

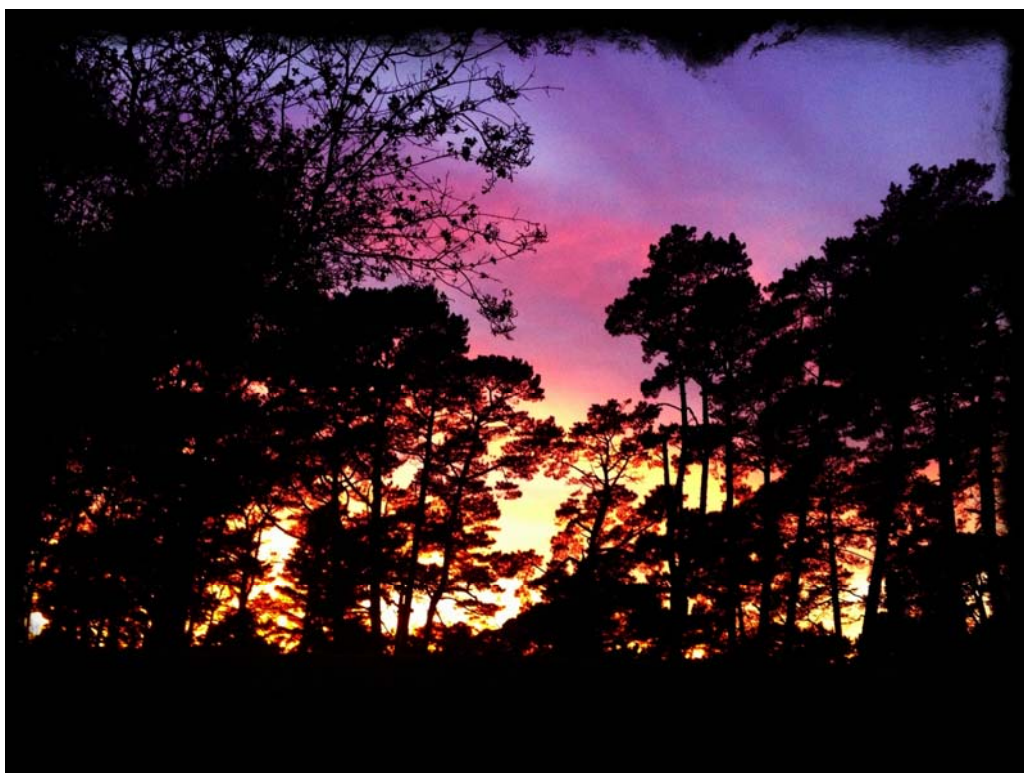
Santa Cruz Regional 9-1-1



2012 Annual Report

Prepared for the Board of Directors

February 28, 2013



Santa Cruz Regional 9-1-1

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Board of Directors



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Contributors

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Amethyst Uchida
Anita Miller
Marsha MillerAyers
Stephanie Zube
Kevin Fink
Sherry Paul (Ed.)
Wolff Bloss
Melody MacDonald
Nicola Nelson (cover photo)

General Manager's Message



General Manager Dennis Kidd

On October 25, 2012, I was officially appointed General Manager of Santa Cruz Regional 9-1-1. This was a very proud moment for me—to step into some of the biggest shoes in our industry. Following Scotty Douglass and Michael McDougall will not be easy, but I am up to the task. I have spent over 16 years with this agency and over 27 years in the business. I have learned from and been mentored by some of the best and I cannot wait to put my “touch” on this already fantastic agency.

Soon after I was appointed, our President was reelected. In his election night speech he spoke of characteristics that make Americans great – “*Love and Charity and Duty and Patriotism*”. Those words really resonated with me as those characteristics clearly sum up how I choose to serve our community, and a standard I would like to see in all of Santa Cruz Regional 9-1-1’s employees—the type of person who has a strong love for his or her job and helping those in need, is charitable with their time and their devotion to this profession, feels the duty to give back to our community by serving them with professionalism and dignity, and feels patriotic for making the choice to work in this demanding field.

As we roll out of 2012 and begin 2013, I hope to inspire my fellow workers to take on these characteristics and build our organization to new heights. I want to develop a culture where dispatchers not only strive to be great, but understand that as part of a team, each person’s contribution is as important as the others’ – that without each other, we are nothing.

I have a strong desire to be able to provide the best level of service to all our customers, our Users and our community, by management providing the support and resources for our dispatch and systems staff to excel. To accomplish this I hope to listen to the needs of all of our stakeholders and work to be sure we are doing all we can to make all the groups satisfied and help them solve their technical and operational issues, not just to be status quo, but to grow and be innovative.

Please enjoy reading the following pages as we acknowledge our accomplishments from 2012.

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

Santa Cruz Regional 9-1-1 Staff

Management Team

Dennis Kidd, 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, Operations Supervisor
Anita Miller, Administrative Supervisor
Marsha MillerAyers, Administrative Supervisor
Stephanie Zube, Operations Supervisor

Business Division

Anne Miller, Senior Administrative Assistant
Sherry Paul, Senior Administrative Assistant
Beth Ann Wann, Senior Administrative Assistant
Jeanna Halstead, Intern

Public Safety Dispatch Staff

Senior Public Safety Dispatcher III

Ashley Baldwin
Adrienne Heebner
Michael Krakowiak
Melody MacDonald
Abigail Marizette
Teresa Minogue
Lyndsay Sotelo
Tammy Spath

Public Safety Dispatcher II

Julissa Alvarez
William Barrett
Amanda Barton
Jodi Boles
David Brenner
William Burnett
Karen Clark
Valerie Conner
Andrew Davidson
Meghan Dixon
Amanda Douglas
Kristine Ebersole

Michael Fairbanks

Joseph Guerrero

Kristal Higgins

Jo Irving

Dee Kenville (Extra Help)

Anna Kiff

Gina Loftin

Devon McMahon

Eric Mello

Lisa Oberdorfer

James Riccabona

Sean Schorovsky

Melanie Sherwood

Carrie Silva

Michele Stevison

David Sumner

Billie Surran

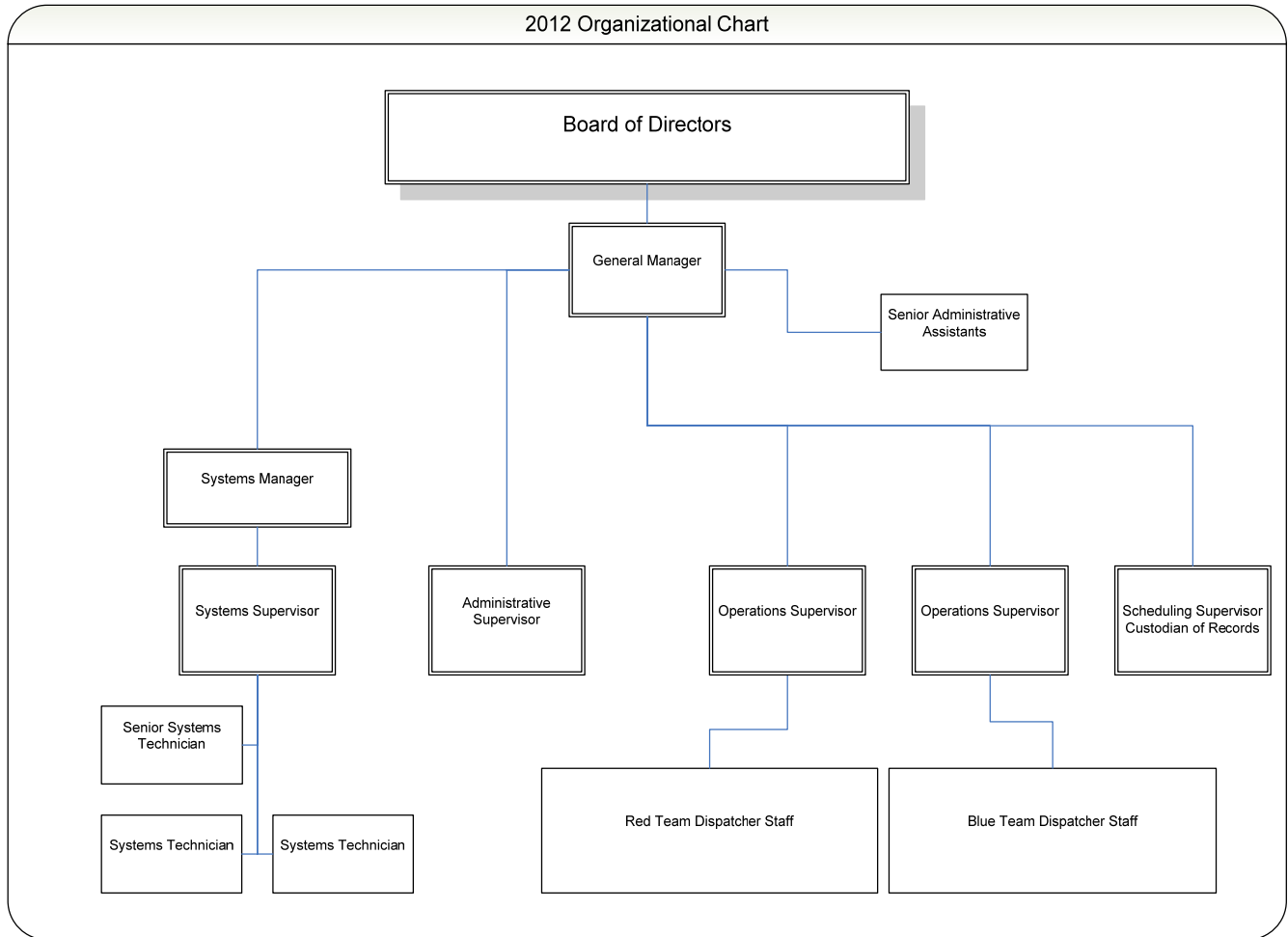
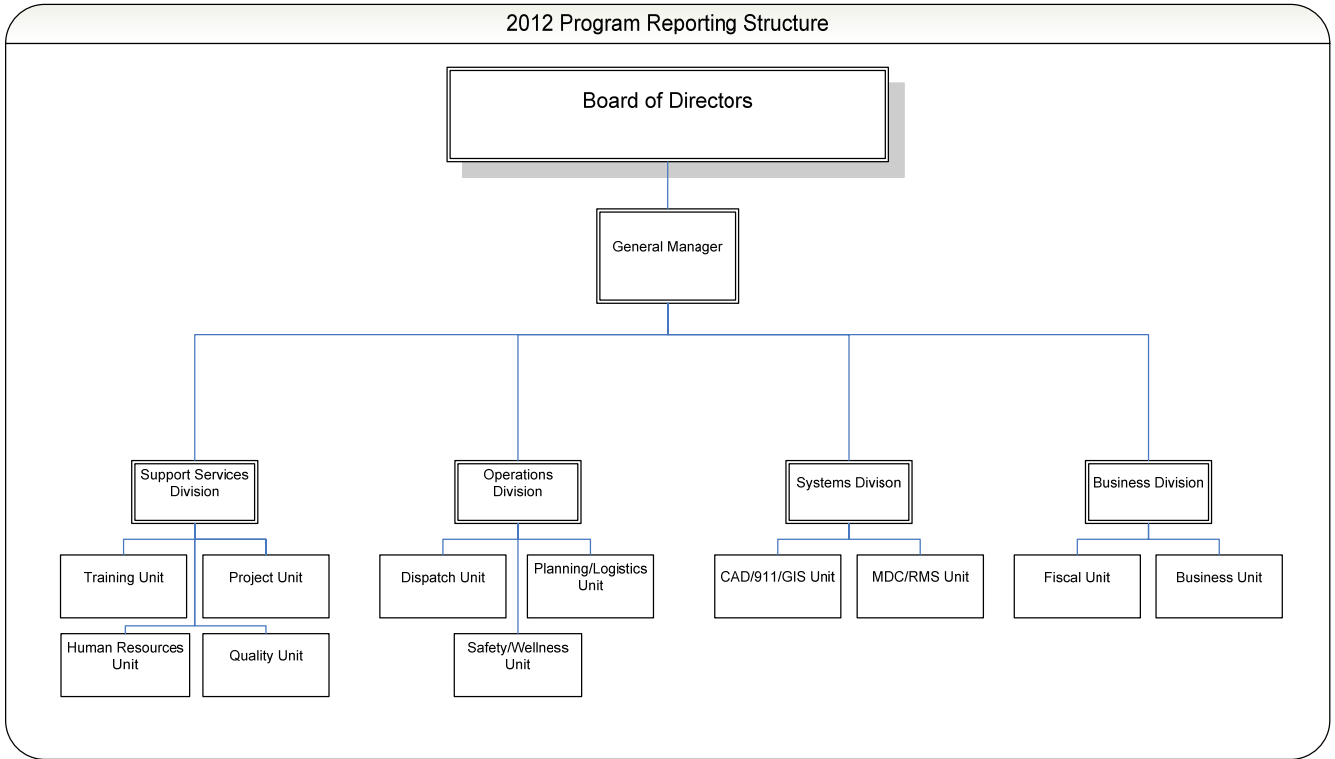
Felicia Venezio

Jonathan Wizard

Public Safety Dispatcher Assistant

German Flores (PSDA I)
Veronica Lopez-Duran (PSDA II)

Organizational Charts





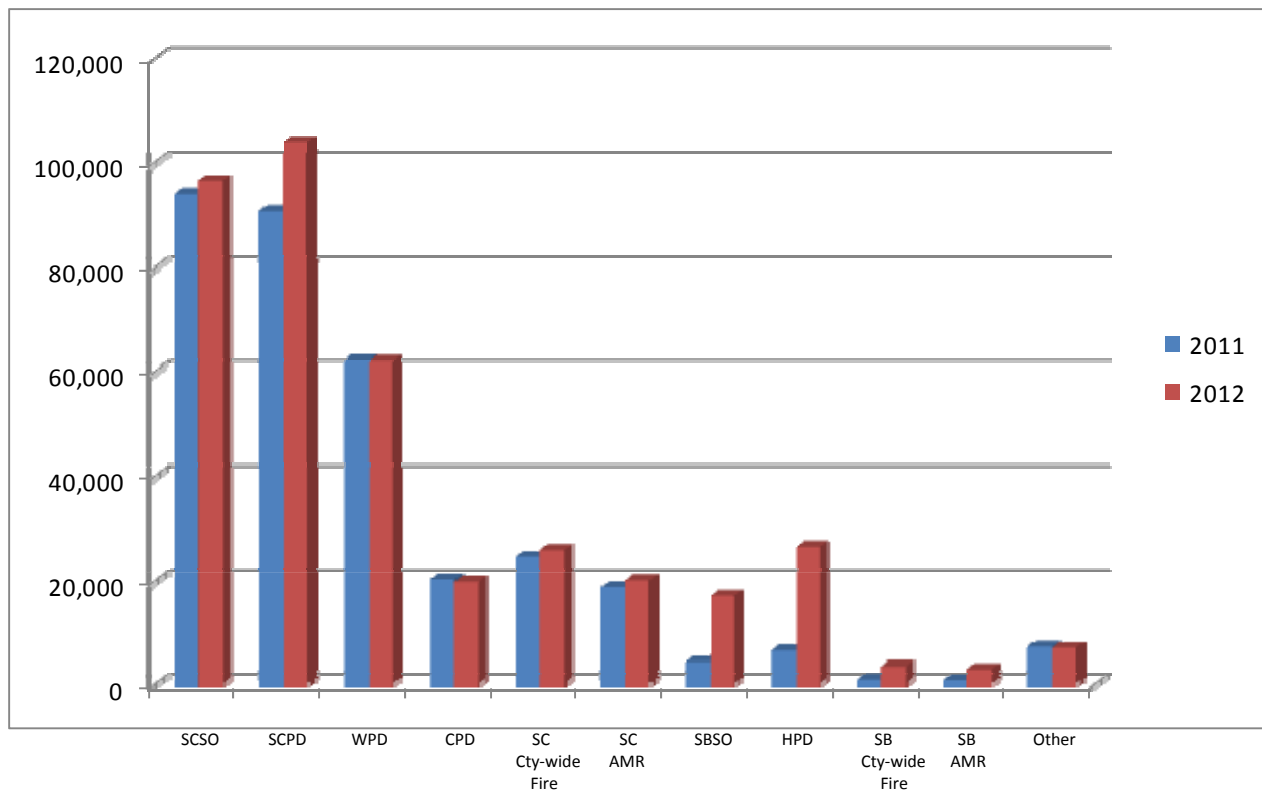
Workload and Call Statistics

Calls-for-Service Agency Comparison

2011	2012	Agency	Annual Change (%)
93,933	96,559	Santa Cruz County Sheriff's Office (SCSO)	2.80
90,484	104,000	Santa Cruz Police Department (SCPD)	14.94
62,022	61,903	Watsonville Police Department (WPD)	-0.19
20,295	19,849	Capitola Police Department (CPD)	-2.20
24,198	25,459	Santa Cruz County-Wide Fire	5.21
18,744	20,137	Santa Cruz AMR	7.43
4,284	17,032	San Benito County Sheriff's Office (SBSO)*	N/A
6,437	26,174	Hollister Police Department (HPD)*	N/A
891	3,354	San Benito County-Wide Fire*	N/A
727	2,820	San Benito AMR*	N/A
7,162	6,951	Other	-2.95
329,177	384,238	Total Calls for Service**	16.73

*CFS in 2011 represent statistics from 10/1/2011-12/31/2011 only; percent change is not calculated.

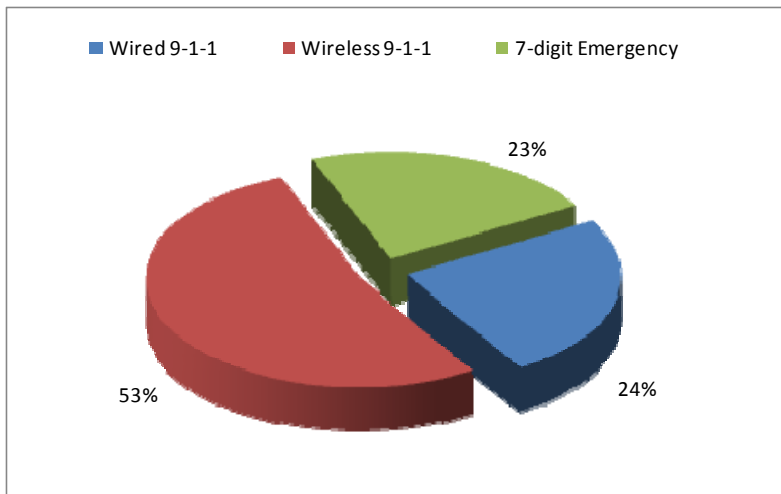
** Percent calculation includes addition of San Benito agencies' calls-for-service.



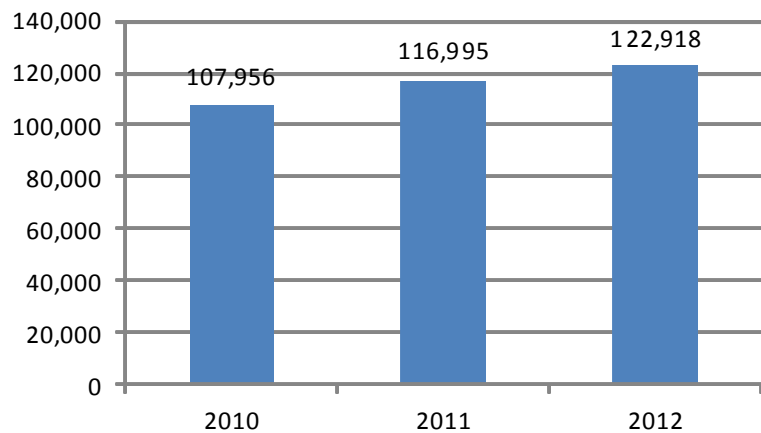
Emergency Phone Call Origins Comparison

Type of Call	2010	2011	2012	Percent Change 2011 to 2012
Wired 9-1-1	46,885	40,590	38,964	-4.01
Wireless 9-1-1	60,167	71,884	77,868	8.32
Voice over Internet Protocol (VOIP) 9-1-1	904	4,521	6,086	34.62
Total 9-1-1 Calls	107,956	116,995	122,918	5.06
7-digit Emergency	32,262	33,022	36,023	9.09
7-Digit Non-Emergency (Law)	140,092	135,131	145,282	7.51
7-Digit Other	214,625	232,247	259,206	11.61
Total 7-Digit Calls	386,979	400,400	440,511	10.02
Total Phone Calls	494,935	517,395	563,429	8.90

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



Total 9-1-1 Calls Answered





Authority Goals

Assessment of 2012 Goals

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

Becoming an EMD "Accredited Center of Excellence" (ACE) has long been a goal of our agency, but with CALEA as our primary accreditation program, it has always taken a back seat. In 2012 we made a decision to not pursue our fourth CALEA accreditation and instead focus on ACE. Throughout the year we have looked at what it would take to become ACE certified. We have begun the process of establishing the required Dispatch Review Committee and the Dispatch Steering Committee. Presentations were made to the Fire/EMS Task Team, and accreditation processes will begin in January 2013 with the hope that we are a Center of Excellence by the end of 2013.



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

- ***Performing a staffing study***
- ***Seeking input from the dispatchers***
- ***Exploring computer systems to improve internal communications and scheduling***
- ***Enhancing Quality Assurance/Improvement methods to improve dispatcher performance***
- ***Evaluating the staff recognition program***

ACCOMPLISHED

To accomplish this lofty goal, three workgroups were established early in 2012: Staffing Study, Scheduling, and QI/QA/Recognition.

The Staffing Study group concluded that dispatchers are required to multitask an extraordinary amount of the time balancing phone

calls with radio dispatching. To mitigate this, we have begun the process of recruiting and training new call takers to help ease the load of phone calls on the radio dispatchers, with the goal of adding three more fully trained Dispatcher Assistants for a total of five.

The Scheduling workgroup evaluated several new scheduling programs, and selected and fully implemented a new software program that allows, for the first time in our history, dispatchers to view their schedule via the internet and manage their schedule electronically.

The QI/QA/Recognition workgroup reviewed several areas where improvement was needed and developed a multifaceted approach to improve performance in fire call taking, freeway and beach incidents, and wireless 9-1-1 location assistance. Throughout 2013 we will monitor our performance to see if these actions result in improved processing times.

Conduct a community survey of the public in both Santa Cruz and San Benito Counties. ACCOMPLISHED

Survey invitations were sent out to almost 800 community members in both Santa Cruz and San Benito counties. In one question, ninety-eight percent of respondents said our staff was either "Expert" or "Capable". Ninety-four percent said we were either "Caring" or "Polite." Full survey results can be found in the appendix of this annual report.

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

Utilizing an online survey tool, invitations were sent to all User agency personnel. There were 98 responses. Overall satisfaction was graded "A" or "B" by over eighty-five percent of the respondents, but respondents also indicated that the transition had a negative impact on the operations of the center. Full survey results can be found in the appendix beginning on Page 31 of this annual report.

Statement of 2013 Goals

Build stronger partnerships with our Users through outreach activities such as:

- Attending Fire Agency Captain meetings
- Attending Law Enforcement roll calls
- Participating in Law, Fire, and EMS training days
- Committing to send dispatch staff on ride-alongs with Law, Fire, and EMS User Agencies

Reorganize Operations staff to meet modern demands of dispatch, including:

- Officer Only phone lines
- Cadre of call takers

Explore additional/advanced services to the community and our Users:

- Community services such as pulsepoint™, daily check-ins for elderly citizens, and Smart911™
- Consolidated services such as: Crime Analysis, CSO/Desk Officer, and Forensic Investigator

Continue to explore changes to recruiting, hiring, and training activities to improve the success and retention rate of new hires.

Michele Stevison was honored during the Local 9-1-1 Heroes Awards Ceremony on Tuesday, January 31 at the Manchester Grand Hyatt in San Diego by AT&T, 9-1-1 for Kids: Public Education, and the California Chapter of the National Emergency Numbers Association (NENA).

Michele was named 2012 Dispatch Hero for her remarkable skills during the Big 5 Sporting Goods event in June 2011.



Michele Stevison and former General Manager Scotty Douglass



Operations Division



The Operations Division is responsible for providing emergency and routine public safety radio, telephone, 9-1-1 and computer-aided dispatching (CAD) services to our User Agencies. The Operations Division includes the general manager (.25 FTE), three operations supervisors, one administrative supervisor, eight senior public safety communications dispatchers, 30 public safety communications dispatchers, and two public safety communications dispatcher assistants.

Dispatch

Significant Events

While dispatchers efficiently and effectively process thousands of calls for service each and every year, there are certain calls that stand out because of the extraordinary efforts and teamwork that dispatchers demonstrated, usually under very stressful circumstances, that truly exemplifies the Authority's mission. The following is a synopsis of a few of those "significant incidents" that occurred in 2012.

March 15 – San Benito County Sheriff's Office conducted a long and intensive Search and Rescue (SAR) operation after receiving a report of an overdue, and presumably down, twin engine aircraft. The search lasted three days in very rugged and remote terrain. SBSO commanders requested the NetCom Incident Dispatch Team (IDT) to respond to the Command Post and assist with field operations. The IDT members were able to work with and provide dispatch and logistical services to all of the agencies involved, including Monterey County SAR, Fresno County SAR, Merced County SAR and the Red Cross, by deploying five team members in shifts. Through the tireless efforts of all involved, the search did conclude after three days with the recovery of the pilot (deceased) and aircraft.

April 30 – Dispatchers began receiving 9-1-1 calls reporting a large fire and subjects jumping from a



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

second floor window. Within minutes, Watsonville police and fire units were on the scene and assisting in the rescue of several residents from a large residential hotel. Due to the sheer number of injured, from both the fire and traumatic injuries from jumping, a Mass Casualty Incident (MCI) was declared by on-scene commanders. Ultimately, the incident was well managed by both NetCom and involved User Agencies, and no doubt several lives were saved from the collaborative efforts of many.

May 7 – A seemingly senseless and especially violent homicide occurred in Santa Cruz in broad daylight in the presence of many witnesses. Dispatchers were inundated with frantic 9-1-1 calls when a woman was violently attacked by a knife-wielding individual on a street corner for no apparent reason. Dispatchers reacted quickly and efficiently by fielding many calls from witnesses while simultaneously broadcasting pertinent suspect information to responding units. Within minutes, a suspect was located and apprehended without further violence.

June 24 – Although dispatchers dealt with several aircraft related incidents during the year, none was more chaotic than the crash of a single-engine aircraft near Watsonville Airport shortly after noon. While attempting to land at Watsonville Airport, the airplane abruptly crashed short of the runway and into an orchard, just missing a residential neighborhood. Several citizens called dispatchers reporting the crash and possible fire. It was ultimately determined that the pilot had escaped without serious injury and, although there was a fuel leak there was never a fire.

July 25 – At 3:00 in the morning, dispatchers received a call from a citizen reporting that a bloodied woman was at her door claiming she had been shot. Dispatchers immediately notified responding units while simultaneously interrogating the caller for more information. They quickly learned that another victim had also been shot at a separate location. While the first victim was transported to the hospital, responding units arrived at the second location, finding a deceased shooting victim. Dispatchers and User personnel began working cooperatively to secure both scenes, make the necessary callouts and notifications, and follow through on known leads and information. Ultimately there was an arrest and the case is currently being adjudicated.

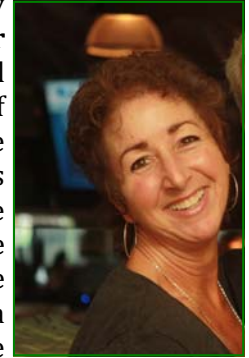
October 12 – After Hollister Police (and other allied agencies including San Benito County Search and Rescue) conducted an exhaustive two-day search for a suspicious and high profile missing person, a caller reported that his friend, a “person of interest” in the case, was depressed at a residence in Hollister and had threatened to harm himself. When units arrived, they found a barricaded and armed male who refused to surrender. During the next 12 hours, several allied agencies (including the IDT) responded and assisted Hollister Police with the tense and complex response. Several streets were closed, schools were locked down, and SWAT units were deployed. After the suspect surrendered peacefully in the early morning hours, the missing person was located deceased in his residence. The incident highlighted the effectiveness and benefits of a well coordinated multi-agency, multi-county response to a significant event.

December 2 – Dispatchers received a call from an informant reporting the location of a wanted fugitive in the Aptos area. The fugitive was considered armed and dangerous as she had previously fired on a Capitola police officer during a pursuit wherein she evaded capture. Sheriff’s units immediately responded, however their response was hindered by inclement weather and inaccessible roads. While en route, they began to plan for the worst, asking dispatchers to make emergency personnel callouts and notifications to the public in the area. Approximately one hour after the original call, the fugitive was taken into custody after being injured by gunfire by deputies.

The suspect was later transported to a trauma center and recovered from her injuries.

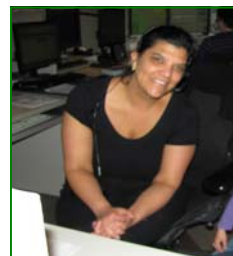
Commendations

February 22 – Public Safety Dispatcher II **Valerie Conner** received an unusual commendation in the form of flowers, which arrived at the Center with a note of thanks from a citizen. Val had gone above and beyond to assist the citizen with getting a fallen tree removed from her private road, a service County Roads is not able to offer on private roads.



Knowing her caller had kids to get home to, Val went the extra distance and contacted CALFIRE to ask for their help in removing the tree. The citizen was especially grateful since she had a car full of balloons and birthday supplies for her child.

April 2 – It’s not often the actions of a dispatcher garner enough attention from line level officers to receive a letter of thanks. Public Safety Dispatcher II **David Brenner** and Public Safety Dispatcher II **Anna Kiff** were recipients of a very nice commendation from Hollister Police Officer Bo Leland, who praised their help and calming demeanor during “an intensely violent and drawn out fight” he was involved in. The suspect fought with three officers, resisting batons and the use of Tasers. During the fight, the suspect pulled out a loaded gun and pointed it at one of the officers. Later, after listening to the radio traffic, Officer Leland was impressed with Brenner’s ability to interpret their chaotic and indiscernible radio traffic, relaying officer safety information and requests from the officers involved in the fight. He was thankful for the teamwork between Brenner and Kiff, which allowed the incident to flow as smoothly as it could have.



Anna Kiff



David Brenner

April 18 – Administrative Supervisor **Anita Miller** was commended by Santa Cruz Police Chief Kevin Vogel for facilitating a tour of the Center for his Chiefs’ Advisory Committee members. “Anita did a remarkable job of demonstrating the difficult and often under-appreciated job that your staff performs for our community on a 24/7 basis.”

April 23 – Systems Senior Technician **Tom Ginsberg** was congratulated by his supervisor for completing the Competent Leader program through Toastmasters. Amethyst Uchida said, “I admire your determination to pursue personal excellence and I appreciate that this is true at work as well as in Toastmasters.”

May 16 – Public Safety Dispatcher II **Karen Clark** was honored by the Red Cross during their Hero’s Award Breakfast for her life saving EMD instructions

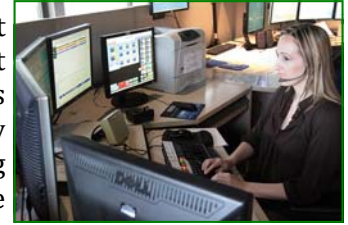


administered to a choking child in 2011. The child, who had choked on a marble, had not been breathing for over three minutes when a passerby called 9-1-1 on behalf of the distraught mother. Karen assisted the Good Samaritan in laying the child on her back, tilting the head and beginning chest compressions. At that point, the object dislodged. After two rescue breaths the child began to breathe on her own. Karen humbly accepted the award on behalf of all dispatchers, who do their job to the best of their abilities day in and out.

October 9 – Public Safety Dispatcher II **Anna Kiff**’s ongoing customer service skills were commended by Santa Cruz Sheriff’s Sergeant Swannack. She wrote that she and her fellow deputies are appreciative of Anna’s intuitive support, sense of humor, and even-keeled personality.

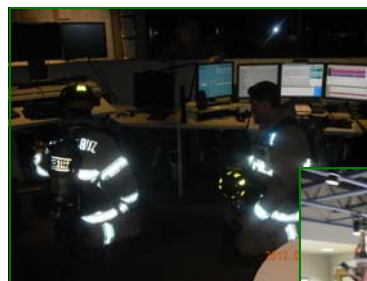
November 29 – Public Safety Dispatcher III **Adrienne Heebner** was praised in a press release from the Hollister Police Department in which they commended her work as an emergency medical dispatcher (EMD). Heebner used emergency medical protocol to assist HPD office staff in administering first aid to a citizen in the lobby of

the police department who was having chest pain. Captain Carlos Reynoso said, “I know this is an everyday thing for SCR911 but we are appreciative of this service (EMD) and I thought the citizens should know what a great job SCR911 does day in and day out.” Emergency Medical Dispatch is a relatively new service for San Benito County residents and Adrienne’s assistance was textbook perfect.



December 24 – The routine and historically quiet of Christmas Eve night was shattered when Public Safety Dispatcher II **Anna Kiff** received a 9-1-1 cell phone call from a very angry, distraught and irrational caller who had just fled his home after stabbing and severely wounding his wife during a domestic altercation. Dispatcher Kiff then learned that the caller’s two small children were with him in his vehicle while he was being pursued by police units. To make matters worse, the suspect was threatening to “drive into a wall at 100 mph” with the children. Relying on her expertise, empathy and years of experience, Kiff was able to engage the suspect into a semi-rational conversation that distracted him from his self-destructive inclinations. Ultimately, Kiff, with her team helping in coordination efforts, was able to talk the suspect into negotiating a release of the children and a peaceful surrender.

Her supervisor wrote: “Your experience, expertise, and judgment no doubt made a significant difference in this tense and scary scenario. Furthermore, I believe your actions most likely saved some lives and led to the successful conclusion of this potentially tragic story.”



Santa Cruz Fire’s E3112 investigated smoke on the dispatch floor on January 24, 2012.



Dispatcher of the Year

Sean Schorovsky



Public Safety Dispatcher II Sean Schorovsky began his career Santa Cruz Regional 9-1-1 in July 2008. Sean quickly established himself within the organization as a solid public safety dispatcher with a strong desire to succeed and to help the community. He has recently become a Communications Training Officer (CTO) where he now shares his knowledge and expertise with new hires, and an emergency medical dispatcher. Sean's colleagues and supervisors rely on his knowledge, expertise, and especially his teamwork on a daily basis.

All of Sean's training, skills and abilities, coupled with his strong sense of teamwork came to fruition on January 12, 2012, when he intuitively and quickly broadcasted limited suspect vehicle information to field units pertaining to a violent knife assault that had just occurred. Directly attributable to Sean's actions, User law enforcement personnel were able to immediately locate and stop the suspect vehicle and render critical medical aid to an injured victim and arrest the suspects without further violence.

Sean Schorovsky was selected by his peers and unanimously endorsed by the Authority's management team to receive this annual award, and as such, it serves as a statement of appreciation for the qualities Sean possesses from all those who work with him on a daily basis.



General Manager Dennis Kidd congratulates Sean on his selection as 2012 DOTY.

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 demonstrating 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 by 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.

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 **EMS Medical Director Dr. Kent Benedict; Celia Barry, County EMS Manager; Operations Director Brenda Brenner and Brad Cramer, AMR-SC; Scott Vahradian, EMSIA; and General Manager Dennis Kidd, SCR911.**

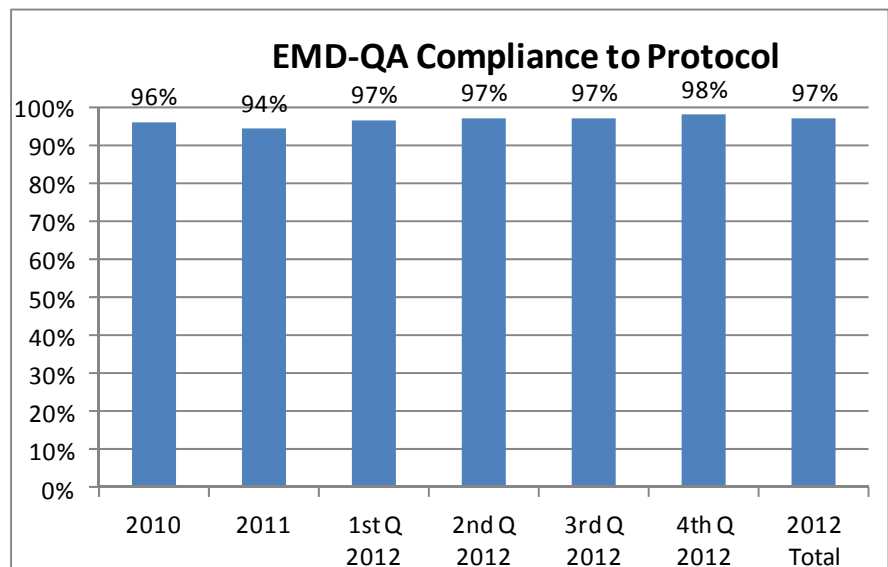
The committee provides oversight and local medical control to the Emergency Medical Dispatch (EMD) program, reviews high risk and unusual medical calls, and provides EMD program clarification to the dispatchers. The committee meets throughout the year to review all calls that were given a Code 2 determinant 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.

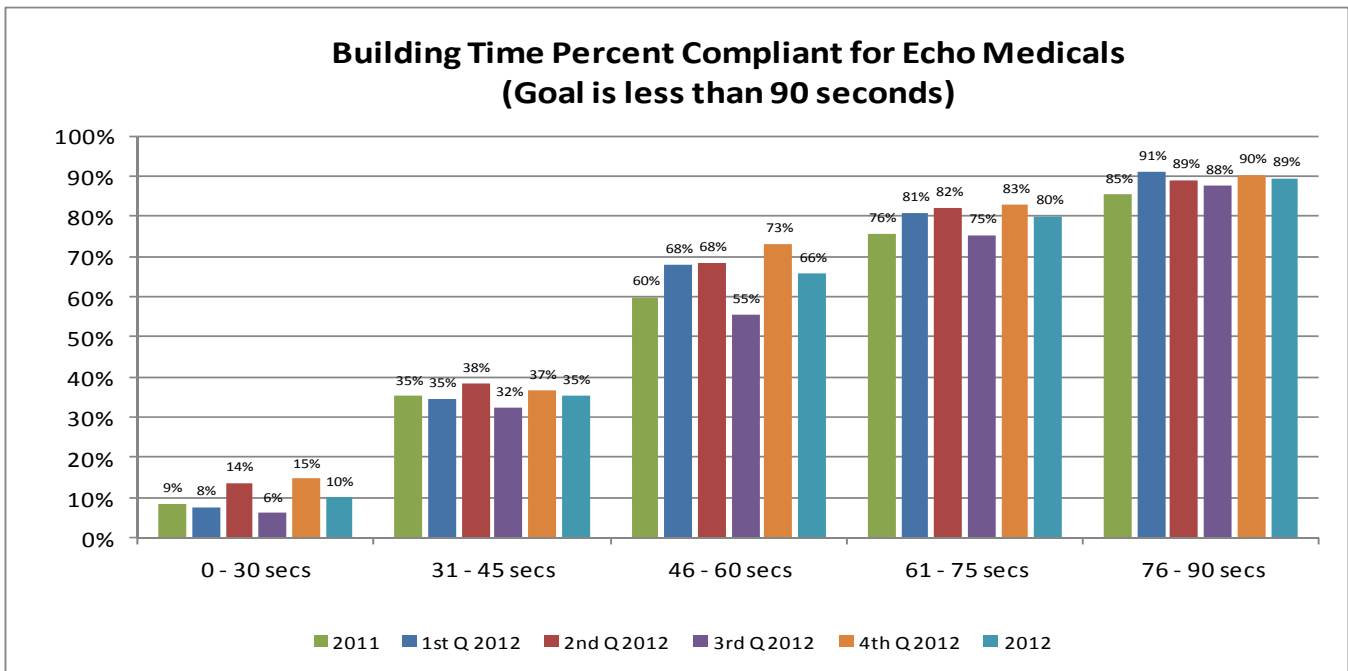
During 2012, we completed a study to determine the feasibility of obtaining the EMD designation of an "Accredited Center of Excellence" (ACE). To reach a level of ACE, measurements are taken in six areas that all must be 90-95 percent compliant to the protocol. Also, there is an overall average that must be a minimum of 95 percent. Our scores are now sufficient to meet the minimum standards. Using this information, we are moving forward in 2013 to begin the process of applying for ACE accreditation.

This year, we welcomed four new Emergency Medical Dispatchers: **Andrew Davidson, Devon McMahon, Sean Schorovsky and Michele Steverson.** They completed the training academy and CTO program in December 2012.



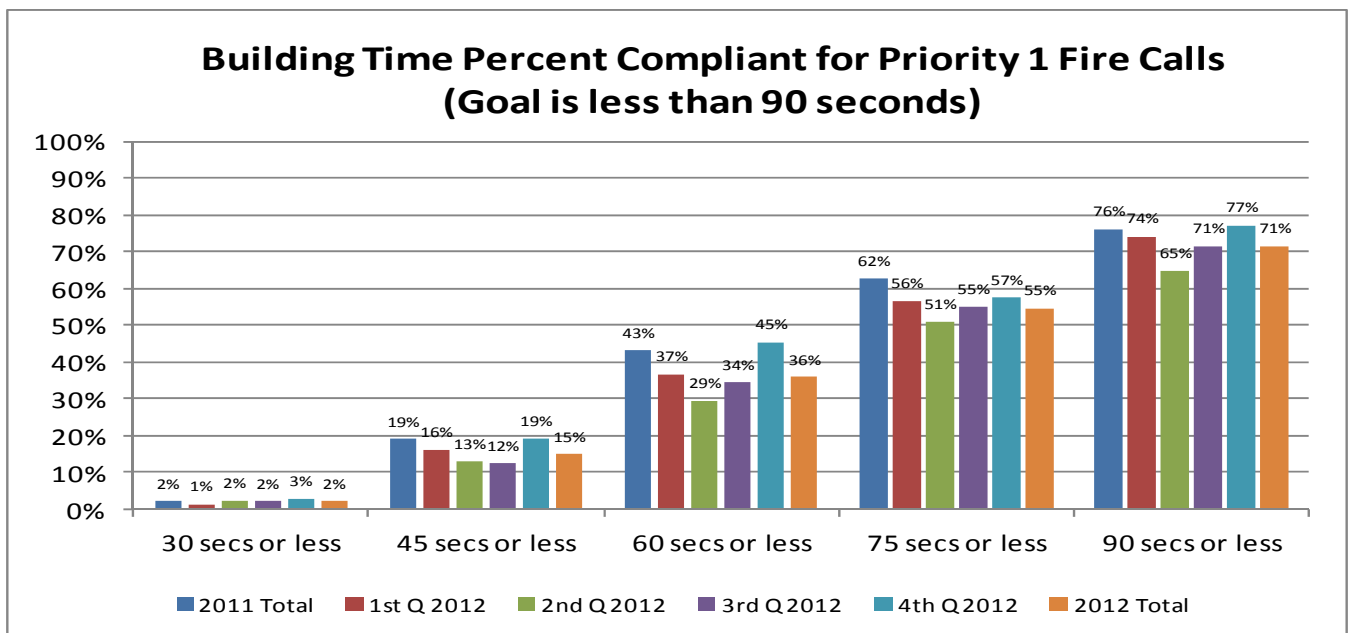
Echo Level Compliance

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 2012 was 58 seconds, and 89.5 percent of the time we completed the process in less than 90 seconds. This is on average two seconds faster in call creation than last year. Any 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.



First Priority Fire Compliance

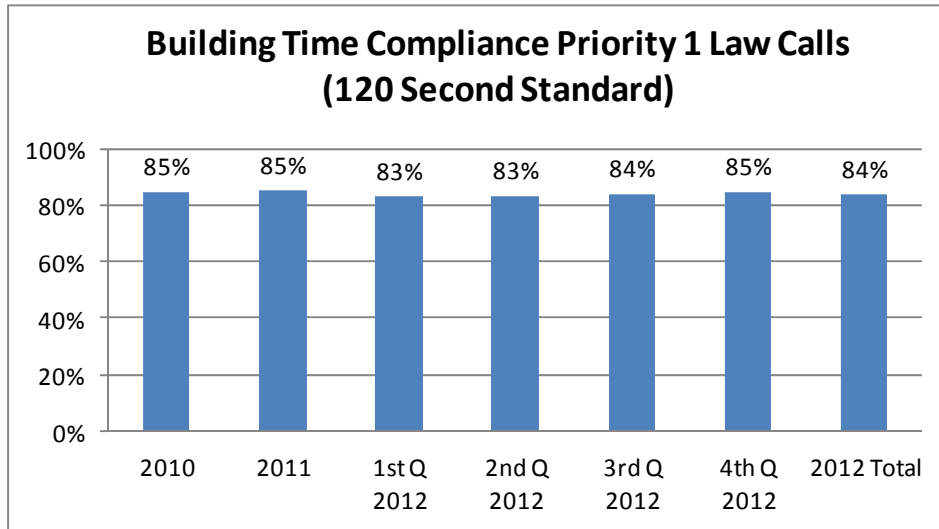
During 2012, our compliance to the 90-second building time was 71 percent with our average processing time being 77 seconds.



Law Enforcement

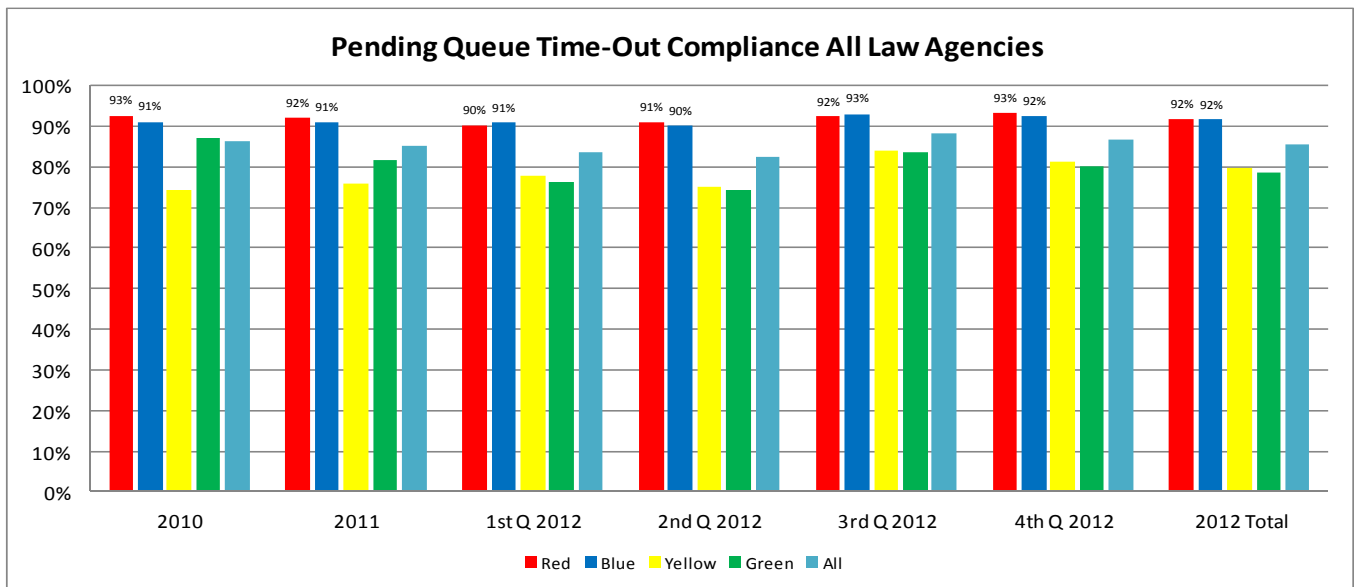
Time Measurements

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 eighty-four percent and averaged 83 seconds. This is two seconds faster than last year. 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.



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 un-dispatched 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 2012, our compliance to our pending queue time for red and blue calls was ninety-two percent.



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.

The 2012 Fire\EMS Task Team members were **DC Michael Conrad, Aptos/La Selva Fire; Chief Kevin McClish, Boulder Creek Fire; BC BC Nate Lackey, Branciforte Fire; John Wallbridge, Central Fire; Chief Ron Rickabaugh, Felton Fire; Chief John Fox, San Juan Bautista Fire; DC Mark Ramos and BC Robert Young, Santa Cruz Fire; Chief Daniel Grebil and BC Ron Whittle, Scotts Valley Fire; BC Bob Martin Del Campo, Watsonville Fire; Cpt. Mike O'Connor, Hollister Fire; Chris Jones, AMR, Santa Cruz; Leslie Simmons and Jimmy Holguin, San Benito AMR, San Benito; Marcie Morrow and Joseph Alvarado, San Benito County EMS; and BC Michael Borelli, CAL FIRE.** The SCR911 representatives were Lead Dispatchers **Ashley Baldwin and Lyndsay Sotelo, Operations Supervisor Marsha MillerAyers, and Systems Technician Nicola Nelson.**

During the course of the year, many of the fire agencies and Netcom saw turnover in the top ranks of their agencies, which affected task team representation. Many new faces joined the task team during various parts of the year. As the team found its footing, several meetings were canceled due to lack of business. The 2012 goal was to review fire policies which were older than five years. The team worked through some of the older and more obscure policies, as well as doing general updating and modernizing of policies as needed throughout the year.

2013 promises to bring a fresh perspective to the team with a new facilitator and invigorated participation from the team members.

Law Enforcement Task Team

The Law Enforcement task team is comprised of representatives from each Law Enforcement User Agencies and a SCR911 dispatcher. 2012 team members were **Sgt. Andy Dally, Capitola Police Department; Sgt. Eric Olsen, Hollister Police Department; Sgt. Scott Becker, San Benito Sheriff's Office; Lt. Colleen McMahon, Santa Cruz Police Department; Lt. Bob Pursley, Santa Cruz Sheriff's Office; and Lt. Terry Traub, Watsonville Police Department.** SCR911 members were **Operations Supervisor Stephanie Zube and dispatchers Sean Schorovsky and Tammy Spath.**

The team's role is to make operational recommendations to the Users groups, primarily through new and revised policies and procedures. The team also discusses current events, explores technical solutions to problems or as an enhancement to what already exists, and looks for ways to improve operations by reviewing and discussing past incidents.

During the year the team focused on:

- Reviewing policy and procedure for accuracy and relevancy with specific interest to those that needed clarification for differences in procedure between Santa Cruz County operations and San Benito/Hollister operations.
- Reviewing policy and procedure so that SCR911 language was in line with Lexipol language which is being used by a majority of our User Agencies.

Looking ahead to 2013, the team will continue to review policy and procedure and has established a secondary goal to:

Continually explore virtual command post technology assets with the goal of improving:

- Operational efficiencies (minimize phone/radio traffic)
- Update counties' resource lists
 - Public safety
 - Government
 - Non-profit
 - Private sector
 - Schools
 - Faith-based community groups
- Training

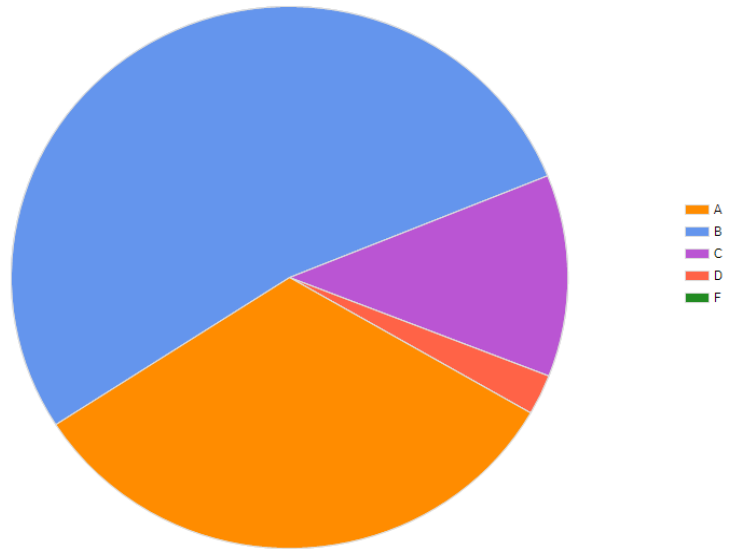
2012 Surveys

This agency surveys one of the key stakeholder groups annually, rotating between community, internal staff, and User agencies. This year, after the recent addition of San Benito County and the City of Hollister to our dispatch services, we decided to conduct two surveys. We surveyed the communities of Santa Cruz and San Benito, as well as all User personnel, about our performance.

Users' Survey

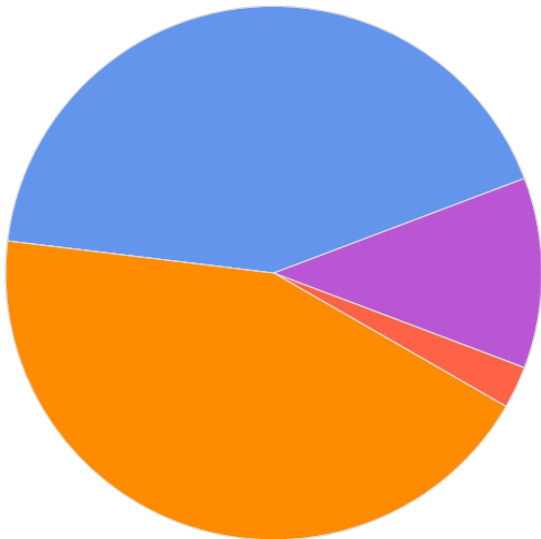
Although we surveyed our Users just one year ago, we thought it was important to get feedback on our performance after the consolidation project with San Benito County and Hollister. We surveyed all members of all our User agencies regarding our performance, not just in the Operations Division, but in our Systems Division as well. Over 800 survey invitations were sent out. The full survey results are available in the appendix in this report.

How would you grade the overall performance of NetCom dispatchers?



Overall, 85.5% of our Users graded us "A" or "B" in our overall performance.

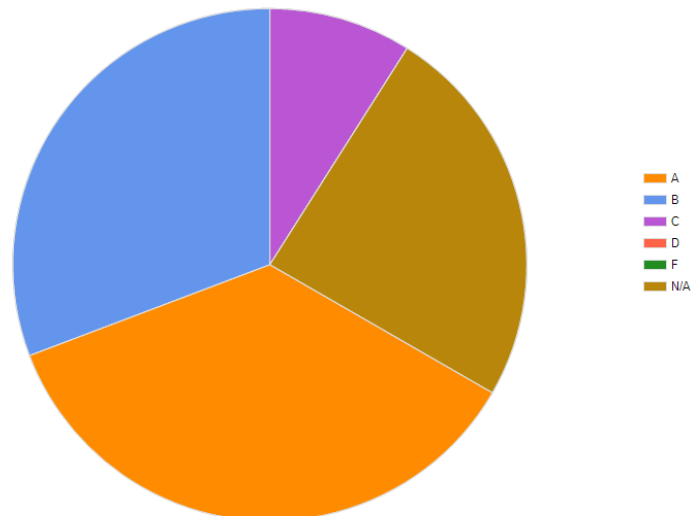
How would you grade the performance of NetCom dispatchers on emergency/hot calls?



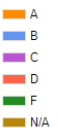
When asked to grade us on our performance during "emergency/hot calls", 86% gave us an "A" or "B".



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



88% gave our Systems Division a score of "A" or "B".



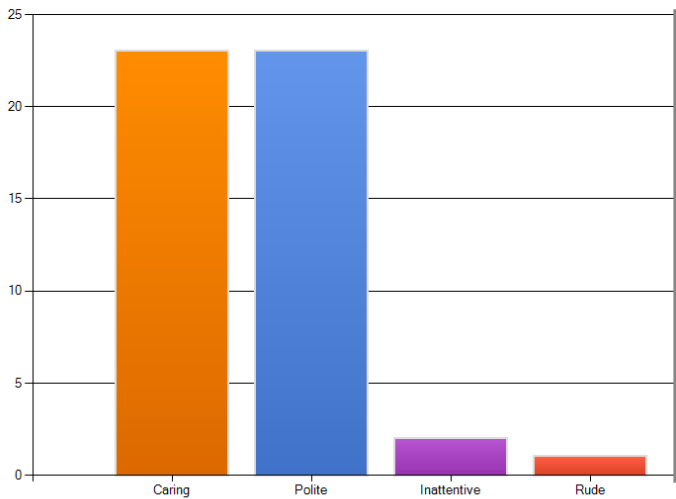
Citizens' Survey

Daily, incidents from the previous day would be reviewed and post cards sent to 28 members of our community who had called 9-1-1 the previous day. The distribution was based on average call volumes for each of our User communities. We sent out over 800 invitations. Overall the feedback was very positive with ninety-eight percent rating our staff as "Expert" or "Capable" and ninety-four percent rating our staff as "Caring" or "Polite".

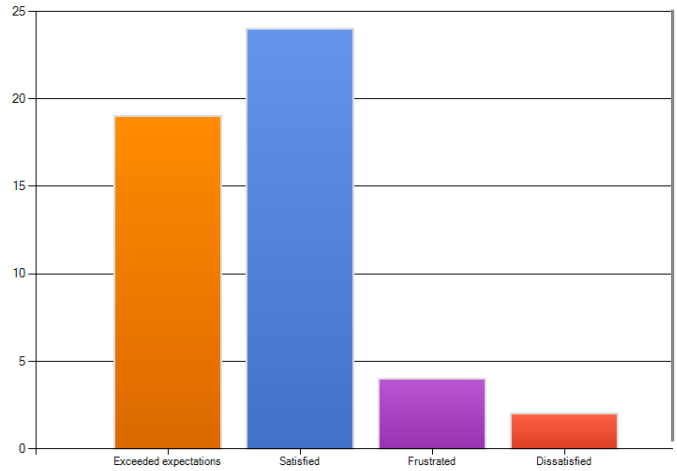
"Kept us informed of what to do, time frame of emergency vehicle arrival."

"The call taker called me back 3-4 times after I had hung up. He was fantastic."

From the following, please select the word that best describes the attitude of the dispatcher you spoke with.



How satisfied were you with the customer service provided by the 9-1-1 center? (In your dealings with the dispatcher)

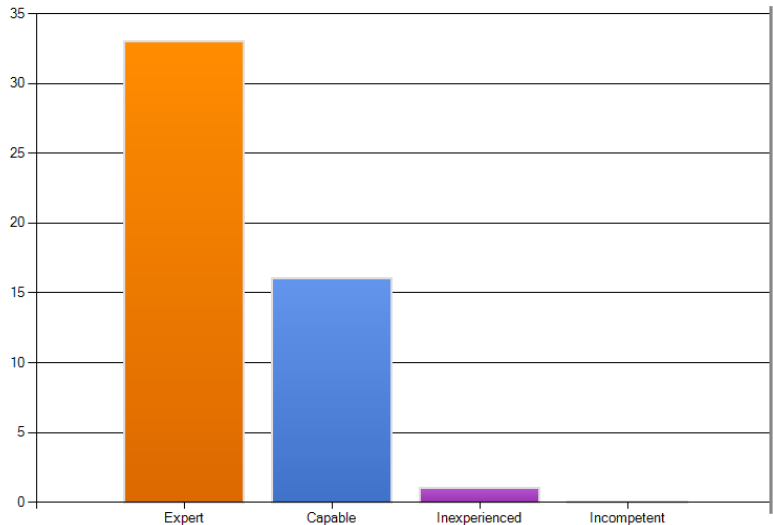


"He was reassuring and calming. 'No problem; we'll take care of this.'"

"Caring, polite, eager to help!"

"Professional attitude."

From the following, please select the word that best describes the competency of the dispatcher you spoke with.



"The call taker was thorough and professional in his questions of me."

"I spoke with Terri and she knew just what to say to keep me calm and on track."

Training Unit

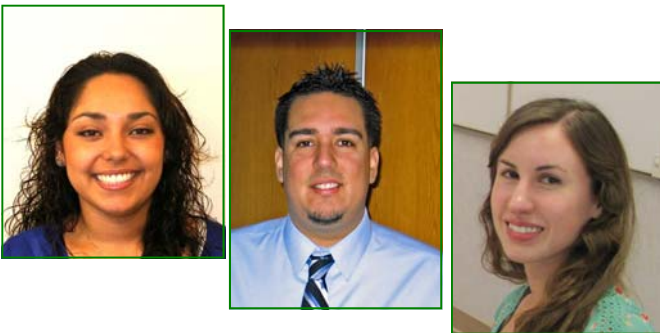
The training Unit is responsible for conducting initial training for the Authority's new dispatchers, providing continued professional training for experienced dispatchers, and participating in the Authority's community outreach activities. In addition to these responsibilities, the Training Unit maintains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

Entry Level Training

Training for newly hired dispatchers is conducted in two phases: classroom training in our Academy, combined with live call taking on the floor, and on-the-job training in the Communications Training Officer (CTO) program.

During 2012, the Authority conducted two new-hire academies: one for Trainee Public Safety Dispatcher I and another for Bilingual Public Safety Dispatcher Assistant. Public Safety Dispatchers must be able to process calls-for-service over the telephone, and finish their training by becoming competent on two User law radio channels. The position of Public Safety Dispatcher Assistant requires the trainee to be competent in processing calls-for-service only, with the expectation that they will advance through the levels of answering non-emergency phones to answering 9-1-1 calls.

In 2012 we welcomed entry level Dispatcher Assistant **German Flores** and Public Safety Dispatchers **Julissa Alvarez** and **Felicia Venezia**, all three of whom were born and raised in Santa Cruz County.



New hires Julissa Alvarez, German Flores, and Felicia Venezia

Our training program is designed to be as flexible as possible to take advantage of the fact that some trainees may need less time than others to acquire a new skill. For example, while one trainee was in the call taking phase of the academy preparing to become a Dispatcher Assistant, it was noted she could hear and understand radio traffic with little effort and no training. Once her call taking phase was completed but while still in CTO training, the trainee was promoted to Public Safety Dispatcher I and went into the radio phase of instruction.

SCR911 also was able to hire two lateral dispatchers. **Billie Surran** was raised in Santa Cruz and worked for the Alameda County Sheriff's Office for five years. **Amanda Barton** came to us by way of Cincinnati, Ohio and has several years' experience on the same CAD currently used in the Center.



Billie Surran



Amanda Barton

Academy Instructors

The dispatch academy is managed by Administrative Supervisor **Anita Miller** and facilitated by instructors **Kristine Ebersole**, **Mike Krakowiak**, **Melanie Sherwood**, and **Tammy Spath**. Before every academy, the instructors meet to discuss upcoming classroom training and update curriculum and materials.

Our instructors also prepare on-the-job training for established dispatchers. This year the concentration was on developing scenario training for our newly released **Emergency Medical Dispatchers Andrew Davidson**, **Devon McMahon**, **Sean Schorovsky**, and **Michele Steverson**. After their 24 hours of classroom instruction, they went into on-the-floor training for 40 hours with a Communications Training Officer.

Dispatchers **Gina Loftin, Devon McMahon, Eric Mello, Sean Schorovsky and Michele Stevison** were selected to attend the SCR911 Fire Academy in March 2012. After 24 hours of classroom and scenario instruction, all passed their final exam and were released to the floor to train with their CTO.

Since our Center has experienced a higher than average number of priority calls-for-service this year, instructor Kristine Ebersole developed and implemented some High Risk/Low Frequency drill training for our dispatchers focusing on Project ROPE. During times of slow activity on the floor, Lead dispatchers surprised their coworkers with an on the fly Project ROPE activation. Newly released dispatchers got to experience how a Project ROPE activation developed from a high priority crime and learned what their role would be in preparation for the real thing.

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 group of dispatchers and must have at least 18 months experience and his or her supervisor's recommendation. Every CTO must complete the CTO course authorized by the APCO Institute and be an APCO Certified Training Officer.

Our CTOs are **Ashley Baldwin, David Brenner, Kristine Ebersole, Adrienne Heebner, Abby Marizette, Sean Schorovsky, Melanie Sherwood, Lyndsay Sotelo, Tammy Spath and Dave Sumner**. The Center opened a recruitment at the beginning of the year and **Devon McMahon** was selected as our newest CTO.

Both the CTOs and instructors were involved in developing some new recruitment strategies for the Center. Prior to our last job announcement, we made our sit-along mandatory for the benefit of the potential applicant to see what the job entailed. The group's proposal was to make the sit-along a scored process. Still benefiting the applicant, it was also a way for a seasoned dispatcher to judge whether the person grasped some of the basic dispatching concepts and "knew what they were getting into." Another proposal from the group

was to change our unstructured peer review process into a formal, scored Oral Board.

Everyone involved in the changes had nothing but positive reviews of the candidates currently in background. Six new hires – four Dispatcher Assistants and two Public Safety Dispatchers - are due to begin their academy training in February 2013.

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 is typically 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.

Due to budget constraints, most training material for the dispatchers was presented through our electronic document distribution software, PowerDMS, which also has a testing feature. Four courses were featured on NetCom U, our in-house University: Customer Service the NetCom Way, CTO Program Improvements, Recruitment Revamp, and Updating the DOR Standards.

A focus of our training efforts in 2012 was furthering the professional development of our Lead dispatchers. Our center is unique in many ways, and it was felt that the "one-size-fits-all" approach of a typical outside group seminar would not accomplish our goal. It was decided to host a one-day retreat style training. Our guest lecturers were Claire Laughlin, a communication specialist and our former Support Services Manager Lisa Sullivan, who facilitated. Leads then worked on the "nuts and bolts" of their daily duties to make sure there was consistency across the teams.

Projects Unit

Awareness and Community Education (ACE) Team

The ACE Team is comprised of both lead and line level dispatchers. The 2012 team members were **Ashley Baldwin, Jodi Boles, Valerie Conner, Kristine Ebersole, Anna Kiff, Mike Krakowiak, Gina Loftin, Melody MacDonald, Abby Marizette, Devon McMahon, Anita Miller, Sean Schorovsky, Melanie Sherwood, Lyndsay Sotelo, and Billie Surran.**

The 2012 goal for the ACE Team was to seek ways to partner with our User Agencies, and participate in more events that our agencies hosted. To that end, we were the featured speaker at Central Fire's CERT meetings and at Watsonville Fire's Cadet meetings. National Night Out was a huge success as we were able to participate in the neighborhood events hosted by the Hollister, Watsonville and Capitola Police Departments as well as the Santa Cruz County Sheriff's Office.

Melanie, Billie, and Gina also attended the Aptos/La Selva and Central Fire Departments' Open House events in October, celebrating Fire Prevention Month.



Ashley Baldwin and Billie Surran at
Aptos/La Selva Fire's Open House

Ashley, Devon, Abby, Val, and Melanie attended several of our area high schools to promote Public Safety Dispatching as a career to ROP and other students. A side benefit was being able to host a question and answer session with the students, educating the public about the information needed to create and process a call for service.

Devon also made it a priority to visit elementary schools and hand out the 9-1-1 For Kids materials that we received through last year's grant from the State of California.



Scheduling Workgroup

Our scheduling program had become very cumbersome and outdated. In late 2011 it was time to either update the current software, or replace it. After researching the available products, the focus group chose Schedule Express.

The advantage of selecting Schedule Express was that the software is web based; any dispatcher can access his or her schedule at home, as well as conduct shift trades or check the availability for hours they could volunteer for to fill slots in the upcoming month's schedule.

Some of the features included in the new program:

- Automated the time off request and approval process
- Ability of Lead Dispatchers to change timelines if there is a sick call
- Send text messages to affected individuals regarding changes to their schedule
- More than one Supervisor has authorization to make changes in the schedule.

Training was conducted in house and we went live in June 2012.



Systems Division

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 2012 include the general manager (.25 FTE), the Systems Division manager, the Systems supervisor, one senior communications systems technician and two communications systems technicians. A SCR911 intern provides approximately 12 additional hours per week of assistance to the division.



From left: Gilbert Oros, Amethyst Uchida, Chad Ross, Wolff Bloss, Tom Ginsburg, Nicola Nelson

In 2012, the Systems Division completed the following projects:

- Upgraded the Mobile Data software used by the SCMRS police and fire agencies.
- Completed the dispatch radio console replacement project.
- Supported SCR911 User Agencies during the narrow-banding upgrade process.
- Worked with SC County Radio Shop to implement narrow-band radios for the Alternate Site.
- Replaced CAD Mainframe computer and upgraded CAD software.
- Implemented HipLink paging interface in CAD to support paging to cell phones.
- Assisted AMR with purchase and implementation of new Mobile Data Computers.
- Developed RFP and managed selection of mobile mapping software for Fire Users.
- Identified a cost-saving solution for “tear-and-run” printing to Fire agencies.
- Continued work with SCMRS agencies to identify future records management options by exploring upgrade of the currently-deployed system, Alliance PD Central.
- Assisted SC County with CAD data interface for new Patient Care Reporting system.
- Assisted Hollister PD with CAD interface to their new Mobile Data Computing system.

Computer Aided Dispatch (CAD)

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 also supports and manages the 9-1-1 telephone system as well as the hardware

and software that integrates 9-1-1 into the CAD applications. In addition, the unit provides support for the administrative computing needs of SCR911 personnel.

The CAD/9-1-1 Unit’s major project for the year was the replacement of the HP Nonstop mainframe server and an associated upgrade of the CAD software. The CAD server had last been upgraded in 2004 and SCR911 was notified by Hewlett Packard that support for the server was not guaranteed past 2013. Replacing the server provided an opportunity to upgrade the CAD

software which allows the agency to move to Windows 7. Due to the current financial climate, it was necessary to explore creative funding options. The project was financed with the vendor over five years.

Other projects completed in support of dispatch operations in 2012 included finishing the dispatch radio console replacement project, adding a fourteenth phone and radio position, adding San Benito County to our emergency notification system, and working with San Benito County to implement an affordable telephone system at the Alternate Site in Hollister.



Tom Ginsburg and Chad Ross working on the dispatch floor.

Fire/EMS Technology and GIS

SCR911 supports our Fire/EMS Users by maintaining our geo-database, supporting ancillary and related technologies, producing complex and detailed reports on CAD data, and providing project management for ad hoc fire technology projects. This area is supported by a technician with assistance from the Systems supervisor and the division manager.

During 2012, Systems completed several projects on behalf of the Fire and EMS Users. The CAD upgrade allowed SCR911 to support installation of a third party interface, HipLink, which allows CAD text pages to be directed to cell phone devices. The HipLink system was installed as part of the CAD upgrade project in the third quarter and is fully operational for all fire agencies.

In early 2012, the Santa Cruz County fire agencies secured grant funding to procure a mobile-mapping and pre-planning software system. Systems personnel acted as the project manager for this procurement, developing and releasing a Request for Quote (RFQ), and coordinating a team of Fire personnel in evaluating the six responses to

the RFQ. Ultimately, the team selected products from Emergency Response Maps and the Systems manager negotiated a contract with the vendor. The software customization took place in the fourth quarter of 2012 and the software will be installed and go through acceptance testing in the first few months of 2013.

Towards the end of 2012, the Systems team investigated alternative solutions for providing “tear and run” printing services. In the current infrastructure, there are recurring costs to provide this service in that the printers must connect to the CAD network. Systems identified a software print server that can be deployed on the CAD network which will convert the print job to an email that can be directed to any recognized email address. Use of an email client filter to auto-print these messages on receipt duplicates the “tear and run” print function with an annual recurring cost of only about \$150 in software maintenance fees.

SCMRS

The SCMRS Unit has been providing support to the Capitola, Santa Cruz, Scotts Valley and Watsonville police departments’ Records Management System (Alliance) and its wide area network infrastructure since 2001. The SCMRS Unit also assists in supporting the Crossroads traffic reporting system and the high speed wireless access system for the Watsonville Police Department, and provides support to the Santa Cruz Police Department’s citizen reporting portal, Coplogic, and the in-car video recording system. SCMRS is staffed by the Systems supervisor, a technician and .50 FTE of the division manager.

In 2012, the Systems Division helped investigate the possibility of consolidating the records divisions of the three city police departments and the Santa Cruz County Sheriff’s Office. To do this efficiently, all of the departments would have to use the same records management system (RMS) software. The Systems Division arranged a demonstration of the latest version of the RMS software used by the SCSO. Representatives from the SCMRS agencies were invited to the demonstration and provided feedback. In addition, the current RMS vendor, Cyrun, has made significant progress on a completely new

architecture for their product and agency personnel will see a demonstration of this software in early 2013.

In support of the current RMS, SCMRS Systems personnel performed a maintenance version upgrade of the software, as well as handling the usual requests for offense code changes, Crystal Reports, citation and external report import issue fixes, and many other repairs.

Systems staff provided assistance to individual agencies in completing technology upgrade projects such as the implementation of a virtual server for the Capitola Police Department and Santa Cruz Police Department's replacement their in-car video system's server.



Gilbert Oros at Santa Cruz Police Department

Trouble Tickets Resolved in 2012		
Dispatch	Equipment (keyboards, printers, etc.)	114
	Phones	94
	Radio	44
	Software (CAD, ProQA, etc.)	87
	Other	54
	TOTAL for Dispatch tickets	393
Fire/EMS/GIS	AMR MDCs	47
	Common places	124
	Config	48
	Routing	9
	Other GIS	82
	TOTAL for Fire/EMS/GIS Tickets	310
SCMRS	Crossroads/Alliance Interface	394
	Hardware (MDCs, MAV, etc.)	85
	RMS	82
	Other	31
	TOTAL for SCMRS Tickets	492
Total Systems Div. Trouble Tickets Resolved in 2012		1195

Mobile Data Computers (MDCs)

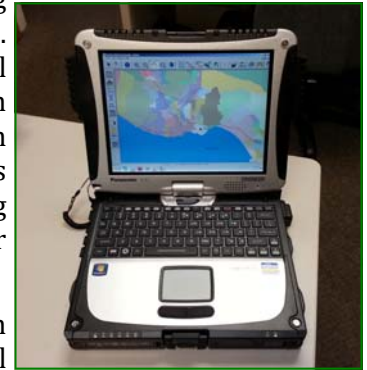
The Systems Division supports the mobile data computer network that is used by the SCMRS agencies as well as the Santa Cruz Fire and Watsonville Fire departments. The SCMRS MDC software had not been upgraded for several years. However, implementation of newer hardware was making it difficult to keep the old software version running. Meanwhile, some agencies could not afford to upgrade their hardware, so it was necessary to find a compromise.

The specific upgrade version selected was chosen because the Systems Division was able to get it to run on both older and brand new hardware and operating systems. Several SCMRS agencies were able to upgrade their MDC hardware in 2012. Specifically, Capitola Police Department was able to replace eight of their older MDCs with used models that were comparable to the three newer MDCs they already had. The Systems Division helped CPD obtain these MDCs at a bargain price, tested them and developed a disk image with all of their software including the new MDC client.

Santa Cruz Police Department upgraded the MDCs in several vehicles and also deployed new MDCs into newly-purchased police vehicles. SCPD is trying out a new installer, who provides an integrated equipment installation, including MDCs, into the new vehicles. The Systems Division was asked to provide feedback about the installations; technicians found several issues and worked with SCPD and the installer to have them resolved.

The Systems Division also supports AMR's MDC network which provides CAD data to the field units and uses GPS to provide closest-unit routing information for use in dispatch. The software can also be used by the medics in the ambulances to check their location and obtain driving directions. This system has experienced increasing failures mainly related to its aging equipment. The in-vehicle laptops, although ruggedized, were so old that they were failing at an alarming rate. Systems personnel were able to keep them running through various creative means including procuring spares from other agencies.

The Systems Division evaluated several possible brands of MDCs as possible replacements and made recommendations to AMR which resulted in the purchase of 13 new Panasonic Toughbooks. The new laptops include Verizon network adapters that are two generations newer and will provide faster and more reliable network connections. In 2013, Systems personnel will work with AMR to finish getting all these new units deployed and work on an upgrade strategy for the back-end servers upon which these systems rely.



AMR's new Toughbook laptop

Systems Division Goals - 2013

- Select, purchase and implement an advanced authentication solution for the SCMRS Mobile Data Computers.
- Replace all CAD workstation computers and implement Windows 7 in Dispatch.
- Work with the Operations Division to ensure the Authority is fully compliant with CJIS Security Policy 5.1.
- Use the old radio console equipment to outfit the Santa Cruz County Alternate Site in Watsonville.
- Continue work to outfit the San Benito County Alternate Site in Hollister, in partnership with local agencies.
- Complete implementation of the mobile mapping solution for Santa Cruz fire agencies.
- Implement solution for fire station printing that was identified in 2012.
- Develop web-based tools for providing dispatch-related information to the public and/or Users (depending on outcome of cost analysis).

Business Division



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

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 CalPERS 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.



Sherry Paul, Anne Miller, and Beth Ann Wann

Business Services Unit

The Business Services Unit maintains employees' personnel and benefits records, including Open Enrollment, the processing of new and separating employees, step increases and other pay rate changes. The Unit manages the CalPERS data for members and the Authority's contracts.

The Unit maintains the schedules, notices and materials for meetings including Staff, Board of Directors, Users, and SCMRS.

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 2012, 835 records requests were processed, and 56 subpoenas were served on the Center. The Custodian of Records made seven court appearances in support of those records.



In February, several brands of coffee were taste-tested to find a new roast for the Center. From left: Wolff Bloss, Anita Miller, Scotty Douglass, and Amethyst Uchida

Safety and Wellness Committee

The 2012 Safety and Wellness Committee members are **Safety Coordinator Melody MacDonald, Dennis Kidd, Jo Irving, Nicola Nelson and Mike Krakowiak.**

During 2012, the Safety and Wellness Committee continued our annual efforts to focus on our employees' health through the Wellness Board. The Wellness Board is where encouragement and information is provided on how to live a healthy lifestyle. Healthy recipes, preventative health, and mental and physical conditioning articles assist our employees in maintaining their health at work and at home.

Our Healthy Snack program continues to be financially self-sustaining and is used regularly by employees throughout the building. The healthy snack table is designed to promote healthy eating and divert employees away from the vending machines.

An annual safety inspection was completed. The Safety Plan was reviewed and accepted by the Board of Directors on July 26, 2012.

In an ongoing effort to educate employees about workplace safety and well being, monthly newsletters are distributed and a quiz is required to be completed by all employees.



Healthy Snack Program offerings.

Peer Support Team

The SCR911 Peer Support Team provides objective, non-judgmental and confidential support and assistance to Authority employees and their families. Team members for 2012 are: **Amethyst Uchida, 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 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 as well as recognizing when a crisis debriefing may be needed. Team members meet monthly and receive ongoing coaching and training from members of the Central Coast Critical Incident Team.

During 2012, the Peer Support Team hosted three critical incident stress debriefings (CISDs) and facilitated employee attendance at six other debriefs hosted by our User Agencies. The team also made a presentation to all agency personnel about the purpose of the team and its emphasis on confidentiality. The five members of this team provided one-on-one support and/or referrals to outside assistance an average of 60 times each month. This is a big increase since the previous year. Reasons for the increase may include: increased job-stress at the agency (the majority of contacts were due to job-related stress that was not related to a critical incident); increased awareness of the program; and greater skills and capabilities of the team members.



Peer Support Team: Val Conner, Melody MacDonald, Terri Minogue, Amethyst Uchida, and Gina Loftin.



Appendix

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57	Fire/EMS Annual Quality Report

Santa Cruz 911 Employees Association

Year in Review

Our membership participation remains high with more than ninety percent of SCR911 employees as members.

This year we continued the Justin Keele Memorial Scholarship program, which is one of our strongest outreaches. The process for allocating the scholarship funds was changed in 2012. Instead of dividing the funds equally, we awarded the money based on how the recipients scored in the application process. We were able to give a total of \$2000 to our recipients.

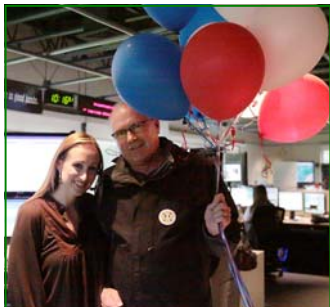
Our recipients were:

- ◇ Ashley Conner, daughter of SC911EA member Val Conner. Ashley will put her scholarship winnings to use at University of Reno. Her goal is to be a NICU nurse.
- ◇ Ed Delfin is a current Watsonville Police officer. Ed plans to use his scholarship winnings towards law school.

In March, we sponsored a Little League baseball team.

In April we celebrated National Dispatcher Week and Systems/Administrative/Management week. We spent most of these weeks giving back to our allied dispatch centers, serving our SAM during their annual SAM luncheon and giving throughout the weeks to our dispatcher members.

During NDW, we revived the cook-off competition and changed it a little by making it "Cops vs. Firefighters". We had a great competition with



Adrienne Heebner and Tarmo

entries from Watsonville PD and Fire, Zyante Fire, and Troy Zube from SCSO. WFD ended up taking the top prize. Thank you to our allied agencies for giving back to us!

In December we adopted two families; one from the Walnut Avenue Women's Center and one from the Salvation Army. Both families have suffered hardships this year. To continue with the holiday festivities, we continued tradition with our Gingerbread House Competition. The theme was 2012 movies, and Red Nights Team won the competition with their entry, *Madagascar*.



"Madagascar" —winner of the annual gingerbread decorating contest.



Judges of the houses: CD Don Bradley, Anne and Owen Miller, Mike McDougall, and JD Sotelo.

Changes are coming for 2013. Our current Board has fulfilled their duties and passed the torch to a new team. With a new team comes new energy and ideas that we believe will continue with the positive growth with the Association.

Association Board Members 2011-2012

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

2012 Retirees



Anne Miller retired from service with the Santa Cruz Regional 9-1-1 after twenty-two years of dedicated service to the County of Santa Cruz, the Authority and its User Agencies.

Anne began her career with the County of Santa Cruz in 1990 working as an Addressing Program Coordinator in the General Services Department, was transitioned to the Emergency Services Department in 1997 and then hired as an Administrative Assistant with the Authority in May of 1999.

She has contributed much throughout her career, and her consistency, calm temperament, and caring nature complement the Authority's goals. In her capacity as Senior Administrative Assistant, Anne has been the mainstay of the front office, always making visitors, vendors and fellow employees feel welcome and ensuring that their needs were met. Anne has provided unfailing support in the processing of timecards and payroll as well as the development of a computerized Blue Claim form which increased the speed and efficiency at which claims are processed. She became an expert in the fiscal elements of the Business Division providing extraordinary assistance to the General Manager during Budget development.

Anne is looking forward to spending more time on the golf course and travelling.



2012 saw the retirement of **Margaret Parker**, after 21 years of public safety dispatching. Margaret began her career as a dispatcher with Santa Cruz Police in 1991. During her years as a dispatcher, Margaret worked for Santa Cruz Police and San Jose Police and Santa Cruz Regional 911. During the initial consolidation, Margaret accepted a temporary assignment as a Senior Dispatcher. Her early assistance contributed greatly to the Authority's early success.

Margaret wore many hats while working for SCR911, including CTO, Lead, and Supervisor, but her heart always belonged to dispatch. She served on many task teams, including Law Operations, Fire/EMS Operations, and Safety. She is credited with revitalizing a formerly dwindling Safety and Wellness Program into the top notch program it is today. Margaret's career was full of commendations praising her professionalism, empathy and skill as a dispatcher.

Margaret's retirement will allow her to spend more time with her family and help care for her beautiful grandchildren.



Coworkers helped Margaret celebrate her retirement.

SCR911 Bids Farwell to Scotty Douglass

Scotty Douglass resigned his position as General Manager on March 30, 2012. After four years in the top position, Scotty accepted a job with Silicon Valley Bank.

Scotty was involved in Public Safety Dispatching since 1991, beginning his career with the Santa Cruz Police Department. He transitioned to the newly formed Joint Powers Authority dispatch center in 1996. Scotty began as a Public Safety Dispatcher II, where he was selected as Dispatcher of the Year in Fiscal Year 1998/1999, and was promoted to Lead in 2000. Scotty transitioned to the Systems Division, becoming the supervisor in 2001, became assistant general manager in December 2007. He took the helm as General Manager in March 2009.

As the General Manager at Santa Cruz Regional 9-1-1, Scotty was responsible for planning and implementing the consolidation of dispatch services for San Benito County. This transition was accomplished in October 2011, marking a milestone in California 9-1-1 history by creating the first cross-county consolidated dispatch service.



Scotty in the driver's seat on USS Enterprise, 2011



Clockwise from above:

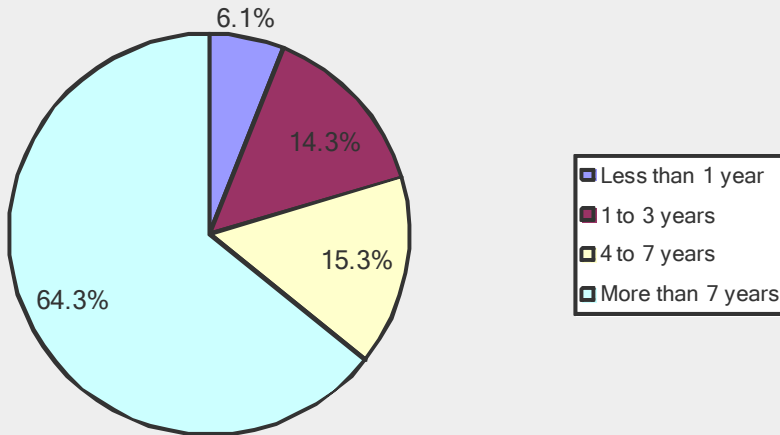
Margaret Parker,
Chief Kevin McClish,
Sheriff Phil Wowak,

Dominic Guerrasio and Amethyst Uchida,
Mike McDougall, Rudy Escalante and Jamie Goldstein,
Beth Ann Wann and Terri Minogue

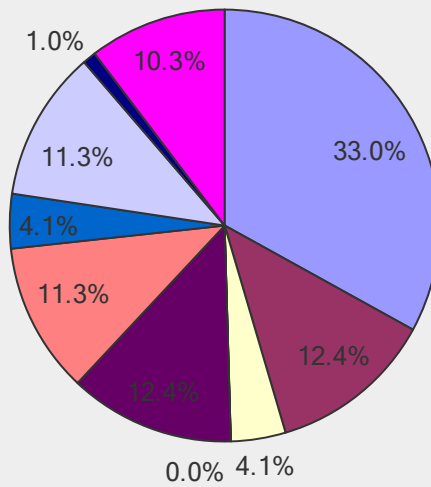


2012 Users Survey—98 Respondents

How long have you been a NetCom customer?

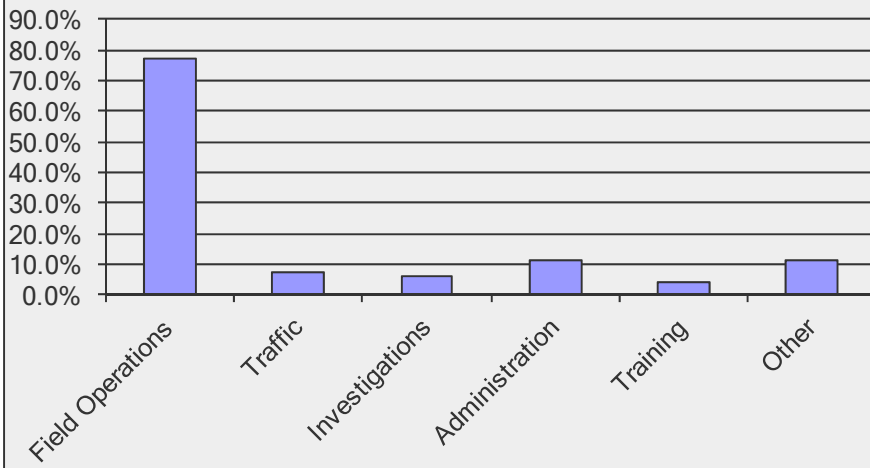


What is your current rank?

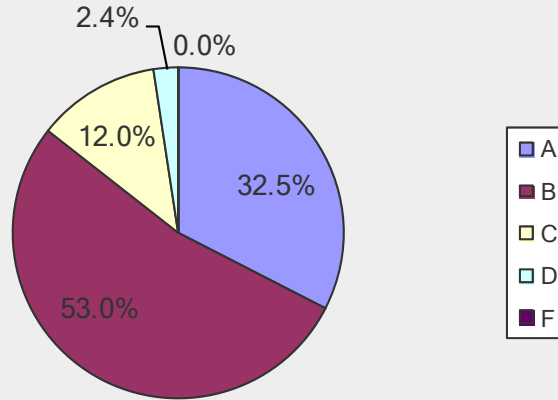


- Law Enforcement Officer
- Firefighter
- AMR Paramedic
- Field Training Officer
- Law Enforcement SGT
- Fire Captain
- Law Lieutenant or higher
- Fire Battalion Chief or higher
- AMR Supervisor/Administrator
- Other

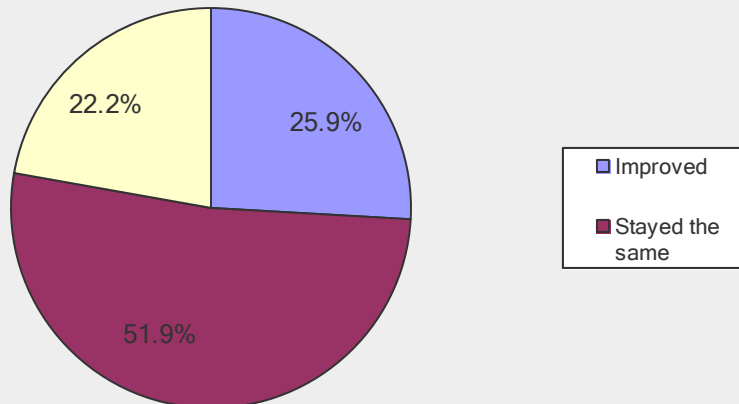
What is your current assignment?



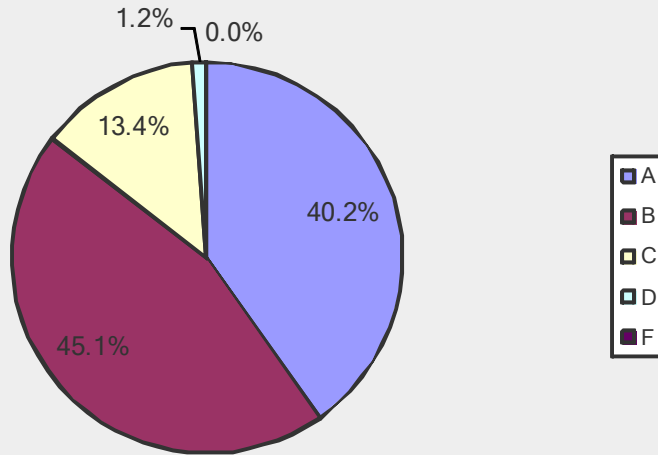
How would you grade the overall performance of NetCom dispatchers?



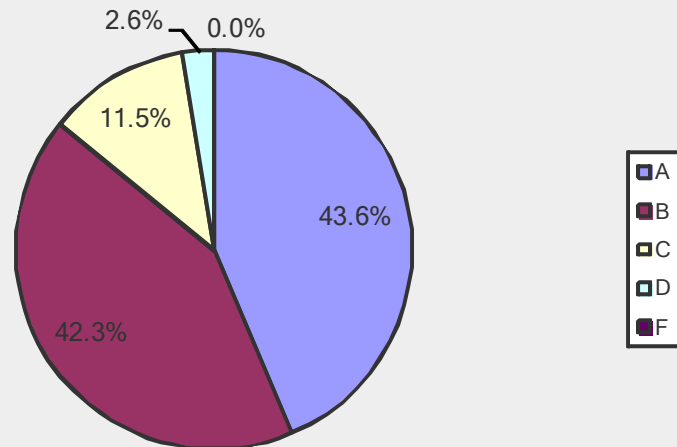
During the last year, do you feel that NetCom's performance improved, declined, or stayed the same?



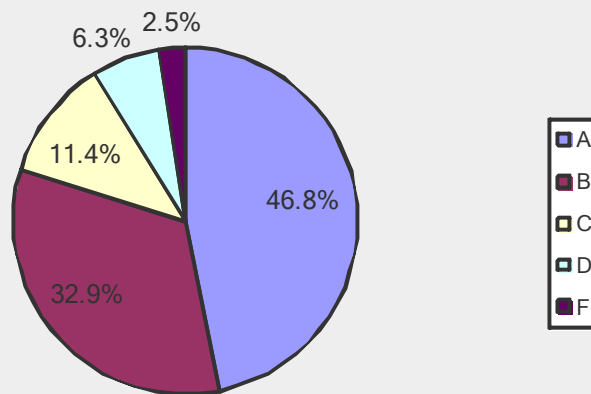
How would you grade the performance of NetCom dispatchers on routine/non-emergency calls?



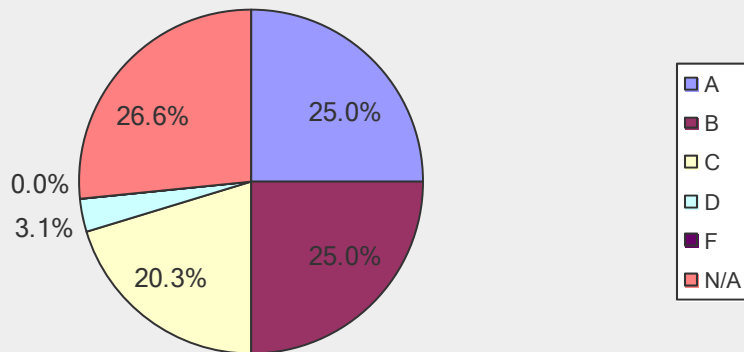
How would you grade the performance of NetCom dispatchers on emergency/hot calls?



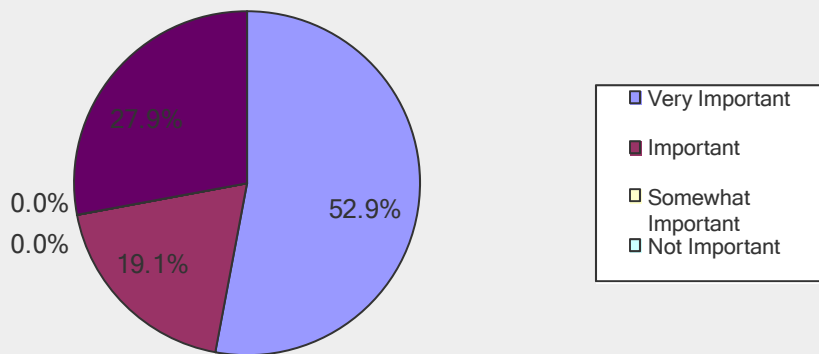
How would you grade NetCom's responsiveness to operational issues/complaints?



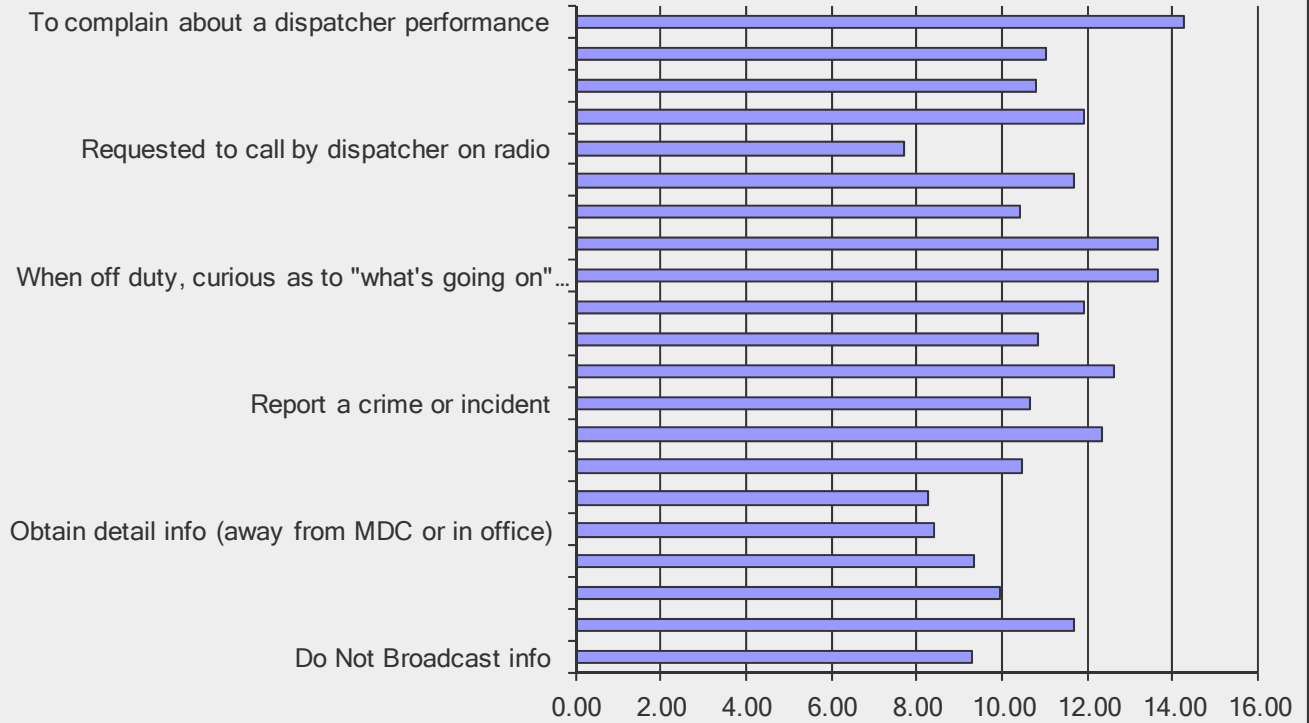
(For Law Enforcement) How would you grade NetCom dispatchers on providing returns (CLETS, probation, Jailtrack, Alliance, Open Access, etc.) in a timely manner?



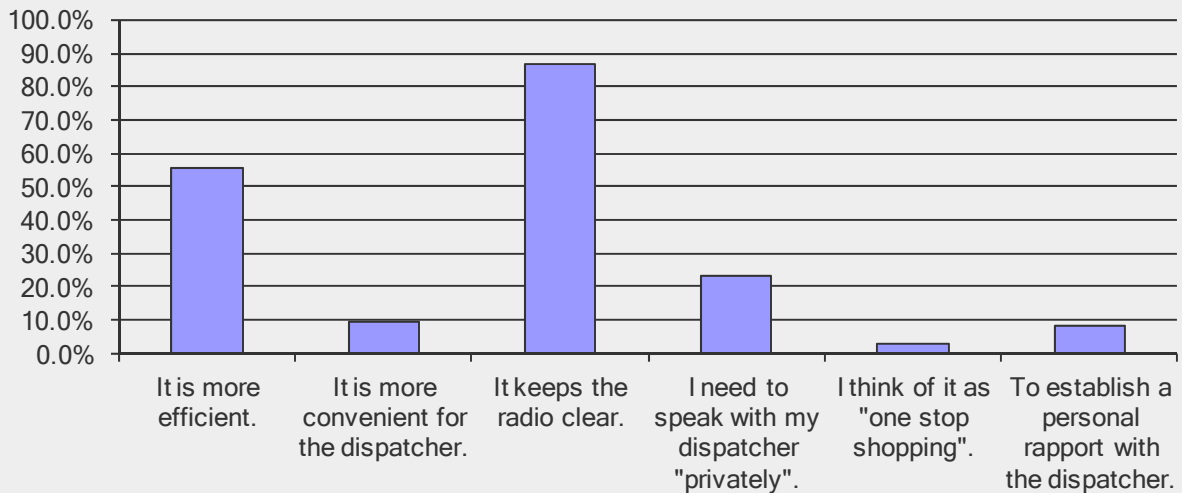
How important is it that records requests (CLETS, probation, Jailtrack, Alliance, Open Access, etc.) are returned in a timely manner?



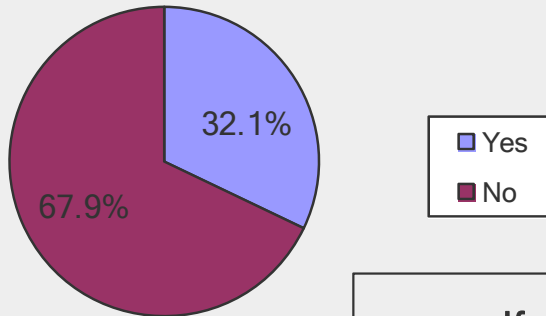
Thinking about when you contact NetCom via the telephone instead of the radio, please rank your top five reasons you do so.



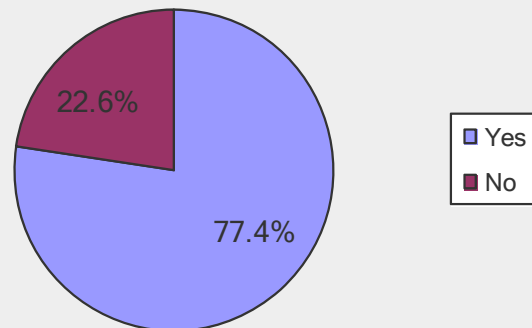
Thinking about when you contact NetCom via the telephone instead of the radio, please select up to two reasons below which best describe why you usually make this choice.



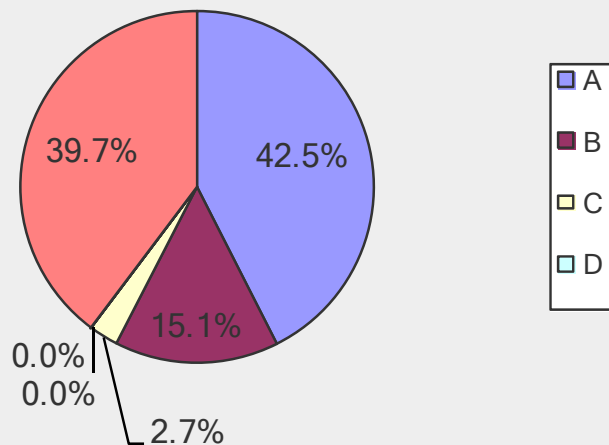
Have you been in contact with a NetCom manager in the past six months?

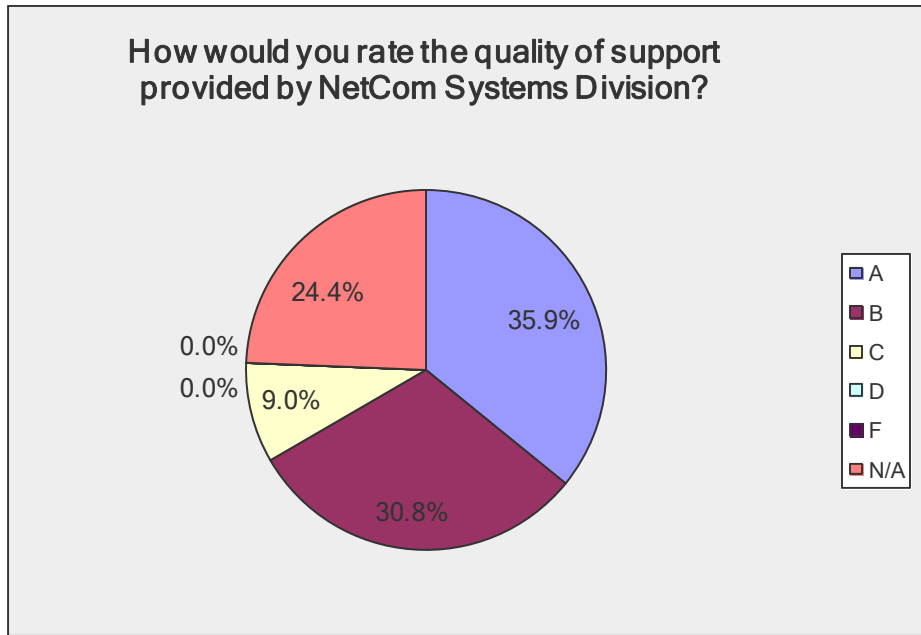
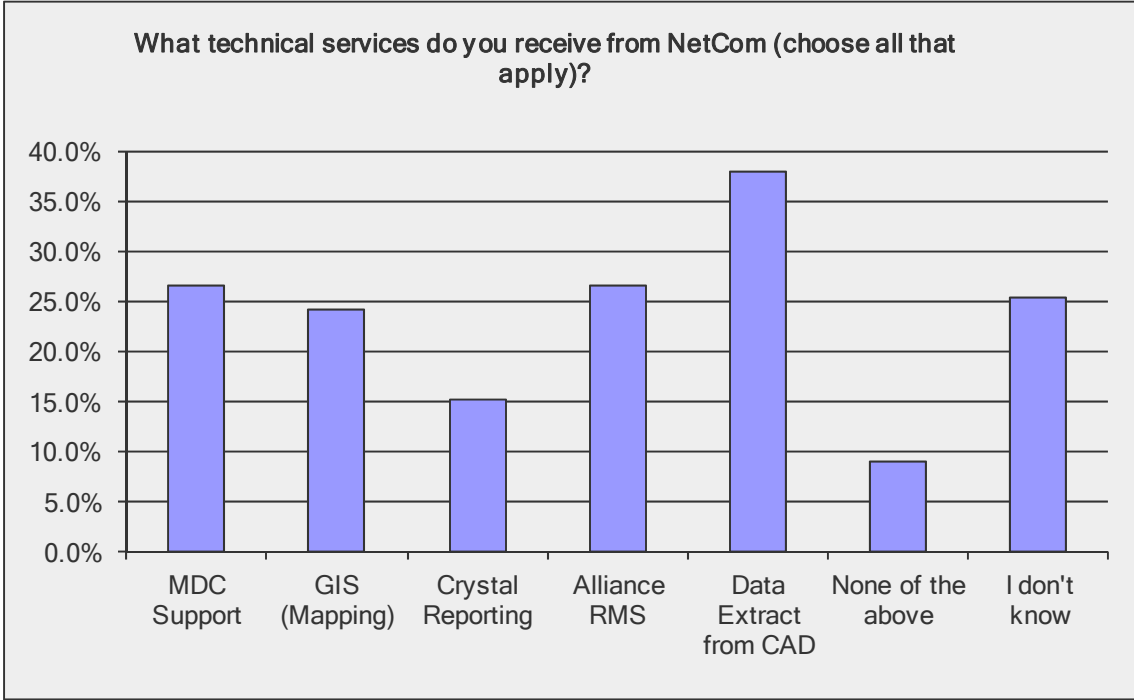


If yes, were you able to easily contact the manager?

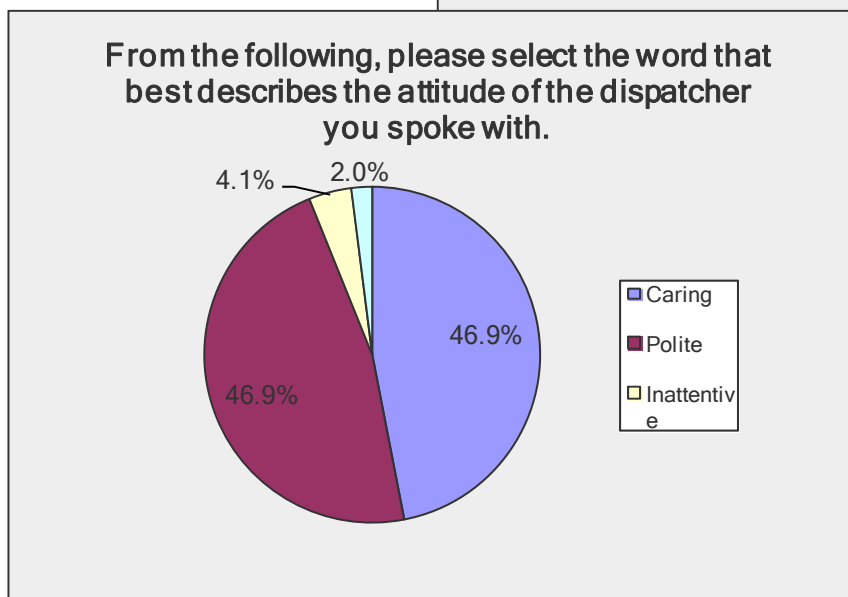
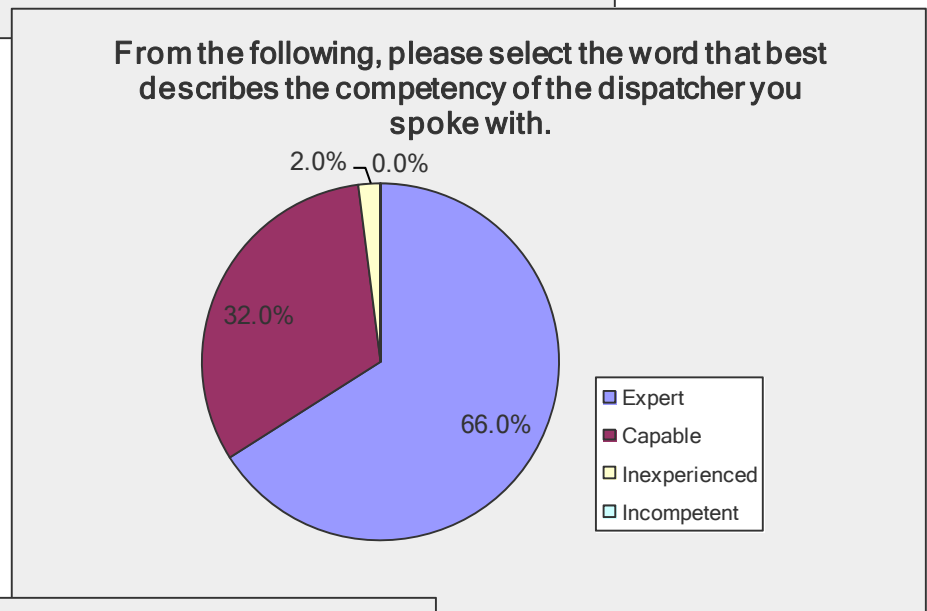
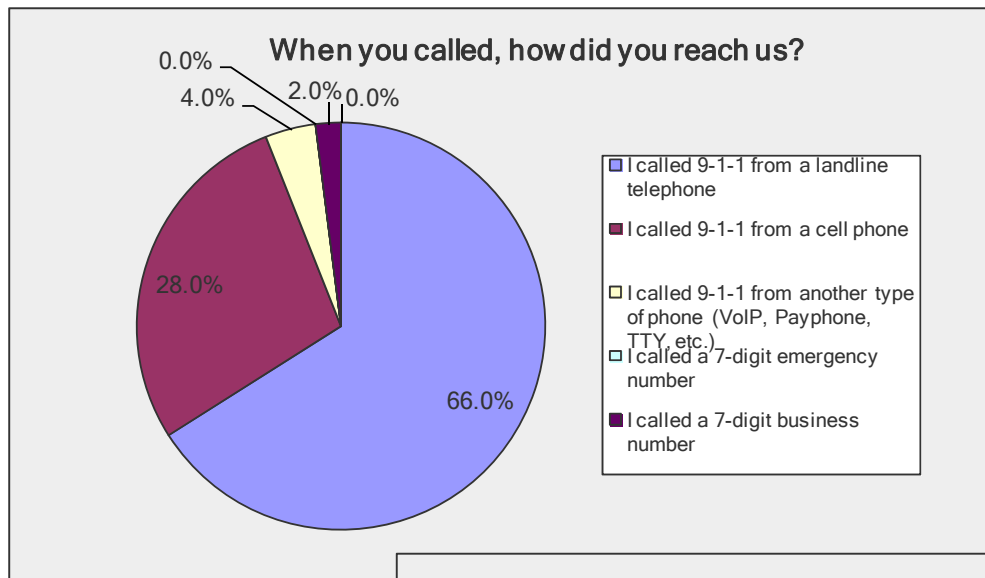


How would you grade your average interaction with NetCom managers?

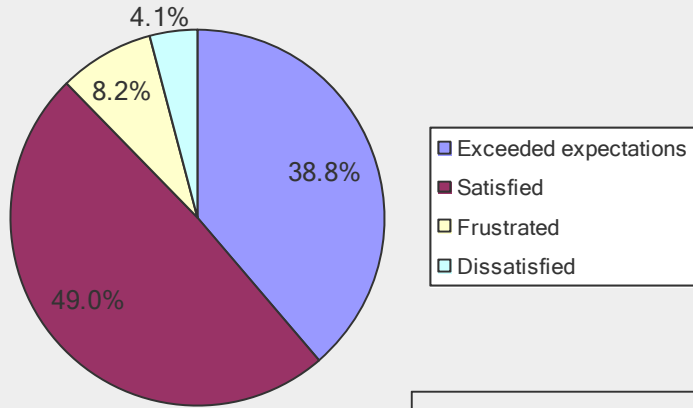




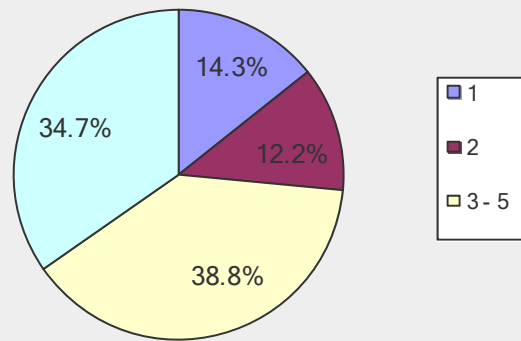
2012 Community Survey—50 Respondents



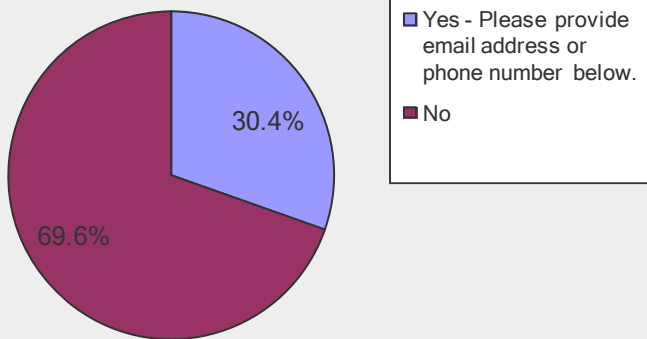
How satisfied were you with the customer service provided by the 9-1-1 center? (In your dealings with the dispatcher)



In your lifetime, about how many times have you called 9-1-1?



Would you be interested in a tour of our center or in sitting along with a 9-1-1 dispatcher?



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Standards of Excellence

2012

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

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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 2012, our performance on first priority law enforcement events was 84 percent complaint to the two-minute standard, and our average building time was 83 seconds.

- **Call Taking**

The call taking process is a balancing act between speed and content. For 2012, the Center was 84 percent compliant to the 90-second standard with an average time of 62 seconds.

- **Dispatching**

During 2012, the Center dispatched 76 percent of the first priority incidents in 30 seconds or less with an average dispatch time of 24 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 92 percent of the time. Our compliance continues to remain very high in this area.***

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.

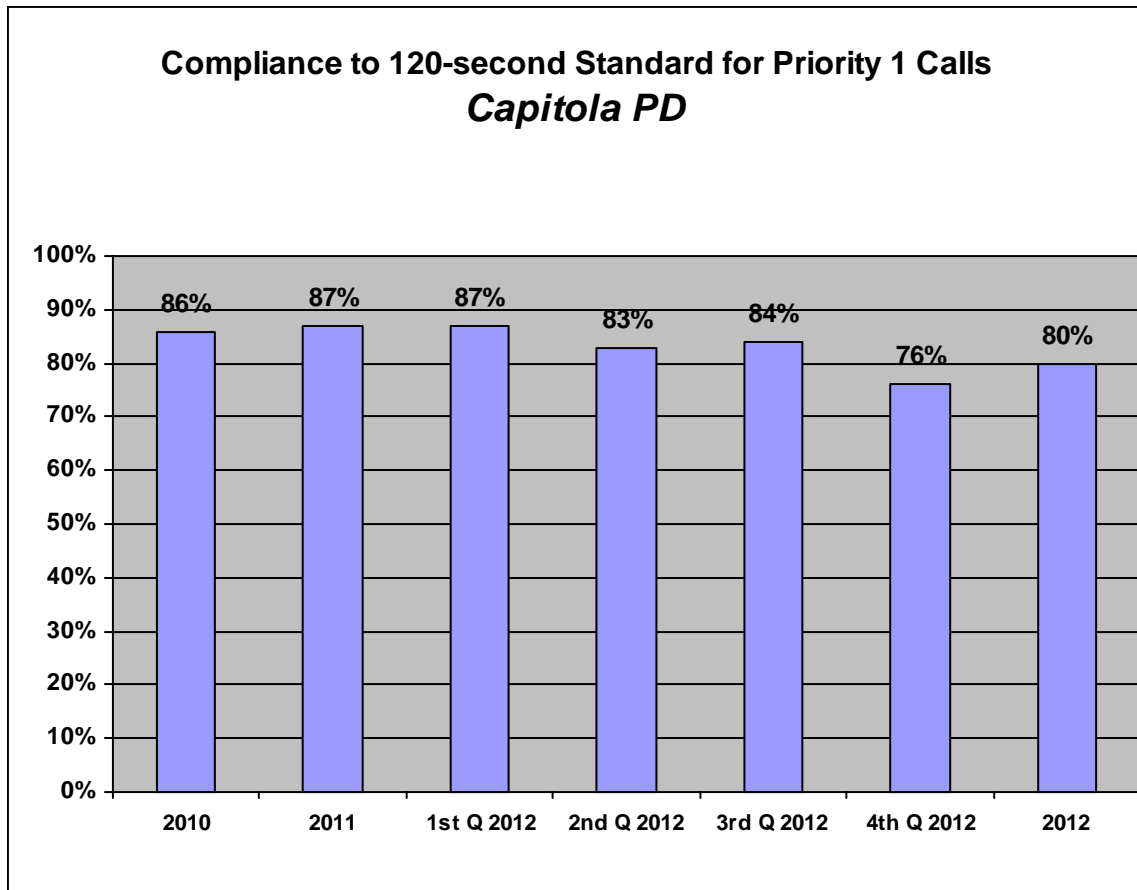
- *Building Time—Elapsed time from E9-1-1 call pick up to the assignment of a unit via radio dispatch in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.*

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

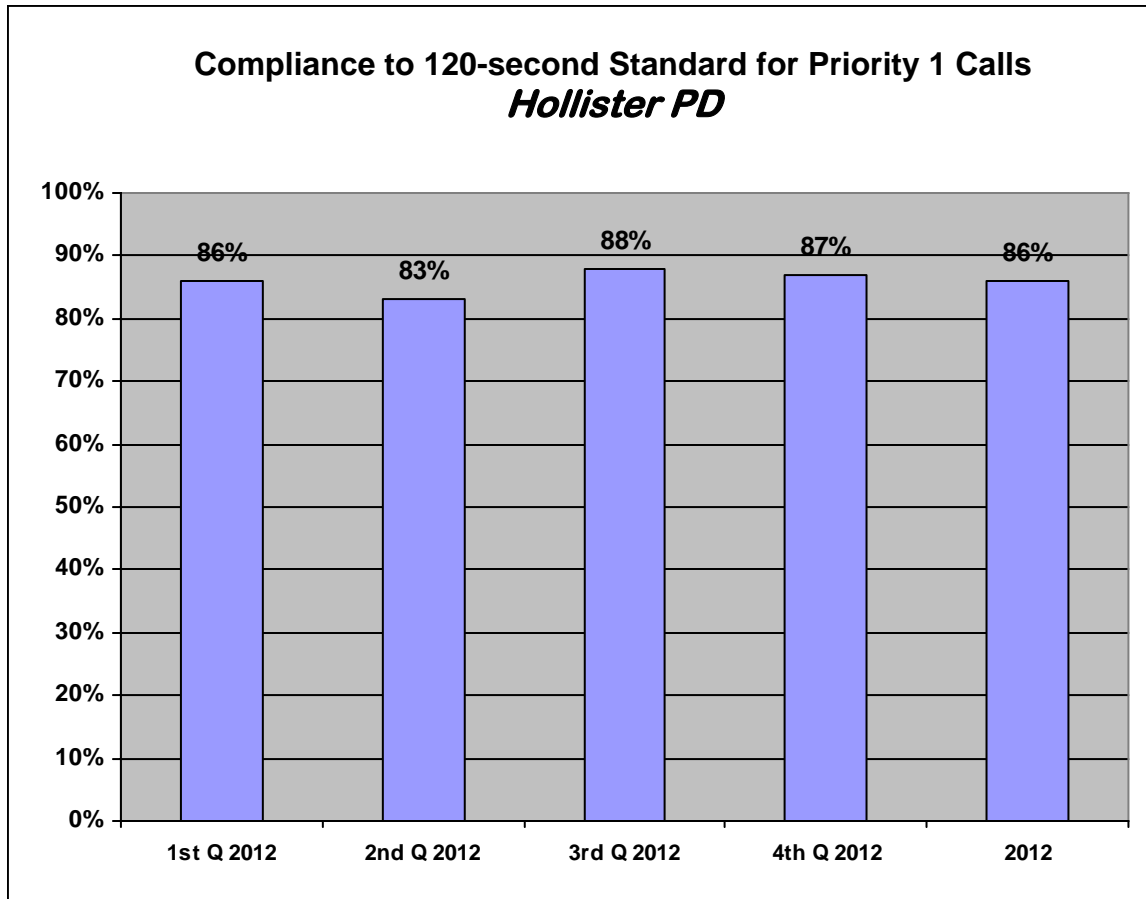
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90percent of all first priority law enforcement incidents.



Our average building time for Capitola PD for 2012 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 Hollister Police Department

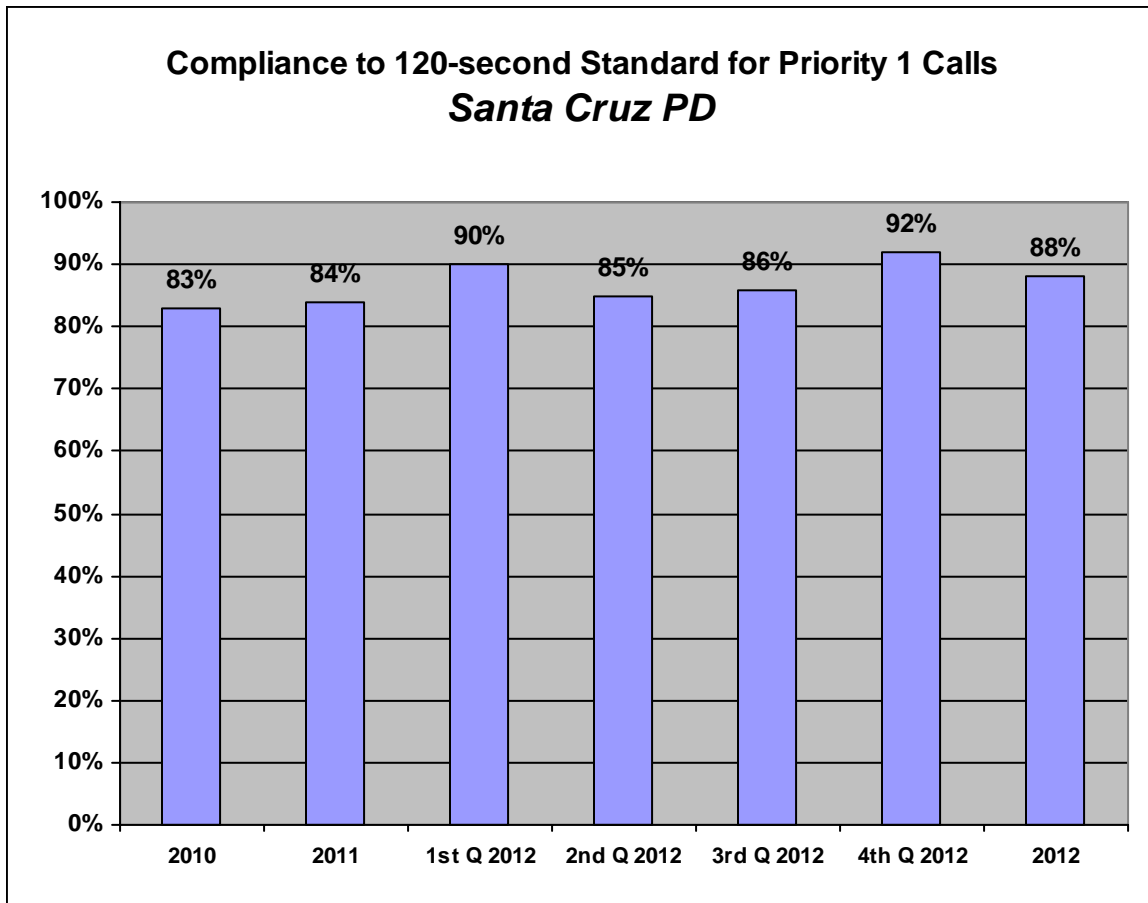
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the Hollister Police Department for 2012 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 Police Department

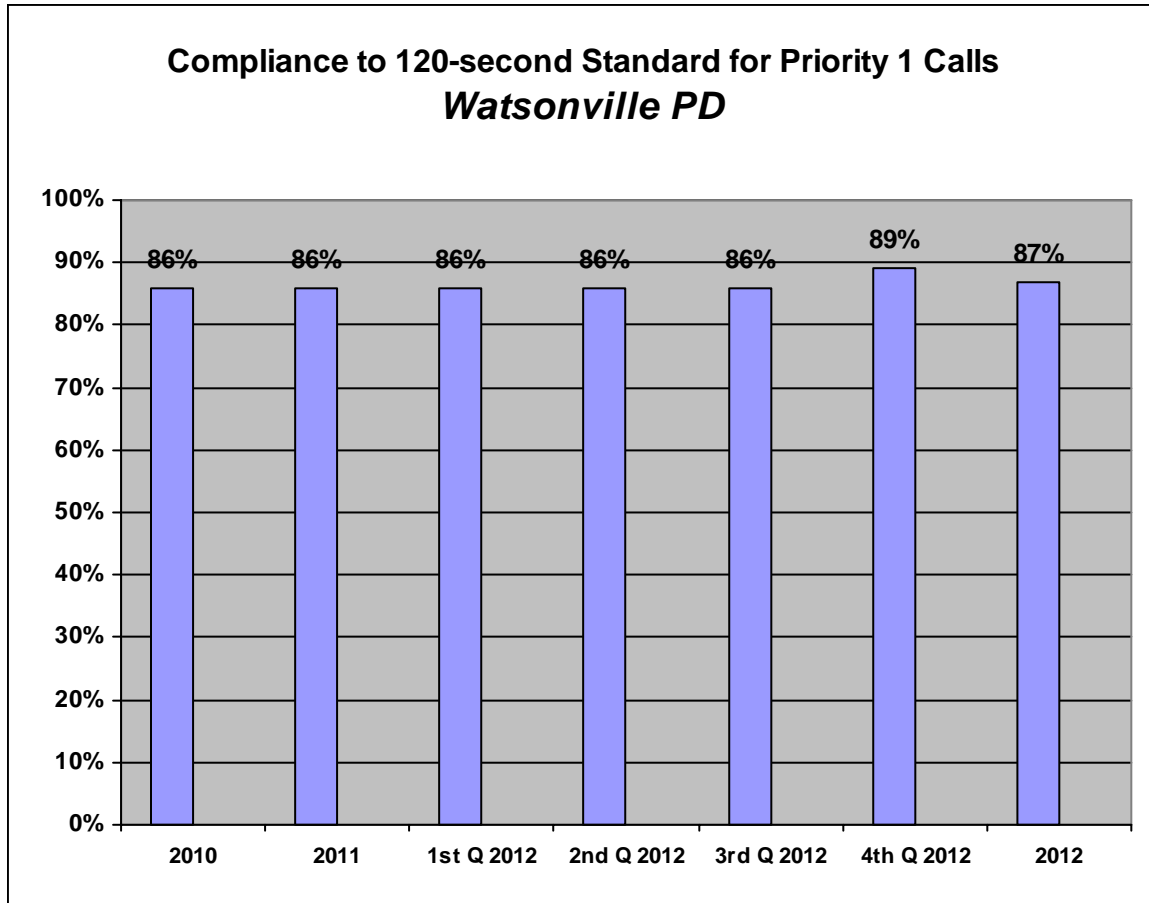
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Santa Cruz PD for 2012 was 82 seconds, and 88 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

Performance Data for Watsonville Police Department

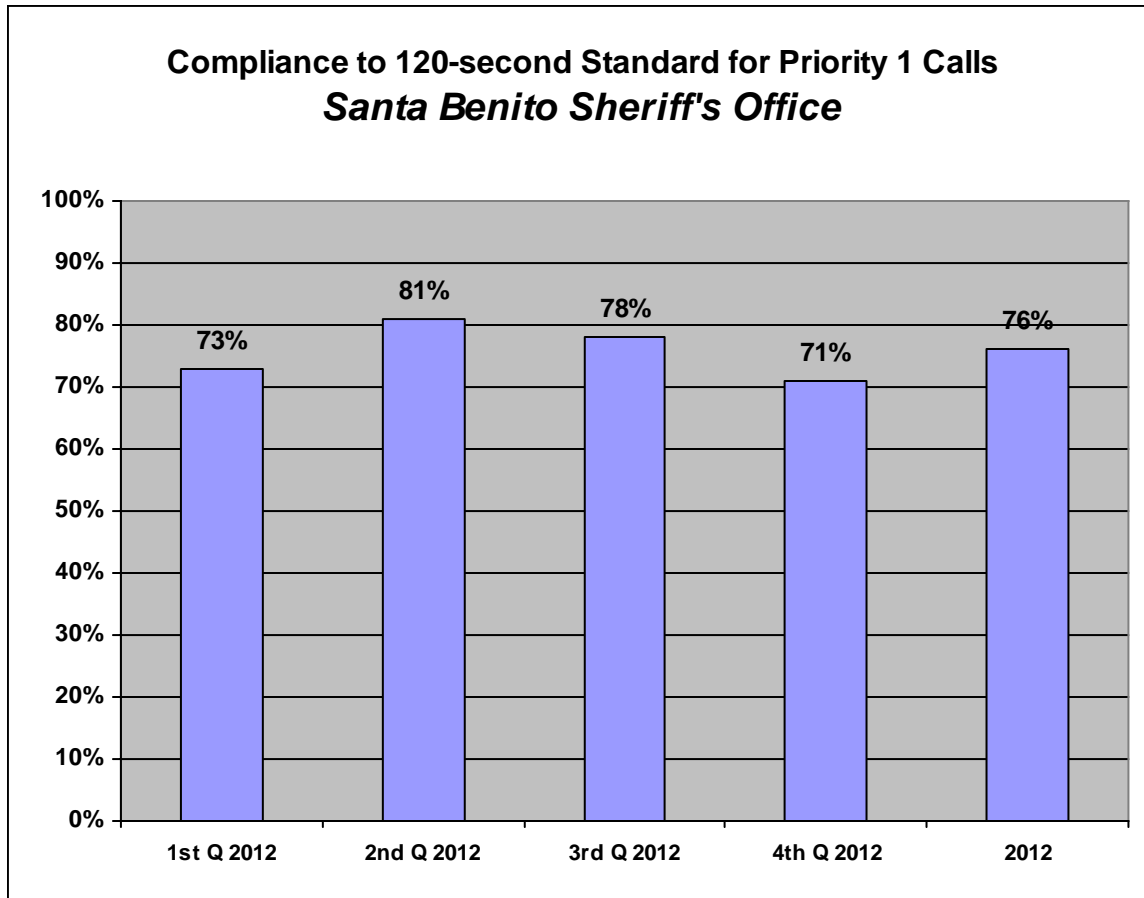
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Watsonville PD for 2012 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 San Benito Sheriff's Office

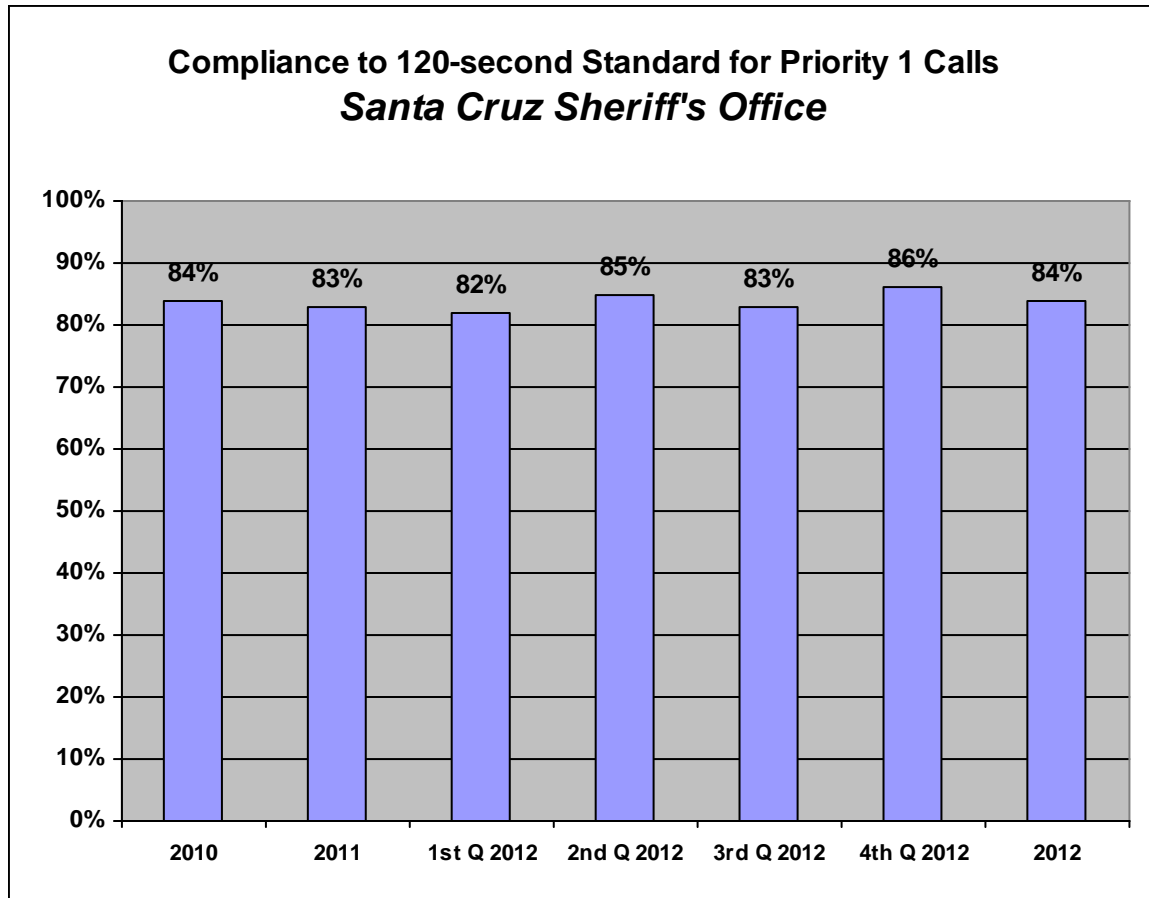
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the Santa Benito Sheriff's Office for 2012 was 95 seconds, and 76 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

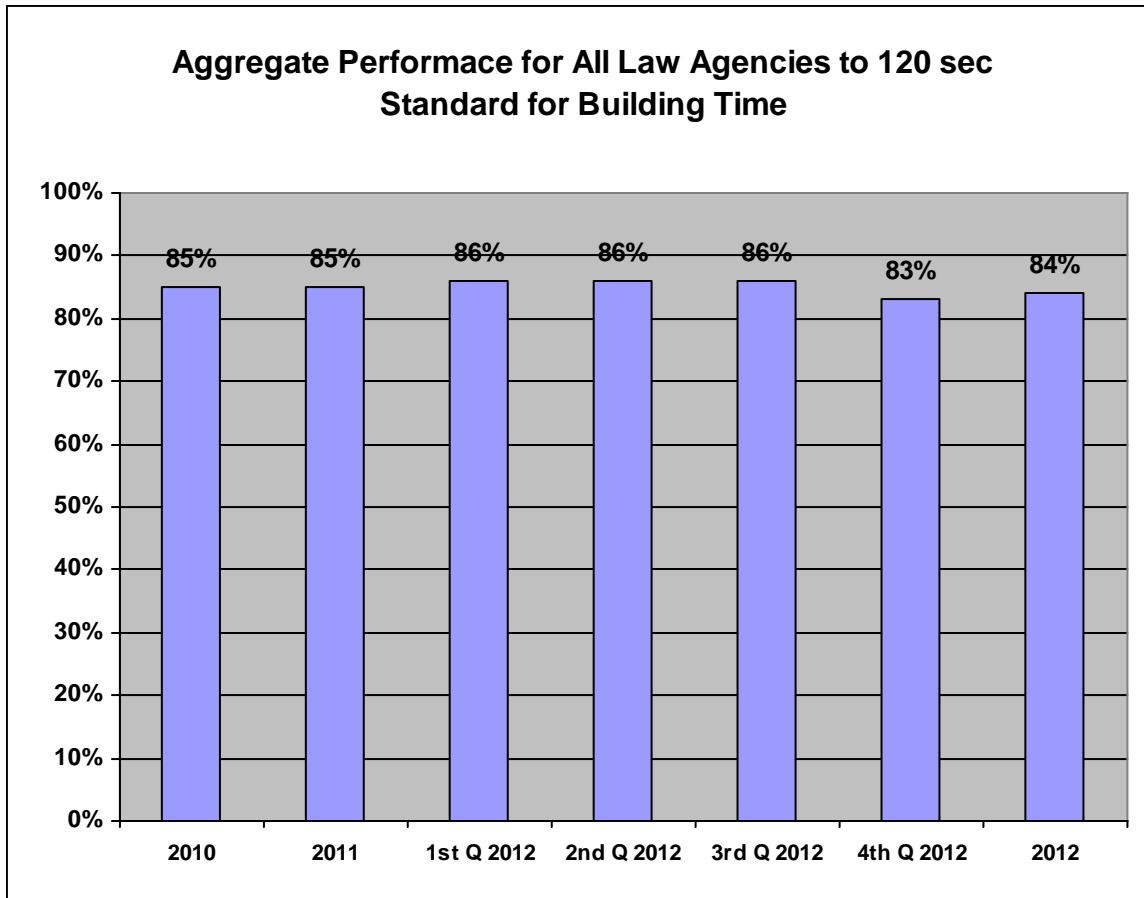
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the Santa Cruz Sheriff's Office for 2012 was 86 seconds, and 84 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

Aggregate Performance Data for Law Enforcement

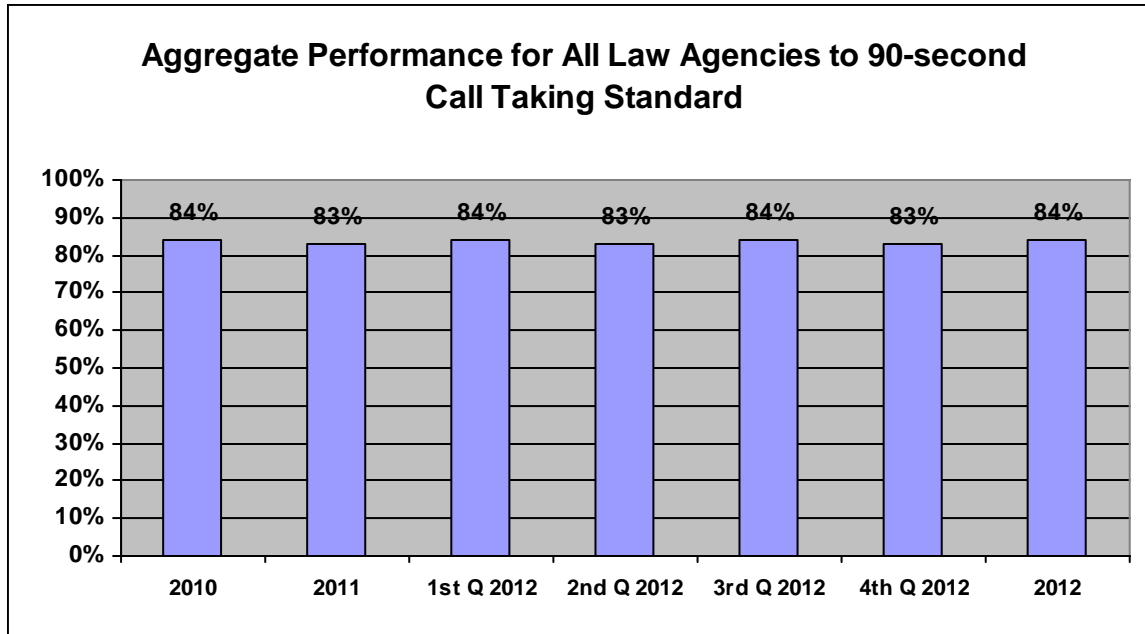
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



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.

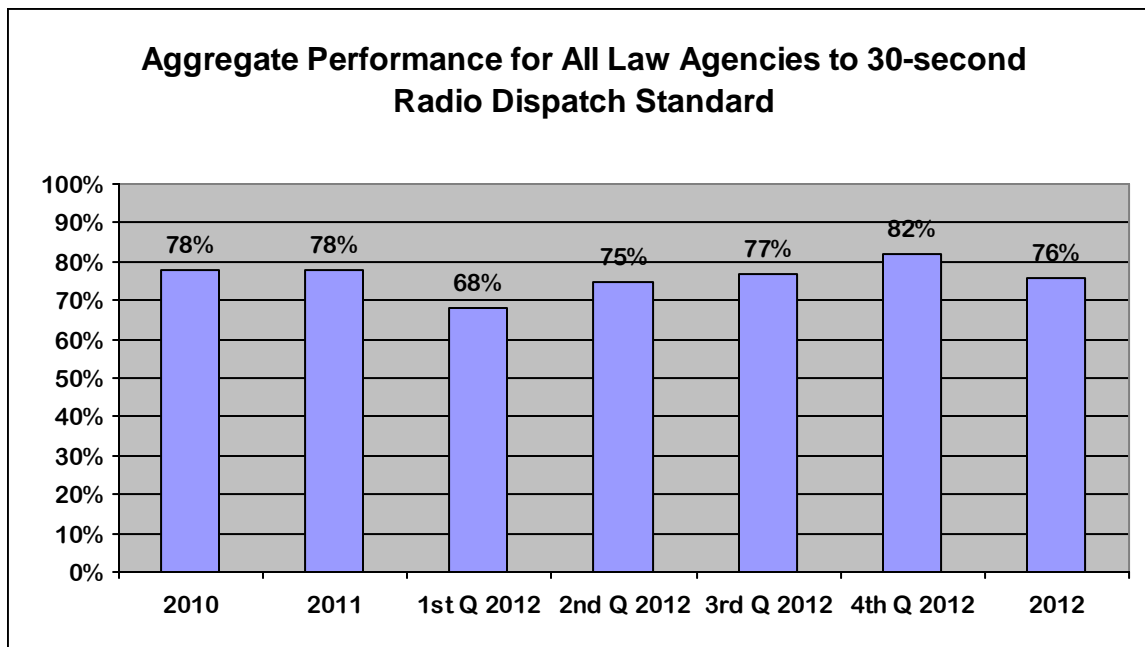
Aggregate Performance Data for Law Enforcement

- **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.



Average call taking time for 2012 was 62 seconds.

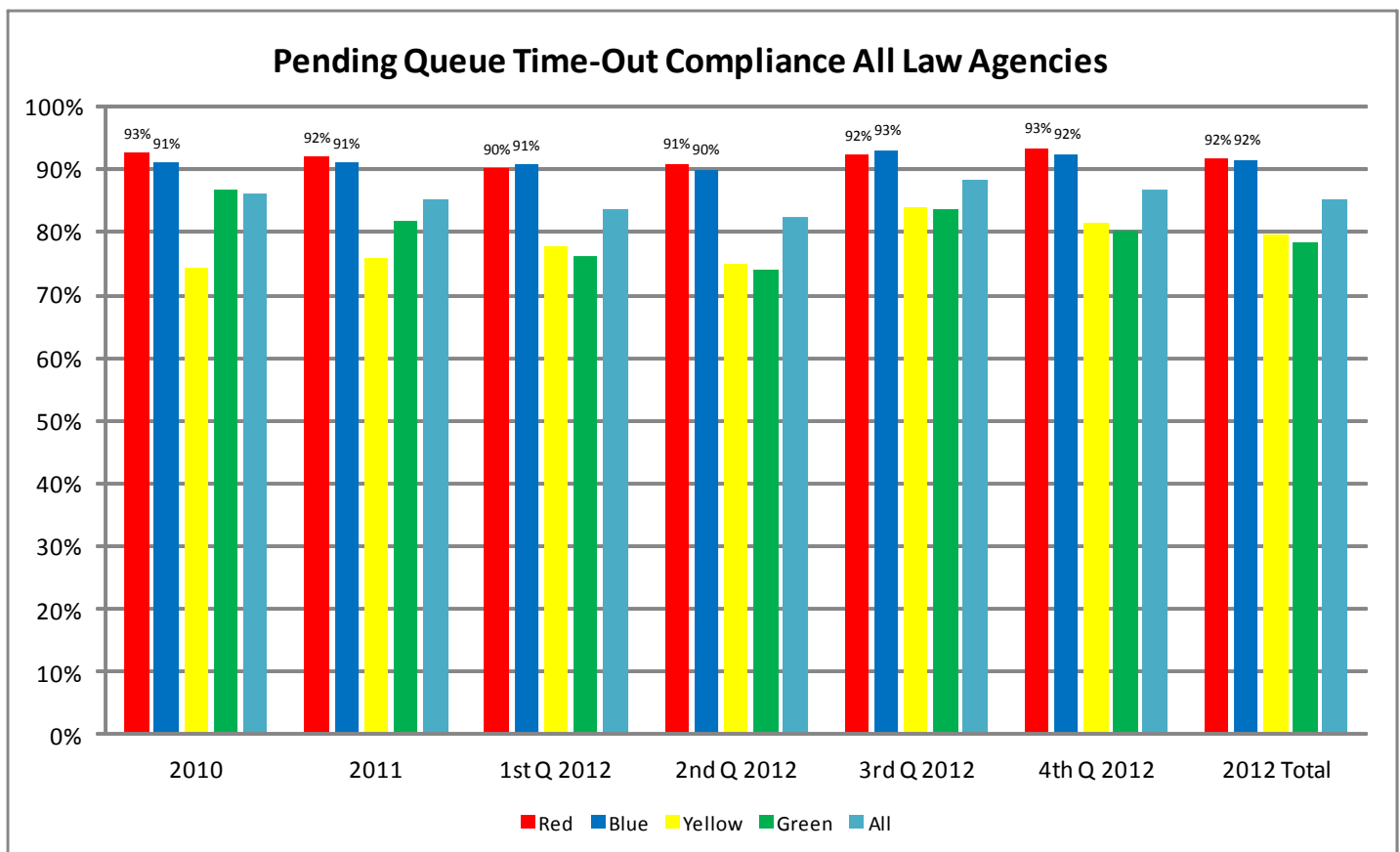
- **PENDING QUEUE** Elapsed time from CAD incident initiation to radio dispatch in a maximum of 30 seconds for 90 percent of all first priority law incidents.



Average pending queue time for 2012 was 24 seconds.

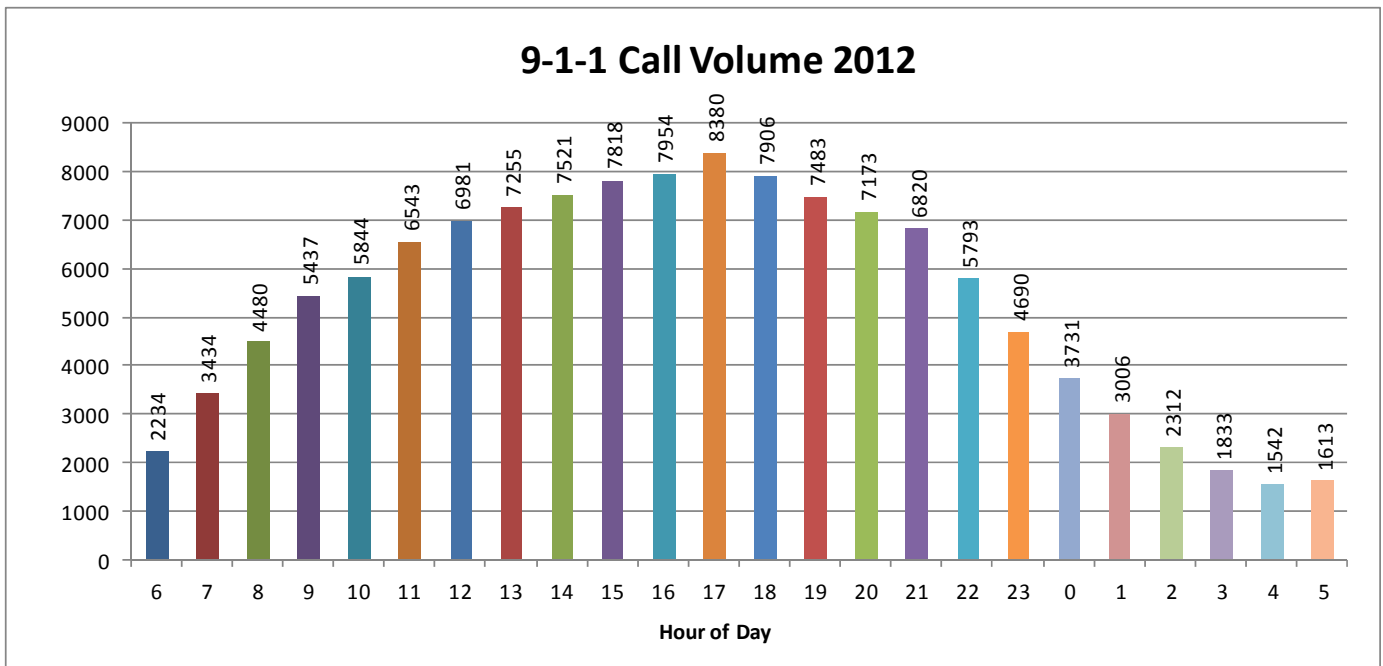
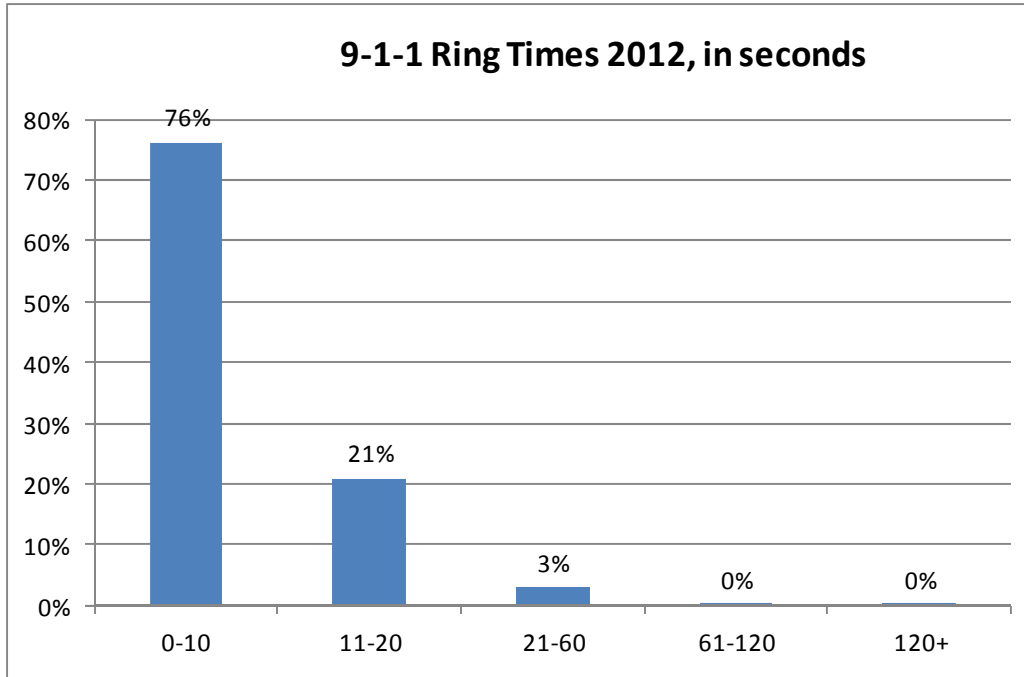
Pending Queue Management

- *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). **2012 had an overall compliance level of 92 percent to the highest priority law calls (Red and Blue).***



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



Performance Goals

For 2013, SCR911 will again focus on an overall improvement of our QA measurements.

During 2012 there was a slight improvement in compliance to our agencies' stated goals and a slight increase overall in the speed of call-taking and dispatching. We will continue our efforts to be "better and faster".

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Standards of Excellence

2012

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

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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 2012 we averaged 77 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 2011. We were 71 percent compliant to the 90-second standard.***
- ***Our average building time for Confirmed Structure Fires was 59 seconds. We were 84 percent compliant to the 90-second standard.***

EMS Performance*

- ***During 2012 our building time for Echo medicals averaged 58 seconds. We were 89 percent compliant to the 90-second standard.***
- ***Our compliance to the EMD protocols for 2012 was 98 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 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.

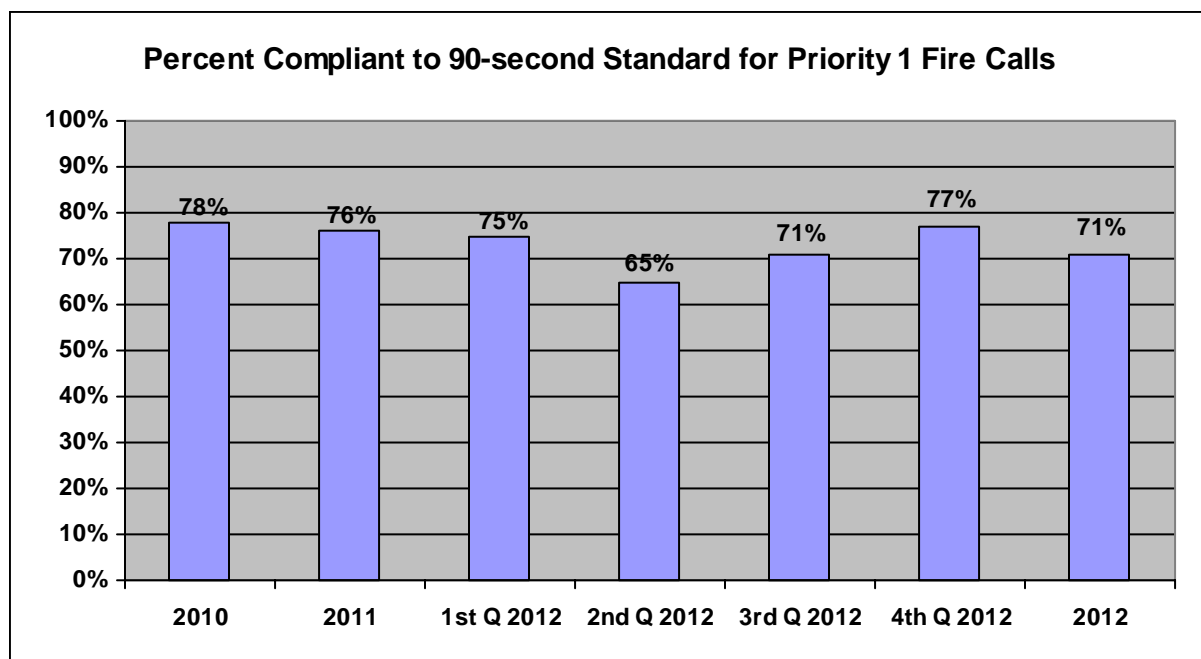
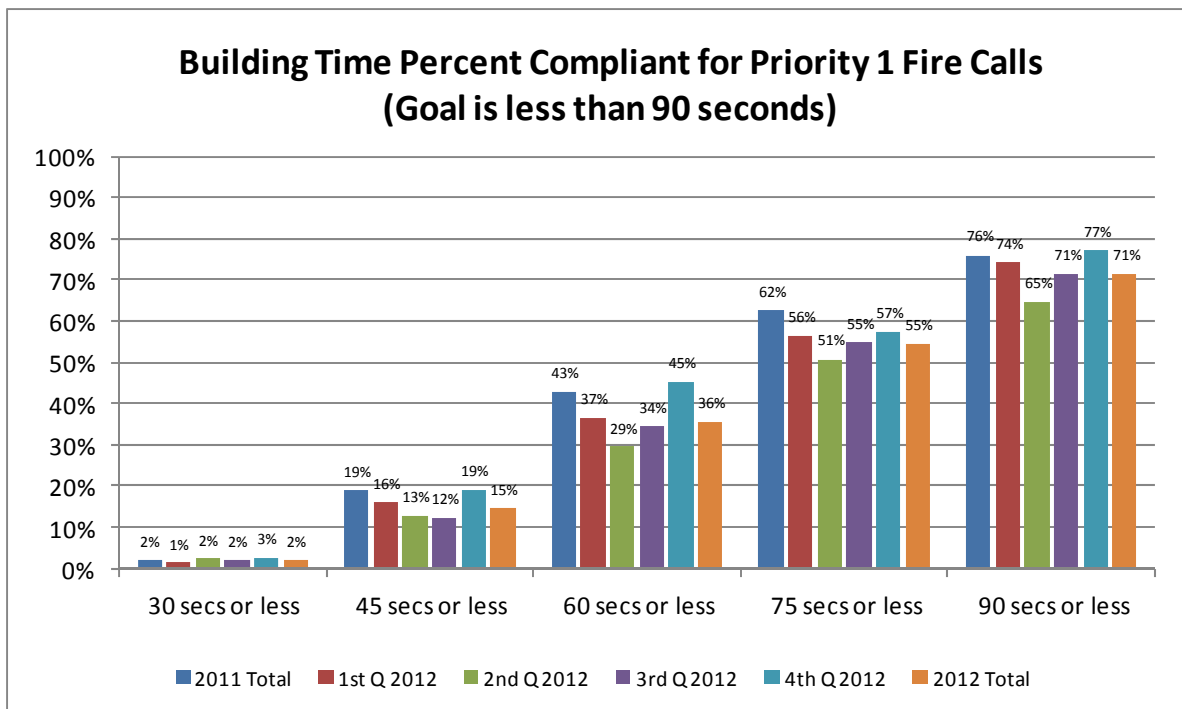
- *Building Time—Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all first priority fire incidents.*

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

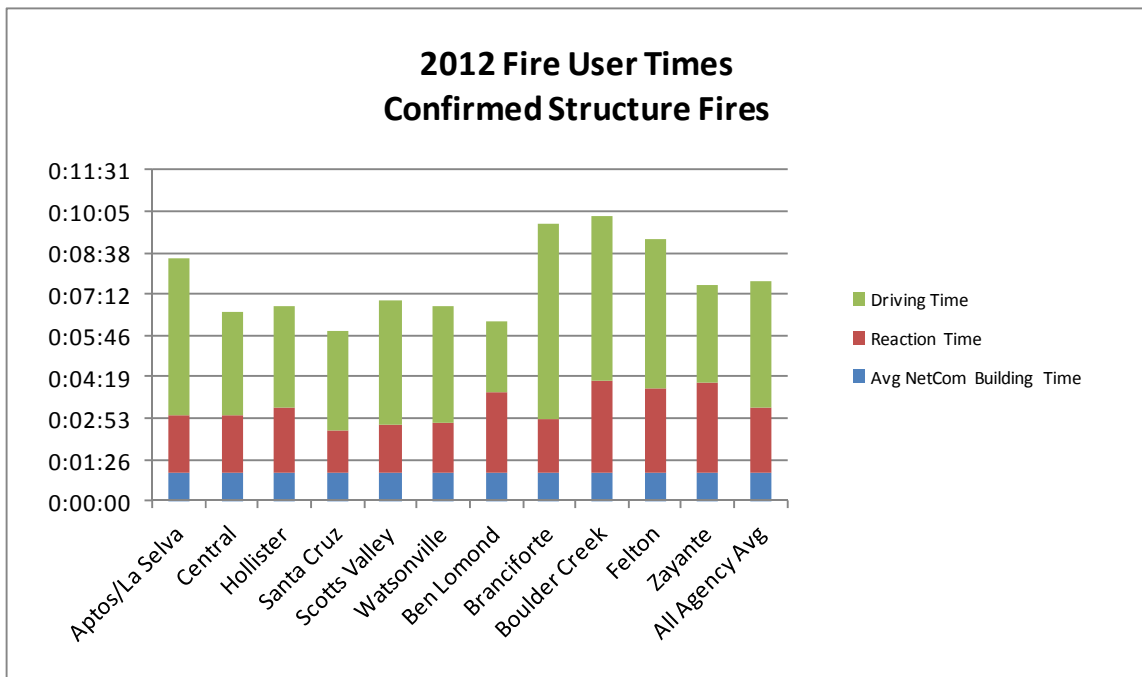
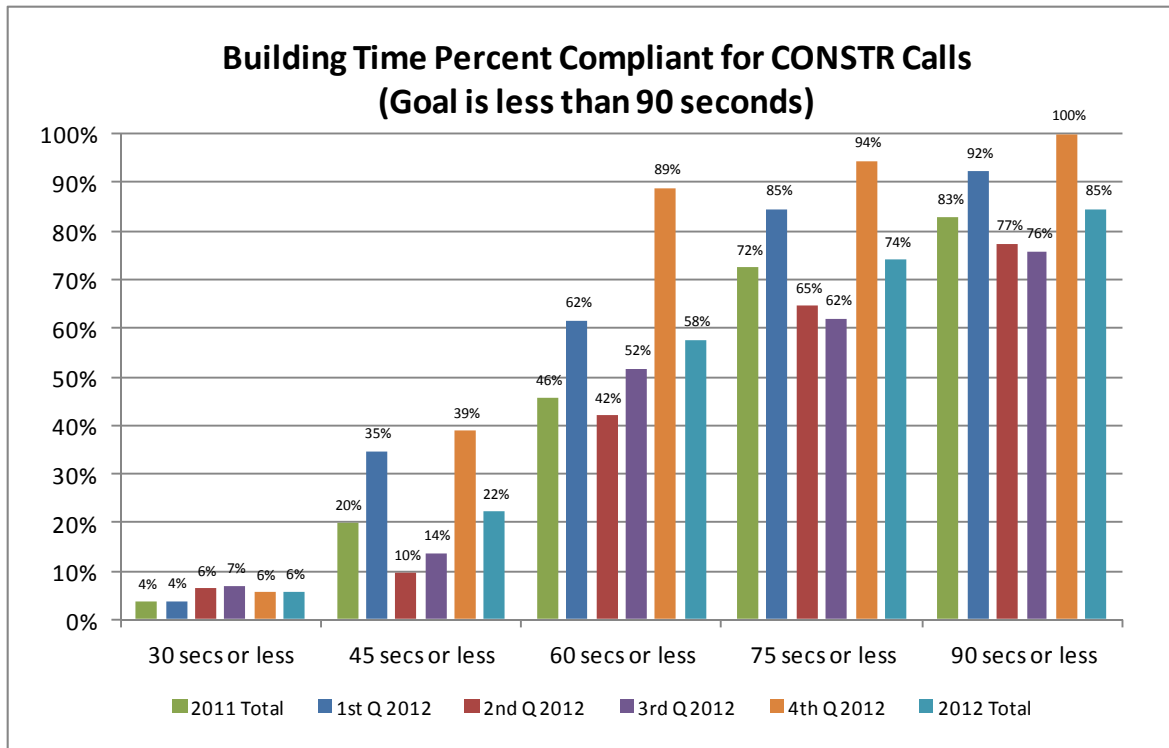
- *Measuring our pre-alert effectiveness.*

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.



Overall Performance on Confirmed Structure Fires 2012



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.

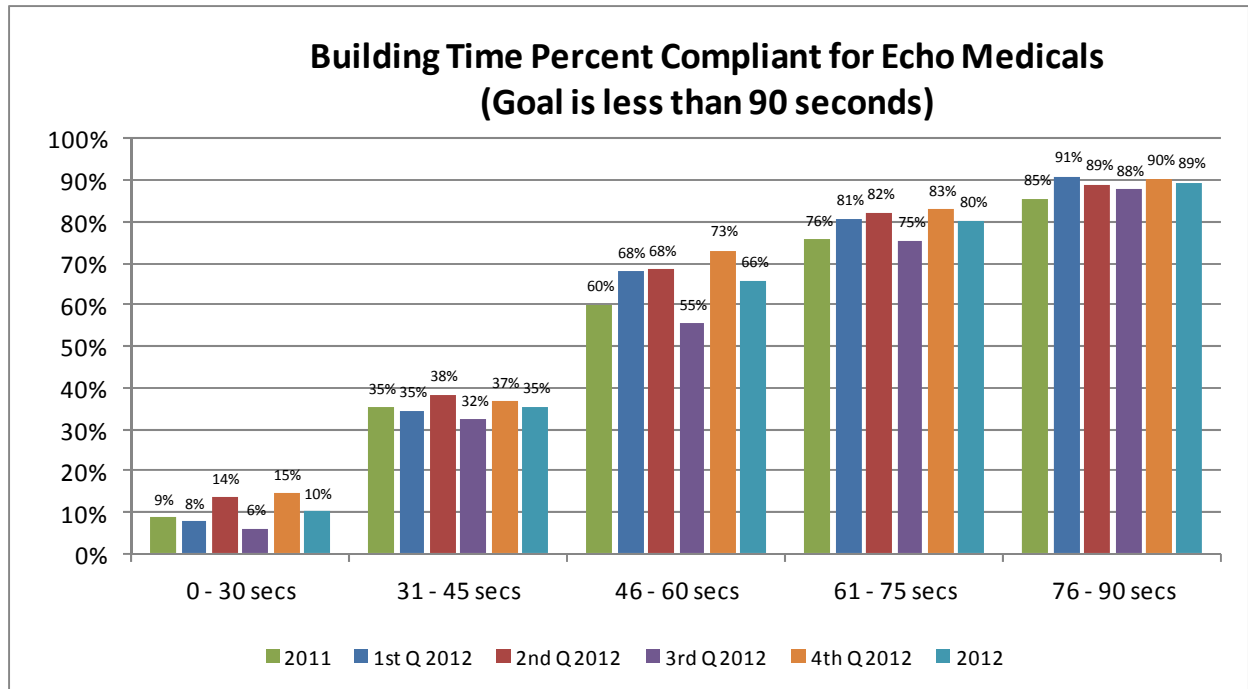
Performance Standards for Emergency Medical Service

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

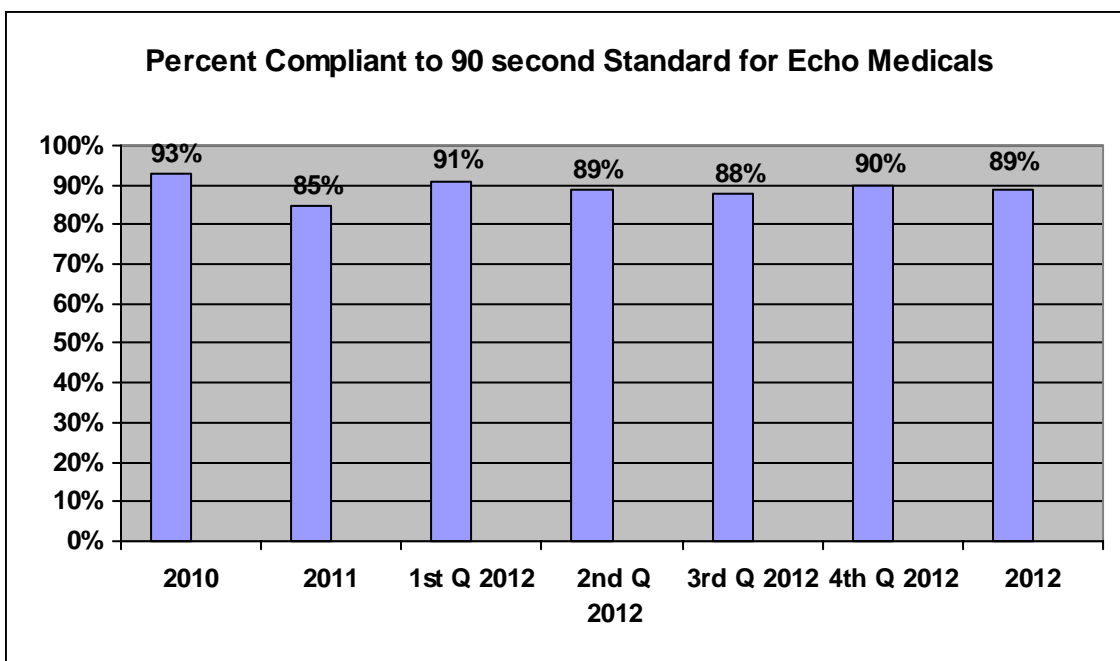
- *Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all priority Echo (E) EMS incidents.*
- *Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 150 seconds for 90 percent of all priority Delta and Charlie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

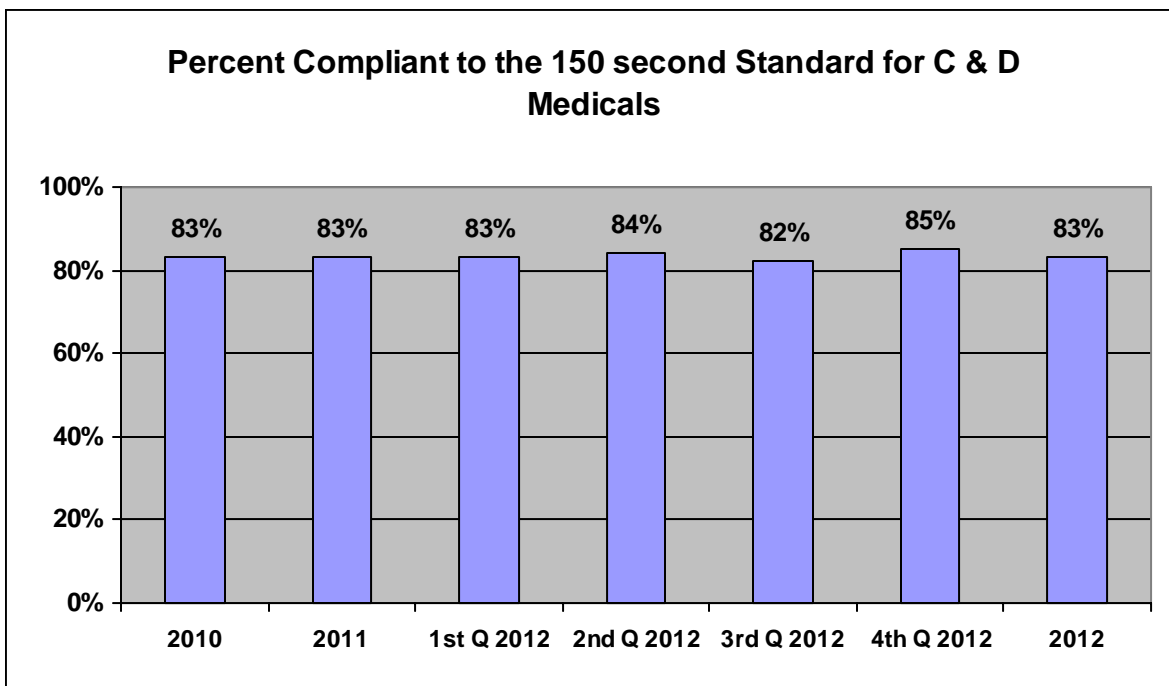
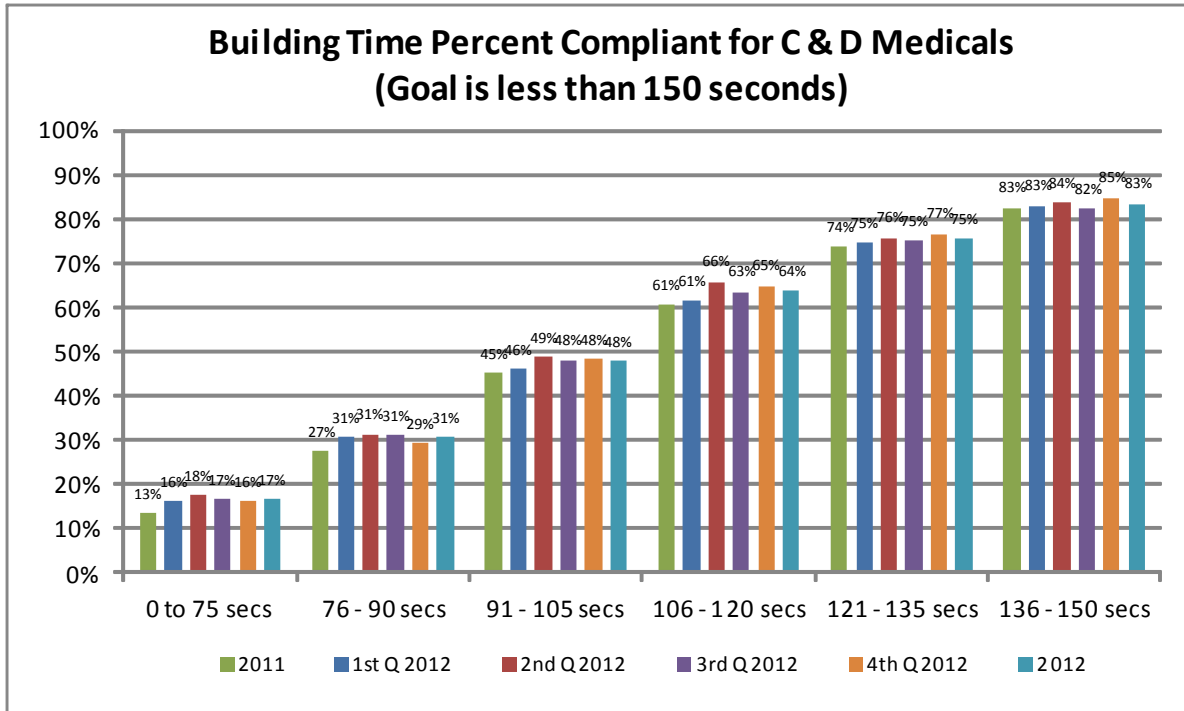


The “Echo” level emergency is the highest priority incident in the EMD system; it is used for patients who are identified from the beginning of the call taking process as being in respiratory arrest or experiencing life-threatening breathing difficulties.



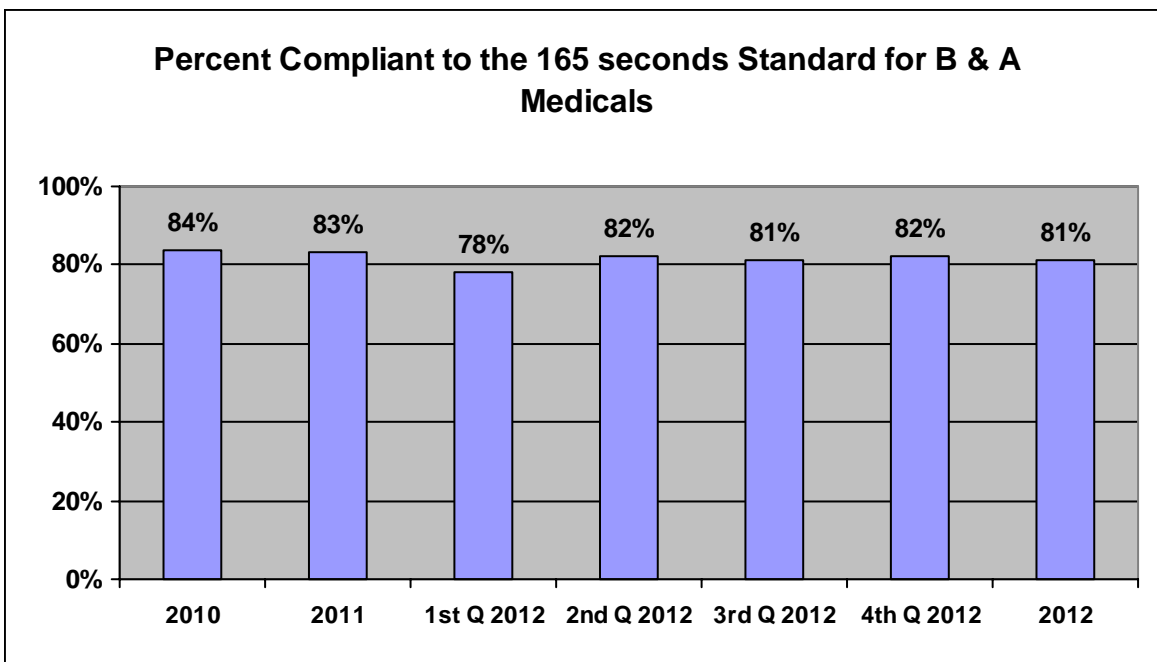
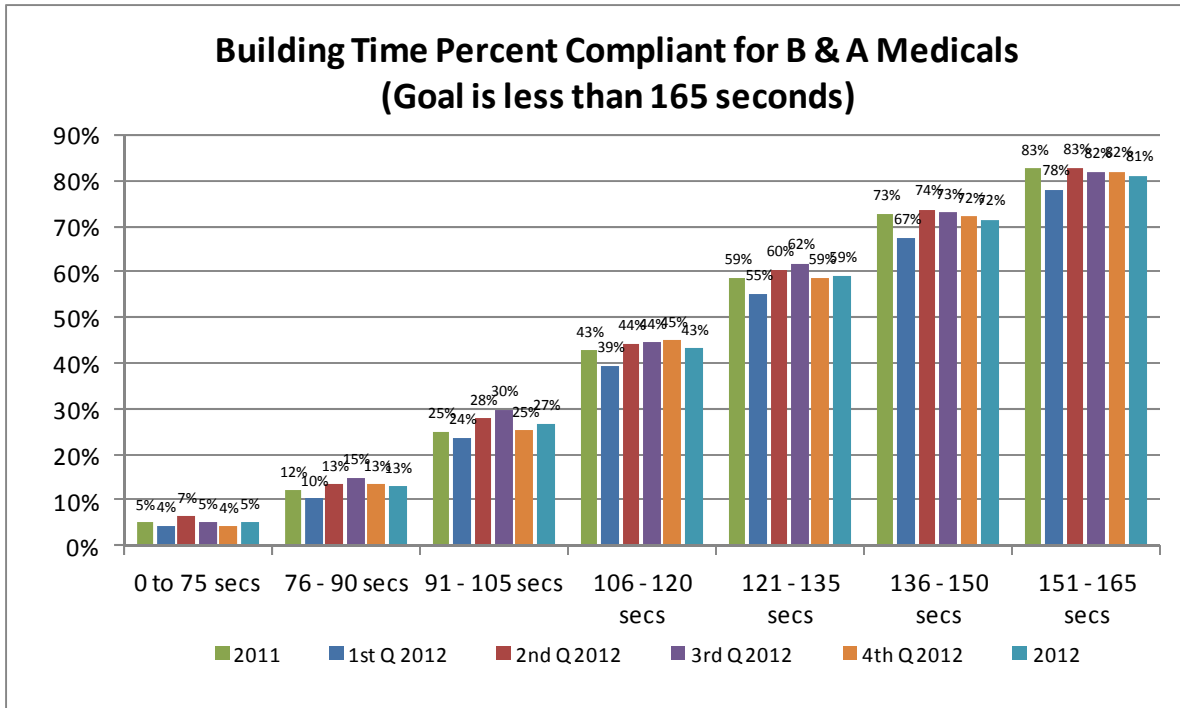
Performance Data for Priority D & C Medicals

- 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.



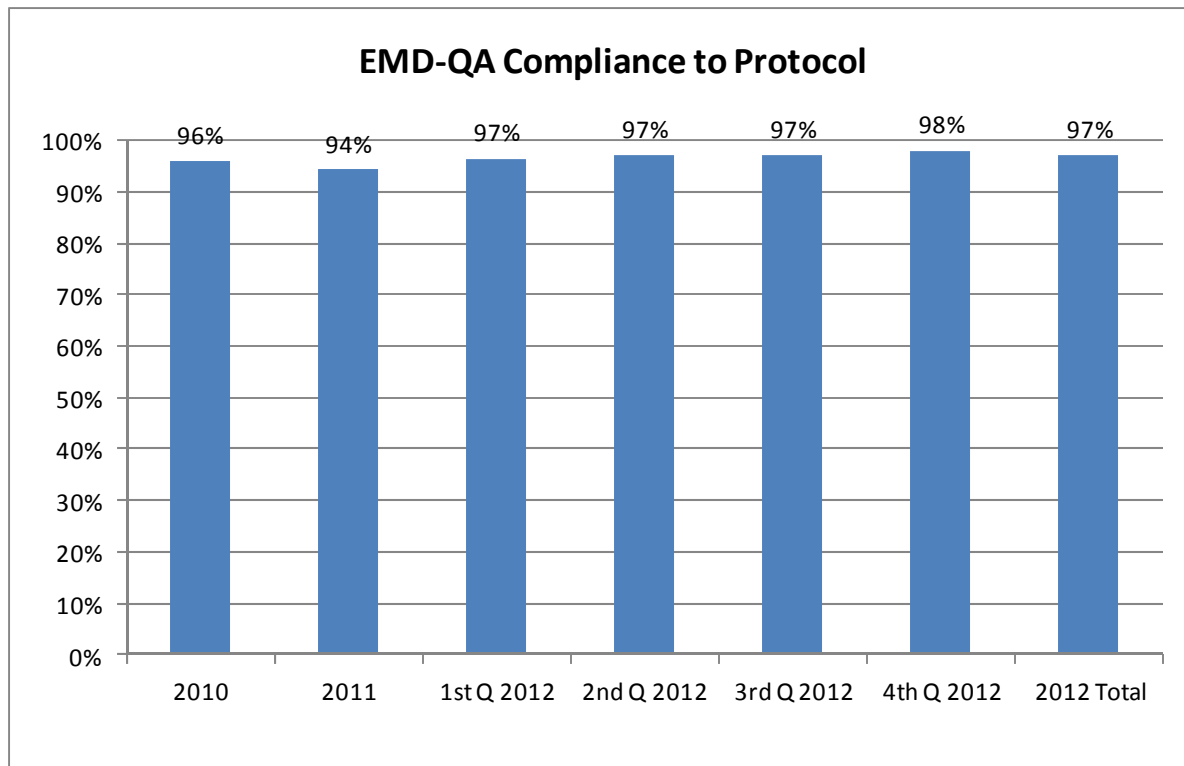
Performance Data for Priority B & A Medicals

- 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.



Performance Data for EMD-QA Compliance

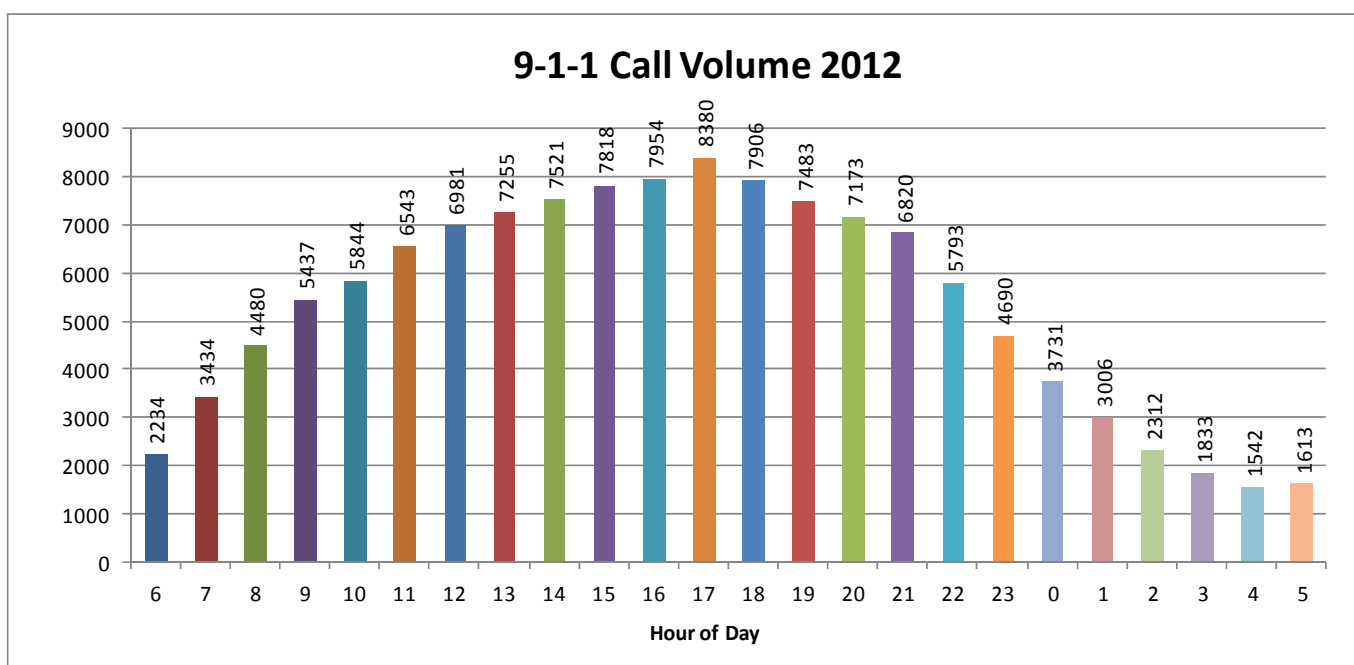
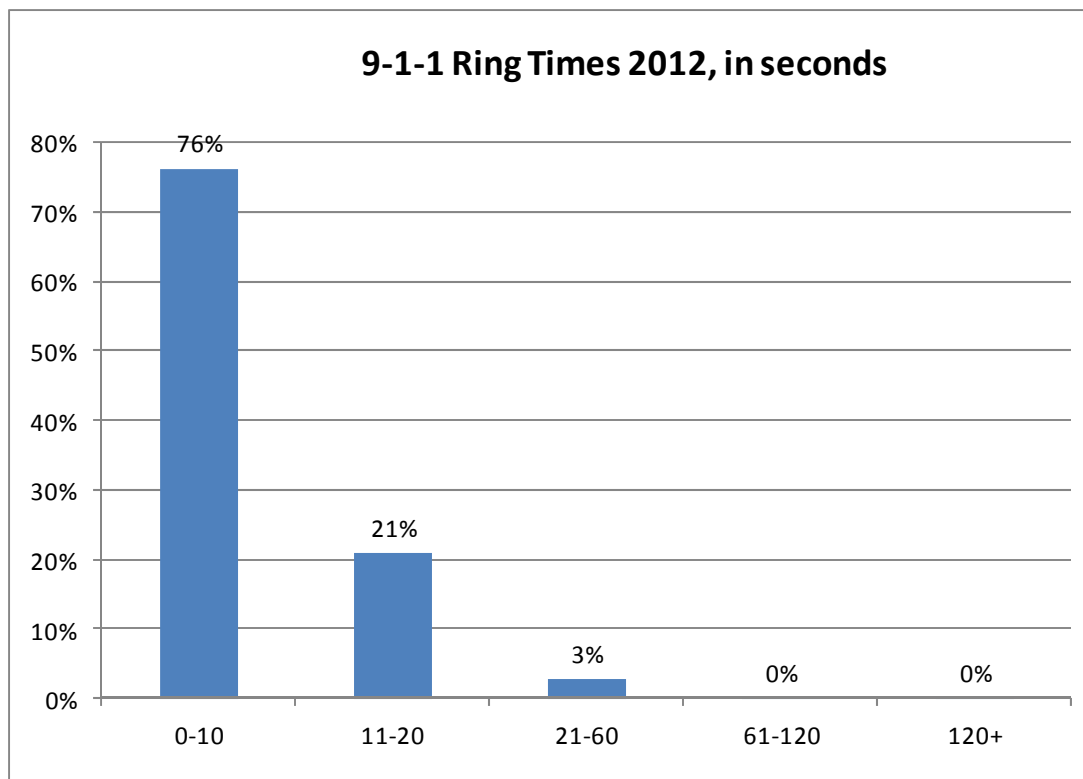
- **EMD COMPLIANCE**—EMDs are subject to up to four random reviews per month. The reviews are to determine the actual compliance to the Priority Dispatch EMD program.



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.



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
01/11/12	Transfer	Proper EMD. No further information.
01/19/12	Seizure	Proper EMD. No further information.
02/13/12	Seizure	Under-prioritized. Dispatcher error.
02/14/12	Disoriented	Under-prioritized. Dispatcher error.
03/03/12	Seizure	Under-prioritized. Dispatcher error.
03/05/12	Allergic Reaction	Direct request from CalFire. No further information.
03/15/12	Seizure	Proper EMD. No further information.
04/04/12	Allergic Reaction	Proper EMD. No further information.
04/11/12	Fainted	Proper EMD. No further information.
06/17/12	Seizure	Proper EMD. On scene FD unit requested response upgrade. No further information.
07/18/12	Chest Pain	Proper EMD. No further information.
07/26/12	Unconscious	In field officer request. Proper EMD.
07/28/12	Seizure	Proper EMD. No further information.
08/17/12	Sick Person	Proper EMD. No further information.
08/27/12	Transfer	Proper EMD. No further information.
8/27/12	Sick Person/Dizzy	Proper EMD. No further information.
09/03/12	Impending Seizure	Proper EMD. No further information.
09/12/12	Medical Alarm	Proper EMD. No further information.
09/13/12	Fall	Under-prioritized. Dispatcher error.
10/01/12	Sick Person	Proper EMD. Hip infection. No further information.
10/14/12	Sick Person	Proper EMD. No further information.
10/17/12	Injury Accident	In field officer request. No further information.
10/31/12	Sick Person/Fever	Proper EMD. No further information.
11/08/12	Near Fainting	Proper EMD. No further information.

Code 2 Out, Code 3 In Reviews—Continued

Date	Incident Type	Findings
11/10/12	Diabetic Problem	Proper EMD. No further information.
11/14/12	Subject Down	Improper EMD, under prioritized.
11/14/12	Seizure	Proper EMD. No further information.
11/15/12	Sick Person	Proper EMD. No further information.
11/26/12	Sick Person	Proper EMD. No further information.
11/27/12	Intoxicated Subject	In field officer request. No further information.
12/18/12	Sick Person/Dizzy	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.