

Charleston County Consolidated 9-1-1 Center Multi-Year Plan 2020 - 2022



Adopted by the Consolidated Dispatch Board on July 30, 2020 with
revisions accepted October 22, 2020

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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 9-1-1 Center

Charleston County Consolidated 9-1-1 Center

Values and Desired Behavior



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



April, 2020

A Few Words from Board Chairman, NCFD Chief Bulanow:

As Board Chairman, I would like to comment on this Multi-Year Plan which has been adopted by the Charleston County Consolidated Dispatch Board.

The first major Plan for the Consolidated 9-1-1 Center was developed following completion of the planned consolidation of 9-1-1 call-taking and emergency dispatching within Charleston County. Adopted by the Board in late 2014 for a five-year period, it recognized that the enormous planning efforts for consolidation were successful, and that agency cooperation and coordination had improved as a result. It 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 9-1-1 Center in meeting many diverse needs of our community.



This new streamlined multi-year plan capitalizes on lessons learned and utilizes today's trends. The CDC has a long-term commitment 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 from CDC management who meticulously sought input from all levels of staff. Thus, the contents, including the new Mission, Vision and Values Statements, represent aspirations from the core of the 9-1-1 Center, its employees.

While this Plan is geared toward providing a pathway for achievements through 2022, it will undergo yearly scheduled review and updates which will regularly extend the plan for an additional year. This allows 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 9-1-1 Center has a meaningful roadmap providing guidance, while allowing for evolution and constant change as we embark upon the challenges of the future.

Sincerely,

Chief Gregory Bulanow

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



It has been a blessing to be the Director of the Charleston County Consolidated 9-1-1 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 first ten 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 grew during our first ten years of consolidation from nine agencies dispatched to thirty agencies dispatched and continue to grow.

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
- Insurance Services Office (ISO)
 - o All ten points for communications

One of our greatest accomplishments during this time was not only the creation of the Charleston County Consolidated 9-1-1 Center Strategic Plan for 2015-2020, but also the actual completion of the objectives from that plan.

As a logical extension of our first Strategic Plan, I present to you our Charleston County Consolidated 9-1-1 Center Multi-Year Plan for 2020 – 2022.

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 9-1-1 Center

The Charleston County Consolidated 9-1-1 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 9-1-1 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 9-1-1 Center in meeting many diverse needs of our community.

In 2020, the Consolidated 9-1-1 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 9-1-1 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 9-1-1 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 9-1-1 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](#)
- [Lincolnvile 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 9-1-1 Center has established partnerships and/or shared technology with:

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

Successful 9-1-1 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 9-1-1 Center for successfully meeting all best practice standards of its Public Safety Communications Accreditation Program.

The Charleston County Consolidated 9-1-1 Center is only the 39th stand-alone 9-1-1 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 9-1-1 Center the APCO Training Program Certification.

The Charleston County Consolidated 9-1-1 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 9-1-1 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 9-1-1 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 9-1-1 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 9-1-1 Center as an Emergency Fire and Emergency Medical Dispatch Center of Excellence.

The Charleston County Consolidated 9-1-1 Center is only the 24th Emergency Fire Dispatch Center and the 171st 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 included the following:

Current Consolidated Dispatch Board Members:

Chief Gregory Bulanow, Chairman	North Charleston Fire Chief
Sheriff Al Cannon	Charleston County Sheriff
David Abrams	Charleston County EMS Director
Chief Carl Ritchie	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 Chris Seabolt	James Island PSD Fire Chief
Chief Charles Lamoreaux	St. Andrews PSD Fire Chief
Chief Chris Griffin	Sullivan's Island Police Chief
Dennis Bradford	United States Coast Guard (Non-Voting)

Others who made major contributions to this Plan:

Jim Lake	Consolidated 9-1-1 Center Director
Allyson Burrell	Consolidated 9-1-1 Center Deputy Director
Michael Ball	Consolidated 9-1-1 Center Technology Manager
Aaron Maciariello	Consolidated 9-1-1 Center Operations Manager
Sharon Martin	Consolidated 9-1-1 Center Support Services Manager
Suzanne Scott	Consolidated 9-1-1 Center Administrative Services Manager
Lori Lambert	Consolidated 9-1-1 Center Project Coordinator
Maria Rapchick	Consolidated 9-1-1 Center Human Resources Manager
Billy Ferguson	Consolidated 9-1-1 Technology Supervisor
Matt Hibler	Consolidated 9-1-1 CAD Supervisor

Additional Consolidated 9-1-1 Center staff members also provided input.

Consolidated 9-1-1 Dispatch Multi-Year Goals & Objectives

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

- 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.
- 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 CDC workforce.

Multi-Year Goal #2 – Enhance Partnerships

- Objective #1: Continue strengthening community partnerships, which will enhance the CDC'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: Utilize Artificial Intelligence to enhance training.
- Objective #2: System integration: The CDC will research existing and future solutions that are designed to coexist on the same computer and, therefore, be displayed on the same monitor.
- Objective #3: Implement data driven management practices.

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 9-1-1 management, dispatch staff, Board members, and other stakeholders opted for a more streamlined and comprehensive 3-year Multi-Year Plan. The new Plan's Goals and Objectives are built on the foundation that the previous 5-year plan provided. Using feedback from staff members and various stakeholders, we will expand on, and use, several of the original 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, measureable 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 9-1-1 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 CDC staff is well cared for and provided with all the resources available to achieve a positive results. 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 insure 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 Dispatch 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.



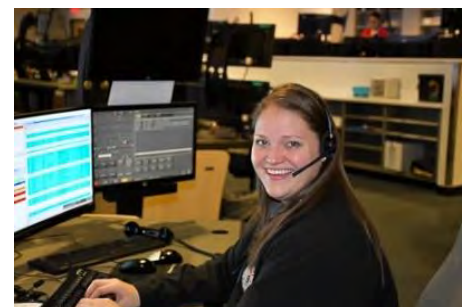
Multi-Year Goal #2 – Enhance Partnerships

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.

Consolidated 9-1-1 Dispatch Center 2020 – 2022 Multi-Year Plan

Goal 1 - Enhance Staffing & Workforce Development - In order to attract, retain and engage a diverse and effective CDC 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
2020	20 - 1.1.1 - Transition City of Charleston Parking Enforcement dispatching back to City of Charleston through cooperation with the City's Department of Traffic and Transportation	Develop an intergovernmental agreement that will address the cooperative transition of this service back to the City of Charleston over a period of approximately two years.	Q3
	20 - 1.1.2 – Employ Communications Specialist	Determine the staffing level in which we can move forward with posting/filling the Communications Specialist positions.	Q4
	20 – 1.1.3 – Improve Crisis Workforce Management	Conduct agency-wide “Hot-Wash” after significant event to identify areas that need improvement.	Q4
2021	21 - 1.1.1 - Retrain CTOs	Provide adult learner specific training to all of the CTOs.	Q3
	21 – 1.1.2 – Restructure CDC Webpage	Restructure Webpage and include components of the CDC Recruitment Plan, to target recruiting goals.	Q3
	21 - 1.1.3 - Modify Training Program	Evaluate success of changes to the Training program by surveying the trainees and the CTOs; improvement will be measured by increased overall evaluation scores	Q4
2022	22 – 1.1.1– Feed the Recruiting Pipeline	Coordinate and work with educational institutions	Q1
	22 – 1.1.2 – Improve Supervisor’s leadership and planning knowledge and skills	Continue Leadership training. <i>(budget dependent)</i>	Q2
	22 - 1.1.3 – Align CTO Compensation with duties and responsibilities	Re-evaluate CTO compensation as it pertains to increased duties and responsibilities.	Q3
	22 - 1.1.4 - Evaluate Flexible Schedules with staff that will maintain/enhance operational services	Measure the success of the schedule by: 1. Service Level Metrics 2. Reduced attrition rate 3. Lowered absenteeism	Q4

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

Year	Strategies	Measurement	Quarter
2020	20 - 1.2.1 - Enhance Workforce Optimization	Utilize WFO Plan to create actionable items that will lead to a 5% decrease in employee attrition by end of 2020.	Q2
	20 - 1.2.2 - Improve Onboarding and the hiring process by incorporating research and testing software to include targeted skills and behavior	Track performance and behavior of employees to measure against their pre-hire assessments in order to determine hiring successes.	Q4
2021	21 – 1.2.1 – Implement steps to have telecommunicators recognized as First Responders	Obtain data to support this approach and align with other agencies/associates to promote legislative change.	Q4
	21 – 1.2.2 – Continue execution of a strength-based Leadership Plan	<ol style="list-style-type: none"> 1. Provide strength-based leadership training 2. Continue self-assessments. 3. Consider leadership programs for Succession Planning and Development. 	Q3
	21 – 1.2.3 – Increase transparency with staff regarding the status of projects, commitments and employee suggestions	<ol style="list-style-type: none"> 1. Re-implement newsletter production. This is an opportunity to inform staff of upcoming events/initiatives. 2. Provide synopsis of projects and departmental updates to staff on quarterly basis. 	Q3
	21 - 1.2.4 – Change management structure in place to reduce change fatigue	Explore change management templates	Q1
2022	22 - 1.2.1 – Evaluate Contact Framework	Network with staff to see what gaps exist in communications, training, and hiring.	Q1

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

2020	20 - 1.3.1 - Establish annual meeting between the Well-Being Coordinator, Director and Deputy Director	Evaluate the current Well-Being program and assess new equipment needs for the fitness center or Center. Determine the number of Well Being activities and initiatives to be executed during the year.	Q2
2021	21 - 1.3.1 – Focus on Work-Life Balance	<ol style="list-style-type: none"> 1. Identify daycare opportunities close by 2. Explore remote work opportunities for Floor and Shift Supervisors to work one day per week from home. This could possibly reduce overtime and allow for better use of time. 	Q3

Goal 2 - Enhance Partnerships - Utilize the CDC'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 are provided to all citizens.

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

Year	Strategies	Measurement	Quarter
2020	20 - 2.1.1 - Maintain partnership meetings	1. Hold two (2) Tri-County Leadership meetings each year. 2. Hold two (2) Coastal Area Cooperative meetings each year.	Q4
	20 - 2.1.2 - Establish new Intergovernmental Agreement (IGA) as an update to the original Consolidation IGA	Complete Draft of new IGA with the assistance of County Legal Staff	Q4
	20 - 2.1.3 - 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.	Q4
2021	21 - 2.1.1 - Expand and enhance shared services	Increase in information sharing and situational awareness.	Q3
	21 - 2.1.2 - Establish new IGA as an update to the original Consolidation IGA	Obtain input on Draft IGA from the Consolidated Dispatch Board	Q1
		Obtain execution of IGA by 50% of applicable jurisdictions	Q3
		Obtain execution of IGA by remaining applicable jurisdictions and Charleston County Council	Q4
2022	22 - 2.1.1 – Build Out Coastal Area Cooperative ESInet	Connect five (5) original counties connected via ESInet.	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
2020	20 - 3.1.1 – Establish Department of Mental Health (DMH) Counselor in the Center	Decrease time on select Mental Health calls.	Q2
	20 – 3.1.2 – Implement two or more differential call handling call source types.	1. Establish Recorded Announcement on 911 line so callers receive quick call pick-up along with assurance that a CT will pick up momentarily. 2. Establish DMH Program (where experienced Counselors take designated 911 calls) to improve service to 9-1-1 callers and better utilize resources.	Q3
2021	21 - 3.1.1 - Utilize data available from next generation core services	Identify the data that could be useful in improving service delivery	Q3
	21 - 3.1.2 – Evaluate Protocol System	Create an assessment tool to evaluate the current Protocol System versus other protocol vendors.	Q3
2022	22 - 3.1.1 - Evaluate Process Automation (Artificial Intelligence)	Increase in Service Level Metrics and decrease call processing times.	Q2
	22 - 3.1.2 - Create a multi-Location Workforce	Increase mobility of the CDC workforce while maintaining the integrity and security of data	Q4

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.

2020	20 - 3.2.1 - Review the hiring requirements by the CDC Board	Decrease the number of candidates who may be disqualified because of outdated hiring requirements	Q3
	20 - 3.2.2 - Revise performance measures for employee evaluations	Ensure performance evaluations fall within a natural bell curve	Q4
2021	21 - 3.2.1 - Evaluate training content and delivery methods	1. Increased retention of employees in the first year of employment 2. Identify training formats for enhanced adult learning.	Q2
	21 - 3.2.2 - Develop measures for multi-location workforce	1. Decreased absenteeism 2. Increased productivity 3. Increased retention	Q4
2022	22 - 3.2.1 - Determine the effectiveness of the Communications Specialist program	Measure effectiveness of use of data available from next generation core services.	Q3

Goal 4 - Enhance Efficiencies through Technology:**Objective #1 - Utilize Artificial Intelligence to Enhance Training.**

Year	Strategies	Measurement	Quarter
2020	20 - 4.1.1 - Test and review Artificial Intelligence and Virtual Reality for GIS Training	Review and purchase an appropriate VR solution. Research AI offerings in the training space to identify potentially helpful solutions.	Q1
	20 - 4.1.2 – Utilize Artificial Intelligence for Scenario Training	Monitor IBM Watson progress and attempt implementation of advances in caller impersonation to alleviate workforce constraints during scenario training.	Q3

Objective #2 - System Integration: The CDC will research existing and future solutions that are designed to coexist on the same computer and, therefore, be displayed on the same monitor.

2021	21 - 4.2.1 – Implement Summerville CAD-to-CAD	Create a CAD interface between RapidDeploy and Summerville PD, in order to view active units, at a minimum, with full functionality between CAD desired.	Q2
	21 - 4.2.2 - Integrate 3SI, cameras and tracking into Rapid Deploy	Continue to follow the ability of tracking devices (such as 3SI) to view from within RapidDeploy CAD thru a REST services or other web-based protocol and integrate as needed.	Q3
2022	22 - 4.2.1 – Implement Berkeley CAD-to-CAD	Create a CAD interface between RapidDeploy and Berkeley County, if they continue with Southern Software CAD, in order to view active units, at a minimum, with full functionality between CAD desired.	Q4
	22 - 4.2.2 – Utilize First Net application through Rapid Deploy	Ensure a module is available for messaging across the FirstNet network from within RapidDeploy rather than a separate program having to be monitored.	Q4

Consolidated 9-1-1 Dispatch Center 2020 – 2022 Multi-Year Plan

Objective #3 - Implement Data Driven Management practices.

Year	Strategies	Measurement	Quarter
2021	21 - 4.3.1 – Integrate Internet data	Continue to research solutions for data across the internet for CAD integration with alarm companies, as well as the Internet of Things (IoT) and medical devices that would reduce the CDC's voice call volume, which would provide a faster response	Q2
2022	22 - 4.3.1 – Locate a Distributed Search Engine, which will allow for better scene awareness during a response by collecting publicly available data prior to units arriving on-scene	Research the availability of an integrated tool or module built within an existing system used by the CDC that will gather and display current, relevant, and accurate social media content.	Q2

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
2020	20 - 5.1.1 – Purchase and implement 9-1-1 CPE	Installation of equipment with successful migration of 9-1-1 calls to new system.	Q2
	20 - 5.1.2 – Purchase and implement VM Ware Suite 2	Installation of equipment with successful migration of virtual servers.	Q4
2021	21 - 5.1.1 – Purchase and implement AVTEC Systems	Installation of equipment with successful integration of multiple PC displays.	Q4
	21 - 5.1.2 – Purchase and implement ESI Net	Receipt of Session Initiated Protocol (SIP) 9-1-1 calls across the Internet Protocol-based network path.	Q2

Objective #2 - Review Space Needs Plan.

2020	20 - 5.2.1 - Establish Modular building personnel configuration	Identify Administrative personnel who can work in the modular building.	Q1
	20 - 5.2.2 - Determine need for Telecommunicator console repositioning	Collaborate with vendor to assess new console configuration.	Q4
2021	21 - 5.2.1 – Utilize modular building to assist with Administrative personnel overflow	Erect modular building and implement staffing plan.	Q1
2022	22 - 5.2.1 - Continue development of Master Building Plan	Create/enhance Master Building Plan with partners to include a review and implementation schedule.	Q4
	22 - 5.2.2 - Determine backup PSAP functionality	Identify backup PSAP alternatives to ensure operational and COOP effectiveness.	Q4

Population and Workload Trends:

According to South Carolina Population Statistics, Charleston County's population was 405,905 in 2018, which is a 9.19% increase from 2013. According to new census estimates, the Charleston County Tri-County Area was the 12th fastest-growing metro area in the United States. Charleston is a popular tourist destination, and according to figures from the College of Charleston, visitors to the area exceeded 7.2 million in 2018.

Assuming an annual growth rate of 1.7%, Charleston County can reasonably expect a 2020 population of 425,000. This population growth will stimulate housing demand in Charleston County, which incorporates expansion into undeveloped land within municipalities and unincorporated places within the County.

With the increase in population, 9-1-1 calls and public safety calls-for-service are expected to gradually increase as well.

- The gradual increase can be misleading, showing relatively flat increases and changes year-to-year, yet large changes when viewed across multiple years.
- The elderly population is expected to increase at a disproportionately higher rate than other demographic elements of the population. Therefore, the Department expects an increase in medical calls-for-service.

In 2019, the Center's total call volume was 911,899, of which 329,607 were 9-1-1 calls.

Personnel Levels:

The number of Center FTE's is 170, of which 135 are assigned to the Operations Division.

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

Equipment:

- No anticipated need for improvements to the current office equipment, which includes desks, 9-1-1 consoles, file cabinets and storage cabinets.
- 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:

- Software upgrades and updates, to include ProQA. This includes any costs associated with upgrades and updates, which may require additional training and/or equipment. No anticipated change to current software used.
- CAD workstations (x30) and monitors (x90) are budgeted for replacement in FY21 at the backup dispatch center (PSB).
- Administrative staff desktops, workstations, and laptops are being refreshed in 2020, including supporting capability of offsite users with remote access.
- Computer Aided Dispatch (CAD) upgrades and updates performed as recommended by vendor or as required for additional functionality. Migration to new CAD vendor in February 2021.
- 9-1-1 telephony system replacement is currently (March/April 2020) undergoing final implementation. This replacement supports NG911/NENA i3 protocols and technologies.
- Anticipated installation of the INdigital Emergency Services IP Network (ESInet) to occur during 2021.
- Anticipated connectivity through ESInet with coordinating agencies to occur during FY22.

Acronyms:

APCO	Association of Public-Safety Communications Officials
CAAS	Commission on Accreditation of Ambulance Services
CAD	Computer Aided Dispatch
CALEA	Commission on Accreditation for Law Enforcement Agencies
CDC	Charleston County Consolidated 9-1-1 Center
CFAI	Commission on Fire Accreditation International
COOP	Continuity of Operations Plan
EMS	Emergency Medical Services
EPD	Emergency Police Dispatch
ESI	Emergency Service Internetwork
FTE	Full-time Equivalent
FY	Fiscal Year
IAED	National Academies of Emergency Dispatch
IGA	Interagency Governmental Agreement
ISO	Insurance Services Organization
IT	Information Technology
NENA	National Emergency Number Association
NG	Next-Generation (as in NG9-1-1)
DMS	Document Management System (as in PowerDMS)
PSA	Public Service Announcement
PSAP	Public Safety Answering Point
RFP	Request for Proposal
SWOT	Strengths, Weaknesses, Opportunities, and Threats