

2021 ANNUAL REPORT

**Fairbanks Emergency
Communications Center**

Kristi Merideth, Dispatch Manager

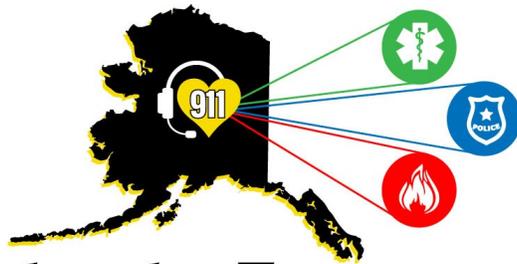
911 Cushman St.

Fairbanks, AK 99701

Phone: 907-459-6800

Fax: 907-452-1588

Photo credit: Jacob Teague,
FECC Shift Supervisor



Fairbanks Emergency COMMUNICATIONS CENTER

Public Information Numbers

Emergency	911
Non-emergency.....	907.459.6800
Administration.....	907.450.6515
Dispatch Manager.....	907.450.6588
Fax.....	907.452.1588
Website.....	http://fairbanksalaska.us/fecc

Table of Contents

Message from the Manager.....	Page 4
Mission Statement.....	Page 6
Core Values.....	Page 6
Overview.....	Page 7
Administrative Staff and Leadership.....	Page 8
Dispatchers.....	Page 9
Employment Activity.....	Page 9
Dispatch Awards and Recognitions	Page 10
Years of Service Milestones.....	Page 11
Recruitment and Hiring.....	Page 11
Training Program.....	Page 12
Participating Entities.....	Page 13
Subscriber Entities.....	Page 13
Calls for Service by Month EMS.....	Page 14
Calls for Service by Month Fire.....	Page 15
Calls for Service by Month Law.....	Page 16
Calls for Service by Month All Services.....	Page 17
Calls for Service by Agency.....	Page 18
911 Call Type by Month of the Year.....	Page 19
911 Calls by Call Answer Intervals.....	Page 20
Calls by Queue Type.....	Page 21
Approved 2021 Budget.....	Page 21
Training.....	Page 22
Quality Assurance Statistics.....	Page 23
CPR, FEMA, and IPAWS.....	Page 24
Goals for 2022.....	Page 24
Projects for 2022.....	Page 24

Message from the Manager

If I had to have a phrase to summarize 2021, it would be the year of constant change. One of the essential characteristics of a Dispatcher is being able to adapt to change to achieve the goal at hand. This year has proven to be that and more. The dispatch center had to navigate through the many COVID-19 changes inside and outside the center. We had to adapt our call taking questions and change our way of dispatching with the current needs of our responders. The staffing was constantly being challenged by being exposed to COVID-19 or actually being out with COVID-19.

Again this year, staffing was an issue. During the year we had two of our senior staff members, who were also supervisors and trainers, resign and move to jobs that were not public safety related. This left a hole in our center but again, we are trained to adapt to change and that is exactly what we did. We promoted 3 new supervisors who have stepped in with positive and supportive behavior. It is very important to provide support to everyone in the center as all the dispatchers are having to work an enormous amount of overtime. The amount of overtime was another up and down for the center. As soon as we started to get staffing up to a more desirable level, we would get another set back, either dispatcher resignations, trainee resignations, or an employee being out with COVID-19. The amount of overtime rises with each departure of trained personnel.

The Dispatchers are always balancing the workload in the center. The prioritization of tasks are always changing in the center. We have assigned projects to make the flow of the center better, but the plan for the day can change with a ring of the phone. We have to learn a "go with the flow" type of lifestyle, which has to be part of our everyday life as well. The amount of overtime that each Dispatcher worked this year was overwhelming to them and their families. The Dispatchers had to sacrifice a lot of time away from their personal lives this year.

We brought on two more departments this year as well and while this may seem like a bad decision based on the previous message of how much work and overtime the dispatchers had to work. It actually makes our job easier. The first agency we took on was Nenana Volunteer Fire and EMS in mid year. We already dispatched the jurisdictions around Nenana and had many calls for service with them. By now dispatching for them it cut down the extra phone calls between different departments to complete a single call for service.

The second agency that we took on during the fourth quarter was Mobile Crisis Team (MCT). MCT is part of the Crisis Now project to help individuals in a mental or behavioral health crisis. This program has helped Dispatch provide a resource for individuals that we did not have before. MCT is a team that can respond to an individual that we used to have to send police or an

Message from the Manager cont.

ambulance to assist. If neither police or ambulance was not warranted then Dispatch would try find another resource for the individual. We have not dispatched an agency like this before so there was a learning curve and the program has become a great resource for our community.

As the end of the year was coming upon us and we looked forward to closing this year out Mother Nature added another twist. In December, the Fairbanks area received record amounts of snow during multiple snow storms. In between snow storms there was a rain storm. After the approximately two inches of rain fell, it got colder and snowed again. Yes, this is Alaska and yes we know it snows here, but these storms created many problems that most people are not aware of. The huge amounts of snow covered of course all the roads, however there were not enough snow plows to clear them. The priority of snow plowing is not always in alignment with Public Safety needs. The power went out in most of the area and GVEA worked endlessly to get the power restored. The roads not being cleared also made Public Safety vehicles get stuck in the snow. This caused great difficulty it getting ambulances to and from locations. The hospital also needed to have patients that were release from hospital care to be transported back to their home. These transports had to be put on hold as the fire department had to ensure they had an ambulance available for those in need. This also created an issue for the hospital having room for new patients.

After explaining what the snow and rain storms did to the Public Safety world I would like to remind you that our Dispatchers had to live the stress of both the Public Safety world and personal life. Just because a Dispatcher is at work does not mean they leave all the stress of their personal lives at the door. They have to worry about being able to get to work and on time to relieve another dispatcher. They could have been one of the people with no power for a week or two. They may have 18 inches of snow to shovel after working a 12 hour shift. While at work, their family or loved ones with no power / heat are on their minds. As I checked with each Dispatcher of their needs during the storm, I also had to arrange for Officers to transport our Dispatchers to work as they were not able to get out of their driveways. Many businesses closed during the strom but that is not an option for essential Public Safety employees.

As a group we made it through the many storms and the end of the year. As this year has challenged us, it has also taught us that we can get through any situation given to us if we work together as a team. Our team will continue to move forward in the up coming year. We will have more difficult situations, and we will overcome them and grow together as the great team we are.

Kristi Merideth
Dispatch Manager

Mission Statement

It is the mission of the Fairbanks Emergency Communications Center to provide professional 9-1-1 services to the Interior of Alaska. This mission is accomplished by a well-trained staff of Dispatchers who are dedicated to the achievement of excellence through their motivation to continuously improve through training, feedback, and team work.

Core Values

The values of the Communications Center are unvarying principles to which we are dedicated. They are:

Excellence: We are committed to performing our duties in a superior way.

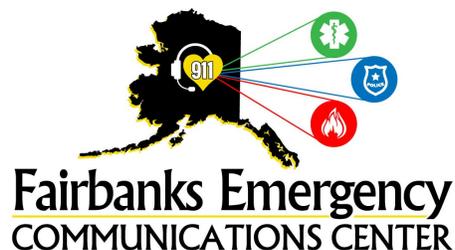
Service: We will do everything we can to serve the public well and with compassion.

Integrity: We will be honest, fair, truthful, and lawful in all that we do.

Respect: We will uphold the dignity and rights of every individual.

Teamwork: We will work in a cohesive, complementary way.

Loyalty: We will remain loyal to the goals of the organization.



Overview of Fairbanks Emergency Communications Center

The Fairbanks Emergency Communication Center (FECC) is the youngest department within the City of Fairbanks organization. Formed in 2006, FECC separated from Fairbanks Police Department (FPD) in response to the need for better representation of all public safety entities now served by the regional center.

Communications Center:

- Primary PSAP for Fairbanks North Star Borough (FNSB), greater Delta area, Denali Borough, and Nenana. Performing 9-1-1 call processing using fire, medical, and police protocols, and providing pre-arrival instructions (example: CPR instructions to callers).
- After hour administrative lines for FPD, NPPD, and FNSB Hazmat.
- Provide emergency dispatching service for 2 law enforcement agencies, 17 Fire / EMS agencies, FNSB Emergency Operations & Haz Mat Team, Emergency Service Patrol, and Mobile Crisis Team.
- Process and assemble completed arrest report documentation for Fairbanks Police for the City.
- Data entry of no suspect police reports for FPD and traffic citations.
- Data entry for stolen vehicles, missing persons, stolen firearms, stolen articles, City warrants and protective/stalking order entry.
- Validation of all data entries.

Front Desk:

- Staff the police departments Front Desk area, screening all walk in traffic to the police station.
- Answer all incoming business line traffic to the FPD administrative lines.
- Initiate calls for service, request for officer response as appropriate.
- Transfer calls to the appropriate agency as needed.
- Take and complete no suspect minor theft, vandalism, and lost/found property reports.
- Process requests for police reports, distribute as appropriate, create billing for report fees as appropriate.
- Complete data entry of all no suspect police reports and scan supporting documents to police report case.
- Complete billing entries for records requested at FPD.

Administrative Staff and Leadership

Administration



Kristi Merideth,
Dispatch Manager



Martha Jewkes,
Administrative
Assistant

Shift Supervisors



Julie Ritchie,
Shift Supervisor



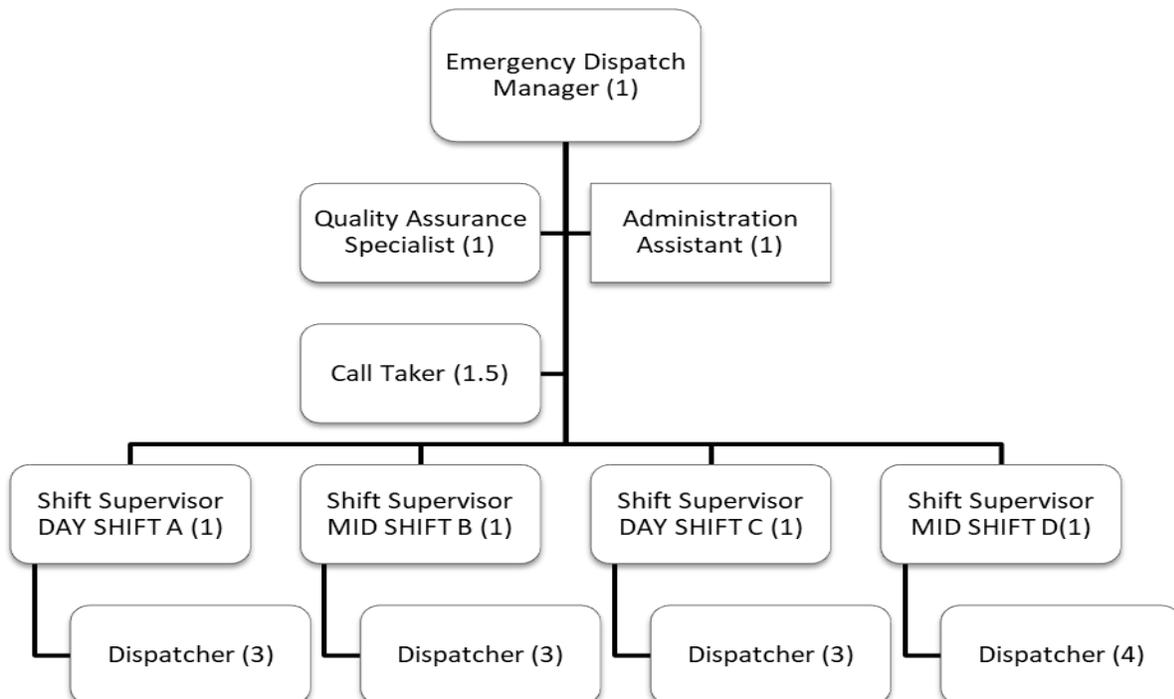
Angela Modrell,
Shift Supervisor



Sara Sandbo
Shift Supervisor



Jacob Teague,
Shift Supervisor



Dispatchers

David Hammett
Elena Condon
Kaleigh Sparks
Kody Paul
Timothy Darland
Alayna Hansen
Davan Doran

Employment Activity

Retirements:

Martha Jewkes	5/31/2022
Julie Ritchie	6/30/2022

Promotions:

Completed Communications Training:

Jessica Camacho	3/29/2022
Davan Doran	12/27/2022
Gracie Davis	

New Employees:

Davan Doran	1/17/2022
Kacie White	3/9/2022
Jacob Merritt	5/10/2022
Christina Pool	6/16/2022
Jamie Seems	8/1/2022
Jennifer Klink	8/1/2022
Catherine Crozier	8/1/2022
Gracie Davis	8/1/2022
Katelynn Greenwood	10/03/2022
Jessica Udarbe	10/03/2022
Jessi Martellaro	10/03/2022
Jessica Lenahan	10/24/2022
Brenda Geier	10/28/2022

Resignations:

Jacob Merritt	1/17/2022
Alayna Hansen	5/12/2022
Jacob Teague	5/14/2022
Timothy Darland	8/31/2022
Kody Paul	9/15/2022

Dispatch Awards and Recognition

Shift Supervisor Angela Modrell attended Communications Center Management (CCM) in the fourth quarter of the year. This is a program is part of Fitch and Associates leadership programs. This program is very important for our Supervisors as it teaches the leadership and liability side of being in the dispatch center. Communication Supervisors from all over participate in this 4 month training. Most of the training is online with 2 six day sessions in person. During the training there are individual and group projects assigned. The peers in this group also become a very important resource for each other from the first day of class forward.

Angela has been with FECC since 2016. She started as a dispatcher, then a trainer, and now has added the title of Shift Supervisor. Angela is a very hard worker and is always trying to help her co-workers in any way she can. At CCM Angela was voted to be the recipient of the Leadership award by her 40 peers. According to Fitch and Associates, the award is “presented to a classmate whom the students feel has exhibited exceptional personal and professional leadership qualities throughout the course and who the students feel represents the best in EMS.” Congratulations to Angela, and we are proud to have you as part of our team!



Years of Service in 2021

There is not any milestone years of service in the year 2021. Ending the year we had three employees with over 15 years of experience. One employee in the 5-10 year range of experience, six employees with less than five years. We also ended the year with 3 recruit dispatchers still in training.

Recruitment and Hiring

The hiring process at Fairbanks Emergency Communications Center utilizes Select Advantage and CritiCall. Select Advantage takes approximately an hour and CritiCall is approximately 2 hours. During Covid-19 pandemic we could not use Criticall because of social distancing and working remotely.

Select Advantage is a behaviorally based assessment on validated job-related criteria for each person. The assessments measure specific job behaviors rather than personality or personal constructs. The objective of Select Advantage is to provide organizations with a tool which will allow them to identify applicants who have the highest probability of being outstanding on the job.

CritiCall is a program with test modules that provide a miniature replica of the emergency services job. CritiCall is scientifically designed so the job applicants need no prior dispatch experience or special dispatcher training to succeed during testing. These tests provide the applicants a realistic preview of the job, so much that some people have removed themselves from the recruitment process.

Applicants that pass both Select Advantage and CritiCall will advance to Interviews. Applicants are interviewed by a panel made up from Dispatchers, Administrative staff, and a Human Resource representative.

The highest scoring applicants are then given a conditional offer of employment and sent to background. FECC contracts with a Private Investigator for a thorough background investigation. After receiving an acceptable background report an official offer of employment is given.

In 2021:

- 79 applications were submitted for the dispatch position
- 56 took the Select Advantage exam
- 0 took the CritiCall exam (laterals from out of state were not required to test)
- 15 conditional job offers were made
- 11 sent to background
- 4 were hired by FECC

FECC takes applications continually for the Dispatch position.

Training Program

Fairbanks Emergency Communications Center's training program is designed to provide new Dispatchers with a systematic approach to training. Consistent, standardized training provides the means to ensure all Dispatchers are capable of the tasks necessary to assume full responsibilities of the position. New employees work with various trainers and various shifts throughout the training process.

FECC's new employee training program consists of five program phases: Academy, Calltaker, Main, Fire, and Crimes.

Academy is approximately 6 weeks in a classroom setting learning our computer aided dispatch program, Alaska Public Safety Information Network (APSIN), learning about each agency we serve, policies and procedures, International Academy protocols; Emergency Telecommunicator Course (ETC), Emergency Medical Dispatch (EMD), Emergency Fire Dispatch (EFD), and Emergency Police Dispatch (EPD), along with area familiarization.

Calltaker is focusing on answering the phones, 911 and non-emergency. The Recruit Dispatcher is able to utilize the skills they were just taught in the academy. A trainer is assisting with using the programs in a live environment.

Main phase is learning how to read police calls for service that are in the CAD and dispatching the correct number of officers, prioritize calls for service, and keeping track of officers. Both Fairbanks Police Department and North Pole Police Department are dispatched on the same channel.

Fire phase is dispatching the fire and EMS agencies. This can be a very busy position as there are many channels to listen to at once. While dispatching and keeping track of fire and EMS units the Dispatcher is also answering 911 and non-emergency calls for service.

Crimes phase is answering phone calls, 911 and non-emergency, and stacking calls for service. The Crimes Dispatcher also runs all radio traffic to check drivers license status and warrant checks. The Crimes Dispatcher also processes all court and arrest paperwork. The position will also assist the Main Dispatcher or Fire Dispatcher when necessary.

Certified Trainers

Dispatchers who are selected to train Recruit Dispatchers are certified after attending a 40-hour Communications Training course. Trainers are responsible for following the training program guidelines by means of task guide to receive all required training. Evaluations are completed using the agency's Daily Observation Report (DOR) to document training each day and determine when training objectives have been met.

At the start of the year there were a total of 7 dispatchers who were certified to be trainers. At year end we had a total of 3 certified trainers as two of the resignations were also certified trainers. One dispatcher that was certified as a Quality Assurance was used as a trainer. With the Quality Assurance certificate part of the description is to get dispatchers feedback on how to process calls correctly. Two of the 3 certified trainers were also part of the Quality Assurance Team.

Participating Entities

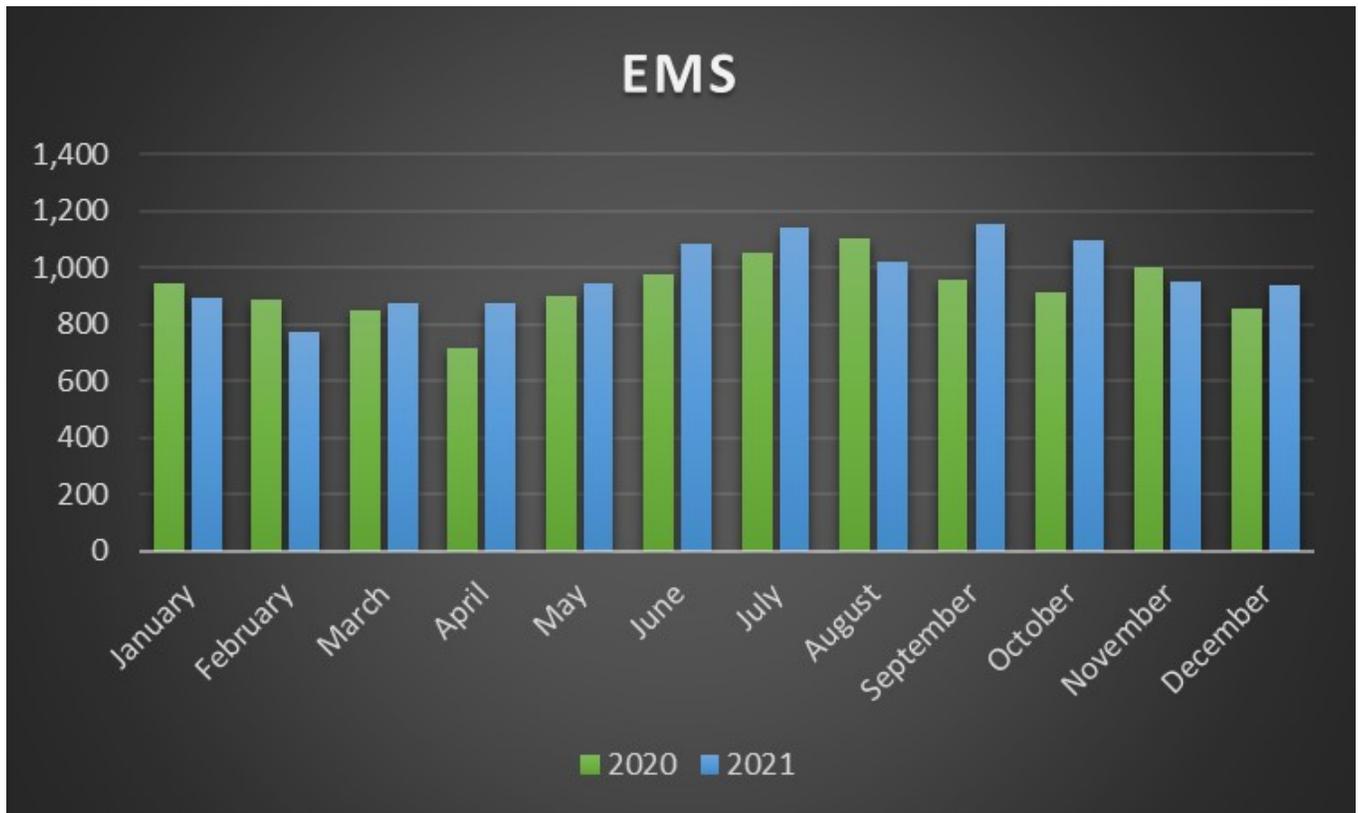
City of Fairbanks
City of North Pole
Fairbanks North Star Borough
City of Delta
Denali Borough/DESA
Nenana

Subscriber Entities

Fairbanks Police Department	Steese Area Volunteer Fire Department
North Pole Police Department	North Star Volunteer Fire Department
Fairbanks Fire Department	Salcha Rescue
North Pole Fire Department	Chena Goldstream Fire & Rescue
Ester Fire Department	Delta Medical Transport
Delta Volunteer Fire Department	Rural Deltana Volunteer Fire Department
Tri-Valley Fire Department	University Fire Department
McKinley Fire Department	Cantwell Fire and Rescue
Panguingue Fire Department	Anderson Fire Department
Emergency Service Patrol	Emergency Operations & HazMat Team
Nenana Volunteer Fire & EMS	Mobile Crisis Team

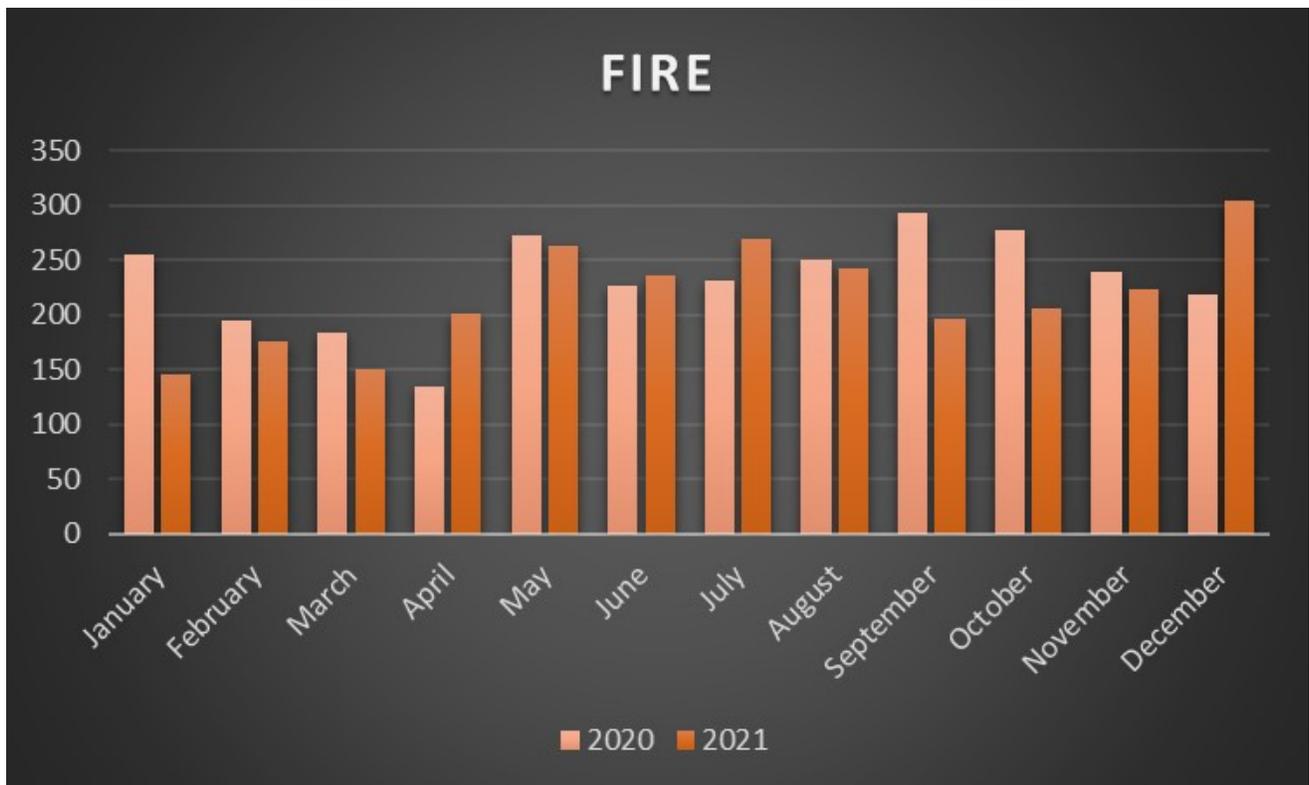
Calls for Service by Month

EMS	2020	2021	Difference
January	944	892	-52
February	888	775	-113
March	852	878	26
April	715	878	163
May	902	948	46
June	974	1,082	108
July	1,053	1,139	86
August	1,102	1,023	-79
September	959	1,153	194
October	913	1,099	186
November	1,001	953	-48
December	855	938	83
Total:	11,158	11,758	600



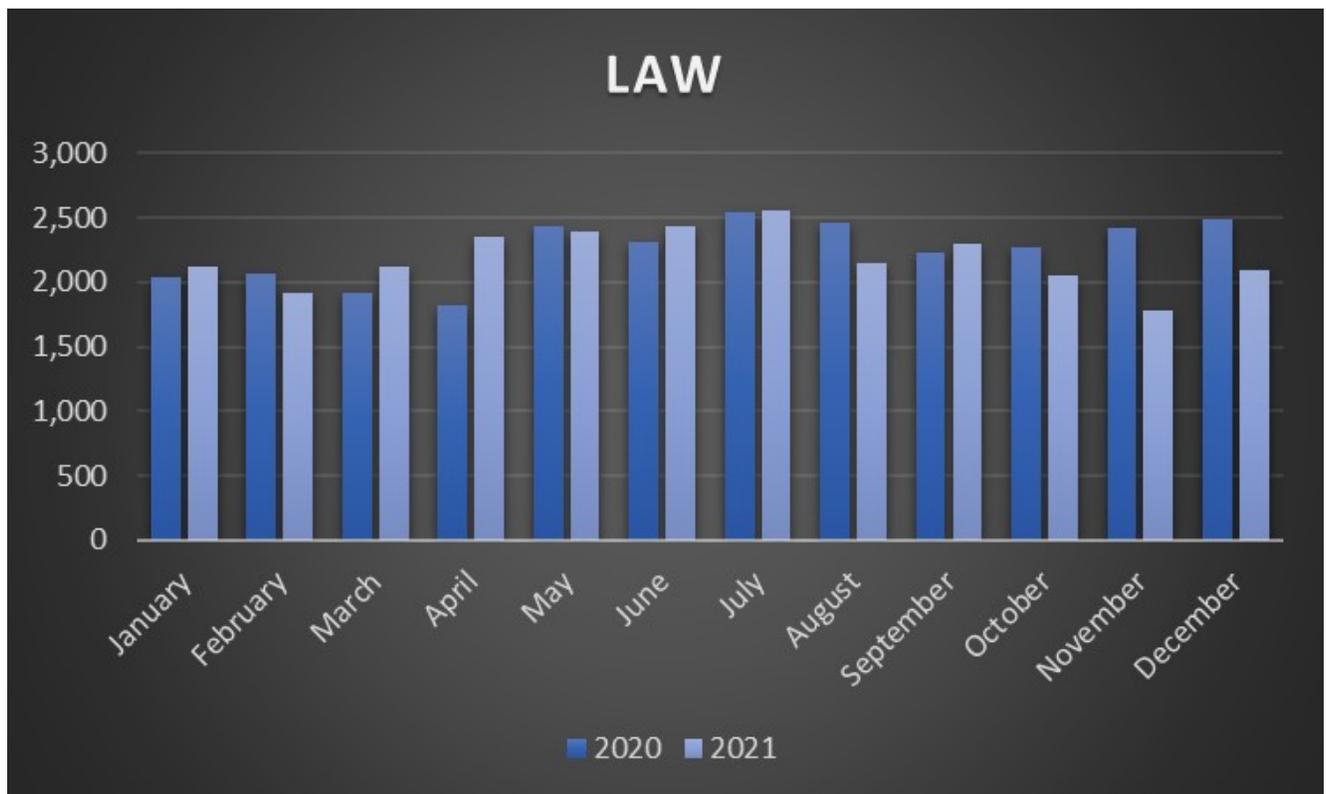
Calls for Service by Month

Fire	2020	2021	Difference
January	255	145	-110
February	195	176	-19
March	184	150	-34
April	134	202	68
May	272	264	-8
June	227	237	10
July	232	270	38
August	251	243	-8
September	294	197	-97
October	278	206	-72
November	239	223	-16
December	219	304	85
Total:	2,780	2,617	-163

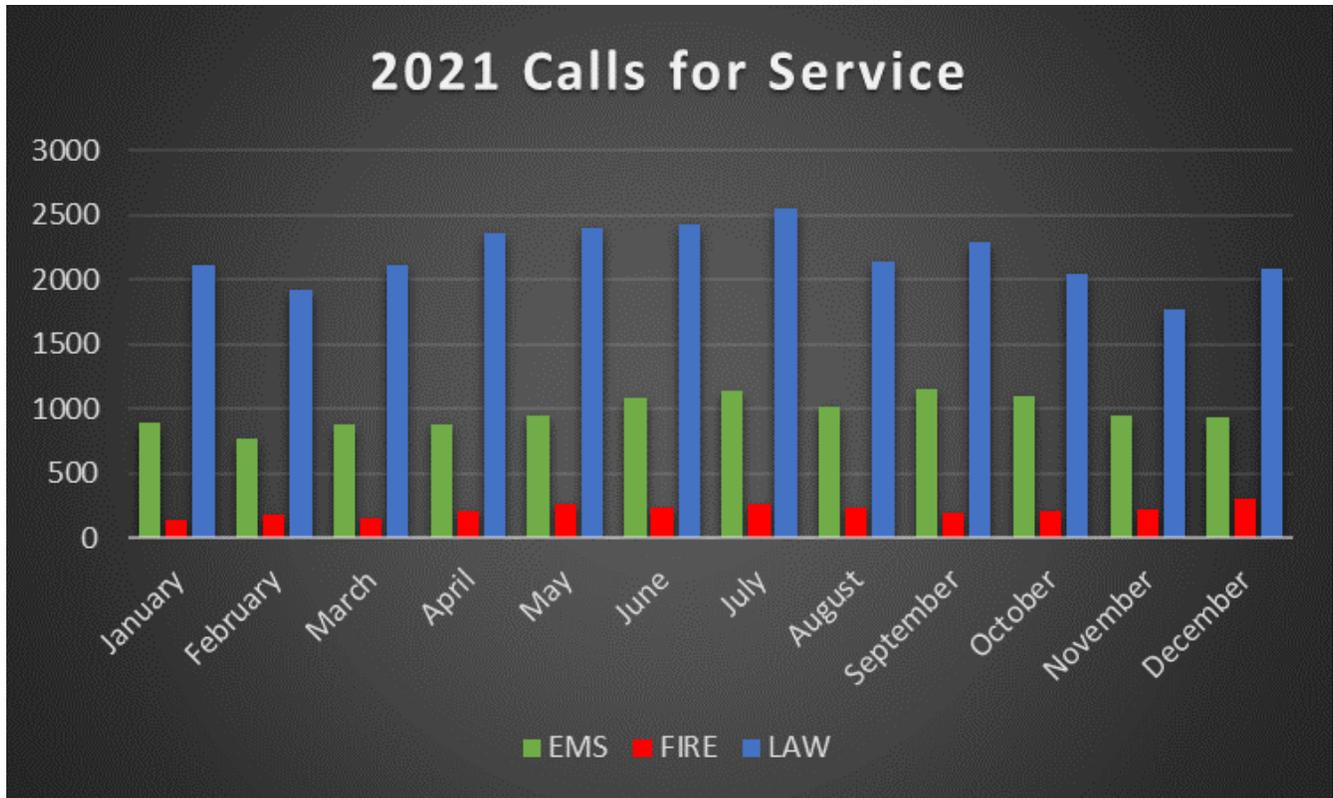


Calls for Service by Month

Law	2020	2021	Difference
January	2,041	2,115	74
February	2,071	1,920	-151
March	1,916	2,114	198
April	1,821	2,355	534
May	2,433	2,398	-35
June	2,305	2,435	130
July	2,546	2,551	5
August	2,460	2,141	-319
September	2,232	2,292	60
October	2,270	2,048	-222
November	2,418	1,776	-642
December	2,486	2,090	-396
Total:	26,999	26,235	-764



Calls for Service by Month



2021	EMS	FIRE	LAW
January	892	145	2115
February	775	176	1920
March	878	150	2114
April	878	202	2355
May	948	264	2398
June	1082	237	2435
July	1139	270	2551
August	1023	243	2141
September	1153	197	2292
October	1099	206	2048
November	953	223	1776
December	938	304	2090
Total:	11,758	2,617	26,235

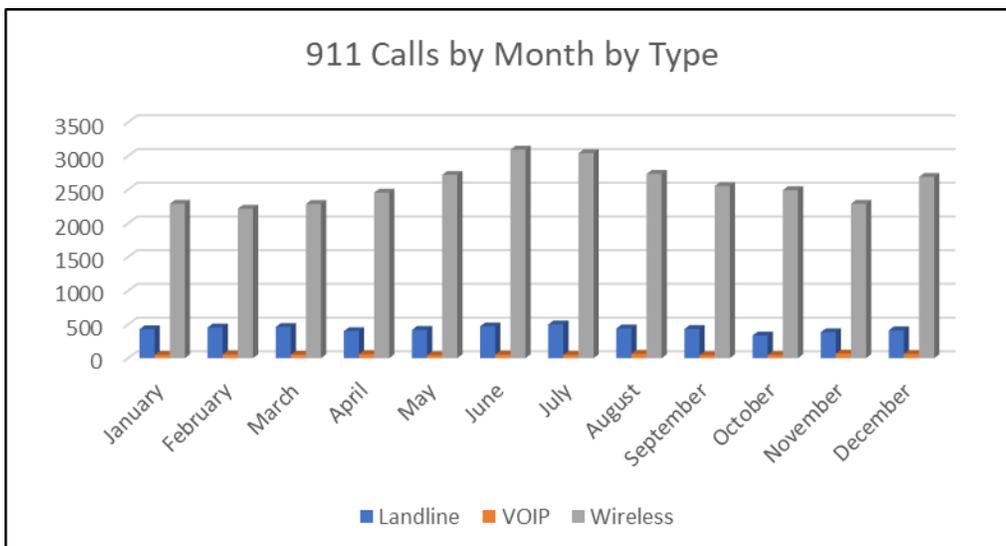
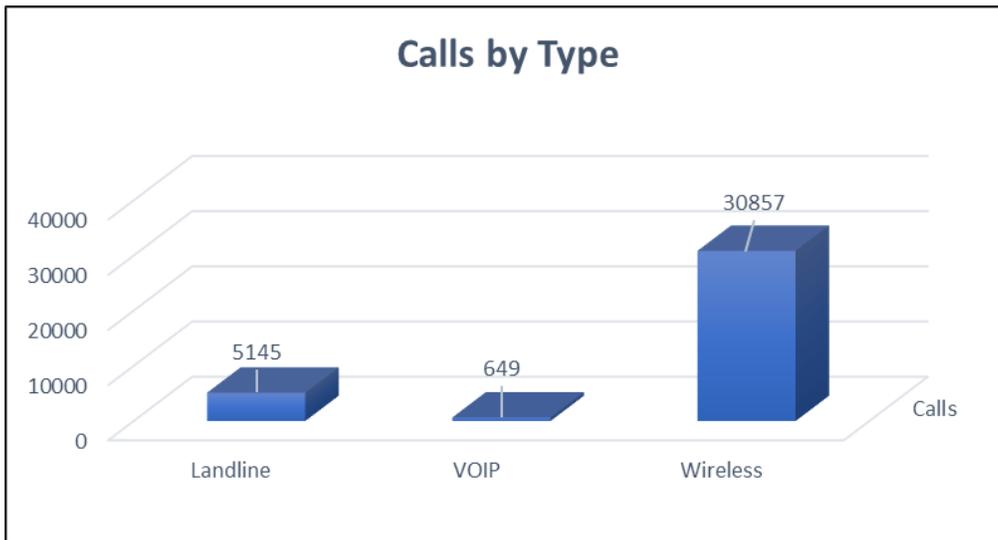
Calls for Service by Agency

Agency	Calls	Percentage
Fairbanks Fire	6,893	14.7%
North Pole Fire	1,450	3.1%
North Star Fire	1,455	3.1%
Steese Fire	931	2.0%
Chena Goldstream	636	1.4%
Ester Fire	242	0.5%
Salcha Rescue	129	0.3%
Cantwell	35	0.1%
McKinley	43	0.1%
Panguienge	1	0.0%
Anderson	46	0.1%
Tri-Valley	163	0.3%
UAF Fire	2,326	5.0%
Delta Fire	215	0.5%
Delta Medical Transport	430	0.9%
Fairbanks Police	22,493	48.0%
North Pole Police	3,742	8.0%
Emergency Ops & Hazmat	5	0.0%
Nenana Fire & EMS	70	0.1%
ESP (CSP)	5,570	11.9%
TOTAL	46,875	



911 Call Type by Month of the Year

Month	Landline	VOIP	Wireless	Total
January	428	48	2289	2765
February	455	57	2217	2729
March	463	52	2287	2802
April	401	60	2455	2916
May	419	43	2718	3180
June	472	55	3092	3619
July	500	48	3041	3589
August	440	65	2733	3238
September	433	44	2553	3030
October	336	46	2493	2875
November	384	68	2290	2742
December	414	63	2689	3166
Total	5145	649	30857	36651



911 Calls by Call Answer Interval

	5 seconds	10 seconds	15 seconds	30 seconds	45 seconds	Longer
Answered	26421	3878	1044	996	373	738
Abandoned	3159	355	120	257	131	284

	2020	2021
Avg. Speed of Answer	0:08	0:07
Total calls Answered:	31,296	33,450
Total calls Abandoned:	4,589	4,306
Percent Answered	87.21%	88.60%
Percent Abandoned	12.79%	11.40%

911, What is the location of the emergency?

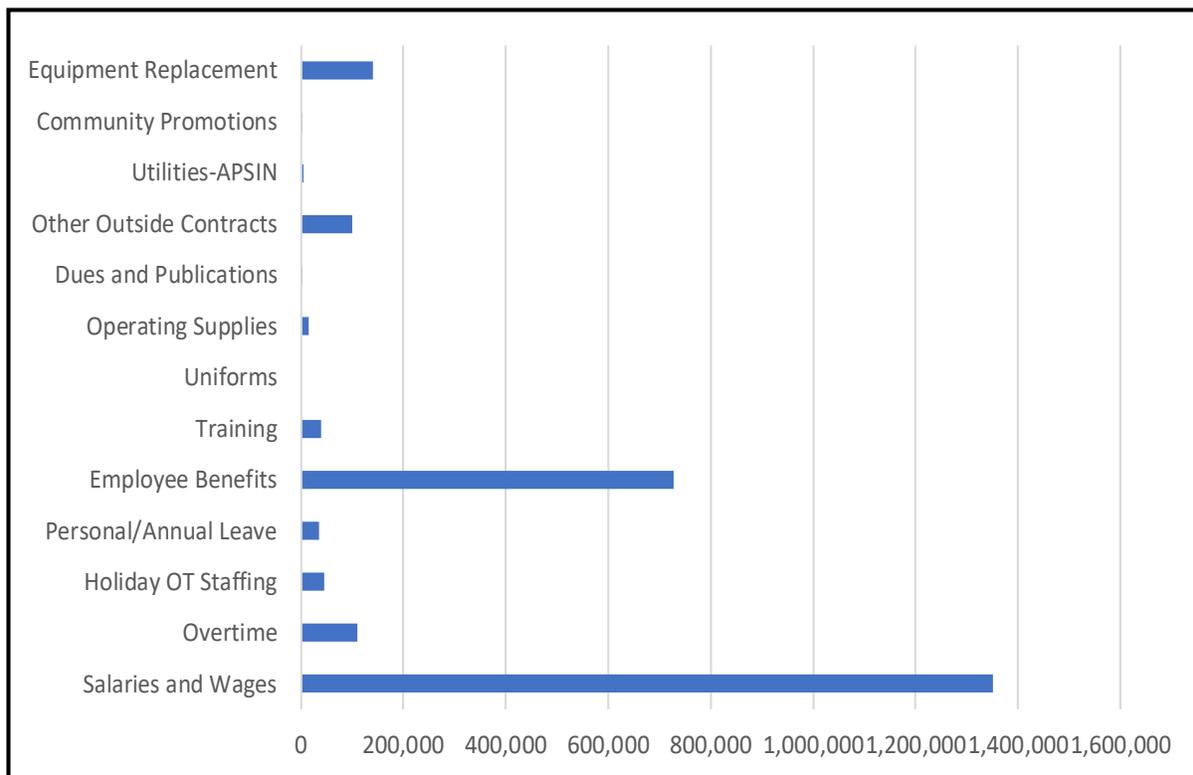
Calls by Queue Type

We have multiple administrative queues set up in our phone system. We do this to be more efficient on answering higher priority calls first. The phone calls will present to all stations signed in to that designated queue. An example is the Main dispatcher. The Main dispatcher is dispatching law enforcement and those agencies should be able to talk to the person responsible for law enforcement calls for service. The queue will only ring for that Main dispatcher and any supervisor on duty. The 911 queues will always present for answering prior to any administrative call.

Queue	Offered	Answer Speed	Answered	Abandoned
FECC Out of Area 911	825	6	704	121
FNSB 911	37042	7	33548	4200
FECC Admin	54861	10	54860	1
FECC Alarm Techs	2158	11	2158	
FECC CSP (ESP)	3756	9	3756	1
FECC Fire	2305	10	2305	
FECC Police	5671	4	5671	
FECC Supervisors	470	18	470	
Total	107088	9	103472	4323

Approved 2021 Budget

Salaries and Wages	1,351,798
Overtime	110,000
Holiday OT Staffing	44,400
Personal/Annual Leave	35,000
Employee Benefits	727,196
Training	40,000
Uniforms	0
Operating Supplies	15,000
Dues and Publications	500
Other Outside Contracts	100,000
Utilities-APSIN	3,800
Community Promotions	500
Equipment Replacement	140,000



Further information on the budget and spending can be found at <https://cityoffairbanks.finance.socrata.com#!/dashboard>

Training

International Academy of Emergency Dispatch

All dispatchers are trained by the International Academy in Emergency Medical (EMD), Fire (EFD), and Police Priority Dispatch (EPD). These protocols ensure that all dispatchers will gather the same information for the responders, dispatches will have the same level of response and give proper pre-arrival instructions. It's imperative to gather information as quick as possible while showing empathy for caller. Pre-arrival instructions are very important as well. A few examples are how to get a caller to safety, CPR instructions, and how to exit a house that is on fire. Each protocol requires monthly continuing dispatch education and re-certification every two years.

Calls for service, based on the information gathered, are given a response level. The response level is determined automatically configured, by the ProQA program. ProQA is the computer-based system of the protocols. It helps us gather the information while it puts the information into the CAD. This allows us to move smoothly through our call and the other dispatchers can access the information if it is needed. Each responding department is able to decide what level of response they would like based on the determinant level we have dispatched. The determinant levels are one of the following levels alpha, bravo, charlie, delta, or echo (with echo being the highest level). Having protocols helps to ensure that response level dispatched is the same if you have worked here 20 years or 5 days.

Processing calls for service is not always easy. It takes training, practice, and feedback. Along with our protocols, we have a Quality Assurance Team (QA) that is trained to evaluate our calls for service. Feedback is given to the Dispatcher and their immediate Supervisor in a written report. There are notes on how to improve the calls and what the Dispatcher excelled at. If the call falls below a certain score there is written and verbal feedback. We post the overall department scores as we work toward becoming an accredited center, Accredited Center of Excellence (ACE). The QA Team also sends out a call of the month. They decide on at least one call that was of excellence and send it to everyone in the classification with the reason the call was picked as the call of the month.

Calls are ranked in 5 categories: High Compliance, Compliant, Partial Compliance, Low Compliance, and Non-compliant. In those five categories there are 4 types of deviations that can lower your overall scoring: Critical Deviation, Major Deviation, Moderate Deviation, and Minor Deviation. The deviations are automatically calculated in the quality assurance program, AQUA. If four score with a non-compliant are received across 3 disciplines within a 4-month period, the Dispatcher has to meet with their Supervisor to review errors and create a plan for improvement.

Quality Assurance Statistics

EMD, EFD and EPD

Review Level	Number of Cases	Critical Deviation	Major Deviation	Moderate Deviation	Minor Deviation
High Compliance	1258	0	0	0	0
Compliant	277	0	0	129	194
Partial Compliance	71	0	43	60	18
Low Compliance	35	0	32	52	13
Non-Compliant	99	103	62	80	26
Totals	1740	103	62	80	26

EMD

Review Level	Number of Cases	Critical Deviation	Major Deviation	Moderate Deviation	Minor Deviation
High Compliance	425	0	0	0	0
Compliant	89	0	0	41	58
Partial Compliance	21	0	14	16	1
Low Compliance	12	0	12	14	5
Non-Compliant	35	39	26	21	13
Totals	582	39	52	92	77

EFD

Review Level	Number of Cases	Critical Deviation	Major Deviation	Moderate Deviation	Minor Deviation
High Compliance	320	0	0	0	0
Compliant	63	0	0	24	51
Partial Compliance	19	0	16	6	3
Low Compliance	8	0	8	9	2
Non-Compliant	21	20	9	12	4
Totals	431	20	33	51	60

EPD

Review Level	Number of Cases	Critical Deviation	Major Deviation	Moderate Deviation	Minor Deviation
High Compliance	513	0	0	0	0
Compliant	125	0	0	64	85
Partial Compliance	31	0	13	38	14
Low Compliance	15	0	12	29	6
Non-Compliant	43	44	27	47	9
Totals	727	44	52	178	114

CPR

All Dispatchers are trained in CPR at the Basic Life Support Provider level. One of our Dispatchers has maintained her certification as an instructor. She also provides training to the Fairbanks Police Department and some City of Fairbanks employees.

Every Dispatcher is required to have these minimum qualifications courses completed.

Federal Emergency Management Agency Training (FEMA)

- ICS 100— Introductions to Incident Command System
- ICS 144a- Telecommunicator Emergency Response Taskforce (TERT) Basic Course
- ICS 200—Single Resources and Initial Action Incidents
- ICS 700— Introductions to National Incident Management (NIMS)
- ICS 800—Introduction to National Response Plan (NRP)

Intergrated Public Alert and Warning System (IPAWS)

- ICS 247a— Integrated Public Alert and Warning System
- ICS 251—Integrated Public Alert and Warning System for Alerting Authorities

Goals for 2022

1. Continue to work towards being an Accredited Center of Excellence (ACE) for International Academies of Emergency Dispatch.
2. Continue to build the Radio Quality Assurance Program.
2. Hire all open positions.
3. Increase staffing from 3 to 4 people between the hours of 3 P.M. and 11 P.M. without an increase to overtime budget.
4. Maintain trained staffing levels at 90% of authorized FTE or higher to help defray employee burnout and reduce overtime costs.
5. Complete ongoing training for existing staff members in order to maintain certifications.
6. Work with local dispatch centers to maximize training opportunities for employees while minimizing the cost.
7. Complete building the mobile dispatch center to function as a stand-alone center.

Projects for 2022

1. Replace or upgrade current alarm monitoring program.
2. Complete plans for FECC backup center or mobile command center.
3. Establish policies and procedures for radio QA program and implement program.