



ECC Management Board Meeting Packet - 2/14/2024



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

Print date: 2/7/2024

Table of Contents

Agenda Item	Page
4.1) Productivity Report	3
4.2) Finance and Budget Reports	15
FY2024 Budget Snapshot	16
ECC Fund Balance Update.....	17
4.3) Technology and Building Reports	20
Technology Report.....	21
Building Report	23
4.4) Personnel Reports	24
ECC Staffing and Recruitment Report.....	25
Activity of FOIA and Research Unit.....	26
4.5) Training Program Reports	27
Academy Update	28
Professional Development Update.....	30
4.6) Commendations, Awards, and Press	31
ECC Press and Social Media Update	32
100% Protocol Compliance Commendation.....	33
4.7) Previous Meeting Minutes	34
ECC Regular Meeting – December 13, 2023	35
4.8) Strategic Plan Update	38
Charlottesville-UVA-Albemarle County ECC Strategic Plan 2023 - 2030	39
5) Committee Updates	58
Budget and Finance Committee – Draft Meeting Minutes – December 14, 2023	59
Budget and Finance Committee – Draft Meeting Minutes – January 8, 2024	61



4.1

Productivity Report



Charlottesville-UVA-Albemarle County Emergency Communications Center Productivity Report



Quarter 4 / October – December 2023

Contents

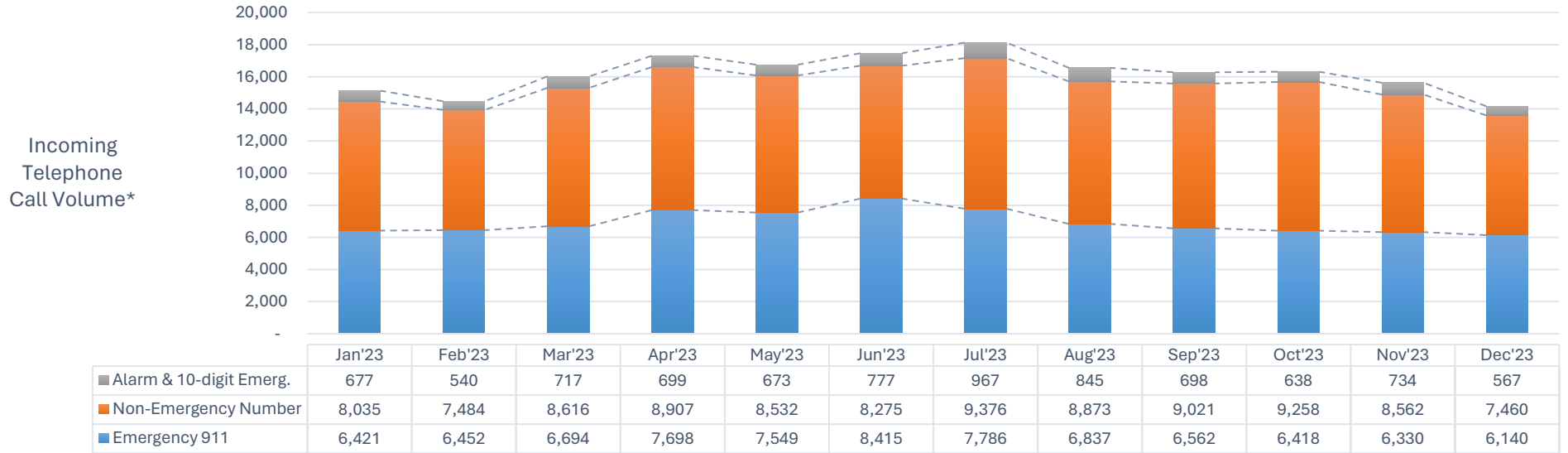
I.	Telephone System Statistics	2
II.	Alternative Communications Statistics	5
III.	Response Statistics.....	8
IV.	Performance Improvement.....	11
V.	Accredited Center of Excellence (ACE) Accreditation.....	12
VI.	CALEA: The Commission on Accreditation for Law Enforcement Agencies	14

About This Report

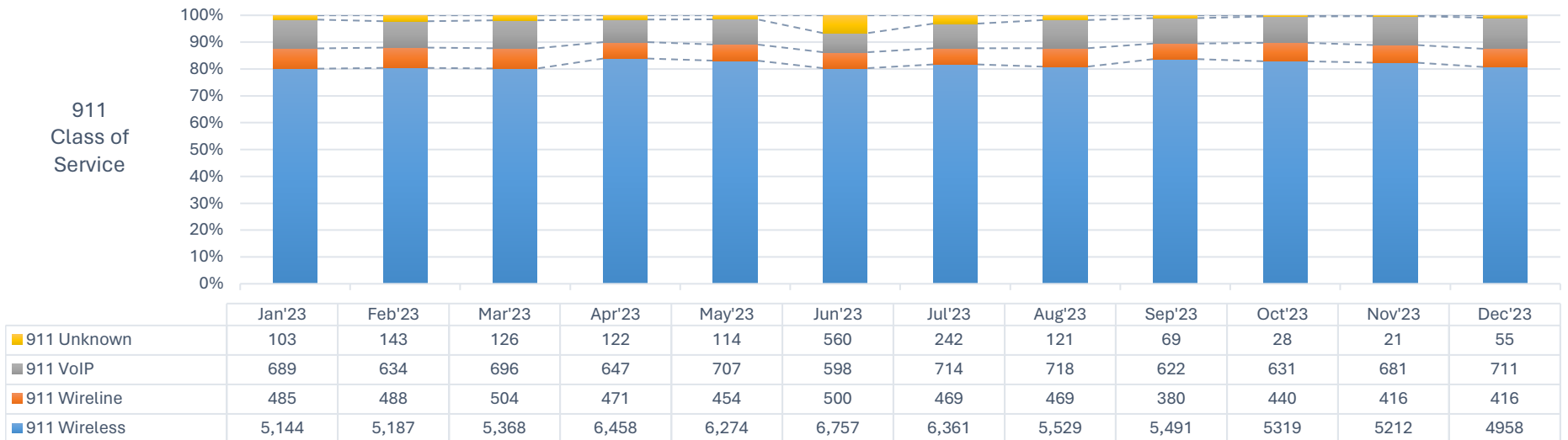
This report was developed to provide an ongoing summary of the workload activity and operations of the Charlottesville-UVA-Albemarle County Emergency Communications Center in serving residents, businesses, visitors, students, police, and fire/rescue agencies. It is continually being modified and improved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

Telephone System Statistics

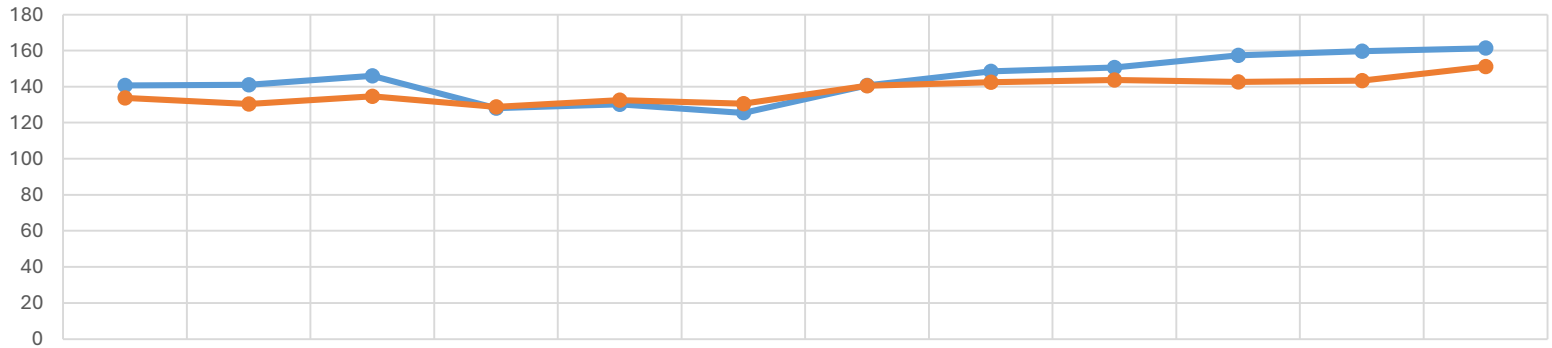


*Includes calls that disconnected from queue before being answered.



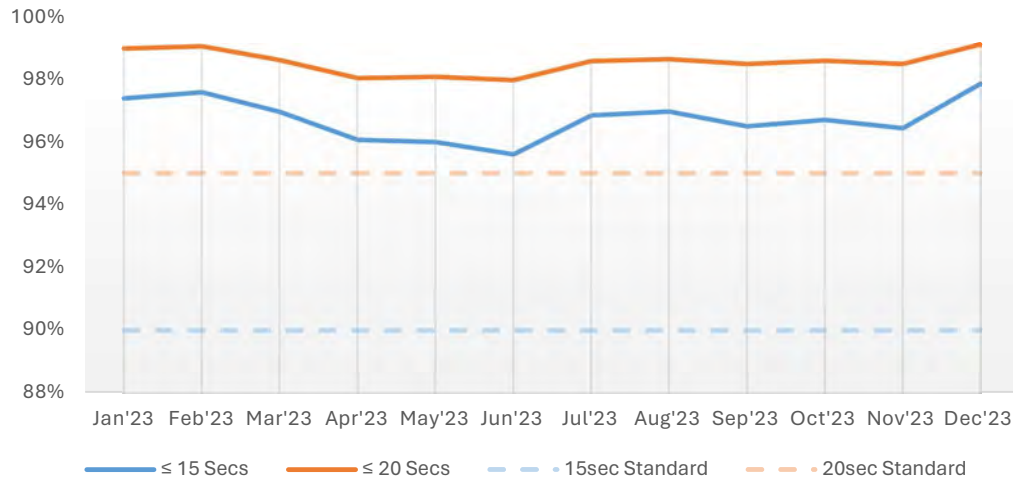
*911 Unknown Class of Service Calls increased in June 2023 due phone vendor issue. See 911 Calls Abandoned Before Answer for further information.

Telephone Call Duration (Avg. Sec)



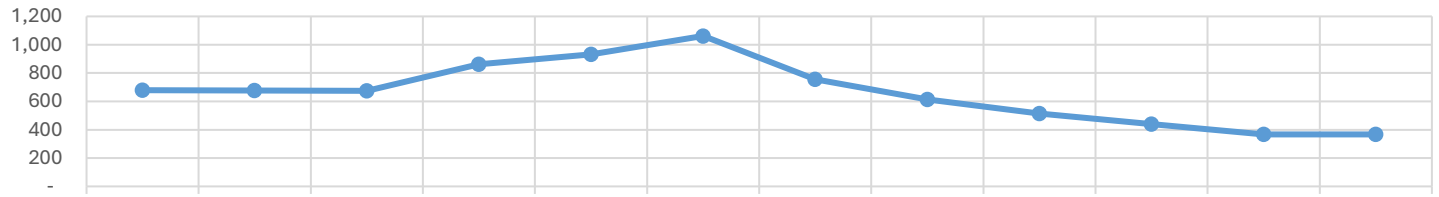
	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23	Oct'23	Nov'23	Dec'23
Incoming 911	141	141	146	128	130	126	141	149	151	157	160	161
Incoming (Overall)	134	130	135	129	132	131	140	142	144	143	143	151

911 Call Answer Times



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

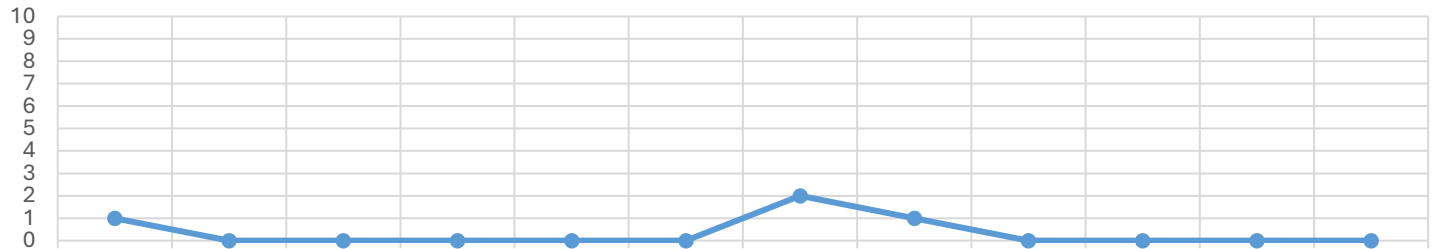
911 Calls Abandoned Before Answer



	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23	Oct'23	Nov'23	Dec'23
911 calls abandoned before answer	679	676	674	862	933	1,062	757	613	514	440	367	367

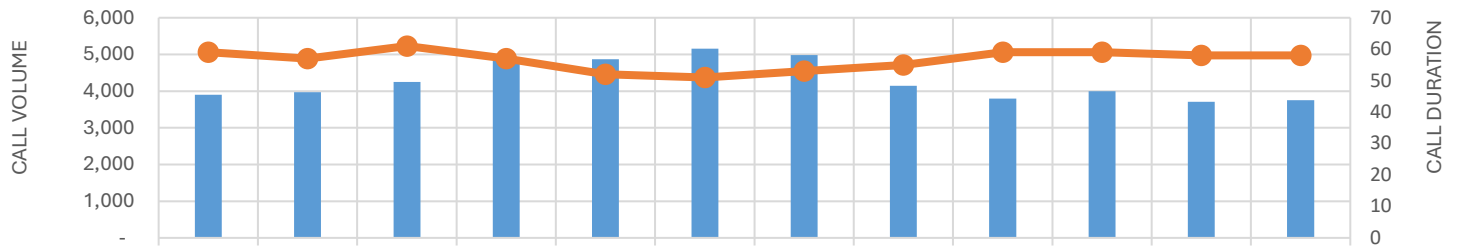
*911 Calls Abandoned Before Answer increased throughout April, May, and June due to an operational anomaly with our mobile service providers' communication infrastructure. These 'tower calls' or 'ghost calls' are generated by cell towers with no actual callers on the line. The CUAEEC IT department has 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



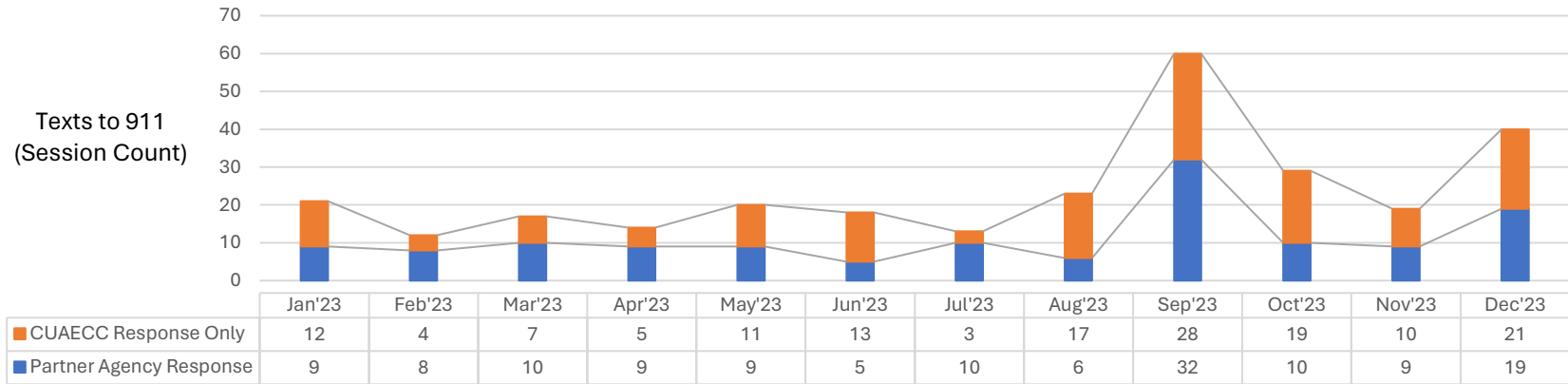
	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23	Oct'23	Nov'23	Dec'23
911 calls abandoned before queue	1	0	0	0	0	0	2	1	0	0	0	0

Outbound Call Volume and Duration



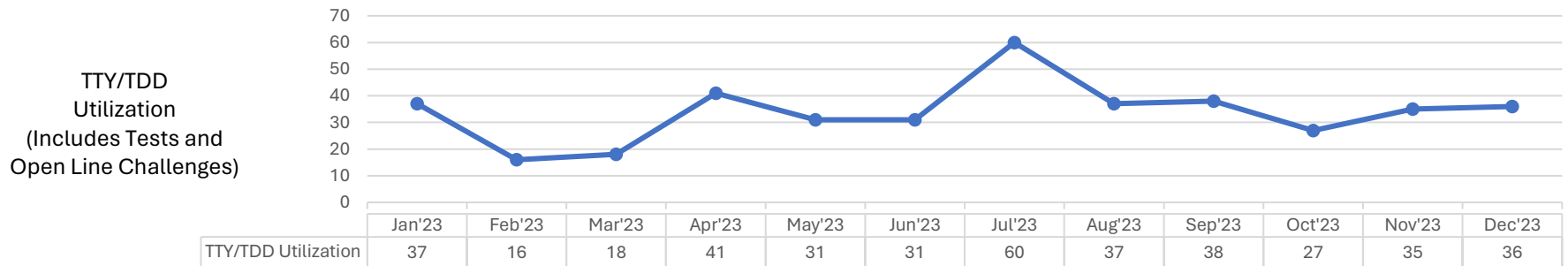
	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23	Oct'23	Nov'23	Dec'23
Outbound Call Count	3,899	3,975	4,253	4,901	4,865	5,153	4,983	4,144	3,798	3,995	3,710	3,754
Outbound Call Average Duration	59	57	61	57	52	51	53	55	59	59	58	58

Alternative Communications Statistics

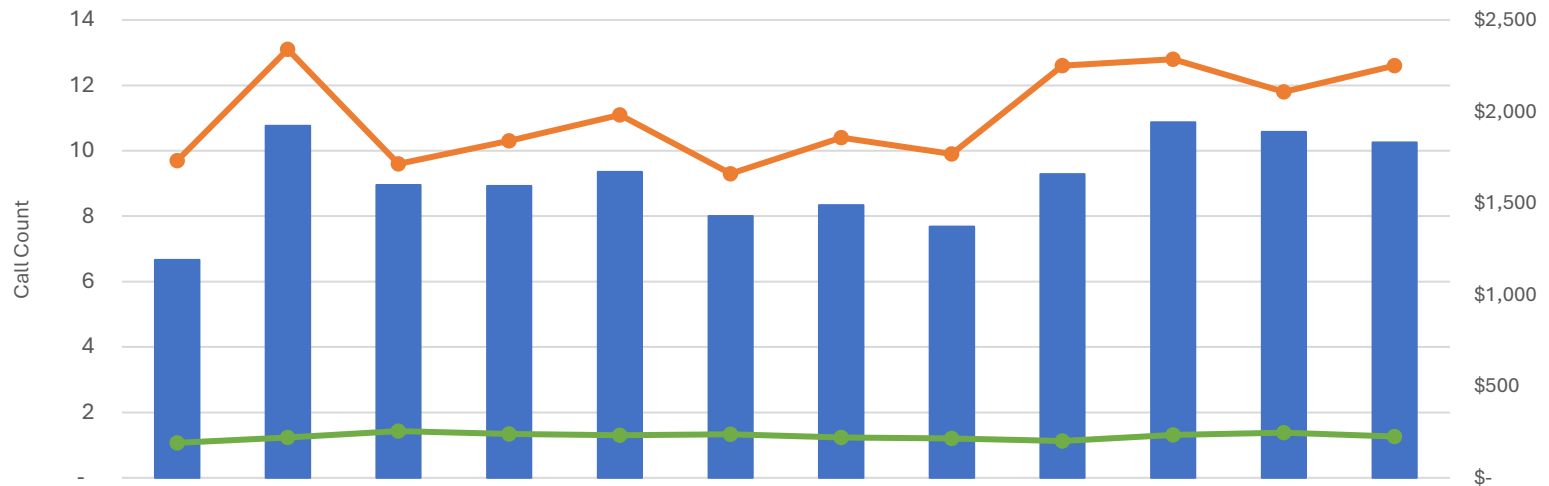


*These categories have been renamed as of Q3 2023 to more accurately reflect the type of data that is captured; the renaming of these categories does not change previous data counts.

CUAECC Response Only: Previously listed as 'Tests', this category includes test sessions, accidental texts (including automatic smart device/ride share messaging), text sessions regarding an ongoing call for service, 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.

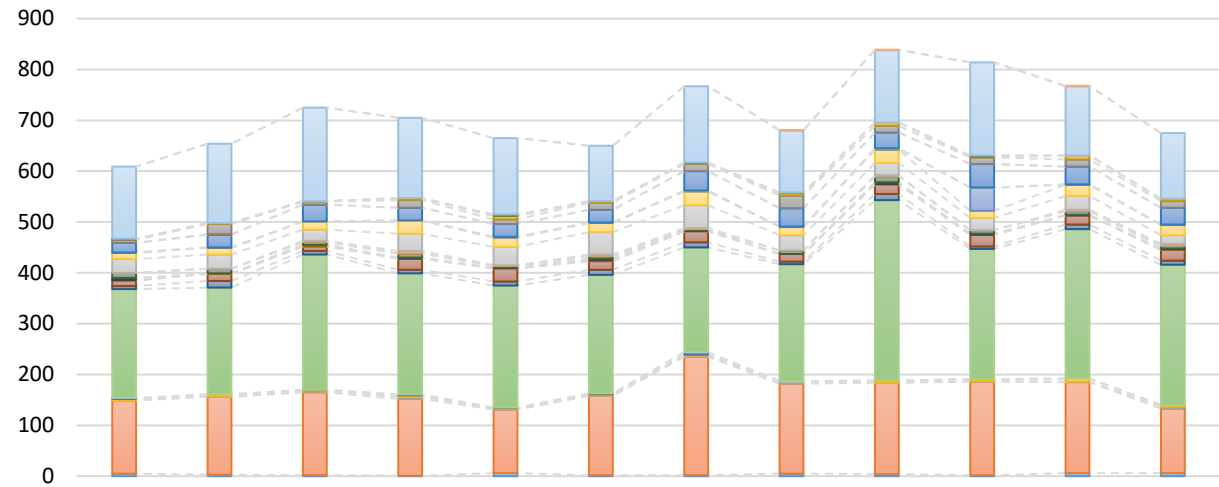


Translation Services - Language Line



	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23	Oct'23	Nov'23	Dec'23
Language Line Charges	\$1,190	\$1,921	\$1,598	\$1,593	\$1,670	\$1,429	\$1,488	\$1,372	\$1,659	\$1,941	\$1,888	\$1,831
Avg. Call Length (mins)	10	13	10	10	11	9	10	10	13	13	12	13
Total Calls	191	220	255	239	232	238	220	215	201	234	247	225

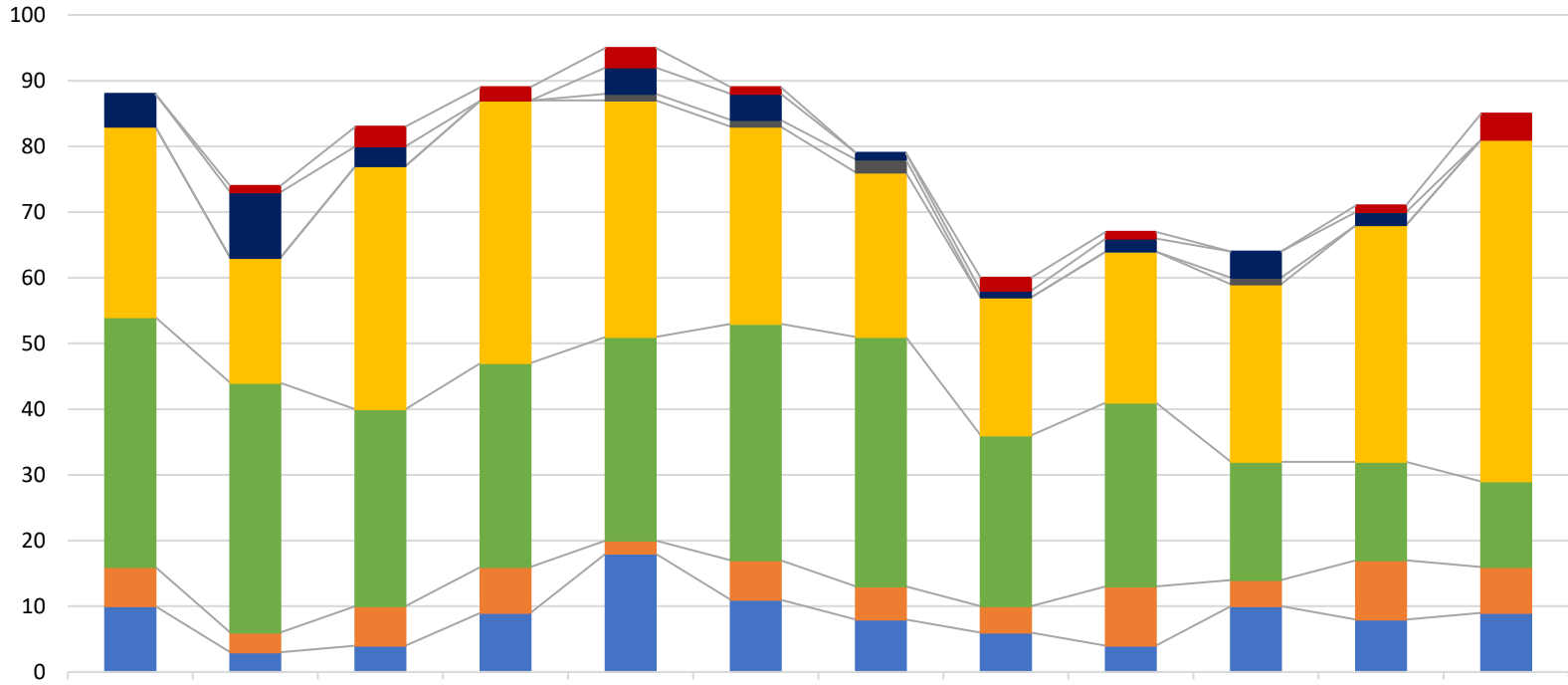
Calls Transferred to Other Agencies or Individuals



	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23	Oct'23	Nov'23	Dec'23
Albemarle County Fire/Rescue	0	0	0	0	0	0	0	1	1	0	1	0
Albemarle County Police Department	142	156	184	158	150	109	150	122	142	183	136	129
Albemarle County Sheriff's Department	0	0	0	0	3	0	0	1	0	1	0	0
Amherst Sheriff's Department	1	0	0	0	0	0	1	0	0	1	0	0
Augusta County Sheriff's Department	1	2	1	4	7	3	2	5	7	2	8	5
Buckingham County Sheriff's Department	6	20	6	15	9	14	14	25	13	13	14	13
City of Charlottesville Fire Department	0	1	0	0	0	0	0	0	0	0	0	0
City of Charlottesville Police Department	19	25	33	25	25	25	38	36	31	46	35	33
City of Charlottesville Sheriff's Office	0	0	0	0	0	0	1	0	1	1	0	0
Culpeper Sheriff's Department	1	1	0	0	2	1	1	1	2	45	1	1
Fluvanna County Sheriff's Department	12	13	16	26	18	18	27	16	26	14	22	20
Greene County Fire-Rescue and Sheriff's Department	27	28	22	34	36	44	45	30	24	24	27	17
Harrisonburg/Rockingham ECC	0	0	2	5	1	3	2	0	1	0	2	3
JADE/Terrorism Hotline	0	0	0	0	0	0	0	0	1	0	1	1
Louisa County Sheriff's Department	10	9	6	8	4	5	3	7	12	7	7	5
Madison County Sheriff's Department	4	0	0	2	1	3	1	0	3	2	1	1
Medcom	1	1	3	0	0	2	0	0	1	0	0	2
Medic 5	0	0	0	0	0	0	0	0	0	0	0	0
Nelson County Sheriff's Department	11	14	9	22	26	17	22	15	19	23	18	21
Orange County Fire-Rescue and Sheriff's Department	6	13	7	7	8	10	10	5	12	5	9	8
Other Agencies or Individuals	214	210	266	238	240	233	206	230	355	256	294	276
Poison Control	2	0	1	2	1	2	5	0	0	0	0	0
University of Virginia Police Department	3	4	2	3	1	2	2	0	4	4	6	3
Virginia Department of Transportation	0	1	2	4	2	1	2	5	0	1	1	4
Virginia State Police	144	153	163	151	125	156	233	177	180	184	179	127
Waynesboro Police Department	5	3	2	1	6	2	2	5	4	2	6	6

Response Statistics

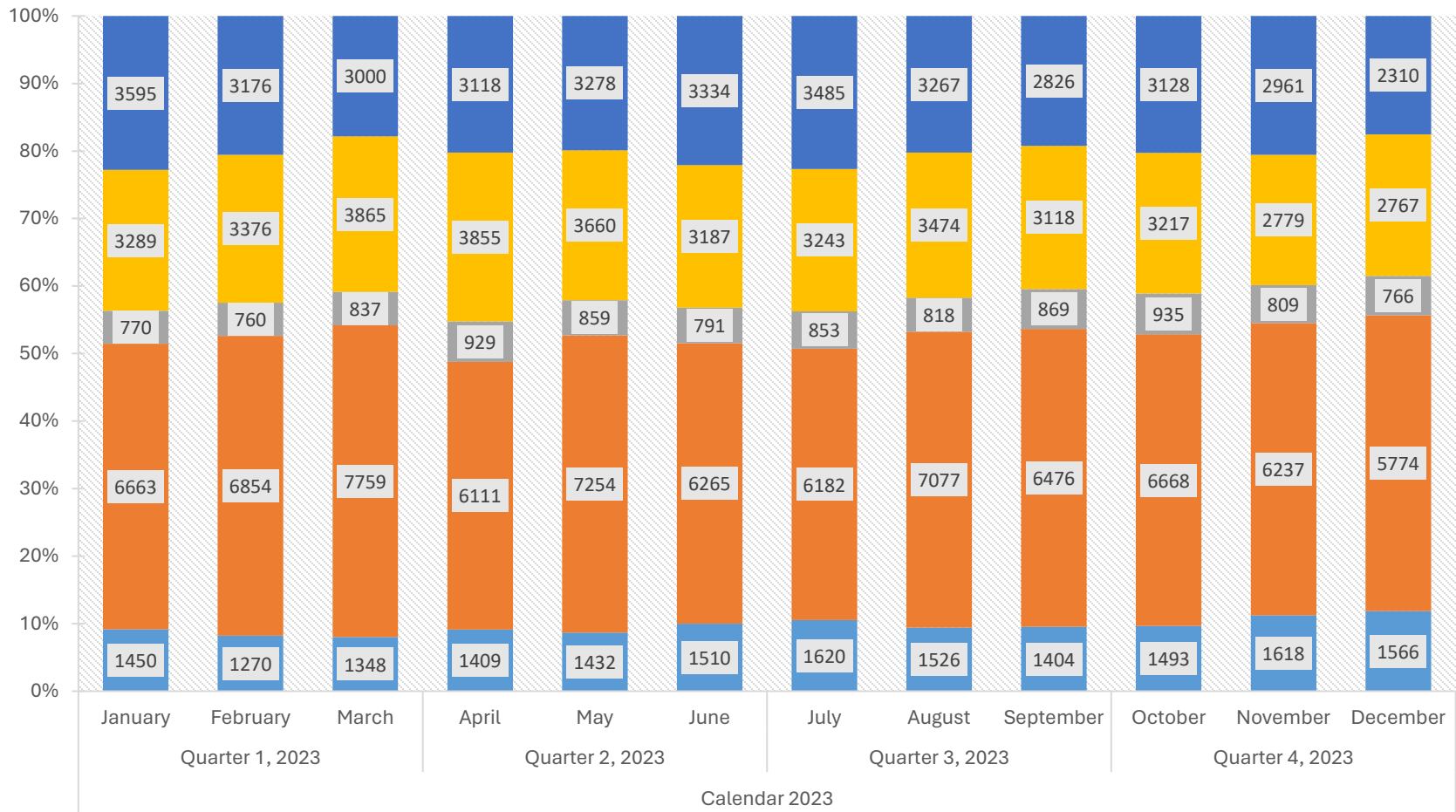
Critical Life Threatening/Saving Events*



	Jan'23	Feb'23	Mar'23	Apr'23	May'23	Jun'23	Jul'23	Aug'23	Sep'23	Oct'23	Nov'23	Dec'23
Stabbing Events	0	1	3	2	3	1	0	2	1	0	1	4
Shooting Events	5	10	3	0	4	4	1	1	2	4	2	0
Drowning Events	0	0	0	0	1	1	2	0	0	1	0	0
Suicidal Ideations	29	19	37	40	36	30	25	21	23	27	36	52
Cardiac Arrest Calls	38	38	30	31	31	36	38	26	28	18	15	13
Choking Events	6	3	6	7	2	6	5	4	9	4	9	7
Obstetric Calls	10	3	4	9	18	11	8	6	4	10	8	9

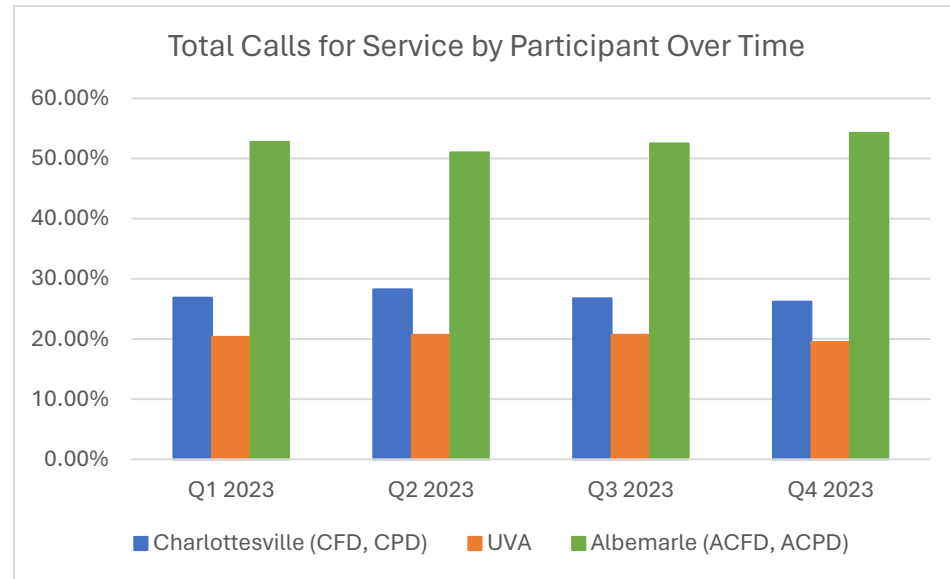
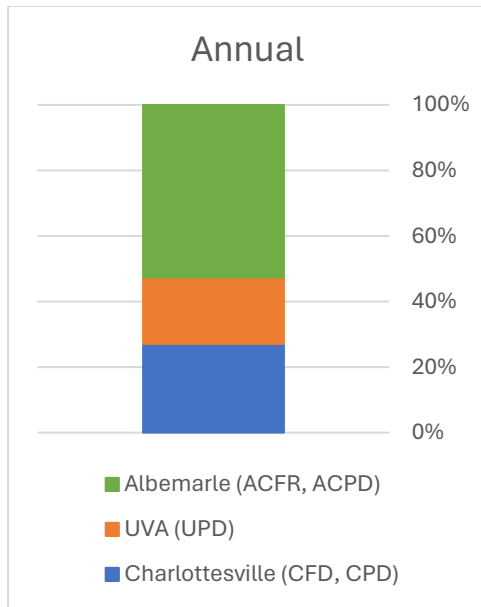
*Statistics are based on remarks entered in CAD and final event types.

'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.



■ ACFR ■ ACPD ■ CFD ■ CPD ■ UPD

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



Participant	Q1 2023*	Q2 2023*	Q3 2023*	Q4 2023*	Overall^
Charlottesville (CFD, CPD)	12,897 (26.86%)	13,281 (28.26%)	12,375 (26.76%)	11,273 (26.20%)	49,826 (27.04%)
UVA (UPD)	9,771 (20.35%)	9,729 (20.70%)	9,578 (20.71%)	8,399 (19.52%)	37,477 (20.34%)
Albemarle (ACFR, ACPD)	25,344 (52.79%)	23,981 (51.03%)	24,285 (52.52%)	23,356 (54.28%)	96,966 (52.62%)

*Percentages displayed are calls per participant per quarter

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

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 agency was awarded CALEA Accreditation on November 18, 2023, its sixth award. CALEA requires annual review by remote assessors to ensure continued compliance; our assessment dates have been identified by the Commission:

Year 1	September 13-21, 2024
Year 2	September 12-20, 2025
Year 3	September 11-19, 2026
Year 4	May 21-29, 2027
Anticipated Accreditation Award	November 2027

The exemplary success of our agency in our most recent site-based assessment (July 2023) has had positive impact beyond our jurisdiction. The assessor is a significant member of the public safety industry; Julie Righter Dove was a CALEA Commissioner for nearly a decade and has been an assessor with CALEA since 2001. She has referred other agencies pursuing improvement in work culture and morale to connect with our agency. Additionally, communication through multiple accreditation support networks has allowed our agency to collaborate with other agencies to develop improvements in policy, protocol, and community and responder engagement and safety.

**Retaining our CALEA Accredited status while pursuing continuing growth is directly in line with our agency vision:
To be locally and nationally recognized for providing exception service.**



4.2

Finance and Budget Reports



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: Sonny Saxton, Executive Director

From: Josh Powell, Deputy Director-Support Services

Date: February 6th, 2024

Subject: FY2024 Budget Snapshot

All amounts are current as of February 1, 2024, 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	\$9,331,657	\$4,846,178	\$629,312	\$3,856,167	58.7%
32120 - Regional Emergency Mgmt	\$344,792	\$571,218	\$277,701	\$19,032	\$274,485	51.9%
32130 - 800 MHZ Operations	\$457,423	\$457,432	\$100,001	\$14,737	\$342,685	25.1%
Grand Total	\$8,434,606	\$10,360,298	\$5,223,881	\$960,392	\$4,291,140	56.8%

* Includes supplemental appropriations.

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



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: ECC Budget and Finance Committee

From: Josh Powell, ECC Deputy Director-Support Services

Date: December 27, 2023

Subject: ECC Fund Balance Update

Executive Summary

After accounting for all current appropriations and carry-forwards, the ECC Fund Balance is projected to have an unassigned balance of \$930,380, in addition to maintaining its standard 5% operating contingency, currently at \$421,730.

This document is prepared to support the management of the FY2024 budget as well as to inform the budgeting process for FY2025 and beyond. As such, it contains the most recent available audited numbers (FY2022) and unaudited actuals and projections through the present date (FY2023 and FY2024-partial).

Fiscal Year 2022

The audited fund balance as of June 30, 2022 was \$3,299,885. This is a year-over-year decrease of \$41,303. This reflects the completion of projects, and related expenditures, for which revenue was received in prior fiscal year(s) but were completed in FY2022.

TABLE 1: FUND BALANCE AS OF CLOSE OF FY2022

Audited Fund Balance June 30, 2021		\$3,341,188
FY22 Revenues	<u>\$7,525,732</u>	
FY22 Expenditures	<u>-\$7,567,035</u>	
Net Change in Fund Balance		-\$41,303
Audited Fund Balance June 30, 2022		\$3,299,885

Source: FY22 Audit

According to Addendum #2 to the 1984 Participant Agreement, after completion of the fiscal year audit, any funds in excess of 25% of the total annual operating budget are to be returned to the Participants, unless an alternative use is requested by the ECC Management Board and approved by the Participants. The remaining unobligated Fund Balance at the close of FY2022, of approximately \$1,374,193 (including contingency), is less than 25% of the FY2022 total annual operating budget and thus, no funds are scheduled to be returned to the Participants. (See *Table 2* on the following page.)



Charlottesville-UVA-Albemarle County Emergency Communications Center



TABLE 2: FY2022 CHECK FOR RETURN OF FUND BALANCE OVER 25% OF TOTAL ANNUAL OPERATING BUDGET

Participant Agreement Addendum #2 Compliance Check		
Audited Fund Balance June 30, 2022		\$3,299,885
Funds Obligated (Carry-forwards, Capital Outlays, Encumbrances)	<u>\$1,925,692</u>	
<i>Remaining Fund Balance</i>	<u><u>\$1,374,193</u></u>	
<i>Check for Excess Funds</i>		
25% of FY22 Total Annual Operating Budget (\$9,426,613)	<u>\$2,356,653</u>	
Remaining Funds in Excess of Above		\$0
Addendum-Compliant Fund Balance		\$3,299,885

Source: FY2022 Audit, FY2022 AADR, FY2023 AADR, FY2024 AADR

Fiscal Year 2023 (Unaudited)

The ECC anticipates receiving the completed FY2023 audit in the coming months. Once the audit is received, the Addendum #2 Compliance Check for FY2023 will be conducted. In the interim, the following projection of the net change in fund balance is based on unaudited revenue and expenditure reports. A year-over-year decrease of \$22,083 is estimated.

TABLE 3: PROJECTED FUND BALANCE FOR CLOSE OF FY2023

Audited Fund Balance June 30, 2022		\$3,299,885
FY23 Revenues (Unaudited)	<u>\$8,205,428</u>	
FY23 Expenditures (Unaudited)	<u>-\$8,227,511</u>	
Projected Net Change in Fund Balance		-\$22,083
Unaudited/Projected Fund Balance June 30, 2023		\$3,277,802

Source: FY2023 AADR

Fiscal Year 2024 (Unaudited/In Progress)

The projected unassigned fund balance, available for the ECC Management Board to allocate towards new spending priorities, is approximately \$930,380, based on the final figures for FY2022, preliminary figures for FY2023, and current fiscal year encumbrances and appropriations. (See *Table 4* on the following page.)



Charlottesville-UVA-Albemarle County Emergency Communications Center



TABLE 4: OBLIGATED AND PROJECTED USE OF FUND BALANCE FOR FY2024

Unaudited/Projected Fund Balance June 30, 2023		\$3,277,802
FY24 Capital Outlays	-\$240,078	
Workforce Stabilization	-\$297,862	
FY2023 to FY2024 Re-appropriations	-\$1,387,752	
<i><u>Total of FY2023 Fund Balance Appropriations</u></i>		<i><u>-\$1,925,692</u></i>
Other Identified Use of Fund Balance		
Operating Contingency (5% of FY2024 Budget [\$8,434,606])	-\$421,730	
<i><u>Total Other Identified Use</u></i>		<i><u>-\$421,730</u></i>
Projected Unassigned Fund Balance		\$930,380

Source: FY2024 AADR (as of 12/19/2023), Appropriation Request Forms



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: January 30, 2024
Subject: ECC Technology Report

Executive Summary

The information technology department 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, and ongoing system updates. A full list of projects with a brief scope and current status for each is contained below.

<p>Regional P25 Project Budget: \$18,808,000 Funded: FY16 7 year duration</p>	<p>Scope: Replace end of life Motorola 800 MHz SmartZone radio system infrastructure with L3Harris P25 system.</p> <p>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.</p>
<p>Public Safety Software Optimization Budget: \$119,000 Funded: FY22</p> <p>Budget \$281,878 Funded FY23 Duration pending</p>	<p>Scope: After discontinuing the RFP process, the ECC continues to optimize the current Public Safety Software platform.</p> <p>Status: Enhancements to IBR logic for Field Reporting are being tested. Deployment of the enhancements to the production environment are tentatively scheduled for February 15th.</p> <p>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.</p>



Charlottesville-UVA-Albemarle County Emergency Communications Center



<p>Electronic Dispatch Protocol Updates Budget: n/a 6 month duration</p>	<p>Scope: Review, update, and add EMD and EFD call types in CAD which better align with ProQA determinant codes.</p> <p>Status: Work continues on updates to fire call types and programming. In addition to call type updates, all protocols are being updated to a newer version, which will be compatible with the new Carbyne interface.</p>
<p>Email Services Budget: \$21,400 Funded: FY 23 3 month duration</p>	<p>Scope: Transition from County provided email services to ECC owned services. ECC to procure independent licensing, hosting, and email addressing.</p> <p>Status: The ECC has been approved to use providers gov cloud services. Configuration, implementation, and data migration are upcoming.</p>
<p>Cloud Phone System Budget: \$5,000 Funded: FY 23 3 month duration</p>	<p>Scope: Transition administrative office wire lines to flexible cloud-based solution.</p> <p>Status: Licensing has been procured. Configuration and implementation is ongoing.</p>
<p>Rave Smart911 Budget: \$28,000 Funded: FY 23 3 month duration</p>	<p>Scope: Implement Smart911 safety profile capabilities for community members to be able to provide information to 911 call-takers.</p> <p>Status: installation and testing of the Smart911 interface will take place on January 30th.</p>



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: Sonny Saxton, Executive Director
From: Lily Gregg, Deputy Director – Information Technology
Date: January 30, 2024
Subject: ECC Building Report

Executive Summary

Along with managing the technical systems for the ECC and the region, the information technology department 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.

Building Leaks

UVA facilities has cleaned all exterior bricks, and is completing repair of damaged mortar, and sealing cracks. In addition, City facilities patched roof gutters and applied silicone sealant. Recent heavy rain showed no signs of leaking from the roof, so these mitigation efforts have been effective.

Window Tinting

In an effort to provide enhanced security, and regulate temperatures, window tinting will be added to all second-floor windows.



4.4

Personnel Reports



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: ECC Management Board

From: Josh Powell, Deputy Director-Support Services

Date: February 6, 2024

Subject: ECC Staffing and Recruitment Report

Staffing, Organizational Strength, and Recruitment

The current overall vacancy rate stands at 11%, equivalent to 7.3 Full-Time Equivalents (FTEs), an increase of 2 FTEs from our report last quarter (reflecting one retirement and one probationary termination). Recruitment efforts are in progress for all vacancies.

Organizational Strength [2/2024]

	Authorized	Actual		Vacant	% Vacant
		Full-time	Part-time		
Operational	50.4	46.10		4.30	9%
Public Safety Communications Officers ¹	36.4	30	2.1		
PSCO I		16		4.30	12%
PSCO II		6			
PSCO III		8	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	58.10		7.3	11%

--

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

*Salaried



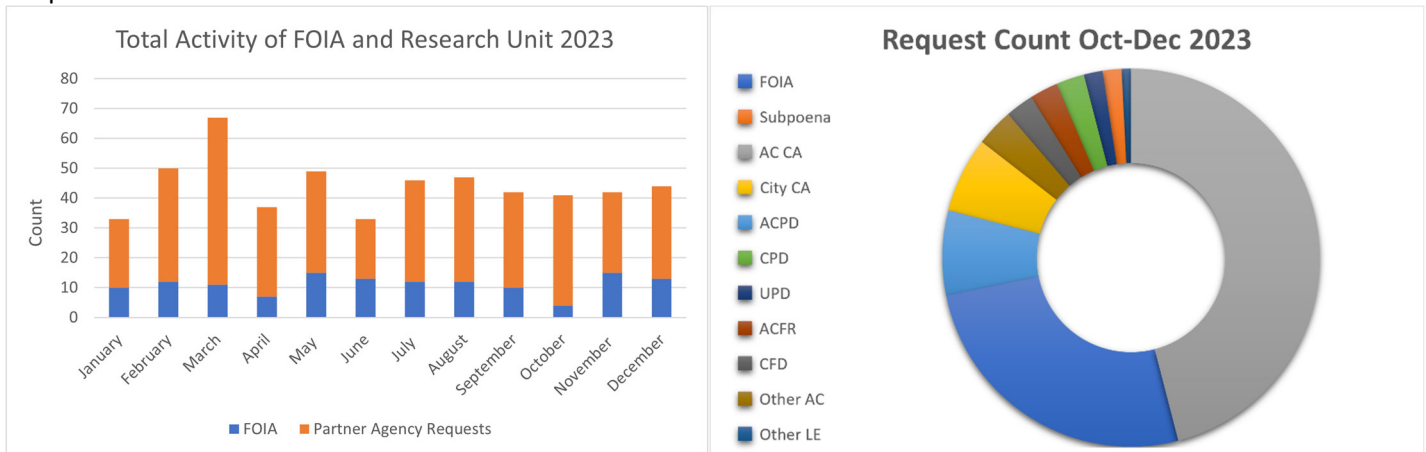
Charlottesville-UVA-Albemarle County Emergency Communications Center



To: Sonny Saxton – Executive Director
From: Celeste Baldino – Deputy Director of Operations
Date: February 1, 2024
Subject: Activity of FOIA and Research Unit Q4 2023

Release of Information and Other Research

For the fourth quarter (Oct-Dec) 2023 the ECC’s FOIA and Research Unit handled 92 research requests from our partner agencies and subpoena’s, with an average work time spent of 85.37 minutes per request, as well as 32 Freedom of Information Act requests, with an average work time spent of 48.28 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 3.28 days. Average response time for partner agency requests was 3.27 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 Q4, we received thirty-four submissions from the public: Nineteen were referred to the appropriate partner agency, two were entered as calls for service, one was a FOIA request, one was a keyholder request, six were positive feedback about their interaction with the ECC call-taker, four were spam, and one was a complaint (included below in the complaint analysis). We also received three feedback forms from field responders: one was a GIS issue, and two were complaints about response/call classification (included below in the complaint analysis).

Complaints

During Q4, the ECC received nine complaints, five 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. Five complaints were deemed to be unfounded and four 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



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: Josh Powell, Deputy Director-Support Services

From: Nicole Lewis, Academy & Outreach Manager

Date: 1/26/2024

Subject: Academy Update

Our current call-taking academy began on November 20th, with five new coworkers. Notably, two have prior experience in public safety communications, which will prove valuable in their new roles at CUA911. Each co-worker has successfully obtained all required IAED certifications (EMD, EFD, EPD and ETC). They have also completed numerous other required professional certifications and courses. The current class average is an impressive **94.2%**.

Cultural Competency Integration

Our academy's continuous goal is to deepen our understanding of serving all community members, including underserved populations and those at risk. This collaborative effort, coupled with speakers from partner agencies, has significantly enriched our program, garnering excellent feedback from our new colleagues. I remain committed to extending this program to bolster the cultural awareness of our coworkers by adding new presenters.

The current academy has the privilege of welcoming the following presentations/speakers:

- Albemarle County Fire Rescue
- Albemarle County Police Department
- Charlottesville Fire Department
- Charlottesville Police Department
- University of Virginia Police Department
- Charlottesville-Albemarle Regional Airport
- Introduction to Diversity, Equity and Inclusion by the UVA Director of Diversity Education
- International Rescue Committee (IRC)
- Shelter for Help in Emergencies (She House)
- City of Charlottesville Social Services
- Albemarle County Police Department Chaplain

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

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



Charlottesville-UVA-Albemarle County Emergency Communications Center



Experiential Learning

Experiential learning serves to reinforce subjects, such as geography, which are best comprehended through firsthand observation. This educational approach has enriched the understanding of our new hires and provided them with a clearer picture of the community and agencies we serve.



Classroom Geography Exercise



Touring Downtown Charlottesville



CFD Presentation – Tower 10



*County Tour –
Sugar Hollow Dam*



SHE House Guest Speaker

Save the Date: Graduation

The current academy graduation ceremony is scheduled for Tuesday, February 20th @ 18:00. Location TBD. Your honor of your attendance is appreciated.

Future Academy Planning

Preparations are underway for the next academy, slated to begin March 25th.

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

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



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: ECC Management Board
From: Jan Farruggio, PS Communications Professional Development Manager
Date: February 2, 2024
Subject: Update from the Professional Development Division

November 2-3, 2023 we sent 3 coworkers to attend the SeaTac First Responder Mental Health and Awareness training in Seattle, Washington. The training addressed current issues that our coworkers and their families are facing while performing their job duties. The conference brought awareness, resources, and action items to help combat PTSD/PTSI, depression, suicide, addiction, stress, and overall mental health. The conferences' goal was to push past traditional silence and bring first responder wellness to our first responder coworkers.

November 8-11, 2023, our Agency was represented by Jae Lohr, Celeste Baldino and Sonny Saxton at the CALEA National Conference in Bellevue, Washington. This trip was not only a learning experience, but we also received our latest Re-Accreditation from CALEA. Jae Lohr, worked diligently with our coworkers to make this possible, working under a tight timeline.

Fall Virginia ACPO/NENA conference was held in Roanoke, October 25-27, 2023. We were able to send 3 coworkers to this local conference. Each coworker attended educational sessions, focusing on frontline telecommunicators, leadership development, cutting edge issues, interoperability, and cybersecurity.

The Professional Development Division has initiated efforts to enhance training opportunities for coworkers, empowering them to become more confident and deliver a higher level of service to our partners and community. Future reports, beginning with the 1st quarter of 2024, will show the number of in-person or virtual offerings as well as the number of training requests received and fulfilled. We will also look at tracking our total number of Continual Education hours and how many were completed on time.

The ECC has maintained a retention rate of 96.61%, from October 2023 through December of 2023. We have added 5 new co-workers that are currently in their classroom phase of training.

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.

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

"A CALEA Nationally Accredited Communications Center"



4.6

Commendations, Awards, and Press



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: ECC Management Board

From: Josh Powell, Deputy Director-Support Services

Date: February 6, 2024

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:

- **12/19/23:** "Charlottesville-UVA-Albemarle ECC Earns Prestigious 6th CALEA Accreditation for Public Safety Communications" (CUA911.gov)

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.

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

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



Charlottesville-UVA-Albemarle County Emergency Communications Center



To: Josh Powell, Deputy Director of Support Services

From: Jae Lohr, Performance Improvement and Accreditation Supervisor

Date: January 1, 2024

Subject: 100% Protocol Compliance Commendation

For the period of September to November 2023, I am excited to award the following seven 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!

- Cassie Badger, PSCO I, primary achiever with 100% high compliant cases (six total cases)
 - o This is Cassie's first time as primary achiever in this program, and her first recognition over nine commendation processes.
- Camry Bennett, PSCO III, with 100% high compliant cases (three total cases)
 - o This is Camry's third time within the 100% ranks in this program; she has been recognized in eight of the nine commendation processes.
- Mandy Moore, PSCO III, with 100% high compliant cases (one case)
 - o This is Mandy's sixth time within the 100% ranks in this program; she has been recognized in six of the nine commendation processes.
- Rachel Walton, PSCO III, with 85.71% high compliant cases
 - o This is Rachel's first time within the 100% ranks in this program; she has been recognized in two of the nine commendation processes.
- Lauren Brown, PSCO II, with 50% high compliant cases
 - o This is Lauren's second time within the 100% ranks in this program; she has been recognized in three of the nine commendations processes.
- Erin Robertson, PSCO III, with 50% high compliant cases
 - o This is Erin's first time within the 100% ranks in this program; she has been recognized in one of the nine commendations processes.
- Kristin Schwartz, PSCO I, with 33.33% high compliant and 100% compliant cases
 - o This is Kristin's second time within the 100% ranks in this program; she has been recognized in five of the nine commendations processes.



4.7

Previous Meeting Minutes

Emergency Communications Center Management Board

Regular Meeting Minutes – December 13, 2023 – 10:00am

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

Members Present

<u>Chair</u> Chief Tim Longo	<u>Vice Chair</u> Ms. Ashley Marshall	<u>Secretary</u> Chief Sean Reeves
Scott Carpenter <i>(Designee for Chief Michael Thomas)</i>	Mr. John DeSilva	Dr. Bill Brady
Mr. Trevor Henry	Chief Dan Eggleston	

Members Absent

Chief Michael Kochis		
----------------------	--	--

Others Present

Mr. Sonny Saxton	Mr. Josh Powell	Ms. Lily Gregg
Ms. Amanda Farley	Ms. Celeste Baldino	Ms. Tiffany Caldin

(1) Call to Order

Chief Longo called the meeting to order at 10:00am.

(2) Roll Call

Mr. Powell confirmed a quorum of members were present during roll call.

(3) Matters from the Public

No public comments were received, either in person or electronically.

(4) Consent Agenda

Mr. Henry asked a question about Public Safety Communications Graduations, as mentioned in the Academy and Outreach Manager's report, and indicated that that he would be interested in attending future graduations as a Board member.

With no items removed from the consent agenda for further discussion, **Mr. DeSilva made motion, seconded by Mr. Henry, 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: August 15, 2023 Regular Meeting”). The motion carried on a voice vote.**

(5) Workforce Stabilization Update

ECC HR Manager Tiffany Caldin provided a Workforce Stabilization Update, noting the agency has made progress in reducing vacancies and turnover. However, ongoing challenges in fully staffing positions remain. She recommended fully implementing the classification and compensation study to bring ECC pay scales in line with the market average, including an adjustment to the promotional

percentage between the Public Safety Communications Officer I and II roles. Ms. Caldin also proposed a 2% mid-year cost of living adjustment to maintain market competitiveness.

Mr. DeSilva, Dr. Brady, and Chief Reeves asked clarifying questions about why ECC candidate offers were being declined by the candidates. Ms. Caldin advised that it was often due to higher rates being offered by other public safety agencies. Chief Longo asked if the ECC ever counters offers made to candidates. Mr. Powell advised that the ECC is limited in its ability to counter due to the public safety pay scale being a step scale with fixed rates based on years of experience. Mr. Henry advised that the ECC staff recommendations were inline with the adjustments made by the County of Albemarle. Chief Reeves asked whether the ECC hired lateral transfers from other competitive markets. Mr. DeSilva advised maintaining competitiveness is important in order to continue providing a high level of service for the community, and that he would like to see the ECC at the top of the ECC's comparable market basket. Ms. Marshall advised that the cost of housing in Charlottesville was approaching \$2,000 a month for a small apartment, which was a factor to consider when working through workforce stabilization.

Ms. Caldin advised of future efforts, including pay for performance, and a full review of benefits and wellness initiatives. Mr. Henry advised of the County's efforts to start an employee health clinic, which would be made available to all members of the County's health plan, including ECC employees.

After approximately twenty minutes of Board discussion, **Mr. DeSilva made motion, seconded by Chief Eggleston, 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 fiscal year 2024 funds. The motion carried on a voice vote.**

(6) Committee Updates

Mr. Saxton and Chief Eggleston advised that the Board's Emergency Management Steering Committee had completed their review and recommendation of a regional emergency management coordination charter, and that the ECC would begin advertising to hire the related position with the updated job description.

Mr. Powell advised that the ECC was underway with budget planning for Fiscal Year 2025 and that the Board's Budget and Finance Committee would be meeting on December 14th to review the ECC's draft budget request.

(7) Director's Report and Updates

Chief Longo congratulated Mr. Saxton and the ECC staff on the ECC's 6th CALEA accreditation.

Mr. Saxton provided an update on the downtown satellite office space in Charlottesville. He thanked the City for their help in standing it up. He advised the ECC recently completed their first training academy in the new space, which allowed them to run back-to-back academies over 3 months. He advised that, once renovations are complete for the City school administration with whom the ECC is currently sharing space, the ECC will be able to spread out more and potentially do some light, temporary partitioning. Mr. Saxton relayed that the ECC had gotten a quote of over \$30k for those renovations, which exceeds the ECC's procurement cap with the existing contractor. Mr. Saxton

expressed that he wanted to ensure any renovations are the right long-term decision for up to 3-4 years in the space, and that more discussion with the board may be needed on the best path forward.

Mr. Henry suggested the opportunity that the board tour the new facility, possibly in conjunction with a future meeting being held there.

Mr. Saxton and Ms. Gregg advised that an update was forthcoming for the Public Safety Software System's IBR reporting and validations.

Mr. Saxton advised that the County, as the ECC's health plan administrator, had advised the ECC of the need of a supplemental health plan assessment, a one-time infusion around \$38,000. Mr. Saxton indicated that he was not asking for Board action or additional funding at this time, in anticipation that the ECC would be able to cover the cost using salary lapse savings in its existing budget.

(8) Board 2024 Regular Meeting Schedule

After discussion of proposed meeting dates and times, **Ms. Marshall made motion, seconded by Dr. Brady, that the Charlottesville-UVA-Albemarle Emergency Communications Center Management Board adopt a regular meeting schedule for 2024, with regular meetings to be held at 9am on the second Wednesday of February, May, August, and November, at the Emergency Communications Center at 2306 Ivy Rd. The motion carried on a voice vote.**

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

Mr. Henry advised of ongoing work to improve emergency response capability and communication gaps between police/fire for military installations in the County. Mr. Henry advised that he would like the ECC to be brought into future work for knowledge sharing. Chief Longo suggested that, at the appropriate timing, tabletop and functional exercises be held. Chief Reeves advised of ongoing work with his department. Mr. Saxton advised that he had been a part of early conversations on interoperable communications.

Chief Longo observed a concerning trend in the ECC's productivity report, noting that suicidal ideation calls in the community were nearly as high as cardiac arrest calls. Mr. Saxton and Chief Reeves discussed starting to meet with city/county teams to analyze mental health crisis call data and better understand trends and resource needs. Mr. Saxton mentioned calls are still increasing and that the community lacks the capability to transfer 911 calls to 988, resulting in those calls being managed by ECC. Chief Longo expressed support for regional collaboration on the issue. Ms. Marshall asked if call data could separate concerned family/citizen calls from self-reports, to help all groups assess needs. Mr. Saxton advised that ECC staff were working on collecting that and other similar information, and preparing to share those findings with the respective work groups at the City and County.

(10) Adjourn

Ms. Marshall moved to adjourn the meeting, seconded by Mr. Carpenter, at 10:53am. With no further business to come before the Board, the meeting was adjourned.



4.8

Strategic Plan Update



Charlottesville-UVA-Albemarle County Emergency Communications Center Strategic Plan 2023 - 2030

Updated: January 2024

1 CONTENTS

0	Approvals and Revisions.....	3
1	Overview.....	4
2	Review of Purpose, Mission, Vision, and Values.....	5
3	Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis.....	7
4	Issues.....	9
5	Targets and Sandbox.....	10
6	Thrusts – What Gets the ECC to its Goals.....	11
7	Goals & Commitments.....	12
8	Strategic Plan – One-page Updated January 2024.....	Error! Bookmark not defined.

0 APPROVALS AND REVISIONS

January 2024 – Initial update for 2024.

1 OVERVIEW

Charlottesville-UVA-Albemarle County (CUA) is home to a robust, regionally-consolidated emergency communications center (ECC) that is working to be at the forefront of public safety communications and preparedness services. In 2023, a seven-year Strategic Plan was adopted by the ECC's Management Board in support of their commitment to continual improvement, resulting in great strides being made in various aspects of the center's administration, operations, and service to its communities and field responders.

In January 2024, ECC Personnel met to review and update the strategic plan. Process included a SWOT analysis, review and confirmation of the ECC's Purpose Statement, Mission, and Values. A list of top Issues that were first identified in the Workforce Optimization Report (2022) was reviewed and often referenced during the planning workshop. From those discussions, quantifiable Targets for the next three to five years were reviewed and updated. The key areas, or Thrusts, were identified along with a list of 2025 Commitments to accomplish the stated goals.

The journey to achieving the longer-term—year 2030—vision of an ECC that is locally and nationally recognized for providing exceptional service, earning the trust of our communities and being the place that service-minded professionals can have a career requires achieving these 12 key targets.

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

2 REVIEW OF PURPOSE, MISSION, VISION, AND VALUES

2.1 PURPOSE STATEMENT

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

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

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

CUA ECC Purpose Statement:
 Because the health, wellness, and safety of our community relies on the emergency response and service of 9-1-1.

2.2 HEDGEHOG (MISSION)

An organization’s “hedgehog” comes from the intersection of three circles:

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

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



Provide community safety and preparedness services through innovation and collaboration that continually earns community trust.

2.3 BHAG (VISION)

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

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

2.4 ATTRIBUTES & VALUES

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



ECC encourages its coworkers to be **GOLDEN!**

Generous

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

Open

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

Leaders

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

Dedicated to SERVICE

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

Efficient & Empathetic

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

Notable

- Worthy of **celebrating**

3 STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

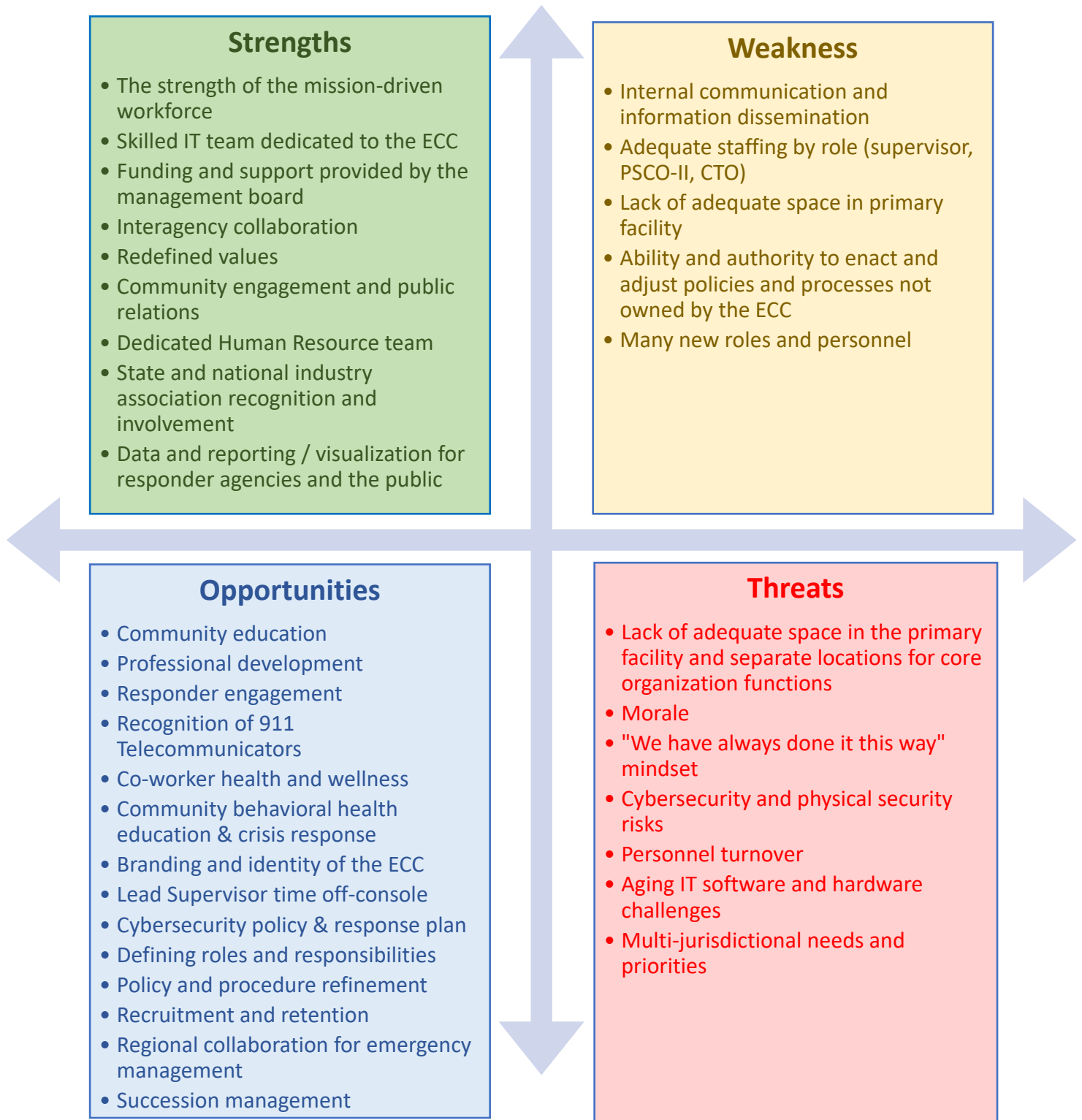
SWOT is an acronym that stands for strengths, weaknesses, opportunities, and threats.

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

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

As part of the initial strategic plan development, a series of SWOT exercises, data-gathering interviews, and focus groups with a diverse cross-section of ECC co-workers were conducted. In **2024**, leaders from each ECC Department, including Human Resources, met and reviewed past responses and completed an updated analysis.

[See table on next page.]



4 ISSUES

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

For 2024, these are **12 issues** that relate to the organization's focus areas included in the Workforce Optimization Report and discussed during the strategic planning workshop. They are defined on the one-page plan and are the specific items the ECC needs to keep in mind when trying to achieve its goals. If the ECC is deviating too far from the hedgehog, revisiting this issue list will help to bring the organization into better alignment:

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



6 TARGETS AND SANDBOX

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

Based upon the strategic planning workshop, Figure 4 shows the targets the ECC aspires to hit within the next three to five years, and the service metrics that will be applied.

The ECC’s one-page plan will create alignment to help it achieve these stretch goals. The targets will be revisited annually for the following (rolling) three years, and the then-current information will be placed in the next CUA ECC one-page strategic plan (see Section 2.9).

Year-end	2027 Targets
Facilities	Under construction
Recruiting	≥5 qualified applications/opening
Recruiting	Fully implement ECC Recruitment Plan
Training	All prof. development meets expectations
Training	3 Comms Academy Per Year
Retention	≥10% higher than the industry average
Retention	<5% Turnover
L&P ¹	Engagement survey deployed & action planning
L&P	≥3 new funding sources
L&P	100% recommendations implemented
L&P	Accreditation in ops, finance, org excellence
Technology	Resolution system has stats and ticket status
Technology	Complete RFP for CAD & CHE
Operations	≥1 opportunity/month
Operations	Response ≥10% and 90% satisfaction
Operations	Policies Support Alternate Response Models
Staffing	All positions/roles are validated
Staffing	<5% Vacancy

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

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

¹ Leadership and Planning

8 THRUSTS – WHAT GETS THE ECC TO ITS GOALS

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

These are the ECC's thrusts over the next three years (updated for 2024):

1. Facilities
 - A. Construction of a new ECC facility is underway while maintaining existing infrastructure and providing for current needs (e.g., backup center, tower sites, training)
2. Recruiting
 - A. Receive greater than five applicants per opening that meet job task and organizational fit requirements
 - B. Fully execute the ECC Recruitment Plan to grow a workforce that reflects the diversity of our community and service population
3. Training & Professional Development
 - A. All co-workers achieve professional development that meets, or exceeds, their expectations
 - B. Complete three Communications Academy per year with emphasis on skill building, cultural competency, and connecting new co-workers with public service
4. Retention
 - A. Volunteers replace mandatory on-call and overtime for minimum staffing, as needed
 - B. Annual turnover rate by department is under 5%.
5. Leadership and Planning
 - A. Establish co-worker engagement survey to determine baseline results and implement post-action planning
 - B. Establish three new sustainable or one-time funding sources
 - C. Implement Board recommendations for the organization's functions and structure (in-house services)
 - D. Achieve external accreditation in focus areas of operational, financial, and organizational excellence
6. Technology
 - A. Design and deploy a method of displaying statistics and status from information systems' help desk resolution system
 - B. Complete RFP for replacement of public safety software systems (CAD/RMS/JMS) and call-handling equipment (CHE)
7. Operations
 - A. Participate in at least one community education opportunity per quarter
 - B. Response to community surveys is greater than 10% with more than 90% satisfaction
 - C. Policies are defined to support 21st Century Policing and alternative response models (e.g., 911/988 interactions, behavioral health crisis)
8. Staffing
 - A. Validate job positions/roles and authorized FTEs, every three years
 - B. Annual vacancy rate by department is under 5%

The ECC will revisit these thrusts annually for the following (rolling) three years to determine if they are still critical for success.

9 GOALS & COMMITMENTS

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

Year-end	2024 Goals
Facilities	Funds Identified
Facilities	Complete Facility Programming Assessment
Recruiting	≥3 applications/opening
Recruiting	Complete Review of ECC Recruitment Plan
Training	Establish professional development KPIs
Training	Create learning catalog
Training	Integrate ≥5 external instructors or classes
Retention	≥1/3 less mandatory on-call and OT
Retention	Annual turnover rate is under 10%
Retention	Recommit to Mission, Vision, Values
L&P	Deploy an engagement survey
L&P	≥1 new funding source identified
L&P	Deploy Electronic Budget SW
L&P	Work plan for accreditation areas of focus
Technology	≥50% increase external use
Technology	Funds for RFP Identified
Operations	≥1 education opportunities/quarter
Operations	QA/QI review for 10% of PE Below CPSS 3
Operations	100% alignment of existing policies
Staffing	1/3 of positions/roles validated
Staffing	Annual vacancy rate is under 10%

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

2024 Commitments	
<p>1. Facilities:</p> <ul style="list-style-type: none"> A. Complete facilities programming needs assessment B. Secure funding <p>2. Recruiting:</p> <ul style="list-style-type: none"> A. Complete onboarding of HR Specialist B. Complete implementation of HRIS dedicated to the ECC C. Develop framework for implementation of the ECC Recruitment plan. <p>3. Training:</p> <ul style="list-style-type: none"> A. Establish professional development key performance indicators (KPIs) B. Create learning catalog that includes professional development for all roles C. Integrate >5 external instructors or classes into Classroom Academy <p>4. Retention:</p> <ul style="list-style-type: none"> A. Develop a framework to reduce on-call and overtime B. Develop a written plan focused on reduction of turnover C. Co-workers recommit to Mission, Vision, and Values <p>5. Leadership:</p> <ul style="list-style-type: none"> A. Measure strategy outcomes to improve internal communication B. Acquire one additional funding source C. Deploy and train on new budgeting software D. Develop a work plan for accreditation in focus areas of operational, financial, and organizational excellence E. Complete Regional Emergency Management Strategic Plan 	<p>6. Technology:</p> <ul style="list-style-type: none"> A. Develop communication and awareness strategy B. Funding identified for RFPs to replace public safety systems (CAD/RMS/JMS & CHE) <p>7. Operations:</p> <ul style="list-style-type: none"> A. Develop strategy for scheduling community education opportunities (e.g. schools, civic organizations, etc.) B. Operationalize existing PE data into QA/QI workflow C. Align existing policies and procedures for 21st Century Policing principles and alternative response models (e.g., 911/988 interactions, mental health crisis) <p>7. Staffing:</p> <ul style="list-style-type: none"> A. Complete review of third of positions and roles, including analysis of staffing levels

10 QUARTERLY ROCKS

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

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

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

The ECC will include a weekly opportunity to report on advancements of the quarterly actions, review progress, and redirect if required.

11 PRIORITIES, METRICS, AND RHYTHMS

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

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

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

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

12 **STRATEGIC PLAN – ONE-PAGE** UPDATED JANUARY 2024

[See next page]

CORE VALUES/BELIEFS Our Foundation/Reputation	10-YEAR VISION	2027 TARGETS	2024 GOALS																																																																																		
<p>Generous</p> <ul style="list-style-type: none"> • With each other, our time, our community <p>Open</p> <ul style="list-style-type: none"> • To learning and innovation, open-minded & inclusive <p>Leaders</p> <ul style="list-style-type: none"> • At all levels and positions, fostering teamwork <p>Dedicated to SERVICE</p> <ul style="list-style-type: none"> • For the safety of community and responders <p>Efficient & Empathetic</p> <ul style="list-style-type: none"> • With our communications, policies, and co-workers <p>Notable</p> <ul style="list-style-type: none"> • Worthy of celebrating <p>Be GOLDEN!</p>	<p>BHAG <i>Big, hairy, audacious goal</i></p> <p>By 2030:</p> <p>By 2030, the ECC will be locally and nationally recognized for providing exceptional service, continually earning the trust of our communities, and being the place that service-minded professionals can have a career.</p> <p>Hedgehog</p> <p>Provide community safety and preparedness services through innovation and collaboration that continually earns community trust.</p> <div data-bbox="548 829 755 1066" data-label="Diagram"> </div> <p>Issues <i>Keep these in mind.</i></p> <ol style="list-style-type: none"> 1. Investing in purpose-built facility priorities 2. Increasing co-worker time availability for recruiting 3. Developing a qualified workforce in a Just Culture 4. Focusing on co-worker work-life culture and balance 5. Defining retention and lifecycle of engaged co-workers 6. Focusing on organizational structure and communication 7. Investing in co-worker career development 8. Planning for funding sustainability 9. Building co-worker efficiency and confidence 10. Time dedicated to community engagement 11. Meeting dynamic community service expectations 12. Achieving sustainable staffing for operational efficiencies 	<table border="1"> <thead> <tr> <th>Yr. End</th> <th>2027</th> </tr> </thead> <tbody> <tr> <td>Facility</td> <td>Under construction</td> </tr> <tr> <td>Recruit</td> <td>≥5 app/opening</td> </tr> <tr> <td>Recruit</td> <td>Fully Implemented</td> </tr> <tr> <td>Train</td> <td>PD meets expectation</td> </tr> <tr> <td>Train</td> <td>3 Comms Academy/Yr</td> </tr> <tr> <td>Retain</td> <td>Eliminate Mandatory OC/OT</td> </tr> <tr> <td>Retain</td> <td><5% Turnover</td> </tr> <tr> <td>L&P</td> <td>Eng Action Planning</td> </tr> <tr> <td>L&P</td> <td>≥3 new \$ source</td> </tr> <tr> <td>L&P</td> <td>100% Recomm.</td> </tr> <tr> <td>L&P</td> <td>Accreditation in all 3</td> </tr> <tr> <td>Tech</td> <td>≥50% external use</td> </tr> <tr> <td>Tech</td> <td>RFP PSSS & CHE</td> </tr> <tr> <td>Ops</td> <td>≥1 opp./month</td> </tr> <tr> <td>Ops</td> <td>≥10% res 90% sat</td> </tr> <tr> <td>Ops</td> <td>100% implement</td> </tr> <tr> <td>Staffing</td> <td>All Pos/Roles Valid.</td> </tr> <tr> <td>Staffing</td> <td><5% Vacancy</td> </tr> </tbody> </table>	Yr. End	2027	Facility	Under construction	Recruit	≥5 app/opening	Recruit	Fully Implemented	Train	PD meets expectation	Train	3 Comms Academy/Yr	Retain	Eliminate Mandatory OC/OT	Retain	<5% Turnover	L&P	Eng Action Planning	L&P	≥3 new \$ source	L&P	100% Recomm.	L&P	Accreditation in all 3	Tech	≥50% external use	Tech	RFP PSSS & CHE	Ops	≥1 opp./month	Ops	≥10% res 90% sat	Ops	100% implement	Staffing	All Pos/Roles Valid.	Staffing	<5% Vacancy	<table border="1"> <thead> <tr> <th>Yr. End</th> <th>2024</th> </tr> </thead> <tbody> <tr> <td>Facility</td> <td>Funds Identified</td> </tr> <tr> <td>Facility</td> <td>Complete FPA</td> </tr> <tr> <td>Recruit</td> <td>≥3 app/opening</td> </tr> <tr> <td>Recruit</td> <td>100% Review</td> </tr> <tr> <td>Train</td> <td>Prof dev KPIs</td> </tr> <tr> <td>Train</td> <td>Create learn catalog</td> </tr> <tr> <td>Train</td> <td>Integrate ≥5 external</td> </tr> <tr> <td>Retain</td> <td>≥1/3 reduction OC/OT</td> </tr> <tr> <td>Retain</td> <td><10% Turnover</td> </tr> <tr> <td>Retain</td> <td>Recommit to Mission, Vision, Values</td> </tr> <tr> <td>L&P</td> <td>Deploy survey</td> </tr> <tr> <td>L&P</td> <td>≥1 new \$ source</td> </tr> <tr> <td>L&P</td> <td>Deploy E-Budget</td> </tr> <tr> <td>L&P</td> <td>Complete Work Plan</td> </tr> <tr> <td>Tech</td> <td>≥25% external use</td> </tr> <tr> <td>Tech</td> <td>RFP Funds Identified</td> </tr> <tr> <td>Ops</td> <td>≥1 opp./qtr.</td> </tr> <tr> <td>Ops</td> <td>≥10% of PE CPSS <3</td> </tr> <tr> <td>Ops</td> <td>100% alignment</td> </tr> <tr> <td>Staffing</td> <td>1/3 Pos/Roles Valid.</td> </tr> <tr> <td>Staffing</td> <td><10% Vacancy</td> </tr> </tbody> </table>	Yr. End	2024	Facility	Funds Identified	Facility	Complete FPA	Recruit	≥3 app/opening	Recruit	100% Review	Train	Prof dev KPIs	Train	Create learn catalog	Train	Integrate ≥5 external	Retain	≥1/3 reduction OC/OT	Retain	<10% Turnover	Retain	Recommit to Mission, Vision, Values	L&P	Deploy survey	L&P	≥1 new \$ source	L&P	Deploy E-Budget	L&P	Complete Work Plan	Tech	≥25% external use	Tech	RFP Funds Identified	Ops	≥1 opp./qtr.	Ops	≥10% of PE CPSS <3	Ops	100% alignment	Staffing	1/3 Pos/Roles Valid.	Staffing	<10% Vacancy
Yr. End	2027																																																																																				
Facility	Under construction																																																																																				
Recruit	≥5 app/opening																																																																																				
Recruit	Fully Implemented																																																																																				
Train	PD meets expectation																																																																																				
Train	3 Comms Academy/Yr																																																																																				
Retain	Eliminate Mandatory OC/OT																																																																																				
Retain	<5% Turnover																																																																																				
L&P	Eng Action Planning																																																																																				
L&P	≥3 new \$ source																																																																																				
L&P	100% Recomm.																																																																																				
L&P	Accreditation in all 3																																																																																				
Tech	≥50% external use																																																																																				
Tech	RFP PSSS & CHE																																																																																				
Ops	≥1 opp./month																																																																																				
Ops	≥10% res 90% sat																																																																																				
Ops	100% implement																																																																																				
Staffing	All Pos/Roles Valid.																																																																																				
Staffing	<5% Vacancy																																																																																				
Yr. End	2024																																																																																				
Facility	Funds Identified																																																																																				
Facility	Complete FPA																																																																																				
Recruit	≥3 app/opening																																																																																				
Recruit	100% Review																																																																																				
Train	Prof dev KPIs																																																																																				
Train	Create learn catalog																																																																																				
Train	Integrate ≥5 external																																																																																				
Retain	≥1/3 reduction OC/OT																																																																																				
Retain	<10% Turnover																																																																																				
Retain	Recommit to Mission, Vision, Values																																																																																				
L&P	Deploy survey																																																																																				
L&P	≥1 new \$ source																																																																																				
L&P	Deploy E-Budget																																																																																				
L&P	Complete Work Plan																																																																																				
Tech	≥25% external use																																																																																				
Tech	RFP Funds Identified																																																																																				
Ops	≥1 opp./qtr.																																																																																				
Ops	≥10% of PE CPSS <3																																																																																				
Ops	100% alignment																																																																																				
Staffing	1/3 Pos/Roles Valid.																																																																																				
Staffing	<10% Vacancy																																																																																				
<p>Purpose Statement: <i>Why are we here?</i></p> <p>Because the health, wellness, and safety of our community relies on the emergency response and service of 9-1-1.</p>		<p>Sandbox</p> <p>Responder Agencies, Community & Business Members, Service Orgs., City, County & State Governments, Educational Institutions, Vendors & Suppliers, Contract Partners, Professional & SDOs</p> <p>2027 Thrusts</p> <p>What will get us to our goals?</p> <p>Facilities</p> <ul style="list-style-type: none"> • ECC facility under construction <p>Recruiting</p> <ul style="list-style-type: none"> • At least 5 applications/ opening • Fully execute Recruitment Plan <p>Training</p> <ul style="list-style-type: none"> • Prof. development meets, or exceeds, expectations • 3 Comms Academy Per Year <p>Retention</p> <ul style="list-style-type: none"> • Eliminate mandatory OC & OT • Annual turnover under 5% <p>L&P</p> <ul style="list-style-type: none"> • Implement co-worker survey • Establish new funding sources • Board recomm. implemented • Accreditation in 3 focus areas <p>Technology</p> <ul style="list-style-type: none"> • Resolution system use up 50% • Complete RFP for systems <p>Operations</p> <ul style="list-style-type: none"> • Participate in ≥1 education opportunity per quarter • Community surveys ≥ 10% response & 90% satisfaction • Policies support alternative response <p>Staffing</p> <ul style="list-style-type: none"> • Review and validate authorized FTEs • Annual vacancy under 5% 	<p>2024 Commitments</p> <ol style="list-style-type: none"> 1. Facilities: <ol style="list-style-type: none"> A. Complete facility programming analysis B. Secure funding 2. Recruiting: <ol style="list-style-type: none"> A. Onboard HR Specialist B. Complete implementation HRIS C. Framework ECC Recruitment Plan 3. Training: <ol style="list-style-type: none"> A. Establish professional development KPIs B. Create learning catalog for all roles C. Integrate ≥5 external instructors or classes into Academy 4. Retention: <ol style="list-style-type: none"> A. Develop a framework to reduce on-call and overtime B. Develop plan to reduce turnover 5. L&P: <ol style="list-style-type: none"> A. Implement and measure strategy outcomes to improve internal communication B. Acquire one additional funding source C. Deploy electronic budget software D. Develop workplan to achieve accreditation in 3 areas of focus E. Regional EM Strategic Plan 6. Technology: <ol style="list-style-type: none"> A. Develop communication and awareness strategy B. Funding identified for RFPs to replace public safety SW systems 7. Operations: <ol style="list-style-type: none"> A. Develop strategy for scheduling community education opportunities B. Operationalize existing data into PE workflow C. Align existing policies and procedures for 21st Century Policing principles and alternative response models (e.g., 911/988 interactions, mental health crisis) 8. Staffing <ol style="list-style-type: none"> A. Complete FTE analysis and review of 1/3 of positions and roles 																																																																																		

Charlottesville-UVA-Albemarle County ECC Strategic Plan Progress - Jan 2024

		2027 Targets (By Year End)	2024 Commitments (By Year End)	2024 Progress			
				Q1	Q2	Q3	Q4
1 FACILITIES	New ECC facility under construction		A. Complete facility programming analysis	25%			
			B. Secure funding	25%			
<p>1A) Prepare facility programming analysis to be presented to the Board -First meeting of the Committee; approval of the analysis</p> <p>1B) Secure funding -develop presentation; provide presentation two each partner; develop what if analysis</p>							
2 RECRUITING	<ul style="list-style-type: none"> • At least 5 applications per opening that meet job tasks and organization fit. • Fully execute ECC Recruitment Plan to grow workforce that reflect diversity of community and service population. 		A. Complete onboarding of HR Specialist	50%			
			B. Complete implementation of HRIS dedicated to the ECC	25%			
			C. Develop framework for implementation of the ECC Recruitment plan.	25%			
<p>2A) Complete onboarding of HR Specialist -complete application selection process; develop work plan and initial training</p> <p>2B) Complete implementation of HRIS dedicated to the ECC -identify solution; complete procurement; implementation including data migration and training; transfer personnel files</p> <p>2C) Develop framework for implementation of the ECC Recruitment plan. -review and update plan; identify workgroup</p>							
3 TRAINING & PROF DEV	<ul style="list-style-type: none"> •All co-workers achieve professional development that meets, or exceeds, their expectations •Complete 3 Communications Academy per year with emphasis on skill building, cultural competency, and connecting new co-workers with public service 		A. Establish professional development key performance indicators (KPIs)	25%			
			B. Create learning catalog that includes professional development for all roles				
			C. Integrate >5 external instructors or classes into Classroom Academy	50%			
<p>3A) Establish professional development key performance indicators (KPIs) -Identify KPIs; Create tracking mechanism</p> <p>3B) Create learning catalog that includes professional development for all roles -task Training and Professional Development Committee; recruit additional members; identify solution for housing catalog; implement & publish catalog</p> <p>3C) Integrate >5 external instructors or classes into Classroom Academy -discover and build relationships with community partners; create a sustainment plan</p>							

4 RETENTION	<ul style="list-style-type: none"> • Volunteer replaces mandatory on-call and overtime 	A. Develop a framework to reduce on-call and overtime	50%			
	<ul style="list-style-type: none"> • Annual turnover rate by department is under 5% 	B. Develop a written plan focused on reduction of turnover				
<p>4A) Develop a framework to reduce on-call and overtime -establish and communicate the why; identify baseline; identify contributing factors; formalize action steps</p> <p>4B) Develop a written plan focused on reduction of turnover -analyze recent exit interviews and co-worker surveys; identify opportunities for improvement; formalize action steps</p>						

5 LEADERSHIP	<ul style="list-style-type: none"> • Implement co-worker engagement survey • Establish 3 new sustainable/or one-time funding sources • Board recommendations for organization's functions and structure implemented (in-house) • Achieve external accreditation in focus areas of operational, finance, and organizational excellence 	A. Implement and measure strategy outcomes to improve internal communication				
		B. Acquire one additional funding source	50%			
		C. Deploy and train on new budgeting software				
		D. Develop a work plan for accreditation in focus areas of operational, financial, and organizational excellence	25%			
		E. Complete Regional Emergency Management Strategic Plan	25%			
<p>5A) Implement and measure strategy outcomes to improve internal communication -Conduct follow-up surveys; analyze report and identify gaps; implement strategies; re-evaluate</p> <p>5B) Acquire one additional funding source -Review federal, state and local/NGO opportunities for grants</p> <p>5C) Deploy and train on new budgeting software -identify and procure solution; migrate data; train</p> <p>5D) Develop a work plan for accreditation in focus areas of operational, financial, and organizational excellence -identify accreditation and certification options; analyze requirements and identify gaps; formalize action steps</p> <p>5E) Complete Regional Emergency Management Strategic Plan -onboard Regional EM Liaison; conduct series of one-on-one and group interviews ; analyze findings and document goals; create strategic initiatives</p>						

6 TECHNOLOGY	<ul style="list-style-type: none"> •Design and deploy a method of displaying statistics and status from information systems' help desk resolution system •Complete assessment for replacement of public safety software systems (CAD/RMS/JMS) and call-handling equipment (CHE) 	A. Develop communication and awareness strategy for external party use	50%			
		B. Funding analyzed for sustainment or replacement of public safety systems (CAD/RMS/JMS & CHE)				
<p>6A) Develop communication and awareness strategy for external party use -identify methods to capture statistics; evaluate current process and methods; analyze gaps; formalize action steps</p> <p>6B) Funding analyzed for sustainment or replacement of public safety systems (CAD/RMS/JMS & CHE) -calculate TCO for current systems; estimate costs of future deployment; identify potential funding sources</p>						

7 OPERATIONS	<ul style="list-style-type: none"> • Participate in ≥ 1 community education opp./qtr 	A. Develop strategy for scheduling community education opportunities					
	<ul style="list-style-type: none"> • Community surveys $\geq 10\%$ response & 90% satisfaction 	B. Operationalize existing PE data into QA/QI workflow	50%				
	<ul style="list-style-type: none"> • Policies support 21st Century Policing & alternative response models defined (e.g., 911/988 interactions, mental health crisis) 	C. Align existing policies and procedures for 21st Century Policing principles and alternative response models (e.g., 911/988 interactions, mental health crisis)	75%				

7A) Develop strategy for scheduling community education opportunities
 -identify community needs; create education resources; formalize action steps

7B) Develop and execute plan to leverage community survey responses into the QA/QI process
 -review draft policy; communicate policy and procedures; provide training, set go-live date

7C) Align existing policies and procedures for 21st Century Policing principles and alternative response models (e.g., 911/988 interactions, mental health crisis)
 -Develop policy review schedule; communicate policy and procedures; provide training

8 STAFFING	<ul style="list-style-type: none"> •Validate job positions/roles and authorized FTEs •Annual vacancy rate by department is under 5% 	A. Complete review of third of positions and roles, including analysis of staffing levels	25%			
-------------------	---	---	-----	--	--	--

8A) Complete review of third of positions and roles, including analysis of staffing levels
 -establish methods and complete assessment of workload and responsibilities by position and role; identify any changes and update job descriptions



5

Committee Updates

Emergency Communications Center Management Board Budget and Finance Committee

Meeting Minutes – December 14, 2023 – 9:00am

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

Members Present

Mr. Chris Cullinan	Mr. Chris Peper	Mr. Ryan Davidson
--------------------	-----------------	-------------------

Members Absent

None		
------	--	--

Others Present

Mr. Sonny Saxton	Mr. Josh Powell	Ms. Lily Gregg
------------------	-----------------	----------------

(1) Call to Order

Ryan Davidson called the meeting to order at 9:00am.

(2) Budget Work Session

Sonny Saxton opened the discussion of the ECC's draft FY25 budget request. He reviewed the budget timeline, with the target of delivering a final draft to the County, City, and University by the third week of January, noting that the budget will still need to be formally adopted by the ECC Management Board, which could create subsequent modifications. Mr. Davidson explained this timeline would allow the County to make necessary adjustments.

Mr. Saxton discussed ECC's emergency services and the success of new technologies in improving response capabilities. He overviewed the high volume of emergency and non-emergency calls received by the 911 center, with well over 200,000 incidents per year. He highlighted the trend of increased mental health calls in the community and the need for specialized training and funding. Josh Powell discussed workforce stabilization efforts and the importance of retaining institutional knowledge. Chris Cullinan asked about the ECC's ability to provide services in languages other than English. Mr. Powell advised that the ECC currently deploys contract interpreting services in 197 languages, and is evaluating how to attract talent who speak in-demand languages to supplement those services.

Mr. Saxton and Mr. Powell reviewed progress that has been made on building out the ECC's HR services. The ECC has hired an HR Manager to develop policies and improve employee experience. Mr. Powell advised that the ECC has transferred approximately 90-95% of HR functions from the County's HR department to the ECC's in-house HR.

Mr. Saxton reviewed the ECC's role in managing various regional public safety and public service software and hardware systems, including the current radio system Capital Improvement Project. Mr. Saxton advised that final acceptance and project completion has been delayed due to pending radio programming work tasks with the vendor and is now expected in FY25. Mr. Saxton and Ms.

Gregg presented a quarterly spending plan for the remainder of the project. Mr. Saxton advised that some savings were expected at project close, potentially up to \$1.9M.

Mr. Saxton reviewed space needs for building a new facility to house the regional emergency operations center, joint information center, and joint public safety resource center. He estimated anticipated construction costs of the new building to be approximately \$45 million for the building, not including land acquisition costs if the ECC was unable to continue use of the current location. Mr. Cullinan asked about land needs, noting limited available land in and around the City. Mr. Saxton estimated 3-5 acres would be needed. Mr. Cullinan overviewed some of the region's other capital needs.

Mr. Powell and Mr. Saxton presented an overview of how the ECC had historically funded capital outlay projects from prior-year savings in the ECC's fund balance, but how that approach would need to be re-evaluated as the ECC narrowed in on budget targets, improved staffing levels, and realized less end-of-year savings. Mr. Powell provided members of the committee with a copy of the ECC's completed FY22 audit, and advised the FY23 audit was expected to be completed in coming months.

Mr. Saxton presented the ECC's FY25 operating budget projection, showing a 16.93% increase from FY24 adopted. He reviewed fiscal notes for several budget considerations and explained cost drivers, including personnel changes, benefit increases, and increases for technology maintenance contracts. Personnel costs comprised approximately 75% of the total budget request. Mr. Saxton advised that final benefit costs for health insurance and VRS were not yet available for FY25, and future drafts would revise the budget assumptions included in the current draft.

Looking to future years, Mr. Saxton presented preliminary budget projections. The FY26 projection was for an increase of approximately 17.31% over FY25, driven primarily by the end of the radio system replacement project, with lease and utility costs then moving into the operational budget. Mr. Powell advised that some of that cost increase to the participants would be offset by the additional funding partners for the radio budget, based on radio subscriber units. FY27 projection was for an increase of approximately 5.5%. Mr. Saxton discussed seeking to offset cost increases to the funding participants through creative solutions like AI, regional partnerships, and alternative funding streams.

Mr. Saxton asked whether any of the members had specific requests for adjustments at this time. **The committee expressed consensus that they would continue review and discussions in a follow-up meeting on January 8th**, at which time the budget offices will have a better understanding of where they are in their own budget processes. Mr. Saxton advised that he would send the committee an electronic copy of the draft budget request and the FY22 audit in advance of the next meeting.

(3) Adjourn

Mr. Peper moved to adjourn the meeting, seconded by Mr. Cullinan, at 9:33am. With no further business to come before the Committee, the meeting was adjourned.

Emergency Communications Center Management Board Budget and Finance Committee

Meeting Minutes – January 8, 2024 – 10:00am

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

Members Present

Mr. Chris Cullinan	Mr. Chris Peper	Mr. Ryan Davidson
--------------------	-----------------	-------------------

Members Absent

<i>None</i>		
-------------	--	--

Others Present

Mr. Sonny Saxton	Mr. Josh Powell	
------------------	-----------------	--

(1) Call to Order

Ryan Davidson called the meeting to order at 10:00am.

(2) Budget Work Session

Sonny Saxton began the discussion by reviewing the FY25 budget planning assumptions and draft budget document, seeking feedback and input from the Committee. Mr. Saxton advised that he had worked to decrease the budget request from the draft previously reviewed by the committee, and that the total expenditures were down approximately \$300,000.

Chris Cullinan asked Mr. Saxton to provide more context around the budget increases for workforce stabilization. Sonny explained that the majority of the \$1.2M personnel increase was due to workforce stabilization measures already taken over the past 18 months, the initial implementation of which was funded with savings but was now moving into the operational budget. Mr. Davidson asked for a breakdown of how much of the personnel increase was for salaries versus benefits versus new positions. Mr. Saxton directed the committee to page 22 of the budget document, which listed salary and benefit details. Josh Powell advised that the budget request includes 3.6 new FTEs, the third part in a planned three-part adjustment based on the ECC’s 2022 workforce optimization study recommendation.

Mr. Davidson inquired about providing a fiscal note for the cost of the 3.6 new FTEs separately from maintaining current staffing levels. Mr. Saxton agreed to add this to the updated budget document.

Mr. Cullinan asked about how overtime was budgeted. Mr. Saxton described how built-in overtime for Public Safety Communications Officer schedules contributes to base compensation costs, which increases proportionally due to recent salary changes. Mr. Powell advised that the FY25 budget also includes a negative amount budgeted for salary lapse, which provides more clarity for how salary lapse savings is converted to overtime expenditures to maintain minimum staffing levels. Chris Peper asked for additional information on the ECC’s 12-hour shift schedules. Mr. Saxton

explained that this schedule was recommended as the most cost-effective way to staff 24/7 services based on an external workforce study.

Mr. Powell provided the committee with an update on the ECC's projected fund balance position, based on the completed FY22 audit, preliminary numbers for FY23, and known appropriations in FY24. The current projection of unassigned fund balance available for new spending priorities, as directed by the ECC Management Board, was approximately \$930,000. This amount was in addition to the maintenance of a 5% operating contingency. Mr. Powell advised that the ECC staff recommendation was to fund FY25 capital outlay expenditures (approximately \$154,000) from the fund balance, and that available fund balance would likely support the planned FY26 capital outlay expenditures, but that a new funding mechanism would need to be developed for future years.

The committee discussed establishing formal financial management policies, including contingency targets within the ECC's fund balance. Mr. Powell advised that the ECC currently maintained an informal practice of keeping 5% of operating funds in reserve as a contingency. Mr. Cullinan supported making this a standard written policy that is approved by the ECC Management Board. Mr. Davidson agreed that codifying the contingency into a formal policy document would provide clear guidance for financial planning and accountability. The committee expressed consensus to include the financial management policy recommendations in the FY25 budget request document, for review and approval by the full ECC Management Board.

The committee discussed the ECC facility project. Mr. Saxton said the Facility Planning Committee would be provided with detailed information from the hired consultants and architecture group, as well as the opportunity to provide input and revise the scale or scope of the project. Mr. Saxton advised that the project was necessary, as external demands on the ECC are pushing capacity limits. Mr. Cullinan advised that he had been in preliminary discussions with executive leadership in the County and City regarding the facility need. Mr. Cullinan advised that there was an interest in ECC staff presenting an overview of the project and needs later in the year. Mr. Cullinan also recommended the ECC pursue any available grant funding to offset costs to the local partners.

Mr. Saxton asked whether there were any additional budget details needed by the committee members to inform their own budget processes. The committee expressed consensus that they had the information needed for their current process. Mr. Cullinan suggested that a future site visit for a newly constructed public safety facility may be useful in evaluating the need and opportunity for the region's ECC facility project. Mr. Davidson advised that he was not hearing from committee members the need to meet again as a committee prior to recommending the budget draft to the ECC Management Board.

Mr. Davidson moved, seconded by Mr. Cullinan that the ECC Budget and Finance Committee recommend that the draft FY2025 budget request be presented to the full ECC Management Board for review at their next regularly scheduled meeting. The motion carried unanimously on a voice vote.

(3) Adjourn

With no further business to come before the Committee, the meeting was adjourned at 11:02am.