

# ECC MANAGEMENT BOARD 11/15/2022 MEETING PACKET



Charlottesville-UVA-Albemarle County  
Emergency Communications Center  
2306 Ivy Rd.  
Charlottesville, VA 22903

Print date: 11/9/2022



Agenda Item:

## 4.1) Productivity Report



# Charlottesville-UVA-Albemarle County Emergency Communications Center Productivity Report

Quarter 3 / July - September 2022

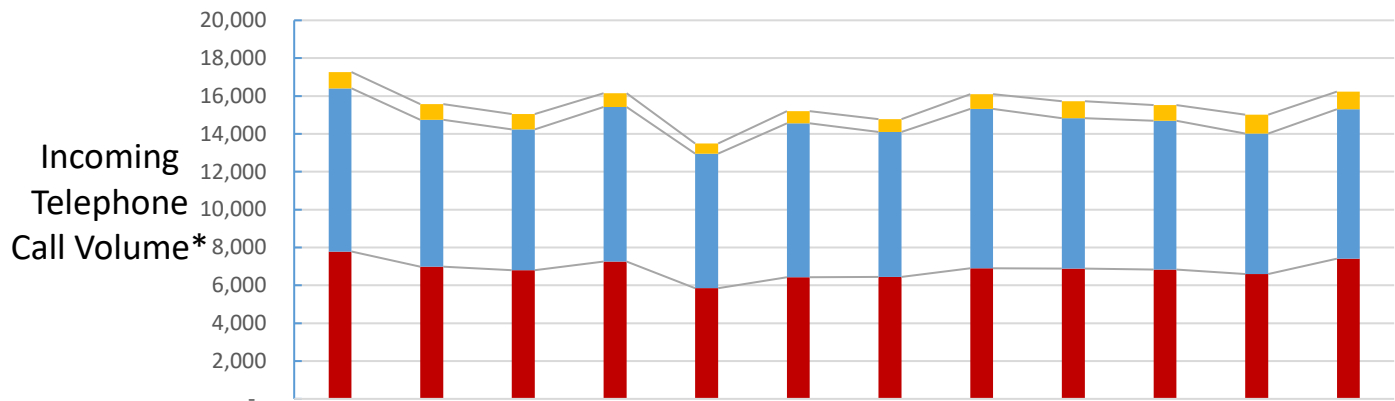
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### About This Report

This report was developed to provide ongoing summary of the workload activity and operations of the Charlottesville-UVA-Albemarle County Emergency Communications Center in serving residents, businesses, visitors, students, police, and fire/rescue agencies.

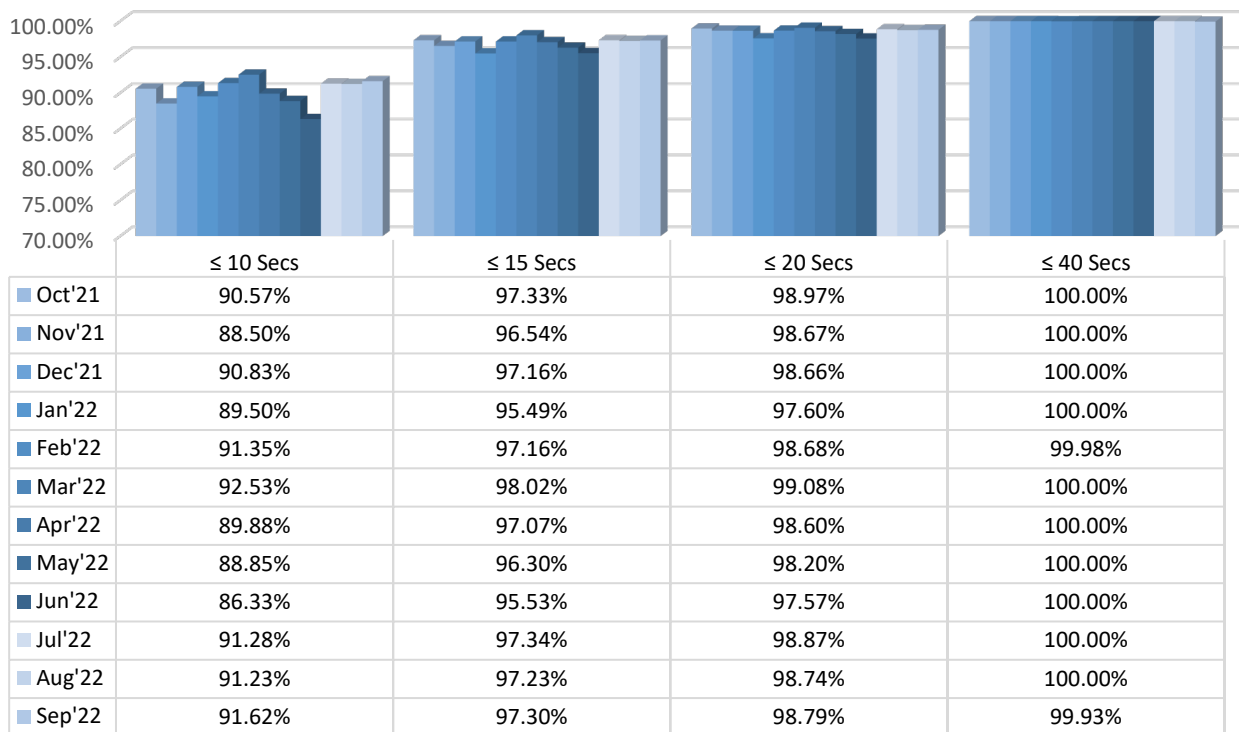
## I. Telephone System Statistics



	Oct'21	Nov'21	Dec'21	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22
Alarm & 10-digit Emerg.	859	815	802	728	535	643	678	768	895	826	987	939
Non-Emergency Number	8,621	7,763	7,452	8,161	7,111	8,138	7,661	8,431	7,949	7,852	7,417	7,894
Emergency 911	7,787	6,989	6,794	7,253	5,847	6,423	6,442	6,895	6,883	6,837	6,604	7,408

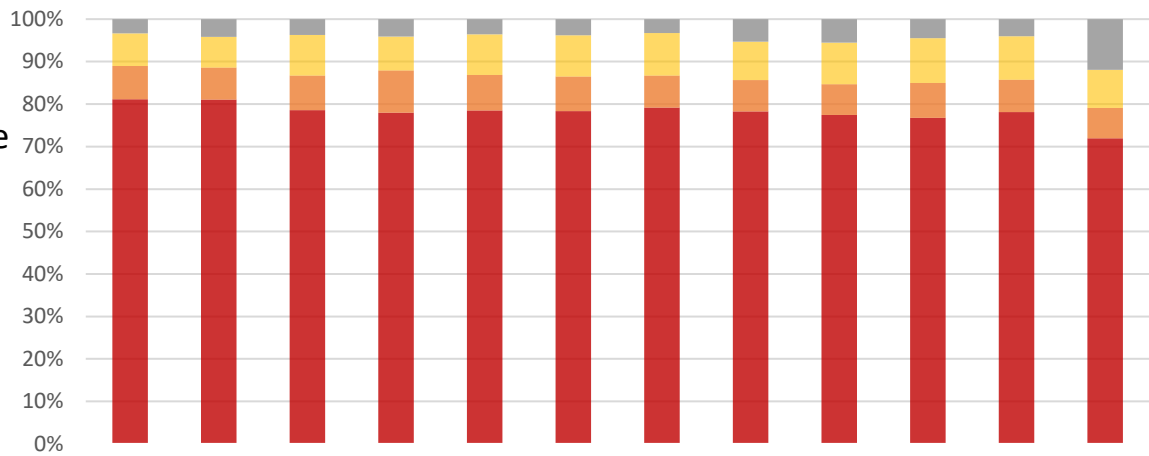
\*includes calls that disconnected from queue before being answered

### 911 Call Answer Times

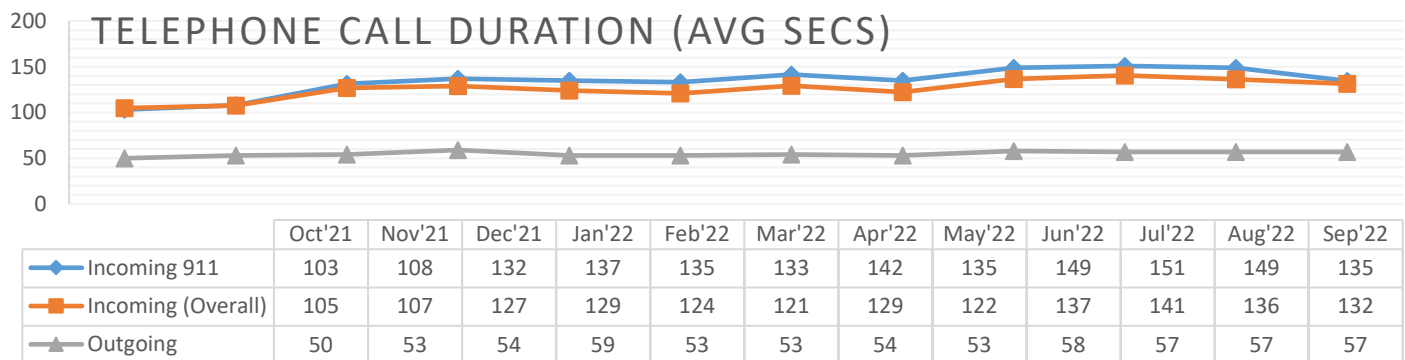
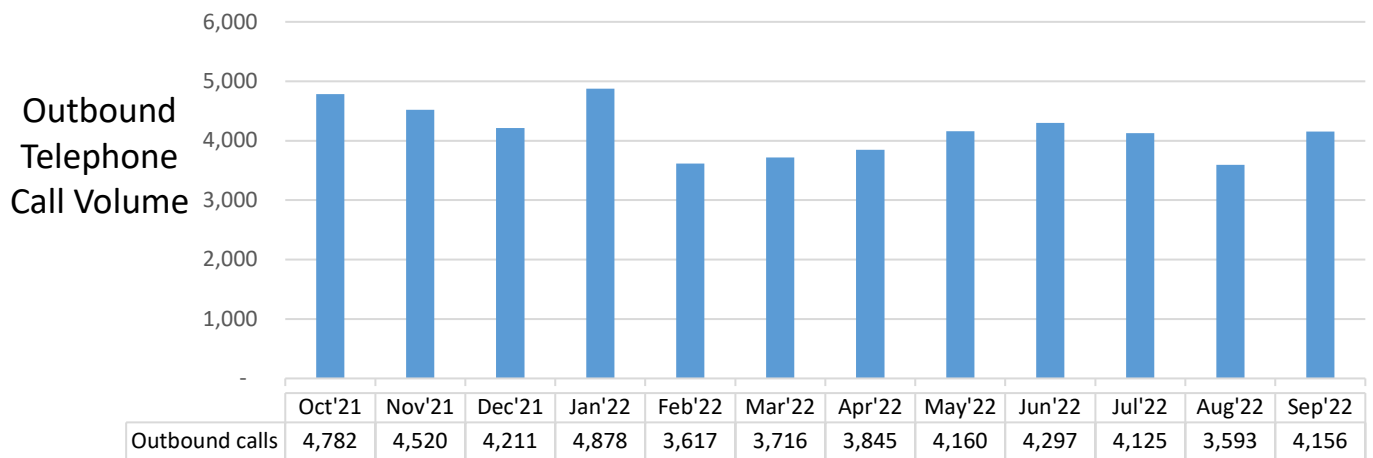


Standard	Met	Comments
Ninety percent (90%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) SHALL be answered within (≤) fifteen (15) seconds ( <i>NENA-STA-020.1-2020, 9-1-1 Call Processing Standard</i> )	✓	The ECC consistently meets and exceeds this standard, answering 95-98% of all 9-1-1 calls within fifteen seconds.
Ninety-five (95%) of all 9-1-1 calls SHOULD be answered within (≤) twenty (20) seconds ( <i>NENA-STA-020.1-2020, 9-1-1 Call Processing Standard</i> )	✓	The ECC consistently meets and exceeds this standard, answering 98-99% of all 9-1-1 calls within twenty seconds.

## 911 Class of Service

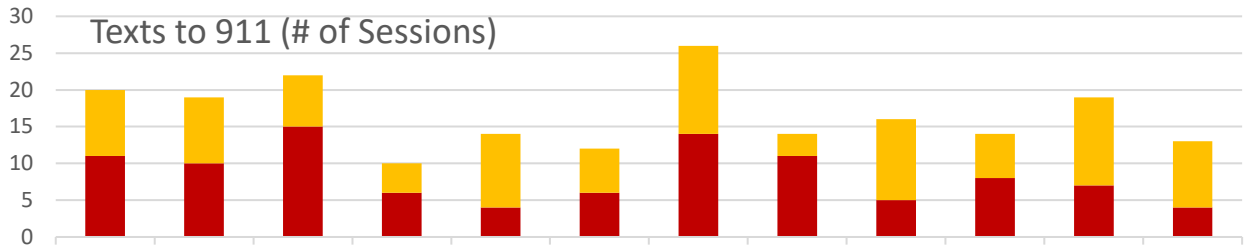


	Oct'21	Nov'21	Dec'21	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22
911 Unknown	263	294	255	303	209	245	212	367	383	304	264	883
911 VoIP	594	504	648	592	559	622	646	624	672	723	677	666
911 Wireline	613	525	553	730	491	525	483	505	497	559	503	527
911 Wireless	6,317	5,666	5,338	5,758	4,588	5,031	5,101	5,399	5,331	5,251	5,160	5,332

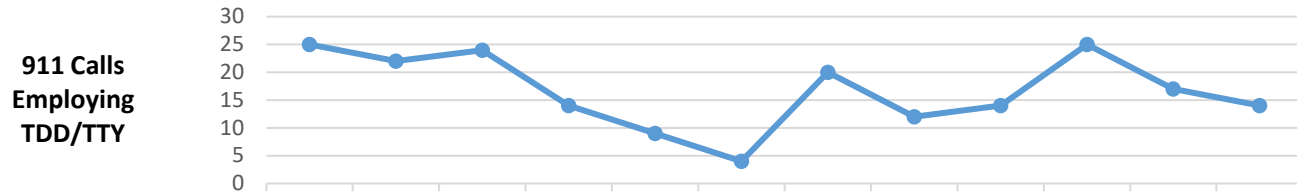


#### Telephone Call Duration - Trend Analysis

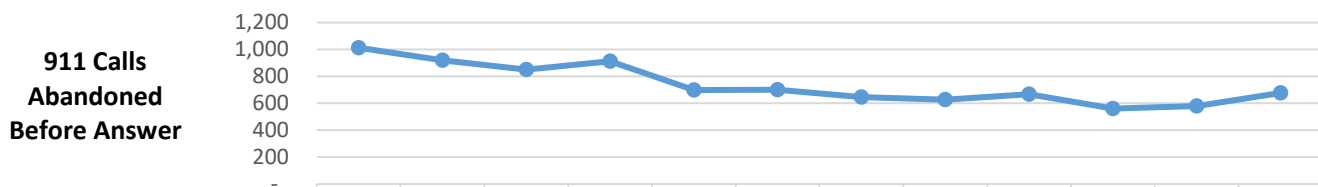
The ECC implemented electronic call-taking protocols in December of 2021. While additional post-dispatch and pre-arrival instructions result in an increased total call length, this is **not** expected to negatively impact dispatch times, as the calls reach a “send point” earlier in the call.



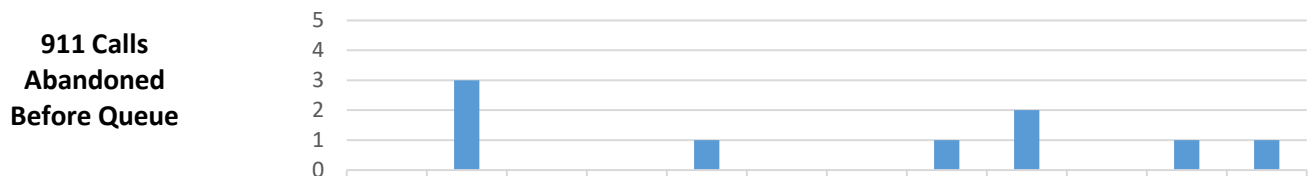
	Oct'21	Nov'21	Dec'21	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22
Testing	9	9	7	4	10	6	12	3	11	6	12	9
Emergencies	11	10	15	6	4	6	14	11	5	8	7	4



	Oct'21	Nov'21	Dec'21	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22
911 calls employing TDD/TTY	25	22	24	14	9	4	20	12	14	25	17	14

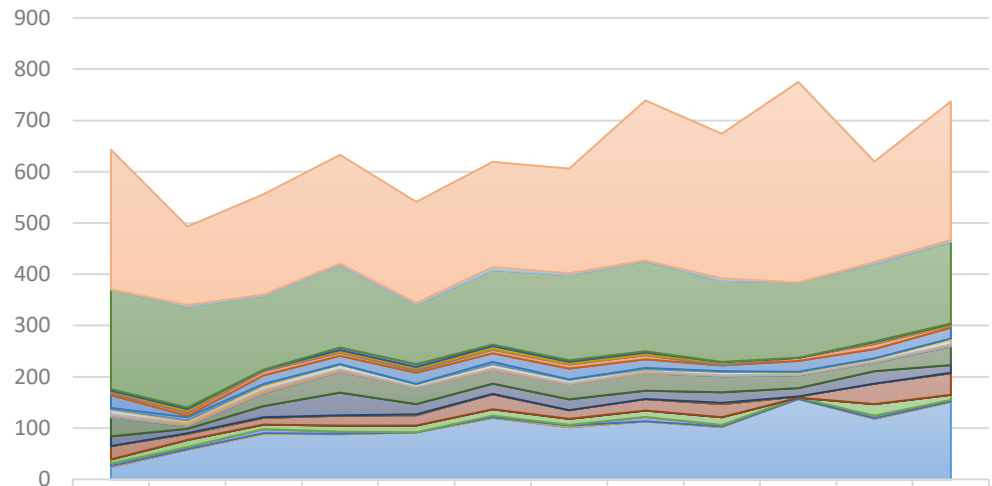


	Oct'21	Nov'21	Dec'21	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22
911 calls abandoned before answer	1,013	920	850	912	698	700	647	627	668	561	580	678



	Oct'21	Nov'21	Dec'21	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22
911 calls abandoned before queue	0	3	0	0	1	0	0	1	2	0	1	1

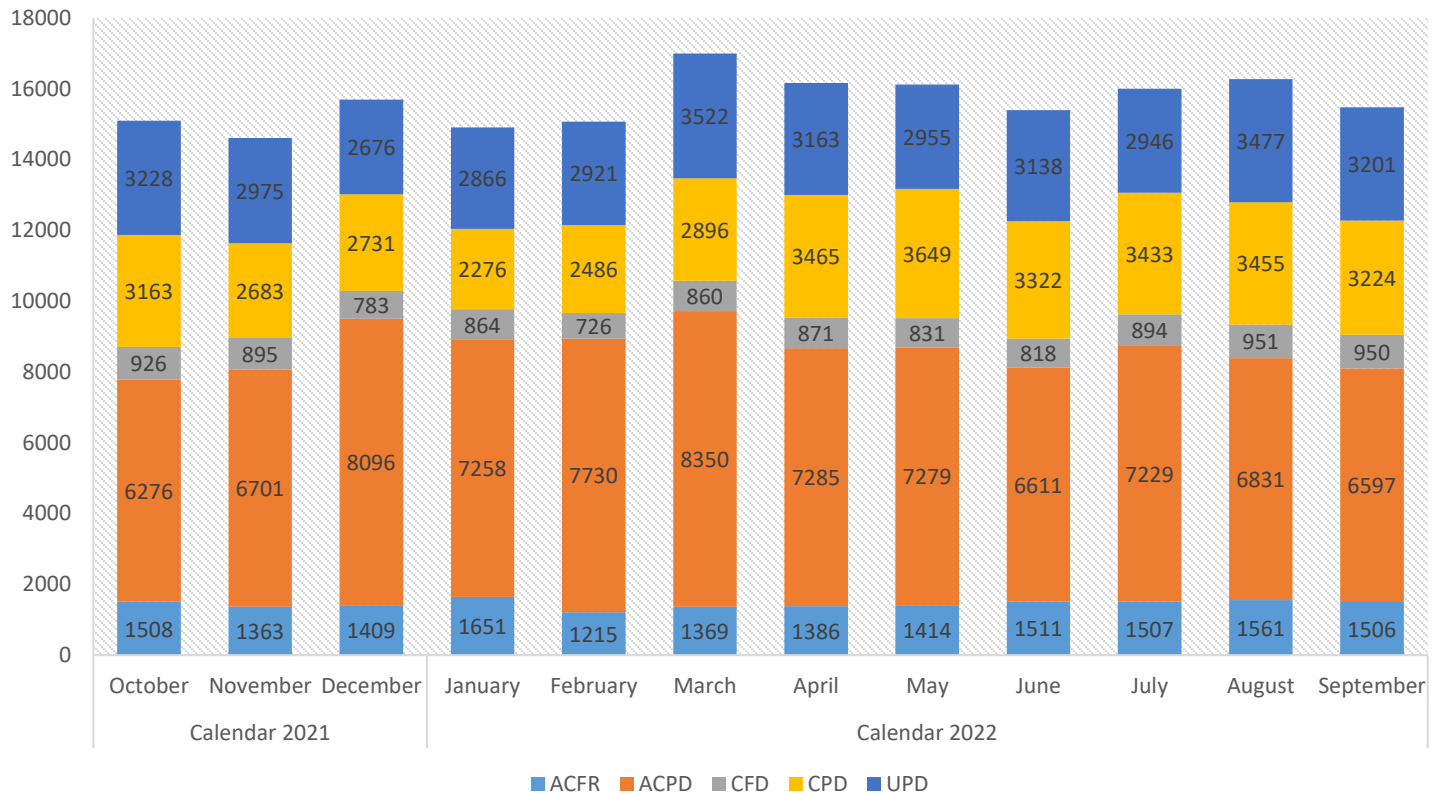
## Calls Transferred to Other Agencies or Individuals



	Oct'21	Nov'21	Dec'21	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22
Other Agencies or Individuals	272	153	196	212	197	205	204	312	282	391	196	270
Waynesboro Police Department	0	3	2	3	4	6	4	1	5	0	3	4
Virginia State Police	195	197	144	161	115	145	166	176	158	147	152	159
Virginia Department of Transportation	3	3	0	5	6	3	3	3	0	0	1	1
University of Virginia Police Department	2	4	0	3	3	5	4	4	2	0	2	3
Poison Control	3	3	3	2	4	2	1	1	4	0	2	0
Orange County Fire-Rescue and Sheriff's Department	4	6	8	6	4	7	8	8	1	6	10	4
Nelson County Sheriff's Department	25	3	17	16	22	17	21	17	11	21	18	21
Medic 5	0	0	0	1	0	0	0	0	0	0	0	0
Medcom	2	6	2	0	0	4	1	2	1	1	0	0
Madison County Sheriff's Department	1	2	2	0	0	0	0	0	0	1	1	3
Louisa County Sheriff's Department	10	3	8	10	6	9	7	5	7	4	5	9
JADE/Terrorism Hotline	2	4	4	3	0	3	1	3	0	0	1	2
Harrisonburg/Rockingham ECC	3	2	2	1	0	1	0	0	2	1	1	2
Greene County Fire-Rescue and Sheriff's Department	37	5	25	41	33	25	30	34	31	25	17	36
Fluvanna County Sheriff's Department	19	9	22	44	20	20	21	16	21	16	24	15
Culpeper Sheriff's Department	0	1	1	1	1	1	0	0	2	0	0	1
City of Charlottesville Sheriff's Office	0	0	0	0	1	0	0	0	0	0	0	0
City of Charlottesville Police Department	26	12	13	19	20	29	17	23	26	3	40	42
City of Charlottesville Fire Department	0	0	0	0	0	0	0	0	0	0	0	0
Buckingham County Sheriff's Department	8	14	9	12	13	13	12	12	15	0	23	10
Augusta County Sheriff's Department	5	4	8	4	0	3	1	9	3	2	5	3
Amherst Sheriff's Department	0	0	1	0	0	0	0	0	0	0	0	1
Albemarle County Sheriff's Department	2	1	0	0	0	1	3	0	0	0	1	0
Albemarle County Fire/Rescue	0	0	0	1	0	0	0	0	1	0	0	0
Albemarle County Police Department	24	58	89	88	92	120	102	113	102	157	118	151

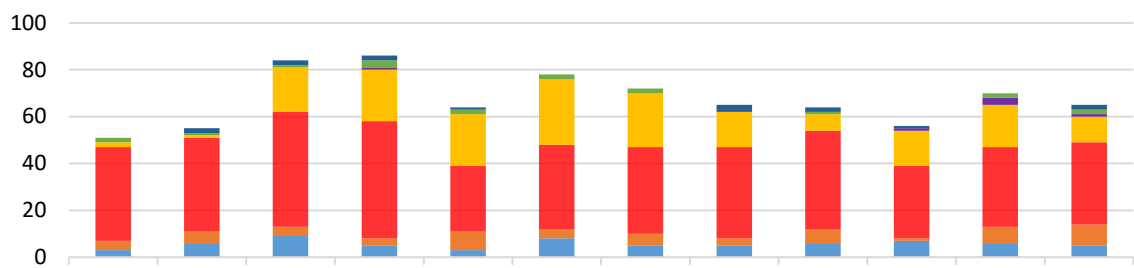
## II. CAD System Statistics

### Calls for Service by Month and by Agency



\*Excluding a) canceled calls and b) test call types.

### Critical Life Threatening/Saving Events\*

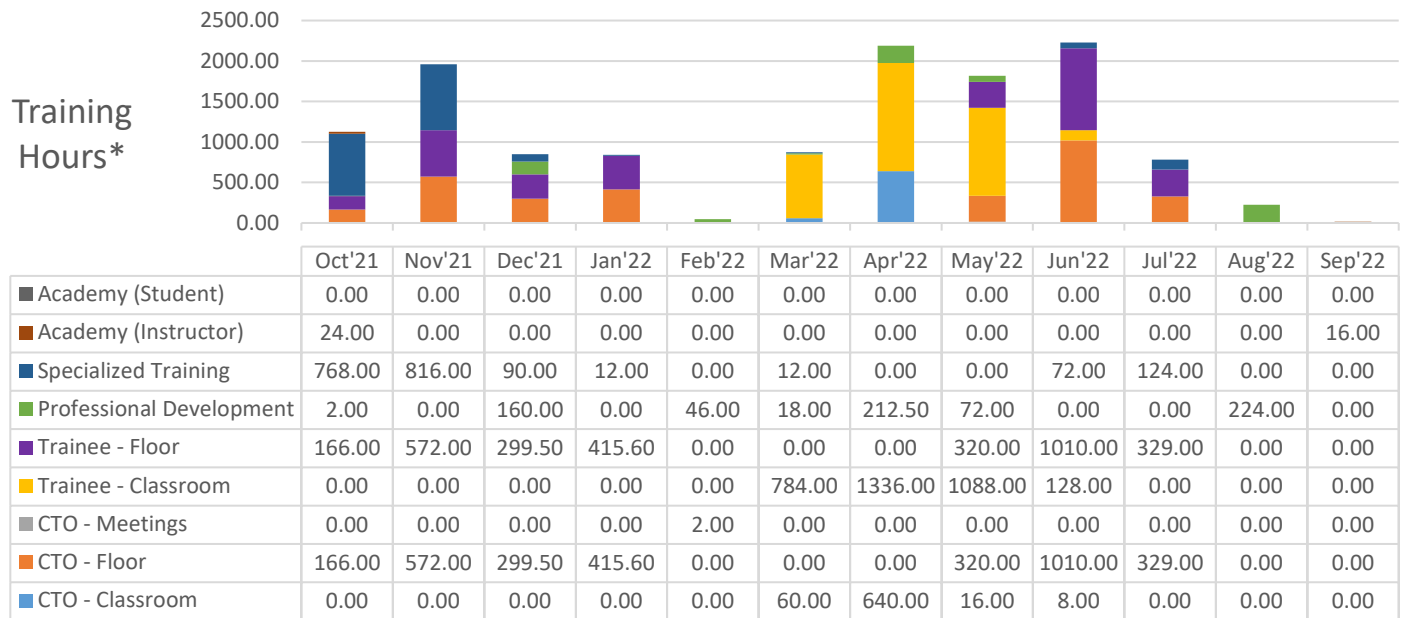


	Oct'21	Nov'21	Dec'21	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22
Stabbing Events	0	2	2	2	1	0		3	2	1	0	2
Shooting Events	2	1	1	3	2	2	2	0	1	0	2	2
Drowning Events	0	0	0	1	0	0	0	0	0	1	3	1
Attempted Suicide Events	2	1	19	22	22	28	23	15	7	15	18	11
Cardiac Arrest Calls	40	40	49	50	28	36	37	39	42	31	34	35
Choking Events	4	5	4	3	8	4	5	3	6	1	7	9
Obstetric Calls	3	6	9	5	3	8	5	5	6	7	6	5

\* Statistics are based on remarks entered in CAD and final event types. As of December 7, 2021, the ECC updated the system used to track call data. This new system gives us more granular call narrative data and allows us to better identify specific call types such as suicide attempts. This new system is responsible for the significant uptick in measured attempted suicide events from December 2021 onward.



### III. Performance Improvement



Legend	
Specialized Training	Employee (non-trainee) time spent in training for NICE, CAD, and related/similar in-services
Professional Development	Employee (non-trainee) time spent in APCO, VACAP Conferences, County class offerings, and other PD
Trainee – Floor	Trainee time spent paired with a trainer
Trainee – Classroom	Trainee time spent in orientation, training, ride-alongs, etc.
CTO – Meetings	Communications Training Officer time spent planning meetings and collaboration related to training program
CTO – Floor	Communications Training Officer time spent paired with a trainee
CTO – Classroom	Communications Training Officer hours off-site at Academy for instruction and on-site staff training programs

### IV. Budget and Financial Information

All numbers are current as of November 7<sup>th</sup>, 2022, as reported in and sourced from the Albemarle County AADR report.

#### FY23 Budget Snapshot

Department	Original Budget	Current Budget*	Actual Expenditures**	Encumbrances	Balance	% Expended
32110 - ECC-Operations	\$7,125,139	\$7,579,117	\$2,377,855	\$1,106,555	\$4,094,707	46.0%
32120 - Emergency Services	\$370,189	\$370,189	\$42,348	\$178,485	\$149,356	59.7%
32130 - 800 MHZ Operations	\$571,026	\$571,026	\$221,189	\$0	\$349,837	38.7%
Grand Total	\$7,358,179	\$8,520,332	\$2,641,391	\$1,285,040	\$4,593,901	46.1%

\*Includes re-appropriations

\*\* Does not include pending transactions

#### FY2023 Minimum Staffing Pay / Overtime Wages for 32110-ECC-Operations

Budgeted	Expended	Balance	% Expended
\$201,602	\$143,596	\$58,006	71.2%



Agenda Item:

## 4.2) Technology and Building Reports



# Charlottesville-UVA-Albemarle County Emergency Communications Center



To: Sonny Saxton, Executive Director  
From: Lily Gregg, Systems Manager  
Date: November 2, 2022  
Subject: ECC Technology Report

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## Executive Summary

The information technology division within the ECC is leading multiple ongoing technical projects for the ECC and the Region. The major projects include Regional P25 Project, Public Safety Software Optimization, Next Generation 9-1-1 transition, Call Handling system upgrade, and Electronic Dispatch Protocols. A full list of projects with a brief scope and current status for each project is contained below.

<b>Regional P25 Project</b> Budget: \$18,808,000 Funded: FY16 6 year duration	<b>Scope:</b> Replace end of life Motorola 800 MHz SmartZone radio system infrastructure with L3Harris P25 system.  <b>Status:</b> Cutover to the P25 radio system commenced on July 19, 2022. The 90 day evaluation period is nearing completion, and the project team continues to close out issues found during this period. At the completion of the evaluation period, the legacy system will be decommissioned. Integration with the Public Safety Software system to display Automatic Vehicle Location is ongoing. Due to large improvements in coverage at Sugar Hollow, alternate locations for hole fillers will be evaluated.
<b>Public Safety Software Optimization</b> Budget: \$119,000 Funded: FY22  Budget \$281,878 Funded FY23 Duration pending	<b>Scope:</b> After discontinuing the RFP process, the ECC continues to optimize the current Public Safety Software platform.  <b>Status:</b> The remaining optimization project funded in FY22 is the server upgrade/migration, which is scheduled to take place November 9 <sup>th</sup> . As part of this upgrade, a Training platform will be added to the existing Production and Test environments. FY23 optimization projects include LE Mobile ShieldForce site license, additional onsite training hours, and upgrade to Enterprise Records. These projects will begin following the upgrade/migration.
<b>Next-Generation 9-1-1 Transition</b> Budget: see CHE Funded: see CHE 2 year duration	<b>Scope:</b> Migrate 9-1-1 system from an analog network to a statewide IP network to improve and enhance 9-1-1 services. Funding supplemented by state grant.  <b>Status:</b> Diverse connectivity for both the primary and backup ECC is being completed. The ECC is working with 9-1-1 and Geospatial Services and regional GIS personnel to complete the initial upload of GIS data.



# Charlottesville-UVA-Albemarle County

## Emergency Communications Center



<b>Call Handling System Upgrade</b> Budget: \$608,908 Funded: FY20/FY21 2 year duration	<p><b>Scope:</b> Replace end-of-support phone system equipment and upgrade to the latest software version. This upgrade is required for the NG9-1-1 transition. As such, funding supplemented by state grant.</p> <p><b>Status:</b> Cutover to the new system began on August 17th. Several issues were encountered post cutover, including incomplete or inadequate installation of hardware. ECC staff continues to work with responsible technicians and engineers to ensure complete issue resolution and satisfactory installation.</p>
<b>Electronic Dispatch Protocols</b> Budget: \$234,238 Funded: FY20 6-9 month duration	<p><b>Scope:</b> Implement electronic dispatch protocols for police, fire, and EMS, including integration with the CAD system.</p> <p><b>Status:</b> Phase two response configuration of the Public Safety Software System for Electronic Dispatch Protocols is underway, with input from the Dispatch Review Committee. Initial level of effort calculations indicate this phase will take about six months to implement.</p>
<b>Data Analytics</b> Budget: \$21,000 Funded: FY 21 1 year duration	<p><b>Scope:</b> System to analyze and share key performance indicators with internal and external stakeholders.</p> <p><b>Status:</b> New analytics have been developed and will be published to the newly launched ECC website following some additional data validation and review.</p>
<b>VPN Replacement</b> Budget: \$32,000 Funded: FY 22 6 month duration	<p><b>Scope:</b> Replace the current ECC mobile VPN with a more robust solution to accommodate additional operational users of regional public safety software systems.</p> <p><b>Status:</b> A new VPN solution has been identified, and implementation will take place in the coming months.</p>
<b>PowerDMS Modules</b> Budget: \$8,000 Funded: FY 22 3 month duration	<p><b>Scope:</b> PowerDMS is the system currently used by the ECC for accreditation and policy management. Additional modules are being added to the system to enhance workforce management.</p> <p><b>Status:</b> PowerEngage, the citizen engagement and feedback solution, went live on August 10<sup>th</sup>. The current response rate is about 30% with citizen positive satisfaction scores between 91 % and 94%. PowerFTO, for tracking and documenting training, and PowerTime, an electronic scheduling and time keeping solution, are currently being implemented.</p>
<b>VoIP Phone System</b> Budget: TBD Funded: N/A	<p><b>Scope:</b> Replace existing analog business phone lines with a VoIP phone system to improve functionality and reduce costs.</p> <p><b>Status:</b> This project was paused during the call handling system upgrade. Initial information gathering and budgeting phase has recently recommenced.</p>
<b>IT Infrastructure Updates</b> Budget: \$75,000 Funded: FY 23 6-9 month duration	<p><b>Scope:</b> Replace core network security devices that are nearing end-of-life</p> <p><b>Status:</b> Quotes for replacement equipment are being refreshed to begin the procurement process.</p>



# Charlottesville-UVA-Albemarle County

## Emergency Communications Center



To: Sonny Saxton, Executive Director  
From: Lily Gregg, Systems Manager  
Date: November 2, 2022  
Subject: ECC Building Report

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### Executive Summary

Along with managing the technical systems for the ECC and the region, the information technology division helps oversee required maintenance or repairs for the building. Several ongoing building items, and their status, are contained below.

#### Water Main Leak

No additional leaks have occurred since the full line was replaced.

#### Structural Cracks

Following the water main leak issue, many new cracks were identified in the walls and ceiling around the building. ECC continues to monitor the cracks for changes over time.

#### Roof Leaks

Recent heavy rains have shown that the building leaks continue to be an issue. Additional consultations have taken place, and a new mitigation strategy is being pursued. The roof will be cleared of debris and gutters will be coated to repair any holes in membrane. Proposed cost of this solution totals \$10,349.

#### Building Renovations

Work is planned to convert single offices into two person workspaces to accommodate additional staff. Kitchen renovations will begin in the coming months to replace cracked, molding countertops, and better utilize the space as break room for staff.

#### UPS Battery Replacements

No battery replacements are scheduled at this time.

#### Main Breaker Issues

Occasionally, during weekly generator testing, a main breaker gets tripped resulting in a full building power outage. Critical equipment on the building UPS remains functional during the outage. This issue continues to be monitored.

#### HVAC Replacement

The HVAC system which services the communications floor was recently replaced, with added dehumidification functionality.



Agenda Item:

### 4.3) Personnel Reports



# Charlottesville-UVA-Albemarle County Emergency Communications Center



**To: ECC Management Board**

**From: Josh Powell, Deputy Director-Support Services**

**Date: November 8, 2022**

**Subject: ECC Staffing and Recruitment Report**

## Staffing, Organizational Strength, and Recruitment

Since our last report in May, 2022, there have been six new hires, four separations (one PSCO, three PSCO recruits), three promotions, two reassignments, and one retirement. We have been informed of one transfer and one additional resignation (one Public Safety Applications Technician and one Public Safety Communications Officer), effective later this month and not reflected in the chart below.

Our vacancy rate is 13% overall, or 8.1 FTE across all divisions. Recruitment efforts are underway for all current and anticipated vacancies, with the exception of Emergency Management Coordinator, pending input from the Emergency Management Steering Committee, and HR Associate, pending the completed onboarding of our new HR Manager.

Organizational Strength [11/2022]		Actual		Vacant	% Vacant
	Authorized	Full-time	Part-time		
Operational	46.4	40.30		6.10	13%
Public Safety Communications Officers <sup>1</sup>	34.4	27	2.3		
Regular		23	2.3	5.10	15%
Probationary/Trainees		4			
Public Safety Communications Supervisors	8	8		0	0%
Public Safety PI & Accreditation Supervisor	1	1		0	0%
Public Safety Training Manager	1	1		0	0%
Operations Manager*	2	1		1	50%
Deputy Director - Operations*	1	1		0	0%
I.T.	6	6		0	0%
ECC Systems Manager*	1	1		0	0%
ECC Sr. Systems Analyst/DBA*	1	1		0	0%
Sr. / Systems Engineer*	2	2		0	0%
Public Safety Applications Technician	1	1		0	0%
Public Safety Communications Technician	1	1		0	0%
Emergency Management	1	0		1	100%
Emergency Management Coordinator	1			1	100%
Administration	7	6.00		1	14%
Executive Director*	1	1		0	0%
Deputy Director-Support Services*	1	1		0	0%
HR Manager	1	1		0	0%
HR Associate	1	0		1	100%
Accountant II	1	1		0	0%
Administrative Assistant	1	1		0	0%
Lead Custodian	1	1		0	0%
<b>Overall</b>	<b>60.40</b>	<b>52.30</b>		<b>8.1</b>	<b>13%</b>

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<sup>1</sup> Authorized count does not include overhire (0/3 positions filled). One (1.0) FTE filled by Course Coordinator position.

\* Salaried



# Charlottesville-UVA-Albemarle County Emergency Communications Center



**To: ECC Management Board**

**From: Josh Powell, Deputy Director-Support Services**

**Date: November 8, 2022**

**Subject: Informational: Planned Reinstatement of Compensatory Time Off**

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## History

Like many local government entities, the ECC has long supported the practice of allowing FLSA nonexempt employees to elect to accrue compensatory time off ("comp time") in lieu of overtime for hours worked over forty. Last year, Albemarle County HR, and accordingly the ECC, halted the accrual or earning of comp time in response to the passage of The Virginia Overtime Wage Act (VOWA), effective July 1, 2021. Subsequently, HB 1173 (SB 631) was signed into law, effective July 1, 2022, which rolled back provisions of the VOWA and re-aligned Virginia's overtime obligations and exemptions with those of the federal FLSA.

## Current and Future State

Following multiple requests from ECC employees, and a review by the County attorneys and County HR, it has been determined that the ECC is able to return to the policies in place before the VOWA. County HR indicated that each department is able to decide whether they are providing comp time for their employees. If allowed, this would provide nonexempt employees scheduled to work overtime the option of receiving either payment or comp time for those hours worked over forty.

**The ECC intends to reinstate comp time as of January 1, 2023**, as governed by Albemarle County HR policies §P-86 *Leave Policy* and §P-61 *Staff Schedules, Time Tracking, and Compensation Policy*. This action is expected to provide a work-life balance benefit to the ECC co-workers and provide a cost savings to the agency.<sup>1</sup>

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<sup>1</sup> While this brief would ordinarily provide an analysis or projection of cost savings, a precise projection is not available at this time, due to a) a significant (positive) differences in staffing levels at present as compared to when comp time accruals were previously in effect and b) the County and the ECC implementing positive pay practices (as opposed to pay by exception) as of January 1, 2022. As such, historical data is not expected to be representative of future savings.





# Charlottesville-UVA-Albemarle County Emergency Communications Center



## MEMORANDUM - GENERAL

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**To:** Sonny Saxton – Executive Director

**From:** Celeste Baldino – Deputy Director of Operations

**Date:** November 9<sup>th</sup>, 2022

**Subject:** Complaints, Release of Information, and Other Research

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Since our last report in April 2022, the ECC has received five complaints. Two complaints were unfounded, and three complaints were founded. In all cases, complaints were researched by supervisory personnel and, if the complaint was founded, appropriate remediation, follow up with original requestor, and (or) corrective actions were taken.

We have seen an increase over the past several years of release of information requests to include those from FOIA, responder agencies, Commonwealth's Attorney, subpoenas, as well as continued quality improvement. This increase of requests has correlated to an overall increase of time spent on research. The ECC is reviewing the manner in which we account for all release of information requests and involved research time. An evaluation is underway to determine where the organizational effort is best categorized.



Agenda Item:

#### **4.4) Training Program Report**



## Charlottesville-UVA-Albemarle County Emergency Communications Center



**To: ECC Management Board**

**From: Jan Farruggio**  
**PS Communications Training Program Manager**

**Date: November 1, 2022**

**Subject: Update from the Training Division**

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### Professional Development

The 2022 National APCO Conference was held in Anaheim, California, August 7-10. We used this conference to expand our opportunities for staff members to obtain CE hours, meet peers and visit other centers to see how they are set up. Five attended.

The 2022 CIT International Conference was held in Pittsburgh, PA, August 28<sup>th</sup>-31<sup>st</sup>. Two attended. The attendees are assigned to our local CIT Team and received updated training of methods for dealing with callers in mental crisis.

Virginia APCO/NENA's fall conference was held in Roanoke, Virginia, in October. Seven attended. Each attendee was able to attend trainings and meet peers from other jurisdictions. The ECC Systems Engineer presented a block of curriculum based on AI in Emergency Communications.

### New Hire Curriculum and OJT Training

Our newest recruit class was hired in October, to include 2 part-time co-workers and 2 full-time co-workers. We are continuing to be creative and responsive to the demands of training part-time co-workers while maintaining the integrity of the curriculum.

To date the new co-workers have completed 3 weeks of classroom training, to include Priority Dispatch Emergency Medical certification, Priority Dispatch Emergency Fire certification and at the end of the month will obtain Priority Dispatch Emergency Police certification, along with 2 weeks being spent on the communications floor with a certified training officer.

The part-time instructor was promoted to Course Coordinator on September 10<sup>th</sup>, 2022. From August 1 through September 30<sup>th</sup>, she worked 76.5 hours on the floor in order to maintain her skillset.

**2306 Ivy Road · Charlottesville, VA 22903 · (434) 970-1098 · Fax (434) 971-1767**

*"A CALEA Nationally Accredited Communications Center"*



## Charlottesville-UVA-Albemarle County Emergency Communications Center



A breakdown of training hours is included below and additionally graphed on page seven of the productivity report.

### Breakdown of Training Hours

	Jul '22	Aug '22	Sept '22	Oct '22
<i>Academy (instructor)</i>			16	24
<i>Academy (student)</i>				40
<i>Specialized Training</i>	124			
<i>Professional Development</i>		224		136
<i>Trainee- Floor</i>	329			156
<i>Trainee- Classroom</i>				120
<i>CTO- Meetings</i>				
<i>CTO - Floor</i>	329			156
<i>Instructor - Classroom</i>	8			84
<i>Instructor - CTO</i>				28
<i>TPM - Classroom</i>	40			48

### Additional Training Detail

July 2022

DEI/Harassment Prevention Training 41 co-workers/4 hrs each

August 2022

DEI/Harassment Prevention Training 44 co-workers/4 hrs each

September 2022

Blue Card Training with CFD 12 hours

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Agenda Item:

#### **4.5) Commendations, Awards, and Press**



# Charlottesville-UVA-Albemarle County Emergency Communications Center



**To: ECC Management Board**

**From: Josh Powell, Deputy Director-Support Services**

**Date: November 8, 2022**

**Subject: ECC Press and Social Media Update**

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## ECC in the News

Since our last report, local news stories and press releases involving the Charlottesville-UVA-Albemarle County Emergency Communications Center and/or its co-workers include:

- **8/4/2022:** "Emergency Communications Recruit Receives Lifesaver Award" ([CUA911.gov](http://CUA911.gov))
- **8/8/2022:** "Charlottesville-UVA-Albemarle Communications Officers Using New Technologies to Improve the Region's 9-1-1 Service" ([CUA911.gov](http://CUA911.gov))
- **8/8/2022:** "Emergency Communications officers using new technologies to improve 911 services" ([CBS19](http://CBS19))
- **8/10/2022:** "Charlottesville-UVA-Albemarle ECC using new 911 technology" ([NBC29](http://NBC29))

## Social Media

The ECC continues to maintain and grow its presence on social media, including Facebook, Twitter, NextDoor, Instagram, and LinkedIn.



# Charlottesville-UVA-Albemarle County Emergency Communications Center



**To: ECC Management Board**

**From: Josh Powell, Deputy Director-Support Services**

**Date: November 8, 2022**

**Subject: Commendations from Community Surveys**

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## PowerEngage

On August 10<sup>th</sup>, the ECC went live with PowerEngage, a technology product that interfaces with our Computer Aided Dispatch (CAD) system to automatically send satisfaction surveys following low-acuity calls to 9-1-1 or the ECC's non-emergency number. This replaces the ECC's prior practice of mailing satisfaction surveys on a yearly basis, which historically had a relatively low response rate. Survey responses are reviewed by the ECC leadership team on a regular basis, as well as posted electronically on a screen in the communications center so that Public Safety Communications Officers and Supervisors can see the responses.

In the three months from go-live to date, we have sent 10,324 surveys and received 3,622 responses for a remarkable 35.1% response rate. Of those responses, the calculated Citizen Positive Satisfaction Score (CPSS) has averaged between 92% and 94% (see fig. 1). We are grateful for the feedback, and proud to share these metrics with our co-workers, thus highlighting the tremendous impact their work has on the health, safety, and wellbeing of our community.

## Comments

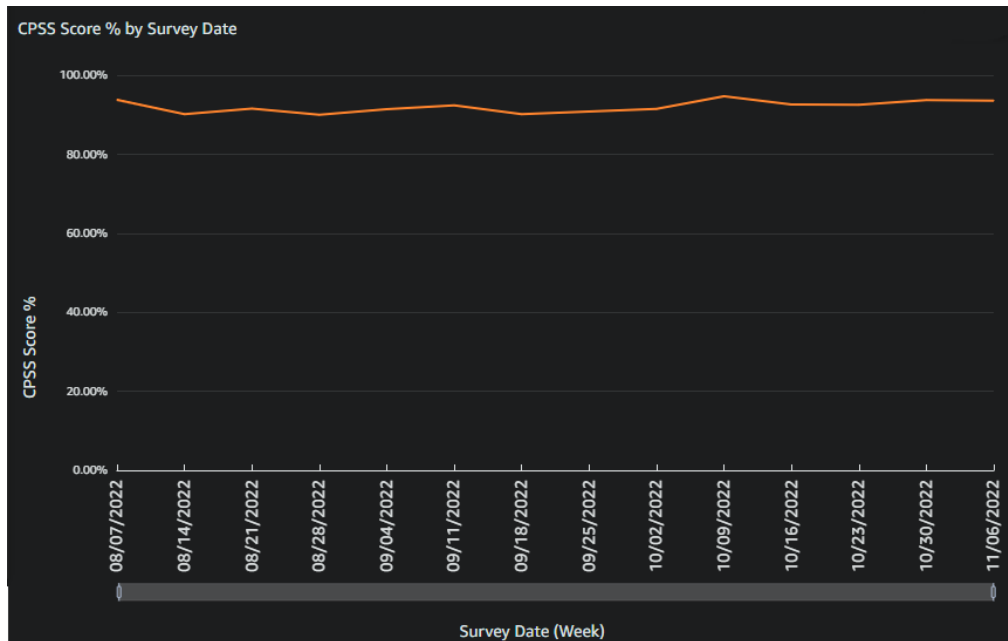
Following is a small but representative sampling of the commendations received in our survey responses:

- "The 911 Telecommunicator was very professional, calm, and very thorough. She was very helpful & very impressive!"
- "I was extremely nervous and the 911 Telecommunicator was calm and asked a few questions and gave me very clear instructions. He told me the officer(s) would be arriving soon. It was an upsetting, scary experience. [...] While it was an experience I wish didn't happen, I was more than impressed with the response and handling of the whole situation. Thank you for your wonderful service!"
- "The telecommunicator was excellent; it was efficient and professional, yet still courteous and calming and understanding. It was handled perfectly. Thank you for hiring that person."
- "The 911 Telecommunicator was very helpful and great customer service. 911 center was very friendly and was very knowledgeable of the situation and made me feel safe."
- "I'm not a resident of Charlottesville, but I'm VERY pleased with the handling of the call by the 911 Telecommunicator. I'm also VERY impressed (and actually quite [...] shocked) that I would receive a survey like this!!! If this is representative of the new standard for law enforcement of this city, then all I have to say is you guys are on a [...] good path. And if that is true, please keep up the good work! This is what my hometown (Knoxville, TN) needs to start doing."

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"APCO Project 33 Certified Training Program"*

- "It was my first time calling and it was great because he kept me calm. Great job 911!"
- "From the first operator to the dispatcher to the officer on duty.... all were kind, prompt and ready to serve. Thank you to all I interacted with."



**Fig 1:**  
*Satisfaction Scores*  
*Week-over-week*

**Fig 2**

Word cloud highlighting high-frequency keywords used in survey responses



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 “APCO Project 33 Certified Training Program”





## **Charlottesville-UVA-Albemarle County Emergency Communications Center**



### **MEMORANDUM - PERSONNEL**

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**To: Executive Director Sonny Saxton; Deputy Director-Operations Celeste Baldino; Deputy Director-Support Services Josh Powell; Day-Shift Operations Manager Todd Richardson;**

**CC: Communications Supervisor-A Platoon Kelly Moore  
Personnel File (Daniel Shumard, Lauren Brown)**

**From: Communications Supervisor-A Platoon Michael Cahill**

**Date: October 18<sup>th</sup>, 2022**

**Subject: Commendation for PSCO-I Daniel Shumard & PSCO-I Lauren Brown**

---

All,

Please see the below-quoted e-mail I received from Mr. Art Beltrone detailing his recent positive and potentially life-saving interactions with PSCO-I Daniel Shumard and PSCO-I Lauren Brown:

**“Good morning again, Mr. (or Officer) Cahill.**

**A very big offer of gratitude for the service yesterday, October 18, 2022, from both my wife Lee and I for the assistance rendered by the Albemarle County 911 operators in likely preventing a serious medical situation of our son Brent, almost 400 miles away from us in Delaware.**

**The event began a little after 7AM when Brent, a type-1 diabetic, called us incoherently. The call only lasted about 4 seconds and we realized he was in trouble, perhaps because his insulin pump was not functioning properly. The week before we had helped him to move into another house from his previous residence in Tennessee.**

**Being so many miles apart we hoped our Albemarle 911 system could help. so we called 911. We explained our son's desperate situation and the 911 personnel immediately provided assistance.**

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## **Charlottesville-UVA-Albemarle County Emergency Communications Center**



**Within minutes, and because of the contact information they provided, my wife and I were able to quickly alert the police department in Rehoboth Beach about our son's condition. An officer responded immediately, verified our son's needs, called the EMTs who responded and gave our son the assistance he needed to recover from his incident.**

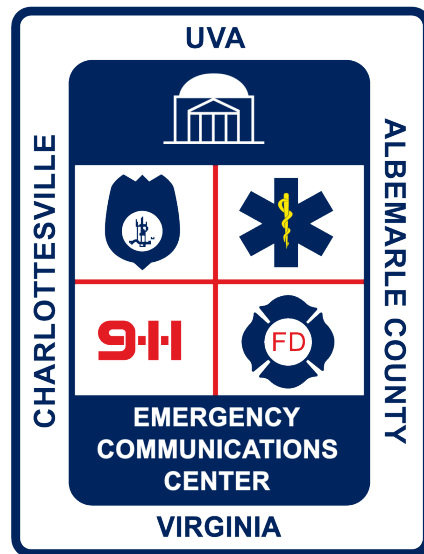
**We did not take their names of the Albemarle County 911 personnel who played such a key role in this episode, but wanted you to know how they had vitally helped. They are unsung heroes.**

**Thank you.  
Art and Lee Beltrone”**

I am proud to work alongside and recognize PSCO-I Shumard and PSCO-I Brown for their actions; had they not provided critical help during the Beltrone family's time of need, we all know what this outcome could have been.

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Agenda Item:

## 4.6) FY2021 Audit

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER  
FINANCIAL REPORT  
YEAR ENDED JUNE 30, 2021**

CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER  
FINANCIAL REPORT  
YEAR ENDED JUNE 30, 2021

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**INDEPENDENT AUDITORS' REPORT**

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**TO THE HONORABLE MEMBERS OF THE BOARD OF SUPERVISORS  
COUNTY OF ALBEMARLE, VIRGINIA AS FISCAL AGENT FOR  
CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY EMERGENCY COMMUNICATIONS CENTER  
CHARLOTTESVILLE, VIRGINIA**

**Report on the Financial Statements**

We have audited the accompanying financial statements of the business-type activities of Charlottesville-UVA-Albemarle County Emergency Communications Center, as of and for the year ended June 30, 2021, and the related notes to the financial statements which collectively comprise the Center's basic financial statements as listed in the table of contents.

***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

***Auditors' Responsibility***

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the *Specifications for Audits of Authorities, Boards, and Commissions*, issued by the Auditor of Public Accounts of the Commonwealth of Virginia. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## ***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the business-type activities of Charlottesville-UVA-Albemarle County Emergency Communications Center, as of June 30, 2021, and the changes in financial position, and cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## ***Other Matters***

### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the schedules related to pension and OPEB funding on pages 31-38 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Management has omitted management's discussion and analysis that accounting principles generally accepted in the United States of America require to be presented to supplement the basic financial statements. Such missing information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. Our opinion on the basic financial statements is not affected by this missing information.

### ***Other Supplementary Information***

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise Charlottesville-UVA-Albemarle County Emergency Communications Center's basic financial statements. The other supplementary information is presented for purposes of additional analysis and is not a required part of the basic financial statements.

The other supplementary information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the other supplementary information is fairly stated in all material respects in relation to the basic financial statements as a whole.

## **Other Reporting Required by *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated April 25, 2022, on our consideration of Charlottesville-UVA-Albemarle County Emergency Communications Center's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to solely describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Charlottesville-UVA-Albemarle County Emergency Communications Center's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Charlottesville-UVA-Albemarle County Emergency Communications Center's internal control over financial reporting and compliance.

Charlottesville, Virginia  
April 25, 2022



## **- Basic Financial Statements -**

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

**Statement of Net Position  
As of June 30, 2021**

<b>Assets:</b>	
<b>Current assets:</b>	
Cash and cash equivalents	\$ 4,769,844
Accounts receivable	474,986
Due from other governments	67,080
Prepaid expenses	12,143
Total current assets	<u>\$ 5,324,053</u>
<b>Capital assets:</b>	
Land and construction in progress	\$ 5,003,406
Other capital assets, net of accumulated depreciation	1,526,449
Total capital assets, net	<u>\$ 6,529,855</u>
Total assets	<u>\$ 11,853,908</u>
<b>Deferred outflows of resources:</b>	
OPEB related outflows	\$ 81,427
Pension related outflows	1,004,809
Total deferred outflows of resources	<u>\$ 1,086,236</u>
Total assets and deferred outflows of resources	<u><u>\$ 12,940,144</u></u>
<b>Liabilities:</b>	
<b>Current liabilities:</b>	
Accounts payable	\$ 1,136,986
Compensation payable	39,079
Current portion of compensated absences	27,363
Total current liabilities	<u>\$ 1,203,428</u>
<b>Noncurrent liabilities:</b>	
Noncurrent portion of compensated absences	\$ 246,264
Net pension liability	2,442,821
Net OPEB liabilities	931,598
Total noncurrent liabilities	<u>\$ 3,620,683</u>
Total liabilities	<u>\$ 4,824,111</u>
<b>Deferred inflows of resources:</b>	
OPEB related inflows	\$ 70,079
Pension related inflows	90,283
Total deferred inflows of resources	<u>\$ 160,362</u>
<b>Net Position:</b>	
Investment in capital assets	\$ 6,529,855
Unrestricted	1,425,816
Total net position	<u>\$ 7,955,671</u>
Total liabilities, deferred inflows of resources and net position	<u><u>\$ 12,940,144</u></u>

The accompanying notes to financial statements are an integral part of this statement.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

**Statement of Revenues, Expenses and Changes in Net Position  
Year Ended June 30, 2021**

Operating revenues:	
Intergovernmental:	
Charges for services:	
City of Charlottesville	\$ 1,559,440
County of Albemarle	2,939,893
University of Virginia	1,442,482
Charlottesville-Albemarle Airport Authority	26,227
Albemarle-Charlottesville Regional Jail	8,982
Rivanna Water and Sewer Authority	22,275
Other	20,193
Total charges for services	<u>\$ 6,019,492</u>
Total operating revenues	<u>\$ 6,019,492</u>
Operating expenses:	
Personnel	\$ 3,122,533
Payroll taxes and fringe benefits	1,188,884
Contractual services	1,251,634
Other charges	4,577,704
Depreciation	488,194
Total operating expenses	<u>\$ 10,628,949</u>
Operating loss	<u>\$ (4,609,457)</u>
Nonoperating revenues:	
Revenue from the use of money and property	\$ 15,257
Commonwealth of Virginia	639,965
Total nonoperating revenues	<u>\$ 655,222</u>
Loss before contributions	<u>\$ (3,954,235)</u>
Capital contributions:	
City of Charlottesville	\$ 926,455
County of Albemarle	1,836,107
University of Virginia	569,379
Other contributions	271,150
Total capital contributions	<u>\$ 3,603,091</u>
Change in net position	<u>\$ (351,144)</u>
Net position, beginning of year	<u>8,306,815</u>
Net position, end of year	<u><u>\$ 7,955,671</u></u>

The accompanying notes to financial statements are an integral part of this statement.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

**Statement of Cash Flows  
Year Ended June 30, 2021**

Cash flows from operating activities:	
Operating receipts	\$ 5,568,615
Payments to and for employees	(4,182,470)
Payments to suppliers and others	<u>(4,783,001)</u>
Net cash (used for) operating activities	\$ <u>(3,396,856)</u>
Cash flows from investing activities:	
Investment income	\$ 10,469
Rental income	<u>4,788</u>
Net cash provided by investing activities	\$ <u>15,257</u>
Cash flows from noncapital financing activities:	
Receipts from state grants	\$ <u>639,965</u>
Cash flows from capital financing activities:	
Purchases of capital assets	\$ (757,045)
Capital contributions	<u>3,739,034</u>
Net cash provided by (used for) capital and related financing activities	\$ <u>2,981,989</u>
Net change in cash and cash equivalents	\$ 240,355
Cash and cash equivalents, beginning of year	<u>4,529,489</u>
Cash and cash equivalents, end of year	\$ <u><u>4,769,844</u></u>
Reconciliation of operating loss to net cash (used for) operating activities:	
Operating loss	\$ (4,609,457)
Adjustments to reconcile operating loss to net cash (used for) operating activities:	
Depreciation	488,194
Changes in assets, liabilities, and deferred inflows/outflows of resources:	
Accounts receivable	(450,877)
Prepaid expenses	(12,003)
Accounts payable	1,058,340
Compensation payable	9,610
Deferred outflows of resources	(487,494)
Deferred inflows of resources	(212,239)
Net pension liability	764,601
Compensated absences	(16,340)
Net OPEB liabilities	<u>70,809</u>
Net cash (used for) operating activities	\$ <u><u>(3,396,856)</u></u>

The accompanying notes to financial statements are an integral part of this statement.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021

---

**NOTE 1—NATURE OF ENTITY AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:**

---

**A. Nature of Operations:**

Charlottesville-UVA-Albemarle County Emergency Communications Center, (the Center) formed January 20, 1984, provides emergency dispatch services to the citizens in the area. The County of Albemarle serves as the fiscal agent and provides all accounting for the Center.

**B. Financial Reporting Entity:**

Charlottesville-UVA-Albemarle County Emergency Communications Center has determined that it is a related organization to the County of Albemarle and City of Charlottesville in accordance with Governmental Accounting Standards Board (GASB). The Center is considered an intergovernmental (joint) venture and therefore its operations are not included in the County's financial statements. The County of Albemarle, City of Charlottesville, and the University of Virginia provide the financial support for the Center. The Center is controlled by a nine-member board with representatives from the County of Albemarle, the City of Charlottesville, and the University of Virginia. No one entity contributes more than 50% of the Center's funding or has oversight responsibility over its operations.

**C. Basis of Accounting:**

The Center operates as an enterprise fund and its accounts are maintained on the accrual basis of accounting. Under this method, revenues are recognized when earned, and expenses are recorded as liabilities when incurred, without regard to receipt or payment of cash.

Operating revenues and expenses are distinguished from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the principal ongoing operations. The principal operating revenues are charges for services. Operating expenses include the cost of providing services and comprise administrative and depreciation expenses. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

**D. Cash and Cash Equivalents:**

The Center's cash and cash equivalents is part of the pooled cash and investments of the County of Albemarle. All cash on hand, in banks, and certificates of deposit and investments with original maturities of three months or less from the date of acquisition are considered cash and cash equivalents.

CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER

Notes to Financial Statements  
As of June 30, 2021 (Continued)

---

NOTE 1—NATURE OF ENTITY AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES: (CONTINUED)

---

E. Capital Assets:

Capital assets consist of property, equipment, and leasehold improvements and are valued at historical cost or estimated historical cost if actual historical cost is not available. Capital assets are defined by the government as assets with an initial, individual cost of more than \$5,000 (amount not rounded) and an estimated useful life in excess of one year. Donated fixed assets are valued at their acquisition value on the date donated. Depreciation is provided on the straight-line method over the estimated useful lives as follows:

Leasehold improvements	15-20 years
Vehicles	5 years
Communications equipment	5-10 years

Depreciation expense amounted to \$488,194 for 2021.

F. Construction in Progress:

Construction in progress represents expended funds for engineering, furnishing, installation, and construction of an Entity Wide Mobile Data System. At the completion of the project, amounts will be transferred to capital assets. Administrative, overhead and other costs that do not increase the value of the property are expensed as incurred.

G. Use of Estimates:

The preparation of the financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosures of contingencies at the date of the financial statements, and revenues and expenses recognized during the reporting period. Actual results could differ from those estimates.

H. Net Position:

Net position is the difference between 1) assets and deferred outflows of resources and 2) liabilities and deferred inflows of resources. Net investment in capital assets represents capital assets, less accumulated depreciation less any outstanding debt related to the acquisition, construction or improvement of those assets. Deferred outflows of resources and deferred inflows of resources that are attributable to the acquisition, construction, or improvement of those assets or related debt are also included in this component of net position.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

---

**NOTE 1—NATURE OF ENTITY AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES: (CONTINUED)**

---

**I. Net Position Flow Assumption:**

Sometimes the government will fund outlays for a particular purpose from both restricted (e.g., restricted bond or grant proceeds) and unrestricted resources. In order to calculate the amounts to report as restricted - net position and unrestricted - net position in the financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the Center's policy to consider restricted - net position to have been depleted before unrestricted - net position is applied.

**J. Compensated Absences:**

The Center accrues compensated absences (annual and sick leave benefits) when vested. The current and noncurrent portions of the compensated absences are recorded as accrued liabilities.

**K. Deferred Outflows/Inflows of Resources:**

In addition to assets, the statement of financial position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position that applies to a future period(s) and so will not be recognized as an outflow of resources (expense) until then. The Center has one type of item that qualifies for reporting in this category. It is comprised of certain items related to the measurement of the net pension liability and net OPEB liabilities and contributions to the pension and OPEB plans made during the current year and subsequent to the net pension liability and net OPEB liability measurement dates. For more detailed information on these items, reference the related notes.

In addition to liabilities, the statement of financial position may report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net position that applies to a future period(s) and so will not be recognized as an inflow of resources (revenue) until that time. The Center has one type of item that qualifies for reporting in this category. Certain items related to the measurement of the net pension liability and net OPEB liabilities are reported as deferred inflows of resources. For more detailed information on these items, reference the related notes.

**L. Pensions:**

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Center's Retirement Plan and the additions to/deductions from the Center's Retirement Plan's net fiduciary position have been determined on the same basis as they were reported by the Virginia Retirement System (VRS). For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER

Notes to Financial Statements  
As of June 30, 2021 (Continued)

---

**NOTE 1—NATURE OF ENTITY AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES: (CONTINUED)**

---

**M. Other Postemployment Benefits (OPEB):**

*Group Life Insurance*

For purposes of measuring the net GLI Program OPEB liability, deferred outflows of resources and deferred inflows of resources related to the GLI OPEB, and GLI OPEB expense, information about the fiduciary net position of the VRS GLI Program OPEB and the additions to/deductions from the VRS GLI OPEB's net fiduciary position have been determined on the same basis as they were reported by VRS. In addition, benefit payments are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

**NOTE 2—DEPOSITS AND INVESTMENTS:**

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The Center's cash and cash equivalents are a part of the pooled cash and investments of the County of Albemarle, the Center's fiscal agent. The components of the Center's cash and equivalents as to bank and investment balances are not identifiable. The portion of the County's cash and investments which are applicable to the Center consist of deposits covered by FDIC insurance, the Virginia Security for Public Deposits Act, or are a part of the County's investments in the Virginia Local Government Investment Pool. The State Treasury Board is responsible for monitoring compliance with the collateralization and reporting requirements of the Act and for notifying local governments of compliance by banks and savings and loans. Of the bank balances, no amounts were uninsured and uncollateralized in banks and savings and loans not qualifying under the Act at June 30, 2021.

**NOTE 3—DUE FROM OTHER GOVERNMENTS:**

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Receivables and amounts due from other governments are as follows:

Due from other governmental units:	
City of Charlottesville	\$ 50,430
University of Virginia	<u>16,650</u>
Total due from other governmental units	<u>\$ 67,080</u>



**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

**NOTE 4—CAPITAL ASSETS:**

The following is a summary of the changes in capital assets for the fiscal year ended June 30, 2021:

	Balance July 1, 2020	Increases	Decreases	Balance June 30, 2021
Capital assets not being depreciated:				
Land	\$ 90,027	\$ -	\$ -	\$ 90,027
Construction in progress*	4,799,460	113,919	-	4,913,379
Total capital assets not being depreciated	\$ 4,889,487	\$ 113,919	\$ -	\$ 5,003,406
Other capital assets:				
Buildings	\$ 282,281	\$ -	\$ -	\$ 282,281
Leasehold improvements	159,138	-	-	159,138
Vehicles	77,915	-	-	77,915
Communications equipment	22,486,352	643,126	-	23,129,478
Total other capital assets	\$ 23,005,686	\$ 643,126	\$ -	\$ 23,648,812
Accumulated depreciation:				
Buildings	\$ 109,778	\$ 18,819	\$ -	\$ 128,597
Leasehold improvements	159,138	-	-	159,138
Vehicles	63,653	5,704	-	69,357
Communications equipment	21,301,600	463,671	-	21,765,271
Total accumulated depreciation	\$ 21,634,169	\$ 488,194	\$ -	\$ 22,122,363
Other capital assets, net	\$ 1,371,517	\$ 154,932	\$ -	\$ 1,526,449
Net capital assets	\$ 6,261,004	\$ 268,851	\$ -	\$ 6,529,855

\*Construction in progress relates primarily to engineering, furnishing and installation of a mobile data computer system.

**NOTE 5—LONG-TERM OBLIGATIONS:**

The following is a summary of changes in long-term obligations transactions for fiscal year ended June 30, 2021:

	Balance July 1, 2020	Increases	Decreases	Balance June 30, 2021	Amounts Due Within One Year
Compensated absences	\$ 289,967	\$ 12,657	\$ 28,997	\$ 273,627	\$ 27,363
Net pension liability	1,678,220	1,294,089	529,488	2,442,821	-
Net OPEB liabilities	860,789	169,152	98,343	931,598	-
Total Long-Term Obligations	\$ 2,828,976	\$ 1,475,898	\$ 656,828	\$ 3,648,046	\$ 27,363

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

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**NOTE 6—REVENUES:**

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Revenues consist primarily of operating appropriations from the City of Charlottesville, the County of Albemarle and the University of Virginia. The Center also receives operating and capital grants from state and federal sources.

**NOTE 7—COMPENSATED ABSENCES:**

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In accordance with GASB, the Center has accrued the liability arising from compensated absences. Center employees earn vacation and sick leave based upon length of service. The Center has outstanding accrued compensated absences totaling \$273,627.

**NOTE 8—PENSION PLAN:**

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***Plan Description***

All full-time, salaried permanent employees of the Center are automatically covered by a VRS Retirement Plan upon employment through the County of Albemarle, Virginia. This is an agent multiple-employer plan administered by the Virginia Retirement System (the System) along with plans for other employer groups in the Commonwealth of Virginia. Members earn one month of service credit for each month they are employed and for which they and their employer pay contributions to VRS. Members are eligible to purchase prior service, based on specific criteria as defined in the Code of Virginia, as amended. Eligible prior service that may be purchased includes prior public service, active military service, certain periods of leave, and previously refunded service.

***Benefit Structures***

The System administers three different benefit structures for covered employees - Plan 1, Plan 2 and Hybrid. Each of these benefit structures has different eligibility criteria, as detailed below.

- a. Employees with a membership date before July 1, 2010, vested as of January 1, 2013, and have not taken a refund, are covered under Plan 1, a defined benefit plan. Non-hazardous duty employees are eligible for an unreduced retirement benefit beginning at age 65 with at least 5 years of service credit or age 50 with at least 30 years of service credit. Non-hazardous duty employees may retire with a reduced benefit as early as age 55 with at least 5 years of service credit or age 50 with at least 10 years of service credit. Hazardous duty employees (law enforcement officers, firefighters, and sheriffs) are eligible for an unreduced benefit beginning at age 60 with at least 5 years of service credit or age 50 with at least 25 years of service credit. Hazardous duty employees may retire with a reduced benefit as early as age 50 with at least 5 years of service credit.
- b. Employees with a membership date from July 1, 2010 to December 31, 2013, that have not taken a refund or employees with a membership date prior to July 1, 2010 and not vested before January 1, 2013, are covered under Plan 2, a defined benefit plan. Non-hazardous duty employees are eligible for an unreduced benefit beginning at their normal social security retirement age with at least 5 years of service credit or when the sum of their age plus service credit equals 90. Non-hazardous duty employees may retire with a reduced benefit as early as age 60 with at least 5 years of service credit. Hazardous duty employees are eligible for an unreduced benefit beginning at age 60 with at least 5 years of service credit or age 50 with at least 25 years of service credit. Hazardous duty employees may retire with a reduced benefit as early as age 50 with at least 5 years of service credit.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

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**NOTE 8—PENSION PLAN: (CONTINUED)**

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***Benefit Structures (Continued)***

- c. Non-hazardous duty employees with a membership date on or after January 1, 2014 are covered by the Hybrid Plan combining the features of a defined benefit plan and a defined contribution plan. Plan 1 and Plan 2 members also had the option of opting into this plan during the election window held January 1 - April 30, 2014 with an effective date of July 1, 2014. Employees covered by this plan are eligible for an unreduced benefit beginning at their normal social security retirement age with at least 5 years of service credit, or when the sum of their age plus service credit equals 90. Employees may retire with a reduced benefit as early as age 60 with at least 5 years of service credit. For the defined contribution component, members are eligible to receive distributions upon leaving employment, subject to restrictions.

***Average Final Compensation and Service Retirement Multiplier***

The VRS defined benefit is a lifetime monthly benefit based on a retirement multiplier as a percentage of the employee's average final compensation multiplied by the employee's total service credit. Under Plan 1, average final compensation is the average of the employee's 36 consecutive months of highest compensation and the multiplier is 1.70% for non-hazardous duty employees, 1.85% for sheriffs and regional jail superintendents, and 1.70% or 1.85% for hazardous duty employees as elected by the employer. Under Plan 2, average final compensation is the average of the employee's 60 consecutive months of highest compensation and the retirement multiplier is 1.65% for non-hazardous duty employees, 1.85% for sheriffs and regional jail superintendents, and 1.70% or 1.85% for hazardous duty employees as elected by the employer. Under the Hybrid Plan, average final compensation is the average of the employee's 60 consecutive months of highest compensation and the multiplier is 1.00%. For members who opted into the Hybrid Retirement Plan from Plan 1 or Plan 2, the applicable multipliers for those plans will be used to calculate the retirement benefit for service credited in those plans.

***Cost-of-Living Adjustment (COLA) in Retirement and Death and Disability Benefits***

Retirees with an unreduced benefit or with a reduced benefit with at least 20 years of service credit are eligible for an annual COLA beginning July 1 after one full calendar year from the retirement date. Retirees with a reduced benefit and who have less than 20 years of service credit are eligible for an annual COLA beginning on July 1 after one calendar year following the unreduced retirement eligibility date. Under Plan 1, the COLA cannot exceed 5.00%. Under Plan 2 and the Hybrid Plan, the COLA cannot exceed 3.00%. The VRS also provides death and disability benefits. Title 51.1 of the Code of Virginia, as amended, assigns the authority to establish and amend benefit provisions to the General Assembly of Virginia.

***Contributions***

The contribution requirement for active employees is governed by §51.1-145 of the Code of Virginia, as amended, but may be impacted as a result of funding options provided to political subdivisions by the Virginia General Assembly. Employees are required to contribute 5.00% of their compensation toward their retirement.

CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER

Notes to Financial Statements  
As of June 30, 2021 (Continued)

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NOTE 8—PENSION PLAN: (CONTINUED)

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*Contributions: (Continued)*

The Center’s contractually required employer contribution rate for the year ended June 30, 2021 was 14.12% of covered employee compensation. This rate was based on an actuarially determined rate from an actuarial valuation as of June 30, 2019.

This rate, when combined with employee contributions, was expected to finance the costs of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. Contributions to the pension plan from the Center were \$344,675 and \$267,199 for the years ended June 30, 2021 and June 30, 2020, respectively.

*Net Pension Liability*

At June 30, 2021, the Center reported a liability of \$2,442,821 for its proportionate share of the net pension liability. The Center’s net pension liability was measured as of June 30, 2020. The total pension liability used to calculate the net pension liability was determined by an actuarial valuation performed as of June 30, 2019 and rolled forward to the measurement date of June 30, 2020. The Center’s proportionate share of the same was calculated using retirement contributions as of June 30, 2020 and 2019 as a basis for allocation. At June 30, 2020 and 2019, the Center’s proportion was 4.76% and 4.74%, respectively.

*Actuarial Assumptions - General Employees*

The total pension liability for General Employees in the Center’s Retirement Plan was based on an actuarial valuation as of June 30, 2019, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2020.

Inflation	2.5%
Salary increases, including inflation	3.5% - 5.35%
Investment rate of return	6.75%, net of pension plan investment expense, including inflation*

\* Administrative expenses as a percent of the fair value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 6.75%. However, since the difference was minimal, and a more conservative 6.75% investment return assumption provided a projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 6.75% to simplify preparation of pension liabilities.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

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**NOTE 8—PENSION PLAN: (CONTINUED)**

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***Actuarial Assumptions - General Employees (Continued)***

Mortality rates: (Continued)

Mortality rates:

All Others (Non-10 Largest) - Non-Hazardous Duty: 15% of deaths are assumed to be service related

Pre-Retirement:

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates at ages 81 and older projected with scale BB to 2020; males 95% of rates; females 105% of rates.

Post-Retirement:

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with scale BB to 2020; males set forward 3 years; females 1.0% increase compounded from ages 70 to 90.

Post-Disablement:

RP-2014 Disability Mortality Rates projected with scale BB to 2020; males set forward 2 years, 110% of rates; females 125% of rates.

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2020. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

All Others (Non 10 Largest) - Non-Hazardous Duty:

Mortality Rates (Pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table - RP-2014 projected to 2021
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Lowered rates
Salary Scale	No change
Line of Duty Disability	Increased rate from 14.00% to 15.00%
Discount Rate	Decreased from 7.00% to 6.75%

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

**NOTE 8—PENSION PLAN: (CONTINUED)**

***Long-Term Expected Rate of Return***

The long-term expected rate of return on pension System investments was determined using a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of pension System investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target asset allocation and best estimate of arithmetic real rates of return for each major asset class are summarized in the following table:

<b>Asset Class (Strategy)</b>	<b>Long-Term Target Asset Allocation</b>	<b>Arithmetic Long-term Expected Rate of Return</b>	<b>Weighted Average Long-term Expected Rate of Return*</b>
Public Equity	34.00%	4.65%	1.58%
Fixed Income	15.00%	0.46%	0.07%
Credit Strategies	14.00%	5.38%	0.75%
Private Equity	14.00%	5.01%	0.70%
Real Assets	14.00%	8.34%	1.17%
MAPS - Multi-Asset Public Strategies	6.00%	3.04%	0.18%
PIP - Private Investment Partners	3.00%	6.49%	0.19%
<b>Total</b>	<b>100.00%</b>		<b>4.64%</b>
		Inflation	2.50%
		*Expected arithmetic nominal return	7.14%

\* The above allocation provides a one-year return of 7.14%. However, one-year returns do not take into account the volatility present in each of the asset classes. In setting the long-term expected return for the system, stochastic projections are employed to model future returns under various economic conditions. The results provide a range of returns over various time periods that ultimately provide a median return of 7.11%, including expected inflation of 2.50%. On October 10, 2019, the VRS Board elected a long-term rate of 6.75% which is roughly at the 40<sup>th</sup> percentile of expected long-term results of the VRS fund asset allocation. More recent capital market assumptions compiled for the FY2020 actuarial valuations provide a median return of 6.81%.

CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER

Notes to Financial Statements  
As of June 30, 2021 (Continued)

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**NOTE 8—PENSION PLAN: (CONTINUED)**

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***Discount Rate***

The discount rate used to measure the total pension liability was 6.75%. The projection of cash flows used to determine the discount rate assumed that System member contributions will be made per the VRS Statutes and the employer contributions will be made in accordance with the VRS funding policy at rates equal to the difference between actuarially determined contribution rates adopted by the VRS Board of Trustees and the member rate. Consistent with the phased-in funding provided by the General Assembly for state and teacher employer contributions; the Center was also provided with an opportunity to use an alternative employer contribution rate. For the year ended June 30, 2020, the alternate rate was the employer contribution rate used in FY 2012 or 100% of the actuarially determined employer contribution rate from the June 30, 2017 actuarial valuations, whichever was greater. From July 1, 2010 on, participating employers are assumed to continue to contribute 100% of the actuarially determined contribution rates. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current active and inactive employees. Therefore, the long-term expected rate of return was applied to all periods of projected benefit payments to determine the total pension liability.

***Sensitivity of the Center's Proportionate Share of the Net Pension Liability to Changes in the Discount Rate***

The following presents the Center's proportionate share of the net pension liability using the discount rate of 6.75%, as well as what the Center's net pension liability would be if it were calculated using a discount rate that is one percentage point lower (5.75%) or one percentage point higher (7.75%) than the current rate:

	Rate		
	(5.75%)	(6.75%)	(7.75%)
Center's proportionate share of Albemarle retirement			
Plan Net Pension Liability (Asset)	\$ 3,843,466	2,442,821	\$ 1,282,304

***Pension Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions***

For the year ended June 30, 2021, the Center recognized pension expense of \$465,218. Since there was a change in proportionate share between measurement dates, a portion of the pension expense was related to deferred amounts from changes in proportion and from differences between employer contributions and the proportionate share of employer contributions.

CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER

Notes to Financial Statements  
As of June 30, 2021 (Continued)

**NOTE 8—PENSION PLAN: (CONTINUED)**

***Pension Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions (Continued)***

At June 30, 2021, the Center reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ 301,171	\$ -
Change in assumptions	128,740	-
Net difference between projected and actual earnings on pension plan investments	230,223	-
Differences in proportionate share of net pension liabilities	-	90,283
Employer contributions subsequent to the measurement date	344,675	-
Total	<u>\$ 1,004,809</u>	<u>\$ 90,283</u>

\$344,675 reported as deferred outflows of resources related to pensions resulting from the Center's contributions subsequent to the measurement date will be recognized as a reduction of the Net Pension Liability in the fiscal year ending June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized in pension expense in future reporting periods as follows:

<u>Year ended June 30</u>	
2022	\$ 138,356
2023	213,765
2024	140,102
2025	77,628
Thereafter	-

**Pension Plan Data**

Information about the VRS Political Subdivision Retirement Plan is also available in the separately issued VRS 2020 Comprehensive Annual Financial Report (Annual Report). A copy of the 2020 VRS Annual Report may be downloaded from the VRS website at <http://www.varetire.org/Pdf/Publications/2020-annual-report-pdf>, or by writing to the System's Chief Financial Officer at P.O. Box 2500, Richmond, VA 23218-2500.

**NOTE 9—FISCAL AGENT:**

The County of Albemarle serves as fiscal agent for the Center. As a part of the fiscal agent agreement the County provides treasury, accounting, purchasing and personnel services for the Center.



**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

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**NOTE 10—GROUP LIFE INSURANCE (GLI) PLAN (OPEB PLAN):**

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***Plan Description***

The Group Life Insurance (GLI) Plan was established pursuant to §51.1-500 et seq. of the Code of Virginia, as amended, and which provides the authority under which benefit terms are established or may be amended. All full-time, salaried permanent employees of the state agencies, teachers, and employees of participating political subdivisions are automatically covered by the VRS GLI Plan upon employment. This is a cost-sharing multiple-employer plan administered by the Virginia Retirement System (the System), along with pensions and other OPEB plans, for public employer groups in the Commonwealth of Virginia.

In addition to the Basic GLI benefit, members are also eligible to elect additional coverage for themselves as well as a spouse or dependent children through the Optional GLI Plan. For members who elect the optional group life insurance coverage, the insurer bills employers directly for the premiums. Employers deduct these premiums from members' paychecks and pay the premiums to the insurer. Since this is a separate and fully insured plan, it is not included as part of the GLI Plan OPEB.

The specific information for GLI OPEB, including eligibility, coverage and benefits is described below:

***Eligible Employees***

The GLI Plan was established July 1, 1960, for state employees, teachers, and employees of political subdivisions that elect the plan. Basic GLI coverage is automatic upon employment. Coverage ends for employees who leave their position before retirement eligibility or who take a refund of their accumulated retirement member contributions and accrued interest.

***Benefit Amounts***

The GLI Plan is a defined benefit plan with several components. The natural death benefit is equal to the employee's covered compensation rounded to the next highest thousand and then doubled. The accidental death benefit is double the natural death benefit. In addition to basic natural and accidental death benefits, the plan provides additional benefits provided under specific circumstances that include the following: accidental dismemberment benefit, safety belt benefit, repatriation benefit, felonious assault benefit, and accelerated death benefit option. The benefit amounts are subject to a reduction factor. The benefit amount reduces by 25% on January 1 following one calendar year of separation. The benefit amount reduces by an additional 25% on each subsequent January 1 until it reaches 25% of its original value. For covered members with at least 30 years of service credit, the minimum benefit payable was set at \$8,000 by statute in 2015. This will be increased annually based on the VRS Plan 2 cost-of-living adjustment calculation. The minimum benefit adjusted for the COLA was \$8,616 as of June 30, 2021.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

**NOTE 10—GROUP LIFE INSURANCE (GLI) PLAN (OPEB PLAN): (CONTINUED)**

***Contributions***

The contribution requirements for the GLI Plan are governed by §51.1-506 and §51.1-508 of the Code of Virginia, as amended, but may be impacted as a result of funding provided to state agencies and school divisions by the Virginia General Assembly. The total rate for the GLI Plan was 1.34% of covered employee compensation. This was allocated into an employee and an employer component using a 60/40 split. The employee component was 0.80% (1.34% x 60%) and the employer component was 0.54% (1.34% x 40%). Employers may elect to pay all or part of the employee contribution; however, the employer must pay all of the employer contribution. Each employer's contractually required employer contribution rate for the year ended June 30, 2021 was 0.54% of covered employee compensation. This rate was based on an actuarially determined rate from an actuarial valuation as of June 30, 2019. The actuarially determined rate, when combined with employee contributions, was expected to finance the costs of benefits payable during the year, with an additional amount to finance any unfunded accrued liability. Contributions to the Group Life Insurance Plan from the entity were \$12,458 and \$11,752 for the years ended June 30, 2021 and June 30, 2020, respectively.

***GLI OPEB Liabilities, GLI OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to the Group Life Insurance Plan OPEB***

At June 30, 2021, the entity reported a liability of \$183,258 for its proportionate share of the Net GLI OPEB Liability. The Net GLI OPEB Liability was measured as of June 30, 2020 and the total GLI OPEB liability used to calculate the Net GLI OPEB Liability was determined by an actuarial valuation performed as of June 30, 2019, and rolled forward to the measurement date of June 30, 2020. The covered employer's proportion of the Net GLI OPEB Liability was based on the covered employer's actuarially determined employer contributions to the GLI Plan for the year ended June 30, 2020 relative to the total of the actuarially determined employer contributions for all participating employers. At June 30, 2020, the participating employer's proportion was .0110% as compared to .0113% at June 30, 2019.

For the year ended June 30, 2021, the participating employer recognized GLI OPEB expense of \$9,268. Since there was a change in proportionate share between measurement dates, a portion of the GLI OPEB expense was related to deferred amounts from changes in proportion.

At June 30, 2021, the employer reported deferred outflows of resources and deferred inflows of resources related to the GLI OPEB from the following sources:

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	\$ 11,754	\$ 1,646
Net difference between projected and actual earnings on GLI OPEB program investments	5,505	-
Change in assumptions	9,165	3,827
Changes in proportion	9,492	235
Employer contributions subsequent to the measurement date	12,458	-
Total	<u>\$ 48,374</u>	<u>\$ 5,708</u>

CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER

Notes to Financial Statements  
As of June 30, 2021 (Continued)

NOTE 10—GROUP LIFE INSURANCE (GLI) PLAN (OPEB PLAN): (CONTINUED)

*GLI OPEB Liabilities, GLI OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to the Group Life Insurance Plan OPEB: (Continued)*

\$12,458 reported as deferred outflows of resources related to the GLI OPEB resulting from the employer’s contributions subsequent to the measurement date will be recognized as a reduction of the Net GLI OPEB Liability in the fiscal year ending June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to the GLI OPEB will be recognized in the GLI OPEB expense in future reporting periods as follows:

Year Ended June 30	
2022	\$ 5,039
2023	6,594
2024	8,066
2025	7,860
2026	2,414
Thereafter	235

*Actuarial Assumptions*

The total GLI OPEB liability was based on an actuarial valuation as of June 30, 2019, using the Entry Age Normal actuarial cost method and the following assumptions, applied to all periods included in the measurement and rolled forward to the measurement date of June 30, 2020. The assumptions include several employer groups as noted below. Salary increases and mortality rates included herein are for relevant employer groups. Information for other groups can be referenced in the VRS Annual Report.

Inflation	2.50%
Salary increases, including inflation:	
General state employees	3.50% - 5.35%
Hazardous Duty employees	3.50% - 4.75%
Investment rate of return	6.75%, net of investment expenses, including inflation*

\*Administrative expenses as a percent of the fair value of assets for the last experience study were found to be approximately 0.06% of the market assets for all of the VRS plans. This would provide an assumed investment return rate for GASB purposes of slightly more than the assumed 6.75%. However, since the difference was minimal, and a more conservative 6.75% investment return assumption provided a projected plan net position that exceeded the projected benefit payments, the long-term expected rate of return on investments was assumed to be 6.75% to simplify preparation of OPEB liabilities.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

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**NOTE 10—GROUP LIFE INSURANCE (GLI) PLAN (OPEB PLAN): (CONTINUED)**

***Actuarial Assumptions (Continued)***

**Mortality Rates - Teachers**

**Pre-Retirement:**

RP-2014 White Collar Employee Rates to age 80, White Collar Healthy Annuitant Rates at ages 81 and older projected with scale BB to 2020.

**Post-Retirement:**

RP-2014 White Collar Employee Rates to age 49, White Collar Healthy Annuitant Rates at ages 50 and older projected with scale BB to 2020; males 1% increase compounded from ages 70 to 90; females set back 3 years with 1.5% increase compounded from ages 65 to 70 and 2.0% increase compounded from ages 75 to 90.

**Post-Disablement:**

RP-2014 Disability Mortality Rates projected with scale BB to 202=0; 115% of rates for males and females.

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table - RP-2014 projected to 2020
Retirement Rates	Lowered rates at older ages and changed final retirement from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Discount rate	Decreased rate from 7.00% to 6.75%

**Mortality Rates - Non-Largest Ten Locality Employers - General Employees**

**Pre-Retirement:**

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with scale BB to 2020; males 95% of rates; females 105% of rates.

**Post-Retirement:**

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with scale BB to 2020; males set forward 3 years; females 1.0% increase compounded from ages 70 to 90.

**Post-Disablement:**

RP-2014 Disability Mortality Rates projected with scale BB to 2020; males set forward 2 years, 110% of rates; females 125% of rates.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

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**NOTE 10—GROUP LIFE INSURANCE (GLI) PLAN (OPEB PLAN): (CONTINUED)**

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***Actuarial Assumptions (Continued)***

**Mortality Rates - Non-Largest Ten Locality Employers - General Employees**

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table - RP-2014 projected to 2020
Retirement Rates	Lowered retirement rates at older ages and extended final retirement age from 70 to 75
Withdrawal Rates	Adjusted termination rates to better fit experience at each age and service year
Disability Rates	Lowered disability rates
Salary Scale	No change
Line of Duty Disability	Increased rate from 14.00% to 15.00%
Discount Rate	Decreased rate from 7.00% to 6.75%

**Mortality Rates - Non-Largest Ten Locality Employers - Hazardous Duty Employees**

**Pre-Retirement:**

RP-2014 Employee Rates to age 80, Healthy Annuitant Rates to 81 and older projected with scale BB to 2020; males 90% of rates; females set forward 1 year.

**Post-Retirement:**

RP-2014 Employee Rates to age 49, Healthy Annuitant Rates at ages 50 and older projected with scale BB to 2020; males set forward 1 year with 1.0% increase compounded from ages 70 to 90; females set forward 3 years.

**Post-Disablement:**

RP-2014 Disability Mortality Rates projected with scale BB to 2020; males set forward 2 years; unisex using 100% male.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

**NOTE 10—GROUP LIFE INSURANCE (GLI) PLAN (OPEB PLAN): (CONTINUED)**

***Actuarial Assumptions (Continued)***

**Mortality Rates - Non-Largest Ten Locality Employers - Hazardous Duty Employees: (Continued)**

The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

Mortality Rates (pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table - RP-2014 projected to 2020
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted termination rates to better fit experience at each age and service year
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 60.00% to 45.00%
Discount Rate	Decreased rate from 7.00% to 6.75%

***NET GLI OPEB Liability***

The net OPEB liability (NOL) for the GLI Plan represents the plan's total OPEB liability determined in accordance with GASB Statement No. 74, less the associated fiduciary net position. As of the measurement date of June 30, 2020, NOL amounts for the GLI Plan are as follows (amounts expressed in thousands):

		<b>GLI OPEB Plan</b>
Total GLI OPEB Liability	\$	3,523,937
Plan Fiduciary Net Position		1,855,102
Employers' Net GLI OPEB Liability (Asset)	\$	<u>1,668,835</u>
Plan Fiduciary Net Position as a Percentage of the Total GLI OPEB Liability		52.64%

The total GLI OPEB liability is calculated by the System's actuary, and each plan's fiduciary net position is reported in the System's financial statements. The net GLI OPEB liability is disclosed in accordance with the requirements of GASB Statement No. 74 in the System's notes to the financial statements and required supplementary information.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

**NOTE 10—GROUP LIFE INSURANCE (GLI) PLAN (OPEB PLAN): (CONTINUED)**

***Long-Term Expected Rate of Return***

The long-term expected rate of return on the System's investments was determined using a log-normal distribution analysis in which best-estimate ranges of expected future real rates of return (expected returns, net of System's investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target asset allocation and best estimate of arithmetic real rates of return for each major asset class are summarized in the following table:

<b>Asset Class (Strategy)</b>	<b>Long-Term Target Asset Allocation</b>	<b>Arithmetic Long-term Expected Rate of Return</b>	<b>Weighted Average Long-term Expected Rate of Return*</b>
Public Equity	34.00%	4.65%	1.58%
Fixed Income	15.00%	0.46%	0.07%
Credit Strategies	14.00%	5.38%	0.75%
Real Assets	14.00%	5.01%	0.70%
Private Equity	14.00%	8.34%	1.17%
MAPS - Multi-Asset Public Strategies	6.00%	3.04%	0.18%
PIP - Private Investment Partnership	3.00%	6.49%	0.19%
Total	<u>100.00%</u>		<u>4.64%</u>
		Inflation	<u>2.50%</u>
		Expected arithmetic nominal return*	<u>7.14%</u>

\*The above allocation provides a one-year return of 7.14%. However, one-year returns do not take into account the volatility present in each of the asset classes. In setting the long-term expected return for the system, stochastic projections are employed to model future returns under various economic conditions. The results provide a range of returns over various time periods that ultimately provide a median return of 7.11%, including expected inflation of 2.50%. On October 10, 2019, the VRS Board elected a long-term rate of 6.75% which is roughly at the 40<sup>th</sup> percentile of expected long-term results of the VRS fund asset allocation. More recent capital market assumptions compiled for the FY2020 actuarial valuations provide a median return of 6.81%.

CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER

Notes to Financial Statements  
As of June 30, 2021 (Continued)

**NOTE 10—GROUP LIFE INSURANCE (GLI) PLAN (OPEB PLAN): (CONTINUED)**

***Discount Rate***

The discount rate used to measure the total GLI OPEB liability was 6.75%. The projection of cash flows used to determine the discount rate assumed that member contributions will be made per the VRS guidance and the employer contributions will be made in accordance with the VRS funding policy at rates equal to the difference between actuarially determined contribution rates adopted by the VRS Board of Trustees and the member rate. Through the fiscal year ended June 30, 2020, the rate contributed by the entity for the GLI OPEB will be subject to the portion of the VRS Board-certified rates that are funded by the Virginia General Assembly which was 100% of the actuarially determined contribution rate. From July 1, 2020 on, employers are assumed to continue to contribute 100% of the actuarially determined contribution rates. Based on those assumptions, the GLI OPEB's fiduciary net position was projected to be available to make all projected future benefit payments of eligible employees. Therefore, the long-term expected rate of return was applied to all periods of projected benefit payments to determine the total GLI OPEB liability.

***Sensitivity of the Employer's Proportionate Share of the Net GLI OPEB Liability to Changes in the Discount Rate***

The following presents the employer's proportionate share of the net GLI OPEB liability using the discount rate of 6.75%, as well as what the employer's proportionate share of the net GLI OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (5.75%) or one percentage point higher (7.75%) than the current rate:

	Rate		
	1% Decrease	Current Discount	1% Increase
	(5.75%)	(6.75%)	(7.75%)
Center's proportionate share of the GLI Program Net OPEB Liability	\$ 240,907	\$ 183,258	\$ 136,442

***Group Life Insurance Plan Fiduciary Net Position***

Detailed information about the Group Life Insurance Plan's Fiduciary Net Position is available in the separately issued VRS 2020 Comprehensive Annual Financial Report (Annual Report). A copy of the 2020 VRS Annual may be downloaded from the VRS website at <http://www.varetire.org/Pdf/Publications/2020-annual-report.pdf>, or by writing to the System's Chief Financial Officer at P.O. Box 2500, Richmond, VA, 23218-2500.



**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

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**NOTE 11—MEDICAL AND LIFE INSURANCE - PAY-AS-YOU-GO (OPEB):**

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***Plan Description***

The Albemarle County Voluntary Early Retirement Incentive Program (VERIP) is a single-employer defined benefit plan. VERIP benefits are paid monthly for a period of five years or until age 65, whichever comes first. In addition to the monthly stipend, the County will pay an amount equivalent to the Board's annual contribution toward medical insurance. Participants may accept it as a cash payment, or apply it toward the cost of the continuation of their County medical/dental benefits. To be eligible, employees must meet the age and service criteria for reduced VRS retirement and be a current employee at least 50 years of age and have been employed by the County in a benefits-eligible position for 10 of the last 13 years prior to retirement. The plan is administered by the County and does not issue a publicly available separate financial report.

***Benefits Provided***

Postemployment benefits are provided to eligible retirees include Medical, Dental, and Life insurance. The benefits that are provided for active employees are the same for eligible retirees, spouses and dependents of eligible retirees. Retirees pay 100% of spousal premiums. Coverage ceases when retirees reach the age of 65. Surviving spouses are not allowed access to the plan.

***Contributions***

The Center does not pre-fund benefits; therefore, no assets are accumulated in a trust fund. The current funding policy is to pay benefits directly from general assets on a pay-as-you-go basis. The funding requirements are established and may be amended by the County Board.

***Total OPEB Liability***

The Charlottesville-UVA-Albemarle County Emergency Communications Center's total OPEB liability was measured as of June 30, 2020. The total OPEB liability was determined by an actuarial valuation as of that date.

***Actuarial Assumptions***

The total OPEB liability in the June 30, 2020 actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement, unless otherwise specified:

Inflation	2.50%
Salary Increases	The salary increase rate starts at 3.15% salary increase for 1 year of service and gradually declines to 1.3% salary increase for 20 or more years of service
Discount Rate	2.45%

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

**NOTE 11—MEDICAL AND LIFE INSURANCE - PAY-AS-YOU-GO (OPEB): (CONTINUED)**

***Actuarial Assumptions: (Continued)***

Mortality rates for Active employees and healthy retirees were based on a RP-2000 Fully Generational Combined Healthy table while mortality rates for disabled retirees were based on a RP-2000 Disabled Mortality Table.

The date of the most recent actuarial experience study for which significant assumptions were based is not available.

***Discount Rate***

The final equivalent single discount rate used for this year's valuation is 2.45% as of the end of the fiscal year and is based on an index rate for 20-year tax exempt general obligation municipal bonds with an average rating of AA/Aa or higher.

***Changes in Total OPEB Liability***

	<b>Total OPEB Liability</b>
Balances at June 30, 2019	\$ 685,906
Changes for the year:	
Service cost	53,157
Interest	20,784
Difference between expected and actual experience	6,298
Benefit payments	(50,069)
Changes in assumptions	32,264
Net changes	\$ 62,434
Balances at June 30, 2020	\$ 748,340

***Sensitivity of the Total OPEB Liability to Changes in the Discount Rate***

The following amounts present the total OPEB liability of the Charlottesville-UVA-Albemarle County Emergency Communications Center, as well as what the total OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (1.45%) or one percentage point higher (3.45%) than the current discount rate:

	<b>Rates</b>	
<b>1% Decrease (1.45%)</b>	<b>Current Discount Rate (2.45%)</b>	<b>1% Increase (3.45%)</b>
\$ 797,779	748,340	\$ 701,307

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

**NOTE 11—MEDICAL AND LIFE INSURANCE - PAY-AS-YOU-GO (OPEB): (CONTINUED)**

***Sensitivity of the Total OPEB Liability to Changes in the Healthcare Cost Trend Rates***

The following presents the total OPEB liability of the Charlottesville-UVA-Albemarle County Emergency Communications Center, as well as what the total OPEB liability would be if it were calculated using healthcare cost trend rates that are one percentage point lower (3.00%) or one percentage point higher (5.00%) than the current healthcare cost trend rates:

Rates		
1% Decrease (3.00%)	Healthcare Cost Trend (4.00%)	1% Increase (5.00%)
\$ 666,773	\$ 748,340	\$ 844,262

***OPEB Expense and Deferred Outflows of Resources and Deferred Inflows of Resources***

For the year ended June 30, 2021, the Charlottesville-UVA-Albemarle County Emergency Communications Center recognized OPEB expense in the amount of \$64,205. At June 30, 2021, the Charlottesville-UVA-Albemarle County Emergency Communications Center reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Differences between expected and actual experience	\$ 5,398	\$ 36,829
Changes in assumptions	27,655	27,542
Employer contributions subsequent to the Changes in proportion measurement date	-	-
Total	\$ <u>33,053</u>	\$ <u>64,371</u>

Amounts reported as deferred outflows of resources and deferred inflows of resources will be recognized in OPEB expense in future reporting periods as follows:

Year Ended June 30	
2022	\$ (9,736)
2023	(9,736)
2024	(9,735)
2025	(5,096)
2026	(2,523)
Thereafter	5,508

Additional disclosures on changes in total OPEB liability and related ratios can be found in the required supplementary information following the notes to the financial statements.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

Notes to Financial Statements  
As of June 30, 2021 (Continued)

**NOTE 12—SUMMARY OF NET OPEB LIABILITIES, DEFERRED OUTFLOWS OF RESOURCES, AND DEFERRED INFLOWS OF RESOURCES:**

	OPEB Plans:			
	Deferred Outflows	Deferred Inflows	Net OPEB Liability	OPEB Expense
Group Life Insurance Program	\$ 48,374	\$ 5,708	\$ 183,258	\$ 9,268
Stand-Alone Plan	33,053	64,371	748,340	64,205
	<u>\$ 81,427</u>	<u>\$ 70,079</u>	<u>\$ 931,598</u>	<u>\$ 73,473</u>

**NOTE 13—UPCOMING PRONOUNCEMENTS:**

Statement No. 87, *Leases*, requires recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflows of resources or outflows of resources based on the payment provisions of the contract. It establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. The requirements of this Statement are effective for reporting periods beginning after June 15, 2021.

Management is currently evaluating the impact these standards will have on the financial statements when adopted.

**- Required Supplementary Information -**

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

**Schedule of Center's Proportionate Share of the Net Pension Liability  
For the Measurement Dates of June 30, 2014 through June 30, 2020**

<b>Date (1)</b>	<b>Proportion of the Net Pension Liability (NPL) (2)</b>	<b>Proportionate Share of the NPL (3)</b>	<b>Covered Payroll (4)</b>	<b>Proportionate Share of the NPL as a Percentage of Covered Payroll (3)/(4) (5)</b>	<b>Pension Plan's Fiduciary Net Position as a Percentage of Total Pension Liability (6)</b>
2020	4.76% \$	2,442,821 \$	2,270,170	107.61%	76.95%
2019	4.74%	1,678,220	2,106,746	79.66%	82.70%
2018	5.07%	1,431,592	2,389,359	59.92%	84.98%
2017	5.78%	1,595,710	2,274,559	70.15%	84.45%
2016	5.42%	1,994,229	2,085,278	95.63%	78.49%
2015	5.72%	1,759,698	2,550,811	68.99%	81.12%
2014	6.01%	1,693,868	2,350,779	72.06%	81.67%

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

**Schedule of Employer Contributions - Pension Plan  
Years Ended June 30, 2015 through June 30, 2021**

<b>Date</b>	<b>Contractually Required Contribution (1)</b>	<b>Contributions in Relation to Contractually Required Contribution (2)</b>	<b>Contribution Deficiency (Excess) (3)</b>	<b>Covered Payroll (4)</b>	<b>Contributions as a % of Covered Payroll (5)</b>
2021	\$ 344,675	\$ 344,675	\$ -	\$ 2,537,628	13.58%
2020	267,199	267,199	-	2,270,170	11.77%
2019	249,182	249,182	-	2,106,746	11.83%
2018	251,469	251,469	-	2,389,359	10.52%
2017	283,088	283,088	-	2,274,559	12.45%
2016	281,167	281,167	-	2,085,278	13.48%
2015	288,697	288,697	-	2,550,811	11.32%

Schedule is intended to show information for 10 years. Information prior to the 2015 valuation is not

CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER

Notes to Required Supplementary Information - Pension Plan  
Year Ended June 30, 2021

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**Changes of benefit terms** - There have been no actuarially material changes to the System benefit provisions since the prior actuarial valuation.

**Changes of assumptions** - The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

**Largest Ten Locality Employers - General Employees**

Mortality Rates (pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table - RP-2014 projected to 2020
Retirement Rates	Lowered retirement rates at older ages and extended final retirement age from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Lowered disability rates
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 20%
Discount Rate	Decrease rate from 7.00% to 6.75%

**Non-Largest Ten Locality Employers - General Employees**

Mortality Rates (pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table - RP-2014 projected to 2020
Retirement Rates	Lowered retirement rates at older ages and extended final retirement age from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Lowered disability rates
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 15%
Discount Rate	Decrease rate from 7.00% to 6.75%



**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

**Schedule of Center's Share of Net OPEB Liability  
Group Life Insurance (GLI) Plan  
For the Measurement Dates of June 30, 2017 through June 30, 2020**

<b>Date</b>	<b>Employer's Proportion of the Net GLI OPEB Liability</b>	<b>Employer's Proportionate Share of the Net GLI OPEB Liability</b>	<b>Employer's Covered Payroll</b>	<b>Employer's Proportionate Share of the Net GLI OPEB Liability as a Percentage of Covered Payroll (3)/(4)</b>	<b>Plan Fiduciary Net Position as a Percentage of Total GLI OPEB Liability</b>
2020	0.0110%	\$ 183,258	\$ 2,260,000	8.11%	52.64%
2019	0.0113%	174,883	2,106,746	8.30%	52.00%
2018	0.0110%	167,283	2,609,197	6.41%	51.22%
2017	0.0135%	202,673	2,274,559	8.91%	48.86%

Schedule is intended to show information for 10 years. Information prior to the 2017 valuation is not available. However, additional years will be included as they become available.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

**Schedule of Employer Contributions  
Group Life Insurance (GLI) Plan  
Years Ended June 30, 2017 through June 30, 2021**

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<u>Date</u>	<u>Contractually Required Contribution</u>	<u>Contributions in Relation to Contractually Required Contribution</u>	<u>Contribution Deficiency (Excess)</u>	<u>Employer's Covered Payroll</u>	<u>Contributions as a % of Covered Payroll</u>
2021	\$ 12,458	\$ 12,458	\$ -	\$ 2,307,010	0.54%
2020	11,752	11,752	-	2,260,000	0.52%
2019	10,955	10,955	-	2,106,746	0.52%
2018	13,672	13,672	-	2,609,197	0.52%
2017	12,687	12,687	-	2,274,559	0.56%

Schedule is intended to show information for 10 years. Information prior to 2017 is not available. However, additional years will be included as they become available.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

**Notes to Required Supplementary Information  
Group Life Insurance (GLI) Plan  
Year Ended June 30, 2021**

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**Changes of benefit terms** - There have been no actuarially material changes to the System benefit provisions since the prior actuarial valuation.

**Changes of assumptions** - The actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the period from July 1, 2012 through June 30, 2016, except the change in the discount rate, which was based on VRS Board action effective as of July 1, 2019. Changes to the actuarial assumptions as a result of the experience study and VRS Board action are as follows:

**Non-Largest Ten Locality Employers - General Employees**

Mortality Rates (pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table - RP-2014 projected to 2020
Retirement Rates	Lowered retirement rates at older ages and extended final retirement age from 70 to 75
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Lowered disability rates
Salary Scale	No change
Line of Duty Disability	Increased rate from 14% to 15%
Discount Rate	Decrease rate from 7.00% to 6.75%

**Non-Largest Ten Locality Employers - Hazardous Duty Employees**

Mortality Rates (pre-retirement, post-retirement healthy, and disabled)	Updated to a more current mortality table - RP-2014 projected to 2020 and reduced margin for future improvement in accordance with experience
Retirement Rates	Increased age 50 rates and lowered rates at older ages
Withdrawal Rates	Adjusted rates to better fit experience at each year age and service through 9 years of service
Disability Rates	Adjusted rates to better match experience
Salary Scale	No change
Line of Duty Disability	Decreased rate from 60% to 45%
Discount Rate	Decrease rate from 7.00% to 6.75%

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

**Schedule of Changes in Total OPEB Liability (Asset) and Related Ratios - Stand-Alone OPEB  
For the Measurement Dates Ended June 30, 2017 through 2020**

	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
<b>Total OPEB liability</b>				
Service cost	\$ 53,157	\$ 56,905	26,746	\$ 28,860
Interest	20,784	24,410	25,466	21,323
Amortization adjustments	-	1,856	-	-
Changes in proportionate share	-	(35,271)	-	-
Changes in assumptions	32,264	(16,226)	(4,557)	(36,716)
Differences between expected and actual experience	6,298	(39,993)	(55,318)	-
Benefit payments	(50,069)	(34,993)	(4,241)	(41,000)
<b>Net change in total OPEB liability</b>	<b>\$ 62,434</b>	<b>\$ (43,312)</b>	<b>(11,904)</b>	<b>\$ (27,533)</b>
<b>Total OPEB liability - beginning</b>	<b>685,906</b>	<b>729,218</b>	<b>741,122</b>	<b>768,655</b>
<b>Total OPEB liability - ending</b>	<b><u>\$ 748,340</u></b>	<b><u>\$ 685,906</u></b>	<b><u>729,218</u></b>	<b><u>\$ 741,122</u></b>
 <b>Payroll</b>	 <b>\$ N/A</b>	 <b>\$ N/A</b>	 <b>N/A</b>	 <b>\$ N/A</b>
 <b>Center's total OPEB liability (asset) as a percentage of payroll</b>	 <b>N/A</b>	 <b>N/A</b>	 <b>N/A</b>	 <b>N/A</b>

Schedule is intended to show information for 10 years. Additional years will be included as they become available.

**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

**Notes to Required Supplementary Information - Stand-Alone OPEB  
Year Ended June 30, 2021**

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Valuation Date: 1/1/2020  
Measurement Date: 6/30/2020

No assets are accumulated in a trust that meets the criteria in GASB 75 to pay related benefits.

*Methods and assumptions used to determine OPEB liability:*

Actuarial Cost Method	Entry age normal level % of salary
Discount Rate	2.45%
Inflation	2.50%
Healthcare Trend Rate	The healthcare trend rate assumption starts at 4.7% in 2017 and gradually declines to 4.0% by the year 2075
Salary Increase Rates	The salary increase rate starts at 3.15% salary increase for 1 year of service and gradually declines to 1.3% salary increase for 20 or more years of service
Retirement Age	The average age at retirement is 62
Mortality Rates	The mortality rates for active and healthy retirees was calculated using the RP-2000 Fully Generational Combined Healthy Table. The mortality rates for disabled retirees was calculated using the RP 2000 Disabled Mortality Table.

**- Other Supplementary Information -**

CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER

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Schedule of Revenues and Expenditures  
Budgetary Basis  
Year Ended June 30, 2021

	Original Budget	Amended Budget	Actual	Variance Positive (Negative)
Operating revenues:				
Intergovernmental:				
Charges for services:				
City of Charlottesville	\$ 1,559,441	\$ 1,559,441	\$ 1,559,440	\$ (1)
County of Albemarle	2,939,894	2,939,894	2,939,893	(1)
University of Virginia	1,441,072	1,441,072	1,442,482	1,410
Charlottesville-Albemarle Airport Authority	26,227	26,227	26,227	-
Albemarle Charlottesville Regional Jail	8,982	8,982	8,982	-
Rivanna Water and Sewer Authority	23,950	23,950	22,275	(1,675)
Other	111,427	111,427	20,193	(91,234)
Total charges for services	<u>\$ 6,110,993</u>	<u>\$ 6,110,993</u>	<u>\$ 6,019,492</u>	<u>\$ (91,501)</u>
Total operating revenues	<u>\$ 6,110,993</u>	<u>\$ 6,110,993</u>	<u>\$ 6,019,492</u>	<u>\$ (91,501)</u>
Expenditures:				
Operating:				
Salaries and wages	\$ 3,104,103	\$ 3,104,103	\$ 2,967,006	\$ 137,097
Fringes	1,127,755	1,127,755	1,009,317	118,438
Contractual	427,722	543,842	402,326	141,516
Other charges	580,301	588,201	430,868	157,333
Capital outlays	105,016	1,914,907	976,753	938,154
Total operating	<u>\$ 5,344,897</u>	<u>\$ 7,278,808</u>	<u>\$ 5,786,270</u>	<u>\$ 1,492,538</u>
Emergency Services:				
Salaries and wages	\$ 57,268	\$ 110,468	\$ 113,567	\$ (3,099)
Fringes	22,004	29,842	30,432	(590)
Contractual	215,971	215,971	176,193	39,778
Other charges	51,590	51,590	83,109	(31,519)
Capital outlays	500	500	159	341
Total emergency services	<u>\$ 347,333</u>	<u>\$ 408,371</u>	<u>\$ 403,460</u>	<u>\$ 4,911</u>
800 MHZ Operations:				
Salaries and wages	\$ 55,795	\$ 55,795	\$ 41,960	\$ 13,835
Fringes	22,758	22,758	13,458	9,300
Contractual	717,980	717,980	673,115	44,865
Other charges	163,355	163,355	157,346	6,009
Capital outlays	116,500	166,500	83,424	83,076
Total 800 MHZ operations	<u>\$ 1,076,388</u>	<u>\$ 1,126,388</u>	<u>\$ 969,303</u>	<u>\$ 157,085</u>

Total expenditures	\$	<u>6,768,618</u>	\$	<u>8,813,567</u>	\$	<u>7,159,033</u>	\$	<u>1,654,534</u>
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CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER

(Page 2 of 2)

Schedule of Revenues and Expenditures

Budgetary Basis

Year Ended June 30, 2021 (Continued)

	Original Budget	Amended Budget	Actual	Variance Positive (Negative)
Net operating income (loss)	\$ <u>(657,625)</u>	\$ <u>(2,702,574)</u>	\$ <u>(1,139,541)</u>	\$ <u>1,563,033</u>
Nonoperating revenue:				
Revenue from use of money of property:				
Investment earnings	\$ 50,000	\$ 50,000	\$ 10,469	\$ (39,531)
Rent income	<u>3,993</u>	<u>3,993</u>	<u>4,788</u>	<u>795</u>
Total revenue from use of money of property	\$ <u>53,993</u>	\$ <u>53,993</u>	\$ <u>15,257</u>	\$ <u>(38,736)</u>
Commonwealth of Virginia:				
Wireless E-911 grant	\$ 568,680	\$ 568,680	\$ 607,025	\$ 38,345
Other categorical aid from the commonwealth	<u>34,952</u>	<u>34,952</u>	<u>32,940</u>	<u>(2,012)</u>
Total revenue from the commonwealth	\$ <u>603,632</u>	\$ <u>603,632</u>	\$ <u>639,965</u>	\$ <u>36,333</u>
Total nonoperating revenues	\$ <u>657,625</u>	\$ <u>657,625</u>	\$ <u>655,222</u>	\$ <u>(2,403)</u>
Excess (deficiency) of revenues over expenditures	\$ <u>-</u>	\$ <u>(2,044,949)</u>	\$ <u>(484,319)</u>	\$ <u>1,560,630</u>

This statement is prepared using the Center's budgetary basis of accounting which differs from that required by generally



**CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY  
EMERGENCY COMMUNICATIONS CENTER**

**Reconciliation of the Schedule of Revenues and Expenditures - Budgetary Basis  
to the Statement of Revenues, Expenses and Changes in Net Position  
Year Ended June 30, 2021**

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Reconciliation of excess (deficiency) of revenues over (under) expenses to changes in net position per the Statement of Revenues, Expenses and Changes in Net Position:	
Excess (deficiency) of revenues over expenditures per budgetary basis schedule	\$ (501,311)
Nonbudgetary funds activity not included on the Schedule of Revenues and Expenses - Budgetary Basis:	
800 MHz Radio System Fund - expenses	(3,476,284)
Integrated computer aided dispatch - expenses	(126,806)
Changes in other post employment benefits	(83,006)
Capital contributions	3,603,091
Changes in deferred outflows of resources	419,739
Changes in deferred inflows of resources	227,619
Changes in net pension liability	(764,601)
Additions to capital assets	757,045
Depreciation	<u>(488,194)</u>
Change in net position, per statement of revenues, expenses, and changes in net position	\$ <u><u>(432,708)</u></u>

**- Compliance -**



ROBINSON, FARMER, COX ASSOCIATES, PLLC

*Certified Public Accountants*

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON  
COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS  
PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

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**TO THE HONORABLE MEMBERS OF THE BOARD OF SUPERVISORS  
COUNTY OF ALBEMARLE, VIRGINIA AS FISCAL AGENT FOR  
CHARLOTTESVILLE-UVA-ALBEMARLE COUNTY EMERGENCY COMMUNICATIONS CENTER  
CHARLOTTESVILLE, VIRGINIA**

We have audited, in accordance with the auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the *Specifications for Audits of Authorities, Boards, and Commissions*, issued by the Auditor of Public Accounts of the Commonwealth of Virginia, the financial statements of the business-type activities of Charlottesville-UVA-Albemarle County Emergency Communications Center as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the Center's basic financial statements and have issued our report thereon dated April 25, 2022.

**Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the Charlottesville-UVA-Albemarle County Emergency Communications Center's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Charlottesville-UVA-Albemarle County Emergency Communications Center's internal control. Accordingly, we do not express an opinion on the effectiveness of Charlottesville-UVA-Albemarle County Emergency Communications Center's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

## **Compliance and Other Matters**

As part of obtaining reasonable assurance about whether Charlottesville-UVA-Albemarle County Emergency Communication's Center's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Charlottesville, Virginia  
April 25, 2022



Agenda Item:

## 4.7) Previous Meeting Minutes

# ECC Management Board - Regular Meeting Minutes

May 17<sup>th</sup>, 2022 – 2:00 p.m. – Electronic Meeting

*This meeting was held by electronic communication means, using Zoom and a telephonic connection, because of the COVID-19 state of emergency.*

**Members present electronically:** Ms. Nelsie Birch, John Oprandy (designee for Chief Dan Eggleston,) Mr. John DeSilva, Ms. Ashley Marshall, Chief Tim Longo, Major Sean Reeves

**Members present physically:** None

**Members absent:** Chief Hezedeane Smith, Chief Tito Durette, Dr. Bill Brady

**Others present electronically:** Amanda Farley (Counsel to the Board), Sonny Saxton (ECC Executive Director), Josh Powell (ECC Support Services Manager), Members of the Public

## 1. Call to Order

Ms. Marshall called the meeting to order at 2:03 p.m., held electronically pursuant to and in compliance with Albemarle County Ordinance No. 20-A(16), an ordinance to ensure the continuity of government during the COVID-19 disaster. Pursuant to Virginia Code Section 2.2-3708.2(A)(3) and state of local emergency that is in effect for Albemarle County, Ms. Marshall made the following findings: because of the continued and further developing threat posed by the COVID-19 pandemic, it is impracticable and unsafe to assemble a quorum of Board members at a single location for the purposes of this meeting; and the purpose of this instant meeting is for the discharge of its lawful purposes, duties, and responsibilities, namely the governance of ECC operations. Mr. Powell recorded the minutes.

## 2. Roll Call

Roll call was taken for the record. With six members attending virtually and three absent at time of roll call, a quorum was present.

## 3. Matters from the Public

Ms. Marshall provided instructions for members of the public to submit comments to the Board electronically or telephonically. There were no matters from the public.

## 4. Consent Agenda

With no items removed from the consent agenda for further discussion, and corrections noted for the year written on the previous meeting minutes, **Ms. Birch made motion, seconded by Mr. DeSilva to adopt the consent agenda ("Productivity Report," "Technology and Building Report," "Staffing and Recruitment Report," "Training Program Report," "In House Services Reports," "Commendations, Awards, and Press," "Previous Meeting Minutes: February 15, 2022 Regular meeting; March 9, 2022 Emergency Management Steering Committee; May 10, 2022 Emergency Management Steering Committee," "Amended Fiscal Year 2023 COLA," and "CARS Public Safety Radio Sponsorship") and the motion carried on a voice note.**

## 5. Committee Updates

Mr. Saxton advised that he met with the Emergency Management Steering Committee and that the committee wished to develop a strong charter and strategic plan for Regional Emergency Management. Staff proposed engaging a consultant to help facilitate that discussion and process, utilizing expected

savings from Fiscal Year 2022 to cover the budgeted cost of \$20,000, with the Board's support. **The Board expressed consensus for Mr. Saxton to move forward with this proposal.**

Mr. Powell provided an overview of the ECC Calls for Service and Funding Model Review Committee's membership as of the committee's last meeting and advised that staff worked with Ms. Marshall as Board Chair to reconstitute the Committee's membership due to vacancies. Current membership consisted of two members from the City (Ms. Hamell and Cpt. Knick), two members from the County (Mr. Davidson and Mjr. Stoddard), and two members from the University (DC Fielding and Mr. Logwood).

## 6. Presentations and Reports

Ms. Gregg presented a Radio Project Update in which she provided information on the in-progress upgrade and replacement of the aging 800 MHz radio system infrastructure to improve coverage, reliability, and redundancy. She also provided information on the P25 radio project's stakeholders and funders, and provided an overview of the budget, actual spend, and estimated remaining spend through October 2023.

Mr. Saxton introduced Mission Critical Partners (MCP) to provide information on the ECC's completed Workforce Optimization study. The MCP project team consisted of Ms. Tidey, Project Manager, Ms. Pulliam, Operations SME, and Ms. Lake, Workforce and Staffing SME. Ms. Tidey detailed methodologies and major findings within the focus areas of recruiting, hiring, training, retention, leadership, management and organizational structure, operations, and staffing. Mr. Saxton and the MCP team answered several questions from members of the Board, on topics including skill mix updates, new technologies, and industry benchmarks.

## 7. Closed Session

At 3:12 p.m., **Ms. Marshall made motion, seconded by Mr. DeSilva, that the Charlottesville-UVA-Albemarle County Emergency Communications Center Management Board go into a closed session as authorized by the Virginia Freedom of Information Act, section 2.2-3711(A) of the Code of Virginia under: Subsection 1 to discuss and consider performance of ECC Director. The motion carried on a voice vote.**

## 8. Certify Closed Session

At 3:48 p.m., **Ms. Marshall made motion, seconded by Ms. Birch, to certify that, to the best of her knowledge, only public business matters lawfully exempted from open meeting requirements under this chapter and only such public business matters as were identified in the closed meeting motion were heard, discussed or considered in the closed meeting. The motion carried unanimously on a roll call vote – Oprandy: Aye; DeSilva: Aye; Birch: Aye; Reeves: Aye; Longo: Aye; Marshall: Aye.**

## 9. ECC Executive Director Yearly Evaluation

Ms. Marshall advised Mr. Saxton that the Board was quite pleased with his performance and the work he had done, under enormous pressures that included the COVID-19 pandemic. Ms. Marshall advised that members of the Board would submit to her their written comments which she would subsequently compile into a formal, written evaluation. **Mr. DeSilva made motion, seconded by Ms. Birch that Mr. Saxton will receive a 4% COLA, commensurate with that given to Albemarle County employees, effective July 1, 2022. The motion carried on a voice vote.**

#### 10. ECC Board Officer Elections - Fiscal Year 2023 Term

Ms. Marshall requested nominations from the County and University, for Board Chair and Board Vice Chair, respectively. Ms. Birch nominated Chief Eggleston for Chair, and Mr. DeSilva nominated Chief Longo for Vice Chair. Ms. Marshall nominated herself for Board Secretary. **Ms. Marshall made motion, seconded by Mr. DeSilva, to accept the board officer slate as described for the FY2023 term, beginning July 1, 2022. The motion carried on a voice vote.**

#### 11. Other Matters Not Listed on the Agenda from the Board

Mr. DeSilva inquired whether a representative had been identified for the Calls for Service and Funding Model Review Committee upon the retirement of DC Fielding. Chief Longo advised that he would provide the Board Chair with a recommendation once the Deputy Chief of Operations role had been filled.

Mr. DeSilva asked about the return of in-person Board meetings. Ms. Farley advised that the transition to in-person meetings would be required by the end of September 2022, upon the expiration of the Continuity of Governance ordinance that had hereto allowed virtual meetings.

Ms. Farley advised that the Board wished to include Mr. Saxton's annual evaluation as an agenda item for the Board's February meeting.

#### 12. Adjourn

At 4:02 p.m., **Ms. Birch made motion, seconded by Chief Longo, to adjourn. With no further business to come before the Board, the meeting was adjourned.**





Agenda Item:

## 4.8) 2023 Regular Meeting Schedule



# Charlottesville-UVA-Albemarle County Emergency Communications Center



**To: ECC Management Board**

**From: Josh Powell, Deputy Director-Support Services**

**Date: November 8, 2022**

**Subject: ECC Management Board 2023 Regular Meeting Schedule**

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**Upon approval**, by motion and concurrence of the board, the ECC Management Board will hold its 2023 regular, quarterly meetings on the following dates at 2:00 p.m.:

- February 21, 2023
- May 16, 2023
- August 15, 2023
- November 21, 2023

Meetings will be held at the regular physical location of the ECC Conference Room at 2306 Ivy Rd. Agendas and meeting materials will be posted online prior to each meeting, at [www.cua911.gov/board](http://www.cua911.gov/board).



Agenda Item:

#### 4.9) ECC Facility Programming Needs Assessment

## Charlottesville-UVA-Albemarle County Emergency Communications Center

Agenda Date: 11/08/2022  
Action Required: Motion to Approve Authorization/Consent Agenda Item 4.9  
Author: Sonny Saxton, Executive Director ECC  
Title: Funding/Project Authorizations

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### Facility Programming Needs Assessment

ECC staff recommend funding a facility programming needs assessment. In 2017, a multi-year process was begun to plan for the replacement of the ECC main facility. A space needs assessment was conducted in conjunction with Moseley Architects who worked with internal staff and external stakeholders. The report described the building replacement as a current issue in 2017, not one that would be encountered years in the future. The COVID pandemic delayed additional work.

A Workforce Optimization Study, begun in 2021 and completed in June of this year, concluded the aging ECC facility was a limiting factor for providing effective supervision of on-duty operations personnel and for providing additional administrative support, inhibits effective training, prevents holding effective team meetings/briefings, and would continue to hamper 9-1-1 center operations until replaced. Additionally, the building has several ongoing maintenance issues (see *Building Report, Consent Agenda Item 4.2*).

Mission Critical Partners, with support from the ShraderGroup Architect firm, has much experience providing similar services to emergency communication centers in Virginia and throughout the US. They are currently engaged with the ECC for providing project management and consulting services for the replacement of the Regional P25 Public Service Radio System. In addition, they have recently completed strategic planning work with the ECC.

The approach will include considering environmental changes that have occurred in the past few years coming out of the pandemic, engaging internal and external stakeholders, and a review of the up-to-date staffing projections from the workforce optimization study. The intended scope of work includes program verification with stakeholders, site and building facility assessment, threat assessment, sustainability workshop and considerations, systems analysis, concept building option development (test-fit), schedule development, and a report and presentation to the Management Board and its Facility Committee.

Estimating preliminary costs and developing a draft budget for a full building replacement will be a key deliverable.

No additional funding is requested from the Participants to support this request. Staff recommend use of unobligated Fund Balance monies retained in June 2020 for this purpose.

**Upon approval, the Charlottesville-UVA-Albemarle County Emergency Communications Center Management Board authorizes use of ECC Fund Balance in the amount of \$65,628 to support facility programming needs assessment.**



Agenda Item:

## 5) Committee Updates



## Charlottesville-UVA-Albemarle County Emergency Communications Center

### Fiscal Year 2024 Budget Calendar

<b>October/November 2022</b>	
	Staff Prepares Initial Draft of Budget ➔ Staff submits draft requests to Executive Director by November 30 <sup>th</sup>
<b>December 2022</b>	
Week of 18 <sup>th</sup>	Work Session #1 – ECC Management Board Finance Committee ➔ Executive Director Presents First Draft
<b>January 2023</b>	
Week of 15 <sup>th</sup> <i>Tentative</i>	If needed, Work Session #2 – ECC Management Board Finance Committee ➔ Committee Approves Final Draft
Week of 31 <sup>st</sup> <i>Tentative</i>	Final Draft sent to: Albemarle County Office of Management and Budget Charlottesville City Manager's Office UVA Office of Executive VP and COO <i>Note: Final information on expected salaries and benefits may not be available until late January.</i>
<b>February 2023</b>	
Feb. 21 (Tue)	Work Session # 3: ECC Management Board Receives Recommended Budget for Review and Discussion ➔ Board Approves Recommended Budget or Schedules Follow-up Mtg.
<i>TBD</i>	If needed - ECC Management Board Final Review and Approval

### Other Milestones

Feb. 22 (Wed.)	Albemarle County Executive Presents Recommended Budget (Includes ECC) to Board of Supervisors
<b>March 2023</b>	
Mar. 6 (Mon.)	Charlottesville City Manager's Presents Proposed City Budget to City Council (Includes ECC budget share)
TBD	University of Virginia's Presentation of Recommended Budget Share
<b>April 2023</b>	
26 (Wed.)	Public Hearing on the CY 23 tax rate and Board's Proposed Budget
<b>May 2023</b>	
3 (Wed.)	Albemarle County Board approves FY 24 Budget and sets tax rate

# ECC Management Board & Committee Membership

Updated 11/09/2022

## Board Membership

Name	Board Position (or designee thereof)	Job Title (if different from board position)
<b>Dr. Bill Brady</b>	UVA Vice-President/Chief Operating Officer	UVA Professor of Emergency Medicine
<b>Ashley Marshall</b>	Charlottesville City Manager	Charlottesville Deputy City Manager for Racial Equity, Diversity, and Inclusion
<b>Dan Eggleston</b>	Albemarle Chief of Fire/Rescue	
<b>Michael Thomas</b>	Charlottesville City Interim Fire Chief	Charlottesville City Fire Chief
<b>John DeSilva</b>	University representative designated by VP/COO	UVA Director of Emergency Management
<b>Nelsie Birch</b>	Albemarle County Executive	Albemarle Chief Financial Officer
<b>Tito Durrette</b>	Charlottesville City Chief of Police	
<b>Sean Reeves</b>	Albemarle Chief of Police	
<b>Tim Longo</b>	Chief of University Police	Associate Vice President for Safety and Security

## Standing Committees

### Executive Committee

- Chief Dan Eggleston (Board Chair)
- Chief Tim Longo (Board Vice-chair)
- Ms. Ashley Marshall (Board Secretary)

### Budget and Finance Committee

- Nelsie Birch (Chair)
- Chris Cullinan
- Brian Logwood

*Other, currently unseated, standing committees:* Personnel Committee, Communications Committee, Emergency Services Providers Advisory Committee

## Ad Hoc Committees

### Regional ECC Agreement Review and Revision Committee

- Vacant Charlottesville (Chair)
- Vacant Albemarle County
- Chief Tim Longo
- *Staff Support:* Sonny Saxton (or ECC designee)

### Regional ECC Bylaw Review and Revision Committee

- Vacant Charlottesville (Chair)
- Chief Dan Eggleston
- Chief Tim Longo
- *Staff Support:* Sonny Saxton (or ECC designee)

### Facility Planning Committee

*Membership to be determined.*

### Regional ECC Calls for Service and Funding Model Review Committee

- Krissy Hammill (Charlottesville)
- Captain Steve Knick (Charlottesville)
- Ryan Davidson (Albemarle)
- Mjr. Miller Stoddard (Albemarle)
- DC Bryant Hall (UVA)
- Brian Logwood (UVA)
- *Staff Support:* Sonny Saxton (or ECC designee)

### Emergency Management Steering Committee

- Chief Dan Eggleston (Albemarle) (Chair)
- DC John Oprandy, (Albemarle)
- Chief Michael Thomas (Charlottesville)
- Jeremy Evans (Charlottesville)
- Dr. William Brady (UVA)
- John DeSilva (UVA)
- *Staff Support:* Sonny Saxton (or ECC designee)



Agenda Item:

## 6) Presentations and Reports





# **Charlottesville-UVA-Albemarle Emergency Communications Center Strategic Plan 2023 – 2030**

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PREPARED NOVEMBER 2022

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# 1 Overview

Charlottesville-UVA-Albemarle (CUA) is home to a robust, regionally-consolidated emergency communications center (ECC) that is working to be at the forefront of public safety communications and preparedness services. The ECC's Management Board supports the workgroup in their commitment to continual improvement, resulting in great strides being made in various aspects of the center's administration, operations, and service to its communities and field responders.

A first step in improving an already effective ECC is to identify areas of risk and translate them into opportunities. Over the course of several months in late 2021 and early 2022, the ECC took steps to identify areas of risk related to the organization.

To translate identified risks into opportunities, the study focused on benchmarking the current state of the ECC's workforce lifecycle. Attention was paid to the relationship between recruiting, hiring, training, retention, leadership and planning, management, organizational structure, and operations to the most critical factor—the ECC's overall staffing posture.

The resulting Workforce Optimization Report identified several key issues in the focus areas and provided answers to the questions the ECC sought to validate or answer and offer recommendations that have been incorporated into this strategic plan to:

- Identify, acquire, and train the right people for the right positions, and keep them in those positions long term
- Determine the feasibility of staffing internal core administrative services
- Provide leadership validation, so the ECC can ensure it is doing everything it can under the circumstances to resolve a staffing crisis, meet other strategic workforce objectives, or take on additional administrative responsibility
- Assess the ECC's communications operations, particularly staffing

Based on the insights gained from the report and utilizing components of strategic planning, Section 2 outlines the structure of an ECC-focused strategic plan that supports the related ECC goals. The ECC will begin by focusing on transforming the current state of the organization to the desired state within the next **three to five** years to achieve the following:

1. A new ECC facility is under construction while maintaining existing infrastructure and providing for current needs (e.g., backup center, tower sites, training).
2. The ECC receives a minimum of three qualified applicants per opening.
3. Co-workers complete 100% of dedicated and targeted continuing education hours every year.
4. All mandatory on-call and overtime for minimum staffing is replaced by volunteers as needed.
5. A co-worker engagement survey is established to determine baseline results and post-action planning is implemented.
6. Three new sustainable or one-time funding sources are established.
7. Board recommendations for the organization's functions and structure are fully implemented.
8. A method of displaying statistics and status from the information systems' help desk resolution system is designed and deployed.
9. The ECC participates in at least one community engagement opportunity per month.
10. Response to community surveys regarding the core services of call-taking and dispatch is sustained with at least a 10% response rate and overall satisfaction greater than 90%.
11. Dynamic community service expectations are aligned with the strategic plan (e.g., 21<sup>st</sup> Century Policing principles, 988/crisis call centers, and alternative response models).
12. Authorized full time equivalents (FTEs) are reviewed and validated to meet workload demands.

The journey to achieving the longer-term—year 2030—vision of an ECC that *is locally and nationally recognized for providing exceptional service, earning the trust of our communities and being the place that service-minded professionals can have a career* requires achieving these 12 key targets. Based on the content of the Workforce Optimization Report, the series of strategic steps contained in the appendices of this plan are designed to meet agreed-upon commitments, goals, and capabilities. These steps will position the ECC to advance, with consistency and accountability, toward growing and sustaining adequate organizational resources to *provide community safety and preparedness services through innovation and collaboration that earns community trust*.

Using this plan, ECC leadership can concentrate on implementing strategies intended to help the ECC fulfill its purpose to serve *because the health, wellness, and safety of our community relies on the emergency response and service of 9-1-1*.

While some commitments—synonymous with initiatives—are new, many build upon or reinforce existing activities. The ECC is poised to improve upon the foundation already in place, and not only build—but also strengthen—its operations of tomorrow.

## 2 Plan Structure

The modern public safety communications ecosystem is a technologically sophisticated environment that is essential to effective emergency response operations. The more complex the ecosystem gets and the faster it expands, the harder it is to maintain clarity of direction and keep everybody in alignment.

With that in mind, the CUA ECC strategic plan is designed to be simple and actionable. Strategic insight is concentrated into a powerful, useable, and postable format. The simplified planning approach outlined below is a simple yet effective tool that helps edit a vision and strategy down to a single, action-oriented page. The 2023 plan can be found at the end of this document in this (editable) format.

Two key issues affect the ECC's ability to implement the Board's recommendations for the organization's functions and structure. First is the need to expand and realign the organizational structure to assume responsibility for administrative services—including human resources (HR) and legal services—from Albemarle County. This is impacted by the ECC facility as a limiting factor for expansion of any administrative support capabilities, inhibiting training and operational functions.

To address these risks and others, a framework—in this case, the Rockefeller Habits, proposed by Verne Harnish<sup>1</sup>—has been used to support the development and maintenance of an effective and executable CUA ECC strategic plan that is intended to help the ECC meet its goals and continually make improvements that will strengthen public safety emergency response.

The approach to the CUA ECC strategic plan is simple: take the existing Workforce Optimization Report that articulates the current state of the ECC and use it to obtain pertinent background information and understand success criteria from that point of view. Then, engaging the workgroup over a two-day strategic planning workshop that took place September 22 and 23, 2022, prioritize the actions required to transform the organization to the desired state.

Each portion of the framework is described in the remainder of this section. Following its description, the ECC-specific information is presented. Lastly, the information is consolidated into one document in the 2023 CUA ECC One-Page Strategic Plan (see Appendix C).

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<sup>1</sup> <https://scalingup.com/verne-harnish/>

## 2.1 Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

SWOT is an acronym that stands for strengths, weaknesses, opportunities, and threats.

- Strengths describe the positive attributes internal to the ECC; these aspects are within the organization's control.
- Weaknesses describe the negative factors that detract from the ECC's value; these areas require enhancement and focus to be successful.
- Opportunities are external variables outside the ECC; these are positive factors from which the organization may benefit.
- Threats are external, negative factors beyond the ECC's control.

Conducting a SWOT analysis as an initial part of the strategic planning process provides many advantages—the greatest of which is helping leaders of a public safety organization assess the varying operating aspects of the organization to focus its goals on strengths while averting tendencies related to the organization's weaknesses.

As part of the initial data-gathering interviews and focus groups, a diverse cross-section of ECC co-workers participated in a workforce-focused SWOT exercise. The outcome was a solid SWOT analysis providing awareness with respect to the strategic position of the agency from a workforce perspective. The raw data from this exercise is captured in the Workforce Optimization Report. Subsequently, a second SWOT exercise was conducted in conjunction with the two-day strategic planning workshop. The purpose of the second exercise was to capture information beyond the workforce focus to develop the more holistic view of the organization needed to create an enterprise-level plan. Select responses to guide 2023—the first year of the plan—are shown in the figure below.



Figure 1: CUA ECC SWOT

The SWOT will be conducted annually for the following year, and the then-current information will be placed in the next CUA ECC one-page strategic plan (see Section 2.9).

## 2.2 Core Values – The “Should” and “Should Not” that Define the ECC’s Underlying Decisions

Core values are the guiding principles that govern an organization’s decision-making process and the foundation upon which its vision is built. ECC leaders should expect to repeat them often, relate business decisions back to them, and be consistent in how they apply them. Core values guide the talent management process—specifically as it relates to the recruitment, selection, and hiring process (i.e., does a candidate’s core values align with the ECC’s) as well as during the performance appraisal process during and after training (e.g., does the trainee/co-worker demonstrate the core values during their decision-making process throughout the year?).

Core values are used as recognition and reward categories, inspiring others with stories of how a co-worker embodied them at work.



Figure 2: ECC Values and Desired Behaviors



#### Generous

- With each other, our time, our **community**

#### Open

- To learning and innovation, open-minded and **inclusive**

#### Leaders

- At all levels and positions, fostering **teamwork**

#### Dedicated to SERVICE

- For the **safety** of **community** and responders

#### Efficient & Empathetic

- With our **communications**, policies, and co-workers

#### Notable

- Worthy of **celebrating**

Based on an organization-wide survey to define the ECC's values, the most important attributes arose:



## 2.3 Why was the ECC Created; What is its Purpose?

Everything the ECC does must be to create alignment to support its purpose. To discover a sustainable purpose, the following three questions were answered and aligned.

1. Why does the agency exist?
2. Why do we do what we do?
3. Why do we have passion?

The ECC's answers to all three questions are the same—because the health, wellness, and safety of our community relies on the emergency response and service of 9-1-1.

### CUA ECC Purpose Statement:

Because the health, wellness, and safety of our community relies on the emergency response and service of 9-1-1.

## 2.4 How Do We Live Our Values and Purpose?

### 2.4.1 Big Hairy Audacious Goal

A Big Hairy Audacious Goal (BHAG) is intended to act as a powerful mechanism to stimulate progress. Organizations can effectively leverage it to succeed at a long-term goal that appears unachievable. It is a clear, compelling statement that serves as a unifying focal point for effort, with a clear finish line so that the organization knows when it achieves the goal. To that end, unlike the traditional vision statement, it is measurable and achievable.

***By 2030, the ECC will be locally and nationally recognized for providing exceptional service, continually earning the trust of our communities and being the place that service-minded professionals can have a career.***

For the ECC to achieve its BHAG, it needed to understand what it is passionate about, what it is the best at, what drives the organization, and what issues it faces. The following sections define these needs, as identified during the strategic planning workshop.

### 2.4.2 Hedgehog

The hedgehog concept is based on a quote from the ancient Greek poet Archilochus: "The fox knows many things, but the hedgehog knows one big thing."

An organization's "hedgehog" comes from the intersection of three circles:

1. What the organization is deeply **passionate** about
2. What it can be the **best in the world at**
3. What drives the economic or **resource engine**

Organizations that use the hedgehog concept use it to create clarity and alignment. Organizations that deviate from the hedgehog are often referred to as "foxes," because their efforts are scattered, diffused, and inconsistent.

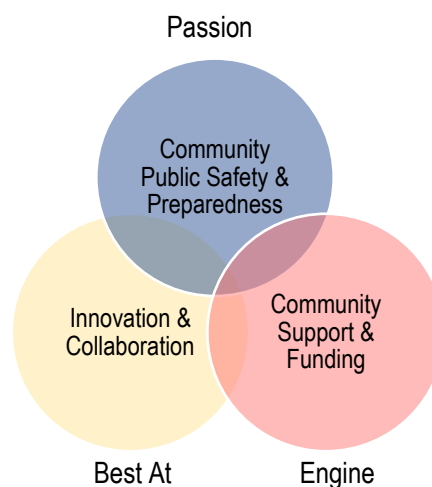


Figure 3: ECC Hedgehog



Based on the content of Figure 3, for the ECC, its hedgehog is “Provide community safety and preparedness services through innovation and collaboration that earns community trust.”

### 2.4.3 Issues

Issues are key areas of emphasis that need to be focused on while trying to accomplish the BHAG.

For 2023, these are **12 issues** that relate to the organization’s focus areas included in the Workforce Optimization Report and discussed during the strategic planning workshop. They are defined on the one-page plan and are the specific items the ECC needs to keep in mind when trying to achieve its goals. If the ECC is deviating too far from the hedgehog, revisiting this issue list will help to bring the organization into better alignment:

1. Investing in purpose-built **facility priorities**
2. Increasing **co-worker time availability** for recruiting
3. Developing a **qualified workforce** within a **Just Culture**
4. Focusing on co-worker **work-life culture and balance**
5. Defining retention and **lifecycle of engaged co-workers**
6. Focusing on **organizational structure and communication**
7. Investing in co-worker **career development**
8. Planning for **funding sustainability**
9. Building co-worker **efficiency and confidence**
10. Time dedicated to **community engagement**
11. Meeting dynamic **community service expectations**
12. Achieving **sustainable staffing** for operational efficiencies



## 2.5 Targets and Sandbox

Quantifiable targets describe where an organization plans to be within the next **three to five years**, with service metrics provided. The most successful targets often appear to be highly aspirational rather than readily achievable—stretch goals—based on where the organization is today; however, the focus of a one-page plan and the alignment it creates will help it achieve these stretch goals.

The sandbox describes the organization’s industry reach and describes the groups and partners that the organization will draw from in order to meet the targets.

Year-end	2025 Targets
Facilities	Under construction
Recruiting	≥3 applications/opening
Training	≥100% of targeted training/year
Retention	≥10% higher than the industry average
L&P <sup>2</sup>	Engagement survey deployed and benchmarked
L&P	100% recommendations implemented
L&P	≥3 new funding sources
Technology	Resolution system has stats and ticket status
Operations	≥1 opportunity/month
Operations	Response ≥10% and 90% satisfaction
Staffing	Within 5% of recommended FTEs

Figure 4: ECC Targets and Sandbox

Based upon the strategic planning workshop, Figure 4 shows the targets the ECC aspires to hit within the next **three to five years**, and the service metrics that will be applied. The ECC’s one-page plan will create alignment to help it achieve these stretch goals. The targets will be revisited annually for the following (rolling) three years, and the then-current information will be placed in the next CUA ECC one-page strategic plan (see Section 2.9).

<sup>2</sup> Leadership and Planning

The ECC's sandbox includes responder agencies; community and business members; service organizations; city, county, and state governments; education institutions; vendors and suppliers; contract partners; and professional and standards development organizations.

## 2.6 Thrusts – What Gets the ECC to its Goals

Thrusts are the key areas that must be honed-in on to meet the brand promise and accomplish the targets. These are the strategic moves made to accomplish the goals; often areas of focus here are people, technology, citizen satisfaction, and talent.

These are the ECC's thrusts over the next three years:

1. Facilities
  - A. Complete a new ECC facility while maintaining existing infrastructure and providing for current needs (e.g., backup center, tower sites, training)
2. Recruiting
  - A. Receive greater than three applicants per opening that meet job task and organizational fit requirements
3. Training
  - A. Assure each co-worker completes 100% of dedicated and targeted continuing education per calendar year
4. Retention
  - A. Volunteers replace mandatory on-call and overtime for minimum staffing, as needed
5. Leadership and Planning
  - A. Establish co-worker engagement survey to determine baseline results and implement post-action planning
  - B. Establish three new sustainable or one-time funding sources
  - C. Implement Board recommendations for the organization's functions and structure
6. Technology
  - A. Design and deploy a method of displaying statistics and status from information systems' help desk resolution system
7. Operations
  - A. Participate in at least one community engagement opportunity per month
  - B. Response to community surveys is greater than 10% with more than 90% satisfaction
  - C. Policies are defined to support 21st Century Policing and alternative response models (e.g., 911/988 interactions, mental health crisis)
8. Staffing
  - A. Review and validate authorized FTEs

The ECC will revisit these thrusts annually for the following (rolling) three years to determine if they are still critical for success. The then-current information will be placed in the next CUA ECC one-page strategic plan (see Section 2.9). Success will be measured based on the ECC's ability to achieve annual commitments.

## 2.7 Goals and Commitments Set Annually

Goals are the annual, smart numbers that—if met by the end of the year—will help the ECC make a significant impact on meeting its **three- to five-year** targets. Importantly, they are measured frequently (every three months), are specific to the ECC, and are in alignment with all co-workers. Figure 5 shows the ECC's 2023 goals.

Commitments—synonymous with initiatives—are also to be set annually, and flow under the same key strategic, long-term thrusts. The workgroup commits to achieving annual goals, each making incremental progress on the thrusts to help the ECC ultimately reach the three- to five-year targets. Commitments and goals are the primary focus areas for the upcoming year: creating them will help the ECC meet its critical numbers, and therefore make progress toward the longer-term measurable targets.

Year-end	2023 Goals
Facilities	Vendor procurement
Recruiting	≥1 applications/opening
Training	≥1/3 of targeted training/year
Retention	≥1/3 less mandatory on-call and OT
L&P	Deploy an engagement survey
L&P	≥1 new funding source identified
Technology	≥50% increase external use
Operations	≥6 opportunities/year
Operations	Incorporate QA/QI <sup>3</sup> into PE <sup>4</sup>
Operations	100% alignment of existing policies
Staffing	100% of results validated

Figure 5: ECC Goals 2023

2023 Commitments	
<b>1. Facilities:</b> A. Complete facilities programming analysis B. Secure funding	<b>6. Technology:</b> A. Develop communication and awareness strategy B. Refresh after-hours procedures
<b>2. Recruiting:</b> A. Create new marketing collateral B. Acquire dedicated HR	<b>7. Operations:</b> A. Develop strategy for scheduling community education opportunities B. Operationalize existing data into PE workflow C. Align existing policies and procedures for 21st Century Policing principles and alternative response models (e.g., 911/988 interactions, mental health crisis)
<b>3. Training:</b> A. Set and identify relevant training opportunities B. Determine training program key performance indicators (KPIs)	<b>7. Staffing:</b> A. Develop strategy, including KPIs where needed, to validate performance
<b>4. Retention:</b> A. Develop a framework to reduce on-call and overtime	
<b>5. Leadership:</b> A. Implement and measure strategy outcomes to improve internal communication B. Provide HR and legal services in-house with consideration for finance services C. Acquire one additional funding source	

<sup>3</sup> Quality assurance/quality improvement

<sup>4</sup> PowerEngage

## 2.8 Rocks

Rocks are three-month mini projects—the critical initiatives for the quarter—that the entire leadership team agrees are the most important priorities; other projects that arise that do not fit into one of these actions will be postponed for later or not completed. Larger rocks will be broken down into smaller projects that can be completed in a quarter.

Successful rocks are measurable and incorporated into regular reporting rhythms, so that they stay in clear view for the entire organization. For every rock, an action plan with deadlines must be created (see Appendix B).

The ECC will take on the rocks listed in Figure 6 during the first quarter of 2023. Rocks for the subsequent quarters will be developed during scheduled quarterly planning sessions and completed quarterly. This approach will help the ECC gradually achieve its annual goals and plan over time, making the seemingly insurmountable and forever languishing issues finally achievable. One person in the ECC is accountable for leading a team of co-workers that will work together, throughout each quarter, to complete the elements associated with each rock.

The ECC will include a weekly opportunity to report on advancements of the quarterly actions, review progress, and redirect if required (see schedule in Section 2.9).

Quarter YTD	
Quarter-end	2023
Facilities	Analysis services secure
Recruiting	-
Training	KPIs & tracking mechanism
Retention	Subcommittee established
L&P	C-plan framework created
L&P	Transition plan developed
L&P	-
Technology	-
Operations	-
Operations	-
Operations	Roadmap developed
Staffing	-

Figure 6: ECC Year to Date 2023 Q1

## 2.9 Priorities, Metrics, and Rhythms

When executing a perpetual multi-year plan, there are three important categories: priorities, metrics, and rhythms. These are crucial to moving in alignment with the plan.

- Priorities were established during the workshop and agreed-upon so that they can drive the objectives. If leadership believes everything must get done right now, then nothing will get done; therefore, articulating the ECC's top priorities for the year and the quarter, and a clear number one priority, are essential to maintaining focus.
- Metrics are vital to showing progression. They are not always numbers but are something measurable. It is important that data exist to provide regular insights and to show whether metrics are being met or not.
- Establishing daily, weekly, monthly, quarterly, and annual rhythms is essential for maintaining alignment and driving accountability. As appropriate, these rhythms will be employed to review and update the plan, as well as to communicate progress.

A benefit of these rhythms to the ECC is that information impacting direction becomes widely known quickly, which means that any issues and roadblocks can be addressed sooner. This allows the team to stay synchronized with ECC goals and objectives and improve resource sharing. Importantly for the co-worker who is accountable, it establishes the opportunity to provide input, raise identified roadblocks, and obtain a more expeditious response or resolution.

Table 1: ECC Priorities, Metrics, and Rhythms Schedule

<b>Annually</b>	<ul style="list-style-type: none"> <li>Leadership team will meet prior to the end of the year (beginning of December) to confirm that the suggested content—priorities and metrics—for the upcoming year's plan is still relevant. <ul style="list-style-type: none"> <li>Measure success of plan through meeting goals and identified KPIs.</li> </ul> </li> <li>Once this is determined, and modifications made if needed, the one-page plan template will be updated with the content for the first quarter of the upcoming year and distributed.</li> </ul>
<b>Quarterly</b>	<ul style="list-style-type: none"> <li>Every quarter, the leadership team will meet (third week of the last month of the quarter) to affirm that rocks have been achieved, make strategic adjustments to priorities and metrics if needed, and confirm that the suggested rocks for the upcoming quarter are still relevant. Strike-through completed commitments as an active display of progress.</li> <li>Once this is determined, and modifications made if needed, the one-page plan template will be updated with the content for the upcoming quarter and distributed.</li> <li>Co-workers that have been identified as accountable for a rock will complete an action plan and submit it to the team. Action plans are reviewed with the team on the next weekly leadership huddle.</li> </ul>
<b>Weekly</b>	<ul style="list-style-type: none"> <li>During either an existing weekly leadership or operations briefing (no more than 30 minutes long), co-workers will report on the progress of the rock action plan, including: <ul style="list-style-type: none"> <li>Number one priority relating to the rock</li> <li>Roadblocks</li> <li>Course corrections</li> </ul> </li> </ul>
<b>Daily</b>	<ul style="list-style-type: none"> <li>Daily communications have a tactical focus in moving the rock toward completion by the end of the quarter.</li> <li>Set aside time on co-worker schedules to advance rocks.</li> </ul>

# Appendix A: 2023 Annual Commitments Summary Tables

The 2023 annual commitments outlined in the table below are a summary of the commitments, first quarter rocks (*italicized text*) along with suggested rocks to round out the remainder of the year. Based on the quarterly review rhythm, ECC leadership may exercise the agility provided by this planning approach, prioritizing some commitments over others, and moving rocks into subsequent quarters. If any commitments require new rocks that are not currently established, those can also be added to the plan.

## 2023 Summary

2023 COMMITMENTS		
	1A. Complete facility programming analysis 1B. Secure funding 2A. Create new marketing collateral 2B. Acquire dedicated HR 3A. Set and identify relevant training opportunities 3B. Determine training program KPIs 4A. Develop a framework to reduce on-call and overtime 5A. Implement and measure strategy outcomes to improve internal communication 5B. Provide HR and legal services in-house with consideration for finance services 5C. Acquire one additional funding source 6A. Develop communication and awareness strategy 6B. Refresh after-hours procedures 7A. Develop strategy for scheduling community education opportunities 7B. Operationalize existing data into QA/QI workflow 7C. Align existing policies and procedures for 21 <sup>st</sup> Century Policing principles and alternative response models (e.g., 911/988 interactions, mental health crisis) 8A. Develop strategy, including KPIs where needed, to validate performance	
	Commitments	Rocks
1. FACILITIES	A. Complete facility programming analysis	<ul style="list-style-type: none"> <li>• <i>Present results of facility programming analysis to the Board</i> <ul style="list-style-type: none"> <li>○ <i>Seat Board-level subcommittee</i></li> <li>○ <i>Identify funding for the analysis</i></li> <li>○ <i>Secure analysis services</i></li> </ul> </li> </ul>
	B. Secure funding	<ul style="list-style-type: none"> <li>• Present results of funding research to the Board               <ul style="list-style-type: none"> <li>○ Seat Board-level subcommittee</li> <li>○ Conduct funding source analysis</li> </ul> </li> <li>• Pursue identified funding sources               <ul style="list-style-type: none"> <li>○ Submit requests for sources as applicable</li> </ul> </li> </ul>
2. RECRUITING	A. Create new marketing collateral	<ul style="list-style-type: none"> <li>• Conduct review and gap analysis of existing marketing collateral               <ul style="list-style-type: none"> <li>○ Website and marketing collateral review</li> <li>○ Develop plan to create new marketing collateral</li> <li>○ Execute plan</li> </ul> </li> </ul>
	B. Acquire dedicated HR	<ul style="list-style-type: none"> <li>• Recruit and hire HR manager               <ul style="list-style-type: none"> <li>○ Develop recruiting material</li> <li>○ Conduct hiring workflow</li> <li>○ Extend offer and hire resource</li> </ul> </li> <li>• Conduct orientation and onboarding of HR manager               <ul style="list-style-type: none"> <li>○ Identify orientation activities</li> <li>○ Identify onboarding activities</li> </ul> </li> </ul>
3. TRAINING	A. Set and identify relevant training opportunities	<ul style="list-style-type: none"> <li>• Create workgroup to create framework               <ul style="list-style-type: none"> <li>○ Solicit workgroup volunteers</li> <li>○ Identify training opportunities for each labor category and tenure (new hire, continuing education)</li> <li>○ Develop framework</li> </ul> </li> <li>• Create training plans               <ul style="list-style-type: none"> <li>○ Use framework to develop</li> </ul> </li> </ul>

## 2023 Summary

	B. Determine training program KPIs	<ul style="list-style-type: none"> <li>• <i>Determine and track training program KPIs</i> <ul style="list-style-type: none"> <li>◦ <i>Identify KPIs for the new hire program</i></li> <li>◦ <i>Identify KPIs for the continuing education program</i></li> <li>◦ <i>Create tracking mechanism</i></li> </ul> </li> </ul>
4. RETENTION	A. Develop a framework to reduce on-call and overtime	<ul style="list-style-type: none"> <li>• <i>Develop a subcommittee to create framework</i> <ul style="list-style-type: none"> <li>◦ <i>Identify a management sponsor</i></li> <li>◦ <i>Solicit volunteers</i></li> <li>◦ <i>Set meeting schedule</i></li> </ul> </li> </ul>
5. LEADERSHIP	A. Implement and measure strategy outcomes to improve internal communication	<ul style="list-style-type: none"> <li>• <i>Create framework for a communications plan</i> <ul style="list-style-type: none"> <li>◦ <i>Identify existing communications workflows</i></li> <li>◦ <i>Create communications alignment matrix to identify gaps</i></li> </ul> </li> </ul>
	B. Provide HR and legal services in-house with consideration for finance services	<ul style="list-style-type: none"> <li>• <i>Develop HR and Legal (County to ECC) transition plan</i> <ul style="list-style-type: none"> <li>◦ <i>Continue onboarding of HR manager</i></li> <li>◦ <i>Determine status of open HR specialist position</i></li> <li>◦ <i>Complete procurement for legal services</i></li> </ul> </li> </ul>
	C. Acquire one additional funding source	<ul style="list-style-type: none"> <li>• Conduct a funding source analysis <ul style="list-style-type: none"> <li>◦ Compile results of analysis into a funding source capture plan</li> </ul> </li> <li>• Pursue identified funding sources</li> <li>• Submit requests for sources as applicable</li> </ul>
6. TECHNOLOGY	A. Develop communication and awareness strategy	<ul style="list-style-type: none"> <li>• Convene a subcommittee to create framework <ul style="list-style-type: none"> <li>◦ Solicit volunteers</li> <li>◦ Identify roadblocks to using resolution system</li> <li>◦ Develop communication and awareness strategy that eliminates roadblocks</li> </ul> </li> </ul>
	B. Refresh after-hours procedures	<ul style="list-style-type: none"> <li>• Conduct a policy workflow review of the after-hours procedures <ul style="list-style-type: none"> <li>◦ Develop recommendations to close inefficiency gaps</li> <li>◦ Update procedures</li> <li>◦ Communicate procedure updates to co-workers</li> </ul> </li> </ul>
7. OPERATIONS	A. Develop strategy for scheduling community education opportunities	<ul style="list-style-type: none"> <li>• Assess the current call allocation <ul style="list-style-type: none"> <li>◦ Conduct nature code/call allocation analysis</li> </ul> </li> <li>• Based on the nature code/call allocation analysis develop a call diversion matrix <ul style="list-style-type: none"> <li>◦ Create call-diversion program framework</li> </ul> </li> <li>• Present call-diversion program recommendations to the Board</li> </ul>
	B. Operationalize existing data into QA/QI workflow	<ul style="list-style-type: none"> <li>• Develop and execute plan to leverage community survey responses into the QA/QI process <ul style="list-style-type: none"> <li>◦ Review capabilities and determine interface needs</li> <li>◦ Develop operational policy and procedures for use</li> </ul> </li> <li>• Implement policy and procedures <ul style="list-style-type: none"> <li>◦ Communicate policy and procedures</li> <li>◦ Provide training</li> <li>◦ Set go-live date</li> </ul> </li> </ul>
	C. Align existing policies and procedures for 21st Century Policing principles and alternative	<ul style="list-style-type: none"> <li>• <i>Develop policy review and revision roadmap</i> <ul style="list-style-type: none"> <li>◦ <i>Identify policy and procedures subcommittee</i></li> </ul> </li> </ul>



## 2023 Summary

	response models (e.g., 911/988 interactions, mental health crisis)	<ul style="list-style-type: none"> <li>○ <i>Complete a gap analysis of existing policies and procedures</i></li> <li>○ <i>Develop policy review schedule</i></li> </ul>
8. STAFFING	A. Develop strategy, including KPIs where needed, to validate performance	<ul style="list-style-type: none"> <li>• Determine and track performance KPIs                             <ul style="list-style-type: none"> <li>○ Identify performance KPIs</li> <li>○ Determine KPIs' relationship to staffing</li> </ul> </li> <li>• Create tracking mechanism</li> </ul>

## Appendix B: Quarterly Rock Action Plan Template

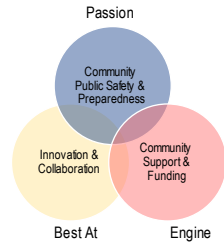
<b>Rock No./Name:</b>		<b>Team Leader:</b>	
<b>Revision Date:</b>		<b>Team Members:</b>	
<b>Objective will accomplish the following:</b> <ul style="list-style-type: none"> <li>•</li> </ul>			

Step No.	Necessary Action/Result	Completion Timetable	Necessary Resources	Accountable Person	Mechanism to Measure
1					
2					
3					
4					
5					
6					

## Appendix C: 2023 ECC One-Page Strategic Plan

# Charlottesville-UVA-Albemarle ECC

## 1st Quarter One-Page Plan 2023

CORE VALUES/BELIEFS Our Foundation/Reputation	10-YEAR VISION	2025 TARGETS	2023 GOALS																																																				
<div>Generous</div> <ul style="list-style-type: none"><li>With each other, our time, our <b>community</b></li></ul> <div>Open</div> <ul style="list-style-type: none"><li>To learning and innovation, open-minded &amp; <b>inclusive</b></li></ul> <div>Leaders</div> <ul style="list-style-type: none"><li>At all levels and positions, fostering <b>teamwork</b></li></ul> <div>Dedicated to SERVICE</div> <ul style="list-style-type: none"><li>For the <b>safety</b> of <b>community</b> and responders</li></ul> <div>Efficient &amp; Empathetic</div> <ul style="list-style-type: none"><li>With our <b>communications</b>, policies, and co-workers</li></ul> <div>Notable</div> <ul style="list-style-type: none"><li>Worthy of <b>celebrating</b></li></ul> <div>Be GOLDEN!</div> <div>Purpose Statement: Why are we here?</div> <div>Because the health, wellness, and safety of our community relies on the emergency response and service of 9-1-1.</div>	<div>BHAG</div> <div>Big, hairy, audacious goal</div> <div>By 2030:</div> <div>By 2030, the ECC will be locally and nationally recognized for providing exceptional service, continually earning the trust of our communities, and being the place that service-minded professionals can have a career.</div> <div>Hedgehog</div> <div>Provide community safety and preparedness services through innovation and collaboration that earns community trust.</div> <div></div> <div>Issues</div> <div>Keep these in mind.</div> <div><div><div>1. Investing in purpose-built facility priorities</div><div>2. Increasing co-worker time availability for recruiting</div><div>3. Developing a qualified workforce in a Just Culture</div><div>4. Focusing on co-worker work-life culture and balance</div><div>5. Defining retention and lifecycle of engaged co-workers</div><div>6. Focusing on organizational structure and communication</div><div>7. Investing in co-worker career development</div><div>8. Planning for funding sustainability</div><div>9. Building co-worker efficiency and confidence</div><div>10. Time dedicated to community engagement</div><div>11. Meeting dynamic community service expectations</div><div>12. Achieving sustainable staffing for operational efficiencies</div></div></div>	<table><tr><th>Year-end</th><th>2025</th></tr><tr><td>Facilities</td><td>In construction</td></tr><tr><td>Recruiting</td><td>≥3 app/opening</td></tr><tr><td>Training</td><td>100% training/yr.</td></tr><tr><td>Retention</td><td>100% reduction</td></tr><tr><td>L&amp;P</td><td>Action planning</td></tr><tr><td>L&amp;P</td><td>100% implement</td></tr><tr><td>L&amp;P</td><td>≥3 new \$ source</td></tr><tr><td>Technology</td><td>≥50% increase</td></tr><tr><td>Operations</td><td>≥1 opp./month</td></tr><tr><td>Operations</td><td>≥10% res 90% sat</td></tr><tr><td>Operations</td><td>100% implement</td></tr><tr><td>Staffing</td><td>Within 5% of FTE</td></tr></table> <div>Sandbox</div> <div>Responder Agencies, Community &amp; Business Members, Service Orgs., City, County &amp; State Governments, Educational Institutions, Vendors &amp; Suppliers, Contract Partners, Professional &amp; SDOs</div> <div>2025 Thrusts</div> <div>What will get us to our goals?</div> <div>Facilities</div> <ul style="list-style-type: none"><li>New ECC facility is complete</li></ul> <div>Recruiting</div> <ul style="list-style-type: none"><li>At least 3 applications/ opening</li></ul> <div>Training</div> <ul style="list-style-type: none"><li>100% of CE/year complete</li></ul> <div>Retention</div> <ul style="list-style-type: none"><li>Volunteer replaces mandatory on-call and overtime</li></ul> <div>L&amp;P</div> <ul style="list-style-type: none"><li>Implement co-worker engagement survey</li><li>Establish 3 new sustainable/or one-time funding sources</li><li>Board recommendations for organization's functions and structure implemented</li></ul> <div>Technology</div> <ul style="list-style-type: none"><li>Resolution system use up 50%</li></ul> <div>Operations</div> <ul style="list-style-type: none"><li>Participate in ≥ 1 community engagement opp./month</li><li>Community surveys ≥ 10% response &amp; 90% satisfaction</li><li>Policies support 21st Century Policing &amp; alternative response models defined (e.g., 911/988 interactions, mental health crisis)</li></ul> <div>Staffing</div> <ul style="list-style-type: none"><li>Review and validate authorized FTEs</li></ul>	Year-end	2025	Facilities	In construction	Recruiting	≥3 app/opening	Training	100% training/yr.	Retention	100% reduction	L&P	Action planning	L&P	100% implement	L&P	≥3 new \$ source	Technology	≥50% increase	Operations	≥1 opp./month	Operations	≥10% res 90% sat	Operations	100% implement	Staffing	Within 5% of FTE	<table><tr><th>Year-end</th><th>2023</th></tr><tr><td>Facilities</td><td>Vendor procured</td></tr><tr><td>Recruiting</td><td>≥1 app/opening</td></tr><tr><td>Training</td><td>≥1/3 training/yr.</td></tr><tr><td>Retention</td><td>≥1/3 reduction</td></tr><tr><td>L&amp;P</td><td>Deploy survey</td></tr><tr><td>L&amp;P</td><td>100% alignment</td></tr><tr><td>L&amp;P</td><td>≥1 new \$ source</td></tr><tr><td>Technology</td><td>≥25% increase</td></tr><tr><td>Operations</td><td>≥6 opp./yr.</td></tr><tr><td>Operations</td><td>Incorp QA/QI</td></tr><tr><td>Operations</td><td>100% alignment</td></tr><tr><td>Staffing</td><td>100% validated</td></tr></table> <div>2023 Commitments</div> <div>1. Facilities:</div> <div>A. Complete facility programming analysis</div> <div>B. Secure funding</div> <div>2. Recruiting:</div> <div>A. Create new marketing collateral</div> <div>B. Acquire dedicated HR</div> <div>3. Training:</div> <div>A. Set and identify relevant training opportunities</div> <div>B. Determine training program KPIs</div> <div>4. Retention:</div> <div>A. Develop a framework to reduce on-call and overtime</div> <div>5. L&amp;P:</div> <div>A. Implement and measure strategy outcomes to improve internal communication</div> <div>B. Provide HR and legal services in-house with consideration for finance services</div> <div>C. Acquire one additional funding source</div> <div>6. Technology:</div> <div>A. Develop communication and awareness strategy</div> <div>B. Refresh after-hours procedures</div> <div>7. Operations:</div> <div>A. Develop strategy for scheduling community education opportunities</div> <div>B. Operationalize existing data into PE workflow</div> <div>C. Align existing policies and procedures for 21st Century Policing principles and alternative response models (e.g., 911/988 interactions, mental health crisis)</div> <div>8. Staffing</div> <div>A. Develop strategy, including KPIs where needed, to validate performance</div>	Year-end	2023	Facilities	Vendor procured	Recruiting	≥1 app/opening	Training	≥1/3 training/yr.	Retention	≥1/3 reduction	L&P	Deploy survey	L&P	100% alignment	L&P	≥1 new \$ source	Technology	≥25% increase	Operations	≥6 opp./yr.	Operations	Incorp QA/QI	Operations	100% alignment	Staffing	100% validated
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# SWOT

## Strengths

1	The strength of the mission-driven workforce
2	Skilled IT team dedicated to the ECC
3	Funding and support provided by the management board
4	Interagency collaboration

## Weaknesses

1	Co-worker stress-management, health, and wellness (e.g., debriefing)
2	Working supervisors included in minimum staffing
3	Internal communication and dissemination of information
4	Lack of CTOs
5	Lack of facility space

## Opportunities to Accomplish More

1	More community education (e.g., schools)
2	More professional development and management training
3	Engagement with responders
4	Improve public-facing data and reporting/visualization for responder agencies and the public

## Threats to Accomplishing More

1	Lack of space in the current building
2	Morale
3	"We have always done it this way" mindset

ACTIONS	ACCOUNTABILITY (Who/What/When)																														
1 <sup>ST</sup> QUARTER 2023 GOALS	1 <sup>ST</sup> QUARTER 2023 ROCKS																														
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	1A	Present results of facility programming analysis to the Board <ul style="list-style-type: none"><li>• Seat Board-level subcommittee</li><li>• Identify funding for the analysis</li><li>• Secure analysis services</li></ul>	Sonny																												
	3B	Determine and track training program KPIs <ul style="list-style-type: none"><li>• Identify KPIs for the new hire program</li><li>• Identify KPIs for the CE program</li><li>• Create tracking mechanism</li></ul>	Jan																												
	4A	Develop a subcommittee to create framework to reduce on-call and overtime <ul style="list-style-type: none"><li>• Identify a management sponsor</li><li>• Solicit volunteers</li><li>• Set meeting schedule</li></ul>	Celeste																												
	5A	Create framework for a communications plan <ul style="list-style-type: none"><li>• Identify existing communications workflows</li><li>• Create communications alignment matrix to identify gaps</li></ul>	Lily																												
	5B	Develop HR and Legal (County to ECC) transition plan <ul style="list-style-type: none"><li>• Continue onboarding of HR manager</li><li>• Determine status of open HR specialist position</li><li>• Complete procurement for legal services</li></ul>	Josh																												
	7C	Develop policy review and revision roadmap <ul style="list-style-type: none"><li>• Identify policy and procedures subcommittee</li><li>• Complete a gap analysis of existing policies and procedures</li><li>• Develop policy review schedule</li></ul>	Celeste																												