

# COMMUNICATIONS ACCREDITATION

## Athens-Clarke County (GA) Police Department

### *Agency*

Athens-Clarke County (GA) Police  
Department  
3035 Lexington Road  
Athens, GA 30605

### *Chief Executive Officer*

Chief of Police  
Cleveland Spruill, Sr.

### *Methodology Overview*

CALEA serves as the premier credentialing association for public safety agencies and provides accreditation services for law enforcement organizations, public safety communication centers, public safety training academies, and campus security agencies. The standards are promulgated by a board of 21 commissioners, representing a full spectrum of public safety leadership. The assessment process includes extensive self-assessment, annual remote web-based assessments, and quadrennial site-based assessments. Additionally candidate agencies are presented to the Commission for final consideration and credentialing.

CALEA Accreditation is a voluntary process and participating public safety agencies, by involvement, have demonstrated a commitment to professionalism. The program is intended to enhance organization service capacities and effectiveness, serve as a tool for policy decisions and management, promote transparency and community trust, and establish a platform for continuous review.

CALEA Accreditation is the Gold Standard for Public Safety Agencies and represents a commitment to excellence.



### *Communications Accreditation*

CALEA standards reflect the current thinking and experience of Communications practitioners and researchers. Major Communications associations, leading educational and training institutions, governmental agencies, as well as Communications executives internationally, acknowledge CALEA's Standards for Law Enforcement Agencies© and its Accreditation Programs as benchmarks for professional law enforcement agencies.

#### **CALEA's Founding Organizations:**

- **International Association of Chiefs of Police (IACP)**
- **Police Executive ResearchForum (PERF)**
- **National Sheriffs Association (NSA)**
- **National Organization of Black Law Enforcement Executives (NOBLE)**

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## EXECUTIVE SUMMARY

### *Overview:*

The Athens-Clarke County (GA) Police Department is currently commanded by Cleveland Spruill, Sr.. The agency participated in a remote assessment(s), as well as site-based assessment activities as components of the accreditation process. The executive summary serves as a synopsis of key findings, with greater details found in the body of the report.

### *Compliance Service Review:*

CALEA Compliance Services Member(s) N/A remotely reviewed 43 standards for the agency on 8/27/2017 using Communications Manual 2.27. These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

CALEA Compliance Services Member(s) Rob Sofie remotely reviewed 40 standards for the agency on 8/6/2018 using Communications Manual 2.27. These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

CALEA Compliance Services Member(s) Philip K. Potter remotely reviewed 34 standards for the agency on 8/7/2019 using Communications Manual 2.27. These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

CALEA Compliance Services Member(s) Dorris Certain remotely reviewed 33 standards for the agency on 2/14/2020 using Communications Manual 2.27. These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

- 6.4.2 – Evacuation Plan – ISSUE: - Bullet C requires the Evacuation Plan to include the requirement that the agency conduct an annual training exercise or provide documentation of an actual event. The Evacuation Plan provided as documentation states that evacuation training will occur triennially. It should be noted that annual training was being done and proofs were provided for each year. AGENCY ACTION NEEDED: It is suggested the agency revised the existing Plan to meet the standard requirements. AGENCY ACTION TAKEN: The agency revised wording in the Evacuation Plan to require annual evacuation training. It is recommended that this standard be reviewed again in future assessments to verify continued compliance.

### *Site-Based Assessment Review:*

From 5/11/2020 to 5/12/2020, Jo-Anne Munroe visited the agency following a consultation with the chief executive officer regarding critical issues impacting the organization since the last assessment. These issues were identified as:

- Work Load Changes - All parties involved in these changes are working as a team to move forward with the changes. National EMS advised they have monthly meetings with the staff from Central Communications, they collaborate on policies, have a great working relationship and any operational issues they are easy to work with. The assessment team believes that all of these changes are in the best interest of the community and that all parties will work together to ensure this occurs.
- Staffing - Any manager in 911 recognizes that retention rates in a dispatch center are a major issue they face. The reversal on the part of Athens-Clarke County Central Communications is commendable. Also, it should be noted that the division continues to strive to hire the appropriate number of staff to provide quality service to the community and they are constantly looking for various technology software that can support their needs.
- Call Processing Times - The agency is diligently evaluating their call processing times and are trying to increase staffing to meet industry recommended best practices. It must be realized that even if additional staff is hired, the training process involved for a telecommunicator averages one year before they can be considered a fully released telecommunicator. With this in mind the agency over the next year probably will not see much change in their call

processing times.

During the Site-Based Assessment Review, the assessment team conducted 14 interviews regarding the topical areas previously defined. The interviews were with agency members and members of the community. The approach not only further confirmed standards adherence, but also considered effectiveness measures, process management and intended outcomes.

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## CHIEF EXECUTIVE OFFICER PROFILE

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### *Cleveland Spruill, Sr.*

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Cleveland Lee Spruill Sr. was appointed Chief of the Athens-Clarke County Police Department on February 4, 2019. Prior to his appointment in Athens-Clarke County, Chief Spruill served as the Huntersville, North Carolina chief of police. Between May 2014 and January 2019, he led the 111 member (102 sworn and 9 civilian) Huntersville Police Department, in a town encompassing an area of 62 square miles, with a population of 60,000 and an annual police budget exceeding \$12.8 million.

Before becoming the Huntersville chief, Spruill served on the Alexandria, Virginia Police Department for nearly 27 years. This included more than 17 years of command level experience, with assignments in each of the major bureaus. In his final assignment with the Alexandria Police, Cleveland served as the Executive Deputy Chief, managing more than 320 sworn and 105 civilian employees, with an annual police budget that exceeded \$57 million and serving a population of more than 150,000. Spruill retired from the Alexandria Police Department in 2014 to become the Chief in Huntersville.

Spruill was born in Queens, New York, in 1964 and relocated with his family to Richmond, Virginia in 1978. After graduating from high school, he enlisted in the U.S. Army where he was assigned to the prestigious 3rd U.S. Infantry Battalion at Ft. Myer, Virginia. He was honorably discharged in 1986 and the following year joined the Alexandria Police Department.

Chief Spruill is a graduate of the 217th Session of the FBI National Academy for Law Enforcement Executives in 2004, and of the University of Richmond Robins School of Business Professional Executive Leadership School in 2002. In 2012 he completed the Police Executive Research Forum's Senior Management Institute for Police. Chief Spruill earned a Bachelor of Science degree and a Master's degree, both in Business Management from Johns Hopkins University in Baltimore, Maryland. Cleveland is a member of the Police Executive Research Forum, the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives and the Georgia Association of Chiefs of Police.

Throughout his nearly 32-year police career serving Alexandria, Huntersville and Athens-Clarke County, Chief Spruill has established a reputation as a reformer and change agent. He has demonstrated the ability to use tenets of 21st Century Policing along with intelligence-led strategies, to effectively use limited police resources to reduce crime and enhance quality of life, while at the same time, building trust and strengthening community relationships with law enforcement.

Cleveland has three adult children and two grandchildren. During his spare time, he enjoys participating in church youth mentoring programs and coaching youth football.

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## COMMUNITY PROFILE

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**Geography:** Athens-Clarke County, comprised of 125 square miles, is the smallest in land area of Georgia's 159 counties. It was the 25th county created in the state and is located approximately 65 miles NE of Atlanta.

**Population:** According to the 2010 census, Clarke County was the 14th most populous county in the state with 116,714. (In 2000, the census showed 101,489 people.) Current census figures estimate the 2016 population at 124,707.

**Government:** The Unified Government of Athens-Clarke County's Mission Statement: "Athens-Clarke County, an open and responsive government, facilitating a positive environment for individuals to obtain a high quality of life and local organizations to achieve success by providing innovative, high quality services and responsible stewardship of the community's resources, to benefit current and future generations." (Adopted November 4, 1997).

**Legislative:** The government is headed by an elected mayor and 10 elected commissioners from eight geographical districts and two super-districts covering districts 1-4 and 5-8. The Mayor and Commission's regular meeting is the first Tuesday of the month and an agenda setting session is held on the Thursday after the third Tuesday of the month, both at 7:00 p.m. in City Hall. Both meetings are televised locally on ACTV, Cable Channel 7. The Mayor Commission hold other meetings as necessary.

**Executive:** The Unified Government of Athens-Clarke County's day to day operations are overseen by a manager appointed by the Mayor and Commission. There are 26 departments, divisions, and offices under the managerial group.

**Judicial:** Athens-Clarke County houses Magistrate, Juvenile, Municipal, Probate, State, and Superior Courts. Superior Court covers the Western Judicial Circuit, which also includes Oconee County.

**Transportation:** The Athens-Ben Epps Airport is used by private planes as well as the Georgia State Patrol Aviation Division, the Georgia Forestry Commission and the Transportation Safety Administration. Public transit locally is provided by the Athens Transit System, and a downtown bus station is served by Southeastern Stages.

**Education:** The Clarke County School District is a separate entity with nine elected members on the Board of Education and an appointed superintendent. The School District runs 13 elementary, four middle, and three high schools. Additionally, there are five private schools in the area. Athens-Clarke County is the home of the University of Georgia and Athens Area Technical College, as well as four other higher education institution extensions.

**History:** Read about the history of the City of Athens, Clarke County, Unification and the City of Winterville in our detailed history section at [www.athensclarkecounty.com](http://www.athensclarkecounty.com).

Looking for more specific information? Visit the federal government's USA Counties entry for Athens-Clarke County for detailed economic, socioeconomic and other reports.

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## AGENCY HISTORY

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While it may be difficult to imagine how police officers, firefighters and emergency medical responders ever functioned without radio communications, dispatching is still a relatively modern component of the public safety response. In the last 60 years, technological advances in communications have allowed first responders to perform their jobs more quickly, safely and effectively than ever imagined. Those same advances have also changed the face of the communications officers who work behind the scenes to provide the best quality of service possible to the community they serve.

The Athens-Clarke County Central Communications Division features state-of-the-art equipment and cutting edge technology that allows today's communications officers to pinpoint the position of a cellular phone user, track police officers on an interactive map system as they travel to calls for service, and relay the position of fire hydrants to firefighters with the touch of a radio button. Athens-Clarke County communication officers answer thousands of emergency calls a month, dispatch for five public safety operations and relay medical calls to the county's independent ambulance service. But despite all the bells and whistles that technology has provided, the goal of today's communication officers is the same as that of the City and County's first dispatchers in the early 1970s: Ensuring the safety of each police officer, firefighter and emergency medical responder who answers a citizen's call for help. Before the City of Athens and the Clarke County Government unified in 1991, the City of Athens Police Department, the Clarke County Police Department, the Clarke County Sheriff's Department and the Clarke County Fire Department each functioned as separate entities with different jurisdictions, responsibilities and, when radio dispatching became available, dispatch centers. The City of Athens Police Department hired the first dispatchers in the County in the late 1960s and early 1970s after the Department moved from its location on Pound Street to the Costa Building on East Washington Street in downtown Athens. The City of Athens Police Department dispatchers, while civilian, were under the command of the uniform division. They attended shift briefings daily and wore formal uniforms. Mavis Keyes, Stella Jackson, Nancy Allen, Ken Edwards, Alvin Gray, Hilda Spratlin and Lynette Nowell worked two-man shifts eight hours a day in a basement-level dispatch center that featured carpeted walls for soundproofing and tight quarters. These dispatchers answered all calls for police service within the city limits of Athens and forwarded all requests for sheriff, fire and ambulance services to the appropriate agencies.

The Clarke County Police Department (formed in 1974) also employed civilian dispatchers, who were under the command of the Department's uniform division, to address their communication needs.

Dispatchers Charlotte Good, Cathy Hammond, Dawn Gardner and Cathy Creuling worked 8-hour shifts from their base of operations on Hill Street, answering all calls for police service in the unincorporated area of the county and forwarding all requests for sheriff, fire and ambulance services to the appropriate agencies. As the Clarke County Police Department expanded and technologies advanced in the 1980s, however, the County dispatchers were relocated to a new 911 Communications Center at Fire Station 1 on College Avenue. It was at this location in 1985 that the first Enhanced-911 calls in the State of Georgia were recorded and dispatched. The move also brought with it new duties: County dispatchers assumed the dispatching responsibilities for the Clarke County Sheriff's Department and the Clarke County Fire Department. Sylvia Dorsey, Richard Gordon and Katherine Hancock worked as fire dispatchers, while Tommy Lunsford, Bobby Hunt and Jimmy Autry worked as 911 dispatchers.

In the early days of dispatching, police officers could only be contacted if they were inside their patrol cars. Call boxes located throughout the downtown area were used for officers to phone their Department's dispatch center for service calls. Both police departments, the fire department and the sheriff's office each operated on their own radio frequency. By the late 1980s police officers carried portable radios that worked using mini repeaters on each patrol vehicle. The radio system would not see any significant upgrades for any of Clarke County's public safety divisions until 1999 with the introduction of the County-wide 800 MHz system.

In January 1991 the City of Athens and the Clarke County Government unified to create Athens-Clarke County. This

also unified the City of Athens Police Department and the Clarke County Police Department. The Clarke County Police Department was already preparing to relocate to a new facility located on Lexington Road, and arrangements were made to house the personnel and equipment from both police agencies at this new site. In July 1991 the first shift of six dispatchers, three from the City of Athens Police Department and three from the Clarke County Police Department, worked side by side for their first 8-hour shift. The new 911 Communications Center featured five radio positions (East frequency, West frequency, Fire frequency, MRD and one supervisor position), four call taker positions and a supervisor's workstation, as well as two GCIC/NCIC terminals for entries, removals and inquiries. Two Communications Supervisors were responsible for the direction of each 8-hour shift.

The next 10 years brought many dynamic changes to the Communications Division. In 1993, HTE Computer Aided Dispatch (CAD) was introduced, replacing paper logs and dispatch cards with computer terminals, keyboards and paper print-outs. As a result of a special-purpose local-option sales tax (SPLOST) initiative, in 1999 a new 800 MHz trunked radio system featuring eight frequencies was installed county-wide, allowing for the creation of talk groups for various government agencies, including the police, fire and sheriff's departments, that could communicate with Central Communications and with each other through a unique "patch group" feature. Tornado sirens were installed throughout the county and interfaced with the fire department's Motorola MOSCAD page-out system in 1999-2000. A new communications center was constructed using SPLOST funds and was dedicated in December 2002. That same year Athens-Clarke County's E-911 Services were the first in Georgia to expand and include Phase II wireless, which allowed call takers to determine the location of cellular phone callers. The special assignment of Communications Training Coordinator was also introduced in 2002 to promote in-house training opportunities as dispatching and call taking duties became more complex.

Central Communications remained under the authority of the uniform division of the Athens-Clarke County Police Department until 2005 when Mr. Keith Kelley became its first civilian administrator. Under the direction of Mr. Kelley, the position of Senior Communications Officer was created to provide increased promotional opportunities within the Division. Motobridge, an IP-based radio interoperability system, was installed in 2006, allowing communications officers to relay public safety radio traffic to other participating agencies across Georgia. In 2007 Central Communications became the first Intergraph CAD site in Georgia with the replacement of HTE CAD with I/Dispatch. The introduction of I/Leads, Intergraph's records management program, and mobile data terminals (MDTs) followed in 2008.

In 2010 Central Communications became the fifth CALEA Accredited 9-1-1 Center in the State of Georgia. To maintain this accreditation, Central Communications shows annual compliance in over 200 standards required by CALEA. Central Communications was successfully reaccredited by CALEA in 2013 and continues to strive for excellence by maintaining compliance with CALEA communications standards.

In 2015 Central Communications underwent several equipment and environmental upgrades. The existing dispatch consoles were replaced with Watson Mercury consoles that provided communications staff with larger and more comfortable working areas. Environmental controls that provide staff with on-demand heating, cooling, and lighting options were included as well as the capability for communications officers to sit or stand at their consoles.

A new Next Generation capable 9-1-1 system became live in March 2015 and replaced the Cassadian Vesta 9-1-1 system. The new Airbus Vesta 4 system was geo-diverse and linked Central Communications with the University of Georgia Police Department's Communications Center. The number of incoming emergency 9-1-1 lines was also increased at this time. A new P25 radio system was planned for the Fall of 2015 and incorporated the radio tower site previously utilized by the University of Georgia. This new radio site provided significant coverage improvements in the downtown area. Similar to the Airbus Vesta 4 system, the University of Georgia Police Department, along with a number of non-public safety users were brought onto the radio system.

In 2016 Central Communications incorporated a new video integration center (VIC) into its operation. The VIC included two dispatch workstations in which operators could monitor twenty seven remote controlled cameras in the



downtown district. The center was set to operate during special events alongside dispatch operations occurring simultaneously. The video integration center also provided staff with feeds to privately owned camera systems within Athens-Clarke County. Central Communications also saw the addition of a new tactical dispatch team (TDT). The tactical dispatch team is comprised of a group of trained communications officers that are able to respond to a significant incident and support communications officers on site as directed by the Incident Commander.

In January 2017 a new rank structure was implemented within Central Communications. The new rank structure included the new positions of Communications Officer First Class and Master Communications Officer. This rank structure gave communications officers five promotional levels to work through. Each promotional level included a pay increase as well as new promotional rank pins that were implemented as well.

2018 was a busy year for Central Communications. The communications center changed software vendors, moving from the Intergraph system to a Tyler/New World computer aided dispatch system and records management system in February 2018. Central Communications also began testing new technologies such as RapidSOS, which went live for use in January 2019. RapidSOS uses embedded technology in mobile devices to give enhanced location data to emergency calltakers. The technology is much faster and more accurate than the Phase 2 positioning that had been in use since 2002. Central Communications grew as well, adding a nine position back-up communications center at the police department's West Precinct. The back-up communications center was set up as an evacuation point for communications personnel in cases where the primary center is determined to be inoperable. In 2018 Central Communications was recognized at the 2018 Georgia Emergency Communications Conference as the "Communications Center of the Year" in the State of Georgia.

Central Communications currently dispatches for the Athens-Clarke County Police Department, the Athens-Clarke County Fire Department, the Clarke County Sheriff's Department, the Athens Technical College Police Department, the Winterville Police Department and the Winterville Fire Department. The Communications Center features 10 call taker workstations that support 34 full- time personnel and multiple part-time personnel who work a 12- hour rotating shift schedule.

A fully-equipped Emergency Operations Center is co-located in the facility to include a Command Center and breakout rooms. Redundant capabilities to the Center include dual power feeds, uninterruptible power sources, generators and dual connections to the backup communications center at the Athens-Clarke County Police Department's West Precinct. Security is provided throughout the facility through proximity card access and video monitoring.

#### Directors of Athens-Clarke County Central Communications

Danny Cook: 1991-1997

Mark Sizemore: 1997-2000

Ricky Scarborough: 2000-2001

Carter Greene: 2001-2004

James Williams: 2004-2005

John Newton: 2005

Keith Kelley: 2005-Present

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## AGENCY STRUCTURE AND FUNCTION

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The Central Communications Division is headed by Captain Keith Kelley, 911 Communications Administrator. Captain Kelley reports to the Athens-Clarke County Police Department's Deputy Chief, Mike Hunsinger, who in turn reports to the Police Chief, Cleveland Spruill, Sr.. (Agency CEO).

Central Communications has both administrative and operational personnel who, together, staff the 9-1-1 Center 24/7/365. Supporting Captain Kelley in an administrative capacity are Master Communications Officer Allison Kirk, who serves as the Police Department's Georgia Crime Information Center (GCIC) Coordinator and is responsible for all entries, removals and validations; and Communications Supervisor Kevin McGreevy who serves as the Communications Training Coordinator; and Operations Coordinator Kevin Zapata. Administrative personnel work a traditional 08:00 - 17:00 hour day, 40 hours a week.

Operationally the Division is divided into four Teams: Alpha, Bravo, Charlie and Delta. Each Team is under the command of a Communications Supervisor who oversees the work of all Master Communications Officers, Senior Communications Officers, Communications Officers First Class, Communications Officers and trainees who are assigned to the Team. Each Team works 12 hours -- either during daylight hours (07:00 - 19:00 hours) or evening/overnight (19:00 - 07:00 hours). Operations personnel work a bi-weekly schedule of 48 hours (Week 1) and 32 hours (Week 2) as follows:

Week 1 (long week): Monday, Tuesday, Friday and Saturday

Week 2 (short week): Sunday, Wednesday and Thursday

Shift rotation occurs every 16 weeks. Scheduling is determined based on a number of factors including coverage needs, employee requests and training / continuing education requirements.

Central Communications is currently staffed with one sworn (Captain Kelley), 33 civilian personnel and 3 vacancy..

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## AGENCY SUCCESSES

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The Athens-Clarke County Police Department's Central Communications Division has maintained a high level of quality in performance, with a low number of complaints and liability incidents. The communications center has maintained this superior service level because of experienced staff from a continuously low turnover rate (9% in 2019), senior staff, and superior communications systems. The Central Communications Division has recently completed a number of upgrades and new initiatives including a implementation and integration of RapidSOS technology, facility upgrades, and numerous upgrades to the police department's mobile command center (MCC) to support the division's tactical dispatch team (TDT).

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## FUTURE ISSUES FOR AGENCY

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Current and near term future issues that may impact the service delivery of the Athens-Clarke County Police Department's Central Communications Division include a number of staffing considerations. These staffing needs include an ongoing need to increase the overall number of personnel in the division to support operational and administrative workload as well as meet basic call performance indicators.

The Central Communications Center remains below APCO recommended call answering times (90/10) or support any additional tasks without further increases to communications center staffing. Furthermore, significant increases in the number of responses by Athens-Clarke County Fire and Emergency Services to emergency medical calls and automobile accident calls has caused dramatic increases in the number of dispatches that are initiated by the communications center. As this workload continues to increase, there is potential for call answering times to fall further below recommended standards and the division runs the risk of an increase in complaints and liability issues.

Another known critical issue is the current system of EMS dispatch which is being driven by a process involving call transfers to the private EMS service licensed to operate in Athens-Clarke County. These transfers, along with the local fire department's increasing involvement in EMS support functions has placed additional workload on the communications center which must work to coordinate responses between the two organizations. In order to better support this model, additional staff have been requested. One new communications officer position was added in January 2019 and a second was added on July 1, 2019. The increasing need for an Operations Coordinator was highlighted in the last report to effectively support the increasing number of complex systems, operational work processes, and alternate communications facilities utilized by Central Communications. One communications supervisor was assigned to this position which then removed a full time staff member from the operations area.

## YEAR 1 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: N/A

On 8/27/2017, the Year 1 Remote Web-based Assessment of Athens-Clarke County (GA) Police Department was conducted. The review was conducted remotely and included 43 standards from the CALEA® Standards for Communications Manual. The following standards were reviewed and the findings are denoted:

| Standards                                      | Findings                   |
|------------------------------------------------|----------------------------|
| <b>1 Organization</b>                          |                            |
| 1.1.1 Description of Organization              | <b>Compliance Verified</b> |
| 1.1.5 Authority and Responsibility             | <b>Compliance Verified</b> |
| 1.1.7 Agency Personnel Identification          | <b>Compliance Verified</b> |
| 1.2.1 Risk Management Program                  | <b>Compliance Verified</b> |
| 1.2.5 Goals and Objectives                     | <b>Compliance Verified</b> |
| 1.2.9 Multiyear Plan                           | <b>Compliance Verified</b> |
| 1.3.2 Workload Assessments                     | <b>Compliance Verified</b> |
| 1.4.1 Agency/Employee Complaints Investigated  | <b>Compliance Verified</b> |
| 1.4.9 Conclusion of Fact                       | <b>Compliance Verified</b> |
| <b>2 Direction and Supervision</b>             |                            |
| 2.1.3 Lawful Order of Superior                 | <b>Compliance Verified</b> |
| 2.2.3 Agency Liability, Report Required        | <b>Compliance Verified</b> |
| 2.3.3 Services Provided by Written Agreement   | <b>Compliance Verified</b> |
| 2.4.8 Inventory                                | <b>Compliance Verified</b> |
| 2.4.11 Authorized Equipment                    | <b>Compliance Verified</b> |
| 2.6.3 Annual Community Involvement Report      | <b>Compliance Verified</b> |
| 2.6.5 Survey of Citizen Attitudes              | <b>Compliance Verified</b> |
| <b>3 Human Resources</b>                       |                            |
| 3.1.1 Task Analysis                            | <b>Compliance Verified</b> |
| 3.4.2 Annual Evaluation                        | <b>Compliance Verified</b> |
| 3.4.4 Unsatisfactory Performance               | <b>Compliance Verified</b> |
| 3.4.6 Rater's Evaluated by Supervisor          | <b>Compliance Verified</b> |
| 3.6.1 Code of Conduct                          | <b>Compliance Verified</b> |
| <b>4 Recruitment, Selection, and Promotion</b> |                            |
| 4.1.1 Participation in Recruitment Program     | <b>Compliance Verified</b> |

| <b>Standards</b>                                                       | <b>Findings</b>            |
|------------------------------------------------------------------------|----------------------------|
| 4.1.3 Recruitment Plan                                                 | <b>Compliance Verified</b> |
| 4.1.6 Contact with Applicants                                          | <b>Compliance Verified</b> |
| 4.3.2 Background Investigators Trained                                 | <b>Compliance Verified</b> |
| <b>5 Training</b>                                                      |                            |
| 5.1.2 Attendance Requirements                                          | <b>Compliance Verified</b> |
| 5.1.6 Update Records                                                   | <b>Compliance Verified</b> |
| 5.2.5 Evaluation of New Hire Training                                  | <b>Compliance Verified</b> |
| 5.2.6 Annual Retraining                                                | <b>Compliance Verified</b> |
| <b>6 Operations</b>                                                    |                            |
| 6.1.3 Policies and Procedures Approved                                 | <b>Compliance Verified</b> |
| 6.2.5 Misdirected Emergency Calls                                      | <b>Compliance Verified</b> |
| 6.4.2 Evacuation Plan                                                  | <b>Compliance Verified</b> |
| 6.4.3 Alternate Source of Electrical Power                             | <b>Compliance Verified</b> |
| 6.4.4 Independent Backup Communications System                         | <b>Compliance Verified</b> |
| 6.4.5 Criminal Justice Information Systems                             | <b>Compliance Verified</b> |
| 6.5.2 TDD/TTY Access Procedures                                        | <b>Compliance Verified</b> |
| 6.6.3 Interoperable Radio Communications Plan                          | <b>Compliance Verified</b> |
| 6.7.2 Records Retention Schedule                                       | <b>Compliance Verified</b> |
| 6.8.5 Security System                                                  | <b>Compliance Verified</b> |
| <b>7 Critical Incidents, Special Operations, and Homeland Security</b> |                            |
| 7.1.2 Emergency Operations Plan (EOP)                                  | <b>Compliance Verified</b> |
| 7.1.4 Operational Readiness                                            | <b>Compliance Verified</b> |
| 7.1.5 Annual Training                                                  | <b>Compliance Verified</b> |
| 7.2.2 Tactical Dispatch Selection Criteria                             | <b>Compliance Verified</b> |

***Response from Agency Regarding Findings:***

CEO Feedback not provided.

## YEAR 2 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Rob Sofie

On 8/6/2018, the Year 2 Remote Web-based Assessment of Athens-Clarke County (GA) Police Department was conducted. The review was conducted remotely and included 40 standards from the CALEA® Standards for Communications Manual. The following standards were reviewed and the findings are denoted:

| Standards                                                     | Findings                   |
|---------------------------------------------------------------|----------------------------|
| <b>1 Organization</b>                                         |                            |
| 1.1.6 Supervisory Accountability                              | <b>Compliance Verified</b> |
| 1.2.2 Expectations of Privacy                                 | <b>Compliance Verified</b> |
| 1.2.6 Evaluating Progress of Goals and Objectives             | <b>Compliance Verified</b> |
| 1.2.8 Analytical Reports Distributed                          | <b>Compliance Verified</b> |
| <b>2 Direction and Supervision</b>                            |                            |
| 2.2.1 Organizational Values                                   | <b>Compliance Verified</b> |
| 2.2.2 Values Acknowledged                                     | <b>Compliance Verified</b> |
| 2.2.4 Agency Liability, Report Reviewed                       | <b>Compliance Verified</b> |
| 2.2.5 Agency Liability, Report Analysis                       | <b>Compliance Verified</b> |
| 2.4.10 Maintaining Agency Property                            | <b>Compliance Verified</b> |
| 2.5.2 Emergency Line Performance Measures Established         | <b>Compliance Verified</b> |
| 2.5.3 Review of Emergency Line Performance Measurements       | <b>Compliance Verified</b> |
| 2.5.4 CEO Notification of Results of Performance Measurements | <b>Compliance Verified</b> |
| <b>3 Human Resources</b>                                      |                            |
| 3.1.2 Classification Plan                                     | <b>Compliance Verified</b> |
| 3.2.4 Support Services Program                                | <b>Compliance Verified</b> |
| 3.4.1 Performance Evaluation System                           | <b>Compliance Verified</b> |
| 3.4.3 Employee Consulted                                      | <b>Compliance Verified</b> |
| 3.6.2 Grooming and Appearance Guidelines                      | <b>Compliance Verified</b> |
| 3.6.3 Recognizing Employees for Exceptional Performance       | <b>Compliance Verified</b> |
| 3.6.4 Sexual and Unlawful Harassment                          | <b>Compliance Verified</b> |
| 3.6.9 Maintenance of Disciplinary Actions Records             | <b>Compliance Verified</b> |
| <b>4 Recruitment, Selection, and Promotion</b>                |                            |
| 4.3.1 Background Investigation                                | <b>Compliance Verified</b> |
| 4.3.4 Polygraph Examination                                   | <b>Compliance Verified</b> |

| <b>Standards</b>                                                       | <b>Findings</b>            |
|------------------------------------------------------------------------|----------------------------|
| 4.3.6 Polygraph Results                                                | <b>Compliance Verified</b> |
| 4.4.1 Promotion Process, Agency Role                                   | <b>Compliance Verified</b> |
| 4.4.2 Promotion Process, Identifiable Position                         | <b>Compliance Verified</b> |
| <b>5 Training</b>                                                      |                            |
| 5.1.5 Requirements for Trainers                                        | <b>Compliance Verified</b> |
| 5.1.7 Maintain Records                                                 | <b>Compliance Verified</b> |
| 5.2.3 Orientation Handbook                                             | <b>Compliance Verified</b> |
| 5.2.8 Remedial Training                                                | <b>Compliance Verified</b> |
| 5.2.13 CALEA Accreditation Manager Training                            | <b>Compliance Verified</b> |
| <b>6 Operations</b>                                                    |                            |
| 6.1.2 FCC Requirements                                                 | <b>Compliance Verified</b> |
| 6.2.1 Immediate Access to Communications Center Resources              | <b>Compliance Verified</b> |
| 6.3.1 Radio Communication with Field Units                             | <b>Compliance Verified</b> |
| 6.4.1 Security for Communications Center                               | <b>Compliance Verified</b> |
| 6.6.1 Two-Way Radio Capability                                         | <b>Compliance Verified</b> |
| 6.6.2 Multichannel Radio Equipment                                     | <b>Compliance Verified</b> |
| 6.7.6 Case Numbering System                                            | <b>Compliance Verified</b> |
| 6.8.2 Computer Viruses                                                 | <b>Compliance Verified</b> |
| 6.8.6 Computer Backup                                                  | <b>Compliance Verified</b> |
| <b>7 Critical Incidents, Special Operations, and Homeland Security</b> |                            |
| 7.1.1 Position for Planning Response to Critical Incidents at Center   | <b>Compliance Verified</b> |

***Response from Agency Regarding Findings:***

CEO Feedback not provided.



## YEAR 3 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Philip K. Potter

On 8/7/2019, the Year 3 Remote Web-based Assessment of Athens-Clarke County (GA) Police Department was conducted. The review was conducted remotely and included 34 standards from the CALEA® Standards for Communications Manual. The following standards were reviewed and the findings are denoted:

| Standards                                         | Findings                          |
|---------------------------------------------------|-----------------------------------|
| 1 Organization                                    |                                   |
| 1.3.3 Annual Review of Specialized Assignment     | <b>Compliance Verified</b>        |
| 1.3.4 Openings for Specialized Assignments        | <b>Compliance Verified</b>        |
| 1.4.7 Conditions of Investigation                 | <b>Compliance Verified</b>        |
| 2 Direction and Supervision                       |                                   |
| 2.1.2 Command Protocol                            | <b>Compliance Verified</b>        |
| 2.5.1 Agency Performance Measurement Program      | <b>Agency Elected 20%</b>         |
| 2.6.1 Community Involvement Function              | <b>Agency Elected 20%</b>         |
| 2.6.2 Liaison with Community                      | <b>Compliance Verified</b>        |
| 2.6.6 Public Education Function                   | <b>Compliance Verified</b>        |
| 2.6.7 News Media, Involvement and Discussion      | <b>Compliance Verified</b>        |
| 3 Human Resources                                 |                                   |
| 3.2.5 Medical Examinations                        | <b>Compliance Verified</b>        |
| 4 Recruitment, Selection, and Promotion           |                                   |
| 4.2.1 Selection Process Described                 | <b>Compliance Verified</b>        |
| 4.2.2 Criteria Job Related                        | <b>Compliance Verified</b>        |
| 4.3.7 Medical Examination                         | <b>Compliance Verified</b>        |
| 4.3.8 Psychological Fitness Examination           | <b>Compliance Verified</b>        |
| 4.4.3 Promotion Process, Procedures Used          | <b>Compliance Verified</b>        |
| 4.4.4 Elements Job Related                        | <b>Compliance Verified</b>        |
| 4.4.5 Promotional Announcement                    | <b>Compliance Verified</b>        |
| 4.4.6 Criteria and Procedures of Eligibility List | <b>Not Applicable by Function</b> |
| 5 Training                                        |                                   |
| 5.2.1 New Hire Training Program Required          | <b>Compliance Verified</b>        |
| 5.2.9 Accreditation Training                      | <b>Compliance Verified</b>        |
| 6 Operations                                      |                                   |

| Standards                                                              | Findings                          |
|------------------------------------------------------------------------|-----------------------------------|
| 6.1.4 Dissemination of Information                                     | <b>Compliance Verified</b>        |
| 6.1.5 Quality Checks                                                   | <b>Compliance Verified</b>        |
| 6.1.6 Disposal of Work Sensitive Documents                             | <b>Compliance Verified</b>        |
| 6.2.6 Procedures for Emergency Hang Up Calls                           | <b>Compliance Verified</b>        |
| 6.2.7 Procedures for Handling Difficult Callers                        | <b>Compliance Verified</b>        |
| 6.2.8 Procedures for Calls from Elderly and Children                   | <b>Compliance Verified</b>        |
| 6.2.11 First Aid Instruction                                           | <b>Not Applicable by Function</b> |
| 6.2.14 Missing, Runaway, Abandoned, or Abducted Children               | <b>Compliance Verified</b>        |
| 6.3.2 Call Assignment Criteria                                         | <b>Compliance Verified</b>        |
| 6.3.3 Emergency Messages                                               | <b>Compliance Verified</b>        |
| 6.8.4 Computer Use, Policies and Procedures                            | <b>Compliance Verified</b>        |
| <b>7 Critical Incidents, Special Operations, and Homeland Security</b> |                                   |
| 7.1.3 After Action Report                                              | <b>Compliance Verified</b>        |
| 7.1.6 Accessibility of Plans                                           | <b>Compliance Verified</b>        |
| 7.2.1 Special Events Plan                                              | <b>Compliance Verified</b>        |

***Response from Agency Regarding Findings:***

CEO Feedback not provided.

## YEAR 4 REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Dorris Certain

On 2/14/2020, the Year 4 Remote Web-based Assessment of Athens-Clarke County (GA) Police Department was conducted. The review was conducted remotely and included 33 standards from the CALEA® Standards for Communications Manual. The following standards were reviewed and the findings are denoted:

| Standards                                         | Findings                          |
|---------------------------------------------------|-----------------------------------|
| <b>2 Direction and Supervision</b>                |                                   |
| 2.2.3 Agency Liability, Report Required           | <b>Compliance Verified</b>        |
| 2.2.6 Critical Incident Stress                    | <b>Compliance Verified</b>        |
| 2.3.2 Concurrent Jurisdiction                     | <b>Compliance Verified</b>        |
| 2.5.1 Agency Performance Measurement Program      | <b>Agency Elected 20%</b>         |
| 2.6.1 Community Involvement Function              | <b>Agency Elected 20%</b>         |
| <b>3 Human Resources</b>                          |                                   |
| 3.1.3 Role of Agency in Class Specifications      | <b>Compliance Verified</b>        |
| <b>4 Recruitment, Selection, and Promotion</b>    |                                   |
| 4.1.3 Recruitment Plan                            | <b>Compliance Verified</b>        |
| 4.4.6 Criteria and Procedures of Eligibility List | <b>Not Applicable by Function</b> |
| <b>5 Training</b>                                 |                                   |
| 5.2.2 New Hire Training Program Established       | <b>Compliance Verified</b>        |
| 5.2.11 Training Officer Requirements              | <b>Compliance Verified</b>        |
| <b>6 Operations</b>                               |                                   |
| 6.2.2 Immediate Access to Client Agency Resources | <b>Compliance Verified</b>        |
| 6.2.3 Immediately Available Procedures            | <b>Compliance Verified</b>        |
| 6.2.4 Obtaining and Recording Information         | <b>Compliance Verified</b>        |
| 6.2.10 Alarm Procedures                           | <b>Compliance Verified</b>        |
| 6.2.11 First Aid Instruction                      | <b>Not Applicable by Function</b> |
| 6.2.12 Other Than English Speaking Callers        | <b>Compliance Verified</b>        |
| 6.2.13 Missing, Lost or Abducted Adults           | <b>Compliance Verified</b>        |
| 6.3.4 Records of Vehicles Removed                 | <b>Compliance Verified</b>        |

| Standards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Findings                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| 6.4.2 Evacuation Plan<br><b>Notes:</b> ISSUE: - Bullet C requires the Evacuation Plan to include the requirement that the agency conduct an annual training exercise or provide documentation of an actual event. The Evacuation Plan provided as documentation states that evacuation training will occur triennially. It should be noted that annual training was being done and proofs were provided for each year. AGENCY ACTION NEEDED: It is suggested the agency revised the existing Plan to meet the standard requirements. AGENCY ACTION TAKEN: The agency revised wording in the Evacuation Plan to require annual evacuation training. It is recommended that this standard be reviewed again in future assessments to verify continued compliance. | <b>Standard Issue</b>             |
| 6.4.6 Encoding Communications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Compliance Verified</b>        |
| 6.5.1 Telephone Access                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Compliance Verified</b>        |
| 6.5.2 TDD/TTY Access Procedures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Compliance Verified</b>        |
| 6.5.3 Separation of Emergency Calls                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Compliance Verified</b>        |
| 6.5.4 Immediate Playback of Recorded Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Compliance Verified</b>        |
| 6.5.5 Alternative Communications Criteria and Procedures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Not Applicable by Function</b> |
| 6.7.1 Records Privacy and Security Precautions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Compliance Verified</b>        |
| 6.7.3 Collection of Data for Client Agencies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Compliance Verified</b>        |
| 6.7.5 Recording Category Requirements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Compliance Verified</b>        |
| 6.8.1 Copyright Use                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Compliance Verified</b>        |
| 6.8.3 Unauthorized Manipulation of Files                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Compliance Verified</b>        |
| 6.8.7 Records or Informational System Password Access                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Compliance Verified</b>        |
| <b>7 Critical Incidents, Special Operations, and Homeland Security</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                   |
| 7.1.5 Annual Training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Compliance Verified</b>        |
| 7.2.2 Tactical Dispatch Selection Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Compliance Verified</b>        |

***Response from Agency Regarding Findings:***

CEO Feedback not provided.

## SITE-BASED ASSESSMENT

8/27/2020

### *Planning and Methodology:*

On March 6, 2020 I held the initial conference call kick-off with the agency explaining the process with them. We discussed the CALEA Standards that were N/A and 20%, as well as their focus areas for the on-site. This was all prior to the implementation of the Contingency Format. After this was implemented the assessment team touched base with the agency and formulated the steps necessary to complete the virtual on-site. It was identified that interviews would be completed via WebEx, the two hour call-in phone session would be accomplished by a call forward feature to my home, and Captain Kelley provided an excellent video showing the operations floor, their building security measures, the tower security and their back-up facility to name a few. This video allowed the assessment team to experience the agency similar to what would have been provided during an agency tour and site visit.

The department is led by the Chief of Police and the communications division falls under the command of the Deputy Chief of the Administrative Services Bureau. A Captain oversees the day to day operations of the communications division and reports directly to the Deputy Chief. The accreditation manager handles all accreditation functions for the entire department. There are two sections within communications, the first is the Training and Support Section and the next is the Operations Section. Also under Captain Kelley is technology support for the communications division. Communications operational personnel are divided into four teams identified as Alpha, Bravo, Charlie and Delta.

The agency identified ten (10) Goals and Objectives for 2020 to align with the mission statement of the Athens-Clarke County Central Communications Division (ACCCD). The first goal is to work to achieve standards set by the Association of Public Safety Communications Officials (APCO) relating to call answering time, Goal 2 is to maintain an annual attrition rate below 18%, Goal 3 to develop and promote qualified individuals into leadership roles, Goal 4 maintain equipment and resources critical to the center, Goal 5 implement a Technology/Innovation Committee to assist with technology development, Goal 6 seek opportunities for the Public Education Committee to engage in community events, Goal 7 centers around succession planning activities for specific positions and assignments, Goal 8 Maintain CALEA Accreditation, Goal 9 increase the number of in-service training sessions and finally increase the number of training bulletins released to the staff.

As noted from the communication's division goals they touch many CALEA standards and speak to the commitment to continue to strive to provide the best service to the community and the emergency responders. As identified by the focus areas the agency is continuing to identify impacts to their operations and solutions to improve in these areas.

All interviews conducted complimented the staff on the great job they do and especially stated that Captain Kelley's leadership style is to be commended. One interviewee stated that the dispatchers are the happiest employees in the department and don't want to leave even if the position pays more money. The service they provide the emergency responders is professional, thorough and they are always one step ahead in getting the proper information to them and the needed resources before they are even asked. Dispatch is very good when it comes to officer safety and ensuring they have the proper back-up sent when needed. Dispatch is referred to as great partners to all they interact with. Dispatchers go the extra mile and have even been known to look on Facebook to assist law enforcement with a case. Whenever a policy needs changing such as COVID-19 communications is quick to make the necessary changes and implement the changes immediately. It was noted that communications is very active in community engagement and participates at school events, neighborhood watch groups, Officer Friendly Program, National Night out and are always willing to educate the public on how 911 works.

Interviews conducted with a Communications Supervisor and Senior Communications Officer feel that they are better

suited for providing emergency medical pre-arrival instructions to callers because of their current training in basic telecommunicator they have received. They feel it will cut down on response times and get the fire or police department enroute sooner if they are asking all of the questions instead of turning all medical calls over to National EMS and waiting for them to ask for fire department response.

Both the Training Coordinator and the 911 Operations Coordinator stated that they have adequate Communications Training Officers (CTO's) to handle the hiring of addition personnel. They also confident that the 24 hours of EMD training needed for each employee can be accomplished without an undue hardship on the employees. It was also recognized that the Quality Assurance checks will need to be expanded to include review of seven to 10% of the total EMD calls received. Both have already received APCO's EMD Manager Course so they are familiar with what this would entail for the staff.

Captain Magnuson from East Patrol Commander acknowledged that one of the dispatchers received Employee of the Quarter for his role in assisting an officer who was on the scene of a call with a hearing impaired individual and was unsuccessful in communicating with the individual. Officers had responded on four different occasions in the last 24 hours and officers tried communicating with the individual by texting on the phone and pen and paper but due to the subject suffering from dyslexia the officers had a hard time establishing what the issue was.

It was recognized that a dispatcher working the PD west radio knew American Sign Language and agreed to FaceTime with the subject. The dispatcher effectively communicated with the caller and the issue was discovered and the officer was able to move forward with the resolution of the situation. This speaks volumes of the dedicated staff that makes up Central Communications.

### *Work Load Changes*

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Currently all calls when they are determined to be of a medical nature are transferred to a private ambulance service known as National EMS. Both Athens-Clarke County Central Communications Division and National EMS believes this delays response due to the redundant questions asked of the caller. In addition the telecommunication even after they transfer the call to National EMS have to stay on the phone to ensure that the information has not changed and that they don't need to dispatch the fire or police department to the scene. Collaboratively, the two dispatch centers are working towards having Center Communications provide pre-arrival Emergency Medical Instructions to the caller and after they ascertain enough information enter the call for service and send the call from their CAD System to National EMS's CAD System.

It has been recognized by Central Communications that with these additional duties it will require more time to process these type of calls and require a minimum of twenty-four hours of EMD Training per employee. With the added workload imposed on the staff with this new protocol being established it is recognized that additional staff will be needed on each shift to handle the additional work duties. In addition each employee will be required to be re-certificated in EMD every two years.

In an interview with National EMS Operations Manager he believes that this could possibly trim off 2-3 minutes in response times thus providing better service to the community. Currently, both agencies are gathering information from another county in Georgia whose dispatch center provides EMD instructions and transfers the call from their CAD system to National EMS.

Another recent change in protocol that is impacting the workload is that the fire department now is being dispatched to all Priority 1 medical calls. The fire department has trained firefighters who now have emergency medical training. Since this has been implemented many times the fire department arrives on the scene before the ambulance service. Some of this is attributed to their fire stations being strategically located throughout the county allowing for quicker response.

The department realizes that with these added duties and responsibilities on the telecommunicator that they need to

look at compensating the staff. This is indicative of the department realizing the value of the work that the Telecommunicators do and their important role they provide to the community as well as the emergency responders.

### Standards Issues:

N/A

### Suggestions

No suggestions by the assessment team

### Staffing

According to Captain Kelley, Central Communications identified the need to increase staffing as early as 2014. Central Communications internally has assessed the performance of the staff as well as looking at the placement of personnel on each shift that would provide the greatest efficiency for the operation.

The agency has utilized the Association of Public Communications Officials (APCO) Project RETAINS annually as an industry accepted staffing software program that uses various measurement tools to determine adequate staffing levels. In addition to utilizing Project RETAINS, Captain Kelley recently took a management certification course with National Emergency Numbering Agency (NENA) and learned that NENA also has developed a staffing tool software program that he will utilize in addition to APCO's Project RETAINS. This demonstrates to the assessment team that the agency is continually striving to search out new technology that will afford them to better management their department and resources.

Each year the department has requested to increase their staffing levels allowing them to provide timely service to the community. In 2019 they hired two part time employees and in their budget request for 2020 they have requested staffing to increase by eight additional employees. During the assessment teams interview with the County Manager he advised that the plan currently is to start four new employees in September, followed by the remaining four in January 2021.

In reviewing agency materials and interviews that were conducted, it is evident to the assessment team that the agency in their recruitment process is able to hire quality personnel and this is enhanced by a well-developed training program that results in the agency retaining employees once hired.

As realized in the documentation supplied to the assessment team, the agency's highest attrition rate was in 2005 when it was at 46.88%. Since that year the rate has seen a significant decline and from 2009 to 2019 it has fluctuated from a low of 6.06% to a high of 9.09%. Currently for the year 2020 the attrition rate is at 3%. The lowering of the percentages to these levels are a compliment to the agency and show their commitment to improving their operations.

### Standards Issues:

### Suggestions

No suggestions noted by the assessment team

### Call Processing Times

During this assessment period the agency has not met industry standards according to their quarterly reports of answering calls 90% of the time within 10 seconds. The reports for the four years show a low of 83% of the time they meet the 90/10 measurement to a high of 87%. So, although they are close they have not been able to meet this since 2014.

Agency management has internally assessed the performance of staff as well as looking at shift assignments to determine if the greatest efficiencies were being utilized based on the current strengths and weaknesses of the each employee on the shift. As recognized by management this continues to be evaluated and analyzed as the needs, workload and skill sets of each employee change.

In this environment as member agencies and/or decisions to expand the role of the telecommunicator or add on additional duties will most certainly result in a cause and effect scenario for the management team in communications. The introduction of new technology can also be a contributing factor to employee work performance or speed. As an example if a new phone system is purchased, new response protocol introduced for an emergency responder or a new more robust Computer Aided Dispatch (CAD) system.

The agency continues to exam the impact of each change and adjust staffing, training and employee allocation both from an operations perspective as well as an administrative impact. Currently, per the agency's written directive the Communications Shift Supervisor performs one quality assurance check on each employee per month. As staffing is increased by the hiring of additional personnel, the agency might be in a better position to conduct additional quality assurance checks on each employee. This would allow the agency to identify any violations of policy and allow the agency to conduct some remedial or refresher training to enhance call processing times.

**Standards Issues:**

N/A

**Suggestions**

The assessment team has no further suggestions and believes that the agency is actively involved in working towards their fulfillment of Goal 1.

**Summary:**

**Number of Interviews Conducted: 14**

**Assessors' Names: Jo-Anne Munroe**

**Site-Based Assessment Start Date: 05/11/2020**

**Site-Based Assessment End Date: 05/12/2020**

|                                            |     |
|--------------------------------------------|-----|
| <b>Mandatory (M) Compliance</b>            | 153 |
| <b>Other-Than-Mandatory (O) Compliance</b> | 42  |
| <b>Standards Issues</b>                    | 0   |
| <b>Waiver</b>                              | 0   |
| <b>(O) Elect 20%</b>                       | 2   |
| <b>Not Applicable</b>                      | 8   |
| <b>Total:</b>                              | 205 |

**Percentage of applicable other-than-mandatory standards:**

95 %



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## COMMUNITY FEEDBACK AND REVIEW

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### *Public Information Session*

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N/A

### *Telephone Contacts*

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The telephone call in session was held on Monday May 11, 2020 from 1pm-3pm. During this call in session the assessment team received six (6) calls. All calls centered around the handling of emergency medical calls. The callers stated that the current system was fragmented and that all medical calls received by the 911 center should be handled by the 911 center due to delays in ambulance response. Callers believe that 911 personnel should provide pre-arrival instructions to the caller and also dispatch ambulance service. The callers state that the private ambulance service won't supply them with response time data and that they don't have to because they are a private company. The current process lacks transparency to the public. In a medical emergency seconds can count and the information asked by the 911 center is the same questions asked by the private ambulance service which frustrates and delays the dispatching of the ambulance. It was also mentioned that the ambulance service also conducts non-emergency transports which take ambulances out of service from responding in a timely manner to a medical call.

### *Correspondence*

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One written correspondence was received on March 30, 2020 complimenting the staff for their professional, polite, calm and thorough work. The staff has always responded appropriately and the writer has confidence in the system. The writer appreciates the work they do. The on-going commitment for continuous evaluation and learning to improve their skills is just one of many fine attributes we benefit from. The author of the letter appreciated the opportunity to comment on the communications center.

### *Media Interest*

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No media contact received.

### *Public Information Material*

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The public notice was printed in both English and Spanish and posted at the following locations: The police department's East, West precinct and substations along with the downtown substation, the public library, the water business office, city hall, courthouse, East Athens Community Center, Lay Park as well as the housing authority.

In addition the press release was posted on the department's Facebook page, emailed to the Athens-Clarke Unified Government Public Information Officer to add it to the Athens Clarke County cable network and finally through PowerDMS to Georgia Public Accreditation Coalition.

### *Community Outreach Contacts*

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No community outreach contacts were made.

# STATISTICS AND DATA TABLES

## Overview

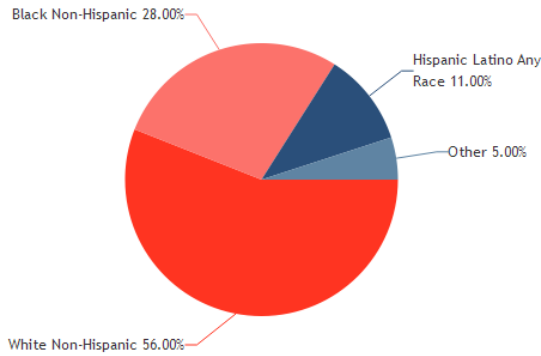
The following information reflects empirical data submitted by the candidate agency specifically related to CALEA Standards. Although the data does not confirm compliance with the respective standards, they are indicators of the impact of the agency's use of standards to address the standards' intent

## Agency Demographics Report - Reaccreditation Year 1

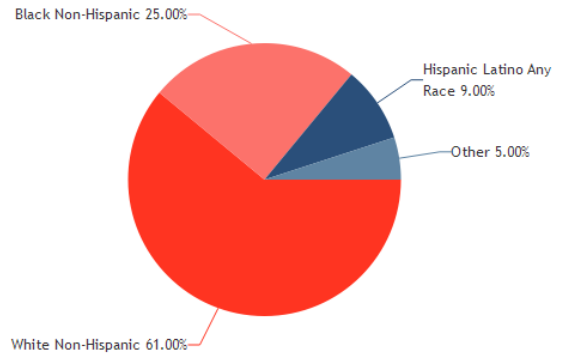
**Data Collection Period: 1/1/2016 - 12/31/2016**

|                          | Service Population |     | Available Workforce |      | Current Employees |     | Current Female Employees |     | Prior Employees |     | Prior Female Employees |     |
|--------------------------|--------------------|-----|---------------------|------|-------------------|-----|--------------------------|-----|-----------------|-----|------------------------|-----|
|                          | #                  | %   | #                   | %    | #                 | %   | #                        | %   | #               | %   | #                      | %   |
| White Non-Hispanic       | 69836              | 56% | 35785               | 60 % | 21                | 63% | 15                       | 45% | 22              | 70% | 16                     | 51% |
| Black Non-Hispanic       | 34918              | 28% | 14666               | 25 % | 10                | 30% | 9                        | 27% | 8               | 25% | 6                      | 19% |
| Hispanic Latino Any Race | 13718              | 11% | 5280                | 9 %  | 2                 | 6%  | 0                        | 0%  | 1               | 3%  | 0                      | 0%  |
| Other                    | 6235               | 4%  | 2933                | 4 %  | 0                 | 0%  | 0                        | 0%  | 0               | 0%  | 0                      | 0%  |
| <b>Total</b>             | <b>124707</b>      |     | <b>58664</b>        |      | <b>33</b>         |     | <b>24</b>                |     | <b>31</b>       |     | <b>22</b>              |     |

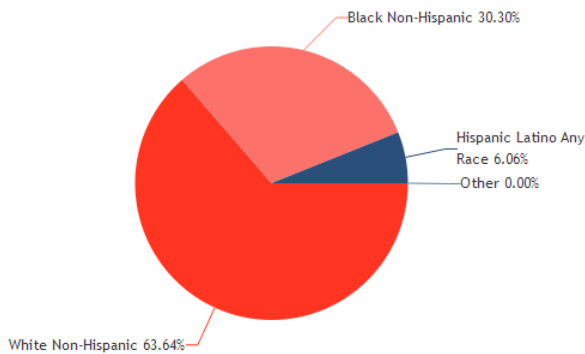
**Service Population**



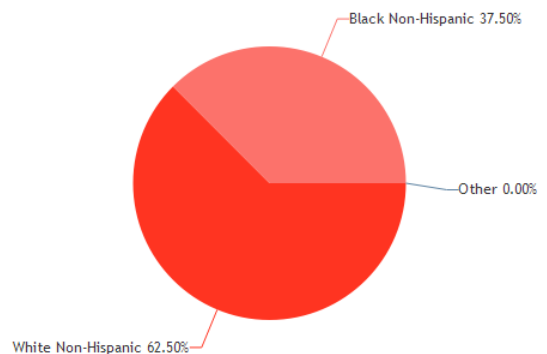
**Available Workforce**



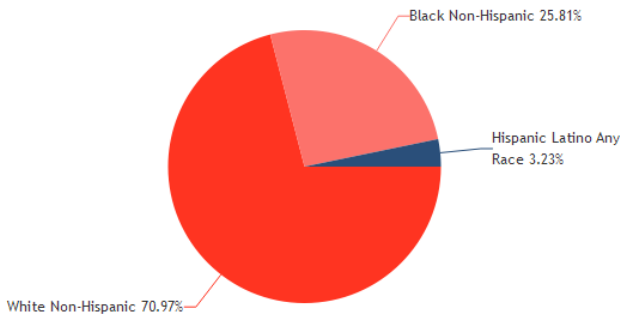
**Current Employees**



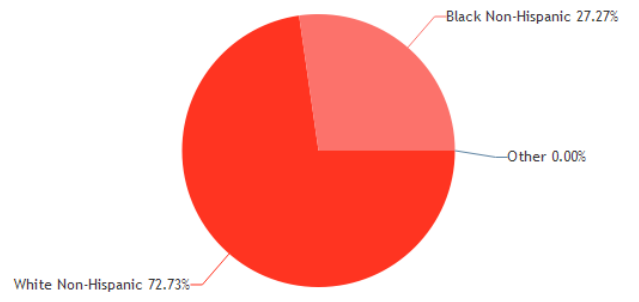
**Current Female Employees**



### Prior Employees



### Prior Female Employees

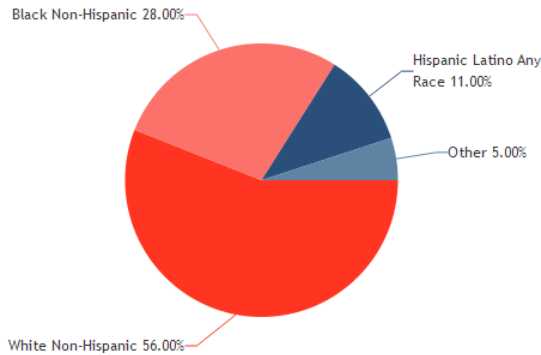


**Agency Demographics Report - Reaccreditation Year 2**

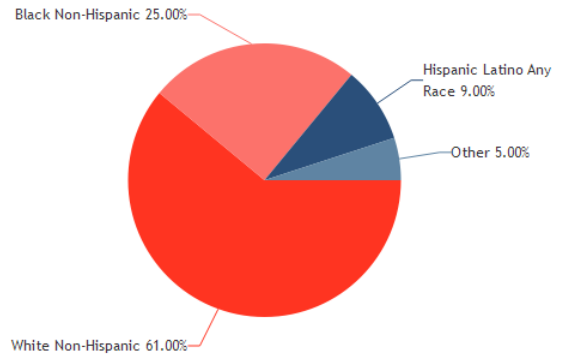
**Data Collection Period: 1/1/2017 - 12/31/2017**

|                          | Service Population |     | Available Workforce |      | Current Employees |     | Current Female Employees |     | Prior Employees |     | Prior Female Employees |     |
|--------------------------|--------------------|-----|---------------------|------|-------------------|-----|--------------------------|-----|-----------------|-----|------------------------|-----|
|                          | #                  | %   | #                   | %    | #                 | %   | #                        | %   | #               | %   | #                      | %   |
| White Non-Hispanic       | 69836              | 56% | 37977               | 60 % | 21                | 63% | 14                       | 42% | 22              | 70% | 16                     | 51% |
| Black Non-Hispanic       | 34918              | 28% | 15565               | 25 % | 9                 | 27% | 8                        | 24% | 8               | 25% | 6                      | 19% |
| Hispanic Latino Any Race | 13718              | 11% | 5603                | 8 %  | 3                 | 9%  | 0                        | 0%  | 1               | 3%  | 0                      | 0%  |
| Other                    | 6235               | 4%  | 3113                | 5 %  | 0                 | 0%  | 0                        | 0%  | 0               | 0%  | 0                      | 0%  |
| <b>Total</b>             | <b>124707</b>      |     | <b>62258</b>        |      | <b>33</b>         |     | <b>22</b>                |     | <b>31</b>       |     | <b>22</b>              |     |

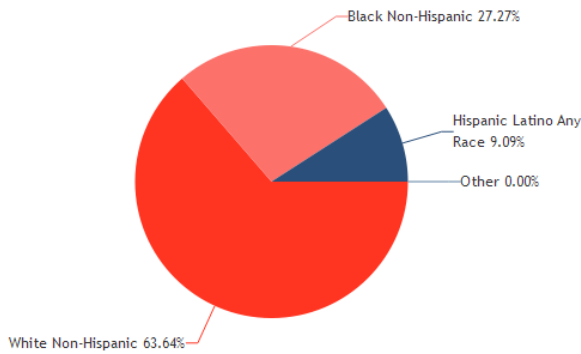
**Service Population**



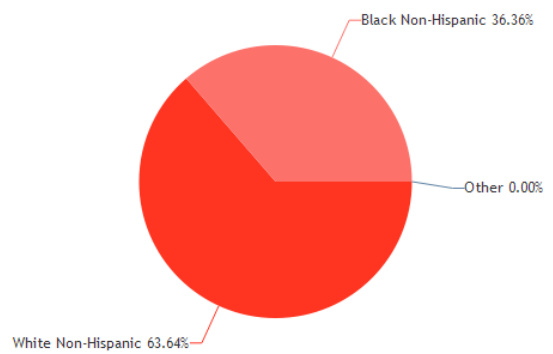
**Available Workforce**



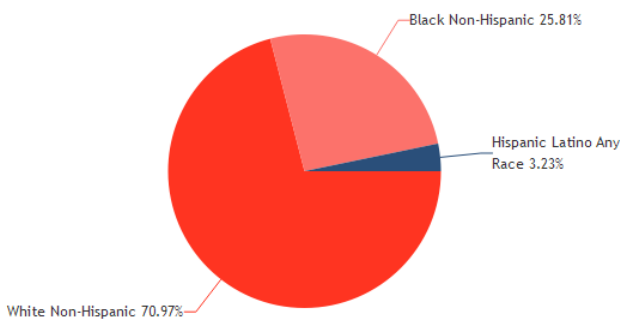
**Current Employees**



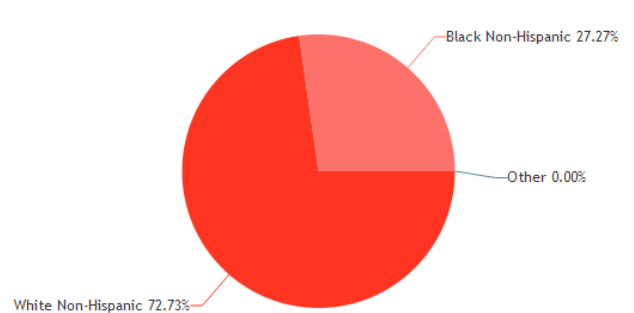
**Current Female Employees**



**Prior Employees**



**Prior Female Employees**



## Agency Demographics Report - Reaccreditation Year 3

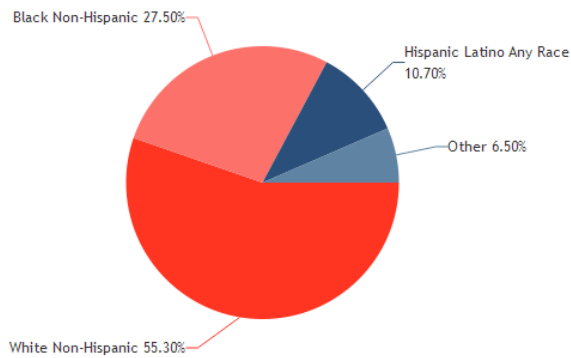
Data Collection Period: 1/1/2018 - 12/31/2018

|                          | Service Population |     | Available Workforce |      | Current Employees |     | Current Female Employees |     | Prior Employees |     | Prior Female Employees |     |
|--------------------------|--------------------|-----|---------------------|------|-------------------|-----|--------------------------|-----|-----------------|-----|------------------------|-----|
|                          | #                  | %   | #                   | %    | #                 | %   | #                        | %   | #               | %   | #                      | %   |
| White Non-Hispanic       | 69658              | 55% | 34330               | 60 % | 19                | 63% | 14                       | 46% | 21              | 63% | 14                     | 42% |
| Black Non-Hispanic       | 34640              | 27% | 14215               | 25 % | 9                 | 30% | 8                        | 26% | 9               | 27% | 8                      | 24% |
| Hispanic Latino Any Race | 13478              | 10% | 4910                | 8 %  | 2                 | 6%  | 0                        | 0%  | 3               | 9%  | 0                      | 0%  |
| Other                    | 8188               | 6%  | 2837                | 5 %  | 0                 | 0%  | 0                        | 0%  | 0               | 0%  | 0                      | 0%  |
| Total                    | 125964             |     | 56292               |      | 30                |     | 22                       |     | 33              |     | 22                     |     |

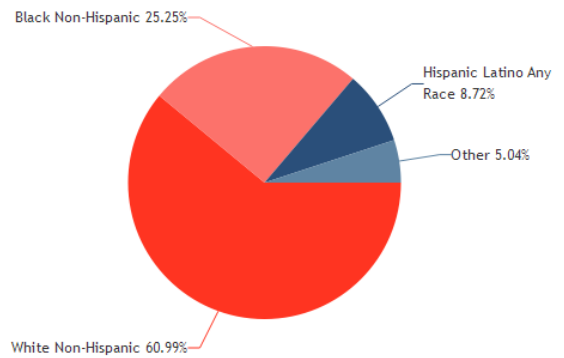
### Reaccreditation Year 3 Notes:

Please also include any other notes relevant to this summary.

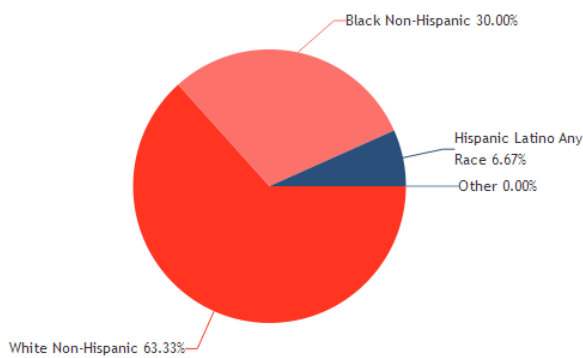
#### Service Population



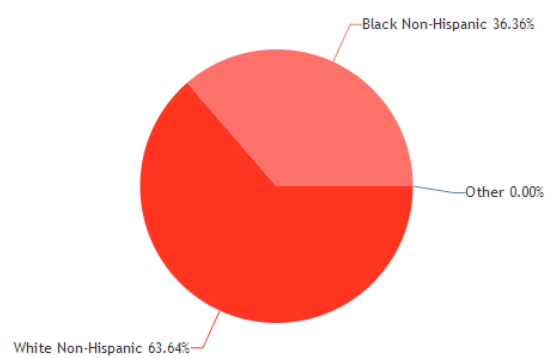
#### Available Workforce



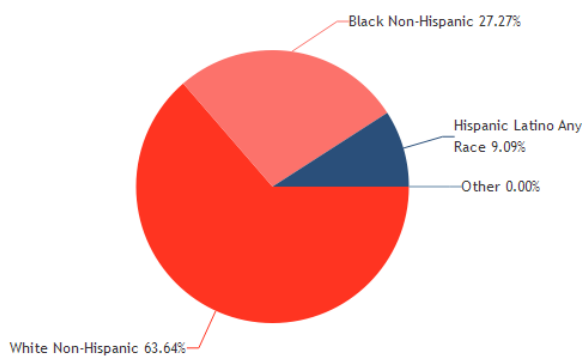
#### Current Employees



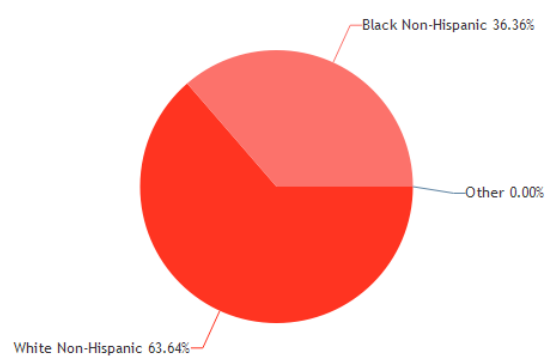
#### Current Female Employees



#### Prior Employees



#### Prior Female Employees



## Agency Demographics Report - Reaccreditation Year 4

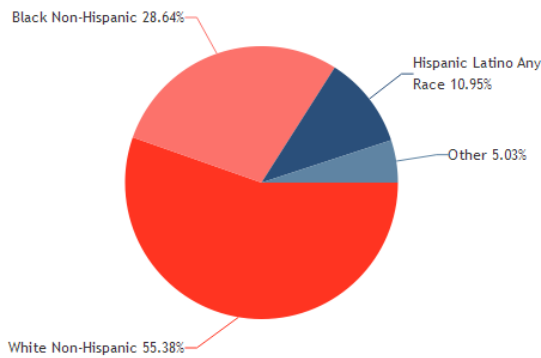
Data Collection Period: 1/1/2019 - 12/31/2019

|                          | Service Population |     | Available Workforce |      | Current Employees |     | Current Female Employees |     | Prior Employees |     | Prior Female Employees |     |
|--------------------------|--------------------|-----|---------------------|------|-------------------|-----|--------------------------|-----|-----------------|-----|------------------------|-----|
|                          | #                  | %   | #                   | %    | #                 | %   | #                        | %   | #               | %   | #                      | %   |
| White Non-Hispanic       | 70159              | 55% | 32004               | 55 % | 24                | 70% | 17                       | 50% | 21              | 63% | 15                     | 45% |
| Black Non-Hispanic       | 36289              | 28% | 16554               | 28 % | 9                 | 26% | 8                        | 23% | 10              | 30% | 9                      | 27% |
| Hispanic Latino Any Race | 13879              | 10% | 6331                | 10 % | 1                 | 2%  | 0                        | 0%  | 2               | 6%  | 0                      | 0%  |
| Other                    | 6367               | 5%  | 2904                | 5 %  | 0                 | 0%  | 0                        | 0%  | 0               | 0%  | 0                      | 0%  |
| Total                    | 126694             |     | 57793               |      | 34                |     | 25                       |     | 33              |     | 24                     |     |

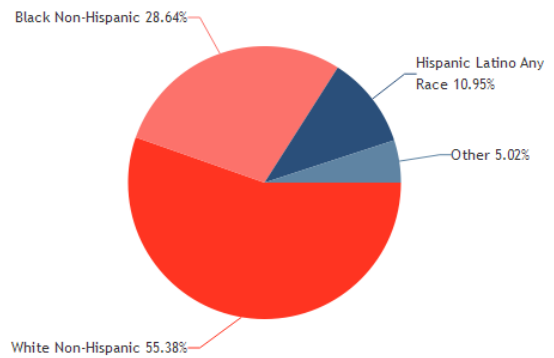
### Reaccreditation Year 4 Notes:

Formulas are not working to calculate the totals/percentages. CIMRS is placing N/A in the Totals field.

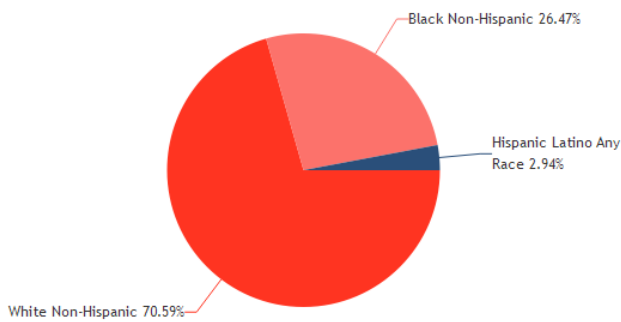
#### Service Population



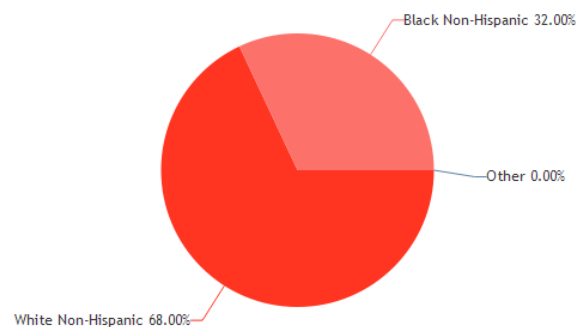
#### Available Workforce



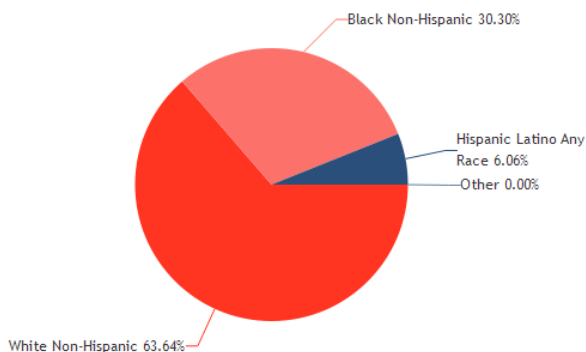
#### Current Employees



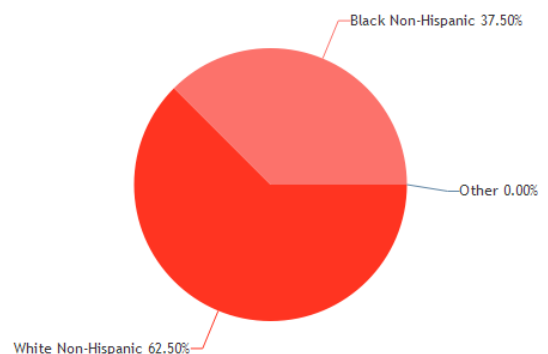
#### Current Female Employees



#### Prior Employees



#### Prior Female Employees



***Personnel Actions***

**Year 1 Data Collection Period:** 1/1/2016-12/31/2016

**Year 2 Data Collection Period:** 1/1/2017-12/31/2017

**Year 3 Data Collection Period:** 1/2/2018-1/1/2019

**Year 4 Data Collection Period:** 1/1/2019-12/31/2019

| Actions                             | Year 1 | Year 2 | Year 3 | Year 4 |
|-------------------------------------|--------|--------|--------|--------|
| Suspensions                         | 3      | 0      | 0      | 0      |
| Demotions                           | 0      | 0      | 0      | 0      |
| Resignations in Lieu of Termination | 1      | 0      | 0      | 0      |
| Terminations                        | 2      | 1      | 0      | 0      |
| Other                               | 0      | 3      | 0      | 8      |

***Reaccreditation Year 1***

Other: Written Warnings

***Reaccreditation Year 4***

Other is Counseling (oral) for CY2019

### ***Liability Reports***

**Year 1 Data Collection Period:** 1/1/2016-12/31/2016

**Year 2 Data Collection Period:** 1/1/2017-12/31/2017

**Year 3 Data Collection Period:** 1/2/2018-1/1/2019

**Year 4 Data Collection Period:** 1/1/2019-12/31/2019

|                       | Year 1 | Year 2 | Year 3 | Year 4 |
|-----------------------|--------|--------|--------|--------|
| Number Reported       | 0      | 0      | 0      | 1      |
| Training Deficiencies | 0      | 0      | 0      | 0      |
| Failure of Policy     | 0      | 0      | 0      | 0      |
| Inattention to Detail | 0      | 0      | 0      | 1      |
| Other                 |        | 0      | 0      | 0      |

### ***Reaccreditation Year 1***

There were no reported incidents of liability during the initial reporting year. We had a fantastic year!

### ***Reaccreditation Year 4***

Per CALEA, liability incidents include but are not limited to failure to enter a call for response (failure of policy), entry of an incorrect address (training deficiency), failure to dispatch (inattention to detail), equipment failure (other) or inappropriate call handling.



## ***Performance Measures***

**Year 1 Data Collection Period:** 1/1/2016-12/31/2016

**Year 2 Data Collection Period:** 1/1/2017-12/31/2017

**Year 3 Data Collection Period:** 1/2/2018-1/1/2019

**Year 4 Data Collection Period:** 1/1/2019-12/31/2019

|                                    | Year 1 | Year 2 | Year 3 | Year 4 |
|------------------------------------|--------|--------|--------|--------|
| Incoming Emergency Calls           | 117409 | 109340 | 107235 | 106987 |
| Incoming Non-Emergency Calls       | 54717  | 51845  | 50465  | 52734  |
| Outgoing Calls                     | 35645  | 41160  | 45829  | 51910  |
| <b>Calls Resulting in Dispatch</b> |        |        |        |        |
| Law Enforcement                    | 111171 | 114641 | 95927  | 118362 |
| Fire                               | 4709   | 6832   | 5965   | 6412   |
| EMS                                | 17243  | 16169  | 17356  | 16071  |
| Average Abandonment Rate %         | 6      | 6      | 6      | 6      |
| Average Processing Time in minutes | 0      | 0      | 0      | 0      |

### ***Reaccreditation Year 1***

Average Processing Time in Minutes: N/A

Incoming Emergency Calls / Incoming Non-Emergency Calls: A systems reporting issue was discovered in the 4th Quarter of 2016. It is estimated that call volume is 20-30% higher than what has been reported. The number that has been reported is what the system itself reported back.

### ***Reaccreditation Year 3***

Average Processing Time in minutes is Not Applicable.

### ***Reaccreditation Year 4***

Average Processing Time in minutes is not applicable

**Public Education**

**Year 1 Data Collection Period:** 1/1/2016-12/31/2016

**Year 2 Data Collection Period:** 1/1/2017-12/31/2017

**Year 3 Data Collection Period:** 1/2/2018-1/1/2019

**Year 4 Data Collection Period:** 1/1/2019-12/31/2019

|                                    | Year 1 | Year 2 | Year 3 | Year 4 |
|------------------------------------|--------|--------|--------|--------|
| Surverys Completed                 | 0.0    | 0.0    | 0.0    | 0.0    |
| Presentations Performed            | 6.0    | 4.0    | 4.0    | 4.0    |
| People Contacted                   | 254.0  | 2134.0 | 215.0  | 95.0   |
| Press Releases Initiated By Agency | 0.0    | 0.0    | 0.0    | 0.0    |

## *Grievances*

**Year 1 Data Collection Period:** 1/1/2016-12/31/2016

**Year 2 Data Collection Period:** 1/1/2017-12/31/2017

**Year 3 Data Collection Period:** 1/2/2018-12/31/2018

**Year 4 Data Collection Period:** 1/1/2019-12/31/2019

| Grievances | Year 1 | Year 2 | Year 3 | Year 4 |
|------------|--------|--------|--------|--------|
| Number     | 0      | 0      | 0      | 0      |

## *Training*

**Year 1 Data Collection Period:** 1/1/2016-12/31/2016

**Year 2 Data Collection Period:** 1/1/2017-12/31/2017

**Year 3 Data Collection Period:** 1/2/2018-12/31/2018

**Year 4 Data Collection Period:** 1/1/2019-12/31/2019

|                                                | Year 1 | Year 2 | Year 3 | Year 4 |
|------------------------------------------------|--------|--------|--------|--------|
| Hired                                          | 4      | 1      | 1      | 4      |
| Released from Probation                        | 2      | 4      | 1      | 1      |
| Completed Training                             | 2      | 4      | 1      | 0      |
| All Employees Retained for Three Years or More | 25     | 26     | 23     | 26     |
| Average In-service Training Hours              | 52.6   | 74.9   | 73.3   | 65     |

### ***Quality Assurance***

**Year 1 Data Collection Period:** 1/1/2016-12/31/2016

**Year 2 Data Collection Period:** 1/1/2017-12/31/2017

**Year 3 Data Collection Period:** 1/2/2018-12/31/2018

**Year 4 Data Collection Period:** 1/1/2019-12/31/2019

|                                    | Year 1 | Year 2 | Year 3 | Year 4 |
|------------------------------------|--------|--------|--------|--------|
| EMD QA Reviews Performed           | 0.0    | 0.0    | 0.0    | 0.0    |
| Protocol Compliance Percentage EMD | 0.0    | 0.0    | 0.0    | 0.0    |
| Other QA Reviews Performed         | 321.0  | 354.0  | 327.0  | 316.0  |
| Protocol Compliance Other          | 84.0   | 74.0   | 97.0   | 97.0   |

### ***Reaccreditation Year 1***

Central Communications does not dispatch for emergency medical services and therefore does not use EMD or perform EMD QA reviews

