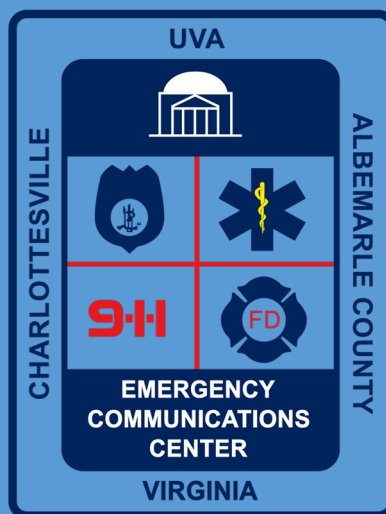


ECC MANAGEMENT BOARD 02/21/2023 MEETING PACKET



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

Print date: 2/14/2023

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Agenda Item:

4.1) Productivity Report



Charlottesville-UVA-Albemarle County Emergency Communications Center Productivity Report

Quarter 4 / October - December 2022

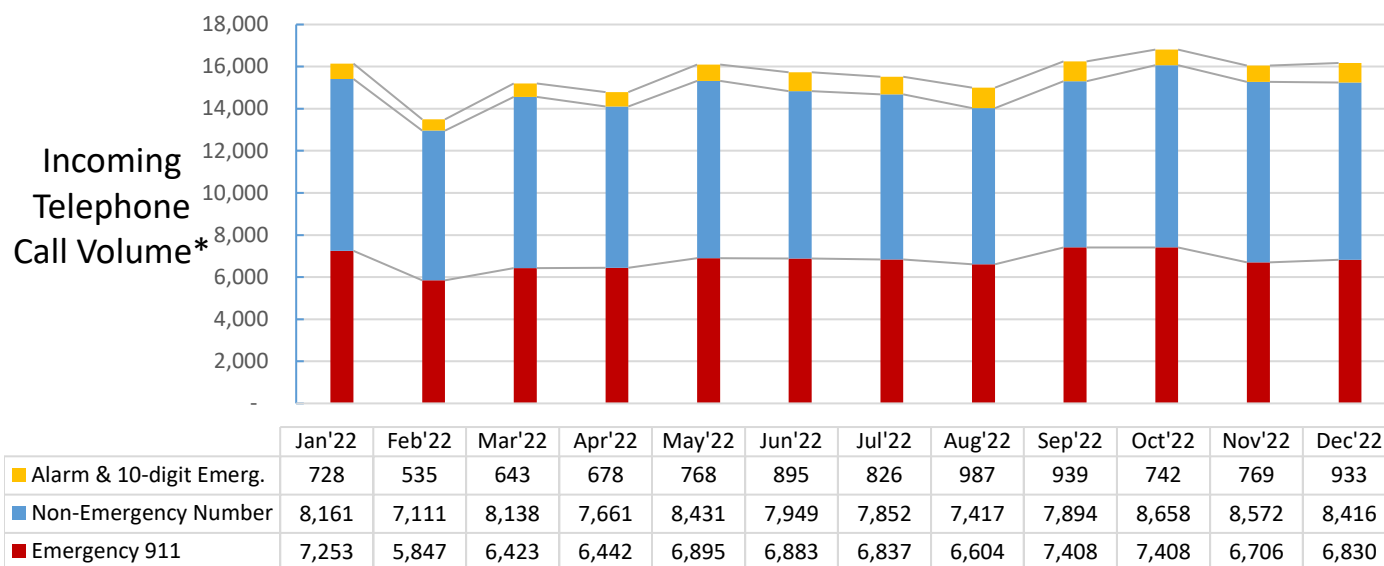
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About This Report

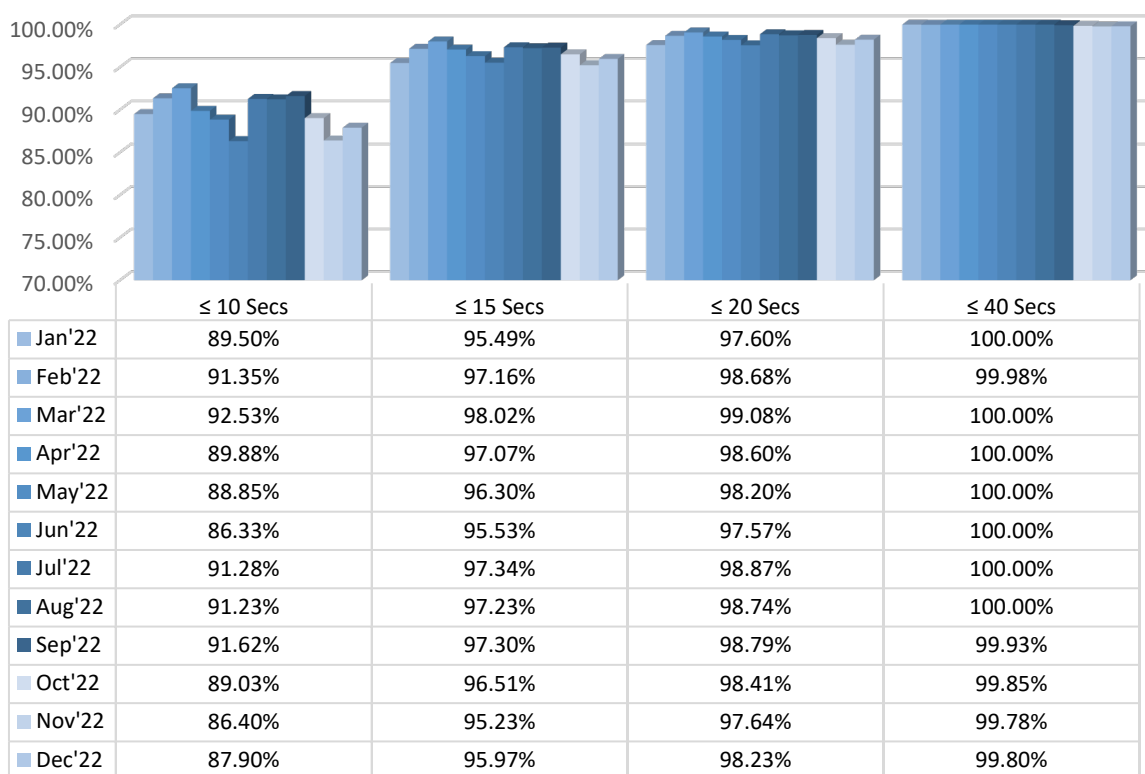
This report was developed to provide ongoing summary of the workload activity and operations of the Charlottesville-UVA-Albemarle County Emergency Communications Center in serving residents, businesses, visitors, students, police, and fire/rescue agencies.

I. Telephone System Statistics



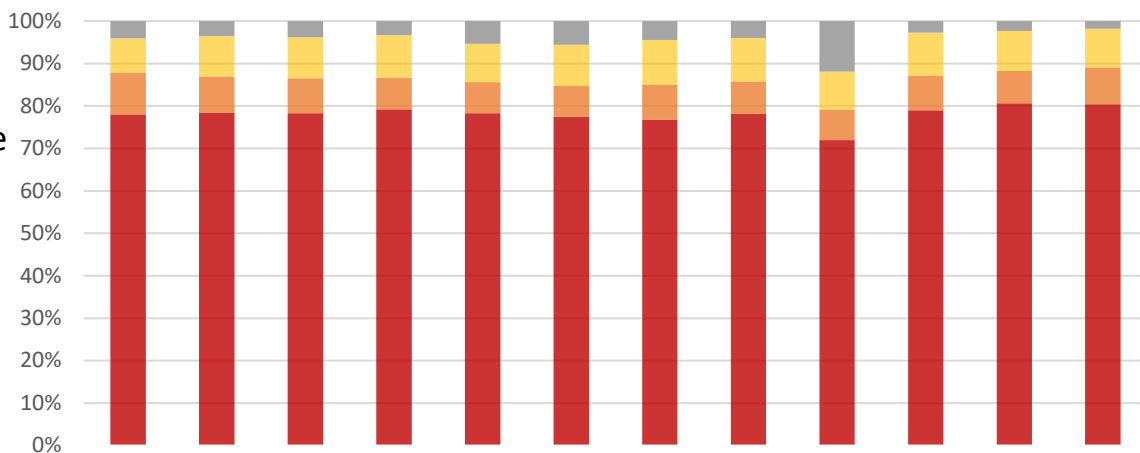
*includes calls that disconnected from queue before being answered

911 Call Answer Times



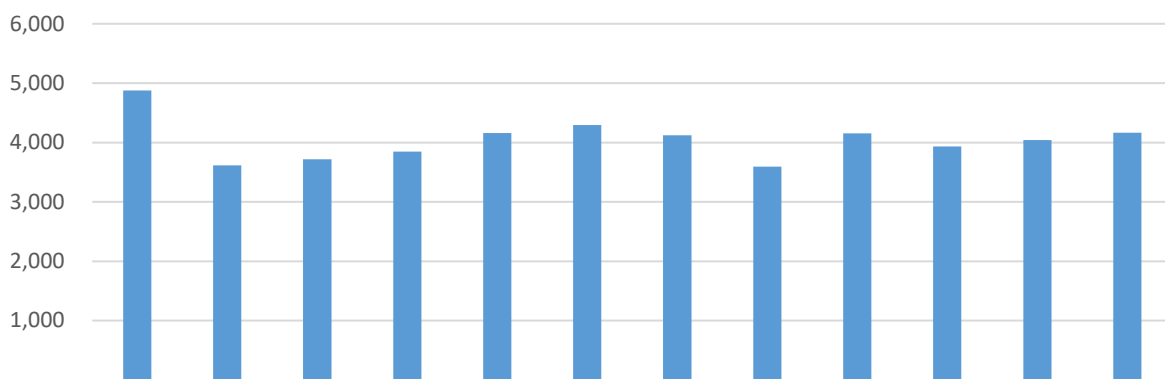
Standard	Met	Comments
Ninety percent (90%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) SHALL be answered within (≤) fifteen (15) seconds (<i>NENA-STA-020.1-2020, 9-1-1 Call Processing Standard</i>)	✓	The ECC consistently meets and exceeds this standard, answering 95-98% of 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 97-99% of all 9-1-1 calls within twenty seconds.

911 Class of Service



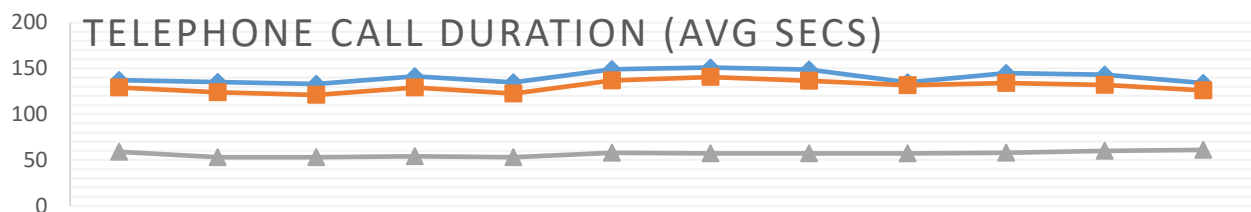
	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22
911 Unknown	303	209	245	212	367	383	304	264	883	177	157	121
911 VoIP	592	559	622	646	624	672	723	677	666	671	632	628
911 Wireline	730	491	525	483	505	497	559	503	527	533	509	588
911 Wireless	5,758	4,588	5,031	5,101	5,399	5,331	5,251	5,160	5,332	5,183	5,408	5,493

Outbound Telephone Call Volume

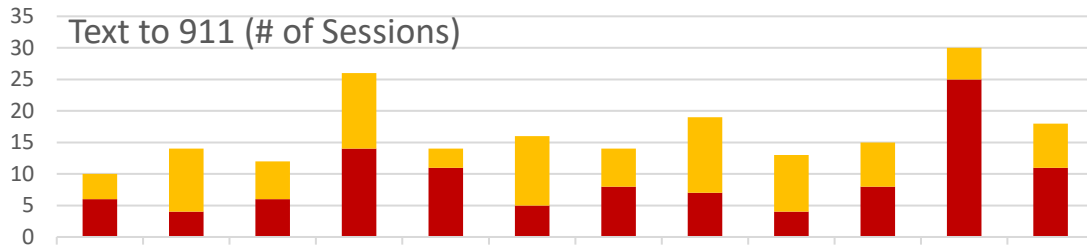


	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22
Outbound calls	4,878	3,617	3,716	3,845	4,160	4,297	4,125	3,593	4,156	3,933	4,039	4,166

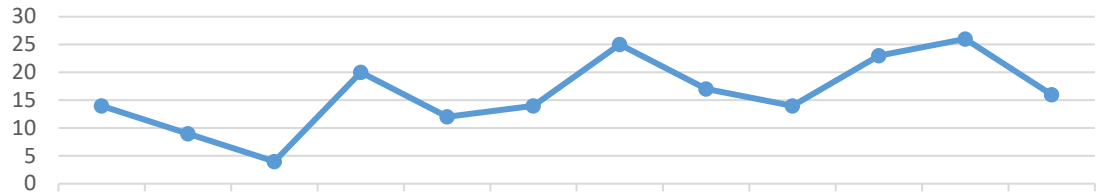
TELEPHONE CALL DURATION (AVG SECS)



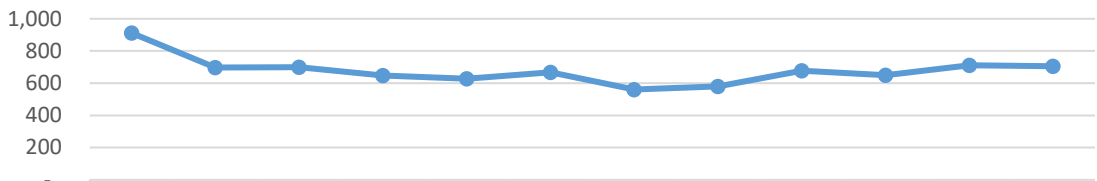
	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22
Incoming 911	137	135	133	142	135	149	151	149	135	145	143	134
Incoming (Overall)	129	124	121	129	122	137	141	136	132	134	132	126
Outgoing	59	53	53	54	53	58	57	57	57	58	60	61



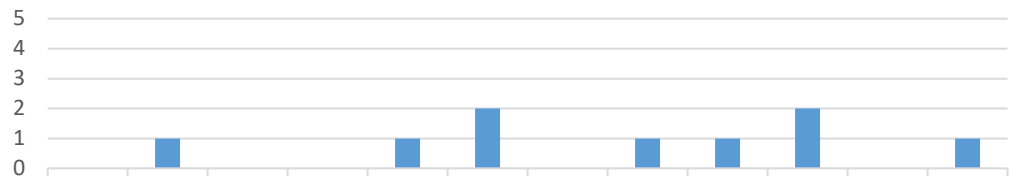
**911 Calls
Employing
TDD/TTY**



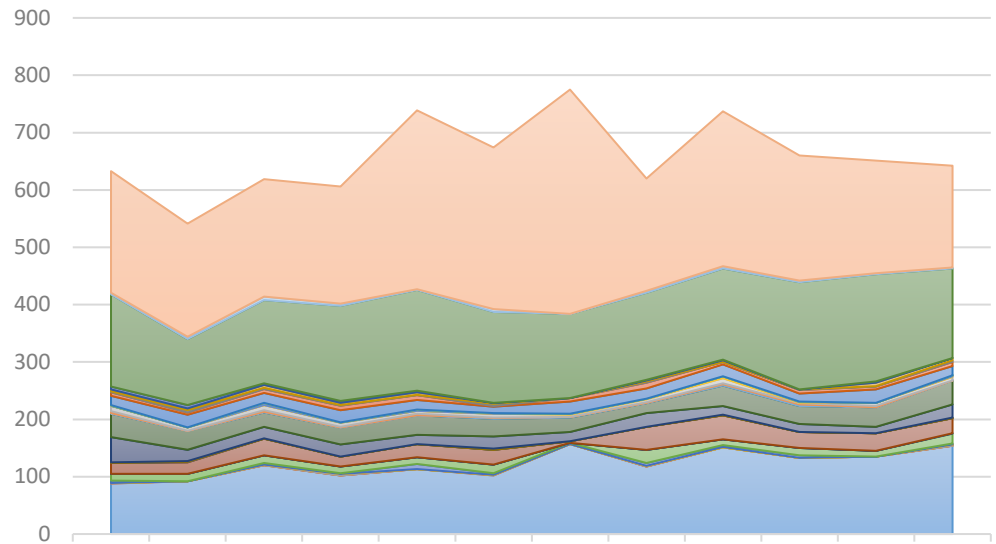
**911 Calls
Abandoned
Before Answer**



**911 Calls
Abandoned
Before Queue**



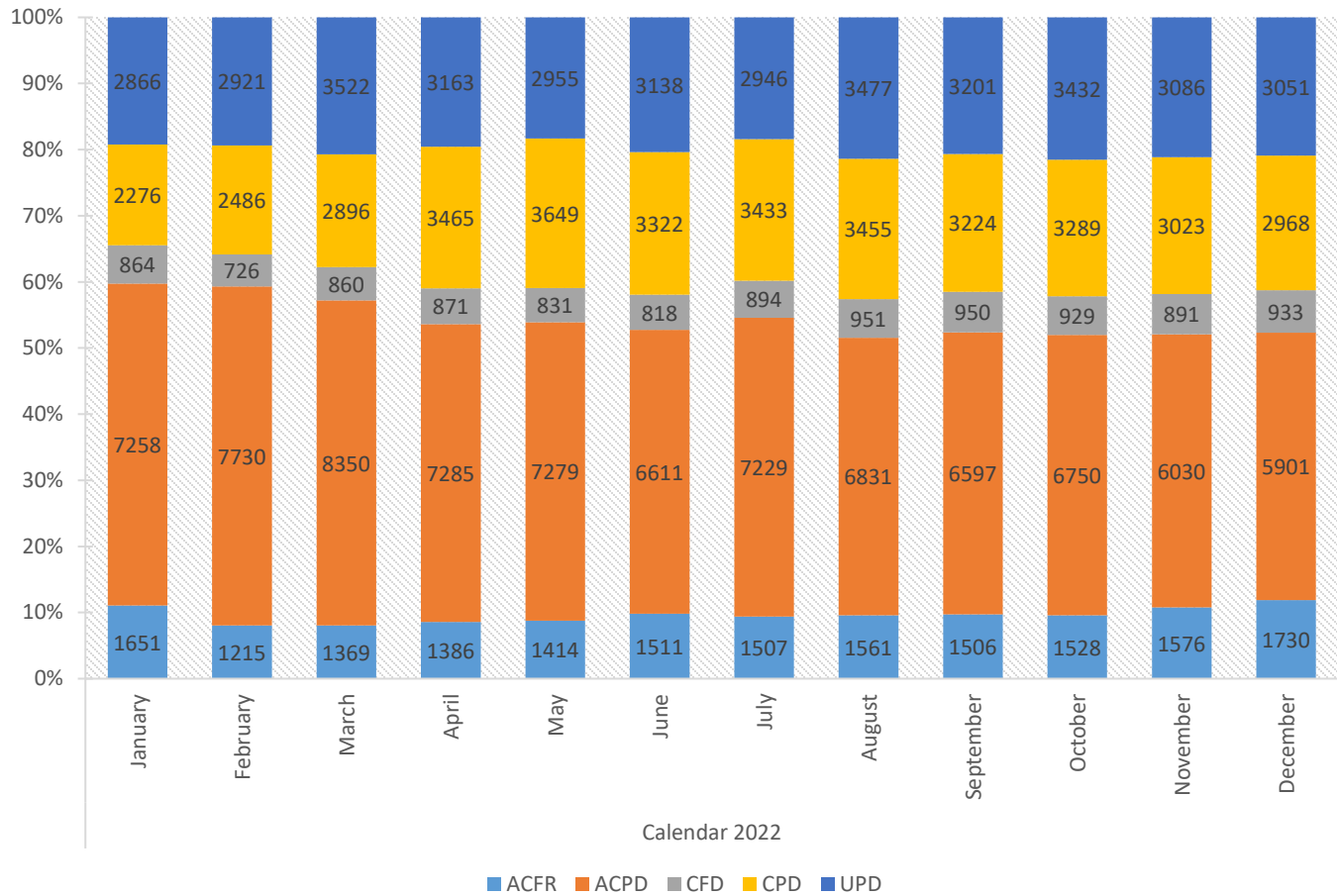
Calls Transferred to Other Agencies or Individuals



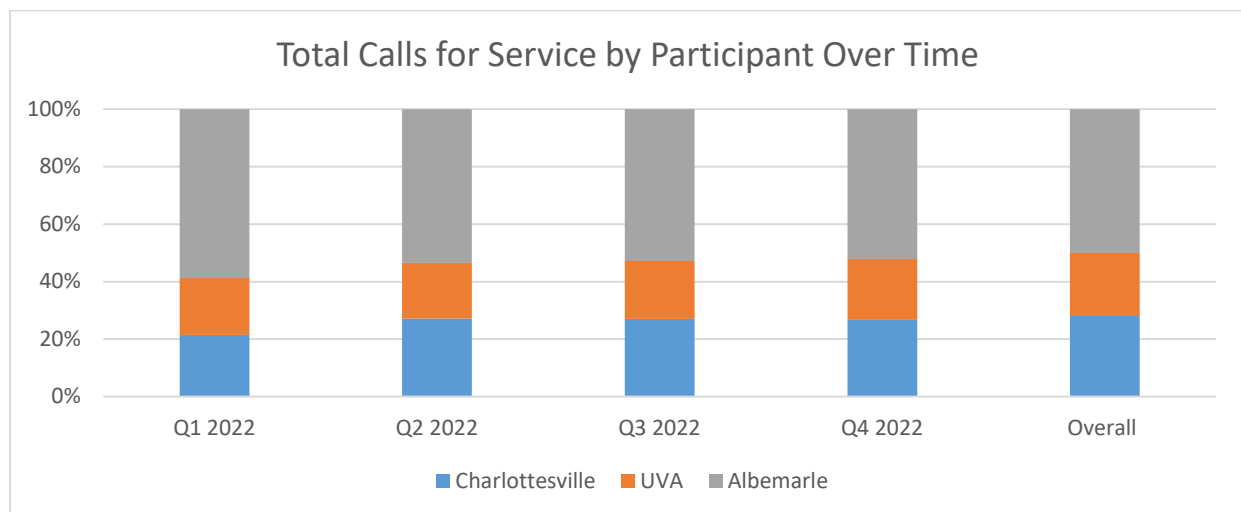
	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22
Other Agencies or Individuals	212	197	205	204	312	282	391	196	270	218	196	177
Waynesboro Police Department	3	4	6	4	1	5	0	3	4	3	2	2
Virginia State Police	161	115	145	166	176	158	147	152	159	187	187	156
Virginia Department of Transportation	5	6	3	3	3	0	0	1	1	0	2	0
University of Virginia Police Department	3	3	5	4	4	2	0	2	3	0	6	4
Poison Control	2	4	2	1	1	4	0	2	0	1	1	3
Orange County Fire-Rescue and Sheriff's Department	6	4	7	8	8	1	6	10	4	6	5	7
Nelson County Sheriff's Department	16	22	17	21	17	11	21	18	21	14	23	16
Medic 5	1	0	0	0	0	0	0	0	0	0	0	0
Medcom	0	0	4	1	2	1	1	0	0	1	0	2
Madison County Sheriff's Department	0	0	0	0	0	0	1	1	3	1	0	1
Louisa County Sheriff's Department	10	6	9	7	5	7	4	5	9	1	6	6
JADE/Terrorism Hotline	3	0	3	1	3	0	0	1	2	2	2	0
Harrisonburg/Rockingham ECC	1	0	1	0	0	2	1	1	2	3	0	0
Greene County Fire-Rescue and Sheriff's Department	41	33	25	30	34	31	25	17	36	31	34	42
Fluvanna County Sheriff's Department	44	20	20	21	16	21	16	24	15	14	11	23
Culpeper Sheriff's Department	1	1	1	0	0	2	0	0	1	0	0	1
City of Charlottesville Sheriff's Office	0	1	0	0	0	0	0	0	0	0	0	0
City of Charlottesville Police Department	19	20	29	17	23	26	3	40	42	28	31	26
City of Charlottesville Fire Department	0	0	0	0	0	0	0	0	0	0	0	1
Buckingham County Sheriff's Department	12	13	13	12	12	15	0	23	10	13	10	17
Augusta County Sheriff's Department	4	0	3	1	9	3	2	5	3	4	0	2
Amherst Sheriff's Department	0	0	0	0	0	0	0	0	1	0	0	0
Albemarle County Sheriff's Department	0	0	1	3	0	0	0	1	0	0	0	2
Albemarle County Fire/Rescue	1	0	0	0	0	1	0	0	0	0	0	0
Albemarle County Police Department	88	92	120	102	113	102	157	118	151	133	135	154

II. CAD System Statistics

Calls for Service by Month and by Agency



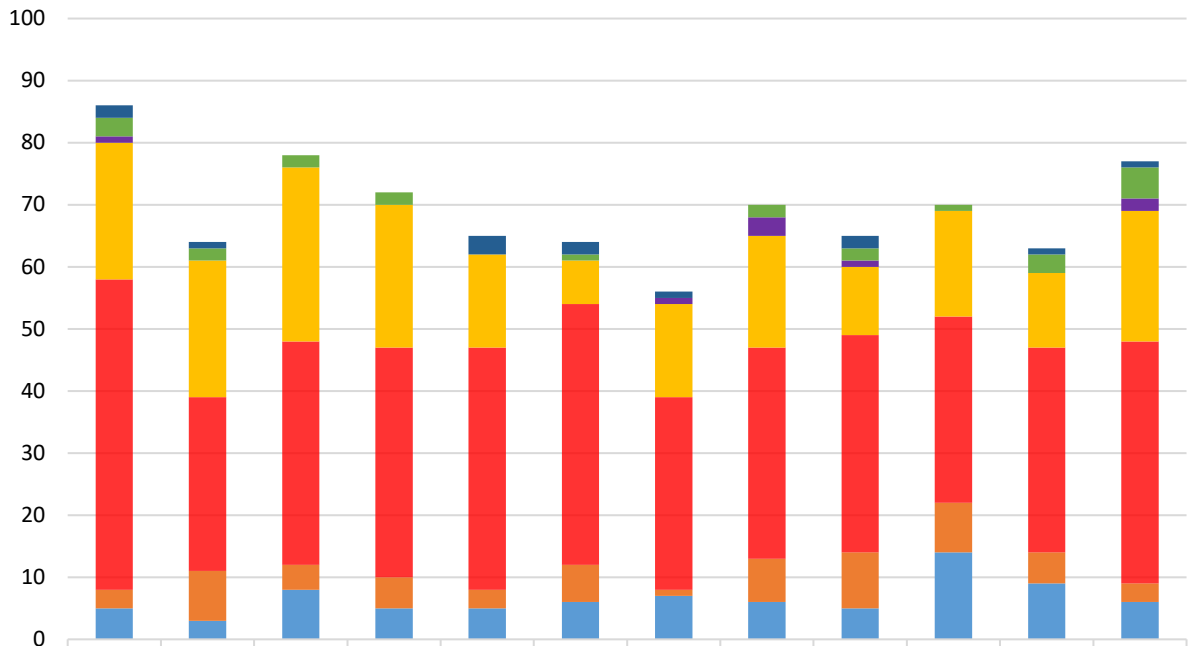
*Excluding a) canceled calls and b) test call types.



Participant	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Overall
Charlottesville	10,108 (24.66%)	12,956 (27.16%)	12,907 (27.02%)	12,033 (26.67%)	48,004 (25.59%)
UVA	9,309 (22.71%)	9,256 (19.41%)	9,624 (20.15%)	9,569 (21.21%)	37,758 (20.13%)
Albemarle	27,573 (67.27%)	25,486 (53.43%)	25,231 (52.83%)	23,515 (52.12%)	101,805 (54.28%)

*Percentages displayed are calls per participant per quarter

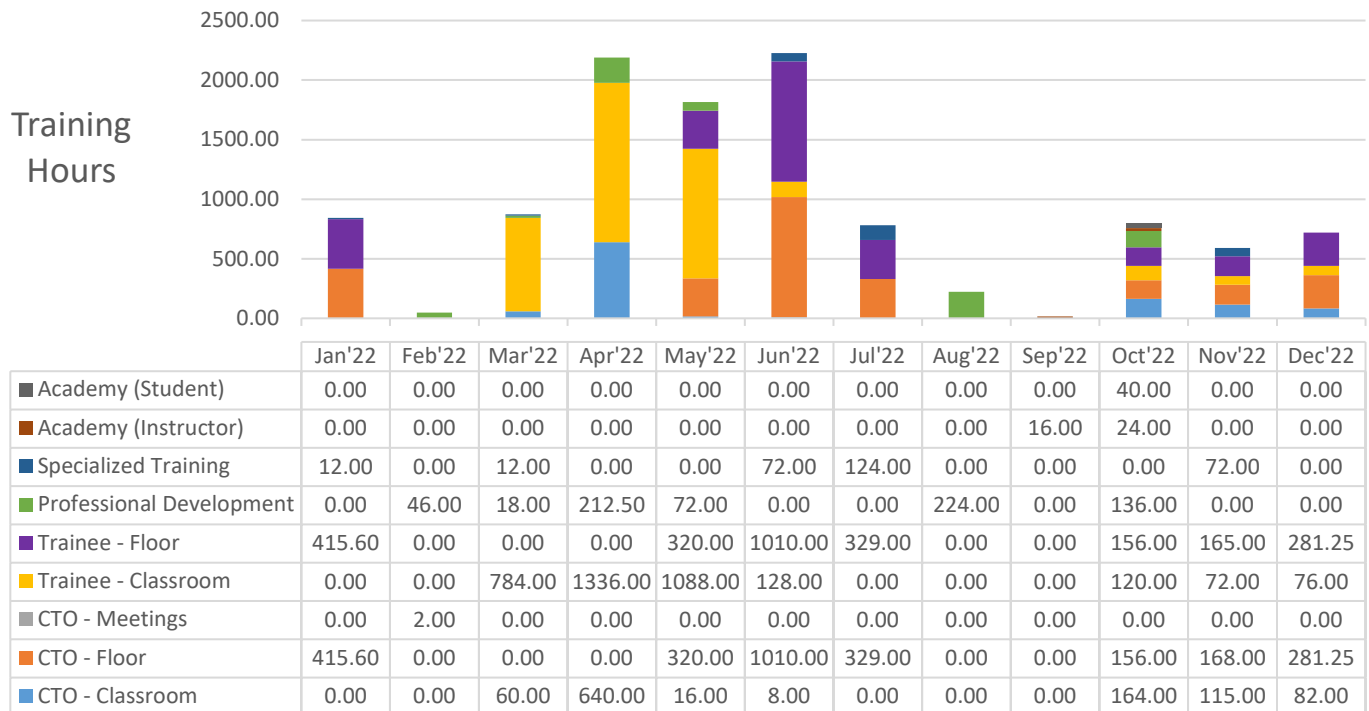
Critical Life Threatening/Saving Events*



	Jan'22	Feb'22	Mar'22	Apr'22	May'22	Jun'22	Jul'22	Aug'22	Sep'22	Oct'22	Nov'22	Dec'22
Stabbing Events	2	1	0		3	2	1	0	2	0	1	1
Shooting Events	3	2	2	2	0	1	0	2	2	1	3	5
Drowning Events	1	0	0	0	0	0	1	3	1	0	0	2
Suicidal Ideations	22	22	28	23	15	7	15	18	11	17	12	21
Cardiac Arrest Calls	50	28	36	37	39	42	31	34	35	30	33	39
Choking Events	3	8	4	5	3	6	1	7	9	8	5	3
Obstetric Calls	5	3	8	5	5	6	7	6	5	14	9	6

*Statistics are based on remarks entered in CAD and final event types. 'Suicidal Ideations' label and definition has been updated as of Q4 2022 to include any call where field responders were dispatched for expressed suicidal ideations and attempted or completed suicides.

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; Q4 2022 includes all in-house academy instructional hours

IV. Accreditation

CALEA: The Commission on Accreditation for Law Enforcement Agencies

Successful CALEA Accreditation has been an established accomplishment for the agency since November 18, 2006. The standards presented by the Commission allow for the agency to maintain and exceed benchmark expectations in all aspects of emergency telecommunications. Continual pursuit of improvement and properly identifying development opportunities gives the agency the ability to rise to the expectations of the community and field responders. Through policy creation and maintenance, agency structure, performance measurements, and operational procedures, the entire ECC team works together to overcome both new and ongoing challenges. Accreditation allows us to quantify that success and continue moving forward positively.

Reaccreditation: November 18, 2009

Reaccreditation: November 18, 2012

Reaccreditation: November 18, 2015

Reaccreditation: November 18, 2019

Current Cycle: 2019-2023

Year 1 (2019-2020) Web-Based Assessment	November 6-14, 2020
Year 2 (2020-2021) Web-Based Assessment	November 5-13, 2021
Year 3 (2021-2022) Web-Based Assessment	January 20-28, 2023
Year 4 (2022-2023) Web-Based Assessment	June 2-10, 2023
Site-Based Hybrid Reaccreditation Assessment	August 17-19, 2023
Anticipated Reaccreditation Award	November 18, 2023

CALEA Chapter	Number of Standards	Number of Proofs and Attachments	Number of Tasks Associated
1 - Organization	33	221	516
2 - Direction and Supervision	37	319	742
3 - Human Resources	30	276	204
4 - Recruitment, Selection, and Promotion	27	178	238
5 - Training	20	205	164
6 - Operations	52	442	356
7 - Critical Incidents, Special Operations, and Homeland Security	9	54	60

International Academies of Emergency Dispatch: Accredited Center of Excellence

The ECC is in the process of identifying and pursuing updates and improvements to the Quality Assurance program, with the goal to attain IAED's Tri-ACE Accreditation within medical, fire, and police emergency dispatch protocols. Adherence to this accreditation will ensure the agency is maintaining high operational standards regarding community and responder needs and safety. We will continue to apprise the Board of developments with this commitment as we move forward.



Agenda Item:

4.2) Finance and Budget Reports



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: Sonny Saxton, Executive Director

From: Josh Powell, Deputy Director-Support Services

Date: February 8, 2023

Subject: FY2023 Budget Snapshot

All amounts are current as of February 7th, 2023, as reported in and sourced from the Albemarle County Financial Transaction Files and AADR report.

FY2023 Budget Snapshot

Department	Original Budget	Current Budget*	Actual Expenditures**	Encumbrances	Balance	% Expended
32110 - ECC-Operations	\$7,125,139	\$7,663,149	\$4,029,756	\$993,172	\$2,640,221	65.5%
32120 - Regional Emergency Mgmt	\$370,189	\$370,189	\$195,065	\$19,233	\$155,891	57.9%
32130 - 800 MHZ Operations	\$571,026	\$571,026	\$247,379	\$0	\$323,647	43.3%
Grand Total	\$8,066,354	\$8,604,364	\$4,472,200	\$1,012,404	\$3,119,759	63.7%

* Includes supplemental appropriations, with additional administrative changes pending.

** Does not include pending transactions (e.g. scheduled check payments, purchase card payments not yet reconciled).



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: ECC Management Board

From: Sonny Saxton, Executive Director ECC

Date: February 3, 2023

Subject: ECC Fund Balance Update

Executive Summary

The ECC Fund Balance is projected to have an unassigned balance of \$1,134,269, after accounting for a 5% operating contingency and all current appropriations and carry-forwards.

This document is prepared to support the management of the FY2023 budget as well as to inform the budgeting process for FY2024 and beyond. As such, it contains the most recent available audited numbers (FY2021) and unaudited actuals and projections through the present date (FY2022 and FY2023-partial).

Fiscal Year 2021

The audited fund balance as of June 30, 2021 was \$3,341,188. This is a year-over-year decrease of \$501,311. In part, this reflects the completion of projects, and related expenditures, for which revenue was received in prior fiscal year(s) but that were delayed as a result of COVID-19 response activities.

TABLE 1: FUND BALANCE AS OF CLOSE OF FY2021

Audited Fund Balance June 30, 2020		\$3,842,499
FY21 Revenues	\$6,682,689.37	
FY21 Expenditures	-\$7,184,000.68	
Net Change in Fund Balance		-\$501,311.31
Audited Fund Balance June 30, 2021		\$3,341,188

Source: FY21 Audit

According to Addendum #2 to the 1984 Participant Agreement, after completion of the fiscal year audit, any funds in excess of 25% of the total annual operating budget are to be returned to the Participants, unless an alternative use is requested by the ECC Management Board and approved by the Participants. The remaining unobligated Fund Balance at the close of FY2021, of approximately \$835,297, is less than 25% of the FY2021 total annual operating budget and thus, no funds are scheduled to be returned to the Participants. (See *Table 2* on the following page.)



Charlottesville-UVA-Albemarle County Emergency Communications Center



TABLE 2: FY2021 CHECK FOR RETURN OF FUND BALANCE OVER 25% OF TOTAL ANNUAL OPERATING BUDGET

Participant Agreement Addendum #2 Compliance Check		
Audited Fund Balance June 30, 2021		\$3,341,188
Funds Obligated (Carry-forwards, Capital Outlays, Encumbrances)	<u>\$1,762,397</u>	
Remaining Fund Balance	<u>\$835,297</u>	
<u>Check for Excess Funds</u>		
25% of FY21 Total Annual Operating Budget (\$8,813,567)	<u>\$2,203,392</u>	
Remaining Funds in Excess of Above		\$0
Addendum-Compliant Fund Balance		\$3,341,188

Source: FY2021 Audit, FY2021 AADR, FY2022 AADR

Fiscal Year 2022 (Unaudited)

The ECC anticipates receiving the completed FY2022 audit in the coming months. Once the audit is received, the Addendum #2 Compliance Check for FY2022 will be conducted. In the interim, the following projection of the net change in fund balance is based on unaudited revenue and expenditure reports. A year-over-year decrease of \$4,813 is estimated.

TABLE 3: PROJECTED FUND BALANCE FOR CLOSE OF FY2022

Audited Fund Balance June 30, 2021		\$3,341,188
FY22 Revenues (Unaudited)	<u>\$7,525,733.21</u>	
FY22 Expenditures (Unaudited)	<u>-\$7,530,546.36</u>	
Projected Net Change in Fund Balance		-\$4,813.15
Unaudited/Projected Fund Balance June 30, 2022		\$3,336,375

Source: FY2022 AADR

Fiscal Year 2023 (Unaudited/In Progress)

The projected unassigned fund balance, available for the ECC Management Board to allocate towards new spending priorities, is approximately \$1,134,269, based on the final figures for FY2021, preliminary figures for FY2022, and current fiscal year encumbrances and appropriations. (See *Table 4* on the following page.)



Charlottesville-UVA-Albemarle County Emergency Communications Center



TABLE 4: OBLIGATED AND PROJECTED USE OF FUND BALANCE FOR FY2023

Unaudited/Projected Fund Balance June 30, 2022	\$3,336,375
Facility Programming Appropriation	<u>-\$65,628</u>
Pictometry and Aerial Mapping Project Appropriation	<u>-\$84,032</u>
Public Safety Software Project Optimization Appropriation	<u>-\$281,878</u>
IT Infrastructure Updates Appropriation	<u>-\$75,000</u>
IT Client Workstation Upgrades Appropriation	<u>-\$22,100</u>
UPS System Upgrade for Datacenter Appropriation	<u>-\$75,000</u>
9-1-1 Telephone Infrastructure Replacement Appropriation	<u>-\$587,908</u>
FY2022 to FY2023 Re-appropriations	<u>-\$607,242</u>
<u>Total of FY2023 Fund Balance Appropriations</u>	<u>-\$1,798,788</u>
Other Identified Use of Fund Balance	
Operating Contingency (5% of FY2023 Budget [\$8,066,354])	<u>-\$403,318</u>
<u>Total Other Identified Use</u>	<u>-\$403,318</u>
Projected Unassigned Fund Balance	\$1,134,269

Source: FY2023 AADR (as of 1/31/2023), Appropriation Request Forms



Agenda Item:

4.3) Technology and Building Reports



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: Sonny Saxton, Executive Director
From: Lily Gregg, Systems Manager
Date: February 6, 2023
Subject: ECC Building Report

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. Interior issues are serviced City of Charlottesville Facilities Maintenance. Exterior issues are serviced by University of Virginia or contracted vendor in conjunction with UVA. Several ongoing building items, and their status, are contained below.

Parking Lot Updates

The upper and lower lots of the ECC will be resealed and striped, and parking signs will be added or replaced to mark ECC spaces.

Building Leaks

As building leaks continue to be an issue, UVA assisted with an inspection of the building and the next mitigation effort recommended includes cleaning all exterior bricks, repairing damaged mortar, and sealing cracks. Estimated cost of repairs is \$24,000.00, which exceeds the remaining budgeted amount for building maintenance and repair. Working to identify budget substitution.

Building Renovations

Work to convert single offices into two person workspaces to accommodate additional staff has been completed. Kitchen renovations to replace cracked, molding countertops, and better utilize the space as break room for staff are nearly complete.

Structural Cracks

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



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: Sonny Saxton, Executive Director
From: Lily Gregg, Systems Manager
Date: February 3, 2023
Subject: ECC Technology Report

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.

Regional P25 Project Budget: \$18,808,000 Funded: FY16 6 year duration	Scope: Replace end of life Motorola 800 MHz SmartZone radio system infrastructure with L3Harris P25 system. Status: Cutover to the P25 radio system commenced on July 19, 2022 and issues found at the time of cutover continue to be worked on. Once those issues are resolved, preliminary system acceptance will be achieved and a 90 day user evaluation period will commence. 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.
Public Safety Software Optimization Budget: \$119,000 Funded: FY22 Budget \$281,878 Funded FY23 Duration pending	Scope: After discontinuing the RFP process, the ECC continues to optimize the current Public Safety Software platform. Status: The Public Safety Software platform was successfully migrated from end of life 2012 servers to 2019 servers on November 9 th . During this migration the software was also upgraded to a newer version. FY23 optimization projects include LE Mobile ShieldForce site license, additional onsite training hours, and upgrade to Enterprise Records. The Enterprise Records offering is not yet available from the vendor, so this upgrade will be delayed.
Next-Generation 9-1-1 Transition Budget: see CHE Funded: see CHE 2 year duration	Scope: 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. Status: 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 correct and update regional GIS data following the initial upload.



Charlottesville-UVA-Albemarle County

Emergency Communications Center



Call Handling System Upgrade Budget: \$608,908 Funded: FY20/FY21 2 year duration	Scope: 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. Status: This upgrade has been completed.
Electronic Dispatch Protocols Budget: \$234,238 Funded: FY20 6-9 month duration	Scope: Implement electronic dispatch protocols for police, fire, and EMS, including integration with the CAD system. Status: 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.
Data Analytics Budget: \$21,000 Funded: FY 21 1 year duration	Scope: System to analyze and share key performance indicators with internal and external stakeholders. Status: This project has been completed.
VPN Replacement Budget: \$32,000 Funded: FY 22 6 month duration	Scope: Replace the current ECC mobile VPN with a more robust solution to accommodate additional operational users of regional public safety software systems. Status: A new VPN solution has been identified, and implementation will take place in the coming months.
PowerDMS Modules Budget: \$8,000 Funded: FY 22 3 month duration	Scope: 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. Status: PowerEngage, the citizen engagement and feedback solution, went live on August 10 th . The current response rate is about 37% with citizen positive satisfaction scores around 94%. PowerFTO, for tracking and documenting training, and PowerTime, an electronic scheduling and time keeping solution, are currently being implemented.
VoIP Phone System Budget: TBD Funded: N/A	Scope: Replace existing analog business phone lines with a VoIP phone system to improve functionality and reduce costs. Status: This project was recommended in the FY24 budget.
IT Infrastructure Updates Budget: \$75,000 Funded: FY 23 6-9 month duration	Scope: Replace core network security devices that are nearing end-of-life Status: Quotes for replacement equipment are being refreshed to begin the procurement process.



Agenda Item:

4.4) Personnel Reports



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: ECC Management Board

From: Josh Powell, Deputy Director-Support Services

Date: January 30, 2023

Subject: ECC Staffing and Recruitment Report

Staffing, Organizational Strength, and Recruitment

Since our last report in November, 2022, there have been two separations (one PSCO, one PSCO recruit) and one transfer (PS Applications Technician).

Our vacancy rate is 17% overall, or 10.7 FTEs. 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. Eight contingent offers have been extended for the PSCO vacancies, with an expected March start date.

Organizational Strength [1/2023]		Actual		Vacant	% Vacant
	Authorized	Full-time	Part-time		
Operational	47.4	38.70		8.70	18%
Public Safety Communications Officers ¹	34.4	24	2.7		
PSCO I		7	0.6		
PSCO II		3		7.70	22%
PSCO III		13	2.1		
Specialized Assignment		1			
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 Analyst*	1	1		0	0%
Public Safety Communications Technician	1	1		0	0%
Emergency Management	1	0		1	100%
Emergency Management Coordinator	1	0		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%
Overall	61.40	50.70		10.7	17%

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¹ Authorized count does not include overhire (0/3 positions filled).

* Salaried



Charlottesville-UVA-Albemarle County Emergency Communications Center



MEMORANDUM - GENERAL

To: Sonny Saxton – Executive Director

From: Celeste Baldino – Deputy Director of Operations

Date: February 8th, 2023

Subject: Complaints, Release of Information, and Other Research

Since November 9th 2022, the ECC has received six complaints. Two complaints were unfounded, and four 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.

The ECC's review of the manner in which we account for all release of information requests and involved research time is ongoing. We have developed a new form for tracking time and effort for each request, and this data will be available in future reports.

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“A CALEA Nationally Accredited Communications Center”



Agenda Item:

4.5) Training Program Report



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: ECC Management Board

From: Jan Farruggio
PS Communications Training Program Manager

Date: January 31, 2023

Subject: Update from the Training Division

Professional Development

In December '22, we had 1 co-worker attend training for leaders and senior management introducing the Struggle Well philosophy, for First Responders. The objective is to enable participants to prepare, practice and implement an individualized plan for personal growth by transforming struggle into strength, enabling them to be of continued service to themselves, their family, their work, their community and their country.

In October '22, the ECC provided Professional Development training, by Maureen (Moe) Dieckmann of Moetivations, on Wellness, Growth, and Leadership Development for Supervisors and Communicators. This voluntary training was designed to improve social, physical, and emotional well-being of 9-1-1 professionals. Attendees expressed the need for additional support in these areas and requested that a future engagement be compulsory for all co-workers.

New Hire Curriculum and OJT Training

Our most recent recruit class was hired in October, to include 2 part-time co-workers and 2 full-time co-workers, during the classroom we had 1 part-time co-workers request to become full-time. This recruit class graduated on January 5, 2023, with a 100% success rate.

We have signs of continued success with the reconstructed training program, as all 4 of the recent recruit class, after 3 weeks with a CTO, will move to the mentoring phase.

A breakdown of training hours is listed on the next page and additionally graphed on page eight of the productivity report.

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Breakdown of Training Hours

	Nov '22	Dec '22	Jan '23	Feb '23
<i>Academy (instructor)</i>				
<i>Academy (student)</i>		16		
<i>Specialized Training</i>	108			
<i>Professional Development</i>			92	
<i>Trainee- Floor</i>	120	377.25	815.25	
<i>Trainee- Classroom</i>	503	288	96	
<i>CTO- Meetings</i>			2.5	
<i>CTO - Floor</i>	120	377.25	815.25	
<i>Instructor - Classroom</i>	84	29	43	
<i>Instructor - CTO</i>	24	4	4	
<i>TPM - Classroom</i>	40	33	12	

Additional Training Detail

November 2022

DEI/Harassment Prevention Training (make-up class)	7 co-workers/4 hrs each
PEER I Training	3 co-workers/24 hrs each
CIT Training	1 co-worker/ 8 hrs

December 2022

Struggle Well Training	1 co-worker/16 hrs
------------------------	--------------------

January 2023

Prepare Yourself for the (Un)Expected	23 co-workers/4 hrs each
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"A CALEA Nationally Accredited Communications Center"



Agenda Item:

4.6) Commendations, Awards, and Press



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: ECC Management Board

From: Josh Powell, Deputy Director-Support Services

Date: February 7, 2023

Subject: ECC Press and Social Media Update

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:

- **11/16/22:** "5 Keys to Addressing Staffing Challenges Through Technology" (webinar)

The poster features a dark blue background with a network of white dots and lines. At the top, the title "5 Keys to Addressing Staffing Challenges Through Technology" is written in white and green. Below the title are five circular headshots of speakers, each with their name and title. At the bottom, a green banner contains the text "LIVE WEBINAR" and the date/time "16th November, 2022 | 1:00PM - 2:00PM ET". A blue circular button with "Register Now" is in the bottom right corner.

5 Keys to Addressing Staffing Challenges Through Technology

Monica Million
Former President, NENA;
Business Development Manager, AWS

Sonny Saxton
Executive Director
Charlottesville-UVA Albemarle
Emergency Communications Center

Alex Dizengof
Co-Founder and
Chief Technology Officer, Carbyne

Andrea King-Smith
Former Communications Supervisor,
Las Vegas Police Department;
Customer Success Manager, Carbyne

Dru Clarke
Former Communications Operations Supervisor,
Fairfax County Department of Public Safety Communications;
Customer Success Manager, Carbyne

LIVE WEBINAR

16th November, 2022 | 1:00PM - 2:00PM ET

Register Now

- **12/28/22:** "ECC Thanks 9-1-1 Telecommunicators for Exceptional Service During Holiday, Handling 45% Increase in Workload" ([CUA911.gov](https://www.cua911.gov))
- **12/28/22:** "Bitter cold resulted in increase in calls to ECC" ([CBS19](https://www.cbs19.com))
- **12/28/22:** "Charlottesville area ECC responds to 45 percent more emergency calls during cold chill" ([Augusta Free Press](https://www.augustafreepress.com))
- **01/01/23:** "Emergency Communications Center flooded with calls over holiday weekend" ([NBC29](https://www.nbc29.com))
- **01/11/23:** "Charlottesville-UVA-Albemarle ECC making it easier to share info with first responders" ([NBC29](https://www.nbc29.com))
- **01/26/23:** "CUAECC Celebrates Newest Academy Graduates" ([CUA911.gov](https://www.cua911.gov))
- **02/09/23:** "Emergency Communications Center offering new tech to Charlottesville-area communities" ([NBC29](https://www.nbc29.com))
- **02/09/23:** "Emergency Communications Center able to get 911 calls during Verizon outage" ([NBC29](https://www.nbc29.com))
- **02/07/23:** Dr. Bill Brady on WINA discussing out-of-hospital care and CPR, including importance of timely access to 9-1-1 ([WINA](https://www.wina.com))

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"A CALEA Nationally Accredited Communications Center"
"APCO Project 33 Certified Training Program"



Charlottesville-UVA-Albemarle County Emergency Communications Center



Social Media

The ECC continues to maintain and grow its presence on social media, including Facebook, Twitter, NextDoor, Instagram, and LinkedIn. Initiatives include recruitment, community engagement, and public education.



Agenda Item:

4.7) Previous Meeting Minutes

Emergency Communications Center Management Board

Special Meeting Minutes – December 8, 2022 – 2pm

Location: ECC Conference Room, 2306 Ivy Rd., Charlottesville, VA 22903

Members Present

<u>Chair</u> Chief Dan Eggleston	<u>Vice Chair</u> Chief Tim Longo	<u>Secretary</u> Ms. Ashley Marshall
Ms. Nelsie Birch	Mr. John DeSilva	Major Tito Durette
Major Terry Walls (designee for Chief Sean Reeves)		Chief Michael Thomas

Members Absent

Dr. Bill Brady		
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Others Present

Mr. Sonny Saxton	Mr. Josh Powell	Ms. Lily Gregg
Ms. Tiffany Caldin		

(1) Call to Order

Chief Eggleston called the meeting to order at 2:11pm.

(2) Roll Call

Roll call was taken on the record. With no members attending virtually and two absent at the time of roll call, a quorum was present.

(3) Matters from the Public

No members of the public provided comments to the Board, and no comments had been submitted through electronic means.

(4) Consent Agenda

With no items removed from the consent agenda for further discussion, Chief Longo made motion, seconded by Chief Thomas, to approve the consent agenda as presented (“**Productivity Report,**” “**Technology and Building Report,**” “**Personnel Reports,**” “**Training Program Report,**” “**Commendations, Awards, and Press,**” “**FY2021 Audit,**” “**Previous Meeting Minutes: May 17, 2022 Regular Meeting,**” “**2023 Regular Meeting Schedule,**” and “**ECC Facility Programming Needs Assessment**”). The motion carried on a voice vote.

(5) Committee Updates – Sonny Saxton

Budget and Finance Committee – FY 2024 Budget Timeline: Mr. Saxton presented an overview of the proposed budget timeline included in the meeting packet, and indicated that the Budget and Finance Committee would be meeting to review a draft budget request in advance of the Board’s February meeting.

(6) Presentations and Reports

Directors Report: Mr. Saxton thanked the ECC's Public Safety Communications Officers for their admirable performance, including during several recent tragedies faced by the community.

Mr. Powell presented a financial report update noting that as of the FY 2021 audit, the ECC fund balance was approximately \$3.3m. He further discussed cost allocation for fiscal services, noting that Albemarle County previously conducted a cost allocation study and requested reimbursement of 2.5% of the ECC's operating budget for services provided to ECC. Per the 1984 Participant agreement, a contract is required to be initiated between the County and the ECC. ECC submitted draft changes and is awaiting the final draft. Once received, staff will bring to the Executive Board for review.

Mr. Powell also requested approval for an extension of recruitment incentives for Public Safety roles through June 30, 2023, utilizing already appropriated dollars and FY 2023 Salary and Benefit savings, given that Albemarle County will also be extending their recruitment incentives. The ECC incentive has been quite successful. **The Board provided general agreement and consensus to extend the incentive.**

Mr. Powell additionally provided an update concerning in-house services. Mr. Powell shared that financial consultants have been engaged and have met with staff. They are working on their report as it relates to ECC processes. Ms. Birch asked if there were any changes in the FY24 budget with concern to their work. Mr. Powell stated that at this point there was no indication of additional budgetary impacts.

Additionally, Mr. Powell noted the successful hiring of the ECC Human Resources Manager, Ms. Tiffany Caldin. She will be working on updating policies and processes to meet the needs of the organization. Mr. Powell expressed his appreciation to Albemarle County Human Resources for their assistance with the job description development and recruitment efforts for this position.

Finally, Mr. Powell discussed the search for legal services for the organization and board. He noted that as of now any procurement related legal services stays with Albemarle County; but there is a need to have designated legal for this body and organization. Staff will be working with Albemarle County procurement and the Board's Executive Committee to draft an appropriate scope of work.

P25 Radio Project Update: Ms. Gregg provided an update on the P-25 Radio Project, which began in 2017 to replace an aging regional radio system and improve coverage, redundancy, and reliability. An update was provided previously May 2022 to the ECC Management Board. The cutover commenced in July 2022 and the organization is currently working with remaining agencies to assist them in completing their steps for cutover. Due to the improved coverage, a "hole filler" at Sugar Hollow will not be required. A consultant will be recommending other possible locations for a hole filler. The organization is still in user evaluation period, collecting feedback from end users, despite its projected end in October 2022 as some issues remain unresolved. It believes that resolution is forthcoming as updates to radio programming to improve audio quality is being made after consulting with the prime contractor's senior management.

Next steps include building on the strength of radio coverage for locations with poor cellular coverage for potential methods to activate and coordinate emergency services. They are also working with the CAD vendor to implement GPS mapping integration, as well as reprogramming all user radios to remove the legacy system. Finally, the old equipment and Bucks tower will be decommissioned and removed respectively. One outstanding need is finding a location to store some of the spare and backup equipment, including 30-foot antennas.

As of September 2022, the project has spent approximately \$10.8 million dollars of the original \$18.8 million dollar appropriation. The projected remaining spend is \$6.2 million dollars, therefore likely resulting in some cost savings. Mr. Saxton thanked Ms. Gregg and her team for being so mindful of costs.

Proposed Strategic Plan: Mr. Saxton discussed the proposed strategic plan as provided in the meeting packet beginning on page 89.

The proposed seven (7) year plan has been designed to be simple and actionable. The team took the opportunity to review and update the ECC's purpose, vision, and value statements. These items incorporated discussions from Board members, on items such as having a just culture, recruiting and retaining a qualified workforce, incorporating concepts of 21st Century Policing and alternative response models for mental health crisis support. Internally, two key issues focused on were the need to expand and realign the organizational structure and to assume responsibility for administrative services (including HR and legal). The process included the creation of a SWOT analysis, and the determination of the core guiding values for the ECC. The resulting product was a one-page strategic plan that the ECC team could begin working on immediately.

Next steps:

- The board will give input and formally adopt this plan.

Questions:

- Chief Longo – When it comes to the facility location, will it continue to be this site to rebuild or another site in the region? Chief Longo noted that a 2025 construction start date appears to be aggressive with no site location identified.
 - o Answer: The decision has not yet been made and a building committee would likely make that determination once formed by the Chair. Ideally, the site needs to stay close to the central core due to connectivity requirements and backup systems needed.
- Ms. Birch asked about whether or not there was an end date for the land lease and use of the current site.
 - o Answer: There was no identified time to vacate the current site.

CUA911.gov Website: Mr. Powell discussed and unveiled the new CUA ECC website (www.cua911.gov), the first ever dedicated website for the Emergency Communications Center. Pages and tools include information for the community on accessing 9-1-1 and emergency services, information on meetings and governance of the ECC Management Board, as well as geographical incident and performance data. Mr. Powell requested that the Members let him know if there was any additional information that they would like to see on the website. Mr. Powell also demonstrated a hiring and recruitment landing page to provide information to potential new hire candidates.

Chief Longo noted how exceptional the website was given its usability as well as visual impact. Mr. Powell noted that another feature included was the ability to add a banner to the top of the page to notify of issues, such as emergencies or technical issues impacting the region or the 9-1-1 system. Acting Chief Durette asked if the banner function had been utilized as of yet. Mr. DeSilva requested to review the Emergency Alerts page and to have the UVA public alert system sign up linked. Mr. Powell also noted a satisfaction survey tool through PowerEngage, a technology product that interfaces with the ECC's CAD system and automatically sends satisfaction surveys following low-acuity calls to 9-1-1 or the ECC's non-emergency number. Since the go-live date, 10,324 surveys had been sent and 3,622 responses were received totaling a 35.1% response rate. Of those responses, the Citizen Positive Satisfaction Score has

averaged between 92% and 94%. Comments from the surveys were also available on page 23 of the meeting packet. The email commendation on page 25-26 was also noted by Mr. DeSilva.

(7) Other Matters Not Listed On the Board Agenda

Chair Eggleston requested information on whether there were any additional matters for consideration. None were provided.

(8) Adjourn

The Chair requested a motion to adjourn. Acting Chief Durette moved to adjourn, at 3:06pm. With no further business to come before the Board, the meeting was adjourned.



Agenda Item:

4.8) Strategic Plan Update

Charlottesville-UVA-Albemarle ECC

1st Quarter One-Page Plan 2023

Updated: January 3, 2023

CORE VALUES/BELIEFS Our Foundation/Reputation	10-YEAR VISION	2025 TARGETS (BY YEAR END)	2023 GOALS (BY YEAR END)																																																				
<p>Generous</p> <ul style="list-style-type: none">With each other, our time, our community <p>Open</p> <ul style="list-style-type: none">To learning and innovation, open-minded & inclusive <p>Leaders</p> <ul style="list-style-type: none">At all levels and positions, fostering teamwork <p>Dedicated to SERVICE</p> <ul style="list-style-type: none">For the safety of community and responders <p>Efficient & Empathetic</p> <ul style="list-style-type: none">With our communications, policies, and co-workers <p>Notable</p> <ul style="list-style-type: none">Worthy of celebrating <p>Be GOLDEN!</p> <p>Purpose Statement: <i>Why are we here?</i></p> <p>Because the health, wellness, and safety of our community relies on the emergency response and service of 9-1-1.</p>	<p>BHAG <i>Big, hairy, audacious goal</i></p> <p>By 2030:</p> <p>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.</p> <p>Hedgehog</p> <p>Provide community safety and preparedness services through innovation and collaboration that earns community trust.</p> <div></div> <p>Issues <i>Keep these in mind.</i></p> <ol style="list-style-type: none">Investing in purpose-built facility prioritiesIncreasing co-worker time availability for recruitingDeveloping a qualified workforce in a Just CultureFocusing on co-worker work-life culture and balanceDefining retention and lifecycle of engaged co-workersFocusing on organizational structure and communicationInvesting in co-worker career developmentPlanning for funding sustainabilityBuilding co-worker efficiency and confidenceTime dedicated to community engagementMeeting dynamic community service expectationsAchieving sustainable staffing for operational efficiencies	<table><tr><th>Year-end</th><th>2025</th></tr><tr><td>Facilities</td><td>Contract executed</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&P</td><td>Action planning</td></tr><tr><td>L&P</td><td>100% implement</td></tr><tr><td>L&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> <p>Sandbox</p> <p>Responder Agencies, Community & Business Members, Service Orgs., City, County & State Governments, Educational Institutions, Vendors & Suppliers, Contract Partners, Professional & SDOs</p> <p>2025 Thrusts</p> <p>What will get us to our goals?</p> <p>Facilities</p> <ul style="list-style-type: none">New ECC facility contract has been executed. <p>Recruiting</p> <ul style="list-style-type: none">At least 3 applications/ opening <p>Training</p> <ul style="list-style-type: none">100% of CE/year complete <p>Retention</p> <ul style="list-style-type: none">Volunteer replaces mandatory on-call and overtime <p>L&P</p> <ul style="list-style-type: none">Implement co-worker engagement surveyEstablish 3 new sustainable/or one-time funding sourcesBoard recommendations for organization's functions and structure implemented <p>Technology</p> <ul style="list-style-type: none">Resolution system use up 50% <p>Operations</p> <ul style="list-style-type: none">Participate in ≥ 1 community engagement opp./monthCommunity surveys ≥ 10% response & 90% satisfactionPolicies support 21st Century Policing & alternative response models defined (e.g., 911/988 interactions, mental health crisis) <p>Staffing</p> <ul style="list-style-type: none">Review and validate authorized FTEs	Year-end	2025	Facilities	Contract executed	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>Funds Identified</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&P</td><td>Deploy survey</td></tr><tr><td>L&P</td><td>100% alignment</td></tr><tr><td>L&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> <p>2023 Commitments</p> <ol style="list-style-type: none">Facilities:<ol style="list-style-type: none">Complete facility programming analysisSecure fundingRecruiting:<ol style="list-style-type: none">Create new marketing collateralAcquire dedicated HRTraining:<ol style="list-style-type: none">Set and identify relevant training opportunitiesDetermine training program KPIsRetention:<ol style="list-style-type: none">Develop a framework to reduce on-call and overtimeL&P:<ol style="list-style-type: none">Implement and measure strategy outcomes to improve internal communicationProvide HR and legal services in-house with consideration for finance servicesAcquire one additional funding sourceTechnology:<ol style="list-style-type: none">Develop communication and awareness strategyRefresh after-hours proceduresOperations:<ol style="list-style-type: none">Develop strategy for scheduling community education opportunitiesOperationalize existing data into PE workflowAlign existing policies and procedures for 21st Century Policing principles and alternative response models (e.g., 911/988 interactions, mental health crisis)Staffing<ol style="list-style-type: none">Develop strategy, including KPIs where needed, to validate performance	Year-end	2023	Facilities	Funds Identified	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 ST QUARTER 2023 GOALS	1 st QUARTER 2023 ROCKS																														
<table><tr><th colspan="2">Quarter YTD</th></tr><tr><th>Quarter-end</th><th>2023</th></tr><tr><td>Facilities</td><td>Analysis services secure</td></tr><tr><td>Recruiting</td><td>-</td></tr><tr><td>Training</td><td>KPIs & tracking mechanism</td></tr><tr><td>Retention</td><td>Subcommittee established</td></tr><tr><td>L&P</td><td>C-plan framework created</td></tr><tr><td>L&P</td><td>Transition plan developed</td></tr><tr><td>L&P</td><td>-</td></tr><tr><td>Technology</td><td>-</td></tr><tr><td>Operations</td><td>-</td></tr><tr><td>Operations</td><td>-</td></tr><tr><td>Operations</td><td>Roadmap developed</td></tr><tr><td>Staffing</td><td>-</td></tr></table>				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	-
Quarter YTD																															
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L&P	Transition plan developed																														
L&P	-																														
Technology	-																														
Operations	-																														
Operations	-																														
Operations	Roadmap developed																														
Staffing	-																														
1A	Prepare facility programming analysis to be presented to the Board <ul style="list-style-type: none">Seat Board-level subcommitteeIdentify funding for the analysisSecure analysis services	Sonny																													
3B	Determine and track training program KPIs <ul style="list-style-type: none">Identify KPIs for the new hire programIdentify KPIs for the CE programCreate tracking mechanism	Jan																													
4A	Develop a subcommittee to create framework to reduce on-call and overtime <ul style="list-style-type: none">Identify a management sponsorSolicit volunteersSet meeting schedule	Celeste																													
5A	Create framework for a communications plan <ul style="list-style-type: none">Identify workgroupsSchedule and hold work sessionsCompile existing communications workflowsAnalyze report and identify gaps	Lily																													
5B	Develop HR and Legal (County to ECC) transition plan <ul style="list-style-type: none">Continue onboarding of HR managerPerform Gap Analysis and determine status of open HR specialist positionSolicit and initiate procurement for legal svcs	Josh																													
7C	Develop policy review and revision roadmap <ul style="list-style-type: none">Identify policy and procedures subcommitteeComplete a gap analysis of existing policies and proceduresDevelop policy review schedule	Tiffany																													

REVISION'S AND UPDATES - WHAT'S CHANGED?

- December 8, 2022 – Following Board discussion and review, updated 2025- and 2023-year end goals regarding new facilities to be clearer and obtainable. New target for end of 2025 is to have an executed design/build contract.
- January 3, 2023 – Updated 1st Quarter 2023 Rocks to reflect new owners and updated the goals being worked on.