

Roanoke County

Emergency Communications Center



2019 Annual Report



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Manager's Introduction

It is my pleasure to present this Roanoke County Emergency Communications Center (ECC) 2019 Annual Report. The women and men of our department serve as first responders together with Emergency Medical Service, Fire, and Law Enforcement personnel to save lives, protect property and stop crime. I anticipate that you will find the included facts regarding our department informative and inclusive.

In the last year, we have focused on recruitment efforts. We hired ten (10) Communications Officers (COs), providing them with structured classroom and on-the-job training modules. Four employees were released from Roanoke County probation. Six employees were promoted to Communications Officer II positions.

During the first quarter, we continued to work on the VITA Roanoke Valley NG911 PSAP Grant with the cities of Roanoke and Salem. We collaborated to build the foundation of NG9-1-1 services across the Roanoke Valley. Also, the NG9-1-1 Migration Proposal was submitted to VITA.

During the second quarter, we assigned an interim CALEA Accreditation Coordinator and we participated in the annual CALEA compliance review. RapidSOS, a browser-based application, was initiated to improve location accuracy in the 9-1-1 center. Staff met with VITA staff regarding 9-1-1 deployment. A basic overhaul was completed for the DCJS Standards for the Basic Dispatch Academy 19-01.

During the third quarter, we completed the VITA Roanoke Valley NG911 PSAP Grant. We met with the new Operational Medical Director (OMD) to discuss updating the Emergency Medical Dispatch (EMD) cards. A CALEA Assistant and an Outreach Assistant Coordinator were selected.

During the fourth quarter, we completed the CALEA Annual Compliance Review Year 4 remote assessment. Several staff attended the 2019 Spring Virginia National Emergency Number Association (NENA) / Association of Public-Safety Communications Officials (APCO) Conference.

As staffing increases, my focus shifts to retention.



Aleta G. Coleman

Department Overview

VALUES

We affirm the importance of individual empowerment. We strive to create a just, safe, and welcoming environment for all, while continuously improving our quality services.

Compassion

Respect the dignity of all persons

Professionalism

Engage in behavior reflective of the integrity of the profession

Pride

Demonstrate care and ability as public safety employees

Teamwork

Strive to cultivate effective public and private sector working relationships

Excellence

Endeavor to meet or exceed national public safety standards

GOALS

Service

We build confidence, integrity, and impartiality by serving our community in a professional, honest and compassionate manner.

Safety

We improve safety for our community, organizations we serve and our own employees.

Relations

We form working relationship with multiple organizations within Roanoke County to better serve our citizens.

Employee Care

We solicit ideas from each employee to maintain a healthy working environment. Teamwork and timeliness are essential to our success. We support employees and our community.

Goals and Objectives

OBJECTIVES

Service	Target	Actual
Average 911 Call Answer Times	5 seconds	5.064 seconds
Average Administrative Call Answer Times	2 seconds	1.256 seconds
96+ Hours / 28 Days Call Taker Availability	50%	69%
Average Call Processing Time	1 min 15 sec	1 min 15 sec

Safety

Quality Assurance

	Target	Actual
ECC Serious Errors	93	168
CO Error Rate	227	190

Relations

Educational Outreach

	Target	Actual
Community Events (<i>Small/Large Groups</i>)	5	12
Citizen Observers	5	12
911 Center Tours	2	14
Educational Contacts (<i>Media/Schools</i>)	1	8

Referrals

	Projected	Actual
Fire and Rescue Calls for Service	14,000	15,969
Law Enforcement Calls for Service	90,000	156,999
Western Virginia Water Authority	4,000	2,327

Goals and Objectives

OBJECTIVES

Employee Care

Communications Officers Education

67 external training opportunities were offered during this fiscal year.

64 internal refresher training courses on a variety of topics were offered during this fiscal year.

1 individual was referred for remedial training during this fiscal year.

Professional Contributions

	Target	Actual
Professional 911 Boards Service <i>NENA/APCO</i>	1	2
Professional 911 Certifications <i>NENA/APCO</i>	2	6
National Training Certifications <i>CTO/EMD</i>	6	5
State Instructor Certifications (<i>not recerts</i>)	2	2

PROGRESS REPORT

The Roanoke County Emergency Communications Center is pleased to report that we have met or exceeded our objectives in the following areas:

We offered more internal refresher training opportunities to staff through the dedication of our state certified instructors and communications training officers who developed targeted training modules for their platoons; therefore, increasing the number of platoon trainings. There has been a decrease in the number of calls being dispatched outside of the goals and objectives.

We have implemented the following changes to ensure superior performance next fiscal year:

We provided updated training on the Emergency Medical Dispatch (EMD) Time-Life Critical guide cards to ensure that our communications officers were affording the best care for the citizens. A series of modernized instructions were given regarding the warrants process to ensure less errors occur.

Specialized Assignment Review

Accreditation Coordinator

The Commission on Accreditation for Law Enforcement Agencies (CALEA) Accreditation Coordinator manages the CALEA assessment process and the departmental written directives system. The purpose of the position is to undergo annual reviews and obtain CALEA reaccreditation. The position has expanded to include Quality Assurance (QA) while maintaining electronic CALEA documentation in PowerDMS. We are on task to complete our second successful Compliance Service Manager (CSM) review electronically next fiscal year.

Cardiopulmonary Resuscitation Manager

The Cardiopulmonary resuscitation (CPR) Manager oversees the ECC American Safety and Health Institute (ASHI) Training Center and ensures minimum CPR standards for emergency communications services are met. The position provides classroom instruction and maintains agency certification as a Training Center. We continue to independently certify our employees, allowing flexibility in class scheduling.

Emergency Medical Dispatch Manager

The Emergency Medical Dispatch (EMD) Manager ensures minimum EMD standards for emergency communications services are met and reports on data collected from EMD calls.

During this fiscal year, the position continued providing monthly statistics to the platoon supervisors to identify individual performance trends. During this entire fiscal year, calls were evaluated and information was retained for APCO compliance. The EMD Manager is able to focus more attention on managerial duties, as another EMD Quality Assurance evaluator was trained and selected to assist with reviews and course instruction.

Specialized Assignment Review

Outreach Coordinator

The Outreach Coordinator manages departmental education of our service community, news media contact, and recruitment. During this fiscal year, the position has been impacted by staffing needs. The position works closely with Roanoke County Police Crime Prevention and Roanoke County Fire and Rescue Public Education. We increased the number of applications, the number of candidates tested, and the number of personnel hired.

Quality Assurance Manager

The QA Manager ensures minimum standards for emergency communications services are met and exemplary service is recognized. Last fiscal year, five additional Quality Assurance Evaluators were trained and began conducting QAs. The position created a paperless database for documentation, but security issues have delayed implementation. Currently, the position uses Excel spreadsheets to tabulate exceptional individual performance and error trends.

Training Coordinator

The Communications Training Coordinator (CTC) manages the new hire and continuing education training programs. The position inputs training records into an electronic system allowing for automated reporting. During this fiscal year, this position has been dramatically impacted by staffing needs. The position has delegated continuing education opportunities to the shift supervisors, allowing more time to be devoted to the new hire training and retention. This has resulted in six more personnel being hired compared to last fiscal year.

Agency Improvement Reviews

GRIEVANCES

Summary by Resolution Level

<i>Meeting with Step I Official</i>	0
<i>Meeting with Top Level Official</i>	0
<i>Meeting with County Administrator</i>	0
<i>Panel Hearing</i>	0
<i>Circuit Court Petition</i>	0

Analysis of Actions

The review of grievances revealed that none were filed during this fiscal year.

Policy & Procedure Review

The Roanoke County Employee Handbook, which includes the Grievance Policy, was reviewed July 2017. We reviewed Form B, which is used to file grievances, and recommended no changes to Roanoke County Human Resources staff. The form will remain available through direct contact with Human Resources staff, so accountability in the filing and processing of grievances can be maintained.

Conclusions

In our review of policies and procedures, it was apparent that the procedure is rarely used. The County onboarding process was revised last fiscal year to ensure standardized training of all new employees. Orientation training now includes a review of the Grievance Policy. It was concluded that recurring refresher training should be provided to all employees to make the grievance process easier to access.

Agency Improvement Reviews

INTERNAL INVESTIGATIONS

Summary by Disciplinary Action

Supervisory Referral — 0

Counseling / Oral Reprimand — 1

Written Reprimand — 0

Suspension — 0

Demotion / Transfer — 0

Dismissal / Resignation — 0

Summary by Conclusions

Unfounded — 1

Not Sustained — 5

Exonerated — 0

Sustained — 1

Analysis of Actions

There were no serious complaints this fiscal year. Six courtesy complaints and one failure to notify proper call out personnel. One of the internal investigations was handled by a Communications Team Supervisor as an undesirable task.

Policy & Procedure Review

General Order 14 concerning Disciplinary Actions and Internal Investigations was reviewed in May 2019 to show wording to match the form we use. The Internal Investigation Advisement and Conclusion forms were reviewed and revised in July 2018 showing the Emergency Communication Officer's new job title.

Conclusions

In reviewing these internal investigations, we recognized that Communications Team Supervisor who provided coaching and subsequently counselled the employee who received the sustained complaint regarding being more careful when taking calls. Reference the internal investigation, of the seven charges, one was sustained, five were not sustained, none were exonerated and the one was unfounded. This resulted in a counselling.

Agency Improvement Reviews

LIABILITY EXPOSURE REPORTS

Summary by Risk Category

Obtaining Information - 4
Documenting Information - 15
Relaying Information - 4
Outside Scope - 2
Other - 13

Summary by Action Category

Policy - 0
Inattention to Detail - 25
Other - 13

Analysis of Actions & Conclusions

The majority of the inattention to detail errors were minor and corrected through informal individualized refresher training. Remedial training and disciplinary actions were provided to individual communications officers with recurring similar errors. Platoon training was provided for Call Typing, SWAT Call Out, Fatality Teletypes and Crash Reporting Center (CRC). Supervisory staff will make recommendations concerning additional staff training, policy changes, CAD procedure changes and use of mapping resources. Supervisory staff recommends the transition to an automated secure alarm protocol interface for CAD, which would eliminate address verification for hold up, burglar, fire, and medical alarms.

Policy & Procedure Review

General Order 2, which includes liability exposure reporting, was reviewed and revised in November 2018. The Liability Exposure form was reviewed and revised in July 2018.



Agency Improvement Reviews

PERSONNEL EARLY INTERVENTION PROGRAM

Summary by Review Category

<i>Referrals</i>	1
<i>Attendance</i>	8
<i>Behavior</i>	4
<i>Initiative</i>	2
<i>Leadership</i>	9

Analysis of Actions

The review of the PEIP program with supervisory staff demonstrated that *nineteen* employees were identified prior to disciplinary action in permanent personnel file records or liability exposure. These employees were provided with coaching, counseling and minor corrective action. Seventeen of these employees continued working for the Department through the end of the fiscal year.

Policy & Procedure Review

General Order 14 regarding disciplinary action was revised May 2019. Standard Operating Guideline regarding Guardian Tracking software was revised January 2019.

Conclusions

The PEIP Program has benefitted the organization for retention and served as an effective early intervention tool. ECC management restructured the quarterly PEIP reports to more accurately monitor employee performance. The report aligns with defined employee behaviors and actions; trigger levels for reviews; reviews of identified employees and expectations for agency reporting.

Agency Improvement Reviews

QUALITY ASSURANCE

Summary by Serious Error Category

Incident Location - 11

Call Type / Severity - 22

Pertinent Questions (i.e. weapons) - 5

Appropriate Dispatch Procedure - 25

Appropriate Units Dispatched - 2

Relayed Safety Information - 1

Clear, Concise, and Complete Call Narrative - 28

Analysis of Actions

The majority of serious errors is related to narrative entry by call takers. Remedial training and disciplinary actions were provided to the small number of individual communications officers with recurring serious errors. Platoon training was provided for: Priority One Call Types, Call Typing and How to Handle Hysterical Callers, to address the most common errors.

Policy & Procedure Review

General Order 11 was reviewed in January 2019. No changes were recommended to the current procedures of Communications Team Supervisors (CTS) assisting the Accreditation Coordinator with the completion of Quality Assurance (QA) evaluations and an additional APCO EMD instructor assisting the EMD Manager with EMD QA evaluations.

Conclusions

We continue to build call taking skills in our communications officers. Communications Team Supervisors continue to identify trends in QA evaluations and respond with platoon refresher training and individual remedial training, as needed. Some of the trainings provided were: QA Review, SWAT Callout Review and ALS, BLS, Fire and Rescue Call Types. The Communications Training Coordinator did not provide training to any employee as a direct result of QA data analysis.

Agency Improvement Reviews

RISK MANAGEMENT

Summary of Incidents

Number of Reported Incidents - 2

Issues / Conditions Affecting Risk

The InterAgency Team is comprised of all public safety stakeholders served by the ECC. The purpose of the team is to review any prior gaps in policy or communication. The team rectifies situations to avoid future problems. The ECC hosts these roundtable discussions each quarter. All new employees participate in Workplace Violence Training through Roanoke County Human Resources. This training provides clear categories of unacceptable behavior and procedures for employees to follow. All employees have been educated on Roanoke County's zero tolerance for workplace violence and harassment.

Issues / Conditions Affecting Worker's Compensation

In December 2018, VACORP completed an annual review of our facility to ensure compliance with facility safety and security. The annual review evaluated the following topics: Management Practices, Physical Safety, Safety Preparedness, Emergency Response, Accidents, and OSHA. One concern is frayed carpet squares. The squares are replaced as needed.

Issues / Conditions Affecting Liability

In September 2018, Diversity Awareness was offered to all ECC employees. This class demonstrates the understanding of diversity for public safety personnel, federally prohibited forms of discrimination, and Americans with Disabilities Act (ADA) compliance. Roanoke County remains committed to retaining the highest caliber of employees. Along with Diversity Awareness, Workplace Ethics is taught to the new hires in the Academy.

CALEA Accreditation

New Reaccreditation Process

VACAP Biannual Meetings

Accreditation Manager Mary Martinez and Communications Training Officer Teresa Blackwood participated in VACAP training conference in the Fall 2018. Interim Accreditation Manager

Teresa Blackwood and Assistant Taylor Ralph attended the Spring 2019 VACAP training conference. They received additional direction and support regarding the transition to a four year reaccreditation process, as well as networking with other Virginia public safety agencies.

External Annual Review Process— November 2018

Compliance Service Manager (CSM) John Rob Sofie completed an electronic review of agency documentation. CSM Sofie had four minor suggestions for agency improvement, after looking at 44 areas of agency operations and administration. The ECC will undergo two more annual reviews by CSMs during this reaccreditation cycle.

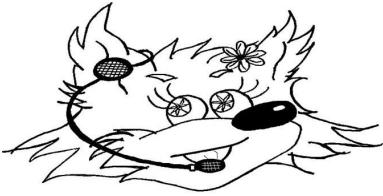
External Annual Review Process—May 2019

Compliance Service Manager (CSM) Doris Certain was selected from CALEA staff to review agency written directives and standard compliance electronically. CSM Certain had one suggestion regarding fit for duty. The ECC will incorporate these recommendations in future documentation.

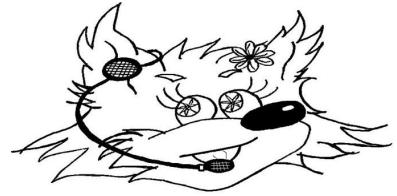
Future Reaccreditation Review —July 2019

CALEA assessors will conduct a site-based accreditation review of the ECC in July 2019. A few months later, the Assistant Director and Accreditation Manager will advocate for the agency to a CALEA Commissioner Review Panel at the Fall CALEA Conference.





Community Outreach



Events

The ECC attended 12 events and educated 235 individuals for a variety of age groups. The events are: Neighborhood Watch meetings, National Night Out, TRIAD Meeting, Public Safety Academy,

Observers

During this fiscal year, the ECC hosted 6 citizen observers and 7 applicant observers. These numbers include Roanoke County Volunteer Fire & Rescue , Roanoke County Sheriff's Office, and Salem PD 9-1-1.

Tours

This year, we continued to work with Roanoke County Crime Prevention Officer T. Butts. We gave tours to the following: S.A.R.A., Danville ECC, RKPD interns, Galax Dispatch, Roanoke Valley Governor's School, Friendship and Virginia Western Community College. In addition to these groups, we also gave individual tours.

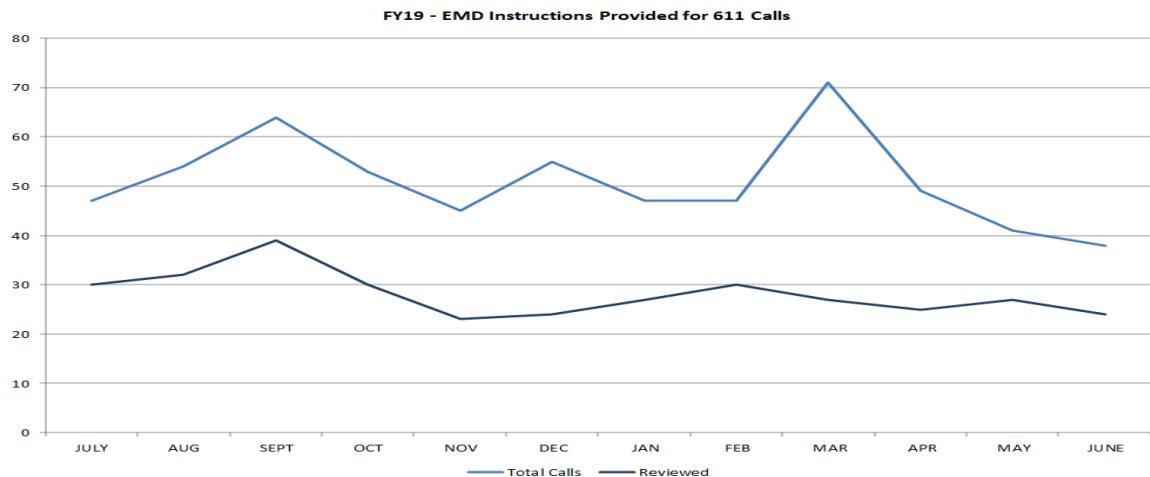
Education

During this fiscal year, we attended 1 Career Expo at Glenvar High School and explained to the students the skills necessary to become a communications officer. We educated children from "Character Counts" Academy and the Bethel Baptist Church Summer Camp. Other avenues of education were provided to media outlets: WSLs Red Cross Celebration of Heroes Breakfast, Vinton Town Council Meeting and the Roanoke County Board of Supervisors Meeting. We also offered information regarding the job skills through the retirement of employee, Howard Wayne King. Those businesses contacted were the Vinton Messenger, WDBJ 7 News, and the Roanoke Times.

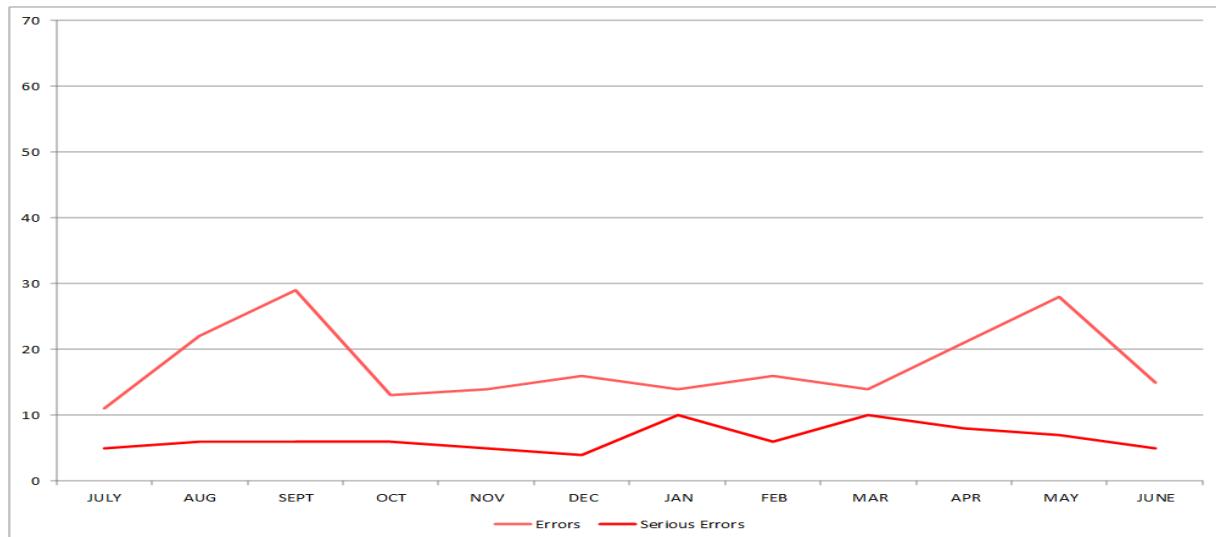
Emergency Medical Dispatch

Quality Assurance

Emergency Medical Dispatch Calls for Service



Emergency Medical Dispatch Areas for Improvement



Training

6 Communications Officers I completed EMD certification this fiscal year with instruction by CO Mandy Moore and CO Taylor Ralph. Our EMD instructors taught a minimum of 12 hours this year to maintain their certification.

Employee Awards

Rookie of the Year



COI Sienna Hebert is a one year employee of the Roanoke County Emergency Communications Center. The “Rookie of the Year” is presented to an individual who has been released on their own and has less than twenty four months of service, shows exemplary skills and initiative. Sienna is an invaluable member of “C” Platoon far beyond her time with the Emergency Communications Center. She was nominated by her platoon supervisor for the Red Cross Celebration of Heroes Dispatch Award for her handling of a distraught caller during the Tropical Storm Michael flooding in October 2018. Subsequently, she was chosen as this award’s recipient. She has worked the police and fire radios during several major calls and assists other communications officers during busy times. She has strived to build her skills and become a stronger communications officer. Sienna uses minimal sick leave and is always on time to work her scheduled twelve hour shift. Coworkers have expressed CO Hebert has a calm demeanor and it is a pleasure to work with her. Sienna has quickly become an asset to our team and it shows with the overwhelming response of nominations for her Rookie of the Year award.

Employee of the Year

CTO Logan Underwood is a five year employee of the Roanoke County Emergency Communications Center. He was nominated several times during the year as a working communications officer (CO). He also received a nomination for communications training officer (CTO) from the shift supervisor. CTO Underwood was “Acting Supervisor” during the severe flooding associated with Tropical Storm Michael in October of 2018. He handled this event with an amazing calm and made sure his people were taken care of as they worked during the stressful situation. He made notifications and acted as the liaison between police and fire command staff and the communications officers. He has a good attitude and tries to keep the room “light” when things get stressed. Logan answers many questions from his coworkers and helps them as needed. Logan is one of our strongest fire dispatchers. He has specifically been asked by the supervisor to take fire radio over during big incidents. The documentation in his fire calls is clear and thorough. “A” Platoon is lost without him!” Logan is adaptable and flexible with his schedule, placing the needs of the Center above his own. He is engaged and always enthusiastic about his work. Logan is a true asset to our team and consistently displays the L.E.A.D.E.R. qualities of the County values.



Employee Awards

Supervisor of the Year



CTS Virginia "Beth" Clemson is an eighteen (18) year employee of the Roanoke County Emergency Communications Center. She has been recognized by the Emergency Communications Center as Supervisor of the Year for the **FOURTH** year in a row. Once again, one of Beth's major strengths mentioned is her willingness to improve her shift's team atmosphere and morale. She fosters a comradery with her shift and is continually doing activities to improve their morale. It can be as simple as planning a shift dinner or an art craft. She also trains her platoon several times a month on various topics in an effort to keep the platoon's skills sharp. Beth assists the team as a "working supervisor" by taking phone calls, covering radios, or making outgoing calls as needed when it is busy. Evidence of this is Beth's shift (B platoon) has won the team of the year several years in a row as well. Some comments from subordinates describing Beth are: "Beth had patience, sincerity and skills that she displayed with a suicidal caller who felt as though no one cared what happened to him. She kept the caller on the line although he was in another jurisdiction until help arrived." "Beth displays excellence in training her platoon, guiding her platoon to win several awards and continues to excel in the performance of her platoon. She continues to train her platoon monthly and develops training sessions for the entire ECC. She displays a willingness to jump in and assist by working a board, takes incoming calls, makes outgoing calls, answers the radio and strives to make sure we do not fail as a team. She fosters a "TEAM" atmosphere by doing a "hot wash" of priority calls and pushes teamwork and teambuilding." "Beth is always looking for ways to make B Platoon better. She always has our back and pushes for a team environment. She comes up with fun ways to promote teamwork and morale. Beth is willing to jump in and help out no matter what the task."

Platoon of the Year

"B" Platoon consists of the following team members: CTS Beth Clemson, CTO Craig Sheets, CTO Teresa Blackwood, COII Bekah DiGregorio, COII Taylor Ralph, COII Sierra Dailey and COII Lexi Manning. Experience on the platoon ranges from 1 year to eighteen (18) years and the platoon won the monthly teamwork award 5 times during 2018. Nominated for their expletory display of teamwork, "B" Platoon is certainly deserving on the award. The platoon has handled an array of calls as a team over the course of the year. "B" Platoon certainly displays the L.E.A.D.E.R. qualities of the County values.



Employee Awards

Communications Training Officer of the Year

CTO Nikki Crush is a twelve (12) year employee of the Roanoke County Emergency Communications Center. She has had several trainees throughout 2018. She prepares their Training Manual ahead of time and adds to it as they go along. Nikki was willing to train even before she was a CTO so it is a well-deserved honor for her to be the CTO of the year. Nikki makes sure her training tasks are completed in a timely manner and her DORs are in good order. She has filled in and worked overtime for other shifts. She completes tasks for her CTS, i.e. completes quality assurance checks, makes seating chart assignments and performs shift training. Nikki's supervisor nominated her for this award and expressed how valuable she is to her and the platoon. She was also nominated for the 2018 VA APCO Nicholas E. Stepaniak Trainer of the Year Award. Nikki is very humble and has a wonderful work ethic. "She is so deserving of this award!" CTO Nikki Crush is a role model and demonstrates professionalism and dedication to the profession. She goes out of her way to make sure that she works in a way that upholds the standards of the Roanoke County Emergency Communications Center to ensure her trainees get the best possible training experience. She often goes out of her way to make sure that her trainees are not only learning the material, but also understanding and retaining it. Like most communications training officers, CTO Crush remains calm during stressful calls and radio traffic, but is also able to keep a level head while training a new person. She is a fair and understanding trainer. She works well with both her supervisor and peers. She is able to take constructive criticism and change things that need to be addressed.



Emergency Medical Dispatch (EMD)

Any Communications Officer may be selected annually, except Communications Team Supervisors, Communications Training Officers, and Quality Assurance Evaluators. COII Mundy recorded the fewest EMD errors during 2018.



Employee Awards

Phone Ready Recognition Award



COII Sienna Hebert is the recipient of the 2018 Phone Ready Recognition Award. At the end of thirteen (13) schedules, the Communications Officer with the highest total available time for the year will receive an award. Communications Officer available time is calculated by adding "Personal Break Time" (up to thirteen (13) hours), "Ready", and "On Call" times. Each schedule, the Communications Officer with the most available time will be recognized with a certificate. The "Personal Break Time", "Ready", and "On Call" times for the top four (4) Communications Officers is posted in the ECC as well. This information will assist individual Communications Officers in tracking their progress toward earning the annual Phone Ready Recognition Award.

Red Cross A Celebration of Heroes 9-1-1 Dispatch Hero Award

COII Sienna Hebert was recognized by WSLs Channel 10 and the Red Cross for going above and beyond by tapping into her creativity to help a caller not make a bad situation worse. On October 11, 2018, the Roanoke County Emergency Communications Center was dealing with issues from flooding from the remnants of Tropical Storm Michael. At approximately 11:37 PM, the ECC received a call from a female who was very frightened because her vehicle got caught in flood waters near Riverside Nursery in western Roanoke County. Communications Officer II Sienna Hebert answered the 9-1-1 call and the caller advised her that the lights on her vehicle were on and her car had gotten caught and drifted into deep water. Her car was still moving with the flood waters. The caller had only lived in the area for 4 months. Communications Officer Hebert did well asking pertinent questions to determine the caller's location and to keep her calm. Communications Officer Sienna Hebert did an outstanding job speaking with the caller and doing what is required of a telecommunicator. She went above and beyond representing what it takes to be a public safety telecommunicator and made the enter 9-1-1 Center proud.



Employee Awards

Roanoke County Merit Awards

Roanoke County honored multiple Emergency Communications Center employees for their work over the past fiscal year. Twenty (20) employees were individually recognized regarding their service to the community.

County Milestone Awards

The County of Roanoke recognizes years of service to their employees. During the fiscal year, the following individuals received recognition:

25 Years: Howard "Wayne" King

5 Years: Craig Sheets, Brandon Smith and Logan Underwood

1 Year: Sienna Hebert, Harley Seabolt, Logan Spencer and Darcey "Koty" Thompson

ECC Employee Recognition Programs

The Awards Committee is chaired by CTO Monica Bond .

Attendance Award

All employees released from probation, other than the Assistant Director and Emergency Communications Manager, are eligible for the award. Once a quarter , an employee's unscheduled leave will be evaluated. Those employees who have not used any in the quarter will receive an award. At the end of the fiscal year, those employees who have not used any unscheduled leave will receive an additional award.

Employee Awards

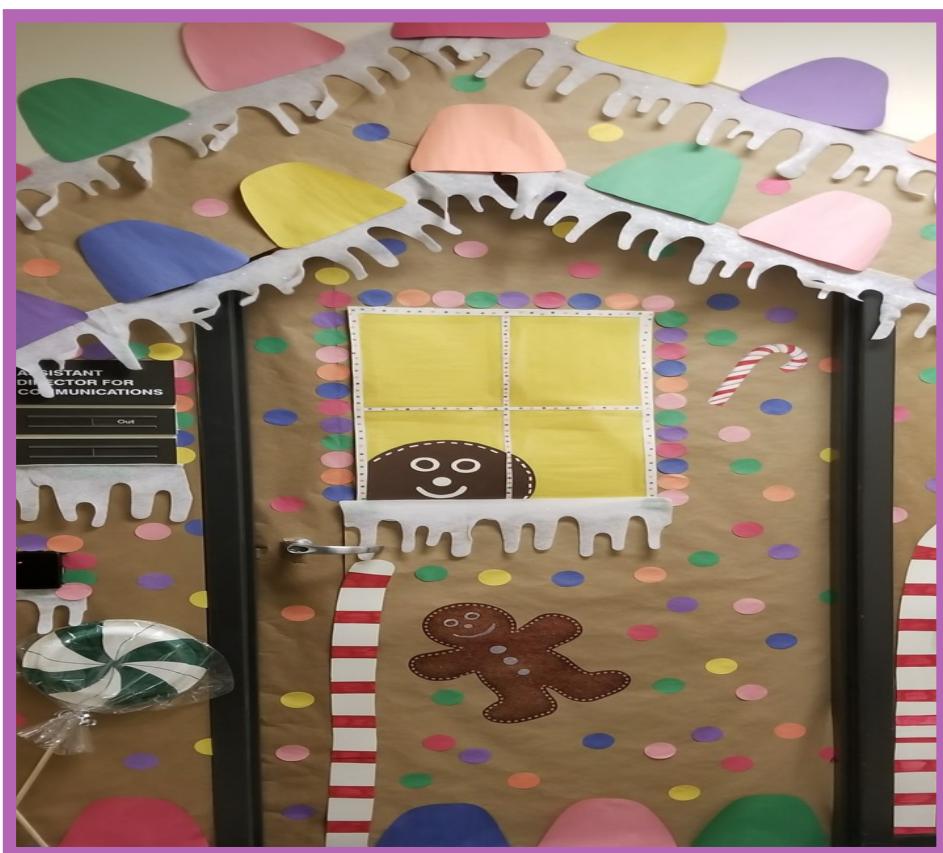
ECC Employee Recognition Programs

Christmas Decorations Awards

The winning Pod
is "A" Platoon



The winning
Door is Assistant
Director Susan
Slough



Recruitment Program

Recruitment Plan

A comparison of the Roanoke County Emergency Communications Center service population to our employees demonstrates approximate proportions regarding most minorities. However, our agency currently employs less than the 3% of the service population that self-identifies as Black Non-Hispanic. While there are a lower number of males available for the workforce, the underutilization of male employees stands at 30%. The agency has increased this percentage from 25% the previous fiscal year.

Management is committed to continuing a pre-planned classroom and on-the-job training schedule for all new employees, based on feedback from recent hires. Management continues to provide workplace harassment and diversity awareness training biennially for all employees. All employees involved in recruitment received Equal Opportunity Employment, workplace diversity, and job benefits training as well. Management continues to encourage minority staff participation in the recruitment process, publicized agency photographs, and public education videos.

The Outreach programs targeted older populations this fiscal year. Outreach staff worked with Seniors and Law Enforcement Together (SALT) to attend Triad meetings at County facilities. The ECC provides tours of the Emergency Communications Center to special needs groups.

Hiring

Initial Testing - 48

Conditional Offers - 10

Additional Screening - 10

Final Offers - 10

Hired - 10

Retention

Completed Training - 7

Retained 3 years - 18

Retained 5 years - 13

Training Program

Department of Criminal Justice Services (DCJS)

General Instructor

APCO Courses

Communications Training Officer

Emergency Medical Dispatch

Fire Service Communications 2nd Edition Recertification

Webinar: Emergency Communications Center Performance Metrics & Reporting Best Practices

Webinar: Mentoring in the Comm Center: From Fledgling to High Flyer

Webinar: Setting Goals: A Goal Without a Plan is Just a Wish

Webinar: Time Management: Plan Ahead or Fall Behind

Webinar: Who Moved My Headset?

NENA Courses

Emergency Number Professional (ENP) Recertification

Center Manager Certification Program (CMCP)

Recruit. Hire, Retain and Promote for Success

Webinar: Combatting Dispatchers Stress

Webinar: Handling Transportation Related Calls

Webinar: Leadership from any Chair

Webinar: NG9-1-1 GIS Data Development

Webinar: Project Management

Webinar: Understanding Generation Z

Webinar: Implementing Wellness and Peer Support Programs in your PSAP

Webinar: Improving Performance Through Strengths-Based Leadership & Feedback

Webinar: Overcoming PSAP Staffing Challenges

Webinar: Positive Psychology

Webinar: Surviving a Line of Duty Death

Webinar: The Case of PSAP Ransomware Attacks

Webinar: Mentoring the Road to Personal and Professional Growth

Webinar: Workplace Wellness

Training Program

PowerDMS Courses

Academy	65
Mandatory	13
New Hire	9
On the Job	54
Promotional	3
Refresher	63
Remedial	1
Specialized	49

CTC Paige DeSilvey serves as our Communications Training Coordinator. She continues to provide monthly training in PowerDMS to our platoons through our Communications Training Officers . She provides quarterly continuing education to our Communications Training Officers and manages our biannual training academies for new hires.



Upcoming Projects

Tyler New World Systems Computer Aided Dispatch (CAD)

Software System

The Emergency Communications Center worked with the vendor to complete another update in FY20.



GEOGRAPHICAL INFORMATION SYSTEMS

Roanoke Valley NG-911 Shared Services Project

This project was completed this year and its goal was to create a new Real-Time NG-9-1-1 valid dataset for City of Roanoke, County of Roanoke and City of Salem PSAPs. The data has the following feature datasets: Road Centerlines, Address Building Points and/or Polygons, Emergency Service Zones, PSAP Boundaries, Authoritative Boundaries and County / Municipal Boundaries. This project supports PSAP readiness for future

technology and enhances the current efficiency of each PSAP.



Roanoke County

Emergency Communications Center



Dial **911** for Emergencies

Call (540) 562-3265 for Non-Emergencies

Visit our website: www.roanokecountyva.gov/ecc

