COMMUNICATIONS ACCREDITATION

Richmond (VA) Department of Emergency Communications

Agency

Richmond (VA) Department of
Emergency Communications
3516 N. Hopkins Road
Richmond, VA 23224

Chief Executive Officer

Director of Emergency
Communications
Stephen M. Willoughby

Methodology Overview

CALEA serves as the premier credentialing association for public safety agencies and provides accreditation services for law enforcement organizations, public safety communication centers, public safety training academies, and campus security agencies. The standards are promulgated by a board of 21 commissioners, representing a full spectrum of public safety leadership. The assessment process includes extensive self-assessment, annual remote web-based assessments, and quadrennial site-based assessments. Additionally candidate agencies are presented to the Commission for final consideration and credentialing.

CALEA Accreditation is a voluntary process and participating public safety agencies, by involvement, have demonstrated a commitment to professionalism. The program is intended to enhance organization service capacities and effectiveness, serve as a tool for policy decisions and management, promote transparency and community trust, and establish a platform for continuous review.

CALEA Accreditation is the Gold Standard for Public Safety Agencies and represents a commitment to excellence.

Communications Accreditation

CALEA standards reflect the current thinking and experience of Communications practitioners and researchers. Major Communications associations, leading educational and training institutions, governmental agencies, as well as Communications executives internationally, acknowledge CALEA's Standards for Law Enforcement Agencies© and its Accreditation Programs as benchmarks for professional law enforcement agencies.

CALEA's Founding Organizations:

- **International Association of Chiefs of Police (IACP)**

- **Police Executive ResearchForum (PERF)**

- **National Sheriffs Association (NSA)**

- **National Organization of Black Law Enforcement Executives (NOBLE)**

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EXECUTIVE SUMMARY

Overview:

The Richmond (VA) Department of Emergency Communications Agency is currently commanded by Stephen M. Willoughby. The agency participated in a remote assessment(s), as well as site-based assessment activities as components of the accreditation process. The executive summary serves as a synopsis of key findings, with greater details found in the body of the report.

Compliance Service Review:

CALEA Compliance Services Member(s) Judi King and Tim Hazlette remotely reviewed 211 standards for the agency on 8/31/2018 using Communications Manual 2.25. These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

Site-Based Assessment Review:

From 10/8/2018 to 10/10/2018, Mr. Robin Geis and Ms. Maryanne Calogero visited the agency following a consultation with the chief executive officer regarding critical issues impacting the organization since the last assessment. These issues were identified as:

- Hiring Process - The agency utilizes a variety of print, voice and on-line resources to advertise vacancies. Applicants complete a formal application on line at NEOGOV. Those applications that meet the minimum qualifications are forwarded to the DEC HR Liaison Katrina Hiers. Ms. Hiers is a trained HR specialist specifically assigned to DEC. In addition to the background investigation, each candidate is given a polygraph, psychological and medical testing to include drug screening. The applicant's hiring packet is then forwarded to Deputy Director Tory Maye for review of the recommendations and other associated materials. He makes a recommendation to Director Stephen Willoughby who is the appointing authority for the agency.

- Emergency Operations - DEC has a comprehensive written Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP) for handling critical and unusual incidents directly affecting the operations for the DEC. DEC staff receive annual training on the plan which is accessible on the operations floor in hard copy as well as electronic reference. The on-duty Shift Supervisor acts as Incident Commander ensuring all necessary resources including staffing are in place. The DEC EOP has been activated at least once during 2016, 2017 & 2018. After action reports were completed and all areas identified as needing improvement have been addressed. The Deputy Director of Operations annually reviews the EOP in concert with the City of Richmond Emergency Management EOP review.

- Information And Technology - The DEC Deputy Director of Information and Technology oversees all aspects of radio, telephone, computer and CAD functions for the department. Radio communications are conducted over a regional 800 MHz system utilized to dispatch/update calls for service, operations, unit status and other operational concerns. The Capital Region 800 MHz radio system provides regional communications for Richmond, Chesterfield, Henrico and Hanover counties. The City of Richmond, Chesterfield, Henrico and Hanover Counties have stand-alone 800 MHz control stations within their communication centers allowing for independent redundancy and interoperability with those jurisdictions via patch. Full time in-house Radio and Information Technology (IT) staff ensure all systems are fully operational and any issues are addressed immediately.

- Training - The agency has a very robust new hire training program and career development program for their employees. The agency utilizes APCO's Communication Training Officer's program to train all newly hired telecommunicators. The agency operates an eight week basic telecommunicator academy approved by the Virginia Department of Criminal Justice Services (DCJS). Instructors in this academy are certified by DCJS to teach in this academy. DEC utilizes a "Broad Band Program" that is similar to a career development program for all non-supervisory employees. This program allows employees to attend various pre-determined training classes

based upon length of service and desired career track. The agency also allows their employees to request to attend outside training programs relevant to their position.

- Fire Operations - The DEC provides dispatch services for the City of Richmond Fire Department. Fire Dispatch Operators (DEC) utilize US Digital Designs Phoenix G2 (USDD), an automated dispatch system for station alerting, dispatch, and assigning of TAC channels. Two primary dispatch positions provide constant monitoring of all units assigned. Workload is divided between the main dispatch and TAC channel monitoring. Fire dispatch is considered a specialty dispatch function at DEC. Due to recent retirement and resignations, the DEC has a limited number of trained Fire Communications Officers. As the final step in dispatch training, the Fire Dispatch curriculum and level of stress inherit to the position can present challenges to successful completion of the OJT process. Currently, members of the training staff are working with Senior Communication Officers to make these improvements.

- Liability And Risk Management - The agency manages incidents of risk and liability in two ways. Any employee issues related to injury, accidents and/or workers compensation claims are documented on approved City of Richmond forms and forwarded to the City of Richmond Department of Risk Management. Incidents occurring as a result of telecommunicator's mishandling of calls for service, radio/telephone miscommunication or data entry errors that result in possible liability exposure to the City of Richmond are documented on the agency's Liability Report Form. This form is completed by the on duty floor supervisor along with any accompanying documents/recordings and forwarded to DEC's Operations Manager Linda Roane. Deputy Director Tory Maye is responsible for conducting the annual analysis of reports related to all agency Liability Reports filed annually. Fortunately for the agency, those types of incidents rarely occur. Through this annual analysis performed by Deputy Director Maye, the agency has not identified any patterns or trends within their operational components that required a modification to their policies or practices.

During the Site-Based Assessment Review, the assessment team conducted 32 interviews regarding the topical areas previously defined. The interviews were with agency members and members of the community. The approach not only further confirmed standards adherence, but also considered effectiveness measures, process management and intended outcomes.

CHIEF EXECUTIVE OFFICER PROFILE

Stephen M. Willoughby

Stephen Willoughby has 25 years of experience in public safety and emergency communications. Mr. Willoughby was appointed Director of Emergency Communications for the City of Richmond December 1, 2014. He is the first director since Emergency Communications became an independent department in 2014. He is a part of Richmond's Public Safety Management Group and is responsible for managing Virginia's second busiest emergency communications center and tasked with overseeing much of the city's public safety technology and the city's radio system.

Mr. Willoughby possesses a Masters of Public Administration degree, Bachelor of Criminal Justice Administration and Associates Degree in Police Science. He is a certified Emergency Number Professional, and has served on various committees with both the National Emergency Number Association (NENA) and Association of Public Safety Communications Officials (APCO), including a term as APCO's Homeland Security Committee Chair.

Prior to his appointment in Richmond, Mr. Willoughby was the director for the regional 9-1-1 system in the Oklahoma City metropolitan area for 16 years providing 9-1-1 services to 1.2 million people through 22 emergency communications centers. Prior to serving the Oklahoma City region he served in a various positions over a five year period with City of Oklahoma City's Communications Center, where he was recognized for his contribution to the response to the Murrah Federal Building bombing incident.

COMMUNITY PROFILE

The City of Richmond is the capital of the Commonwealth of Virginia. The city encompasses and area of 62.5 square miles, with 60 square miles being land and the remainder water. The population of the city recorded during the 2010 census was 204, 214. The U.S. Census Bureau estimated Richmond's population at 223, 170 in July 2016, an increase of 9.3 percent from 2010, which makes Richmond Virginia's fourth most populous city. The city is surrounded by Henrico County on the north and east side by the James River and Chesterfield County to the south and west of the James. The region is known as the Greater Richmond Region and is part of the Richmond Metropolitan Statistical Area. The city is the 98th most populous city in the United States and the MSA region is considered the 44th largest in the country.

The City often is subdivided into four quadrants: Northside, east end, west end and Southside. Within these quadrants are many neighborhoods, such as Shockhoe Bottom, Church Hill, Museum District and the Fan. Richmond has a storied historical past from the pre-Revolutionary War era through the Civil War and beyond. It also has a culturally diverse population and the average median age of the inhabitants, 33.6 years, is relative young, which makes the area attractive to young professionals and families alike.

AGENCY HISTORY

Emergency Communications accredited, transferred among various departments, 1990-2001

1990   The Bureau of Emergency Communications became accredited by the Department of Criminal Justice Services Training Academy.

1992   The Department of Emergency Communications was established.

1997   Emergency Communications was placed under the Department of Business Services.

1998   The Department of Business Services was abolished and all of its organizational units were incorporated into the Department of Public Works.

1999   The first Dispatcher's Academy graduated 12 communications officers after six weeks of training.

2001   Emergency Communications was transferred to the Police Department. A 20-channel digital 800 MHz radio communications system was completed, along with a new communications center located at 3516 N. Hopkins Road.

2001   For the first time since the creation of the civilian agency in 1971, the division became uniformed.

2006   A new, Microsoft Windows-based 9-1-1 system replaced the 25-year-old one in use.

2012   A digital, personal-computer phone system was installed to automatically distribute incoming calls to the call-takers.

2014   Emergency Communications, became an independent department within the city of Richmond.

2017   The Department of Emergency Communications began accepting text messages for 911 emergencies in December, but it was not announced until June 2018 to allow time for the surrounding counties to establish the service.

AGENCY STRUCTURE AND FUNCTION

City of Richmond City Code Section 2-728 created the Department of Emergency Communications, which shall be headed by the Director of Emergency Communications and shall consist of such officers and employees organized into such units as may be provided by ordinance or by the orders of the Director of Emergency Communications consistent with this division. The Department of Emergency Communications shall be designated as the public safety answering point (PSAP) for the E-911 telephone system and is charged with the appropriate routing of those E-911 calls received. The Department shall also be responsible for (i) the planning for, operation, maintenance and coordination of all emergency communications systems, (ii) the control and management of all communications towers or sites owned or controlled by the City, and (iii) all functions of the City's radio shop.

The Director of Emergency Communications reports directly to the City's Chief Administrative Officer and is considered a member of the Mayor's Cabinet. The DEC is currently structured into two bureau consisting of the Operations Bureau and the Technology Bureau, each division is headed by a deputy director.

The Operations Bureau includes the 911/Emergency Communications Operations Division, Professional Standards and Development Division, and Business Services Division. Each of these three divisions are led by a manager. The 911/Emergency Communications Division includes the traditional emergency communication center activities including emergency and non-emergency call-taking, criminal information data/teletype, and radio dispatch of police, fire and other public services. The 911/Emergency Communications Manager is assisted by two shift supervisors and eight assistant supervisors who lead line communications officers and activities.

The Professional Standards and Development Division Manager is responsible for serving as the department's accreditation manager and is responsible for managing the Training Unit and the Support Services Unit. The Training Unit Supervisor is responsible for training all new hires in accordance with the Department of Criminal Justice Services requirement and all remedial and continuing educational training. The Support Services Supervisor is responsible for managing quality assurance, incident review, special investigations, and supervision of part-time employees.

The Business Services Division Manager is responsible for business support functions of the department including budget, finance management, human resources, payroll, and procurement.

The Technology Bureau is responsible for supporting a large part of the City's public safety technology and includes the Technical Services Division and the Radio System Division. Both of these divisions have a manager overseeing these areas of responsibility. The Technical Services Manager is responsible for the managing the data, software, and equipment associated with the various technologies of the emergency communications center including computer aided dispatch, 911 phone System, and geographical information systems.

The Radio System Division Manager is responsible for the maintenance and installation of City's radio system and facilities, management of the City Radio Shop, and managing field technology such as fire station alerting and mobile data devices.

AGENCY SUCCESSES

Text-to-911 Deployment – The City of Richmond deployed Text-to-911 service to the City in January 2018 and facilitated regular meetings to coordinate regional deployment of this new life-saving service. DEC's PIO lead the regional effort for the public launch, in June, which included a press conference and supporting public education materials.

 Exceeding All National Standards - Despite being the second busiest 9-1-1 center in the Commonwealth of Virginia, DEC continues to exceed all national standards. In FY2018 these successes included: 97% of all 9-1-1 calls answered in less than 10 seconds, Average call entry time:17.4 seconds, Average Dispatch time: 17.7 seconds (fire & priority police calls), Average call processing time: 35 seconds (fire & priority police calls)

Department Newsletter – To improve communications within the department, a monthly department newsletter has been created that provide department news, updates, and accolades.

 Deployed and Installed all public safety radios – DEC coordinated the installation and issuance of 3,425 vehicle and handheld radios to all public safety personnel.

 Coordination and technology implementation for police encryption – Working with RPD and the region, DEC developed a procedure and the necessary updates needed to allow police radio talk groups to be encrypted. In addition, DEC created a webpage linked to our Computer Aided Dispatch (CAD) that updates every 45 seconds active events and a Twitter feed to ensure the City maintains transparency to both media and the public.

 Retention of New Employees – DEC is beginning to see the benefits of the changes implemented in 2017 to our Training Unit. Since these changes 92% of all trainees continue to be employed by DEC. In 2017, new leadership was put into place, additional scenario based training hours were added, and training curriculum was reformatted to ensure graduating trainees were fully trained (relying less on OJT) when completing the Academy. In addition, more interaction between supervision and trainees was put into place during the OJT process and a mentor program was implemented. The completion of the new Training Center will provide additional tools to the Training Unit to even further the success of new Communications Officers.

 FirstNet – Under DEC's leadership, the City of Richmond was the first municipality to deploy the FirstNet First Responder broadband network. As devices are transitioned to the FirstNet network they will have priority and preemption over the general public to broadband services.

 ISO Rating 1 – DEC's ability to exceed all national standards contributed to the Richmond Fire Department achieving the prestigious ISO Rating One. DEC dispatch 99% of all fire events within 45 seconds.

FUTURE ISSUES FOR AGENCY

- The two critical issues impact Richmond DEC are information technology security and employee recruitment and retention.

  Information Technology Security – As DEC continues to deploy state of the art technologies to make emergency communications response efficient, security of these information systems continues to be a threat. In FY2018 DEC commissioned a consultant to conduct a study of the security, reliability and redundancy of the City's public safety technology. Many of the recommendations still are awaiting implementation by the City's Department of Information Technology.

  Employee Recruitment and Retention – Richmond DEC has implemented nearly all the recommendations of the National Project Retains project which outlined drivers to recruit and retain emergency communications personnel. Highlighting the factors that low unemployment rate in the region impact ability to hire and retain employees is the fact that Richmond has the lowest starting salary for Communications Officer than any of the surrounding jurisdictions, despite being the busiest. There have been multiple occasions where applicants have pulled out of Richmond's hiring process to accept a position with one of the suburban counties which pay more. We have had several tenured employees leave to work for other call centers whose pay also outpaces DEC. Discussions during the preparation of the FY2019 budget indicate that implementation of the new class and compensation study will begin addressing this issue. Further assessment needs to be done once the study recommendations are implemented to ensure DEC is competitive with our neighboring jurisdictions.

INITIAL REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Judi King and Tim Hazlette

On 8/31/2018, the Inital Remote Web-based Assessment of Richmond (VA) Department of Emergency Communications was conducted. The review was conducted remotely and included 211 standards from the CALEA® Standards for Communications Manual. The following standards were reviewed and the findings are denoted:

Standards	Findings
1 Organization	
1.1.1 Description of Organization	**Compliance Verified**
1.1.2 Organizational Chart	**Compliance Verified**
1.1.3 Employee Accountability to One Supervisor	**Compliance Verified**
1.1.4 Organizational Component Under One Supervisor	**Compliance Verified**
1.1.5 Authority and Responsibility	**Compliance Verified**
1.1.6 Supervisory Accountability	**Compliance Verified**
1.1.7 Agency Personnel Identification	**Compliance Verified**
1.2.1 Risk Management Program	**Compliance Verified**
1.2.2 Expectations of Privacy	**Compliance Verified**
1.2.3 Administrative Reporting Program	**Compliance Verified**
1.2.4 Accountability for Agency Forms	**Compliance Verified**
1.2.5 Goals and Objectives	**Compliance Verified**
1.2.6 Evaluating Progress of Goals and Objectives	**Compliance Verified**
1.2.7 Organizational Placement of Planning and Research	**Compliance Verified**
1.2.8 Analytical Reports Distributed	**Compliance Verified**
1.2.9 Multiyear Plan	**Compliance Verified**
1.2.10 Accreditation Maintenance	**Compliance Verified**
1.3.1 Position Management System	**Compliance Verified**
1.3.2 Workload Assessments	**Compliance Verified**
1.3.3 Annual Review of Specialized Assignment	**Not Applicable by Function**
1.3.4 Openings for Specialized Assignments	**Not Applicable by Function**
1.4.1 Agency/Employee Complaints Investigated	**Compliance Verified**
1.4.2 Report Directly to CEO	**Compliance Verified**
1.4.3 Procedures for Notifying CEO	**Compliance Verified**
1.4.4 Time Limit for Investigation	**Compliance Verified**

Standards	Findings
1.4.5 Complainant Informed of Status	**Compliance Verified**
1.4.6 Employee Notified of Investigation	**Compliance Verified**
1.4.7 Conditions of Investigation	**Compliance Verified**
1.4.8 Relieved from Duty	**Compliance Verified**
1.4.9 Conclusion of Fact	**Compliance Verified**
1.4.10 Record of Complaints	**Compliance Verified**
1.4.11 Annual Statistical Summary	**Compliance Verified**
1.4.12 Procedures on Complaints are Public	**Compliance Verified**
2 Direction and Supervision	
2.1.1 Authority of CEO	**Compliance Verified**
2.1.2 Command Protocol	**Compliance Verified**
2.1.3 Lawful Order of Superior	**Compliance Verified**
2.1.4 Procedures for Intra-Agency Communication	**Compliance Verified**
2.1.5 Written Directive System	**Compliance Verified**
2.1.6 Dissemination of Directives	**Compliance Verified**
2.2.1 Organizational Values	**Compliance Verified**
2.2.2 Values Acknowledged	**Compliance Verified**
2.2.3 Agency Liability, Report Required	**Compliance Verified**
2.2.4 Agency Liability, Report Reviewed	**Compliance Verified**
2.2.5 Agency Liability, Report Analysis	**Compliance Verified**
2.2.6 Critical Incident Stress	**Compliance Verified**
2.3.1 Geographical Boundaries Delineated	**Compliance Verified**
2.3.2 Concurrent Jurisdiction	**Compliance Verified**
2.3.3 Services Provided by Written Agreement	**Compliance Verified**
2.4.1 Fiscal Management Authority	**Compliance Verified**
2.4.2 Budget and Fiscal Management	**Compliance Verified**
2.4.3 Functions Prepare Budget Recommendations	**Compliance Verified**
2.4.4 Procedures for Purchases	**Compliance Verified**
2.4.5 Accounting System	**Compliance Verified**
2.4.6 Cash Funds	**Not Applicable by Function**
2.4.7 Independent Audit	**Compliance Verified**
2.4.8 Inventory	**Compliance Verified**

Standards	Findings
2.4.9 Procedures for Issuing Property	**Compliance Verified**
2.4.10 Maintaining Agency Property	**Compliance Verified**
2.4.11 Authorized Equipment	**Compliance Verified**
2.5.1 Agency Performance Measurement Program	**Compliance Verified**
2.5.2 Emergency Line Performance Measures Established	**Compliance Verified**
2.5.3 Review of Emergency Line Performance Measurements	**Compliance Verified**
2.5.4 CEO Notification of Results of Performance Measurements	**Compliance Verified**
2.6.1 Community Involvement Function	**Compliance Verified**
2.6.2 Liaison with Community	**Compliance Verified**
2.6.3 Annual Community Involvement Report	**Compliance Verified**
2.6.4 Procedures for Transmitting Information	**Compliance Verified**
2.6.5 Survey of Citizen Attitudes	**Compliance Verified**
2.6.6 Public Education Function	**Compliance Verified**
2.6.7 News Media, Involvement and Discussion	**Compliance Verified**
3 Human Resources	
3.1.1 Task Analysis	**Compliance Verified**
3.1.2 Classification Plan	**Compliance Verified**
3.1.3 Role of Agency in Class Specifications	**Not Applicable by Function**
3.1.4 Job Descriptions	**Compliance Verified**
3.2.1 Salary Program	**Compliance Verified**
3.2.2 Leave Program	**Compliance Verified**
3.2.3 Personnel Program	**Compliance Verified**
3.2.4 Support Services Program	**Compliance Verified**
3.2.5 Medical Examinations	**Compliance Verified**
3.2.6 Off-Duty Employment Conditions	**Compliance Verified**
3.3.1 Agency Role in Collective Bargaining	**Not Applicable by Function**
3.3.2 Labor Agreement, Conditions	**Not Applicable by Function**
3.4.1 Performance Evaluation System	**Compliance Verified**
3.4.2 Annual Evaluation	**Compliance Verified**
3.4.3 Employee Counseled	**Compliance Verified**
3.4.4 Unsatisfactory Performance	**Compliance Verified**
3.4.5 Probationary Employees, Quarterly	**Compliance Verified**

Standards	Findings
3.4.6 Rater's Evaluated by Supervisor	**Agency Elected 20%**
3.4.7 Personnel Early Warning System Established	**Compliance Verified**
Notes: ISSUE: Bullet e. Requires a documented evaluation of the system. The evaluation provided was a summary of the agency's progressive discipline that does not meet the requirements of the standard. AGENCY ACTION NEEDED: Complete a documented evaluation of the Personnel Early Warning System that indicates if there were any employees identifies by the system and makes a determination if the system is working as intended. ASSESSOR NOTES: The agency published an annual review of their personnel early warning system in August 2018 for year 2017 and again in August 2018 for the first six months period of 2018. They were written by Deputy Director Tory Maye. Each review evaluated the process in place to alert agency management of potential employee issues and provided a statistical breakdown of incidents that were being tracked as part of their early warning system. The agency felt their system worked well but did note supervisors needed to be more consistent in their application of discipline or other remedial measures as a result of employees being identified through their early warning system. The agency utilizes a system that will identify an employee who has three "note worthy events" in a six month period that fall within their early warning system parameters. They utilize a spreadsheet to track these incidents and their respective resolutions.	
3.5.1 Grievance Procedure Established	**Compliance Verified**
3.5.2 Coordination of Grievances	**Compliance Verified**
3.5.3 Annual Analysis of Grievances	**Compliance Verified**
3.6.1 Code of Conduct	**Compliance Verified**
3.6.2 Grooming and Appearance Guidelines	**Compliance Verified**
3.6.3 Recognizing Employees for Exceptional Performance	**Compliance Verified**
3.6.4 Sexual and Unlawful Harassment	**Compliance Verified**
3.6.5 Disciplinary System Established	**Compliance Verified**
3.6.6 Supervisor Role and Authority in Discipline	**Compliance Verified**
3.6.7 Disciplinary Appeal Procedures	**Compliance Verified**
3.6.8 Dismissal Information	**Compliance Verified**
3.6.9 Maintenance of Disciplinary Actions Records	**Compliance Verified**
4 Recruitment, Selection, and Promotion	
4.1.1 Participation in Recruitment Program	**Compliance Verified**
4.1.2 Recruiters Knowledgeable in Personnel Matters	**Compliance Verified**
4.1.3 Recruitment Plan	**Compliance Verified**

Standards	Findings
4.1.4 Job Announcements	**Compliance Verified**
4.1.5 Community Assistance with Job Announcements	**Compliance Verified**
4.1.6 Contact with Applicants	**Compliance Verified**
4.2.1 Selection Process Described	**Compliance Verified**
4.2.2 Criteria Job Related	**Compliance Verified**
4.2.3 Process Administered in Uniform Manner	**Compliance Verified**
4.2.4 Candidates Informed in Writing **Notes:** CSM Notes: ISSUE: - Bullet "A" asks for examples of the candidate being informed in writing of the selection process "steps" (all of them). Bullet "B" asks for the same or a different document (correspondence) informing the applicant about how long the selection process will take (from application to decision for job offer). Attachments do not exactly address these as needed. AGENCY ACTION NEEDED: The agency needs to provide proof documents that better illustrate and depict the communication with applicants in the selection process to explain the duration of the selection process. ASSESSOR NOTES: The agency utilizes e-mail to stay in contact with candidates that have filed an application and been selected to particpate in the process and those that are not selected to particpate as they do not meet entry level minimum qualifications. The initial application is completed on-line by the applicant via NEOGOV. While the assessment team was on-site, the agency had to revise their template for corresponding with applicants to include all the steps of the selection proces, expected duration of the process and process for re-aplication. The agency also utilizes a power point presentation for applicants at the time initial entry testing begins at their facility. This power point was edited to include all the steps of their selection process and the expected duration of the process. In the future, a copy of this power point presentation will be given to each candidate at their intial meeting with an agency representative. The agency was instructed to place a copy of their revised applicant selection information process powerpoint as a proof. They were also advised to add as a proof, the revised e-mail template used to correspond with all applicants. The assessment team verified the revisions to agency policy and documents had occurred. The next assessment review should confirm the agency has actually implemented their use of these documents that had been revised.	**Compliance Verified**
4.2.5 Ineligible Informed in Writing	**Compliance Verified**
4.2.6 Records of Ineligible Candidates	**Compliance Verified**
4.2.7 Security of Selection Materials	**Compliance Verified**
4.3.1 Background Investigation	**Compliance Verified**
4.3.2 Background Investigators Trained	**Compliance Verified**
4.3.3 Retention of Background Information	**Compliance Verified**
4.3.4 Polygraph Examination	**Compliance Verified**
4.3.5 Polygraphers Trained	**Compliance Verified**
4.3.6 Polygraph Results	**Compliance Verified**
4.3.7 Medical Examination	**Compliance Verified**
4.3.8 Psychological Fitness Examination	**Compliance Verified**
4.3.9 Retention of Medical and Psychological Examinations	**Compliance Verified**
4.3.10 New Personnel Orientation	**Compliance Verified**

Standards	Findings
4.4.1 Promotion Process, Agency Role	**Compliance Verified**
4.4.2 Promotion Process, Identifiable Position	**Compliance Verified**
4.4.3 Promotion Process, Procedures Used	**Compliance Verified**
4.4.4 Elements Job Related	**Compliance Verified**
4.4.5 Promotional Announcement	**Compliance Verified**
4.4.6 Criteria and Procedures of Eligibility List	**Compliance Verified**
4.4.7 Probationary Period	**Compliance Verified**
5 Training	
5.1.1 Training Committee	**Compliance Verified**
5.1.2 Attendance Requirements	**Compliance Verified**
5.1.3 Employee Reimbursement	**Compliance Verified**
5.1.4 Lesson Plans	**Compliance Verified**
5.1.5 Requirements for Trainers	**Compliance Verified**
5.1.6 Update Records	**Compliance Verified**
5.1.7 Maintain Records	**Compliance Verified**
5.2.1 New Hire Training Program Required	**Compliance Verified**
5.2.2 New Hire Training Program Established	**Compliance Verified**
5.2.3 Orientation Handbook	**Compliance Verified**
5.2.4 Outside Agency Policies and Procedures Training	**Compliance Verified**
5.2.5 Evaluation of New Hire Training	**Compliance Verified**
5.2.6 Annual Retraining	**Compliance Verified**
5.2.7 Shift Training	**Compliance Verified**
5.2.8 Remedial Training	**Compliance Verified**
5.2.9 Accreditation Training	**Compliance Verified**
5.2.10 Specialized Training	**Compliance Verified**
5.2.11 Training Officer Requirements	**Compliance Verified**
5.2.12 Promotional Training	**Compliance Verified**
5.2.13 CALEA Accreditation Manager Training	**Compliance Verified**
6 Operations	
6.1.2 FCC Requirements	**Compliance Verified**
6.1.3 Policies and Procedures Approved	**Compliance Verified**
6.1.4 Dissemination of Information	**Compliance Verified**

Standards	Findings
6.1.5 Quality Checks	**Compliance Verified**
6.1.6 Disposal of Work Sensitive Documents	**Compliance Verified**
6.2.1 Immediate Access to Communications Center Resources	**Compliance Verified**
6.2.2 Immediate Access to Client Agency Resources	**Compliance Verified**
6.2.3 Immediately Available Procedures	**Compliance Verified**
6.2.4 Obtaining and Recording Information	**Compliance Verified**
6.2.5 Misdirected Emergency Calls	**Compliance Verified**
6.2.6 Procedures for Emergency Hang Up Calls	**Compliance Verified**
6.2.7 Procedures for Handling Difficult Callers	**Compliance Verified**
6.2.8 Procedures for Calls from Elderly and Children	**Compliance Verified**
6.2.9 Reports by Phone or Mail	**Compliance Verified**
6.2.10 Alarm Procedures	**Compliance Verified**
6.2.11 First Aid Instruction	**Compliance Verified**
6.2.12 Other Than English Speaking Callers	**Compliance Verified**
6.2.13 Missing, Lost or Abducted Adults	**Compliance Verified**
6.2.14 Missing, Runaway, Abandoned, or Abducted Children	**Compliance Verified**
6.3.1 Radio Communication with Field Units	**Compliance Verified**
6.3.2 Call Assignment Criteria	**Compliance Verified**
6.3.3 Emergency Messages	**Compliance Verified**
6.3.4 Records of Vehicles Removed	**Compliance Verified**
6.4.1 Security for Communications Center	**Compliance Verified**
6.4.2 Evacuation Plan	**Compliance Verified**
6.4.3 Alternate Source of Electrical Power	**Compliance Verified**
6.4.4 Independent Backup Communications System	**Agency Elected 20%**
6.4.5 Criminal Justice Information Systems	**Compliance Verified**
6.4.6 Encoding Communications	**Compliance Verified**
6.5.1 Telephone Access	**Compliance Verified**

Standards	Findings
6.5.2 TDD/TTY Access Procedures	**Compliance Verified**
Notes: CSM Notes: ISSUE: - Documentation is absent or unclear to confirm the performance of the 6 month TTY equipment test described in SOP DECOPS 2-04 III. B.. AGENCY ACTION NEEDED: Documentation is needed to verify compliance with policy & Standard for Bullets "C & D". ASSESSOR NOTES: The agency created a powerpoint training presentation on their TDD phone system that all employees must review once every six months. This training is documented. The agency also requires each employee to perform a monthly "skills test" on the use of their TDD system. The agency utilizes the VIPER phone system that has a built in TDD function. Each call taker position and associated phone has the ability to handle the TDD function. As part of the skills testing being performed by each employee monthly, the TDD equipment is verified as operable as every position's telephone and communication equipment is being utilized in the testing process. This monthly training and testing of equipment is now documented on the same form and will be added as a proof of compliance in future months.	
6.5.3 Separation of Emergency Calls	**Compliance Verified**
6.5.4 Immediate Playback of Recorded Information	**Compliance Verified**
Notes: CSM Notes: ISSUE: - Bullet "C" > Standard asks for the "Criteria and Procedures for Reviewing" audio recordings. SOP EQUIP 7-13; IV. B. 1. > does not specify those steps or criteria. AGENCY ACTION NEEDED: Written directive language needs to be added to articulate the steps and criteria for reviewing recorded information. The proofs are great to illustrate how a request for review looks – but the policy doesn't lead to the Request Form. A re-examination of the SOP and updated language is needed. ASSESSOR NOTES: The agency added language to their existing policy 1-27d3 that addressed their process for obtaining radio and telephone recordings. Their policy now articulates the process person(s) are required to follow including police officers and fire department personnel in order to obtain recordings from DEC. Police officers must complete PD Form 107 for those requests. Requests must be approved by a police lieutenant or higher rank. Fire department personnel, animal control and public works must now complete DEC Form 107 in order to request copies of audio/telephone recordings. Those requests must be reviewed and approved by an agency supervisor. Currently, The Office of General Counsel for the City of Richmond receives all other requests for recordings, determines the appropriatness for release of all other records and notifies DEC when they have granted approval for release. That process is also part of the agency's policy.	
6.5.5 Alternative Communications Criteria and Procedures	**Compliance Verified**
6.6.1 Two-Way Radio Capability	**Compliance Verified**
6.6.2 Multichannel Radio Equipment	**Compliance Verified**
6.6.3 Interoperable Radio Communications Plan	**Compliance Verified**
6.7.1 Records Privacy and Security Precautions	**Compliance Verified**
6.7.2 Records Retention Schedule	**Compliance Verified**
6.7.3 Collection of Data for Client Agencies	**Compliance Verified**
6.7.4 Requirements for Reporting Incidents	**Not Applicable by Function**
6.7.5 Recording Category Requirements	**Compliance Verified**
6.7.6 Case Numbering System	**Compliance Verified**
6.8.1 Copyright Use	**Compliance Verified**
6.8.2 Computer Viruses	**Compliance Verified**
6.8.3 Unauthorized Manipulation of Files	**Compliance Verified**
6.8.4 Computer Use, Policies and Procedures	**Compliance Verified**

Standards	Findings
6.8.5 Security System	**Compliance Verified**
6.8.6 Computer Backup	**Compliance Verified**
6.8.7 Records or Informational System Password Access	**Compliance Verified**
6.8.8 Electronic Data Storage	**Not Applicable by Function**
7 Critical Incidents, Special Operations, and Homeland Security	
7.1.1 Position for Planning Response to Critical Incidents at Center	**Compliance Verified**
7.1.2 Emergency Operations Plan (EOP)	**Compliance Verified**
7.1.3 After Action Report	**Compliance Verified**
7.1.4 Operational Readiness	**Compliance Verified**
7.1.5 Annual Training	**Compliance Verified**
7.1.6 Accessibility of Plans	**Compliance Verified**
7.2.1 Special Events Plan	**Compliance Verified**
7.2.2 Tactical Dispatch Selection Criteria	**Compliance Verified**
7.3.1 Liaison for Exchange of Terrorism Information	**Compliance Verified**

__Response from Agency Regarding Findings:__

CEO Feedback not provided.

SITE-BASED ASSESSMENT

12/20/2018

Planning and Methodology:

The Richmond Virginia Department of Emergency Communications (DEC) is the 911 Public Safety Answering Point (PSAP) for all emergency calls occurring in the City of Richmond. The agency is responsible for dispatching the City of Richmond police and fire departments to emergency scenes and other locations as requested by the general public. They also receive emergency medical calls but immediately transfer those calls to the emergency medical ambulance service provider (Richmond Ambulance Authority) for the City of Richmond. The agency has detailed procedures to ensure those transfers are timely and without disruption. The agency also handles after hours "calls for service" related to public works and animal control issues. They have procedures in place to handle those after hours calls and ensure information is forwarded to the appropriate on-call employee for each functional area.

DEC has developed outstanding relationships with regional partners. This includes sharing of personnel and equipment when events dictate the need to do so. DEC and Henrico County VA 911 Communication rely on each other for back-up telephone service assistance and facility operation should either entity experience difficulty with their own equipment or need to vacate their facility.

The agency struggles with recruiting and retaining qualified employees. The ability to improve pay, benefits and work schedules is seen as potentially improving the agency's ability to recruit and retain personnel. The agency is currently constructing a $3 million addition to their facility that will house their training section. Office space for training classes and training instructors will improve when this construction is completed. The agency is also in the beginning stages of planning for the design and purchase of a $40 million new radio communication system. It is anticipated this process will take up to four years to become operational. In the mean time, the agency is faced with mounting maintenance costs associated with an older system.

This is the agency's initial on-site assessment having entered their self assessment period in November 2015. The agency requested an extension in July 2017 as they determined they were not ready to proceed with their initial on-site assessment. The agency has sought assistance from their regional program manager Laura Saunders and CSM's Tim Hazlette and Judi King throughout this process to ensure they were prepared for their on-site assessment.

Prior to this on-site assessment, the CSM review identified four standards for on-site follow-up by the assessment team:
3.4.7 Personnel Early Warning System
4.2.4 Candidates Informed in Writing
6.5.2 TDD/TTY Access Procedures
6.5.4 Immediate Playback of Recorded Information

During on- site assessment activities, the assessment team reviewed the above standards. Suggestions were made regarding additional policy language and proofs of compliance the agency needed to include in order to achieve compliance with these standards. At the conclusion of all on-site assessment activities, those four standards were determined to be in compliance.

Hiring Process

The agency utilizes a variety of print, voice and on-line resources to advertise vacancies. Applicants complete a formal application on line at NEOGOV. This application is reviewed by an employee with the City of Richmond Human Resources Department to ensure all minimum qualifications are met. Those applications that meet the minimum

qualifications are forwarded to the DEC HR Liaison Katrina Hiers. Ms. Hiers is a trained HR specialist specifically assigned to DEC. She has the background and training to coordinate the hiring process on behalf of DEC. She calls each applicant to set up an initial interview process. She documents each phone call and the result of said call. Applicants are then brought to the agency where a "Pre-Screen Form" is completed. A tour of the facility and "Criticall" testing is administered at that time. A panel interview is then administered to determine if the applicant should proceed further in the process.

If the applicant was identified to continue in the process, they receive a conditional offer of employment Their hiring packet is forwarded to a background investigator. Team Leader Geis interviewed Background Investigators Chantae Layne and Kenya Washington. They described the process and associated documentation related to performing background investigations on applicants. Both individuals have been trained on how to conduct background investigations by attending classes offered by Law Enforcement Seminars and Stanley Slowik. The hiring process is very extensive and well documented in an effort to ensure only highly qualified and reputable applicants continue in the hiring process.

In addition to the background investigation, each candidate is given a polygraph, psychological and medical testing to include drug screening. The applicant's hiring packet is then forwarded to Deputy Director Tory Maye for review of the recommendations and other associated materials. He makes a recommendation to Director Stephen Willoughby who is the appointing authority for the agency. The agency (as of October 1, 2018) has 18 current vacancies. Their recruitment and hiring process is currently on-going as they attempt to attract and hire the most qualified candidates.

Standards Issues:
None

Suggestions
None

Emergency Operations

The DEC has a comprehensive written Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP) for handling critical and unusual incidents directly affecting their operations. DEC staff receive annual training on the plan which is accessible on the operations floor in hard copy as well as electronic reference. The on-duty Shift Supervisor acts as Incident Commander ensuring all necessary resources including staffing are in place. DEC has a reciprocal agreement with Henrico County to act as the primary back-up facility should relocation be necessary. Both facilities utilize an Intrado Viper telephone system and maintain independent CAD consoles at each facility to ensure seamless operations. If relocation is required, telephone operations are immediately transferred to Henrico County with on-duty personnel using laptops and portable radios to maintain dispatch services until relocation is complete. The Information Technology (IT) Department ensures laptops and portables are tested and ready for use at a moment's notice. DEC experienced an unplanned evacuation earlier this year due to ongoing construction at the facility. On May 30, 2018, as crews were setting the roof trusses for the building expansion, concerns about building stability were raised. The decision to evacuate was made. Henrico County took over phone operations until telecommunicators were relocated. Fire dispatch operations were relocated to the Radio Shop with a seamless transition of all operations.

The Emergency Operations Plan consists of unique agency inter-operations with Henrico County. The DEC EOP has been activated at least once during 2016, 2017 & 2018. After action reports were completed and all areas identified as needing improvement have been addressed. Anytime the City of Richmond's EOC is activated, DEC will assign a supervisor and dispatch personnel to work for the entirety of the activation. The Deputy Director of Operations annually reviews the EOP in concert with the City of Richmond Emergency Management Agency EOP review. DEC has an alternative source of power, including diesel generators and an Uninterrupted Power Supply (UPS) system. The City of Richmond Maintenance Department completes testing on all alternate source power equipment. Testing is completed weekly with testing under 'full-load' conditions completed monthly. Annual preventive maintenance inspections are completed through contract with the City of Richmond.

The DEC ensures there is adequate training and planning for all special events. DEC Incident Dispatch Team, led by

COML Nicole Tyrell, is regularly assigned to work planned incidents. Incident Dispatch Team (IDT) members are chosen based on criteria that includes tenured status, excellent performance history and absence of disciplinary issues. Annual training includes FEMA coursework, familiarization with the Richmond Mobile Command Unit, EOC operations and general procedures during an activation. Team members work under the ICS model. Annual training for 2018 is scheduled and will focus on welcoming the newest members of the team, an overview of responsibilities and readiness to respond.

Standards Issues:

None

Suggestions

None

Information and Technology

The DEC Deputy Director of Information and Technology oversees all aspects of radio, telephone, computer and CAD functions for the department. Radio communications are conducted over a regional 800 MHz system utilized to dispatch/update calls for service, operations, unit status and other operational functions. The Capital Region 800 MHz radio system provides regional communications for Richmond, Chesterfield, Henrico and Hanover counties. The City of Richmond, Chesterfield, Henrico and Hanover Counties have stand-alone 800 MHz control stations within their communication centers allowing for independent redundancy and interoperability with those jurisdictions via patch. Within the system there exists several Talk Groups available for tactical or special operations. As of July 2018, DEC has the ability to encrypt radio communications. Richmond DEC is working alongside other regional agencies on an updated, fully interoperable regional radio system.

Full time in-house Radio and Information Technology (IT) staff ensure all systems are fully operational and any issues are addressed immediately. The DEC Systems Administrator and IT staff manage access level authorization and are responsible for departmental compliance. Automatic systems are in place to conduct inspections for any violations related to access, improper use, and/or the introduction of malicious software. Each system accessed by DEC personnel has automatic systems in place to monitor access and use. The Deputy Director of IT, along with the Network Engineer and Systems Administrator, receive notifications directly through the City of Richmond IT Department. DEC IT personnel conduct random reviews to ensure computer activity conforms to agency policy. Quarterly inspection reports are completed. System users receive warning notifications of password updates (every 90 days). All password resets are managed through the in-house IT department.

The DEC maintains access to local, state, federal and other national resources. These databases, including the Virginia Criminal Information Network (VCIN), are accessed through internet applications. The DEC has certified instructors on staff to provide initial and subsequent retraining of agency personnel who have access to these criminal justice systems.

Standards Issues:

None

Suggestions

None

Training

The agency has a very robust new hire training program and career development program for their employees. The agency utilizes APCO's Communication Training Officer's program to train all newly hired telecommunicators. Communication Training Officers for the agency are trained by APCO to administer the new hire training program. Those trainers must complete annual refresher training and be recertified every two years by APCO.

The agency operates an eight week basic telecommunicator academy approved by the Virginia Department of Criminal

Justice Services (DCJS). Instructors in this academy are certified by DCJS to teach in this academy. Trainers utilize Daily Observation Reports (DOR) and documented weekly meetings with the Shift Floor Supervisor, CTO and trainee to gauge progress and deal with any performance issues. The agency also utilizes an individual Performance Log and Training File to document all positive and less than satisfactory performance and training each employee receives. These documents stay with the employee throughout their career with the agency.

A trainee progresses through three phases of training under the guidance of a CTO and a secondary CTO. CTO April Tyler indicated Telephone training, Police Radio training and Service Desk training are the three phases that must be successfully completed in order for the trainee to successfully complete their academy and be released to work the "floor" by themselves. Fire radio and Teletype are specialty positions within the agency and employees only receive training in those assignments as vacancies occur.

Communication Supervisor Chantae Layne and Assistant Communications Supervisor Ortoria Hymons indicated in-service training for all agency employees occurs frequently. Each telecommunicator must be certified every two years in order to operate the Virginia Criminal Information Network. Each employee must successfully complete their "Monthly Moodle training module." This is an on-line training program provided by a third party. The agency subscribes to this service for their employees. Additionally, the agency holds roll call training on topics that are currently relevant to the agency or causing issues within the agency. Topics are taught by subject matter experts within the agency. On occasion, outside trainers are brought in to instruct on a topic relevant to the agency.

The agency also allows their employees to request to attend outside training programs relevant to their position. The employee completes Form DEC17 to request the training class and elaborate on the relevancy to their position. The form is then reviewed by supervisors and approved or denied depending on a variety of factors to include budget, staffing and course curriculum. DEC utilizes a "Broad Band Program" that is similar to a career development program for all non-supervisory employees. This program allows employees to attend various pre-determined training classes based upon length of service and desired career track. Successful completion of these training classes also enriches the employee financially as their pay is increased to reflect the additional training they have successfully completed.

Standards Issues:
None

Suggestions
None

Fire Operations

DEC provides dispatch services for the City of Richmond Fire Department. Fire Dispatch Operators (DEC) utilize US Digital Designs Phoenix G2 (USDD), an automated dispatch system for station alerting, dispatch and assigning of TAC channels. The first day of every month, DEC disables the USDD system and dispatchers return to voice dispatch. This monthly exercise ensures dispatcher proficiency is maintained and in the event of a failure, no interruption of service occurs.

Two primary dispatch positions provide constant monitoring of all units. Workload is divided between the main dispatch and TAC channel monitoring. DEC has the responsibility of managing all emergency activations (MAYDAY) from the Richmond Fire Department talk groups. Fire Communication Officers are trained in the appropriate procedures for handling all Mayday activations.

Fire dispatch is considered a specialty dispatch function at DEC. Due to recent retirement and resignations, the DEC has a limited number of trained Fire Communications Officers. As the final step in dispatch training, the Fire Dispatch curriculum and level of stress inherit to the position can present challenges to successful completion of the OJT process. In an effort to increase positive training outcomes, DEC Fire Operation Dispatchers Brandon Henning and Stuart Keesling have recommended updates to the current training process. Updates include increasing academy training and practical exercises to prepare candidates for the workload and stress. Currently, members of the training

staff are working with Senior Communication Officers to make these improvements.

Standards Issues:

None

Suggestions

None

Liability and Risk Management

The agency manages incidents of risk and liability in two ways. Any employee issues related to injury, accidents and/or workers compensation claims are documented on approved City of Richmond forms and forwarded to the City of Richmond Department of Risk Management. They investigate these incidents with the assistance of supervisory personnel from DEC. Dispositions of these incidents are formally handled by personnel from the city's Risk Management Department. That department is also responsible for compiling annual statistics related to all incident and claims arising within DEC. Any risk mitigation efforts related to those findings are initially suggested by the city's Risk Management Department and ultimately implemented within DEC.

Incidents occurring as a result of telecommunicator's mishandling of calls for service, radio/telephone miscommunication or data entry errors that result in possible liability exposure to the City of Richmond are documented on the agency's Liability Report Form. This form is completed by the on duty floor supervisor along with any accompanying documents/recordings and forwarded to DEC's Operations Manager Linda Roane. She reviews the incident, ensures a full investigation occurs and presents findings and recommendations to the Deputy Director and Director. If disciplinary actions result, that is handled as part of the agency's disciplinary process and documented consistent with those policies. Other city departments to include Human Resources, Risk Management and Legal become involved in the incident as required by city policies.

Deputy Director Tory Maye is responsible for conducting the annual analysis of reports related to all agency Liability Reports filed annually. Fortunately for the agency, those types of incidents rarely occur. Through this annual analysis performed by Deputy Director Maye, the agency has not identified any patterns or trends within their operational components that required a modification to their policies or practices.

Standards Issues:

None

Suggestions

Since the agency only recently adopted the formal use of the "Agency Liability Report Form," make sure all supervisors fully understand their role in completing and investigating incidents of this type. Also, make sure the Accreditation Manager is copied on those forms to ensure proofs of compliance are able to be placed in PowerDMS

Summary:

Number of Interviews Conducted: 32
Interviewers' Names: Mr. Robin Geis and Ms. Maryanne Calogero
Site-Based Assessment Start Date: 10/08/2018
Site-Based Assessment End Date: 10/10/2018

Mandatory (M) Compliance	161
Other-Than-Mandatory (O) Compliance	38
Standards Issues	0
Waiver	0

(O) Elect 20%	2
(O) Not Applicable	10
Total:	211

Percentage of applicable other-than-mandatory standards: 95 %

COMMUNITY FEEDBACK AND REVIEW

Public Information Session

N/A

Telephone Contacts

The telephone call-in session was conducted October 9, 2018 from 1pm - 3pm. The agency's telephone line was tested prior to the call-in session to ensure it was functioning properly. Twelve calls were received from various City of Richmond departments and other public safety partners in the region during this period of time. No citizens called the assessment team during this period of time. Those agencies that called to offer comments were:

City of Richmond, VA Police Department
City of Richmond, VA Fire Department
Richmond, VA Sheriff's Office
City of Richmond, VA Emergency Management Agency
City of Richmond, VA Public Works Department
Hanover County, VA 911 Communications Center
Henrico County, VA 911 Communications Center
State of Virginia 911 Coordinator
City of Richmond, VA Assistant City Administrative Officer
Virginia Commonwealth University(VCU) Police Department
Richmond, VA Ambulance Service

All callers spoke highly of the agency's leadership team and the direction Director Willoughby has taken the organization. "High degree of professionalism" and "excellent delivery of services" were common terms used to describe the employees working at DEC. Callers indicated DEC was very responsive to the needs of their respective organizations, shared information and resources to include personnel without hesitation and was always willing to assist with regional project planning and marketing that impacted communications and public safety.

Correspondence

Two letters of support were sent to CALEA regarding DEC's accreditation efforts. Curtis Shaffer, Director of Emergency Communication for Hanover County, VA wrote expressing his support for DEC. He indicated DEC works collaboratively in the region with other public safety agencies to include Hanover County. He indicated DEC hires very qualified personnel and leverages technology in an effort to continually improve services to the citizens and public safety agencies they serve.

Christie Chipps Peters, Director of the Richmond Animal Care and Control Agency, sent a letter indicating DEC dispatches their officers after hours and on weekends. Ms. Peters indicated the service they provide her agency is excellent. She feels their enhanced policies as a result of the accreditation process has improved their professionalism and enhanced response coordination among all service providers.

Media Interest

No media representatives contacted the assessment team during on site activities.

Public Information Material

Ms. Karen Hill is the public information officer for DEC. She was responsible for distributing the press release noting the date and time for citizens and other stakeholders to call the assessment team. The *Richmond Times - Dispatch* newspaper and all local television and radio stations received a copy of the press release. Additionally, the press release noting the date and time for the telephone call-in session was posted on the agency's website and Facebook page. Employees were advised of the date/time of the telephone call-in session during in-service training. The press release also indicated those individuals who did not want to call the assessment team but wanted to make written comments could mail those comments to CALEA. The mailing address was provided in the press release.

Community Outreach Contacts

Team Leader Geis interviewed, by telephone, City of Richmond Police Captain Michael Snawder (Precinct 2 Commander) regarding his perceptions of the level of cooperation and service the Richmond Police Department enjoys from DEC. He was very complimentary with respect to the mutual cooperation his agency has with DEC. If issues arise, they can be quickly resolved through simple phone calls and communication with the management team at DEC. He indicated DEC employees are very well trained. Captain Snawder stated that DEC employees typically display excellent attitudes and are always professional in dealing with his officers.

City of Richmond Fire Captain Travis Preau was interviewed by the assessment team. He is the fire department's Accreditation Manager and Communications Center Liaison. He indicated that DEC is very receptive to change and is always trying to find ways to improve their services. He enthusiastically endorsed the monthly meeting fire department staff has with DEC staff to review certain calls for service and discuss any other concerns either entity has with the other. He indicates these meetings are very productive and allows both agencies an opportunity to improve their services. He also is impressed with how rapid fire department calls for service are dispatched and the fact DEC employees are able to obtain so much information about an event in such a short period of time.

As part of on-site activities, the assessment team observed employees on the communications center floor handling 911 and non-emergency phone lines where citizens needed emergency or other assistance. Assessors also observed police and fire dispatch occurring. Those employees observed on the communications center floor were:

Tracy Fleming - CO/911 Call Taker
Keanna Key - CO/Police Operations RPD Channel #2
Shannon Purnell – CO/CTO – 911 Call Taker
Keanna Key – CO/Police Operations RPD Channel #4
Cynthia Stewart – Shift Supervisor
Linwood Harris – Assistant Communications Supervisor
Leon Corbin – Assistant Communications Supervisor
Wadiya Pearson – Fire Operations CO (Trainee) Fire Channel #2
Natasha Beard – Fire Operations CO – Fire Channel #1

All employees observed by the assessment team displayed a professional and calm demeanor as they handled a variety of emergency and non-emergency calls for service. Citizen callers repeatedly thanked those employees for their assistance with the issue or emergency they had called to report.

STATISTICS AND DATA TABLES

Overview

The following information reflects empirical data submitted by the candidate agency specifically related to CALEA Standards. Although the data does not confirm compliance with the respective standards, they are indicators of the impact of the the agency's use of standards to address the standards' intent

Agency Demographics Report - Initial Accreditation

	Service Population		Available Workforce		Current Employees		Current Female Employees		Prior Employees		Prior Female Employees	
	#	%	#	%	#	%	#	%	#	%	#	%
White Non-Hispanic	104228	45%	29	29 %	42	37%	17	15%	0	0%	0	0%
Black Non-Hispanic	110870	48%	67	68 %	67	59%	59	52%	0	0%	0	0%
Hispanic Latino Any Race	12803	5%	1	1 %	1	0%	1	0%	0	0%	0	0%
Other	1652	0%	1	1 %	2	1%	1	0%	0	0%	0	0%
Total	229553		98		112		78		0		0	

Initial Accreditation Charts

Service Population
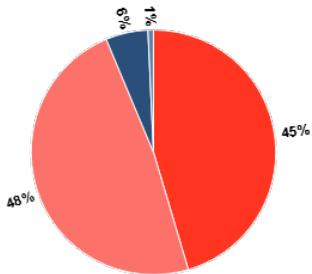
Available Workforce
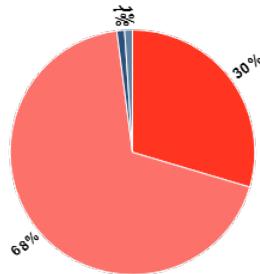
Current Sworn Officers
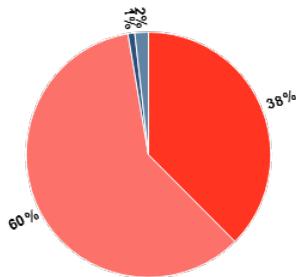
Current Sworn Female Officers
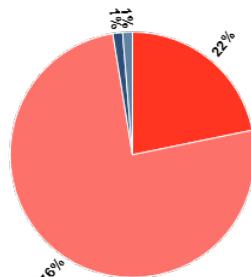
Legend

White Non-Hispanic	▮

Black Non-Hispanic	
Hispanic Latino Any Race	
Other	

Personnel Actions

Actions	Inital
Suspensions	7
Demotions	0
Resignations in Lieu of Termination	1
Terminations	6
Other	3

Initial Accreditation

This report also includes:

Warnings - 45

Counseling's - 34

Reprimands - 18

Liability Reports

	Inital
Number Reported	23
Training Deficiencies	1
Failure of Policy	4
Inattention to Detail	3
Other	22

Performance Measures

	Inital
Incoming Emergency Calls	246038
Incoming Non-Emergency Calls	104043
Outgoing Calls	250
Calls Resulting in Dispatch	
Law Enforcement	215205
Fire	37255
EMS	
Average Abandonment Rate %	8.81
Average Processing Time in minutes	33.85

Initial Accreditation

The DEC enters EMS calls for service but does not dispatch EMS Units, this is handled by Richmond Ambulance Authority.

Public Education

	Inital
Surverys Completed	0.0
Presentations Performed	19.0
People Contacted	0.0
Press Releases Initiated By Agency	0.0

Initial Accreditation

The department attempted to be included on the Citywide survey however; this was not feasible due to time restraints. We have submitted a proposal to conduct a survey of adult Richmond residents. The agency did not track the number of people contacted (tours, etc.) in 2017 but began this initiative in 2018.

Grievances

Grievances	Inital
Number	1

Initial Accreditation Notes:

2017 grievance finalized from 2016.

Training

	Inital
Hired	16
Released from Probation	12
Completed Training	12
All Employees Retained for Three Years or More	59
Average In-service Training Hours	40.5

Quality Assurance

	Inital
EMD QA Reviews Performed	0.0
Protocol Compliance Percentage EMD	0.0
Other QA Reviews Performed	2504.0
Protocol Compliance Other	95.0

Initial Accreditation

The DEC does not perform EMD protocols.