

LAPEER COUNTY CENTRAL DISPATCH

2024 Emergency Communications Annual Report



Prepared by the Executive Office

September 2025

1. Executive Summary

In 2024, Lapeer County Central Dispatch maintained its critical role as the only 9-1-1 Public Safety Answering Point (PSAP) for the county, supporting 24/7 emergency communication services. The center managed 132,974 calls for service (reports) and 59,437 9-1-1 and administrative phone calls, reflecting continued high demand for public safety support. Key operational improvements included the implementation of Structured Call Taking using electronic Priority Dispatch Protocols for EMS.

The agency focused on enhancing efficiency and consistency, notably through updated EMS call handling policies, implementation of compliance monitoring, and quality improvement procedures. Investments in staff development were evident with increased training hours, certifications, and the addition of QA-certified professionals.

Technological advancements were also a priority. Central Dispatch continued integration with RapidSOS, which delivers life-saving data to dispatchers, and supported the Text-to-911 program, addressing community needs. Further, system upgrades such as two-factor authentication, and continued radio encryption highlighted ongoing efforts to modernize infrastructure and ensure compliance with state and national standards.

Central Dispatch also played a vital role in emergency preparedness. Staff participated in the Imlay City Train Derailment Tabletop Exercise, enhancing coordination with local police, EMS and fire agencies. Financially, the department managed a combined revenue of over \$2.7 million, primarily funded through phone surcharges, state support, investment earnings, and equipment rentals, while maintaining strong fund balance stewardship.

With clear performance benchmarks, transparent leadership, and strategic planning, Lapeer County Central Dispatch demonstrated a strong commitment to public safety, operational excellence, and continuous improvement throughout 2024.

2. Agency Overview

LCCD is the sole Public Safety Answering Point (PSAP) for Lapeer County's 90,000 residents, providing 24-hour call-taking and dispatch for 10 law-enforcement agencies, 18 fire departments, 4 EMS providers, 7 medical first responder teams, and allied public-service partners. The center manages both emergency (9-1-1) and non-emergency (10-digit) lines.

3. Organizational Structure

3.1 Governing Framework

Lapeer County is a political subdivision of the State of Michigan and is governed by the **Lapeer County Board of Commissioners (BOC)**. The BOC—elected at-large to represent all county residents—retains statutory authority to:

- Create county departments and adopt ordinances
- Levy and collect taxes
- Approve annual budgets
- Set county-wide policy standards and priorities

Although Central Dispatch is operationally independent, all fiscal activity must comply with county-wide financial policies, procedures, and audit standards established by the BOC.

3.3 Lapeer County Central Dispatch Authority (LCCDA)

The **LCCDA** is an independent authority charged with operating the county’s consolidated 9-1-1 Public Safety Answering Point (PSAP). It establishes operational policy, strategic priorities, and budget requests specific to emergency communications.

Authority Board Composition

Voting Seat

- County Board of Commissioners (1)
- Citizen-at-Large (1)
- Lapeer County Sheriff’s Office (1)
- Michigan State Police (1)
- Townships Representative (1)
- City of Lapeer Representative (1)
- City of Imlay City Representative (1)
- Fire Service Representative (1)

Appointing Body

- Board of Commissioners
- Board of Commissioners
- Sheriff
- MSP
- Lapeer County Chapter of MTA
- Lapeer City Commission
- Imlay City Commission
- County Firefighter’s Association

Key Role: The Authority Board sets department policy and provides strategic oversight while ensuring compliance with county-wide fiscal controls.

3.4 Technical Advisory Committee

The **E9-1-1 Technical Advisory Committee** is a seven-member body that reports directly to the LCCDA Board and provides operational and technical guidance.

Position	Representing
<ul style="list-style-type: none">• Executive Director (Chair)• Representative• Representative• Representative• Representative• Representative• Representative	<ul style="list-style-type: none">• Central Dispatch• Lapeer County Sheriff's Office• Michigan State Police• County Firefighter's Association• City of Lapeer Representative• City of Imlay City Representative• Emergency Medical Services

Primary Responsibilities

1. Recommend policies, SOPs, and technical standards for the dispatch center.
2. Resolve inter-agency or user-group disputes related to radio, CAD, or 9-1-1 operations.
3. Develop uniform operating procedures.
4. Serve as a working group for county-wide communications projects (e.g., NG9-1-1 GIS, radio encryption, CAD upgrades).

This governance structure balances county-level fiscal oversight with an operationally focused authority board and a technical committee that represents every major public-safety discipline served by the center.

3.5 Organizational Chart

See Appendix A for the full organizational chart reflecting current staffing and reporting relationships.

4. Staffing and Personnel

Authorized staffing includes 14 full-time dispatchers, 4 supervisors, an Executive Director, Deputy Director, Systems Administrator, and Administrative Assistant.

4.1 Authorized & Filled Positions (as of July 2025)

Position	Authorized	Filled	Vacant
Dispatchers	14	14	0
Supervisors (<i>working supervisors</i>)	4	2	2
Administrative Support	3	3	0
Systems Administrator	1	1	0
Total	22	20	2

4.2 Shift Coverage Model

- **Minimum staffing: 3 dispatchers** on duty 24/7
 - During historically lower-volume windows (e.g., Sunday - Thursday 01:00–08:00, Friday & Saturday 04:00-08:00), minimum may drop to **2 dispatchers** with one of them having a minimum of 5 years of dispatching experience, with at least 3 of those years at LCCD). This helps avoid employee burnout and reduce overtime hours paid.
- **Maximum console capacity: 7 dispatch positions** can be staffed simultaneously for major incidents or severe-weather spikes.
- **Supervisor role:** Supervisors are working dispatchers and perform oversight and QA duties.

Shift	Typical Dispatcher Count	Supervisor Coverage
Days (06:00–18:00)	2 - 3	1 working supervisor
Nights (18:00–06:00)	3 - 4	1 working supervisor
Split Shift (1400-0200)	3 - 4	1 working supervisor

4.3 Tenure & Experience Snapshot

Average tenure 8.4 years

Average tenure 8.4 years

Median tenure 7.0 years

Range **≈ 1 month** (newest hire) – **28 years** (longest-serving)

- Nearly **half of the staff fall between 5 and 10 years of service**, giving the center a solid core of experienced call-takers.
- A small but important infusion of recent hires (< 1 year) is helping offset retirements and prepare for future growth.
- The presence of several 20-plus-year veterans provides continuity, institutional knowledge, and on-the-job mentoring for newer employees.

A histogram illustrating the full tenure distribution is available in Appendix B.

4.4 Staffing and Personnel Turnover Summary

Lapeer County Central Dispatch maintained a consistent workforce throughout 2024, averaging approximately 18.5 employees per month. Over the entire year, the agency saw a total of 5 separations, resulting in an annual average of 0.42 separations per month.

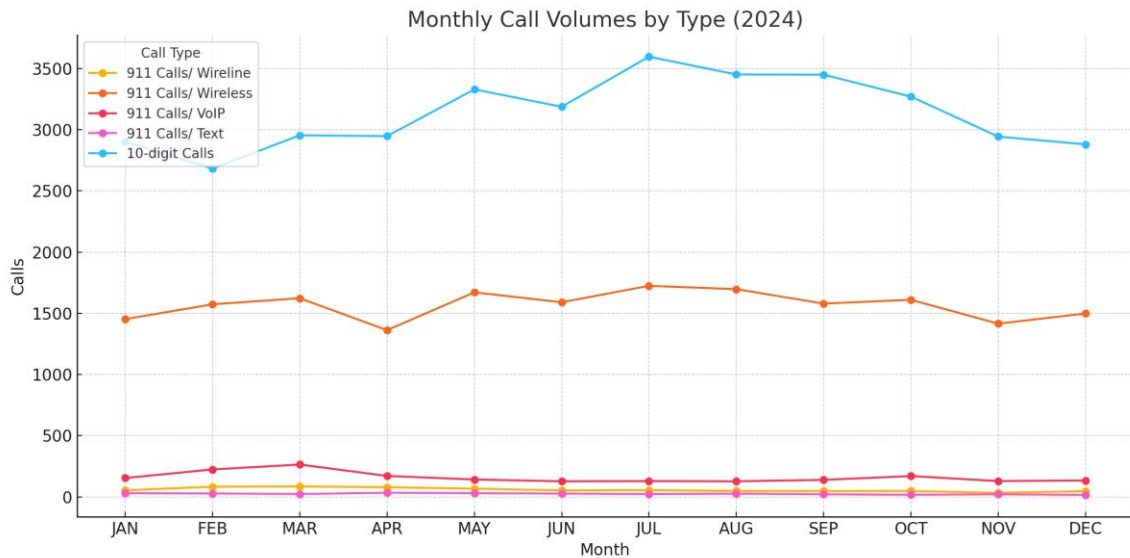
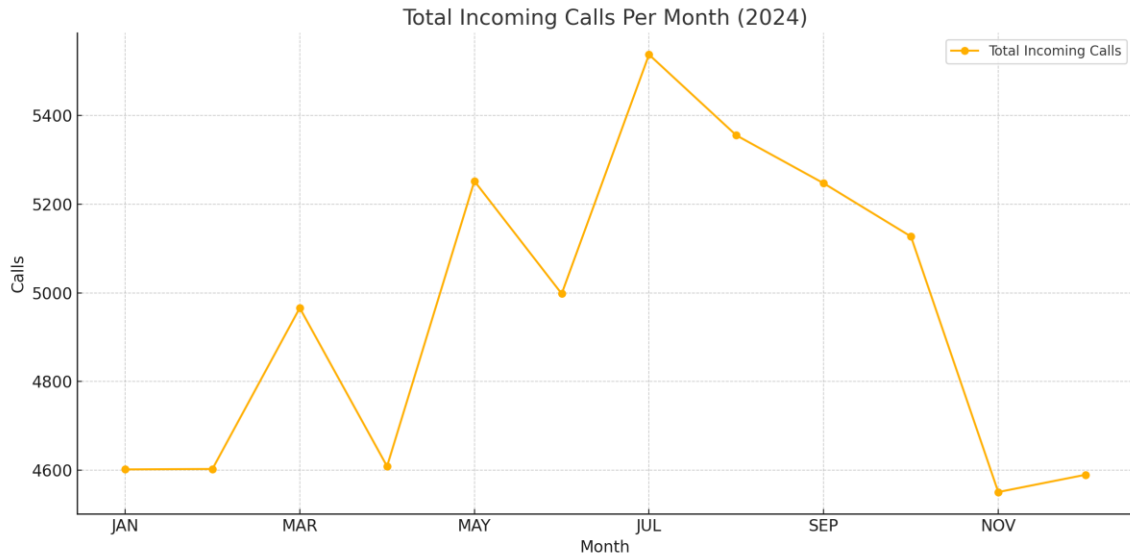
Most months recorded zero turnover, demonstrating strong employee retention and stability in staffing. The turnover peaked slightly during select months, but even the highest monthly turnover percentage was just under 6%, indicating a relatively low turnover rate for a small agency.

With turnover remaining below industry averages, the data suggests an overall healthy work environment with effective retention strategies. This low attrition likely contributed to operational consistency, reduced training burdens, and sustained institutional knowledge across the organization.

5. Call Volume and Statistics

5.1 2024 Call Volume Trends

Total incoming calls for 2024 reached 59,437, averaging about 4,950 per month. The summer surge peaked in July (5,537 calls), while November was the quietest month (4,551). Call mix remained 63 % administrative, 32 % wireless 9-1-1, 3 % VoIP 9-1-1, and under 2 % wireline/text-to-9-1-1.



5.2 Phone-System Snapshot – Calendar Year 2024

(Jan – Dec 2024)

	Count	Share of Total
Total incoming calls	59,437	100 %
• 10-digit / administrative	37,590	63.2 %
• 9-1-1 voice (wireless + wireline + VoIP + other)	21,551	36.3 %
• Text-to-9-1-1	296	0.5 %

Traffic Pattern	Figure
Average calls per month	≈ 4,953
Peak month	July – 5,537 calls
Lowest month	November – 4,551 calls
Highest single call type	Wireless 9-1-1 (18,794 calls, 32 % of total)

Key Takeaways

1. **Admin lines remain dominant** – Nearly two-thirds of all phone traffic still arrives via 10-digit lines, underscoring the importance of non-emergency call-handling capacity.
2. **Wireless continues to drive 9-1-1 volume** – Mobile callers generated 87 % of all 9-1-1 voice calls (18,794 of 21,551).
3. **Seasonal surge evident** – Total calls climbed steadily into summer, peaking in July; winter months saw a predictable dip.
4. **Text-to-9-1-1 usage steady but small** – Averaging 25 texts per month, the service fills an accessibility gap without significantly impacting call-taker workload.

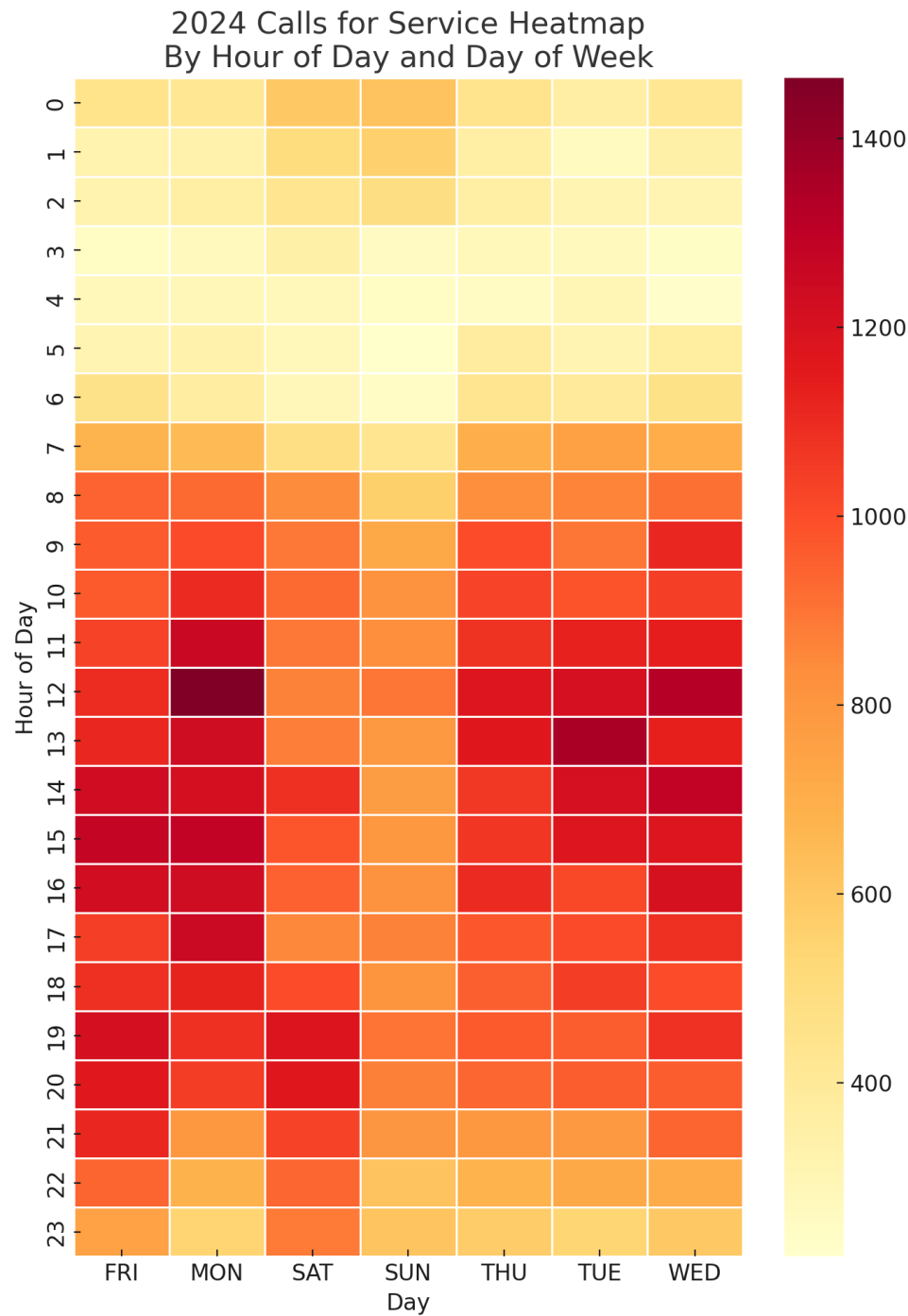
5.3 Key Insights – 2024 Calls for Service by Day & Hour

- **Total CFS analyzed:** 118,707
- **Busiest day: Monday** (20,277 calls) about 30 % busier than Sunday, the quietest day (15,556).
- **Peak hour across the week: Noon–1 p.m.** (8,038 calls).
- **Lowest-volume hour: 4 a.m. – 5 a.m.** (1,873 calls).
- **Single busiest hour/day combo: Monday at 12 p.m.** with 1,464 calls.

Operational takeaway: Mid-day on weekdays, especially Mondays—requires the highest console staffing, while the 04:00 hour remains the lightest, confirming current minimum-staff allocations.

Visuals

1. Heatmap: CFS Distribution by Day & Hour



5.4 June 2024 Phone-System Snapshot

Metric (June 2024)	Calls	Share of Total
Total incoming calls	4,998	100 %
• 10-digit / administrative	3,187	63.8 %
• 9-1-1 voice (wireless + wireline + VoIP + other)	1,784	35.7 %
• Text-to-9-1-1	27	0.5 %

Highlights

1. **Admin lines drive workload** – Nearly two-thirds of June traffic arrived via the non-emergency 10-digit number.
2. **Wireless dominance within 9-1-1** – Wireless callers accounted for **1,590** of the **1,784** 9-1-1 voice calls (89 %).
3. **Seasonal rise underway** – June’s 4,998 calls are a 9 % increase over the spring monthly average, foreshadowing the July peak.
4. **Text-to-9-1-1 steady** – Usage held at ~1 call per day, consistent with year-round trends.

5.5 Five-Year Call-Volume Snapshot (2020-2024)

- **331,000 total calls** handled over the last five years, averaging **≈ 66,200 per year**.
- Annual volume peaked in **2021 (71,448)**, then declined **17 %** to **59,437 in 2024**.

Year Total Calls Δ vs. Prev Year 911 Voice Admin (10-digit) Text-to-911

2020	67,817	—	24,713	37,436	54
2021	71,448	↑ 9.2 %	27,761	38,427	95
2022	65,451	↓ 2.1 %	25,099	35,762	92

Year Total Calls Δ vs. Prev Year 911 Voice Admin (10-digit) Text-to-911

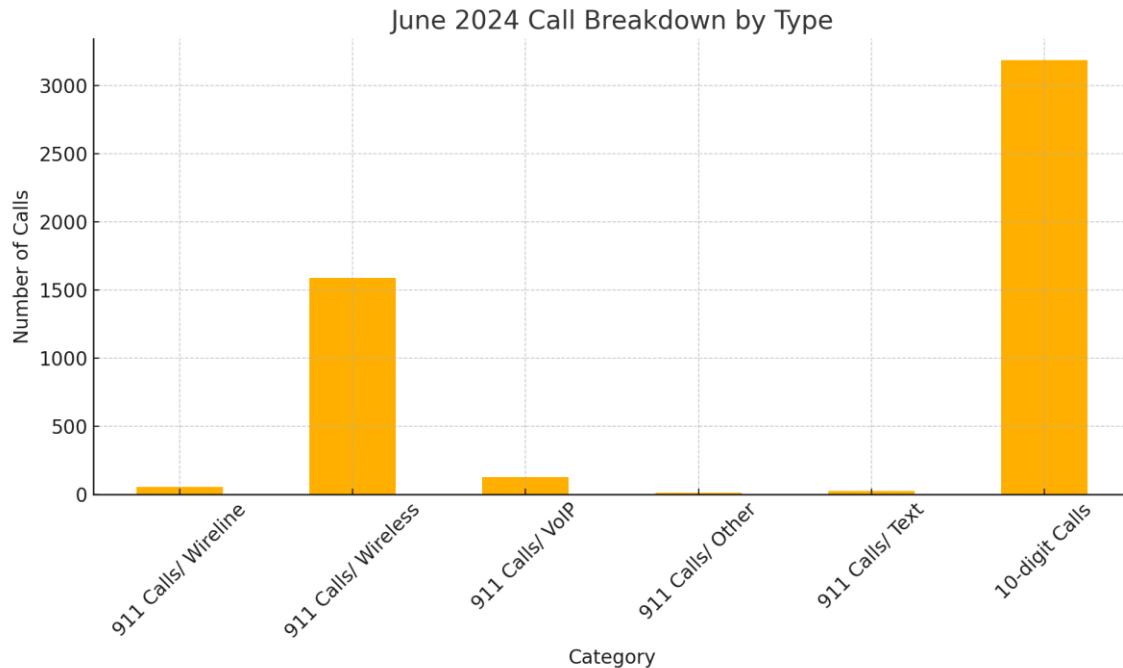
2023	66,837	↑ 1.1 %	30,257	36,345	235
2024	59,437	↓ 11.1 %	21,551	37,590	296

Key Trends

- **Admin lines dominate workload** – 10-digit calls made up **59 %** of all traffic across the period and climbed to **63 %** in 2024, even as total calls fell.
- **Wireless 9-1-1 volatility** – Mobile calls surged 40 % in 2023 (reflecting post-COVID mobility) before dropping 28 % in 2024 yet still account for ~90 % of all 9-1-1 voice traffic.
- **Text-to-9-1-1 growth** – Text sessions rose more than **5×**, from 54 in 2020 to 296 in 2024, now approaching **5 texts per 1,000 calls** and underscoring the need for ongoing text-handling training.
- **Steady CAD workload** – Computer-Aided-Dispatch incident reports held above 69,000 per year, showing that field-unit demand remained high even when phone volume dipped.

These figures illustrate shifting caller behavior—more admin inquiries, fewer overall emergencies, and accelerating adoption of text-to-9-1-1—while confirming the center’s capacity to manage a highly dynamic call mix.

Visual Breakdown



5.6 2024 Incident Mix at a Glance

(CAD incident counts by type — 118,707 total)

- Average load: \approx 325 incidents per day.
- Top driver: Traffic activity (stops & offenses) at 24,523 calls / 20.7 % of the annual total.
- Medical demand: 18,416 ambulance-related or patient-transfer calls—15.5 % of all incidents.
- Public-safety checks: “Property watch,” “suspicious person/vehicle,” and “welfare check” together exceed 15,400 events.
- Abandoned 9-1-1s: 4,423 wireline or wireless hang-ups—3.7 % of all CAD events; each required callback and verification.

- Text-to-9-1-1: 44 text sessions, roughly 0.4 per thousand incidents—steady but still niche.

Ten Most-Frequent CAD Types

Rank	CAD Type	2024 Incidents	Share
1	TSTOP – Traffic Stop	21,782	18.4 %
2	AMB – Ambulance Call Medical	13,106	11.0 %
3	PROP WATCH – Property Watch	6,773	5.7 %
4	SUSP – Suspicious Circumstance	4,689	4.0 %
5	PTTRANS – Patient Transfer	4,332	3.6 %
6	WELFAR – Welfare Check	3,945	3.3 %
7	911 WIRELESS H/U – Wireless Hang-Up	3,829	3.2 %
8	ALARM – Intrusion Alarm	3,189	2.7 %
9	PDA DEER – Car/Deer Accidents	2,887	2.4 %
10	TRAF – Traffic Offense	2,741	2.3 %

What Stands Out

- Traffic stops remain the single largest workload item, outpacing the next two categories combined.
- Medical calls represent one in six incidents when combining ambulance runs and patient transfers, underscoring EMS dispatch as a core PSAP function.
- Wireless 9-1-1 hang-ups are six times more common than wireline hang-ups (3,829 vs. 594), highlighting the continued need for rapid Phase-II location verification and callback protocols.
- Text-to-9-1-1 volume is modest but growing steadily alongside statewide Text-to-9-1-1 outreach.

These figures help pinpoint where training, staffing, and public-education resources should be focused—particularly in traffic enforcement support, medical triage efficiency, and abandoned wireless-call mitigation.

See Appendix C: Top CAD Incident Types – 2024 Chart

5.7 Fire-Related Dispatch Workload – 2024

Category (CAD type examples)	2024 Incidents	Share of All Calls (118 707)
Life-safety alarms (“Medical Alarm”, “Carbon Monoxide Alarm”)	1,158	1.0 %
Haz-mat, gas leaks & wires down	328	0.3 %
Outdoor fires (brush, grass, field)	215	0.2 %
Structure & appliance fires	109	0.1 %
Vehicle Fires	76	<0.1 %
Total fire-related workload	1,886	1.6 %

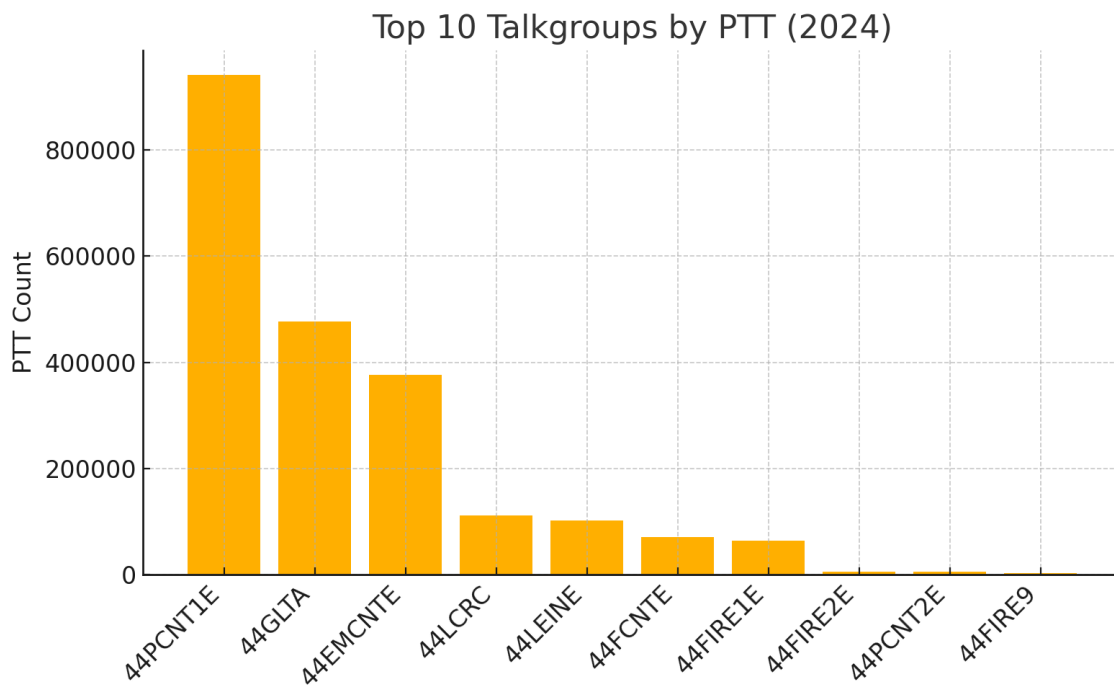
Key Takeaways

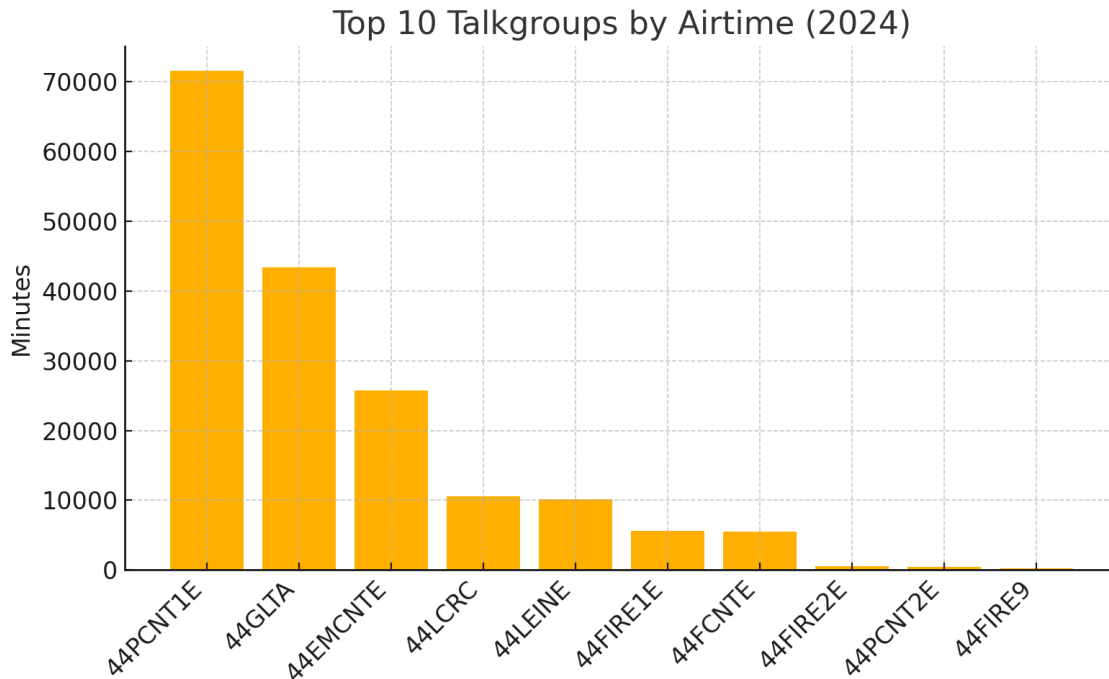
1. Life-safety alarms dominate genuine fire traffic – More than six in ten fire dispatches (61%) involve medical or carbon-monoxide alarms, emphasizing the need for quick alarm-verification routines to prevent over-dispatch.
2. Low-frequency, high-consequence events – True structure or appliance fires averaged about two per week county-wide, yet each triggers the largest multi-agency response; regular drills remain essential for readiness.
3. Springtime brush-fire spike – Outdoor-fire calls peak in April–May, matching pre-foliage dry conditions and suggesting targeted burn-ban messaging can cut incident counts.
4. Hazardous-condition calls outweigh vehicle fires 4: 1 – Gas leaks and wires-down events (328) far exceed vehicle-fire occurrences (76) and require precise dispatcher guidance on evacuations and utility notifications.
5. Temporal overlap with EMS demand – Life-safety alarm activations cluster in weekday business hours, the same window when medical calls surge, reinforcing the value of cross-trained dispatchers and flexible incident-channel assignments in the updated Fire Department Dispatching policy.
6. Although fire-related incidents make up only 1.6 % of the annual call load, they tend to require multi-agency resources—highlighting the importance of

tight triage protocols, seasonal prevention outreach, and ongoing inter-service coordination.

5.8 2024 Radio Traffic Highlights

- Total Push-to-talk (PTTs): **2.16 million**
- Total airtime: **173,928 minutes (≈ 2,899 hours)**
- Average “key-up” length: **~4.8 seconds**
- The busiest talkgroup (44PCNT1E) handled 43% of all PTTs and consumed 41% of airtime.





Insights

- Talkgroups 44PCNT1E and 44GLTA dominate both PTT count and airtime.
- A strong linear trend indicates airtime grows proportionally with PTTs—no outliers with unusually long transmissions.
- Average key-up duration (~4.8 s) aligns with concise radio discipline; any group averaging > 7 s may warrant refresher training on brevity.

5.9 2024 FOIA Activity at a Glance

Metric	Value
Tickets closed	377
Average turnaround	1.3 days
Median turnaround	0 days (same day)
Closed within 5 days	93.4 %

Work-flow Pattern

- Peak month: **July 2024** with **47 requests**.
- Slowest month: **December 2024** with **13 requests**.
- Monthly volume ranged 13 – 47 tickets—no extreme surges.

Turnaround Performance

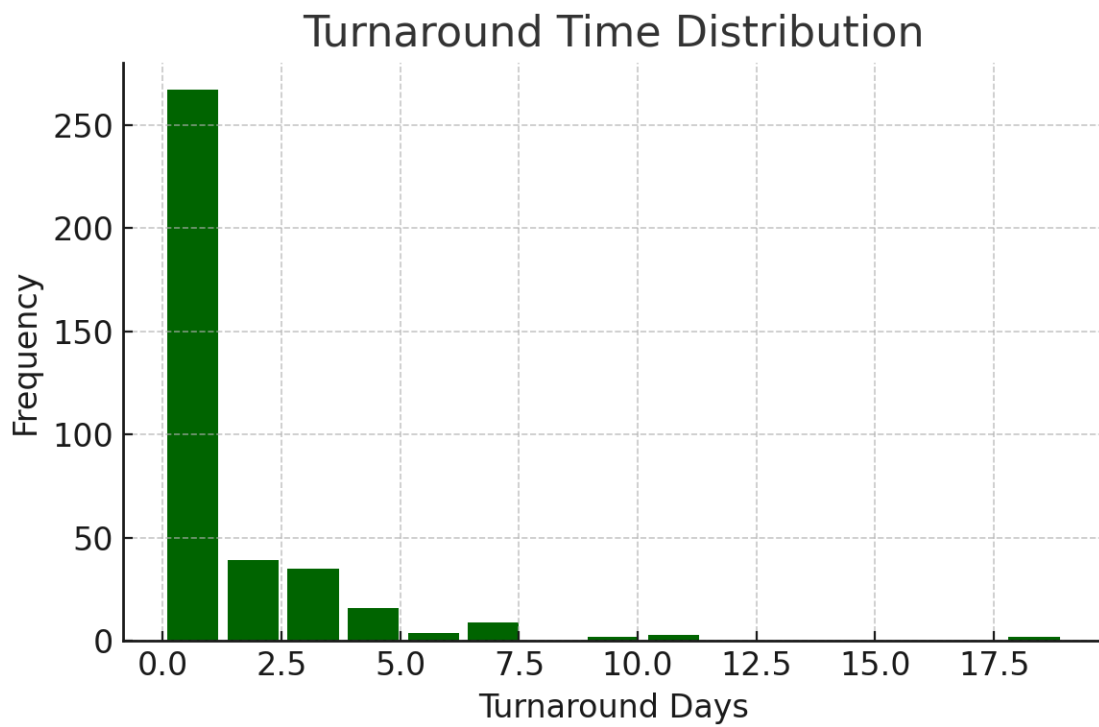
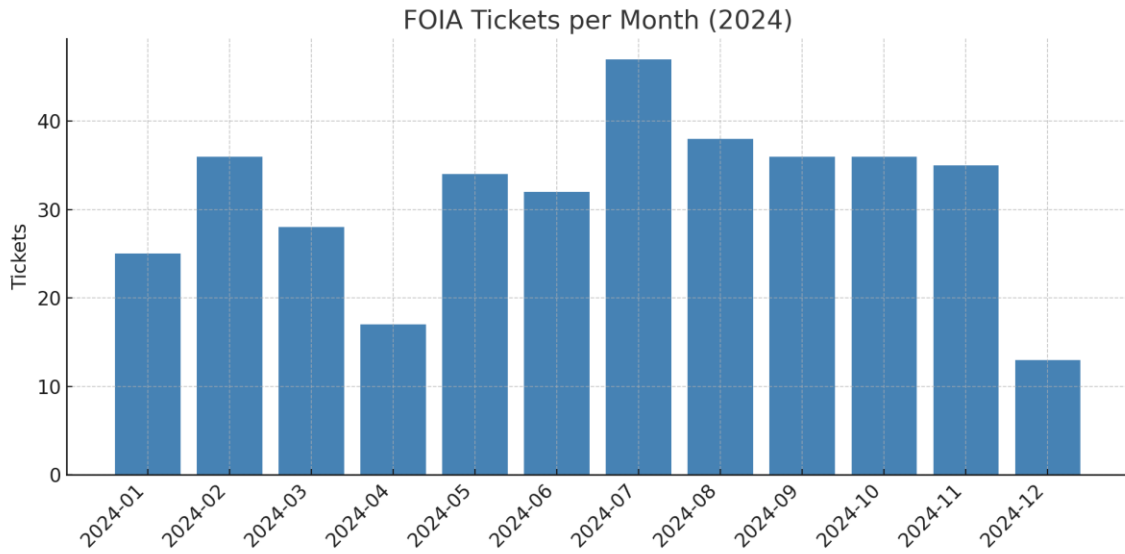
- Over **93 %** of requests met Michigan’s 5-business-day response* statute.
- Most tickets closed within 0-3 days; only a few exceeded two weeks.

FOIA statute requires that a request has been responded to within 5 business days, not necessarily completed within 5 business days.

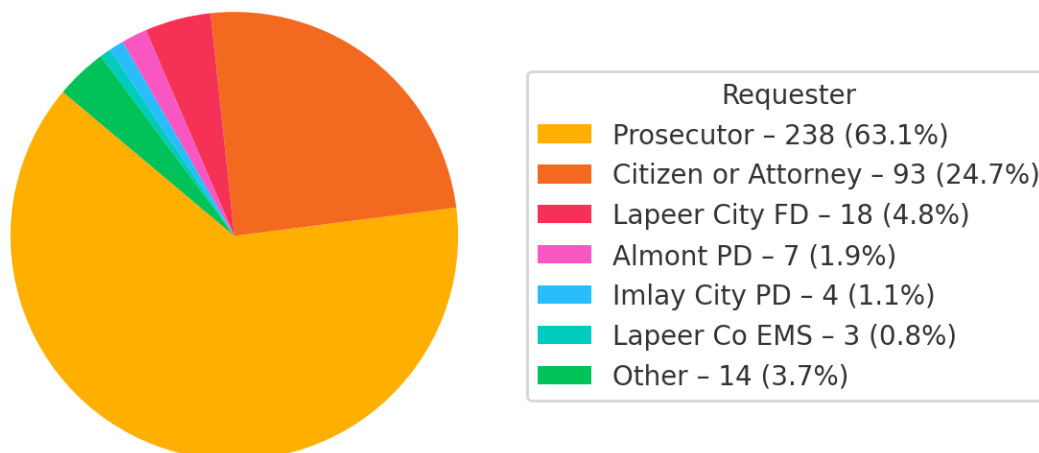
Who’s Asking?

- **Prosecutor’s Office:** 238 tickets (63%).
- **Citizen/Attorney:** 93 tickets (25%).
- **Lapeer City Fire Dept:** 18 tickets (5%).
- **Almont PD:** 7 tickets (2%).
- **Imlay City PD:** 4 tickets (1%).
- **Lapeer Co EMS:** 3 tickets (1%).
- Remaining categories together: 2 %.
- **“Other” = the small-volume requesters outside the top six categories.**

Requester	Tickets
County Treasurer	3
McLaren Hospital	3
Sheriff’s Office	2
Animal Control	1
Dryden Twp PD	1
Elba Twp FD	1
Metamora Twp PD	1
State Police	1
State of Michigan (misc.)	1
Total “Other”	14



Top FOIA Requesters (2024)



These figures show that FOIA volume is modest and largely prosecutor-driven, with dispatch administration routinely closing requests well inside the statutory deadline.

6. Major Incidents and Noteworthy Events

6.1 Oregon Township Domestic-Violence Homicide (Aug. 9, 2024)

On the night of **August 9, 2024**, Lapeer County Central Dispatch (LCCD) became the critical first link in a chain of events that ultimately led to the **first degree-murder conviction of Michael Schocke** in June 2025.

Key Facts

Timeline Dispatch Actions & Outcomes

23:03 hrs. – Telecommunicator Brooke-lin Hosner answers a frantic call from Jennifer 9-1-1 rings Pilotto, 38, reporting that her intoxicated boyfriend is pointing a gun at her in and blocking her and her children from leaving the bedroom.

< 90 seconds into call A single gunshot and a thud are captured on the open line. Hosner immediately upgrades the call to “shooting / possible homicide,” initiates an all-agency priority dispatch (Sheriff, MSP, Lapeer PD, DNR) and remains on the line attempting to re-establish contact.

5-minute Dispatcher detects faint moaning, continues two-way prompts (“Jennifer,

Timeline Dispatch Actions & Outcomes

mark	help is on the way...”) to assess victim status while feeding real-time intel to responding units.
Arrival	Units reach the scene within minutes; the suspect is detained without further violence and directs deputies to the firearm. Victim later succumbs to injuries at hospital.
June 6–11 2025 – Trial	Prosecutors play the full 11-minute 9-1-1 recording in court; dispatcher Hosner testifies to call timeline, audible commands, and suspect statements (“Game over,” “All you had to do was shut the f... up.”). The recording and testimony are cited as primary evidence rebutting the defense’s “accident” claim.
June 11 2025	Jury returns a guilty verdict for first-degree murder after four hours of deliberation; mandatory life sentence pending.

Why This Matters

- **Life-saving triage:** The dispatcher’s calm, protocol-driven questioning ensured that the children were evacuated, and rescue units had precise, up-to-the-second information.
- **Evidence preservation:** Keeping the call open captured the gunshot, suspect’s incriminating words, and the victim’s final utterances—audio evidence the jury described as “decisive” during deliberations.
- **Inter-agency coordination:** LCCD’s simultaneous alert to Sheriff, MSP, local police, and EMS shortened response time and secured the scene before evidence could be disturbed.
- **Professional recognition:** Telecommunicator Hosner received a departmental commendation for exemplary performance under extreme duress.

This case underscores how skilled call-taking, strict adherence to protocol, and seamless radio coordination can directly influence investigative success and, ultimately, justice for victims and their families.

6.2 October 2, 2024 – Imlay City Full-Scale Hazmat Train-Derailment Exercise

- **Scenario:** Simulated freight-train derailment with hazardous-materials leak along the Canadian National line in downtown Imlay City.
- **Participating entities:** 14 agencies including Imlay City FD/PD, Lapeer County HAZMAT, area EMS, and county emergency management.
- **Central Dispatch role:**
 - Generated the initial CAD incident and issued first-alarm paging to all primary responders.
 - Assigned resources to pre-planned incident and support talk-groups; maintained unit-status and time stamps.
 - Relayed exercise injects from evaluators to the Incident Commander and logged all radio traffic via Equature recorders for after-action analysis.

7. Technology and Infrastructure Updates

7.1 ProQA Emergency Medical Dispatch software protocol suite

Why ProQA (and the MPDS protocols that power it) is essential for modern 9-1-1 centers

ProQA replaces “freelance” call-taking with a scientifically tested, script-driven process that walks any dispatcher—rookie or veteran—through the exact questions, determinant codes, and pre-arrival instructions required for every medical emergency. That structure delivers four critical benefits:

1. **Higher clinical accuracy & faster response** – Correct dispatch codes are usually generated in < 60 seconds, ensuring the right resources (and response mode) are sent on the first try.
2. **Reduced liability & compliance with the standard of care** – No successful lawsuit has ever been won against an agency that followed IAED protocols as delivered in ProQA; Michigan’s risk pool (MMRMA) even offers a grant toward purchase because it lowers exposure. (Central Dispatch received the grant MMRMA offered.)

3. **Consistent service across shifts** – ProQA “never has a bad day,” guiding call-takers through uncommon or high-acuity calls with the same language and decision logic 24 × 7.
4. **Built-in quality improvement** – Every keystroke is logged and imported into AQUA Evolution QA software, cutting review time by up to 50 % and letting supervisors spot trends, coach staff, and document compliance for accreditation.

Why software beats flip-cards

- The flip-card sets we still own are now considered *backup only*; each protocol update widens the gap between cards and current best practice, and the cards lack the automated diagnostics (stroke tool, CPR compression tracker, AED locator, etc.) that save minutes and lives.
- Software also delivers the analytics county leaders expect: call-type heat maps, protocol-deviation reports, and dispatcher compliance scores exported straight from ProQA/AQUA—insight the cards will never provide.

Bottom line

ProQA is the recognized standard of care in emergency communications. It safeguards citizens, responders, and the County alike by combining rapid, evidence-based call-triage with a fully auditable QA loop—and it comes with external grant support precisely because insurers consider it a proven risk-reduction tool.

7.2 Code Red Emergency notification system

CodeRED Mass-Notification Platform

(Cost-shared by Lapeer County Central Dispatch, the Sheriff's Office, and County Emergency Management)

What it is

CodeRED is a cloud-based emergency-notification system from OnSolve that allows authorized officials to push time-sensitive warnings—voice, text/SMS, email, IPAWS Wireless Emergency Alerts (WEA) and EAS— to residents in seconds. The platform has served thousands of U.S. agencies since 1998 and can deliver millions of messages simultaneously from geographically redundant data centers.

Why we've adopted it

- **Direct IPAWS access:** CodeRED is an approved FEMA IPAWS vendor, giving the County seamless WEA/EAS capability without add-on modules.
- **Database, not subscription, model:** CodeRED includes a pre-populated County contact database, instantly expanding reach to virtually all 90,000 residents.
- **Advanced geo-targeting:** ESRI-based mapping lets dispatchers or Emergency Management draw a polygon or select an address and notify only the affected area—crucial for hazmat spills, boil-water advisories, or neighborhood manhunts.
- **24/7 vendor support & redundancy:** OnSolve maintains full-time GIS staff and no-cost, round-the-clock support—key when alerts are drafted at 03:00.

Cost & funding structure

Stakeholder	Share	FY 2024 Cost
Central Dispatch	1/3	\$3,751.33
Sheriff's Office	1/3	\$3,751.33
County Administration / Emergency Management	1/3	\$3,751.33

Future annual renewals will be budgeted the same way, ensuring no single department bears the full burden.

Operational roles

- **Central Dispatch** will originate imminent-threat alerts that coincide with 9-1-1 calls (e.g., active shooter, shelter-in-place, tornado warnings when NWS systems are down).
- **Sheriff's Office** will use the system for law-enforcement notifications such as suspect lookouts or evacuation orders.
- **Emergency Management** will manage routine public-health advisories, weather updates, and county-wide drills, and oversee IPAWS credentialing.

Expected impact

CodeRED replaces a limited opt-in tool with a county-wide, standards-compliant alerting ecosystem, bringing Lapeer in line with FEMA best practices and peer counties. Shared

funding maximizes ROI and reinforces inter-agency collaboration while giving every community the ability to reach residents quickly during critical events.

7.3 Wireless Headsets

Equipping every console with wireless headsets gives dispatchers freedom to move around the room without dropping a 9-1-1 call, letting them stretch, retrieve printouts, or consult a supervisor face-to-face—actions that cut fatigue and speed multi-tasking during 12-hour shifts. Untethering operators also eliminate cord snags and eases desktop cleaning, while allowing a call-taker to swap to a neighboring console instantly if a computer fails, bolstering resilience during major incidents. The upgrade is a low-cost, high-impact investment in both performance and morale.

7.4 CTO Program – Public Safety Change Makers

Public Safety Change Makers streamline operations and boost performance by pinpointing process bottlenecks, redesigning workflows, and delivering objective, skills-based training programs. The company’s curriculum—used by Lapeer County Central Dispatch to train all new hires through its Communications Training Officers (CTOs)—ensures recruits demonstrate each required competency before advancing.

7.5 Virtual Academy Online Training & Policy Platform

The system centralizes all dispatcher education and policy management, providing:

- A searchable repository for SOPs and policy documents with full revision tracking
- Online course delivery that keeps staff on-site—critical amid current staffing shortages
- Digital Daily Observation Reports (DORs) and task lists, eliminating paper logs and saving CTOs significant documentation time
- Dashboard-level tracking so supervisors can monitor trainee progress and compliance in real time

By consolidating training, policy, and performance records in one platform, the Academy reduces administrative workload and ensures ongoing certification requirements are met.

7.6 APX Radio Lifecycle-Management Plan

Lapeer County’s public-safety radio fleet—1,000+ Motorola APX portables and mobiles—where the bulk was purchased in 2013 during the countywide migration to the current P25 system through the Michigan Public Safety Communications System (MPSCS). A recent Motorola end-of-life (EOL) notice now affects 683 radios (68 % of the fleet) whose model numbers end in “AN.” Once any of those units fail, neither LCCD nor the region’s service vendors can obtain repair parts.

Fleet Snapshot	Count % of Fleet Status		
APX radios at EOL	683	68 %	Unrepairable once they fail
Radios still serviceable	318	32 %	Parts/repairs available
Total radios	1,001	100 %	—

Average repair volume: 13 radios per year over the past five years

Replacement cost per radio: ≈ \$5,500

Risk & Cost Analysis

- **Mass replacement** (all 683 EOL units) would exceed **\$3.7 million** up front and require an intensive re-programming project.
- **Do-nothing** risks sudden radio attrition, forcing agencies to share units and eroding responder safety.

Adopted Strategy (Board of Commissioners, Dec 2023)

1. **Replace radios one-for-one only** when an EOL unit becomes unrepairable, spreading cost over several budget cycles.
2. **Authorize the Executive Director** to purchase replacement APX radios (model suffix “BN”) without separate Board motions each time, provided the millage account **#482-325-977.000** is used.
3. **Bi-monthly reporting** to the Central Dispatch Authority on all purchases for transparency and audit compliance.

Benefits

- **Financially sustainable:** avoids a multimillion-dollar lump-sum hit and aligns with annual capital-equipment budgets.

- **Operational resilience:** staggers model years so the next EOL milestone won't strike the entire fleet at once.
- **Administrative efficiency:** empowers the Director to act quickly when a mission-critical radio fails, while still providing oversight through scheduled reports.

This lifecycle-management plan ensures that first responders keep reliable, interoperable radios in hand without jeopardizing millage reserves—demonstrating LCCD's commitment to prudent technology stewardship.

7.7 Equature Voice-Logging System – 2024 Refresh & Support Contract

Lapeer County Central Dispatch renewed its Equature voice recorder—which captures and archives every 9-1-1 call, non-emergency line, and radio transmission—with a full hardware refresh, latest software version, and a five-year prepaid support / maintenance agreement. The prepaid option lowers cost by 5 % (\$6,935), bringing the total to \$98,517.23 (paid from 9-1-1 millage account, no impact on the County general fund). The package includes replacement recording servers, updated analytics/search software, and future version upgrades, ensuring uninterrupted evidentiary logging and chain-of-custody compliance through 2029.

7.8 A/C Unit Replacement

Three aging HVAC units that serve the building, not just the radio room—were replaced in 2024. Two of the units dated back to the facility's 1997 construction, and a third (≈ 10 years old) was leaking refrigerant. After a Buildings & Grounds assessment, Pine Tree Heating & Cooling was contracted to remove the obsolete equipment and install high-efficiency replacements for \$19,700. The project is funded entirely from the 9-1-1 millage account (482-325-977.000), preserving comfortable, stable environmental conditions for staff and electronics throughout the building without drawing on County general-fund dollars.

8. Training and Professional Development

Michigan sets state-wide minimums for dispatcher training through the Public Service Commission's Emergency 9-1-1 Service Training Rules and the State 911 Committee's (SNC) Training Manual. Every new telecommunicator hired since December 13, 2012, must complete a 40-hour Module I "basic" course within 18 months of hire and a 40-hour Module II curriculum within 24 months. Module I covers the fundamentals—public-safety systems, legal issues, call-classification, radio use, and stress management—while Module II adds eight hours each of domestic-violence response, suicide-intervention, 911 liability, advanced stress management, and a homeland-

security elective. Funding assistance for these SNC-approved courses comes from a 5.5 % slice of the state 911 surcharge, and completions must be logged in the MiSNAP portal within 30 days.

After Modules I and II, dispatchers earn “designated” status and must maintain it with 24 hours of continuing education (Module III) every two years; up to eight of those hours may be agency-specific internal training tied to one of 26 essential job tasks. Failure to finish the required hours shifts a dispatcher to “delinquent” (and, after six months without correction, “undesigned”) status, disqualifying them from solo call-taking. PSAP directors must submit remediation plans through MiSNAP, though brief “exigent circumstance” waivers allow short-term use of undesigned personnel during crises. The rules also mandate that each primary PSAP adopt these standards within one year of their promulgation, track all leaves-of-absence, and verify that course content remains SNC-approved, ensuring Michigan’s 9-1-1 centers deliver consistent, professional service statewide.

9. Awards & Employee Recognition Highlights (2024)

During 2024 the 911 Authority honored 13 public-safety professionals for exemplary performance, leadership, character and life-saving actions:

- **Outstanding Team Member – Celeste Cooke**
Recognized for mentoring new hires, leading her rotation, and fostering a supportive work culture.
- **Exceeds Expectations – Samantha Bandy**
Praised for flawless policy recall and the speed and accuracy with which she manages heavy CAD workloads and radio traffic.
- **Character Awards – Bethany Jerome & Michele Parks**
 - Bethany earned the award for integrity and resilience.
 - Michele was honored for unwavering dedication, kindness, and teamwork despite challenges.
- **Leadership Awards – Celeste Cooke & Michele Morell**
 - Celeste’s second honor of the year recognizes her informal shift leadership and commitment to the supervisory-mentorship program.
 - Shift Supervisor Michele Morell was cited for an approachable, problem-solving leadership style that keeps issues from escalating and sustains team morale.

- **Life-Saving Awards – Brooke-Lin Hosner, Ashley McCombs, Dryden Township Officer Morgan Thompson, and Kristen McMann**
 - Brooke-Lin’s calm guidance during the Bittersweet Drive homicide helped a mother relocate her children to safety, likely saving their lives.
 - Off-duty at a concert, Ashley and Officer Thompson recognized stroke symptoms in a co-worker, performed an on-scene assessment, and summoned EMS—enabling a full recovery.
 - Kristen provided precise CPR instructions to a caller reporting agonal breathing, stabilizing the patient before paramedics arrived.
- **Outstanding Team Member & 10-Year Service Milestone – Rhonda Boucher**
Administrative Assistant Rhonda Boucher reached a decade of service and earned the Outstanding Team Member Award for her behind-the-scenes recruiting, morale-building and problem-solving that keep operations running smoothly.
- **Stork Award – Kelsey Harrison**
On 21 Sept 2024, dispatcher Kelsey Harrison calmly coached a roadside childbirth, providing step-by-step pre-arrival instructions that led to a safe delivery—earning her the center’s Stork Award for exceptional emergency-medical guidance.
- **Five-Year Service Milestone – Jeremiah Brown**
Systems Administrator Jeremiah Brown received a Certificate of Appreciation marking five years of dedicated service to the citizens of Lapeer County.

These awards underscore the depth of talent and commitment within Central Dispatch and our partner agencies—from day-to-day excellence on the console to decisive, life-saving interventions in the field.

10. Policy and Procedure Updates

In 2024 Lapeer County Central Dispatch modernized a suite of operational policies that tighten radio discipline, bolster responder safety and improve customer service. A new **Assigned Call Numbers** policy gives every police, fire and EMS agency a unique numeric series on the radio system, which eliminates duplicate identifiers and prevents on-air confusion. Updated **Automatic & Mutual Aid** and **Fire Department Dispatching** guidelines automate first-alarm paging, specify two-tone dispatch procedures and spell out how additional alarms or specialty apparatus are requested, ensuring the right resources launch without delay. To keep radio traffic orderly, the **Incident Channel Assignment** policy now requires dispatchers to assign one of nine fire incident channels

during the initial tones, with provisions for adding channels as an incident grows. Two life-safety directives standardize distress communications: the county-wide **Evacuation / May-Day** policy formalizes air-horn evacuation signals and priority “MAY-DAY” radio traffic, while the **Fire Command/Officer Tones** procedure lets dispatch page only duty officers for minor complaints, avoiding full-department callouts. Infrastructure resilience is addressed through a new **Backup Generator Policy** that mandates weekly start-ups, annual load tests and detailed maintenance logs to guarantee uninterrupted power to the PSAP.

In the medical-dispatch realm, five newly issued policies lock in end-to-end consistency for every 9-1-1 medical call. **Priority Dispatch System Use** now requires call-takers to launch ProQA on every EMS request, ask scripted Case-Entry and Key-Questions verbatim, and deliver IAED-approved post-dispatch and pre-arrival instructions—ensuring the same evidence-based triage no matter who answers the phone. The **Initial Incident Call-Handling Process** lays out the first-minute workflow—location verification, callback number, caller’s name, and “Tell me exactly what happened”—so ProQA interrogation starts on solid data. When a dispatcher believes circumstances warrant a higher response than the software recommends, the new **Overriding ProQA Final Coding** policy spells out the exact steps and documentation required, adding a supervisor layer for accountability. Performance expectations are codified in **Priority Dispatch Protocol Compliance, Performance, and Remediation**, which sets IAED accreditation-level thresholds and triggers a one-month Performance Improvement Plan if an individual’s QA scores fall below standard. Finally, **Quality Improvement Process—Roles and Responsibilities** formalizes the QA unit’s case-review cadence, supervisor feedback loop, and AQUA-based reporting—all keyed to achieving and sustaining Accredited Center of Excellence status.

Finally, the **Call Management and Professional Courtesy** policy codifies customer-service expectations—three-ring answer targets, active-listening techniques and “SMILE*” voice etiquette—reinforcing a professional first impression for every caller.

- S** – Adjust the **S**ound of your voice
- M** – **M**anage behavior
- I** – **I**gnore interruptions
- L** – Use appropriate **L**anguage
- E** – Use high level of **E**nthusiasm

10.1 Policy Review Process

Our policy-review cycle is deliberately multi-layered. Core drafting and edits begin with an internal team—the Executive Director, Deputy Director, Administrative Assistant, and Systems Administrator—who align proposed language with day-to-day operations and current standards. After that first pass, subject-matter leaders weigh in: police chiefs for law-enforcement items, fire chiefs for fire-service procedures, and EMS administrators for medical protocols. Front-line dispatchers and shift supervisors then provide feedback on the working draft to flag workflow impacts and suggest clarifications. Policies with significant technical components are also vetted by the seven-member Technical Advisory Committee, which recommends wording or system changes before a policy moves forward. Ultimately, the 9-1-1 Authority Board provides the final authorization to implement any department policy, ensuring each directive is operationally sound, technically accurate, and formally approved.

11. Financial Summary

11.1 2024 Budget Performance

Total revenue of **\$2,738,141.11**, which includes:

- State 9-1-1 Distribution: \$255,806.00
- Earnings on Investments: \$70,759.00
- Rentals: \$18,312.00

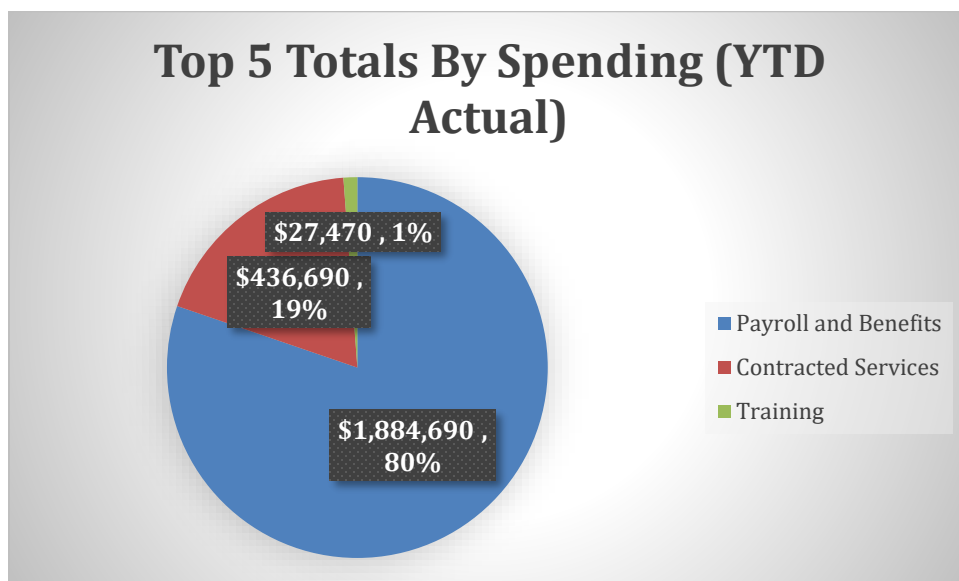


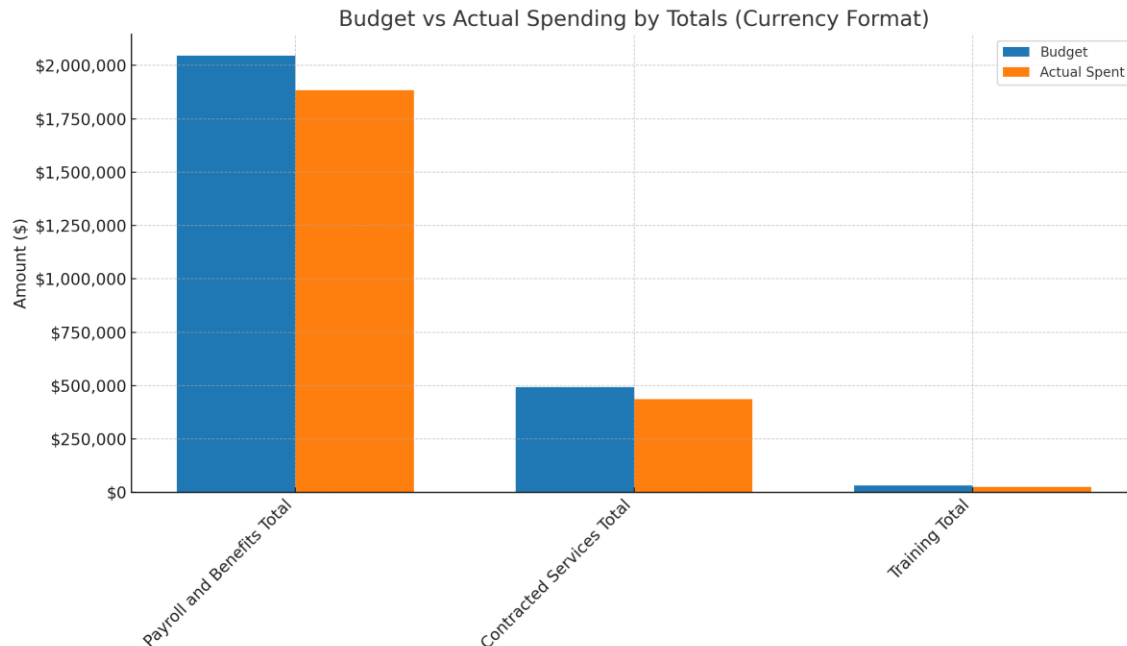
Updated Financial Summary

Metric	Amount
Total Revenue	\$2,738,141
Total Expenses	\$2,356,461
Previous Fund Balance	\$1,753,753
Fund Balance Added (2024)	\$381,680
Total Fund Balance (1/1/25)	\$2,135,433

Key Observations:

- Revenue reached **\$2.74 million**, driven by millage, state distributions, and investment earnings.
- **Spending remained responsible**, with year-end expenses at **~86%** of budget.
- A **positive fund balance addition** of \$381,680 indicates sound fiscal management.
- The **fund reserve grew to over \$2.1 million**, reinforcing long-term financial sustainability.





Bond Account Summary (2009–2019 Millage)

Lapeer County Central Dispatch continues to uphold its commitment to the community regarding the millage approved for the period of 2009–2019. This millage was specifically designated for equipment purchases only, with a firm promise that none of the funds would be used for salaries or benefits. As of the end of 2024:

- **Remaining balance:** \$3,688,946.29
- **Interest earned:** \$121,321.14
- **Total available for equipment-related use:** \$3,810,267.43

These funds are preserved exclusively for capital expenditures such as purchasing new or replacement equipment critical to the 911 communications system. This strict adherence to the original purpose reflects our fiscal responsibility and continued transparency with taxpayers.

Lapeer County Central Dispatch ended 2024 in a strong financial position. Revenues and expenses were managed responsibly, and the fund balance grew to more than \$2.1 million, providing a solid reserve for future needs. With spending approximately 86% of the annual budget, the center remains on track to maintain long-term stability while continuing to invest in essential public safety operations.

11.2 Overtime Utilization – 2024

In 2024, a total of 2,953.25 overtime hours were logged by dispatch staff. This equates to an average of 155.43 overtime hours per employee, with a median of 162.5 hours. Notably, overtime usage was heavily concentrated, with a small number of personnel accounting for a significant portion of the total hours—one employee alone logged over 440 overtime hours.

This disparity suggests a structural reliance on a few employees to maintain operational coverage, which has been a result of staffing shortages, leaves of absence, or challenges in recruitment and retention. This trend highlights the need to assess long-term staffing strategies to ensure sustainability, avoid burnout, and maintain service continuity.

12. Goals and Objectives for Next Year

In 2025, Lapeer County Central Dispatch will focus on strengthening operational efficiency, staff development, and interagency collaboration. Priorities include improving the quality assurance program through more frequent evaluations and expanding training opportunities. These efforts aim to ensure standardized, high-quality service delivery for all emergency calls. Additionally, there will be strong emphasis on modernizing technology infrastructure—continuing integration with NG911 systems, enhancing use of tools like RapidSOS, and exploring future-focused technologies to support operations.

Financial stewardship and staff wellness are also key focus areas. The agency plans to develop a five-year capital improvement plan to manage equipment, and infrastructure needs and optimize the use of surcharge and bond funds. At the same time, it will invest in wellness and retention initiatives to support dispatcher mental health and work-life balance. Together, these objectives form a comprehensive roadmap to support the agency's mission and evolving demands.

13. Conclusion

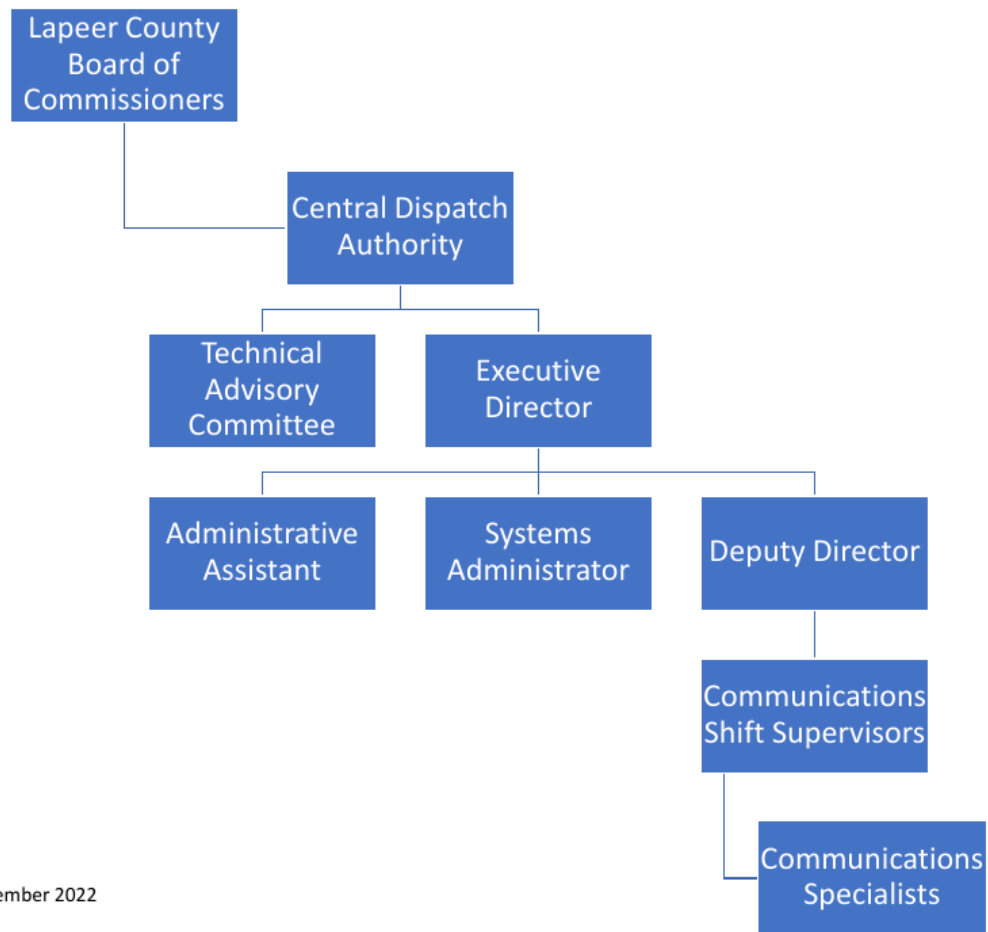
As Lapeer County Central Dispatch reflects on the achievements and challenges of 2024, it is clear that continued growth, modernization, and collaboration remain central to our success. This past year marked significant strides in enhancing service delivery, improving training and staff development, and laying the groundwork for a more resilient and technologically advanced communications infrastructure. These accomplishments were made possible through the dedication of our staff, the support of partner agencies, and the trust of the public we serve.

Looking ahead, the agency is poised to build on these efforts with clear goals for 2025 that prioritize operational consistency, technological innovation, fiscal responsibility, and workforce wellness. Through strategic planning, transparent performance measurement, and a commitment to excellence in public safety communications, Lapeer County Central Dispatch will continue to serve as a vital and trusted component of the county's emergency response system.

14. Appendices

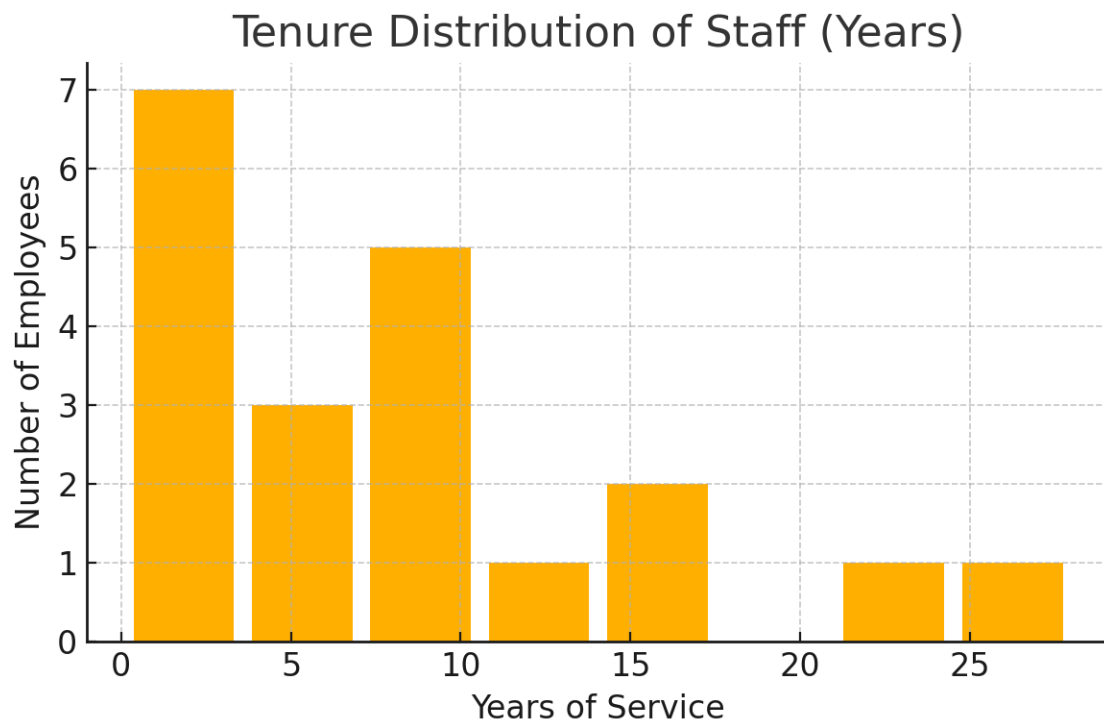
Appendix A: Organizational Chart

Lapeer County Central Dispatch Organizational Chart

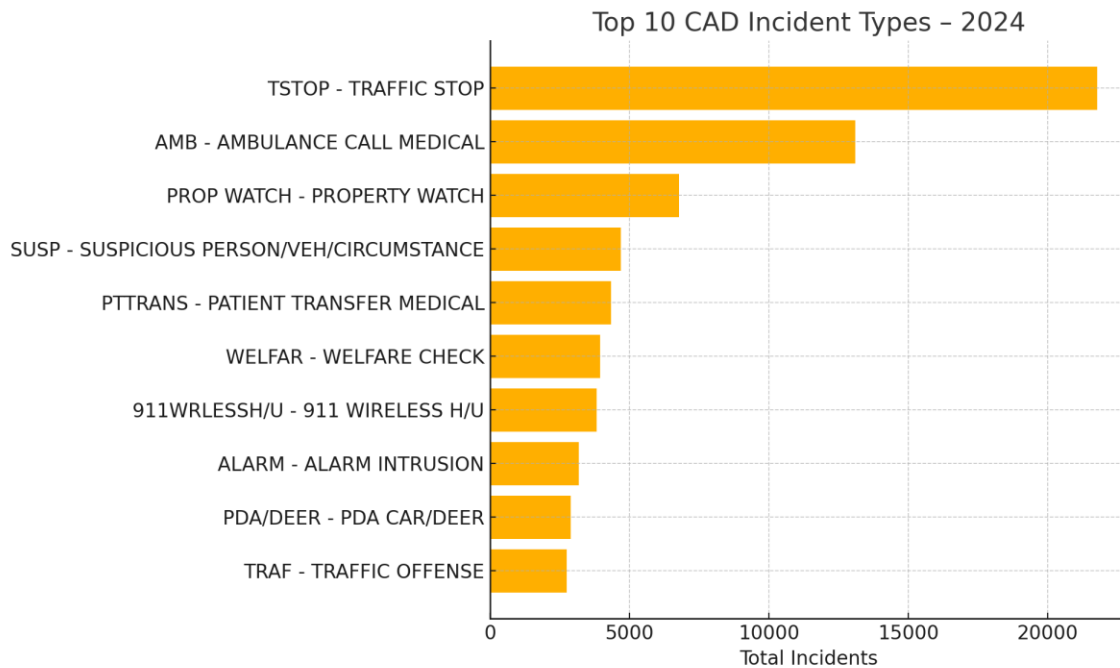


Updated: November 2022

Appendix B: Tenure Histogram



Appendix C: Top CAD Incident Types - 2024



Appendix D: List of Training

Training Course	Number of Attendees	Training Type
40 Hour Basic	1	Certification/Recertification
911 Ethics and Liability	2	Certification/Recertification
Basic LEIN	3	Certification/Recertification
Center Manager Certification Program (CMCP)	2	Certification/Recertification
CPR	19	Certification/Recertification
EMD/EFD Recertifications	5	Certification/Recertification
Emergency Medical Dispatch	1	Certification/Recertification
Handling Despondent and Suicidal Callers	2	Certification/Recertification
Homeland Security for 911 Professionals	2	Certification/Recertification
Managing 911 Stress	2	Certification/Recertification

Remote ProQA	1	Certification/Recertification
Understanding Domestic Violence	2	Certification/Recertification
2024 Emerging Technology Forum	3	Continuing Education
911 Challenges (online)	1	Continuing Education
Active Assailant Conference	2	Continuing Education
Active Listening (Online)	13	Continuing Education
Active Shooter - Lessons Learned (Online)	1	Continuing Education
Active Shooter & Terrorism (Online)	8	Continuing Education
Be the Leader (Online)	2	Continuing Education
Becoming more than a Dispatcher (online)	1	Continuing Education
Bias Perspectives from a Public Safety View (online)	3	Continuing Education
Breeding Success in Your Communication Center (online)	1	Continuing Education
Burnout's Kryptonite - Beat Burnout Before Burnout Beats You (online)	17	Continuing Education
Business of Leadership (online)	1	Continuing Education
CDE Advancement Training	1	Continuing Education
Change Management in 911	1	Continuing Education
Changing Your Center's Culture	17	Continuing Education
Communications in the Dispatch Center	17	Continuing Education
Crisis Intervention (online)	3	Continuing Education
Critical Incident Considerations for Dispatchers and Supervisors	2	Continuing Education
Critical Incidents (online)	3	Continuing Education
Cyber Threat Assessment and Planning Workshop	2	Continuing Education
Dispatcher Improvement	17	Continuing Education
Domestic Violence (online)	1	Continuing Education
Everyday Ethics (online)	4	Continuing Education
Expecting the Unexpected (online)	7	Continuing Education
Fundamentals of Next Generation 911 for the ECC	1	Continuing Education
Grit & the Value of Critical Thinking: Common Sense & Emotional Intelligence	1	Continuing Education
Homeland Security Conference	1	Continuing Education
Homeland Security Exercise and Evaluation Program	1	Continuing Education
How Cultural Diversity Affects the 911 Center	1	Continuing Education
How to Hire for Success	2	Continuing Education
Improving Morale in Your Agency	17	Continuing Education

Is the Caller the Killer?	2	Continuing Education
Lead, Follow, or Get Out of the Way	1	Continuing Education
LEIN TAC Refresher	1	Continuing Education
Liability Issues in 911	1	Continuing Education
Liar, Liar, Pants on Fire	1	Continuing Education
Line Level Leadership	3	Continuing Education
Mabas 101	1	Continuing Education
MGFOA Back to Basics 2024	1	Continuing Education
Negotiation in Life and Work	17	Continuing Education
Oklahoma City Bombing Webinar	1	Continuing Education
Police Legal Science	15	Continuing Education
PSAP Training Tactics that Work (online)	1	Continuing Education
Public Information Basics	1	Continuing Education
Public Safety and Generational Differences	1	Continuing Education
Resilience: Protecting Your Mental Health	2	Continuing Education
Responder Safety Webinar	17	Continuing Education
Social Media Strategies	3	Continuing Education
Stress Management (Online)	1	Continuing Education
Suicide (online)	1	Continuing Education
Supervisor Skills (online)	1	Continuing Education
T-CPR	1	Continuing Education
The Active Shooter (online)	1	Continuing Education
The Crisis Within: When Tragedy Strikes a Team Member (online)	2	Continuing Education
The Power of Appreciation	1	Continuing Education
Triumph Through Struggle	2	Continuing Education
What Drives the 911 Gossip Mill	1	Continuing Education
Who Moved My Headset: The Ever-Changing World of 911	17	Continuing Education
Leadership and Coaching	1	Mentorship Program
Customer Service for 911 Professionals	1	New Hire
Introduction to Fire Service	1	New Hire
Combating Complacency	5	Supervisory/Mentorship
FBI - LEEDA CLI	1	Supervisory/Mentorship
FBI - LEEDA SLI	2	Supervisory/Mentorship
Performance and Accountability	4	Supervisory/Mentorship
Supervision of CTO Program	1	Supervisory/Mentorship
The Effective Trainer	5	Supervisory/Mentorship
Training is a Team Sport	5	Supervisory/Mentorship