



# ECC Management Board Meeting Packet – 11/13/2024



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

Print date: 11/7/2024

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# 4.1

## Productivity Report



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



Quarter 3 / July – September 2024

## Contents

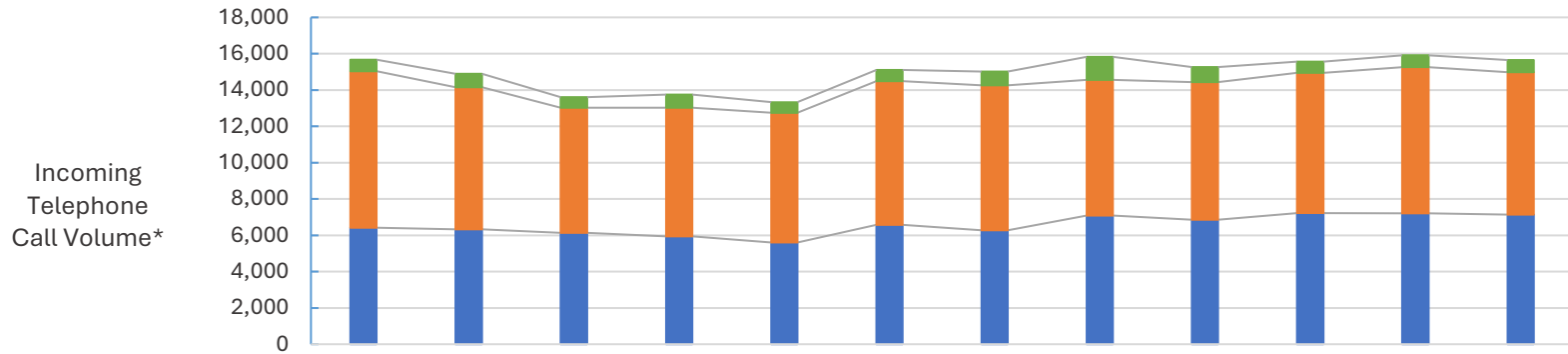
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### About This Report

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.

Q2 2024: 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, the Agency Status area will reflect information and updates on current accreditations and certifications, protocol compliance, citizen survey responses through PowerEngage, and VCIN operations.

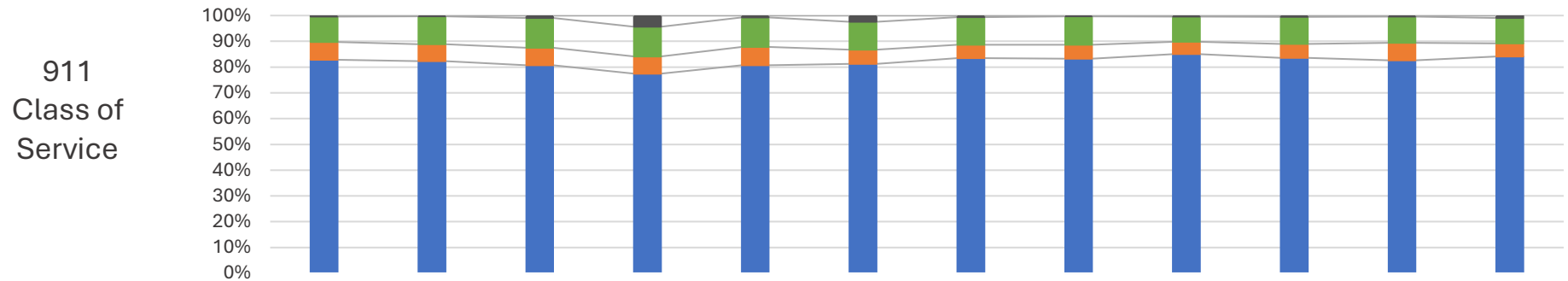
# Telephone System Statistics



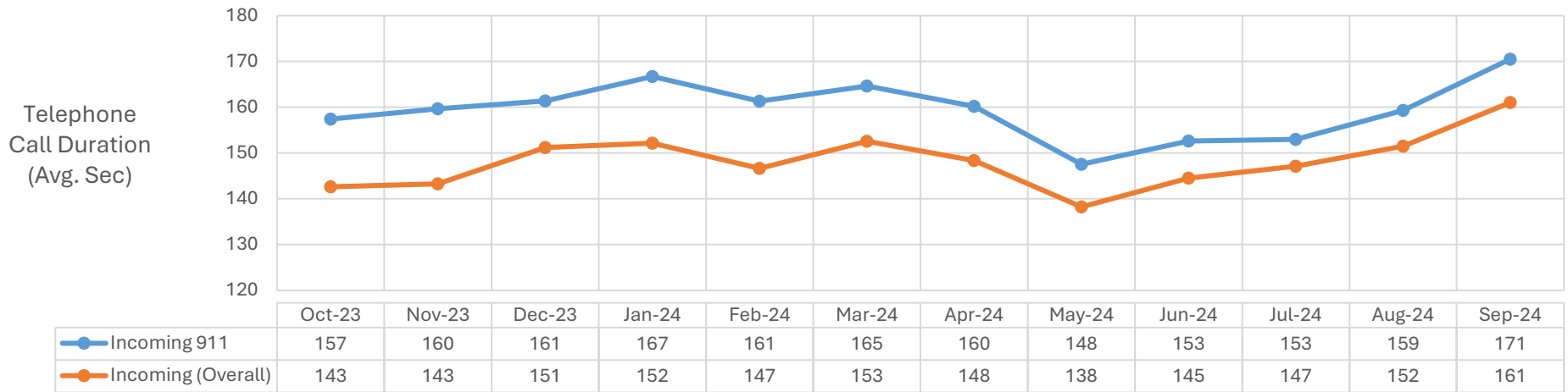
	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24
Alarm & 10-digit Emerg.	638	734	567	717	584	615	761	1,280	831	617	653	674
Non-Emergency Number	8,620	7,828	6,893	7,085	7,146	7,909	7,984	7,476	7,575	7,725	8,045	7,849
Emergency 911	6,418	6,330	6,140	5,945	5,603	6,581	6,273	7,077	6,861	7,220	7,212	7,131

Q3 2024: Previously reported counts reflected alarm and 10-digit calls also reported within the Non-Emergency Number counts. This has been corrected and is reflected accurately for previous months.  
 May 2024: Line issues forced common utilization of backup lines, generating an increase in the '10 digit' counts.

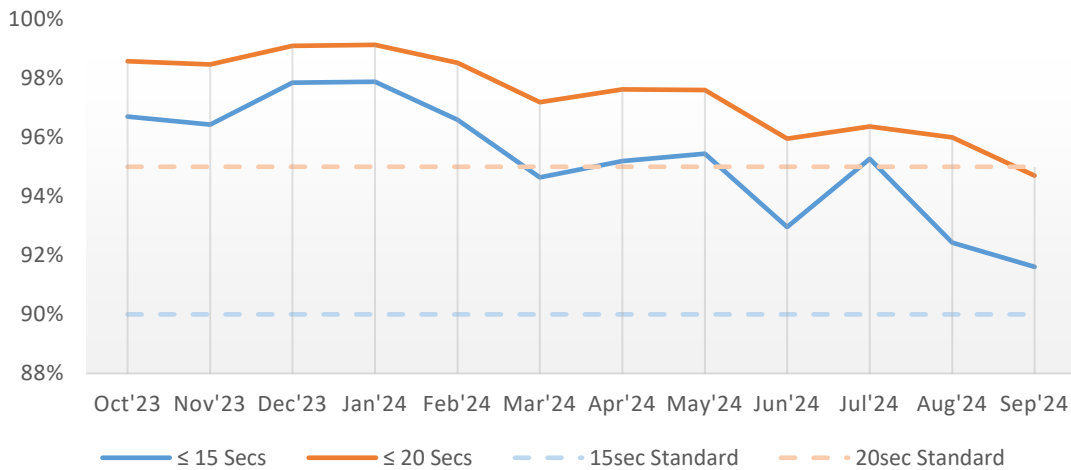
*\*Includes calls that disconnected from queue before being answered.*



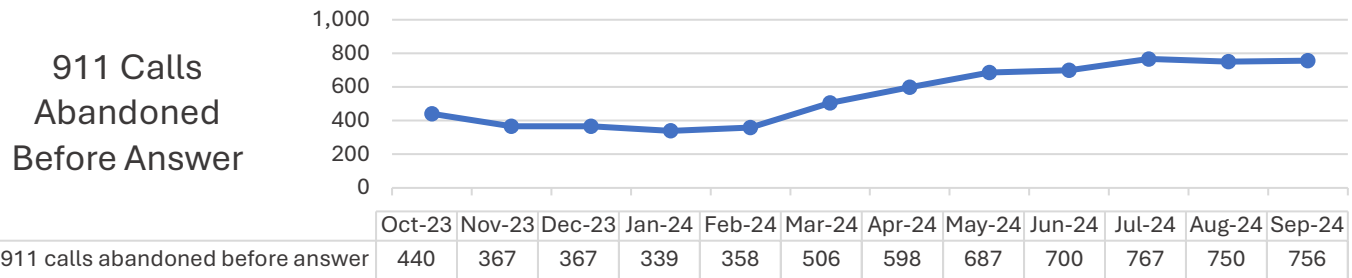
	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24
911 Unknown	28	21	55	258	41	160	38	23	26	35	33	70
911 VoIP	631	681	711	685	642	714	671	780	673	757	727	699
911 Wireline	440	416	416	397	396	359	328	383	329	385	492	368
911 Wireless	5,319	5,212	4,958	4,605	4,524	5,348	5,236	5,891	5,833	6,013	5,960	5,994



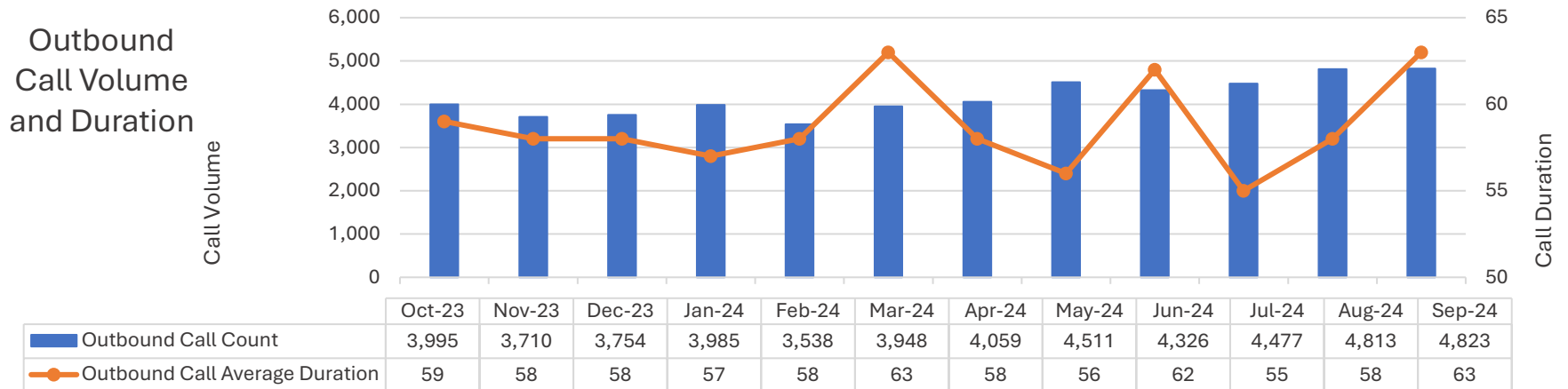
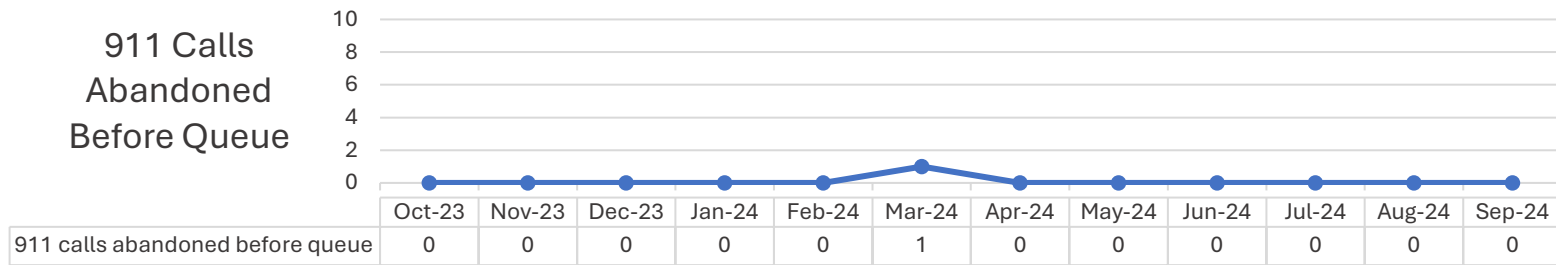
### 911 Call Answer Times



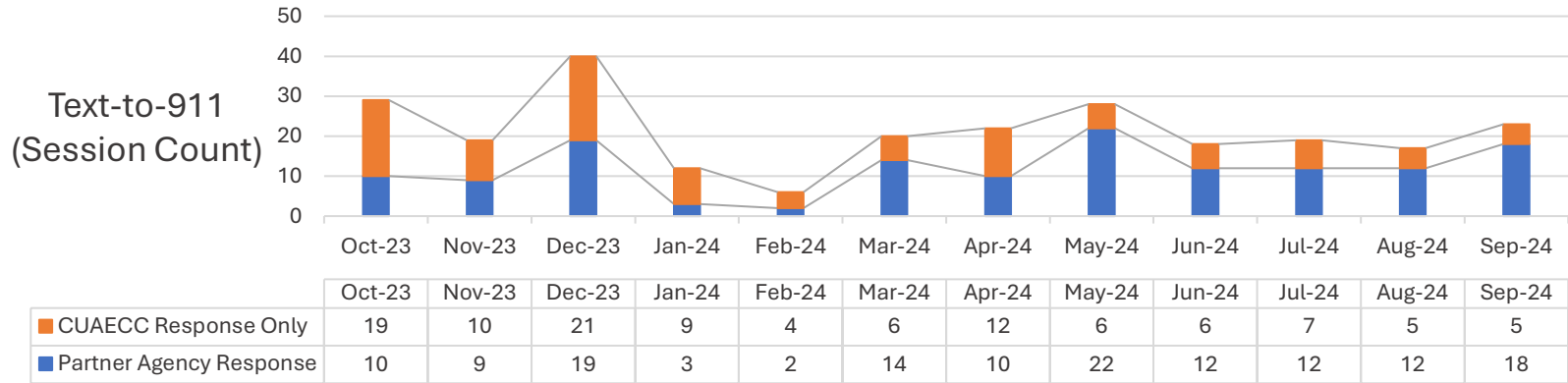
Standard	Met	Comments
Ninety percent of all 9-1-1 calls arriving at the PSAP <b>SHALL</b> be answered within fifteen seconds.  <i>NENA-STA-020.1-2020, 9-1-1 Call Processing Standard</i>	☑	The ECC consistently meets and exceeds this standard, answering 92-98% of all 9-1-1 calls within fifteen seconds.
Ninety-five percent of all 9-1-1 calls <b>SHOULD</b> be answered within twenty seconds.  <i>NENA-STA-020.1-2020, 9-1-1 Call Processing Standard</i>	⚠	The ECC meets this standard the majority of the time, answering 94-99% of all 9-1-1 calls within twenty seconds.



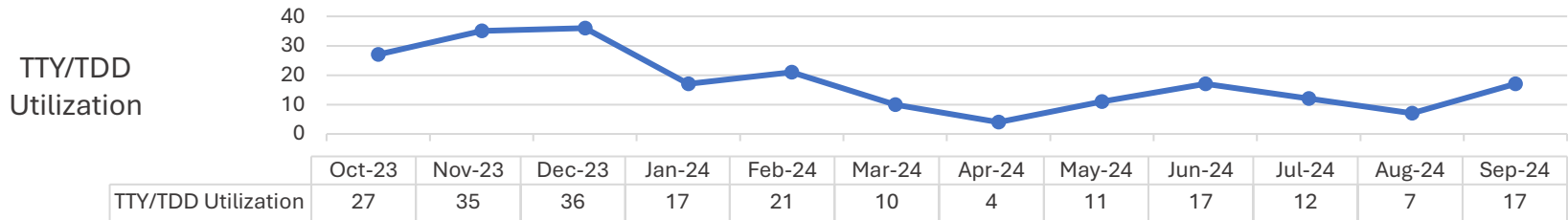
**911 Calls Abandoned Before Answer call volumes have been identified as erroneously calculated by ECaTS (Emergency Call Tracking System). A support ticket has been escalated to a higher tier engineering team with Intrado to identify and correct the issue. Corrected abandonment rates will be made available. Q3 2024: Still under investigation, no corrections issued.**



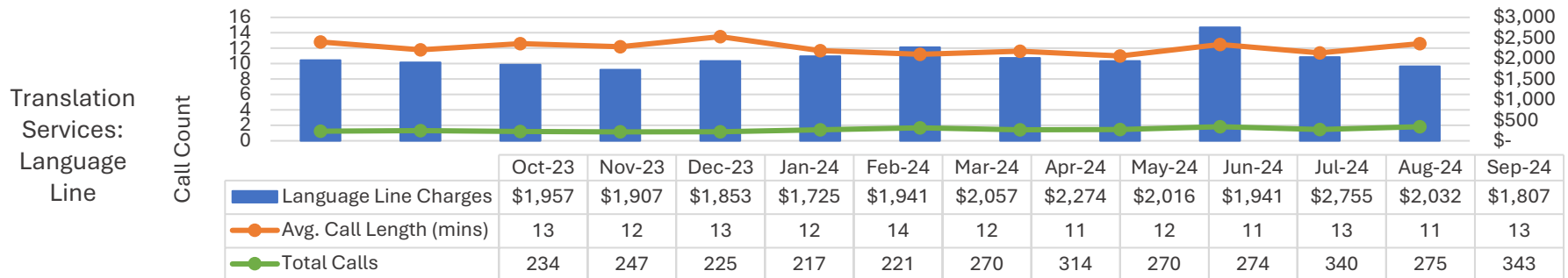
# Alternative Communications Statistics



**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 CUAEECC. **Partner Agency Response:** Previously listed as 'Emergencies', this category includes any text session that necessitated dispatch or utilization of resources from partner agencies.

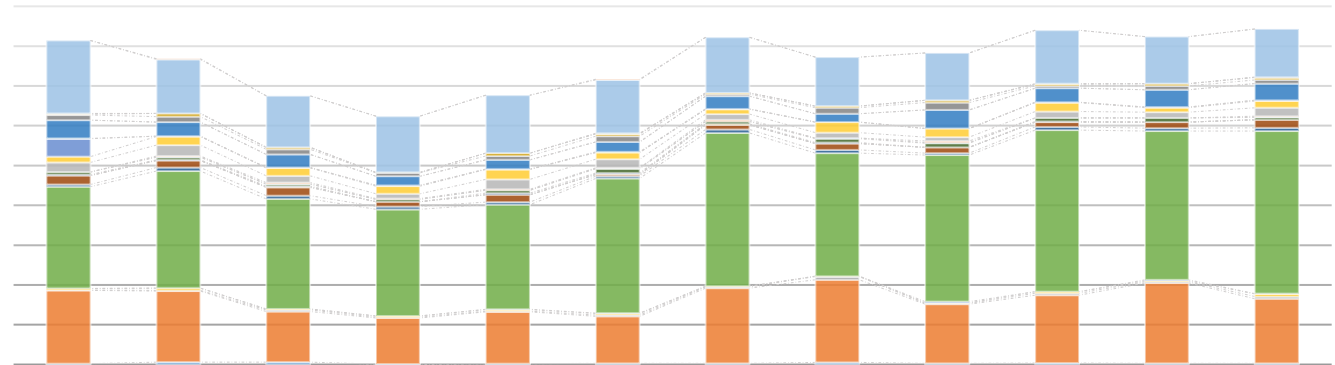


Includes Tests and Open Line Challenges





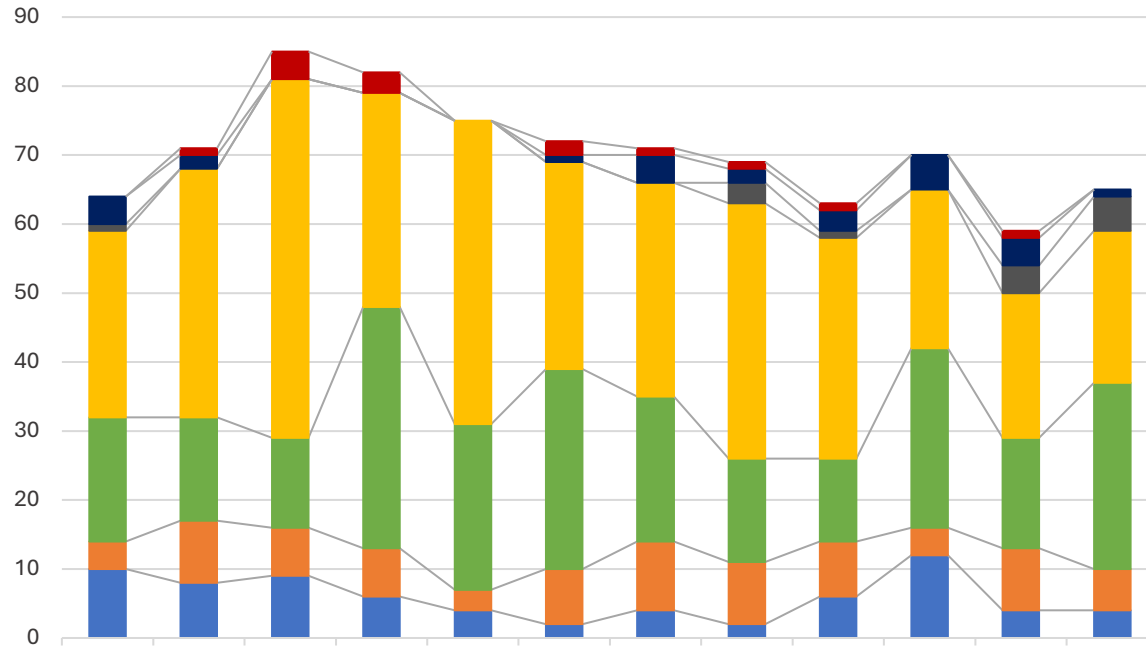
## Calls Transferred to Other Entities



	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24
Albemarle County Fire/Rescue	0	1	0	0	0	2	0	0	0	0	0	0
Albemarle County Police Department	183	136	129	141	146	134	140	123	119	134	118	121
Albemarle County Sheriff's Department	1	0	0	1	0	1	0	0	0	1	0	0
Amherst Sheriff's Department	1	0	0	0	0	1	0	0	0	0	0	1
Augusta County Sheriff's Department	2	8	5	0	7	5	3	4	6	5	6	6
Buckingham County Sheriff's Department	13	14	13	9	10	15	5	15	18	6	10	9
City of Charlottesville Fire Department	0	0	0	0	0	0	0	0	0	0	0	0
City of Charlottesville Police Department	46	35	33	23	23	25	32	21	47	35	43	42
City of Charlottesville Sheriff's Office	1	0	0	0	0	1	0	0	0	0	0	0
Culpeper Sheriff's Department	45	1	1	2	1	0	1	0	0	1	2	2
Fluvanna County Sheriff's Department	14	22	20	19	25	17	12	26	22	22	11	17
Greene County Fire-Rescue and Sheriff's Department	24	27	17	12	25	22	14	14	9	16	14	21
Harrisonburg/Rockingham ECC	0	2	3	2	2	1	4	0	4	0	0	2
JADE/Terrorism Hotline	0	1	1	0	0	1	0	2	2	0	0	1
Louisa County Sheriff's Department	7	7	5	6	7	11	7	9	10	9	11	6
Madison County Sheriff's Department	2	1	1	0	4	2	0	3	0	2	0	0
Medcom	0	0	2	0	0	2	2	0	0	0	0	0
Medic 5	0	0	0	0	0	0	0	0	0	0	0	0
Nelson County Sheriff's Department	23	18	21	12	19	4	11	16	15	12	15	20
Orange County Fire-Rescue and Sheriff's Department	5	9	8	7	6	5	9	8	5	8	7	8
Other Agencies or Individuals	256	294	276	268	263	339	385	309	368	406	374	409
Poison Control	0	0	0	0	1	1	0	0	3	0	3	1
University of Virginia Police Department	4	6	3	3	4	4	2	1	1	4	2	6
Virginia Department of Transportation	1	1	4	2	2	3	3	8	2	5	3	6
Virginia State Police	184	179	127	116	130	118	189	208	149	170	202	162
Waynesboro Police Department	2	6	6	1	2	3	3	5	3	4	3	3

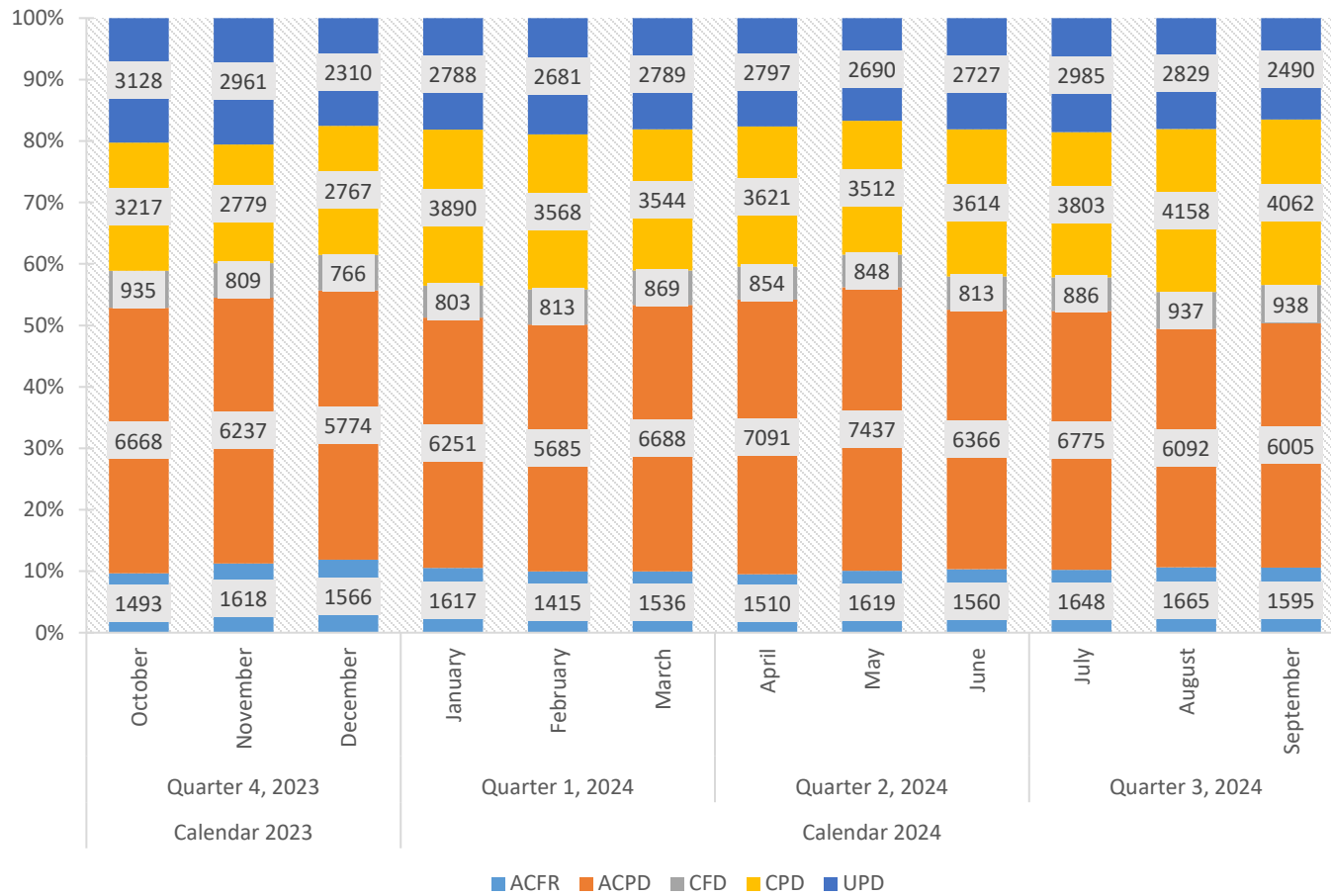
# Response Statistics

## Critical Life Threatening/Saving Events\*

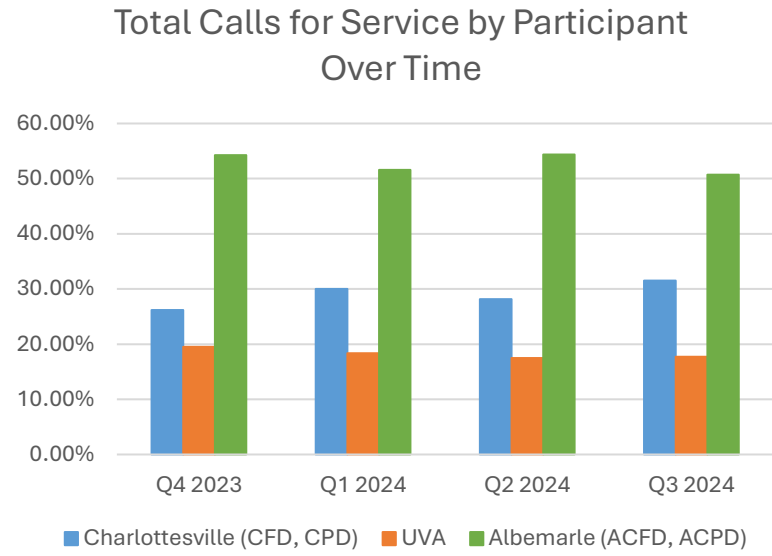
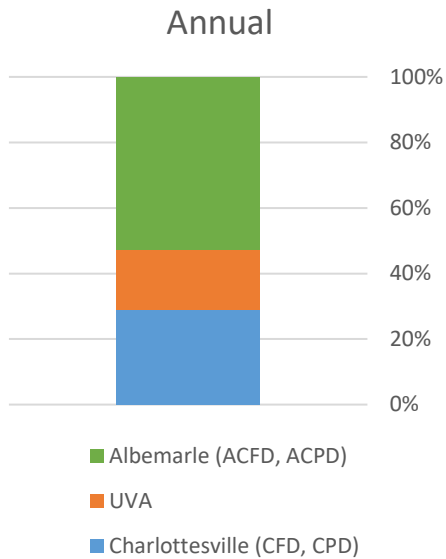


	Oct'23	Nov'23	Dec'23	Jan'24	Feb'24	Mar'24	Apr'24	May'24	Jun'24	Jul'24	Aug'24	Sep'24
■ Stabbing Events	0	1	4	3	0	2	1	1	1	0	1	0
■ Shooting Events	4	2	0	0	0	1	4	2	3	5	4	1
■ Drowning Events	1	0	0	0	0	0	0	3	1	0	4	5
■ Suicidal Ideations	27	36	52	31	44	30	31	37	32	23	21	22
■ Cardiac Arrest Calls	18	15	13	35	24	29	21	15	12	26	16	27
■ Choking Events	4	9	7	7	3	8	10	9	8	4	9	6
■ Obstetric Calls	10	8	9	6	4	2	4	2	6	12	4	4

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



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



Participant	Q3 2023*	Q1 2024*	Q2 2024*	Q3 2024*	Overall^
<b>Charlottesville (CFD, CPD)</b>	11,273 (26.20%)	13,487 (30.01%)	13,262 (28.18%)	14,784 (31.54%)	52,806 (29.03%)
<b>UVA (UPD)</b>	8,399 (19.52%)	8,258 (18.38%)	8,214 (17.45%)	8,304 (17.72%)	33,175 (18.24%)
<b>Albemarle (ACFR, ACPD)</b>	23,356 (54.28%)	23,194 (51.61%)	25,583 (54.36%)	23,780 (50.74%)	95,911 (52.73%)

\*Percentages displayed are calls per participant per quarter

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

## Agency Status

Current Accreditations and Certifications	Protocol Compliance / ACE Accreditation
<ul style="list-style-type: none"> <li>• <b>CALEA – On Track</b>  <i>Quadrennial Recertification, Annual Assessments</i>            Currently in: Year 2 of 4            Next Assessment: September 12-20, 2025            2024 Assessment: 100% Compliance, No Issues</li> <li>• <b>ATPC (formerly P33) – On Track</b>  <i>Triennial Certification</i>            Assessment submission anticipated Mid-November</li> <li>• <b>VA OEMS – Processing Submission</b>  <i>Triennial Reaccreditation, Annual Reporting</i>            Annual Report processed October 2024</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Determinant Drift – On Track</b>  <i>Indicates if the dispatched response was ideal, an over-response (waste), or an under-response (risk). July through September 2024</i>  <i>ACE: ≥ 95% ideal</i>  <b>Medical:</b> 98% ideal  <b>Fire:</b> 94% ideal  <b>Police:</b> 98% ideal</li> <li>• <b>Protocol Compliance – In Progress</b>  <i>Tracking since January 2022. Targeting tri-ACE (Accredited Center of Excellence). July through September 2024.</i>  <b>High and Compliant Cases:</b> 70.50%</li> </ul>
PowerEngage Statistics	VCIN Operations
<ul style="list-style-type: none"> <li>• <b>Survey Response Rate Q3 2024</b>            31.81%: 2,616 responses of 8,223 sent</li> <li>• <b>Citizen Positive Satisfaction Score</b>            93%</li> </ul>	<ul style="list-style-type: none"> <li>• <b>VCIN Audit – In Progress</b>  <i>Triennial Inspection</i>            Current Audit: October-November 2024            Virginia State Police Liaison: Master Trooper Ben Jamerson            Status: Physical documentation audit completed with 100% compliance, digital audit submission November 2024   <b>Notes:</b> Post-FY25 budget, new audit requirement of multi-factor authentication for all VCIN/NCIC connected terminals was issued. ECC IT staff are working to attain compliance. Trp. Jamerson has been consulted for assistance.</li> <li>• <b>Users</b>            59 Active VCIN/NCIC Certifications            8 administrative, 41 frontline coworkers</li> </ul>



# 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:** November 5<sup>th</sup>, 2024

**Subject:** FY2025 Budget Snapshot

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All amounts are current as of November 5, 2024, as reported in and sourced from the Albemarle County Financial Transaction Files and AADR report.

## FY2024 Budget Snapshot

Department	Current Budget*	Actual Expenditures**	Encumbrances	Balance	% Expended
32110 - ECC-Operations	\$9,786,078	\$3,090,817	\$737,467	\$5,957,795	39.1%
32120 - Regional Emergency Mgmt	\$450,455	\$301,618	\$37,133	\$111,724	75.2%
32130 - 800 MHZ Operations	\$348,643	\$53,411	\$-	\$295,232	15.3%
<b>Grand Total</b>	<b>\$10,585,176</b>	<b>\$3,445,846</b>	<b>\$774,580</b>	<b>\$6,364,750</b>	<b>39.9%</b>

\* Includes supplemental appropriations, if applicable.

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



# Charlottesville-UVA-Albemarle County Emergency Communications Center

## Fiscal Year 2026 Budget Calendar

October/November 2024	
<i>Ongoing</i>	ECC staff prepares initial draft of FY26 budget → ECC managers submit draft requests to Executive Director → ECC prepares first draft for Budget and Finance Committee → ECC submits CIP request by County deadline of November 1
December 2024	
Week of 9 <sup>th</sup>	Work Session #1 – ECC Management Board Budget and Finance Committee → Executive Director presents first draft → Committee approves draft or schedules second work session
January 2025	
Week of 6 <sup>th</sup> <i>Tentative/As Needed</i>	Work Session #2 – ECC Management Board Budget and Finance Committee → Committee approves final draft
Week of 20 <sup>th</sup> <i>Tentative</i>	→ Final Draft sent to Participant budget/executive offices: Albemarle County Office of Management and Budget Charlottesville City Manager’s Office UVA Office of Executive VP and COO
February 2025	
Feb 12 (Wed) <i>Tentative</i>	Work Session # 3: ECC Management Board receives recommended budget for review and discussion in first Regular Meeting → Board approves recommended budget or schedules follow-up meeting → Approved budget sent to Participant budget/executive offices
<i>Tentative/As Needed</i>	ECC Management Board final review and approval in second Regular Meeting or Special Meeting

### Other Participant and Fiscal Agent Milestones

February 2025	
	Albemarle County Executive presents recommended budget (includes ECC) to Board of Supervisors
March 2025	
	Charlottesville City Manager presents proposed budget to City Council (includes ECC share)
	University of Virginia Board of Visitors Meeting of the Board
April 2025	
	Albemarle County Public Hearing on Board’s Proposed Budget
	Albemarle County Public Hearing on the tax rate
May 2025	
	Albemarle County Board approves and appropriates FY26 Budget (includes ECC, as fiscal agent) and sets tax rate <sub>16</sub>





# 4.3

## Technology and Building Reports



# Charlottesville-UVA-Albemarle County Emergency Communications Center



To: Sonny Saxton, Executive Director  
From: Lily Gregg, Deputy Director – Information Technology  
Date: October 18, 2024  
Subject: ECC Technology Report

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## 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.

<b>Call Handling Equipment Upgrades</b> Budget: N/A Funded: Currently Unfunded	<b>Scope:</b> Upgrade or replace current Call Handling Equipment at the end of its maintenance cycle. <b>Status:</b> The current Call Handling Equipment is in year three of a five-year maintenance cycle. In preparation for upgrade or replacement, the ECC Technology Committee has been participating in demos of the latest CHE offerings. These cloud-based solutions offer flexibility and fully integrated translation and transcription services. Funding will be requested for FY27.
<b>Fire/EMS Reporting Software</b> Budget: N/A Funded: Currently Unfunded	<b>Scope:</b> The contract for the current software solution expires in 2025. This presents an opportunity to explore a replacement system with enhanced capabilities. <b>Status:</b> A group of operational and technical SMEs from ACFR and CFD have started conversations about the benefits of moving to a new system and questions to consider. The delta between the new system and the existing system will be determined and included in FY26 budget planning, with replacement considered for spring of 2026.



# Charlottesville-UVA-Albemarle County Emergency Communications Center



<p><b>Public Safety Software Optimization</b> Budget: \$119,000 Funded: FY22</p> <p>Budget \$281,878 Funded FY23 Duration pending</p>	<p><b>Scope:</b> After discontinuing the RFP process, the ECC continues to optimize the current Public Safety Software platform.</p> <p><b>Status:</b> Software patches to fix issues with the recently upgraded version 2024.1 SP1 were completed on October 7. Address consolidation and verification will be completed in the coming weeks to clear duplicate entries in the database.</p> <p>Enhancements to the records platform are being discussed with the provider.</p>
<p><b>Regional P25 Project</b> Budget: \$18,808,000 Funded: FY16 8 year duration</p>	<p><b>Scope:</b> Replace end of life Motorola 800 MHz SmartZone radio system infrastructure with L3Harris P25 system.</p> <p><b>Status:</b> GPS implementation recommendations are under review. A new consultant has been brought onto the project to provide expert advice and bring the project to a close. A meeting with the vendor, consultant, and counsel representatives to discuss steps required to achieve final system acceptance is scheduled for October 31.</p> <p>Heavy rains during recent storms made access roads to several leased tower sites impassable. This happens on a regular basis due to the remote location of these sites. In order to be able to access these sites in the event of equipment failure or to refuel generators at any time in any condition, Radio System Coordinator Doug Henley has requested allocation of project funds to purchase a UTV and trailer. Quotes are currently being obtained.</p>
<p><b>Electronic Dispatch Protocol Updates</b> Budget: n/a 6 month duration</p>	<p><b>Scope:</b> Review, update, and add EMD and EFD call types in CAD which better align with ProQA determinant codes.</p> <p><b>Status:</b> 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. This updated is tentatively scheduled for the week of November 5.</p>
<p><b>Email Services</b> Budget: \$21,400 Funded: FY 23 3 month duration</p>	<p><b>Scope:</b> Transition from County provided email services to ECC owned services. ECC to procure independent licensing, hosting, and email addressing.</p> <p><b>Status:</b> With the assistance of County IT, the data migration process has kicked off. A tentative cutover date is planned for November 15.</p>
<p><b>Cloud Phone System</b> Budget: \$5,000 Funded: FY 23 3 month duration</p>	<p><b>Scope:</b> Transition administrative office wire lines to flexible cloud-based solution.</p> <p><b>Status:</b> Licensing has been procured. Configuration and implementation is ongoing and will be sequenced after the email services cutover is complete.</p>
<p><b>Rave Smart911 and Links</b> Budget: \$28,000 Funded: FY 23 3 month duration</p>	<p><b>Scope:</b> Implement Smart911 safety profile capabilities for community members to be able to provide information to 911 call-takers. Implements Links to automatically send proximity-based alerts to specific recipients based on call types.</p> <p><b>Status:</b> Installation and testing of the Smart911 interface has been completed. Initiatives to inform community members about the capabilities will be kicked off in the coming months. Installation of Links is complete and initial testing is underway. Collaboration to decide recipients and triggers will begin once testing is complete.</p>



# Charlottesville-UVA-Albemarle County Emergency Communications Center



To: Sonny Saxton, Executive Director  
From: Lily Gregg, Deputy Director – Information Technology  
Date: October 18, 2024  
Subject: ECC Building Report

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## Executive Summary

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

### **LED Retrofitting**

Several fluorescent fixtures in the conference room of the ECC failed, and the ballasts required to repair them are no longer available. All fixtures were retrofitted with dimmable LED lights. The total cost for this project was just over \$5,500. Other fluorescent fixtures around the building are also starting to fail and additional retrofitting with LED lights as these failures occur will continue. A project to preemptively replace all fluorescent fixtures on the dispatch floor is being quoted.

### **Access Control and Surveillance System**

The current access control and surveillance system is over ten years old and needs to be replaced. The new system will include upgraded control systems, increased surveillance coverage, and the ability to expand for future needs. This project was included in the approved FY25 budget. Updated quotes are being provided.

### **Window Tinting**

In an effort to provide enhanced security, and regulate temperatures, window tinting will be added to all second-floor windows. This project is still being quoted.

### **Console Cleaning**

Annual preventative maintenance and detailed deep cleaning of dispatch console furniture has been scheduled for the week of October 28.



# 4.4

## Personnel Reports



# Charlottesville-UVA-Albemarle County Emergency Communications Center



**To:** Sonny Saxton  
**From:** Josh Powell, Deputy Director-Support Services  
**Date:** November 5, 2024  
**Subject:** ECC Staffing and Recruitment Report

## Staffing, Organizational Strength, and Recruitment

The ECC's current overall vacancy rate stands at 10%, equivalent to 6.8 Full-Time Equivalents (FTEs) or 17% of the authorized Communications Officer positions. Recruitment efforts are in progress for all vacancies.

	Authorized	Actual		Vacant	% Vacant
		Full-time	Part-time		
<b>Operational</b>	54	47.20		6.80	13%
Public Safety Communications Officers <sup>1</sup>	40	31	2.2	6.80	17%
PSCO I		11	0.1		
PSCO II		13	0		
PSCO III		7	2.1		
Public Safety Communications Supervisors	8	8		0	0%
Public Safety PI & Accreditation Supervisor	1	1		0	0%
Professional Development Manager <sup>+</sup>	1	1		0	0%
Academy and Outreach Manager <sup>+</sup>	1	1		0	0%
Operations Manager <sup>+</sup>	2	2		0	0%
Deputy Director - Operations <sup>+</sup>	1	1		0	0%
<b>I.T.</b>	6	6		0	0%
Deputy Director - IT <sup>+</sup>	1	1		0	0%
ECC Sr. Systems Analyst/DBA <sup>+</sup>	1	1		0	0%
Sr. / Systems Engineer <sup>+</sup>	2	2		0	0%
Public Safety Applications Analyst <sup>+</sup>	1	1		0	0%
Public Safety Communications Technician <sup>+</sup>	1	1		0	0%
<b>Emergency Management</b>	1	1		0	0%
Regional Emergency Management Liason <sup>+</sup>	1	1		0	0%
<b>Administration</b>	8	7.00		0	0%
Executive Director <sup>+</sup>	1	1		0	0%
Deputy Director-Support Services <sup>+</sup>	1	1		0	0%
HR Manager <sup>+</sup>	1	1		0	0%
Payroll and Benefits Specialist	1	1		0	0%
Senior FOIA Specialist	1	1		0	0%
Accountant II	1	1		0	0%
Administrative Assistant	1	1		0	0%
Lead Custodian <sup>**</sup>	1	0		0	0%
<b>Overall</b>	<b>69.00</b>	<b>61.20</b>		<b>6.8</b>	<b>10%</b>

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<sup>1</sup> Authorized count does not include overhire (0/3 positions filled). One part-time PSCO position working variable hours (PRN) is reflected in this report as 0.1 FTE.

<sup>+</sup>Salaried

<sup>\*\*</sup>Custodian recruitment paused during trial of contracted services; excluded from vacancy.



# Charlottesville-UVA-Albemarle County Emergency Communications Center

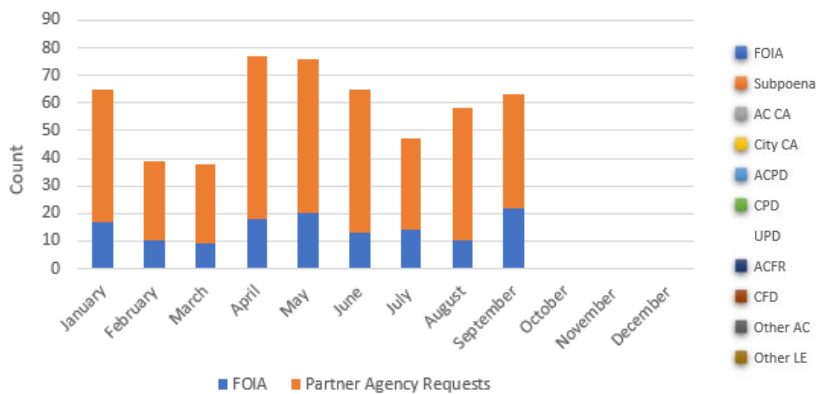


**To:** Sonny Saxton – Executive Director  
**From:** Celeste Baldino – Deputy Director of Operations  
**Date:** October 24, 2024  
**Subject:** Activity of FOIA and Research Unit Q3 2024

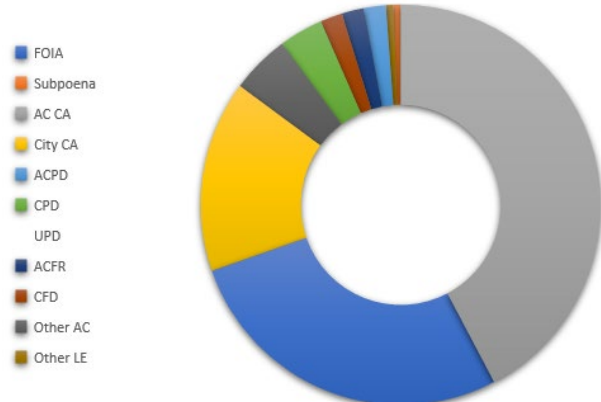
## Release of Information and Other Research

For the third quarter (July-September) 2024 the ECC’s FOIA and Research Unit handled 121 research requests from our partner agencies, with an average work time spent of 88 minutes per request, as well as 47 Freedom of Information Act requests and Subpoena’s, with an average work time spent of 47 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 days. Average response time for partner agency requests was also 3 days.

Total Activity of FOIA and Research Unit 2024



Request Count July-September 2024



## Feedback

The ECC accepts feedback from members of the public, field responders, and ECC employees via a form on our website ([cua911.gov/feedback](http://cua911.gov/feedback)). During Q3, we received twenty-seven submissions from the public: Seventeen were referred to the appropriate partner agency, seven were positive feedback about their interaction with the ECC call-taker, and three were questions about Emergency Alerts handled by our in-house teams. We also received nine feedback forms from field responders: eight were dispatch questions (there were found to be correct per CAD programming, one was a CT input errors, and three were found to include areas of improvement where corrective actions were taken), the ninth was a compliment of the ECC.

## Complaints

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

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# 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:** 10/22/2024

**Subject:** Academy Update

---

## Summer 2024 Graduation

On September 18th, we proudly celebrated the graduation of the Summer 2024 Call-Taking Academy with a small luncheon joined by ECC administrative and operations coworkers. The students received comprehensive training in CAD, geography, policy, hands-on skills, and cultural competency. Both excelled, finishing with exam scores over 90%, and have since started their tethered on-the-job training.



Student Awards:

*Top Graduate:* Logan Ottenmiller

*GOLDEN Award:* Mel Foster

## Fall 2024 Academy

The Fall 2024 Academy began on September 23rd with six new coworkers joining the team. One of the students brings valuable prior dispatch experience, which will be an asset as they continue their career with CUA911. The class has already covered important topics such as active listening, CAD, personal disaster preparedness, geography, policy and even participated in a ride-along with CFD-Ridge St.

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# Charlottesville-UVA-Albemarle County Emergency Communications Center



## Fall 2024 Classroom Activities:



*Pictured above: Jenny, William and Emma work on a group interactive geography exercise to place public schools in their correct geographic area.*



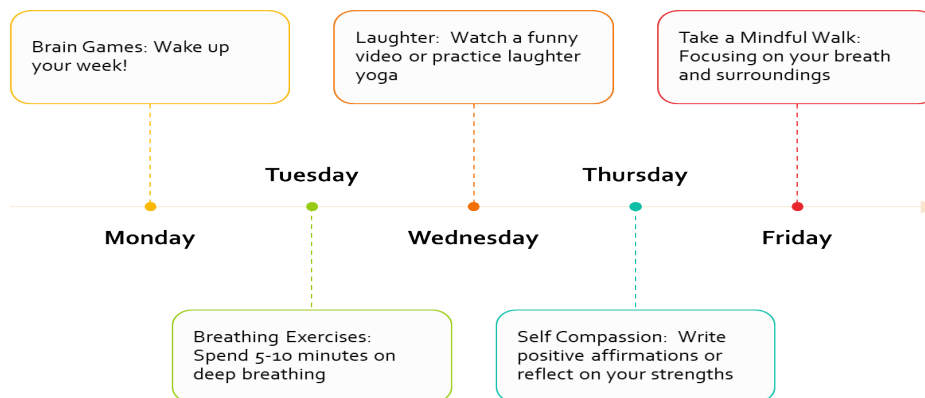
*Pictured above: Daniel, LaTasha and Kay work on a group interactive geography exercise placing each fire station in the correct geographic area.*

## Save The Date:

The Fall 2024 Academy is scheduled to graduate on January 9th, with the ceremony set to take place at 17:30 in the Downtown office. We would be honored if you would mark your calendar and join us in celebrating their achievement

## Classroom Wellness Initiative:

To enhance our focus on wellness and offer practical strategies for managing stress, we are incorporating a 5-10 minutes of wellness activity into each day's class. These activities will provide our new coworkers with daily opportunities to practice techniques that support their well-being and resilience.



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## Charlottesville-UVA-Albemarle County Emergency Communications Center



**To: ECC Management Board**  
**From: Jan Farruggio, Professional Development Manager**  
**Date: October 24, 2024**  
**Subject: Update from the Professional Development Division**

---

In August, we were able to send 2 coworkers, from the training division to a Public Safety Intensive Instructor Workshop. This training was invaluable to our Agency by looking at new opportunities that can be utilized when training adults in the field of Emergency Communications. Over the years the science behind how adult learners learn and retain information has changed. Bloom's Taxonomy and tips for more effective listening were also a large part of the conversation.

The National APCO conference was also held in August. Three coworkers were selected to give a presentation on one of our popular call-taking incentives for boosting morale, BEE Golden. They were given one of the toughest time slots to fill, the last day of the conference. We are pleased to acknowledge the training was well attended, as the room was filled. Director, Sonny Saxton, participated in a panel discussion on 9-1-1 Staff and Retention.

In the months of June and July we required Mandatory Training, to include Smart 9-1-1 Training, RISE Up Against Workplace Bullying and Anti-Bullying Supervisor Training, which was completed by all front-line co-workers.

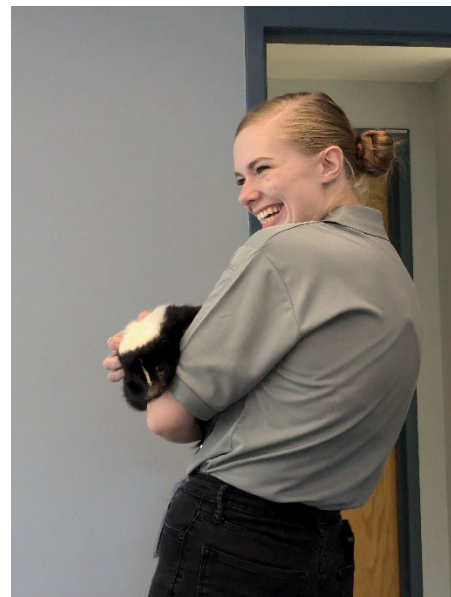
The ECC had the opportunity of providing a unique training course that is aligned with our agency's strategic goals for recruitment, retention and employee wellness. Heather Blaney, a Certified Training Officer and the Social Media Director at Knox County Central Dispatch in Indiana, is also the handler of dispatcher 42-PU, a domestic skunk named Nugget that is Knox County's Emotional Support Animal (ESA) and educational ambassador. Heather has developed a training course to share the benefits of ESA programs, including their role in enhancing employee recruitment and retention, community education, and the mental health and wellness of those in the communications center. Nugget joins Heather for this interactive workshop where she also provides guidance on how to launch and implement these beneficial programs.

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## Charlottesville-UVA-Albemarle County Emergency Communications Center



We continually track the duration our Communication Training Officers (CTOs) spend mentoring the new co-workers, for on-the-job training (OJT). Our CTOs continue to play a pivotal role in ensuring successful OJT by imparting essential communication skills and bridging the transition between classroom and real-world scenarios. Their guidance continues to empower our new co-workers to navigate emergency calls while fostering confidence and compliance with policy and protocol. I am pleased to say that we have added 3 additional CTOs to our team, which will assist us with giving additional support to our team.

For the month of July, we trained a total of 433.5 hours, of which 91.5 hours were on the Fire/EMS radio and 342 hours dedicated to our call-taking coworkers. For the month of August, we trained a total of 646.3 hours for call-taking, alone. For the month of September, we trained a total of 383.5 hours for call-taking, as well. For a total of 883.3 hours.

Next quarter we will be looking to highlight a new training opportunity during the OJT (On-the-Job Training) portion, known as POD training. This training is designed to bridge the gap between the classroom environment and real-world environments, helping coworkers' transition smoothly and equipping them with the skills to handle real-life stress and situations more effectively.

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# 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:** November 5, 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:

- **9/27/24:** “It helps us paint that picture faster;’ Charlottesville 911 call center using video sharing technology” ([29News.com](https://www.29news.com))
- **10/1/24:** “NICE Recognizes 2024 PSAPs’ Finest Award Winners for Achievements in Emergency Communications” ([Businesswire.com](https://www.businesswire.com))
- **10/4/24:** ““Service Beyond the Call”: CUA 911 Supports Hurricane Helene Recovery Efforts” ([CUA911.gov](https://www.cua911.gov))
- **10/4/24:** “Area first responders deployed to areas impacted by Helene” ([CBS19News.com](https://www.cbs19news.com))
- **10/7/24:** “Charlottesville-Albemarle 911 dispatchers help NC with hurricane aftermath” ([29News.com](https://www.29news.com))

## Social Media

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

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# Certificate of Commendation

PRESENTED TO

# Dan Shumard

on this twenty-fifth day of September, 2024

for his calm demeanor, quick thinking, and unwavering dedication to providing assistance during a stressful situation. Despite the caller's hesitation, he remained composed, empathetic, and focused on reassuring the caller and providing assistance. This level of service not only reflects his strong communication skills but also their commitment to excellence in public safety.

CUA 911 thanks you for your commitment to our GOLDEN Values.

Charlottesville - UVA - Albemarle Emergency Communications Center  
2306 Ivy Road Charlottesville, VA 22903





# Certificate of Commendation

PRESENTED TO

# Rachael Box

on this eighteenth day of September, 2024

for her calm demeanor, quick thinking, and unwavering dedication while providing lifesaving epi-pen instructions. Despite the caller's escalated state, she remained composed, empathetic, and focused on reassuring the caller help was on the way while providing the right assistance. This level of service not only reflects her strong communication skills but also her commitment to excellence in public safety.

CUA 911 thanks you for your commitment to our GOLDEN Values.

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# 4.7

## Previous Meeting Minutes

# Emergency Communications Center Management Board

## Special Meeting Minutes – September 9, 2024 – 1:00pm

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

### Members Present

<u>Chair</u> Ms. Ashley Marshall	<u>Vice Chair</u> Mr. Trevor Henry	<u>Secretary</u> Chief Tim Longo
Chief Michael Thomas	Mr. John DeSilva	Dr. Bill Brady
Chief Sean Reeves		

### Members Absent

Chief Dan Eggleston	Chief Michael Kochis	
---------------------	----------------------	--

### Others Present

Mr. Sonny Saxton	Mr. Josh Powell	Ms. Lily Gregg
Ms. Amanda Farley	Ms. Lisa Shorter	Ms. Stacey Banker
Mr. Brian Melcer		

#### (1) Call to Order

Ms. Marshall called the meeting to order at 1:01pm.

#### (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

With no items removed from the consent agenda for further discussion, **Chief Longo made motion, seconded by Dr. Brady, 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”). The motion carried on a voice vote.**

#### (5) Committee Updates

Mr. Powell advised of recent and upcoming committee meetings of the Board. No Board action was requested.

#### (6) Director’s Report

Mr. Saxton advised the Board of recent staffing impacts due to illness and expressed his appreciation to the team for their work through a challenging time.

Ms. Gregg provided an update on the status of the P25 Regional Radio project, with work on configuring GPS ongoing and consultant proposals currently being considered to assist with project close. Mr. DeSilva clarified that if the vendor had complied with all requirements, this consulting expenditure would not be necessary. Ms. Gregg advised that Mr. DeSilva's assessment was correct. Ms. Gregg advised of a recent partial outage of the radio system, wherein dispatch consoles in the ECC were unable to communicate with the system for up to sixty seconds at a time, due to the vendor not having performed required maintenance on server equipment. Chief Longo asked about the degree to which the vendor had been engaged with the work. Ms. Gregg advised that they were meeting with the vendor later in the week to review a new proposal. Dr. Brady expressed concern over the system outages and the potential life-safety impact that future outages could have on a law enforcement or medical response.

Mr. Powell provided an introduction to the Fiscal Year 2023 audit materials included in the Board's meeting materials, and advised that the Fiscal year 2024 audit was currently underway.

Mr. Powell presented a proposed update to the ECC Management Board's Remote Participation Policy. Mr. Henry advised that the edits were congruent with recent edits the Albemarle County Board of Supervisors adopted for the public bodies under their purview. Mr. Powell advised he had worked with Ms. Farley's office to capture those changes as relevant to County-associated boards. **Mr. Henry made motion, seconded by Chief Thomas, to accept the proposed amendments as presented. The motion carried on a voice vote.**

#### **(7) Facility Planning Update**

Ms. Gregg introduced attendees from Mission Critical Partners (MCP), consultants who had prepared a draft facility needs assessment, working in conjunction with ECC staff, the Facility Planning Committee of the ECC Board, and other stakeholders.

The board received a presentation from MCP on the proposed facility planning for the new ECC and EOC, addressing both current needs and future growth. MCP highlighted key findings from their needs assessment, emphasizing the space limitations of the current ECC, which struggles to accommodate increased demand during high-volume incidents. MCP noted that the current facility has outgrown its capacity, particularly in areas like training, equipment storage, and wellness, all critical to supporting the ECC staff's service efficiency and individual well-being.

MCP overviewed the importance of trauma-informed, person-centered design to address the demanding nature of emergency dispatch work. MCP recommended integrating features that promote employee wellness, such as quiet decompression rooms, exercise areas, and improved lighting and acoustics. By designing a facility that actively reduces stress and fosters a supportive environment, MCP believes the ECC can improve overall employee well-being and retention. Further, MCP proposed advanced infrastructure to support future technological growth. The new facility would have a dedicated data center with scalable server space and infrastructure, providing capacity for next-generation technologies and building additional operational resiliency.

MCP detailed how the facility is envisioned as a regional hub, serving not only the ECC but also the broader emergency management and response needs of the region's public safety entities. MCP proposed purpose-built spaces for an Emergency Operations Center (EOC) and collaborative areas for regional training and interagency coordination, ensuring the facility can adapt to meet both routine and large-scale operational demands. MCP suggested a two-phase construction plan, which

would allow for the continued use of the current ECC while the new facility is built. Once the new building is operational, the current facility could be repurposed for training or regional coordination, maximizing its utility.

Board members engaged in a Q&A following the presentation. Questions focused on the provisions for employee wellness, support for future technological growth, and plans for regional collaboration and training. MCP described specific wellness elements, including adjustable lighting, temperature, and ergonomic controls at each workstation, and shared ideas for quiet rooms and exercise spaces. They also addressed some of the included data center features, noting the importance of planning for future technology and regional systems integrations. MCP emphasized that the facility would provide space for regional training and exercises, facilitating inter-agency collaboration and adaptability for high-demand situations.

In terms of timeline and budget, MCP estimated an initial 12-18 months for planning and design, followed by 18-24 months of construction. They noted that securing funding, finalizing approvals, and stakeholder coordination could affect these estimates. MCP presented preliminary budget estimates based on square footage and priority features, suggesting that core ECC/EOC functions be prioritized to align with the agency's mission. MCP recommended exploring both local and federal funding opportunities, including grants for critical infrastructure, and proposed a phased approach to funding within the Participants' capital improvement program (CIP) cycles. MCP suggested beginning with funding for design and preliminary planning to facilitate project kick-off.

MCP indicated they would refine the draft report based on Board feedback, with the goal of completing the draft within six to eight weeks. Additional one-on-one sessions will be scheduled with board members, as requested, to discuss specific questions and obtain further input. To support the facility's inclusion in upcoming CIP submissions, MCP will collaborate with ECC leadership on a phased funding strategy, beginning with initial design and planning.

The presentation concluded with a discussion of the board's strategic vision for the new facility, underscoring the importance of designing a resilient, state-of-the-art regional center that will meet the region's needs for years to come. Ms. Shorter asked what success looked like. Chief Longo offered that success means that our ECC staff have the best possible tools and workspace for their critical work. Mr. DeSilva concurred, stating that having space for debriefs and wellness is also important, especially after major incidents like the recent wildfires; a decent kitchen, quiet rooms, and showers could go a long way for the team. Mr. Henry advised that he would like to ensure that the ECC can integrate effectively with other emergency management partners, allowing for smooth communication in major incidents. He added that resiliency provided by the facility may be noteworthy in relation to the military installation in the jurisdiction, which may open up additional grant opportunities. Chief Reeves agreed with the previous comments, adding that wellness, training, and planning for future growth were essential; if we're building something new, we need to think about how to accommodate the region's growing population. Dr. Brady emphasized the importance of design considerations for the physical console space, and how design could impact physical stress levels, as it relates to reduction of anxiety and the effect on the day-to-day, hour-to-hour health of telecommunicators. Ms. Marshall concurred on the importance of person-centered, trauma-informed design, and highlighted the impact of bridge childcare on workforce. Chief Thomas reiterated the value of planning for future growth, both in terms of additional population and future technologies.

Members of the Board discussed project timing for the respective Participants' capital improvement project plans. Mr. Henry advised that funding design first, and having a few year gap before starting construction may be helpful, and that the timeline for submitting requests was November. Ms. Marshall advised that the City's timeline was sooner, with new CIP requests due by October 4<sup>th</sup>.

*Dr. Brady excused himself from the meeting at 2:30PM due to a scheduling conflict.*

**(8) Other matters Not Listed on the Agenda from the Board**

Mr. DeSilva asked about the status of the Zehmer Hall agreement. Ms. Farley asked whether the Chair would want to go into closed session to receive input from counsel. The Chair agreed.

Closed Session

**At 2:39pm, Chief Thomas made motion, seconded by Mr. Henry, that the Charlottesville-UVA-Albemarle County Emergency Communications Center Management Board go into a closed meeting as authorized by the Virginia Freedom of Information Act, section 2.2-3711(A) of the Code of Virginia under subsection 8 to discuss and consider the Zehmer Hall agreement.**

Certify Closed Session

**At 2:44pm, Chief Thomas made motion, seconded by Mr. DeSilva to certify that, to the best of his knowledge, only public business matters lawfully exempted from open meeting requirements under this chapter and only such public business matters as were identified in the closed meeting motion were heard, discussed or considered in the closed meeting. The motion carried unanimously on a roll call vote – Thomas: Aye; DeSilva: Aye; Reeves: Aye; Longo: Aye; Marshall: Aye; *Henry* Aye.**

**(9) Adjourn**

With no further business to come before the Board, the meeting was adjourned at 2:45.



# 4.8

## ECC Board 2025 Regular Meeting Schedule



# Charlottesville-UVA-Albemarle County Emergency Communications Center



**To: ECC Management Board**

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

**Date: November 5, 2024**

**Subject: ECC Board 2025 Regular Meeting Schedule**

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**Upon approval**, by motion and concurrence of the board, the ECC Management Board will hold its 2023 regular, quarterly meetings on the following dates at 9:00 a.m.:

- February 12, 2025
- May 14, 2025
- August 13, 2025
- November 12, 2025

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





**7**

## **Executive Director Recruitment**

## POSITION DESCRIPTION

<b>JOB TITLE:</b> Executive Director of Emergency Communications	<b>LOCATION:</b> Emergency Communications Center <b>JOB CLASS CODE:</b> 50001
<b>IMMEDIATE SUPERVISOR:</b> 911 Management Board	<b>PAYGRADE:</b> NA <b>FLSA STATUS:</b> Exempt

### GENERAL DEFINITION OF WORK:

This highly responsible, administrative and professional position provides leadership and direction of operations and resources dedicated to the combined fire, law enforcement, and medical emergency communications functions of the City of Charlottesville, University of Virginia (UVA), and Albemarle County Regional Emergency Communications Center "Regional ECC". The Executive Director functions as the ECC's Chief Executive Officer and is appointed by and serves at the pleasure of the Regional ECC Board "Board" which consists of ~~10-9~~ members: Albemarle County Executive, Charlottesville City Manager, UVA Executive Vice President/Chief Operating Officer, Charlottesville Chief of Police, Albemarle County Chief of Police, UVA Chief of Police, Charlottesville Fire Chief, Albemarle County Fire-Rescue Chief, and 1 UVA representative with 911 experience, 1 representative from the Jefferson County Fire-Rescue Association, or their designees. Under the general supervision of the ECC Management Board, the Executive Director provides effective and efficient management of the Regional ECC, develops and implements work and operational policies, manages the dedicated budget and serves as a liaison between the Board and the member agencies; provides strategic leadership for and administration of the ECC and emergency management coordination efforts; provides emergency management coordination among the agencies.

### ESSENTIAL FUNCTIONS:

#### ***Leadership and Management:***

- ~~Manages-Directs~~ the daily operations of the Regional ECC to provide ~~computer-aided dispatch-public safety~~ services for law enforcement, fire, ~~and~~ emergency medical services, and emergent behavioral health services and emergency management coordination between agencies;
- Directs a multidisciplinary team, inclusive of 9-1-1 operations, finance, human resources, training, and information technology specialists, in coordination with services provided by regional partners;
- Directs the use of resources allocated to public safety communications and emergency management coordination for maximum return on investment;
- ~~Responsible for planning and directing the daily operations of the Center (may delegate responsibility of shift supervision to subordinate employees);~~
- ~~Employs, trains, schedules, counsels, disciplines, and evaluates the performance of the staff;~~
- ~~Analyzes operating procedures and user response issues and establishes protocols in conjunction with providers;~~
- Provides leadership and participates in programs and activities that promote workplace diversity and equal employment opportunities and a work environment that promotes positive employee relations;

- ~~Ensures the security of the Center;~~
- Ensures security and the operational readiness of the Center's technology, telecommunications, computer aided dispatch system, records management system, and radio equipment, and tower sites;
- Oversees the Regional Emergency Management ~~Coordinator Liaison~~ and may act in their place when necessary.
- ~~Performs overall supervision for special projects related to Center operations;~~
- Responsible for response ~~Responds to complaints~~ community member input, feedback, and complaints ~~as necessary;~~
- Ensures that the agency's policies and procedures ~~manual is~~ are reviewed and updated on a regular basis;
- Conducts long range strategic planning and goal setting ~~sets goals for the emergency communications center;~~
- Responsible for P ~~preparations~~ and distribution ~~of~~ Board meeting notices, agendas, and minutes;
- Engages in continuous training and learning opportunity in order to maintain best practices ~~throughout the emergency communications center and emergency management coordination efforts;~~
- Conducts other related duties as assigned.

#### ***Financial Responsibility:***

- Prepares and submits an annual financial budget to the Management Board;
- Engages annual and ad hoc audit services and reports financial statements to the Board;
- Monitors and controls annual expenditures in relation to budget;
- Plans, directs, manages, monitors, and/or coordinates the acquisition, design, operation, enhancement and maintenance of regional public safety technology systems ~~supporting the emergency communications center;~~
- Participates in the development of intergovernmental contracts, grants and agreements ~~for the emergency communications center and emergency management functions.~~

#### ***Collaboration with Stakeholders:***

- Facilitates inter-agency cooperation and coordination to enhance the overall effectiveness of the regional center;
- Develops and implements strategies to foster strong partnerships with all partner agencies, including regular meetings, joint training sessions, and collaborative problem-solving initiatives;
- Oversees ~~Maintains~~ active Regional Emergency Management Liaison to work with emergency service providers and other State and local agencies and departments relative to the operation of the ECC;
- Represents Center at appropriate meetings, boards, and commissions;
- Maintains appropriate contacts with the public and the media on the use of the emergency communications system;
- Establishes and maintains working relationships with the County, City and University departments receiving services from the ECC, as set forth in the enabling agreement.

#### **KNOWLEDGE, SKILLS AND ABILITIES:**

Strong interpersonal skills and ability to build and maintain positive relationships with diverse agencies; Excellent conflict resolution and negotiation skills to navigate complex inter-agency dynamics; Ability to foster a collaborative environment and promote teamwork across organizational boundaries; Knowledge of Federal and State regulations governing the use of radio transmissions; good general knowledge of County, City and University geography and highway/street system is preferable; knowledge of police, fire, and EMS operations; Extensive knowledge of the principles and procedures of operations of an emergency dispatch center; knowledge of research techniques and statistical analysis as they relate to the operation of a public safety communications center; ability to analyze data and draw sound conclusions; knowledge of the principles of telecommunications systems; knowledge of local emergency operation plans and procedures; knowledge of the principles of supervision and personnel management; skill in communicating with people holding varied views or beliefs; skill in the use of telecommunications equipment; ability to develop and implement agency goals and objectives; ability to prepare plans, budgets, correspondence, operating procedures and schedules; ability to communicate ideas to others; ability to work well in emergency situations; ability to plan and supervise the work of subordinates; ~~proficient people skills are a requirement.~~

#### **EDUCATION AND EXPERIENCE:**

~~Bachelors~~Bachelor's degree and ~~10-ten~~ years of progressively responsible experience in public safety ~~communications and dispatch or emergency communications~~, including but not limited to personnel management, budget preparation and management, purchasing and contract management, or any combination of education, experience, and/or training sufficient to demonstrate the required knowledge, skills, and abilities.

Preferred candidates will have at least three years of senior-management experience in communications and dispatch or emergency communications setting, and certification as an Emergency Number Professional (ENP) issued by the National Emergency Number Association (NENA), or as a Registered Public-Safety Leader (RPL) or Certified Public-Safety Executive (CPE) issued by the Association of Public-Safety Communications Officials (APCO). Graduate-level degree is preferred.

#### **PHYSICAL CONDITIONS AND NATURE OF WORK CONTACTS:**

Administrative work typically in an office environment. ~~Frequent walking, s~~Some driving of vehicles. Regular and frequent contacts made at all organizational levels, (internally and externally), with frequent contact made with the highest appointed officials from the City of Charlottesville, University of Virginia, County of Albemarle, and Commonwealth of Virginia. Occasional contact with the elected officials of these organizations. Regular contact with members of the public, law enforcement, fire/rescue providers requiring the use of judgment, tact, and interpretation skills to resolve complex issues. Occasional contact with agencies and other localities when involved in ~~disaster-related~~disaster-related situations.

#### **EVALUATION:**

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

**Date  
Approved:** 7/1/1996

**Date (s)  
Amended:** 1/20/2008; 1/9/2015; 4/9/2019; x/x/2024

DRAFT