

FY12

PSAP GRANT PROGRAM APPLICATION



VIRGINIA INFORMATION
TECHNOLOGIES AGENCY
Integrated Services Division
FY12



FY12 PSAP GRANT PROGRAM APPLICATION

HOW TO APPLY/DEADLINE

The grant application will be available and accessible from VITA's Integrated Services Program's website (<http://www.vita.virginia.gov/isp/>). Upon completion of the application, it is to be submitted to the PSAP Grant Manager, Lisa Nicholson, at lisa.nicholson@vita.virginia.gov. Any supporting documentation must also be submitted along with the application.

After submission, the PSAP Grant Manager will assign a Grant ID and send an e-mail notification to the project contact e-mail address listed on the application received.

All funding requests must be submitted using the grant application. In addition to the grant application reference manual, technical assistance is available from VITA's Public Safety Communications (PSC) staff throughout the grant process. The FY12 PSAP Grant Application Cycle deadline is December 22, 2010 at 11:59 pm.



FY12 PSAP GRANT APPLICATION

PROJECT TITLE

**Improving the Recruitment, Training and Retention Efforts of Arlington County
Emergency Communications Center (ECC)**

GRANT APPLICANT PROFILE/PROJECT CONTACT

PSAP/HOST PSAP NAME: Arlington County Emergency Communications Center (ECC)

CONTACT TITLE: Management and Budget Specialist

CONTACT FIRST NAME: Jeffrey

CONTACT LAST NAME: Bergin

ADDRESS 1: 1425 North Courthouse Road

ADDRESS 2: 7th Floor

CITY: Arlington

ZIP CODE: 22201

CONTACT EMAIL: jbergin@arlingtonva.us

CONTACT PHONE NUMBER: 703-228-7939

CONTACT MOBILE NUMBER: 703-568-1419

CONTACT FAX NUMBER: 703-228-3667

REGIONAL COORDINATOR: Chris Hardesty

HOST PSAP AND PARTICIPATING PSAPS/LOCALITIES

Arlington County

GRANT TYPE

Individual PSAP

Regional Initiative



Consolidation

Secondary Consolidation

GRANT PROGRAM TYPE

Wireless E-911 PSAP Education Program

Continuity and Consolidation

Enhancement

TIER

Out of Service

Non-Vendor Supported

Technically Outdated

Strengthen

Not Applicable

PROJECT FOCUS OTHER

If "Other" selected, please specify: Recruitment, Retention and Training

FINANCIAL DATA

Amount Requested: \$ 63,740

Total Project Cost: \$ 63,740



STATEMENT OF NEED

This statement should reference the relationship to the current funding priorities established by the Grant Committee and include evidence of any financial need. Additional items to discuss that referenced need should include: impact on operational services; consequences of not receiving funding; inclusion of project in a long-term or a strategic plan; and local sustainability:

In the past 3 fiscal years, Arlington County has had to cut back on training and professional development dollars County-wide. In the ECC, this lack of professional development funding has also contributed to high turnover rates of PSAP Personnel. As part of a long-term strategy, Arlington ECC has focused on lowering those turnover rates, keeping PSAP personnel with the County for a longer tenure, and developing the next generation of managers. This will have a positive impact on the operations of the ECC.

Describe how the grant will be maintained and supported in the future, if applicable.

Arlington ECC feels the one-time training dollars provided by this grant will be well served by focusing on management training to assist in our succession planning in the center. As more employees focus on retirement, these funds will allow the ECC to grow the next wave of management, and to allow the center to become more sustainable.

With the demonstration that training and professional development funding can positively impact the goals of the center and lead to better recruitment and retention statistics, ECC will possibly seek long-term base budget funding for these activities; however those proposals and recommendations will be made in coordination with the County's Department of Management and Finance and will be dependent on guidance provided by the County Board for budget development.



COMPREHENSIVE PROJECT DESCRIPTION

FOR WIRELESS E-911 PSAP EDUCATION PROGRAM GRANT REQUESTS:

Describe how the education/training is 9-1-1/public safety communications specific and how this will benefit E-911 and the employee(s) and/or PSAP.

Not applicable to this submission

FOR CONTINUITY AND CONSOLIDATION OR ENHANCEMENT PROJECTS:

Provide a thorough, concise, and complete description of the project, including an outline of the goals and objectives, implementation strategy, and a work plan.

See attachment #1 for full work plan, goals and objectives, implementation strategy



FOR CONTINUITY AND CONSOLIDATION OR ENHANCEMENT PROJECTS:

PROJECT TIMELINE – Select each applicable phase of the project and indicate the estimated completion date. Sample activities for each phase can be found in the PSAP Grant Program Guidelines as well as on the addendum to this form. – **TIMELINE INCLUDED IN ATTACHMENT**

PROJECT PHASE	ESTIMATED COMPLETION DATE
<input type="checkbox"/> INITIATION (Project approved by appropriate stakeholders)	XX / XX / XX
<input type="checkbox"/> DESIGN/PLANNING (Project, system, or solution requirements are developed)	XX / XX / XX
<input type="checkbox"/> ACQUISITION (Selected system or solution is procured)	XX / XX / XX
<input type="checkbox"/> IMPLEMENTATION (Selected system or solution is configured and installed)	XX / XX / XX
<input type="checkbox"/> TESTING/COMPLETION (Selected system or solution is tested and put in production)	XX / XX / XX

Identify the longevity or sustainability of the project.

This project has been developed to cover the period beginning in July 2011 through June of 2012 (Arlington County FY 2012). The long-term sustainability of this project is dependent on base budget funding, for which no funding is available at current time. The project will be evaluated throughout the process and any subsequent requests for funding will be included in future budgets.



Describe how this project supports the Virginia Statewide E-911 Strategic Comprehensive Plan.

This proposal supports Initiative #3, Implementing Recruitment and Retention Program and its corresponding outcomes of developing outreach materials and hiring new employees for the center. Positive outcomes and activities gleaned from this project will be shared throughout the Northern Virginia region as best practices.

REGIONAL INITIATIVE (if applicable)

The relationship of the initiative to the participating PSAPs:
Not applicable to this submission

Intended collaborative efforts:
Not applicable to this submission.



Resource sharing:

Not applicable to this submission

How does the initiative impacts the operational or strategic plans of the participating agencies:

Not applicable to this submission

CONSOLIDATION (Primary or Secondary) - (if applicable)

How would a consolidation take place and provide improved service:

Not applicable to this submission



How should it be organized and staffed:

Not applicable to this submission

What services should it perform:

Not applicable to this submission

How should policies be made and changed:

Not applicable to this submission

How should it be funded:

Not applicable to this submission



What communication changes or improvements should be made in order to better support operations:

Not applicable to this submission

BUDGET AND BUDGET NARRATIVE

List the planned expenditures to be made with grant funds. (NOTE: In lieu of a line item breakdown, an itemized cost schedule or detailed vendor prepared quote may be submitted as an attachment.) Briefly explain the reason for each requested budget item and provide the basis for its cost:

Please see attachment #1 included in this package.

EVALUATION



How will the project be evaluated and measured for achievement and success:

As an outcome of the efforts, Arlington will evaluate the turnover rate of the ECT positions prior to the increased training opportunities and after, as well as evaluate the average years of service in the ECC each year, with the belief that with more management opportunities and increased trainings for advanced skills and competencies, that the average tenure in the workforce will increase. With metrics of decreased turnover and increased years of service, Arlington will have an experienced, nimble workforce on each shift.

There will also be measures of outputs as well, tracking the progress towards these goals of increased retention. Arlington will be evaluating what was learned at each training opportunity to ensure that it is being applied on a daily basis. By evaluating our outputs, we will be able to communicate how we are progressing toward our goals.

Since a large part of this success is around recruitment, Arlington will target areas that have been underserved in the field, and will report on whether we have found good candidates to come out of different professional backgrounds.



FINANCIAL AND PROGRAMMATIC REPORT

PROJECT PHASES

SAMPLE ACTIVITIES

PHASE

SAMPLE ACTIVITIES

INITIATION

(Project approved by appropriate stakeholders)

- Project concept is documented
- Local Board or governing authority approval or endorsement is received
- PSAP grant application is filed
- Local budgets are obtained
- Appropriated grant funds are approved
- Budgetary estimates are obtained

DESIGN/PLANNING

(Project, system, or solution requirements are developed)

- Requirements are documented
- Components to be purchased are identified
- General design is documented

ACQUISITION

(Selected system or solution is procured)

- RFP (or other bid related processes) are drafted
- Proposals are evaluated
- Contract is signed
- Purchase orders are issued
- Quotes are obtained/grant funds draw down

IMPLEMENTATION

(Selected system or solution is configured and installed)

- Purchased components are delivered and installed
- Training is performed

TESTING/COMPLETION

(Selected system or solution is tested and put in production)

- Performance of system/solution is validated
- System/solution goes "live"

Improving the Recruitment, Training and Retention Efforts of Arlington County Emergency Communications Center (ECC)

Attachment Includes:

- **Goals for Project**
- **Alignment to Virginia Statewide E-911 Strategic Comprehensive Plan**
- **Initiatives Supported by Proposed Grant Funding**
- **Work Plan**
- **Budget Narrative and Costs**

Goals for Recruitment, Training and Retention

1. Recruitment to local universities and professional colleges (Strayer, Everest, Northern Virginia Community College)
2. Outreach to professional organizations and associated publications (APCO, NENA, Dispatch Monthly)
3. Outreach to local military establishments and underserved demographic areas
4. Career Development and Succession Planning for tenured employees by offering management and supervisory training opportunities
5. Expand ECC training program to include more opportunities for new employees as well as developing a more comprehensive "train the trainer" program which will allow for a more robust internal training program.

Alignment to Virginia Statewide E-911 Strategic Comprehensive Plan

1. Initiative #3: Implement Recruitment and Retention Program

Initiatives Supported by Proposed Grant Funding

1. Prepare outreach and recruitment literature to include a promotional video highlighting "Why You Should Work in Arlington ECC"
 2. Hire Part-time Trainer to assist in expanding the training opportunities and the train the trainer program
 3. Identify core training courses needed for career advancements (see attached list)
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4. RECRUITMENT, TRAINING, RETENTION WORK PLAN June 2011 – June 2012

***Yellow Highlight indicates activities funded by grant dollars**

JUNE/JULY-2011

- ECT job announcement (County HR) to include outreach to military establishments, local universities and professional colleges
- ECT position interviews, (background check, polygraph, physical)
- Northern Virginia Criminal Justice Academy Basic Dispatch School Course
- Begin the expansion of the train the trainer program through use of part-time trainer
- Professional Development Training Opportunities (on-going monthly)

AUGUST/SEPTEMBER -2011

- ECC Orientation
- ECC CAD/VESTA Operations
- ECC Customer Service
- ECC Call take Training
- ECC Introduction to Teletype
- Professional Development Training Opportunities (on-going monthly)

OCTOBER-2011

- Northern Virginia Criminal Justice Academy Basic Dispatch Course
- EMD/CPR Certification Course
- ECC Call take Training
- Professional Development Training Opportunities (on-going monthly)
- Development of promotional video highlighting job opportunities in Arlington ECC to be used for November recruitment.

NOVEMBER-2011

- ECT job announcement (County HR) to include outreach to military establishments, local universities and professional colleges
-

- ECT position interviews, (background check, polygraph, physical)
- Professional Development Training Opportunities (on-going monthly)

DECEMBER/JANUARY-2011/2012

- ECC Orientation
- ECC CAD/VESTA Operations
- ECC Customer Service
- ECC Introduction to Teletype
- Northern Virginia Criminal Justice Academy Basic Dispatch Course
- Professional Development Training Opportunities (on-going monthly)

FEBRUARY/MARCH-2012

- ECC Call take Training
- EMD/CPR Certification Course
- Professional Development Training Opportunities (on-going monthly)

APRIL-2012

- Professional Development Training Opportunities (on-going monthly)

MAY-2012

- Professional Development Training Opportunities (on-going monthly)

JUNE-2012

- Professional Development Training Opportunities (on-going monthly)
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Proposed Budget and Budget Narrative for Project

The costs associated with this project are focused primarily on the outreach to new employees using methods and tools that have not been utilized; the training of the new employees through the use of a part-time trainer as a way to maximize opportunities and to flesh out the train the trainer program; and the career development of future supervisors and management staff to ensure that the ECC does not suffer a "brain drain" when current supervisory staff retires.

These three areas of focus will help ECC achieve the goals set out in this document. The funding breakdown for these three areas are:

	Cost
Professional Development Training	39,100.00
Recruitment Literature and Video (in partnership with Arlington County School Career Center)	8,000.00
Part Time Trainer (\$32 hour for a total not to exceed 520 hours)	16,640.00
subtotal	63,740.00

Course Title	Cost Per Course
Dealing Effectively with Unacceptable Employee Behavior	149.00
Coaching and Teambuilding Skills for Supervisors	199.00
How to Become a Better Communicator	149.00
How to Excel at Managing and Supervising People	299.00
The Essentials of Communicating with Diplomacy and Professionalism	299.00
Progressive Supervision	129.00
Communications Center Supervisor	349.00
Disaster Operations and Communications Center	199.00
Management and Leadership Skills for New Supervisors	399.00
Criticism and Discipline Skills for Managers and Supervisors	249.00
The Extraordinary Leader	2,950.00
Coaching and Mentoring for Excellence	3,750.00
Facilitation Skills for Leaders	3,550.00
Hiring Reform for Managers	2,500.00
Managing Multiple Projects, Objectives and Deadlines	199.00

Course Title	Cost Per Course
Excelling as a Highly Effective Team Leader	399.00
The Complete Managers Course	249.00
Leadership Development and Teambuilding	199.00
Customer Service - Targeting Excellence	60.00
Ethics for Public Safety Communications Supervisors	199.00
Conquering Difficult Conversations: Managing Conflict	295.00
Ready Response Manager Training: Diversity and Discrimination	245.00
Ready Response Manager Training: Violence in the Workplace	245.00
Ready Response Manager Training: Sexual Harrassment	245.00
Workplace Stress	495.00
Motivating Employees	995.00
Interpersonal Skills	995.00
Generation Gaps in the Workforce	995.00
Leadership and Influence	995.00
Managing Performance Every Day: Beyond Appraisal	999.00
Emotional Intelligence: The Keys to Working More Effectively With Others	248.00
How to Manage Emotions in the Workplace	248.00
How to Overcome Disruptive Work Style Differences	248.00
Making the Transition from Staff to Supervisor	99.00
Professional Communication: What Message Are You Sending?	149.00
The Ultimate Supervisor	129.00
APCO Conference and Related Educational Courses	5,000.00
NENA Conference and Related Educational Courses	5,000.00
ECC Communication System Technology Training (Phone Systems, CAD Systems, Video Systems, Radio Enchancements, etc)	5,000.00
TOTAL COST OF TRAINING	39,100.00

Recruitment Literature and Outreach Video – The purpose of the outreach video is to try and reach out to underserved areas in terms of recruiting future PSAP Professional Staff. The Arlington County Police Department created a promotional recruiting video, and found the process and results to be very positive. The video allowed them to focus on the images that often cannot be communicated in a job announcement. ECC feels that a promotional video would do very well to communicate what “A Day in the ECC” would be like for those who are interested. Also, with the video, ECC staff can post to the County’s website and YouTube Channels to maximize viewership.

Arlington Police Department created this video for \$5,000 by working with the Arlington Public Schools Career Center, which works with students. The cost spent related to the cost of equipment and represents a great deal for the County.

The Part-Time trainer is slated to work no more than 520 hours at \$32 per hour, and they would deliver training to our newly hired staff. This trainer is a recently retired ECC employee with over 30 years of service and would serve as a tremendous asset to our training program. Part of the challenge in retention is making sure that new hires can move through the training at an acceptable pace and be able to advance in their career. As a result of this new hire, the trainer would help with our “train the trainer program” as well as serve as an extra trainer so that we can expedite classes, grow our program, and ensure that staff have the training they need to be successful.
