ECC Management Board Meeting Packet - 12/13/2023

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

Print date: 12/5/2023

Table of Contents

4.1

Productivity Report

Charlottesville-UVA-Albemarle County Emergency Communications Center Productivity Report

Quarter 3 / July – September 2023

Table of Contents

About This Report

This report was developed to provide an 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. It is continually being modified and improved to deliver the most accurate, actionable data.

Q3 2023: As the agency has expanded, this report has evolved to reflect the most relevant and applicable data associated with the agency's pursuit of excellence and continuous improvement. In this and subsequent Productivity Reports, Training Academy and Professional Development updates will be reflected in individual memos delivered by those functions. The Performance Improvement section will now reflect the agency's improvement in protocol compliance and operational performance. New or modified chart types and focuses may be included in this section in future reports.

I. Telephone System Statistics

Incoming Telephone Call Volume*

	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23
■ Alarm & 10-digit Emerg.	742	769	933	677	540	717	699	673	777	967	845	698
■ Non-Emergency Number	8,658	8,572	8,416	8,035	7,484	8,616	8,907	8,532	8,275	9,376	8,873	9,021
■ Emergency 911	7,408	6,706	6,830	6,421	6,452	6,694	7,698	7,549	8,415	7,786	6,837	6,562
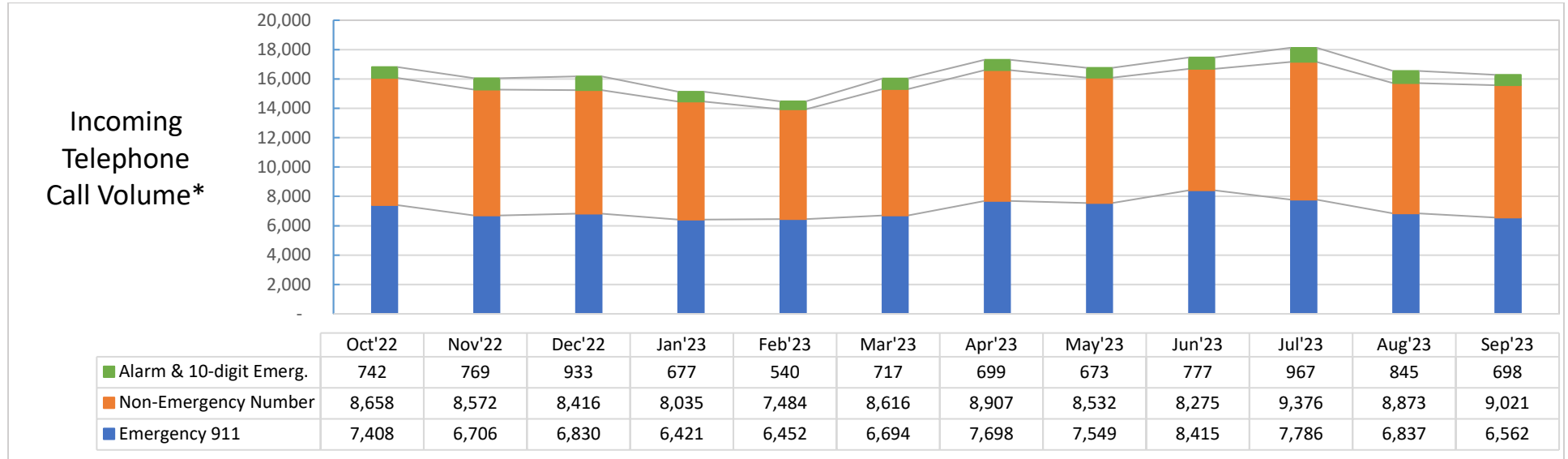
Includes calls that disconnected from queue before being answered.

911 Class of Service*

	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23
■ 911 Unknown	177	157	121	103	143	126	122	114	560	242	121	69
■ 911 VoIP	671	632	628	689	634	696	647	707	598	714	718	622
■ 911 Wireline	533	509	588	485	488	504	471	454	500	469	469	380
■ 911 Wireless	5,183	5,408	5,493	5,144	5,187	5,368	6,458	6,274	6,757	6,361	5,529	5,491
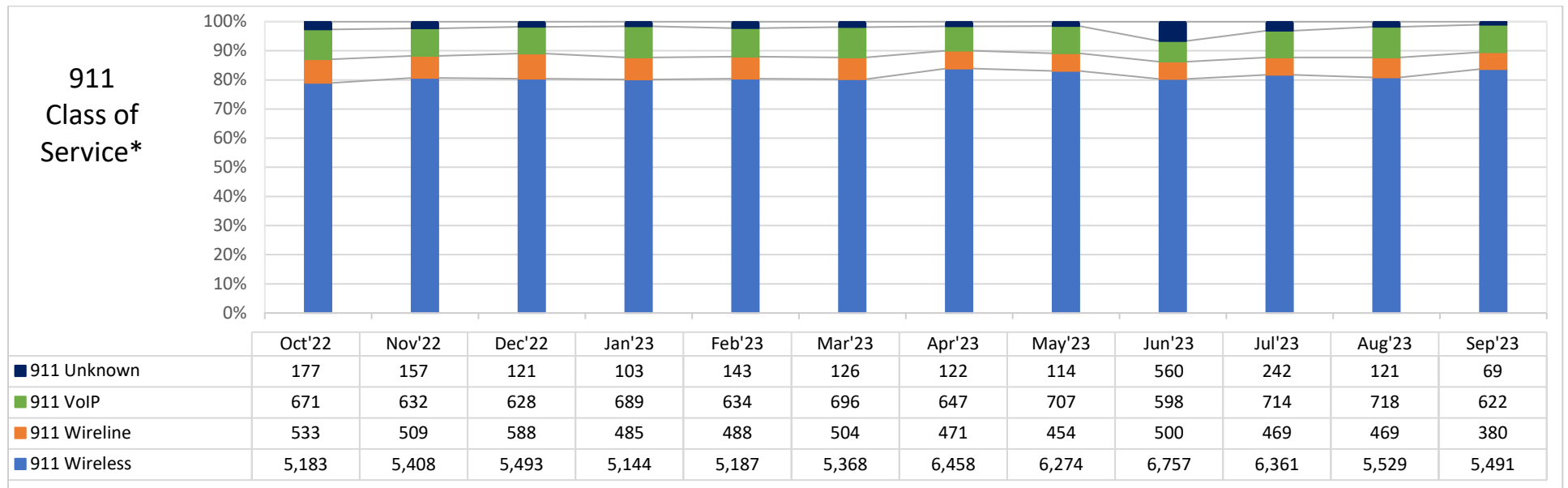
911 Unknown Class of Service Calls increased in June 2023 due phone vendor issue. See 911 Calls Abandoned Before Answer for further information.

Telephone Call Duration (Average Seconds)

	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23
Incoming 911	145	143	134	141	141	146	128	130	126	141	149	151
Incoming (Overall)	134	132	126	134	130	135	129	132	131	140	142	144

911 Call Answer Times

Legend: ≤ 15 Secs, ≤ 20 Secs, ≤ 40 Secs, 15sec Standard, 20sec Standard
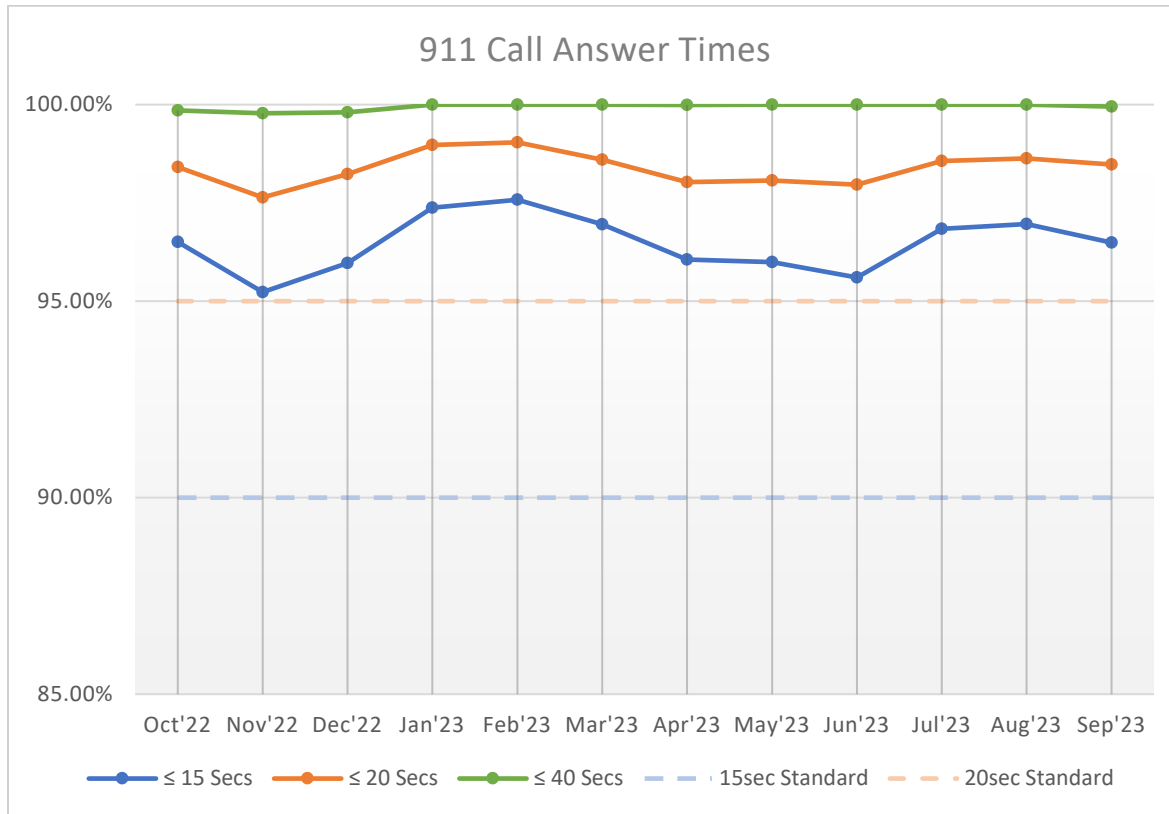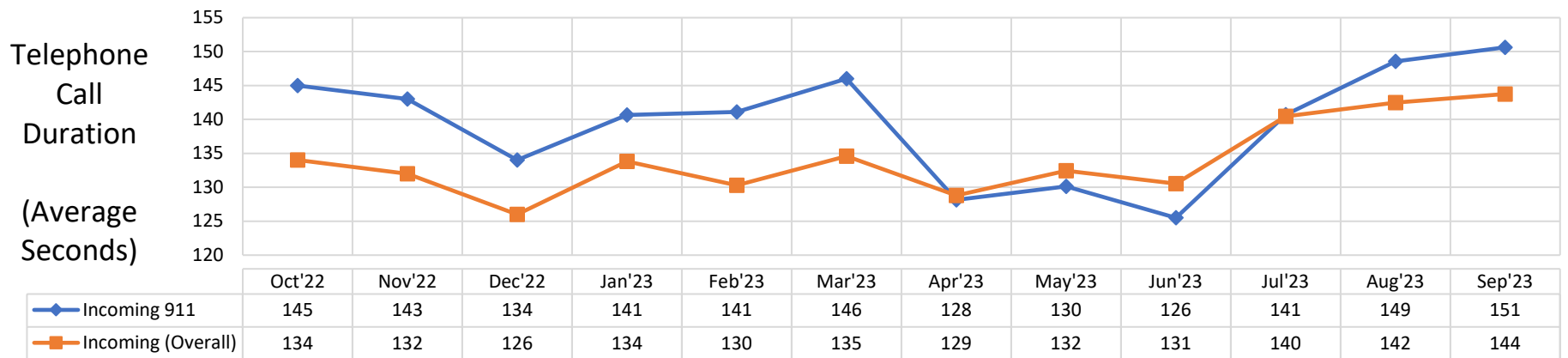
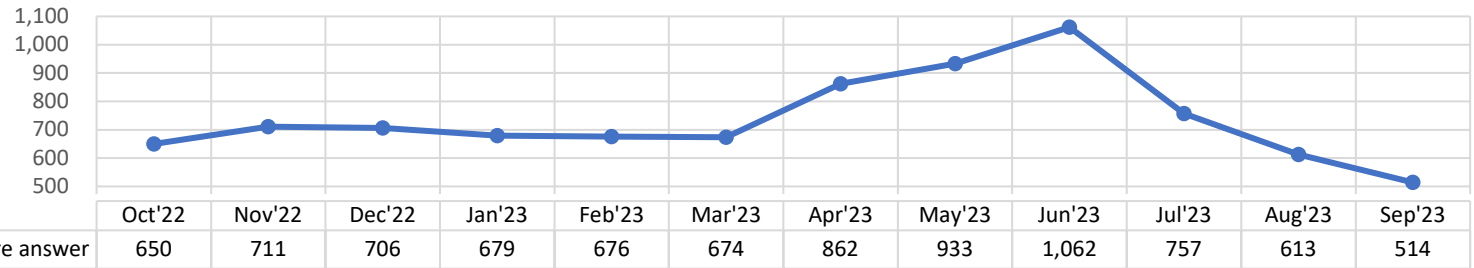| Standard	Met	Comments
Ninety percent of all 9-1-1 calls arriving at the PSAP **SHALL** be answered within fifteen seconds. *NENA-STA-020.1-2020, 9-1-1 Call Processing Standard*	✓	The ECC consistently meets and exceeds this standard, answering 95-98% of all 9-1-1 calls within fifteen seconds.
Ninety-five of all 9-1-1 calls **SHOULD** be answered within twenty seconds. *NENA-STA-020.1-2020, 9-1-1 Call Processing Standard*	✓	The ECC consistently meets and exceeds this standard, answering 97-99% of all 9-1-1 calls within twenty seconds.

911 Calls Abandoned Before Answer*

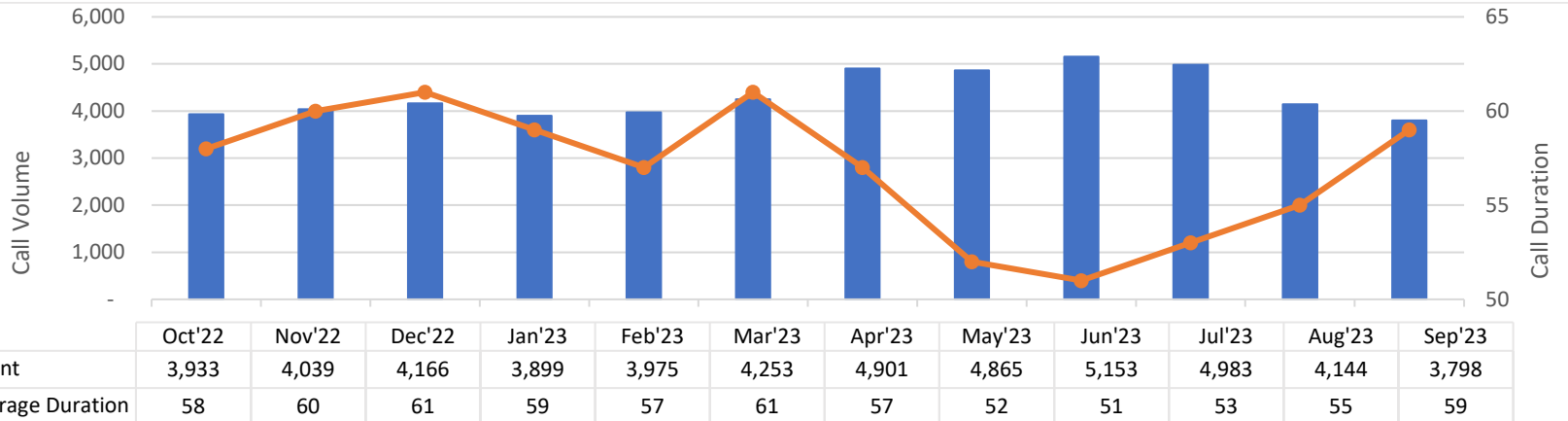|	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23
911 calls abandoned before answer	650	711	706	679	676	674	862	933	1,062	757	613	514

*911 Calls Abandoned Before Answer increased throughout April, May, and June due to an operational anomaly with our mobile service providers' communication infrastructure. These 'tower calls' or 'ghost calls' are generated by cell towers with no actual callers on the line. The CUAECC IT department has pursued correction through the service providers and, since June 25th, 911 Calls Abandoned Before Answer have decreased to previously recorded ratios.

911 Calls Abandoned Before Queue

	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23
911 calls abandoned before queue	2	0	1	1	0	0	0	0	0	2	1	0
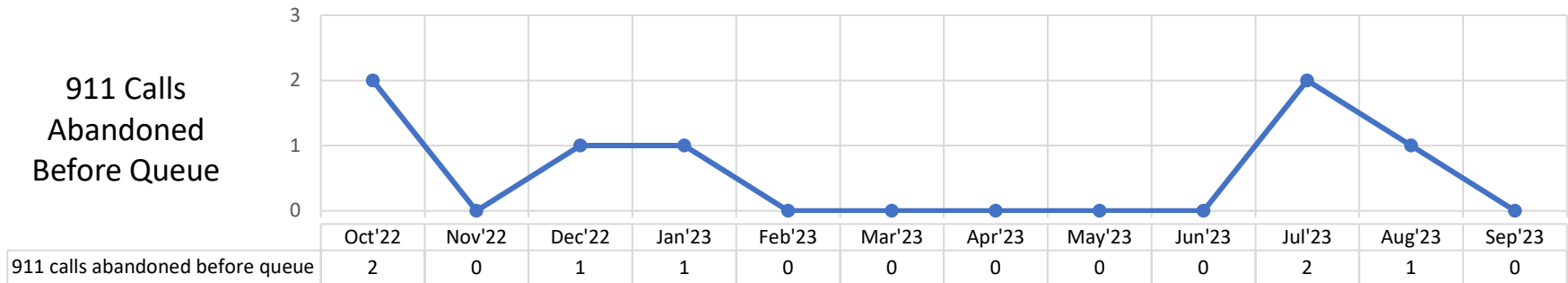
Outbound Call Volume and Duration

	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23
Outbound Call Count	3,933	4,039	4,166	3,899	3,975	4,253	4,901	4,865	5,153	4,983	4,144	3,798
Outbound Call Average Duration	58	60	61	59	57	61	57	52	51	53	55	59

Page **4** of **16**

II. Alternative Communications Statistics

Texts to 911*
(Session Count)

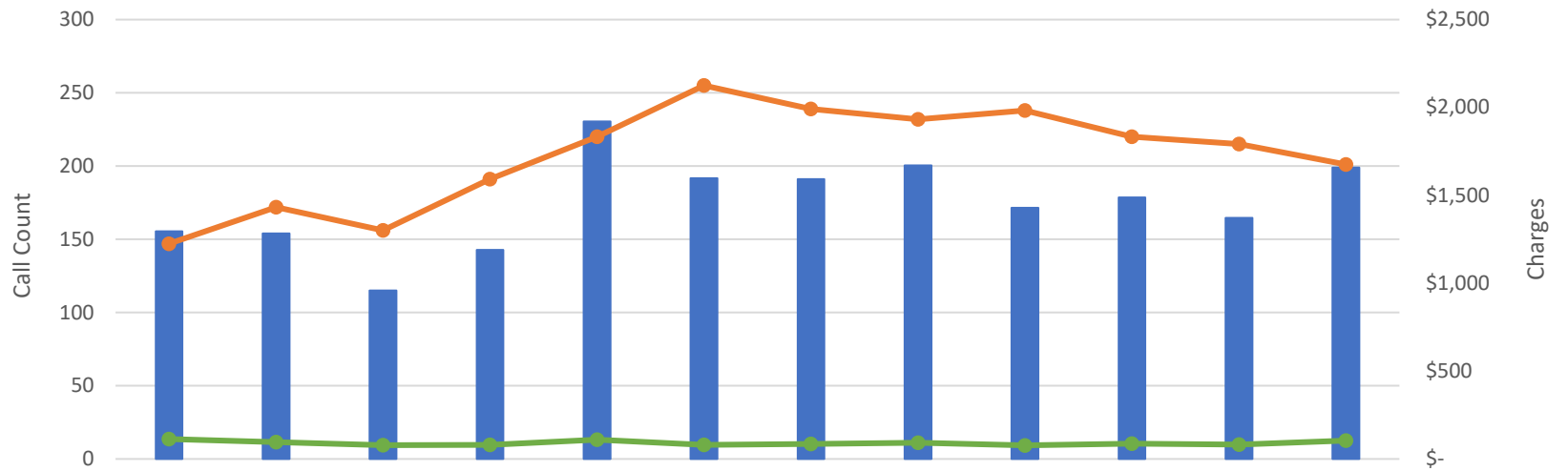|	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23
■ CUAECC Response Only	7	5	7	12	4	7	5	11	13	3	17	28
■ Partner Agency Response	8	25	11	9	8	10	9	9	5	10	6	32
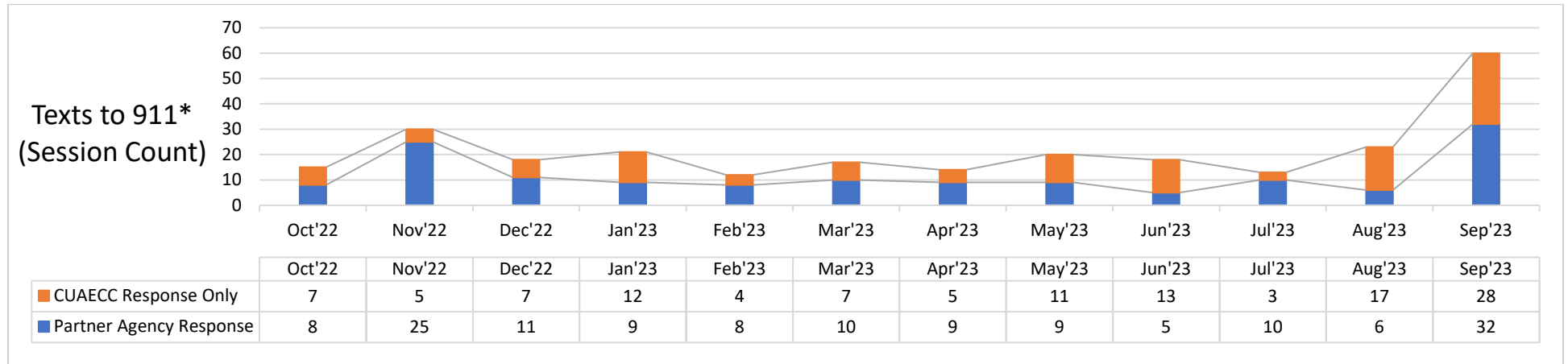
*These categories have been renamed as of Q3 2023 to more accurately reflect the type of data that is captured; the renaming of these categories does not change previous data counts.

CUAECC Response Only: Previously listed as 'Tests', this category includes test sessions, accidental texts (including automatic smart device and ride share messaging), and other community contact that did not require the dispatch or utilization of resources outside of the CUAECC. **Partner Agency Response**: Previously listed as 'Emergencies', this category includes any text session that necessitated dispatch or utilization of resources from partner agencies.

TTY/TDD Utilization
(Includes Tests and Open Line Challenges)

	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23
TTY/TDD Utilization	23	26	16	37	16	18	41	31	31	60	37	38
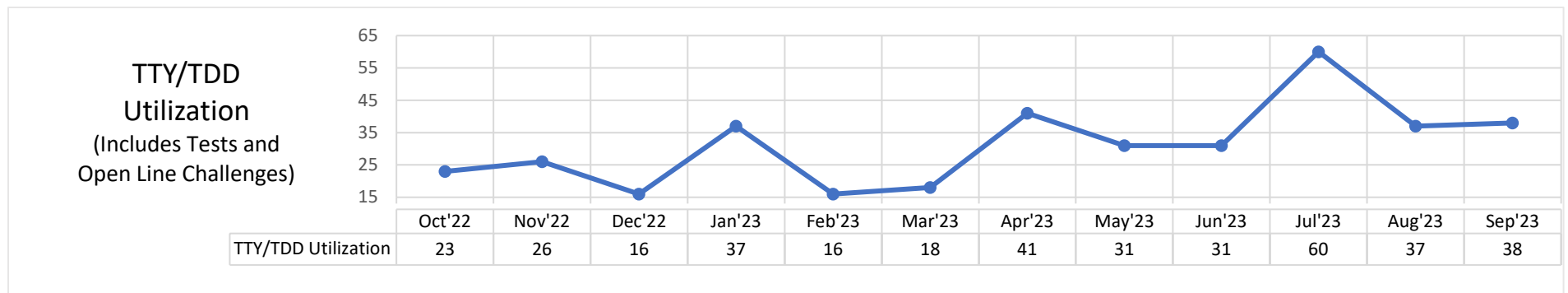
Translation Services - Language Line

	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23
Language Line Charges	$1,296	$1,284	$958	$1,190	$1,921	$1,598	$1,593	$1,670	$1,429	$1,488	$1,372	$1,659
Total Calls	147	172	156	191	220	255	239	232	238	220	215	201
Avg. Call Length (mins)	14	12	10	10	13	10	10	11	9	10	10	13

Calls Transferred to Other Agencies or Individuals
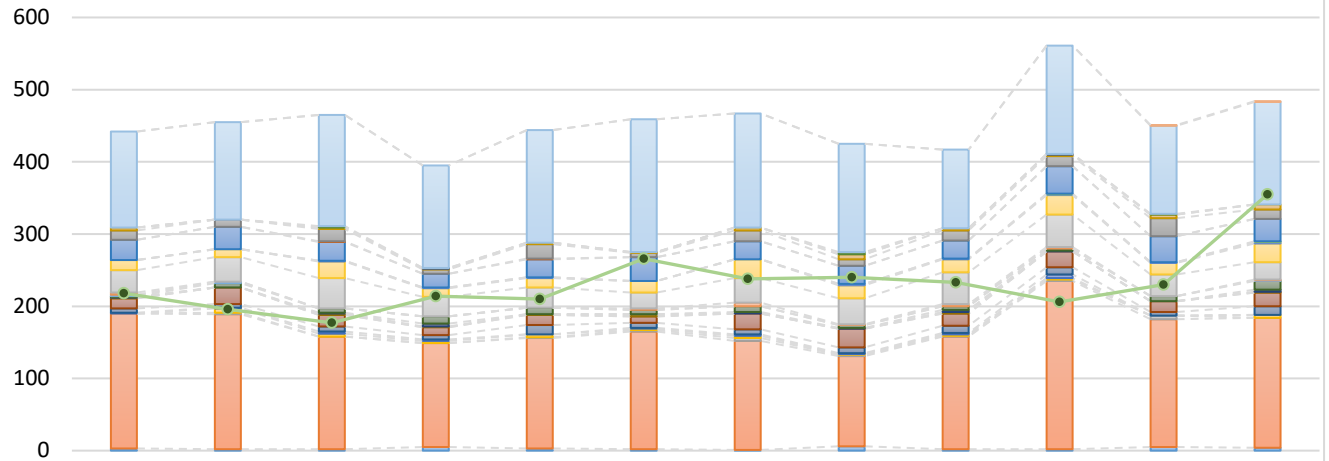
	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23
Albemarle County Fire/Rescue	0	0	0	0	0	0	0	0	0	0	1	1
Albemarle County Police Department	133	135	154	142	156	184	158	150	109	150	122	142
Albemarle County Sheriff's Department	0	0	2	0	0	0	0	3	0	0	1	0
Amherst Sheriff's Department	0	0	0	1	0	0	0	0	0	1	0	0
Augusta County Sheriff's Department	4	0	2	1	2	1	4	7	3	2	5	7
Buckingham County Sheriff's Department	13	10	17	6	20	6	15	9	14	14	25	13
City of Charlottesville Fire Department	0	0	1	0	1	0	0	0	0	0	0	0
City of Charlottesville Police Department	28	31	26	19	25	33	25	25	25	38	36	31
City of Charlottesville Sheriff's Office	0	0	0	0	0	0	0	0	0	1	0	1
Culpeper Sheriff's Department	0	0	1	1	1	0	0	2	1	1	1	2
Fluvanna County Sheriff's Department	14	11	23	12	13	16	26	18	18	27	16	26
Greene County Fire-Rescue and Sheriff's Department	31	34	42	27	28	22	34	36	44	45	30	24
Harrisonburg/Rockingham ECC	3	0	0	0	0	2	5	1	3	2	0	1
JADE/Terrorism Hotline	2	2	0	0	0	0	0	0	0	0	0	1
Louisa County Sheriff's Department	1	6	6	10	9	6	8	4	5	3	7	12
Madison County Sheriff's Department	1	0	1	4	0	0	2	1	3	1	0	3
Medcom	1	0	2	1	1	3	0	0	2	0	0	1
Medic 5	0	0	0	0	0	0	0	0	0	0	0	0
Nelson County Sheriff's Department	14	23	16	11	14	9	22	26	17	22	15	19
Orange County Fire-Rescue and Sheriff's Department	6	5	7	6	13	7	7	8	10	10	5	12
Poison Control	1	1	3	2	0	1	2	1	2	5	0	0
University of Virginia Police Department	0	6	4	3	4	2	3	1	2	2	0	4
Virginia Department of Transportation	0	2	0	0	1	2	4	2	1	2	5	0
Virginia State Police	187	187	156	144	153	163	151	125	156	233	177	180
Waynesboro Police Department	3	2	2	5	3	2	1	6	2	2	5	4
Other Agencies or Individuals	218	196	177	214	210	266	238	240	233	206	230	355

III. Response Statistics

	Oct'22	Nov'22	Dec'22	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23
■ Stabbing Events	0	1	1	0	1	3	2	3	1	0	2	1
■ Shooting Events	1	3	5	5	10	3	0	4	4	1	1	2
■ Drowning Events	0	0	2	0	0	0	0	1	1	2	0	0
■ Suicidal Ideations	17	12	21	29	19	37	40	36	30	25	21	23
■ Cardiac Arrest Calls	30	33	39	38	38	30	31	31	36	38	26	28
■ Choking Events	8	5	3	6	3	6	7	2	6	5	4	9
■ Obstetric Calls	14	9	6	10	3	4	9	18	11	8	6	4
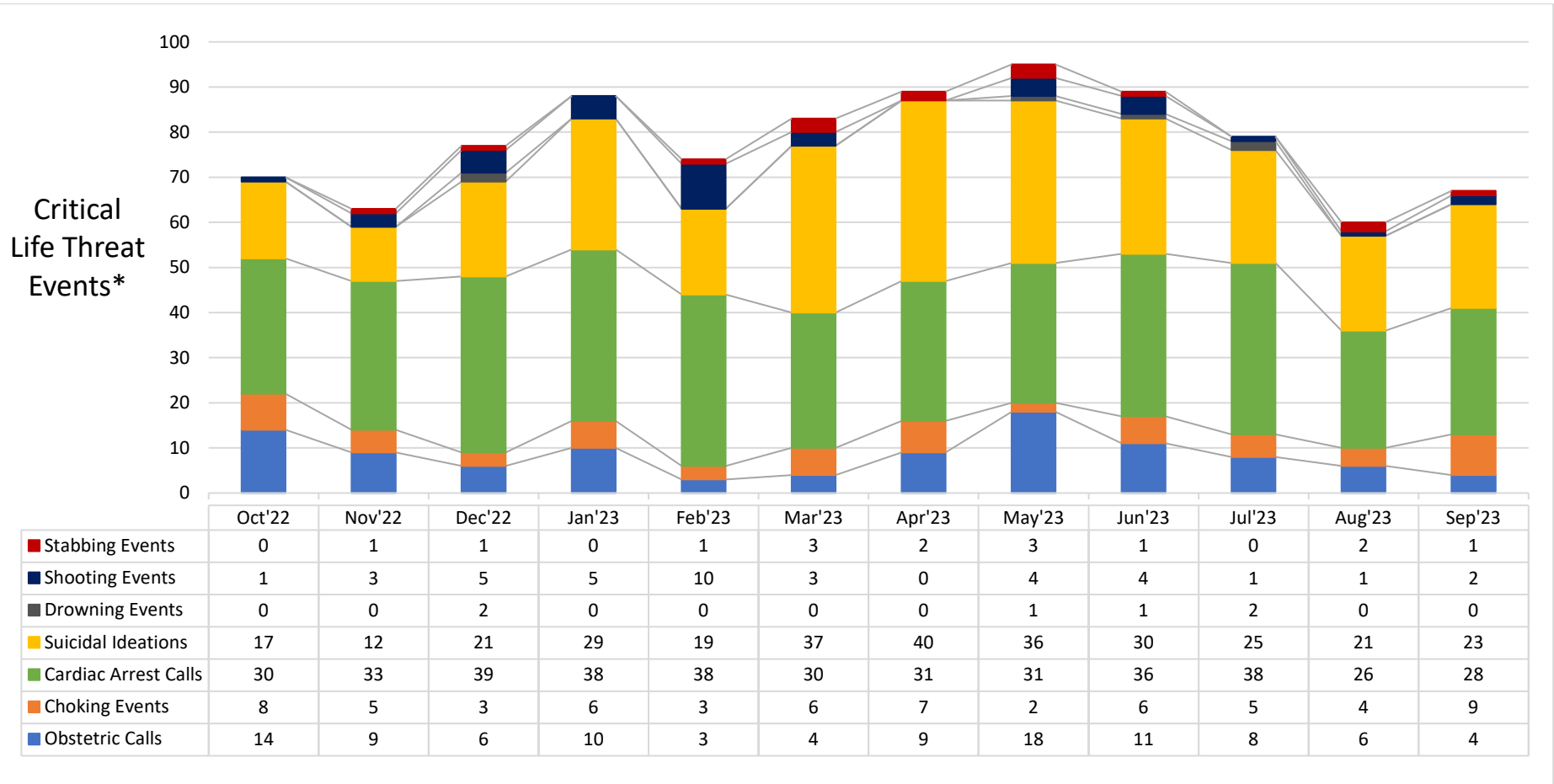
Statistics are based on remarks entered in CAD and final event types.

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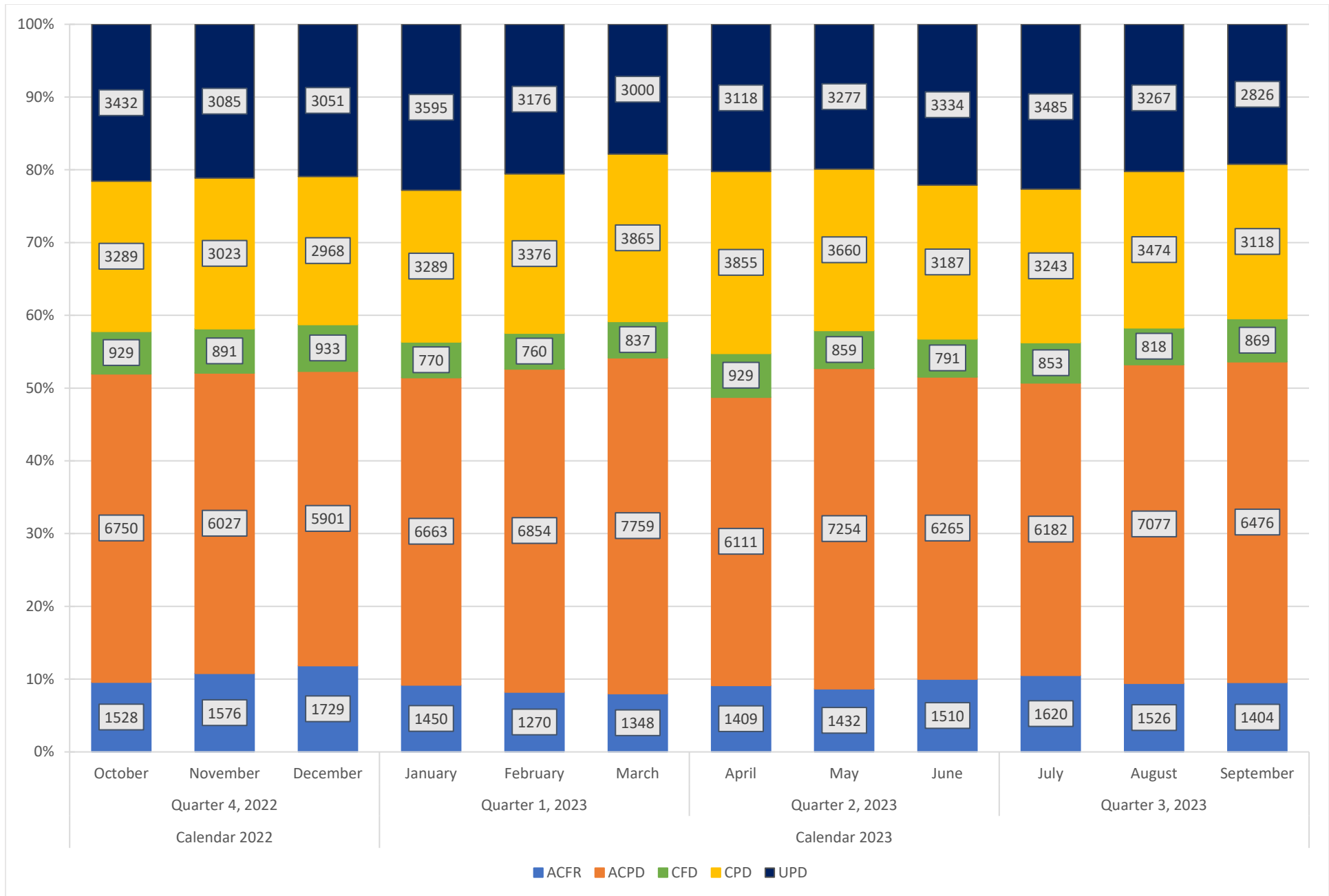
Excluding a) canceled calls and b) test call types.

Annual

- Albemarle (ACFD, ACPD)
- UVA
- Charlottesville (CFD, CPD)

Total Calls for Service by Participant Over Time

- Charlottesville (CFD, CPD)
- UVA
- Albemarle (ACFD, ACPD)
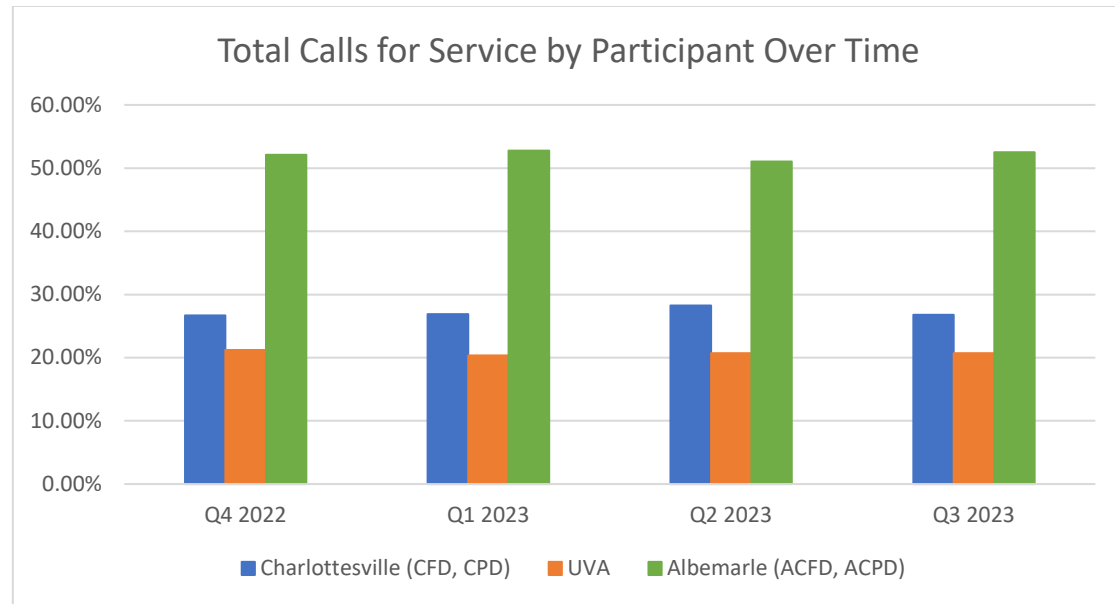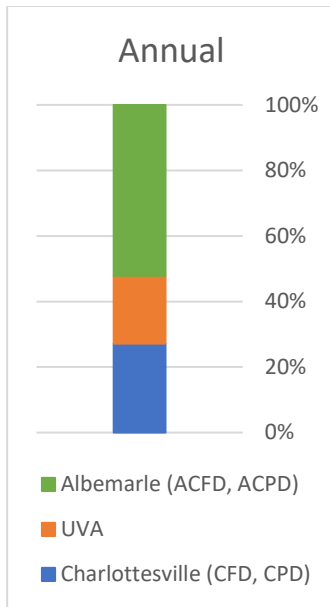
Participant	Q4 2022*	Q1 2023*	Q2 2023*	Q3 2023*	Overall^
Charlottesville (CFD, CPD)	12,033 (26.67%)	12,897 (26.86%)	13,281 (28.26%)	12,375 (26.76%)	50,586 (27.15%)
UVA (UPD)	9,568 (21.21%)	9,771 (20.35%)	9,729 (20.70%)	9,578 (20.71%)	38,646 (20.74%)
Albemarle (ACFR, ACPD)	23,511 (52.12%)	25,344 (52.79%)	23,981 (51.03%)	24,285 (52.52%)	97,121 (52.12%)

Percentages displayed are calls per participant per quarter

^Percentages displayed are calls per participant over the course of four consecutive quarters

IV. Performance Improvement

Emergency telecommunicators utilize medical, fire, and police calltaking protocols through Priority Dispatch's ProQA program; these protocols are specifically scripted, organized, and structured to ensure the best service to community members and field responders. Calls are randomly selected per established standards and reviewed through the quality assurance program AQUA, also by Priority Dispatch. Deviation in script language, order of process, and trained rules and axioms is objectively scored and tracked. Avoidance of Deviation, or strict adherence to the protocols, generates consistency in service as well as limits liability.

The graph below identifies the agency's Avoidance of Deviation and associated trendlines. High levels of avoidance reflect accurate and proper use of protocols. These are significant increases in overall Avoidance of Deviation.

Agency Protocol Avoidance of Deviation
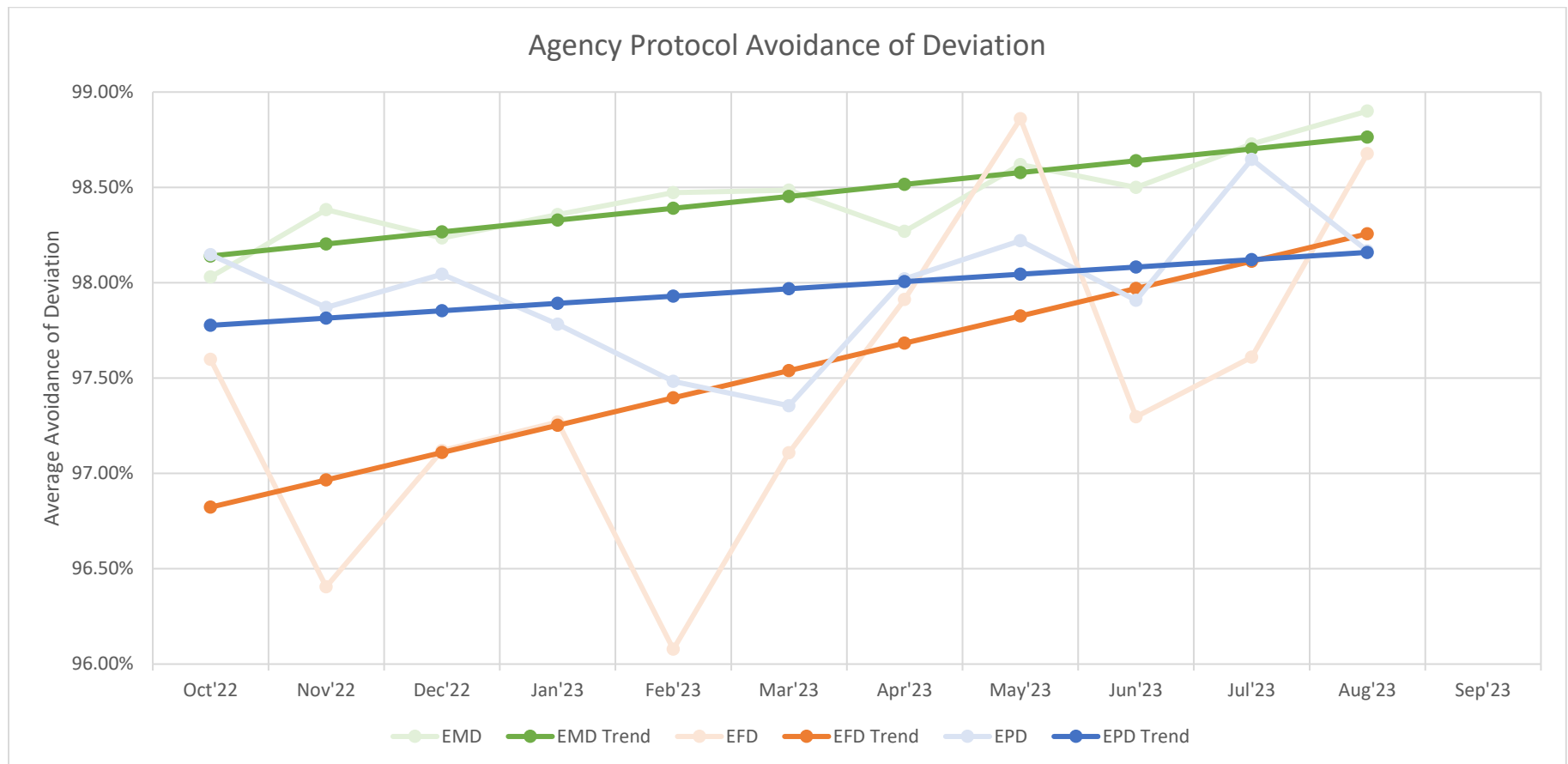
Within AQUA's scoring system, deviations from protocols are weighted based on severity of deviation; skipping a question related to community and responder safety is a more significant deviation than skipping an instruction to turn on the porch lights on a home, for example. Each protocol has the potential to include more than a hundred individually weighted scores, and while the ever-changing nature of emergency telecommunications precludes encompassing perfection, as close to perfect as possible is always the goal.

The quantity and type of deviations changes the overall score for a reviewed call. There are five possible overall scores for a reviewed call: high compliance (meaning 100% correct protocol processing), compliant, partial compliance, low compliance, and non-compliance. Of these, only high compliance and compliant are considered 'passing' scores. The agency regularly and proactively follows score tracking to identify areas of training opportunity, highlight successful compliance, and even recognize protocol changes to submit to Priority Dispatch at needed.

The graph below shows the agency's compliance trendline for all three calltaking disciplines. These trendlines reflect the combined high compliance and compliant reviewed calls for the agency. These are significant increases in protocol adherence.

Agency Compliance Trendlines
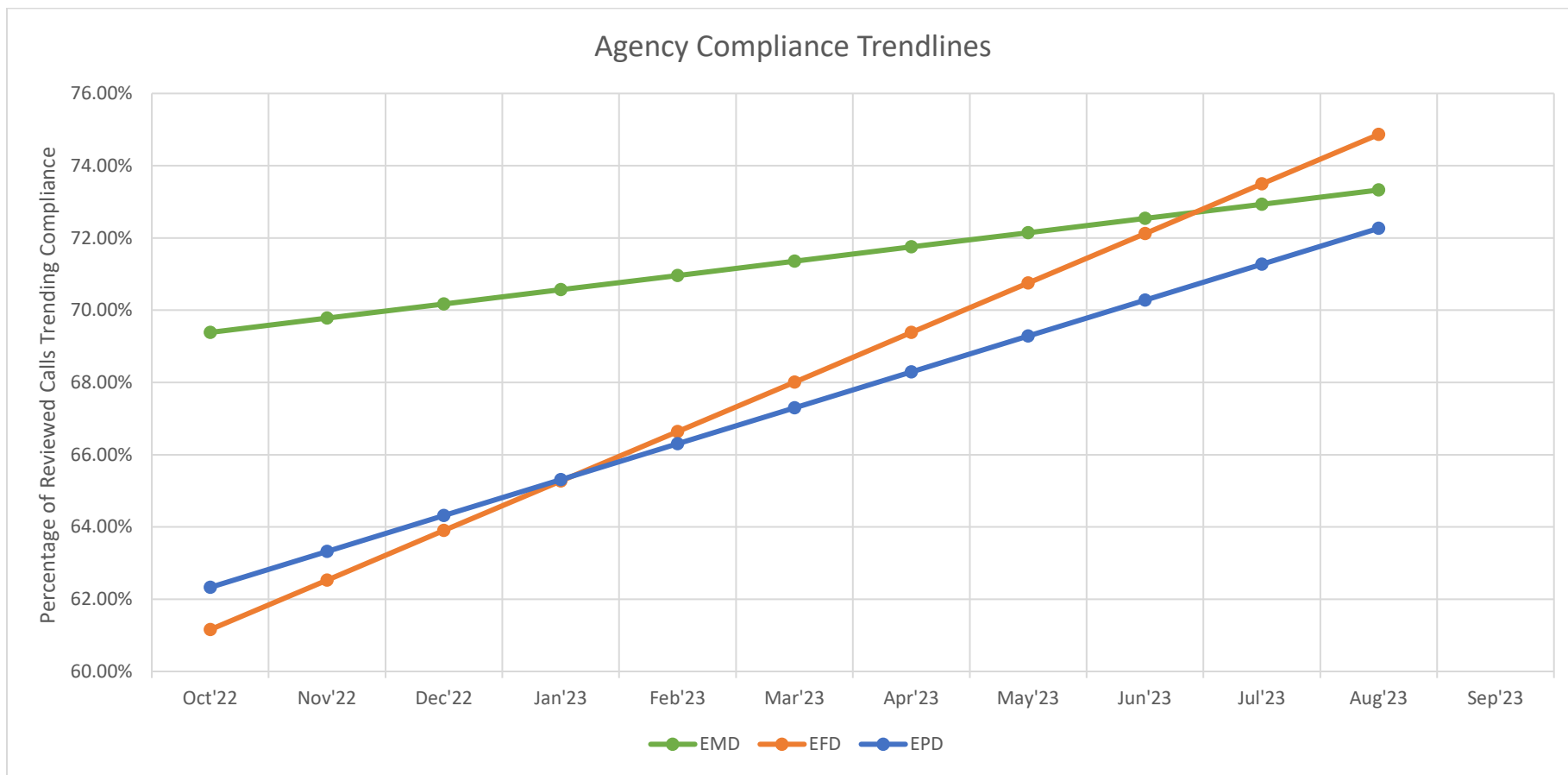
V. Accreditation

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.

The annual CALEA conference is occurring in Bellevue, Washington from November 8-11, 2023. Sonny Saxton, Executive Director, Celeste Baldino, Deputy Director – Operations, and Jae Lohr, Performance Improvement and Accreditation Supervisor, will be attending the agency's reaccreditation hearing on either November 10th or 11th, depending on assignment. Following the site-based assessment and four years of accreditation compliance reviews, our agency has no concerns and eagerly anticipates our award. The site-based assessment report in the compliance review file from CALEA contains many notable anecdotes:

- **Regarding Liability Report Review and Analysis**
  o "The ECC started developing new workflows, incorporating Performance Improvement Plans (PIPs), Training and Continuing Education. The Leadership Team is reviewing all with the goal of identifying trends that will improve service level and decrease liability…. During the timeframe of this accreditation cycle [four years] the agency has changed from a local, subjective QA system to a Priority Dispatch digital QA program with a noted increase in protocol compliance percentage over each of the review years."

- **Regarding Use of Agency Goals and Objectives/Multi-Year Plan**
  o "With the arrival of Executive Director Saxton, the need for a multi-year strategic plan was recognized. The agency contracted with Mission Critical Partners (MCP) to facilitate the work and development of the plan which is solution and goal focused…. Identified in the Quarterly Plan are Core Values/Beliefs, 10-Year Vision, 2023 Targets and 2025 Targets. This is an excellent example of using the CALEA process to document, analyze and act on information gathered."

- **Regarding Emergency Line Performance Measures**
  o "Access to three years of historical data is available and data is routinely used to set staffing levels as well as identify service level trends. Since tracking began, the ECC has met the NENA standard of 10 seconds 90% of the time for call answering time and continues to use this data to their benefit. Weekly call statistics are posted prominently on a "data board" in the ECC for staff review. The guiding principle for the ECC for all data is, 'is this actionable and is this usable?'"

- **Regarding Recruiting, Selection and Hiring**
  o "With the hiring of Tiffany Caldin as the dedicated in-house HR Manager, the ECC can now adopt policies that are up to date and meaningful while working with a 24/7 workforce. This position allows the agency to maximize their recruiting strategies, nimbly adopt legislative changes, standardize disciplinary procedures and outcomes, as well as provide much needed support for the agency's managers and supervisors."

Site Based Findings	Interview Findings
o "The [ECC] does an excellent job of collecting, analyzing, sharing, and responding to the data/information it collects. It aggressively seeks to capture a wide range of information including accreditation mandated and relevant reports and is not hesitant to make changes if additional data needs and analysis are identified or required."	o **Chief Dan Eggleston, [Albemarle County Fire Rescue]**, is the current chair of the Regional Board and the longest tenured member. Chief Eggleston advised that the level of professionalism within the ECC makes his job much easier both as Chief and Chair of the Regional Board.
o "Since their last reaccreditation, the [ECC] had gone through a period of turnover both with ECC line staff and at the executive/leadership level prior to the hiring of Executive Director Saxton. Executive Director Saxton has brought in a new approach, new staff, new responsibilities, and a new energy that is almost palpable in the ECC. At one point during this time the agency fell behind with their CALEA responsibilities and required an extension. Working as a cohesive team with Accreditation Manager Lohr they were able to successfully meet the deadlines associated with their extension, including this on-site."	o **Battalion Chief Andrew Knick, Albemarle County Fire Rescue**, a mix of professional and volunteer department, works closely with the ECC…. Technology advancements such as Fire Station Alerting have streamlined the dispatch process.
	o **UVA Chief Tim Longo**, formerly of the Charlottesville Police Department, has been involved with the ECC since its inception. He noted that the relationship with the partner agencies is very good and is structured in a way that is conducive to good decision making and looking at what is best for all partner agencies, not just one. Chief Longo advised that the ECC provides an exceptional level of service.
o "In the opinion of this assessor, the [ECC] has demonstrated compliance with the technical aspects of the standards but more importantly with the intent of the standards and the process. In addition, they have embraced what it means to be a high performing and progressive communications center. The agency has implemented processes and measurements within their multi-year strategic plan to constantly review the performance of the agency and its personnel as well as in support of the CALEA process. The ECC has administrative reporting processes that have enhanced the knowledge of the agency and the morale of its personnel. Various reports are routinely reviewed and analyzed with performance adjusted accordingly. This agency is using the CALEA standards, review, and analysis to continuously enhance their performance."	o **Captain Robert Haney, Charlottesville Police Department**, is the Commander of the Professional Services Division. Captain Haney relayed that the Police Department and the ECC have an operational partnership and that the Police Department's new leadership has gotten their department back to a regional approach in which the ECC is a key player.

o **Lieutenant Jason Marden, Albemarle County Police Department** District Commander for the Blue Ridge District, advised that Executive Director Saxton has identified areas for consistency between departments. The ECC stresses openness with always open lines of communication. |

International Academies of Emergency Dispatch: Accredited Center of Excellence (ACE)

ACE allows 7% of all reviewed calls to be non-compliant, and 10% of all reviewed calls to be either partially or in low compliance. Evaluation of the trending averages of reviewed call compliance shows the agency well on its way to meeting ACE required standards.

Agency Performance Benchmark Trend
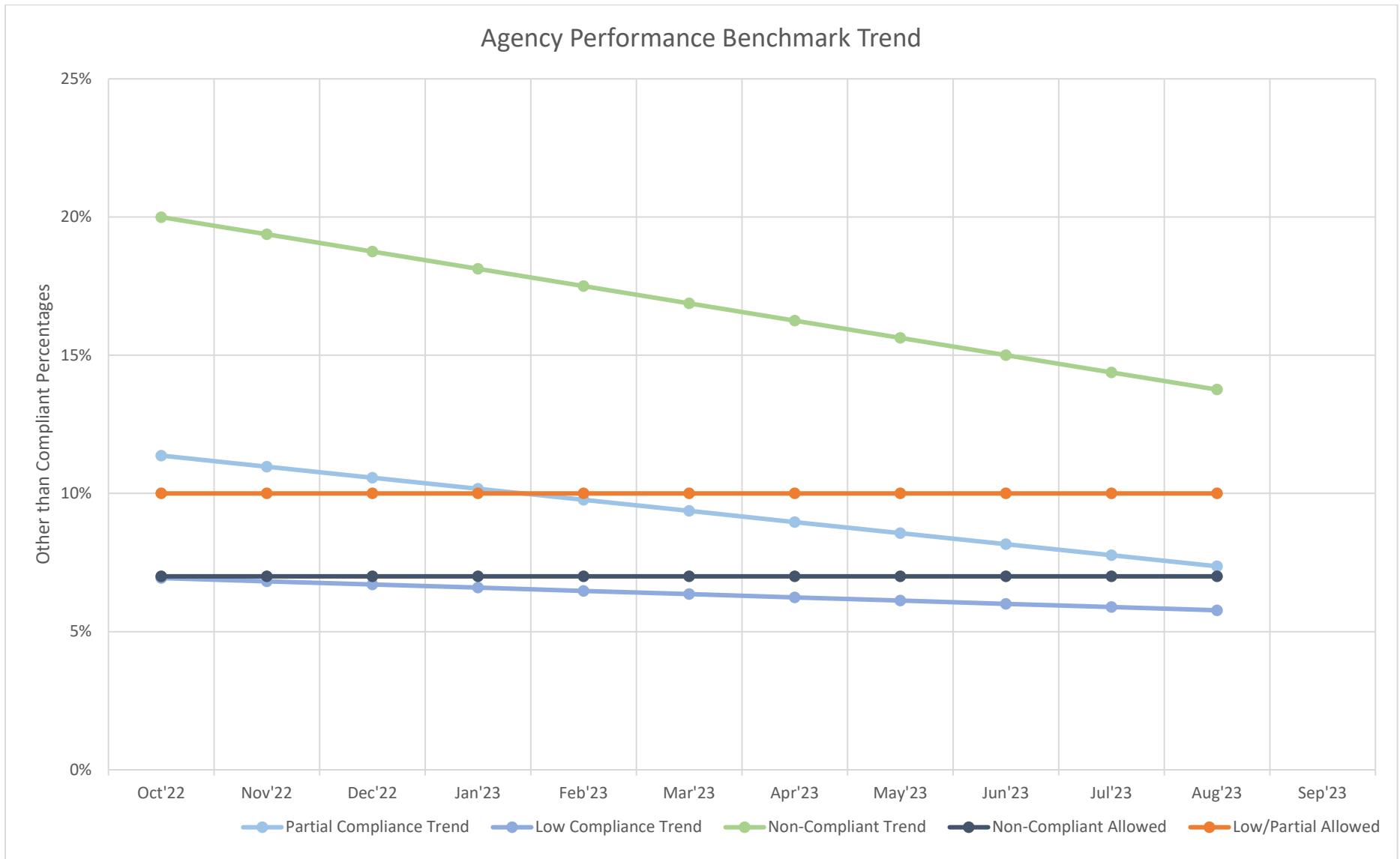
Determinant Drift tracks the number of ideal dispatches, over-response, and under-response of reviewed calls. ACE requires that both risk and waste response must be 5% or less for the previous three months prior to application. Our agency is within those parameters continuously.

Determinant Drift
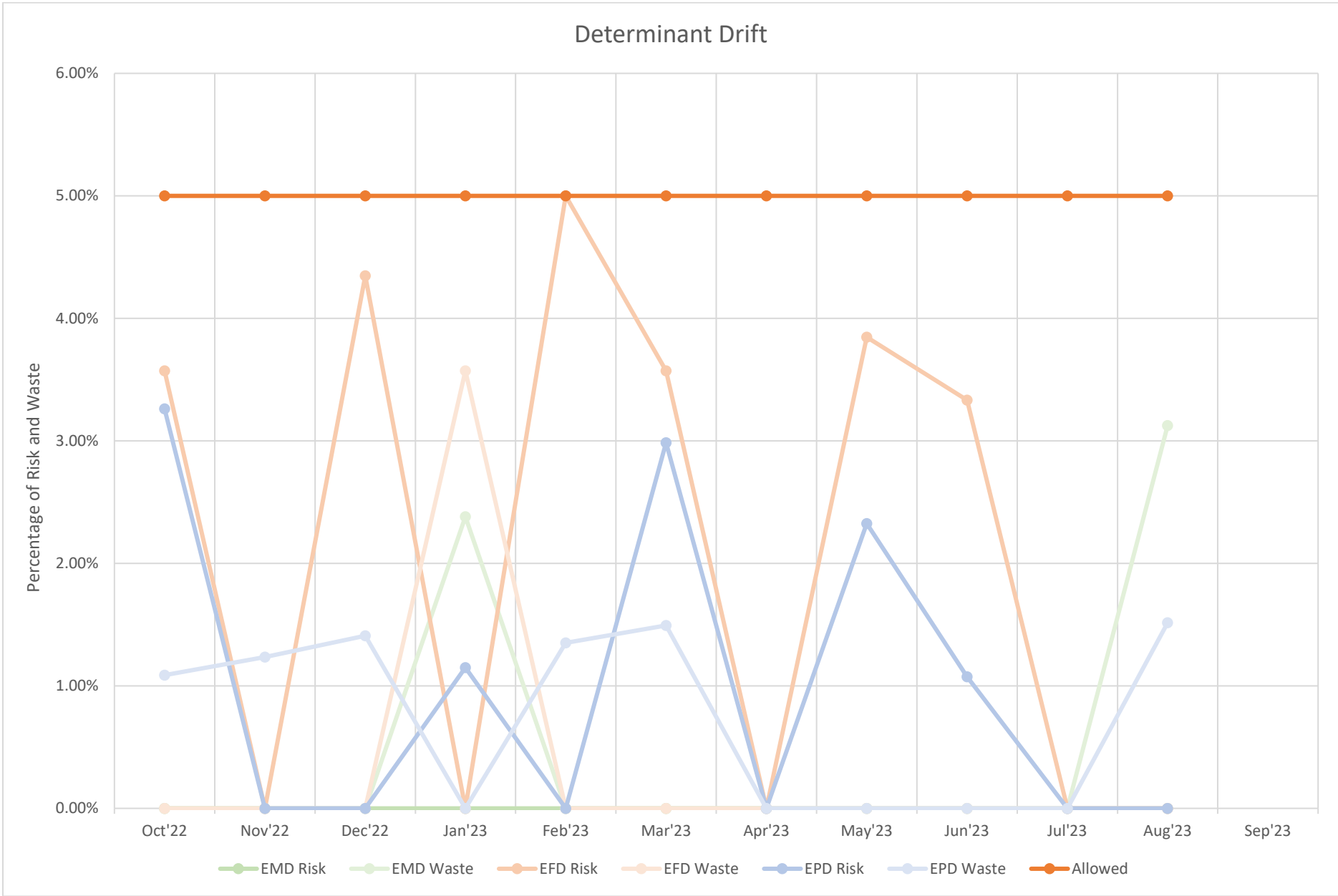
4.2

Finance and Budget Reports

Charlottesville-UVA-Albemarle County Emergency Communications Center

To: **Sonny Saxton, Executive Director**

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

Date: **December 1st, 2023**

Subject: **FY2024 Budget Snapshot**

All amounts are current as of November 29th, 2023, as reported in and sourced from the Albemarle County Financial Transaction Files and AADR report.

FY2024 Budget Snapshot

Department	Original Budget	Current Budget*	Actual Expenditures**	Encumbrances	Balance	% Expended
32110 - ECC-Operations	$7,632,391	$8,040,253	$3,377,304	$933,280	$3,729,669	53.6%
32120 - Regional Emergency Mgmt	$344,792	$474,870	$269,346	$17,352	$188,171	60.4%
32130 - 800 MHZ Operations	$457,423	$457,432	$74,364	$9,760	$373,299	18.4%
Grand Total	**$8,434,606**	**$8,972,546**	**$3,721,014**	**$960,392**	**$4,291,140**	**52.2%**

Includes July 2023 supplemental appropriations; additional FY23 to FY24 re-appropriations expected December 2023.

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

CUAECC Regional Funding Shares

Quarterly Comparison to Prior-year CFS Allocation – FY25 Look-Forward

The following chart was developed for the Regional ECC Calls for Service and Funding Model Review Committee, for the purpose of illuminating trends in the proportionality of call for service counts by each regional Participant, so as to allow their respective budget offices additional insight into future year cost for services.

This data details call-for-service counts by participant entity on a quarterly basis, beginning with the first quarter that follows the allocation determined for the FY24 budget, per Addendum #2, dated 1/1/2013, to the 1984 Regional Agreement (hereafter, "current funding formula")[1]. The YTD column updates as call-for-service data becomes available for each successive quarter. Once four quarters of data are available, the YTD column will reflect the budget allocation percentages for the FY25 budget as called for by the current funding formula.

Graphs of the following counts are included in Section II ("CAD System Statistics") of the Productivity Report, published quarterly for each regular meeting of the ECC Management Board.

Participant	FY24 Budget Alloc. (Q4 2021-Q3 2022)	Q4 2022			Q1 2023			Q2 2023			Q3 2023			YTD		
		#	%	Budget Alloc. Δ	#	%	Budget Alloc. Δ	#	%	Budget Alloc. Δ	#	%	Budget Alloc. Δ	#	%	Budget Alloc. Δ
Albemarle	55.1695%	23,515	52.1200%	↓ -3.0495%	25,371	52.8001%	↓ -2.3694%	23,983	51.0320%	↓ -4.1375%	24,289	52.5247%	↓ -2.6448%	97,158	52.1214%	↓ -3.0481%
Fire/Res		4,834			4,091			4,351			4,550			17,826		
Police		18,681			21,280			19,632			19,739			79,332		
Charlottesville	25.0991%	12,033	26.6707%	↑ 1.5716%	12,909	26.8652%	↑ 1.7661%	13,282	28.2620%	↑ 3.1629%	12,375	26.7608%	↑ 1.6617%	50,599	27.1444%	↑ 2.0453%
Fire		2,753			2,376			2,579			2,540			10,248		
Police		9,280			10,533			10,703			9,835			40,351		
UVA	19.7314%	9,569	21.2093%	↑ 1.4779%	9,771	20.3346%	↗ 0.6032%	9,731	20.7060%	↗ 0.9746%	9,579	20.7145%	↑ 0.9831%	38,650	20.7342%	↑ 1.0028%
Police		9,569			9,771			9,731			9,579			9,569		

[1] https://cua911.gov/wp-content/uploads/2022/06/ECC-Agreement-with-addenda.pdf

4.3

Technology and Building Reports

Charlottesville-UVA-Albemarle County
Emergency Communications Center

To:	Sonny Saxton, Executive Director
From:	Lily Gregg, Deputy Director – Information Technology
Date:	October 13, 2023
Subject:	ECC Technology Report

Executive Summary

The information technology branch within the ECC is leading or participating in 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, VPN Replacement, and infrastructure updates. A full list of projects with a brief scope and current status for each is contained below.

Regional P25 Project Budget: $18,808,000 Funded: FY16 7 year duration	**Scope**: Replace end of life Motorola 800 MHz SmartZone radio system infrastructure with L3Harris P25 system. **Status**: A group of radios will be programmed to verify GPS and OTAP operation. Final settings for GPS polling will be decided based on system impact. Fixes to the original programming were identified and tested in March 2023 and will be programmed into all radios in the coming months.
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 Enterprise Records offering is not yet available from the vendor, so this upgrade has been delayed. Agencies continue to use additional training hours to optimize use of the system.
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**: Cutover to the ESInet was successfully completed on September 19th. Funding reimbursement request to the state is being submitted.

Electronic Dispatch Protocols Phase II Budget: n/a 6 month duration	**Scope**: Review, update, and add EMD and EFD call types in CAD which better align with ProQA determinant codes. **Status**: Work continues on updates to fire call types and programming. In addition to call type updates, a new version of Emergency Police Dispatch will be implemented in the coming months.
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:** Regional users have successfully authenticated using the new VPN solution. This project is complete.
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:** This phase of IT infrastructure updates has been completed.
Email Services Budget: $21,400 Funded: FY 23 3 month duration	**Scope:** Transition from County provided email services to ECC owned services. ECC to procure independent licensing, hosting, and email addressing. **Status:** The ECC has been approved to use providers gov cloud services. Configuration, implementation, and data migration are upcoming.
Policing District Updates Budget: n/a Funded: n/a unknown duration	**Scope:** Work with CPD and GIS personnel from the City and County to update district maps. **Status:** This work has been completed.

To: Sonny Saxton, Executive Director

From: Lily Gregg, Deputy Director – Information Technology

Date: October 13, 2023

Subject: ECC Building Report

Executive Summary

Along with managing the technical systems for the ECC and the region, the information technology branch helps oversee required maintenance or repairs for the building. Interior issues are serviced by 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. Parking signs have been added or replaced to the upper lot to designate ECC spaces.

Building Leaks

UVA facilities has begun the work of cleaning all exterior bricks, repairing damaged mortar, and sealing cracks as a leak mitigation effort. In addition, City facilities patched roof gutters and applied silicone sealant.

4.4

Personnel Reports

Charlottesville-UVA-Albemarle County Emergency Communications Center

To: ECC Management Board

From: Josh Powell, Deputy Director-Support Services

Date: December 4, 2023

Subject: ECC Staffing and Recruitment Report

Staffing, Organizational Strength, and Recruitment

The current overall vacancy rate stands at 8%, equivalent to 5.3 Full-Time Equivalents (FTEs), an improvement of 3 FTEs from our report last quarter. Recruitment efforts are in progress for all vacancies.

Organizational Strength [12/2023]	Authorized	Actual Full-time	Actual Part-time	Vacant	% Vacant
Operational	50.4	48.10		2.30	5%
Public Safety Communications Officers [1]	**36.4**	**32**	**2.1**	**2.30**	**6%**
PSCO I		17			
PSCO II		6			
PSCO III		9	2.1		
Public Safety Communications Supervisors	8	8		0	0%
Public Safety PI & Accreditation Supervisor	1	1		0	0%
Professional Development Manager[+]	1	1		0	0%
Academy and Outreach Manager[+]	1	1		0	0%
Operations Manager[+]	2	2		0	0%
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	8	6.00		2	25%
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%
Senior FOIA Specialist	1	1		0	0%
Accountant II	1	1		0	0%
Administrative Assistant	1	1		0	0%
Lead Custodian	1	0		1	100%
Overall	**65.40**	**60.10**		**5.3**	**8%**

--

[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: Rebecca Conners – Operations Manager
Date: December 5, 2023
Subject: Community Engagement Report

We are pleased to report the ECC's Community Engagement Team has notably exceeded the strategic goals set for the calendar year 2023. Upholding GOLDEN Values, their efforts have enhanced community relationships and continued to build trust. The team has effectively conducted educational and emergency preparedness events while engaging with a variety of stakeholders. A key example of this success was the inaugural Public Safety Fall Fest, organized and hosted by ECC with the participation of our regional partners.

The team's participation in community events is crucial to building relationships with the local community and educating the public on relevant topics. Their achievements underpin our commitment to creating inclusive, vibrant communities, marking a significant leap beyond our established goals. These achievements have not only met but also redefined our benchmarks for community involvement. Below is a snapshot of engagements thus far in 2023.

Completed Events Snapshot:

EVENT	GROUP PRESENTATIONS	INDIVIDUAL ENGAGEMENTS	PUBLIC EVENT / TOURS
NPSTW		250	1
Senior Safety Day	1	150	
Dogwood Parade		500	
Scottsville 4th Parade		1200	
Crozet 4th Parade		1200	
Healthy Streets Healthy People		300	
National Night Out		400	
Westhaven Community		400	
Simpson Park		168	
Fall Fest		300	
Crozet Trunk or Treat		600	
Darden Towe Trunk or treat		1019	
Journey MS Career Night	2	24	
Grand Illumination		289	
Crozet Holiday Parade		750	
Crozet Fire Open House (after Parade)		272	
Totals:	**3**	**7822**	**1**

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

To:	Sonny Saxton – Executive Director
From:	Celeste Baldino – Deputy Director of Operations
Date:	October 17, 2023
Subject:	Activity of FOIA and Research Unit

Release of Information and Other Research

For the third quarter (July-Sept) 2023 the ECC's FOIA and Research Unit handled 105 research requests from our partner agencies, with an average work time spent of 71.89 minutes per request, as well as 34 Freedom of Information Act requests, with an average work time spent of 58.38 minutes per request. A standard estimated average administrative time is assigned to each request, which includes time for notarization, copying, and delivery. Research time includes processing email requests; CAD research, download and redaction; audio review, download and redaction; documentation of tasks; development of written communication; and time spent traveling to and appearing in court for subpoenas.
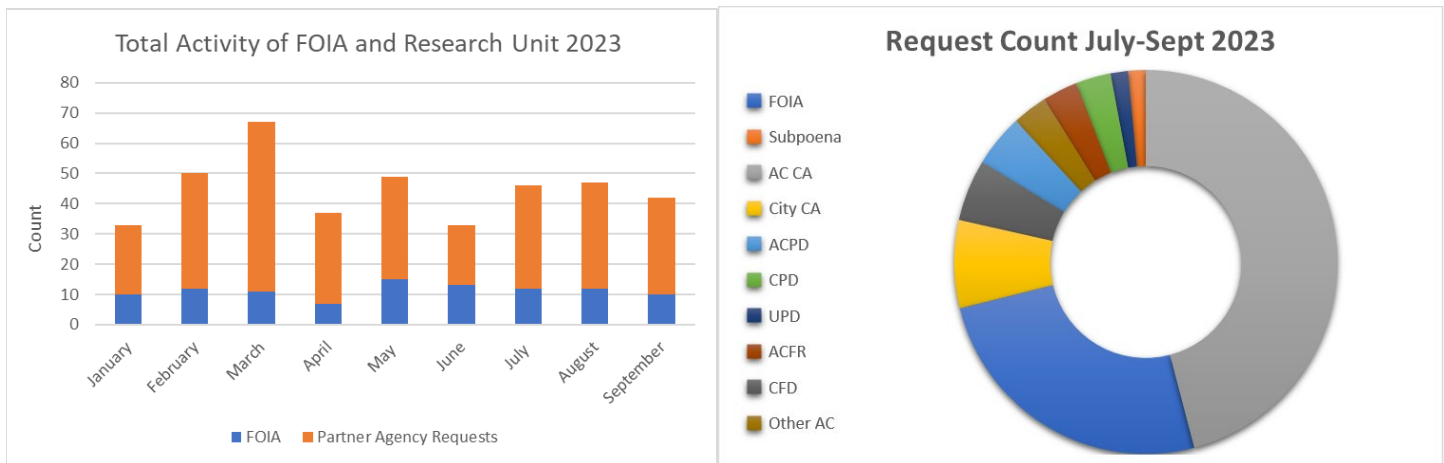
100% of FOIA requests were responded to within the allotted 5 days, with an average response time of 3.06 days. Average response time for partner agency requests was 3.03 days.

Feedback

The ECC accepts feedback from members of the public, field responders, and ECC employees via a form on our website (cua911.gov/feedback). During Q3, we received thirty-two submissions from the public: twenty-one were referred to the appropriate partner agency, four were questions about the mass notification system, one was a premise request, three were positive feedback about their interaction with the ECC call-taker, and two were complaints (included below in the complaint analysis). We also received nine feedback forms from field responders: three were referred to ACFR for response plan questions, two were questions about call notes, and four were complaints (included below).

Complaints

During Q3, the ECC received eight complaints, four of which were from callers/members of the public and four were from partner agencies. In all cases, complaints were researched by supervisory personnel and/or an Operations Manager. Six complaints were deemed to be unfounded and two were deemed founded. If the complaint was founded, appropriate remediation, follow up with original requestor, and/or corrective actions were taken.

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

"A CALEA Nationally Accredited Communications Center"

4.5

Training Program Reports

To: Josh Powell, Deputy Director-Support Services

From: Nicole Lewis, Academy & Outreach Manager

Date: 11/3/2023

Subject: Academy Update

Our latest call-taking academy graduated on October 19th, with four new coworkers completing 11 weeks of classroom training. Notably, two have prior experience in 911, which will prove valuable in their new roles at CUA911. The class successfully completed all IAED certifications (EMD, EFD and EPD) with a 100% pass rate. Additionally, the entire class finished strong with all final exam scores over 90%. These new team members transitioned to tethered on the job training on October 21st.

Cultural Competency Integration
An objective for both the current and forthcoming academies is to integrate guest speakers and presenters who can provide a deeper understanding of better serving *all* community members, including underserved populations and those at risk. This has been a valuable integration to our program with excellent feedback from our new co-workers.   I'm actively reaching out to and collaborating with additional organizations to further enhance the cultural awareness of our co-workers.

In addition to all our partner agencies, we welcomed the following speakers to this academy:
• International Rescue Committee (IRC)
• Shelter for Help in Emergencies (She House)
• City of Charlottesville Social Services
• Introduction to Diversity, Equity and Inclusion by the UVA Director of Diversity Education
• Albemarle County Police Department Chaplain

Curriculum Adjustment
During this academy, we made a significant shift from utilizing the APCO 40-hour Basic Communications curriculum to adopting the IAED Emergency Telecommunications certification program (ETC). This change presents material that aligns better with our protocol usage and provides more effective preparation for our co-workers when they pursue their certification classes.

Future Academy Planning
Preparations are underway for the next academy, slated to begin November 20th with five new co-workers.

To:	**ECC Management Board**
From:	**Jan Farruggio, PS Communications Professional Development Manager**
Date:	**October 9, 2023**
Subject:	**Update from the Professional Development Division**

From August 6-9, 2023, five co-workers participated in the APCO National Conference in Nashville, TN. This conference featured four days of educational sessions, committee meetings and special events, paired with two full days of exhibits showcasing new technology and opportunities for improving the service we provide for our partner agencies and our community.

Additionally, Tom Berta and Chris Henderson represented our team at the Tyler New World Mid-Atlantic User Group in Roanoke on September 26-27.

Since assuming my role in the Professional Development Division, we have initiated efforts to enhance training opportunities for co-workers, empowering them to become more confident and deliver a higher level of service to our partners and community. Future reports will show the number of in-person or virtual offerings as well as the number of training requests received and fulfilled.

Our co-workers have completed 186 hours of Professional Development training during Q3 2023, to include monthly training, monthly IAED CDEs that are used for recertification of our protocols, our yearly evacuation drill and other trainings that have been deemed mandatory.

The ECC has maintained a retention rate of 81% over the past year, from September of 2022 through September of 2023. Adding 16 new co-workers and retaining 13 of them, to date, has assisted the ECC in providing quality customer service to our partners and our community, while also alleviating a significant amount of overtime.

We will also continue to track the amount of time we have assigned a CTO to work with a new co-worker, for OJT. A Communications Training Officer (CTO) plays a pivotal role in ensuring the successful on-the-job training of our newest co-workers. They not only impart essential communication skills but also bridge the gap between classroom and released co-worker. Their guidance helps the co-worker navigate emergency calls while fostering confidence and compliance to policy and protocol. To illustrate the impact of our CTO's efforts and their continuous dedication to providing the best service to our community, the graph below depicts the total hours contributed by them on a monthly basis.

Number of Training Hours, by Month, for Tethered Phase- Call Takers
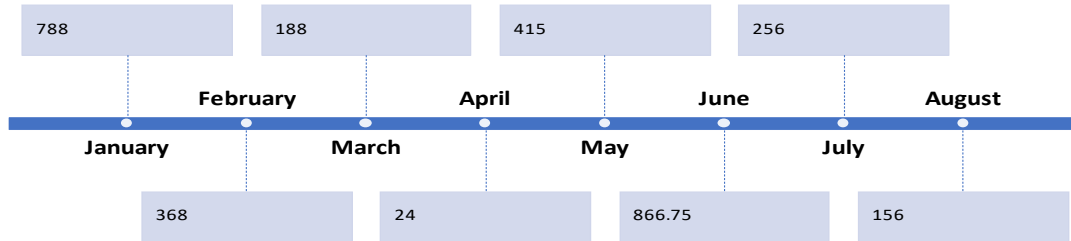
788		188		415		256	
	February		**April**		**June**		**August**
January		**March**		**May**		**July**	
	368		24		866.75		156

4.6

Commendations, Awards, and Press

November 11, 2023

Director Larry "Sonny" Saxton
Executive Director
Charlottesville/UVA/Albemarle Co. Emergency Communications Center
2306 Ivy Road
Charlottesville, VA 22903

Director Saxton:

CALEA® Accreditation serves as the *International Gold Standard for Public Safety Agencies*. This correspondence serves to recognize the Charlottesville/UVA/Albemarle Co. Emergency Communications Center has been awarded Communications Accreditation effective November 11, 2023, for the Sixth time. This award remains in effect for four years and the agency retains all privileges associated with this status during that period.

The process of CALEA Accreditation begins with a rigorous self-assessment, requiring a review of policies, practices, and processes against internationally accepted public safety standards. This is followed with an assessment by independent assessors with significant public safety experience. Additionally, public feedback is received to promote community trust and engagement. Structured interviews are conducted with select agency personnel and others with knowledge to assess the agency's effectiveness and overall service delivery capacities. The decision to accredit is rendered by a governing body of twenty-one Commissioners following a public hearing and review of all reporting documentation.

CALEA Accreditation is a continuous process and serves as the foundation for a successful, well managed, transparent, community-focused public safety agency. To this end, an agency must maintain its accredited status by remaining in compliance with CALEA standards at all times.

CALEA congratulates the Charlottesville/UVA/Albemarle Co. Emergency Communications Center for demonstrating a commitment to professional excellence through accreditation. CALEA Accreditation is the *Mark of Professional Excellence* and should be displayed proudly by those who have earned this honor.

Sincerely,

W. Craig Hartley, Jr.
Executive Director

October 23, 2023

Charlottesville, University of Virginia, Albemarle County
Emergency Communications Center
2306 Ivy Road
Charlottesville, Virginia 22903

Dear Charlottesville, University of Virginia, Albemarle County Emergency Communications Center,

Emergency Medical Dispatch (EMD) is an advanced form of public safety dispatch communications based on specific training and established protocols that ensures the appropriate resources are dispatched to an emergency scene as well as providing medical instructions to callers while they await the arrival of those resources.

The Virginia Office of Emergency Medical Services (OEMS) recognizes the vital role emergency communications centers have in Virginia's EMS system, the importance of EMD in that system, and how together they continue to improve the quality of EMS throughout the Commonwealth.

OEMS created and maintains the Accredited Emergency Medical Dispatch Communications Center program to recognize those emergency communications centers who deliver EMD at the highest levels of performance. Your agency has demonstrated its commitment and dedication to meeting these high training standards and performance requirements, and by doing so, improving the delivery of EMS in your community.

Therefore, the Virginia Office of Emergency Medical Services is pleased to recognize the Charlottesville, University of Virginia, Albemarle County Emergency Communications Center as an Accredited Emergency Medical Dispatch Communications Center. This accreditation status is effective from October 1, 2023, through October 31, 2026.

Thank you for your participation in this program and for the difference your agency makes every day to the citizens in your community.

Thank you,

Amber Wells
PSAP Specialist & EMD Accreditation Coordinator

Charlottesville-UVA-Albemarle County Emergency Communications Center

To: Josh Powell, Deputy Director of Support Services

From: Jae Lohr, Performance Improvement and Accreditation Supervisor

Date: November 1, 2023

Subject: 100% Protocol Compliance Commendation

For the period of July to September 2023, I am excited to award the following four Public Safety Communications Officers with a Kaizen Commendation for 100% protocol compliance within our quality assurance program! We value and celebrate their dedication, experience, and leadership in protocol excellence.

Well done!

- Scott Via, PSCO III, primary achiever with 60% high compliant cases
  o This is Scott's first time as primary achiever in this program; he has been recognized as a 100% runner up in one of the seven commendation processes.
- Mandy Moore, PSCO III, with 33.33% high compliant cases
  o This is Mandy's fourth time within the 100% ranks in this program; she has been recognized as either a 100% achiever or a 100% runner up in four of the seven commendation processes.
- Katie Lister, PSCO III, with 16.67% high compliant cases
  o This is Katie's second time within the 100% ranks in this program; she has been recognized as either a 100% achiever or a 100% runner up in four of the seven commendation processes.
- Kara Lugar, PSCO III, with 0% high compliant cases and 100% compliant cases
  o This is Kara's first time within the 100% ranks in this program; she has been recognized as either a 100% achiever or a 100% runner up in one of the seven commendation processes.

To: ECC Management Board

From: Josh Powell, Deputy Director-Support Services

Date: December 1, 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:

- **09/21/23**: "Charlottesville-area 911 center gets upgrade" (NBC29.com)
- **09/21/23**: "ECC completes upgrade of phone infrastructure" (CBS19news.com)

Social Media

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

4.7

Previous Meeting Minutes

Emergency Communications Center Management Board
Regular Meeting Minutes – August 15, 2023 – 2:00pm
Location: ECC Conference Room, 2306 Ivy Rd., Charlottesville, VA 22903

Members Present

Chair Chief Tim Longo	Vice Chair Ms. Ashley Marshall	Secretary Mjr. Terry Walls *(Designee for Chief Sean Reeves)*
Chief Michael Thomas	Mr. John DeSilva *(virtual)*	Cpt. Steve Knick *(Designee for Chief Michael Kochis)*
Mr. Trevor Henry	Chief Dan Eggleston	

Members Absent

Dr. Bill Brady		

Others Present

Mr. Sonny Saxton	Ms. Sade Stanton	Ms. Lily Gregg
Ms. Amanda Farley	Ms. Celeste Baldino	Ms. Tiffany Caldin

(1) Call to Order
Chief Longo called the meeting to order at 2:01pm.

(2) Roll Call
Ms. Stanton confirmed a quorum of members were present during roll call. Mr. DeSilva attended remotely from Zion Crossroads, Virginia due to a personal medical condition.

(3) Matters from the Public
No public comments were received, either in person or electronically.

(4) Consent Agenda
With no items removed from the consent agenda for further discussion, **Mr. Henry made motion, seconded by Chief Thomas, to approve the consent agenda as presented ("Productivity Report," "Finance and Budget Reports" "Technology and Building Reports," "Personnel Reports," "Training Program Reports," "Commendations, Awards, and Press," and "Previous Meeting Minutes: May 16,2023 Regular Meeting"). The motion carried on a voice vote.**

(5) Presentations and Reports
Mr. Saxton delivered the Director's Report, commending the Public Safety Communications Officers of the ECC for their continued excellence in service, despite and throughout an elevated number of high-acuity events occurring in recent weeks and months. Mr. Saxton advised that the Emergency Management Steering Committee was working on a draft charter to be presented at the next meeting.

1

Mr. Saxton also advised the board that the ECC has moved into the downtown space with additional training and office space and is currently working on preparing a draft budget estimate for walls and minor reconfiguration to the new space. Mr. Saxton thanked members for their support with helping find the building. The lease term is expected to be 3-5 years.

Mr. Saxton discussed the mass notification tool RAVE that was powering the new CUA911 Alerts, and provided information that there has been 3,000 new opt-in enrollments and 10,000 mobile numbers imported as well as 95,000 landlines. Mr. Saxton also advised that there are still community members who may need assistance with opting in for notifications, and that the ECC will be doing marketing to help reach the community. Ms. Marshall advised that the free community access stations would be a good tool for community education.

Mr. Powell gave an overview of PulsePoint (CPR Alerts). Mr. Powell advised that the app launched a year and a half prior. As of the current month, there were around 1,400 app users for each fire agency, of which approximately 400 have CPR alerts enabled. To date, 222 devices have been notified that CPR was needed due to an active cardiac arrest occurring in a public spacer, within a 250-meter radius of a user with alerts enabled. Mr. Powell also stated that there will be marketing to encourage citizens to receive CPR training and register AEDs.

(6) Public Safety Software Replacement

Ms. Gregg provided an update stating that the majority of the public safety software optimization work has been completed. Ms. Gregg advised that the vendor has not yet provided an estimate for when the region would be able to upgrade to their enterprise records offering. Ms. Gregg also stated that she and representatives from the regional partners met with vendors who demonstrated their systems so that the region could see what new systems were in the market today. Mr. Saxton advised that ECC staff will have to do further research before putting forth budget estimates on any future software replacements.

(7) Other matters Not Listed on the Agenda from the Board

Mr. Powell advised that it may be best to come up with an alternative date for the Board's next meeting, since the regular November meeting had not had a quorum in some prior years, and some members had already advised of a conflict for the regular date this year.

(8) Adjourn

Ms. Marshall moved to adjourn the meeting at 2:45pm.

5

Workforce Stabilization Update

Charlottesville-UVA-Albemarle County
Emergency Communications Center

Agenda Date:	12/13/2023
Action Required:	Motion
Presenter:	Sonny Saxton, Executive Director ECC
Title:	Workforce Stabilization Update

Background: Last year, Albemarle County Human Resources, as the ECC's HR agent, for a detailed compensation and classification market review. ECC staff worked with County HR to review and analyze Gallagher's findings, market data, recruitment and retention data, and changes to cost of living measures, including local housing costs.

In response, staff recommended, and the Board approved, Workforce Stabilization measures including modification for classified and public safety pay scales for all positions, excluding the Executive Director, effective May 2023. Some incumbent salaries were shown to be already competitive and did not see any market adjustment. In addition, a 4% cost of living adjustment was applied for all positions.

These measures have led to improved recruitment and retention, with vacancy rates dropping from 17% (January 2023) to 10%, and a turnover rate reduction from 21% (FY2023) to 3.8%. However, recruitment remains a hurdle; despite a slight increase in the candidate pool, the ECC is still losing qualified candidates to other employers (e.g., candidate offers being declined). As such, we have not been able to realize our goal of <5% vacancy rate. Moreover, internal recruitment for career progression, specifically advancing from PSCO-I (call-taker) to the PSCO-II (call-taker & dispatcher), has been limited due to the relatively small promotional percentage for these positions.

Cost of living measures, such as increased housing costs in the region, continue to compound and have an outsized impact on our workforce. A review of our market shows an average of 6% for pay increases over the past 6 months, with a high of 10%. (See presentation for further details.)

Action: Workforce Stabilization

Discussion: To respond to the movement of the market, maintain competitiveness, and continue implementing the ECC's 2023-2028 Strategic Plan – with corresponding initiatives for recruitment, retention, staffing, and operations – staff recommend the following Workforce Stabilization measures:

1) <u>Fully implement the Classification and Compensation study</u>, effective first pay period in January 2024. Involves modifying midpoints on existing classified scale and promotional percentages on public safety pay scale, from below market average (90%) to market average (100%). While these pay scales apply to all ECC positions, excluding the Executive Director, some incumbent salaries are shown to be already competitive and will see no market adjustment.

2) <u>Implement cost of living adjustment of 2% for all ECC employees</u>, effective first pay period in January 2024.

Budgetary Impact: No additional cost to be billed to ECC Funding Participants in FY2024. Propose use of previously adopted and appropriated funds through use of substitutions and project savings of approximately $155,267.

Alternative: Similar but alternative approaches include either invoicing the ECC Funding Participants for the increased amount for the second half of the fiscal year, or authorizing a one-time use of Fund Balance.

Recommendation: ECC staff recommend Board approve workforce stabilization measures as presented.

<u>Sample Motion</u>: I move that the Charlottesville-UVA-Albemarle County Emergency Communications Center Management Board authorize the workforce stabilization measures as presented, through utilization of previously adopted and appropriated FY2024 funds.

ECC WORKFORCE STABILIZATION UPDATE

Sonny Saxton, Executive Director

Josh Powell, Deputy Director of Support Svcs

Tiffany Caldin, ECC HR Manager

CHECKING THE PULSE: THE ECC AND THE MARKET

Overview

Progress
- Improved recruitment and retention
  - Vacancy rates dropping from 17% (January 2023) to 10%
  - Turnover rate reduction from 21% (FY2023) to 3.8%

Hurdles
- Recruitment & staffing remains a hurdle
  - ECC still losing qualified candidates to other employers (declined offers)
  - Still seeing impactful number of vacancies; have not achieved goal of <5% vacancy rate
- Limited incentive for internal advancement for call-taker (PSCO I) to dispatch (PSCO II) roles
- Continued increase to cost of living, especially housing, have outsized impact on ECC workforce

Market Update
- FY2024 pay increase data now available
- Mid-year updates planned by large employers

46

WORKFORCE STABILIZATION UPDATE: RECOMMENDATIONS

Recommendations for FY2024

To respond to the movement of the market, maintain competitiveness, and continue implementing the ECC's 2023-2028 Strategic Plan – with corresponding initiatives for recruitment, retention, staffing, and operations – staff recommend the following Workforce Stabilization measures:

1) Fully implement the Classification and Compensation study

2) Implement cost of living adjustment of 2% for all ECC employees

47

CLASS AND COMP:
FULLY IMPLEMENTING THE STUDY

- Initial Class and Comp implementation validated positions and pay scales for general alignment with market

  - Some, but not all, positions received market adjustment

- Initial pay placements for classified employees were below average in market (pay scale midpoint targeted 90% of market average)

- **CLASS AND COMP RECOMMENDATION:**
  Fully implement the Classification and Compensation study; modify pay scales to target market average (100%)

  - Pay scales apply to all ECC positions, excluding Executive Director
  - Some incumbent salaries are shown to be already competitive and will see no market adjustment

48

COLA:
COMPARABLE MARKET INCREASES

- New COLA and Wage Increase data for FY2024 available for our competitive market
  - Average: approx. 6%
  - Maximum: approx. 10%
  - ECC: 4%

- Large employers (State of Virginia, County of Albemarle) planning 2% Mid Year adjustment for Jan 2024

- **COLA RECOMMENDATION**:
  2% mid-year COLA to catch ECC up to market average

49

Comparable Market	FY2024 COLA/Pay Increase
Chersterfield	10%
Prince William	8.50%
Henrico	8.20%
Roanoke County	7%
City of Charlottesville	6%
Spotsylvania	6%
Loudoun	5.80%
Augusta	5%
Hampton	5%
Lynchburg	5%
Richmond	5%
Fauquier	5%
Goochland	5%
Hanover	5%
James City	5%
Roanoke City	5%
Rockingham	5%
Albemarle County	4%
CUA ECC	4%
Harrisonburg	3%

LIVING & HOUSING WAGE CONSIDERATION

- New information has been published from HUD and Albemarle County Office of Housing, revealing how ECC coworkers have fallen *further behind a housing wage* than during initial implementation of the market study data.

- Increasing market competitiveness to 100% of market and implementing a 2% COLA would put coworkers in a better position to live in this area.

Housing wage increased from $24.35/hr to $26.94/hr
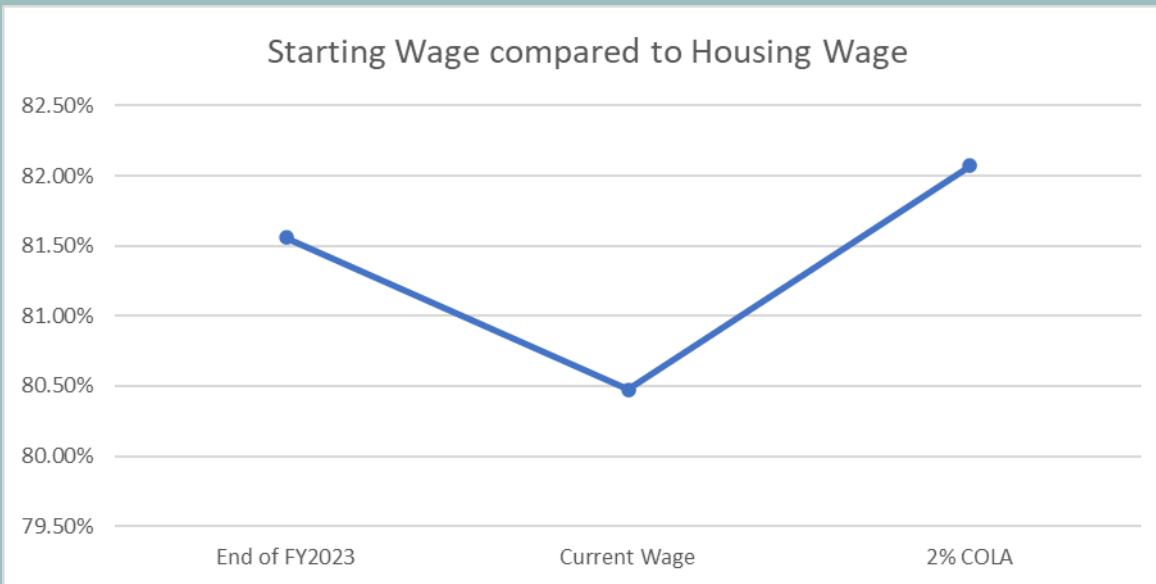
HUD shows that the cost of housing for a 2- bedroom apartment in the Charlottesville Albemarle area will increase almost 20% in FY 2024.

Starting Wage compared to Housing Wage

Year	Efficiency	One-Bedroom	Two-Bedroom
FY 2024 FMR	$1,392	$1,415	$1,678
FY 2023 FMR	$1,165	$1,172	$1,401

50

PUBLIC SAFETY PAY SCALE RECOMMENDATIONS

CUA Emergency Communications Center Public Safety Pay Scale
Based on 100% market base rate + 2% COLA

Hourly Rate Step Scale *2% increase between steps

Emergency Communications Center Positions	Promotion %	0	1	2	3	4	5	(6-24)	25	26	27	28	29	30
Public Safety Communications Supervisor Lead	12%	31.17	31.79	32.43	33.08	33.74	34.41	...	51.13	52.16	53.20	54.26	55.35	56.46
Public Safety Communications Supervisor	12%	27.83	28.39	28.95	29.53	30.12	30.72	...	45.66	46.57	47.50	48.45	49.42	50.41
Public Safety Communications Officer III	6%	24.85	25.34	25.85	26.37	26.90	27.43	...	40.76	41.58	42.41	43.26	44.12	45.01
Public Safety Communications Officer II	6%	23.44	23.91	24.39	24.88	25.37	25.88	...	38.46	39.23	40.01	40.81	41.63	42.46
Public Safety Communications Officer I		22.11	22.56	23.01	23.47	23.94	24.42	...	36.28	37.01	37.75	38.50	39.27	40.06

Steps 6-24 not reproduced above for legibility.

Benefits:

✓ Market Average starting wage

✓ Better incentives professional growth for operational co-workers

✓ Continues to avoid on-scale compression

✓ Continues strength as recruiting tool

51

FUTURE STATE

Policy Updates
- Draft created of first ECC-specific policy manual
- Legal review required before adoption

Benefits Review
- Planning for enhanced benefit programs
  - Employer funded healthcare
  - Mental health & wellness initiatives

Pay for Performance
- Create clear growth opportunities
- Reward exceptional service and contributions

FEBRUARY 2024

JULY 2024

JULY 2024

52

QUESTIONS AND NEXT STEPS

Questions?

Next Steps

Full decision brief included in meeting materials (pg 44).

Sample Motion: **I move that the Charlottesville-UVA-Albemarle County Emergency Communications Center Management Board authorize the workforce stabilization measures as presented, through utilization of previously adopted and appropriated FY2024 funds.**

6

Committee Updates

ECC Management Board & Committee Membership

Updated 12/1/2023

Board Membership

Name	Board Position (or designee thereof)	Member Title (if different from board position)
Bill Brady	UVA Vice-President/Chief Operating Officer	UVA Professor of Emergency Medicine
Ashley Marshall	Charlottesville City Manager	Charlottesville Deputy City Manager
Dan Eggleston	Albemarle Chief of Fire/Rescue	
Michael Thomas	Charlottesville City Fire Chief	
John DeSilva	University rep. designated by VP/COO	UVA Director of Emergency Management
Trevor Henry	Albemarle County Executive	Albemarle Deputy County Executive
Michael Kochis	Charlottesville City Chief of Police	
Sean Reeves	Albemarle Chief of Police	
Tim Longo	Chief of University Police	Associate Vice President for Safety and Security

Standing Committees per Board By-Laws

Executive Committee
- Chief Tim Longo (Board Chair)
- Ms. Ashley Marshall (Board Vice-chair)
- Chief Sean Reeves (Board Secretary)

Budget and Finance Committee
- Mr. Ryan Davidson
- Mr. Chris Cullinan
- Mr. Chris Peper

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

Ad Hoc Committees

Regional ECC Agreement Review and Revision Committee
- *Vacant Charlottesville*
- *Vacant Albemarle County*
- Chief Tim Longo
- *Staff Support*: Sonny Saxton (or ECC designee)

Regional ECC Bylaw Review and Revision Committee
- *Vacant Charlottesville*
- Chief Dan Eggleston
- Chief Tim Longo
- *Staff Support*: Sonny Saxton (or ECC designee)

Facility Planning Committee
- Mr. Chris Cullinan (Charlottesville)
- Mr. Steven Hicks (Charlottesville)
- Mr. Ryan Davidson (Albemarle)
- Mr. Lance Stewart (Albemarle)
- Mr. Chris Peper (UVA)
- Mr. Chris Easton (UVA)
- *Staff support*: Sonny Saxton (or ECC designee)

Regional ECC Calls for Service and Funding Model Review Committee
- Ms. Krissy Hammill (Charlottesville)
- Cpt. Steve Knick (Charlottesville)
- Mr. Ryan Davidson (Albemarle)
- Mjr. Miller Stoddard (Albemarle)
- DC Bryant Hall (UVA)
- Mr. Chris Peper (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)
- Mr. Jeremy Evans (Charlottesville)
- Dr. Bill Brady (UVA)
- Mr. John DeSilva (UVA)
- *Staff Support*: Sonny Saxton (or ECC designee)

Emergency Communications Center Management Board
Executive Committee
Meeting Minutes – October 12, 2023 – 9am
Location: ECC Conference Room, 2306 Ivy Rd, Charlottesville, VA 22903

Members Present

Chief Tim Longo	Ms. Ashley Marshall	LTC Terry Walls *(designee, Chief Sean Reeves)*

Members Absent: None

Others Present: Mr. Sonny Saxton, Mr. Josh Powell, Ms. Lily Gregg, Ms. Amanda Farley

(1) Call to Order
Chief Longo called the meeting to order at 9:04am. Mr. Powell recorded the minutes. **Chief Longo made motion, seconded by Ms. Marshall, to amend the agenda to remove the first closed session item. The motion carried on a voice vote.**

(2) Closed Session
At 9:06am, **Chief Longo made motion, seconded by Ms. Marshall, that the Executive Committee of the Charlottesville-UVA-Albemarle County Emergency Communications Center Management Board go into a closed meeting as authorized by the Virginia Freedom of Information Act, section 2.2-3711(A) of the Code of Virginia under: under Subsection 29, to discuss and consider the project delays and scope and terms of Contract 2017-14 between L3Harris and the ECC (Albemarle County as fiscal agent), a public contract involving the expenditure of public funds, the discussion of which in open session would adversely affect the negotiating strategy of the ECC; and under Subsection 8, to consult with and receive legal advice from ECC counsel regarding Contract 2017-14.** The motion carried on a voice vote.

(3) Certify Closed Session
At 9:34am, **Chief Longo made motion, seconded by LTC Walls, to certify that, to the best of his 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 on a roll call vote: *Chief Tim Longo – yes; LTC Terry Walls – yes; and Ms. Ashley Marshall – yes.*

(4) Legal Services
Ms. Farley advised the Committee that her services as Counsel to the ECC Management Board would remain available. The Committee expressed a consensus that ECC staff would not need to continue to pursue additional contract legal services at this time.

(5) Adjourn
Ms. Marshall made motion to adjourn, seconded by LTC Walls. With no further business to come before the Committee, the meeting was adjourned at 9:37am.

Emergency Communications Center Management Board
Emergency Management Steering Committee
Meeting Minutes – September 18, 2023 – 2pm
Location: All-Virtual Public Meeting

Members Present

Chief Dan Eggleston	Chief Michael Thomas	Mr. John DeSilva *(virtual)*
DC John Oprandy	Mr. Jeremy Evans	Dr. William Brady

Members Absent

None		

Others Present

Mr. Sonny Saxton	Mr. Josh Powell	Mr. Anthony Mangeri

(1) Call to Order

Chief Eggleston called the meeting to order at 2:00PM. Mr. Powell called the roll and determined a quorum of members were present.

(2) Approval of Minutes

Mr. Evans made motion, seconded by Chief Thomas, to approve the draft minutes for the March 29th, 2023 meeting of the Emergency Management Steering Committee. The motion carried on a voice vote.

(3) Charter Renewal Work Session

Mr. Mangeri guided the Committee through discovery and discussion, reviewing the prepared draft Regional Emergency Management Steering Committee Charter document. The committee provided input on content and Mr. Mangeri made live edits to the document. After approximately one hour of revision, the **committee came to a unanimous consensus to *a*) advance the charter draft for legal review and subsequent presentation to the ECC Management Board and *b*) present a corresponding job description to the ECC Management Board**.

(4) Next Meeting

The Committee expressed consensus that the Committee's work product(s) would be next reviewed by the ECC Management Board in their upcoming meeting.

(5) Adjourn

With no further business to come before the Committee, the meeting was adjourned at 3:12pm.

1

CHARTER
OF
REGIONAL EMERGENCY MANAGEMENT COORDINATION STEERING COMMITTEE
A SUBCOMMITTEE OF THE
CHARLOTTESVILLE – UVA – ALBEMARLE COUNTY
EMERGENCY COMMUNICATIONS MANAGEMENT BOARD

DRAFT

History

WHEREAS, by an agreement dated January 20th, 1984 (as amended), The Rector and Visitors of the University of Virginia, the City of Charlottesville, Virginia, and the County of Albemarle, Virginia (the "Participants") entered into a joint exercise of power agreement to establish an Emergency Operations Center (The "Center").

WHEREAS, The Center is a public body with all power duties granted to it by the laws of Virginia, governed by a Management Board (the "Board") composed of equal representation from all Participants with defined positions including executive/senior leaders, Law Enforcement Chiefs, and Fire Rescue Chiefs serving as ex officio representatives of their respective jurisdictions or agencies.

WHEREAS, by an agreement dated October 24th, 1992, the Participants agreed to utilize a joint emergency operations center, to share operational costs and responsibilities, and established the Board would act as an agent to manage the Regional Emergency Operations Center (REOC).

WHEREAS, the Center has provided Regional Emergency Management Coordination including development and maintenance of the Regional Emergency Operations Plan, adopted by proclamation by each Participant since 1992.

WHEREAS, the Participants have established individual Emergency Management programs and already have adopted, individual Emergency Operations Plans.

WHEREAS, the Charlottesville-UVA-Albemarle County Regional Emergency Management Coordination Steering Committee (CUA-REMC Committee) was established as an ad hoc committee of the Board on November 18, 2019, to ensure effective communication and collaboration in responding to emergency situations in the region.

WHEREAS, the participating organizations acknowledge the need for a coordinated approach to resource management to ensure efficient allocation of resources during emergency response efforts.

WHEREAS, the participating organizations recognize the need for a common operating picture to support effective decision-making and coordination during emergency response efforts.

Authority

October 24th, 1992 agreement establishing a joint emergency operations center, to share operational costs and responsibilities, and established the Board as the agent to set policy for the management of a Regional EOC (REOC).

Purpose

The CUA-REMC purpose is to establish a framework for communication, resource management, and activation to support emergency response efforts within the region. The scope of this charter includes documenting recommendations regarding the establishment of regional support coordination by establish clear roles and responsibilities; facilitate communication and to ensure effective resource management during emergency response and recovery efforts requiring regional engagement.

At the direction of the Board, CUA-REMC will provide advice and guidance on leadership, advocacy, communications, the sharing of information, and training programs on a regional level.

This will include the following:

A. Development of strategic plan and initiatives related to regional emergency management coordination that are supportive of, and not a replacement for, the Participants' emergency management programs.

B. Provide guidance for development of job description of the Regional Emergency Management Liaison.

C. Review and recommend approval of the Regional Emergency Management Plan to include concept of operations for multi-agency coordination to meet regional needs.

D. Collaborate with participant entities to provide relevant data, information, and support required for grant applications, demonstrating the region's needs and capabilities for effective emergency response and preparedness.

E. Review and update regional training and exercise protocols periodically to reflect evolving lessons learned and best practices and maintain a state of readiness.

F. Review and recommend systems, programs, and initiatives for regional community emergency preparedness or situational awareness.

At the direction of the Board, the CUA-REMC will provide advice and guidance on:

Regional Emergency Communication Center (RECC) Operational Roles and Responsibilities

A. The RECC shall be responsible for coordinating the collection, analysis, and dissemination of information to all stakeholders involved in response and recovery efforts, to assure a common operating picture of incidents. Each participant shall be responsible for collecting and analyzing information related to their respective areas of expertise and jurisdiction.

B. The RECC shall establish procedures and protocols for sharing information, including the use of secure communication channels and information management systems to include. Information is to be appropriately classified and safeguarded in accordance with applicable laws, regulations, and policies.

C. The RECC will establish a Joint Information Center (JIC) to ensure consistent, accurate, and timely public information and messaging during emergencies. The Joint Information Center will be overseen by a designated JIC Coordinator appointed by the Regional Emergency Management Liaison.

D. The RECC will establish protocols for information management, communication channels, media relations, public messaging, and information sharing.

E. The RECC shall establish a command and management structure and decision-making process that is consistent with the National Incident Management System (NIMS) and other relevant standards and guidelines. Each Participant shall be responsible for the command and management of their respective agencies and departments during emergency response and recovery operations.

F. The RECC shall provide overall coordination and support for the response and recovery efforts when requested, to include resource allocation from Non-Governmental Organizations and to support operational planning.

G. Once activated to support local response and recovery operations, The REOC shall provide overall coordination and support for response and recovery effort, including resource allocation, information management, and operational planning.

H. The CUA-REMC shall establish protocols for mutual aid and resource sharing among Participants, and ensure that all parties involved are familiar with and trained in these protocols.

I. The CUA-REMC will facilitate and coordinate regular training sessions and exercises to ensure uniform standards for response and recovery operations. These activities will focus on improving communication, resource management, decision-making, and coordination.

Participating Entities Roles and Responsibilities

A. Participating entities will manage emergency response efforts within their respective jurisdictions and agree to provide support to other participants as needed.

B. Each entity will provide personnel, equipment, and other resources as needed, to support a coordinated regional response and recovery effort, in accordance with their respective capabilities and limitations. This includes providing a liaison to the RECC, if requested.

C. Participants will maintain their own chain of command and reporting structure during emergency response and recovery operations.

D. Each agency shall maintain communication with the RECC and provide regular updates on their operational status and resource needs.

E. Participates will engage in local and regional exercises as appropriate to assure a coordinated regional response and recovery operation. The exercises will focus on testing communication systems, coordination protocols, resource management, decision-making, and interagency collaboration.

F. Participating agencies will share lessons learned from exercises with stakeholders to strengthen the region's ability to effectively respond to emergencies and improve overall resilience.

G. CUA-REMC in coordination with the regional emergency management liaison, shall actively identify and pursue grant opportunities to secure funding for enhancing emergency preparedness, response, and recovery efforts that address identified gaps, improve resource capabilities, and enhance overall emergency response and community resilience within the region.

H. The stakeholders shall actively seek partnerships and collaborations with other regional, state, and federal agencies, as well as nonprofit organizations and private entities to enhance regional response and recovery efforts.

Membership

A. The Board Chair appoints CUA-REMC membership who serve a term until replaced. Nominations for these positions are made from the respective executive membership representative on the Board. Members to represent the following:

   1. One representative of the senior leadership from each of the Participants organizations.

   2. One Emergency Manager or designee from each of the Participants and UVA Health

   3. Optionally, one Board member to act as a liaison to the Board.

   4. The Center's Executive Director or designee.

   5. Other members may be appointed at the discretion of the Board Chair, to include membership of working groups.

B. The appointed members role is to provide expertise, guidance, and representation from their respective organizations to support the Committee's mission.

C. Appointed members will actively participate in REMC meetings, discussions, and decision-making processes.

D. The REMC membership shall ensure a diverse representation of stakeholders involved in emergency management, promoting collaboration, and comprehensive regional coordination.

Responsibilities

A. The CUA-Regional Emergency Management Committee (CUA-REMC) will function in accordance with current Board practices established by the Chair and in accordance with public meeting requirements.

B. The CUA-REMC will report to the Board at each meeting on current assignments and deliverables.

C. The Board expects members to work together to fulfil the goals, objectives, and expectations for the CUA-REMC, as defined by the Board.

D. Any disputes arising from the implementation of the Charter will be resolved through consultation and collaboration among all stakeholders.

Meetings

A. The CUA-REMC will meet routinely on a schedule agreed upon by the Committee. The chair and/or vice chair will work with Center staff to establish the agenda for each meeting.

B. The CUA-REMC staff are responsible for facilitating each meeting, distributing the agenda, producing written minutes, in accordance with public meeting requirements.

C. As necessary, the CUA-REMC will meet in a joint session with other committees regarding items of concern to both.

Charter Maintenance

The CUA-REMC will review the Charter on an annual basis and provide recommendations to the Board for consideration. Feedback will be solicited from all stakeholders and used to inform any necessary revisions or updates to the Charter.

EMERGENCY COMMUNICATIONS CENTER
POSITION DESCRIPTION
DRAFT

JOB TITLE:	LOCATION:	ECC
Regional Emergency Management Liaison	JOB CLASS CODE:	
IMMEDIATE SUPERVISOR:	PAYGRADE:	
Executive Director	FLSA Status:	Exempt

GENERAL DEFINITION OF WORK

The Regional Emergency Management Liaison supports the Charlottesville-UVA-Albemarle County Emergency Communications Center (CUA-ECC), a consolidated primary public safety answering point which provides regional emergency management coordination and emergency communications services for Albemarle County, the City of Charlottesville, and the University of Virginia. The ECC is a nationally recognized center, having earned CALEA Accreditation and been designated as an APCO National Certified Training Program and Virginia Accredited Emergency Medical Dispatch Communications Center.

The Regional Emergency Management Liaison plays a crucial role in enhancing the region's capabilities to effectively address emergencies. Reporting directly to the Executive Director, this role works to enhance emergency preparedness, response, and recovery efforts that address identified gaps, improve resource capabilities, and enhance overall emergency response and community resilience within the region.

The Regional Emergency Management Liaison coordinates with all participants of the CUA-ECC, as well as law enforcement, field responders, community volunteers, and Non-Governmental Organizations (NGOs) to be supportive of their own emergency management programs.

Performs difficult administrative tasks and complex planning to direct the activities of the Regional Emergency Management division. The ideal candidate should possess strategic thinking, strong communication and listening skills, technical competency, staff development, and strong leadership, including demonstrated change management skills.

ESSENTIAL FUNCTIONS

In collaboration with the Executive Director and the CUA-Regional Emergency Management Committee:
- Develop strategic plans and initiatives related to regional emergency management coordination that are supportive of, the participants' emergency management programs.
- Develop and maintain the Regional Emergency Management Plan to include concept of operations for multi-agency coordination to meet regional needs.
- Collaborate with participant entities to provide necessary data and support for grant applications, showcasing the region's needs and capabilities for effective emergency response and preparedness, while concurrently identifying and pursuing grant opportunities to secure funding that enhances emergency preparedness, response, and recovery efforts, addresses identified gaps, improves resource capabilities, and strengthens overall emergency response and community resilience within the region.
- Review and update training and exercise protocols periodically to reflect evolving lessons learned and best practices and maintain a regional state of readiness.
- Identify and recommend systems, programs, and initiatives for regional community emergency preparedness and to enhance situational awareness.
- Support the CUA-REMC activities and meetings, including managing logistics and scheduling.

Daily responsibilities and actions include:
- Establish and maintain protocols for mutual aid and resource sharing among Participants, develop and maintain standby contracts and/or MOUs for critical resources, and ensure that all parties involved are familiar with and trained in these protocols.

- Coordinate the collection, analysis, and dissemination of incident information from various stakeholders, following established procedures and protocols for information sharing. This includes ensuring information classification, safeguarding according to laws and policies, and using secure communication and information management systems.
- Maintains a strong collaborative relationship with the designated coordinator for the Joint Information Center, to support consistent, accurate, and timely public information and messaging during emergencies.
- Facilitate and coordinate regular training sessions and exercises aimed at ensuring uniform standards for response and recovery operations, with a focus on improving communication, resource management, decision-making, and coordination.
- Maintains a thorough working knowledge, understanding and consistently accurate interpretation and application of State and Federal emergency management regulations and protocols, and ensures the County's and departments ongoing compliance.
- Maintains the ECC Continuity of Operations Plan (COOP) and collaborates with Participants to support their own COOP, ensuring the stability of essential functions amidst a variety of emergencies and disasters.
- Collaborate with emergency services personnel across different localities and regional institutions for emergency planning and response, which includes participating in joint exercises and creating as well as coordinating the development of regional emergency response plans, such as those for special events.
- Supervise assigned staff, provides technical assistance and guidance.
- Serve on various committees as designated, handle special projects, and perform other duties as assigned.

During emergency response and recovery operations:
- When requested, activate the Regional Emergency Management Plan to assist with disaster response and recovery efforts, which includes managing resource allocation from responders and NGOs, information management, and supporting operational planning.
- Support a regional command and management structure and decision-making process that is consistent with the National Incident Management System (NIMS) and other relevant standards and guidelines.
- Facilitate, coordinate, and act as a liaison in the meetings of the Policy Group, composed of appointed and elected officials and executives, aiming towards policy formulation, decision-making, resource distribution, fostering clear communication, ensuring legal and ethical compliance, and orchestrating long-term planning for effective response and recovery management during a disaster.
- When requested, provide support for regional pre-event and post-event disaster recovery operations, damage assessments and mitigation programs, including, but not limited to, planning, preparation and submission of financial records, completion and submission of reports, documentation, and coordination of follow-up activities.
- Manage and/or assist in administration of federal grant and emergency response reimbursement programs such as: NIMS, FEMA, Compliance Officer, Exercise and Training, Regional Planning, etc.
- May be required to advocate for the interests of, or serve as a representative for, the participants' designated Emergency Management Coordinator in interactions with the Virginia Department of Emergency Management (VDEM) and the Federal Emergency Management Agency (FEMA), as well as liaise with local and regional emergency response committees, businesses, and community groups.

KNOWLEDGE, SKILLS AND ABILITIES

Knowledge of state and federal laws pertaining to emergency preparedness and management of disasters; ability to evaluate emergency situations and if necessary, coordinate the implementation of emergency operation plans; ability to establish and maintain effective working relationships with public safety agencies, elected and appointed officials, volunteer organizations, non-governmental response organizations, media, the City of Charlottesville, University of Virginia, State and Federal organizations; ability to communicate complex ideas effectively, both orally and in writing; ability to effectively command personnel and coordinate emergency incidents; ability to think and act quickly in emergencies; ability to plan, develop and coordinate public education programs; ability to develop reports and analyze data; ability to handle difficult situations using well developed conflict management skills and ability to successfully complete training programs required by the Federal Emergency Management Agency and the Commonwealth of Virginia Department of Emergency Management.

EDUCATION AND EXPERIENCE

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with preferred work in emergency management, project and/or personnel management, or related field. Four (4) years of increasingly responsible professional experience in emergency management (or in comparable public safety and/or administrative roles), performing varied technical, operational, and/or administrative duties. Preferred qualifications include previous experience working within an emergency management, emergency communication center, fire, EMS, or law enforcement agency; certification as a Certified Emergency Manager (CEM) or Project Management Professional (PMP). Special Requirements: Upon hire, eligible for a Commonwealth of Virginia valid driver's permit. Must meet the requirements to obtain and maintain Virginia Criminal Information Network/National Crime Information Center certification and ICS 100-200-300-400-700-800 incident management training courses.

PHYSICAL CONDITIONS AND NATURE OF WORK CONTACTS

Duties are normally performed in both a public safety emergency communications center and field setting, often under stressful conditions. The hours of operation are 24 hours a day, 365 days a year and may be called upon to travel. Primarily scheduled for this position is during normal business hours Monday through Friday but is subject to recall at any time. Some exposure to adverse weather conditions is required. This position is considered essential personnel and falls under Albemarle County AP-4 and is subject to working overtime, being held over, or being called back for disasters, local emergencies, or special events. Must be able to see, hear, and speak (by voice) in various situations in person, by phone, radio, computer, or other telecommunication devices. Frequent contact with the public, emergency communications, police, fire, emergency medical service providers, and appointed and elected officials is necessary. Occasional contact with other federal, state, and local government agencies is required. These contacts may require considerable skill in diplomacy, tact or discretion to resolve complex issues.

EVALUATION

Performance will be evaluated on the ability and effectiveness in carrying out the responsibilities as outlined.

Date Approved:

Date Amended:

FINANCIAL MANAGEMENT POLICIES

STATEMENT OF PURPOSE

The Charlottesville-UVA-Albemarle Emergency Communications Center (ECC) has a responsibility to account for public funds, to manage its finances wisely, and to allocate its resources efficiently, effectively, and equitably, in order to provide the services desired by the public and by the public safety agencies served. The primary objective of establishing Financial Management Policies is to provide a framework wherein sound financial decisions may be made for the long-term betterment and stability of the ECC.

POLICY GOALS

A fiscal policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. An effective fiscal policy should:

- Insulate the ECC from fiscal crises;
- Promote long-term financial stability by establishing clear and consistent guidelines;
- Provide the total financial picture of the ECC rather than concentrating on single issue areas; and
- Provide a link between long-range financial planning and current operations.

OPERATING BUDGET POLICIES

The annual budget will be prepared consistent with requirements established by the Virginia Code, guidelines established by the Government Finance Officers Association (GFOA), and in accordance with budgeting best practices.

The budget must be structured so that the ECC Management Board; governing bodies of UVA, Charlottesville, and Albemarle; and the public can understand the relationship between revenues, expenditures, and the achievement of service objectives.

The budget will be structurally balanced, where ongoing revenues equal or exceed ongoing expenditures. The goal of the ECC is to fund all recurring expenditures with ongoing revenues, not one-time revenues.

The ECC will develop and annually update a long-range three-year Financial Plan. The Financial Plan will include a review of revenue trends and expenditures from the prior years' projections of revenues and expenditures, as well as future costs and projected longer-term Capital Improvement Plan projects.

If revenue shortfalls are anticipated in a fiscal year, spending during that fiscal year must be reduced sufficiently to offset the projected revenue shortfalls.

This guideline may be reviewed annually with ECC Management Board approval.

The operating budget preparation process is conducted to allow decisions to be made regarding anticipated resource levels and expenditure requirements for the levels and types of services to be provided in the upcoming fiscal year.

The ECC operating budget is approved by the ECC Management Board, supported by funding appropriated to the ECC by UVA, the City of Charlottesville, and Albemarle County.

REVENUE POLICIES

The ECC will maintain a diversified and stable revenue structure. The ECC will seek use of all available state and federal grant dollars to offset costs billed to the ECC's funding Participants.

The ECC will project its annual revenues and generate its three-year forecasts by using an objective, analytical process that is consistent with Government Finance Officers Association (GFOA) best practices.

The ECC will, where possible, institute user fees and charges for specialized ECC programs and services based on benefits, and/or privileges granted by the ECC or based on the cost of a particular service. Rates will be established to recover costs and considering the equitable access to services with a goal to review user fee charges at least every three years. The ECC's current fee for service formula(s) are specified in Addendum #2 to the 1984 Regional Agreement.

PROCUREMENT POLICIES

The ECC will adhere to the procurement policies articulated in the Albemarle County Purchasing Manual, as the County serves as the ECC's fiscal and procurement agent, which is informed by the Virginia Public Procurement Act.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

The ECC's Accounting, Auditing, and Financial Reporting policies will be provided by Albemarle County as the ECC's fiscal agent.

The ECC, working together with its fiscal agent, will establish and maintain a high standard of internal controls and accounting practices in conformance with the Uniform Financial Reporting Manual of Virginia and Generally Accepted Accounting Principles (GAAP) for governmental entities as promulgated by the Governmental Accounting Standards Board.

An independent firm of certified public accountants will perform an annual financial and compliance audit according to generally accepted auditing standards, and Government Auditing Standards issued by the Comptroller General of the United States.

The ECC will provide the ECC Management Board with quarterly financial reports.

FUND BALANCE, RESERVE, AND CONTIGENCY POLICIES

The ECC establishes and maintains a fund balance from expenditure savings to a) provide the ECC the ability to minimize supplemental funding requests to, and cost variability for, the Participants and to b) maintain a contingency in order to address unforeseen short-term emergencies. All use of fund balance is subject to approval by the ECC Management Board and appropriation by the Albemarle County Board of Supervisors.

Requests to utilize funds from the ECC's unassigned fund balance will be submitted to the ECC Management Board through the annual budget development process and/or mid-year as needed.

Unassigned fund balance in excess of 25% of the ECC's total annual operating budget is subject to a proportional return to the funding Participants, as specified in Addendum #2 to the 1984 Regional Agreement. In lieu of returning such funds, the ECC Management Board may formally request alternative uses for such carryover funds, subject to the approval of the Participants.

The ECC does not intend, as a common practice, to use fund balance to finance current operations.

The ECC will establish and maintain a fund balance operating contingency, equal to 5% of the total annual operating budget. This percentage is reflective of the ECC's unique risk profile and operational needs, and is separate from supplemental funding requests that may be submitted to the Participants to finance unforeseen expenses. Contingency funds may only be used for one-time or unforeseen significant events that threaten the financial stability or operational capability of the ECC. The use of contingency funds must be approved by the ECC Management Board, following a detailed report and recommendation made to the Board by ECC staff.

If circumstances require the use of the fund balance operating contingency, the ECC will develop a plan during the annual budget adoption process to replenish the contingency to the target level as quickly as reasonably possible.

GRANTS POLICIES

Before applying for or accepting either state or federal funding, the ECC will assess the merits of the program as if it were to be funded with local dollars. No grant will be accepted that will incur management and reporting costs greater than the grant and the ECC will work with Grantees to fully offset administrative costs when possible.

The ECC will attempt to recover all allowable costs – direct and indirect – associated with the administration and implementation of grant-funded programs. In the case of state and federally mandated programs, the ECC will attempt to obtain full funding for the service from the governmental entity requiring that the service be provided.

Policies Adopted: