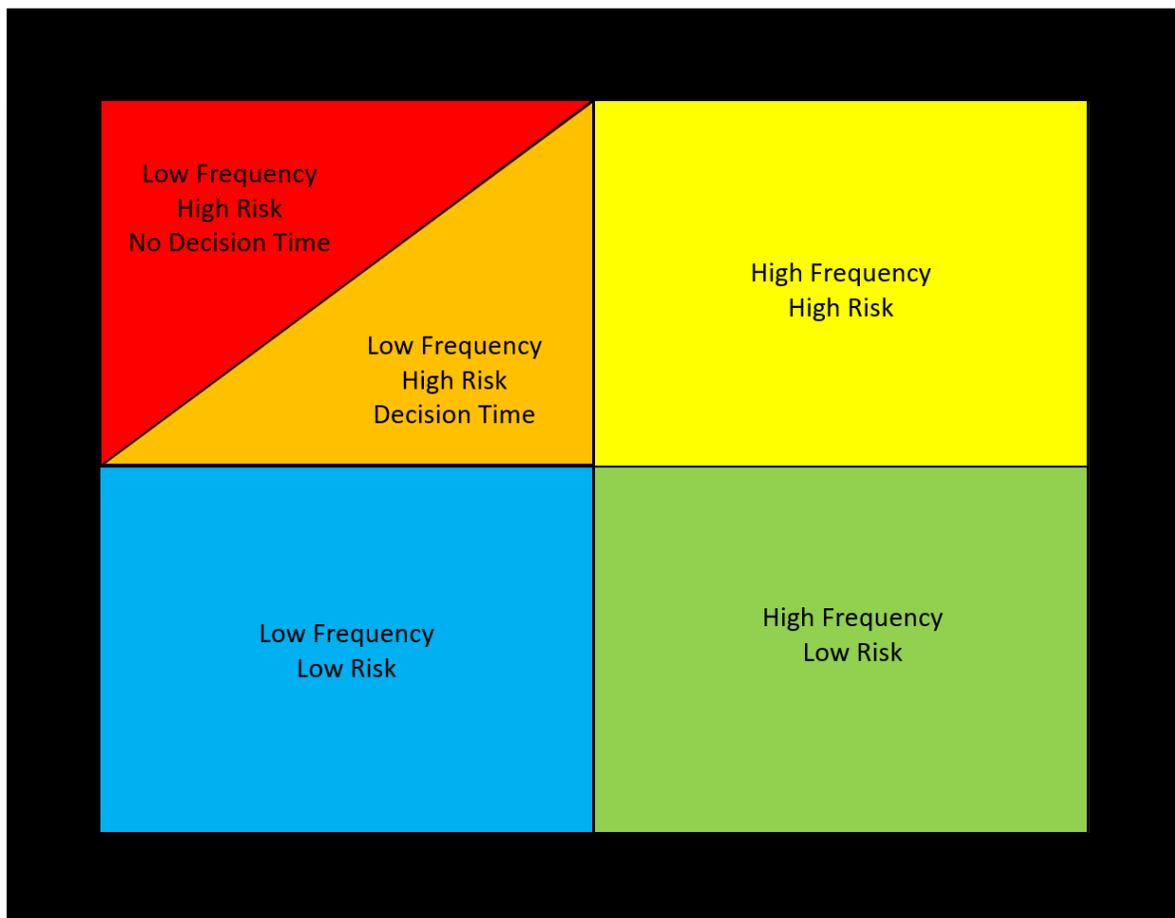
In 2018, the dispatch center saw a 25.96% attrition rate among full time employees. During the year, employees had the following reasons for leaving:

- Disciplinary Termination (1)
- Unable to Complete Training (2)
- Retirement (1)
- Better Pay/Schedule (4)
- Unhappy with the work (1)
- Unknown (1)

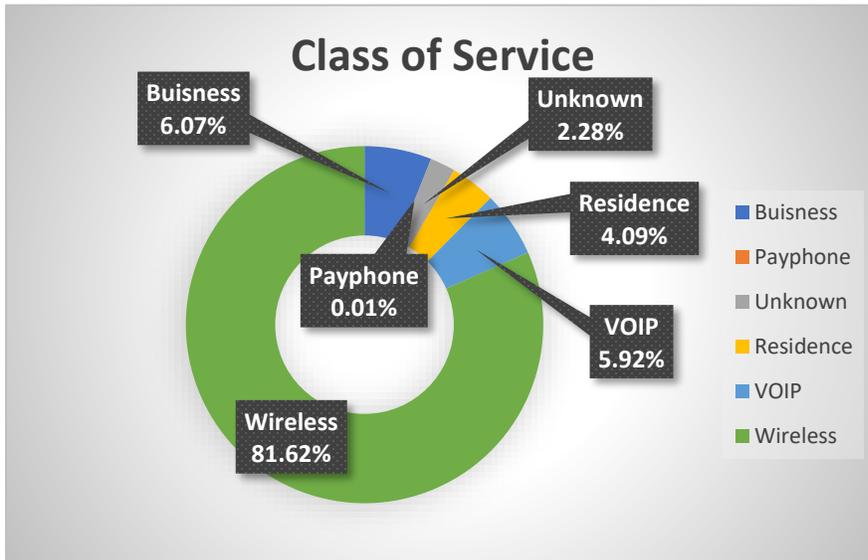
Part of the attrition struggle is attributed to the inability to fill positions. Three applicants turned down conditional offers due to pay and or schedules. Additionally, during one testing process, nearly 2/3 of applicants were ineligible to test due to negative background checks.

January of 2019 saw the hire of seven new full-time employees, who are expected to finish training by June. These employees will help alleviate the stress of mandatory overtime and schedule gaps on employees.

Additionally, in 2018 we established a program to have a supervisor on duty 24/7 in the dispatch center. This allows not only for the staff to have someone to answer questions and increased situational awareness, but also for the agencies that we service to have a central point of contact. In 2019, we will finish implementing the supervisory program, giving the assistant supervisors and the trainers tools they need to maintain Quality Assurance and Continuing Education across their shifts every day.



Phone Statistics



In 2018, Madison County Central Dispatch received a total of 203,931 phone calls. Of these, 35% or just over 72,000 were 911 calls. Over 87% of these 911 calls were placed from cell phones, or VOIP services. An average phone call into our center lasts 90 seconds.

Our busiest call taker answered over 12,000 calls in 2018. The average number of calls answered

per telecommunicator was 5,165. (Note that this number is slightly weighted due to employees who are part-time and who may have left during the year.)

The busiest hour for 2018 was 10/20/2018 during the 5pm hour. Madison County Central Dispatch received 92 calls, lasting an average of 61 seconds. On this date, wind gusts over 60 mph roared across central Indiana ahead of a cold front. These winds resulted in 52 calls for Road Hazards, 24 burglar alarms, and 18 calls for lines down.

Across all administrative and 911 lines, 95.96% of calls were answered in less than 10 seconds. Additionally, 99.96% of calls were answered in less than 40 seconds. When separating out only the 911 calls, 96.17% are answered in less than 10 seconds, and 99.999% are answered in under 40 seconds. Only two 911 calls took between 41 and 60 seconds to answer.

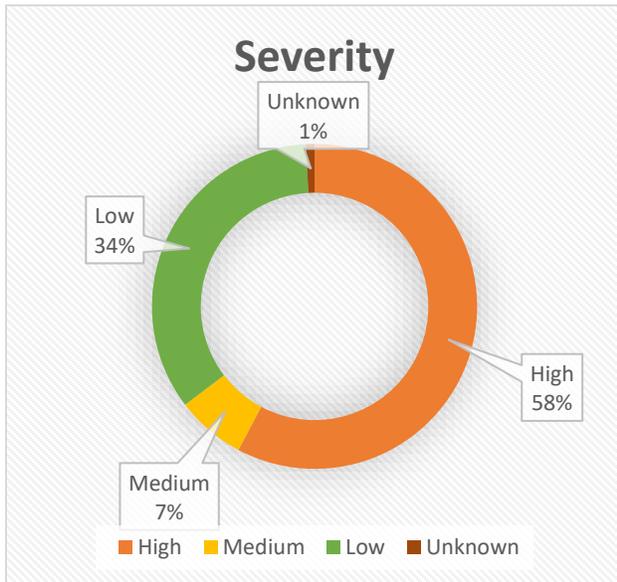
Twelve of our top twenty numbers for 911 calls came from healthcare facilities across the county. The 11th most frequent 911 caller was OnStar with 85 calls directed to 911. The remaining seven were from various businesses and one private citizen.

Radio System Administration

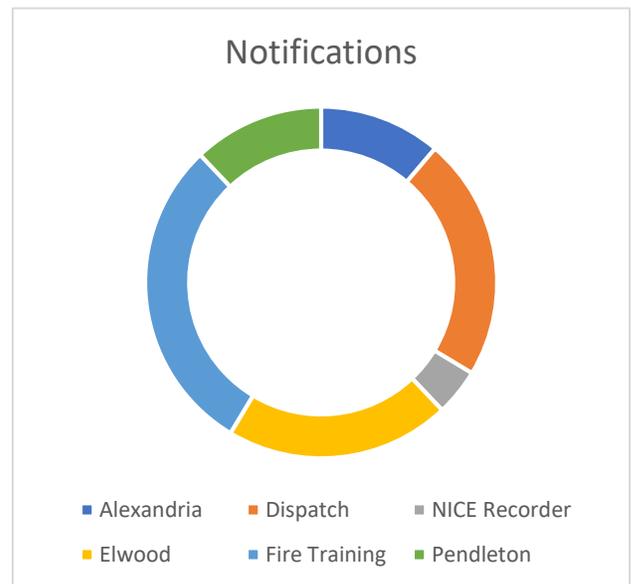
The five-site multicast radio system continues to perform as expected. The total talk time on the system for 2018 was 234,811 minutes, that is over 3900 hours, or 163 days of active talk time on the channels. The average radio transmission was 11.5 seconds long. An average week saw 614 unique radios affiliating with the system. The week of July 4th saw 677 radios affiliate, followed by the week of October 14th with 667 which coincides with the storms mentioned earlier in the 911 section.

The busiest hour for the radio system in 2018 was during a commercial structure fire at Riley and Sons in Union Township. During the 1600 hour on 10/19/2018, there were 525 PTT requests, for a total of 1 hour and 40 minutes of talk time. There was a 20% site utilization during that hour.

Only one system-wide busy was recorded in 2018. A system-wide busy means there are no channel resources available for a subscriber. This busy occurred during a routine maintenance window on 6/12/2018 at 10:02AM. While Motorola was replacing a piece of equipment, a dispatcher attempted to transmit on 48 MC CONTROL and received a busy signal. This busy only lasted for 3/10ths of a second. This is the first recorded busy on the system since site acceptance testing in 2016, and the first busy during production usage.



A portion of the yearly fee to Motorola goes for system and monitoring services. In 2018, 116 notifications were made by Motorola to the Radio Administrator for service tickets.



Additionally, there is an internal program for tracking user troubles and requests. This system was initiated in July of 2018, and through the last 6 months 150 helpdesk tickets were logged.

Through 2018 there were 990 scheduled radio programming jobs as well. These range from firmware and code plug updates, to alias name changes. There were 609 radios programmed in January 2018 to facilitate updates to firmware, and police and fire code plugs. Another codeplug update for all users is expected in mid-2019.

New World Systems CAD

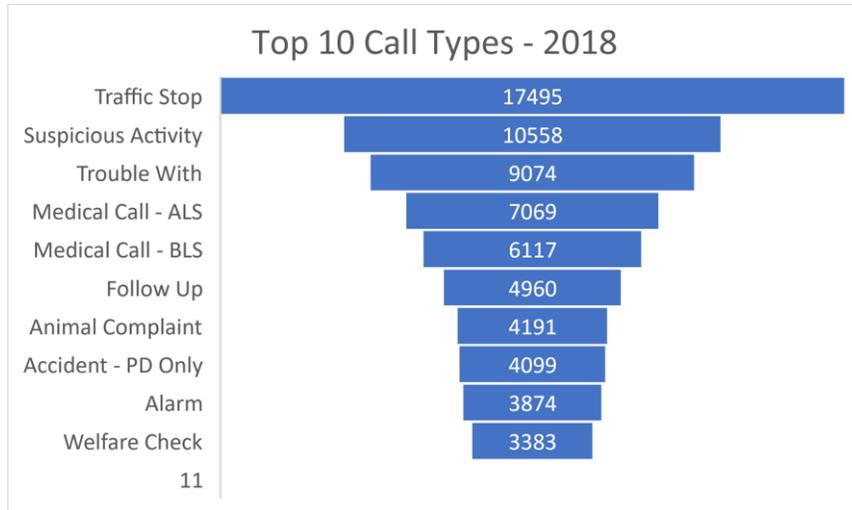
The dispatch center continues to utilize Tyler Technologies New World Systems CAD. We are currently still on a pre-paid maintenance agreement lasting through 2020.

In 2018, there were 130,257 unique calls for service entered into the CAD system. Self-initiated calls were 24% of the total incidents, and of all calls entered, 14.5% were traffic stops. Of the calls entered, 13.7% were fire calls, 72.8% were police calls, and 13.4% did not have a primary unit attached.

The average unweighted start to dispatch time for a police call was 282 seconds, and the average unweighted time for a fire call was 102 second. After weighting for dispatch anomalies, the average police call time to dispatch was 92.5 seconds while fire call dispatch was 72 seconds. To weight the average, any call time over 5 minutes for fire and 10 minutes for police were discarded as anomalies.¹

In spring of 2018, we upgraded to version 2017.2. This provided increased features and security to the CAD system and all other New World System products. Additionally, an interface was installed with *ESO Suite* to allow Fire Departments utilizing ESO software to directly import data from the CAD to their run reports for more accurate data.

During the December 2018 PSICB meeting, a committee was formed to study the need for a CAD and/or GIS administrator in Madison County. This committee will issue a report during May to the full board with a recommendation.



¹ While this may lose some calls that truly did take that long for dispatch, many times the reasons for an extended wait are beyond the control of the dispatch center.

Projects – Achievements – Goals

In 2018, Madison County Central Dispatch improved the recordkeeping and monitoring of important KPIs and metrics. These allowed us to assist Lapel-Stony Creek Twp., Markleville-Adams Twp., and Anderson Fire Departments better prepare for their ISO (Insurance Service Organization) audits. Dispatch has a role in approximately 10% of the total points allocated for ISO. Lapel-Stony Creek saw an increased score, while the other two are still in process. A better score equals decreased insurance rates for tax payers.

Late 2018 saw Madison County sign an agreement with PowerPhone for EMD services and software. This agreement will allow our telecommunicators to have access to updated protocols on their CAD screen without having to reference a manual off screen. This also will allow all telecommunicators to take part in over \$50,000 of training provided by the Indiana state 911 Board.



Also, in late 2018 the Madison County Commissioners approved an agreement between Community Hospital Anderson and PulsePoint to provide the PulsePoint service to Madison County residents. PulsePoint will allow trained CPR responders in the community to be notified of cardiac arrest events occurring in public areas, such as a ball park or department store, and respond to assist. Additionally, it will provide the lay-rescuer with the locations of AED's as they are located across Madison County. This project was paid for by the Community Hospital Foundation, with Madison County only picking up the cost of maintenance on the New World server.



Throughout 2018, the Indiana state 911 Board provided training for telecommunicators at no cost to the local agencies. Taking advantage of this training, we were able to send all supervisors and trainers through courses specifically designed for their roles. The employees all had very positive remarks, and the cost to the county was minimal in travel and overtime, compared to hosting the course locally.

During the December quarterly meeting, Director Jensen was elected as the 2nd Vice President of Indiana APCO. This position will allow me to better represent Madison County's interest at the statewide level.



Madison County Central Dispatch continued its dedication to providing top of the line radio communications equipment to end users. Through Motorola, we purchased a Radio Management server with licensing for all portables. This server allows the radio administrator to keep an accurate and updated radio inventory across the system. Additionally, it allows for small updates to be transferred over the air to reduce the number of visits a responder may have to make to the dispatch center for radio programming. This will also allow us to provide radio programming kiosks at sites around the county to also provide options for less travel when radio updates are needed.

In Fall of 2018, we worked with Emergency Management on two projects in the Dispatch Center and EOC. First, we paid a portion of the cost for fencing to surround the complex. The fencing was recycled from another county facility, with new poles and support



provided. This allowed us to completely close off the rear of the facility, in turn providing a more secure area for employees to use during break times in the overnight hours. Second, we worked with Emergency Management and Federal Signal on the Madison County Warning Siren project. In cooperation with EMA, supervisors were trained

in the activation of the warning sirens for which Madison County is responsible. Additionally, policy was implemented to allow Madison County telecommunicators to activate the sirens if EMA is not able to access the equipment.

Madison County Central Dispatch was the subject of a regular IDACS audit during 2018, as well as selected by the Indiana State Police to be the subject of an FBI/NCIC audit. The dispatch center had no deficiencies during either audit. The IDACS audit did raise concerns regarding some criminal history usage in the county. However, we were able to arrange for an IDACS representative to attend a Madison County Police Chiefs Association meeting to provide clarity. The FBI audit was a technical audit in nature and no deficiencies were found during this as well. All telecommunicators were also sent to refresher IDACS training during 2018. This provided them with updates and information on changes to the system. Madison County was able to host two of these courses that allowed us to lower our costs more.

Finally, during 2018 negotiations were undertaken with AT&T regarding long distance charges. Madison County was able to realize a 94.5 cent decrease in the per minute Long Distance charges from the dispatch center. We were also able to work with AT&T and Madison County IT to route our outgoing calls primarily to the county VOIP system through Lightbound. This will provide an estimated \$16,000 in savings annually to the county 911 fund.



In 2019, there are several goals, listed here in order of priority, to better serve the population of Madison County and to be proper stewards of the funding Madison County Central Dispatch is entrusted with.



A retainer has been signed with Ritter Strategic Services for consulting services. The first project to be undertaken is a staffing survey. The survey is being initiated in February 2019 and is expected to be completed by June 1, 2019. The primary goal of the survey is to identify staffing needs throughout time periods, and to more efficiently use the staff to lower overtime costs to the county. Second the survey will identify needs of the staff to help lower the attrition rate and better retain telecommunicators. It is expected that as AT&T begins work on the ESInet in Indiana, Madison County may be eligible for a refund of some costs prepaid. Ritter Strategic Services will also assist in locating those costs and returning money to the 911 fund from AT&T.

The federal NG911 grant period is expected to open in Q1 of 2019. Indiana has been awarded over \$2 million in funds to be administered by the statewide 911 Board. We have identified a need for additional Vesta NG911 consoles, both stationary and mobile. The stationary consoles will be used to fill in gaps where equipment was cut during the initial center build out. Two mobile computers will be used along with cellular service to provide a connection to the 911 center from the Mobile Command Center or any other location with cellular access. This can allow dispatchers to man a command post during a disaster or special event.



Madison County IT will be creating a plan to upgrade all dispatch computers to Windows 10 and do preventative maintenance on equipment. This will be a multi-week process as it will require taking an entire console out of service for 4-6 hours. These steps will prolong the life of the machines, as well as allow for network security to remain at the forefront.

Negotiations were under way with Tyler Technologies at the end of 2018 and continue in to 2019 to migrate all data to new servers. Currently, all data is hosted on Windows 2012 servers, and uses an older database version. The migration will allow all software to be upgraded to current releases with enhances the operation and security of the data. Additionally, IT personnel from Madison County will be able to better maintain and upgrade the software without intervention from Tyler Technologies in the future.



At the beginning of 2019, seven telecommunicators were in a phase of training. Changes were made to the training program to allow for the concurrent training of 7 employees, which had never been attempted before. During 2019, a self-audit will be initiated to bring our training program inline with APCO ANS 3.103.2.2015 Minimum Training Standards for Public Safety Telecommunicators. This is the nationwide standard for training, which coincides with APCO Project 33, Training Program Certification.

Administrative Staff

Deputy Director Jenny Chambers
IDACS Coordinator Salena Tevis

Radio Administrator Jim Cleaver
IT Administrator Jacob Johnson

Supervisory Staff

Assistant IDACS Coordinator SuLyn Wilkerson
Day Shift Supervisor Rebecca Austin
Evening Shift Supervisor Lisa Zent
Night Shift Supervisor Courtney Denny

Day Shift Asst. Supervisor Susan Koester-Isom
Evening Shift Asst. Supervisor Marian "EJ" Miller
Night Shift Asst. Supervisor Takeyla Perry

Training Staff

Chrissy Rasmussen
Michael Klein

Amy Bradley
Kyle James

Telecommunicators

April Baker
Katie Blossom
Michelle Bond
Amy Burmeister
Kayla Byrne
Eric Chamness
Ainsley Clark
Justin Collar
Andrea Dorton
Paris Dulworth

Roger "Lynn" Edens
Toni Elsworth
Linda "LuLu" Ferris
Kahla Fedrick
Glenn Gibson
Sue Ginder
Brad Hope
Delores King
Tina Madron
Shanae McWilliams

Misty Morrison
Tara Parke
Alexis Simpson
Tytrecia Staples
Jennifer Stephenson
Ta'Jai Swift
Cheyenne Taliaferro
Joshua Watson
Terry Young

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William "Billy" Ingles – President

Tom Ecker – Vice President

Jake Brown

Jamey Burrows

Dave Cravens

Matt Ellis

Scott Mellinger

Michael Warner

Tony Watters