

City of Rochester
County of Monroe
Emergency Communications Department

9-1-1



2001 Annual Report

John M. Merklinger
Director



William A. Johnson Jr.
Mayor



Jack Doyle
County Executive

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City of Rochester

Emergency Communications Department

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John M. Merklinger
Director

CALEA Accredited
NAEMD Center of Excellence
www.911rochester.org

To Whom It May Concern:

The year 2001 at ECD was one of the most trying ever for the staff at 911. We are constantly faced with ever changing technology that presents new challenges to all of us at ECD. The year saw an overall increase in our events of 3.1%. Our crowning accomplishment for 2001 was our Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). Of course all of us were deeply impacted by the events of September 11, 2001. It is a day we will never forget.

I want to reflect for a moment on September 11. As everyone was, all of us were truly shocked by this act of terrorism. However, as members of Public Safety, many of us knew instantly that the final outcome on this day was not going to be a good one. Unfortunately, little did we know how right we were. Our hearts, thoughts and prayers go out to all that perished on that day. None of us can imagine the personal anguish the families and survivors are going through. As members of the Public Safety Community we can only hope that a tragedy of this magnitude does not happen again.

The 911 personnel in New York City were tested beyond anyone's expectations and came through that test in the finest tradition of call taking personnel everywhere. In the first 13 minutes of the incident that day the call center in New York City received 3,000 calls. At the end of September 11 the Center had received 55,000 calls. That was a 1-day record for the City. Words cannot express enough the fine job these people did. In many cases they were the last people the victims of September 11 ever talked to. As always, 911 service in this country is something we tend to take for granted. However, on this day the 911 Center staff in New York City showed what a true asset the 911 system is to our country.

I wish to commend the staff of our 911 Center for coming together and offering help to those in the New York area. Lastly, I can't finish an overview like this without talking about our 911 Center staff. They do a phenomenal job every day often under thankless conditions. Our Center continues to strive to be one of the best around. We are the first 911 in New York State to be accredited as an Emergency Medical Dispatch Center of Excellence. We are also the first 911 Center in New York State and only the eighth in the country to be accredited by CALEA. Both of these accomplishments show the commitment our staff has to providing the best possible service to the people in our community.

In closing, I just want to say thank you to 911 employees everywhere. Keep up the good work, it impacts us all. Thank you!

Sincerely,

*John M. Merklinger
Director*

WE'RE HERE FIRST WHEN SECONDS COUNT



Benefits of the Rochester/Monroe County 911 Center



- We are **CALEA (Commission on Accreditation for Law Enforcement Agencies) accredited**. The first and only 911 Center in New York State to receive such a professional distinction.
- All our employees are certified **Emergency Medical Dispatchers** and our Center is a certified **Emergency Medical Dispatch Center of Excellence**.
- We have a specially trained staff that is dedicated full time to quality control in call taking.
- Our employees are all **APCO** (Association of Public Safety Communications Officers) trained and certified. Our employees are also trained and certified in Priority Dispatch Police Protocol.
- Our employees are all full-time civil service employees.
- No one else provides the in-depth classroom and hands-on training that we do in our CALEA recognized Communications Academy. We have our own in house **APCO, EMD, PDPP and NYSPIN certified trainers**. All our employees spend between 4 to 6 months in training.
- We are the **only point** in Monroe County to receive ANI/ALI from the phone company. This has proven to be a lifesaving feature many times. We will soon also receive ANI/ALI with cellular phone calls.
- We have more resources and funding available to provide state-of-the-art technology and stay abreast with technology. There is also pending State legislation that will increase funding for technology in 911 centers.
- **Redundant** systems including a secondary operations room on Main Street and a fully redundant backup at Cobbs Hill.

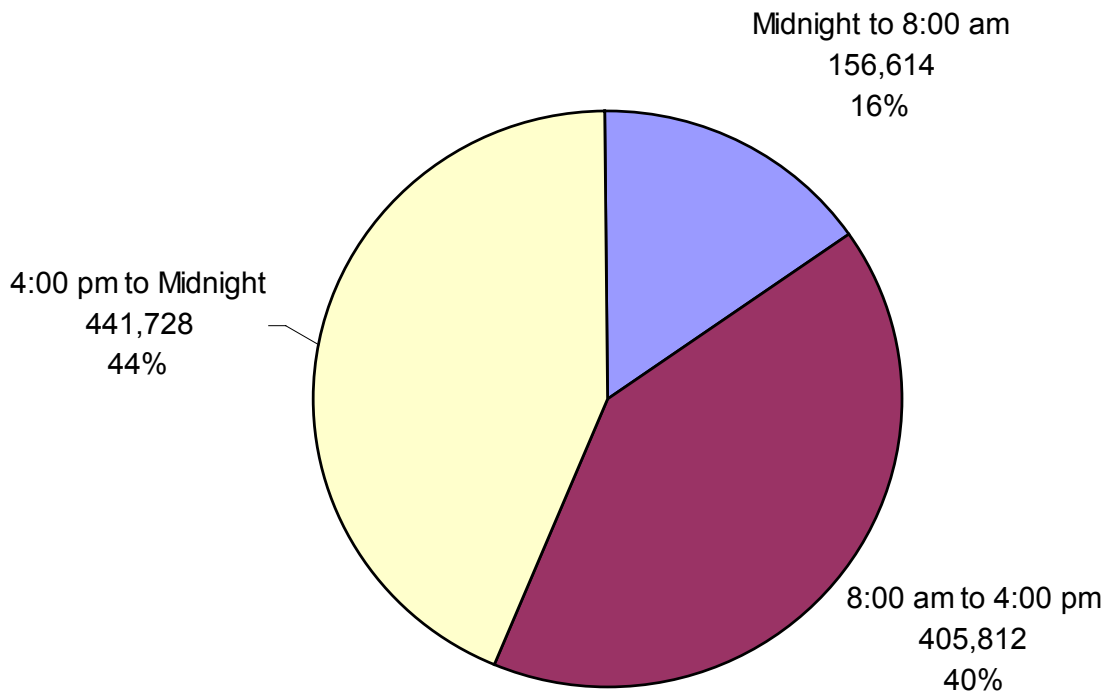
Benefits of the Rochester/Monroe County 911 Center Continued

- We have unparalleled **interagency and interservice** communications. It is much quicker and easier for our police dispatcher to communicate with other police dispatchers or fire dispatchers. Small agencies must do so by telephone or radio.
- We have more staff and equipment on-site allowing us the ability to reallocate resources on-the-fly during emergencies. We do not rely on any other outside agency to pick up our overflow when it gets busy.
- We have the ability to electronically process all calls for service and related activity. That information is available to agencies we serve in real time for research. We also provide the raw data for download for statistical analysis.
- We record all telephone lines at the 911 Center and all public safety radio traffic in Monroe County. Every position also has instant playback capabilities.
- Use of **Computer Aided Dispatch (CAD)** for dispatch protocols, tracking of unit and incident histories, customer service information and so on.
- **Court recognition** of the 911-system integrity and security.
- **Extensive technology** base providing time synchronization and recording of events from the initial telephone call until completion of the event.
- Computerized mutual-aid response plans for the entire County of Monroe.
- Access to a vast number of resources throughout government and the private sector, due to our interagency relationships. This is fostered because of the recognition of the 911 Center as the main contact point for all Public Safety Agencies in Monroe County.
- Our accreditations provide for controlled liability insurance costs, stronger defenses against citizen complaints and greater accountability to the public we serve.
- Oversight provided by the **Operating Practices Board (OPB)** assuring quality operation and management of the facility.
- We consistently receive ratings averaging 3.8 out of 4 on our random monthly customer service surveys we send to the public.

2001 Statistics

- Total # of 911 Calls Received 1,004,154
- Total # of Calls Dispatched 1,069,655
(Includes police, fire, and EMS dispatched to the same emergency)
- Total # of Police Events 931,384
(Includes on-sites, excludes cancellations)
- Total # of Fire Events 58,510
(Excludes cancellations)
- Total # of EMS Events 79,761
(Excludes cancellations)
- Average ring time to be answered by 911 4.3 seconds
- Average time spent on 911 calls 1.7 minutes

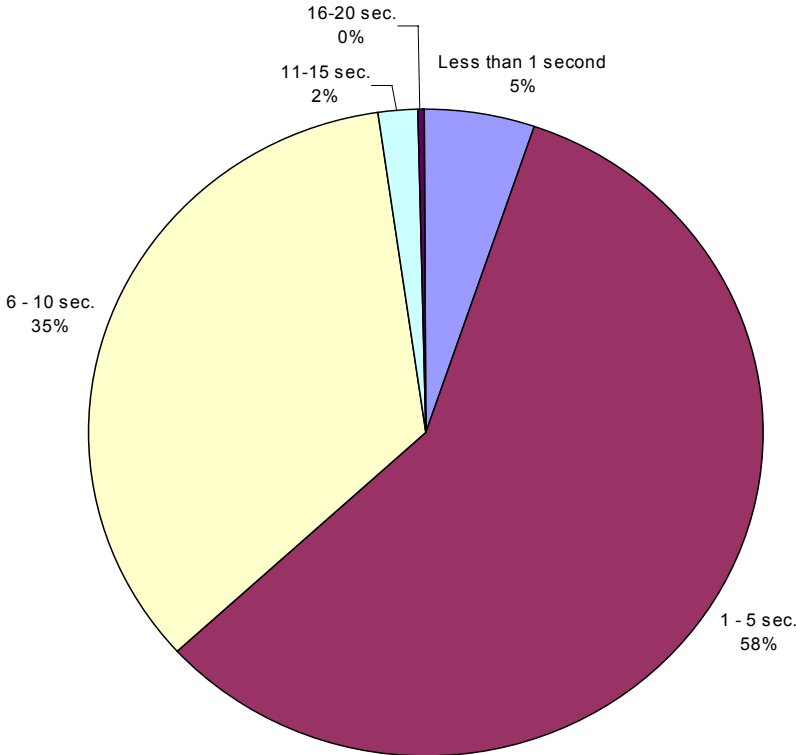
Total Incoming 911 calls for 2001 1,004,154



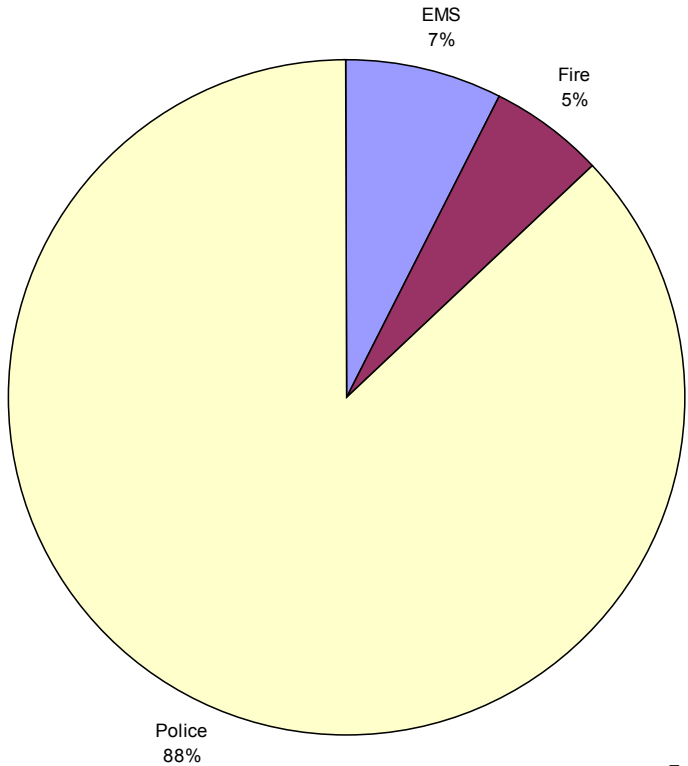
Call Answering Times

Calls answered in the following time frames:

Less than 1 second	5.3%
1-5 seconds	57.6%
10 seconds	34.8%
11-15 seconds	1.9%
16-20 seconds	.2%
Greater than 20 sec.	.1%



Calls by Type



Calls by Police, Fire & EMS

Police	88%
Fire	5.5%
EMS	7.5%

Goals for 2001

- CALEA Accreditation Accomplished
- Updated all Photo ID's Accomplished
- NYSPIN Computers replaced Accomplished
- Install scanner Accomplished
- Purchase and use of digital camera Accomplished
- Replace Dictaphone recorder system In progress projected completion 5/02
- Strengthen ISTT Accomplished
- Version 11 EMD Update for all employees Accomplished
- Police Protocol Accomplished
- EMD, CPR, NYSPIN training for employees Accomplished
- Customer surveys to public and subscriber agencies Done and tabulated
- Create Administrative Manual Accomplished
- Barcode tracking In-Progress
- Peer Support Updates Accomplished

2001 Police Events by Agency
(Includes on-sites, excludes cancellations)

	1999	2000	2001
Brighton Police Department	37,326	35,945	35,863
Brockport Police Department	2,659	2,060	1,655
East Rochester Police Department	13,039	12,708	13,109
Fairport Police Department	11,905	12,248	11,213
Gates Police Department	28,094	28,639	26,926
Greece Police Department	90,312	88,070	78,031
Irondequoit Police Department	55,668	55,060	57,031
Monroe County Sheriffs Department	168,700	177,568	177,540
New York State Police	3,533	3,021	911
Ogden Police Department	11,774	11,618	12,332
Other Police Department	7,764	4,648	10,783
Rochester Police Department	455,165	448,365	473,197
Webster Police Department	33,013	34,299	32,075
Total	918,952	914,249	931,384

2001 EMS Events by Agency
(excludes cancellations)

	1999	2000	2001
Barnard Ambulance	1,642	1,598	1,529
Brighton Ambulance	2,981	2,973	3,135
Brockport Ambulance	942	922	1,058
Caledonia Ambulance		113	127
Chili Ambulance	1,546	1,510	1,484

2001 EMS Events Continued

Churchville Ambulance	354	375	320
East Rochester Ambulance	692	641	697
Gates Ambulance	2,895	2,945	3,109
Greece Ambulance	5,023	5,654	5,921
Hamlin Ambulance	468	460	460
Henrietta Ambulance	2,825	3,013	3,110
Hilton Ambulance	722	747	745
Honeoye Falls Ambulance	538	559	581
Irondequoit Ambulance	2,081	2,171	2,265
Monroe Ambulance	286	386	363
Other EMS Referrals		1,767	1,939
Penfield Ambulance	1,728	1,832	1,863
Perinton Ambulance	2,316	2,565	2,548
Pittsford Ambulance	1,383	1,517	1,568
Point Pleasant Ambulance	309	304	257
Rural Metro	38,805	39,951	41,095
Rush Ambulance	212	209	180
Scottsville Ambulance	246	237	264
Sea Breeze Ambulance	19	97	99
Spencerport Ambulance	1,082	1,115	1,019
St. Paul Ambulance	1,281	1,154	1,230
Union Hill Ambulance	1,142	1,258	1,273
West Webster Ambulance	1,353	1,440	1,522
Total	72,971	77,513	79,761

2001 Fire Events by Agency
(excludes cancellations)

	1999	2000	2001
Barnard Fire Department	536	510	529
Brighton Fire Department	2,328	2,437	2,699
Brockport Fire Department	542	444	392
Bushnells Basin Fire Department	407	446	492
Chili Fire Department	637	550	557
Churchville Fire Department	224	282	282
City Fire Department	28,046	27,658	27,487
Clifton Fire Department	118	120	102
East Rochester Fire Department	398	396	420
Egypt Fire Department	347	374	381
Fairport Fire Department	736	749	749
Fishers Fire Department	331	379	464
Gates Fire Department	3,270	3,190	3,436
Greece Ridge Fire Department	2,779	2,799	3,412
Hamlin Fire Department	408	465	358
Henrietta Fire Department	3,086	3,234	3,482
Hilton Fire Department	343	380	343
Honeoye Falls Fire Department	239	241	278
Lakeshore Fire Department	760	783	798
Laurelton Fire Department	629	582	572
Mendon Fire Department	227	213	240
Morton Fire Department	153	158	138

2001 Fire Events Continued

Mumford Fire Department	119	110	114
North Greece Fire Department	2,005	2,188	2,212
Other Fire Referrals		369	450
Penfield Fire Department	875	908	907
Pittsford Fire Department	865	864	912
Point Pleasant Fire Department	165	144	180
Ridge Culver Fire Department	972	1,492	1,534
Rush Fire Department	172	194	193
Scottsville Fire Department	143	130	162
Sea Breeze Fire Department	74	72	75
Spencerport Fire Department	746	727	766
St. Paul Fire Department	740	667	701
Union Hill Fire Department	144	138	183
Walker Fire Department	115	105	114
Webster Fire Department	1,075	1,110	956
West Brighton Fire Department	393	313	407
West Webster Fire Department	796	807	1,033
Total	55,943	56,728	58,510

Human Resources

	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>
<u>TELECOMMUNICATORS</u>							
Authorized Positions	42	41	38	37	37	37	37
New Hires	8	8	16	13	10	11	6
Terminations/Resignations	11	8	14	8	11	6	3
Promotions	4	3	7	6	5	2	1
Transfers							1
Retirements							1
Turnover Rate	36%	27%	55%	38%	43%	22%	11%
<u>DISPATCHER I</u>							
Authorized Positions	78	78	78	78	78	78	78
New Hires	10	20	23	17	16	16	18
Promotions from TCC	4	3	7	6	5	2	1
Terminations/Resignations	9	16	12	15	16	13	13
Promotions	11	6	0	8	4	6	5
Demotions to TCC	1	2	1	4	3	0	0
Transfers							0
Retirements							0
Turnover Rate	27%	31%	17%	35%	29%	24%	23%
<u>DISPATCHER II</u>							
Authorized Positions	21	22	22	27	30	30	30
Promotions from Dispatcher I	11	5	0	7	4	6	5
Terminations/Resignations	1	0	0	1	0	2	4
Promotions	2	3	1	0	1	5	2
Demotions to Dispatcher I	1	0	1	0	0	0	1
Transfers							1
Retirements							0
Turnover Rate	19%	14%	9%	4%	3%	23%	20%
<u>SUPERVISOR</u>							
Authorized Positions	15	15	15	15	15	15	15
Promotions from Dispatcher II	2	1	1	0	1	5	1
Terminations/Resignations	1	1	0	1	1	3	1
Promotions	1	0	0	0	1	1	0
Demotions to Dispatcher II	1	0	1	0	0	0	0
Transfer							0
Retirements							0
Turnover Rate	20%	7%	7%	7%	13%	27%	7%
<u>ANNUAL TURNOVER SUMMARY BY POSITION:</u>							
Telecommunicators	15	11	21	14	16	8	4
Dispatcher I	21	24	13	27	23	19	18
Dispatcher II	4	3	2	1	1	7	6
Supervisor	3	1	1	1	2	4	1
	43	39	37	43	42	38	29
Authorized Positions	156	156	153	157	160	160	160
<u>ANNUAL TURNOVER RATE:</u>							
	28%	25%	24%	27%	26%	24%	18%
TURNOVER RATE TERMINATIONS/RESIGNATIONS ONLY	14%	16%	17%	16%	18%	15%	13%
TURNOVER RATE PROMOTIONS/DEMOTIONS ONLY:	14%	9%	7%	11%	9%	9%	6%
TURNOVER RATE TRAINING ONLY:	5%	5%	8%	8%	8%	8%	2%

Human Resources Continued

	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>
Total Terminations/Resignations:	21	25	26	25	28	24	21
Total Training Resignations/Terminations	8	8	13	13	14	6	5

TELECOMMUNICATORS:

Resignation/Training	0	0	2	2	2	1	0
Resignation/New Job	0	0	3	0	0	2	1
Resignation/Education	0	0	0	0	0	1	1
Resignation/Retirement	2	0	1	0	2	0	1
Resignation/Unspecified	1	2	2	0	0	0	0
Termination/Training	5	4	4	5	4	1	2
Termination	3	0	2	0	2	1	0
Other	0	2	0	1	1	0	0

DISPATCHERS I:

Resignation/Training	3	2	2	2	3	3	2
Resignation/New Job	2	3	1	6	4	5	4
Resignation/Retirement	0	1	1	0	0	0	1
Resignation/Transfer	0	0	0	3	0	0	1
Resignation/Unspecified	3	2	2	0	3	4	3
Termination/Training	0	2	5	4	5	1	1
Termination	1	2	1	0	0	0	2
Other	0	4	0	0	1	0	0

DISPATCHERS II:

Resignation/New Job	0	0	0	0	0	2	4
Resignation/Transfer	0	0	0	1	0	0	1

SUPERVISORS:

Resignation/New Job	1	1	0	0	0	2	1
Resignation/Retirement	0	0	0	1	0	0	0
Termination	0	0	0	0	1	1	0

Training Department

- Instituted a certification program with Monroe Community College.
- Continued the In Service Training Team, which conducted a monthly in service training module for all operations employees.
- Sent 4 TQM facilitators to the Quality in Government Day sponsored by Monroe County.
- Completed the Cornell Essential Skills for Supervisors Certificate Program.
- Continued mandated Ergonomic and Sexual Harassment training.
- Trained 13 Public Safety Aids (PSA's) for the Rochester Police Department's 311 program.
- Participated in 95 Ride-A-Longs.
- Completed 566 voice activated transmissions or voxes – audio tape of telephone calls.
- Proctored employee matriculating with Jacksonville State University for an Associates Degree in Public Safety Communications.
- Issued 3 major procedure packets of changes and revisions.
- Streamlined procedure revisions and updates, all dissemination is now via Lotus Notes.
- Completed 3 TCC classes, 3 Police Dispatch classes, and 1 Fire Dispatch class.

In-Service Training

There were 6 in-service training tests given in 2001. 998 tests were taken, of those tests 31 employees failed and had remedial training with a supervisor. This is only a .04% failure rate, a drop from the 2000 5.20% failure rate.

The following topics where covered:

- January - Customer Service
- February – CAD Info File
- March – CAD Commands
- April – Keyboards Trays
- May – Severe Weather
- June – No test – Summer break
- July – No test – Summer break
- August – No test – Summer break
- September – No test due to 9/11
- October – No test
- November - Police Protocol
- December – No test

Information Services

Mobile Data Terminals (MDT's) training was conducted for:

- Law Enforcement personnel 567 hours for 105 people
- Probation personnel 24 hours for 12 people
- Fire and EMS personnel 120 hours for 60 people

- Teletypes from EMRC (assigned to the Rochester Police secondary channels)
 - Robbery 527
 - Assault 165
 - Homicide 21
 - Burglary 0
 - Miscellaneous 53

- Teletypes from EMRG (assigned to the Monroe County Sheriff's Department)
 - Robbery 106
 - Assault 3
 - Homicide 4
 - Burglary 2
 - Miscellaneous 60

Research Activity

- Total agency requests (police, fire and EMS) (tapes and printouts) 680
- Subpoena request for tapes and printouts 640
- MDT message logs requested 147
- CAD printouts requested 1,285
- Tape requests (this includes requests from user agencies and subpoenas) 1,221

Public Awareness/Community Education

The Community Education unit of the Emergency Communications Department/911 Center is a group of employees dedicated to providing insight into the proper use of the 911 emergency number. Each year our members visit schools and fire stations throughout the City and County working one-on-one with members of our community. We direct the majority of our resources to the youth of our community. Our goal is to make people aware of what we do at 911 and reduce the number of unnecessary calls to this critical emergency number.

- Tours of the 911 Facility 112 (est.)

- Internships 5
- Fire Prevention Sessions 13
(Includes 911 participation in fire department open house functions throughout the City of Rochester and Monroe County)
- Elementary School Presentations 17
(May have involved multiple classes of students at each session)
- Community Events/Presentations 16
- Job Fair/Career Day Presentations 4

The Community Education Unit is looking at ways to better educate the public about the 911 Center. One avenue being looked at is a Citizens Communications Academy. We hope to have our first academy in the late summer or early fall of 2002.

EMD Quality Improvement Unit

The Quality Improvement Unit of the ECD consists of 3 full-time employees who assist in training new employees in proper telephone communication techniques. The QIU monitors employee performance by reviewing live calls and provides, in educational format, reinforcement of good performance, and identifies opportunities for improvement. The QIU also provides additional educational opportunities for all employees throughout the year to sharpen their communication skills, enhance medical knowledge and review protocol treatments.

- Delivered 4 babies through EMD instruction.
- Followed the progress of 3 patients from the month of December, 2 of them were given pre-arrival instruction assistance, the other had CPR in progress by trained providers – All Survived.
- Reviewed 2,684 EMD calls.
- Reviewed over 2,100 police calls.
- Created 4 CDE in-services and recorded an average of 22.2 hours of CDE per EMD.
- Wrote 6 newsletter articles.
- Entered over 2,000 requests for CDE credit to the Access database.
- Re-certified 38 employees in EMD and 38 in CPR.
- Awarded certificates to 12 EMD's of the month.

- Stats for January to June,Version 10.3 of EMD vs. July to December Version 11–1.1

Category	Version 10.3 Jan – June	Version 11 July - Dec	Accreditation
Case Entry	97	95	95
Key Questions	95	91	90
Pre Arrival Instruction	95	99	95
Post Dispatch Instruction	95	91	90
Chief Complaint	98	97	95
Code	94	93	90
Score	96	94	90

Awards

- Bob McElligott received the City’s Superstar of Service Award.
- Terry Perkins received the Statewide Award for EMS Communications Specialist of the Year Award.
- Mary Louise Freda received the Meritorious Service Award.
- Robert Collins received the Public Service Award.
- Tom Litzinger received the Public Service Award.
- Kate McAllister received the Public Service Award.

Peer Support Facilitators

The Peer Support Facilitator Team was implemented in 1998 to provide a peer-based support system for identifying workplace stress and potentially harmful stress responses. Facilitators at the Emergency Communications Department are given instruction in areas such as the human stress response, concepts of Critical Incident Stress Debriefing and the SAFER model. They offer their coworkers an ear to release frustrations and concerns following a stressful phone call or situation they have encountered. Research has shown that by simply talking over the situation, stress levels can be significantly reduced and the employee can quickly return to work.

- Utilized the new Training online (used for instructing new hires about the Peer Support Facilitator Program) 2 times this year. Program appears successful and very well received by the new classes.
- Held 6 team leader meetings, serving to address issues and formulate agendas for general membership meetings.
- Drafted and implemented an ECD Operational Procedure on Stress Management and notifying the Peer Facilitator Team.

- Became an exemplary program associated with the CALEA Public Safety Communications Accreditation for the Emergency Communications Department. This brings publicity and recognition to the program and team members for the outstanding work performed.

Web Page

In the year 2001, we were successful in getting the 911 website up and running. It has three domains with additions and updates continuously being made.

- The addition of EMD and Employee's of the Month.
- Committee names and descriptions.
- Continuous update of the News page.
- Several graphics were added.
- Adobe Acrobat was purchased to facilitate the easy creation of forms and pages that are easily viewable using the web standard Adobe Reader.
- Budget for a web tracker to see who has been visiting our site.

The site has three domains:

- www.911Rochester.com
- www.911Rochester.net
- www.911Rochester.org

CALEA Accreditation

The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) was formed in 1979 by the nation's four leading law enforcement executive organizations. We are the first and only 911 Center in New York to receive this professional distinction.

The purpose of CALEA is to improve the delivery of Law Enforcement service by offering a body of standards, developed by law enforcement practitioners that carry a wide range of up-to-date law enforcement topics. It recognizes professional achievements by offering an orderly process for addressing and complying with applicable standards.

There are many benefits of the CALEA Accreditation, one of the most significant being our employees take pride in their department, and knowing it represents the very best in public safety. Other benefits include internal accountability, stronger defense against lawsuits and citizen complaints, increased community advocacy, and demonstrating to City Management our commitment to excellence, efficiency and quality service delivery. It is seen as an important way to verify the high level of professionalism and quality standards that are demonstrated everyday by all of our 911 employees.

Goals for 2002

- Perform in-depth study of all forms of time off including sick, vacation, personal etc. Projected completion 6/02.
- Update to the new CAMEO software for City and County Hazmat, Kodak Hazmat and ECD staff. Projected completion 8/02.
- Purchase new fax machine for fire dispatch. Completion 2/02.
- Install remote CAD at the new EOC. Completion 9/02.
- Move 20 Domore Chairs to Cobbs Hill back up facility after repairs are made. Completion 3/02.
- Complete new locker installation 3/02.
- Install new administrative telephone system and upgrade telephone systems at Cobbs Hill back up facility 9/02.
- Expand QIU office 12/02.
- Replace Simplex security system 12/02.
- Split lights in secondary operations 12/02.
- Purchase updated ergonomic equipment. Completion 11/02.
- Issue badges to every employee. Completion 3/02.

Goals for 2002 Continued

- Establish an in-house Fire/EMS Brigade and make sure our evacuation plan is up to date. Completion 6/02.
- Review and revise our security procedure as appropriate.
- Redo all DOR's for training.
- Train additional peer facilitators.
- Establish MCC contract for college credit for training.
- Move forward with Phase I Wireless Plan.
- Strengthen working relationship with adjoining-county 911 Centers.
- Send all Acting Supervisors to the Effective Supervisory Practices Training provided by the City.
- Send all Supervisors and Actors through Incident Command Training.
- Complete Phase 1 Wireless by the end of the year.

Glossary

AED	Automatic External Defibrillator
CAD	Computer Aided Dispatch
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAMEO	Computer Aided Management of Emergency Operations
CDE	Continuing Dispatch Education
CISD	Critical Incident Stress Debriefing
CML	Computational Methods Limited (ECD telephone system)
CPR	Cardio-pulmonary Resuscitation
DPW	Department of Public Works
ECD	Emergency Communications Department
EMD	Emergency Medical Dispatch
EMRC	Symbolic used by NYSPIN to identify one terminal at ECD
EMRG	Symbolic used by NYSPIN to identify one terminal at ECD
EMS	Emergency Medical Service
FIS	Financial Information System
ISTT	In-Service Training Team
MDT	Mobile Data Terminal
NYSPIN	New York State Police Information Network
OREIS	Operation Respond Emergency Information System
QIU	Quality Improvement Unit
RPD	Rochester Police Department
TAC	Terminal Agency Coordinator
TQM	Total Quality Management
VOX	Voice activated transmission – real time audio tape of telephone calls or radio channel.



CALEA Certified



NAEMD Center of Excellence

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