Annual Report 2011

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Board of Directors

Chairperson Jamie Goldstein
City of Capitola

Vice Chair Martín Bernal
City of Santa Cruz

Secretary Carlos Palacios
City of Watsonville

Member Susan Mauriello
County of Santa Cruz

Mission Statement

Santa Cruz Regional 9-1-1 is dedicated to serving as the vital link between the public and public safety organizations through *responsiveness* and *technical excellence* while in *partnership* with its Users and employees.

SCR911 provides 9-1-1 and public safety dispatch services for:

County of Santa Cruz ❧ City of Santa Cruz ❧ City of Watsonville ❧ City of Capitola

County of San Benito ❧ City of Hollister ❧ City of San Juan Bautista

Fire ❧ Law ❧ Medical

Santa Cruz Regional 9-1-1 Staff

Management Team

Scotty A. Douglass, General Manager

Dennis Kidd, Assistant General Manager

Amethyst Uchida, Systems Division Manager

Systems Division

Wolff Bloss, Systems Supervisor

Tom Ginsburg, Senior Systems Technician

Nicola Nelson, Systems Technician

Gilbert Oros, Systems Technician

Chad Ross, Intern

Operations and Support Services

Kevin Fink, Administrative Supervisor

Anita Miller, Administrative Supervisor

Marsha MillerAyers, Operations Supervisor

Stephanie Zube, Operations Supervisor

Business Division

Anne Miller, Senior Administrative Assistant

Sherry Paul, Senior Administrative Assistant

Felicia Venezio, Administrative Assistant (Extra Help)

Beth Ann Wann, Senior Administrative Assistant

Public Safety Dispatch Staff

Ashley Baldwin[3]

William Barrett

Jodi Boles

David Brenner

William Burnett

Kristy Cisco-Voorhees

Karen Clark

Valerie Conner

Andrew Davidson

Meghan Dixon

Amanda Douglas

Kristine Ebersole

Michael Fairbanks

Toni Farnsworth

Joseph Guerrero

Adrienne Heebner[3]

Kristal Higgins

Jo Irving

Dee Kenville (Extra Help)

Anna Kiff

Michael Krakowiak[3]

Gina Loftin

Veronica Lopez-Duran

Melody MacDonald[3]

Abigail Marizette[3]

Veronica Mata

Devon McMahon

Eric Mello

Teresa Minogue[3]

Lisa Oberdorfer

Margaret Parker

James Riccabona

Sean Schorovsky

Cheryl Selden

Melanie Sherwood

Carrie Silva

Lyndsay Sotelo[3]

Tammy Spath[3]

Michele Stevison

David Sumner

Jonathan Wizard
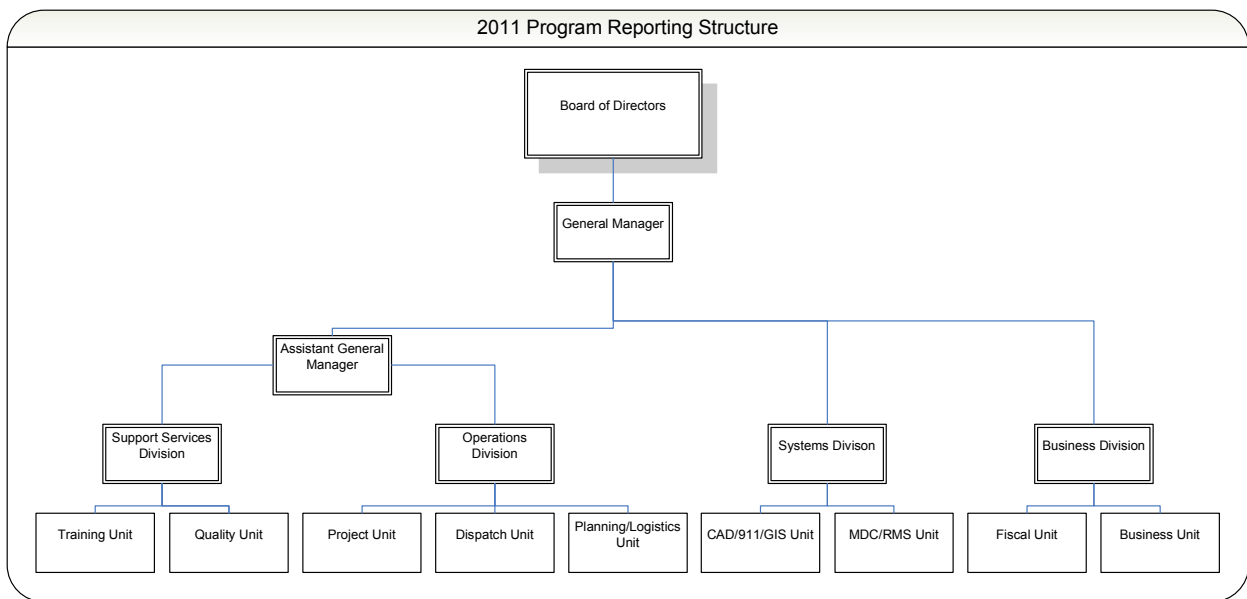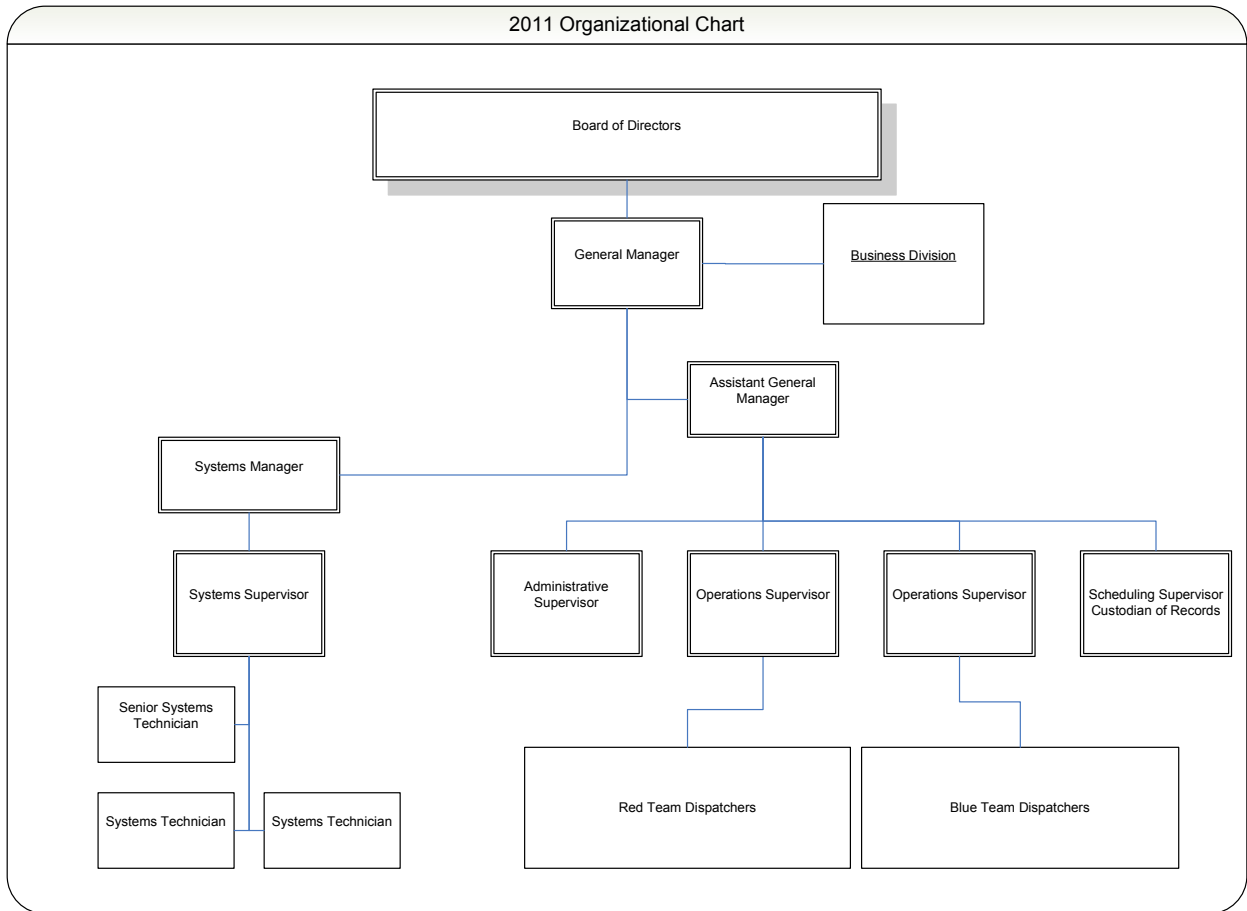
[3] *denotes Senior Public Safety Dispatcher*

Contributors to the Annual Report:

Scotty A. Douglass

Dennis Kidd

Amethyst Uchida

Anita Miller

Marsha MillerAyers

Stephanie Zube

Anne Miller

Sherry Paul (Ed.)

Beth Ann Wann

Wolff Bloss

Organizational Charts

2011 Organizational Chart

- Board of Directors
  - General Manager
    - Business Division
    - Assistant General Manager
      - Systems Manager
        - Systems Supervisor
          - Senior Systems Technician
          - Systems Technician
          - Systems Technician
      - Administrative Supervisor
      - Operations Supervisor
        - Red Team Dispatchers
      - Operations Supervisor
        - Blue Team Dispatchers
      - Scheduling Supervisor Custodian of Records

2011 Program Reporting Structure

- Board of Directors
  - General Manager
    - Assistant General Manager
      - Support Services Division
        - Training Unit
        - Quality Unit
      - Operations Division
        - Project Unit
        - Dispatch Unit
        - Planning/Logistics Unit
      - Systems Divison
        - CAD/911/GIS Unit
        - MDC/RMS Unit
      - Business Division
        - Fiscal Unit
        - Business Unit

Annual Report 2011

Scotty A. Douglass, General Manager

► General Manager's Message

In 1996, Santa Cruz Regional 9-1-1's (SCR911) doors opened and marked the first 9-1-1 dispatch consolidation within Santa Cruz County. 2011 marks a year of major accomplishment for SCR911 as we have now partnered with San Benito County and the city of Hollister to provide public safety dispatching for their communities starting October 1, 2011. This is the first multiple-county local government 9-1-1 consolidation within the State of California. Many hours were put in and much effort was made by all involved to ensure a successful transition. I am certainly proud of the members of the task teams, SCR911's employees (both existing and transitioning), SCR911's Board of Directors, as well as the County of San Benito's Board of Supervisors and Hollister's City Council for making this partnership a reality.

SCR911's budget was reduced by an additional 9 percent in Fiscal Year 2011/12 and now represents an overall reduction of $1.5 million per year. By partnering with San Benito/Hollister, SCR911 has been able to add dispatchers while not increasing the overall budget. Albeit, the workload in dispatch has increased, there are more dispatchers in the room to respond to large-scale events within the community. During 2012, SCR911 will look for ways to create further operational efficiencies through an evaluation of the additional responsibilities due to the San Benito/Hollister merger. As reflected in the 2012 Goals published in this report, staff will investigate techniques and technology that could automate and/or streamline existing tasks and responsibilities.

Scotty and CDR Hill on the Enterprise

This year, I was able to return to my roots as a sailor in the United States Navy and visited my old duty station, the aircraft carrier USS Enterprise. When I visited, I saw a crew of today's sailors upholding the highest standards and continued traditions while they performed their duties onboard the ship. They expressed extreme pride, responsibility, and duty to their ship and to each other as a tight-knit organization. Everything I saw showed me a "can-do" spirit.

As I roamed the ship, I reflected on SCR911 and the people that make up our organization and bring it "to life". I see every bit of pride, responsibility, and duty in our staff as I did on the Enterprise. We have a "can-do" approach with high personal standards and want nothing less than the best for our Users, communities, and each other as an organization. The Enterprise has a new slogan, "Ready on Arrival". I believe that ours would be "Always Ready". Every minute of every day, we have staff that willingly wear their "First, First-Responder" hats to ensure that help is on the way as quickly as possible with the most accurate information given to the field responders while providing emotional support and the highest level of customer service to our callers.

Traditionally, "Bravo Zulu" is a naval signal, conveyed by voice radio, meaning "Well Done". For all that has been accomplished in 2011, including those listed above as well as the installation of the radio console and much more, I would like to say BRAVO ZULU to everyone who made it all possible, the people who work for and agencies who are partnered with Santa Cruz Regional 9-1-1. I look forward to the coming year's challenges as they will again become our future successes. Full steam ahead!

> # Workload and Call Statistics

Calls –for-Service Agency Comparison

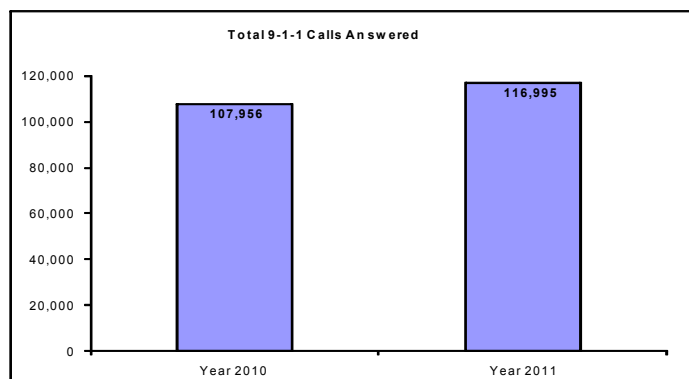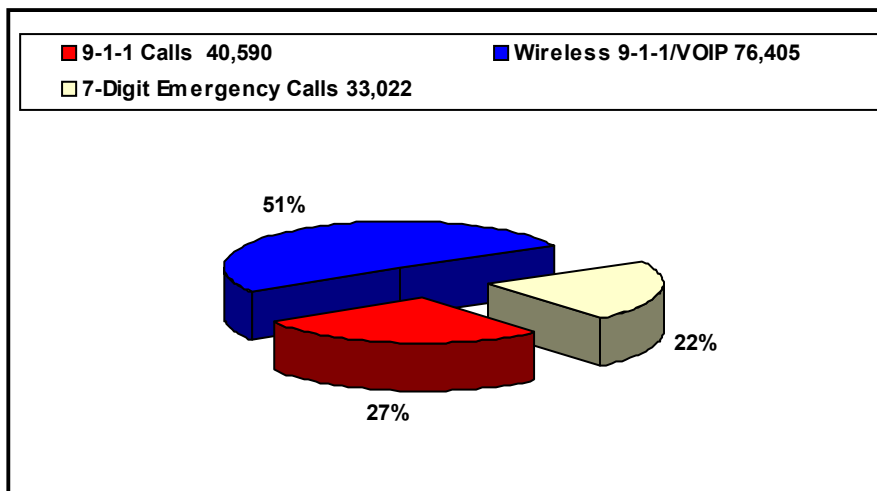| 2010	2011	Agency	Annual Change (%)
Calls for Service (CFS) Handled and Processed			
92,115	93,933	Santa Cruz County Sheriff's Office (SCSO)	1.97
81,496	90,484	Santa Cruz Police Department (SCPD)	11.03
60,921	62,022	Watsonville Police Department (WPD)	1.81
21,529	20,295	Capitola Police Department (CPD)	-5.73
	6,437	Hollister Police Department (HPD)**	N/A
	4,284	San Benito County Sheriff's Office (SBSO)**	N/A
23,794	24,198	Santa Cruz County-Wide Fire	1.70
	891	San Benito County-Wide Fire**	N/A
18,682	18,744	Santa Cruz AMR	0.33
	727	San Benito AMR**	N/A
7,330	7,162	Other	-2.29
305,867	**329,177**	**Total Calls For Service**	7.62

** CFS represent statistics from 10/1/2011-12/31/2011 as San Benito/Hollister responsibility was added on 10/1/2011.
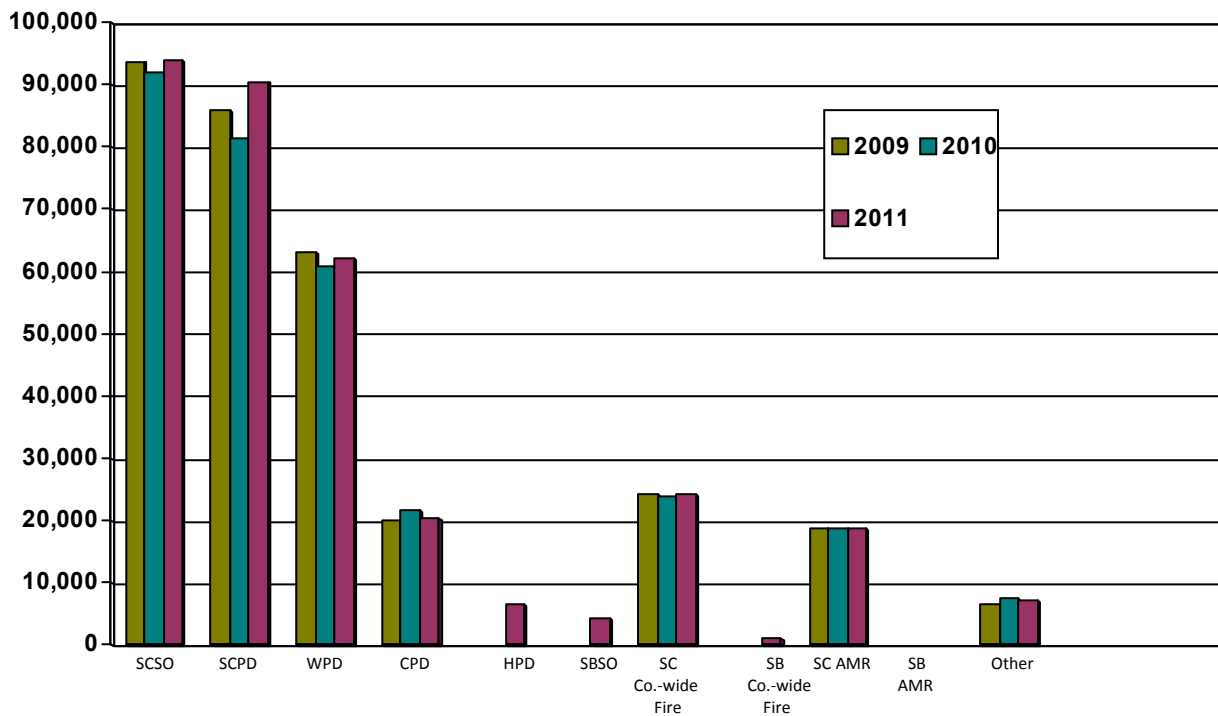
Emergency Phone Call Origins Comparison

Total Phone Calls Handled and Processed				
Type of Call	**2009**	**2010**	**2011**	**Percent Change 2010 to 2011**
Wired 9-1-1	55,620	46,885	40,590	-13.43
Wireless 9-1-1	47,805	60,167	71,884	19.47
Voice Over Internet Protocol (VOIP) 9-1-1	512	904	4,521	400.11
Total 9-1-1	*103,937*	*107,956*	*116,995*	*8.37*
7-Digit Emergency	27,357	32,262	33,022	2.36
7-Digit Non-Emergency (Law)	129,526	140,092	135,131	-3.54
7-Digit Other	180,496	214,625	232,247	8.21
Total 7-Digit Calls	*337,379*	*386,979*	*400,400*	*3.47*
Total Phone Calls	*440,776*	*494,935*	*517,395*	*4.54*

Ratio of 7-Digit Emergency Calls to 9-1-1 Calls Handled

■ **9-1-1 Calls 40,590**   ■ **Wireless 9-1-1/VOIP 76,405**
□ **7-Digit Emergency Calls 33,022**

51%
27%
22%

Total 9-1-1 Calls Answered

107,956   116,995

Year 2010   Year 2011

Goals Review

2011 Goals— *Accomplished*

Begin Radio Console Replacement - **ACCOMPLISHED**

The dispatch radio console is at the heart of the Authority's ability to communicate with the User Agencies. Many of the parts of the original radio system date back to the late 1980's and were in serious need of replacement due to the lack of legacy parts available.

Staff conducted a Request for Proposal (RFP) to select a vendor and procure a new radio console to be installed in early 2012. It was anticipated that the cost to replace the radio console could be as high as $1.2 million. After a critical evaluation process, SCR911 selected Modular Communications to provide a replacement to the original radio console system at a cost of $433,730 — approximately $766,270 less than anticipated. Staff successfully negotiated 7-year financing for the system with payments deferred until Fiscal Year 2012/2013.

While it was the intent to complete the process of selecting a vendor and negotiating an agreement for

New radio console displaying law channels.

a radio console system in 2011, the Systems Division, along with the Technical Operational Advisory Committee (TOAC), the dispatch trainers and staff, was able to completely install the new radio console system in the current calendar year. It is expected that this system will go live at the beginning of January, 2012.

Conduct Survey of Users - **ACCOMPLISHED**

An extensive User satisfaction survey was distributed to all Users through the use of an Internet survey tool. The results were quantified, analyzed, and published (see Appendix B) by the Authority's staff committee. Of significant mention is an overall satisfaction rate of 94.4 percent. The detailed analysis of the data and associated comments revealed that the Authority is providing quality service to the Users and that there are no major areas of concern. For the first time, the Users' survey includes feedback from line-level field personnel as well as administrative staff.

Increase Bilingual Dispatcher Staffing - **ACCOMPLISHED**

SCR911 conducted targeted recruitments in order to increase the number of bilingual (English/Spanish) dispatchers. Additionally, policy was modified to allow the Authority to hire bilingual dispatcher assistants (call-takers) due to the number of Spanish calls received by the Center.

The Authority hired four new bilingual dispatchers in 2011, and two remain who were added as call-takers to summer dispatch staffing. These dispatchers are currently scheduled to begin the radio dispatch academy in January 2012. The addition of bilingual dispatcher staff has reduced the Authority's use of language translation services by 16 percent as of November 2011. The two bilingual dispatchers were also vital to the success in the initial transition of San Benito/Hollister to SCR911 as they supplemented call-taker staffing at the San Benito alternate site during the first three weeks of transition.

Expand Community Outreach - **ACCOMPLISHED**

Through the offering of teen citizens' academies, the Regional Occupational Program (ROP) "Careers in Public Safety" courses taught at Cabrillo College, staff

participation at the Santa Cruz County Fair, and other community presentations, the Authority has made a significant contribution to the community in 2011. In addition, the Authority was able to obtain over $10,000 in 9-1-1 educational and outreach materials developed for school-age children through the State of California's 9-1-1 funding reimbursement program. These materials were distributed at the Santa

SCR911's ACE team booth at the Santa Cruz County Fair.

Cruz County Fair on "Kid's Day" and at other community presentations.

Increase Internet Presence - **ACCOMPLISHED**

The Authority acknowledges the shift in communications technology from newsprint to the Internet through the use of social media websites. It is evident that this form of communication has become the new expectation from the community in order to stay informed. Not only does it provide a means to obtain information from entities such as SCR911, but it also gives the community the ability to communicate back through that same channel.

As a result, SCR911 created a page on Facebook to do just that: provide two-way social communication between the agency and the community. This source was used to communicate with victims of the rockslide in Scotts Valley, notifying them of community meetings and links to informational resources. SCR911's Facebook page also provides links to public education, disaster preparation, tsunami information, and controlled burn resources. Notifications of recruitments and the proclamation of agency accolades were among the uses of this new method of communication.

SCR911 instituted the use of Twitter to provide up-to-date information concerning Fire/EMS incidents within their community. This also gives volunteer fire, amateur radio operators, and community resource personnel the ability to receive notifications of incidents in their area of responsibility.

The Authority's website, www.scr911.org, was used to reach out to the San Benito County User agencies, disseminating information prior to the consolidation. This aided the San Benito/Hollister consolidation task teams in sharing important information quickly. The San Benito dispatchers used the website to access training documents which allowed them to be better prepared for their transition to SCR911. Lastly, the Authority's website now includes published Board of Directors meeting materials for easy view by the Users and the public.

The following are the Internet addresses for SCR911's sites:

www.scr911.org

www.facebook.com/scr911

www.twitter.com/FireDispatchSC

Statement of 2012 Goals

◊ Begin the process for accreditation through the National Academy of Emergency Dispatch (NAED) as an emergency medical dispatch (EMD) "Center of Excellence".

◊ Identify operational efficiencies to determine ways to make the job of dispatching easier by:

- Performing a staffing study

- Seeking input from dispatcher personnel

- Exploring computer systems to improve internal communications and scheduling

- Enhancing Quality Assurance/Improvement methods to improve dispatcher performance

- Evaluating the staff recognition programs

◊ Conduct a community survey of the public in both Santa Cruz and San Benito counties.

◊ Assess the consolidation of the County of San Benito and City of Hollister into SCR911 through a User-specific survey.

Annual Report 2011

▶ Operations Division

The Operations Division is responsible for providing emergency and routine public safety radio, telephone, 9-1-1 and computer-aided dispatching services to our User agencies. The Operations Division includes the general manager (.25 FTE), the assistant general manager, two administrative supervisors, two operations supervisors, eight senior public safety communications dispatchers, and 33 public safety communications dispatchers.

Dennis Kidd, Anita Miller, Kevin Fink, Stephanie Zube, and Marsha MillerAyers

Dispatch Unit

Notable Events in 2011

March 11, 2011 - Tsunami

One of the largest earthquakes ever recorded occurred in Japan on March 11, 2011. The 8.9 earthquake caused an untold amount of damage to the island of Japan. It was immediately recognized that an earthquake of this magnitude would result in a tsunami wave striking the California coast. The Santa Cruz Emergency Operations Center was opened and planning began for the eminent arrival of a tsunami. Over 6,600 residents along the coastal region were notified via the CityWatch reverse 9-1-1 system and asked to relocate to higher ground. At approximately 11:05 a.m., some 14 hours after the earthquake, the tsunami waves arrived at the Santa Cruz Harbor. The waves caused an estimated $15

million in damage to the harbor. Whereas the damage caused by the wave did not result in many public safety issues, the lead-up to the event resulted in one of the busiest hours of phone calls in recorded history for 9-1-1 in Santa Cruz County. Between the hours of midnight and 10:00 a.m. we answered 735 phone calls, a 536 percent increase over the average for that period. The 2-1-1 resource referral system was activated for the first time in Santa Cruz County to help alleviate some of the strain on the 9-1-1 phone system.

March 24, 2011 – Major Storm and Flooding

An unexpected major storm rolled through Santa Cruz County on March 24, 2011, dumping two to four inches of rain with winds up to 45 mph. Over 1,400 residents lost power. An urban flash flood warning was issued, and the flooding caused several mud and rock slides closing roadways. Several city streets were flooded,

Santa Cruz Harbor damage caused by the tsunami.

View of flooding in Capitola

and the flooding of Noble Gulch Creek resulted in major damage in Capitola Village and the destruction of Pacific Cove Mobile Home Park. More than 200 fire department calls-for-service were dispatched by SCR911 dispatchers in an eight-hour period.

April 20, 2011 – Fourth Alarm Fire

At 1530 hours a call was received from Apple Growers at 850 W. Beach in Watsonville reporting a fire in the packing shed. This call resulted in one of the largest and longest sustained structure fires in Santa Cruz County history, growing to a fourth alarm fire and lasting more than three full days. Santa Cruz Regional 9-1-1 Incident Dispatch Team was activated and responded to the scene.

Firefighters at the Apple Growers 4-alarm fire

May 14, 2011 – Durbin Day

Following a successful run on American Idol, Santa Cruz native James Durbin made an appearance at the Santa Cruz Beach Boardwalk. This highly anticipated parade and concert resulted in over 30,000 Durbin fans descending upon the city of Santa Cruz. Several days of pre-planning by local public safety professionals resulted in a highly successful "Durbin Day" with little in the way of disruptive behavior by fans.

James Durbin

June 7, 2011 – Big 5 Shooting

At around 1100 hours, the manager of Big 5 in Watsonville called 9-1-1 to report that a man was inside the store trying to gain access to rifles that were locked up in the store. Dispatcher **Michele Stevison** processed this call in less than 30 seconds allowing Watsonville police officers to

Dispatcher Michele Stevison

arrive quickly on the scene. From her office, the store manager provided valuable details about the suspect and the officers were able to quickly end the situation before any innocent people were injured. This event is a testament to the training and standards that Santa Cruz Regional 9-1-1 has had in place for many years, creating an environment of highly successful and dedicated employees. Michele will be recognized as a "9-1-1 Hero" at the CalNENA conference in January 2012.

July 7, 2011 – Plane Crash

Often training drills depict a situation that seems so unrealistic that it may not be taken seriously. On July 7 there was such a situation that was not a training drill but an actual emergency. An airplane crashed into Watsonville Hospital. Initial reports were unclear as to the size of the plane and the area of the hospital it crashed into. As the events unfolded, it became evident that it was a four passenger plane that hit an outlying, unoccupied section of the hospital. Tragically, a family of four was killed in the crash. Thankfully there were no other injuries or casualties.

December 1, 2011 – Windstorm

Gusts of up to 70 mph toppled trees and brought down power lines during a windstorm on December 1. More than 27,000 customers in Santa Cruz County lost power and three homes were crushed by fallen trees. Highway 17 was closed due to downed trees. There were an additional 1,400 more phone calls related to the windstorm—or about a 200 percent increase— than on an average day.

Dispatcher Commendations

March 8, 2011 – **Senior Public Safety Dispatcher Abby Marizette** was recognized for her expert use of Emergency Medical Dispatch instructions which resulted in the successful delivery of an infant. What started as a routine call-back for a 9-1-1 hang up became anything but as the panicked father told Abby, "My wife is about to have a baby!" Abby was praised for her calm demeanor, empathy and resourcefulness. Abby later learned that she had known the parents since high school.

Abby and Anna Kiff meet baby Diego

March 11, 2011 – **Senior Dispatchers Melody MacDonald, Mike Krakowiak and Ashley Baldwin and PSDs David Brenner, Jodi Boles, Bill Burnett, Meghan Dixon, Amanda Douglas, Kristine Ebersole, Adrienne Heebner, Dee Kenville, Gina Loftin, Eric Mello, Margaret Parker, Sean Schorovsky, Lyndsay Sotelo and Dave Sumner** were praised by Operations Supervisor Marsha MillerAyers for their exemplary teamwork and dedication to their duties during the tsunami that hit Santa Cruz on March 11. Dispatchers volunteered to hold over, come in early, come in on their day off, and miss breaks without being asked. Hundreds of calls from concerned citizens, Users and the media were answered, with information sorted through, processed and distributed quickly. After the devastating wave hit the harbor, Harbor Patrol called for mutual aid from surrounding areas, which involved contacting state and federal agencies. MillerAyers said, "The high level of teamwork and selflessness you demonstrated…helped thousands of residents during the evacuation and put people's minds at ease."

Lead Dispatchers Melody MacDonald,
Mike Krakowiak, and Ashley Baldwin

March 29, 2011 – Aptos Fire Chief Jeff Terpstra praised the performance of **Adrienne Heebner and David Brenner** who were working in the Fire pod during a significant storm on March 29. Chief Terpstra reported to NetCom as the Zone Coordinator, bringing two new division chiefs with him. He said, "It's easy to forget that dispatchers have such a difficult job, but seeing Adrienne's and David's level of efficiency and calmness through the eyes of the new division chiefs gave me a fresh perspective. It was pretty impressive the way they teamed up to help the new DC's learn their job." He recognized that everything Adrienne and David did that day was on display for the division chiefs but they were not fazed. In fact, they were able to keep a sense of humor as the storm brought more, unusual emergencies. He summed it up by giving Adrienne and David the highest of praise by calling their performance "flawless".

Adrienne Heebner

David Brenner

June 6, 2011 – Watsonville Police Chief Manny Solano commended the performance of Incident Dispatchers **Mike Krakowiak** and **Meghan Dixon** when they responded to assist Watsonville Police Department after an officer exchanged gunshots with a suspect while responding to a heated domestic dispute. Chief Solano wrote, "With the help of your Tactical Dispatch Team of Krakowiak and Dixon, we were able to rapidly establish emergency communications at the command post, which was essential for the complex officer-involved shooting which involved over 50 personnel."

IDT Mike Krakowiak on scene

May 17, 2011 – Santa Cruz County Board of Supervisors recognized Melody MacDonald during EMS week for outstanding EMS Service. Melody gave detailed CPR instructions to a caller, talking her through three minutes of chest compressions, helping to revive the victim of an apparent cardiac arrest, and in all likelihood increasing the chances that he would survive.

Melody MacDonald with her husband, Richard, at the awards ceremony.

July 25, 2011 – Due to the busy nature of their jobs, it's rare when a deputy can find the time to write a personal letter of thanks for a job well done to a dispatcher. Deputy Dominic Bitonti contacted Operations Supervisor Marsha MillerAyers to praise **Meghan Dixon's** customer service skills. Deputy Bitonti had given Meghan some very vague details for a call-for-service that had occurred over two years prior. Using the information she had, Meghan quickly hit a dead end, but took it upon herself to research further, locating a similar call-for-service that helped the deputy identify the suspects. MillerAyers wrote, "Thank you for going above and beyond to help make someone else's job a little easier."

Meghan Dixon

Dispatcher of the Year
Abby (Hernandez) Marizette

Abigail Marizette, who has worked at Santa Cruz Regional 9-1-1 for nine years, was named the Dispatcher of the Year for 2011.

Abby Marizette began her dispatching career as a 9-1-1 Public Safety Dispatcher with SCR911 in August 2002. Abby quickly established herself within the organization as a solid public safety dispatcher with a strong desire to succeed and to help her community. She has since promoted to the position of Senior Public Safety Dispatcher III and has been cited several times for extraordinary performance.

Her supervisors, coworkers, and User personnel have praised her for her community involvement and education, especially her outreach within the Spanish-speaking community. Abby has partnered with the Santa Cruz Police Department, representing NetCom and the dispatching profession in their Citizens' Academies.

Abby's training, skills, and abilities, coupled with her unique resourcefulness, came to fruition on March 8, 2011, when she quickly and expertly processed a medical emergency call for service that resulted in the safe home delivery of a baby boy.

Abby was selected by her peers and unanimously endorsed by the Authority's management team to receive this award, and as such, it serves as a statement of appreciation for the qualities Abby possesses from all those who work with her on a daily basis.
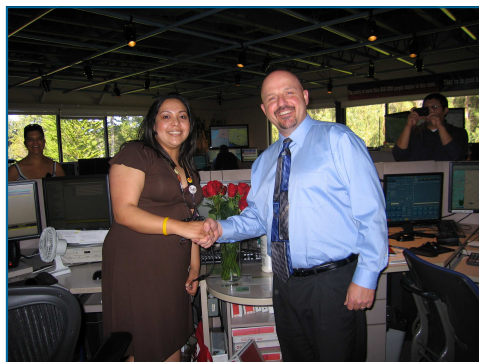
Abby is congratulated by General Manager Scotty Douglass.

A Successful NetCom Employee...

◊   Treats users, the public and peers with respect and care. Commits random acts of kindness by anticipating needs and lending a helping hand.

◊   Remains cheerful, up-beat and positive. Realizes that a "mood" can be contagious.

◊   Demonstrates a positive attitude about his/her job and Organization. Continues to look for ways to improve.

◊   Uses humor to "lighten" the day, relieve stress, and support his/her colleagues.

◊   Takes a stand that, "this is part of my job" rather than, "That's not my job."

◊   Takes responsibility for his/her own performance and attitude.

◊   Is tolerant of others and open to different ideas, styles, approaches, and opinions.

◊   Is willing to take on issues and work towards solving problems, and supports others who are doing the same.

◊   Is willing to work through conflict by understanding and accepting change and demon-strating collaboration and concession.

◊   Accepts mistakes and feedback as part of the learning process.

◊   Brings complaints, concerns, suggestions and ideas to the attention of his/her supervisor in an appropriate, timely, and constructive manner.

◊   Understands, embraces and looks to enhance his/her role in the success of the public safety mission.

Quality Unit

The Quality Unit is responsible for quantifying the Authority's performance, facilitating performance data analysis to determine equipment, procedural, and training needs, designing and proctoring the annual customer service satisfaction survey, guiding, staffing, and measuring the Authority's participative Task Team processes, maintaining the Authority's accreditation efforts, and coordinating the development, approval, and distribution of the Authority's policies and procedures.

During 2011, the Quality Unit coordinated several projects targeting specific areas of performance. One area studied was our Emergency Medical Dispatch (EMD) program. We completed a study on providing performance feedback using two methods: in person and paper-only reviews. The study was used to determine if improved performance could be achieved using each method to a level that would match the EMD accreditation requirements. The results allowed for determining the most efficient method for achieving improvement. The study showed that we could attain the necessary improvement successfully through paper-only feedback. This is significant because our agency has proven that we can achieve the performance levels necessary to become an EMD "Accredited Center of Excellence".

Standards Team

During 2011, the role of the Standards Team was migrated to the Operations Division group. The Operations Division group consists of the assistant general manager, operations supervisors, and lead dispatchers. Since these people are the most involved in creating systems to increase or maintain performance, it was determined that the Standards Team could be dissolved.

## Emergency Medical Dispatch Quality Assurance (EMD QA) Committee

The EMD QA committee is comprised of line-level and management representatives from emergency medical service User agencies and SCR911. Members are **Dr. Kent Benedict, EMS Medical Director; Celia**

Barry, County EMS Manager; Brenda Brenner and Brad Cramer, AMR; Scott Vahradian, EMSIA; and Dennis Kidd, SCR911.

The committee provides oversight and local medical control to the Emergency Medical Dispatch (EMD) program, reviews high risk and unusual medical calls, and provides EMD program clarification to the dispatchers. The committee meets throughout the year to review all calls that were given a Code 2 determinant through the EMD process and then transported Code 3 to the hospital. These calls are deemed the most important and are reviewed to be sure the EMD system is working properly.

Emergency Medical Dispatch

Medical calls are processed using our computerized Emergency Medical Dispatch (EMD) system. The EMD program allows dispatchers to correctly determine the medically appropriate level of response, conserving resources needed to deal with other types of medical emergencies. EMD prioritizes medical calls into one of five levels, Alpha through Echo, with Echo being the most severe. EMD also provides dispatchers with the tools they need to administer pre-arrival medical instructions via the phone.
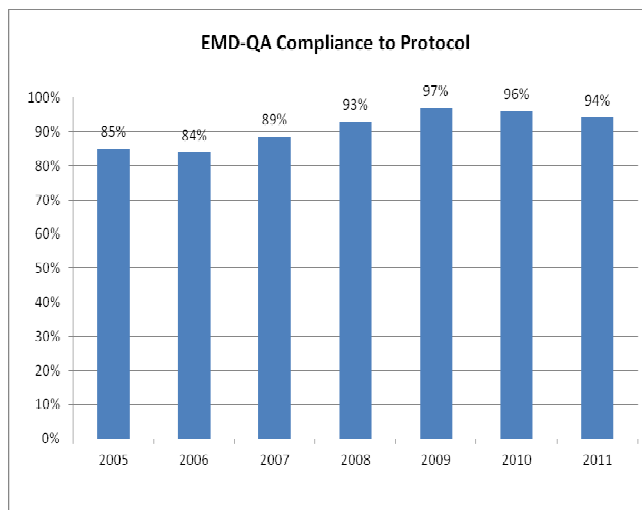

During 2011, we completed a study to determine the feasibility of obtaining the EMD designation of an

"Accredited Center of Excellence" (ACE). To reach a level of ACE, measurements are taken in six areas that all must be 90-95 percent compliant to the protocol. Also, there is an overall average that must be a minimum of 95 percent. Prior to the study, our scores were not sufficient to meet the minimum standards. After completing a two month improvement study, we were able to raise our compliance to a level that would meet the ACE accreditation standard. Using this information, we are moving forward in 2012 to begin the process of applying for ACE accreditation.

> After completing a two month improvement study, we were able to raise our compliance to a level that would meet the ACE accreditation standard.

Echo Level Compliance

The highest priority medical emergency involves a person not breathing or having severe respiratory distress (Echo level). Our goal is to have these calls fully processed and dispatched to our Users within 90 seconds. This total time of 90 seconds is what we refer to as "building time" – from phone answered to radio dispatched. Our average building time for 2011 was 60 seconds, and 85 percent of the time we completed the process in less than 90 seconds. All Echo level calls that exceed the 60-second call taking standard are reviewed by the operations supervisors to help determine causes of the delay and develop associated training.

Building Time Percent Compliant for Echo Medicals
(Goal is less than 90 seconds)
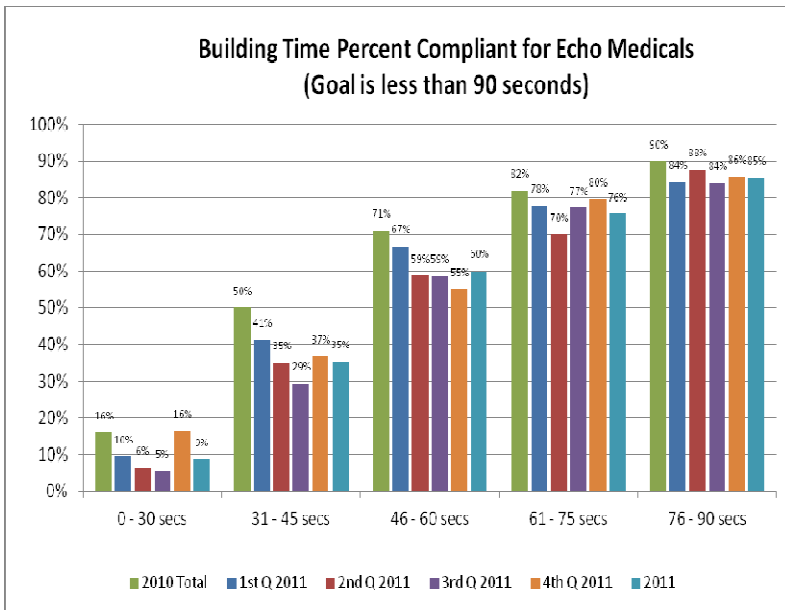
First Priority Fire Compliance

During 2011, our compliance to the 90-second building time was 76 percent with our average processing time being 72 seconds.

Building Time Percent Compliant for Priority 1 Fire Calls
(Goal is less than 90 seconds)
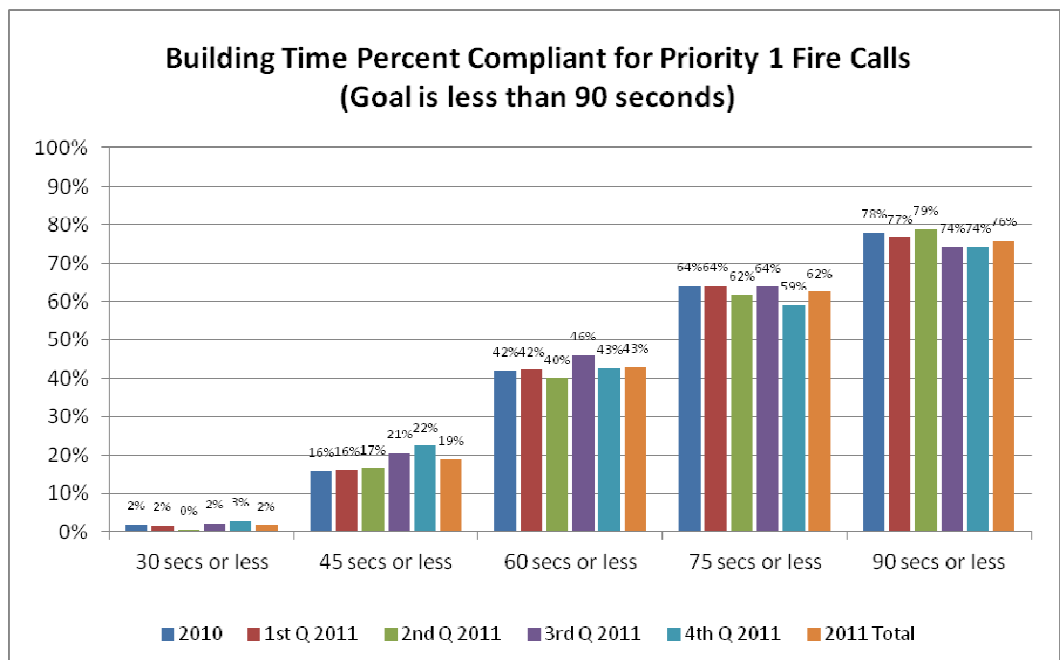
Law Enforcement

Time Measurements

SCR911 measures the time it takes call takers to process priority one calls combined with the time it takes the radio dispatcher to assign a primary law enforcement unit. Our goal is to complete both of these tasks within 120 seconds. This year we attained compliance to the 120-second standard of 85 percent and averaged 84 seconds. This critical measurement is vitally important to our community – we process these high priority calls in a timely manner allowing responding law enforcement units to arrive quickly.

Building Time Compliance Priority 1 Law Calls (120 Second Standard)
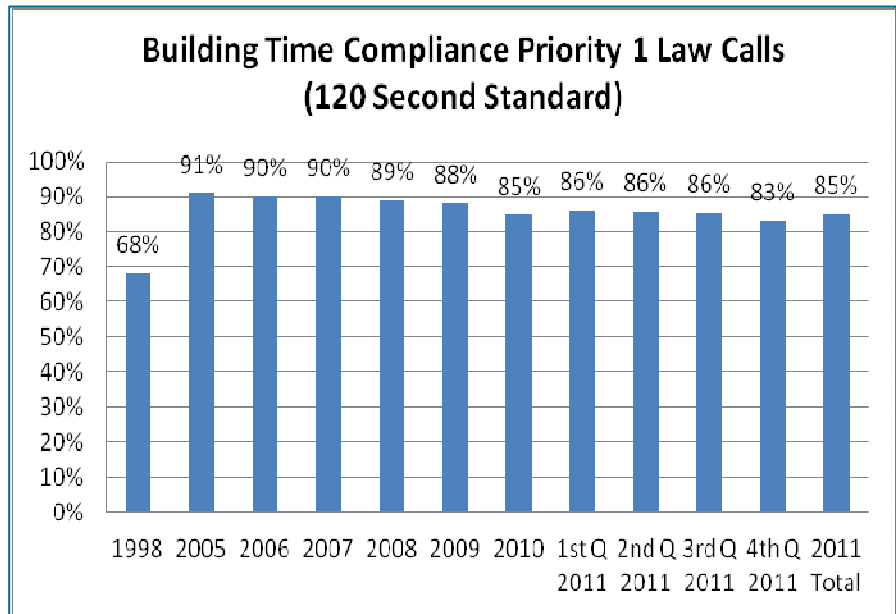
Management of Pending Calls

Once a call is created it is important that the dispatcher assign a law unit to the call as soon as possible. While on the surface this may seem an easy task, it is not. Dispatchers must be assertive in providing important information to officers in a timely manner. To measure this, we look at the time that calls remain undispatched after they have been created. All law calls are given a priority – red, blue, yellow, or green – with red and blue calls being the most important "in progress" types of incidents. During 2011, our compliance to our pending queue time for red and blue calls was 92 percent and 91 percent, respectively.
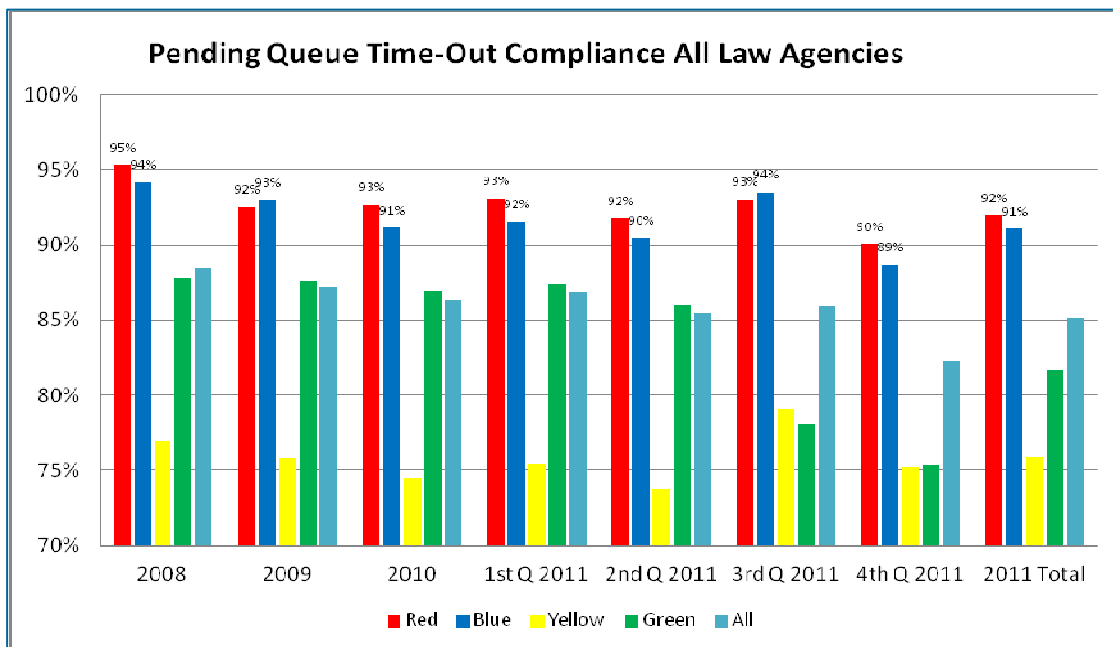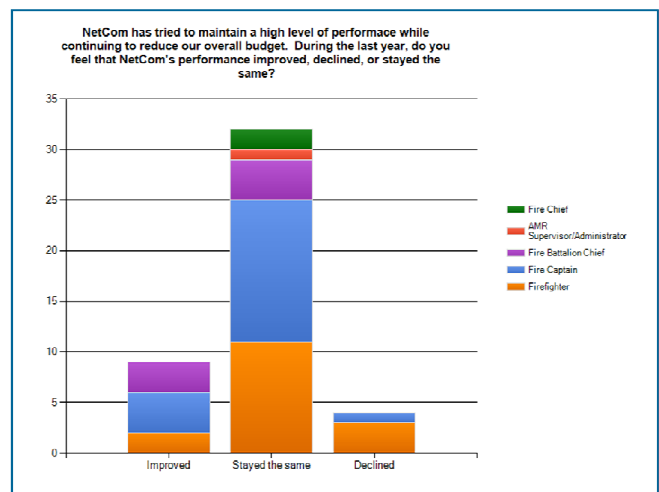
2011 Users' Survey

As part of our three year survey cycle, our Users were surveyed in 2011. In previous years we focused on the management level of our Users. This year we decided to cast our net wider and invite any member of our Users—from top to bottom—to take the survey. We received 151 responses, more than double the number of responses from our 2008 Users survey. The full survey is available in Appendix B, but here are a few highlights.

When asked:

What grade they would give the overall performance of our dispatchers, 94.4 percent graded us an "A" or "B", with only eight giving us a grade of "C".
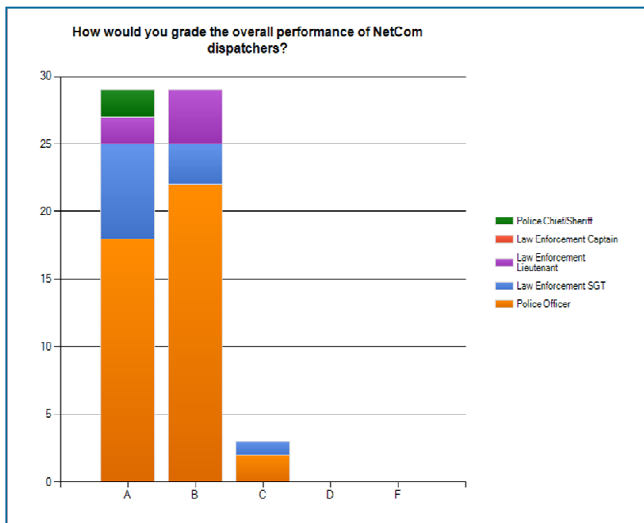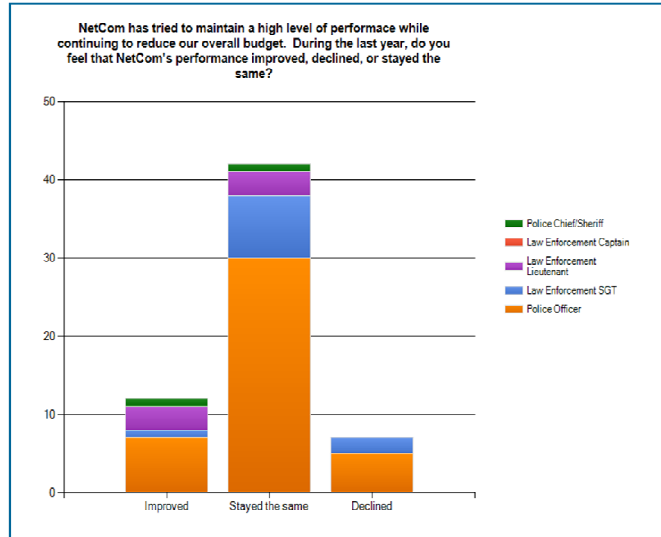
What grade they would give dispatchers during "emergency/hot calls", over 63 percent gave an "A", and 92 percent graded "B" or higher.

How they would grade the quality of support from our Systems Division all but nine respondents gave a grade of "B" or above.

Some of the comments by Users:
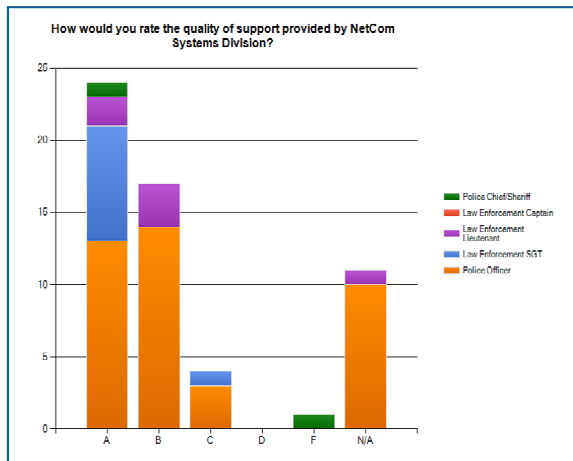
"I think all the dispatchers do a great job in getting the information we need to do our job. Thank you."

"Everyone I've spoken with has been very responsive to issues and very timely on responses."

"It was great having dispatch come in and sit down during roll call. It really showed you guys care."

"NetCom continues to strive for excellence! Thank you for your great work and support!"

Fire/EMS Task Team

The Fire/EMS Operational Policy Task Team's role is to draft and recommend new policies and procedures and to review existing operational policies and procedures to ensure they remain effective and up-to-date for the dispatching of the Fire/EMS User agencies. The team includes representatives from the fire service User agencies, AMR, and line-level dispatchers from SCR911. This year, the team grew to include members from Hollister and San Juan Bautista fire departments and AMR San Benito County. The 2011 Fire\EMS Task Team members were: **BC Ron Whittle,** Scotts Valley Fire; **Chief Chris Finstad,** San Juan Bautista Fire**; Chief Fred Cheshire** and **Cpt. Mike O'Connor,** Hollister Fire; **B.C. Owen Miller** and **Cpt. Jason Nee,** Central Fire; **DC Michael Conrad,** Aptos/La Selva Fire; **DC Mark Ramos** and **BC Robert Young,** Santa Cruz Fire; **Chief Stacie Brownlee** and **BC Bryan Weber,** Ben Lomond Fire**; Chief Bob Martin Del Campo** and **Cpt. Rudy Lopez,** Watsonville Fire; **Chief Kevin McClish,** Boulder Creek Fire; **BC Nate Lackey,** Branciforte Fire; **Chief Ron Rickabaugh,** Felton Fire; **Chris Jones,** Santa Cruz AMR; **Leslie Simmons** and **Jimmy Holguin,** San Benito AMR; **Joseph Alvarado** and **Marcie Morrow,** San Benito County EMS; **BC Mike Borelli** and **DC Scott Jalbert,** CAL FIRE. The SCR911 representatives were lead dispatchers **Ashley Baldwin** and **Lyndsay Sotelo;** operations supervisor **Marsha MillerAyers,** and Systems technician **Nicola Nelson.**

Early in the year, the team finalized an online survey for high priority/low frequency calls. After a qualifying event, the survey link is sent to a single point of contact at each agency, who distributes the survey to someone who can discuss the event, from an operational level. Central Fire was the first agency to receive a survey, after the Macy's fire. The survey data will be collected over the next year and reviewed by the task team as appropriate.

Throughout the year, the team looked for mutual training opportunities. The Netcom Incident Dispatch Team was invited to some of the training days at Watsonville Fire. Netcom also sent lead dispatchers to training days with each of the fire agencies. During those training days, the dispatchers addressed a few short topics and had a short question and answer session with the fire personnel.

Law Enforcement Task Team

The Law Enforcement Operational Task Team convenes bimonthly to discuss policy and procedure and upcoming and/or current events. The team consists of representatives from User agencies and SCR911 staff. The 2011 User representatives were Santa Cruz Sheriff's Office **Lt. Bob Pursley,** Santa Cruz Police Department **Lt. Colleen McMahon**, Capitola Police Department **Captain Tom Held** and **Sgt. Andy Dally,** Watsonville Police Department **Lt. Ed Gluhan** and **Lt. Terry Traub**, Hollister Police Department **Captain Carlos Reynoso**, and San Benito Sheriff's Office **Sgt. Scott Becker**. The SCR911 dispatcher representatives were **Adrienne Heebner, Sean Schorovsky, Dave Sumner** and **Tammy Spath**. The meetings were facilitated by operations supervisors **Stephanie Zube** and **Marsha MillerAyers**.

The team did not set specific goals for 2011 but rather focused on issues that were identified immediately following a specific event. For example, after the Maurice Ainsworth escape and a priority incident within Watsonville Police Department's jurisdiction, the team wanted to improve SCR911's ability to notify schools in the area of a critical incident in a timely manner. SCR911 reached out to the Department of Education and obtained a list of all schools and licensed preschools in Santa Cruz County. The list of schools was quite long and took some time to convert into a usable resource, but SCR911 now has a reference document of all schools and licensed preschools in the county, with contact information to use in case of an emergency. The Systems GIS Unit is currently in the process of updating SCR911's mapping software to include schools as points on the map. This will help dispatchers and Users identify schools that are in proximity to critical events.
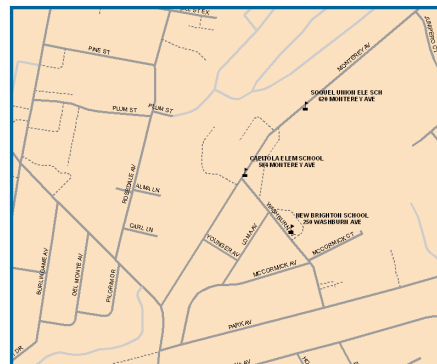
School layer on Geofile map.

Training Unit

The Training Unit is responsible for conducting initial training for the Authority's new dispatchers, providing continued professional training for experienced dispatchers, and participating in the Authority's community outreach activities. In addition to these responsibilities, the Training Unit maintains affiliations with Association of Public Safety Communications Officers (APCO), California Association of Policy Training Officers (CAPTO), South Bay Regional Public Safety Training Consortium, and Santa Cruz County Training Managers Association.

San Benito/Hollister 9-1-1 Center Merger Training

We faced many training challenges when planning the merger between the San Benito and Santa Cruz 9-1-1 dispatch operations centers. Both centers had to remain operational during the transition – but there were limits in terms of budget, time, and personnel.

Eight San Benito dispatchers chose to join the NetCom team. Although re-worked several times, the final training plan entailed four of the transitioning dispatchers **(Krystal Higgins, Kelly Young, Jonathan Wizard,** and **Toni Farnsworth)** moving to NetCom, being assigned a Communications Training Officer (CTO) and beginning their training on call-taking for Santa Cruz County. On October 1, four NetCom dispatchers went to the San Benito communications center **(Adrienne Heebner, Kristine Ebersole, Val Conner,** and **Lyndsay Sotelo)** to begin learning how to dispatch Hollister Police and Fire and San Benito Sheriffs' Office, as well as San Juan Bautista Fire. Assisting them were San Benito dispatchers **William Barrett, Andrew Davidson, Andrea Arthur,** and **Carrie Silva**. This mutual training plan resulted in the successful transition of all radio and telephone duties to NetCom on October 19.

Transitioned San Benito County dispatcher Jonathan Wizard and CTO Mike Krakowiak

As of October 1, NetCom began triaging medical calls-for-service using EMD (Emergency Medical Dispatching) protocols and dispatching Hollister Fire details. When all communications services moved to SCR911, twelve trained dispatchers were available to work San Benito/Hollister Law, while four were still in CTO. Eventually the transitioning dispatchers became cross trained and released to Operations. The vacancy they left in the CTO program was then filled with a lateral from San Benito. As of mid-January 2012, all legacy San Benito dispatchers will have finished their cross training.

Entry Level Training

Training for newly hired dispatchers is conducted in two phases: classroom training in our Academy and on-the-job training in the Communications Training Officer (CTO) program.

In an effort to increase the number of bilingual dispatchers (English/Spanish), SCR911 conducted a "bilingual only" recruitment. As a result, four trainees began the Dispatch Academy in May. The academy was formatted to be call-taking only with the expectation that trainees would begin CTO training on the floor quickly and be ready to help with the increased call volume of the summer. The four entry level trainees were given two weeks of basic call taking instruction on non-emergency incidents. On week three, the trainees were introduced to the floor and began live call taking, combined with classroom training. After a very busy summer of call taking, **Veronica Lopez-Duran** and **Veronica Mata** will begin radio training early in 2012.

Dispatchers Veronica Lopez-Duran and Veronica Mata

Academy Instructors

The dispatch academy is managed by **Assistant General Manager Dennis Kidd** and is facilitated by academy instructors **Kristine Ebersole, Mike Krakowiak, Melanie Sherwood,** and **Tammy Spath,**

and **Operations Supervisor Anita Miller**. These instructors prepare lesson plans, instructional material, and conduct the classroom instruction. They are also responsible for preparing on-the-job training for established dispatchers and moderating our online training courses for NetCom University.

Communications Training Officer (CTO) Program

The CTO program is designed to provide new dispatchers (and dispatchers learning a new skill) with on-the-job training, guided practice, and meaningful performance feedback. CTOs are selected from our dispatchers and must have at least 18 months' experience and his or her supervisor's recommendation. Every CTO must complete the CTO course authored by the APCO Institute and be an APCO Certified Training Officer.

Our CTO team this year included dispatchers **David Brenner, Kristine Ebersole, Adrienne Heebner, Abby Marizette, Ashley Baldwin, Dave Sumner,** and **Tammy Spath**. In November a recruitment was conducted and **Lyndsay Sotelo** and **Sean Schorovsky** were selected to join the CTO team.

Dispatcher Billy Barrett and CTO Lyndsay Sotelo

Continued Professional Training (CPT)

The Training Unit provides continued professional training for experienced dispatchers through on-site and off-site classes. Continuing Education (CE) is provided on-site and typically is required for all dispatchers. These classes focus on updating skills and knowledge, particularly in areas that may be affected by changes in laws, policies, or other mandates. Off-site classes are usually voluntary training opportunities, often hosted by another agency or organization, and attendance is based on the individual dispatcher's needs and interests.

There was a concerted effort this year to maximize the efficiency of our continuing education program. Rather than incur the expense associated with overtime for classroom type training, we utilized online training through PowerDMS, our document distribution system. This system was used for training purposes roughly four times per month for a total of 48 training assignments. New policies and procedures, as well as revised documents were distributed in the same manner. PowerDMS is beneficial as it allows for follow-up quizzes for employees, ensuring comprehension of the reading material.

Eighteen dispatchers enrolled in our "Customer Service" course offered through NetCom University – our in-house, online, virtual college. Academy Instructor Tammy Spath was the professor and designed the materials to give students tools and resources to further their knowledge of the 9-1-1 customer service realm. The course continued over six weeks with weekly assignments sparking some spirited discussions.

Another benefit of our in-house and on-line training courses is through our relationship with the South Bay Regional Training Center. The quality of our instruction and materials meets the level of that obtained through enrollment in a class at a community college. South Bay is affiliated with several community colleges in the area and the training we provide to our dispatchers counts as college credit. South Bay also reimburses us for a percentage of our expenses – providing another revenue stream in these difficult economic times.

Additionally, we are able to receive a reduction in our insurance premium by using on-line training available from our liability and workers' compensation insurance provider, Special District Risk Management Authority (SDRMA).

Citizens' Academy for 9-1-1

The primary goal of our Citizens' Academy for 9-1-1 is to provide a forum for informing and educating the public about 9-1-1 and, specifically, Santa Cruz Regional 9-1-1's role within the community. Since we are a consolidated communications center, it is important to explain our organizational structure as our center differs greatly from a communications center that serves a single jurisdiction. A self-paced, online version of our Citizens' Academy for 9-1-1 is

available for those whose schedule cannot accommodate the on-site version.

We were able to host five Citizens' Academies this year – culminating in the Citizen's Academy for teens held in October (see 2011 goals). In all, 98 people attended these courses.

Projects Unit

Awareness and Community Education (ACE) Team

The ACE Team is comprised of both lead- and line-level dispatchers. The 2011 team members are: **Anita Miller, Jodi Boles, Kristine Ebersole, Abby Marizette, Ashley Baldwin, Mike Krakowiak, Melody MacDonald, Melanie Sherwood, Lyndsay Sotelo** and **Sean Schorovsky**. This year, the ACE Team focused on both educating the community about our center and recruiting for anticipated job openings.

The ACE team members concentrated their efforts early in the year to giving tours to ROP students from Watsonville, Harbor and Aptos high schools. We also partnered with the Santa Cruz Police Department for their teen citizens' academy presentation on the functions of dispatch, and with Cabrillo College during their *Introduction to Public Safety* course. Two presentations were made at Watsonville police and fire departments' cadet training. Several of these students then applied to attend our own Teen Citizens' Academy.

The Santa Cruz County Fair was a great success, making over 6,500 community contacts. Of special note is that one of our annual goals was to make presentations to school children regarding the use of 9-1-1 and provide materials

ACE User Agency Display

Teen Citizens' Academy

appropriate for younger children. Through a State 9-1-1 program that reimbursed us for the purchase price, handouts were provided to 3,000 children over the two days that the fair sets aside for local elementary school field trips.

Due to the merger with the San Benito and Hollister dispatch centers, we felt it was very important for the general public and line-level personnel to be able to talk to dispatch representatives from our center. The ACE team attended two public meetings in San Benito as well as National Night Out. In all, we had the opportunity to speak with 215 community members.

Vine Hill School students get a tour of SCR911.

Projects Team

Since our performance standards have remained static for several years, the decision was made to convert the 'Standards Team" into the "Projects Team". The team consisted of operations supervisors **Marsha MillerAyers, Stephanie Zube** and **Anita Miller**, lead dispatchers **Mike Krakowiak** and **Tammy Spath**, and public safety dispatchers **Jim Riccabona** and **Lisa Oberdorfer**. The concept for this team was that small groups of employees would temporarily form to identify long- or short-term projects or goals and work on them until that project was completed. The members of the small groups were then free to find another project, or withdraw until another project caught their interest.

The projects selected for 2011 were a mentor program for our new hires and transitioning San Benito/Hollister dispatchers, a review and update of our internal policies and procedures, and the identification and development of short term training to fill knowledge gaps in our established dispatchers.

San Benito Merger

Study Period

In September 2010, Santa Cruz Regional 9-1-1 entered into a contractual agreement with San Benito County and the city of Hollister to complete a feasibility study to consolidate San Benito County's 9-1-1 communications center with Santa Cruz Regional 9-1-1. The factors the study focused on were: implementation/transition (startup) costs, technical ability, transitional timeline, and future operational costs.

The completed study was approved by SCR911's Board of Directors in March 2011. The feasibility study was then presented to the San Benito County Board of Supervisors and Hollister City Council in May and June 2011, resulting in both bodies approving a contract to carry out the merger.

Task Team Process

Following the final approval of a contract, five task teams were formed to begin the merger process: Fire/EMS, Law, Personnel, Training, and Technical. Each task team was comprised of representatives from all disciplines, including current SCR911 User personnel. This approach allowed for exploring all the issues and determining the best approach to problem solving.

Timeline of Transition

October 1, 2011

A new era in the history of Santa Cruz Regional 9-1-1 began with the consolidation of the dispatch center of San Benito County with our Center. After many months of planning, the San Benito dispatchers became Santa Cruz Regional 9-1-1 employees on October 1, although they remained in the San Benito communications center. This was the initial step in the merger of the two centers. During the month of October we were managing two communication centers.

October 3, 2011

The operational merger of the two centers was planned to be done in stages with Fire and Emergency Medical Services (EMS) being first to transition. At 0700 hours, Santa Cruz Regional 9-1-1 began dispatching fire services for San Benito County with the first call coming in at 0756 hours. This was accomplished by the San Benito center transferring 9-1-1 fire and EMS calls to the Santa Cruz center. San Benito County callers were provided with Emergency Medical Dispatch (EMD) pre-arrival instructions for the first time in the county's history.

October 4, 2011

San Benito dispatchers began training on the Santa Cruz Computer Aided Dispatch (CAD) computer system. This was the second step in the operational merger.

October 5, 2011

Four dispatchers from the Santa Cruz center (**Val Conner, Adrienne Heebner, Kristine Ebersole,** and **Lyndsay Sotelo**) volunteered to begin working full-time in the San Benito center, which allowed some of the San Benito dispatchers to begin a formal training process in the Santa Cruz center. At this time San Benito County public safety agencies started being dispatched via Santa Cruz CAD from within the San Benito center. The use of the same CAD system across county lines allowed for the electronic sharing of dispatch information.

October 19, 2011

San Benito Sheriff's Office and Hollister Police Department dispatch made the transition to Santa Cruz, allowing for the closure of the San Benito center. All dispatch services and dispatchers were now located in the Santa Cruz center.

November 1, 2011 – General Manager Scotty Douglass commended the dispatch staff for their hard work in making the assimilation of the San Benito dispatch services a success noting, "You folks have and continue to step up and deliver a high-level of service. It is noticed by our new Users and community in San Benito County. Some comments I've heard are: "SCR911 ROCKS!", "This is one of the best decisions our County has made." and, "We are amazed at how quickly changes can be made to make things work."

▶ # Systems Division
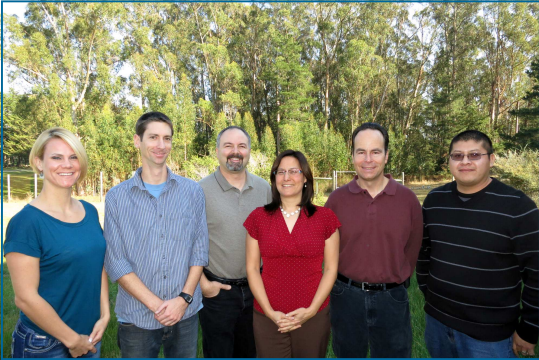
Nicola Nelson, Chad Ross, Wolff Bloss, Amethyst Uchida, Tom Ginsburg, and Gilbert Oros

The SCR911 Systems Division consists of five full-time employees and is divided into four distinct areas of responsibility: CAD/9-1-1, Fire/EMS Technology, SCMRS, and MDCs.

Personnel assigned to the Systems Division in 2011 include the general manager (.25 FTE), the systems division manager, the systems supervisor, a senior communications systems technician and two communications systems technicians. A SCR911 intern provides about 12 additional hours per week of assistance to the division.

Highlights of Systems Division activity in 2011 include: Selection, installation and configuration of a new dispatch radio console system; two upgrades of our 9-1-1 telephone system; processing a Request for Information (RFI) for a police records management system on behalf of the SCMRS Users; and managing the technical component of the San Benito dispatch consolidation.

Computer Aided Dispatch (CAD) Unit

A variety of systems and projects are included under the CAD/9-1-1 label. These systems are supported by a senior technician with assistance from a technician and the division manager. A primary purpose of this unit is to support the Computer Aided Dispatch application, Motorola's Premier CAD Client, and related applications such as the ProQA software for emergency medical dispatch. This unit supports and manages the 9-1-1 telephone system as well as the hardware and software that integrate 9-1-1 into the CAD applications. In addition, the unit provides support for the administrative computing needs of SCR911 personnel.

The Systems Division, in partnership with the Technical Operations Advisory Committee (TOAC) members, reviewed solicited bids for an upgraded dispatch radio console system and selected a new system from Modular Communications, Inc. The teams then worked with the vendor to finalize specifications and configure the consoles for use by SCR911. The new radio consoles were installed in

November 2011 and will go live in the dispatch center in January 2012.

In pursuit of cost-savings and efficiency, some older servers were decommissioned and their applications consolidated into a newer, existing server. A virtual machine was implemented to allow multiple functions to be provided by a single workstation. This was very challenging as many of the software products we use are older and getting them to run properly in a virtual environment required substantial research and effort.

This unit resolved 421 Concern Forms in 2011. Of these, 71 were related to the San Benito County consolidation project and 95 were related to our 9-1-1 phone system (reflecting some equipment issues we were experiencing for part of the year), while the remaining issues were related to CAD, radios, our Voiceprint logging recorder, the dispatch computers, and various software applications used by Dispatch.

San Benito/Hollister Merger Project

The Systems Division as a whole had responsibility for managing the implementation and transition of technology to support the consolidation of public safety dispatch operations for San Benito county agencies. Industry best practices recommend allocating two to three years for a consolidation project. The first year is generally used in planning while the actual transition takes place over a one- to two-year period. The Systems Division staff, working in partnership with technology staff from local governments in San Benito County, and with assistance from the Santa Cruz County Radio Shop, were able to complete the technical transition for this project in just four months.

The project encompassed several major tasks. Firstly, communications connectivity between physical facilities in Santa Cruz and San Benito counties needed to be established. This involved building a new wide-area network to link the two centers so the SCR911 dispatch software could be used at the old San Benito communications center (now an alternate site) and by Users in that county. Telephone and radio equipment at SCR911 also had to be modified to support additional lines and frequencies. Additional connections specific to radio communications had to be installed and configured. The CAD software at SCR911 underwent substantial configuration changes to include the San Benito County public safety agencies. The geo-database at SCR911 had to be updated and integrated with all of the geography information for San Benito County. Systems personnel were also responsible for working with telecommunications companies and the State of
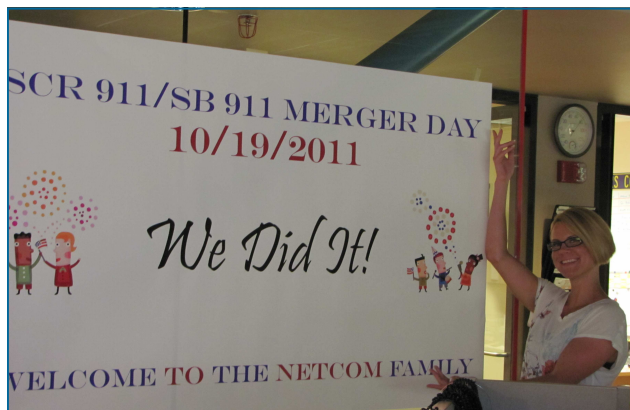

Nicola Nelson celebrates the successful merger of the communications centers.

California's Public Safety Communications office to manage the cutover of 9-1-1 services from the Hollister location to SCR911's facility.

While the consolidation is complete in that the dispatchers from the now-closed center have become SCR911 employees and the public safety agencies from that county are now dispatched completely by SCR911, the technical transition continues. For instance, configuration of CAD software and the geo-database are ongoing projects. Also, statistical reports are still being developed for the new agencies that will be similar to reports used by the agencies in Santa Cruz County. Other pieces of the transition, such as the consolidation of all San Benito County Fire/EMS local government agencies onto a single radio frequency and data feeds between the dispatch software and other public safety applications, are on hold pending other projects taking place in that county.

While some small technical details remain, Systems Division personnel should be commended for their diligence and hard-work in completing this complex project within a short time-frame and without losing sight of their ordinary responsibilities.
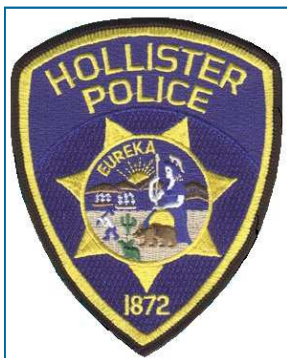
Fire/EMS Technology and GIS Unit

SCR911 supports our Fire/EMS Users by maintaining our geo-database, supporting ancillary and related technologies, and by producing complex and detailed reports on CAD data. This area is supported by a technician with assistance from a senior technician and the division manager.

In 2011, an upgrade of the software for maintaining the geo-database was completed and additional licenses deployed. The new licenses allowed the Systems Division to provide extra GIS support this year by cross-training other staff in order to complete coding of San Benito County geo-data to support the transition of public safety dispatch services. In the future, this capability will allow better customer service as project-level work in one layer (such as re-aligning streets) will not have to delay maintenance work in another layer (such as adding or changing commonplace names).

This unit continued work on the Structure Protection and Evacuation Zones pre-planning project that began in late 2009. Protection zones for two additional fire departments were added to our geo-database, bringing the total number of agencies with this valuable information to eight (out of the ten fire agencies in Santa Cruz County) .

In addition to these ad hoc projects, the GIS Unit resolved 194 geofile-related Concern Forms and managed on-going tasks related to Fire/EMS mapping. These types of problems resolved by the GIS Unit include issues related to routing of ambulances using our automated vehicle locator system, problems with street names or address ranges and updates to "common places" — location names that link to a specific address.

February 8, 2011 – Systems Division Manager Amethyst Uchida and Systems Technician Nicola Nelson were recognized by General Manager Scotty Douglass for their efforts in creating new reports for AMR's Director of Operations, Brenda Brenner. Ms. Brenner indicated the reports will save her at least 8 hours of work every month and stated, "In a time where we all have to do more with less, any savings of time that is created is like gold!"

SCMRS

The SCMRS Unit was created in 2001 to provide support for the Capitola, Santa Cruz, Scotts Valley and Watsonville police departments' Records Management System (Alliance) and its wide area network infrastructure. The SCMRS Unit also provides supplemental support for the Crossroads traffic reporting system, the high speed wireless mesh access project in Watsonville, the L3 mobile video system, and the Coplogic citizen reporting software. SCMRS is staffed by the supervisor, a technician and .50 FTE of the manager.

The Systems Division worked to develop a Request for Information (RFI) and published it in order to learn about law enforcement records management systems available in the current market. Responses to the RFI were reviewed by a task team consisting of representatives from every SCMRS police agency. As a result, several suitable products were identified. However, due to current budget issues, the SCMRS agencies decided to shelve this project until funding can be secured. This decision will have ramifications to the SCMRS structure as Scotts Valley Police announced in December their intention to depart from the group in order to purchase a new records management system as soon as possible.

During this year, the agencies also agreed to participate in a federal data sharing program. We were able to do this as a result of our current participation in the South Bay Regional Information Sharing System that utilizes the Coplink application. An upgrade of the Alliance software was performed in September to provide some repairs and enhancements of that system.

The SCMRS Unit resolved 258 support tickets in 2011. Of those, 113 were related to the Alliance RMS, 39 to L3's mobile audio video system, 71 to the Crossroads traffic reporting software and 27 to the Coplogic citizen reporting software.

Wolff Bloss and AMR's Shonoa Ruddick

Mobile Data Computers (MDCs)

There are two Mobile Data Computer systems supported by the Systems Division. The first is the Packet Cluster system which is used by Capitola, Santa Cruz, Scotts Valley and Watsonville police departments, as well as by the Santa Cruz and Watsonville fire departments. This system runs over an 800 MHz radio network. The second MDC system belongs to AMR and utilizes Verizon's cellular infrastructure. The AMR MDC system includes GPS units and an Automated Vehicle Locator (AVL) server which keeps track of where the ambulances are located and makes recommendations for emergency response based on current location.

Major events that occurred with the SCMRS MDCs this year included an equipment failure at the radio tower in Scotts Valley which disrupted Scotts Valley Police Department's ability to utilize their MDCs. Systems personnel were able to restore the tower to operation utilizing spare parts and remote support from the vendor. In addition, Systems performed some reconfiguration work that allows Santa Cruz PD units to operate from the Watsonville tower and allows Watsonville PD units to do the same from the Santa Cruz tower. This is helpful when vehicles travel outside of their jurisdiction for mutual aid, prisoner transport and court.

In 2010, mobile access to the Alliance Records Management System was restored after several years without that capability. In 2011, the PDs were able to use the software to work on filing reports from the field, increasing the amount of time they were able to stay on patrol.

Systems also assisted our User agencies in deploying 15 upgraded computers into patrol vehicles, implemented an MDC in UC Santa Cruz's primary fire engine, and finalized a new maintenance agreement for the MDC software. This software will be upgraded in January 2012 which will address some current issues as well as maintain compatibility with Motorola's CAD software (also being upgraded in 2012).

AMR Santa Cruz has ten mobile data computers deployed in ambulances. These Itronix GoBook III computers have been serving as the hardware since the program's inception in 2006. In 2010, Itronix announced this model had reached its end-of-life and would no longer be supported effective August 2011.

Additionally, these older models were unable to support upgraded Verizon data cards which created problems with the ambulance computers and ultimately with the automated vehicle recommendations for emergency response. This aging hardware created significant support issues for our EMS Users requiring Systems to spend substantial hours working to resolve the issue. In the end, it was necessary to deploy newer network cards utilizing an external card slot. As these computers are removed from vehicles and taken into extreme conditions, an external card is not a desirable solution but is one that was necessary to increase reliability.

For all these reasons, AMR appropriated funds to replace these computers and upgrade the Verizon data cards. During 2012, Systems will be assisting with this hardware replacement and also working with Verizon to install cellular network extenders at AMR's quarters in south Santa Cruz County and the San Lorenzo Valley to support more reliable network connectivity. This upgrade will increase reliability of the existing system and allow AMR to take advantage of the Verizon 4G network now available in Santa Cruz County.

In 2011, SCR911 Systems resolved 196 tickets related to repairs of MDCs. Of these, 121 were related to issues with the PacketCluster/Data Radio system and 75 were related to issues with the AMR/Itronix system.

Systems Division Goals for 2012

- Upgrade the Mobile Data software used by the SCMRS police and fire agencies.
- Complete the dispatch radio console replacement project.
- Use the old radio console equipment to outfit the Santa Cruz County Alternate Site in Watsonville.
- Outfit the San Benito County Alternate Site in Hollister in partnership with local agencies.
- Support SCR911 User agencies during the narrow-banding upgrade process.
- Replace CAD mainframe computer and upgrade CAD software.
- Develop web-based tools for providing dispatch-related information to the public and/or Users.
- Select and assist with implementation of mobile mapping software for Fire Users.
- Complete building protection plan layer for final two Fire agencies.
- Assist AMR with purchase and implementation of new MDCs.

Annual Report 2011

▶ # Business Division

The Business Division manages and supports the Authority's day-to-day administrative activities. The Business Division staff includes the general manager, three part-time senior administrative assistants and one extra help administrative assistant.

Fiscal Unit

The Fiscal Unit is responsible for accounting duties which include processing payroll and maintaining the associated records, tracking purchases and inventory, reconciling the general ledger with the County's FAMIS system, the annual audit, and budget preparation.

Authority payroll is based on a 14-day reporting period. Time cards are submitted to the Santa Cruz County Auditor/Controller's Office, which then issues paychecks. Their Payroll Division assesses the Authority an annual fee for services that include payments to PERS for health and retirement benefits, state and federal tax withholdings, and payments for Medicare taxes and unemployment insurance.

Accounting is performed according to generally accepted accounting practices. All expenditures are tracked in sub-object accounts and reconciled with the County Auditor/Controller's FAMIS computer tracking system. Claims are generally submitted to the Fiscal Unit, where they are processed and forwarded to the County Auditor/Controller's Office for payment.

Administrative staff prepares routine invoices and deposit revenue into appropriate sub-object accounts identified in the Operating, Capital, Debt Service and SCMRS budgets. An annual audit is performed by the County Auditor/Controller's Office and is presented to the Board of Directors. The Authority also maintains a certified inventory of all fixed asset equipment, which is presented to the Board of Directors annually.

The Authority tracks employee vacation accrual changes, step increases, holiday hours, ETO (Elective Time Off) hours and compensatory time accrued and taken.

Anne Miller, Sherry Paul, Felicia Venezio, and Beth Ann Wann

Business Unit

The Business Services Unit maintains employees' personnel and benefits records, including processing new and separating employees, salary adjustments, and CalPERS data. The unit is also responsible for maintaining the schedules, notices and meeting materials for the Board of Directors, Users, and other committees.

The unit provides general administrative support to the General Manager and the Operations and Systems Divisions, and produces the Authority's annual report.

The Business Services Unit is responsible for processing requests for dispatch recordings and incident reports for the Authority. In 2011, 835 records requests were processed and 83 subpoenas were served to the Authority.

November 1, 2011 – Administrative Assistant Felicia Venezio was recognized by Administrative Supervisor Kevin Fink for her exemplary work. Kevin wrote, "You continue to expertly and promptly process an increasing amount of records requests on a daily basis. In addition to your effectiveness, I have recently received comments from two separate customers, one a private citizen and the other an assistant district attorney, praising your promptness and professionalism while processing their 'urgent' requests."

Safety and Wellness Committee

The 2011 Safety and Wellness Committee members were **Scotty Douglass, Adrienne Heebner, Abby Marizette, Jo Irving, Nicola Nelson,** and **Mike Krakowiak.**

During 2011, the Safety and Wellness Committee continued their efforts to focus on our employees' health. The "wellness board" continues to provide information that encourages employees to live a healthy lifestyle, and provides educational materials on topics such as stress reduction, healthy meals, and preventive health.

The Healthy Snack program is designed to promote healthy eating and divert employees away from the vending machines. It continues to be financially self-sustaining.

An annual safety inspection was completed, and the Safety Plan was reviewed and accepted by the Board of Directors.

In an ongoing effort to educate employees about workplace safety and well being, monthly newsletters are distributed.

Five new chairs were purchased, two ergonomic keyboards were introduced as a trial, and monitors were replaced as necessary.

In the Spring, the Netcom Fitness Challenge encouraged all employees to improve their well being by exercising and improving their eating habits. Stephanie Zube coordinated use of the online program "MyFitnessPal.com" so employees could track their progress in reaching their goals, and support and encourage others in the program. Over 40 employees participated.

Peer Support Team

The SCR911 Peer Support Team provides objective, non-judgmental and confidential support and assistance to Authority employees and their families. In 2011, a recruitment for new members was performed. It was difficult choosing just two new members from the four applicants. The 2011 team included the following members: **Amethyst Uchida, Marsha MillerAyers, Valerie Conner, Gina Loftin, Melody MacDonald** and **Teresa Minogue**.

All members of the Peer Support Team receive accredited training in individual and group crisis intervention skills. This year, our team hosted both primary trainings, taught by an instructor from the California Peer Support Association and attended by several of SCR911's User agencies. This training allows members of the team to be effective listeners and to provide appropriate referrals to professional assistance when it is needed or desired. The training also teaches our team members to be good facilitators of group crisis debriefings. Team members meet monthly and receive ongoing coaching and training from members of the Central Coast Critical Incident Team.

During 2011, the Peer Support Team hosted two critical incident stress debriefings (CISDs) and facilitated employee attendance at other debriefs hosted by our User agencies. Members of the team also provided one-on-one support and/or referrals to outside assistance more than a hundred times this year.

Appendix

Santa Cruz 911 Employees Association—Year in Review

Our Association grew significantly this year when we changed our charter to include all NetCom employees. Because of our higher membership participation, we have been able to do some additional fundraising to support more of our community in need.

In February we decided to take on a huge challenge by organizing a 5K Fun Run. Our first annual **Squirrel Fun Run** was a success despite the rainy weather that day. One hundred percent of the funds raised went to our Justin Keele memorial scholarship fund. We raised just over $3000 during this event. We already have plans for our second annual Fun Run in 2012.

Justin Keele scholarship, applicants must be an immediate family member of a NetCom employee or one of our User agencies (current or retired) with a GPA of at least 3.0. Four scholarships were awarded this year. Our recipients were:

Lindsey McClish - (Kevin McClish, Boulder Creek Fire) - Attending Cal Poly San Luis Obispo as a business major with a minor in graphic communications.

Luke Carson - (Ron Carson, Santa Cruz Fire) - Working on his associates degree in fire science and going to paramedic school.

Trevor Carney - (Steve Carney, SCSO) - Attending Sonoma State University as a criminal justice major

Nicholas Lipperd - (Scott Lipperd, Boulder Creek Fire) - Attending University of California San Diego. His goal is to graduate with an aeronautical engineering degree.

Our annual celebration for **National Dispatcher Week** came right on the heels of the Fun Run. We spent most of the week giving back to our allied dispatch centers, and our User Agencies gave back to us.

Dennis Kidd serves lunch to dispatcher Dave Sumner.

Dispatchers were treated to meals cooked by the SAM (Systems, Administration and Management) team.

Quickly moving from one event to the next, we celebrated the other part of our membership, our SAM team, with a beautiful luncheon for **Administrative Professionals Week.** It was a delight to see these new association members so excited about being doted upon for a couple of hours. We know this new tradition was well received and one they will be excited to have again!

SAM luncheon hostesses Amanda Douglas, Ashley Baldwin, and Melody MacDonald..

For our annual holiday giving, we adopted a family from the Walnut Avenue Women's Center. We wholeheartedly provided for a family in our community who lost all their belongings in a house fire in November. We also raised money for the Second Harvest Food Bank by raffling off some gift baskets to our association members. And, to throw in some holiday fun, we continued tradition with our Gingerbread House Competition. This year the SAM Team won!

Santa's house—winner of the annual gingerbread decorating contest.

As we look ahead to 2012, we are discussing goals for continuing our community outreach. We plan to continue the scholarship program, sponsor a sports team host a movie night for all of our User agencies, hold the second annual 5K Fun Run, and sponsor a family or two for the holidays.

Association Board Members

President—Melody MacDonald
Vice President—Ashley Baldwin
Secretary—Amanda Douglas
Treasurer—Kristine Ebersole

2011 Users Survey—Fire/EMS

What is your current rank?

Legend: Fire Chief, AMR Supervisor/Administrator, Fire Battalion Chief, Fire Captain, Firefighter

How would you grade the overall performance of NetCom dispatchers?

Legend: Fire Chief, AMR Supervisor/Administrator, Fire Battalion Chief, Fire Captain, Firefighter

NetCom has tried to maintain a high level of performace while continuing to reduce our overall budget. During the last year, do you feel that NetCom's performance improved, declined, or stayed the same?

Legend: Fire Chief, AMR Supervisor/Administrator, Fire Battalion Chief, Fire Captain, Firefighter

How would you grade the performance of NetCom dispatchers on routine/non-emergency calls?

How important is the performance of NetCom dispatchers on routine/non-emergency calls?

How would you grade the performance of NetCom dispatchers on emergency/hot calls?

How important is the performance of NetCom dispatchers on emergency/hot calls?

How would you grade NetCom's responsiveness to operational issues/complaints?

How important is NetCom's responsiveness to operational issues/complaints?

Have you been in contact with a NetCom manager in the past six months?

If yes, were you able to easily contact the manager?

Legend:
- Fire Chief
- AMR Supervisor/Administrator
- Fire Battalion Chief
- Fire Captain
- Firefighter

- I met with Melody McDonald during a recent Roll Call meeting here at SCZFD Admin and she was very easy to deal with and seemed attentive to a few of our concerns.
- Very accessible and answered all questions and concerns
- Very accommodating every time I come to the center. As the zone coordinator the dispatches are incredibly patient and knowledgeable.
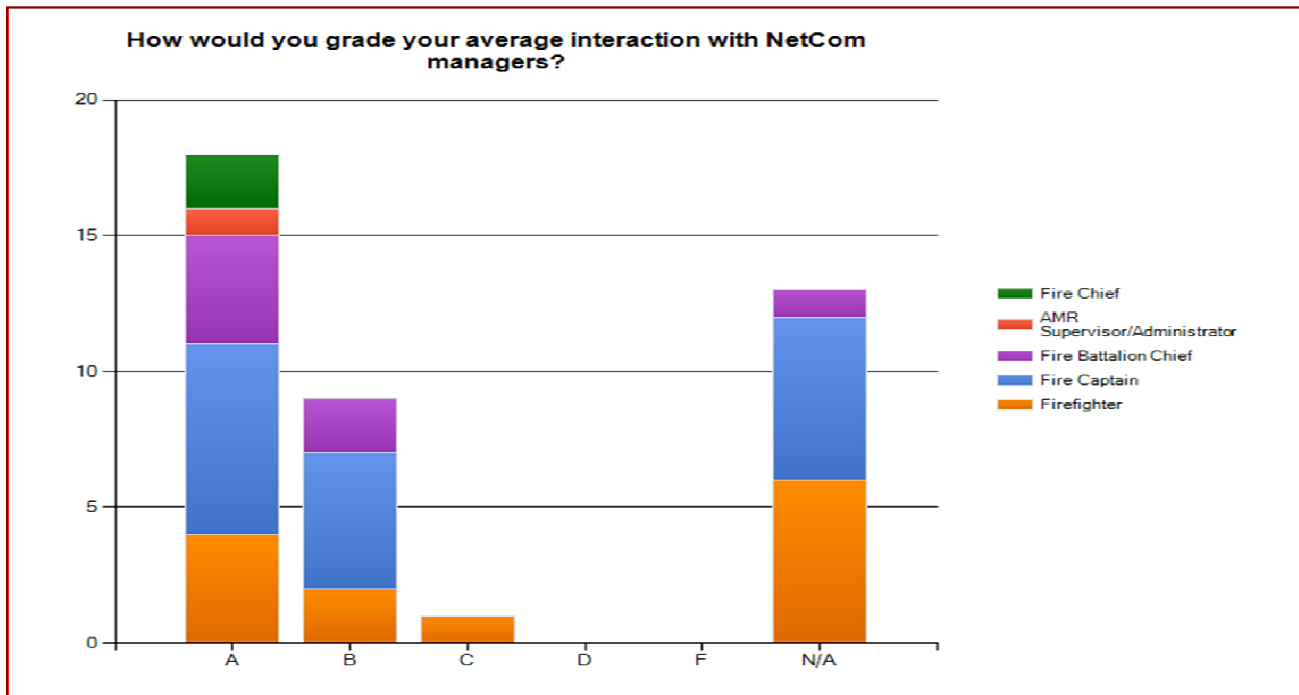
How would you grade your average interaction with NetCom managers?

Legend:
- Fire Chief
- AMR Supervisor/Administrator
- Fire Battalion Chief
- Fire Captain
- Firefighter

What technical services do you receive from NetCom (choose all that apply)?

Legend:
- Firefighter
- Fire Captain
- Fire Battalion Chief
- AMR Supervisor/Administrator
- Fire Chief

Categories: MDC Support, GIS (Mapping), Crystal Reporting, Alliance RMS, Data Extract from CAD, None of the above, I don't know

How would you rate the quality of support provided by NetCom Systems Division?

Legend:
- Fire Chief
- AMR Supervisor/Administrator
- Fire Battalion Chief
- Fire Captain
- Firefighter

Categories: A, B, C, D, F, N/A

There has been a migration from using pagers to notify off-duty and/or specialized teams to using CityWatch (our reverse 9-1-1 system). How would you grade the use of CityWatch for notifying off-duty or specialized teams?

Legend:
- Fire Chief
- AMR Supervisor/Administrator
- Fire Battalion Chief
- Fire Captain
- Firefighter

Categories: A, B, C, D, F, N/A
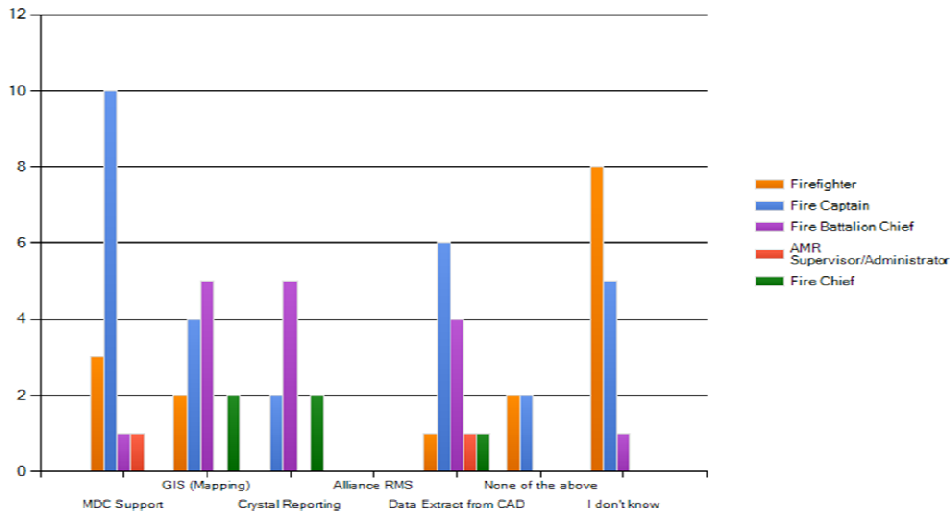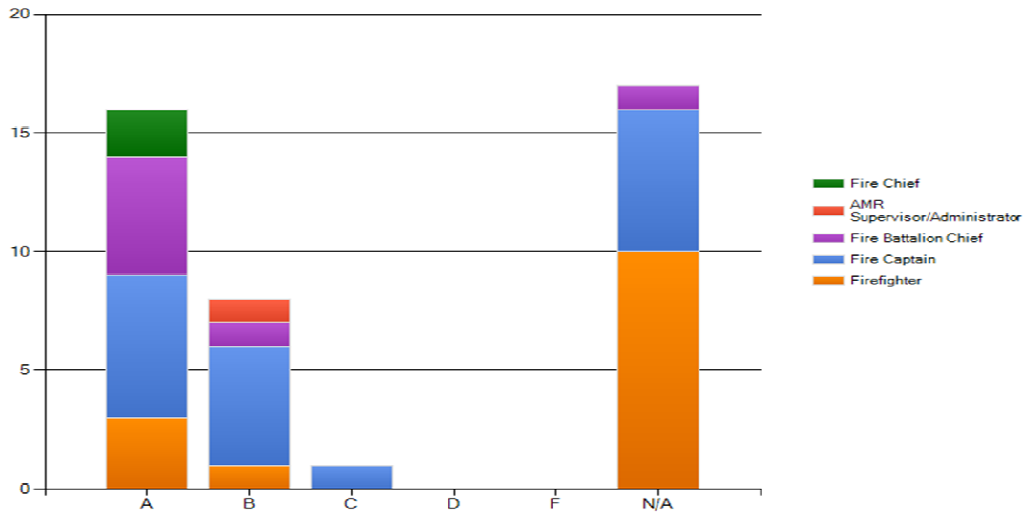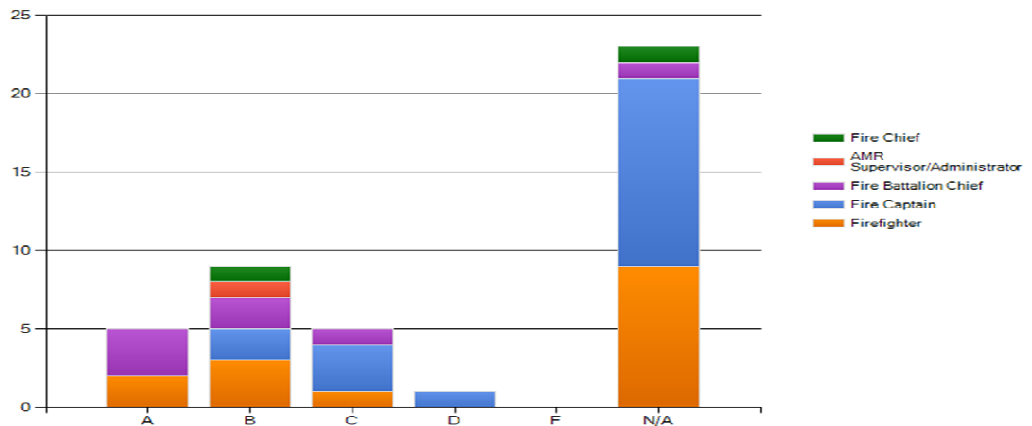
The SCR911 Users' website will be redesigned and updated over the next few months. SCR911 would like the changes to provide the most value to our Users. What information or resources would you like to see on the redesigned Users' website?

- I have never seen the website.
- Ability to request wav files of an incident.
- Live CAD data screen !!!
- Photos to help us put a face to the voice.

What technical services do you wish existed that could make your job easier?

- When SVPD receives 911 calls it would be helpful if the call also went to NetCom at the same time due to SVPD not routing all calls to your center such as trees down etc. during storm days.
- Incident location to pop up on an MDC (grid mapping)
- None as of now – but I am worried when the merger takes place that we will have a long lag-time for projects.

Other Quotes from Fire/EMS Users' Survey

- NetCom dispatchers always seem to be able to think on their feet and make quick decisions.
- I think all the dispatchers do a great job in getting the information we need to do our job. Thank you.
- I have always appreciated the gentle guidance I receive if I've forgotten a step (as an engine captain and in prevention). Thank you.
- When I call for times or other call info because the tear and run doesn't capture everything, you folks are almost always good natured and helpful.
- Very responsive with providing requested information.

2011 Users Survey—Law

What is your current rank?

Police Chief/Sheriff
Law Enforcement Captain
Law Enforcement Lieutenant
Law Enforcement SGT
Police Officer

How would you grade the overall performance of NetCom dispatchers?

Police Chief/Sheriff
Law Enforcement Captain
Law Enforcement Lieutenant
Law Enforcement SGT
Police Officer

NetCom has tried to maintain a high level of performace while continuing to reduce our overall budget. During the last year, do you feel that NetCom's performance improved, declined, or stayed the same?

Police Chief/Sheriff
Law Enforcement Captain
Law Enforcement Lieutenant
Law Enforcement SGT
Police Officer

How would you grade the performance of NetCom dispatchers on routine/non-emergency calls?

Legend:
- Police Chief/Sheriff
- Law Enforcement Captain
- Law Enforcement Lieutenant
- Law Enforcement SGT
- Police Officer

How important is the performance of NetCom dispatchers on routine/non-emergency calls?

Legend:
- Police Chief/Sheriff
- Law Enforcement Captain
- Law Enforcement Lieutenant
- Law Enforcement SGT
- Police Officer

How would you grade the performance of NetCom dispatchers on emergency/hot calls?

Legend:
- Police Chief/Sheriff
- Law Enforcement Captain
- Law Enforcement Lieutenant
- Law Enforcement SGT
- Police Officer

How important is the performance of NetCom dispatchers on emergency/hot calls?

Legend:
- Police Chief/Sheriff
- Law Enforcement Captain
- Law Enforcement Lieutenant
- Law Enforcement SGT
- Police Officer

How would you grade NetCom's responsiveness to operational issues/complaints?

How important is NetCom's responsiveness to operational issues/complaints?

(For Law Enforcement) How would you grade NetCom dispatchers on providing CLETS returns in a timely manner?

How important is it that records requests (CLETS, probation, Jailtrack, Alliance, Open Access, etc.) are returned in a timely manner?

Other Quotes from Law Users' Survey

- Not aware of who the managers are and don't have their contact information anywhere

- I think it is imperative that officers only ask for probation, open access, etc, when they really NEED it. About 20% of the time, I hear officers ask for it and do nothing with the information. If there is no intent to place a probation hold, etc, don't ask for the info. At the same time, I have also been told that subjects are clear with no probation in open access, but I find this is not true later in the evening.

- We are not allowed to contact NetCom per our administration.

- We are lucky to have you guys on our team. Most issues are not personnel related but procedural issues.

- My grades are based on your request to grade on a whole. I would like to point out that many of your dispatchers are excellent and do very well from an LE perspective however there are others who openly appear to be disenchanted or inconvenienced with requests made by officers/deputies and the attitude is shown via radio. My current assignment is as the South County Service Center Sergeant. I am often times responding to calls as a cover unit; however, I have been th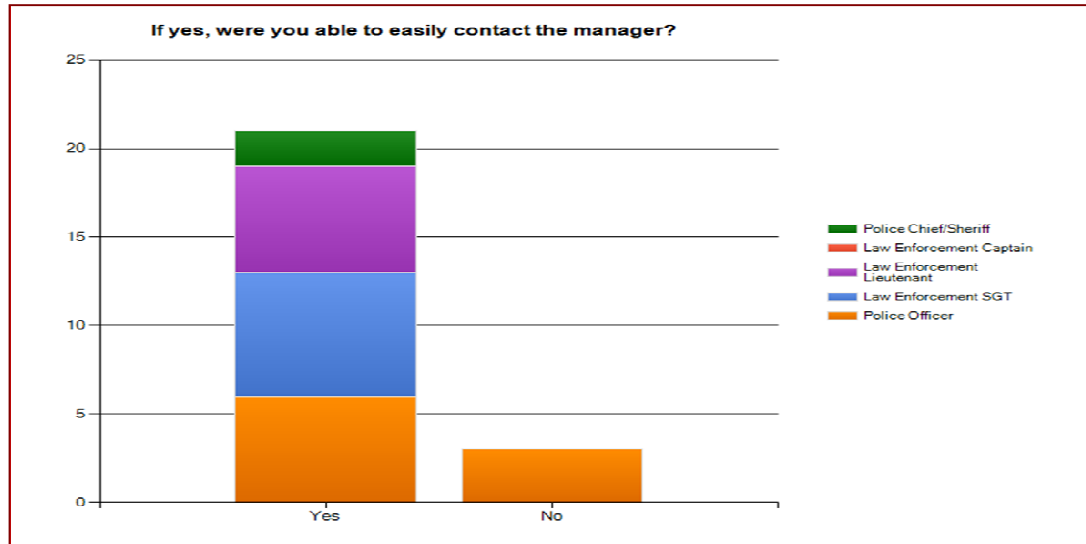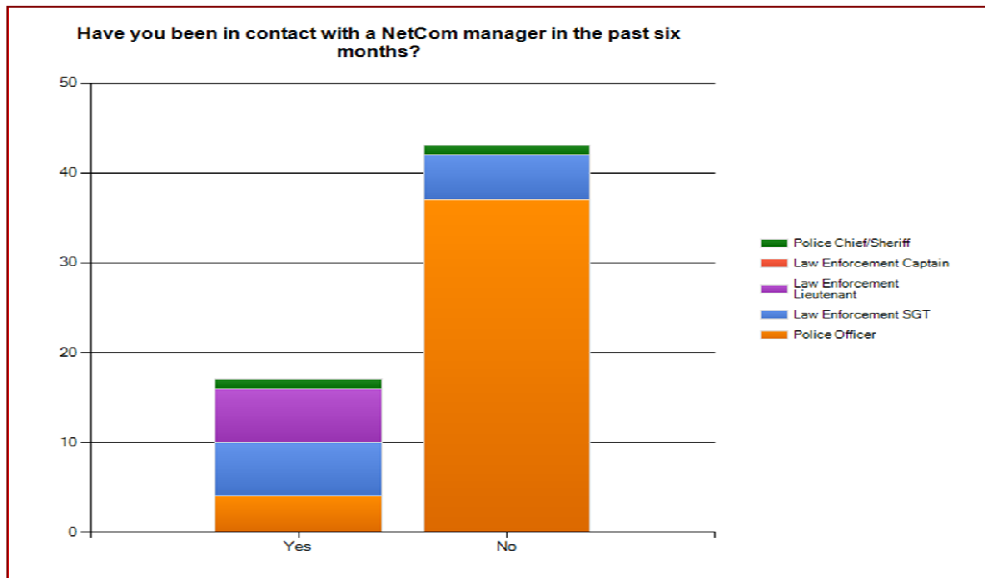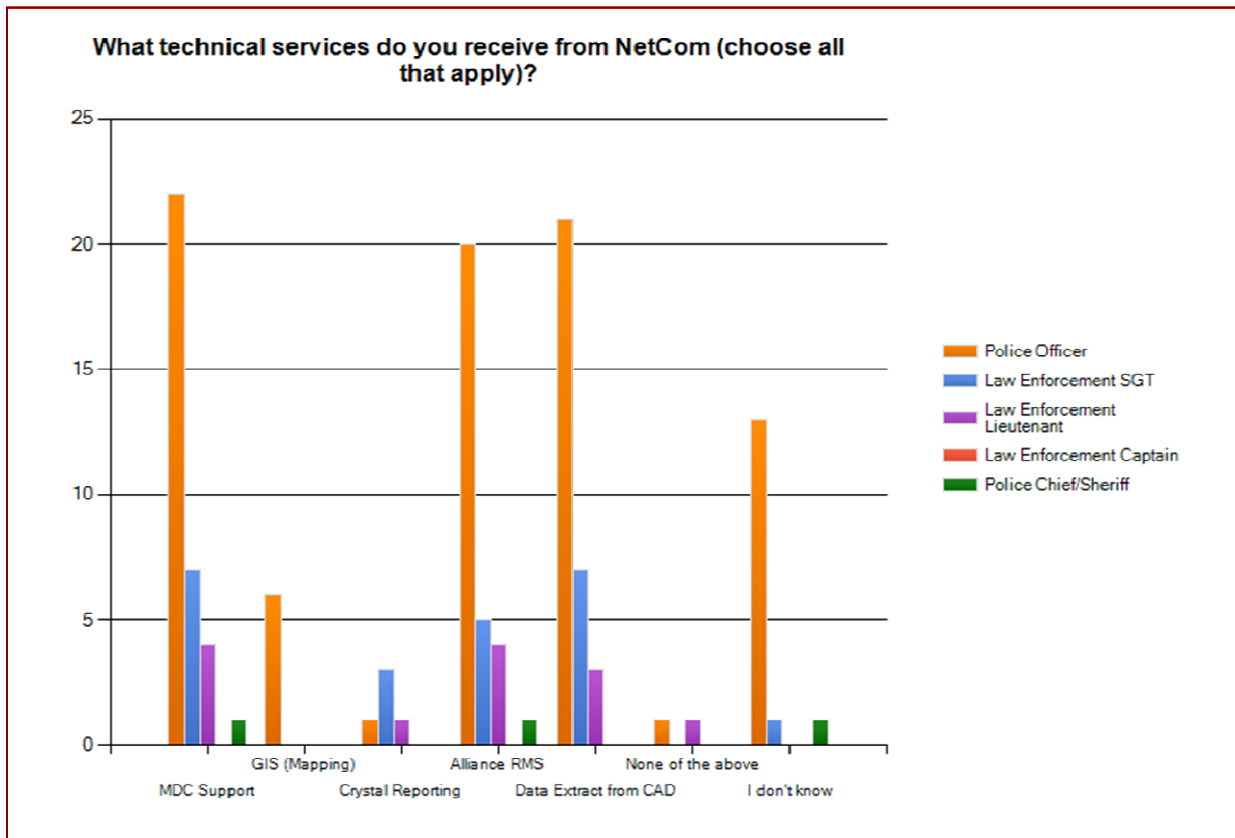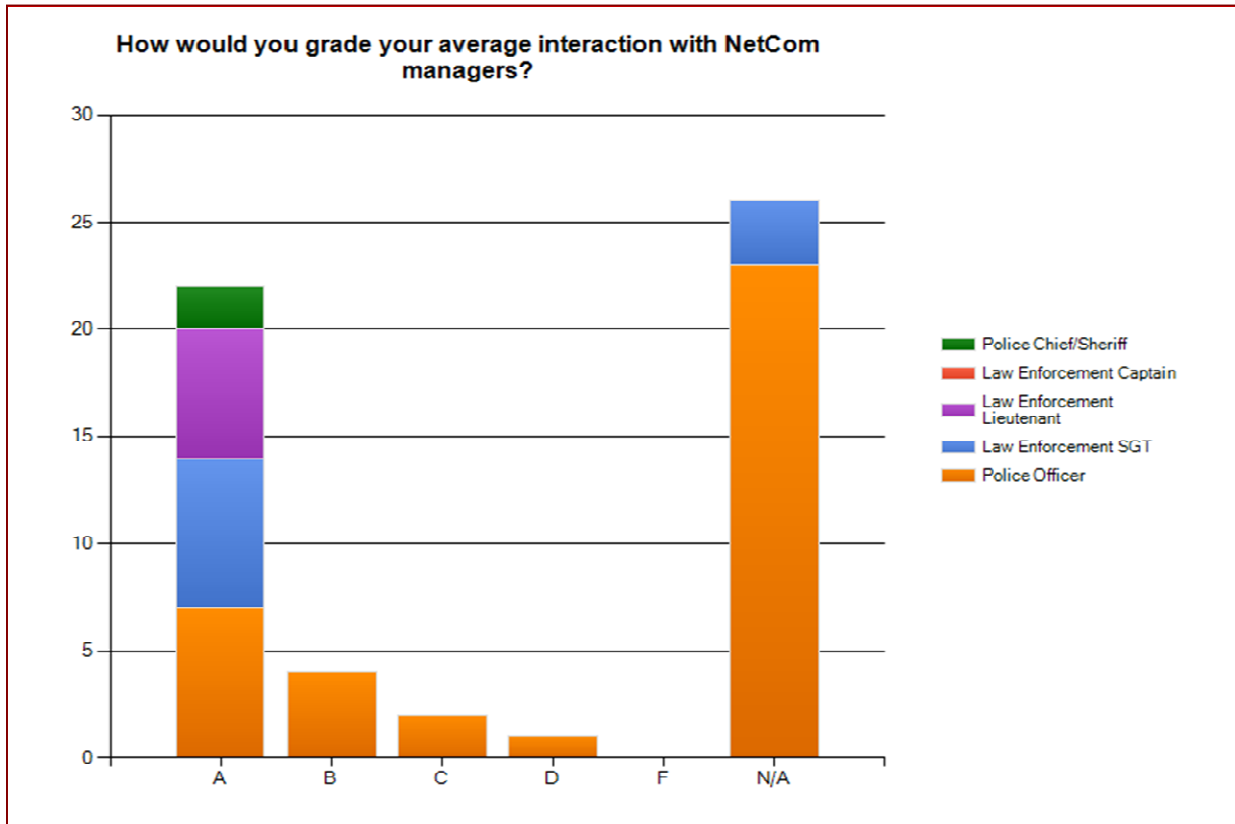e primary on many just due to our staffing issues. In recent months it would appear that routine calls are handled very poorly wherein the dispatchers do not appear to be asking commonly asked relevant questions important to the call. This results in the officers/deputies asking the dispatchers all these questions themselves via the radio, wasting air time. No call is considered routine, as we all know that any one of these calls could potentially end up being very significant and/or dangerous. Has that happened? Yes. Not that often. Having the dispatchers provide as much info as possible is very important for a number of reasons. It allows for the deputy/officer to make a determination as to how they will approach or handle the call, it allows for others listening to determine if they need to help or know something about the call and can assist and it also allows the supervisor the ability to address any issues needed to be addressed to keep everyone safe, cancel the call or reassign it based on the level of calls for service to other deputies/officers. I realize much of this sounds like info for "hot calls" but it applies to "routine calls" as well.

- Being the new Operations/Support Services Lt., they have been extremely helpful on several occasions.

Have you been in contact with a NetCom manager in the past six months?

Legend:
- Police Chief/Sheriff
- Law Enforcement Captain
- Law Enforcement Lieutenant
- Law Enforcement SGT
- Police Officer

If yes, were you able to easily contact the manager?

Legend:
- Police Chief/Sheriff
- Law Enforcement Captain
- Law Enforcement Lieutenant
- Law Enforcement SGT
- Police Officer

Other Quotes from Law Users' Survey

- Everyone I've spoken with have been very responsive to issues and very timely on responses.
- Always very responsive to my requests.
- Amethyst, Wolff and the whole command crew, for that matter, are wonderful to work with.
- I had a recent experience that, to my fault, I have not followed up on. I realize that NetCom has trainees as do we and mistakes happen, however my concern for something like this, the trainers should be stepping in if the mistake is one that is going to place a life in danger. My experience was   wherein the call came out that shots had been fired and witnesses had seen the suspect fire the weapon into the ground. I was first on scene and had been told by the dispatcher that the suspect had placed the firearm in his waistband. Due to some confusion and possibly some lack of info provided, responding units requested additional information to which the dispatcher began a rather long dissertation about history and previous calls for service. When I arrived on scene I was forced to "walk" on the dispatcher and advise him that I was on scene and alone. The dispatcher finished his sentence, acknowledged my advisement and then continued his dissertation to the others still coming. I was given no priority and no one else was advised I was on detail as they could not have heard my transmission since I stepped on the dispatcher. I was later confronted by the suspect who fled, challenging me to come and get him and just as quickly turned and confronted me telling me I would have to shoot him. I was very close as I was pulling the trigger of my handgun when cover units finally arrived. This type of call is where we need our dispatchers to be at their best. Again mistakes are made, none of us are perfect, myself included but the lack of communication, acknowledgement and priority given to me and others in this incident could very well have been deadly for myself, the suspect or others.
- #6: Some dispatchers are more capable then others. The ones who have issues seem to keep doing the same things and nothing gets done about it.
- Only real issue right now is being able to staff dispatchers to have a red / blue split during busy times.
- I can tell the stress of working with fewer dispatchers has hurt the moral of the Netcom team. It is harder to get unusual information (research of prior calls and addresses). As always, some dispatchers are more helpful then others.

How would you grade your average interaction with NetCom managers?

What technical services do you receive from NetCom (choose all that apply)?

What technical services do you wish existed that could make your job easier?

- A comprehensive probation search
- Mapping, photos to MDCs
- Jail track, open access and DMV photo access in our vehicles would make the job SO MUCH easier and more efficient
- Photo transmission to MDCs
- Maps on MDCs for AOD's outside the city
- GIS Mapping in the in-car MDC units
- When another local agency is asking their information/ B.O.L to be passed on to another local agency, the information be given out A.S.A.P and not waiting fifteen or twenty minutes
- Access to a probation system
- Access to Alliance at our centers and MDCs.
- Probation via CAD
- GPS mapping connected to the CAD system in the patrol cars
- Full proof Probation check confirmations
- Integrated probation checks when a warrant request is made
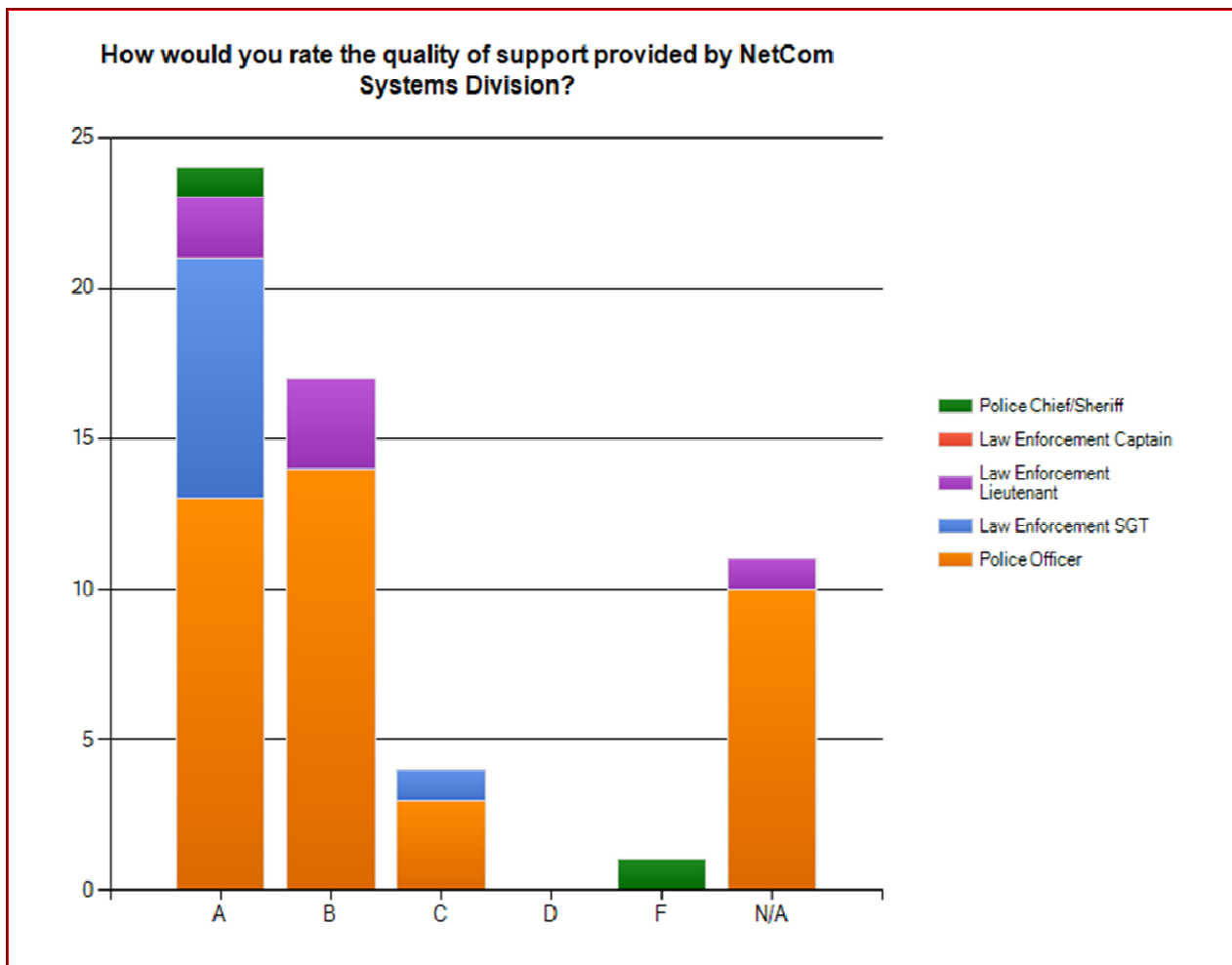
How would you rate the quality of support provided by NetCom Systems Division?

There has been a migration from using pagers to notify off-duty and/or specialized teams to using CityWatch (our reverse 9-1-1 system). How would you grade the use of CityWatch for notifying off-duty or specialized teams?

Legend:
- Police Chief/Sheriff
- Law Enforcement Captain
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- Law Enforcement SGT
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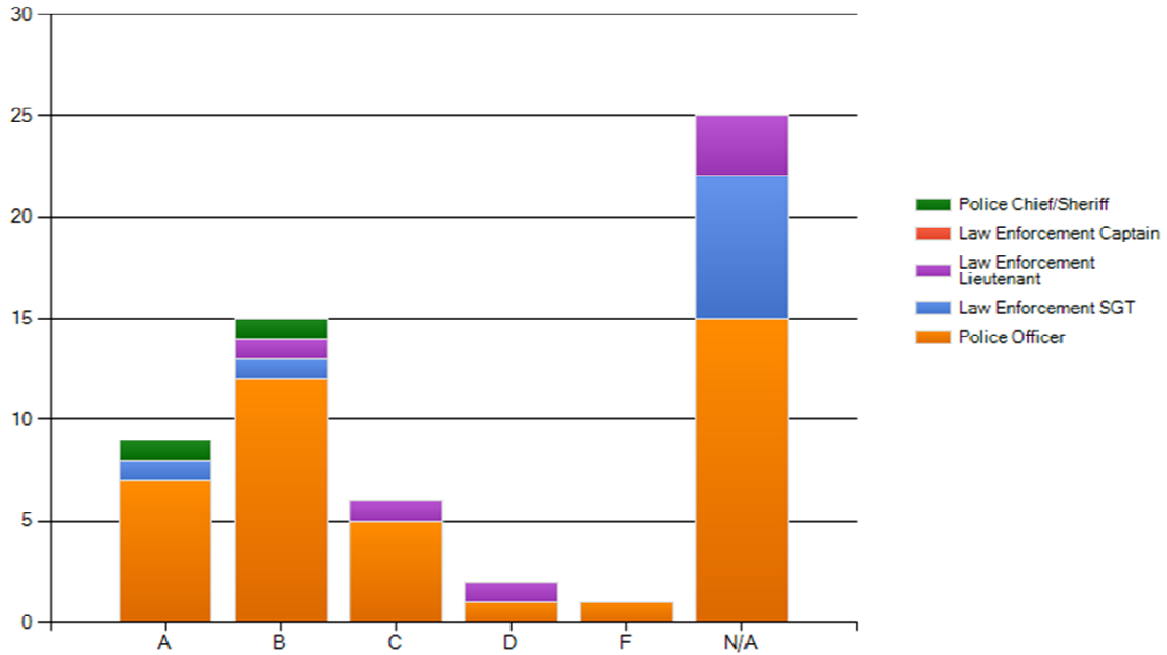
During 2009 and 2010, Lead Dispatchers attended many Law Enforcement roll calls. These visits were developed to engage officers in discussions pertaining to current operational issues. How would you grade these visits?

Legend:
- Police Chief/Sheriff
- Law Enforcement Captain
- Law Enforcement Lieutenant
- Law Enforcement SGT
- Police Officer
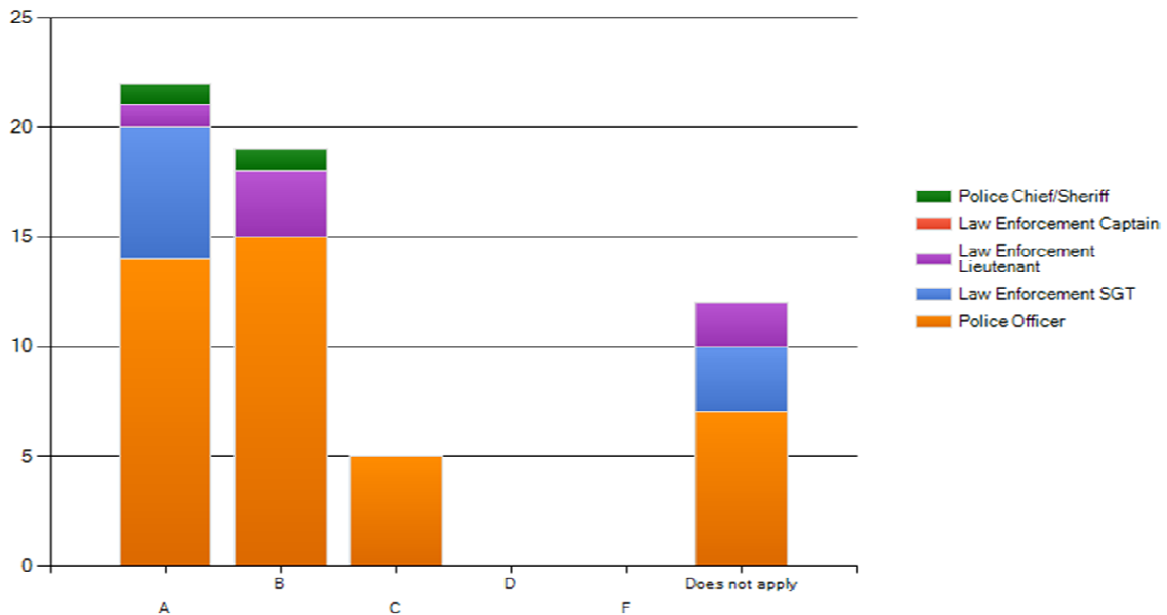
Is there any service that NetCom does not currently provide that you would like NetCom to provide?

- A thorough probation check, comprehensive and complete. Just one piece of verbiage that conveys the question, "Does this individual have ANY probation terms?"
- Make sure all dispatchers pre-enter info into Alliance (date, time and location of the incident). Some do, some don't.
- Why do you dispatch a police officer code 2 to a "Man Down" call and dispatch fire/ambulance code 3? This is a waste to a non-verified call. Wait till fire goes on scene and see if they need police. Many times fire leaves before we get there and we spend time driving around looking for them.
- Open access
- Bringing lunch? You pretty much cover our communication needs. The only thing I can think of is maybe an update letter to agencies on new systems, procedures that would help officers help dispatchers with requests etc. Oh, one other thing…can you create a survey for the PD? :)

Other Quotes from Law Users' Survey

- Ride-alongs would be beneficial as well. I think dispatchers need to know what we are thinking while responding etc.
- I like dispatchers coming to roll calls and ride-alongs. I think they should all do it more often.
- Wolff did a good Netcom CAD system training about 8 months to a year ago!
- It was great having dispatch come in and sit down during roll call. It really showed you guys care.
- Never saw a lead at roll call. Every time I get a CSI,HNT or traffic call out, they call my phone and talk to me directly.
- I only saw one dispatcher show up one time in the last two years at our roll calls.
- The CityWatch texts do not always get to all the right people in a timely manner. I don't know if it is a cell phone carrier problem or a CityWatch problem. Cannot remember the last time I saw a Lead Dispatcher at one of our roll calls. Maybe try to split up your visits to visit all the different shifts?
- Continue the visits.
- Tammy Spath came to ours and was very informative and helpful.

Other Quotes from Law Users' Survey

- I want to say that Devon has improved a lot and that Kristy Kisco (dont even know if I spelled her name right) is a very good dispatcher. The times I have worked with her on priority details she has provided me with all the information I could want before I could even ask for it. She does a great job and is always one step ahead. Please tell her to keep up the good work.

- Better trained with regard to open access...

- I'm wondering why if an officer is on a call Net. Comm. has to advise the officer of a cold detail pending. If the officer does not respond right way the dispatcher tones them to tell them a cold call is pending. This seems to be a waste of air time and distracts the officer from the detail he/ she is on. Also a lot of calls do not need to be verbally given over the air. Net. Comm can just tell the offcier a detail has been sent. The officer can look at the M.D.C screen for the details. That is what the M.D.C. is for.

- You guys do a job that I know I couldn't do and, although there are always things that could be improved, you all do amazing work and we can't do our jobs without you guys!

- Over all, Dispatchers do a great job, suggestions only made to make it better.

- Sometimes the dispatcher is working two channels and we have to wait for a while for a return.

- Great job! We are very thankful for your continious help and professionalism

- I have noticed several dispatchers working while sick. I want to inform you we on the street see their dedication to their job and please tell them we appreciate their dedication.

- You all provide an important service and do an excellent job. Other than the frustration of being told to stand by once in a while, I have no complaints and thank you all for going over and above most of the time. Whoever is reading this - you guys have a GREAT crew!

- The administrators need to give the dispatchers more leeway in handling calls. They need to be allowed to filter out more fluff calls to tell rp's where they can go for their problem that don't fall under the jurisdiction of a police call rather then them all be passed along to one of the grand total of eight patrol deputies to tell these people it's not a police problem. I've seen parts of the Netcom operating manual and it's ludicrious how much common sense is missing from it. Dispatchers=great, Netcom admin=silly.

- Overall, NETCOM (I thought it was now SCR911 though) has been a great partner. I can't think of better people to be part of the family. Keep up the amazing work and keep the communication between the two of our agencies open. Knowledge is Power and two heads are better than one.

- NetCom continues to strive for excellence! Thank you for your great work and support!

- Thank you. You guys and gals are great

- As a street supervisor, I have had a pleasant time working with all of the personnel at Netcom. All are well trained and very efficient. We appreciate Netcom staff. thank you!

- Thank you for asking our opinion and thank you all for your service even if my comments appear harsh I admire each and everyone of the personnel there who do what they do to help us.

- Excellent service and an ongoing commitment to improving

Standards of Excellence
2011

Annual Performance Report
Prepared for the
Fire/EMS
Users Subcommittee

Serving:

American Medical Response
Aptos/La Selva, Ben Lomond, Boulder Creek, Branciforte, Central, Felton, Hollister, San Juan Bautista, Santa Cruz, Scotts Valley, Watsonville and Zayante Fire Departments

Table of Contents

Performance Report Overview

- Santa Cruz Regional 9-1-1 is continually striving to balance speed and accuracy, with both being of equal importance. For continued quality improvement we feel it is important to provide our dispatchers with feedback regarding their performance for each phase of the dispatch job (call taking, pending queue management, customer service). For our Users, we feel it is important to report on the Center's overall performance, what we refer to as "building time."

Fire Service Performance*

- The total processing time from E9-1-1 call pick up until radio tones is the time referred to as "building time." This is the amount of time that we take to complete the call taking portion as well as the radio dispatching. *During 2011 we averaged 72 seconds from the time we answered the 9-1-1 call until the time that units were toned out, this is a two second improvement from 2010. We were 76 percent compliant to the 90-second standard.*

- *Our average building time for Confirmed Structure Fires was 67 seconds. We were 83 percent compliant to the 90-second standard.*

EMS Performance*

- *During 2011 our building time for Echo medicals averaged 60 seconds. We were 85 percent compliant to the 90-second standard.*

- *Our compliance to the EMD protocols for 2011 was 96 percent compliant to the protocols.*

Pre-Alert Performance

- The pre-alert process can contribute to a significant time savings for first responders. This is the time when concurrent events are happening: the call taking process and the actual movement of apparatus. *We are currently striving for 100 percent pre-alert as our Users have expressed their desire to have this process.*

*Performance measurements for San Benito County agencies will begin in 2012.

Performance Standards for Fire Service

Performance standards for Santa Cruz Regional 9-1-1 were developed by the Fire/EMS Operational Policy Task Team and the Standards Team.

The Fire/EMS Operational Policy Task Team is comprised of User agency representatives and dispatch staff. In addition to being responsible for developing operational policy, the team's scope includes participation in the *Standards of Excellence* quality improvement program. Quality improvement responsibilities include reviewing performance data and recommending performance standards to the Fire/EMS Users Subcommittee.

The Operations Division group is a team of lead dispatchers and managers who are responsible for implementing the *Standards of Excellence* program. Responsibilities include updating the program, analyzing data, and developing plans for improving agency performance. When their work results in a recommendation to change or establish a performance standard, the recommendation and supporting data are forwarded to the Fire/EMS Operational Policy Task Team.

When the two task teams reach a consensus on a performance standard, it is recommended to the Fire/EMS Users Subcommittee for approval. Once approved, the standard is incorporated into the *Standards of Excellence* quality improvement program.

During this reporting period, the Standards of Excellence program continued to focus on the following Fire Service performance standards.

- *Building Time—Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all first priority fire incidents.*

    Internal standards are broken down to divide the 90 seconds between call processing (60 seconds) and pending queue management (30 seconds).

- *Measuring our pre-alert effectiveness.*

Performance Data for Fire Service

- **BUILDING TIME**—*Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all first priority fire incidents.*

Building Time Percent Compliant for Priority 1 Fire Calls (Goal is less than 90 seconds)

Percent Compliant to 90-second Standard for Priority 1 Fire Calls

Overall Performance on Confirmed Structure Fires 2011

**Building Time Percent Compliant for CONSTR Calls
(Goal is less than 90 seconds)**

Legend: 2010 Total, 1st Q 2011, 2nd Q 2011, 3rd Q 2011, 4th Q 2011, 2011 Total

**2011 Fire User Times
Confirmed Structure Fires**

Legend: Driving Time, Reaction Time, Avg NetCom Building Time
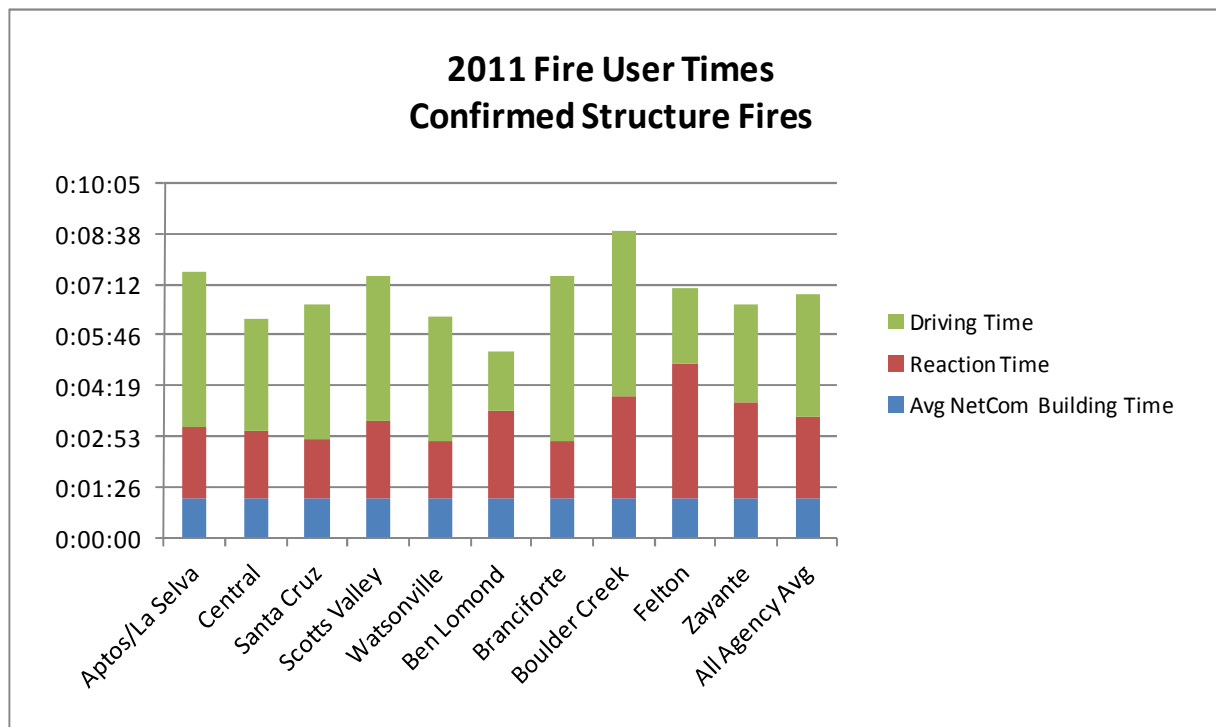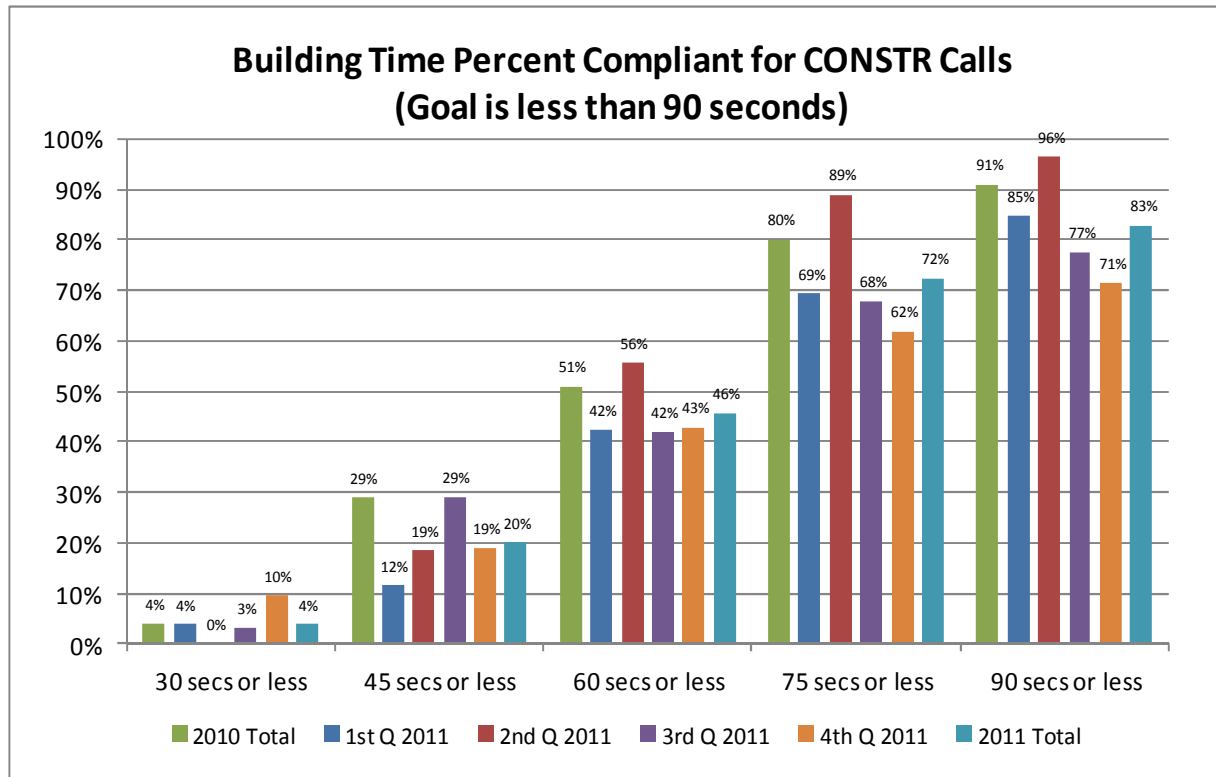
The above chart represents each agency's average overall response time to confirmed structure fires. The chart includes NetCom's average building time, agency reaction time, and driving time.

Performance Standards for Emergency Medical Service

During this reporting period, the *Standards of Excellence* program focused on the following EMS performance standards.

- *Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all priority Echo (E) EMS incidents.*

- *Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 150 seconds for 90 percent of all priority Delta and Charlie (D and C) EMS incidents.*

- *Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 205 seconds for 90 percent of all priority Bravo and Alpha (B and A) EMS incidents.*

- *Average compliance to the EMD protocol standard, as demonstrated by case review and measured by total score.*
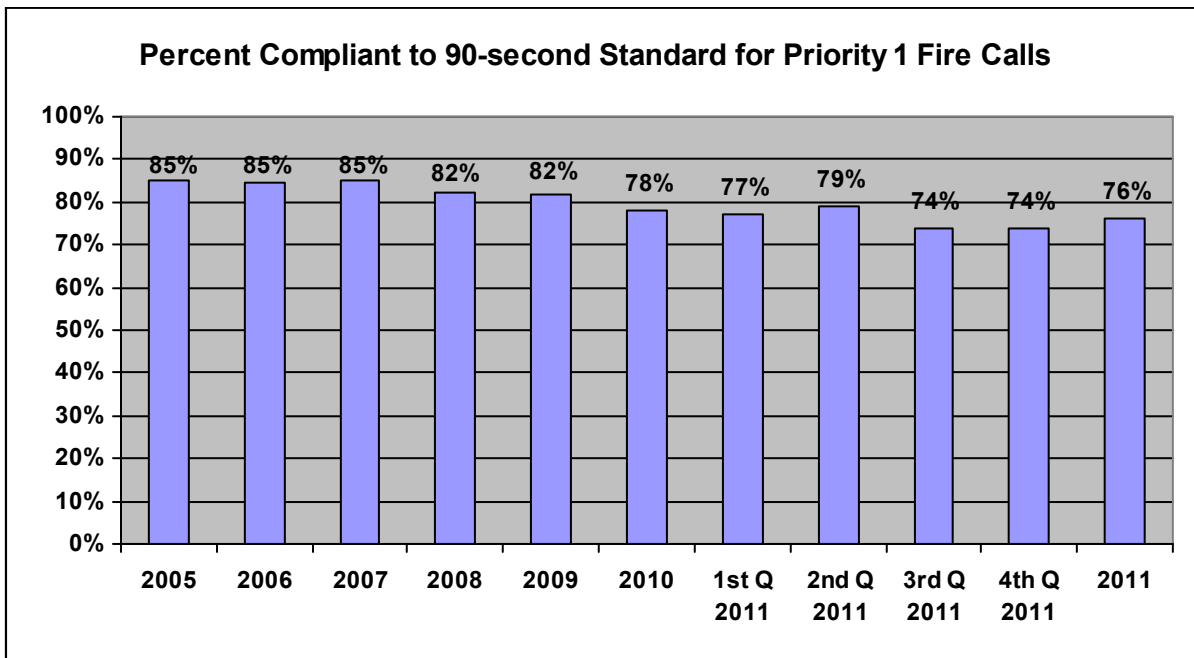
Performance Data for Priority Echo Medicals
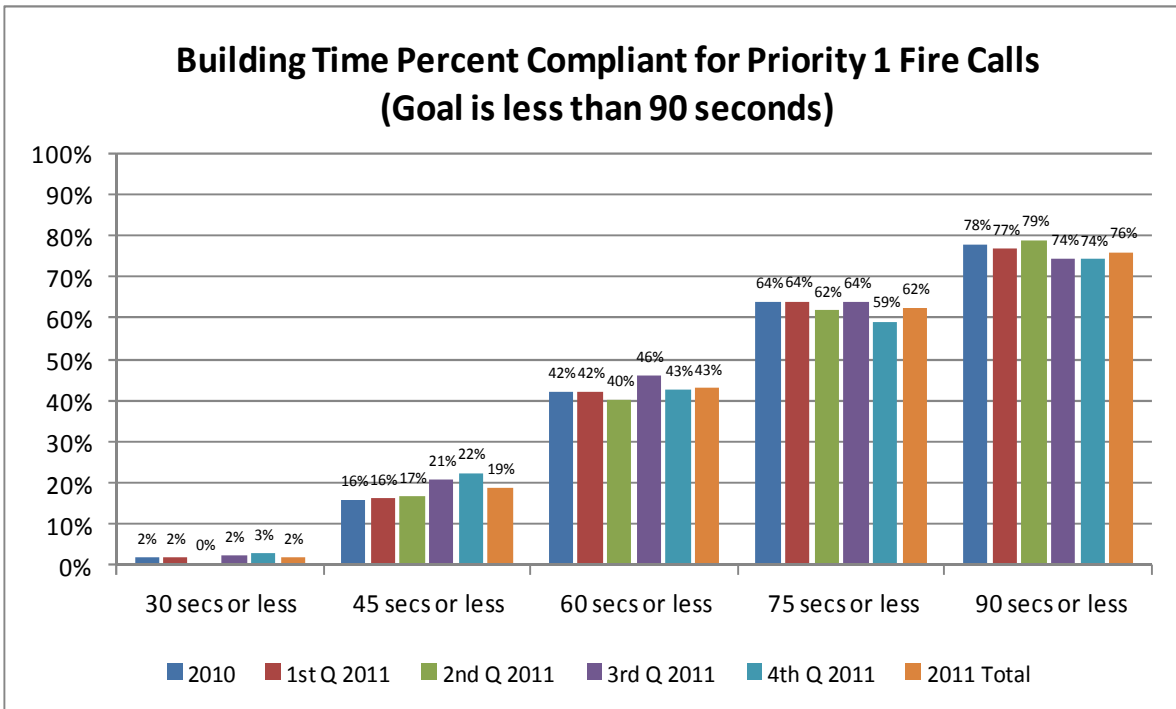
- *Elapsed time from E9-1-1 call pick up to the point of radio dispatch is a maximum of 90 seconds for 90 percent of all priority Echo (E) EMS incidents.*

Building Time Percent Compliant for Echo Medicals
(Goal is less than 90 seconds)

	0 - 30 secs	31 - 45 secs	46 - 60 secs	61 - 75 secs	76 - 90 secs
2010 Total	16%	50%	71%	82%	90%
1st Q 2011	10%	41%	67%	78%	84%
2nd Q 2011	6%	35%	59%	70%	88%
3rd Q 2011	5%	29%	59%	77%	84%
4th Q 2011	16%	37%	55%	80%	86%
2011	9%	35%	60%	76%	85%
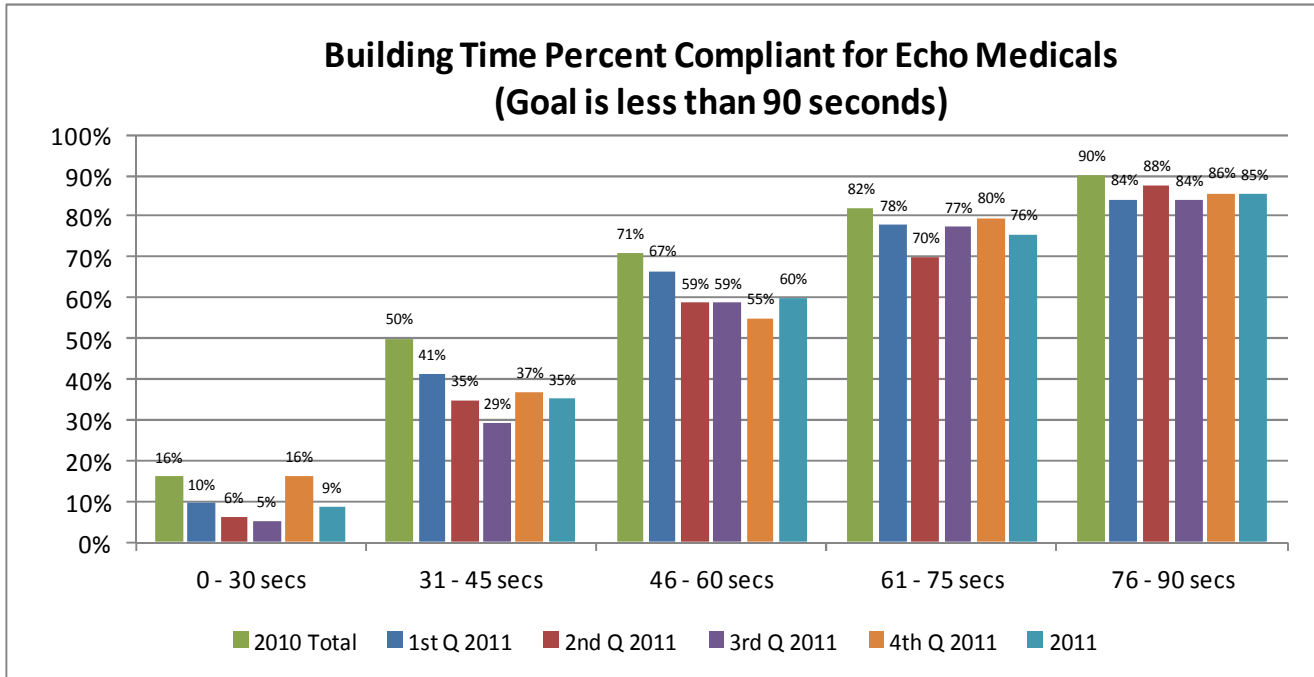
The "Echo" level emergency is the highest priority incident in the EMD system; it is used for patients who are identified from the beginning of the call taking process as being in respiratory arrest or experiencing life-threatening breathing difficulties.

Percent Compliant to 90 second Standard for Echo Medicals

2007	2008	2009	2010	1st Q 2011	2nd Q 2011	3rd Q 2011	4th Q 2011	2011
89%	93%	90%	93%	84%	88%	84%	86%	85%

Performance Data for Priority D & C Medicals

- *BUILDING TIME—Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 150 seconds for 90 percent of all priority Delta and Charlie (D and C) EMS incidents.*

**Building Time Percent Compliant for C & D Medicals
(Goal is less than 150 seconds)**

Legend: 2010 Total | 1st Q 2011 | 2nd Q 2011 | 3rd Q 2011 | 4th Q 2011 | 2011

Percent Compliant to the 150 second Standard for C & D Medicals

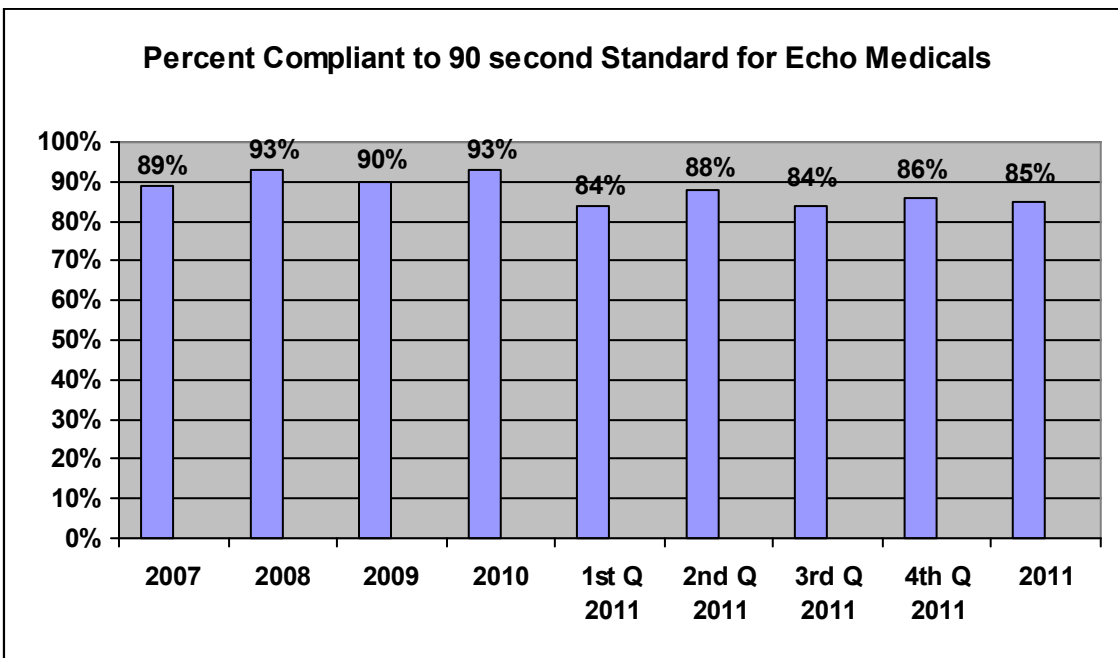| 2007	2008	2009	2010	1st Q 2011	2nd Q 2011	3rd Q 2011	4th Q 2011	2011
83%	90%	88%	83%	85%	80%	81%	84%	83%
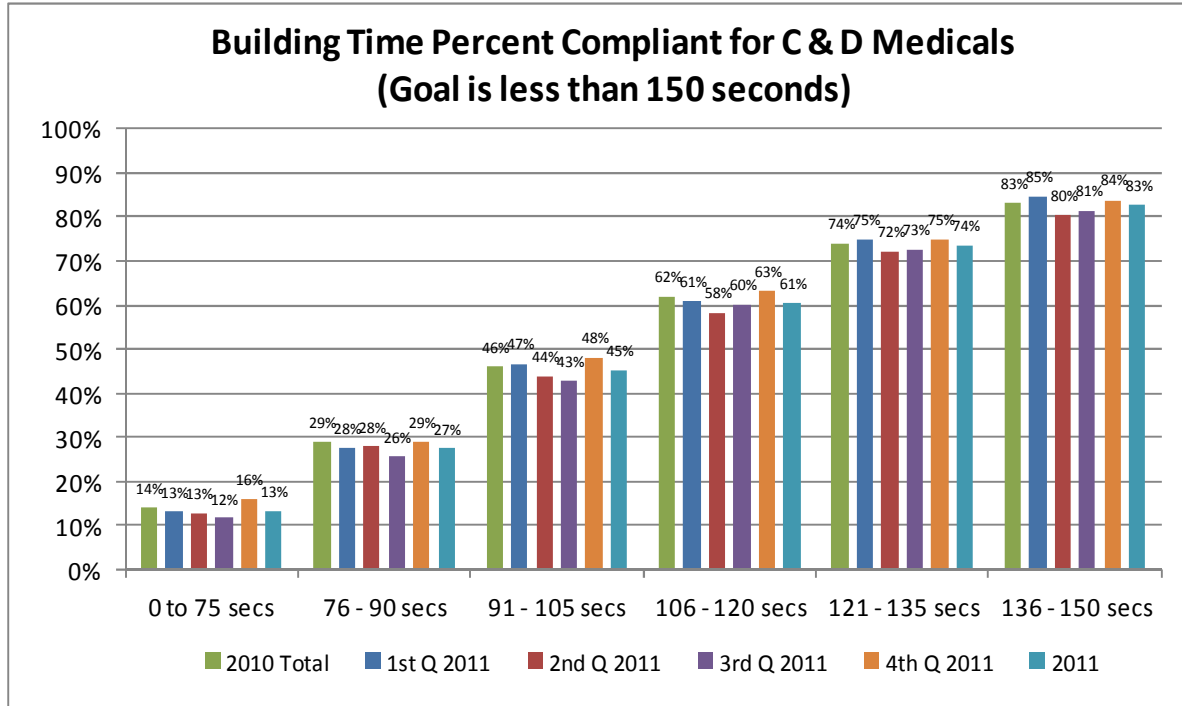
Performance Data for Priority B & A Medicals

- *BUILDING TIME—Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 165 seconds for 90 percent of all priority Bravo and Alpha (B and A) EMS incidents.*
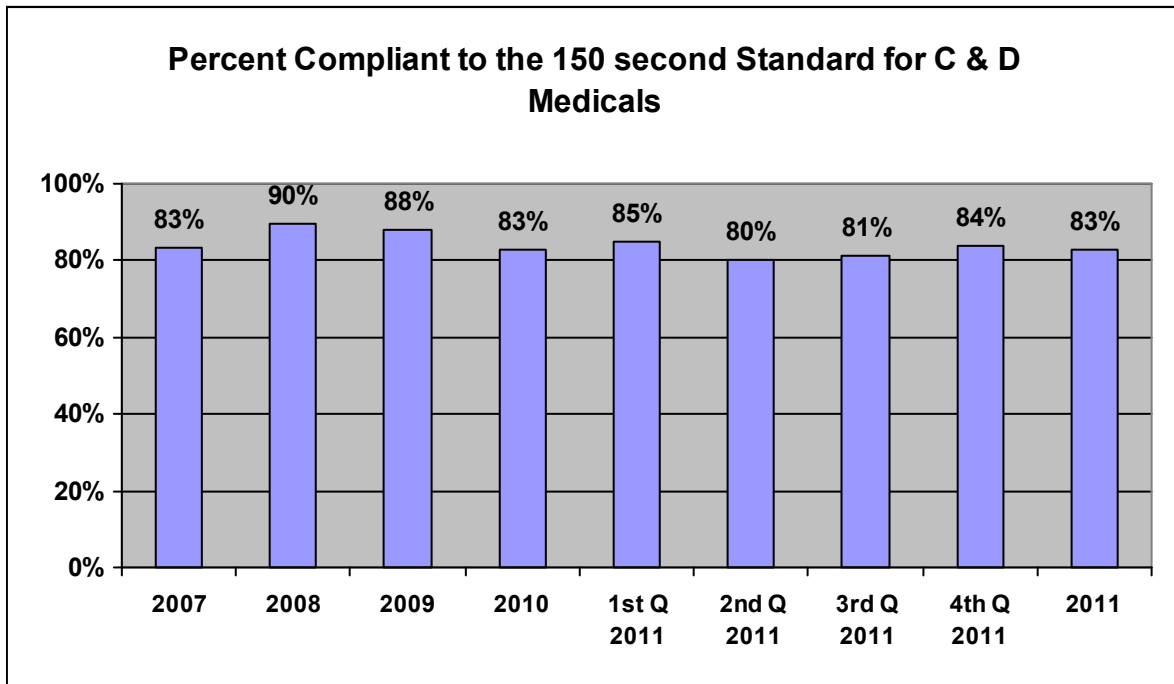

Building Time Percent Compliant for B & A Medicals
(Goal is less than 165 seconds)

Percent Compliant to the 165 seconds Standard for B & A Medicals
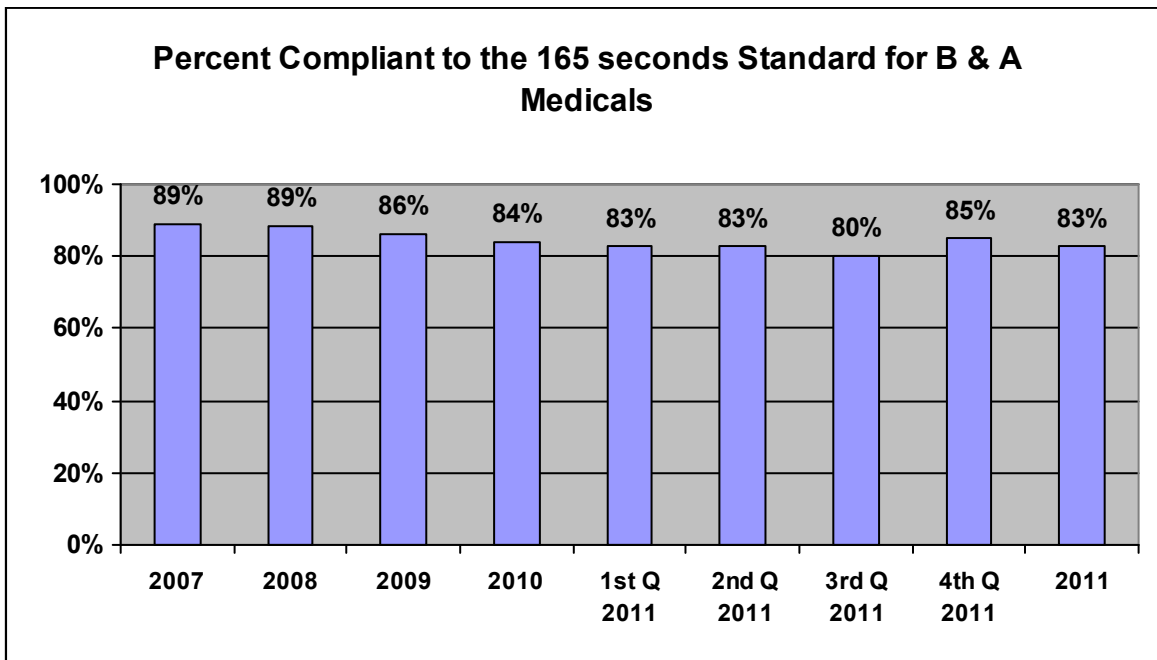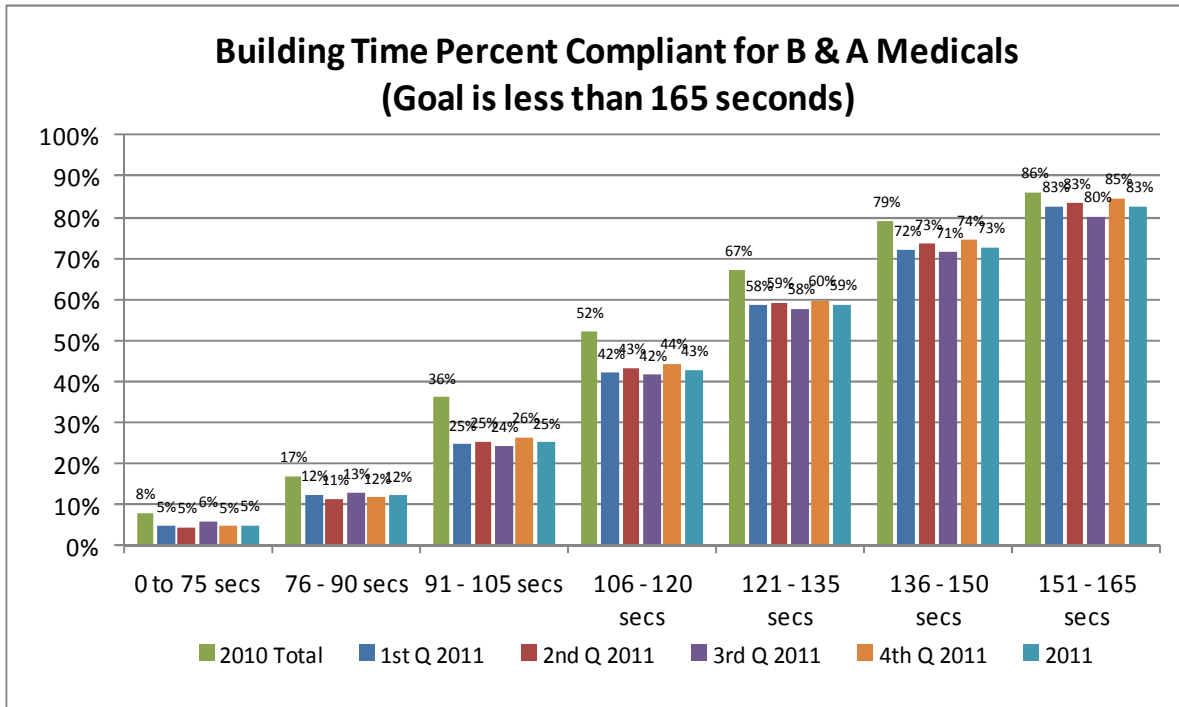
Performance Data for EMD-QA Compliance

- ***EMD COMPLIANCE**—All EMDs are subject to four random reviews per month. The reviews are to determine the actual compliance to the Priority Dispatch EMD program.*

EMD-QA Compliance to Protocol

Year	Compliance
2005	85%
2006	84%
2007	89%
2008	93%
2009	97%
2010	96%
2011	94%
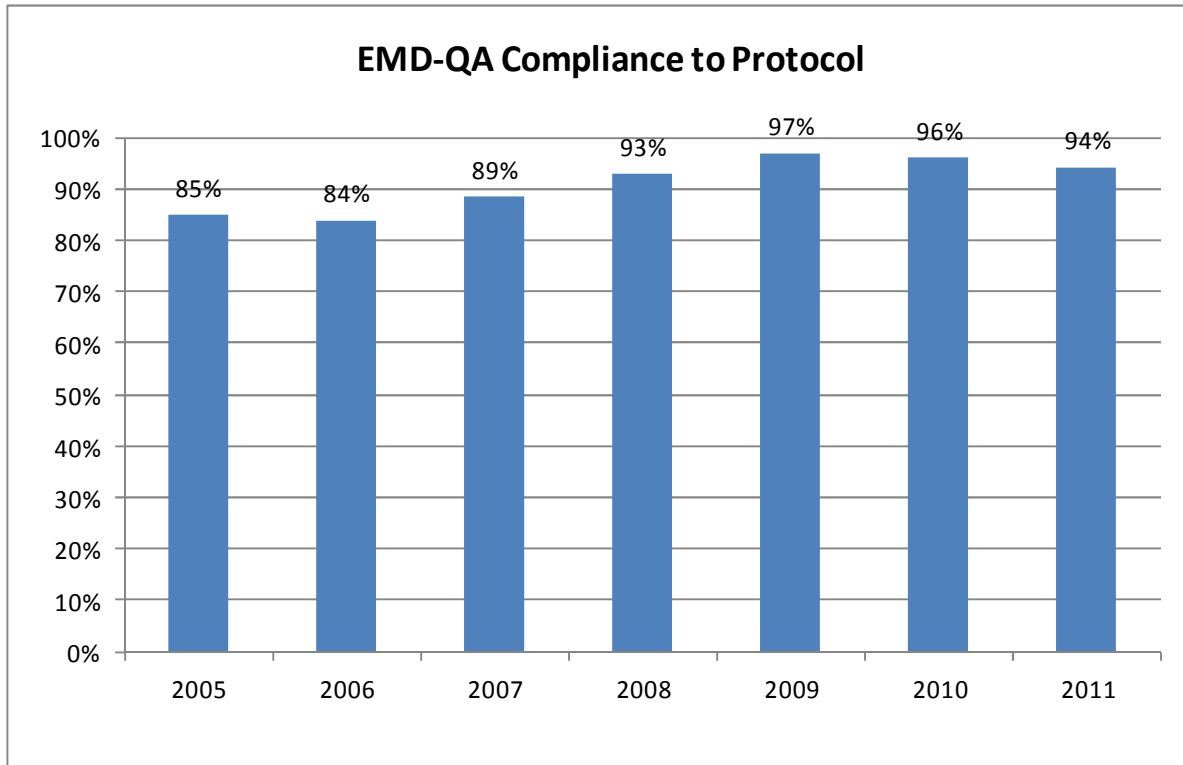
The measurement of our EMD compliance is important so that medical calls are prioritized appropriately allowing resources to be utilized as efficiently as possible.

Performance Data for 9-1-1

- *A ringing 9-1-1 is considered the highest priority until proven otherwise. Quick reaction time is essential.*

- *98 percent of the time 9-1-1 calls are answered before 20 seconds.*

9-1-1 Ring Times 2011, in seconds

Interval	Percent
0-10	79%
11-20	19%
21-60	2%
61-120	0%
120+	0%

9-1-1 Call Volume 2011

Hour of Day	Calls
6	1960
7	2904
8	3851
9	4275
10	4972
11	5646
12	5810
13	6321
14	6475
15	6786
16	6936
17	7086
18	6702
19	6230
20	6104
21	5939
22	5454
23	4295
0	3467
1	2823
2	2419
3	1729
4	1303
5	1466
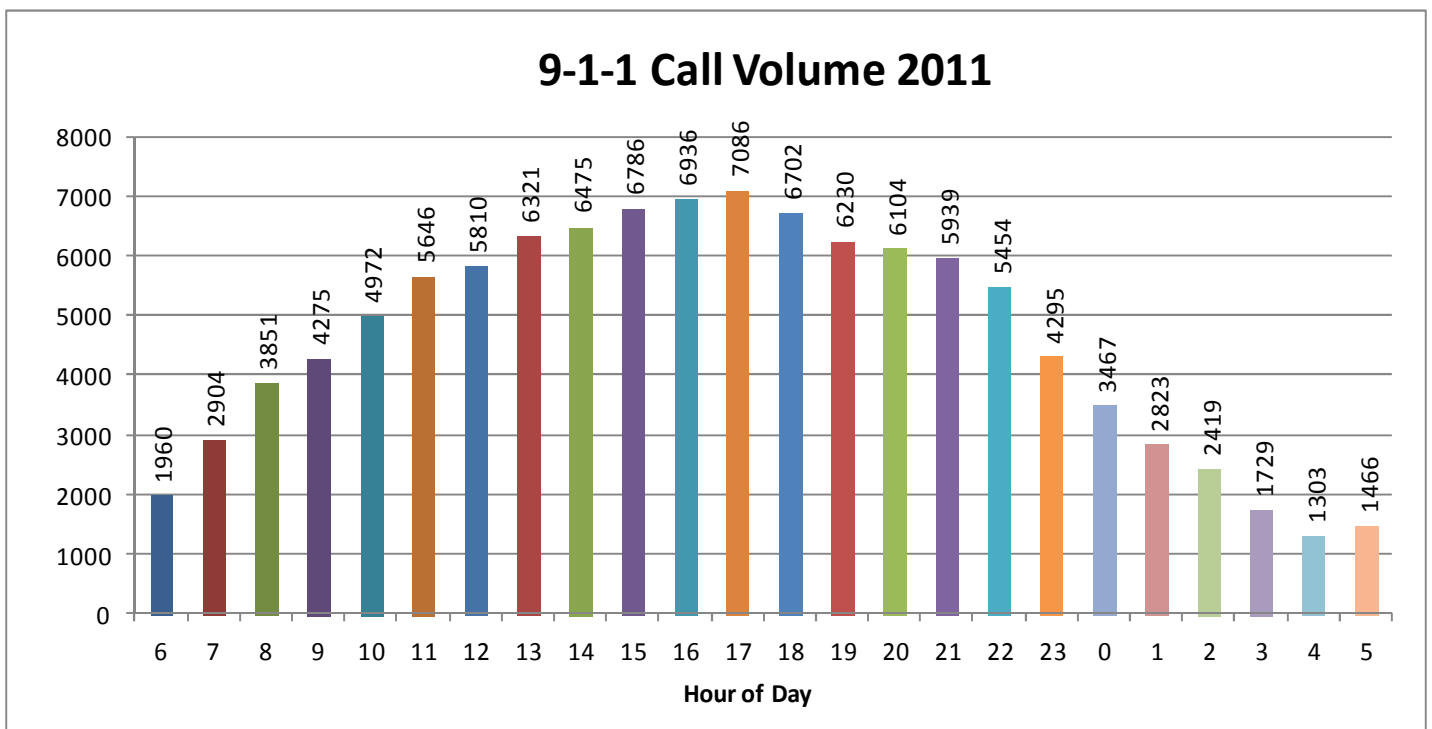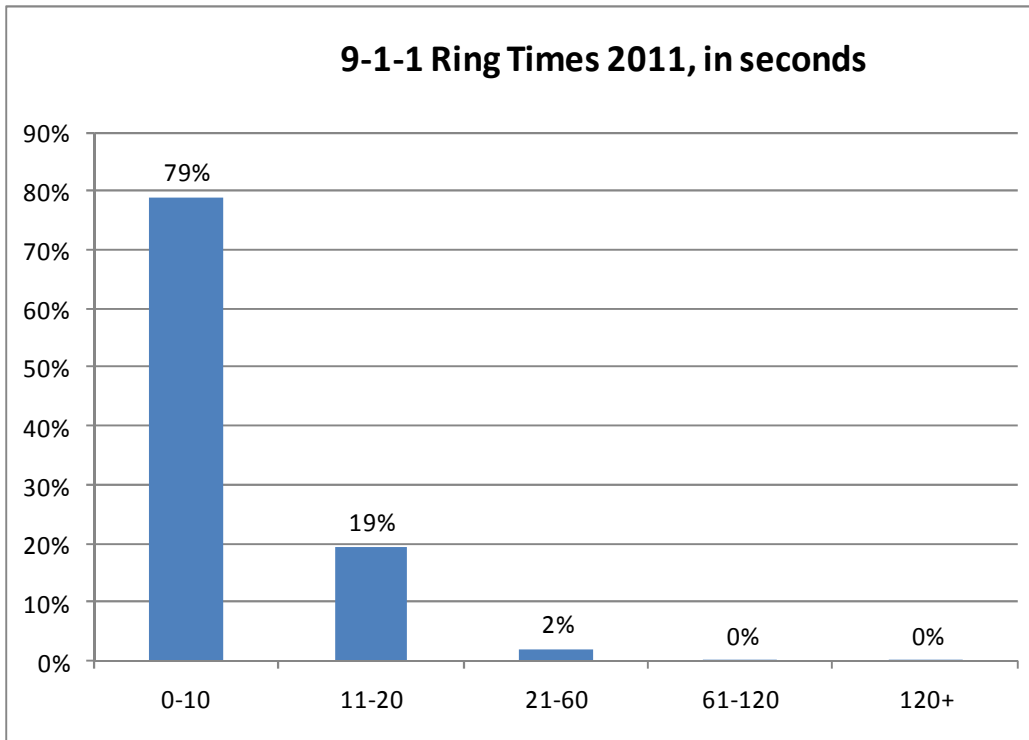
Code 2 Out, Code 3 In Reviews

In addition to random quality reviews of emergency medical calls, 100 percent of cases with a Code 2 dispatch priority and a Code 3 transport to hospital are reviewed. The results of these reviews are reported to the EMD QA Committee and the Fire/EMS Operational Policy Task Team.

Date	Incident Type	Findings
1/2/11	Sick Person	Call was correctly prioritized using the EMD protocols.
1/17/11	Suicidal Subject	No further information.
2/18/11	Headache	Proper EMD, AMR rerouted to Dominican ED.
2/28/11	Seizure	Proper EMD. Fire requested by on scene, AMR, Code 3 to the scene. No further information.
3/25/11	Fall	Proper EMD.
3/26/11	Diabteic Problems	Proper EMD.
4/6/11	Transfer	Proper EMD. No further information.
4/12/11	Sick Person	Proper EMD. No further information.
4/15/11	Sick Person	Proper EMD. No further information.
5/10/11	Fall	Proper EMD. On scene FD unit requested response upgrade. No further information.
5/15/11	Sick Person	Proper EMD. No further information.
5/16/11	Back Pain	Proper EMD.
6/2/11	Sick Person	Proper EMD. No further information.
6/9/11	Sick Person	Proper EMD. No further information.
6/16/11	Transfer	Proper EMD. No further information.
7/23/11	Sick Person	Proper EMD. No further information.
8/13/11	Fainting	Proper EMD. No further information.
8/17/11	Sick Person	Proper EMD. No further information.
8/19/11	C2 Law Request	Dispatcher error, should have overrode officer request and sent Code 3.
8/21/11	Transfer	Dispatcher error, should not have been handled as a "Dr" request because it was not at a qualifying medical facility.
8/26/11	Sick Person	Improper EMD, dispatcher error.
9/5/11	Sick Person	Proper EMD. No further information.
9/6/11	Sick Person	Proper EMD. No further information.
9/12/11	Near Fainting	Proper EMD. No further information.

Code 2 Out, Code 3 In Reviews—Continued

Date	Incident Type	Findings
9/30/11	Seizure	Proper EMD. No further information.
9/30/11	Sick Person	Proper EMD. No further information.
10/5/11	Sick Person	Proper EMD. No further information.
10/7/11	Fall	Improper EMD. Dispatcher error.
10/14/11	Sick Person	Proper EMD. No further information.
10/24/11	Seizure	Proper EMD. No further information.
11/4/11	Transfer	Proper EMD. No further information.
11/7/11	Sick Person	Improper EMD, under prioritized.
11/18/11	Transfer	Proper EMD. No further information.
11/21/11	Sick Person	Improper EMD, under prioritized.
11/22/11	Transfer	Proper EMD. No further information.
11/28/11	Sick Person	Proper EMD. No further information.
11/29/11	Sick Person	Proper EMD. No further information.

Performance Goals

For 2012, SCR911 will focus on an overall improvement of our QA measurements.

There appears to be a downward trend in compliance in many areas we measure. During 2012 there will be a comprehensive study of Operational Efficiencies with a specific component dedicated to looking at QA compliance rates. It is hoped that areas can be identified to mitigate this trend and create system wide improvements.

Standards of Excellence
2011

Annual Performance Report
Prepared for the
Law Enforcement
Users Subcommittee

Serving:
Capitola, Hollister, Santa Cruz, Watsonville
Police Departments and
San Benito and Santa Cruz County Sheriff's Offices

Table of Contents

Performance Report Overview

The performance of a consolidated emergency dispatch center is a complex balance between speed and accuracy, with both being of equal importance. For continued quality improvement, it is important to measure the individual processes that contribute to the overall performance of the Center and provide that data to each dispatcher. For our Users, it is important to report on the Center's overall performance, what we refer to as "building time."

- **Building Time**

Total Call Processing consists of two distinct events: call taking and radio dispatching. This is the total time that the incident remains in our building (building time). Our current standard for building time for first priority events is two minutes.   During 2011, our performance on first priority law enforcement events was 85 percent complaint to the two-minute standard and our average building time was 84 seconds.

- **Call Taking**

  The call taking process is a balancing act between speed and content. For 2011, the Center was 83 percent compliant to the 90-second standard with an average time of 62 seconds.

- **Dispatching**

  During 2011, the Center dispatched 78 percent of the first priority incidents in 30 seconds or less with an average dispatch time of 22 seconds. The Center exceeds the goal of dispatching 80 percent of all calls before they reach their pre-defined "time out" value in the computer aided dispatch system (CAD). Of *all* calls, 85 percent are dispatched before they time out in CAD, with the **highest priority calls (Red and Blue) being dispatched prior to timing out 91 percent of the time. Our compliance continues to remain very high in this area.**

Performance measurements for San Benito County agencies will begin in 2012.

Performance Standards

Performance standards for SCR911 have been developed by the Law Enforcement Operational Policy Task Team and the SCR911 Standards Team.

The Law Enforcement Operational Policy Task Team is comprised of User Agency representatives and dispatch staff. In addition to being responsible for developing operational policy, the team's scope includes participation in the *Standards of Excellence* quality improvement program. Their responsibilities include reviewing quality improvement data and recommending performance standards to the Law Enforcement Users Subcommittee.

The SCR911 Standards Team is a team of communications personnel— dispatchers and managers—who are responsible for implementing the *Standards of Excellence* quality improvement program. Their responsibilities include updating the program, analyzing data, and developing plans for improving agency performance. When their work results in a recommendation to change or establish a performance standard, the recommendation and supporting data are forwarded to the Law Enforcement Operational Policy Task Team.

When the two task teams reach consensus on a performance standard, it is recommended to the Law Enforcement Users Subcommittee for approval. Once approved, the standard is incorporated into the *Standards of Excellence* quality improvement program.

- **Performance Standards for Law Enforcement**

During this reporting period, the *Standards of Excellence* program focused on the following Law Enforcement performance standards.

- *Building Time—Elapsed time from E9-1-1 call pick up to the assignment of a unit via radio dispatch in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.*

    Internal standards are broken down to divide the two-minute building time between call processing (90 seconds) and pending queue management (30 seconds).

Performance Data

Performance Data for Capitola Police Department

- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90percent of all first priority law enforcement incidents.

Compliance to 120-second Standard for Priority 1 Calls
Capitola PD

Year/Quarter	Percentage
2005	91%
2006	91%
2007	93%
2008	89%
2009	90%
2010	86%
1st Q 2011	87%
2nd Q 2011	89%
3rd Q 2011	84%
4th Q 2011	86%
2011	87%
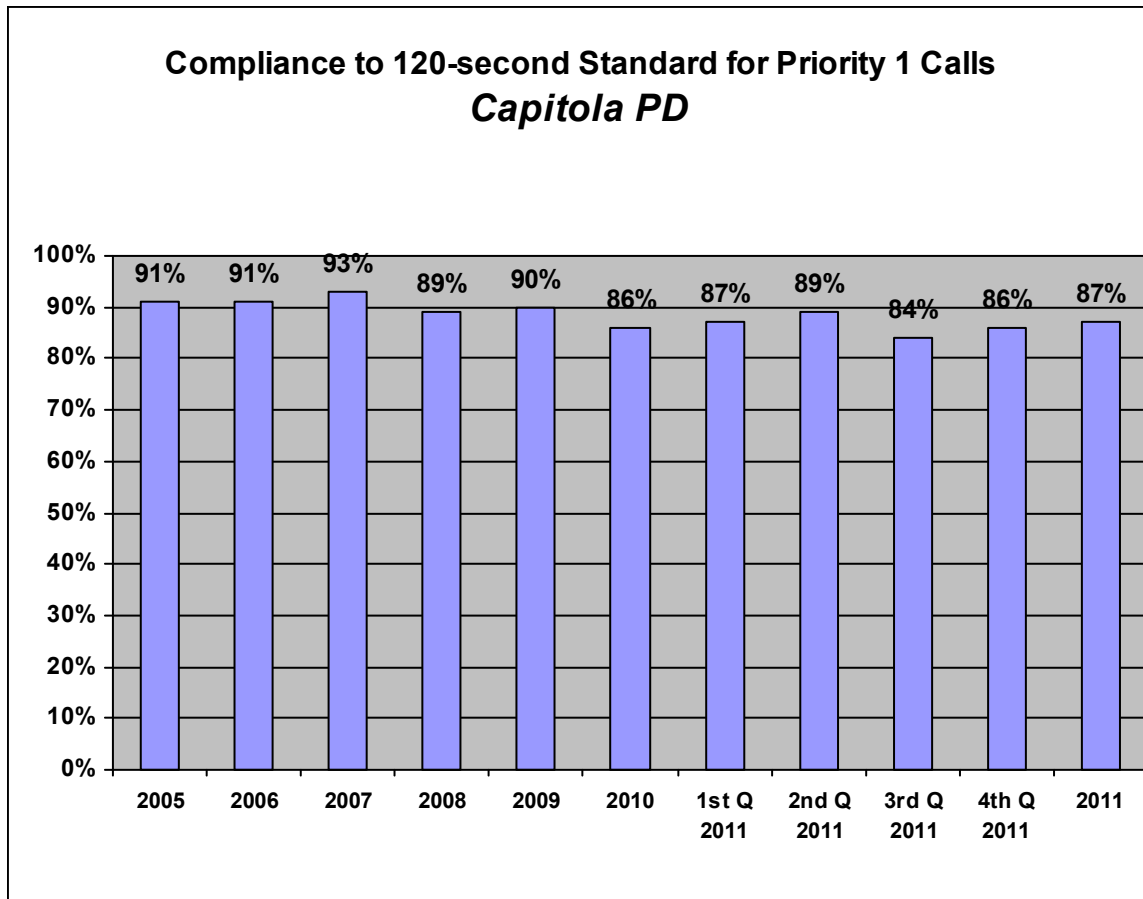
Our average building time for Capitola PD for 2011 was 82 seconds, and 87 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

Performance Data for Santa Cruz Police Department

- ***BUILDING TIME*** *Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.*

Compliance to 120-second Standard for Priority 1 Calls
Santa Cruz PD

Year	Compliance
2005	90%
2006	89%
2007	90%
2008	86%
2009	87%
2010	83%
1st Q 2011	83%
2nd Q 2011	83%
3rd Q 2011	85%
4th Q 2011	82%
2011	84%

Our average building time for Santa Cruz PD for 2011 was 84 seconds and 84 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.
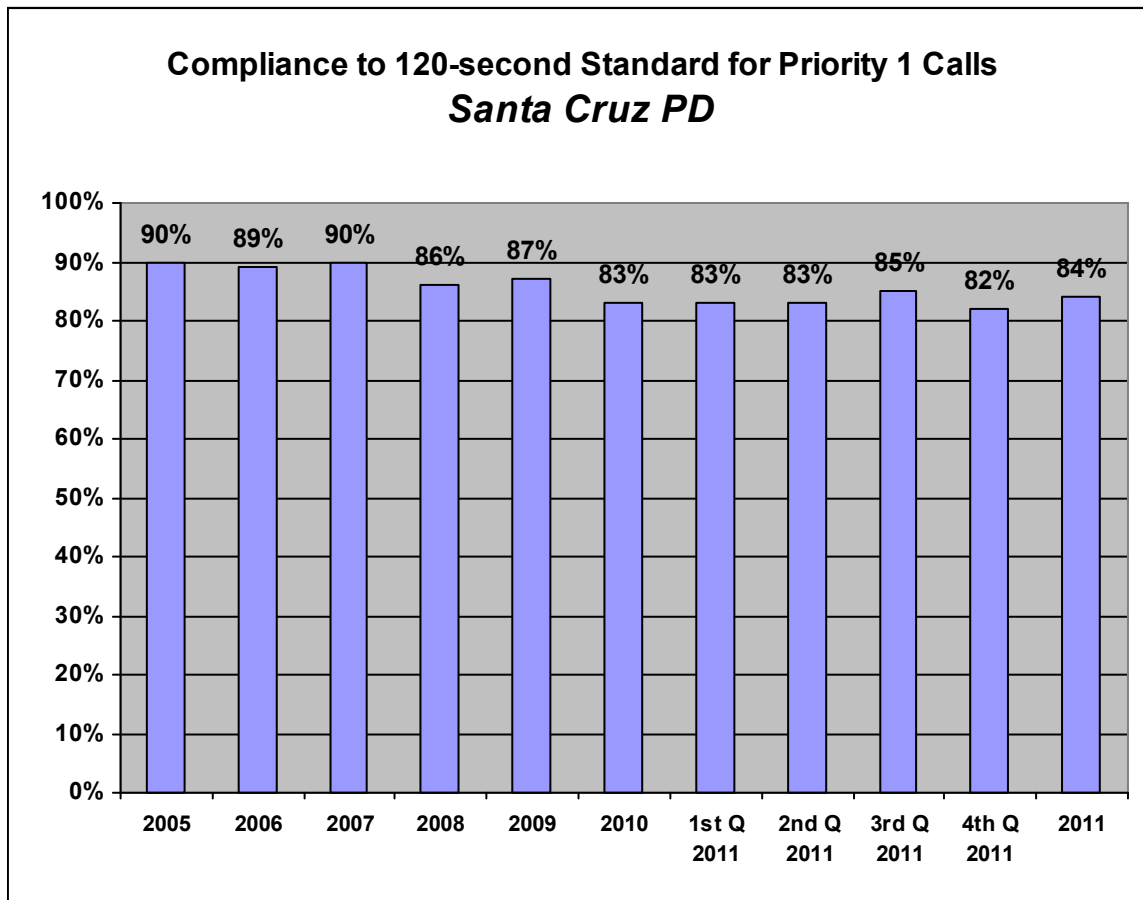
Performance Data for Watsonville Police Department

- *BUILDING TIME* Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.

Compliance to 120-second Standard for Priority 1 Calls
Watsonville PD

Year	Compliance
2005	92%
2006	90%
2007	90%
2008	90%
2009	89%
2010	86%
1st Q 2011	86%
2nd Q 2011	84%
3rd Q 2011	87%
4th Q 2011	87%
2011	86%

Our average building time for Watsonville PD for 2011 was 84 seconds and 86 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

Performance Data for Santa Cruz Sheriff's Office

- *BUILDING TIME* Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.
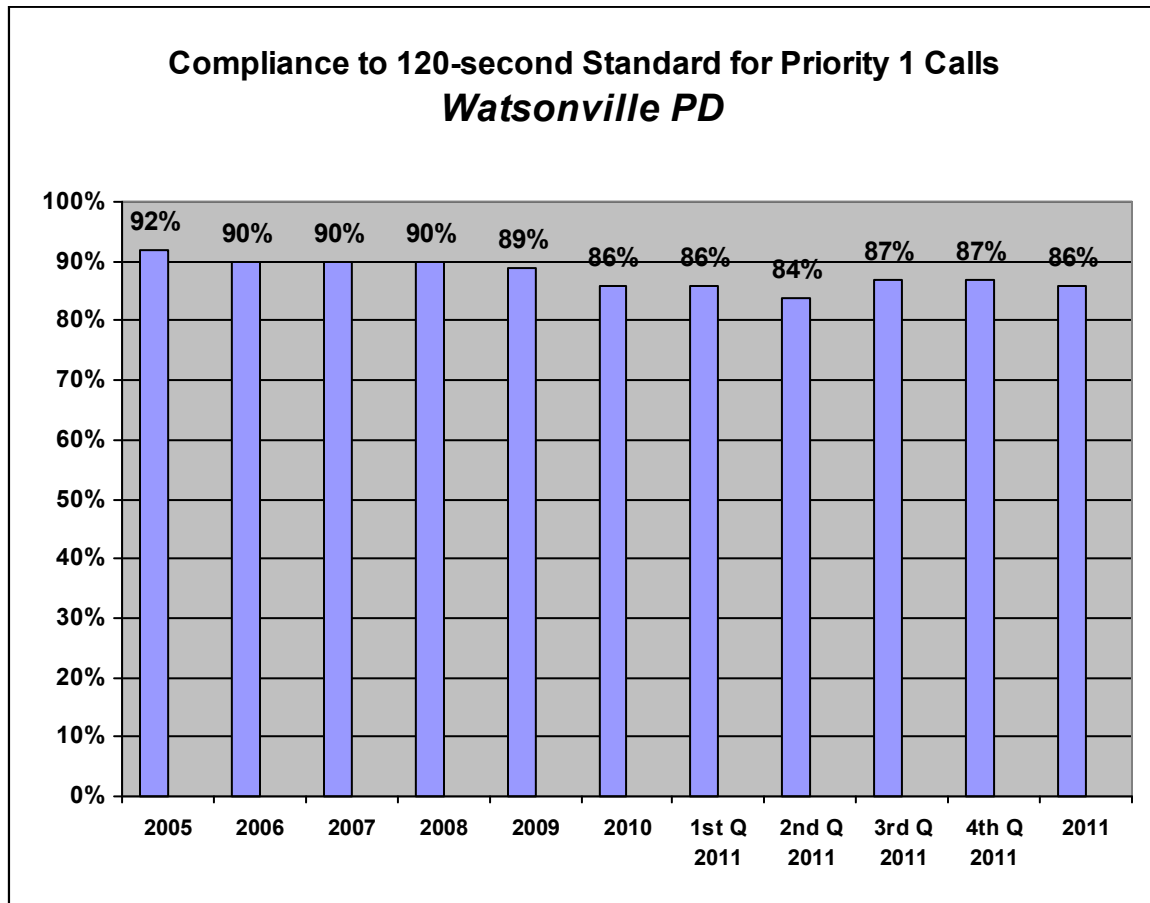
Compliance to 120-second Standard for Priority 1 Calls
Santa Cruz Sheriff's Office

Year	Compliance
1998	64%
2005	91%
2006	90%
2007	90%
2008	88%
2009	87%
2010	84%
1st Q 2011	85%
2nd Q 2011	84%
3rd Q 2011	86%
4th Q 2011	78%
2011	83%

Our average building time for the Santa Cruz Sheriff's Office for 2011 was 85 seconds, and 83 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.
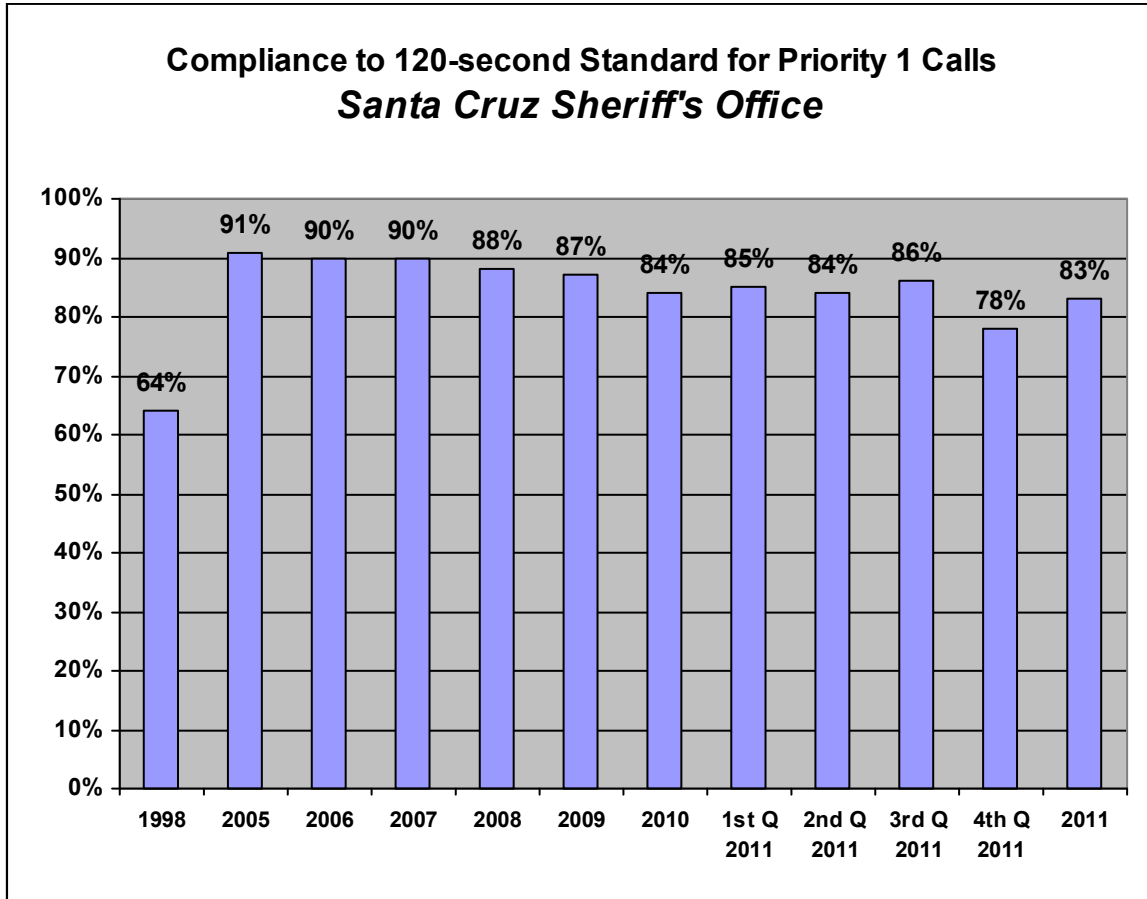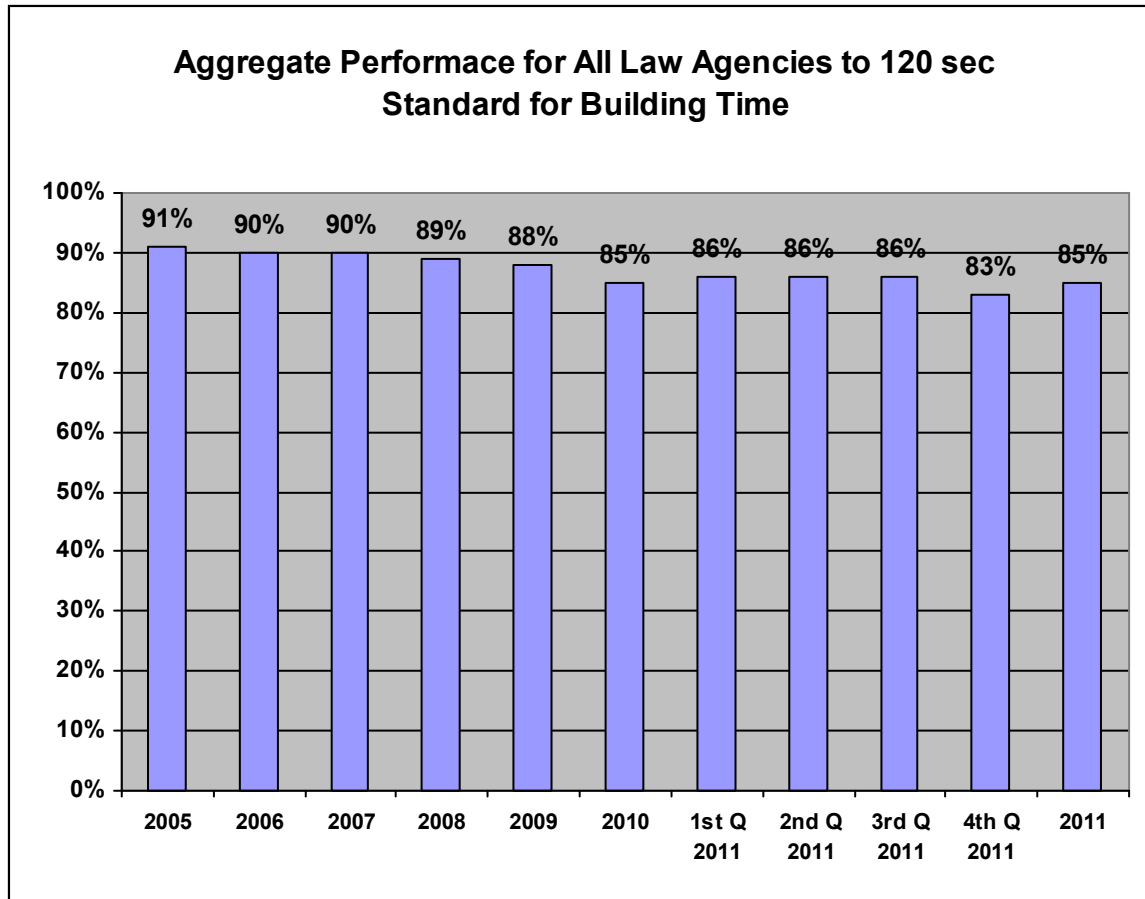
Aggregate Performance Data for Law Enforcement

- *BUILDING TIME Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.*

Aggregate Performace for All Law Agencies to 120 sec Standard for Building Time

Year/Quarter	Percent
2005	91%
2006	90%
2007	90%
2008	89%
2009	88%
2010	85%
1st Q 2011	86%
2nd Q 2011	86%
3rd Q 2011	86%
4th Q 2011	83%
2011	85%

Our average aggregate building time for 2011 was 84 seconds, and 85 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.
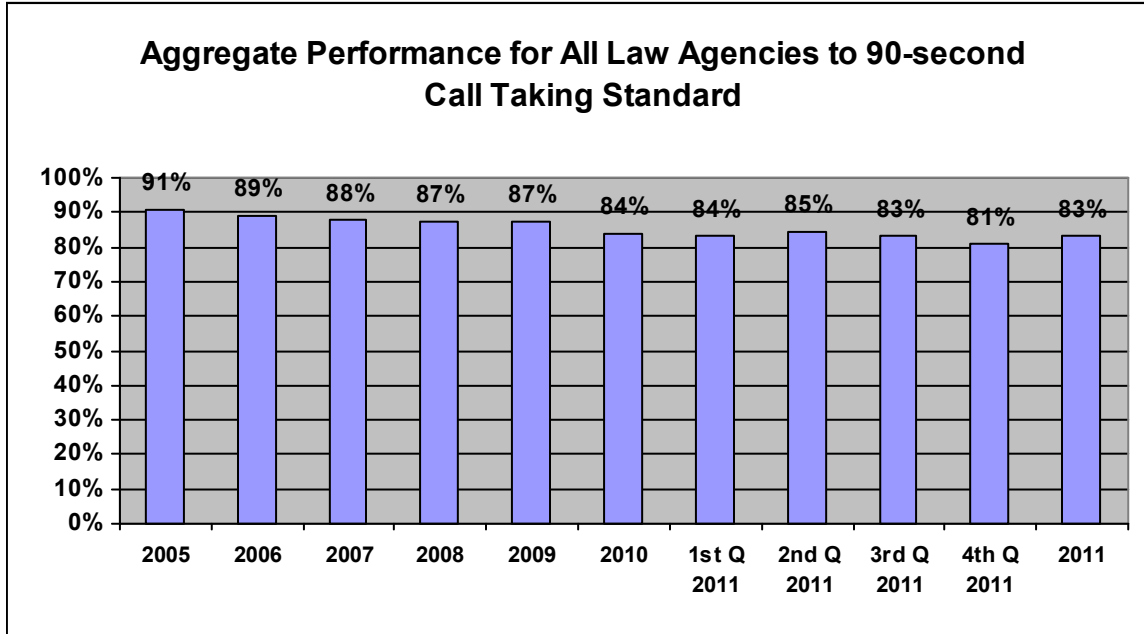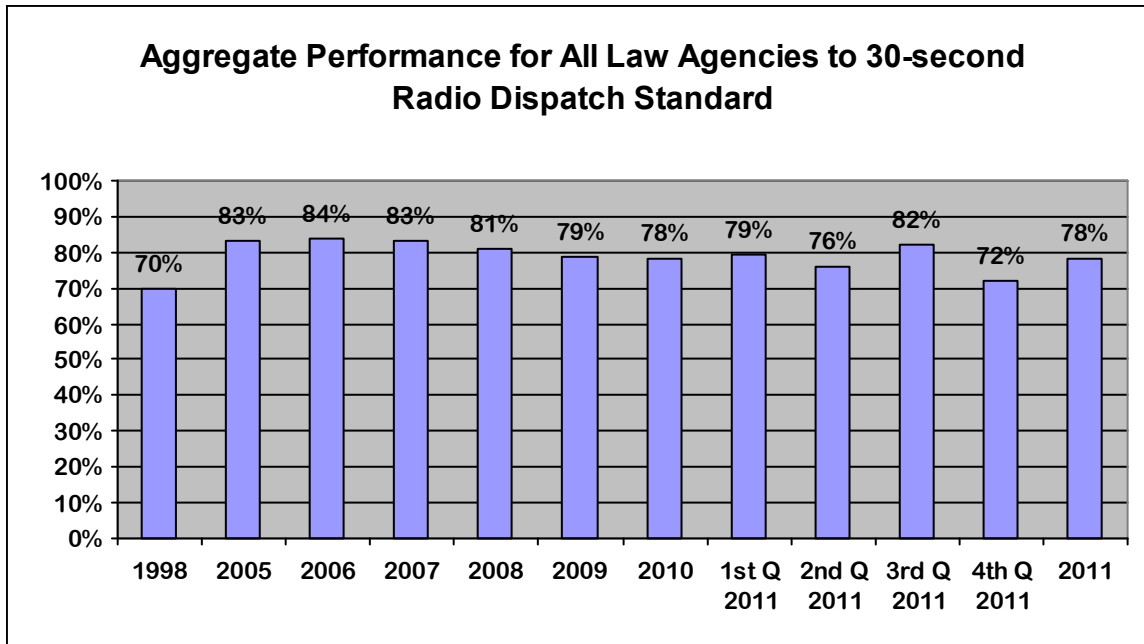
Aggregate Performance Data for Law Enforcement

- *CALL TAKING Elapsed time from E9-1-1 call pick up to the point of incident creation (CAD incident initiation) in a maximum of 90 seconds for 90 percent of all first priority law enforcement incidents.*

Aggregate Performance for All Law Agencies to 90-second Call Taking Standard

Year	Percentage
2005	91%
2006	89%
2007	88%
2008	87%
2009	87%
2010	84%
1st Q 2011	84%
2nd Q 2011	85%
3rd Q 2011	83%
4th Q 2011	81%
2011	83%

Average call taking time for 2011 was 62 seconds.

- *PENDING QUEUE Elapsed time from CAD incident initiation to radio dispatch in a maximum of 30 seconds for 90 percent of all first priority law incidents.*

Aggregate Performance for All Law Agencies to 30-second Radio Dispatch Standard

Year	Percentage
1998	70%
2005	83%
2006	84%
2007	83%
2008	81%
2009	79%
2010	78%
1st Q 2011	79%
2nd Q 2011	76%
3rd Q 2011	82%
4th Q 2011	72%
2011	78%

Average pending queue time for 2011 was 22 seconds.

Pending Queue Management

- *The SCR911 Standards Team developed a performance standard of dispatching 80 percent of all pending calls before they reached their pre-defined "time out" value in the computer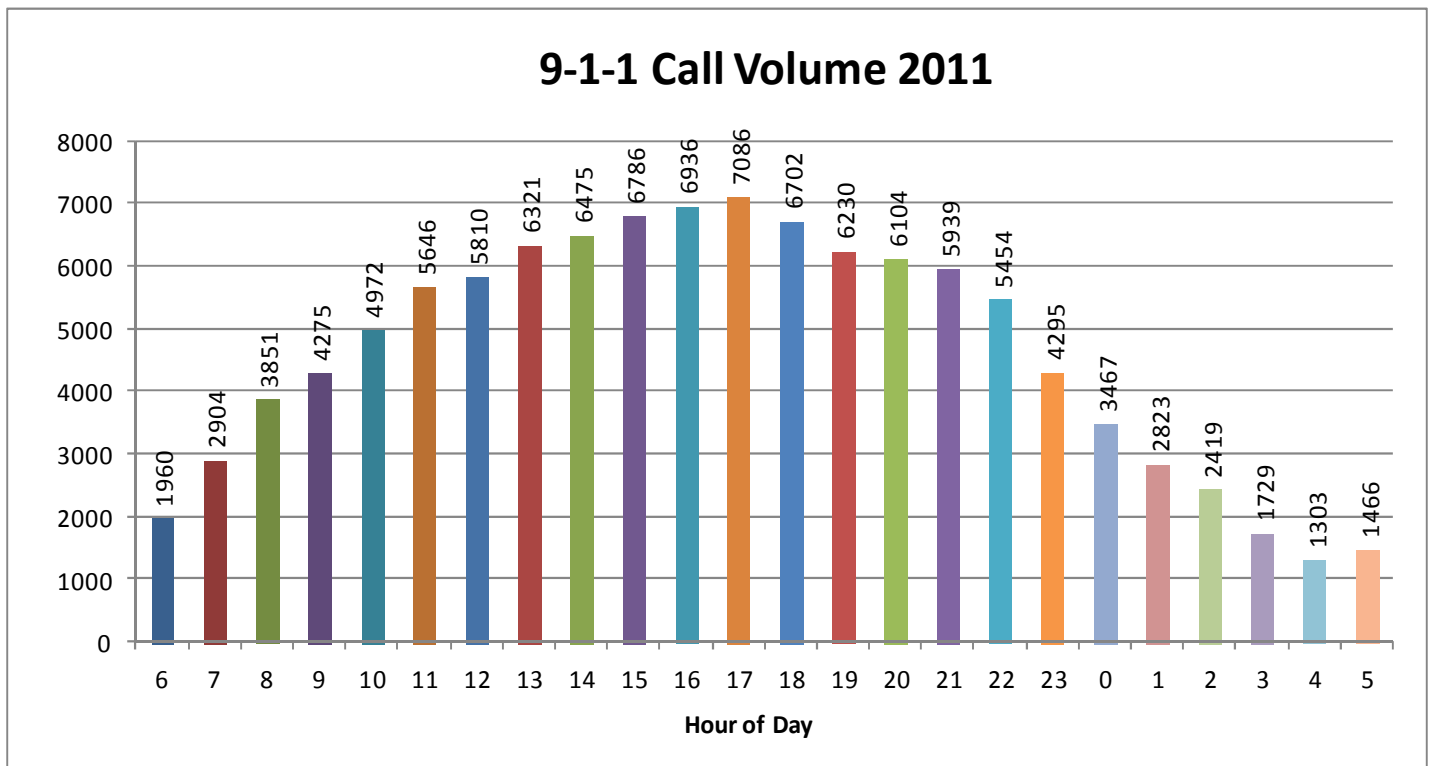 aided dispatch system (CAD).* ***2011 had an overall compliance level of 91 percent to the highest priority law calls (Red and Blue).***

Pending Queue Time-Out Compliance All Law Agencies

	2008	2009	2010	1st Q 2011	2nd Q 2011	3rd Q 2011	4th Q 2011	2011 Total
Red	95%	92%	93%	93%	92%	93%	90%	92%
Blue	94%	93%	91%	92%	90%	94%	89%	91%

Legend: Red, Blue, Yellow, Green, All
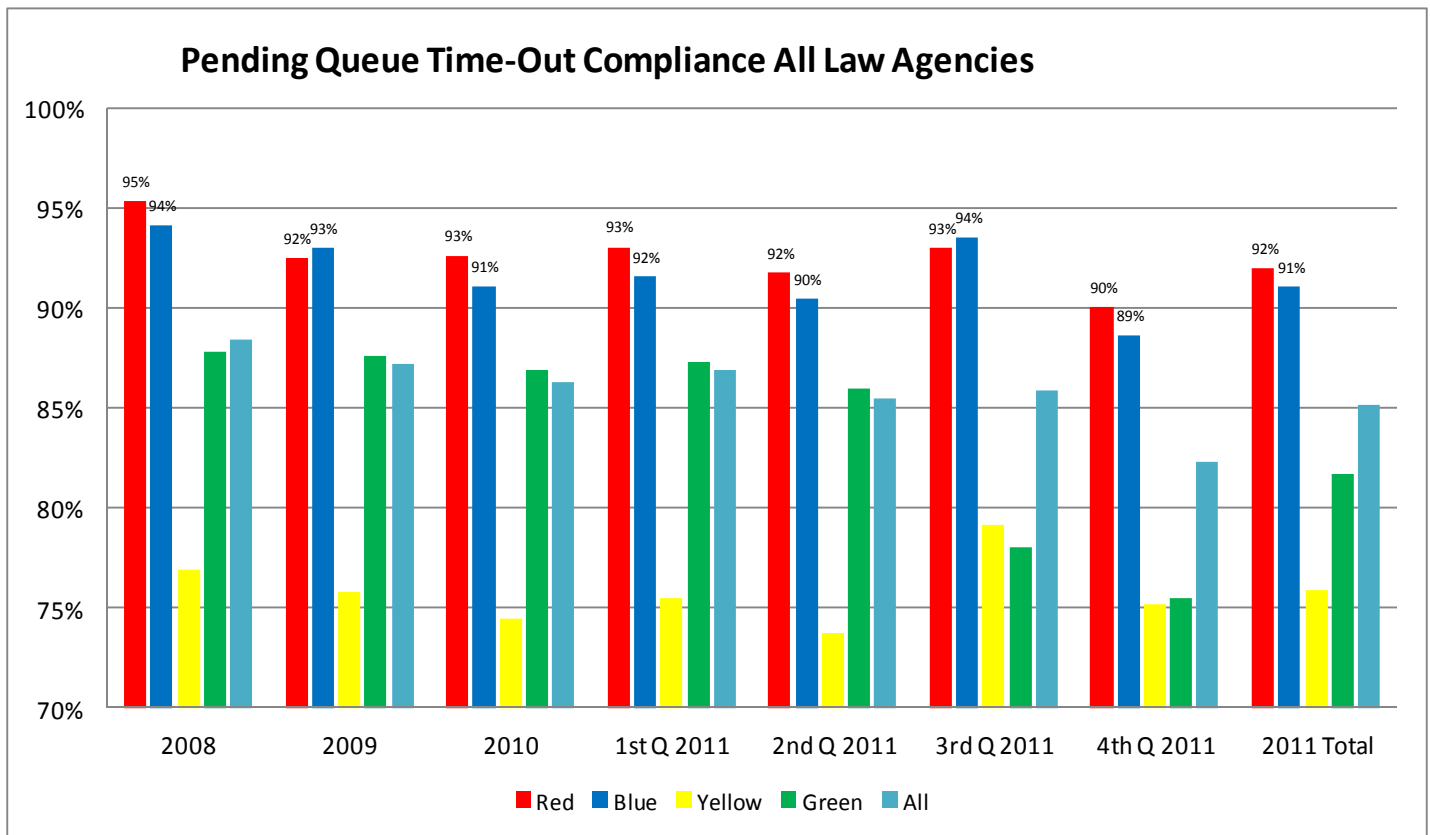
Performance Data for 9-1-1

- *An unanswered 9-1-1 call is considered the highest priority until proven otherwise. Quick reaction time is essential.*

- *98 percent of the time 9-1-1 calls are answered before 20 seconds.*

9-1-1 Ring Times 2011, in seconds

Range	Percentage
0-10	79%
11-20	19%
21-60	2%
61-120	0%
120+	0%

9-1-1 Call Volume 2011

Hour of Day	Calls
6	1960
7	2904
8	3851
9	4275
10	4972
11	5646
12	5810
13	6321
14	6475
15	6786
16	6936
17	7086
18	6702
19	6230
20	6104
21	5939
22	5454
23	4295
0	3467
1	2823
2	2419
3	1729
4	1303
5	1466

Performance Goals

For 2012, SCR911 will focus on an overall improvement of our QA measurements.

There appears to be a downward trend in compliance in many areas we measure. During 2012 there will be a comprehensive study of Operational Efficiencies with a specific component dedicated to looking at QA compliance rates. It is hoped that areas can be identified to mitigate this trend and create system wide improvements.