

DELAWARE COUNTY 911 BOARD
MINUTES
FEBRUARY 17, 2009
DELAWARE COUNTY EOC

In attendance at the meeting was: Tom Homan, Steve Lutz, Commissioner Tommy Thompson (for Commissioner O'Brien), Sheriff Davis, Chief Martin, Chief Honeycutt, Chief McIntire, Chief Donahue and Chief Farmer.

Absent: Chief Vest and Bill Shively

Also in Attendance: Bill Swatsworth (Kimball Corporation) and Gloria Rose James

I. Chairman Homan called the meeting to order at 1:08 p.m with the Pledge of Allegiance.

II. Reading and Approval of Minutes

A. Motion to approve the minutes of February 17, 2009 as presented by Chief Farmer, seconded by Steve Lutz, and passed unanimously.

III. Committee Report

A. Technical Committee – Chief Donahue reported that the Technical Committee met with Bill Swatsworth on February 3 after the 911 Board Meeting. The Committee provided Swatsworth with the minutes and information that they had been working on since the Technical Committee was formed. The Committee also provided an overview of the direction they were headed and reasons why. Bill Swatsworth thanked the committee for the meeting.

Chief Donahue stated that under new business, Patrick Brandt will provide an update to a communication problem with the Shanahan Rd. radio tower.

B. Standards and Protocols – None

C. Administrative –None

Chairman Homan asked to move the New Business up for discussion at this time

IV. New Business

Patrick Brandt distributed a communication/tower schematic on how the 800 radio tower was designed. He explained that the microwave on the Shanahan Rd. tower has been damaged and has currently been turned off. No problems have been seen with this tower being down; however, there are some weak spots that were identified as a result of testing with Orange Twp FD and Liberty Twp FD.

Patrick reported that he has had a tower company present, with B & C Communications and himself troubleshooting the problem. Some parts have been replaced that have improved the signal; however, the signal strength is still not at an acceptable level to permit the towers operation. With the troubleshooting that has occurred, it appears that the problem is with the microwave dish or the cable supporting the dish. A company who specializes with this type of work from Pennsylvania is scheduled to be in Delaware later this week.

The problem with this tower began during the recent wind storm. Patrick stated that he has been working with Lisa Iannotta for the submission for insurance. He estimates the cost for the repair to be approximately \$5,200 as of right now.

Steve Lutz asked if it was possible to use the tower but direct the information to the Genoa Tower. Patrick stated that this was not possible and would, and if undertaken, require FCC analysis and approval due to the microwaves.

Chief Martin asked who would handle the repairs if Patrick was not available. Patrick stated that nobody serves or is capable of handling this in his absence. If a problem exists, B & C Communication would be contacted.

Chief Honeycutt asked who has the authority to contact B & C Communication. Patrick stated that dispatch has the authority.

Chief Martin asked how this problem was identified. Patrick stated that Motorola is under contract to monitor the system. Their office made notification of problems to Delaware County.

Chairman Homan asked for further clarification of Patrick position. Patrick stated that he works for the 911 Communication and the County Data Center. He specifically oversees the 12 communication tower sites, over 1,000 subscriber radios, and some of the CAD system.

Chief Martin commented that Patrick does an outstanding job. This was met with confirmation from several of the end user representatives.

V. Unfinished Business

- A. Kimball Corporation – Bill Swatsworth stated that he has been working on the two tasks identified in the contract agreement. Under Task I, he has been reviewing the management structure, staffing levels, discipline, policies, supervision, technology, quality assurance, training, and operations. He is about ½ way completed with the technology aspect.

Under Task II – recruitment, he has created a draft proposal and submitted it to Chairman Homan for review and comment. He commented that he has received a resume from one individual already with the position not being posted.

He reported that the draft proposal should be presented in the next 1-2 weeks.

Chairman Homan stated that he had received the recruitment information and will distribute the packet of information.

Chairman Homan stated that through the study by Kimball, Kimball has reported that Delaware County is moving forward with a new phone system. Patrick Brandt confirmed that Delaware County is looking at upgrading the existing Patriot phone system. This contains the phone lines for the 911 trunk, phone lines for receiving (police, fire and medical) alarms. Chairman Homan asked who is handling this project. Patrick reported that Kathy Coy. Chairman Homan stated that he is surprised that this has not been brought to the 911 Board. Patrick stated that Dave Cannon has been involved with this. There will not be a RFP, as this is just an upgrade. This is estimated to be \$800,000 to \$1,000,000 project.

Patrick also stated that the recording system is also scheduled to be upgraded. No quotes have been received. This project is required as the present serving company is no longer providing service for this equipment. The proposal will include tying into the City PD radio equipment and allow all radio channels to be recorded.

Chief Honeycutt asked if there is another company that can provide the support to the existing system. Patrick stated – yes.

Chief Donahue stated that it is extremely disturbing that this work on the 911 communication system is being done, without the 911 Board being involved. He further stated that the 911 Board received a 2007 budget in late 2007. Since that time, not one bit of information has been provided to the 911 Board. The County has adopted the 2008 and 2009 budgets without any discussions with this Board. He feels that it is imperative that this Board be involved. This Board should have monthly reports submitted, and further, we should be provided with the 5 year CIP for the 911 and Communication system.

Chief Honeycutt stated that we are still fighting what authority the 911 Board has.

Commissioner Thompson stated that he agrees what is being stated. He is disturbed that we continue to go without a plan. He is frustrated and we continue to not get anything completed.

Chairman Homan stated that we have brought Kimball in to assist in developing the plan.

Commissioner Thompson stated that we have been spinning our wheels for the past 9 years.

Chief Farmer stated that we have an outstanding center that needs to be made better, and part of the problems deals with technology.

Commissioner Thompson stated that technology is constantly changing. What needs to be developed is a living and breathing document.

- B. Personnel - Executive Session pursuant to Ohio Revised Code Sections 121.22 (G) (4) personnel. Motion by Chief Farmer to move into Executive Session. Seconded by Chief Honeycutt. Motion Approved at 1:43 p.m..

Motion by Chief Farmer, seconded by Steve Lutz to come out of Executive Session at 2:35 p.m.. Motion approved.

- C. Motion by Chief Farmer and seconded by Chief Martin that the 911 Board recommend to the County Commissioners for the approval, assistance, implementation and accomplishing the interim management structure as proposed by Kimball Corporation. Motion passed unanimously.

VI. There being no further business before the Board, meeting was adjourned at 2:37 p.m.

VII. Next meeting is scheduled for March 3, 2009.



February 17, 2009

Mr. Thomas Homan
Delaware County 911 Board - Chairman
One South Sandusky Street
Delaware, Ohio. 43015

Dear Mr. Homan:

The following proposal is in response to my discussion with you and the 9-1-1 Board. In conducting our Delaware County PSAP assessment and management review, Kimball determined a lack of direct management within the department have negatively impacted key functions and employee morale.

Kimball recommends assignment of an interim 9-1-1 Director and an interim Operations Manager to provide leadership and management within the Communications Center until a permanent Director is identified and hired.

Current Management Structure

Currently, the management of the Delaware County 9-1-1 system has been tasked to the County Administrator in the absence of a permanent Director. The County Administrator relies on shift supervisors to manage the day to day operations. (Attachment A)

The County Administrator is also tasked with management and oversight of many other departments within the County. Communications Center supervisors are tasked with their daily dispatching duties and cannot effectively provide the level of management required. There is also little involvement of the 9-1-1 Board to assist in the management of operations as outlined under Addendum B of the Consolidation Agreement.

Proposed Interim Management Structure

The proposed Interim Management Structure as been developed with input from Delaware County 9-1-1 Board, Delaware County Sheriff, City of Delaware, and Delaware County.

Through the cooperation of the 9-1-1 Board members, Captain Bruce Pijanowski, City of Delaware Police, is proposed as Acting Director, and Communications Supervisor Stephanie Stephens, Delaware County Sheriff's Office, is proposed as Acting Operations Manager. By placing these key personnel in place, they can begin the process of restoring management oversight and control. This will also facilitate an easier transition for a permanent manager.

Mr. Thomas Homan
February 9, 2009 Date
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The Acting Director will report to the 9-1-1 Board on operational aspects, but still maintain a relationship with the County Administrator for financial and routine County administration items.

The Acting Director will be responsible for the overall administration and operation of the Center, supported by the Acting Operations Manager. The Acting Operations Manager position will oversee areas such as CAD, policies, staffing, etc. To achieve these duties, the Acting Operations Manager will utilize the current support staff that is in place. (Attachment B)

The proposed assignments will remove the burden of management from the shift supervisors and allow them to focus on supervising. This structure is designed to restore management within the 9-1-1 Center to move forward on the path of consolidation.

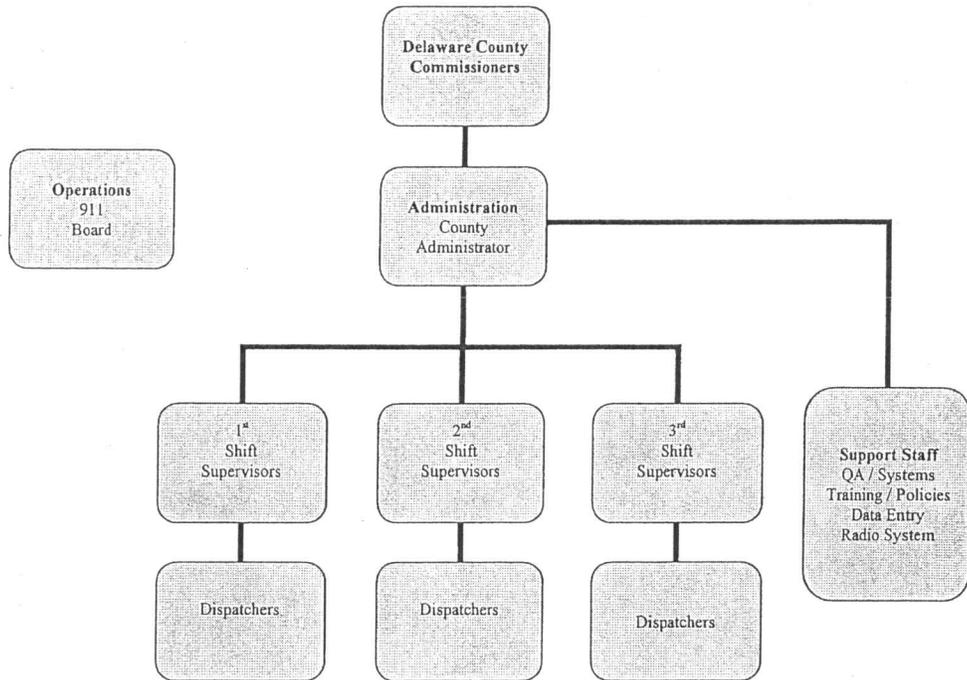
If you have any questions concerning this correspondence or any other matter of mutual concern, please do not hesitate to contact me.

Sincerely,

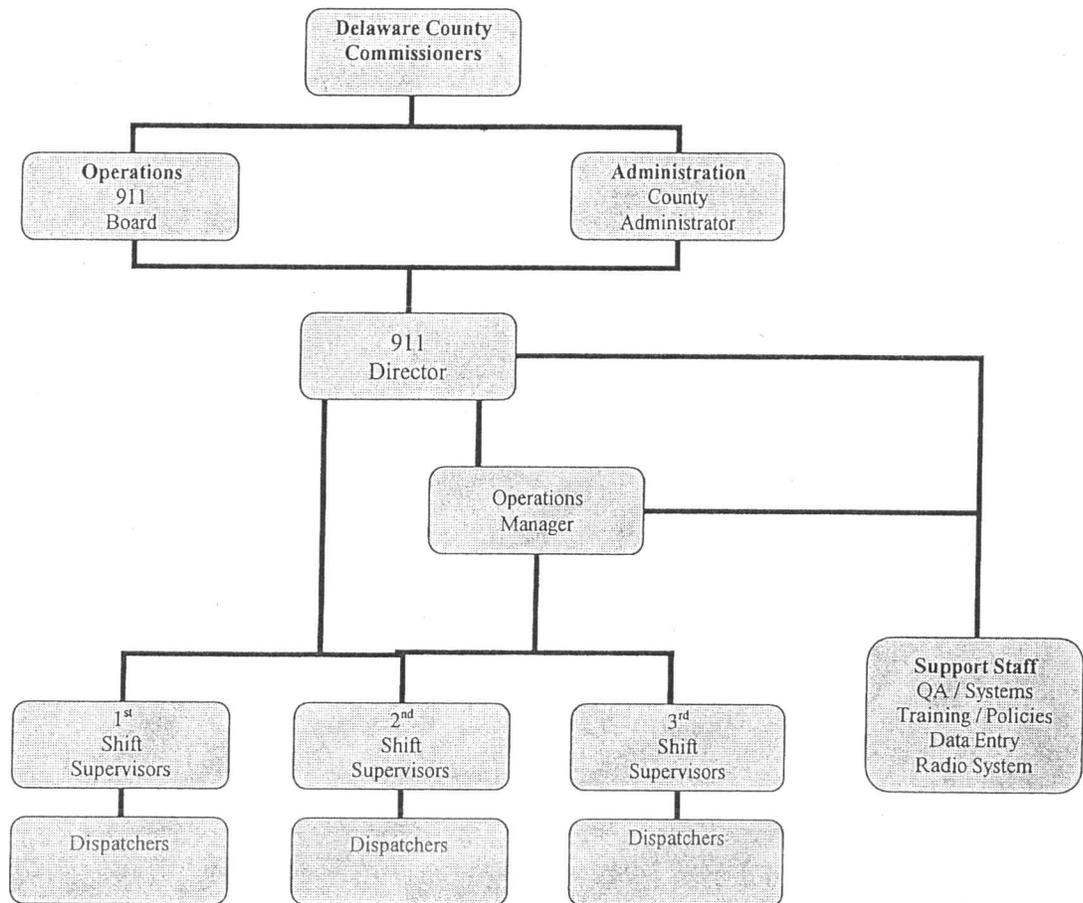
William Swatsworth
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Suite 222
State College, PA 16803
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Cell: 814-571-8716

Attachments: (A) Current Management Structure
(B) Proposed Interim Structure

Attachment A – Current Management Structure



Attachment B – Purposed Intermediate Management Structure



Assessment Report

on

Recruitment and Selection of a 9-1-1 Center Manager:

- **Position Posting**
- **Position Description**
- **Screening Instrument/Evaluation Tool**

Submitted to:

DELAWARE COUNTY, OHIO 9-1-1 BOARD

February 2009 ©



Introduction

The Consolidation Agreement for the consolidation of the 9-1-1 Emergency Communications Services in Delaware County, Ohio places responsibility for recruiting, screening, and interviewing candidates for the 9-1-1 Center director position on the 9-1-1 Board. The County has engaged L. Robert Kimball & Associates (Kimball) to assist in the hiring of the Center director.

Kimball's tasks include in part supporting the Board in developing the requisite skill, experience, and position description for a professional 9-1-1 manager. Kimball also will support the Board in selecting a manager to meet its requirements.

This report presents assessment findings related to the following County-provided documents:

- Position advertisement for the position of 9-1-1 Center Manager.
- Current position description for the position of 9-1-1 Center Manager.
- Current screening instruments provided by the County for the purpose of evaluating potential position candidates.

Methodology

The review process compared the content of the County-provided documents with best practices, as known to Kimball from corporate experience and research within the emergency communications industry. Kimball has referenced the "Core Competencies for Public Safety Communications Manager/Director" developed by the Association of Public Safety Communications Officials – International (APCO). The APCO document is currently published as DRAFT, with final completion and publication to occur after February 9, 2009.

Kimball has also referenced position postings and position descriptions developed in the course of Kimball's engagements with other emergency communications centers in the United States.

Following review of the County-provided documents, Kimball benchmarked the County documents against the previously described references. This report summarizes content in the County documents and presents suggestions where appropriate for revisions and/or additional content. While the assessment reveals several opportunities for improvements to the evaluation instruments and process, Kimball recognizes some or all of the recommended actions may already have been addressed by Delaware County.

Recommended actions include additional content to add detail to the advertised posting and job description; training; definition of scoring guidelines; determination of weight values for scoring factors; document proof-reading; clarifications of content; and formatting consistency.

It is evident the County has invested significant effort in the development of an objective and job relevant evaluation and screening instrument. Additional refinement will further enhance the value of the process.

Position Advertisement

The position advertisement provided to Kimball for review contains high level background information and essential information concerning the job task responsibilities associated with the position. Information is provided regarding minimum requirements for hiring consideration, regarding compensation, and regarding the application submission process.

Additional detail is recommended for inclusion in the position advertisement. Providing additional detail in the position announcement may serve to screen out applicants who will not qualify for the position, thus reducing the amount of effort required for evaluating candidates. Suggested additional content:

- Director shall possess strong skills and experience in strategic planning and execution, as well as a good sense of and approach to organizational design.
- Director will be expected to utilize innovative human resources strategies, including career ladder and other motivational approaches to ensure that valuable trained and experienced staff is motivated and retained.
- Communications Center technology includes computer-aided dispatch systems and related public safety answering point technologies and telecommunications devices, including automated call distribution equipment and related equipment. The Director must possess sufficient understanding of technology to allow for successful oversight of these components of the operation.
- Director must have experience as an operations executive.
- Director will have a history of managing an organization with diverse functions and employee schedules. It is advantageous for Director Candidates to have experience in county and/or municipal government, in emergency and/or non-emergency public safety.
- Director should have emergency call center management experience or similar experience sufficient to ensure her/his ability to make appropriate decisions on utilization and implementation of the technologies in use.

- Director should bring a strong customer service orientation within a performance-based measurement environment or an organization that systematically measures and evaluates the provision of customer service and the delivery of results.
- The successful candidate will have outstanding verbal and written communication skills.

Current Position Description

Delaware County has provided a position description for the Emergency Services Department 9-1-1 Communications Director for review and comment. The description contains sections for Job Objectives; Essential Job Functions; Non-essential Job Functions; Job Requirements; Difficulty of Work; Responsibility; Personal Work Relationships; and Physical Effort and Environment.

The University of Delaware offers the following comments regarding the development of a position description: The description should be a formal document summarizing the important functions of a specific job, using clear and concise language. The document should accurately represent actual duties and responsibilities as well as job specifications. Position descriptions are the basis for position postings, job interviews, and performance evaluations.¹ Additionally, positions may assist with determining recruitment strategy, learning opportunities, and professional development needs.²

Formats for position descriptions may vary with the issuing entity. Content is generally consistent and includes, but is not limited to, the following components:

- Position title
- Position title of the supervisor
- Date the position was documented
- Summary of the position
- Essential duties and responsibilities
- Position specifications
- Special considerations

When summarizing the position, one or two sentences summarizing the primary function and general purpose of this job is appropriate. Essential duties and responsibilities can be limited to approximately eight, each of which accounts for more than 5% of the position, listed in descending order of importance and indicating the percentage of time spent on the duties. Position specifications address minimum specifications for formal training, education, certifications, licensures, and/or working experience, and identify the level of knowledge, skills, and/or abilities (KSAs) required to perform the essential job

¹ University of Delaware, *Tips on Writing a Position Description*, Retrieved January 29, 2009, from the University of Delaware Web site: <http://www.udel.edu/hrclass/jobdesc2.html>

² Dartmouth College, Office of Human Resources, *What is a Position Description?* Retrieved January 29, 2009, from Dartmouth College Web site: <http://www.dartmouth.edu/~hrs/position/descriptions.html>

responsibilities and duties competently. Special considerations identify the working conditions and physical demands which relate to the essential functions of the position. This information is important to ensure that position descriptions, when necessary, include appropriate language about the physical requirements of the job for monitoring compliance with the ADA.³

For the most part, the existing County position description includes the recommended sections. It includes a listing of 15 “Essential Job Functions.” The listing does not indicate percentages of time associated with listed tasks. It is unknown if the document presents the functions in a descending order of importance, leaving it to the reader to speculate as to the relative importance of the tasks and the amount of the position holder’s time projected for dedication to each task.

When describing functions, the document should be as specific as possible when describing tasks and responsibilities. Position descriptions are not intended to include every kind of work assignment the position may have, but rather address responsibilities that are predominate, permanent, or recurring.

The County document includes job specifications under the heading **Job Requirements**. Special considerations are addressed specifically in **Section V. Physical effort and Work Environment**. Additional considerations and environmental factors are provided under the headings **Difficulty of Work, Responsibility, and Personal Work Relationships**.

The County position description contains a heading **Non-Essential Job Functions**, with the requirement to perform related Essential/Non-Essential functions as required. The statement is unclear, potentially misleading, and subject to interpretation. The section and its requirement do not appear to add value to the position description. Consideration should be given to deleting the section.

The format of the County position description changes following the **Non-Essential Job Functions** section, shifting to a Roman numeral section listing. The format should remain consistent throughout the document. Format, syntax, and typographical errors were observed in Sections I through V. A thorough proof-read is suggested.

Identifying and Scoring Core Competencies for Communications Center Directors

Core Competencies for Public Safety Communications Manager / Director,⁴ developed by the Association of Public Safety Communications Officials (APCO), provides extensive requirements recommendations for Communications Center Directors.

³ University of Delaware

⁴ *Core Competencies for Public Safety Communications Manager/Director*, (DRAFT) APCO International, January 2009, retrieved from APCO Web site January 29, 2009; <http://www.apcointl.org/>

The document presents the recommended competency areas for a director of an emergency communications center in Six Sections:

1. Managing Self & Personal Skills
2. Providing Direction
3. Facilitating Change
4. Working with People
5. Using Resources
6. Achieving Results

Each of the six competency areas is further broken out into specific competencies and/or abilities.

It appears the County substantially addresses the competencies and abilities identified by APCO in their evaluation process. The County presents their rating factors in five categories: **Leadership and Management Style; Interpersonal Skills; Job Knowledge; Results; Career / Professional Development.** The categories are listed on the Candidate Evaluation Form, and each category includes descriptive statements relating to the candidates. The form instructions directs the raters to "Please rate each candidate in the following areas on a scale of one (lowest possible score) to five (highest possible score)."

The County has created interview questionnaires to be administered to position candidate by panels selected from First Responders, Dispatchers, and Administrative / Management personnel. Questions elicit responses related to a candidate's management/leadership style; knowledge, training and experience in specific topics; opinions; and goals. There are direct questions, scenario-based questions, and two essay questions.

The County has not provided documentation mapping the specific questions to the rating factors listed on the Evaluation Form. If specific questions are not mapped to specific rating factors, the various raters are left to their own interpretations to link the candidates' responses to the factors. Such a condition does not lend consistency to the rating process. The issue of inconsistency can be addressed if raters are provided appropriate guidance by the testing administrator(s) or if the raters reach consensus through their own initiative.

The Evaluation Form does not define the values raters are directed to use for scoring. The form uses a Likert Scale⁵ to establish a score for each factor. The raters are asked to evaluate candidates according to the level of agreement or disagreement with the rating statements. For the sake of consistency Kimball recommends defining the meaning for each number in the rating instrument. For example:

⁵ Trochim, William M. The Research Methods Knowledge Base, 2nd Edition. Internet WWW page, at URL: <http://www.socialresearchmethods.net/kb/> (version current as of October 20, 2006). Scaling is the assignment of objects to numbers according to a rule. The objects are text statements and the level of measurement refers to the relationship among the values that are assigned to the attributes for a variable. A Likert Scale is a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research.

1. = Strongly disagree
2. = Disagree
3. = Undecided
4. = Agree
5. = Strongly agree

The instrument and testing materials provided to Kimball by the County do not indicate if weight values have been assigned to any of the rating factors. If weight values are not assigned and the raw scores are simply rolled up into a cumulative total, each rating factor then has equal impact on the overall score. The significance of the outcome effect is no specific factor(s) can be shown or considered as more important. For example, as a manager/director, it is more important to be familiar with the provisions of the Family and Medical Leave Act (FMLA) than to know how to rewire a radio console. Accordingly, if the County has not yet done so, Kimball recommends assigning appropriate weight values to the rating factors being used to evaluate candidates.

Finally, it important that all persons engaged in the process of evaluating job candidates are trained in the use of the evaluation instrument, the rating factors, and the relative importance of the factors (weighting).

Summary

It is evident the County has invested significant effort in the development of an objective and job relevant evaluation and screening instrument. Kimball recognizes some or all of the recommended actions may already have been addressed by Delaware County.

Overall, the advertised position description and the job description provided by the County are adequate, although there is room for improvement. Specific revisions to the advertisement would add detail to the requirements, potentially functioning as an initial screening point to filter nonqualified applicants. There are sections of the job description requiring clarification of the content and consistency with document formatting.

While the evaluation instrument provided by the County appears to address important skills, knowledge, and abilities, there is no linkage provided to associate specific questions to rating factors. Linkage ensures each rater is scoring specific factors on the same questions, validating and ensuring consistency in the process.

Finally, Kimball strongly recommends the County review all evaluation factors and their associated statements on the Candidate Evaluation Form to establish metrics differentiating the scoring factors by level of importance.

Kimball is fully capable and prepared to provide additional support to Delaware County to implement the recommendations made in this assessment document.

ISSUE	ENG NAME	DATE
B	BD	10-29-2004

SCALE:



LEGEND:

- Constellation 6
6.7 GHz, 28 T1
NP
- Constellation 155/180 11
11.2 GHz, OC-3/STS-3
MHS



Harris Stratex Networks, Inc.
 Delaware County OH
 Delaware County OH
 System Layout

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