

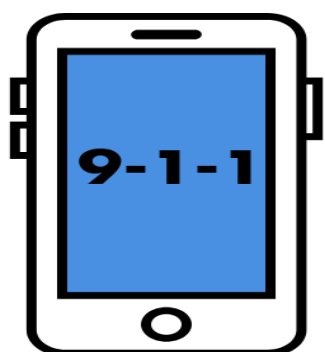
# Charleston County Consolidated Emergency Communications Center (ECC) Multi-Year Plan 2023-2025



Adopted by the Consolidated Dispatch Board on February 9<sup>th</sup>, 2023

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IF YOU MUST  
[911HelpMe.com](http://911HelpMe.com)

## Mission Statement:

Help those in need, serve those who protect and protect those who serve!

## Vision Statement:

Our vision is to challenge the status quo...always.

## The Center's Common Purpose:

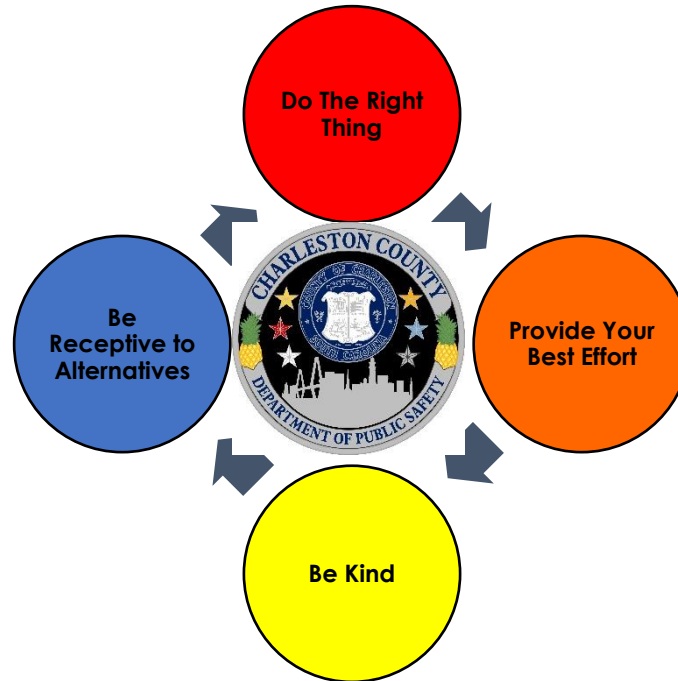
We Save Lives!



**Charleston County Consolidated Emergency Communications Center (ECC)**

# Charleston County Consolidated ECC Values and Desired Behavior

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## Do The Right Thing

- ✓ **Accountability**
  - Hold ourselves accountable for our actions
- ✓ **Honesty**
  - Be Honest, candid, respectful and sincere with our customers and co-workers
- ✓ **Integrity**
  - Model Integrity in all that we do

## Provide Your Best Effort

- ✓ **Commitment**
  - Aspire to perform with passion
  - Challenge ourselves and others to do great work
  - Commit to a greater purpose

## Be Kind

- ✓ **Compassionate**
  - Pledge to create and maintain an environment where people from diverse backgrounds feel included and comfortable
- ✓ **Customer Focused**
  - Be Attentive to delivering customer service excellence

## Be Receptive To Alternatives

- ✓ **Adaptability**
  - Encourage different opinions
  - Be open to feedback
  - Aim for adaptability in our responses and our work



## Charleston County Consolidated Dispatch Board



**February 2023**

### **A Few Words from Board Chairman, NCFD Chief Bulanow:**

As Board Chairman, I would like to comment on the newly created multi-year plan, which the Charleston County Consolidated Dispatch Board has adopted.

The Board adopted the first strategic plan in late 2014 for five years. It recognized the enormous planning efforts for consolidation were successful, and that agency cooperation and coordination had improved as a result. The plan provided goals, objectives, and strategies toward continued service evolution for our citizens and the public safety agencies served. It paved the way for many new processes and procedures and helped to solidify the critical role of our Consolidated Emergency Communications Center in meeting the many diverse needs of our community. In 2020, we shortened the plan to three years and re-titled it to a multi-year plan. At the end of the three years, we evaluated the results and found levels of success similar to the initial strategic plan. Based on the outcomes, we are implementing our second multi-year plan.



This new streamlined and efficiently created multi-year plan capitalizes on lessons learned and utilizes today's trends. The ECC is committed to employee engagement, renewed recruitment and retention efforts, and progressive technological advances in the Public Safety industry. While the Board and its Committees provided input into this plan and take pride in its completion, this plan was generated primarily by ECC leadership, who meticulously sought feedback from all levels of staff.

The plan is geared toward providing a pathway for achievements through 2025, yet it will undergo yearly scheduled reviews and updates. The review offers the capacity to embrace evolving employee needs, emergency response communications needs, industry standards, and technological opportunities. Through this multi-year plan, the Charleston County Consolidated Emergency Communications Center has a meaningful roadmap, allowing for progression and constant change as we embark upon future challenges.

Sincerely,

Chief Gregory Bulanow

James E. Lake Jr., Director  
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Email: [jlake@charlestoncounty.org](mailto:jlake@charlestoncounty.org)

Charleston County Consolidated  
Emergency Communications Center  
8500 Palmetto Commerce Parkway  
North Charleston, SC 29456



**A Few Words from CDC Director, James E. Lake, Jr.:**

It has been a blessing to be the Director of the Charleston County Consolidated Emergency Communications Center (Center) since 2008. I am grateful to the Charleston County Consolidated Dispatch Board (Board) for giving me the authority to lead and thankful to the Center staff for allowing me the privilege to lead.

In our years, under the direction and vision of the Board, we have achieved great success. However, as the Board will quickly point out, the great people that make up the staff of the Center did the work that has led to our success.

We achieved outside recognition of our success through accreditations and certifications from the:

- International Academies of Emergency Dispatch (IAED)
  - o Emergency Fire Dispatch
  - o Emergency Medical Dispatch
- Commission on Accreditation for Law Enforcement Agencies (CALEA)
  - o Public Safety Communications Accreditation Program
- Association of Public-Safety Communications Officials (APCO) International
  - o Agency Training Program Certification
- National Center for Missing & Exploited Children (NCMEC)
  - o Missing Kids Readiness Program


Two of our greatest accomplishments during this time were a Student Leadership and Intern Program in June of 2022 and in July of 2022 our agency deployed an Emergency Services IP Network (ESINet). As a logical extension of our second Strategic Plan, I present to you our Charleston County Consolidated Emergency Communications Center Multi-Year Plan for 2023 – 2025.

In our new Multi-Year Plan, we have continued building on the Board's original Strategic Goals. We determined that those Strategic Goals are still valid and relevant for the next three-year period.

Reusing these Strategic Goals, we developed new objectives and measurements to meet the ever-changing needs of our community, our staff, and our public safety responders. The development of these objectives and measurements come from Board and Center input as well as others who are an integral part of our public safety communications system.

Our Center is a critical component of the public safety continuum of care for our community. This Multi-Year Plan will ensure that we continue to evolve in order to provide the highest quality of service to the public and the responders that are under our care.

Sincerely,

  
Director James E. Lake, Jr.

# Charleston County Consolidated Emergency Communications Center

The Charleston County Consolidated Emergency Communications Center was established in 2009 through a 2008 multi-jurisdictional Intergovernmental Agreement planning the consolidation of multiple 9-1-1 call taking and emergency dispatching functions throughout the County. This Agreement created the Consolidated Dispatch Board consisting of Public Safety Agency Heads having operational authority, while Charleston County maintains administrative authority over the Center. Emergency call taking/dispatching services within Charleston County jurisdictions transitioned incrementally to the Charleston County Consolidated Emergency Communications Center, with completion in 2013 of the planned consolidation. Since this time, it has been widely recognized that the enormous planning efforts for consolidation were successful, and that agency cooperation and coordination improved as a result. In 2014, Board adopted goals, objectives, and strategies toward continued service evolution for our citizens and our public safety agencies paved the way for many new processes and procedures and helped to solidify the critical role of our Consolidated Emergency Communications Center in meeting many diverse needs of our community.

In 2023, the Consolidated Emergency Communications Center is embarking on a new Multi-Year Plan emphasizing a long-term commitment to employee engagement, renewed recruitment and retention efforts, and progressive technological advances in the Public Safety industry. Additionally, the new Mission, Vision and Common Purpose statements represent aspirations from the core of the Emergency Communications Center, its employees:

- **Mission Statement:** Help those in need, serve those who protect and protect those who serve!
- **Vision Statement:** Our vision is to challenge the status quo...always.
- **The Center's Common Purpose:** We Save Lives!

We are committed to growing our capacity to embrace evolving employee needs, emergency response communications needs, industry standards and technological opportunities. Our Emergency Communications Center is evolving with constant change as we embark upon the challenges of the future.

**Organizational Structure:** The Center is made up of four (4) different divisions: Administrative, Operations, Support Services, and Technology. There are various functions throughout these divisions, which are depicted graphically on an organizational chart that is reviewed annually, updated as needed and is accessible to all Center personnel.

**The Charleston County Consolidated Emergency Communications Center currently dispatches for:**

- [Charleston County Sheriff 's Office](#)
- [Charleston County Emergency Medical Services](#)
- [Charleston County Volunteer Rescue Squad](#)
- [Awendaw Fire Department](#)
- City of Charleston [Police](#) and [Fire](#) Departments
- [Dewees Island Fire Department](#)
- Isle of Palms [Police](#) and [Fire](#) Departments
- [James Island Fire Department](#)
- [Lincolville Fire Department](#)
- Mount Pleasant [Police](#) and [Fire](#) Departments
- North Charleston [Police](#) and [Fire](#) Departments
- [St. Andrews Public Service District Fire Department](#)
- [St. John's Fire District](#)
- [St. Paul's Fire Department](#)
- Sullivan's Island [Police](#) and [Fire](#) Departments

In addition, the Emergency Communications Center has established partnerships and/or shared technology with:

- [College of Charleston](#)
- [Joint Base Charleston](#)
- [Kiawah Island Barrier Rescue](#)
- [National Parks Service](#)
- [South Carolina Department of Mental Health](#)
- [United States Coast Guard](#)

**Successful Emergency Communication Consolidation in Charleston County has:**

- Improved emergency response times
- Increased communication and cooperation among emergency response agencies
- Utilized grant funding to improve coordination with local agencies
- Implemented technology advances which have:
  - improved situational awareness for our community
  - improved coordinated responses to emergency scenes
  - increased responder safety
- Improved training and certification opportunities for dispatchers
- Improved best practices as acknowledged through Accreditations received

Accreditations:



The [Commission on Accreditation for Law Enforcement Agencies \(CALEA\)](#) has formally awarded accreditation to the Charleston County Consolidated Emergency Communications Center for successfully meeting all best practice standards of its Public Safety Communications Accreditation Program. The Charleston County Consolidated **Emergency Communications Center** is only the 39th stand-alone Emergency Communications Center to be awarded the accreditation (this does not include communications centers governed by Law enforcement or other public safety agencies). The CALEA Assessors expressed that they were highly impressed with our operations, training, Peer Support Team, Morale Team and public education, and the accreditation was unanimously approved.



The [Association of Public-Safety Communications Officials](#) has formally awarded the Charleston County Consolidated **Emergency Communications Center** the APCO Training Program Certification.

The Charleston County Consolidated **Emergency Communications Center** is the first Public Safety Communications Center in the state of South Carolina to be awarded for their Training Program meeting the standards of the APCO American National Standards. Building and implementing a successful training program requires many resources and dedication. By applying for the APCO Training Program Certification the Charleston County Consolidated **Emergency Communications Center** demonstrates their commitment to training and meeting national standards. Receiving the APCO Training Program Certification is a major accomplishment for the agency, its staff, and the community.





The [National Center for Missing and Exploited Children](#) has awarded the Charleston County Consolidated Emergency Communications Center the dynamic partnership to provide prevention, safety programming and support to help recover missing children, reduce child sexual exploitation, and prevent future victimization.

The Charleston County Consolidated Emergency Communications Center's partnership with NCMEC enriches the efforts and enhances the impact in the lives of children and families who need them the most. Together, this partnership can ensure that children have a safe childhood utilizing the provisions of NCMEC's expertise and assistance in the agency's mission of providing safety and protection.



The [International Academies of Emergency Dispatch](#) has formally awarded Accreditation to the Charleston County Consolidated Emergency Communications Center as an Emergency Fire and Emergency Medical Dispatch Center of Excellence.

The Charleston County Consolidated Emergency Communications Center is only the 24<sup>th</sup> Emergency Fire Dispatch Center and the 171<sup>st</sup> Emergency Medical Dispatch Center in the world to be awarded the highest distinction for their comprehensive implementation and compliance with the Fire and Medical Priority Dispatch System and associated [20 Points of Excellence](#).

## Key Participants for this Multi-Year Planning Process

### **Current Consolidated Dispatch Board Members:**

Chief Gregory Bulanow, Chairman	North Charleston Fire Chief
Sheriff Kristen Graziano	Charleston County Sheriff
Director David Abrams	Charleston County EMS Director
Chief Mark Arnold	Mt. Pleasant Police Chief
Chief Mike Mixon	Mt. Pleasant Fire Chief
Chief Luther Reynolds	City of Charleston Police Chief
Chief Daniel Curia	City of Charleston Fire Chief
Chief Reggie Burgess	North Charleston Police Chief
Chief Ryan Kunitzer	St. John's Fire Chief
Chief Charles Lamoreaux	St. Andrews PSD Fire Chief
Chief Kevin Cornett	Isle of Palms Police Chief
Dennis Bradford	United States Coast Guard (Non-Voting)

### **Others who made major contributions to this Plan:**

Jim Lake	Consolidated ECC Director
Allyson Burrell	Consolidated ECC Deputy Director
Matt Hibler	Consolidated ECC Technology Manager
Sharon Martin	Consolidated ECC Professional Development Manager
Suzanne Scott	Consolidated ECC People Operations Manager
Aaron Maciariello	Consolidated ECC Project Officer

Additional Consolidated Emergency Communications Center staff members also provided input.

# **Consolidated Emergency Communications Center Multi-Year Goals & Objectives**

## **Multi-Year Goal #1 – Enhance Staffing & Workforce Development**

Objective #1: Optimize Personnel resources more effectively.

Objective #2: Employee Engagement – improving the employee experience leads to better engagement, productivity, and better outcomes.

Objective #3: Adapt Workforce Well-Being initiatives to the changing environment and diverse needs of the ECC workforce.

Objective #4: Assess recruiting and hiring processes to recruit more qualified applicants and streamline the hiring process.

## **Multi-Year Goal #2 – Enhance Partnerships**

Objective #1: Continue strengthening community partnerships, which will enhance the ECC's capacity for long-term cooperation and collaboration.

Objective #2: Continue strengthening government partnerships, which will enhance the ECC's capacity for long-term cooperation and collaboration.

Objective #3: Continue strengthening private partnerships, which will enhance the ECC's capacity for long-term cooperation and collaboration.

## **Multi-Year Goal #3 – Implement Process Improvements and Enhancements**

Objective #1: Improve service delivery – ensuring that services are delivered and that participants are engaged, in ways that are likely to lead to positive outcomes.

Objective #2: Identify benchmarks to measure organizational and employee success, which will enable employees to know how their work contributes to the success of the Center.

## **Multi-Year Goal #4 – Enhance Efficiencies through Technology**

Objective #1: System integration: The ECC will research existing and future solutions that are designed to coexist on the same computer and, therefore, be displayed on the same monitor.

## **Multi-Year Goal #5 – Capital Improvements and Equipment Needs**

Objective #1: Systems replacement. This project will continue with replacement of equipment that has reached end-of-support by the manufacturer.

Objective #2: Review space needs plan.

## Multi-Year Planning Model

Consolidated ECC management, dispatch staff, Board members, and other stakeholders developed a streamlined and comprehensive 3-year Multi-Year Plan. Using feedback from staff members and various stakeholders, we will expand on, and use, several of the strategic goals for this plan. The Multi-Year Plan goals are as follows:

- Enhance Staffing & Workforce Development
- Enhance Partnerships
- Implement Process Improvements and Enhancements
- Enhance Efficiencies through Technology
- Capital Improvements and Equipment Needs

Objectives, strategies, and measurements support the Multi-Year Plan's Goals:

- Objectives:** Specific information to achieve the strategic direction, setting specific, measurable targets for each goal. The objectives may change over time.
- Strategies:** Specific activities to accomplish the stated objectives, breaking down the objectives into specific components.
- Measurements:** Specific measures to complete the strategies, which will aid management decision-making, enable the comparison of projects to facilitate financial or resource decisions.

The Consolidated Emergency Communications Center's Mission, Vision, and Values and Desired Behaviors Statements guide this Plan, geared to reflect the interests and well-being of the community and all stakeholders. It is also intended to ensure the ECC staff is well cared for and provided with all the resources available to achieve a positive result. The goals are meant to be broad in context and adaptable. This plan is designed to be a fluid document that will be reviewed annually but will be revised as needed to ensure the success of the Multi-Year Plan as a whole. A reevaluation of strategies may be needed following a review of progress. (*APCO CALEA 1.2.9e*)

## Multi-Year Goal #1 – Enhance Staffing & Workforce Development

Workforce Development is a continuous process. It is imperative that, as a Consolidated Emergency Communications Center, we grow and develop current and future employees. Our staff members will determine our success or failure. Areas that we must consider are training for the adult learner and education components that promote forward thinking, which brings about new and challenging perspectives to consider. Additionally, we must develop and offer skills-based training to ensure our personnel are prepared for the ever-changing environment in which they work. The combination of education and training, which centers on our core values and mission, will ensure that we recruit, hire, and retain the best employees. It is the Center's responsibility to create and implement a development process that educates and prepares personnel to accept the challenges they face and prepares them for leadership positions.



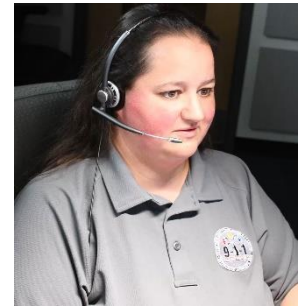
## Multi-Year Goal #2 – Enhance Partnerships

Enhancing Partnerships relies on developing innovative ways to make participation for a wide range of stakeholders possible in efforts toward providing excellent service. It is imperative that we encourage an active, organized, and informed public safety community and citizenry that will provide us insight into their needs related to 9-1-1 service provision. This allows us to be a more responsive organization that can effectively align services with customer expectations by continuously adapting and improving our operations. This requires open communication and collaboration with our stakeholders. Through this system of active engagement, we will cultivate ideas and solve common problems, which will in turn improve the quality of public safety provision for all whom we serve.



### **Multi-Year Goal #3: Implement Process Improvements and Enhancements**

Consistent with “Commitment” as a core value for Consolidated Dispatch, we must continually work toward improvement and enhancement of services provided. This will be done by development of systems to measure quality; transform data into useful information; increase information sharing; and by identifying and utilizing benchmarks, such as CALEA and IAED accreditation, to measure organizational success.



### **Multi-Year Goal #4: Enhance Efficiencies through Technology**



Effective and efficient use of technology is critical to providing the highest quality emergency communications for public safety provision. Accordingly, we must utilize technologies wisely, through leveraging existing technologies and maximizing their capabilities, while also implementing new technologies as well as researching emerging technologies for potential future enhancements. Additionally, standardization of technologies and system integration where feasible, will bring about greater efficiencies in operations.

### **Multi-Year Goal #5: Capital Improvements and Equipment Needs**

While focus on maintaining, supporting, and leveraging existing equipment and facilities is crucial, we must also be continuously engaged in various phases of research, planning and implementation of new and enhanced initiatives to meet the challenges we face as well as the evolving needs of our partner agencies and community. We are committed to effective and budget-optimizing planning toward meeting our ever-changing equipment and capital improvement needs.

**Goal 1 - Enhance Staffing & Workforce Development - In order to attract, retain and engage a diverse and effective ECC workforce, we must invest in our most valuable resource - our employees. It is critical that we make these investments in our people in order to achieve our mission.**

**Objective #1 - Optimize Personnel Allocation by allocating the right resources to tasks based on employees' skills and availability, while adhering to Center Procedures and User Agency Policy.**

Year	Strategies	Measurement	Quarter
2023	23 - 1.1.1 – Improve Crisis Workforce Management	1. Conduct agency-wide "Hot-Wash" after significant event(s) to identify areas that need improvement. Significant events such as Emmanuel 9, officer involved shootings and overexposure/desensitization to daily stressors of calls would be included in this  2. Utilizing internal staff i.e., peer support, as well as external resources available to staff	Q2
	23 – 1.1.2 – CTO Continuing Education and Development	1. Finalize Agency 360 Review 2. Continuing education for CTOs - Update CTO program, expand continuing education for CTOs, new mission statement and obtain more buy in from CTOs etc. 3. Schedule follow-up (quarterly CTO meetings etc.)	Q4
	23 - 1.1.3 Analyze and enhance training program, fast track pace with new agenda and program flexibility and stabilization.	1. Evaluate success of changes and stabilizing what has been determined to be effective. 2. Evaluate content but stabilize the structure of the program	Q4
	23 - 1.1.4 Continued development of staff's knowledge, leadership, planning and skills	1. Continue leadership training 2. Consider leadership programs for Succession Planning and Development	Q2
2024	24 - 1.1.5 Evaluate Flexible Schedules with staff that will maintain/enhance operational services.	1. Improved Service Level Metrics 2. Reduced attrition rate 3. Lowered absenteeism	Q2
	24 - 1.1.6 Create Internal Internship Program	Begin program with no less than two (2) employees by Q1 2024	Q1

**Consolidated Emergency Communications Center 2023 – 2025 Multi-Year Plan**

**Objective #2 - Employee Engagement - improving the employee experience leads to better engagement, productivity and better outcomes.**

<b>Year</b>	<b>Strategies</b>	<b>Measurement</b>	<b>Quarter</b>
<b>2023</b>	23 - 1.2.1 Pulse Surveys	Conduct Pulse surveys and obtain analysis of results	<b>Q2</b>
	23 - 1.2.2 Stay Interviews - After evaluating the data from the baseline PULSE survey, conduct stay interviews to gather more information from employees and help lower attrition	Track the attrition rate to see if changes were made based on the stay interviews to evaluate impact and effectiveness	<b>Q3</b>
	23 - 1.2.3 Change management structure in place to reduce change fatigue	Explore change management templates	<b>Q3</b>
<b>2024</b>	24 - 1.2.4 Continue efforts to support state and federal initiatives to have telecommunicators recognized as First Responders	<ol style="list-style-type: none"> <li>1. Attend state and/or federal meeting annually to support the reclassification of telecommunicators until the initiative is adopted in South Carolina</li> <li>2. Communicate with local partners to encourage support of telecommunicators reclassification in South Carolina</li> </ol>	<b>Q1</b>



**Objective #3 - Adapt Workforce Well-Being Initiatives to the changing environment and diverse needs of the ECC workforce.**

<p><b>2023</b></p>	<p>23 - 1.3.1 - Establish annual meetings between the Well-Being Coordinator, Director and Deputy Director</p>	<p>1. Evaluate the current Well-Being Program needs for the fitness center or Center. 2. Determine the number of Well Being activities and initiatives to be executed during the year</p>	<p>Q3</p>
	<p>23 - 1.3.2 Enhanced training and continued development of Peer Support Team</p>	<p>1. Quarterly assess required and recommended training for Peer Support Team members and ongoing development opportunities 2. Quarterly review reports from the Peer Support Coordinator on the number of people contacting Peer Support and the reasons</p>	<p>Q2</p>
<p><b>2024</b></p>	<p>24 - 1.3.3 Biannual review of hiring and retention</p>	<p>1. Impact of hiring process changes on time-to-hire and percentage of applicants moving through the hiring process 2. Evaluate the attrition rate based on changes impacting hiring and staffing</p>	<p>Q4</p>

**Objective #4 - Assess recruiting and hiring processes to recruit more qualified applicants and streamline the hiring process**

<p><b>2024</b></p>	<p><b>24 - 1.4.1 Improve Onboarding and the hiring process by incorporating research and testing software to include targeting skills and behaviors</b></p>	<p><b>Conduct Pulse surveys and obtain analysis of results</b></p>	<p><b>Q1</b></p>
	<p><b>24 - 1.4.2 Staffing Improvement Plan</b></p>	<p><b>1. Track the time-to-hire to determine if hiring process changes have positively impacted 2. Track the percentage of applications to hired applicants to see if hiring process changes increase the number of people hired</b></p>	<p><b>Q2</b></p>
	<p><b>24 - 1.4.3 Feed the recruiting pipeline</b></p>	<p><b>1. Create opportunities to bring in new recruits. 2. Reach out to communities that we have not been able to reach before 3. Build relationships via community outreach and educate the community on what we do and what we can do for them</b></p>	<p><b>Q1</b></p>
	<p><b>24 - 1.4.4 SLIP Program</b></p>	<p><b>1. Continue to develop SLIP program 2. Track the number of students who apply, that are hired and who successfully complete training</b></p>	<p><b>Q1</b></p>

**Goal 2 - Enhance Partnerships - Utilize the ECC's multi-stakeholder partnerships to mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of ensuring that the highest level of emergency services is provided to all citizens.**

**Objective #1 - Continue strengthening community partnerships, which will enhance the ECC's capacity for long-term cooperation and collaboration.**

Year	Strategies	Measurement	Quarter
2023	23 - 2.1.1 Establish new Intergovernmental Agreement (IGA) as an update to the original Consolidation IGA	1. Obtain input on draft IGA from the Consolidation Dispatch Board 2. Complete draft of new IGA with assistance of the County Legal staff	1. Q3 2. Q4
	23 - 2.1.2 Enhance the working relationship between 9-1-1 staff and our responders by requesting all User Agencies send their new first responders (EMS, Fire, LE) to shadow both Call Takers and Dispatchers	Increase in cooperative and collaborative responder partnerships and increased awareness on effective communications for both sides	Q1
2025	25 - 2.1.3 Maintain Partnership meeting	1. Hold two (2) Tri-County Leadership meetings each year 2. Hold four (4) Coastal Area Cooperative meetings each year	Q4
	25 - 2.1.4 Establish new IGA as an update to the original Consolidation IGA	1. Obtain execution of IGA by 50% as an update to the original Consolidation IGA 2. Obtain execution of IGA by remaining application jurisdictions and Charleston County Council	1. Q2 2. Q4

**Objective #2 - Continue strengthening government partnerships, which will enhance the CDC's capacity for long-term cooperation and collaboration.**

Year	Strategies	Measurement	Quarter
2024	24 - 2.2.1 Build out Coastal Area Cooperative ESInet	Increase in cooperative and collaborative efforts with our Coastal Cooperative partners to build out usage of the ESInet, beyond voice 1. Support partners migrating to voice 2. Identify future software integrations to enhance interoperability 3. Identify data usage constraints of identified software in Item #2. 4. Identify cost restraints for Item #3	Q4

**Objective #3 - Continue strengthening private partnerships, which will enhance the ECC's capacity for long-term cooperation and collaboration.**

Year	Strategies	Measurement	Quarter
2023	23 - 2.3.1 Strengthen Partnership Integration	Identify local, regional, and national partners that can enhance our 9-1-1 goals to strengthen our ability to receive, process, and dispatch calls for service  1. Partners must be able to provide services to enhance our goals 2. Partners must have "skin in the game"	Q4

**Goal 3 - Implement Process Improvements and Enhancements - Implementing process improvements and enhancements is critical for achieving success in the ever-changing emergency communications landscape.**

**Objective #1 - Improve Service Delivery - Ensuring that services are delivered, and that participants are engaged, in ways that are likely to lead to positive outcomes.**

Year	Strategies	Measurement	Quarter
2023	23 - 3.1.1 Develop and Implement options for effective routing/processing of non-emergent calls	1. Reducing the number of non-emergent calls, the number of calls that don't require a call for service 2. Reduce administrative call volume into the Center	Q4
	23 - 3.1.2 Utilize data available from next generation core services	Implement the data that could be useful in improving service delivery	Q2
	23 - 3.1.3 Implement AI based software to assist with call processing	1. Analyze software capabilities to reduce administrative call volume. 2. Review feasibility of identified software in Item 1 3. Review cost constraints 4. Perform pilot projects on identified solutions	Q4
2025	25 - 3.1.4 Strengthen Department of Mental Health (DMH) Program	1. Increase hours 2. Expand eligible problem natures 3. Analyze and compare current and historical data	Q1
	25 - 3.1.5 Evaluate Protocol System	Create and assessment tool to evaluate the current Protocol System versus other protocol vendors	Q2
	25 - 3.1.6 Enhance and strengthen remote call taking capabilities	1. Increase mobility of the ECC workforce while maintaining the integrity and security of data. 2. Identify technology to strengthen reliability and stability	Q3

**Objective #2 - Identify Benchmarks to Measure Organizational and Employee Success, which will enable employees to know how their work contributes to the success of the Center.**

2023	23 - 3.2.1 Review hiring requirements	Analyze performance and behavior of candidates hired in Q1 & Q2 2023 against candidates hired in 2022 to determine the effectiveness of suspending the polygraph examination	Q3
	23 - 3.2.2 Revise performance measures for employee evaluations	Complete the career ladders for departmental positions for HR review and recommendation	Q3
2024	24 - 3.2.3 Evaluate classroom training effectiveness	Increased retention of employees in the first year of employment	Q1
	24 – 3.2.4 Evaluate On the Job Training (OJT) effectiveness	Increased retention of employees in the first year of employment	Q1
	24 – 3.2.5 Expand and solidify responsibilities of Communications Specialists (HUB)	Measure effectiveness of use of signals and data	Q2

***Goal 4 - Enhance Efficiencies through Technology:***

**Objective #1 - System Integration – the ECC will research existing and future solutions that are designed to coexist on the same computer and, therefore, be displayed on the same monitor**

Year		Measurement	Quarter
2024	24 - 4.1.1 Implement CAD-to-CAD Services	1. Create CAD-to-CAD with Summerville PD 2. Create CAD- to-CAD with Berkley County SO 3. Create CAD-to-CAD with Coastal Cooperative	Q1



**Objective #2 – Implement tools for signals and data driven management practices**

<p><b>2024</b></p>	<p><b>24 - 4.2.1 Integrate signals and alarms in Alastar</b></p>	<p><b>Complete Additional Signal Integrations such as RapidSOS, TRAINFO, etc.</b></p>	<p><b>Q1</b></p>
	<p><b>24 - 4.2.2 Utilize open-source data to allow for better scene awareness during a response by collecting publicly available data prior to units arriving on-scene</b></p>	<p><b>Research the availability of an integrated tool or module built within an existing system used by the ECC that will gather and display current, relevant, and accurate social media content</b></p>	<p><b>Q1</b></p>

**Goal 5 - Capital Improvements and Equipment Needs**

**Objective #1 - System(s) Replacement:** This project will continue with replacement of equipment that has reached end-of-support by the manufacturer.

Year	Strategies	Measurement	Quarter
2023	23 – 5.1.1 Research 9-1-1 CPE replacement	Researching current system qualifications and create RFP if appropriate	Q2
	23 – 5.1.2 Research CAD replacement	Researching current system qualifications and create RFP if appropriate	Q2
	23 – 5.1.3 Research ESInet replacement	Researching current system qualifications and create RFP if appropriate	Q2

**Objective #2 - Review Space Needs Plan.**

<b>2023</b>	<b>23 - 5.2.1 Research modular building personnel configuration</b>	<b>Secure modular building</b>	<b>Q3</b>
	<b>23 - 5.2.2 Test backup PSAP processes</b>	<b>Test with backup PSAP alternatives to ensure operational and COOP effectiveness</b>	<b>Q2</b>
<b>2025</b>	<b>25 - 5.3.3 Replace Telecommunicator Consoles</b>	<b>Vendors to assess and purchase new consoles</b>	<b>Q4</b>

## Population and Workload Trends:

Based on the US Census Bureau's 2021 American Community Survey 1-Year Estimates, Charleston County's population is 413,054 with a median age of 39 years old. Charleston County's population has grown 1.9% from 2018-2021. During that time period, the County has grown an average of 1.5% per year, with the exception of 2020 where the population decreased 0.8%. That trend is expected to continue over the next three years.

The population over 65 increased from 12.9% to 17.4% from 2010-2021 with an increase of 1% between 2018 and 2021. The remaining age groups have remained approximately the same through the time period. In addition, post-COVID, Charleston continues to bring in 7 million tourists per year. In the coming year, high profile events and visitors may have an even larger impact on the area.

In 2022, the Center's total call volume was 818,574, of which 299,738 were 9-1-1 calls.

## Personnel Levels:

The number of Center FTE's is 173, of which 124 are assigned to the Operations Division.



## Projected 3-Year Needs for Facility, Equipment, Technology, Programs and Personnel:

### **Equipment:**

- Replace console furniture on 911 floor at ESB in FY25
- Renovate back up center and install new console furniture in FY24
- Copy machines are under service contracts and replaced as needed.
- Office chairs are replaced as needed. Communications center chairs are under a 5-year warranty and will be replaced as needed.
- Printers and fax machines are replaced as needed, with an anticipated replacement of 1 per year.
- Amplifiers and headsets are replaced as needed.

### **Technology:**

- Anticipated connectivity through ESInet with coordinating agencies to occur during FY24.
- CAD to CAD expected to begin in FY24
- Computer Aided Dispatch (CAD) upgrades and updates performed as recommended by vendor or as required for additional functionality. Potential RFP for a new CAD system in FY24.
- Begin to plan the refurbishment of the PSB to include new consoles, monitors, AV

### **Facility:**

- Work towards the expansion of remote facility capabilities due to the limited facility space.

## Acronyms:

APCO	Association of Public-Safety Communications Officials
CAD	Computer Aided Dispatch
CALEA	Commission on Accreditation for Law Enforcement Agencies
CDC	Charleston County Consolidated 9-1-1 Center
COOP	Continuity of Operations Plan
CTO	Communications Training Officer
EMS	Emergency Medical Services
ESI	Emergency Service Internetwork
FTE	Full-time Equivalent
IAED	National Academies of Emergency Dispatch
IGA	Interagency Governmental Agreement
LE	Law Enforcement
NENA	National Emergency Number Association
PSAP	Public Safety Answering Point
RFP	Request for Proposal
ESB	Emergency Services Building
PSB	Public Services Building
ECC	Emergency Communications Center

