Santa Cruz Regional 9-1-1

2013
Annual Report

Prepared for the Board of Directors
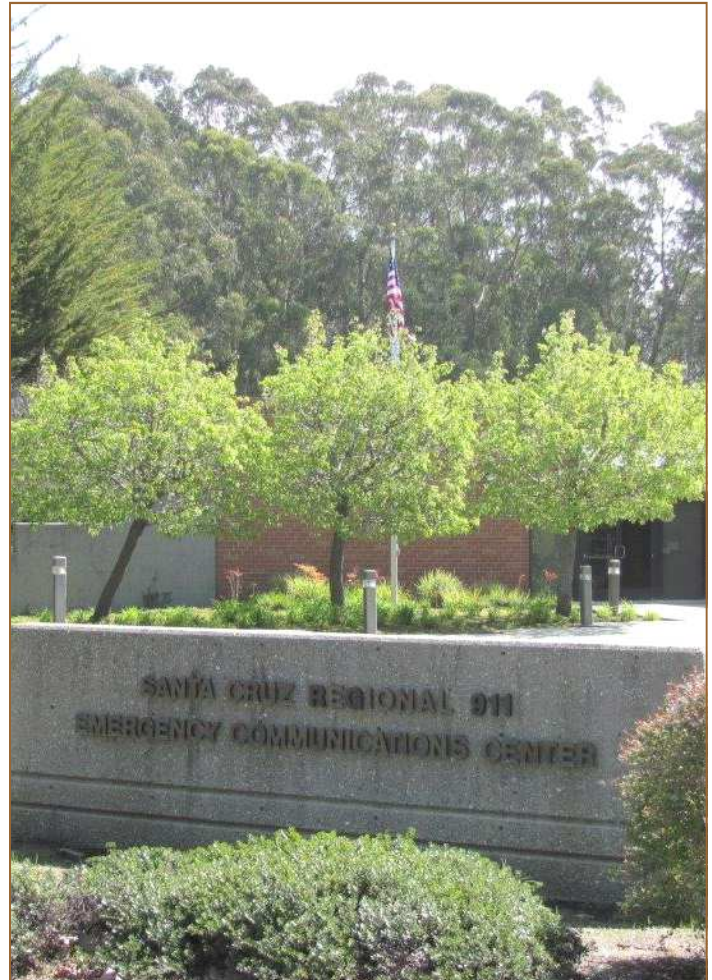
February 27, 2014

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SECONDS MATTER

SANTA CRUZ REGIONAL 9·1·1
495 Upper Park Road
Santa Cruz, CA 95065

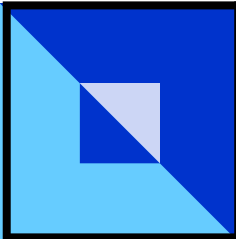841-471-1000   www.SCR911.org

Board of Directors

Martín Bernal, City of Santa Cruz

Jamie Goldstein, City of Capitola

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Contributors

Dennis Kidd

Amethyst Uchida

Wolff Bloss

Melody MacDonald

Anita Miller

Marsha MillerAyers

Stephanie Zube

Sherry Paul (Ed.)

Message from the General Manager

Dennis Kidd

I cannot recap 2013 without first acknowledging the tragic loss of our friends and colleagues from the Santa Cruz Police Department, Sergeant Butch Baker and Detective Elizabeth Butler. On February 26, 2013 they were senselessly murdered while conducting an investigation. This tragedy greatly impacted every member of our agency and through the grief we have become a stronger unit. The hours, days, and months following this event brought our team together to support each other in so many ways. We heard from hundreds in our industry and community members who offered their support. Unbelievably, through individual generosity and commitment, we were able to let every member of our staff who wanted to attend the memorial service attend. To do this, while continuing to provide the high-level of service to our Users and our community, was a remarkable accomplishment, and further demonstrates how much we care for each other.

2013 was a year of growth for Santa Cruz Regional 9-1-1. During 2013, we hired 14 new dispatchers as we regain some lost positions and replace retirements. Hiring is always exciting but comes at a price, both economically and the impact on our training program. As we train our newest members, we will continue to support each other as training has a large impact on the entire staff.

2013 was also a year of separation for SCR911. Four long-term employees retired. In such a stressful, demanding profession, it is remarkable to retain employees long enough to allow them to successfully retire. Kevin, Jim, Karen, and Bill were long-term, loyal, hardworking members of our agency and I wish them well in their golden years.

I am looking forward to 2014 being a stabilizing year for SCR911, as we get our newest members up to speed and able to fill some big shoes.

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
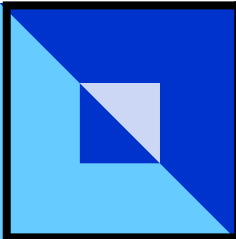
Santa Cruz Regional 9-1-1 Staff

Management Team

Dennis Kidd, General Manager
Amethyst Uchida, Systems Division Manager

Systems Division

Wolff Bloss, Systems Supervisor
Tom Ginsburg, Senior Systems Technician
Nicola Nelson, Senior Systems Technician
Gilbert Oros, Senior Systems Technician

Operations and Support Services

Kevin Fink, Operations Supervisor (ret.)
Melody MacDonald, Operations Supervisor
Anita Miller, Administrative Supervisor
Marsha MillerAyers, Administrative Supervisor
Stephanie Zube, Operations Supervisor

Business Division

Sherry Paul, Senior Administrative Assistant
Beth Wann, Senior Administrative Assistant
Jeanna Halstead, Intern

Public Safety Dispatch Staff

Senior Public Safety Dispatchers
Ashley Baldwin
Michael Krakowiak
Abigail Marizette
Teresa Minogue
Lyndsay Sotelo
Tammy Spath

Public Safety Dispatchers
Julissa Alvarez
William Barrett
Jodi Boles
David Brenner
William Burnett (ret.)
Andrea Castro
Karen Clark (ret.)
Valerie Conner
Andrew Davidson
Meghan Dixon
Kristine Ebersole
Michael Fairbanks
German Flores
Joseph Guerrero
Kristal Higgins
Jo Irving

Dee Kenville (Extra Help)
Anna Kiff
Gina Loftin
Jennifer Maggio
Devon McMahon
Eric Mello
Lisa Oberdorfer
Andrew Parker
James Riccabona (ret.)
Areli Sanchez
Sean Schorovsky
Melanie Sherwood
Michele Stevison
David Sumner
Billie Surran
Jason Thompson
Christina Troia
Felicia Venezio

Public Safety Dispatcher Assistants
Michael Birkett
Amanda Douglas
Veronica Lopez-Duran
Maria Torres-Rios
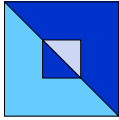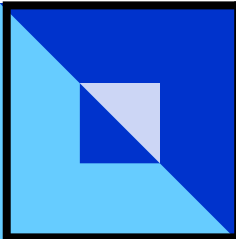
Organizational Chart
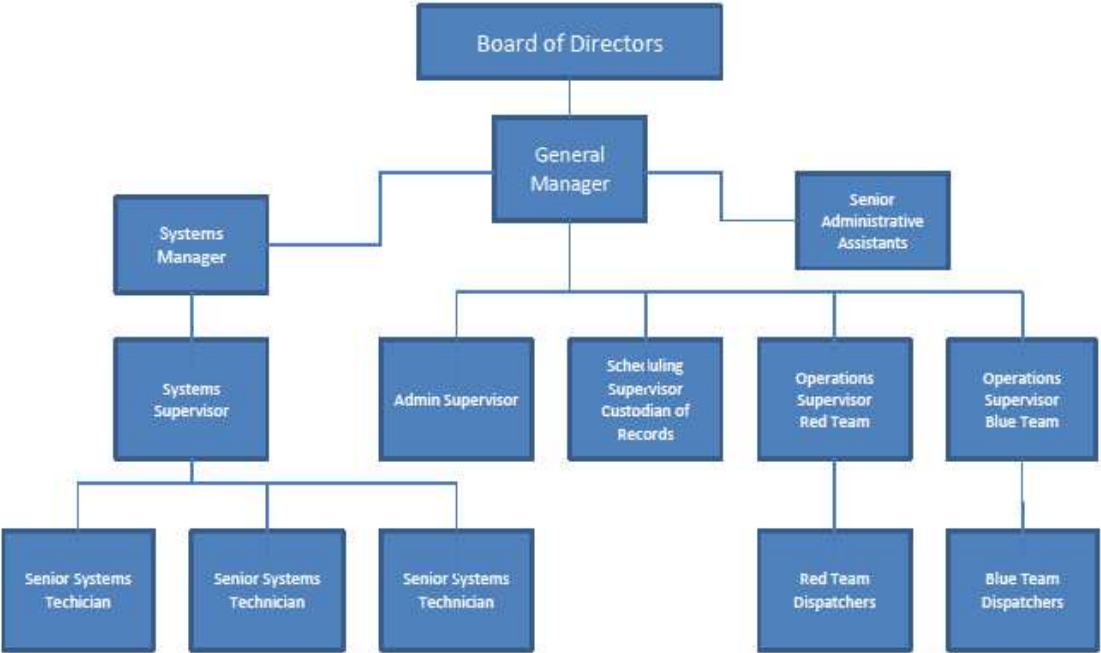
Program Reporting Structure
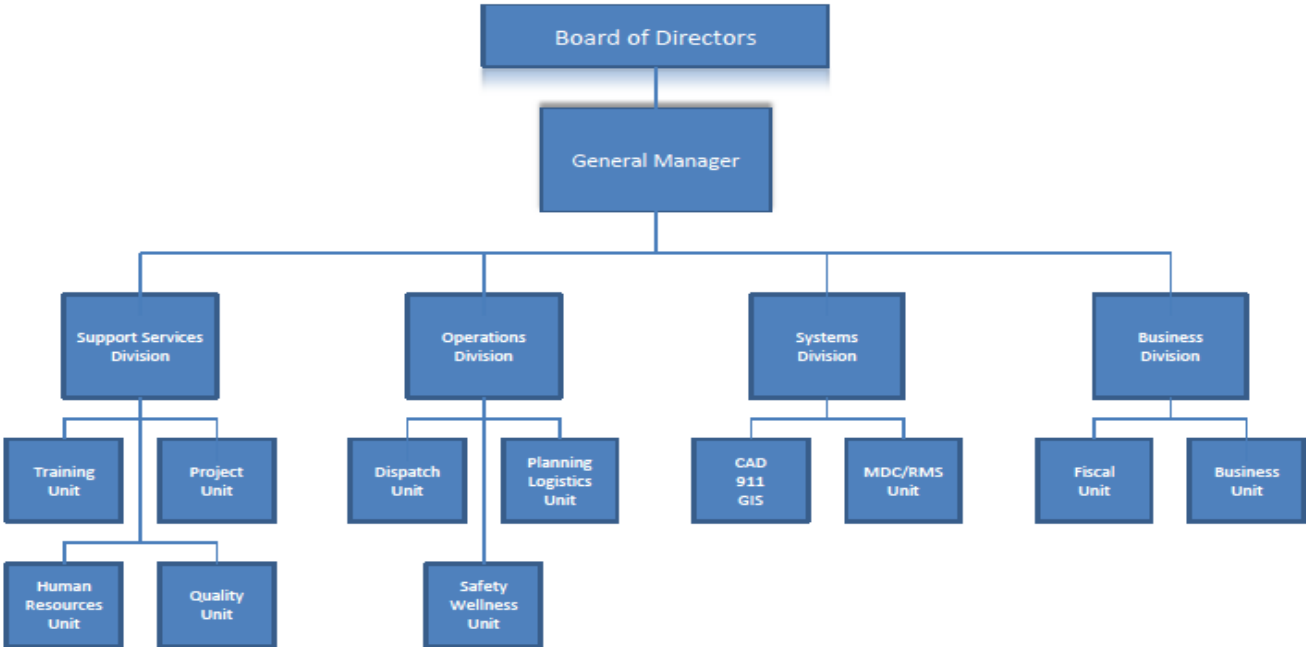
Calls-for-Service Agency Comparison*

2012	2013	Agency	Annual Change
96,559	93,483	Santa Cruz County Sheriff's Office (SCSO)	-3.19%
104,000	103,794	Santa Cruz Police Department (SCPD)	-0.20%
61,903	64,295	Watsonville Police Department (WPD)	3.86%
19,849	21,999	Capitola Police Department (CPD)	10.83%
25,459	25,800	Santa Cruz Countywide Fire	1.34%
20,137	20,213	Santa Cruz AMR	0.38%
17,032	15,884	San Benito County Sheriff's Office (SBSO)	-6.74%
26,174	26,603	Hollister Police Department (HPD)	1.64%
3,354	3,502	Hollister Fire (San Benito Countywide Fire)	4.41%
2,820	2,859	San Benito AMR	1.38%
6,951	6,229	Other	-10.39%
384,238	**384,661**	**Total Calls for Service**	0.11%

* Totals reflect the number of Calls For Service entered into SCR911 CAD
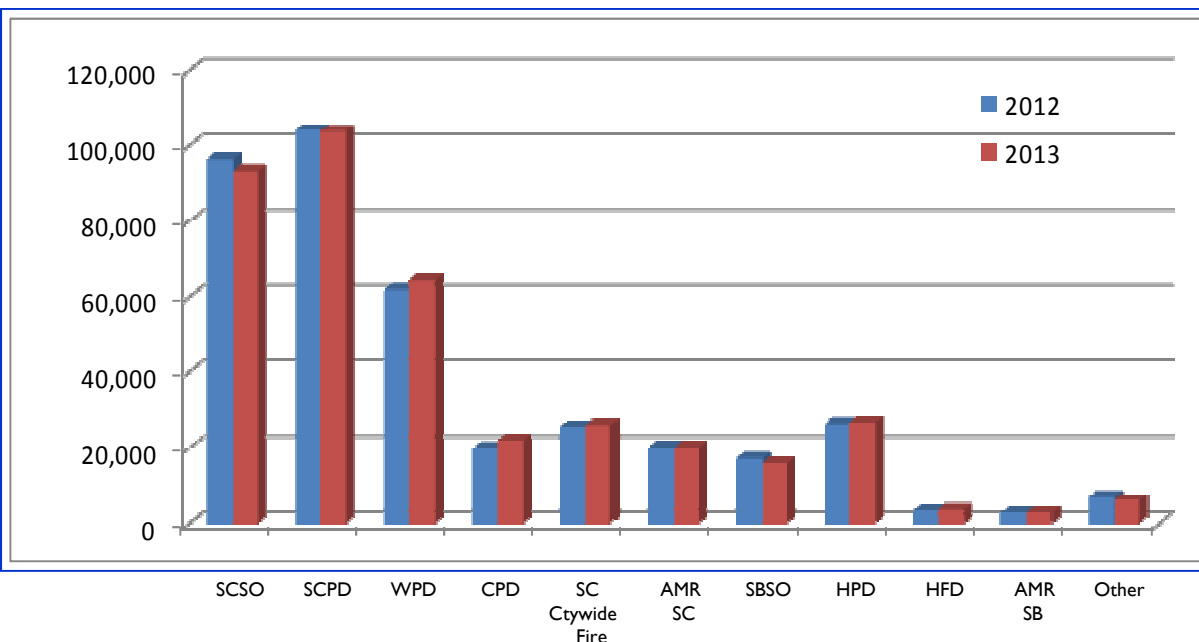
Emergency Phone Call Origins Comparison

Total Phone Calls Handled and Processed				
Type of Call	2011	2012	2013	Percent Change 2012 to 2013
Wired 9-1-1	40,590	43,396	38,672	-10.89%
Wireless 9-1-1	71,884	89,499	101,785	13.73%
Voice over Internet Protocol (VOIP) 9-1-1	4,521	6,547	7,590	15.93%
Total 9-1-1	*116,995*	*139,442*	*148,047*	6.17%
7-digit Emergency	33,022	36,023	37,805	4.95%
7-Digit Non-Emergency (Law)	135,131	145,282	151,214	4.08%
7-Digit Other	232,247	259,206	236,948	-8.59%
Total 7-Digit Calls	*400,400*	*440,511*	*425,967*	-3.30%
Total Phone Calls	*517,395*	*579,953*	*574,014*	-1.02%

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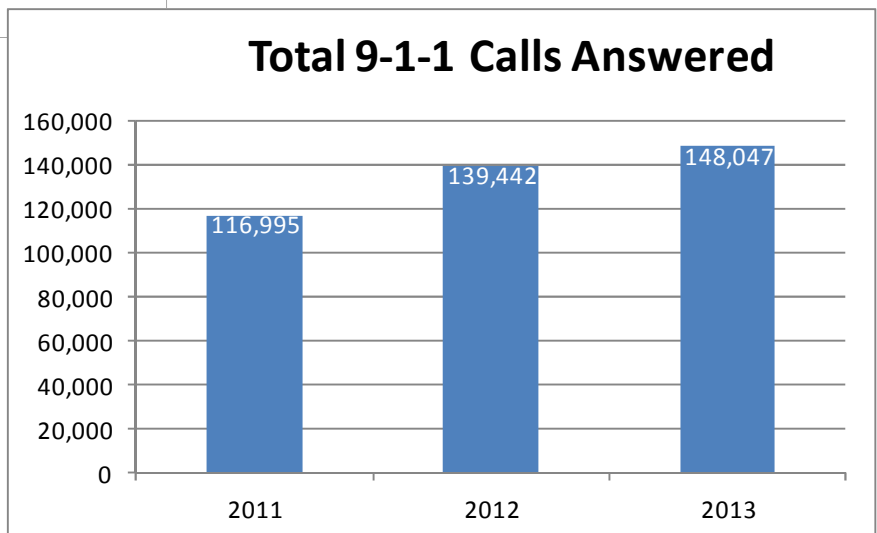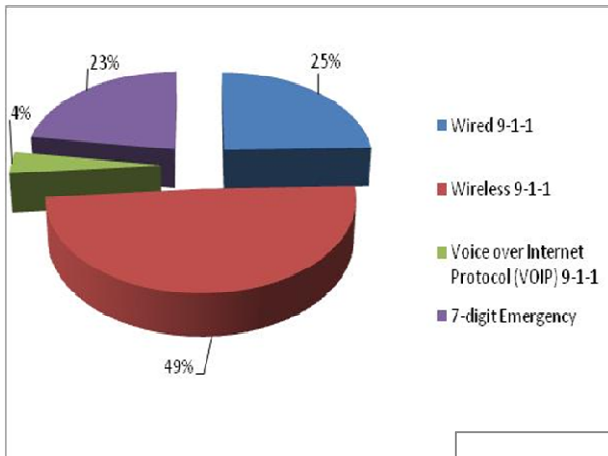
Authority Goals

Assessment 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**

ACCOMPLISHED During 2013, we were able to visit all six law enforcement agencies and see every shift during their roll calls. This was accomplished by sending our Lead Dispatchers to informally train each of the shifts on a topic of interest to our agency. We also visited several fire departments and AMR and met with leaders of those agencies

Meghan Dixon training with User Fire Agency

on a regular basis with many different SCR911 managers and dispatchers. All SCR911 trainees completed at least one ride-along and several dispatchers completed both law and fire ride-alongs.

Reorganize Operations staff to meet modern demands of dispatch, including:
- **Officer Only phone lines**
- **Cadre of call takers**

ACCOMPLISHED Throughout 2013, we have continuously recruited and trained call takers focusing on bilingual call takers. We have gone from a staff of two to four. This added staff has significantly reduced the amount of telephone work for our dispatchers allowing them to answer their "officer-only lines" more efficiently. Furthermore, we have modified the job description

of future call takers to include Emergency Medical Dispatch (EMD). This added skill will allow for a much smoother and efficient call taking process in which fewer calls will have to be transferred within the communications center. A bilingual, EMD call taker will be able to handle any call they receive which will increase the productivity of the entire communications center. We will continue to pursue this strategy in future recruitments and hiring.

Explore additional/advanced services to the community and our Users:
- **Community services such as Pulse-Point, daily check-ins for elderly citizens, and Smart911**
- **Consolidated services such as: Crime Analysis, CSO/Desk Officer, Forensic Investigator**

PARTIALLY ACCOMPLISHED Discussions have begun with law enforcement User agencies to see if SCR911 can assist them with consolidated services other than dispatch. Community services such as PulsePoint – a system used to notify community members within a geographic location who are trained in CPR of a person in need of CPR, are in the planning stages with grant applications in place to help secure the funding. If funding can be found, SCR911 is ready to proceed with the PulsePoint project in 2014.

6

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

ACCOMPLISHED 2013 was a year for hiring for SCR911. Fourteen dispatchers and/or call takers were hired in 2013. Strategies were used to continue to improve on the selection of the final candidates to increase the retention rate. Furthermore, every trainee was given a specific training program based on his or her needs and abilities. In many cases, this allowed for the training time to be reduced and more efficient. As of today, our retention rate is 65%, up from our historical rate of 50%.

Dispatcher Trainees Andrew Parker, Jason Thompson and Jennifer Maggio

Statement of 2014 Goals

1. *Technical*

   a. Explore features of Next Generation 9-1-1 systems by:
      - Researching Text to 9-1-1
      - Building an Address Point Layer in the CAD Geofile
   b. Begin process of researching CAD systems in preparation for future CAD replacement project.
   c. Research and determine need to improve/update our emergency notification system.

2. *Operational/Personnel*

   Explore options of administrative support personnel for Support Services and Operations to determine the feasibility and efficiencies of adding staff thereby increasing productivity of these divisions.

3. *Quality*

   Re-establish the Standards Team to focus on Operations Division performance with a goal of improvement of call processing by at least 5 percent across the board.

Operations Division

Marsha MillerAyers
Stephanie Zube
Anita Miller
Melody MacDonald

The Operations Division is responsible for providing emergency and routine public safety radio, tele-phone, 9-1-1 and computer-aided dispatching (CAD) services to our User Agencies. The Operations Division includes the general manager (.25 FTE), two operations supervisors, two administrative supervisors, six senior public safety communications dispatchers, 34 public safety communications dispatchers, and four public safety communications dispatcher assistants.

Dispatch — Significant Events

February 26 – While out in the field doing a fol-low up investigation on a rape, Santa Cruz Police Sergeant Butch Baker and Detective Elizabeth Butler were gunned down by the suspect. **Val Conner**, our most senior dispatcher, was working the SCPD law channel that day. When Sgt. Baker didn't respond to Dispatcher Conner's status inquiry, Conner immediately sent backup. Dispatchers knew something wasn't right, especially when the public started calling about a shooting in the same area. The **entire dispatch staff** was on duty that day, half of them on the

dispatch floor and the others in the conference room for training. The dispatchers who were in the training were utilized to relieve the dispatchers who were on duty, allowing them to attend a defusing. There was plenty of support that day and for the weeks and months that followed. Our User agencies, allied dispatch centers, as well as dispatch centers across the country, sent condolences and well wishes. We will forever be grateful for the support we received during this very difficult time; and we will never forget this tragic event.

May 12 – A drive by shooting occurred just before midnight involving four victims. Hollister Fire arrived on scene and quickly established a Mass Casualty Incident (MCI). **Jim Riccabona** and **Terri Minogue** were busy in the fire pod with the multiple ambulance and air ambulance requests and coordinating with Hazel Hawkins Hospital. Unfortunately there were two fatalities.

June 30 – **Gina Loftin** answered a 9-1-1 call from a frantic female stating her son had just run over her husband. Gina obtained the critical information from the caller and then heard a struggle on the line before the call was

disconnected. Gina attempted to call her back with no answer. Deputies arrived within minutes to find a deceased male in the driveway. The deputies entered the house to find the female caller also dead. A manhunt ensued for several hours, ending when the suspect walked out of a house a few doors down from the crime scene and surrendered. He was arrested without incident. Gina was commended by her peers and also from the Santa Cruz Sheriff's Office for obtaining the critical information from the victim.

July 3 – **Mike Krakowiak** was working the fire pod and supported by his Blue Nights team when a caller reported smelling smoke but couldn't tell from where. An SCSO deputy was dispatched to patrol the area and requested Dispatch to start Aptos/La Selva Fire Department to respond to an address for a smoke investigation. While deputies waited for Fire, a female exited the house and told them that her 65 year old husband was still inside the house. The fire at that point was out of control. Once on scene, the fire fighters immediately went into rescue mode to get the victim out. Unfortunately, he died at the scene.

July 30 – Dispatch received a call stating there had been a six car accident in the Aromas area. Monterey CALFIRE immediately requested a second ground ambulance. **Tammy Spath** handled the multiple ambulance requests from AMR and CALFIRE. Once the fire crew was on scene, they established an MCI Level 2, having nine patients. Hollister, Monterey, Santa Clara and Santa Cruz ambulances responded and transported to three different hospitals.

Dispatchers Michele Stevison and Andrew Davidson

August 2 – A 31 year old man died after a 'rolling gun battle' down Mission Street in Santa Cruz. **Mike Krakowiak, Melody MacDonald, Eric Mello, Andrew Davidson, Joe Guerrero, Devon McMahon, Abby Marizette, Dave Sumner, Jodi Boles, Amanda Douglas and German Flores** handled many calls, initially reporting a solo vehicle accident into a pole, which was later determined not to be a contributing factor in his death. As police arrived on scene they found the driver of the vehicle with fatal a gunshot wound. Officers closed down Mission Street for several hours to conduct an investigation and interview witnesses.

November 9 – **Dee Kenville** took a call from a citizen reporting a male had been shot and killed in his office in Capitola. Following a few days of intense investigation, Capitola Police arrested two suspects, a mother and her son, and charged them with the murder.

November 30 – at 1245 hours, multiple citizens began calling in with reports of a fire in San Juan Bautista. Hollister Fire arrived on scene and reported to dispatcher **Meghan Dixon** that a downtown business was fully engulfed and threatening several other structures. Hollister requested a Type One Strike Team from Santa Clara County to assist for this incident.

December 2 – Just before midnight, dispatcher

Billy Barrett (pictured) spoke to a citizen reporting a subject was in her house with a gun. Trainee **Maria Torres-Rios** and her CTO **Tammy Spath** fielded another caller in the house advising the same thing. **Anna Kiff** dispatched Hollister Police to the residence who found a subject running from the house. The next on-scene officers searched the house, detained another suspect in the house and made sure the home-owners were safe. A gun was located and associated with the suspects.
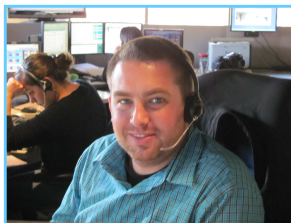
December 6 – Just after midnight, **Michele Stevison** answered a call reporting a roof was on fire. Michele immediately created a detail and

Kristine Ebersole immediately dispatched Aptos/ La Selva Fire Department. When they arrived on the scene, they had a fully engulfed residential fire which was upgraded to a second alarm. Sadly, the resident was unable to be rescued, and the home was totally destroyed.

December 7 – A three-alarm fire at a shopping complex in Hollister tore through the Dollar Tree store and Larry's Liquors, burning them to the ground and damaging two neighboring businesses. The first 9-1-1 call was fielded by **Kristal Higgins**. **Michele Stevison** dispatched Hollister Fire to the scene. Ultimately a Type One Strike Team to assist with the fire and station coverage.

Commendations

March 26 – **Karen Clark, Devon McMahon** and **Lyndsay Sotelo** received praise from **Operations Supervisor Marsha MillerAyers** for their professionalism in customer service after handling a disrespectful caller. The male RP wanted to file a report that his girlfriend had been assaulted. Devon fielded the first call, initiating the event. Over the next 14 minutes, the same male RP called five more times. Each time he called he spoke with these dispatchers and was rude, belligerent, verbally abusive and refused to answer the dispatchers' questions. All three were praised for their ability to remain calm, cool and professional.

June 12 – Hollister Fire **Chief Mike O'Connor** commended **Terri Minogue** on her exceptional performance during an MCI where four men were shot and seriously wounded. The Chief praised Terri for identifying the fire department's needs, skillfully coordinating ground and air ambulances in a prompt and professional manner. The Chief also lauded **Jim Riccabona** who assisted Terri with the coordination of multiple requests from the field.

July 9 – Morgan Hill Police Chief David Swing wrote a letter of commendation to General Manager Dennis Kidd applauding **Julissa Alvarez, Mike Fairbanks, Sean Schorovsky, Lisa Oberdorfer, Annie Castro, Kristine**

Ebersole, David Sumner, Gina Loftin, Bill Burnett, Mike Krakowiak and Tammy Spath for their combined effort in assisting Morgan Hill Police apprehend a wanted criminal. Police Chief Swing stated that their suspect was driving a stolen vehicle in his city and led his police officers in a vehicle pursuit. His scene supervisor terminated the pursuit due to the overwhelming risks to the public. However, one of his detectives in an unmarked vehicle was able to safely follow the suspect as he made his way into Santa Cruz County where the suspect was spotted by a Santa Cruz County Deputy and the pursuit was reignited. Shortly thereafter he collided with a tree and was quickly apprehended. Thanks in part to our dispatchers for their quick thinking and organization with a multiagency event, Chief Swing stated in his commendation, "We are truly grateful for your tenacity and willingness to assist. Your dedication and professionalism are greatly appreciated by all."

August 7 – As a new dispatcher, there are many things to learn, develop and excel at while working on the dispatch floor. The excellent work of one of our newest dispatchers, **Julissa Alvarez,** didn't go unnoticed by the field or her coworkers. Julissa received a commendation from her peers for the "excellent work that you do" every day by quickly answering phones, no matter what position she is assigned. Also, she was commended by SCPD officers for going "above and beyond" while she coordinated efforts between the police and an FBI detective in trying to solve the identity of a subject in custody who was lying about his name in order to avoid going to jail for warrants. Officer Emigh commended Julissa, stating he was grateful for her "hard work and diligence," and said her efforts helped get the truth about the suspect's identity.

**September 26** – **Senior Systems Technician Tom Ginsburg** was given a commendation for a job well done in getting a new MDC server in a short amount of time, much shorter than expected. The aging MDC server failed and was unable to be repaired. The computer company gave SCR911 an estimated arrival of more than two weeks. Due to the severe impact for Operations and AMR, Tom worked diligently with

the computer company and effectively motivated them to build two brand new MDC servers in several days, rather than weeks. Once the servers arrived, Tom immediately went to work installing and configuring the new MDC server. His dedication to the project and understanding the urgency to get the server up and working quickly was recognized by dispatchers, AMR and SCR911.

2013 EMS Heroes

During National Emergency Medical Services Week held each year in May, both Santa Cruz and San Benito Counties take a day to recognize those who provide lifesaving services to our communities. Several of our dispatchers were honored in both counties for their remarkable work.
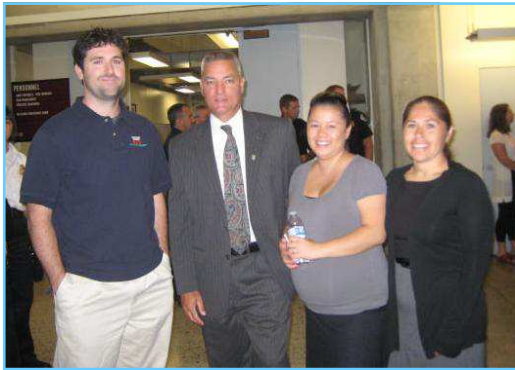
Santa Cruz County EMS Heroes Sean, Lisa and Veronica with General Manager Dennis Kidd.

San Benito County
Dave Sumner dispatched help when a volunteer called, concerned that a meal he left for a shut-in was still on the porch. The elderly woman had fallen and was unable to summon help. **Melody MacDonald** used her EMD training to aid a choking victim.

Melanie Sherwood (pictured) provided CPR instructions for a pedestrian who was hit by a car. **Jim Riccabona and Jodi Boles** were recognized for their part in the

rescue of three children who were home alone when a fire ignited at the residence. **Mike Krakowiak** was able to dispatch help for an unconscious choking victim and successfully provided CPR instructions.

Santa Cruz County
Sean Schorovsky used his EMD training to help a woman successfully administer CPR to her husband. **Veronica Lopez-Duran** received the first call of a drowning of a ten year old boy at the Simpkins Swim Center and **Lisa Oberdorfer** expertly dispatched the call within seconds, sending paramedics to assume the lifesaving duties.

Anna Kiff—American Red Cross Hero

Public Safety Dispatcher Anna Kiff was nominated for and received, a Santa Cruz County Chapter of American Red Cross's Hero Award this year. Her nomination was the direct result of her exceptional call-taking skills, which she demonstrated on Christmas Eve, 2012, when she received a call from an extremely distraught assault suspect who was threatening to harm himself and his two children. Anna remained on the phone with the suspect who was in his car, with his children, being actively pursued by police. The

suspect was accused of stabbing his wife and was fleeing the area with his two children. For eight minutes, Anna stayed on the phone with the suspect, focusing her attention on the welfare and safety of the children in his car. Through her insight and empathy, Anna was able to help the suspect make some rational decisions, eventually convincing him to surrender. Anna's experience, expertise and judgment made a significant difference in the tense and scary scenario. Her actions most likely saved lives and led to the successful conclusion of the potentially tragic incident.

Dispatcher of the Year

Valerie Conner

Valerie Conner began her career as a 9-1-1 Public Safety Dispatcher with the Santa Cruz Police Department in November 1984 before transitioning to Santa Cruz Regional 9-1-1 in June 1996.

Val quickly established herself within the organization as a high performing public safety dispatcher with a strong desire to succeed and to help the community.

She has selflessly offered her care and support to coworkers as a member of the Peer Support Team. She has used her knowledge, skills, and expertise to perform her duties in a responsible, professional, and courteous manner on a daily basis, as evidenced by the numerous citations for meritorious performance awarded to her throughout her years at SCR911.

All of Val's training, skills, and abilities came to fruition on February 26, 2013, when, as a primary Santa Cruz Police radio dispatcher, she intuitively and quickly suspected possible danger after routine radio transmissions went unanswered. Following her instincts, she immediately directed other officers to the scene which led to a quick end to this event and prevention of any further danger to public safety officials and our community.

Val was selected by her 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 Val possesses from all those who work with her on a daily basis. On July 25, Val was recognized as the 2013 Dispatcher of the Year by the Board of Directors, the Santa Cruz Police Department, and her coworkers.

Deputy Chief Steve Clark, SCPD congratulates Val. Photo by James Clark

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, upbeat 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.*
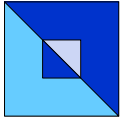
Quality Unit

The Quality Unit is responsible for quantifying the Authority's performance by analyzing data 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; County EMS Manager Celia Barry; Operations Director Brenda Brenner and Brad Cramer, AMR-SC; Scott Vahradian, EMSIA; and SCR911 General Manager Dennis Kidd.**

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.

There are many published studies documenting the

benefit to the patient's odds of survival of early bystander CPR. One of the many advantages of using the computerized medical protocol software system (ProQA) is the immediate access the emergency medical dispatcher has to CPR instructions when a patient is reported to be in sudden cardiac arrest or unconscious and not breathing. During 2013, our dispatchers' CPR instructions, combined with the willingness of bystanders to follow our directions and administer aid, resulted in nine CPR "saves", wherein the patient was able to be revived and transported by responding medics to the hospital.

Public Safety dispatchers choose this career to "help people". As a dispatcher, there is no greater reward than knowing the job you did helped save someone's life.

Clockwise from top: **Bill Burnett** (two saves)**, Melanie Sherwood, Sean Schorovsky, Anita Miller, German Flores, Devon McMahon, Anna Kiff, and Meghan Dixon,** received a "lifesaver" pin to commemorate their accomplishment.

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 2013 was 60 seconds, and 87 percent of the time we completed the process in less than 90 seconds. Any Echo level calls that exceed the 60-second call taking standard are reviewed by the Operations Supervisors to help determine the causes of the delay and develop associated training.

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

Time Range	2012	1st Q 2013	2nd Q 2013	3rd Q 2013	4th Q 2013	2013
0 - 30 secs	10%	0%	5%	7%	12%	6%
31 - 45 secs	35%	24%	28%	37%	34%	31%
46 - 60 secs	66%	48%	62%	63%	58%	57%
61 - 75 secs	80%	73%	74%	81%	80%	77%
76 - 90 secs	89%	85%	85%	90%	89%	87%
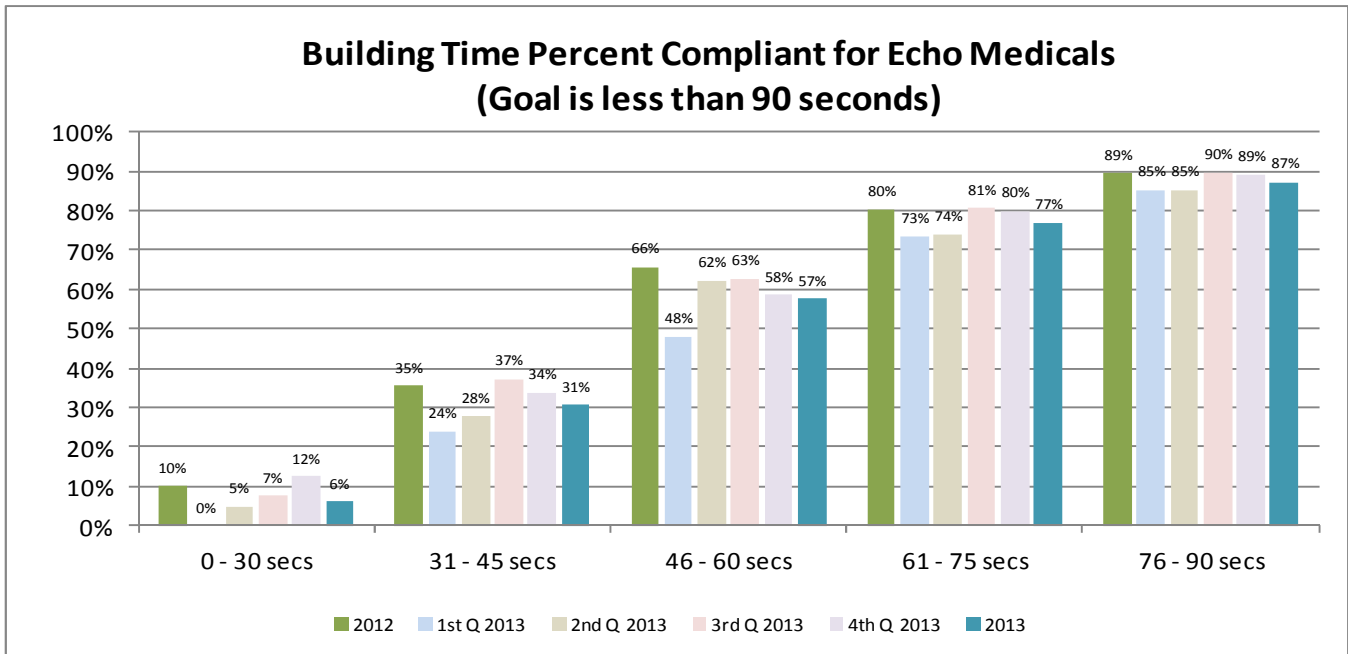
First Priority Fire Compliance

During 2013, our compliance to the 90-second building time was 73 percent, with our average processing time being 78 seconds.

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

Time Range	2012 Total	1st Q 2013	2nd Q 2013	3rd Q 2013	4th Q 2013	2013 Total
30 secs or less	2%	2%	1%	1%	3%	2%
45 secs or less	15%	15%	15%	15%	16%	15%
60 secs or less	36%	36%	38%	36%	37%	37%
75 secs or less	55%	57%	60%	54%	62%	58%
90 secs or less	71%	73%	75%	69%	77%	73%
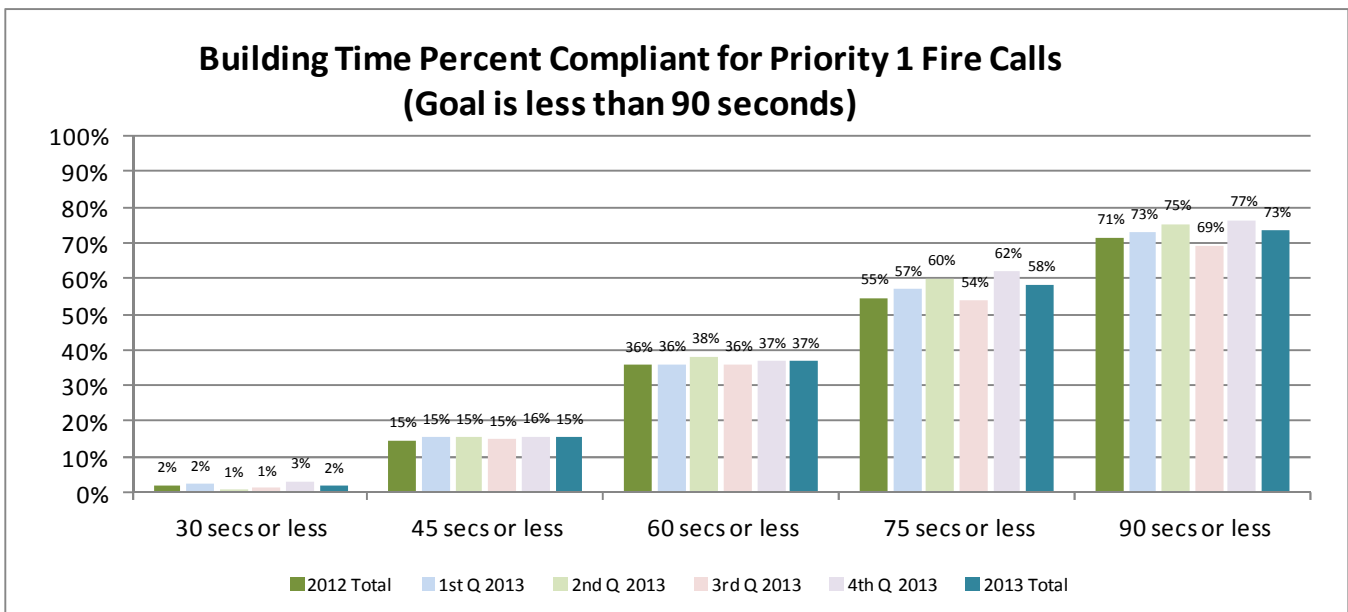
Law Enforcement

Time Measurements

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

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

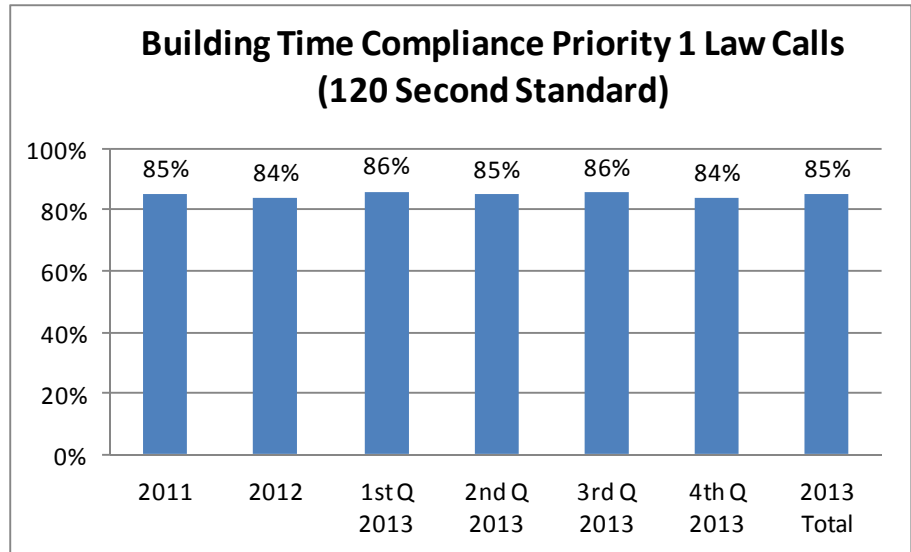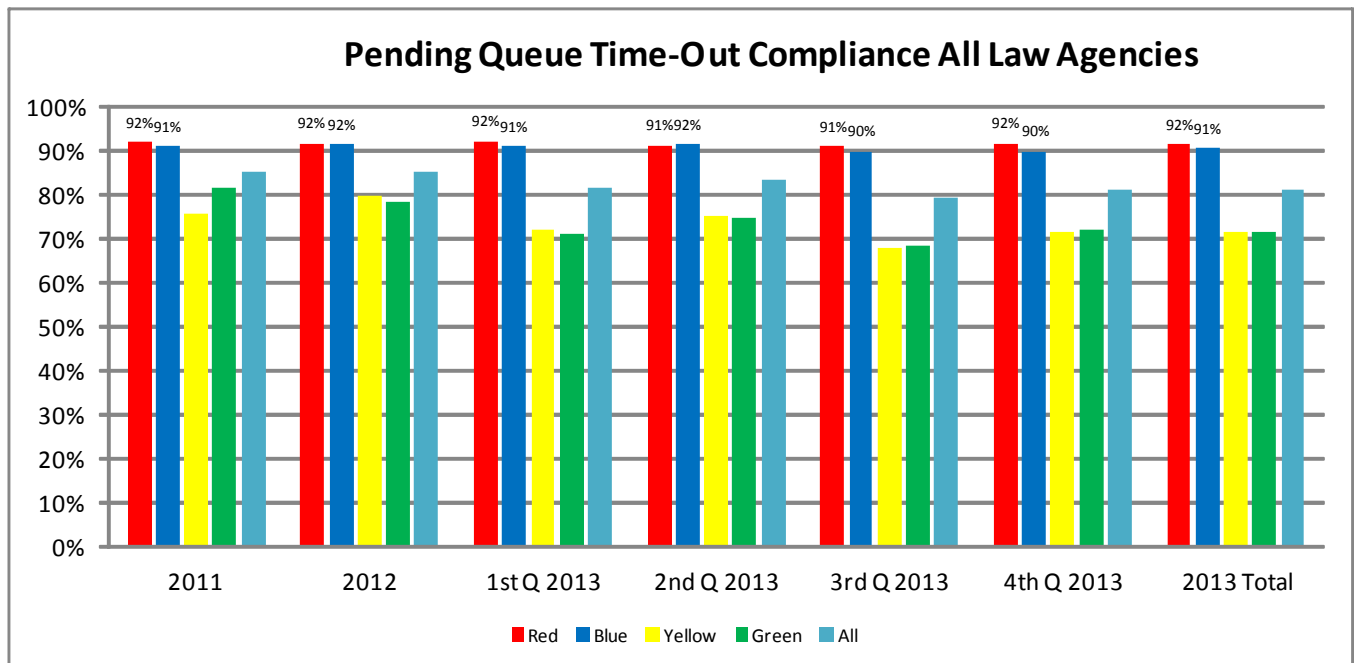| Period	Compliance
2011	85%
2012	84%
1st Q 2013	86%
2nd Q 2013	85%
3rd Q 2013	86%
4th Q 2013	84%
2013 Total	85%

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 2013, our compliance to our pending queue time for red and blue calls was 92 percent.

Pending Queue Time-Out Compliance All Law Agencies

Period	Red	Blue	Yellow	Green	All
2011	92%	91%	76%	81%	85%
2012	92%	92%	80%	78%	85%
1st Q 2013	92%	91%	72%	71%	81%
2nd Q 2013	91%	92%	75%	74%	83%
3rd Q 2013	91%	90%	68%	68%	79%
4th Q 2013	92%	90%	71%	72%	81%
2013 Total	92%	91%	71%	71%	81%

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 SCR911 line-level dispatchers. The team meets on the second Thursday of every month.

The 2013 field members were **BC Ron Whittle, SVFPD; BC Mike Borelli, CALFIRE (CZU); BC John Walbridge, CFPD; DC Mike Conrad, ALSFPD; BC Jason Hajduk, SCFD; BC Rob Ryan and DC Pablo Barreto, WFD; Chief Kevin McClish, BCFPD; BC Nate Lackey, BFPD; Chief Ron Rickabaugh, FFPD; Chief John Stipes, ZFPD; BC Brian Nichols, CAL-FIRE (BEU); Chief Mike O'Connor, HFD; Supervisor Chris Jones, AMR-SC; Supervisor Jimmy Holguin and Operations Manager Leslie Simmons, AMR-SB; EMS Specialist Joseph Alvarado, San Benito County EMS; and EMS Coordinator Marcie Morrow, San Benito County EMS, Operations.** The SCR911 representatives were **PSD III Lyndsay Sotelo, Operations Supervisors Melody MacDonald** and **Stephanie Zube** (facilitator).

Due to the commitment of the team members, it was a very productive year for the Fire/EMS Task Team, accomplishing all three of their goals for 2013:

- *Create a Field User's Guide to accomplish continuity of operations and establish standards of coverage through CAD Workshops, Radio Frequency Management, and Incident Coordination*

  The meeting agendas alternated monthly between the regular agenda and CAD workshops. Through this rotation, the team was able to accomplish both the development of the User's Guide and mini CAD config workshops.
- *Re-evaluate and make recommendations on what type of information should be in "Tear-and-Run" printouts and how it should be disseminated.*

Although the content criteria of the printout could not be changed, the group worked on a way to make sure that the comments received on the print out were relevant to the field. The response messages that were not relevant to the call are being removed from the first line of comments. Also, a less expensive print method was found in place of the 56k phone lines, saving our fire agencies thousands of dollars.

- *Dispatch performs fire move-ups by: a) automated move up and cover and b) training fire operations*

  In May 2013, training of fire dispatchers and configuration changes were made to CAD that allow for dispatchers to efficiently and effectively perform engine move-ups for key station coverage. Putting the responsibility of move-ups on the dispatcher frees up the battalion chiefs and zone coordinators from having to manage county engine coverage.

Law Enforcement Task Team

The Law Enforcement Operational Policy Task Team is comprised of a representative from each of the Law Enforcement User Agencies as well as line level dispatchers from SCR911. The team's role is to draft new policies and procedures and review existing ones to ensure they describe and support highly effective dispatching techniques. The team meets the first Tuesday of every other month.

The 2013 field members were **Chief Rudy Escalante and Sgt. Matt Eller, CPD; Lt. Larry Richard and DC Rick Martinez, SCPD; Lt. Greg Lansdowne, SCSO; Lt. David McCartney, WPD; Sgt. Eric Olson, HPD; Cpt. Tony Lamonica, SBSO; Nicole Stewart, CHP; Superintendent Mike McMenamy, State Parks;** and **Field Supervisor Todd Stosuy, ASA.** The SCR911 representatives were **PSD II Devon McMahon, Operations Supervisors Melody MacDonald,** and **Stephanie Zube** (facilitator).
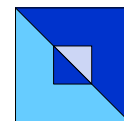
In addition to policy review, the group's project was to:

Continually explore virtual command post technology assets with the goal of improving:
- Operational efficiencies (minimize phone/radio traffic)
- Update counties' resource lists including
  - Public safety
  - Government
  - Nonprofit
  - Private sector
  - Schools
  - Faith-based community groups
- Training

Throughout the year, the group explored a variety of web-based applications and command software that could potentially meet the demands of a virtual command post system.   Among them were NICS, WebEOC, VirtualCommand, Proboards and www.santacruzready.org Should the counties decide to implement a virtual command post, this group would be able to make a recommendation on which application to explore further.

Training Unit

The Training Unit is responsible for conducting entry level 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 2013, the Authority conducted two entry level academies: Public Safety Dispatcher I and Public Safety Dispatcher Assistant I. 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 nonemergency phones to answering 9-1-1 calls.

In 2013, we successfully trained Public Safety Dispatchers **Annie Castro, Jennifer Maggio, Andrew Parker, Jason Thompson and Christina Troia.** We welcomed dispatcher assistant **Mike Birkett** who came to us from our local state parks dispatch center. **Areli Sanchez** and **Maria Torres-Rios** were selected for our Bilingual Dispatcher Assistant I academy. 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. Areli was promoted to PSD I immediately upon completing the academy, and Maria was promoted to PSDA II after she completed on-the-floor training with her CTO.

Amanda Douglas looks on while Jason Thompson practices his new skills.

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. NetCom managers attended a presentation by Gordon Graham in which he discussed the importance of constant, *rigorous* training to prevent problems in high risk low frequency events. Our dispatchers are accustomed to *frequent* training, now the challenge is to discern how to make training rigorous, and with the ability to be done on the floor during brief periods of inactivity.

For 2013, the instructors and Communication Training Officers partnered to develop on the job training and testing for everyone assigned to the dispatch floor. Training methods used involved surprise drills such as reacting appropriately to officer involved shootings and bank robberies; others tested basic knowledge of policy and procedures.

The training unit also developed a series of monthly drills for our Emergency Medical Dispatchers to review, with a practice scenario designed to familiarize them with protocols they might not be as familiar with as ones that are used several times a day.

NetCom is always happy to accommodate training requests from our Users and auxiliary user agencies. Mike and Devon provided radio training for the Santa Cruz County Probation Officers for officer safety concerns when they go into the field to make contacts. Kristine trained the Santa Cruz City Park Rangers in the use of the California Law Enforcement Telecommunications System (CLETS) and how to read and understand the return messages from the various systems queried.

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, Mike Krakowiak, Abby Marizette, Devon McMahon, Sean Schorovsky, Melanie Sherwood, Lyndsay Sotelo, Tammy Spath and Dave Sumner**. The Center opened a recruitment early in 2013 and **Andrew Davidson** was selected as our newest CTO.

CTOs were challenged in 2013, as we had several recruitments resulting in two new hire academies and the hiring of two lateral dispatchers. Our previous year's strategy of "growing our own" dispatchers had paid off as well. **German Flores, Areli Sanchez** and **Maria Torres-Rios** were all promoted —Areli and Maria while still in CTO training!

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 staffing constraints, most training material for the dispatchers was presented through our electronic document distribution software, PowerDMS, which also has a testing feature. **Mike Krakowiak** was the primary instructor for the Public Information Officers class we hosted on our in-house software. Nine new graduates are now certified PIOs.

Several of our dispatchers were recruited to take on additional responsibilities. **German Flores, Joe Guerrero and Billie Surran** are certified Emergency Medical Dispatchers and **Andrew Davidson** became a certified Fire/EMS dispatcher.
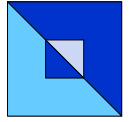
Projects Unit

Awareness and Community Education (ACE) Team

The ACE Team is comprised of both lead and line level dispatchers. The 2013 team members were **Ashley Baldwin, Billy Barrett, Jodi Boles, Kristine Ebersole, Mike Krakowiak, Melody MacDonald, Abby Marizette, Devon McMahon, Anita Miller, Sean Schorovsky, Melanie Sherwood, Lyndsay Sotelo**, **Tammy Spath, and Billie Surran.**

One goal of the ACE Team is to participate with our User Agencies in hosting public events in order to make face-to-face contacts with our Users, while educating the public about 9-1-1. We were a featured speaker at Central Fire's CERT (Community Emergency Response Team) meetings and made presentations to the Watsonville Fire's cadet and ROP groups. National Night Out was a huge success as we were able to attend neighborhood events hosted by the Hollister and Capitola Police Departments and the Santa Cruz County Sheriff's Office.

The Capitola Police Department hosted several informational events for the public and invited NetCom to attend. Most of these were Neighborhood Watch meetings for apartment complexes and mobile home parks. **Devon, Mike, Melanie and Valerie Conner** were able to instruct attendees about what information the dispatcher may require for responding police officers, and what questions we might ask about suspect and vehicle descriptions.

This was our sixth year hosting a booth at Omega Nu's Ducky Derby in Harvey West Park in April. **Tammy and Billy** helped over 100 children spin the "wheel of misfortune" and answer questions about calling 9-1-1 for help.

Billy, Melanie, and Christina Troia represented NetCom at the San Benito County Fair in October, making over 400 public contacts.

Billy and Mike represented NetCom at the Aptos/La Selva and Central Fire Departments' Open House events in October, celebrating Fire Prevention Month.

Sixty-five ROP students from the Aptos High School Medical Program visited the center for a presentation and tour to learn about public safety dispatching as a career choice. Students were invited to interact with working dispatchers on the floor, observing them using the ProQA medical software while processing calls and giving instructions.

Other community groups contacted NetCom to request presentations. Mike attended the Foster Grandparents Volunteer meeting and the Santa Cruz League of Women Voters came to us for a tour.

Ashley, Devon, Abby, Valerie, 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, and 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.

Mike Krakowiak with ROP students

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 2013 include the general manager (.25 FTE), the systems division manager, the systems supervisor and three senior communications systems technicians.

Tom Ginsburg
Nicola Nelson
Amethyst Uchida
Wolff Bloss
Gilbert Oros

In 2013, the Systems Division completed the following projects:

- Replaced all CAD workstation computers and implemented Windows 7 in Dispatch
- Replaced all AMR MDCs with new hardware
- Began working with the Operations Division to ensure the Authority is fully compliant with CJIS Security Policy 5.2. *(in progress)*
- Implemented improvements at the San Benito County Alternate Site in Hollister, in partnership with local agencies
- Completed part one of Emergency Service Number (ESN) project to improve agency tell-tale accuracy for 9-1-1 callers
- Implemented an economical solution for fire station printing that was identified in 2012
- Replaced AMR's mobile solutions servers (PMDC and AVL) and upgraded related software

Computer Aided Dispatch (CAD)

A variety of systems and projects are included under the CAD/9-1-1 label. These systems are supported by two senior technicians with assistance from another senior technician and the division manager (total 1.5 FTE). 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 integrate 9-1-1 into the CAD applications. In addition, the unit provides support for the administrative computing needs of SCR911 personnel.

Having completed major projects in each of the past three years (phone system in 2010, radio consoles plus integration of San Benito County in
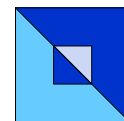
2011, and CAD hardware/software upgrade in 2012), 2013 was a relatively quiet year for the Systems CAD unit. The biggest challenge handled by the CAD unit during 2013 was managing a hardware issue on the new CAD server which caused several minor glitches. Ultimately, it was determined that one of the four redundant blade servers was defective and it was replaced under warranty.

Systems personnel also completed a minor software upgrade of the CAD system to correct some issues created during the 2012 upgrade. In addition, Systems staff replaced all of the CAD client computers in the dispatch center. Those computers had been running continuously since their installation in the fall of 2004, so it was time that the hardware was replaced. In addition, the old computers were running the Windows XP operating system which reaches its end of life in April 2014.

Many other small projects were completed in support of dispatch operations in 2013. These included integration to a new county-wide Patient Care Reporting system for Santa Cruz and coordination of ancillary projects such as implementing a backup solution for Internet connectivity, revising scheduled Crystal Reports to be more robust and informative, and replacing/upgrading several key servers at the agency.

2014 should prove to be interesting and exciting for this unit as an exploration of options for Computer-Aided Dispatch software will begin, starting with the release of a Request for Information (RFI) to get an idea of the solutions that are available. In addition, the agency will be looking for ways to accept text messages to 9-1-1, and therefore will investigate upgrade options for the phone system which will lay the framework for text and other Next Generation 9-1-1 capabilities. SCR911 Systems will also be working with the County of Santa Clara to install a CAD-to-CAD interface which will allow our counties to view each others' available dispatch resources to assist in mutual aid scenarios.

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 senior technician with assistance from the systems supervisor and the division manager (one FTE).

Systems worked on several projects on behalf of the Fire and EMS Users. The team implemented a new solution for "tear-and-run" printing which moved agencies away from maintaining a networked infrastructure and enabled them to receive print jobs via an email-based printer server. This solution has been implemented at about half of the fire service agencies in Santa Cruz County and is saving those agencies money.

Another major project was to implement a mobile-mapping and pre-planning software system. The Systems team for Fire/EMS technology began work on this project in 2012 and it continued throughout 2013. Initial training took place in February 2013.

During and directly after the training, it was determined that several essential features of this project required the vendor to customize the software more extensively. Systems personnel monitored progress on the changes and actively assisted with testing new releases of this software. As of December 2013, the plan is to finalize installation and accept this software in the first quarter of 2014.

Next year, this team will be focused on reviewing how Fire/EMS recommendations are managed inside the existing CAD system and identifying areas that might be changed to accommodate various projects that the Fire/EMS agencies would like to explore. Also, if funding is identified, this team will be implementing PulsePoint in 2014. This is an app that provides notification of nearby sudden cardiac arrest incidents to subscribing volunteer community members trained in CPR.

SCMRS

The SCMRS Unit has been providing support to the Capitola, Santa Cruz 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 their in-car video recording system. SCMRS is staffed by the Systems supervisor, a senior technician and the division manager (.5 FTE).

In 2013, the Systems Division continued supporting the Alliance RMS system by performing many tasks including maintaining the replication network, fixing issues, opening and tracking tickets with Cyrun, deploying bug fixes, repairing text imports and many other repairs for Users.

The Systems Division was able to offer a Crystal Reports training session which was well received by participants from SCMRS agencies. This is likely to be offered again to allow others the opportunity to attend and to explore some additional report concepts.

As part of the advanced authentication project, the Systems Division set up an inter-agency hands-on demonstration of two factor authentication technology. Participants were able to try out several technologies and were asked to give feedback on their experience. The feedback was tabulated and presented to the Chief's so that they can make an informed decision when it comes time to select a second factor technology for the advanced authentication system.

SCPD involved the Systems Division in planning for their new solar power array. During the planning phase, Systems pointed out that the solar panel structure would block some of the wireless signal for the in car Mobile Audio Video system. Systems was able to suggest new locations for access points. New access points were procured and Systems performed the installation, saving the expense of getting an out of state vendor on site. As a bonus, the uploads from the vehicles are more reliable than ever.

Trouble Tickets Resolved in 2013		
Dispatch	Equipment (keyboards, printers, etc.)	80
	Phones	47
	Radio	41
	Software (CAD, ProQA, etc.)	68
	Other	24
	TOTAL for Dispatch tickets	**260**
Fire/EMS/GIS	AMR MDCs	22
	Common places	81
	Config	24
	Routing	7
	Other GIS	53
	TOTAL for Fire/EMS/GIS Tickets	**166**
SCMRS	Crossroads/Alliance Interface	220
	Hardware (MDCs, MAV, etc.)	85
	RMS	54
	Other	40
	TOTAL for SCMRS Tickets	**399**
Total Systems Div. Trouble Tickets Resolved		**825**
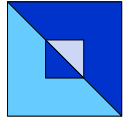
Mobile Data Computers (MDCs)

The Systems Division supports two Mobile Data computer networks. One is used by the SCMRS agencies as well as Santa Cruz Fire and Watsonville Fire departments. In 2013, the Systems Division performed an upgrade on the SCMRS MDC server to allow a larger reporting database. Also, a portion of the routine maintenance of the server having to do with the message file system was automated to save some hands on work.
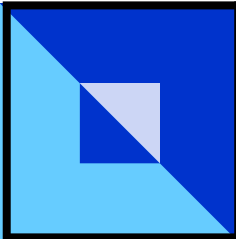
The Systems Division also assisted SCPD with evaluating new SUV style patrol vehicle builds. For many years the standard vehicle has been the Crown Victoria sedan. The new SUV layout posed some challenges with integrating all of the technology, but with input from Systems, the issues are all being resolved.

The other MDC system that the Systems Division supports is used by AMR to provide CAD information to the field units, reduce radio traffic and use GPS data to provide closest-unit routing information for use in dispatch. In early 2013, Systems worked with AMR to deploy new laptops for this solution. This has resulted in a 53% decrease in trouble tickets for these devices and an improvement in overall reliability. The servers used by the AMR MDC system were just as old as the laptops and these also were replaced in 2013.

Systems Division Goals - 2014

- Select, purchase and implement an advanced authentication solution for the SCMRS Mobile Data Computers (provided this continues to be a CJIS requirement)
- Continue work with the Operations Division to ensure the Authority is fully compliant with CJIS Security Policy 5.2
- Identify and implement phone system upgrades to support Next Generation 9-1-1 capabilities such as text-to-911
- Use the legacy radio console equipment to outfit the Santa Cruz County Alternate Site in Watsonville
- Upgrade Interact mobile software solution used by SCMRS Mobile Data Computers (MDCs)
- Deploy PulsePoint interface to CAD system to provide community notification when CPR/AED assistance is needed
- Implement CAD-to-CAD data sharing system with Santa Clara County agencies
- Support agency annual goals, especially the technical goals relating to Next Generation 9-1-1 and CAD replacement.

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

Sherry Paul
Jeanna Halstead
Beth Wann

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, and compensatory time accrued and taken.

Business Services Unit

The Business Services Unit maintains employees' personnel and benefits records, processes 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 2013, 835 records requests were processed, and 64 subpoenas were served on the Center. The Custodian of Records made six court appearances in support of those records.

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 2013 were: **Peer Team Co-coordinator 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

Terri, Amethyst, Val, Melody and Gina

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.

The Peer Support Team was busy this year. In 2013, one of our User agencies, Santa Cruz Police, sustained a tragic loss when two officers were killed in the line of duty. Authority employees have a close working relationship with our Users in the field and were devastated by this event. The Peer Support Team worked to provide support to Authority employees and also volunteered to assist the SCPD Peer Support Team in the aftermath of this incident. The Peer Support Team attended multiple debriefings, planned events for the memorial, and was active during the memorial service, providing support to individuals who were overwhelmed during the event.

A crisis like this highlights the value of a Peer Support program. Because this program had been in place for several years, Authority personnel were comfortable managing debriefings and had a good working relationship with local mental health professionals trained to assist in crisis management. All of these factors increased our ability to assist SCR911 staff and our Users through an extremely difficult event.

Peer Support held four critical incident stress debriefings (CISDs) and facilitated employee attendance at two other debriefs hosted by our User Agencies. The five members of this team provided one-on-one support and/or referrals to outside assistance an average of 40 times each month. A significant amount of stressors continue to exist at the agency, so the Peer Team also explores programs and activities to provide Authority employees with stress management tools and techniques.

Safety and Wellness

The 2013 Safety and Wellness Committee members are: Safety Coordinator **Melody MacDonald**, **Dennis Kidd, Jo Irving, Anna Kiff, Abby Marizette, Nicola Nelson and Mike Krakowiak.**

During 2013 the Safety and Wellness Committee continued efforts to focus on our employees' health. Our Healthy Snack program is still in effect and financially self-sustaining. Team member **Jo Irving** continuously stocks the basket with healthy snacks, recipes and tips for a healthier lifestyle.

This fall, the Safety and Wellness team facilitated SCR911's first Health Fair. Through one of our health care providers, Physicians Medical Group, we were able to set up free health screenings in conjunction with our annual flu shot clinics. The screenings included blood pressure, BMI (body mass index, cholesterol, and blood sugar. We also had a representative from a local fitness center who provided information on healthy weight loss. Healthy snacks were provided during the fair. Thirty employees participated. It was

Devon McMahon at the health fair

so well received that the team is already planning a fair for 2014.

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.

Appendix

SCR911 Employees Association
Year in Review

Our membership continues to remain at high participation, with over 90 percent of the employees as members.

This year instead of offering the Justin Keele Memorial Scholarships; the Association voted to use this year's program funding as a donation for both Butch Baker's and Elizabeth Butler's families. The Association made memorial ribbons for the services and received many requests for additional ribbons which were provided to the family and friends of SCPD. Unsolicited donations for the ribbons were also given to the two families. The Association is planning to have a memorial bench placed at the entrance to our building in honor of both officers.

Having received a Box of Smiles (a care package with food and activities) from another dispatch center after the shooting, we paid it forward to other centers who experienced loss. We sent care packages to MIT for their officer involved shooting and loss, Alaska for the helicopter crash in which several officers died, and to West Texas who had lost approximately 12 volunteer firefighters in an explosion.

In April we celebrated National Dispatcher Week (NDW) and Systems-Administrative-Management (SAM) week. NDW had a Hawaiian themed, fun-filled week and for the SAM luncheon it was a Mardi Gras themed salad bar. We also had gifts and fun prizes for all dispatcher and SAM members.

In years past we have adopted a family for the holidays, and this year we adopted a family from Jacob's Heart in honor of Watsonville Police Chief Manny Solano.

Instead of the traditional gingerbread house competition we had a new holiday decoration competition. Blue Nights took the top honors with their wreath commemorating Butch and Elizabeth.

We set up a separate bank account to help manage and fund the healthy snacks program.

SC911EA had three members retire at the end of the year. Karen Clark, with 14 years of service, retired November 26, Bill Burnett, with 11 years of service, retired December 20, and Jim Riccabona retired on December 20 following 25 years of service to our community.

Association Board Members
2013-2014

President—Jodi Boles
Secretary— Lyndsay Sotelo
Treasurer—Kristine Ebersole
Sergeant at Arms—Nicola Nelson

2013 Retirees

Kevin Fink retired from service after 37 years in public safety, spent in dedicated service to the County of Santa Cruz, SCR911, and its User Agencies.

Kevin began his career in 1976, as a volunteer fire fighter in his home town of Boulder Creek. He continued to volunteer with Boulder Creek Fire, for over 20 years. In 1976, he was hired as a dispatcher for the Santa Cruz County Sheriff's Office. There are few people in public safety whose can say their careers began before 9-1-1 was implemented in California.

Kevin accomplished much in his long career. He was one of the original employees hired when Santa Cruz Consolidated Emergency Communications Center was created. He was immediately promoted to Operations Supervisor, where he assisted in the forming of one of the most respected public safety dispatching agencies in the country. As a master wordsmith, Kevin was responsible for the penning of many NetCom policies and procedures, ensuring a lasting legacy. In 2009, Kevin completed the 12-month APCO course, to become a Registered Public Safety Leader. In 2013, he completed the classes and certification to become a background investigator, becoming the first in-house background investigator for the Authority.

As a retiree, Kevin will be devoting more time to his long time love of flying and his more recently discovered, love of world travel.

Karen Clark came to SCR911 after a career as a newspaper reporter. Karen was hired as a Dispatcher Assistant in 1999, where she put her interview skills to good use during 9-1-1 calls. Karen was a good call taker, who set a high standard for herself. It didn't take her long before she became a Certified Training Officer and Academy Instructor, known for helping her trainees reach a high standard.

In 2002, Karen was promoted to dispatcher, where she continued to strive toward excellence. She has been praised by her teammates for going above and beyond, often attributing her successes to the efforts of her entire team.

In 2011, Karen received a Red Cross Heroes award for issuing successful CPR instructions to bystanders, which saved the life of a five year old girl, who had been choking for four minutes. In typical Karen fashion, she chose to receive the award on behalf of all the dispatchers who were involved in the effort.

Though Karen will be remembered for her good work as a dispatcher, she will also be remembered for encouraging her NetCom coworkers to join her in her quest to become healthier. She inspired her fellow dispatchers when she changed her lifestyle in order to lose weight and be a healthier person. She began walking and running, eventually enlisting others into joining her for 5k races and half-marathons.

Jim Riccabona has had a long and distinguished dispatch career. He is an Air Force Veteran and former air traffic controller but dispatch is the career that has held him the longest. He started his dispatch career, with the County of Santa Cruz, in 1989 and was in the original group of Authority employees, hired during the consolidation.

Jim served on some important teams, including the procedures team, the group responsible for setting the groundwork for many of our current policies and procedures. He was also a union representative who used his strong understanding of policies and the MOU to advocate for his fellow dispatchers. Though Jim left briefly to live out of state, he returned to finish out his career with SCR911.

Jim received many commendations during his career, as an individual and as part of a team. He will be remembered as a dispatcher with a strong sense of field safety; a call taker who understood that seconds matter; and a darn fine card player.

Bill Burnett was called to the dispatching profession as a second (or third) career. The graduate of San Jose State had a career as a bank manager and owner of a restaurant, prior to deciding to apply as a dispatcher in 2002. Bill was fully cross trained, including fire radio and emergency medical dispatch.

Bill will be remembered as a true team player. He has consistently taken a high volume of phone calls, regardless of what team or time of day. There has been a running joke in dispatch that when Bill retires, it will take two people to replace him. A strong work ethic is not Bill's only outstanding quality. He has garnered much praise over the years for how he treats the people he talks to.

In 2009, Bill had an opportunity that few dispatchers get, when he took a call from a man in Boulder Creek who said his wife was having a baby. Bill was alone in the fire POD that day, so as he assessed the mother and gave instructions to the father, he was dispatching not only the call he was on but other high priority emergencies! While it's true that the baby was coming regardless of what everyone around him did, Bill's EMD skills and calm nature made the baby's entry into the world safe and easier on the adults.

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Standards of Excellence

2013

Annual Performance Report
Prepared for the
Law Enforcement
Users Subcommittee

February 10, 2014

Serving:
Capitola, Hollister, Santa Cruz, and
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 2013, our performance on first priority law enforcement events was 82 percent complaint to the 120 second standard, and our average building time was 82 seconds.

- **Call Taking**

The call taking process is a balancing act between speed and content. For 2013, the Center was 83 percent compliant to the 90-second standard with an average time of 61 seconds.

- **Dispatching**

During 2013, the Center dispatched 79 percent of the first priority incidents in 30 seconds or less with an average dispatch time of 23 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, 82 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.*

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

Period	Compliance
2011	87%
2012	80%
1st Q 2013	92%
2nd Q 2013	90%
3rd Q 2013	87%
4th Q 2013	84%
2013	80%
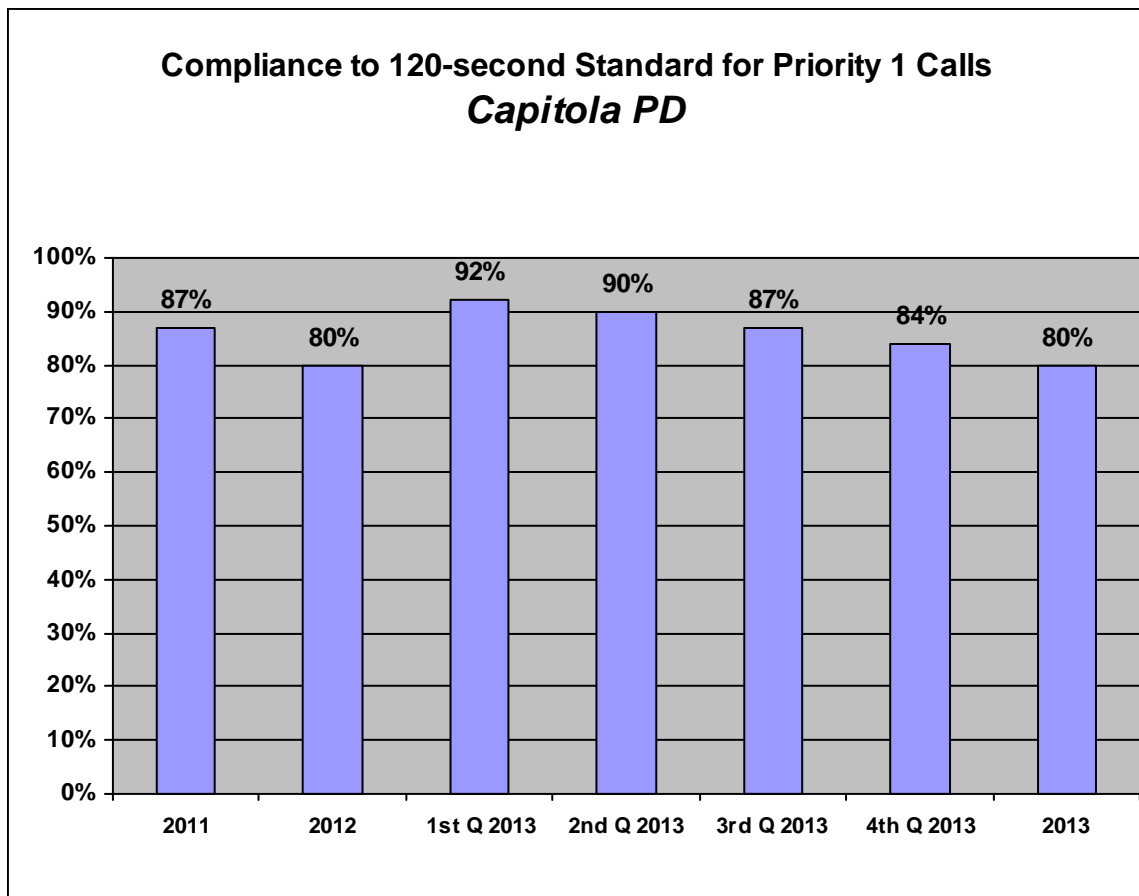
Our average building time for Capitola PD for 2013 was 80 seconds, and 89 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

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.*

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

Period	Compliance
2012	86%
1st Q 2013	89%
2nd Q 2013	85%
3rd Q 2013	89%
4th Q 2013	87%
2013	87%

Our average building time for the Hollister Police Department for 2013 was 80 seconds, and 87 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

Performance Data for Santa Cruz Police Department

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

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

Year	Compliance
2011	83%
2012	88%
1st Q 2013	84%
2nd Q 2013	83%
3rd Q 2013	84%
4th Q 2013	84%
2013	84%

Our average building time for Santa Cruz PD for 2013 was 86 seconds, and we were 84 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.
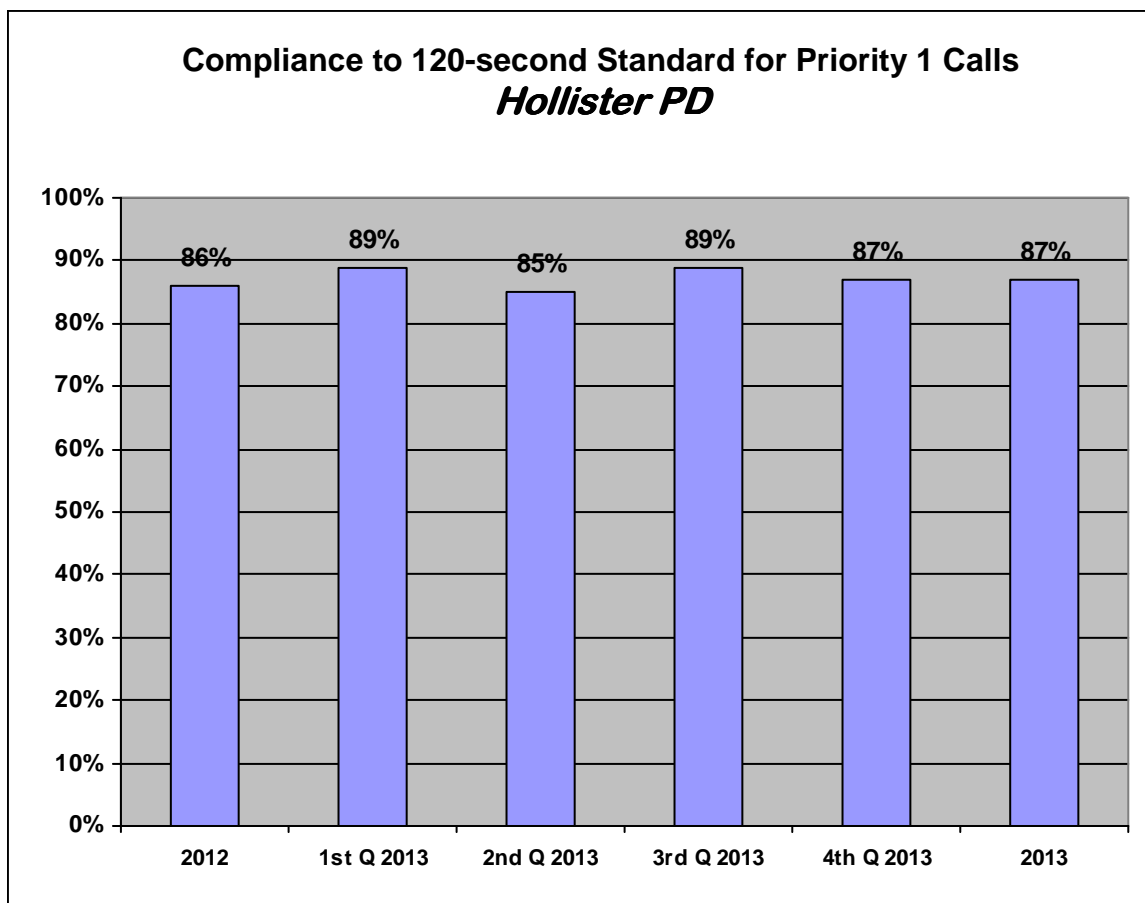
Performance Data for Watsonville Police Department

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

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

(Bar chart showing compliance percentages: 2011 = 86%, 2012 = 87%, 1st Q 2013 = 86%, 2nd Q 2013 = 85%, 3rd Q 2013 = 82%, 4th Q 2013 = 85%, 2013 = 85%)

Our average building time for Watsonville PD for 2013 was 84 seconds, and 85 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

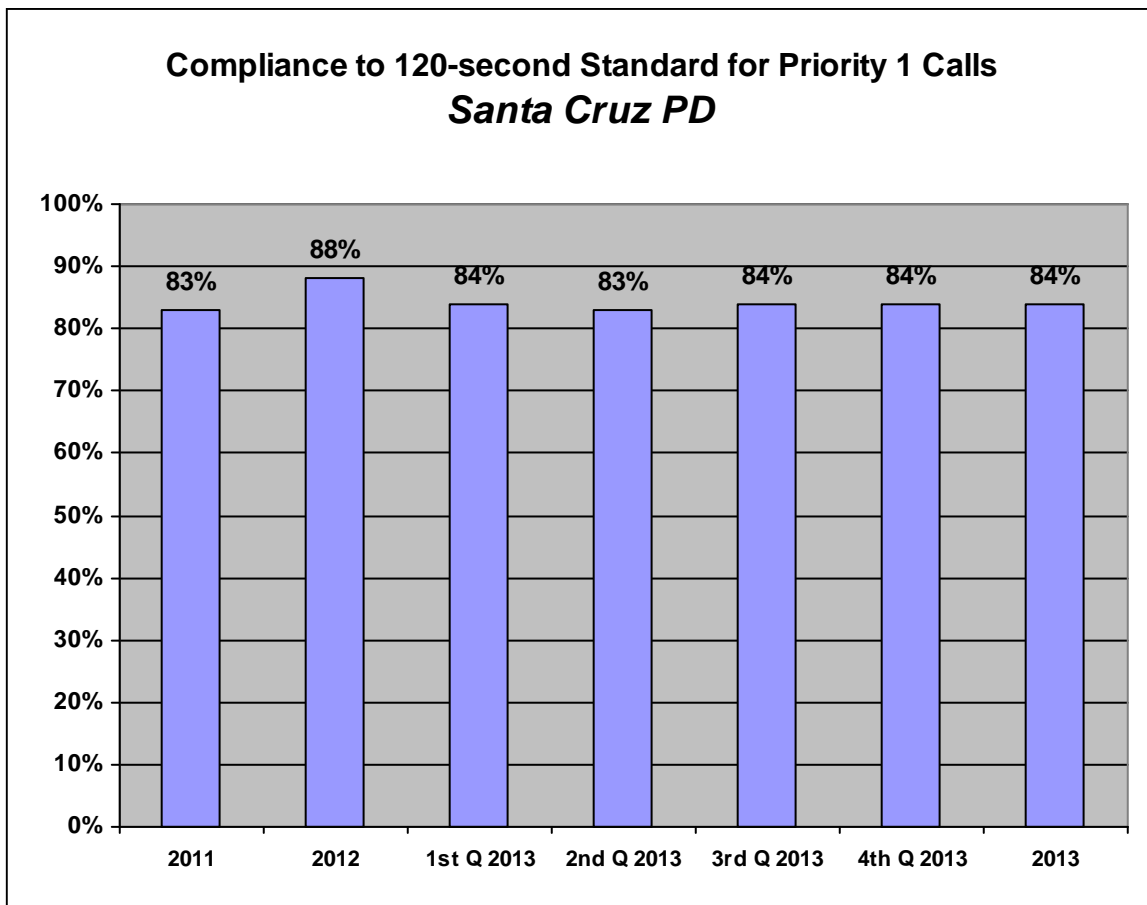**Performance Data for San Benito Sheriff's Office**

- ***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.*

Compliance to 120-second Standard for Priority 1 Calls
Santa Benito Sheriff's Office

	2012	1st Q 2013	2nd Q 2013	3rd Q 2013	4th Q 2013	2013
Compliance	76%	79%	77%	85%	84%	81%

Our average building time for the Santa Benito Sheriff's Office for 2013 was 81 seconds, and 89 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.
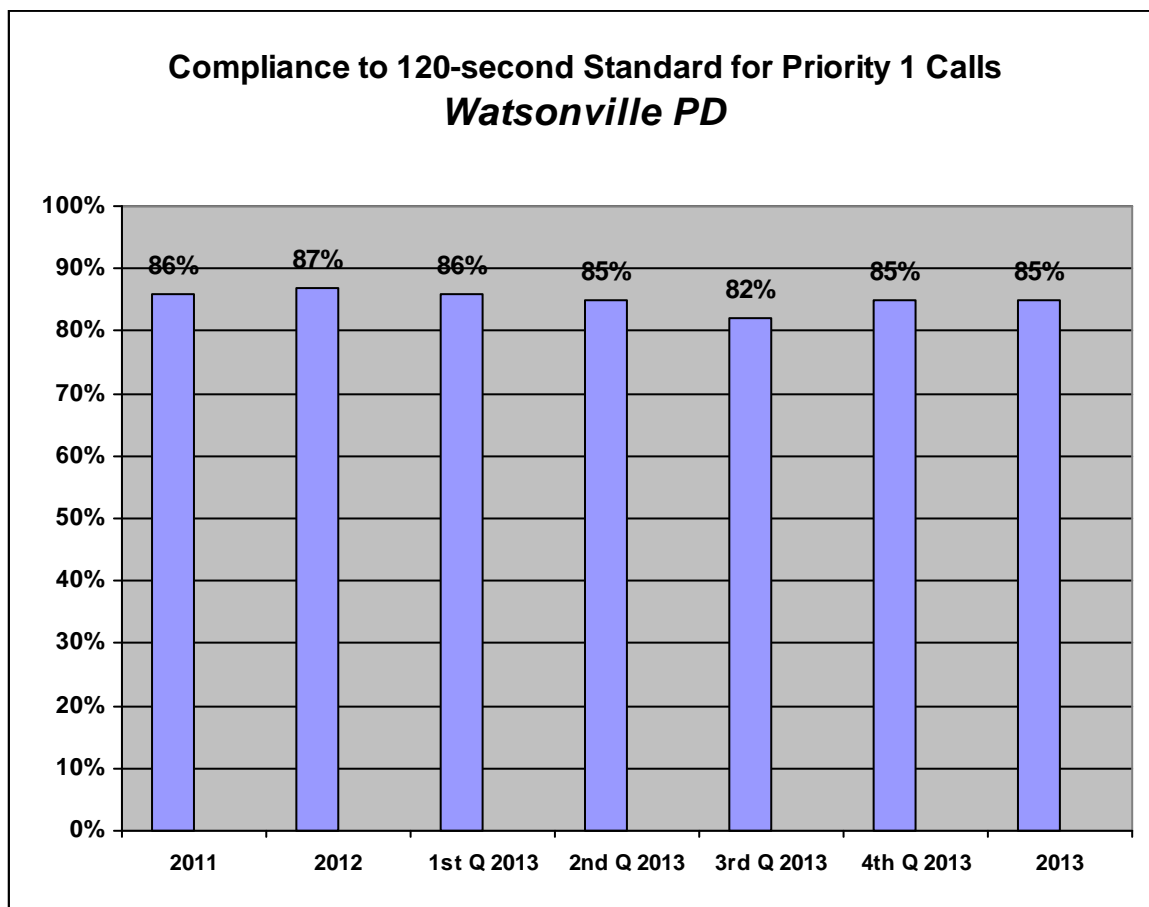
Performance Data for Santa Cruz Sheriff's Office

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

Compliance to 120-second Standard for Priority 1 Calls
Santa Cruz Sheriff's Office

Year	Compliance
2011	83%
2012	84%
1st Q 2013	85%
2nd Q 2013	82%
3rd Q 2013	86%
4th Q 2013	84%
2013	85%

Our average building time for the Santa Cruz Sheriff's Office for 2013 was 85 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.*
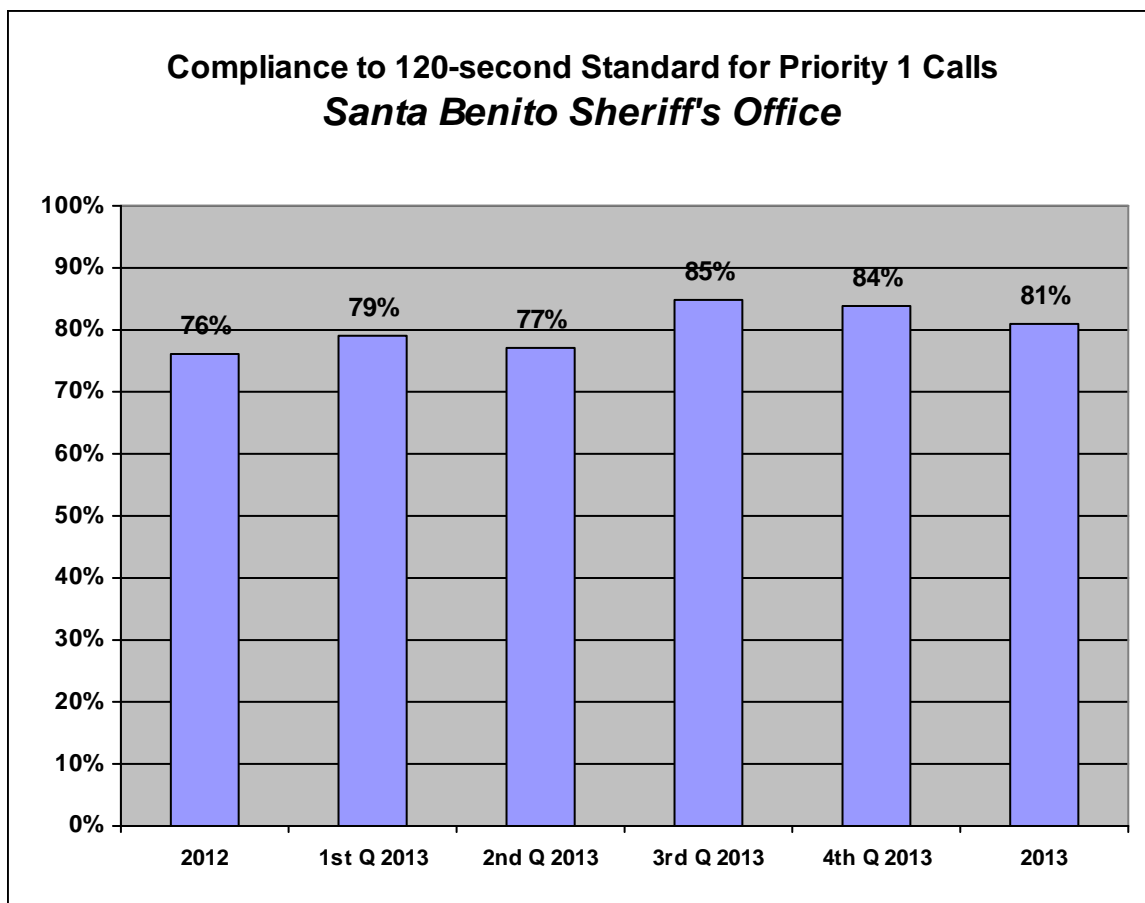

Aggregate Performance for All Law Agencies to 120 Second Standard for Building Time

Our average aggregate building time for 2013 was 84 seconds, and 86 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

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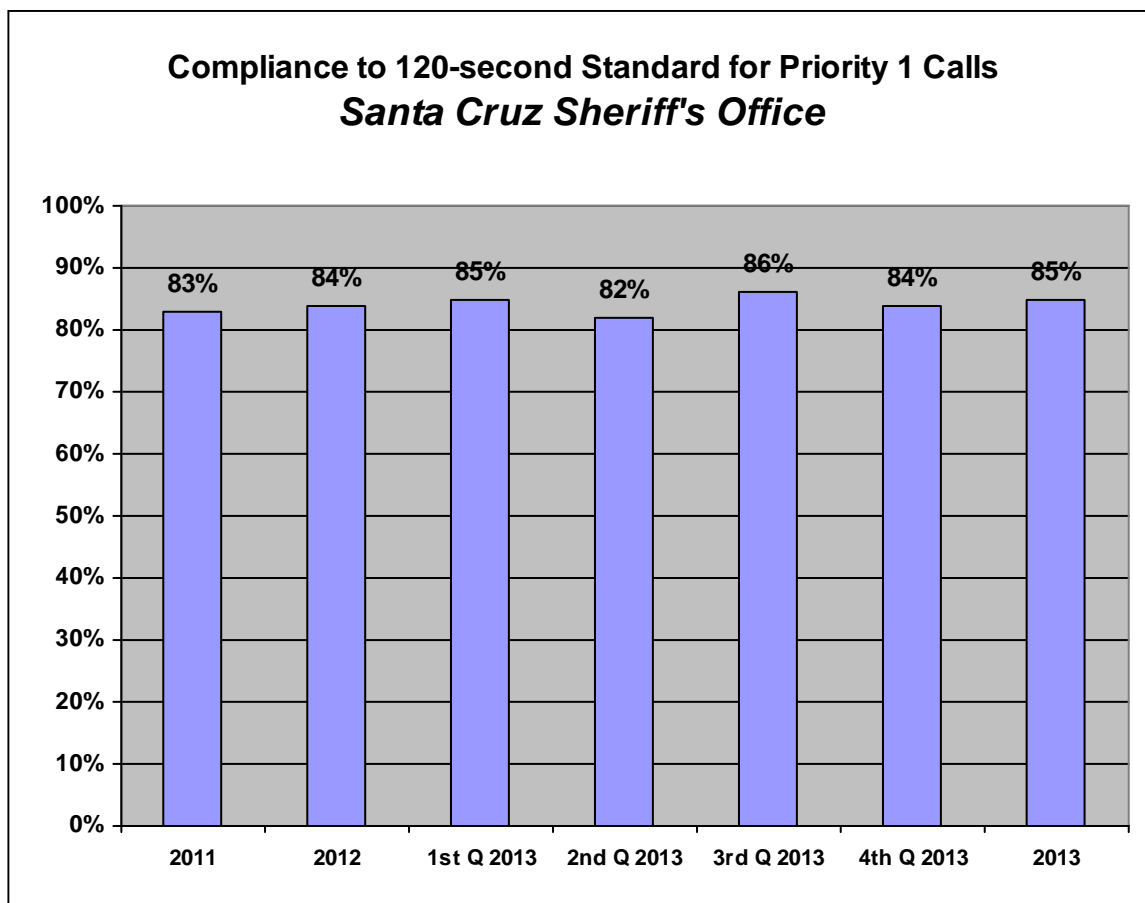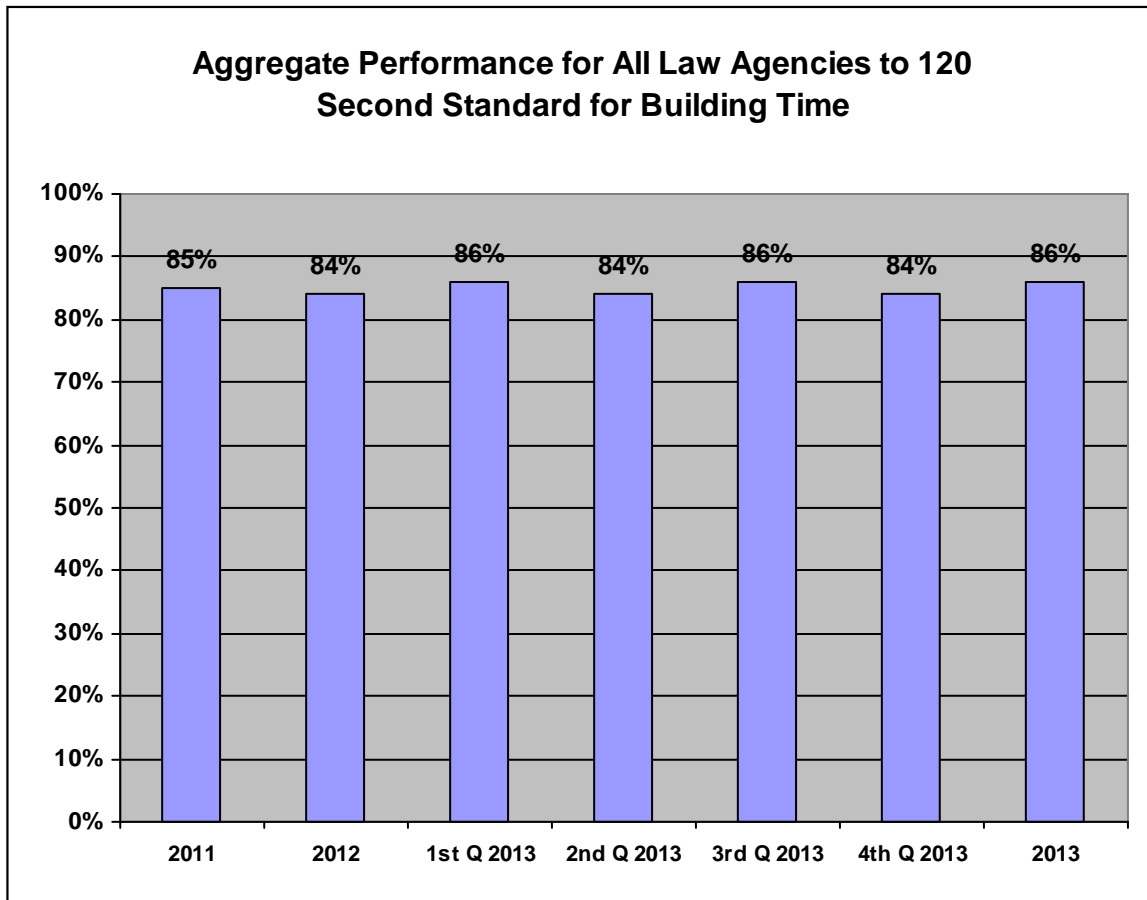
- *CALL TAKING Elapsed time from E9-1-1 call pick up to the point of incident creation (CAD incident initiation) in a maximum of 90 seconds for 90 percent of all first priority law enforcement incidents.*

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

	2011	2012	1st Q 2013	2nd Q 2013	3rd Q 2013	4th Q 2013	2013
%	83%	84%	85%	84%	83%	84%	84%
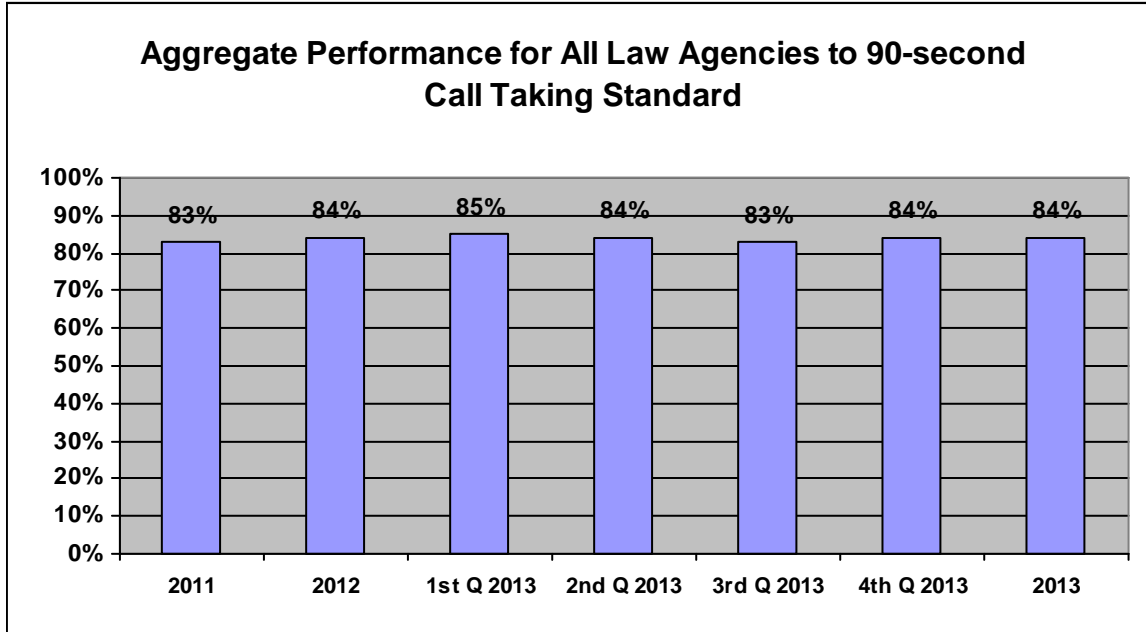
Average call taking time for 2013 was 59 seconds.

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

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

	2011	2012	1st Q 2013	2nd Q 2013	3rd Q 2013	4th Q 2013	2013
%	78%	76%	79%	77%	79%	78%	79%
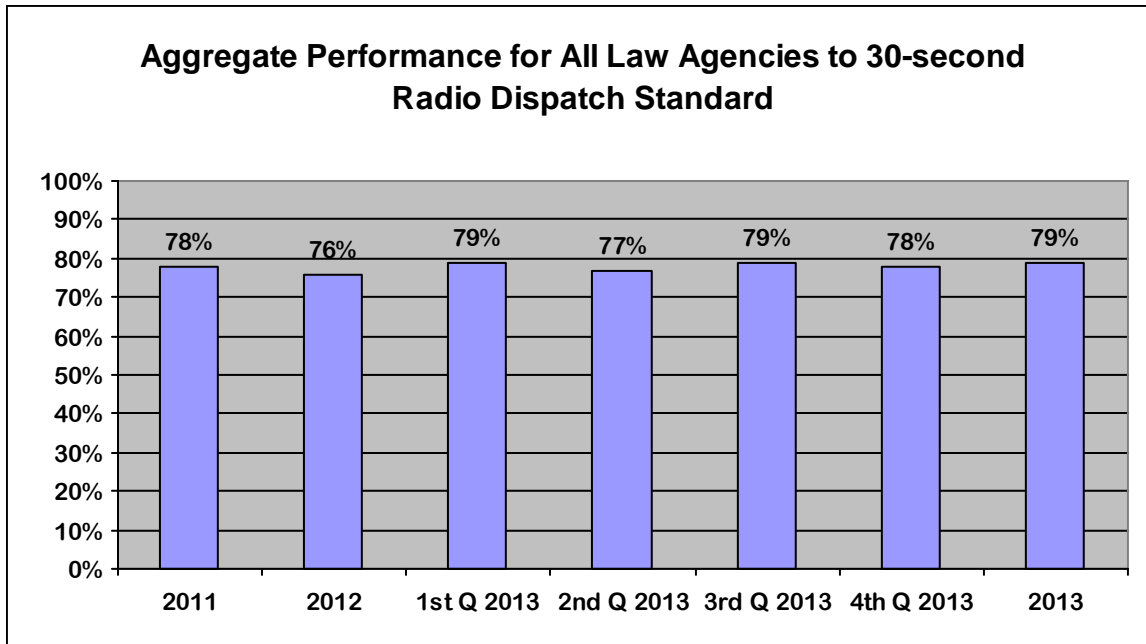
Average pending queue time for 2013 was 23 seconds.

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). **2013 had an overall compliance level of 91 percent to the highest priority law calls (Red and Blue).***
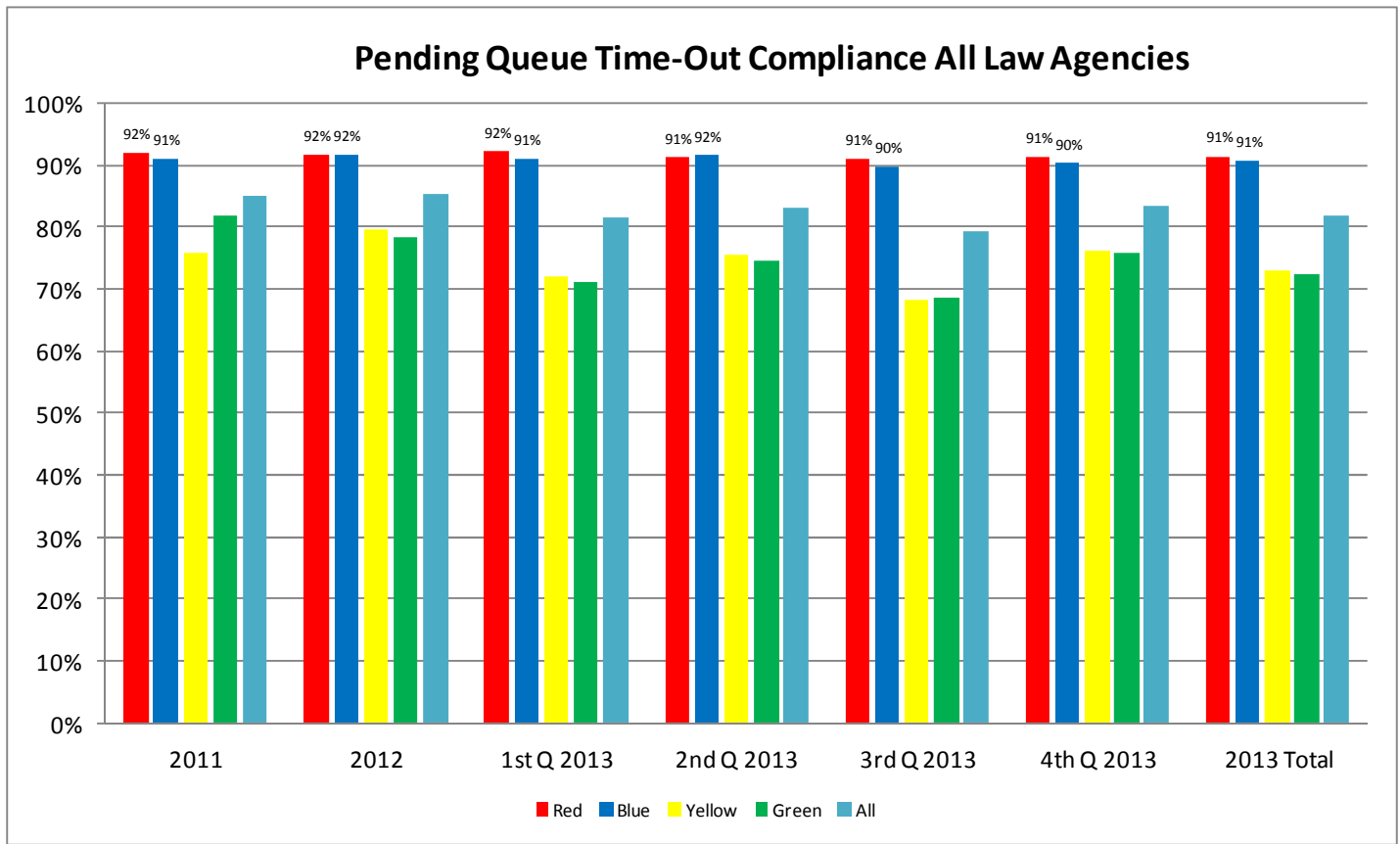
Performance Data for 9-1-1

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

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

9-1-1 Ring Times 2013, in seconds

Ring Time	Percentage
0-10	80%
11-20	18%
20-30	2%
30-40	0%
40+	0%

9-1-1 Call Volume 2013

Hour of Day	Calls
6	2293
7	3355
8	4441
9	5192
10	5493
11	6233
12	6885
13	6986
14	7191
15	7653
16	7905
17	8229
18	7818
19	7587
20	7032
21	6609
22	5864
23	4643
0	3717
1	2951
2	2372
3	1864
4	1471
5	1566
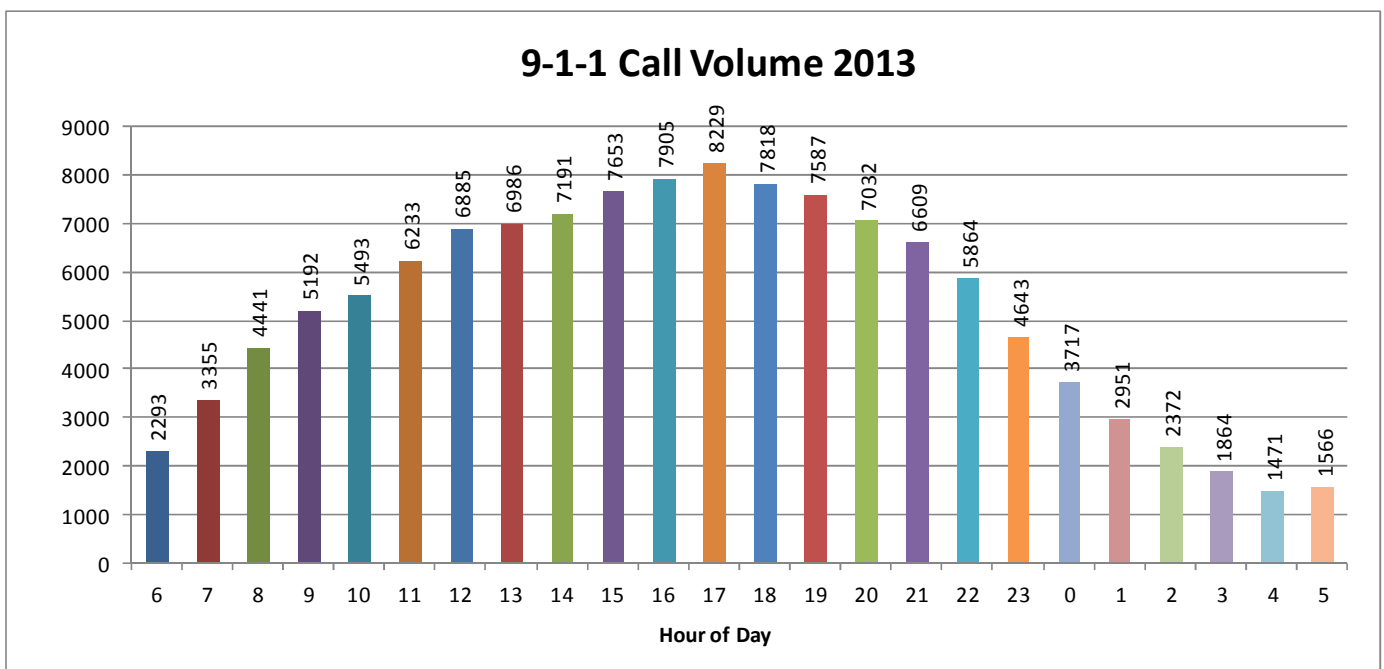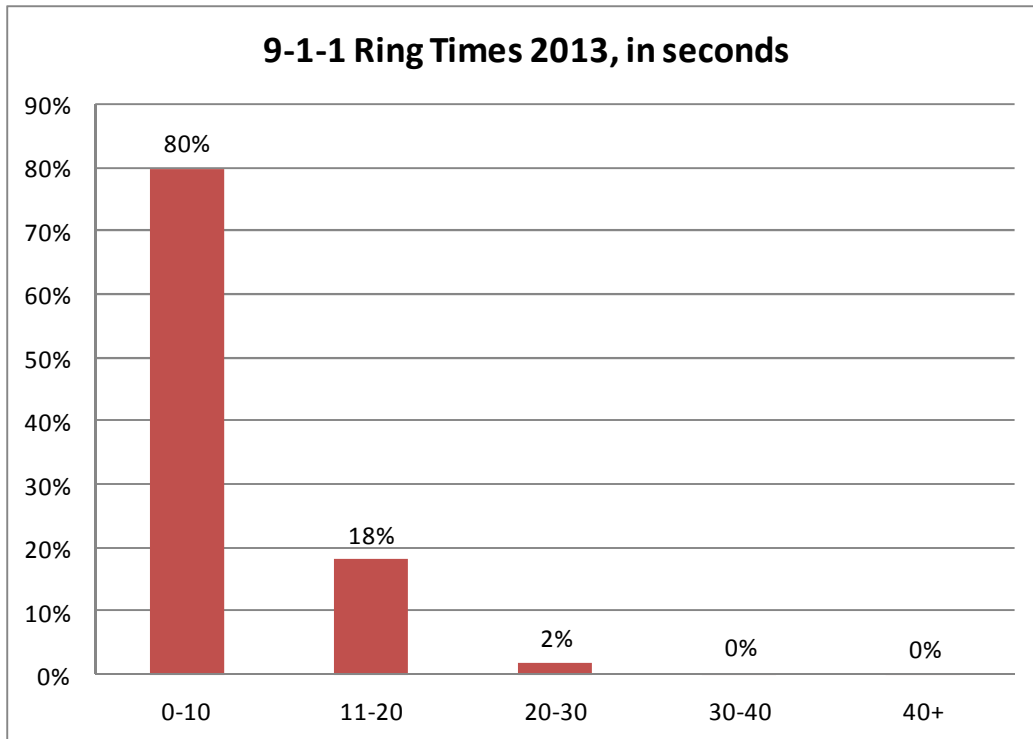
Performance Goals

For 2014, SCR911 will focus on an overall improvement of our QA measurements. The Standards Team will be re-activated in order to form a focus group who can work on specific performance issues. One of our center's goals for 2014 is to improve our compliance by at least 5%.

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Standards of Excellence

2013

Annual Performance Report

Prepared for the
Fire/EMS
Users Subcommittee

February 10, 2014

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 2013 we averaged 77 seconds from the time we answered the 9-1-1 call until the time that units were toned out. We were 73 percent compliant to the 90-second standard. This is a 2 per cent improvement from 2012.***

- ***Our average building time for Confirmed Structure Fires was 68 seconds. We were 90 percent compliant to the 90-second standard.***

EMS Performance

- ***During 2013 our building time for Echo medicals averaged 60 seconds. We were 87 percent compliant to the 90-second standard.***

- ***Our compliance to the EMD protocols for 2013 was 97 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.*

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

	30 secs or less	45 secs or less	60 secs or less	75 secs or less	90 secs or less
2012 Total	2%	15%	36%	55%	71%
1st Q 2013	2%	15%	36%	57%	73%
2nd Q 2013	1%	15%	38%	60%	75%
3rd Q 2013	1%	15%	36%	54%	69%
4th Q 2013	3%	16%	37%	62%	77%
2013 Total	2%	15%	37%	58%	73%

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

2011	2012	1st Q 2013	2nd Q 2013	3rd Q 2013	4th Q 2013	2013
76%	71%	73%	75%	69%	77%	73%

Overall Performance on Confirmed Structure Fires 2013

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

Legend: 2012 Total | 1st Q 2013 | 2nd Q 2013 | 3rd Q 2013 | 4th Q 2013 | 2013 Total

	30 secs or less	45 secs or less	60 secs or less	75 secs or less	90 secs or less
2012 Total	6%	22%	58%	74%	85%
1st Q 2013	10%	23%	60%	80%	93%
2nd Q 2013	0%	13%	47%	80%	87%
3rd Q 2013	0%	14%	46%	71%	86%
4th Q 2013	4%	20%	47%	78%	91%
2013 Total	3%	18%	50%	78%	90%

2013 Fire User Times
Confirmed Structure Fires

Legend: Driving Time | Reaction Time | Avg NetCom Building Time

The above chart represents each agency's average overall response time to confirmed structure fires. The chart includes NetCom's average building time, agency reaction time, and driving time.

Performance Standards for Emergency Medical Service

During this reporting period, the *Standards of Excellence* program focused on the following EMS performance standards.
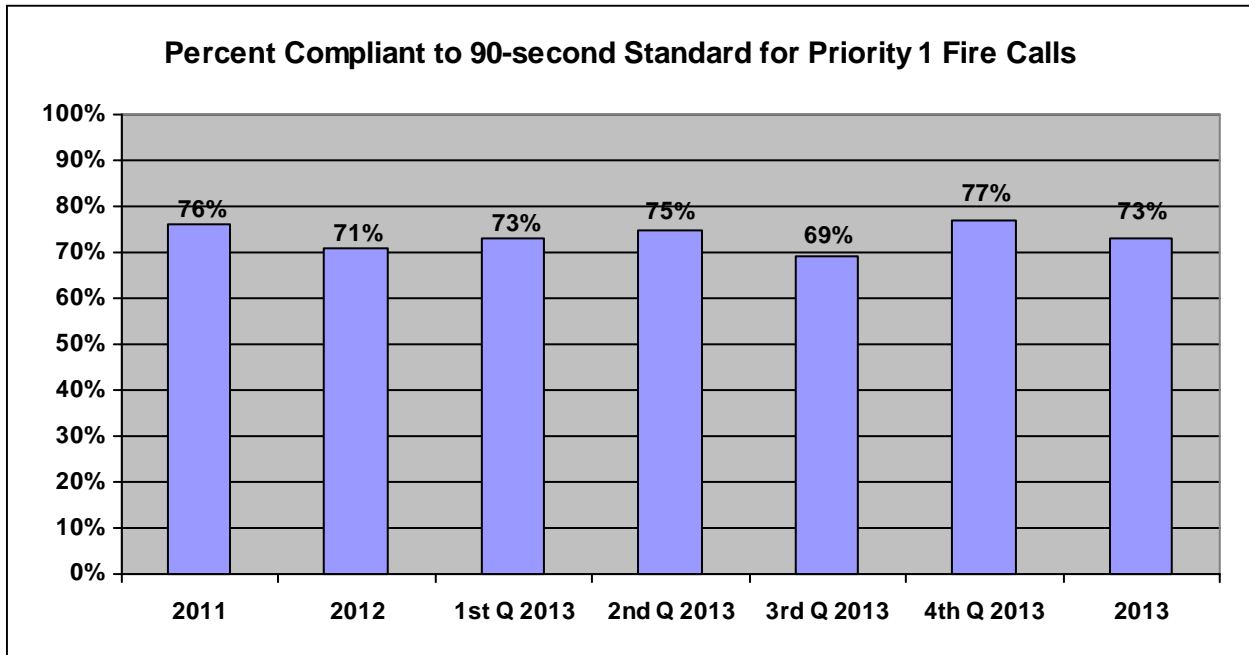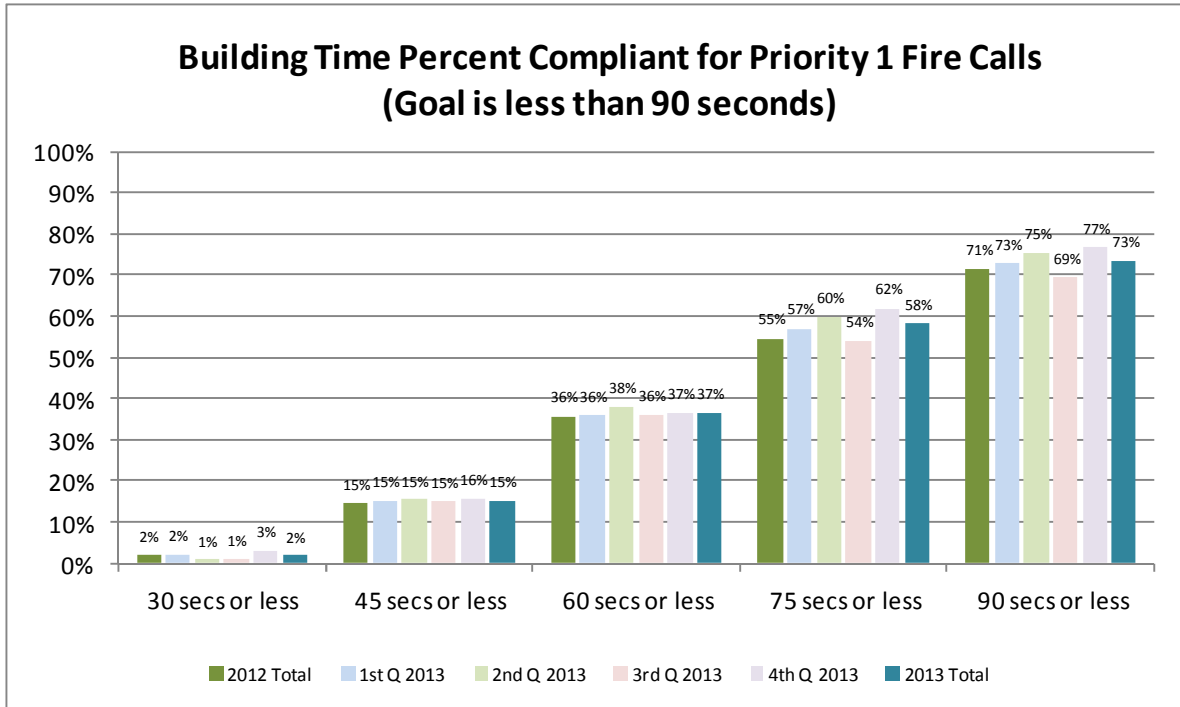
- *Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all priority Echo (E) EMS incidents.*

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

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

- *Average compliance to the EMD protocol standard, as demonstrated by case review and measured by total score.*

Performance Data for Priority Echo Medicals

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

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

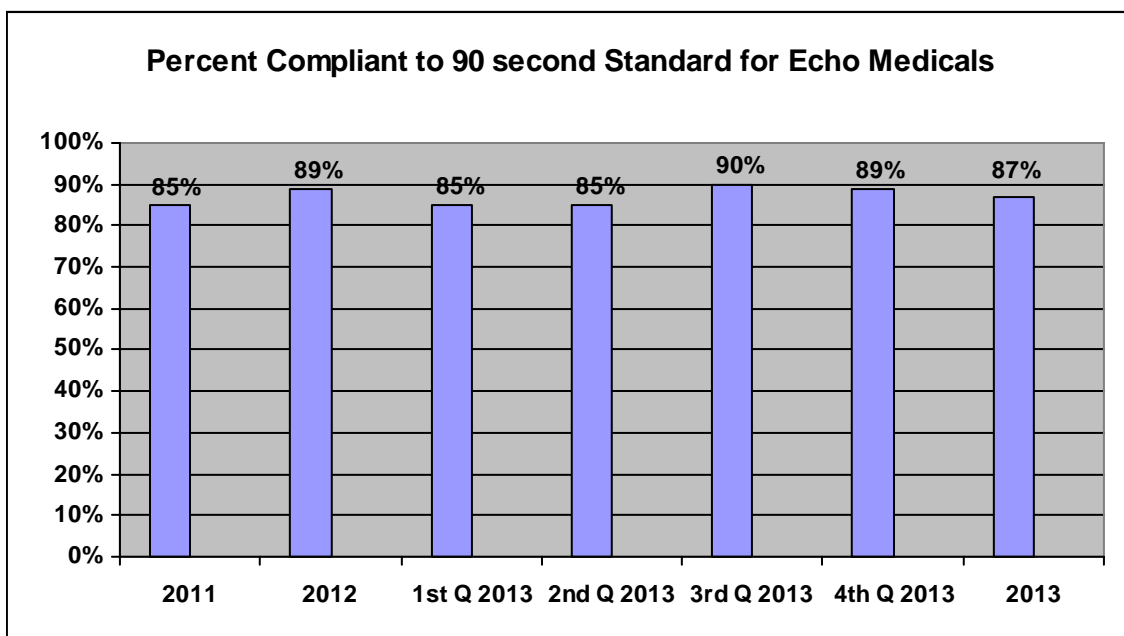| Time Range	2012	1st Q 2013	2nd Q 2013	3rd Q 2013	4th Q 2013	2013
0 - 30 secs	10%	0%	5%	7%	12%	6%
31 - 45 secs	35%	24%	28%	37%	34%	31%
46 - 60 secs	66%	48%	62%	63%	58%	57%
61 - 75 secs	80%	73%	74%	81%	80%	77%
76 - 90 secs	89%	85%	85%	90%	89%	87%
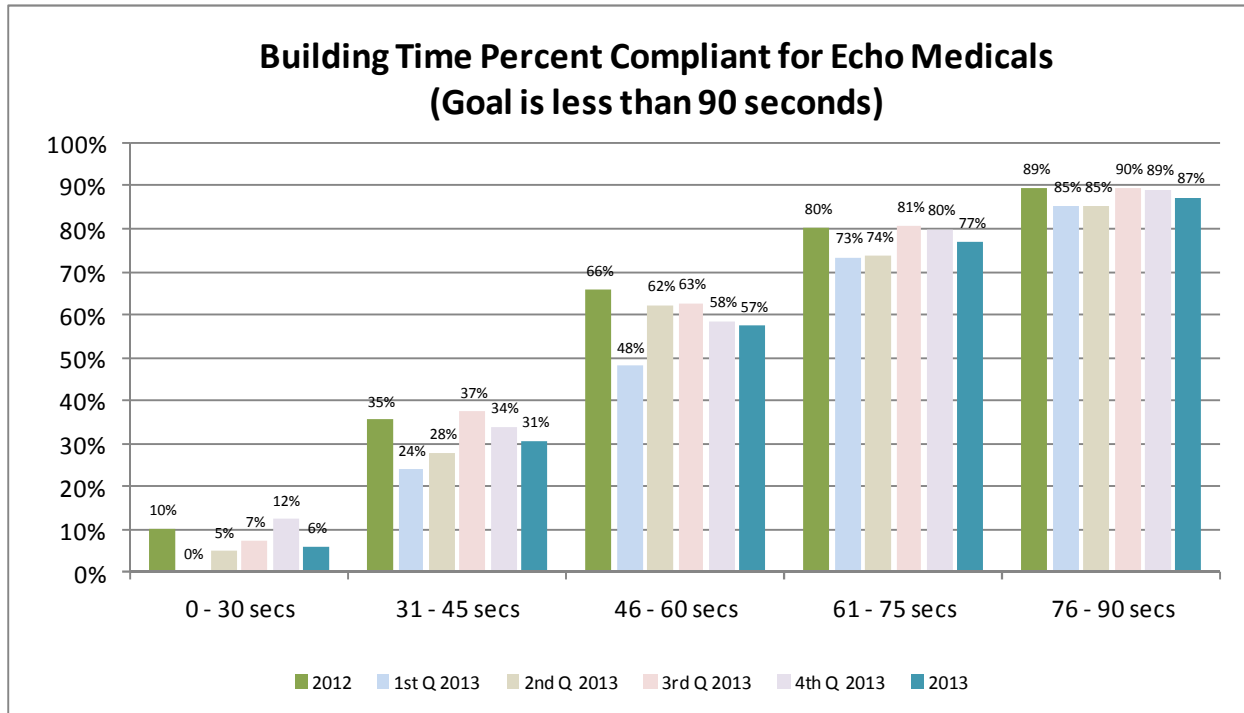
The "Echo" level emergency is the highest priority incident in the EMD system; it is used for patients who are identified from the beginning of the call taking process as being in respiratory arrest or experiencing life-threatening breathing difficulties.

Percent Compliant to 90 second Standard for Echo Medicals

2011	2012	1st Q 2013	2nd Q 2013	3rd Q 2013	4th Q 2013	2013
85%	89%	85%	85%	90%	89%	87%

Performance Data for Priority D & C Medicals

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

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

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

Performance Data for Priority B & A Medicals

- **BUILDING TIME—**Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 165 seconds for 90 percent of all priority Bravo and Alpha (B and A) EMS incidents.
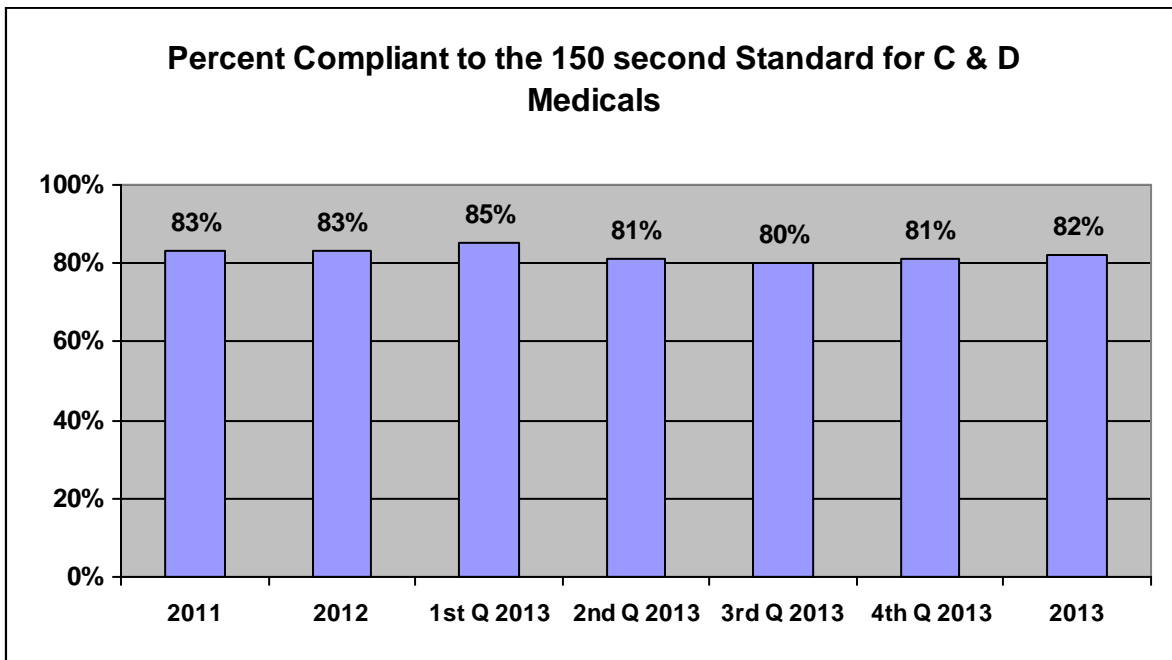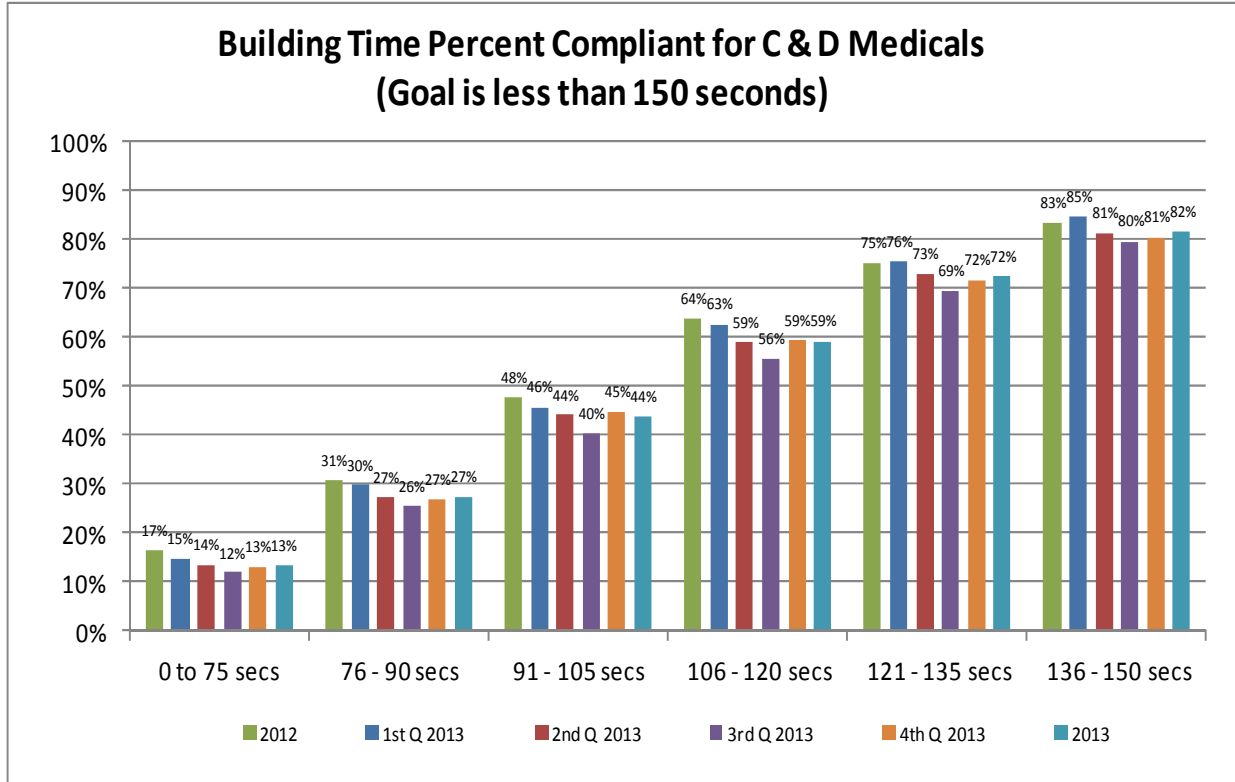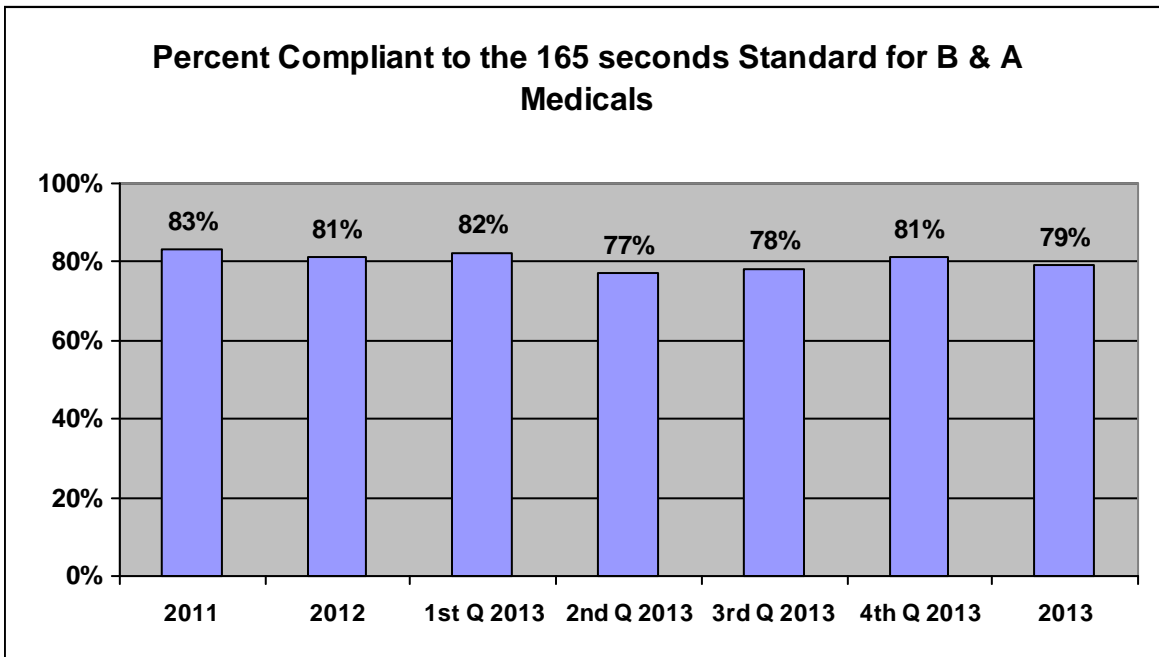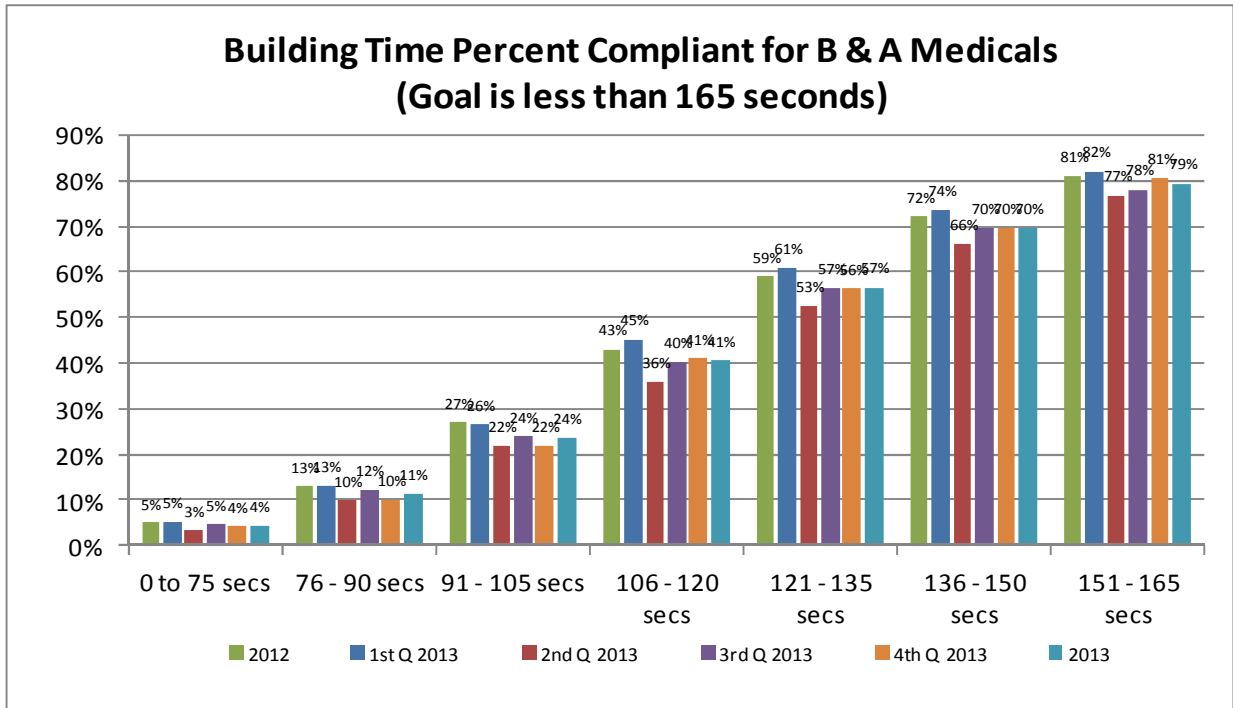
Building Time Percent Compliant for B & A Medicals
(Goal is less than 165 seconds)

Time Range	2012	1st Q 2013	2nd Q 2013	3rd Q 2013	4th Q 2013	2013
0 to 75 secs	5%	5%	3%	5%	4%	4%
76 - 90 secs	13%	13%	10%	12%	10%	11%
91 - 105 secs	27%	26%	22%	24%	22%	24%
106 - 120 secs	43%	45%	36%	40%	41%	41%
121 - 135 secs	59%	61%	53%	57%	56%	57%
136 - 150 secs	72%	74%	66%	70%	70%	70%
151 - 165 secs	81%	82%	77%	78%	81%	79%

Percent Compliant to the 165 seconds Standard for B & A Medicals

Year	Percent
2011	83%
2012	81%
1st Q 2013	82%
2nd Q 2013	77%
3rd Q 2013	78%
4th Q 2013	81%
2013	79%

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.*

EMD-QA Compliance to Protocol

Category	Compliance
2011	94%
2012	97%
1st Q 2013	96%
2nd Q 2013	97%
3rd Q 2013	97%
4th Q 2013	97%
2013 Total	97%
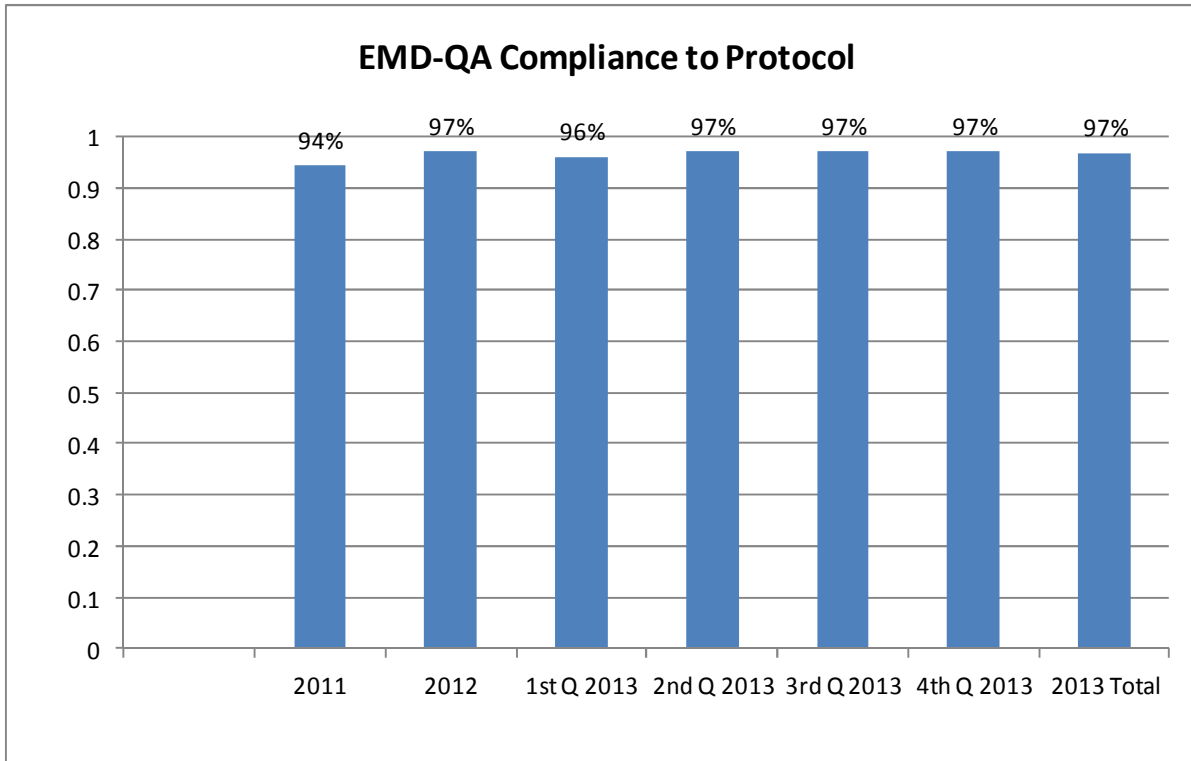
The measurement of our EMD compliance is important so that medical calls are prioritized appropriately allowing resources to be utilized as efficiently as possible.

Performance Data for 9-1-1

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

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

9-1-1 Ring Times 2013, in seconds

Range	Percentage
0-10	80%
11-20	18%
20-30	2%
30-40	0%
40+	0%

9-1-1 Call Volume 2013

Hour of Day	Calls
6	2293
7	3355
8	4441
9	5192
10	5493
11	6233
12	6885
13	6986
14	7191
15	7653
16	7905
17	8229
18	7818
19	7587
20	7032
21	6609
22	5864
23	4643
0	3717
1	2951
2	2372
3	1864
4	1471
5	1566

58
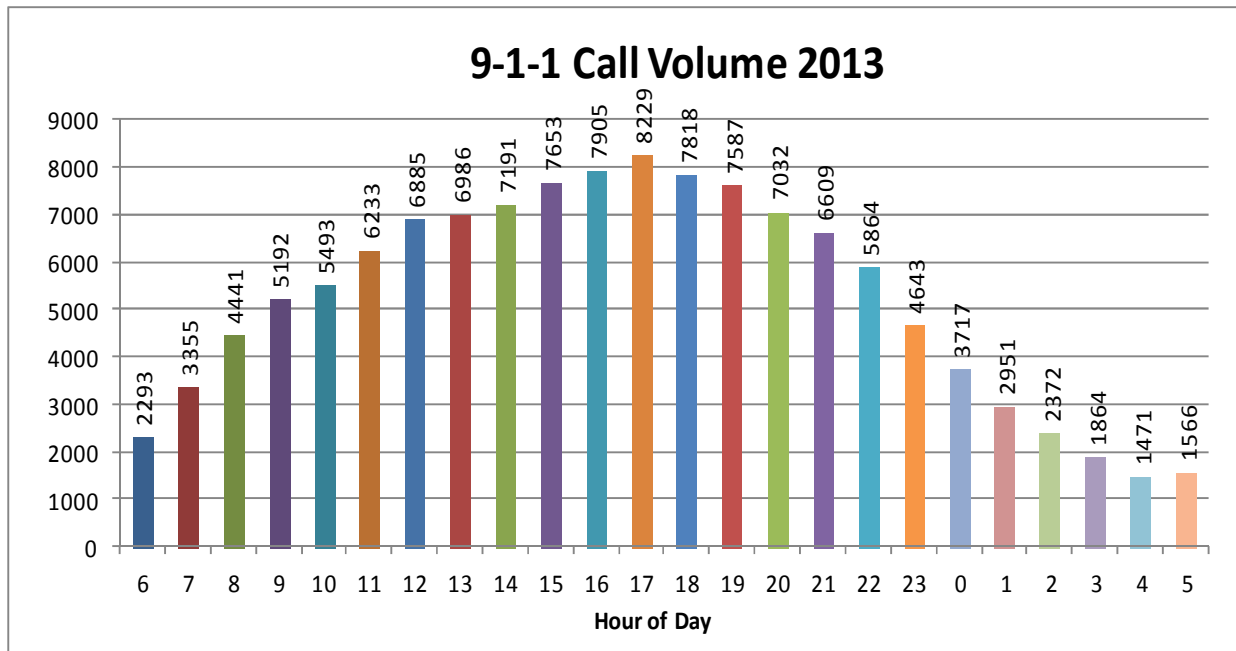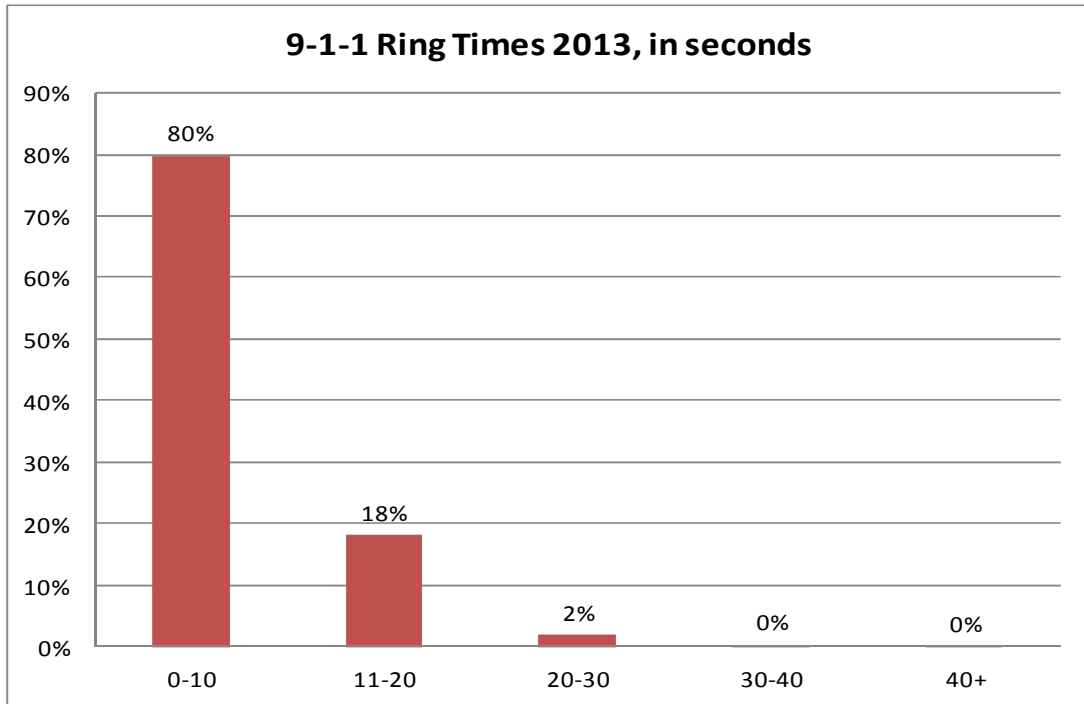
Code 2 Out, Code 3 In Reviews

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
02/11/13	Sick Person	Proper EMD. No further information.
02/13/13	Seizure	Under-prioritized. Dispatcher error.
03/02/13	Diabetic Problem	Proper EMD. No further information.
03/21/13	Seizure	Proper EMD. No further information.
03/21/13	Sick Person	Proper EMD. No further information.
03/22/13	Seizure	Proper EMD. No further information.
04/2/13	Seizure	Proper EMD. No further information.
04/14/13	Sick Person	Proper EMD. No further information.
04/16/13	Sick Person	Under-prioritized. Dispatcher error.
05/03/13	Sick Person	Proper EMD. No further information.
05/15/13	Transfer	Proper EMD. No further information.
05/22/13	Fall	Proper EMD. No further information.
06/01/13	Sick Person	Proper EMD. No further information.
06/02/13	Sick Person	Proper EMD. No further information.
06/14/13	Hemorrhage	Proper EMD. No further information.
06/18/13	Sick Person	Proper EMD. No further information.
06/22/13	Field Unit Request	Proper EMD. No further information.
06/28/13	Heart Problems	Proper EMD. No further information.
06/29/13	Heart Problems	Under-prioritized. Dispatcher error.
07/08/13	Abdominal Pain	Under-prioritized. Dispatcher error.
07/10/13	Fainted	Proper EMD. No further information.
07/10/13	Field Unit Request	In field officer request. No further information.
07/22/13	Fainted	Proper EMD. No further information.
07/26/13	Transfer	Proper EMD. No further information.

Code 2 Out, Code 3 In Reviews—Continued

Date	Incident Type	Findings
09/06/13	Sick Person	Proper EMD. No further information.
09/09/13	Seizure	Proper EMD. No further information.
09/25/13	Sick Person	Proper EMD. No further information.
09/29/13	Sick Person	Improper EMD, under prioritized.
10/03/13	Headache	Proper EMD. No further information.
10/18/13	Transfer	Proper EMD. No further information.
11/03/13	Sick Person	Proper EMD. No further information.
11/11/13	Transfer	Proper EMD. No further information.
12/08/13	Abdominal Pain	Proper EMD. No further information.

Performance Goals

For 2014, SCR911 will focus on an overall improvement of our QA measurements.

Our goal is to achieve a 5% improvement.