

City of Rochester - County of Monroe
Emergency Communications Department

2003 Annual Report.

John M. Merklinger – Director

www.911rochester.com

Mission Statement

*The Emergency Communications Department serves as the vital link between the citizens and public safety agencies of
The City of Rochester
and the County of Monroe.*

*We strive to collect and disseminate all requests for service
in a
prompt, courteous, and efficient manner for all our
customers*

*Through our actions, we help save lives, protect property
and
assist the public in their time of need.*

Agency Description

The Emergency Communications Department is located at 321 West Main Street in the City of Rochester, NY. It is the municipal agency responsible for the operation, staffing and supervision of all personnel, and emergency communications between the PSAP (Public Safety Answering Point) of the Greater Rochester and Monroe County area, and all of their public safety agencies. Rochester is nestled between Syracuse and Buffalo in historic western New York. It has the unique advantage of having been developed on the shores of Lake Ontario and the Genesee River. The Erie Canal and the New York State Thruway (I-90) both pass through Monroe County bringing commerce and travelers from the East and West. Rochester, NY is the home to the corporate headquarters of the Eastman Kodak Company, Xerox; the Document Company and Bausch & Lomb, Inc., to name a few.

The ECD interfaces with all eighty public safety agencies in Monroe County. They include eleven police departments, forty-one fire departments and twenty-eight EMS agencies, generating over 1.2 million requests for service annually. Our mission statement describes our operation succinctly; “The Emergency Communications Department serves as the vital link between the citizens and the public safety agencies of the City of Rochester and the County of Monroe. We strive to collect and disseminate all

requests for service in a prompt, courteous and efficient manner for all of our customers. Through our actions, we help save lives, protect property and assist the public in their time of need.” This “vital link” provides enhanced 911 (E911) services to over 735,300 residents living within the 673 square miles of Monroe County. The agency is comprised of an all-civilian staff including thirty-seven Telecommunicators, 108 Public Safety Dispatchers, twelve Shift Supervisors, three Operations Managers, and a Training Division, Quality Improvement Unit, administrative staff, Deputy Director and Director. All members of this team share in the Customer Service responsibilities of the ECD. The 911 Center utilizes up-to-date computer technology to serve the public and its user agencies. From the CML Technologies touch screen telephones to Planning Research Corporation’s (PRC) Computer Aided Dispatch system; our personnel have some of the finest equipment available at their fingertips. When a call is received on the CML phones, the TCC can transfer the Automatic Number Information/Automatic Location Information (ANI/ALI) directly to the CAD terminal by pressing a single function key. Upon entering a police event or incident, it is routed directly to the in-house police dispatch terminal for dispatching. The Police dispatcher is then able to forward the event to the Mobile Data Terminals (MDT) located in every police car in the County. For a Fire/EMS incident, the event will be simultaneously sent to the Fire/EMS in-house dispatch terminal, and the Fixed Data Terminal (FDT) located at all Firehouses/EMS Stations in the County. At the same time, the Alphanumeric Paging System will activate a group page for the responding agency with all relevant information of the incident. As improvements in technology appear on the forefront, our Center is there to embrace them, and provide the best possible service possible. Wireless or Cellular customers are no different. The advancements we are seeing there will soon mirror those available to wired or in-home telephone customers. With the

implementation of Phase 1 Wireless, we are now receiving Automatic Number Indicator (ANI) and cell tower location on ninety percent of wireless calls received. We are well underway preparing for Phase 2 compliance, and the triangulation using XY coordinates of wireless or cellular signals to locate victims that may not be able to tell us themselves. October 2003 saw the arrival of our Sage Encoder. This will allow the 9-1-1 Center to act as a back-up for the National Weather Service (NWS) located in Buffalo, NY for weather alerting. Monroe County Communications will provide support via select radio transmitter sites across the County. The system will be capable of setting off a tone via a specially purchased digital weather radio followed by a digital message display and voice transmission of a recorded message to alert the public of a weather related emergency. This will act as a supplemental method of notifying the public to radio and television. In January of 2004, all subscriber agencies were notified of a new service available through the 9-1-1 Center. This Emergency Call-Back System or “Hyper-Reach 9-1-1” is an interactive voice response system capable of connecting to, and delivering a pre-recorded message to a large database of residential and business telephones based on the needs dictated by a wide variety of emergency circumstances. This system may only be used for Public Safety purposes in accordance with Public Service Commission guidelines. The system is able to target specific phone customers based on municipality, a group of street numbers, police car beats or the like. The system has been tested and true during the implementation in 2003. It was used during an ice storm in 2003 and later

during a major freeway shutdown that occurred during evening rush hour in the heart of the City. Both the Sage Encoder and the Hyper-Reach 9-1-1 will serve public safety agencies well, and allow another effective means to improve communications for the residents we are here for.

The ECD is a very Customer Service oriented agency. Recently, the Center embarked upon improving the Customer Service it provides both the Community and the user agencies. The Quality Council (TQM facilitators) of the agency developed the Mission Statement, and held a "motto" contest. They developed Customer Satisfaction Surveys that are used to solicit comments from the citizen callers we serve as well as the eighty public safety agencies we interface with on a daily basis. The completed citizen surveys ranked their customer satisfaction between 3.5 and 3.9 on a four-point scale in four areas surveyed. Data from the inter-agency survey is in with positive results, and the final survey; the in-house employee survey received good grades as well.

The Center's Director, John M. Merklinger wrote to all one hundred seventy-five of his customer service agents describing their "crowning achievement" for the year 2001. Together, we achieved the distinction of being the first 9-1-1 Center in New York State to receive accreditation from the Commission for Accreditation of Law Enforcement Agencies (CALEA) as a Public Safety Communications Agency. This honor has been bestowed previously to only seven other communications centers across the United States. The ECD also recently received Center of Excellence re-accreditation from the National Academy of Emergency Medical Dispatch of the United States of

America (NAEMD) for maintaining exemplary performance in EMD as well. The ECD first received this honor in April 1998. This center is the only one to be accredited by CALEA and NAEMD worldwide.

When compiling the Annual Report for 2002, the Director referenced a communication he received, "In November 2002, Dr. Eric Davis, Medical Director for the Emergency Medical Services Council in our region detailed the impact that our team has had on the "save rate" for victims of cardiac arrest. Dr. Davis indicated that this rate has increased from approximately 7% to approximately 16%. He attributes the improvement he has seen to three things, the third of which is the CPR and AED (Automatic External Defibrillator) instructions provided at 9-1-1. This shall stand as our crowning achievement for 2002, and a hard one to top, I might add".

In addition to being customer service oriented in its day-to-day operation, the ECD participates in the community-at-large on a regular basis as well. The ECD Public Awareness Committee provides scheduled tours of the facility, classroom presentations and public seminars at Schools, Malls and local businesses. They promote the 911 Center and they educate today's youth in what 911 is, and when it is appropriate to use it. Other employees participate in the "Take Your Child to Work" day and many regularly nominate youth 911 callers for the City of Rochester's "Do the Right Thing" awards program. Beyond that, a vast majority of those employed by the ECD serve their hometown communities as Volunteer Firefighters, EMT's or as Special or Auxiliary Police.

The Training Division seems to have a never-ending task. New employee training, promotional trainees and continuing education of all employees are a full time task. The trainers have a variety of tools and methods at their disposal. New employees are

shadowed for the first four to six months depending on job title. These seasoned employee trainers provide daily and weekly reports to management and the training division. A VOX system was specifically designed for the Center, which allows a Pathfinder monitor to be connected to each dispatch terminal. This provides a real time audio/video tape of the dispatcher's activities on any given channel. In turn, trainer and trainee may review these tapes in a more relaxed setting and discuss strengths and weaknesses of the trainee. This also allows them to draft the action plan for the following weeks of training prior to certification of the new employee. Supervisors may utilize this equipment to evaluate performance and also review taped sessions as part of the ongoing education and training the Center provides.

Due to the nature of the business we are in, the greater need of our presence during a wide-spread emergency, and our ability to continue providing services, the Center has prepared for both natural and man-made disasters in many ways. The ECD is equipped with a series of electrical back-up systems. It receives power from two different power grids in the City and may operate from either. In the event that neither grid is capable of providing power, a 14,800 watt natural gas generator is on site. If for some reason, the generator were to fail, a shore generator capable of powering the entire

facility is available from the Rochester Fire Department and is less than a mile away. The facility has exterior connections designed to attach to this system. All cabling; telephone and electric are provided underground and all exterior window glass is bullet resistant. All members of the team are proud of the 911 Center we are able to work in.

9-1-1 Center Statistics

Annual Comparison

Year	9-1-1 Calls	CAD Events
1999	1,083,216	1,117,417
2000	1,071,751	1,117,417
2001	1,003,668	1,137,151
2002	1,011,255	1,151,373
2003	1,032,776	1,163,229

9-1-1 Call Answering - Ring Times - Time Spent on Calls

Year	Ring Times	Talk Time/Call
1999	4.1 Seconds	1.7 Minutes
2000	4.2 Seconds	1.7 Minutes
2001	4.3 Seconds	1.7 Minutes
2002	4.3 Seconds	1.9 Minutes
2003	4.1 Seconds	1.9 Minutes

CAD Events by Type

Year	Police	Fire	EMS
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1999	918,952	55,943	72,871
200	914,249	64,282	78,824
2001	931,384	65,701	80,964
2002	1,002,279	66,121	82,973
2003	1,001,798	72,987	88,444

Events Processed by 911 per Agency

Fire Agencies	1999	2000	2001	2002	2003
Monroe County Airport Fire Department	0	351	281	307	331
Barnard Fire Department	536	528	544	549	1012
Brighton Fire Department	2328	2462	2731	2319	2739
Brockport Fire Department	542	484	410	509	680
Bushnells Basin Fire Department	407	728	763	682	822
Chili Fire Department	637	576	592	646	678
Churchville Fire Department	224	332	328	345	317
City of Rochester Fire Department	28046	29702	30075	30759	32924
Clifton Fire Department	118	130	106	130	142
East Rochester Fire Department	398	824	761	676	767
Egypt Fire Department	347	619	619	654	719
Fairport Fire Department	736	1444	1332	1257	1485
Fishers Fire Department	331	418	487	524	644
Gates-Chili Fire Department	3270	3265	3488	3075	2481

Greece-Ridge Fire Department	2779	2818	3426	3710	3875
Hamlin Fire Department	408	503	363	422	423
Henrietta Fire Department	3086	3271	3521	3468	3671
Hilton Fire Department	343	431	364	383	661
Honeoye Falls Fire Department	239	540	492	484	557
Kodak Fire Department	0	13	36	31	37
Lakeshore Fire Department	760	788	803	825	864
Laurelton Fire Department	629	649	642	690	682
Mendon Fire Department	227	227	256	239	263
Monroe County Fire Bureau	*	0	58	102	99
Morton Fire Department	153	172	150	184	169
Mumford Fire Department	119	138	133	145	161
North Greece Fire Department	2005	2199	2228	2322	2688
Out of County Fire Responses	0	153	99	84	71
Penfield Fire Department	875	1775	1754	1739	1961
Pittsford Fire Department	865	1597	1559	1521	1843
Point Pleasant Fire Department	165	178	201	264	277
Ridge Culver Fire Department	972	1767	1666	1610	1774
Rush Fire Department	172	214	215	233	239
Scottsville Fire	143	141	178	185	192

Department					
Sea Breeze Fire Department	74	80	88	110	114
Spencerport Fire Department	746	1120	1066	1017	968
St. Paul Fire Department	740	716	767	873	1097
United States Coast Guard	*	18	33	16	16
Union Hill Fire Department	144	174	211	200	261
Walker Fire Department	115	113	122	136	531
Webster Fire Department	1075	1183	1036	1073	1432

West Brighton Fire Department	393	566	607	475	531
West Webster Fire Department	796	875	1110	1148	1374
Regional Transportation Operations Center	*	*	*	*	781
Total	55943	64282	65701	66121	72987

EMS Agencies	1999	2000	2001	2002	2003
Barnard Ambulance	1642	1603	1532	1709	1614
Bergen Ambulance	*	19	15	17	17
Brighton Ambulance	2981	3032	3205	3240	3541
Brockport Ambulance	942	932	1081	1026	1272
Caledonia Ambulance	0	117	131	108	126

Chili Ambulance	1546	1518	1492	1646	1753
Churchville Ambulance	354	390	323	334	333
East Rochester Ambulance	692	653	707	706	815
Gates Ambulance	2895	3088	3235	3315	3415
Greece Ambulance	5023	5684	5942	6117	6316
Hamlin Ambulance	468	474	466	544	490
Henrietta Ambulance	2825	3625	3823	3822	3768
Hilton Ambulance	722	750	756	768	837
Honeoye Falls Ambulance	538	565	690	707	711
Irondequoit Ambulance	2081	2220	2339	2410	2418
Kodak Ambulance	*	2	8	7	7
Monroe Ambulance	286	1260	1511	1533	2079
Northeast Quadrant	*	153	105	91	141
Other EMS Responses	0	236	299	347	353
Penfield Ambulance	1728	1877	1905	2006	2037
Perinton Ambulance	2316	2635	2556	2534	2705
Pittsford Ambulance	1383	1560	1606	1636	1653
Point Pleasant Ambulance	309	311	267	301	366
RIT Ambulance	*	*	*	*	313
Rural Metro Ambulance	38805	40543	41714	42847	45594
Rush Ambulance	212	218	184	228	241
Scottsville Ambulance	246	101	102	148	295
Sea Breeze Ambulance	19	240	270	247	125

Southeast Quadrant	*	29	14	18	38
Spencerport Ambulance	1082	956	999	1025	1201
St. Paul Ambulance	1281	1141	1035	1082	1094
Union Hill Ambulance	1142	1338	1368	1255	1500
West Webster Ambulance	1353	1463	1284	1199	1276
Total	72871	78824	80964	82973	88444

Police Agencies	1999	2000	2001	2002	2003
Brighton Police Department	37326	37455	37570	36117	39429
Brockport Police Department	2659	1860	1470	1301	7482
East Rochester Police Department	13039	12950	13569	12175	13615
Fairport Police Department	11905	12690	11625	11255	12510
Gates Police Department	28094	29821	28061	30108	31555
Greece Police Department	90312	97236	87130	81341	83558
Irondequoit Police Department	55668	57830	60320	61206	64390
Monroe County Probation Department	*	*	*	*	15539
Monroe County Sheriff's Office	168700	195462	195132	206271	201832
New York State Police	3533	3083	8685	13878	14509
Ogden Police Department	11774	11594	12404	12473	12262

Other Police Agency Responses	7764	4437	4428	8119	3959
Rochester Police Department	455165	473799	496415	494271	467702
SUNY Brockport Police Department	*	30	12	31	98
Webster Police Department	33013	36064	33665	33733	33358
Total	918952	974311	990486	1002279	1001798

Our Agency Goals

2003

- Director has challenged all operations employees to join an initiative to improve EMD scores
- Install mapping and associated programming to recognize XY coordinates in Phase II Wireless(*)
- Replace all computer terminal PC's(*)
- Install new administrative telephones(**)
- Complete Phase I Wireless implementation(**)
- Begin Phase II Wireless adaptation(*)
- Replace operations floor console furniture(*)
- Transfer existing administrative telephone system to backup center at Cobbs Hill reducing use of tiered equipment-extending its life and increasing telephone capacity at backup center(**)
- Complete Disaster Recovery Plan(**)
- Replace/Upgrade Security System – ID cards, readers, software (**)
- All supervisory staff to attend Public Safety Incident Management (PSIM) training(**)
- All supervisory staff to attend Command Post Operations (CPO) training(**)
- Encourage all personnel to attend college classes (*)
- Assertive Dispatch classes for all recently hired Dispatcher 1-Police (**)
- Hire/Train four “new hire” classes (**)
- Computer Network Upgrades – patch panels, replace wiring, re-organize computer room (*)
- Train The Trainer/Coaching skills classes (**)
- Additional NYSPIN TAC Officer (New York State Police Information Network Terminal Agency Coordinator) to assist current TAC Officers with state mandated duties(**)

(*) = Ongoing (**) = Completed

2004

- Completion of Phase II wireless with all providers in our area.

- Training for all employees on the new mapping program.
 - Enter all fire hydrant locations for the entire county into both CAD and mapping systems.
 - Purchase, installation and training in Pictometry for use at the 911 Center.
 - Building remodeling project to include new carpet and dispatch furniture.
 - Replacement of all PC's and monitors within the 911 Center.
 - Replacement of all radio PC's at the 911 Center and at the Cobbs Hill Backup Facility.
 - Customer service training for all 911 Center employees.
 - Renewal of EMD and CPR certifications for all affected employees.
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- Continue ongoing effort to strengthen our training program.
 - Install and train all trainers on new computerized DOR system.
 - Concentrate on improving quality of suspect and vehicle descriptions on CAD events.
 - Research and apply for grant money to improve our Public Awareness program and for the purchase of a robot for teaching children about the proper use of 911.
 - Closely monitor use of sick time and how it impacts the ordering situation within the 911 Center.

Training Division

The Training Division was very busy again this year. Under the direction of Fran Grillo, ECD Trainer, over 6,500 hours of training have been accrued and coordinated, both in-house and away at seminars, classes and conference.

The In-Service Training Team (ISTT) has continued monthly training modules for all operations employees. These have included the topics, "Call Taking Procedures", "Communicating with Aging Callers", "Interpersonal Communications", "Verifying Locations", "Number Pooling and Portability", "NYSPIN (New York State Police Information Network) Procedures", "Procedure Review", "Professionalism" and "SEMO (State Emergency Management Office) Incident Command".

We also contracted with the Public Safety Group which supplies monthly modules entitled "Terrorism", "Stress Management", "Domestic Violence", "Incident Command", "When Seconds Count", "Disaster Preparedness", "Incident Dispatchers", "Suicide Intervention", "School Violence", "Responder Down", "Dispatching 101" and "It's all About People".

The following classes have been taught: two each of "Telecommunicator", "Police Dispatch" and "Dispatcher II" (promotional). All new hires achieved certification from APCO (Association for Public Safety Officials), and in EMD (Emergency Medical Dispatch) and they have participated in agency ride-alongs as part of their training.

These new hires also received college credit from MCC in their Public Safety communications Program. The Police Dispatchers have supplemented their training with NYSPIN certification enabling them to utilize the confidential statement and nationwide crime computers in accordance with established policy and procedure. In addition, any Police Dispatcher with less than two years' experience is required to attend an Assertive Dispatch Seminar—thirty dispatchers completed this training.

We assisted the Rochester Police Department in training ten PSA's (Public Safety Aides) for their 311 Unit.

The following conferences or seminars have been attended by one or more of our team:

“Acute Traumatic Stress Management”, “APCO International 2003 Conference”, “Bio-terrorism and Dispatch Medicine”, “Coaching Skills”, “Medical Priority’s Navigator Conference”, “NENA Conference”, “NYS EMS Conference”, “NYSPIN Advisory Committee Conference”, “Professional Development”, “PRL Conference”, and “Public Safety Incident Management”. In addition, “Security Essentials for Front Desk Professionals”, “STEP Conference”, and “CALEA Accreditation” staff training. In Service Training covered a myriad of subjects: “CAS” (Courts Attention Systems) training, “County Hazmat”, “Disaster Recovery Plan”, “Ginna Siren System”, “HIPPA” (Health Insurance Portability and Accountability Act) training, “New Phone and CML”,

“Peer Facilitators”, “Refresher Training on Alpha Mate Wireless Technology”, “Brockport Police Procedures”, “New Emergency Operations Center” and “National Weather Service Overviews”.

We also instituted monthly training modules for supervisors.

Our plans for 2004 include training for new Mapping and Pictometry technology and new computerized Daily Observation Reports.

Community Education Team

In 2003 the Team was expanded from three members to sixteen. During this time the Team made nineteen presentations that reached an estimated 2600 persons. These included three large community health programs and Open Houses hosted by area Fire Departments.

ECD was able to purchase new educational materials that included videos and coloring books aimed at the youth population in grades K through 4. They were very popular at the various functions that were attended.

In the coming year, the Team will be working on the following objectives:

1. Working closely with the Executive Assistant to obtain grant money to be used towards the purchase of a probotics robot to be used in presentations involving children in the proper use of 911.
2. Competition of a standardized script that will be used for tours of the 911 Center
3. Completion of a tour report form to track the number of persons who tour the 911 Center.
4. Improving communications with user agencies and community groups to be able to identify those who might benefit from our services.
5. Examining what other 911 organizations are doing in the area of public awareness and education through organizations such as NENA and APCO.
6. Obtaining better feedback from the organizations we make presentations to in order to be able to tailor future presentations to better suit the needs of the organizations.

Emergency Medical Dispatch

QIU Year End Report 2003

CPR Cards Issued: 650

New CPR Instructors: 2

EMD Classes Taught: 1

Total Reviews: 2858, which is 3.23% of 88,444 EMS Calls received.

Brockport dispatchers oriented without cost of EMD class using the 4-hour calls

developed in house.

Accolades

Terry Perkins received the National APCO Telecommunicator of the Year Award, and attended the conference in Indianapolis.

City Awards for CPR Saves, Recognition Ceremony – May 21, 2003

Jennie Orum

Noemi Johnson

Donna Morelli (choking save)

Richard Fields (2)

Theresa Suozzi

Dan Ferrigno

City Awards for Childbirth, Recognition Ceremony – May 21, 2003

Paul Soltzick

Michelle Juive

Brian Mucica

Tammie Baker

Jackie Sanabria (2)

Steve Wegman

Matt Twamley

Joanne Ronayne

Michelle McDermott

The City Awards were very well attended by EMD's (13 of 15 EMD's nominated attended the ceremony). In the future, all such will be written up as individual awards since the EMD's who received individual awards were very pleased with them.

Confirmed CPR Saves 2003:

May 13, Jeremy DeMar (while training with Terry Perkins)

Telephone Babies Delivered:

Dave LaForce March 13 baby boy

Deb Morrill March 25 baby boy

Taneesha Ashford April 21 baby girl

Shea Mizelle May 13 baby girl

Angella O'Hara May 18 baby boy

Leslie Travis May 26 baby girl

Amy Forero June 30 baby girl

Mark Quill August 9 baby boy

Tanya Velazquez August 27 baby boy

Michelle McDermott September 8 baby girl

Tammie Baker September 8 baby girl

Zena Davis October 5th baby boy

Zena Davis October 16 baby girl

Sheila Van Grol December 2 baby boy

Junior President December 19 baby girl

Do the Right Thing Nominations from ECD Employees

Sue Romano

Cath Lambert (3)

Anita Danzy
 Dan Ferrigno
 Karen Miller
 Theresa Suozzi
 Junior President
 Angela Stormo
 Sues Melia
 Zena Davis

Professional Development:

Sandy Salway-Beers completed a Marketing class through Monroe Community College, attended the STEP Conference and completed an 8 hour seminar on the "Psychosocial Aspects of Bio-Terrorism" at the University of Rochester. She also began the 18 month bachelor degree program at Roberts Wesleyan College in November.

Rich taught an Internet class in bio-terrorism through the HAN grant, attended the Navigator Conference to recertify his EMD Instructorship, and attended the STEP Conference. He also taught 5 EMD classes outside of his home base at ECD.

New Collaboration with Department of Environmental Services (DES):

We have trained Jan Perri from DES as a CPR/First Aid Instructor, which enables her to offer the 8 hour AHA CPR/ First Aid program as a part of the DES training programs offered to City employees. In exchange, we received Supervisor Skills training for several new ECD Supervisors from Phil LaPorta at DES.

Information Services – Research Activity

Total Requests for Tapes, CAD Printouts						Percent		
and MTD Message Log Printouts				2002	2003	Increase		
Agency Requests				650	699			
Subpoena Requests				625	823			
Total Requests				1275	1522			
*** A single request may combine requests for Tapes, CAD Printouts, and MTD Message Log Printouts								
				2002		2003		Increase
Requests for Tapes:								
Agency Requests				300	330			
Subpoena Requests				601	791			
Total Requests				901	1121			
Requests for CAD Printouts:								
Agency Requests				466	454			
Subpoena Requests				615	803			

		Total Requests	1081	1257		
Requests for MTD Message Log Printouts:						
	Agency Requests		68		47	
	Subpoena Requests		1		9	
	Total Requests		69		56	
Tapes = Audio recordings of telephone and radio communications						
CAD = Computer Aided Dispatch						
MTD = Mobile Data Terminal						

9-1-1 Awards and Employee Recognition

Emergency Medical Dispatcher of the Year Zena Davis
 Telecommunicator of the Year Patrick Maar
 Police Dispatcher of the Year Tracy Isaacs
 Fire Dispatcher of the Year Stephen Collins
 Supervisor of the Year John Cassin
 Arnold J Eckert Award Frances Grillo
 Bonnie Migliore Award Sandra Salway-Beers
 Life Saver Awards Mary Stroud
 Richard Fields
 Monroe County Professional Service Award Robert McElligott

Month	Employee of the Month	EMD of the Month
January	Leslie Travis	Cathleen Lambert
February	Lisa Russo	(None named)
March	Greg Wing	Jacqueline Gerhard
April	Al Klopf	(None Named)
May	Kristin Holden	(None Named)
June	Jody Coleman	(None Named)
July	James Felice	Sheri Landers
August	Eric Rudin	Joseph DeMars
September	Sandra Salway-Beers	Zena Davis
October	Stephen Cusenz	Timothy Yauch
November	Daniel Ferrigno	Kathleen McAllister
December	Cindy Cruickshank	(None Named)

Twenty-three Letters of Commendation were issued to 911 Employees in 2003

Employee Turnover Report

		2003	2003	2002
Telecommunicator		Count	Rate	Rate
Authorized Positions		39		

	Current Vacancies, December 31, 2003		2		5%		
	Turnover during 2003:						
	Terminati ons, Resignati ons & Demotio ns	3 8%					
	Promotio ns & Transfer s		3		8%		
	Retireme nts		0		0%		
	TOTAL		6		15%		13%
Dispatcher I				Count	Rate		
	Authorized Positions		86				
	Current Vacancies		0		0%		
	Turnover during 2003:						
	Terminati ons, Resignati ons & Demotio ns		5	6%			
	Promotio ns & Transfer s		5		6%		
	Retireme nts		0		0%		
	TOTAL		10		12%		24%
Dispatcher II				Count	Rate		
	Authorized Positions		27				
	Current Vacancies		2		7%		

	Turnover during 2003:						
	Terminations, Resignations & Demotions		0		0%		
	Promotions & Transfers		6			22%	
	Retirements		1			4%	
	TOTAL		7			26%	18%

Shift Supervisor			Count	Rate		
	Authorized Positions		12			
	Current Vacancies		0		0%	
	Turnover during 2003:					
	Terminations, Resignations & Demotions	3				25%
	Promotions & Transfers		1			8%
	Retirements		2			17%
	TOTAL		6			50%
						0%

4 Operations Titles Combined			Count	Rate		
	Authorized Positions		164			

	Current Vacancies		4		2%		
	Turnover during 2003:						
	Terminations, Resignations & Demotions		11		7%		
	Promotions & Transfers		15		9%		
	Retirements		3		2%		
	TOTAL		29		18%		16%