Commission on Accreditation for
Law Enforcement Agencies, Inc.
13575 Heathcote Boulevard
Suite 320
Gainesville, Virginia 20155

Phone: (703) 352-4225
Fax: (703) 890-3126
E-mail: calea@calea.org
Website: www.calea.org

May 25, 2017

Mr. Mark Lightner
Chief of Police
Huber Heights Public Safety Communications Center
6121 Taylorsville Road
Huber Heights, OH 45424

Dear Chief Lightner:

CALEA Accreditation represents a commitment to professional excellence. The work of your organization toward attaining this internationally recognized credential is indicative of sound leadership, as well as practitioner support of adherence to standards.

The report accompanying this transmittal is provided only to the chief executive officer and represents observations and findings from the most recent standards-based review of the organization. It is important to review this document in its entirety with specific attention to any matter indicating compliance concerns, required policy/practice adjustments, or outcomes not reflective of the intent of standards. The Commission will use this document as the primary resource in considering your organization for accreditation. To that end, you or a qualified representative(s) should be prepared to address information contained in this report and respond to inquiries by Commissioners

The Huber Heights Police Division Communications Center is scheduled for a Review Committee Hearing at the next Commission Conference in Providence, Rhode Island on July 29, 2017. While the Commission does not require your attendance at this hearing, your participation helps ensure a comprehensive understanding of issues impacting your agency's candidacy. An Awards Banquet for successful organizations will occur in the evening following the Review Committee Hearing.

CALEA is _The Gold Standard for Public Safety Agencies_ and we are honored to have your organization participate in this highly regarded process.

Sincerely,

W. Craig Hartley, Jr.
Executive Director

Huber Heights (Ohio) Public Safety Communications Center

Assessment Report

2017

Huber Heights Communications
Assessment Report
February 2017

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A.   Agency name, CEO and AM

Huber Heights Public Safety Communications Center (HHPDC)
6121 Taylorsville Road
Huber Heights, Ohio 45424
937-237-5850

Mark Lightner, Chief of Police
Ms. Kristi Warden, Accreditation Manager

B.   Dates of the On-Site Assessment

February 12, 2017 - February 14, 2017

C.   Assessment Team:

1.   Team Leader: SUSAN E. WALES
                        1530 Airport Road
                        Salisbury, NC 28147
                        Salisbury Police Department (Retired)
                        (704) 637-1390
                        sewales@gmail.com

D.   CALEA Program Manager and Type of On-site:

Daniel Shaw, Regional Program Manager, Great Lakes
Third reaccreditation – A size agency 14 actual personnel (14 authorized personnel).
Power DMS Version 2.7. Multiple Programs Crosswalk

E.   Community and Agency Profile:

Community profile:
Prior to becoming incorporated as the City of Huber Heights, the community was named Wayne Township. Wayne Township was named in honor of Major General Anthony Wayne. He was named commander-in-chief of the United States Army in April of 1792 by George Washington. The start of the most major transformation to hit the township since its original founding occurred in 1956. In that year, Charles H. Huber started the first privately owned utility company in Ohio and launched the construction of his first plat of brick, single-family homes. Over the period 1956-1992, Huber Homes built a total of 10,707 single-family homes and 2,258 multi-family units in the community. The late 1950s also saw the construction of Interstate 70 through the northern section of the township, an event which would also have a major impact on the future development of the community. As Huber Homes continued its building activities over the years, the population of the township began to grow significantly for the first time since its inception. By 1960, the township's population had risen dramatically to 12,022 persons and by 1970 this figure leaped to nearly 28,000. Today, the population is over 38,000. Huber Heights is the largest northern suburb in the Dayton/Montgomery County area covering land in Montgomery, Miami and Greene Counties. Huber Heights is located in

Southwestern Ohio 70 miles west of Columbus and 60 miles north of Cincinnati and covers 44 Square Miles.

Huber Heights became a Home Rule Charter City on January 1, 1981, and functions in a modified Council-Manager form. The City Council is comprised of nine members including the Mayor, who is elected separately at large for non-administrative purposes. Six Council members are elected from six districts of the City, plus two elected at large. The City Manager, who serves as the chief administrative officer, is appointed by a majority of the City Council and serves at the pleasure of the Council. The Manager has responsibility for the appointment or dismissal of all Department and Division Heads with approval of City Council, except the City Attorney, and for managing the services and the business affairs for the City.

Agency profile:
The Communications Center is a Section within the Police Division. The Police Division is currently organized into three primary Sections. The Support Section includes Communications, Records and Clerical.

There are 14 Communications Officers who staff the 911 Public Safety Communications Center. The current organizational structure places the overall administration of the Communications Center under the Communications/Records Manager. Each patrol shift has a Sergeant assigned who serves as the shift commander, including the day-to-day supervision of the Communications Officers.

The Communications Center is housed in the Police Division building. The Communications and Records Center underwent a complete physical and technological renovation in 2002 bringing operations to the front of technology. Yet another technological update was completed in 2016.

The total operating budgets for the Public Safety Communications Center covering personnel, operations, equipment and other allocated expenses for FY2014 was $1.204M, FY2015 was $1.243M and FY2016 was $1.219M. Communications is funded by two tax revenue sources: the General Fund subsidy and a special Public Safety income tax.

In October 2009, Butler Township and Montgomery County formed a partnership with Huber Heights to provide all PSAP and public safety communications services. This partnership was formed around the true spirit of regionalism, as both entities share resources to enhance the delivery of services to their respective communities. Butler Township was previously serviced by Montgomery County Regional Dispatch and sought out this partnership to reduce cost and have more involvement in the communications services. In October 2011, the City of Riverside and Montgomery County also formed a partnership with Huber Heights to provide all PSAP and public safety communications services. Riverside was previously serviced by Montgomery County Regional Dispatch. The service population of the PSAP is 85,000 and the PSAP averages 80,000 calls for service per year.

Demographics:

The demographic composition of the service area and agency are represented in the following table.

Demographics Report

	Service Population		Available Workforce		Current Employees		Current Female Employees		Prior Assessment Employees		Prior Assessment Female Employees	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	29684	78	16359	81	13	93	11	79	14	100	13	93
African-American	4891	13	2441	12	1	7	1	7	0	0	0	0
Hispanic	1178	3	492	2	0	0	0	0	0	0	0	0
Other	2351	6	951	5	0	0	0	0		0	0	0
Total	38104	100	20243	100	14	100	12	86	14	100	13	93

HHPDC has 95% Caucasian employees with regards to 78% in the available workforce. There are 7% of African-American employees compared to 13% in the available workforce. HHPDC has no Hispanic employees compared to 2% in the available workforce. Caucasian females make up 79% and 7% African American females. A Recruitment Plan is in place with goals of employing qualified men and women in proportion to their available workforce; however, since Chief Lightner was appointed in 2014, there were only three hires and the Center is fully staffed.

Future issues

With the enhancement and improvement of technology and operations comes additional maintenance and training. In order to accomplish these objectives, HHPDC has identified that additional positions/personnel are needed. The support from the IT Department is critical to the Communications Center and additional staff is needed to maintain the level of support the new technological advances require. The Communications Center is the only area within the Police Division that does not have an authorized position of First Line Supervisor. The newly proposed position will be critical to maintain the excellent service HHPDC provides and to alleviate some of the personnel related tasks currently done by the Communications Manager.

CEO biography

Chief Mark Lightner was appointed Chief in May of 2014. He was hired by the Huber Heights Police Division in January of 1992 after working for over five years with the St. Paris, Bellbrook, and Xenia Police Departments. As Chief, he oversees the day to day operations of the Police Division and also serves as the Director of Public Services, which oversees the Zoning Division.

Chief Lightner initially served as a patrol officer prior to being promoted to Sergeant in 2000. He was instrumental in the development of the Bike Patrol Program, which is still widely used today. In 2005, Chief Lightner was promoted to Lieutenant. He has served as the Administrative, Patrol, and Investigative Lieutenant. Duties included being responsible for Internal Affairs as well as Division Training.

Chief Lightner is a graduate of the Police Executive Leadership College.

F.   Public Information Activities:
Public notice and input are corner stones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

   a. Telephone Contacts

   The Public Call-In Session was held from 1:00 p.m. – 3:00 p.m. on Tuesday, April 7, 2015. No calls were received by the Assessors.

   b. Correspondence

   There was no media interest received by the Assessors.

   c. Public Information Material

   The public notices were posted in the main lobby of the police building, throughout the police building, in City Hall, provided to the local news media and posted on HHPD Web Site and Face Book page.

   d. Community Outreach Contacts

   The Team Leader had opportunity to talk with many of the employees during the on-site assessment as well as conduct sit-a-longs. All employees encountered were knowledgeable of their responsibilities and duties, professional in the performance of their duties and obviously proud to be employees of HHPC.

   Team Leader Wales spoke Katie Knisely, Personnel Director, Mark Ashworth, Huber Heights Fire Chief, Lt. Guthrie, Butler Police and Deborah Wiley, Communications/Records Manager. Conversations consisted of working relationship with HHPDC as well as specifics regarding to the duties of the personnel with HHPDC. All comments were positive and those interviewed spoke highly of the professionalism of Communications Officers and commended them on their excellent dispatching.

G.   Essential Services

1.   Organization, Direction and Supervision

Organization, direction and supervision are covered in the multiple standards crosswalk.

The State of Ohio has a legislated public records law which details what records are public and how they are to be released. Communications Officers know that the majority of records are considered public and there is no expectation of privacy regarding records they create, edit, process or handle. Mail and correspondence received or sent from the Communications Center is limited to official business only. Telephones and fax machines are to be used primarily for business or official use; however, limited use for necessary personal calls is acceptable. Regarding HHPD-owned property, there is no expectation of privacy by the user or assigned person. This includes computers, electronic devices, phones, mail and correspondence, fax machines, storage areas, lockers, desks etc. At any time HHPD equipment can be inspected or recalled at the direction of the Chief of Police.

Goals and objectives are established annually for each Section of the Police Division. During the course of the year, the Section Commanders actively seek input, comments and suggestions from their subordinates, which is are used to formulate the annual goals and objectives. Performance measurements consist of measurable events or accomplishments that are instrumental in the achievement of the goals. An annual evaluation of progress made toward the attainment of goals and objectives is conducted.

Organizational Integrity
The HHPD Administrative Lieutenant handles all of the investigations against Communications personnel. All investigations are handled in accordance with HHPD policy and are included in the Multiple Enrollment Process.

Personnel Actions

	2014	2015	2016
Documented Verbal Warning	1	1	2
Written Warning	0	1	0
Written Reprimand	0	0	0
Suspension	0	0	0
Demotion	0	0	0
Resign In Lieu of Termination	0	0	0
Termination	0	0	0
Total	1	2	2

During the reaccreditation period, six complaints were filed of which one was unfounded. Four complaints resulted in a documented verbal warning (courtesy and unbecoming) and one resulted in a written warning (unsatisfactory performance).

Liability
Any incident that an employee is involved in where there may be a question of liability to HHPDC or Huber Heights City, a written report is submitted by the employee to the Communications/Records Manager who will forward a copy to the Chief of Police. The report is administratively reviewed to address any policy, training and/or discipline issues. Incidents requiring documentation and notification include, but are not limited to, those in which the employee performed in a manner that created an increased likelihood of death or injuries or a significant loss of property.

Liability Reports

	2014	2015	2016
Number Reported	1	1	1
Training Deficiencies	0	0	0
Failure of Policy	0	0	0
Inattention to Detail	1	0	0
Other	0	1	1

Annually, the Communications/Records Manager conduct and document an analysis of the reports generated for liable incidents, as well as the process for collecting and utilizing data from those reports. This analysis is reviewed for training deficiencies, need for equipment upgrades or policy modifications. In 2014, a domestic violence in progress call was received in which the Communications Officer did not verify the complete address, thus dispatching police to the wrong address. In 2015, a Communications Officer took a call and advised Highway Patrol would be the responding agency. Rather than dispatching a medic, the Communications Officer advised that OHP would determine the need for a medic. In 2016, CAD, REDHAWK and LUCATION were malfunctioning and it took IT 11 hours to respond and fix the problem.

Performance Measures
The performance measurement program is under the control of the Communications/Records Manager. HHPDC measures and evaluates the processing and volume of emergency calls to indicate issues, trends, resource needs and training needs. At least quarterly, data is retrieved and evaluated from the 911 system to evaluate certain performance measurements. The data and elements include: 1) number of incoming 911 Emergency calls; 2) number of incoming non-emergency calls; 3) total outgoing calls; 4) total calls processed; 5) number of abandoned calls; 6) calls resulting in a dispatch; 7) answer time (number or percentage of calls answered in less than 15 seconds); and 8) processing time (number or percentage of calls answered less than 5 minutes sequentially down to less than 1 minute).

The performance goal for percentage of calls answered within 15 seconds is 90%
The performance goal for percentage of calls processed within a time limit include:
- Less than 1 minute – 35%.
- Less than 2 minutes – 55%.
- Less than 3 minutes – 65%.
- Less than 4 minutes – 75%.
- Less than 5 minutes – 85%.

Considering the dynamics of some phone calls, especially considering EMD protocols, a percentage difference of less than 5% of the performance goal does not require investigation if calls for service data and other factors show there is no significant source of the difference.

A written report is done by the Communications/Records Manager which includes the data retrieved, any issues with policy and/or training and will address remedial action, if necessary. The report is provided to the Chief of Police.

Performance Measures

	2014	2015	2016
Incoming Emergency Calls	31,080	37,324	30,586
Incoming Non-Emergency Calls	87,276	82,540	83,802
Outgoing Calls	33,941	36,500	32,927
Total	152,297	156,364	147,315
Calls Resulting in Dispatch	53,070	54,269	55,482
Average Abandonment Rate	1.46%	1.68%	1.46%
Average Processing Time	0.01:22	0.01:17	0.01:12

Even though the number of calls has increased, the average processing time has decreased from 0.200 in 2013 to 01:12 in 2016. HHPDC has set a goal to decrease the processing time to one minute.

Public Education
The Public Affairs Officer is responsible for performing the following functions of community involvement:

a. Developing community involvement policies for the agency.

    b. Publicizing agency objectives, problems, and successes as the Public Affairs Officer and also holds backup Public Information Officer responsibilities.

    c. Conveying information transmitted from citizens' organizations to the agency.

    d. Improving agency practices bearing on police community interaction.

    e. Identifying training needs through interviews with citizen representatives, consultations with Division personnel involved in internal investigations, and conferences with supervisors.

    f. Establishing community groups where they are needed.

It is the responsibility of all personnel to conduct operations to achieve community involvement objectives. Communications personnel conduct agency tours for Scout Troops and citizen groups, participate and teach at Police Citizen's Academies, Police Explorer Academies and participate in National Night Out. Two major programs involving HHPDC are The Endangered Lifesaver Program (HELP) and the Code Red Emergency Calling Telephone System.

Public Education

	2014	2015	2016
Survey Completed	0	0	137
Presentations Performed	25	70	75
Number of People Contacted (Tours, etc.)	12	20	25
Press Releases Initiated by Agency	28	32	34

The Public Affairs Sergeant serves as the Public Information Officer whose duties include assisting news personnel in covering routine news stories, and at the scenes of incidents, prepare and distribute department news releases, coordinating news conferences, coordinate and authorize the release of information about victims, witnesses, and suspects and develop procedures for the release of information when public service agencies are involved in a mutual effort. The Chief of Police is solely responsible for the coordination, authorization and release of information to the news media concerning confidential Division investigations and operations.

Risk Management program
The Department of Human Resources is fundamentally in charge of creating and administering the Risk Management Program for the City. The Chief of Police is responsible for seeing that Risk Management is in use within the Police Division, including the Communications Center.

The Command Staff of HHPD in regard to Risk management are to identify sources of risk and uncertainty that could impact operations and assess the range of possible

outcomes associated with a risk or uncertainty. The staff monitors risks and uncertainties within their respective areas of responsibility to ensure all activities and operations are appropriately controlled. Everyone at all levels is continuously aware and identifies any unnecessary risk or potential loss, and base decisions using the HHPD Principles of Risk Management described in Policy. If a loss occurs, Supervisors report the incident, maintain or obtain evidence and record pertinent information surrounding the loss. Identified risks are reported on a very detailed Risk Assessment Form the specific activity and how it affects the mission and goals and objectives, the risks associated with the activity and the potential loss exposure, the severity off the loss, the risk rating and risk control measures. Good documentation or completed reports was provided,

Annually, the Chief of Police directs a review and written report of issues and conditions that affect risk, worker's compensation and liability. The review consists of the Section Commanders conducting a Risk Assessment on a variety of identified functions, activities, and/or tasks within their respective areas of responsibility. The risk Assessment is conducted with the use of the HHPD Risk Assessment Form. .Any equipment, training, resource, or policy needs should be identified through the Risk Assessment that will reduce the Division's exposure to unnecessary risks or loss. During this reaccreditation period, Communications reported two risks. In 2015, Communications and Records Manager, Deborah Wiley, reported that the carpet on the floor panels was so worn that the Communications Officer's chairs got caught on the lip of the panels and the chairs could flip over. As a result the carpet was replaced. In 2016, Manager Wiley identified that Communications Officers move their treadmill around the center to be able to reach a three prong plug which puts the Communications Officers in danger of getting injured. The treadmill was safely placed in an area that Communications Officers could use it without having to move it.

This City provides adequate liability coverage for its employees. The insurance is scoped and bid by the Human Resource Department, and is responsible for acquiring and maintaining the insurance contract.

Human Resources, Recruitment, Selection, Promotion and Training
Classification Plans and Compensation, Benefits and Conditions of Work, Performance Evaluations, Grievances, Promotion, Recruitment and Selection and Disciplinary Procedures fall under the Human Resource Department and is covered by the Multiple Enrollment Process. Team Leader Wales interviewed Katie Knisely, Personnel Director regarding all HR topics and found HHPDC to be in compliance with the Classification and Salary Plans, Performance Evaluations, Grievance Procedure, Disciplinary System and Recruitment and Selection, Training Administration and Collective Bargaining.

Grievances

Grievances	2014	2015	2016
Number	0	0	2

In 2016, there were two grievances filed. One grievance was regarding time off. The time off was denied because a senior Communications Officer had requested the same time off.   The issue was added to the contract after a labor management meeting. The second grievance was for compensation time and was grieved to be added to the contract but was handled by HHPDC policy which stated that one person was permitted off any hour of the day.

HHPD recognizes that fatigue and tension caused by particularly critical situations may result in the need for removal from duty of the employee(s) involved. Removal from duty for stress management shall not be grounds for punishment, nor shall it be reflected in any employee's evaluation. Stress management may include but is not limited to: 1) informal meeting with a supervisor during which the removal from duty is explained to the employee and the employee's stress level evaluated for the employee's return to duty; 2) counseling through the Employee Assistance Program; 3) implementation of a critical incident stress debriefing in which all affected personnel may participate; 4) informal debriefings; and 5) assistance for employee's family members. The EAP provided by the City is sponsored through the Miami Valley Hospital's Employee Care program and is free to all employees and their household family members.

All employees and supervisors will receive training in stress recognition. This training may be provided by a representative of the EAP, a member of the City Human Resource Department or other qualified professional. The supervisor initiating an action to manage the stress effects of an employee will conduct a follow-up contact with the employee to determine if the employee needs to be removed from duty if they have not yet been, if the employee is ready for return to duty and/or if the employee is in need of additional referral services.

In June of 2016, there was a tragic fire in which there was a fatality of a child. CSID team held a debriefing for all HHPD members involved. Communications Officers handling the call attended the debriefing.

Training
A newly hired entry level Communications Officer is required to complete 60 evaluated days or 480 hours of field training by the Huber Heights Police Division. Training for newly hired Communications Officers, in addition to orientation, is accomplished prior to their assumption of performing job responsibilities independently which include but are not limited to, answering emergency calls and making dispatching decisions. All newly hired Communications Officers, regardless of previous experience, are required to complete the Huber Heights Public Safety Communications Center Training Program. This program includes classroom training conducted on employee orientation, General Orders review and other administrative activities. The training program also includes field training where the newly hired employee is assigned to a Communications Training Officer (CTO) to receive on the job experience.

During and subsequent to training, the Communications Training Manual, General Orders Manual, Police General Orders and the Fire Division Reference Manual are the primary references for procedures and protocols. The Communications Training Manual and Program are based upon recommended standards, established agency policy, and City policies and procedures. The curriculum is based on tasks of the most important and frequent assignments and topics outlined in the recommended standards. The majority of the training program is completed in a field training/on-the-job environment, while being closely monitored by a CTO. Typically, newly hired personnel will be assigned to an available CTO and will rotate to at least one additional CTO before completion of the training program. This rotation may include assignment to alternate shifts. A communications officer hired by lateral entry falls under the same requirements unless an early release from field training is authorized by the Chief of Police. In such a case of early release, a minimum of four weeks or 160 hours of field training must have been completed. Until the communications training program is successfully completed, newly hired personnel are not eligible for posted overtime and are not be counted in shift staffing levels.

New employees in training are evaluated daily by means of a Daily Observation Report (DOR) using evaluation techniques and guidelines designed to measure competency in the required skills, knowledge and abilities. A summary of evaluations is completed by the CTO coordinator at the end of each phase of the training program. Since a new employee is subject to a twelve month probationary period and may be terminated at any time during that period without appeal, in-depth guidelines are in place to assist the CTO in making recommendation for termination. The Communications/Records Manager and the CTO determine if termination is necessary.

All Communications Officers are required to complete an annual retraining program to include new procedures, technological improvements and legal updates. Formal training will be scheduled as soon as possible through an approved program. The Division will transmit information to employees through the use of roll call training to supplement, but not replace, in-service training. Roll Call training will be under the supervision of the respective Section Commander in order to relay current information in a timely manner.

Training

	2014	2015	2016
Hired	3	3	2
Released from Probation	0	0	0
Completed Training	2	3	2
Retained for Three Years or More	9	8	7
Average In-service Training Hours	16	22	20.5

Communications Training Officer candidate requirements include completely familiar with the operational policies and procedures of the Division, demonstrated adequate skill, knowledge and ability to perform the tasks that will be taught to the trainee and demonstrated a positive attitude toward the job, profession and Division, be enthusiastic, able to inspire confidence and able to motivate the trainee to seek the best possible results from the field training experience. Candidates will be selected for assignment as CTO's through the procedures set up Command Staff they feel most appropriate to judge the candidate. These may include interviews, practical exercises, written tests, etc. or simple assignment without assessment. Considerations when making a selection or assessment of a candidate for specialized assignment include length of service, special skills, general knowledge and experience, interest and attitude toward current assignment, performance evaluations, discipline and a review of comments from the employee's supervisor. Candidates will be evaluated and selected by the supervisory and command staff. Selected CTO Candidates will receive initial training in the approved field training program before performing any CTO duties. CTO's receive in-service refresher training during cycles of candidate selection conducted by the CTO Coordinator.

Operations, Critical Incidents, Special Operations, and Homeland Security (Chapters 6-7)

Quality Assurance
The Manager conducts various checks to analyze and document communications officer performance. These checks are conducted quarterly and may include:

a. Random monitoring of call handling via direct observation, telephone call monitoring, and review of master tape and computer-aided dispatch information.

b. Review of daily activity logs.

c. Review of completed Customer Satisfaction Surveys.

a. Review of Quality/Assurance reports of the Priority Dispatch EMD protocols.

The number of incidents or activities reviewed are adequate to obtain an effective review of all shifts and calls of various priority and nature, which will include at least two calls per employee during the review period. Communication officers may provide feedback on performance and quality checks. The reports created by the Communications Manager regarding quality control checks are distributed to senior command staff and affected personnel for training or performance improvement purposes.

Quality Assurance			
	2014	2015	2016
EMD QA Reviews	78	72	84

Protocol Compliance for EMD	100	100	100
Other QA Reviews	38	43	30
Protocol Compliance for Other	98.4	97.6	100

Protocol for compliance for EMD was 100% for all three years of this accreditation period and for other reviews was 98.4% in 2014, 97.6% in 2015 and 100% in 2016 (+1.6% from 2014). HHPDC has the QA built inside their recording system and are in the process of building the questions.

Confidentiality, Sensitivity of information
Communications Officers ensure that work areas are kept neat and organized at all times. All documents and materials are filed or disposed of appropriately by the end of each work shift, and those which are no longer needed and are of a confidential or sensitive nature are placed in the "To Be Shredded" Box". A contract with Confidential Material Destruction, INC., a confidential document destruction service, is maintained and removes the contents of the locked "Shred-It" box at least monthly. Confidential or sensitive materials include computer-aided dispatch information, information received via Criminal Justice Information System, LEADS information and documents containing incident, victim, witness, offender, or personnel information.

Call Handling Procedures
HHPDC operates in a 24/7 environment with emergency and non-emergency lines always available. Calls are answered by the call taker who enters it into CAD and is dispatched by either a Police or Fire/EMS dispatcher. A tour of the Communications Center showed that each Telecommunications Officer has immediate access to the following resources: Police Watch Commander; designated officer in charge (OIC) and fire department Battalion Chief; duty roster of police and fire personnel; home telephone numbers for all police and fire personnel; and, telephone numbers of key City personnel and department heads. HHPDC is equipped with maps detailing the city of Huber Heights service area, patrol beats and fire districts. The CAD system has visual status indicators identifying where and for how long a unit is on a call, contact numbers for external service (i.e. hazardous services, helicopter, towing services, foreign language specialists, etc.) Immediate access to is available for tactical dispatch plans that include procedures to be followed in directing resources and obtaining information on crimes in progress, fire or EMS incidents, hazardous materials plans and other emergency incidents through the CAD system and the Notification Book.

It is the responsibility of Communications personnel to promptly handle, and appropriately route, any misdirected emergency call(s) without unnecessary delay through a "live" transfer to the appropriate E911 PSAP and does not disconnect until the transfer has been completed and the receiving agency has accepted the misdirected call. If a 911 or emergency call is received, and nothing is said by the caller, it is initially

treated as a possible TDD call, with the appropriate TDD procedures followed. Upon receipt of a hang-up 911 the call-taker attempts recalls the phone number, confirming the address and telephone number, and verify what, if any, response is needed. ANI/ALI information is recorded to recall and obtain the original caller information. If no contact is made dispatch send appropriate units to the location. Calls received from children, elderly persons or those possibly suffering mental health issues are handled with special attention to detailed characteristics. Calls received from irrational, hysterical, intoxicated, incapacitated, or obscene callers are handled in a manner similar to other calls for service.

The CodeRED® Emergency Telephone Calling System is an extremely high-speed telephone communication service available for emergency notifications. CodeRED® employs a one-of-a-kind Internet mapping capability for geographic targeting of calls, coupled with a high speed telephone calling system capable of delivering customized pre-recorded emergency messages directly to homes and businesses at the rate of up to 60,000 calls per hour. The Communications Section played a big part in getting this program started as well as operating the system.

Emergency Medical Dispatch
All Communications Personnel are trained in the methods of Emergency Medical Dispatching and Fire Dispatching and are authorized to utilize the system and have access to the EMD and Fire Dispatching protocols which are immediately available to them for standardized questions and pre-arrival instructions. Fire Chief Mark Ashworth and Police Chief Mark Lightner developed the HHPDC Call Coding Program that includes standardized questions. Communications personnel explained the system to Team Leader Wales and expressed how well they like it. HHPDC automated emergency dispatching system they that reduces response times and frees up the Dispatcher to keep the caller on the line to get additional information or dispatch pre-arrival instructions. The system, a Locution Systems Inc. product receives information the Communications Officers enter into a program and automatically alerts multiple firehouses and units via both Internet and radio

Team Leader Wales observed Dispatchers Bailey, Blosser, Hunter and Rotterman giving first aid instructions for several types of calls as well as the use of Locution. During this three year period, Dispatcher Collins saved a victim with chest pains and Dispatcher Peck delivered a baby.

Amber Alert
Any factors which create an unusual circumstance or indicator that the missing person/child is critically missing or at risk shall be immediately relayed to the officer. The responding officer will provide pertinent information to Communications and request a broadcast to local and regional area agencies and NCIC if criteria is met. If identify of the child is not determined upon initial response, similar procedures investigations will be conducted to include media notification and use of the Code Red notification system. AMBER Alert will be activated if law enforcement confirms the missing child meets the

criteria. Only pre-designated police agencies may activate the AMBER alert. For the Huber Heights Police Division the designated person authorized to activate will be the shift supervisor, Investigative Section supervisor or any higher ranking supervisor. The shift supervisor activates the AMBER alert plan by notifying the Montgomery County Sheriff's Office Communications. After the Montgomery County Sheriff's Office has verified receipt of the information, they will activate the primary emergency broadcast system for the Dayton and surrounding Miami Valley area. A law enforcement review board will review all activations to help ensure accuracy and clarify procedural issues. Within two weeks, the investigating agency that activates the AMBER Alert should submit a follow up report to the review board.

Records Retention
HHPD retains and disposes of records in accordance with a records retention schedule approved pursuant to Ohio Revised Code.

Communication Systems
HHPDC uses Authority CAD from Civica CMI as its Computer Aided Dispatch. The CAD system assigns a unique control number, date and time, name and address of complainant, type of incident, location, units to be assigned, dispatch, arrival and back in service time and disposition. A status screen indicates the status of all on-duty police units and all dispatched fire units. The GPS status monitor lists active police units by displaying an image in color-coded status on an overview map of the City.

HHPDC 24-hour, toll free telephone and TDD access for emergency calls for service through the implementation of a comprehensive E911 emergency telephone system. The Enhanced 911 System provides a single emergency number for use throughout the Center's service area. In addition to the four 911 trunk lines, four seven digit trunk lines provide for 911 lines to rollover if all are tied up. In the event all four seven digit trunk lines are busy or go unanswered within a set time frame, the 911 calls forward to the City of Vandalia, then the City of Englewood. Each station of the Communications Center has access to receive TDD/TTY calls through the Power 911 phone system. Initial training for use of the Power 911 system is provided in the field training program by both demonstrative instruction and written instructions. Communications personnel review the Power 911 Training Manual regarding TDD/TTY call taking at least once every six months in roll call training. At least monthly, testing of the TDD/TTY is conducted and documented on the Operational Readiness Equipment Checklist.

The Motorola Gold Elite II radio console system has an automatic playback system capable of immediately re-playing all radio and phone conversations at each dispatch station. Dispatchers can immediately retrieve and playback radio and telephone traffic within the last 24 hours. The Dynamic Instruments system immediately records all primary and emergency radio traffic and all telephone conversations from each dispatch station which are retained for 90 days. The Dynamic Instruments system is a digital recording device that requires no tapes or storage of recording media. The device has redundant hard drives and an archive system for a third back-up. Only authorized

personnel with proper security clearance and passwords into the system can retrieve recorded radio and telephone traffic. Procedures are in place for requesting recordings.

HHPDC provides for 24-hour, two way radio capability providing continuous communication between the Communications Center and field units on duty. In order to provide proper coordination and deployment of forces in times of emergency, HHPDC Communications Center, fixed mobile, and portable radio transceivers are equipped with multi-channel capability. HHPDC is also be capable of operation on joint public safety frequencies, to include fire and ambulance services. HHPDC has an Interjurisdictional Radio (Inter-City) System and Intercity Radio (Ohio Plan Mutual Aid Frequency). HHPDC has a plan for radio interoperability which is structured on a uniform radio system shared throughout Montgomery County making it possible for interoperability for all police, fire, EMS and other city services to communicate. The Communications Officer handling the dispatched incident is responsible for monitoring and assigning LE or OPS talk groups for interoperability. At least annually, the interoperability of the radio equipment is tested and documented in an inspection report. Department radios, are used in accordance with F.C.C. procedures and requirements.

HHPD has a variety of computer systems that facilitate normal day-to-day operations. Any computer system, P.C. system, portable device, or any other information holding device used for management of information issued is subject to inspection, maintenance and removal at any time. All computer and other programs are properly licensed and used according to copyright laws.

Alarm monitoring
HHPDC does not monitor outside alarms.

Facilities/Infrastructure
The security of the Communications area is accomplished through a variety of measures. Access to the area is limited to one key-controlled doorway located within the secure non-public area of the police facility. There is an emergency egress doorway located to the front that can only be opened from within the area giving direct access to an exit from the building. The entire area is outlined in double cinderblock. Any outside wall or window offers ballistic resistance. Key access is accomplished through use of an electronic fob. Access can be controlled and tracked through the fob system. There are two service windows each with ballistic resistance for citizen contact from records and communications personnel. Only Sergeants, on-duty OIC's, command staff, MIS personnel, Records personnel, and those previously authorized by the Chief of Police may enter communications.

In the event the Communications center becomes inoperable, or must be vacated, Operations can be moved to the designated alternative sites as listed in the In the event the 911 system becomes inoperable, AT&T shall be immediately notified so all incoming 911 calls are transferred to the appropriate designated backup PSAP. This

is accomplished first by activation of the automatic transfer box, then confirmed by alternate phone contact with the PSAP and the phone company. In the event the regular telephone system becomes inoperable, calls can be received on the primary lines on the analog phone located at the second dispatch station. In the event the radio system becomes inoperable, Communications Officers shall switch to the back-up radio system located at their stations. In the event the CAD system becomes inoperable, Communications Officers shall record call for service data on blank dispatch cards so the data can be entered when the CAD system returns to normal operation. All transmission equipment under the control of the HHPD is located within a secured room within the Communications/Records area. The transmission system outside the Police Division is controlled by the Montgomery County Sheriff's Office (MCSO). The external towers maintained by MCSO are fenced and alarmed. Annually, employees of the Communications Center conduct training of all back up procedures in the *Communications Center Emergency Protocol* manual to include the evacuation

The emergency generator provides an alternate source of power to the entire police facility including the Communications Center which is sufficient to ensure continued operation of all emergency equipment to sustain normal operations of HHPDC. In addition to the generator, all emergency equipment in the Communications Center is protected by an Uninterruptible Power Supply in the event the generator does not immediately kick on. The generator system is tested at least monthly and documented as such by putting a load on the system to activate it. This test is logged on the generator log sheet. There is annual preventative maintenance conducted on the generator by a qualified technician.

By its nature of set-up, the radio system used by the HHPDC has redundancy and back-up elements built in. The system itself is located in a secure location within the Montgomery County Building with several tower sites located throughout the County part of a redundant loop.

Emergency Operating Plan
If the 911 system should fail the agency follows clearly established guidelines and contacts one of six Dispatch Centers to redirect all 911 calls. In an extreme emergency or disaster which would require an evacuation the agency redirects all 911 lines to a designated PSAP, grabs their portable radios and emergency "go box" and relocates to a remote operations center. The agency has designated six separate neighboring agencies as remote locations. The agency has not had to evacuate during this reaccreditation period; however, in 2016, the 911 phone system went down and the emergency activation switch was flipped and calls were redirected to Englewood PD dispatch center and a dispatcher went to Englewood to handle Huber Heights calls. Training of the plan is conducted annually as well as review of the plan.

Special Events Plan
The Operations Patrol Branch Lieutenant or his / her designee shall be responsible to coordinate and assign officers for the coverage of a given special event. Depending on

the size of the event, a specific communications component may be required. If the need is determined, a communications officer will be assigned to provide services for the event. The Communications Center is the location where the assigned Communications Officer works, monitoring and facilitating all radio traffic at the event.

Tactical Dispatching
The Huber Heights Public Safety Communications Center does participate in tactical dispatching

H.   Standard Issues:
This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

The agency had no standard issues which was the same as the previous on-site.

J.   20 Percent Standards:
CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation. This section administratively clarifies these standards for the agency, assessors, and CALEA Commissioners.

The agency was in compliance with 83% of applicable other-than mandatory (O) standards.

K.   Future Performance / Review Issues

Not applicable to this agency.

L.   Table: Standards Summary:

	TOTAL
Mandatory (M) Compliance	169
(M) Standard Issues	0
Waiver	0
Other-Than-Mandatory Compliance	24
(O) Elect 20%	5
Not Applicable	14
TOTAL	212

M.   Summary:

The Huber Heights Public Safety Communications Center was the first Communications Center to receive CALEA accreditation in the State of Ohio. In addition, that made

Huber Heights the first and only agency to have both law enforcement and communications accreditation. Since then, many other agencies in Ohio have followed the example of excellence set by HHPDC and have sought for and attained Communications Accreditation.

In 2016, the Communications Center underwent a complete technological upgrade to include Intrado 911 Next Gen Phone System, MARCS MCC 7500 IP Dispatch Consoles and Radio System, and Revcord Revolutionizing Recording Voice Recording System. In November 2016, the agency also got a much larger server to make the system more efficient and hold a substantial amount of data.

Employees are very professional and perform their duties with compassion and live up to their mission statement, code of conduct and goals and objectives. Through interviews and observations, it was obvious that members respect Chief Lightner, their agency and their community.

Team Leader reviewed all standards and found HHPDC to be in compliance with agency practices and CALEA standards.

Susan E. Wales

Susan E. Wales
Team Leader