



DEPARTMENT OF PUBLIC SAFETY

200 E. Washington Street, Suite E-270, Indianapolis IN, 46204
Telephone: (317) 327-5090 Fax: (317) 327-3446

CITY OF INDIANAPOLIS - MARION COUNTY

Department of Public Safety

2014 Goals and Objectives

01/06/2014

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DPS DIRECTOR'S OFFICE

MISSION

To enhance public safety and the quality of life for citizens and visitors of Indianapolis.

STRUCTURE

The Director's Office provides executive management, administration & financial management for all DPS divisions. It was created by Section 251 of the Revised Municipal Code.

FUNDING

Fund	Budget
Consolidate County Fund	\$4,325,748

STAFFING

Full Time Equivalents	
Administration	6
Citizen Police Complaint Office	3
Transcription Unit	7
Finance Unit	4
Grants Unit	2

DPS INTERNAL STAKEHOLDERS

Troy Riggs	Director
Valerie Washington	Deputy Director/CFO
Richard Hite	Chief, IMPD
Brian Sanford	Chief, IFD
Gary Coon	Chief, Homeland Security
Dan Shackle	Chief, Animal Care & Control
Charles Miramonti	Chief, IEMS
Tim Baughman	Chief, Public Safety Communications
Brian C. Reeder	Executive Director, Citizens Police Complaint Board

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2014 GOALS AND MEASURES

2014 Goals	Measures/Timeline
Train 600 First Line Supervisors <p style="text-align: center;">By Dec 31, 2014</p>	<ul style="list-style-type: none"> • DPS & One America HR build curriculum 2/1 -6/1/14 • One America Training begins 6/1/14 • 20 supervisors attend Citizens Energy HR training modules 3/1/14 – 10/31/14
Executive Leadership Training <p style="text-align: center;">By Dec 31, 2014</p>	<ul style="list-style-type: none"> • Develop DPS executive leadership training with IMPD leadership team – 1/1/14 - 3/1/2014 • Finalize Training – 3/1/14 – 3/30/14 • Train all executive staffs – 4/1/14 – 12/31/14
Establish leadership training for all mid-level Department of Public Safety managers. <p style="text-align: center;">By Dec 31, 2014</p>	<ul style="list-style-type: none"> • Work with OAP to schedule Green Belt training • 30 additional Green Belts trained by 12/31/14 • Established a cost of service model with PSC
Enhance social media to share timely information with the community. <p style="text-align: center;">By January 31, 2014</p>	<ul style="list-style-type: none"> • Re-tooling Facebook page for 2014
Develop Communications Plan for 2015 <p style="text-align: center;">By December 31, 2014</p>	<ul style="list-style-type: none"> • Strategic Communications Plan
Develop business plan template for use by all DPS divisions for the 2014 budget cycle. Business Plans will include three year budget outlook with core funding & service issues identified <p>Completed</p>	<ul style="list-style-type: none"> • CFO to meet with division chiefs for weekly administrative reviews in 2014.
Establish 15 efficiency teams for 2014, implement findings, and share information with the public Dec. 30 <p style="text-align: center;">By Dec 31, 2014</p>	<ul style="list-style-type: none"> • 6 teams from 2013 continuing in Phase 2 work • 3 teams from 2013 granted extensions to Jan 2014 • 20 new teams planned for 2014
Divisions will submit a three year budget plan, with core issues listed <p style="text-align: center;">By Dec 31, 2014</p>	<ul style="list-style-type: none"> • Start review of departmental plans – 10/31/14 • Share information with the public – 11/30/14
Indy Public Safety Foundation	<ul style="list-style-type: none"> • Hold foundation DPS Partnership for a Safer Community –1/16/14 • Continue building foundation board members – ongoing

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<p style="text-align: center;">By Dec 31, 2014</p>	<ul style="list-style-type: none">• Host Decision House, Sept 2014• Host DPS Recognition of Excellence Awards, Dec 2014• Establishing curriculum for front-line and mid-level manager training in all public safety divisions.• Distribute Active Shooter video for educator training• Assist with equipping an IFD-donated Graffiti Eradication truck for use in eliminating graffiti in our city.
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2013 EFFICIENCY TEAM RECOMMENDATIONS

<p>DPS Outreach and Communication Team Team Lead: Todd Harper Implementation Coordinator: DPS Communications Chief –Al Larsen</p>
<ul style="list-style-type: none">• Crosstrain PIO's• Develop a DPS-wide social media plan• Review best practices on social media use• Develop protocols for daily social media use• Develop protocols for communicating via social media, web, etc during crisis situations• DPS-wide PIO's use of common technology platforms• Place social media widgets on home page of each DPS agency

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INDIANAPOLIS METROPOLITAN POLICE DEPARTMENT

MISSION

IMPD is dedicated to upholding the highest professional standards while serving the community in which we work and live and is committed to the enforcement of laws to protect life and property, while also respecting individual rights, human dignity, and community values.

STRUCTURE

Comprised of five (5) divisions:

1. Operations provides core, field-level patrol and law enforcement activities
2. Investigations performs follow-up investigations of crimes
3. Training provides recruit training, in-service training and advanced/specialized training
4. Administration provides services needed to support the department
5. Homeland Security supports all divisions of DPS, providing planning, safety and security for all special events within Marion County

FUNDING

IMPD's 2014 budget is funded from the following sources:

Fund	Budget
IMPD Fund	\$187,723,821
State Law Enforcement Fund	\$1,764,356
Federal Law Enforcement Fund	\$1,178,520
Federal Grants Fund	\$7,926,486
Federal Stimulus Funds	\$1,121,886
City Cumulative Capital Improvement Fund	\$2,828,082

STAFFING

Full Time Equivalent	
Sworn	1,545
Park Rangers	16
Civilian (including grant positions)	199
Grant Funded Civilian Positions	4
Total	1,764

Total IMPD sworn positions assigned to the Homeland Security Division - 127



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2014 IMPD GOALS AND MEASURES

2014 GOAL	MEASURE
Review DPS Efficiency Team's final reports to ensure IMPD is making internal improvements within the agency. <ul style="list-style-type: none"> • Implementation of the Hiring and Promotions Efficiency Team Recommendations • Fully Implement the IA Pro Process – A Recommendation of the Police Morale Efficiency Team 	Increased efficiency and effectiveness within IMPD. Implementation of key recommendations from the final reports.
Review current staffing and evaluation of the IMPD Crime Watch Program to ensure community engagement through district task force meetings	Increased participation in district task force meetings, increase in community watch programs, and increased community engagement in crime prevention in their communities (Problem solving policing).
Continued integration of national best practices by expanding the ED Violent Crimes Gun Reduction Initiative city wide.	Through the acquisition of new equipment, addition of up to 60 new gun liaisons and through an increase in gun cases filed and convictions obtained.
Expanding this year's Homicide and Non Fatal Review to include the top five zip codes, all murders city-wide, and known violent offenders.	Increased data sharing internally within IMPD as it relates to people, places and behaviors. Overall reduction in violent crime.
Reduce the current 4 month backlog of Cyber Crimes cell phone investigations	Overall reduction of backlog cases by 25%
Improved daily data analysis of incident reports and CAD data for the purpose of deploying personnel and resources in a timely manner within IMPD	Improved data collection utilizing new capabilities of InterAct RMS and CAD for reporting purposes
Increase the number of IMPD Reserves to include reserve detectives within the Investigations Division and increase the number of available reserves to the Operations Divisions	Increased dispositions and clearances of backlogged cases, timely contact with citizens and victims, and more manpower for the Operations Division
Maintain or reduce special event overtime from 2013.	Compare event costs with previous year. Event overtime has been reduced annually over the last 3 years.



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Transition to NIBR's reporting for UCR data	Utilizing InterAct reports to ensure more accurate crime data is reported to the FBI
Enhance the IMPD Planning and Research Section to identify national best police practices to implement within IMPD	Improved internal mechanisms, a more efficient agency, and better technology within the agency
Evaluate our current capacity of evidence within the IMPD Property Room and streamline the disposition process of evidence or property.	Overall reduction in the number of items in the property room to free up space in our current locations by holding officers accountable for the disposition process
Evaluate the process of selling forfeited or unclaimed property as an on-going revenue enhancer	Increase revenue from the sale of items on Propertyroom.com
Expand programs to target at-risk youths within the 5 targeted enforcement areas and partner with Boys & Girls Clubs, Bonner Center, CAFE through athletics, character development, conflict resolution, and mediation while enhancing collaboration between Community Affairs and the IMPD Districts	Reduced youth violence in the targeted areas
Continue to revamp the Recruit Training Curriculum utilizing the adult learning model	In 2014, prior to the 9 th Recruit Class, the Recruit Training Section will produce an "off the shelf" curriculum with a structured numbering system that is in line with the current ILEA system, which contains the numerous classes, scenarios, projects, and off-site visits that constitute a complete recruit training curriculum.
Continue to market the CLD Program as part of the regional policing strategy to include inservice training and the IMPD Leadership Academy	Increased revenue stream and enrollment in IMPD programs by outside police agencies

2014 GOALS	MEASURE
Hire a recruit class of at least 50, up to 75 30 in spring, 50 in fall	Recruit class underway by Spring 2015
Hire 35 additional civilians	Evidence Techs and Accident Investigators
2015 GOALS	MEASURE
Hire a recruit class of at least 50 We found money for 50. Director advised when speaking with Councillors to ask if they can provide funding for 30 additional staff.	Recruit class underway by Fall 2015/Spring 2016



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2014 SPECIAL PROJECTS

Special Projects

- Heroin issue – Education program internally/externally
- DOJ-Translation of forms to Spanish

IMPD EFFICIENCY TEAMS UPDATE

December 15, 2013

GRAFFITI TEAM

Team Lead: Councilor Jeff Miller

Implementation Coordinator: Sgt. Linda Jackson

- IMPD will assign one detective to investigate graffiti in community by end of year **2013**.
- IMPD Deputy Chief of Investigations Bill Lorah confirmed that Criminal Gang Detective Jeff Clark is assigned to investigate reports of gang graffiti. Detective Clark received complaints from the IMPD service districts.
<http://www.indy.gov/eGov/City/DPW/Residential/Beautification/Pages/graffiti.aspx> this link to the city side of the information works – however the link to the safe streets site is dead.
- Work with Councilor Miller in support of Graffiti Ordinance.
- The graffiti ordinance (575-201, 02, 03, 04, 05, 06) passed successfully through the City-County Council on August 19, 2013. The ordinance is scheduled to go into effect on April 1, 2014. Please see “Journal of the City-County Council”
<http://www.indy.gov/eGov/Council/Meetings/Council/Documents/2013/08-19-13min.pdf>
- Coordinate with other agencies on recommendations of the Graffiti Team.
- Keep Indianapolis Beautiful (KIB) has implemented a companion program to the ordinance named “Graffiti Free Indy. (see KIB news release dated October 3, 2013).
http://www.kibi.org/news/keep_indianapolis_beautiful_announces_graffiti_free_indy_program

Also – the IFD has agreed to donate a vehicle to the DPS Foundation for use as the “dedicated graffiti removal vehicle”. The DPS Foundation may also be able to assist with providing equipment for the operation of the vehicle. It is still unclear what agency will be responsible for providing an employee to man the vehicle.

- Develop a cost structure for graffiti removal including vehicle, supplies, staff person. They would also work with Dept of Code Enforcement and Dept of Public Works in support of this team’s recommendations.
- Will require assistance to develop to develop a cost structure. Will also need input from DPW and DCE regarding the operation of the graffiti truck.

***UPDATE as of December 3rd, 2013: Team has identified the truck and will now work to develop both a cost structure and a plan to determine who will oversee the truck.



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Police Personnel Allocation Team

Team Lead: Lt. Chad Knecht

Implementation Coordinator: D/C Valerie Cunningham and A/C Ron Hicks

- 101 officers moved back into run queue; already in progress
- These officers, NROs, Charter School Officers, Training Coordinators, Training Academy Officers, are now back in the run queue. (Please note that as our attrition continues, some of these officers may need to be reassigned to other positions within the department. E.g. investigations, training, etc.)
- Review additional 15 positions that are currently assigned to special assignments; re-assign to zones by end of year
- We are in the process of hiring 9 Public Safety Officers (PSOs) who will be trained to take crash reports. This will allow 5 officers to return to the run queue. (One has already returned and the other 4 will return when the PSOs start taking crash reports. Another officer will be moved out of a Crime Watch position. The other 9 positions have been evaluated and eliminated through attrition or deemed unable to return to the run queue at this time.
- 45 civilians hired between now and end of 2014; 10 to be hired by end of 2013
- The 10 positions have been approved and we are in the process of posting and hiring.
- At minimum, 50 officers hired by end of 2014 for 2015 recruit class
- We are accepting applications now for a class of 50 recruits to begin (Pending budget approval) in mid-2014.
- Additional 50 officers hired in 2015 for 2016 recruit class
- The IMPD is prepared and ready to recruit, hiring and train this class when it is approved by the DPS.

Police Morale

Team Lead: Amy Waggoner

Manpower: Implementation Coordinator- Sgt Kevin Wethington and A/C Ron Hicks

- Hire More Officers
- This is in the works.
- Allocate More Officers to Patrol
- This has been done
- Request Police Allocation Team to Review Runs Dispatched – The Crime Reporting Review Team has been tasked to review.
- Better Use Of/More Public Assistance Officers
- We are in the process of hiring 10 civilians in 2013 (9 PSOs and 1 Crime Watch specialist). We are assessing the need for more Public Assistance Officers (PAOs) and will determine how many, if any, to hire in 2014. (We are implementing a plan to use limited duty officers to take phone reports, so we may not need additional PAOs)
- Consider 10-hour Shifts
- This is a complex endeavor with many ramifications, but we are discussing the possibility and considering a variety of option related to shift hours and times.



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- Prevent Unnecessary Court Appearances
- Officers have been tasked with subpoenaing only essential officers on their cases. The prosecutor's office is also doing a better job of notifying officers when cases are continued or disposed of prior to the court date. This is an ongoing process.
- Enhanced Volunteer/Reserve Program
- We are in the process of recruiting reserve officers and Civilian Volunteer Police (CVP) for classes to begin in early 2014. (We will need budget approval)

Communications: Implementation Coordinator- Lt. Chris Bailey

- Create and Clearly Define a More Uniform Discipline Process
- Process is underway to develop a disciplinary matrix.
- Clear and Concise Communication of Changes to General Orders
- We haven't issued any new or updated GO's in sometime, however it has been suggested to use the strikethrough method to show old wording, followed by any changes.
- Highlight Wins Internally and Externally
- The media relations office shares positive stories with the media and with the officers internally on a regular basis. The media relations office publishes a newsletter and information is shared via social media. We have partnered with the Indianapolis Recorder to showcase one of our officers each month.
- Uniformity of Cars, Badges, Uniforms, Business Cards for Internal and External Communications
- Attached you will find an example of what all IMPD business cards should look like. We should also identify one vendor to ensure uniformity. The cars will all look the same, once enough have been purchased to replace older vehicles. Each officer should be required to purchase at least one of the new badges. Each officer receives \$900 in uniform allowance; the badges cost \$45 each. We can use the same process used when we were required to purchase hats and hat badges.
- Create Talking Points for Leadership to Communicate Better with Patrol Officers
- Command staff members regularly meet and discuss how things should be communicated to the officers. This was very effective during the recent Officer Involved Shootings as the chief quickly notified all department members about what had occurred and command staff members carried the same message to roll calls. We also develop talking points at weekly staff meetings. Those talking points are then carried out to all divisions, units, and districts by the entire command staff.
- Consistent Roll Calls Countywide
- By order of the Chief, each district will have roll call at the beginning of each shift, 7 days a week.
- Weekly Email from Chief – Chief Hite is communicating bi-weekly with troops via e-note.
- Chief's email is sent out each payday to the department.
- Weekly Union/Officer Organization Meetings With the Chief
- The chief meets with Union/Officer Organization on an as needed basis.
- Encourage Citizen Ride-Alongs
- As part of our recruiting efforts we are encouraging potential recruits to ride-along with officers to see the job first hand.
- Better Communicate the Availability of Employee Assistance Programs
- We have changed the background on every department computer to showcase the telephone number for the EAP and the Command Staff are sending more of their officers to the EAP for



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assistance after critical incidents. For example, after the death of Officer Bradway, Commander Mahone, strongly encouraged every person on NW district to go see someone at EAP for at least 30 minutes.

- Hire an IMPD Communications Specialist for Improved Internal Communications
- DPS will hire a DPS Communications Chief

Training and Welfare: Implementation Coordinators –D/C Lloyd Crowe and Capt Finch and A/C Ron Hicks

- Leadership Training for Roll Call Leaders
- Supervisory in-service training is being planned for 2014, as well as outside training through the DPS foundation. The leadership academy also addresses basic leadership principles that can be utilized at roll calls.
- Provide More Training For Officers
- Over the past few years we have increased training hours for our officers. However, outside training funding has been limited due to the budget. DD Washington was able to find additional money for the last quarter of 2013 and we have been able to send officers to various trainings, such as breath test certification, survival tactics, interview and interrogation, etc. We would like to tap into forfeiture money to be used for even more training in 2014.
- Encourage Leadership to Recognize Employees More Often
- This has been occurring. Every district has an officer of the month program that recognizes deserving officers. Those officers are also acknowledged in the districts' monthly newsletter and the Media Relations office newsletter. Chief Hite initiated a policy of having deserving officers attend a staff meeting to be recognized for their good work by command staff. Sgt. Troy Hayworth and Officer Aaron Nagel were the latest to be recognized following their exemplary work on a natural death incident they responded too.
- Make Weekend Roll Calls Meaningful
- Supervisors are conducting training and/or introducing meaningful discussions at roll call. For example, officer safety and procedural issues are commonly discussed. Some supervisors are better than others at this so ensuring the quality of these efforts is a work in-progress.
- Provide Specialized Training for Officers Re-Allocated to Patrol
- Officers reallocated to patrol who have been away from street duty are assigned to ride with a FTO for refresher training. The length of time for the training varies depending on needs, but generally lasts two or three weeks. We will not send officers out on the street who are not confident in their abilities and prepared to do their job.
- Encourage/Promote Wellness Programs for Mental and Physical Well-Being
- The office of Professional Development and Officer Wellness is in full swing and serving more officers than ever before. We have blended bulletins, computer messages, and word of mouth into a campaign to encourage officers to participate in these programs. We have initiated mandatory EAP visits for officers involved in critical incidents and we are exploring the idea of yearly or bi-yearly visits to EAP by all department members.
- Ensure Distribution of Cars Goes to Those Who Most Need Them
- When we buy cars we will ensure this happens.
- Social Opportunities for Officers and Their Families
- This is occurring on many levels such as, ERB, FOP Picnic, Community Days, and Shift and Unit



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dinners and gatherings.

- Recruit Volunteers to Pray for Police
- We have received many prayers and well wishes over the past several weeks and they are greatly appreciated.

Master Designation Efficiency Team

Team Lead: Bryan Roach

Implementation Coordinator: D/C Valerie Cunningham

- Write MOU to amend the current contract to reflect General Order 6.20
- Working with Rich McDermott on draft of MOA
- Re-convene the Career and Leadership Development Review Committee (CLD) to oversee this designation
- Once Chief Hite has made his selections (4 merit supervisors), and the FOP has designated their union representative, Chief Hite will coordinate with DC Crowe (CLD office is in the Training Division) to have CLD coordinator, Sgt. Tom Westrick schedule a CLD Review Committee meeting – last quarter of 2013.
- Review and designate those Officers previously reviewed and blessed by CLD Committee with its accompanied bi-weekly pay as soon as possible.
- Sgt. Westrick will review list provided by efficiency team from previous CLD committee in 2012 to determine continued eligibility. Sgt. Westrick will then designate 1 master patrol and 1 master detective to sit on CLD Review Committee with blessing of newly appointed members listed above. Once the designations are approved, DC Cunningham will ensure they start receiving Master Designation pay \$2000.00/yr paid over 26 pays. (approx \$76.93/pay)
- Detective Officers receive annual compensation of \$500.00 for serving in a training capacity. DTO will receive additional \$2.50 per hour for each hour DTO works with trainee.
- DC Cunningham to get a list of DTOs from DC Lorah and Lt. Cleek. Adjust pay appropriately.
- Reduce current Detective pay to DTO Sullivan from \$1,300 to \$500 per the contract.
- If Marc Sullivan is receiving \$1300.00 it will be adjusted to 500.00 per contract.
- Thorough review of the Detective Training Officer Manual and program, Criminal Investigations and the Training Academy.
- DC Lorah will identify a designee from the Investigations Division to work with the Training Division, Lt. Cleek, to review the DTO Manual and develop a selection process to identify DTOs
- 15 Detective Training Officers be selected after review of the program and discussion of selection criteria with approval of Chief of Police.
- Chief Hite will approve DTOs selected and provide the approved list to DC Cunningham who will coordinate with DPS Finance to ensure the DTOs receive the compensation outlined in the contract.
- CLD Review Committee should review “top 25 percentile” requirement of General Order 6.20 and consider replacing 6.20 language with that of the 2010 General Order 6.20 used during the contractual agreement using the language “exceptional performance”.



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- This discussion should be placed as an agenda item for the first meeting of the CLD Review Committee. DC Cunningham will follow up on the decision and facilitate policy changes once approved by Chief Hite.
- CLD should create a report within the Performance Evaluation Program to generate/identify exceptional performers and or the top 25 percentile for a 24 month period.
- Done. The Master Designation Efficiency Team requested this information and has the report ready for the CLD Review Committee.
- CLD Committee identify a uniform recognition for Senior detective and patrolman as outlined in the June 09 CLD statement findings under #3 and memorialize in the Uniform General Order by the 2013 third quarter.
- Will be an agenda item for first meeting of CLD Review Committee.
- CLD Committee should develop guidelines for Community Involvement and Volunteer Credits for the Master Designation.
- Will be an agenda item for first meeting of CLD Review Committee.
- CLD Committee should consider some uniform designation for Master Patrolman/Detective
- Duplicate (see above)
- Move Performance Evaluation program under the Office of Career Development within the training division umbrella
- Transition is currently underway to the Career Leadership Development Office under the Training Division umbrella.
- Administration Division to continue to work on projections of estimated numbers of Master Patrolman and Detectives possibilities over the next 5 years and share that information with finance to assist in the budget process in the immediate future.
- Current projection has been submitted. Administration will continue to re-evaluate after each Performance Evaluation phase.

Director Riggs/Deputy Director Washington asked at End of Year Review: Where are we on full implementation of the Master Designation Team recommendations?

On 12/12/13, the CLD Review Committee Chairman (Lt. Chris Bailey) and Committee Advisor's (Sgt. Tom Westrick / Ofc. Aaron Tevebaugh) met with the FOP Representative on the committee (Lt. Rick Snyder). This group went over the adjustments that were made to General Order 6.20 and agreed on final language that will be presented to the Chief and Executive Staff next week.

The names for (3) Merit Supervisor will also be submitted to the Chief for his approval, rounding out the core of the CLD Review Committee.

Two (2) sworn, non-management personnel, identified in an earlier process as a Master Patrol Officer and a Master Detective are being added to the committee. However, both of these members will be required to re-apply for the designation once the selection process has been finalized and opens again.

Once G.O. 6.20 is staffed and released, we estimate Master Patrol Officers and Master Detectives to be fully identified by February 2014. Once the designations are approved, each will start receiving Master Designation pay - \$2000.00/yr paid over 26 pays (approx. \$76.93/ pay)



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IMPD

2013 Accomplishments

- 21% reduction in Special Event Overtime Expenditures
- Delivery of the new Public Safety Command Vehicle
- 2012 UCR data reported to the FBI on-time
- Additionally, UCR data reported through June 2013 to be included in the FBI's online report
- Reduction of spending and streamlining of all purchase orders through the Administration Division
- As of December 14th, 2013 utilizing raw data from preliminary incident reports, the crime data indicates:
 - 6.43% reduction in overall Part 1 crimes.
 - 3.38% reduction in overall Violent Crimes
 - 16.95% reduction in Aggravated Assaults
 - 6.77% reduction in Property Crimes
- IMPD Summer Initiative results:
 - 1,276 arrests were made accounting for 2,437 charges filed
 - 222 guns were seized
 - Of the top 20 most violent offenders removed from the street, the collective criminal experience was a combined total of 434 felony arrests and 473 misdemeanor arrests
 - 17 Cases were pending federal review for enhanced charges
- Expansion of the East District Firearms Initiative resulting in a reduction of the number of cases not being filed by the Prosecutor's Office for evidentiary problems
- Realignment of Violent Crimes/Narcotics to a centralized unit directly under Operations Command, which resulted in:
 - 114 more arrests
 - 109 more narcotics buys
 - 158 more firearms seized
 - 77 more search warrants served
 - \$271,022 more dollars seized or a total of \$558,123
 - 12 more vehicles seized for forfeiture than all of last year.
- Violent Crime Unit continued to provide support to investigative units, which resulted in:
 - 427 arrests (the majority felonies)
 - 13 arrests were for murder
 - seized \$48,706 and 25 vehicles for forfeiture
 - seized 175 guns
 - provided other investigative units 1,167 surveillance hours
- Successful NW District Reentry Pilot Project which indicates preliminary data of a reduction in recidivism rates as compared to the state norm. This is help coordinated by a full time on-site at roll call parole officer
- Increased community outreach and related activities such as the Latino outreach initiative with the addition of ED Latino Outreach Coordinator, ED Policing the Teen Brain pilot and the expansion of the ED Women's Empowerment Series city-wide.
- Successful SW Mental Health Project to divert individuals with mental health issues away from the criminal justice system either as a suspect or victim. This is also coordinated by an on-site mental health coordinator.



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- The Community Affairs/ IMPD Boot Camp: 18 young men, the majority having negative contact with police, spent three weeks with police officers from the Community Affairs Branch
- PAL Dance / Theater Group: Approximately 15 girls attended and enjoyed a wonderful show. The development of this group is focused on giving girls, primarily, an avenue to be part of PAL without having to play basketball, softball or cheerleading.
- 10 Point Coalition providing enhanced street workers to provide intelligence and support for IMPD
- Presence at funeral of homicide victims lessened the number of non-fatal shootings
- \$100,000 given to community groups for prevention activities to impact improved community relations amongst at risk groups
- The Social Media Unit was started in November of 2012 with 39 case assignments. The majority of these dealt with Homicides. In the year of 2013 the case load went up to 249 cases. This was an increase of 538%
- Homicide detectives continue to maintain a high clearance rate despite manpower shortages, and the increase in homicides. The national homicide clearance rate is 62.5 %. IMPD has a clearance rate of 72.5 %
- Successful Major Crime Investigations:
 - Northside Home Invasion Robberies
 - CVS Robbery Initiatives
 - Craigslist Robberies and Homicide
- Interdiction Unit had a number of large investigations to include:
 - 936 arrests
 - seized \$2,997,207 in cash
 - 1,787 pounds of Marijuana
 - 142 grams of Cocaine
 - 172 grams of Heroin
 - 1,398 grams of Methamphetamine
 - 92 guns seized
 - 889 tablets of scheduled controlled substances
 - several pounds of synthetic marijuana
 - 39 vehicles have been seized
 - officers have also served 288 warrants
 - conducted 4034 traffic stops, and issued 694 UTTs
- On, October 17, 2013, Agents and Detectives from the Metro Drug Task Force and DEA dismantled the final phase of a Mexican Drug Trafficking Organization (DTO) based on the Westside of Indianapolis. The take down was part of "Operation Five Dollar Foot Long" a city wide drug bust that dismantled a massive international drug trafficking organization which imported thousands of pounds of marijuana into the city.
- The Training Division ensured opportunities exist for all officers to complete State Mandated Training.
- 2 Sessions of the IMPD Leadership Academy
- During 2013 the Training Division, through the Office of Career and Leadership Development, initiated the IVY Tech College Partnership program along with partnerships with IUPUI, Franklin University, Kaplan University, University of Phoenix, and Oakland City University
- Over five hundred fifty (550) sets of body armor were fitted and exchanged
- Firing Range improvements with the help of DPW to rehab the earthen berms on the three primary



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ranges. This work has greatly enhanced the safety of the officers on the primary ranges.

- **CrimeStopper Stats**

1. As of December 20, 2013 we have taken 4,448 Tips, up 1391 from 2012
2. Those tips resulted in 272 felony arrests, up 43 from 2012. This has pushed the program over 4500 felony arrests since inception.
3. During those arrests 164 firearms have been seized, up 156 from 2012.
4. The board has paid out almost \$32,000 in rewards, payouts are down \$4,000 from 2012
5. Over \$262,000 in drugs have been confiscated, up \$242,442 from 2012
6. Over \$325, 000 in property has been recovered or seized, up \$324,978 from 2012
7. Total recovery of drugs and property is \$587,700, up \$536,977 from 2012
8. Total tips disposed of 1648, up 679 from 2012.

Top Five Arrest Offenses:

- Illicit Drugs – 112
- Robbery – 26
- Fugitive – 24 (Many of these will be reclassified to the original charge when I do our audit after the first of the year)
- Theft/Larceny – 22
- Fraud/Forgery - 20

Homicide Arrests from tips – 6

This success can be attributed to several things.

1. The consolidation of the tip lines by IMPD
2. Captain Allender and Major Kern working to make sure tips are worked and dispositions are returned to Crime Stoppers.
3. Several large drug seizures by IMPD narcotics units that pushed the dollar/drugs/guns/ totals up.
4. The units continued effort to makes sure every tip is sent out even if we have to do some work to find the right unit/department to send it to.

Thousands of media requests were processed by the IMPD:

- Police reports
- Booking photos
- 911 calls
- Interviews
- Personnel information

Additional accomplishments:

- Increased our following on Twitter and Facebook.
- Created a presence on Instagram
- Created a new recruiting website – <http://joinimpd.indy.gov>



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- Produced several "Meet an IMPD Officer" videos
- Created an IMPD newsletter "The Metropolitan"
- Created an email account for officers to send questions and comments to the Chief
- Created a Chief's bi-weekly email to all employees to keep them informed of department activities
- More positive IMPD stories were provided to the media
- Better communication with IMPD employees using the email and paging system



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INDIANAPOLIS FIRE DEPARTMENT

MISSION

The mission of the Indianapolis Fire Department (IFD) is to provide appropriate, safe, and professional response to fire, medical and environmental emergencies. The Department is dedicated to minimizing the loss of life and property through suppression, rescue, code enforcement, investigation, public education and other innovative programs.

STRUCTURE

The Indianapolis Fire Department is comprised of six divisions, each with their own operational goals and activities while being unified by a common vision. The six divisions include:

- Personnel
- Operations
- Homeland Security
- Logistics Support
- Division
- Fire and Life Safety
- Strategic Planning/Risk Management

FUNDING

Fund	Budget
Fire General Fund	\$137,133,447
Emergency Communications General Fund	\$1,816,818
Fire Cumulative Fund	\$2,338,000
Federal Grants	\$2,461,340

STAFFING

Sworn	1156
Civilian	57
Urban Search and Rescue (Grant Funded)	2



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2014 IFD GOALS AND MEASURES

2014 GOALS	MEASURE
Fire station consolidation project to increase efficiency and operations.	Begin construction of new station by end of third quarter.
Hire and train recruit class of 40 firefighters to replace attrition and reduce overtime costs.	Begin recruit school by end of first quarter.
Complete merit promotional process to establish a new promotional list for the ranks of lieutenant, captain and battalion chief.	Send notice of process in February and complete process by November 1st.
Develop a cancer prevention program. Complete study of the Firefighters Cancer Network whitepaper on cancer risks to firefighters and develop a risk reduction plan to decrease risks to employees.	Plan completion date of by May 30 th .
Reduce worksite injuries by 5 percent.	Year-to-year data comparison by month.
Train all Battalion Chiefs and Captains to state of Indiana certified Safety Officers.	The number of officers obtaining certification by the end of 2014.
Increase Public Education outreach by 10 percent.	Year-to-year contact data comparison by month.
Increase the number of code enforcement inspections by 10 percent.	Year-to-year contact data comparison by month.
Improve Arson Data Collection and Reports - Begin to capture suspicious and/or arson related fire data in a location where IFD personnel can access for reporting and trend analysis.	This dataset will be completed by August 2014 for collection and reviewed monthly for trends with a long term ability of data comparison by user-defined period.

2014 SPECIAL PROJECTS

Special Projects

- Heroin issue – Education program internally/externally
- DOJ-Translation of forms to Spanish
- Implementation of the Hiring and Promotions Efficiency Team Recommendations

Indianapolis Fire Department

FAQ's

- 157,000 emergency apparatus responses each year
- IFD Public Education reaches 80,000 people per year through direct and outreach programs
- Our busiest engine (Engine 27) makes nearly 4,600 runs per year.
- IFD Dispatchers receive an average of 757 calls into the center each day and dispatch an average of 389 runs per day.



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- IFD Training Division provides over 18,000 hours of training each year to incumbent firefighters.
- IFD provides EMS coverage
- IFD's Special Operations Teams: Top Water Rescue, Dive Rescue, Rope and High Angle Rescue, Hazardous Materials, Confined Space Rescue, Auto Extrication, Search and Rescue, and Tactical Medical Team.



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INDIANAPOLIS EMERGENCY MEDICAL SERVICES (IEMS)

MISSION

Indianapolis EMS is a division of the City of Indianapolis Department of Public Safety providing high-quality emergency medical services to the people of Marion County.

Indianapolis EMS is a unified system merging EMS that was provided by the Indianapolis Fire Department (IFD) and Wishard Health Services in order to improve quality and efficiency of emergency medical response, pre-hospital care and hospital transport in Marion County and was formed as a collaboration of the Department of Public Safety, Health and Hospital Corporation of Marion County and the Indiana University School of Medicine.

FUNDING

Fund	Budget
Wishard/Health & Hospital	\$24,675,476

STAFFING

2014 Full Time Equivalents	
EMT/EMT-P	68/133
Command	19
Support/training/ad min/etc	42



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2014 IEMS GOALS AND MEASURES

2014 GOALS	MEASURE
Enhance and Expand Patient Care Services	<ul style="list-style-type: none"> • Improve Resuscitation rates by 10% • Reduce Recurring runs to non emergent patients by 15% • Improve pain management perception by our patients by 10% • Improve Protocol adherence and documentation of interventions • Improve response times in areas less than 90% by 5% points • Implement new EKG monitor program
Improve Professional development and engagement	<ul style="list-style-type: none"> • Further develop Indianapolis EMS Culture/Identity among providers • Revamp ramp and promotion process to encourage further engagement • Create and hire safety officer • Create and hire Community Outreach Coordinator • Create and appoint Labor Committee focused on turnover • Implement formal leadership pilot program and coaching • 5 Year Plan for Space, Utilization and Growth
Unify and Develop CQI and Benchmarking Processes	<ul style="list-style-type: none"> • Adopt a CQI Process We Can Implement throughout each Division of IEMS • 100% Correct ePCR Documentation • 100% Correct Medication Documentation per Protocols
Enhance Communications	<ul style="list-style-type: none"> • Improve Daily Communications among IEMS Members • Manage Ninth Brain and Utilize to Its Full Potential • Leadership Response to Voicemails and Emails More Timely • Internal / External Public Relations Initiative
Optimize Service Delivery	<ul style="list-style-type: none"> • Optimize Existing Deployment Strategy • Optimize Staffing • Invest into New Revenue Streams, increasing revenue by \$250,000 in 2014



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2014 SPECIAL PROJECTS

Special Projects

- Heroin issue – Education program internally/externally
- DOJ-Translation of forms to Spanish

Indianapolis Emergency Medical Services

FAQ's

- 96, 000 medic runs each year: 263 runs/day
- Transport 68% of total runs
- Our busiest medic (Medic 11) makes nearly 5,900 runs per year
- Responded to a total of 601 cardiac arrest and providers achieved Return of Spontaneous Circulation (ROSC) on 240 patients (40% success rate)
- Completed two paramedic courses for members of public safety, the community and IU School of Medicine.
- IEMS Training Division (7 trainers) provides training each year to all 1,500 providers of IEMS and Indianapolis Fire Department.
- Training schedule spans day and night medic rotations and frequently provides training at fire stations to keep providers available to respond to emergencies in their district
- In 2011-2012 certification cycle the IEMS Training Section provided 76,672.5 hours of continuing education
- IEMS provides classroom as well as distance learning education
40% of all classroom training involves simulation
Completed the initial Emergency Medical Technician (EMT) course for twelve members of IMPD SWAT and EOD teams
- IndyCARES attended 25 events where we reached 1,763 people who were taught Hands Only CPR



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HOMELAND SECURITY

MISSION

The Division leads an integrated Department of Public Safety effort to secure, prevent, prepare, respond and ensure resiliency from natural or human-made threats and hazards to the city, and to sustain a confident public. The Division ensures successful execution of special events through careful intelligence based planning and strategic management of events.

STRUCTURE

The Division is also responsible for preparing plans and managing the safety and security of special events when anticipated requirements exceed the capability of the concerned geographic area. The Division of Homeland Security was created by Section 2S1 of the revised Municipal Code

FUNDING

Homeland Security's 2014 budget is funded with the following sources:

Fund	Budget
Consolidated County Fund	\$1,352,114
Federal Grants	\$2,259,453
DHS IMPD** (IMPD Budget)	\$7,998,166
DHS IFD*** (IFD Budget)	\$793,376

STAFFING

Full Time Equivalents	
Civilian - General	5
Civilian - Grant	5
IMPD RANK	
Deputy Chief	1
Major	1
Captain	2
Lieutenant	9
Sergeant	25
Patrolman	90
IFD RANK (SWORN)	
Deputy Chief	1
Battalion Chief	1
Firefighter/Intelligence	1
Investigators (EngineerPay)	2



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2014 DHS GOALS AND MEASURES

DHS - 2014 GOALS	MEASURE
<p>Create a comprehensive, multi-platform disaster response and training system, specifically targeted at K-12 schools and businesses that align with current DHS practices and standards. Conduct school assessments and create a system of information management for all schools within Marion County.</p> <p>DHS is working with one school per township to be the “demo school” for the Digital Sandbox program. Eventually we would like to have all schools’ info in Digital Sandbox.</p>	<p>List of all events for the year including attendance and participation of the Marion County Safe Schools Commission. Ensuring plans for schools are being uploaded into information software system. Continue to input data into software program such as details of area surrounding the schools, major transportations routes, boundaries, and location of all fire stations, police stations, and other resources. Track progress of all information.</p> <p>Currently DHS has identified that there seems to be no uniformity in area schools emergency plans. DHS will continue to work with the schools and the Safe Schools Initiative within the Digital Sandbox Environment.</p>
<p>Host an Executive Education Seminar program conducted by the Mobile Education Team (MET) is an intensive half-day seminar on Homeland Security designed to help strengthen the capability to prevent, deter, and respond to domestic terrorist attacks, and to build the intergovernmental, interagency, and civil-military cooperation that Homeland Security requires.</p>	<p>The seminars are conducted by Mobile Education Teams (MET) comprised of nationally recognized experts in various areas related to Homeland Security. The Executive Education Seminar focuses exclusively on enhancing the capacity of top government officials to successfully address new Homeland Security challenges.</p> <p>The Executive Education Seminar concentrates on the problems that Homeland Security poses for strategic planning, policy development, and organizational design.</p> <ul style="list-style-type: none"> • Federal/State/Local Responsibilities and Coordination • Prevention • Intelligence Collection, Assessment, and Dissemination and Information Sharing • Critical Infrastructure Protection • Public Communications and Fear Management • Response Operations



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<p>Continue to positively influence the outcome of critical incidents through superior training, staffing, and planning of the Divisions' specialty units.</p>	<p>Annual comparison of EOC activations, completion of after action reports following each event and successful review of City Emergency Management Plan (CEMP).</p>
<p>US DHS Special Event Assessment Rating</p>	<p>Indianapolis 500 has been designated a Special Event Assessment Rating II Event (SEAR II) (Prior years the Indy 500 was a SEAR III): Significant events with national and/or international importance that may require direct national level Federal support and situational awareness. The magnitude and significance of these events calls for close coordination between Federal, state, and local authorities and may warrant limited pre-deployment of USG assets as well as consultation, technical advice and support to specific functional areas. In order to ensure unified Federal support to the local authorities and appropriate national situational awareness, a Federal Coordinator (FC) will be designated and an Integrated Federal Support Plan (IFSP) will be developed.</p>
<p>Build upon outside agency relationships and communications to enhance safety and effectiveness at large special events in 2013.</p>	<p>Continue to meet and include outside agencies in pre-planning event meetings.</p>
<p>The Homeland Security Division will remain committed to operational efficiency and organizational discipline. Each level of supervision has a vital role in the success or failure of reaching those goals. We will continue to instill a commitment to professional excellence and dedication to duty.</p>	<p>Reduce complaints in 2014 with more supervisory interaction. Continue to utilize the Professional Performance Section and EAP when applicable.</p>
<p>Increase the number of Reserve Officers, Civilian Volunteer Police (CVP's) and Public Safety Officers (PSO's) to enhance the capabilities and manpower resources of the department.</p>	<p>Recruit and train each discipline to reduce or eliminate manpower resource requirements from other divisions within the department.</p>
<p>Create a Logistical Support Unit to increase productivity during special events, critical incidents and natural disasters. This unit would supplement the current staff and work on a part time basis when necessary.</p>	<p>Identify interested personnel and implementation of a selection process. Assigned personnel would be utilized on a part time basis as needed.</p>



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Data review of utilizing SWAT team full time	Work w/ SWAT & the SWAT Medics to evaluate the data & cost associated with creating a full-time SWAT Asset for the City that also assist w/ Warrants, VCU & EOD
Develop and enhance communication tools for outreach and education for the public. Utilize enhanced communication to notify the public to prepare or respond to natural or human-made threats. This also includes integrating social media and Integrated Public Alert & Warning System (IPAWS). We will include how-to-series on protect-your-property-or -business-disaster.	Current twelve month period comparison with previous year number of presentations, Community Emergency Response Trainings, public outreach campaigns, and news releases. J Authorization for use of all signal comes from the Feds DHS/ FEMA and State FEMA. Allowance for disaster as of now.
Utilize the capabilities of the EOC/JOC/IOC to positively interface with the daily function and operational readiness of the department and city.	Yearly tracking of activations, trainings and events held at the EOC/JOC/IOC. Yearly tracking of resource requested per activation. Yearly tracking of use of EOC in drills and exercises. Providing a yearly update of information technology utilized and their capabilities.

LIMITED ENGLISH PROFICIENCY (LEP) TEAM

Team Lead: James Waters, Commander IMPD East Dist

Implementation Coordinator: Elia James, DHS Strategic Initiatives & Comm. Coordinator

- LEP Access Services will be run out of IMPD Training for balance of YR2013. **Establishing an office of LEP Access Services will be discussed for YR 2014.**
- Lt. Leary assigned to implement LEP for IMPD purposes; Elia James, Strategic Initiatives for Dept of Homeland Security will also assist in implementing LEP Team Recommendations.
- Agency CEO's are responsible for developing agency-specific policies and procedures. **Will be assigned to 2014 YR2014 Business Plans.**
- IMPD G.O. is in progress. IMPD Planning has reviewed the G.O. and made comments and recommended changes. I am working with Planning to implement changes.
- In conjunction with the Program G.O., a draft of the Interpreter/Translator policy is in the works. One decision to make in this regard is whether this should be a G.O. or an SOP.
- Develop partnerships within LEP community
- Lt. Leary has attended many meetings, organizational roundtables, and events to introduce the program and provided as much information as possible. He sent out the LEP Team report to leaders and community members to solicit input, garner support, and advertise through some of the influential people he has met, this includes two representatives from the Governor's office. Lt. Leary has many volunteers throughout the community to implement these practices. The policy must be enacted before I can take action. The volunteers will have a profound effect on the program, so



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policies and standards must exist and be enforced. Am engaged in an effort to develop a public website. The purpose would be to advertise the program, inform persons of our services, and solicit feedback and suggestions. Additionally, Lt. Leary anticipates a link to any translated forms we develop.

- Re-establish the Spanish Language Immersion Training. **We will be doing this but we will focus on local immersion training in our Spanish speaking neighborhoods.**
- Spoke to Battalion Chief Scott Olofson, IFD. He was heavily involved in the immersion program under BWB. He will attempt to contact previous financial backers. I will begin my side of the process by building a network of local resources we may be able to use for any local immersion program. Several persons have been approached, but more specifics will have to be in place before moving forward.
- Develop translated documents, signs, and forms.
- This is beginning with the top 10 (or so) forms, as identified by officers, will be translated and made available on the website. Also, key signage around the major points of service throughout the department is being designed to post for walk-ins. Part of the DOJ requires complaint forms to be available in the persons' primary languages. I have spoken to Mr. Reeder from CPCB. They currently have an interpreter/translator on staff. They have not translated their documents yet, but they are in the process.
- Monitor and track program progress, success, and recommended suggestions
- Three initial points of contact have been established to allow input to the LEP Program:
 - An email account is active: IMPD_LEP.indy.gov
 - A SharePoint site has been generated and is under construction
 - An LEP website is being designed for public use. One page of the website will be dedicated to a form designed to provide feedback, comments, and/or suggestions. A link to the email account will also be provided.
- Train all personnel in every aspect of the LEP program.
- Have already consulted with Training Division Deputy Chief to set aside 2 hours of the 2014 Nexus for LEP Training.
- Reviewing options to provide e-learning and/or video training
- Develop and implement on-line access to LEP services.
- Have initiated the development of a website as a public access point. A SharePoint site has also been created for sharing information with select persons.
- Provide employees with language specific tools
- Four tools have been identified for officer use:
 - Speedy Spanish for Police Personnel (pocket guide)
 - Spanish for Emergency Personnel (flip guide)
 - ISpeak Card: a census form officers can use to identify the language spoken by the person.
 - Victim/Suspect Identification Sheets (allows victims and witnesses to select from options to identify suspects)
- Review interpreter boxes which could be utilized.
- Boxes have not been received.
- Keep a Department of Public Safety wide focus for implementation considerations.



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- The initial cross-agency implementation will be attempted through the immersion project. This project has been traditionally attended by IFD and IMPD.

2014 SPECIAL PROJECTS

Special Projects

- Develop and distribute an Active Shooter Video and training to businesses and schools with the help of the Public Safety Foundation. >>>Filming is complete and in the editing process—continuing in 2014.
- Compliance with the Limited English Proficiency Team guidelines. Translation of preparedness materials in Arabic, Spanish, Burmese, and French. Translation of website into Spanish. >> As of Dec 2013, 50% of goal met. Website work continues in 2014.
- Assessments and Information Management for all schools within Marion County. >>Continue in 2014, only 17% left to complete as of December 3rd, 2013.
- Development of Speaker's Bureau Program and training of preparedness ambassadors. >>>Continue in 2014
- Development of Cybersecurity Program >>>Hold summit in 2014. IUPUI has offered to share their summit planning.
- Formulate a proposed project, budget, & spending plan for the grant money and submit request to foundation for funding options.

2014 DHS Business Plan INFO

- How best to manage camera operations with our existing budget? Use an existing employee to oversee and use light duty to monitor cameras?
- How to manage light duty subpoenas to testify what the camera evidence showed?
- Chief Coons received authorization to petition for the CEMP once per year—review and submissions for approval to Mayor and Director instead of twice per year.
- Global (ask Val) CRS
- Multi-hazard Mitigation Plan—continue to work with City of Southport and City of Speedway to adopt MHMP.
- Will become part of CEMP review.
- Digital Sandbox—Fries/Coons would like to get a software discount because five other NFL cities have picked up Digital Sandbox to add to their school software.
- Will work with IFD (Chief Pervine and Battalion Chiefs) to be able to log in and update business info and fire inspection logs.
- Continuity of Operations/Continuity of Government Planning for city-county agencies and partners.
- Local Critical Infrastructure Protection Plan
- Cyber Security Plan (will be submitted with May review of CEMP)
- Debris Management Plan—examine the best practices to track Debris Management
- Crisis Communications Plan (will be submitted with May review of CEMP)
- Donations Management Plan—examine the best practices for coordinating the “manager” of donations when the incident does not qualify for United Way Management. Red Cross may be an option, however, once an incident is deemed “concluded” by Red Cross, the monies donated for that incident do not “stay” with that community.



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PUBLIC SAFETY COMMUNICATIONS

MISSION

PSC is responsible for providing the infrastructure and integrated system resources that facilitate emergency response from the receipt of the initial call, through dispatch of the appropriate resources, on the scene management and documenting the incident into compliant records management systems. PSC represents the communications and technology branch of Public Safety.

STRUCTURE

PSC is responsible for providing the infrastructure and integrated system resources that facilitate emergency response from the receipt of the initial call, through dispatch of the appropriate resources, on the scene management and documenting the incident into compliant records management systems.

FUNDING

Fund	Budget
Metro Communications General Fund	\$5,186,501

STAFFING

Full Time Equivalents	
Civilians	17

- *Down 2 FTE as of 8/16/13
- *Fire Records Manager
- * GIS Systems Administrator

2014 PSC GOALS AND MEASURES

Cumulative Fund	Continue working through the Department of Public Safety and the Controller to establish a cumulative fund for PSC
Chargeback for selected services	Development and implementation of system to charge outside agencies for our systems and services; focus on fire station connectivity and services provided to school police departments and constables in this phase
Battery Program	Implementation and funding of Motorola battery replacement program
Work Ticket & Asset Management systems	Replace current system (Infor) with one or more systems with better tools, notifications, reporting etc.
PSAP Training	Work with PSAPs, field users, and vendors to improve issue reporting and feedback for an overall goal of improving resolution time for reported system issues
InterAct CAD Project	Complete implementation of InterAct applications; migrate fully off of Tiburon and custom applications
7.11 Upgrade	Upgrade to version 7.11 on radio system
Hamilton County & CEG	Complete implementation and integration of Hamilton County



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Radio Implementation	"System 3" and Citizen's Energy Group onto System 2
Consolidate Radio & Telephony Loggers	Consolidate NICE radio and telephony loggers to improve redundancy in logging and realize financial savings
PSC Staffing	Complete review of follow-up items from PSC Staffing Efficiency Team report and implement changes in collaboration with DPS, HR, OFM, etc.
Locution Computer Replacement	Complete replacement of Locution computers by the Windows XP support deadline (20% remaining)
Radio Replacement Plan	Develop a plan to replace XTS model radios that are approaching end of life (2018)
Texting & Video Efficiency Team	Work in collaboration with MCSO and other Marion County PSAPs to review the impact of texting to 911 and meet deadlines and guidelines of the FCC for this service

2014 SPECIAL PROJECTS

Special Projects
Efficiency Team for texting and video calls in 2014.
Full implementation of SafeTown online interactive tool.

Public Safety Communications

FAQ's

- 3,000,000 Emergency Telephone Call Processed
- The PSC provides the public safety radio network and public service radio network to over 92 agencies including police, fire, EMS, ACC, DPW, IndyGo, all utility companies, Eli Lilly, Butler University, and Roche Diagnostics.
- The PSC radio system is a Motorola P25 digital trunked multi-cast system.
- Radio coverage is established by 11 antennae sites through Marion County.
- The radio systems annually have over 18 million push-to-talks (PTT) which is over 57,000 hours of talk time per year.
- The technology and connectivity for 6 Public Safety Answering Points (PSAP) is provided by PSC. These include the primary Marion County PSAP, the Backup Marion County PSAP, the City of Lawrence PSAP, the Town of Speedway PSAP, the Airport PSAP, and the Hendricks County PSAP.
- PSC maintains and supports over 100 Computer Aided Dispatch (CAD) consoles spread across the 6 PSAP which track resources, recommends responses, and transfers the call information into the records management systems (RMS).
- 1.84 million Police incidents and 187,000 fire/EMS incidents are documented each year in records management systems.
- PSC provides and maintains the fire house alerting system (FHAS) to the 68 fire stations in Marion County and 13 fire stations in Hendricks County.
- Maintains a county-wide paging network that is coupled with the radio antennae to provide CAD integrated pages to over 12,000 pagers and smart phones.



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ANIMAL CARE & CONTROL

MISSION

Indianapolis Animal Care and Control (ACC) works in partnership with the community to promote and protect the health, safety, and welfare of the people and the pets in Marion County.

STRUCTURE

Comprised of three sections:

1. Administration
2. Kennel Operations
3. Enforcement

Operations

FUNDING

Fund	Budget
Consolidated County Fund	\$4,615,001

STAFFING

Full Time Equivalents	
Administrative	12
Kennel Staff	21
Enforcement Staff	20

*as of 12/5/13 Staff is short 2 FTEs in kennel

2014 GOALS AND MEASURES

2014 Goals	Measure
Increase number of adopted animals	<ul style="list-style-type: none"> • In an effort to increase IACC's live-save rate we want to increase the number of animals that are adopted at IACC. • Increased adoption numbers



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<p>Explore the possibility of an IACC diversion program</p>	<ul style="list-style-type: none"> • Work with the City Prosecutor's Office and Courts to implement a diversion program, which would give citizens the option to attend animal education classes at IACC in exchange for dismissal of animal charges. • Potential ordinance changes • Development of proposal and vetting through proper channels.
<p>Replace Aging ACC Fleet Vehicles</p>	<p>Replacement of at least 5 IACC vehicles in 2014</p>
<p>Explore the possibility of reimplementing a dog/cat license in the City of Indianapolis</p>	<ul style="list-style-type: none"> • Produce a proposal for instituting a licensing structure for dogs/cats in the City of Indianapolis. The license fees would support the program and provide additional revenue for IACC. • Council Approval
<p>Begin in-house cat neuters</p>	<ul style="list-style-type: none"> • Utilize the new IACC veterinarian and bring some of this work in-house with funding received from a large grant, which contains money to support in-house cat neuters.
<p>Participate in a regional mega adoption event</p>	<ul style="list-style-type: none"> • IACC is working to partner with regional partners to successfully execute a mega adoption event. The goal of the event is adopt 500 animals in two days.
<p>Improve the structure of the IACC volunteer program.</p>	<ul style="list-style-type: none"> • Develop specific job descriptions for volunteer duties, provide more specialized training, and allow volunteers to sign-up for specific duties
<p>Increase social media fan base</p>	<ul style="list-style-type: none"> • Through additional focus and working with the Chief Communications Officer, increase the number of people reached by IACC social media (Twitter/Facebook) • Increased number of citizens who "follow" IACC social media sites.



DEPARTMENT OF PUBLIC SAFETY

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<p>Explore the possibility of implementing a Reserve Officer program at IACC</p>	<ul style="list-style-type: none"> • In an effort to decrease run response times, reduce overtime, and train new officers, IACC will draft a proposal for a Reserve Officer program. • The ASCFME Union has pledged support for the concept. • Development of proposal.
<p>Continue exploring the feasibility of a new shelter</p>	<ul style="list-style-type: none"> • IACC has begun the process of proposing a new shelter through a needs assessment and support from the Friends of IACC Foundation. • Would address the welfare of the animals in the City of Indianapolis.

2014 SPECIAL PROJECTS

Special Projects
<ul style="list-style-type: none"> • Examine feasibility of new shelter facility • DOJ – Spanish Translation of forms

Animal Care and Control (ACC) FAQ's
<ul style="list-style-type: none"> • Animal Control Officer Service Calls: 28,465 • Animal Intake: 15,614 • Save Rate: 56% • Adoptions: 1,982 • Animals sent to rescue partners: 5,174 • Volunteer Hours: 20,144 • ACC regularly houses between 500 and 650 animals • ACC must take all animals



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CITIZEN'S POLICE COMPLAINT OFFICE

MISSION

The mission of the Citizens' Police Complaint Office is to ensure and provide a public, impartial citizen-controlled process for reviewing allegations of misconduct, which involve members of the Indianapolis Metropolitan Police Department.

STRUCTURE

The Citizen's Police Complaint Office (CPCO) provides support to aggrieved citizens who alleged misconduct of IMPD sworn personnel. The CPCO was created by Section 251-131 of the Revised Municipal Code.

FUNDING

Fund	Budget
Consolidated County Fund	\$ 160,253.00

STAFFING

Full Time Equivalents	
Citizen Police Complaint Office	3

Citizens Police Complaint Office Goals & Measures

CPCO GOALS 2014	MEASURE
* Training and Implementation of new CAD system	Complete by May 2014
* Training and Implementation of new RMS system	Complete by May 2014
* Assist with Implementation of New System of Record and Discipline process – IA Pro and Matrix	Complete by May 2014
* Monitor and assist in obtaining CPCB member Training – Classroom and Ride-A-Longs to Include Training on new Matrix and	Classroom Training to be completed by July 2014 Ride-A-Longs Ongoing
* CPCO and CPCB Members reconnect with NACOLE for Best Practices and Review Training <i>NACOLE = National Association of Citizen Oversight of Law Enforcement</i>	Attend 2014 NACOLE Conference if funding available October 2014 –On-Going
*Determine Feasibility of purchasing BWV for IMPD Field Test Unit Identification and Trial Limits	Complete by August 2014



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2014 SPECIAL PROJECTS

Special Projects

- Assist in developing a more effective discipline process >> Discipline Process Review Team has completed the new matrix and new system. Implementation will be the next hurdle. – CPCO Executive Director will assist with implementation.
- Assisted Limited English Proficiency Team /DOJ>> CPCO will produce all their forms and notifications in Spanish.
- CPCO is helping IEMS/Wishard develop a complaint process
- Citizens Police Complaint Board is currently two members short; positions have been vacant for a year awaiting City County Council approval of recommendations.
- Director will send a note to Maggie Lewis, Council President, with a reminder that we are short two on CPCO, two on PSC Advisory Board, one on PSB and one on ACC Advisory Board. >> Letter sent December 2013. >> As of Jan 14, 2014, Robin Kimp and Kevin Munoz names will be heard at the Jan 27th City County Council meeting.



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MAYOR'S OFFICE OF RE-ENTRY

MISSION

The mission of the Indianapolis Mayor's Office of Re-entry, and the Department of Public Safety, is to develop collaborative partnerships among government, businesses, faith-based organizations, and community members to leverage resources, to ensure sustainability by enhancing crime prevention strategies, and evaluating outcomes based on data collection and quality of life enhancement, for ex-offenders, and the community.

STRUCTURE

The Re-entry Office is composed of the Director of Re-entry only, there are no other individuals assigned to the Re-entry Office as a staff person. With the database service tracking program being developed, a request is submitted to have a data management personnel employed. This person will need to be part of the Office of Re-entry.

FUNDING

There is no budget directed to the Re-entry Office at present. A budget request is being submitted as listed for FY2014:

Personnel

- | | |
|--------------------------------------|----------|
| • Re-entry/Data Management Personnel | \$60,000 |
| • Starting Over Director | \$40,000 |

Fringe Benefits (assume 30% of salary)

- | | |
|-------------------------------|----------|
| • Database Manager/Programmer | \$18,000 |
| • Starting Over Director | \$12,000 |

Training Program

- | | |
|---|----------|
| • Trainer/consultant fees | \$18,000 |
| • Materials for training | \$2,500 |
| • Professional Development funds for External Training opp. | \$7,000 |

Local Travel

- | | |
|--|----------|
| • Mileage/Transportation Reimbursement for staff | \$12,000 |
|--|----------|

Community Outreach Events

\$3,400

Supplies, Materials

\$4,000

TOTAL= \$178,000



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Goals	Measures
Re-entry providers actually providing effective services with measurable positive outcome and not just "effort"	Outcomes will be measured in the Client Service Tracker record.
Ex-offenders receiving effective services to help them successfully reenter society. Jobs, housing, skill training, mentoring programs, and life skills.	On-going. Will be tracked in the Client Service Tracker record.
More clearly define the Department of Public Safety's role in the Re-entry program. This will help fabricate the community and governmental resources around the re-entry programs.	Continue to engage in sister DPS agency's efforts to include re-entry in crime prevention efforts.
Employment opportunities will be made more available for ex-offenders that have received instructions through an organized system. Assist in eliminating barriers that exist between communities, inter-governmental agencies, ex-offenders, and families.	Continue to engage and connect re-entry services providers and ministries with ex-offenders in the community.
Needs to be a decision point on the database-End of first Quarter, 2014.	<ul style="list-style-type: none"> • Currently working with IFD to ensure database is up and functional. Two of our designated sites have begun to incorporate their data into our system. • Andy Fogle, MCPO, will assist Dr. Jenkins with the database project.

2014 SPECIAL PROJECTS

Special Projects
First Day In: Ensure video is being shown at Marion County Jail and other correctional facilities.
Client Service Tracker: A database of re-entry and information from <u>Probation</u> , <u>Parole</u> , <u>DOC</u> and <u>Service Providers</u> to include reports on which ex-offenders have received, with available services to help meet some of their needs. The pilot test for this system will begin at end of 1 st Quarter 2014.
Pro-bono Legal Service: Examine the feasibility of establishing pro-bono legal service for re-entrants. Dr. Jenkins will be meeting with Andy Fogle and other Bar Associations lawyers to establish a way to do this pro-bono work.