Santa Cruz Regional 9-1-1

Annual Report

2016

Prepared for the Board of Directors

February 23, 2017

Table of Contents

SCR9-1-1 Board of Directors

Chairperson Jamie Goldstein
City of Capitola

Vice Chair Martín Bernal
City of Santa Cruz

Secretary Charles Montoya
City of Watsonville

Member Michael McDougall
County of Santa Cruz

Contributors

Dennis Kidd

Amethyst Uchida

Stephanie Zube

Wolff Bloss

Melody MacDonald

Anita Miller

Tammy Spath

Beth Wann (Ed.)

Annie Castro

Cover Photo: Tim Cattera

Message from the General Manager

In 2016, we celebrated the twentieth anniversary of the opening of Santa Cruz Regional 9-1-1. It was June of 1996 when we moved into our beautiful facility in DeLaveaga Park. As the years rolled on, we continuously maintained our building and kept it looking as beautiful as ever. With the completion of our landscape project and console replacement in 2015, 2016 was a year in which we continued to replace and update along with innovative solutions utilizing modern technology.

Dennis Kidd

We began 2016 by completing our Text to 9-1-1 project and have been fully capable of receiving emergency text messages for most of the year. As predicted, we have not received a lot of these texts, but have received a few that were completely appropriate and provided a quick communication with those that were unable to speak while they were reporting emergencies. I am very proud that our organization is a leader in this technology and has provided this service to our communities.

This year, we also completed our project to provide IPAWS (Integrated Public Alert and Warning System). This allows SCR9-1-1 staff to deliver an emergency message to all cellular phones within a geographic area without the recipients having to install anything on their phone or register their phone in any way. Potential uses include active assailant incidents in public places and natural disaster warnings.

In December of 2016, we completed a total remodel of our Alternate Dispatch Site in Watsonville. This included replacing all of the console furniture and acquiring new radios. This site should be in excellent working condition for years to come.

The end of 2016 was the beginning of our most ambitious project to date: Computer Aided Dispatch (CAD) replacement. We spent the year reviewing, demonstrating, discussing, and finally negotiating with CAD vendors to replace our original, 20-year-old, CAD system. Moving to Motorola Premier One as our new CAD and Mobile provider will allow for all public safety responders to have access to information from the field. It will also provide dispatchers with a state of the art CAD system that will last many, many years. This project will consume us for the upcoming year and I am looking forward to the challenge.

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.

SCR9-1-1 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
Stephanie Zube, Operations Division Manager

Systems Division

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

Public Safety Dispatch Staff

Senior Public Safety Dispatchers
Ashley Baldwin
Lyndsay Farotte
Michael Krakowiak
Abigail Marizette
Teresa Minogue
Sean Schorovsky

Public Safety Dispatchers
Julissa Alvarez
Billy Barrett
Michael Birkett
David Brenner
Andrea Castro
Karen Clark (Extra Help)
Valerie Conner
Andrew Davidson
Meghan Dixon
Amanda Douglas
Kristine Ebersole
Michael Fairbanks
German Flores
Joseph Guerrero
Kristal Higgins
Jo Irving
Dee Kenville (Extra Help)

Operations and Support Services

Melody MacDonald, Operations Supervisor
Anita Miller, Operations Supervisor
Tammy Spath, Administrative Supervisor

Business Division

Tina Bisgaard, Senior Administrative Assistant
Maria Wallen, Senior Administrative Assistant
Beth Wann, Senior Administrative Assistant
Katy Wann, Intern

Anna Kiff
Gina Loftin
Abigail MacMullan
Jennifer Maggio
Eric Mello
Lisa Oberdorfer
Andrew Parker
Areli Sanchez
Melanie Sherwood
Stephanie Sphar
Michele Stevison
David Sumner
Billie Surran
Jason Thompson
Christina Troia
Felicia Vigil

Public Safety Dispatcher Assistants
Tim Cattera
Dillon Corley
Anne Escobar
Samantha Preciado
Jessica Raffetto-Martinez
Ariana Rios
Laure Roessler
Eva Salazar

Organizational Chart

```
                        ┌─────────────────────┐
                        │  Board of Directors │
                        └──────────┬──────────┘
                                   │
                        ┌──────────┴──────────┐   ┌──────────────────┐
                        │  General Manager    ├───┤ Senior           │
                        │                     │   │ Administrative   │
                        └──────────┬──────────┘   │ Assistants       │
          ┌────────────────────────┼───────────────────────┐ └──────────────────┘
┌─────────┴─────────┐    ┌─────────┴─────────┐    ┌─────────┴─────────┐
│ Systems           │    │ Administrative    │    │ Operations        │
│ Manager           │    │ Supervisor        │    │ Manager           │
└─────────┬─────────┘    └───────────────────┘    └─────────┬─────────┘
```
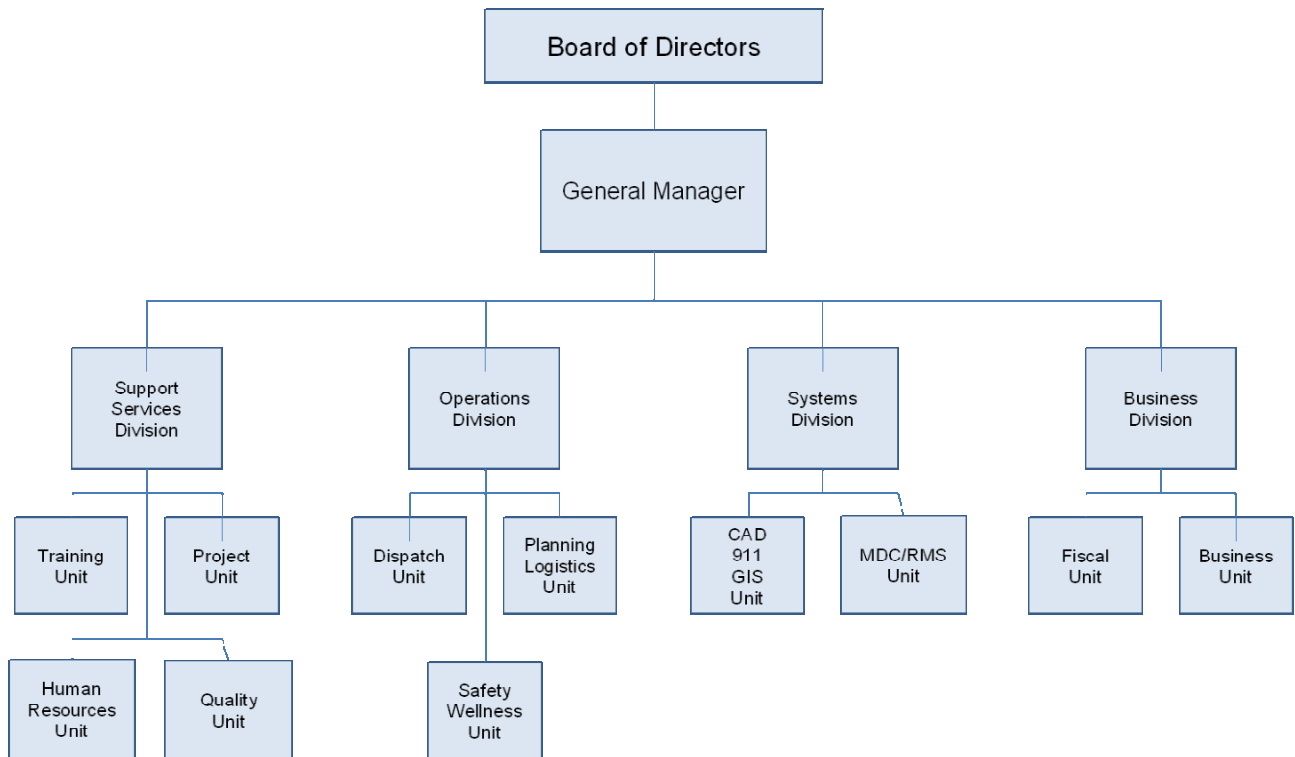
Board of Directors

General Manager — **Senior Administrative Assistants**

Systems Manager | **Operations Manager**

Systems Supervisor | **Administrative Supervisor** | **Operations Supervisor Red Team** | **Operations Supervisor Blue Team**

Senior Systems Techician | **Senior Systems Technician** | **Senior Systems Technician**

Red Team Dispatchers | **Blue Team Dispatchers**

Program Reporting Structure

Board of Directors

General Manager

Support Services Division | **Operations Division** | **Systems Division** | **Business Division**

Support Services Division: **Training Unit** | **Project Unit** | **Human Resources Unit** | **Quality Unit**

Operations Division: **Dispatch Unit** | **Planning Logistics Unit** | **Safety Wellness Unit**

Systems Division: **CAD 911 GIS Unit** | **MDC/RMS Unit**

Business Division: **Fiscal Unit** | **Business Unit**

Workload and Call Statistics

2015	2016	Agency	Annual Change
101,272	116,692	Santa Cruz County Sheriff's Office (SCSO)	15.23%
103,645	99,880	Santa Cruz Police Department (SCPD)	-3.63%
66,862	68,260	Watsonville Police Department (WPD)	2.09%
21,130	21,808	Capitola Police Department (CPD)	3.21%
28,728	29,689	Santa Cruz County-Wide Fire	3.35%
22,858	23,374	Santa Cruz AMR	2.26%
18,756	18,970	San Benito County Sheriff's Office (SBSO)	1.14%
29,182	28,729	Hollister Police Department (HPD)	-1.55%
4,086	4,486	Hollister Fire	9.79%
3,429	3,597	San Benito AMR	4.90%
5,898	5,783	Other	-1.95%
405,846	**421,268**	**Total Calls for Service**	3.80%

Calls For Service Agency Comparison*

* Totals reflect the number of Calls For Service entered into SCR9-1-1 CAD

Calls For Service Past Two Years
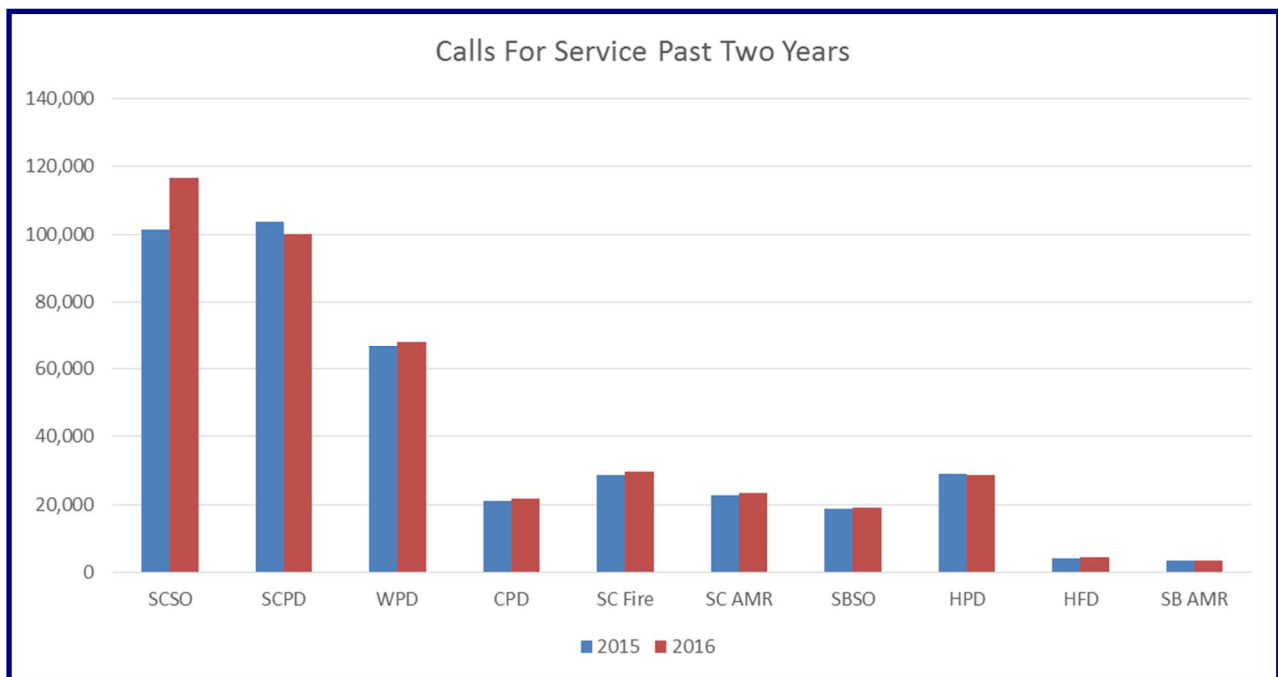
Emergency Phone Call Origins Comparison

Total Phone Calls Handled and Processed				
Type of Call	2014	2015	2016	Percent Change 2015 to 2016
Wired 9-1-1	34,711	32,666	30,382	-6.99%
Wireless 9-1-1	108,270	113,059	113,487	0.38%
Voice over Internet Protocol (VOIP) 9-1-1	8,153	7,924	8,473	6.93%
Text to 9-1-1	0	0	141	N/A
Total 9-1-1	*151,134*	*153,649*	*152,483*	-0.76%
10-digit Emergency	36,627	38,822	37,641	-3.04%
10-Digit Non-Emergency (Law)	148,795	161,980	165,256	2.02%
10-Digit Other	239,886	243,626	240,605	-1.24%
Total 10-Digit Calls	*425,308*	*444,428*	*443,502*	-0.21%
Total Phone Calls	*576,442*	*598,077*	*595,985*	-0.35%

9-1-1 Call Ratio Emergency Calls to 9-1-1 Calls Handled
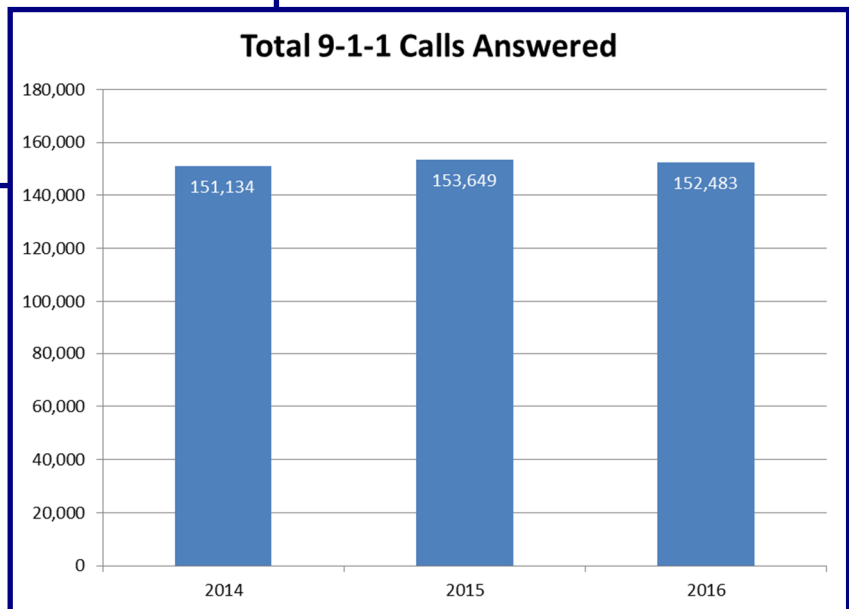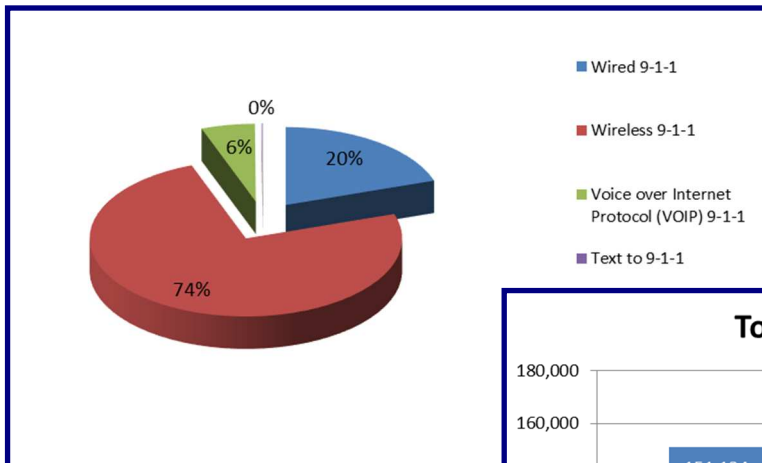
Authority Goals

Assessment of 2016 Goals

1. Complete the transition from web based text to 9-1-1 to a text to 9-1-1 system integrated with our newly installed telephone upgrade.

ACCOMPLISHED Whereas we completed our telephone upgrade, it was determined that the web based version of text to 9-1-1 was better suited for our use rather then integrating into our phone system. We have decided to continue using the web based version, but always have the option of transitioning to our phone system in the future.

2. Working with and encouraging our Users to develop a County-Wide Active Assailant Multiple Discipline Policy and comprehensive training program.

ACCOMPLISHED Our agency, along with our partner User agencies, has completed a comprehensive Active Assailant policy which has been practiced and will now always be part of our standard operating procedures.

3. Complete a remodel of the Watsonville alternate dispatch site by utilizing furniture removed from our main site during the console upgrade project of 2015.

ACCOMPLISHED As of November 2016, our Watsonville Alternate Site has been fully remodeled including upgraded ergonomic furniture; seating and design; and all new console radios. This entire project was completed under budget and will continue to make this alternate site a viable option for many years to come.

4. Conduct an employee survey.

ACCOMPLISHED We conducted an employee survey with 100% participation (full survey in appendix). The results of the survey will be utilized to discuss potential changes in order to address some of the common areas of concern. To complete this task, a team has been formed to review and make recommendations which will be further discussed with the entire staff during an upcoming Continued Education session.

Statement of 2017 Goals

1. CAD & Mobile Development with GIS Data Enhancements. SCR9-1-1 will have a CAD project team consisting of Operations managers, dispatchers and technical staff dedicated to the Premier One CAD and Mobile project in 2017. This team will work closely with representatives from the User Agencies and Motorola project team.

2. By utilizing available data including: calls for service, telephone calls, compliance to performance, etc., conduct a staffing study to determine the best use of our dispatch staff.

3. Provide an opportunity for SCR9-1-1 employees to participate in a multi-week Leadership Academy covering such topics as: Basic Government, Our Organization, Financial Workshop, Systems Division, Standards of Excellence, Disciplinary Process, and Retirement.

4. Explore mass notifications systems that would allow multiple agencies, NetCom, Users, OES and outside departments, to reach their targeted audience with their own personalized access.

5. Implement enhancements to SCR9-1-1's existing cybersecurity program by deploying advanced authentication on SCMRS mobile clients; adding anti-exploit/anti-ransomware software to our existing endpoint protection program; and providing SCR9-1-1 employees with security awareness training.

6. Conduct a Users survey.

Operations Division

It is the responsibility of the Operations Division to provide efficient and effective public safety communications services; to provide reliable access to public safety services for its residents, traveling public and emergency responders by way of landline, wireless and mobile device communication systems. A professional, highly motivated, top performing staff is required to provide these services to the high standard our agency promises to provide to its community and Users. The Operations Division includes the General Manager (.25 FTE), an Operations Division Manager, two Operations Supervisors, one Administrative Supervisor, six Senior Public Safety Dispatchers, 27.5 Public Safety Communications Dispatchers, and seven Public Safety Communications Dispatcher Assistants.

The successes of our recruits have allowed the Operations Division to deploy additional personnel with certain skills at times when they are needed the most. In February, a new position was established known as the "Help Desk." The Help Desk is staffed Monday through Friday, 1000-1800 hours. It is during these hours of the day that the on-duty officers call in to our center the most often, sometimes more than the public. The requests on these lines were something that could be handled by any Public Safety Communications Dispatcher, but preferably not a dispatcher who was responsible for guarding a radio channel. To reduce the multi-tasking of the primary radio dispatcher, ideally reducing risk to the field, the Help Desk handled as many of these calls as possible. The initial coordination of a critical event is also managed by this position. During the initial phase of such an event, the Help Desk will make several notifications to administrative staff, allied agencies and outside departments rather than the radio dispatcher who is focusing on the event itself.

In addition to the Help Desk, there are more Dispatcher Assistants deployed seven days a week to help disperse the work load and again reduce the multi-tasking of the radio dispatcher. Deployment of the Dispatcher Assistants is based on call volume which is analyzed monthly.

Melody MacDonald, Tammy Spath, Anita Miller and Stephanie Zube

Dispatch — Significant Events

February 17 - Meghan Dixon answered a 9-1-1 call but all she could hear was heavy, labored breathing. Meghan was able to verify the address and phone number using an unconventional method of interrogation by asking the caller to press buttons on the phone - with the button pressed once meaning "yes" and the button pressed twice meaning "no". The caller's answers indicated that there was a medical emergency at the address. Fire and AMR responded and transported the patient to the hospital where he was treated and released.

March 11 - We received a 9-1-1 call where the reporting party stated his roommate was threatening to fight with him. **Michael Birkett** could hear yelling in the background and an irate male voice threatening to break down the door to get to the caller. At that moment the caller stopped talking to Michael whose experience and intuition led him to believe that the caller no longer felt safe speaking loud enough to be

Dispatcher Michael Birkett

heard by the roommate. Michael asked the caller if he could try texting us instead. A moment later we received a text from the caller. Michael was able to converse via text with the caller until Santa Cruz Police Department arrived on scene.

April 12 - Michele Stevison created a missing person at risk call for service just before noon on this day. An elderly female with dementia had walked away from her home. While the Santa Cruz County Sheriff's Office was searching for the missing person, the on-duty Sergeant requested we use our community notification system, CodeRED, to send a message to contacts within a one mile radius from where the missing person was last seen. **Ashley Baldwin** sent the CodeRED notification which reached approximately 2,400 phone numbers. About ten minutes later, we received a call from a citizen who received our notification and informed us she saw someone matching the missing person's description. The caller, who had left the area, returned and located the elderly female. We were able to update a sheriff's deputy in the area who confirmed it was the missing person we were looking for.

May 20 - Multiple callers reported a rollover crash involving a semi-truck and several other vehicles in San Benito County. CalFire arrived on scene first and declared the incident an MCI Level 2 (multiple casualty incident), and it was later determined there were a total of nine patients. On top of fielding several callers, we coordinated three air ambulances and three ground ambulances with both CalFire and Monterey County. On duty personnel were **Eric Mello, Kristine Ebersole, Meghan Dixon, Sean Schorovsky, German Flores, Christina Troia, Jason Thompson, Joe Guerrero,** and **Abigail MacMullan.**

July 4 - Our agency created 919 fireworks calls for service in a six hour period. That is over a 30% increase from last year's 4th of July stats. While we staffed up for this holiday, we did not anticipate the dramatic incline of fireworks calls. On duty personnel that evening were **Kristal Higgins, Michael Krakowiak, Abigail MacMullan, Jennifer Maggio, Anna Kiff, Areli Sanchez, Lyndsay Farotte, Kristine Ebersole, German Flores, Gina Loftin Terri Minogue, Joe Guerrero, Andrew Davidson,** and **Anita Miller.**

September 26 - The Loma Fire was a wildland fire that started on the Santa Clara side of the Santa Cruz Mountains but was highly visible across Santa Cruz County. A huge plume of black smoke grew throughout the day causing a flurry of phone calls into our center. Even though this fire burned for nearly two weeks, the center was most heavily impacted during the first few hours of the fire. In the first three and a half hours, the center processed 978 phone calls which is more than three

View of Loma Fire from Larkin Valley Road 9/26/16

times our normal call volume. We assisted the Santa Cruz County Sheriff's office by sending CodeRED evacuation notifications, fire apparatus and a strike team to the fire at the request of CalFire, and continuing to answer and dispatch calls for service unrelated to the fire. On duty personnel that day were **Valerie Conner, Stephanie Sphar, Dave Sumner, Billie Surran, Abby Marizette, Tim Cattera, Melanie Sherwood, Abigail MacMullan, Ariana Rios, Michael Krakowiak, Anna Kiff, Billy Barrett, Jennifer Maggio, Terri Minogue, Dee Kenville, Andrew Parker, Christina Troia,** and **Gina Loftin.**

November 20 - Jennifer Maggio answered a call from a frantic male advising his wife was about to give birth. The mother-to-be had made it from her home to the sidewalk before she had to lie down and begin pushing on a rainy Sunday morning. Utilizing her EMD skills, Jennifer helped the father deliver the baby girl just before Law, Fire, and EMS arrived on scene to take over. Mom and baby were transported to the hospital and everyone is healthy!

Commendations

February 24 - Sergeant Lobdell of the San Benito County Sheriff's Office commended **Melanie Sherwood** for her performance during a hostage negotiation/suicidal subject incident. "Melanie Sherwood performed her duties knowledgably, diligently and with the utmost professionalism. As the initial Incident Commander, I was able to rely on Melanie's knowledge/experience and communication support and assistance in bringing this incident to a favorable resolution."

June 14 - **Anna Kiff** was commended by Officer Joe Hernandez of the Santa Cruz Police Department for her work during a particularly busy swing shift. SCPD had several high priority calls for service, as well as many calls from officers requesting "Code Three Cover." "I believe Anna conducted herself in a professional manner, was responsible in the handling of her duties and maintained a pleasant soothing tone while dispatching/coordinating resources. Anna's calm demeanor kept my partners and I calm during each of the calls or incidents. I believe that Anna should be recognized for being such an outstanding dispatcher not just tonight, but every time Anna dispatches." This sentiment was echoed by Sergeant Crofts, who said, "Anna did an excellent job tracking her units and keeping her patience with the officers who were struggling with difficult calls."

July 2 - Operations Supervisor Melody MacDonald commended **Kristine Ebersole** for her detective work during a complicated missing person call. The reporting party was calling our center from Oregon after receiving a disturbing text from a friend saying she was lost. Although the missing person was from Santa Cruz, when Kristine asked for and received the Latitude and Longitude of the text, she used her knowledge of the lost person's GPS device (FindMeSPOT) mapping system, plugged those coordinates in, and realized the missing person was actually in Colorado! Kristine located the proper Public Safety Answering Point and transferred the caller to the correct center so help could be started.

It took a Search and Rescue Team four hours to locate the missing person, who had only prepared for a day hike. She was rescued, cold and tired, but safe. The Reporting Party wrote a letter to Kevin Vogel, Chief of Police for Santa Cruz stating, "I was so grateful for the help of the Santa Cruz 9-1-1call taker. She was knowledge-able, calm and reassuring. She was part of a successful rescue and I would like her to know that."

September 19 - Watsonville Fire Chief Pablo Barreto commended **Annie Castro** for her "command presence" while dispatching Watsonville Fire units during a particularly busy few hours. Barreto wrote, "The dispatcher had a very clear voice and was very organized, with multiple high priority incidents occurring in our city, and multiple agencies supporting us. Her dispatches for other agencies, including air

Dispatcher Annie Castro with Administrative Supervisor Tammy Spath

ambulances she managed, was of the same high caliber."

October 11 - **Michele Stevison** was commended by Scotts Valley Fire Battalion Chief Ron Whittle for her performance during "a very busy time on Red Fire that included two confirmed structures as well as many storm related call." BC Whittle wrote, "Michele did an outstanding job of keeping track of committed resources as well as moving available resources around the county to maintain adequate coverage. Her command presence and confidence on the radio is always reassuring to us in the field. When the second confirmed structure response was dispatched, I came up to NetCom to offer assistance, but she really didn't need me, other than to reassure her she was doing great!"

October 16 - **Terri Minogue** was on duty when a team of dispatchers, including **Annie Castro, Sean Schorovsky, Jennifer Maggio,** and **Julissa Alvarez** were working their early morning graveyard shift when a "high priority/low frequency" call for service occurred in the Santa Cruz Police Department's jurisdiction. Several dispatchers were familiar with the name of the involved suspect who was known to resist officers. This same suspect was causing a disturbance and making threats at a neighbor's house. Annie quickly broadcasted the officer safety information. The situation, unfortunately, escalated. Terri commended her coworkers saying, "With every call we process, we hope for a successful resolution. Although this call had a tragic ending, our dispatchers did an excellent job working together to get as much information as possible to the responding units, sending additional resources to the scene without delay and making the necessary notifications, including ones that were made prior to the Sergeant needing to make the requests."

November 19 - **Kristine Ebersole's** quick thinking may have protected some CalFire employees from injury during a high risk standoff with a juvenile armed with a knife. Kristine's high officer safety standards prompted her to give the suspect description to the CalFire dispatcher, who relayed the information to the fire units who had staged a few blocks from the incident.

Operations Supervisor Melody MacDonald wrote, "The CalFire Battalion Chief noted that it was only moments after the suspect description was relayed to them that the person matching the

Dispatcher Kristine Ebersole with General Manager, Dennis Kidd

description approached the fire crew and knocked on the window of the cab in which they were sitting. Had that information not been relayed, the fire crew most likely would have opened the door

to assist the person, as they do every day."

November 30 - **Melanie Sherwood** was commended, as well as her coworkers **Michael Krakowiak, Dee Kenville, Anna Kiff, Felicia Vigil,** and **Terri Minogue** for their performance during a kidnapping event that involved multiple agencies. After the cell phone number of the victim was discovered by her teammates, Melanie called the hysterical girl to try and get the suspect's description and where she was currently located after the suspect dropped her off in an unfamiliar location. The entire team worked on the partial license plate received until Melanie figured it out and got a match. All Santa Cruz law agencies were notified of the suspect description and the car he was driving, and he was successfully located and detained.

2016 EMS Heroes

Santa Cruz County takes a day during National Emergency Medical Services Week in May to recognize those individuals who provided life-saving measures within the community.

Lisa Oberdorfer was recognized by the Santa Cruz County Board of Supervisors during the Emergency Medical Services Week EMS Hero presentation.

On December 16, 2015, at 0330 hours, Lisa answered a 9-1-1 call from a frantic about-to-be-a-father-again whose wife was in the process of delivering their baby in their car. The husband had pulled over in front of the Santa Cruz Sheriff's Office sub-station on Graham Hill Road because his wife's water had broken and she was in active labor.

Lisa remained calm, cool, and collected as she gave the father instructions, including how to remove the umbilical cord from around the baby's neck. The baby was not breathing. Lisa quickly switched into life saving mode and advised the new dad on how to clear the baby's airway and start rescue breathing. Within seconds of following her instructions, the baby could clearly be heard crying loudly in the background. Lisa met the baby and his family during the ceremony.

Lisa's daughter, Kaylie, helps show off mom's well-deserved Hero Certificate

Fire/EMS Task Team

The role of the Fire/EMS Operations Policy Task Team is to draft and recommend communications policy and procedure to the User's Committee. The team is comprised of line level representatives from each of the fire agencies, AMR and SCR9-1-1. The team meets on the second Thursday of every month.

This year's primary focus was on the development of a multi-jurisdictional active assailant policy - defining what the communications center's role will be during the incident. Fire/EMS worked in collaboration with the Law Task Team. In May, we had completed the call-taking portion of the policy and in October, completed the radio communications portion. In November, the draft policy was exercised during two drills, one in each county. The team also completed a revision to the User's Guide.

Law Enforcement Task Team

The role of the Law Enforcement Operations Policy Task Team is to evaluate current communications policy and procedure to ensure it is inline with current statutes and best practice models, as well as draft and recommend new policy to the User's group. The team is comprised of line level representatives from the Law User agencies, allied agencies and dispatch personnel. The team meets on the first Tuesday of the even months.

Like the Fire/EMS Operational Policy Task Team, the team's primary focus was to develop a multi-jurisdictional active assailant policy - defining what the communication center's role will be during the incident. By November, the policy was in draft form and had been exercised twice.

The team also identified geographical audiences around schools that would be the initial target to receive an emergency notification of an active assailant and loaded them into CodeRed, SCR9-1-1's community notification system. Having these areas preloaded will help ensure emergency messages are delivered with minimal delay.

Dispatcher of the Year

Jennifer Maggio

Jennifer Maggio began her career as a 9-1-1 Public Safety Dispatcher with Santa Cruz Regional 9-1-1 in December 2013.

Jennifer established herself within the organization as a solid public safety dispatcher with the highest customer service standards she strives to meet every day. Jennifer is a member of the Awareness and Community Education team, the Standards Team and has acted as a Trusty Assistant to newly released dispatchers to help them navigate the job. Jennifer also recently stepped up to serve as a member of the Employee Survey Review Group.

She truly embodies "A Successful Netcom Employee" by remaining cheerful, upbeat and positive and realizes that a "mood" can be contagious. Jennifer's colleagues and supervisors routinely rely on her "can-do" attitude and desire to help those around her which made her an obvious selection to staff a newly created position.

Jennifer 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 Jennifer possesses from all those who work with her on a daily basis.

Jennifer and Dennis Kidd at the July Board of Director's meeting

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. This unit also proctored the annual employee engagement survey, which resulted in making suggestions for position deployment, employee schedules and specific dispatcher training.

Quality Improvement Unit (QIU)

This year, the QIU focused its efforts on EMD call reviews by providing 100% feedback to the five employees certified as EMD's after attending the 24-hour certification course. QIU also provided feedback on random reviews on a weekly basis for each currently certified EMD. This unit reviewed 7% of EMD calls received in 2016 - 2% more than required by the International Academy of Emergency Dispatch. QIU also completed random reviews for all newly released call takers to check for completeness and accuracy. QIU is made up of **Stephanie Zube**, **Anita Miller**, **Melody MacDonald**, and **Tammy Spath.**

Standards Team

The typical task of the Standards Team is to examine our processes and procedures, as well as time and quality standards, which our dispatchers are expected to perform and measure up to. The Standards Team consists of **Ashley Baldwin**, **Lyndsay Farotte**, **Michael Krakowiak**, **Jennifer Maggio**, **Stephanie Zube**, **Anita Miller**, **Melody MacDonald**, and **Tammy Spath.**

Based on feedback from 2015 Continued Education Training Day, Standards Team developed "just in time" training as part of the Continued Rigorous Training (CRT). On a regular basis, all employees were provided a scenario and demonstrated how they would handle this. The purpose was to test some of those lesser used, higher priority scenarios and make the response more second-nature. Topics included: using the Reverse 9-1-1 system, responding to winter storm conditions, response upgrade and complimentary dispatching for fire incidents, and rebidding ANI/ALI information on wireless 9-1-1 calls.

Emergency Medical Dispatch Quality Assurance (EMD QIC) Committee

The EMD QIC committee is comprised of representatives from emergency medical services User Agencies and SCR9-1-1. Members are EMS Medical Director **Dr. David Ghilarducci;** County EMS Manager **Brenda Brenner;** Operations Director **Chris Jones** and Clinical Services and Hiring Coordinator **Brad Cramer,** AMR-SC**; Scott Vahradian,** EMSIA**; Stephanie Zube;** and **Tammy Spath.**

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.

Performance Data for EMD-QA Compliance

In 2016, we updated to the International Academy of Emergency Dispatch (IAED) EMD-Q Performance Standards Version 9a. The version update was designed to reduce the emphasis on scores in favor of a system better equipped to pinpoint and prioritize specific areas for improvement. Deviations from standard practice have been divided into four categories: CRITICAL, MAJOR, MODERATE and MINOR. This categorization helps QI personnel use limited resources to address the most important problems first.

A parking lot analogy is often used to describe how this works. The CRITICAL deviations lot contains calls with problems that are likely to have a significant negative impact, such as failure to obtain address, selecting the wrong Chief Complaint protocol, or failure to provide PAI's when appropriate. These issues need to be corrected as soon as possible.

After the CRITICAL lot has been cleared, then QI personnel can start focusing on MAJOR, MODERATE and finally, MINOR.

Because the number score has been removed, overall compliance as an agency is harder to measure. The IAED standards rate EMD calls on compliance level (which is measured by number and types of deviations present). Calls are:

- High Compliance - no deviations
- Compliance - minor deviations only
- Partial Compliance - moderate and/or minor deviations present
- Low Compliance - moderate, major and/or minor deviations present
- Non-Compliant - major and/or critical deviations present

Agencies grading calls on this standard should be within a certain percentage level with no more than 7% of calls at a non-compliant level and no more than 10% of calls at low compliance and partial compliance. It is impossible to compare EMD calls graded on the Version 8 Standard with the Version 9 Standard. The Quality Improvement Unit provided the most feedback this year than ever before. There were 1,101 EMD case reviews completed - approximately 7% of our overall call volume. There were 749 cases randomly selected; 286 cases were specifically targeted to provide feedback for recently certified EMDs as part of the training program. Our goal in 2017 is to reach a 10% non-compliant level.

Echo Level Compliance

The highest priority medical emergency involves a person not breathing or having severe respiratory distress (Echo level). Our goal is to fully process these calls through the EMD software and send to the radio dispatcher within 60 seconds. The radio dispatcher is then given 30 seconds to dispatch EMS responders. This total time of 90 seconds is what we refer to as "building time" - from phone answer to radio dispatch. Our average building time in 2016 was 64 seconds, and 84% of the time we completed that process in less than 90 seconds. Any Echo level call that exceeds the 60 second call taking standard is reviewed by a supervisor 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)
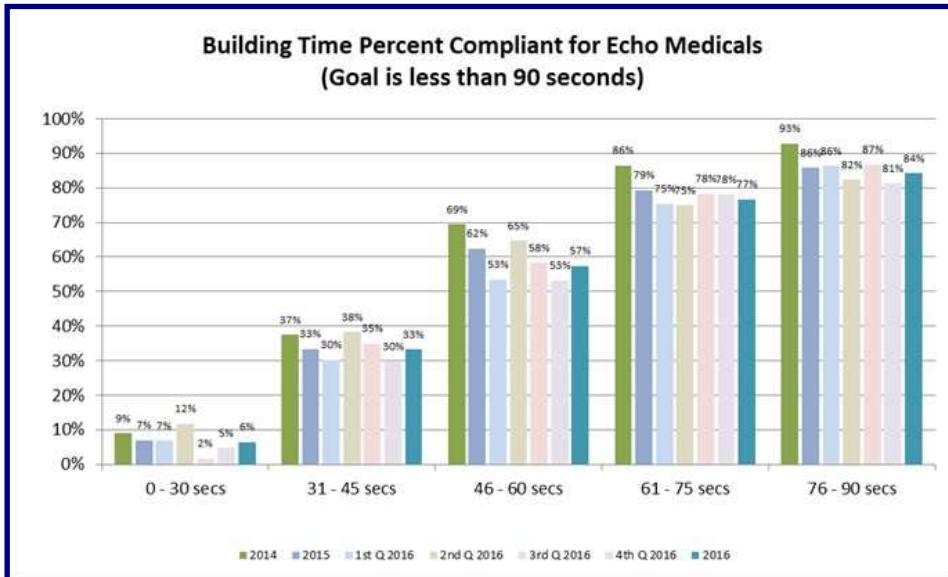
## First-Priority Fire Compliance

During 2016, our compliance to the 90-second building time was 76%, with our average processing time of 76 seconds. 3rd quarter data was low; but this is also when we were training five new 9-1-1 call takers on the floor. Compliance improved from 3rd quarter to 4th quarter, which is also in alignment when the trainees were released on their own.

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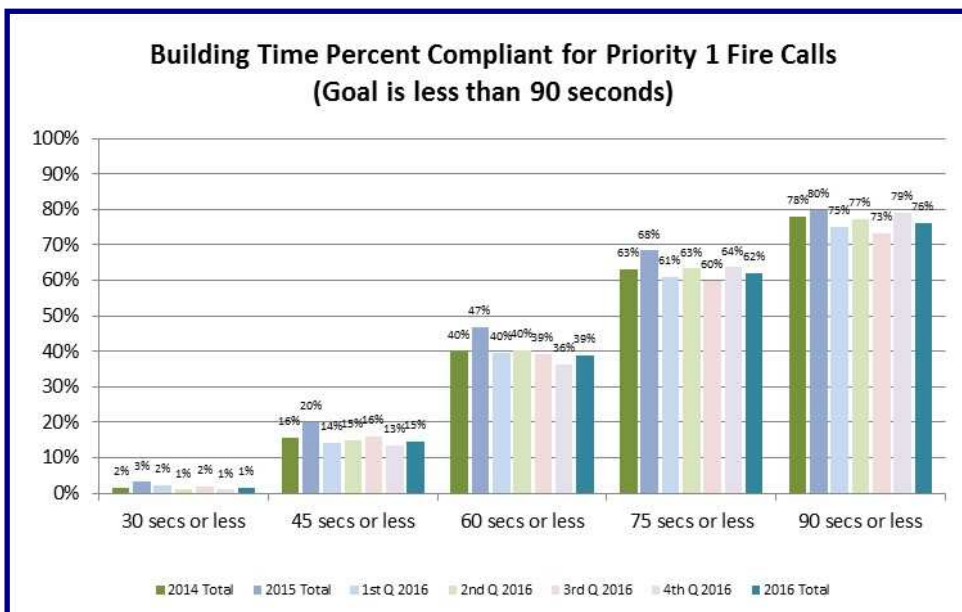
Law Enforcement

Time Measurements

SCR9-1-1 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. In 2016, we completed this 87% of the time. In the 4th quarter, two new radio dispatchers were also being trained.
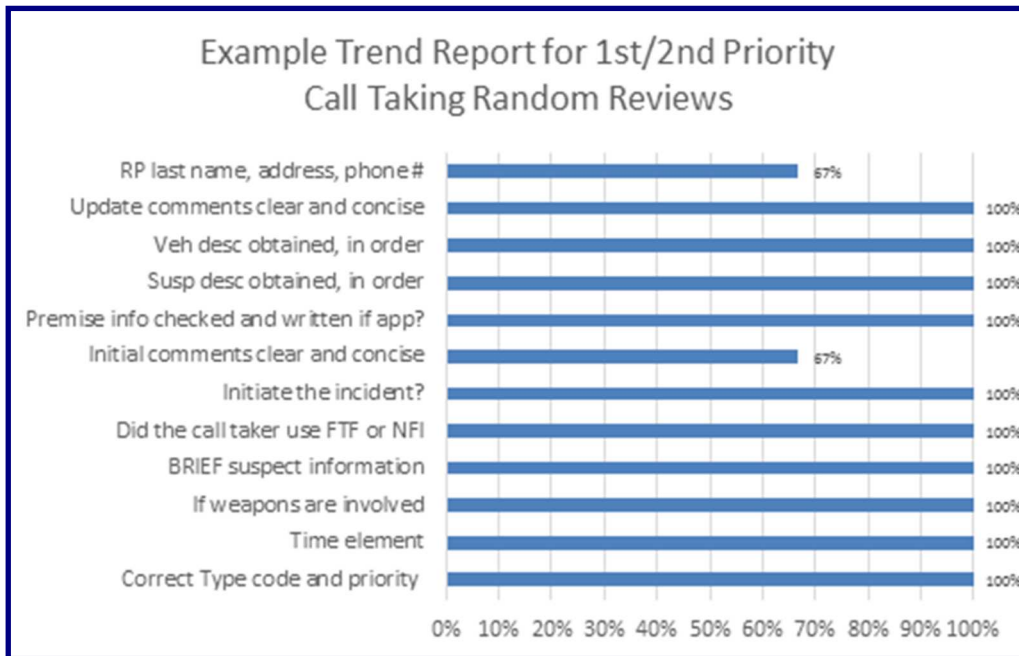

Building Time Compliance Priority 1 Law Calls (120 Second Standard)
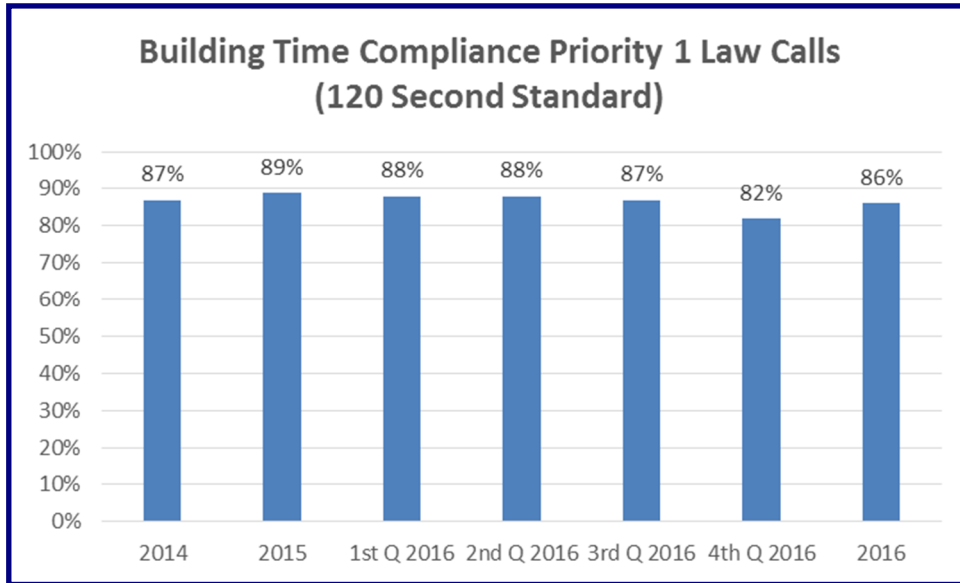
Management of Pending Calls

Once a call is created, it is important that the dispatcher assign a law unit to the call as soon as possible. While this may sound like an easy task, the dispatcher has many steps that they must go through, including: maintaining an accurate status screen to know who is available and who can be dispatched, making Sergeant notifications, and ensuring the call to be dispatched is complete and clear. Dispatchers must be pro-active and assertive when providing important information to the officers and deputies in a timely manner. All law calls are given a priority - red, blue, yellow and green. Red and blue calls are the most important "in progress" types of incidents. In 2016, our compliance to the pending queue time for red and blue calls were 91% and 89%, respectively.

Pending Queue Time-Out Compliance, All Law Agencies
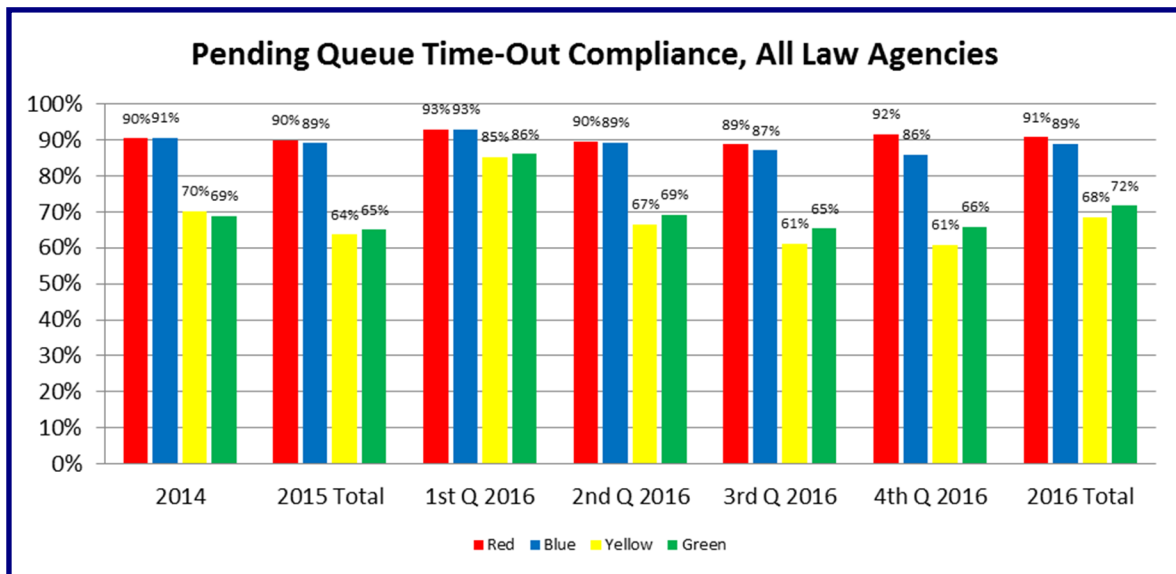
Random Call Reviews

In 2016, we hired and trained nine new employees starting at the entry level, call taking position. As trainees were released from the training program, their calls were randomly selected for review. The Operations Supervisors and Administrative Supervisors provided these reviews by listening to the calls and ensuring the information was correctly gathered and recorded. Using a spreadsheet, trends were identified and training provided to help the newly released trainee achieve and maintain a compliancy score of 90%.

Example Trend Report for 1st/2nd Priority Call Taking Random Reviews

Category	Percentage
RP last name, address, phone#	67%
Update comments clear and concise	100%
Veh desc obtained, in order	100%
Susp desc obtained, in order	100%
Premise info checked and written if app?	100%
Initial comments clear and concise	67%
Initiate the incident?	100%
Did the call taker use FTF or NFI	100%
BRIEF suspect information	100%
If weapons are involved	100%
Time element	100%
Correct Type code and priority	100%

Training Unit

Santa Cruz Regional 9-1-1 uses a formalized training program for students and trainers, consisting of classroom and on-the-floor training. The Training Unit maintains affiliations with the Association of Public Safety Communications Officers (APCO) - an internationally recognized organization for its curriculum targeted to the 9-1-1 telecommunication's field. Additional affiliations include National Emergency Number Association (NENA), International Academy of Emergency Dispatch (IAED), South Bay Regional Public Safety Training Consortium, and the Santa Cruz Training Managers Association.

Dispatcher Training Program

In order to give all students the opportunity to learn this difficult profession, in 2016 the Training Unit organized training into an incremental learning plan. Students began by learning basic knowledge and skills before progressing to learn more complex and challenging parts of the job. All trainees were hired as Public Safety Dispatcher Assistants (call takers). Santa Cruz Regional 9-1-1 had three Dispatcher Assistant Academies for new hires, **Abigail MacMullan, Anne Escobar, Laure Roessler, Tim Cattera, Eva Salazar, Ariana Rios, Dillon Corley, Samantha Preciado,** and **Jessica Raffetto-Martinez.**

Phase I - Non-Emergency Call Taking Training

Phase I includes a three-week training Academy where students receive job orientation and classroom and scenario training on non-emergency calls - before beginning their on-the-job training. Upon completion of the classroom phase, students are assigned to a Communication Training Officer (CTO) to triage and handle seven-digit non-emergency phones solely. This phase generally takes approximately nine weeks to complete. All trainees successfully completed Phase I in 2016.

Phase II - 9-1-1 Call Taking Training

Upon successful completion of Phase 1, trainees re-enter the classroom for an additional one week Academy and again transition to on-the-floor CTO training to learn all types of incoming calls, including 9-1-1. The trainees also learn how to support primary law dispatchers by completing warrant checks, making phone calls and entries into local and state databases. To be signed off as a Dispatcher Assistant II, the trainee must be able to answer and handle any type of incident, including high priority law calls and requests for fire. At the end of Phase 2, employees are assigned a call-taking position where they work as a member of the Operations Division. This year, these employees included **Abigail MacMullan**, **Anne Escobar**, **Laure Roessler**, **Tim Cattera**, **and Ariana Rios**.

Phase III - Police and Fire/EMS Dispatching Training

Police dispatching training starts with one week of classroom and simulation training before starting their CTO phase. During the on-the-job training, students rotate through both day and night shifts before being released to their own schedule. Trainees must be able to independently and proficiently dispatch two out of the five law channels that Santa Cruz Regional 9-1-1 handles. **Abigail MacMullan** and **Michael Birkett** have completed their CTO portion of this phase. Fire/ EMS dispatching training also includes a one-week Fire Academy and 40 hours of on-the-job dispatch training.

Probationary Period

Once an employee completes their on-the-job training, they are released from the training program to Operations Division. During this period, an evaluation of their performance in all areas of the job is conducted by their assigned Supervisor. Standards for training and progression through the training program are used to identify

students who are performing above standard and are then allowed earlier progression through the training program. These standards also identify students who receive targeted remedial training to bring their performance up to standard.

Academy Instructors and Communication Training Officers (CTO)

The success of our training program not only relies upon hiring qualified candidates, but a strong, knowledgeable and enthusiastic group of CTOs. CTOs provided 3,140 hours of on-the-job training in 2016. Our CTOs are: **Julissa Alvarez, Ashley Baldwin, David Brenner, Andrew Davidson, Lyndsay Farotte, Michael Krakowiak, Abby Marizette, Eric Mello, Areli Sanchez, Sean Schorovsky,** and **Billie Surran.**

Dispatcher Assistants Anne Escobar and Laure Roessler celebrate their release from training

The Dispatch Academy is managed by **Tammy Spath** and facilitated by instructors **Kristine Ebersole, Michael Krakowiak,** and **Lyndsay Farotte.** We also added **Andrew Davidson** as the newest instructor. Academy instructors taught six classroom academies for a total of 480 hours of instruction; and trained 20 Santa Cruz City Park Rangers in the use of the California Law Enforcement Telecommunications Systems (CLETS) and radio procedures.

In coordination with South Bay Regional Public Safety Training Consortium, this was the first year that reimbursement for training hours was received since 2011, and we will continue this partnership.

Emergency Medical Dispatcher (EMD) Training

Five employees, **Valerie Conner, Abigail MacMullan, Stephanie Sphar, Billy Barrett,** and **Lori LeMoss** were certified as Emergency Medical Dispatchers. Training started with a 24 hour EMD certification course hosted here at SCR9-1-1. After the classroom portion, each student was assigned to a CTO for scenario drills and handling of actual medical calls. Prior to being released from EMD training, 100% of their calls were audited for protocol compliance.

EMD Valerie Conner
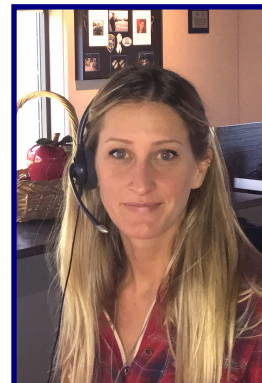
EMD Stephanie Sphar

EMD Abigail MacMullan

Projects Unit

Awareness and Community Education (ACE) Team

Our team goal is to raise awareness and educate our community about SCR9-1-1. The ACE Team members are **Billy Barrett, Michael Birkett, Annie Castro, Meghan Dixon, Lyndsay Farotte, German Flores, Jennifer Maggio, Areli Sanchez, Melanie Sherwood, Stephanie Sphar,** and **Billie Surran.** The Team coordinators are **Ashley Baldwin** and **Abby Marizette** and are overseen by **Melody MacDonald.**

Our team spoke to over a dozen community groups, schools, and law enforcement teen/civilian academies this year. We also attended the Aptos/La Selva Fire Department's open house, and National Night Out in Hollister.

New to the team this year was sharing the responsibility of spreading the word about Text to 9-1-1. We participated in "Deaf Fest" at the Santa Cruz Boardwalk. This festival was specifically designed for the hearing impaired community. Our team met with approximately 100 people at this fun, interactive festival. We hope to attend this event again in the Spring of 2017.

Operations Supervisor Melody MacDonald educates a group of elementary school children on what happens when you call 9-1-1 and how to be a good reporting party.

Incident Dispatch Team (IDT)

The Incident Dispatch Team is made up of five highly trained Fire Dispatchers who go out into the field to assist the Incident Command (IC) on a sustained high-priority incident. The job of the IDT dispatcher is to not only be a scribe for Incident Command, but to manage the radio channels assigned to the incident, process orders from the IC, maintain personnel accountability and communicate with SCR9-1-1 as needed. The IDT dispatchers receive a minimum of 80 hours of specialized training for both Fire and Law disciplines.

In 2016, our Incident Dispatch Team was invited to, and participated in, fire and law training day exercises such as SCPD's ESU training day and SCFD's submerged vehicle off of the Santa Cruz Wharf.

The team is currently in the process of restructuring. Currently, we have dispatchers on the team who are specialists at specific tasks such as radios, active shooter, search and rescue, and fire related calls. It is our desire, in 2017, to develop core competencies through a wider audience of dispatchers to be more supportive to our User agencies. Once we add to the team, we will get right to work with our Users as we participate in the development of a unified command between our law and fire agencies.

The IDT Team members are **Michael Krakowiak, Terri Minogue, Dave Sumner, David Brenner,** and **Meghan Dixon.**

2nd Annual Employee Recognition Event

L-R: Melanie Sherwood, Joe Guerrero, Kristine Ebersole, Annie Castro, Billy Barrett, Ashley Baldwin, Dave Sumner, Dennis Kidd, Michael Birkett, Valerie Conner, Meghan Dixon, Andrew Davidson, and German Flores

Dennis Kidd and Dispatcher of the Year, Jennifer Maggio

Our Appreciation and Recognition Group (AARG) successfully produced the second annual Employee Recognition Event hosted at the Elks Lodge this past April. Committee members include **Melody MacDonald, Amethyst Uchida, Nicola Nelson, Tammy Spath, Maria Wallen, Katy Wann, Joe Guerrero,** and **Beth Wann.**

Similar to our event in 2015, we provided robust appetizers and a raffle consisting of great prizes donated by various members of our community and local businesses. Instead of two identical presentations, as we did the previous year, we opted for one presentation which proved to be very successful.

Those honored during the presentations included years of service/service pins, Systems Division awards, QI/QA awards, Operations Division awards, and the announcement of our 2016 Dispatcher of the Year (DOTY), Jennifer Maggio.

With two Recognition Events in the record books, the team is already organizing our third event for the spring of 2017!

Dennis Kidd presents Jo Irving with an award for 35 years of service

Dennis Kidd presents Wolff Bloss with an award for completing the LED Lighting Upgrade

Systems Division

The SCR9-1-1 Systems Division consists of six employees (5.5 FTE) and is divided into four areas of responsibility: Computer-Aided Dispatch (CAD)/9-1-1, Fire/EMS Technology, SCMRS, and MDCs. Personnel assigned to the Systems Division in 2016 include the General Manager (.25 FTE), the Systems Division Manager, the Systems Supervisor, and three Senior Communications Systems Technicians.

Gilbert Oros, Tom Ginsburg, Amethyst Uchida, Wolff Bloss, and Nicola Nelson

In 2016, the Systems Division accomplished the following:

- Performed a full replacement of the 9-1-1 phone system
- Worked with the State 9-1-1 office, wireless providers, and text to 9-1-1 providers to bring Text to 9-1-1 live in Santa Cruz and San Benito counties
- Upgraded the radio dispatch console system and furnishings at the Watsonville alternate site
- Continued the process to select a new CAD system:
  ◊ Established a CAD Selection Committee which included User representatives
  ◊ Evaluated RFI responses and selection criteria
  ◊ Successfully negotiated an agreement with Motorola Solutions to perform a migration from the existing Premier CAD and Premier MDC solutions to the new Premier One platform
- Facilitated a thorough analysis and review of the Authority's GIS data, and developed a plan for improving the accuracy and completeness of the GIS data
- Replaced the Authority's voice logging recorder with a Next Generation recording solution which adds Quality Assurance tools and screen capture to the recording features
- Completed development of our virtual environment and migrated production servers to virtual servers
- Deployed the Image Trend Patient Care Reporting system's data feed on a local server and worked with the vendor to update the system
- Assisted SCPD with adding bicycle registration to their online citizen reporting portal

Computer-Aided Dispatch & 9-1-1 Operations Support

A variety of systems and projects are included under the Computer-Aided Dispatch (CAD)/9-1-1 label. These systems are supported by two senior technicians 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 Paramount 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 and logging recorder system. In addition, the unit provides support for the administrative computing needs of SCR9-1-1 personnel.

During 2016, members of this team spent the bulk of the year continuing to work on the CAD Replacement project. As part of the CAD Selection Committee, team members spent the year thoroughly reviewing the proposals obtained in last year's RFI and scheduling additional production demonstrations. The conclusion of the Selection Committee was that our existing vendor's new product line most closely matched the Authority's needs. The management team successfully negotiated competitive upgrade pricing that will allow the Authority and our agencies to deploy a robust and completely integrated CAD and Mobile solution.

Another noteworthy project the Systems team managed this year was the selection, design and installation of a new radio console system for the backup Dispatch Center, as well as a furniture upgrade and layout redesign. This project also involved the Technical Operations Advisory Committee members. The selected solution was the lowest priced option but able to provide all of the required features and functions. Removal of the 1980s-era radio consoles made it possible to redesign the Alternate Site to provide more ergonomic work areas and a small break area.

Watsonville Alternate Site **before** the redesign and installation of the new radio console system.

Watsonville Alternate Site **after** the redesign and installation of the new radio console system.

Several other systems were upgraded or replaced in 2016. In California, the State 9-1-1 Office mandates replacement of 9-1-1 telephone equipment every 5-7 years. As the current system was installed in February of 2010, a new call-taking system consisting of upgraded hardware and software was deployed in June. Our recording system was of a similar age and suffering from some reliability issues, as well as not having some desirable features. That system was replaced with a more modern solution in September. All of the dispatchers' computers were replaced with new hardware that can be used with the CAD software upgrade that will take place during their useful lifetime.

Fire/EMS Technology & Geographic Information Systems (GIS)

SCR9-1-1 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 (total 1.0 FTE).

Systems worked with Fire personnel on a project to deploy a robust mobile platform to the field. This product provides a map-based view of live CAD incidents, access to premise information and pre-plan or target hazard documents, and at-a-glance information about station coverage. Systems assisted the vendor in identifying methods to extract data from the CAD reporting system to meet these needs. However, with the Motorola Mobile solution on the horizon, and some challenges in implementing this product, this project is on hold until the mobile solution is in place. Continuing the 2015 initiative to end dependence on circuits with recurring costs, secure VPN devices were deployed to several fire stations and AMR offices. Using these, the Fire and AMR Users gain access to the CAD network which allows those Users to access the CAD client and/or to deploy CAD printers. Finally, SCR9-1-1 assisted in providing CAD data feeds to two new Fire RMS systems plus an upgrade to the Patient Care system used by the EMS providers.

The systems technician assigned to GIS began preparing the geodatabase for use in the Motorola Premier One system. A comprehensive data analysis of our GIS databases was performed in order to prepare for both the CAD replacement and Next Generation 9-1-1 initiatives. The verification analysis not only reviewed the Authority's GIS data for internal inconsistencies, it also compared our files to other authoritative data sources such as the MSAG and ALI databases. (The MSAG is the Master Street Address Guide, used by telecommunication providers to validate customer addresses and to associate addresses with responding emergency service agencies. The ALI database contains customer name, number and location information, delivered to 9-1-1 agencies for landline voice subscribers when they call 9-1-1.) The good news in the results is that only a small number of changes (about 800) are needed to prepare this data for the CAD implementation.

A goal for this Systems unit in 2017 will be to resolve errors in the street centerline file that must be corrected as California moves towards implementing a Next Generation 9-1-1 infrastructure.

Santa Cruz Metropolitan Records System (SCMRS)

Since 2001, the SCMRS Unit has been providing support to the Capitola, Santa Cruz, and Watsonville police departments' records management system (RMS), Alliance; their Interact Mobile system (covered more thoroughly in the Mobile Data section); and the wide area network infrastructure that supports these systems. The SCMRS Unit also assists in supporting the Crossroads traffic reporting system and the high speed wireless access system for WPD; the SCPD's citizen reporting portal, Coplogic; and SCPD's in-car video recording system. The SCMRS Unit additionally supports several data feeds and reports for external systems such as Coplink. SCMRS is staffed by the Systems division manager, supervisor, and a senior technician (2.5 FTE).

A major update of the Alliance RMS was the focus of the SCMRS personnel during the first half of 2016. Unfortunately, after roll-out, PD staff identified several issues of concern; the vendor to date has not corrected enough of the issues to finalize the upgrade. The SCMRS Chiefs Executive Group proposed exploration of a replacement RMS system and directed the SCMRS Systems employees to issue a Request for Information (RFI) in 2017 to gain an understanding of the available features and functionality and approximate costs, with the goal of replacing that system during the 2018-19 fiscal year.

An upcoming challenge facing this group is the announcement by AT&T of its plans to eliminate copper-based communications services by 2020. This is a concern since the SCMRS WAN's physical network infrastructure utilizes AT&T copper-based circuits. The SCMRS unit will need to explore network alternatives and propose a migration, possibly to coincide with the RMS replacement.

Mobile Data Computers (MDCs)

The Systems Division supports two Mobile Data computer networks. One is a Harris/Interact solution used by the SCMRS agencies as well as Santa Cruz Fire and Watsonville Fire departments. An upgrade to the Harris/Interact mobile software was completed in 2016 and major changes to the SCMRS network architecture began. This included the installation of Radio IP, purchase and installation of Cradlepoint mobile routers into SCMRS patrol vehicles, and the purchase of 2FA, an advanced authentication solution which will be deployed in 2017. This will allow patrol vehicles to utilize secured mobile broadband networks in addition to the existing low-bandwidth data radio network. A demonstration unit was deployed to Capitola PD in May 2016, with additional units installed in the second half of 2016. Work will continue in 2017 with SCMRS personnel assisting the agencies with network configuration and deployment. The increased bandwidth that will come with the Cradlepoint deployments will be key to a successful migration to the Motorola Premier One mobile software.

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 to provide closest-unit routing information via GPS for use by dispatch. The MDCs currently deployed are the second generation in use for AMR and are nearing their end of life. With the planned CAD and Mobile upgrade, Systems will assist AMR with replacing the system hardware over the next year or two.

Systems Division Goals - 2017

Premier One CAD and Mobile Project
- Participate in the CAD Committee to provision the Premier One solution for SCR9-1-1 and its User Agencies
- Work with User Agencies' technical staff to design and secure a robust network infrastructure for deployment of the Premier One Mobile product
- Begin deployment of Premier One solution to Dispatch and Users
- Migrate PCAD-based reporting to Premier One reporting

Enhanced Security Initiatives
- Implement advanced authentication for SCMRS Mobile clients
- Expand footprint of endpoint protection solution
- Implement anti-exploit, anti-ransomware solution
- Implement security awareness training for Authority employees

GIS Data Enhancements
- Modify Street Centerline file to correct errors identified by GIS analysis
- Update County's Address Point layer to improve for use in Premier One
- Update San Benito County data to provide features required for AVL

Business Division

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

Fiscal Unit

The Fiscal Unit is responsible for accounting duties which include processing payroll and maintaining the associated records, tracking purchases and inventory, reconciling the general ledger with the County's OneSolution 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 OneSolution 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 deposits revenue into appropriate sub-object accounts identified in the Operating, Capital, Debt Service, and SCMRS budgets. An annual audit is performed by an external auditing firm 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.
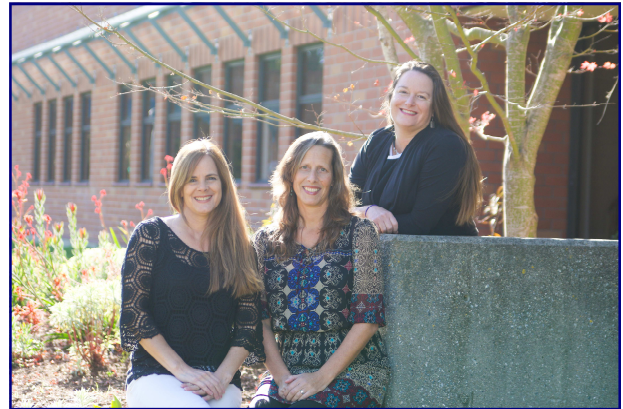
Maria Wallen, Beth Wann, and Tina Bisgaard

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 processes requests for dispatch recordings and incident reports for the Authority. The amount of requests continues to rise, with 85% of such requests coming from the Santa Cruz District Attorney's Office. In 2016, 1,160 records requests were processed which reflects a 9% increase from the previous year. The Custodian of Records made six court appearances.

Peer Support Team

The SCR9-1-1 Peer Support Team provides objective, non-judgmental, and confidential support and assistance to Authority employees and their families. Team members for 2016 were: Peer Support Coordinator **Amethyst Uchida, Valerie Conner, Joe Guerrero, Gina Loftin, Melody MacDonald, Teresa Minogue,** and **Felicia Vigil**.

All members of the Peer Support Team receive accredited training in Individual and Group Crisis Intervention skills. This training allows members of the team to be effective listeners and to provide appropriate referrals to professional assistance when it is needed or desired. The training also teaches our team members to be good facilitators of group crisis debriefings, as well as recognizing when a crisis debriefing may be needed. Team members meet monthly and receive ongoing coaching and training from members of the Central Coast Critical Incident Team. In 2016, team member Valerie was able to participate in a regional Peer Support conference held in Los Gatos and brought back resources and training to share with her teammates.

The Peer Support Team continues to look for ways to provide regular morale-boosting support to SCR9-1-1 employees outside of crisis periods. This year, the team hosted two "pop-up" events. Team members served ice cream sodas to employees at their workstations in late summer. In December, the team hosted a hot chocolate bar featuring homemade cocoa with a variety of toppings including sugar-free options.

Team members Melody, Amethyst and Joe serve up ice creams sodas out on the dispatch floor.

Peer Support hosted two Critical Incident Stress Debriefings (CISD) and facilitated employee attendance at four other debriefs hosted by our User Agencies. The seven members of this team provided one-on-one support for our employees and/or referrals to outside assistance throughout the year.

Safety and Wellness

The 2016 Safety and Wellness Committee members were: Safety Coordinators **Melody MacDonald** and **Anita Miller**, **Dennis Kidd, Jo Irving, Abby Marizette, Wolff Bloss,** and **Michael Krakowiak.**

In 2016, the Safety and Wellness Committee has continued a commitment toward developing and maintaining a culture of good health and fitness at SCR9-1-1. The Committee meets, at least, four times a year and the regular agenda always includes any new ideas for Health and Wellness, lighting, security, Safety Inspection Reports, Employee Hazard Reports, Accident Investigation Reports, and any new business. Several suggestions have been recommended by the committee, including changing out old incandescent lights for LEDs, safer and more heat resistant pot holders for the break room, mitigating leaks in the roof, and continuing to explore ways to make the restrooms "touch free" in order to reduce illness transitions.

Team members Abby and Jo attended a Wellness in the Workplace seminar at Seascape Resort which was put on by the Santa Cruz Employer Advisory Council. During this seminar, guest panelists demonstrated approaches to wellness and how they have implemented ground level wellness initiatives in their departments.

A safety representative from our Risk Management provider performed a building-wide inspection for hazards and compliance issues. We are happy to report there were no issues discovered!

This year, we rewarded several dispatchers for perfect attendance during 2016. These dispatchers worked a solid twelve months without ever calling in sick: **Anna Kiff**, **Gina Loftin**, and **Jennifer Maggio**. Every month the committee updates the Wellness Board with current information about

health concerns, diet, and how to avoid disease. In 2016, the topics included heart disease, breast cancer, and ways to avoid illnesses and accidents around the holidays. SCR9-1-1 is excited about making 2017 a healthy and safe year.

Technical Operations Advisory Committee (TOAC)

The SCR9-1-1 Technical Operations Advisory Committee's (TOAC) purpose is to research, develop, and recommend improvements or changes to systems used by dispatchers; provide input on Computer-Aided Dispatch (CAD) Configuration changes; and provide operational input on technology projects that affect dispatch staff. For 2016, TOAC team members were: **Amethyst Uchida** (Team Leader), **Stephanie Zube**, **Melody MacDonald**, **Tammy Spath**, **Lyndsay Farotte**, **Michael Krakowiak**, **Lisa Oberdorfer**, **Jason Thompson**, **Tom Ginsburg,** and **Nicola Nelson**.

TOAC worked on several projects in 2016. Continuing the workload from 2015, an upgrade of the 9-1-1 phone system was completed in June. The phone system's hardware was replaced and its software upgraded; the Authority's administrative lines were converted to a VoIP solution; and the team used this opportunity to take advantage of new functionality in the phone's software system. New screens were designed to reflect the different skill sets of employees at SCR9-1-1. This project demonstrated the benefit of partnering technical staff with operational staff to achieve improvements that benefit all employees of SCR9-1-1.

The TOAC team also assisted with selection of a replacement for the radio consoles used at the agency's Santa Cruz County backup center. When SCR9-1-1 opened its doors in 1996, the agency took advantage of vacant space and leftover equipment at one of the original police department dispatch centers. After more than 20 years of use, it was becoming very difficult to keep this equipment running reliably. An RFP was issued and a modern but affordable solution was purchased and installed at the backup center in November.

TOAC members continue to work on the CAD replacement project. During 2016, the management team, with input from TOAC and Systems, decided to continue working with our existing CAD vendor and accepted an upgrade proposal. This solution not only improves our CAD system, but provides licensing for all agencies to deploy Mobile software. Mobile software will give Users access to important information in the field.

In January of 2017, the CAD replacement project will begin. Because this system is very complex and crucial to our operations, this project will be the sole focus of both TOAC and Systems during the upcoming calendar year. TOAC will participate in key meetings and planning sessions to assist in designing a CAD system that will benefit employees of SCR9-1-1, our User Agencies, and ultimately the communities we serve.

Appendix

SCR9-1-1 Employees Association

Our membership participation remains high with nearly 100% percent of SCR9-1-1 employees as members.

This year we continued the Justin Keele Memorial Scholarship program. There were five applications for the scholarship. As always, all applicants were well deserving and the decisions were difficult. With a perfect score, **Kaylie Voechting**, related to Dennis Voechting with the San Benito County Sheriff's Office SAR, was awarded a $1,000 scholarship. The two second place winners were **Gwendolyn Kidd**, related to Dennis Kidd, General Manager of SCR9-1-1, and **Michayla Davidson**, related to Andrew Davidson, Dispatcher at SCR9-1-1, who received equal scores. They were each awarded $400 scholarships. Our third place winner was **Sariyah Jones**, related to Virginia Jones from San Benito AMR. Sariyah was awarded a $200 scholarship.

In honor of NetCom's 20 year anniversary, National Dispatcher Week (NDW) and Systems-Administrative-Management (SAM) celebrated with a theme of "Party Like It's 1996." We decorated with news articles pulled from the headlines during that year. We also asked employees to bring in photos of themselves from the year 1996. The week was spent playing games and awarding prizes and gifts to each member in appreciation for a job well done throughout the year. Each employee also received their very own

personalized mason jar as a way to encourage staying hydrated.

Continuing with the tradition, and as a way to say thank you to our veterans and their families for their sacrifice, the Association teamed up with the Santa Cruz Veterans Resource Center and adopted two families and two single people. The recipients submitted their "ultimate wish lists." The Association was proud to be able to fulfill almost all of the requests.

This year, instead of the annual Gingerbread House contest, we held a cookie decorating contest. The rules were simple: use the required, supplied items to decorate five cookies representing a clear theme. Mid-way through the competition, a new required item of chewing gum was added. Our guest judges were AMR Supervisor, **Martha Preciado**; Capitola City Manager, **Jamie Goldstein**; Capitola Police Chief, **Terry McManus**, Scotts Valley Fire Chief, **Daniel Grebil**, and **Dennis Kidd**, SCR9-1-1 General Manager. This year's winning entry, "Sites of Santa Cruz" was submitted by the SAM Team.

Association Board Members
2016

President—Billie Surran
Vice President—Stephanie Sphar
Secretary— Annie Castro
Treasurer—Areli Sanchez
Sergeant at Arms—Nicola Nelson

Judges (from left): Jamie Goldstein, Dennis Kidd, Ava and Martha Preciado, Terry McManus, and Daniel Grebil.
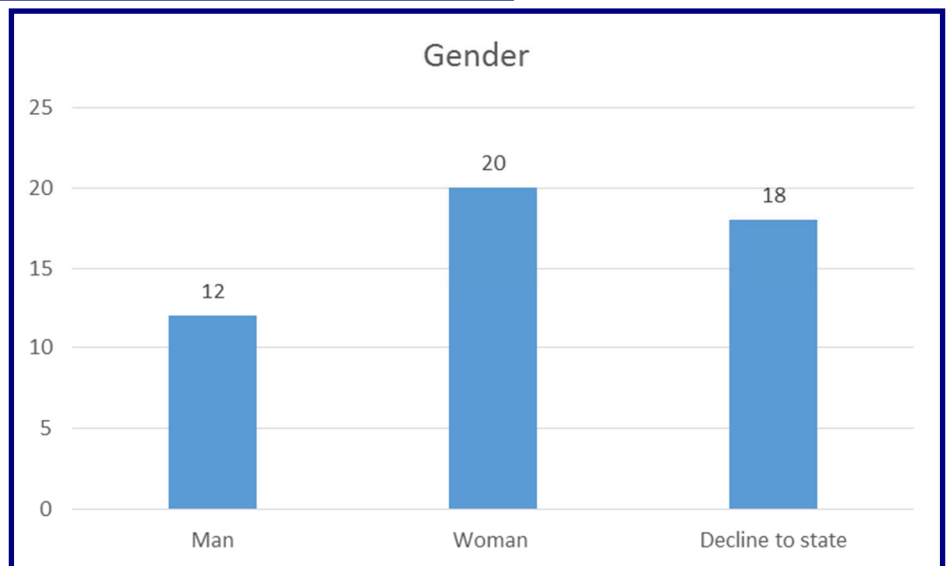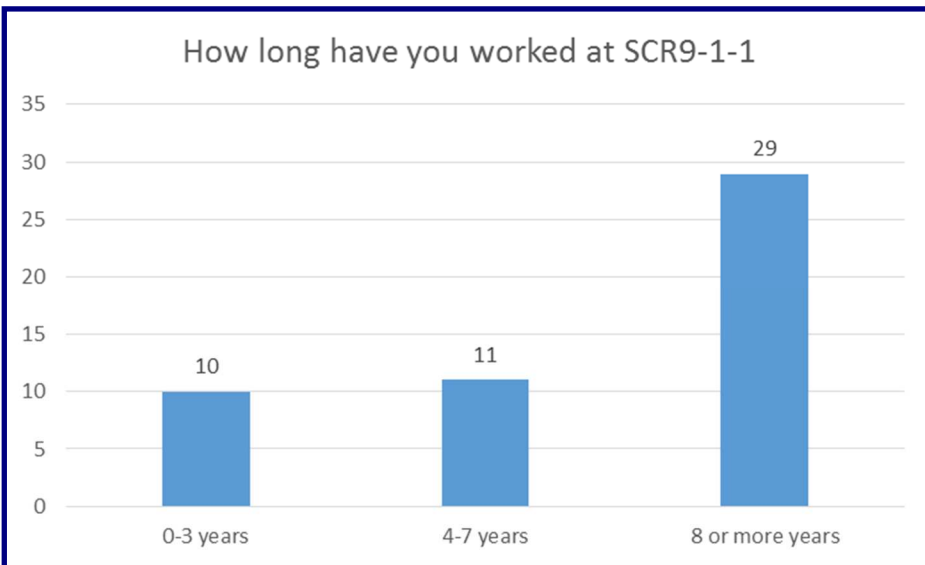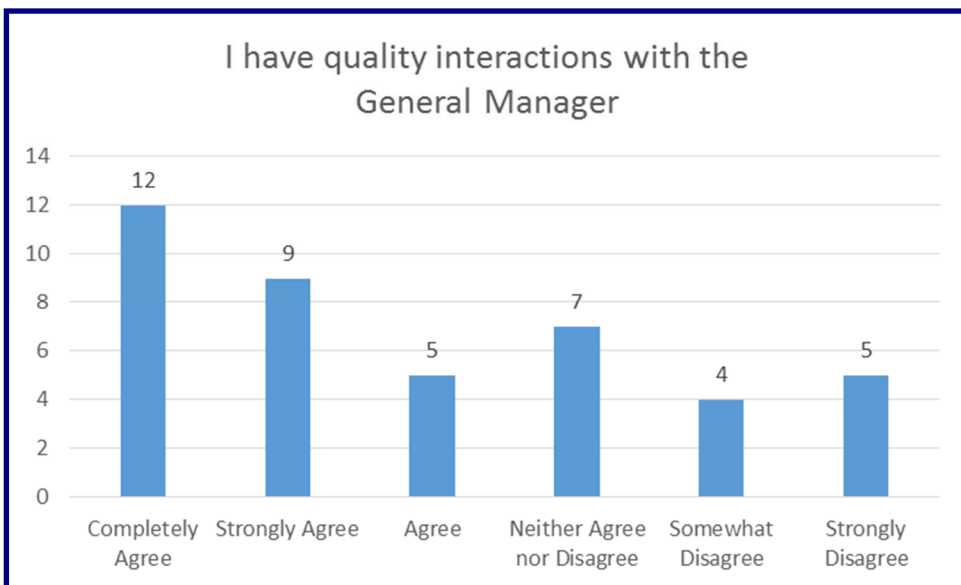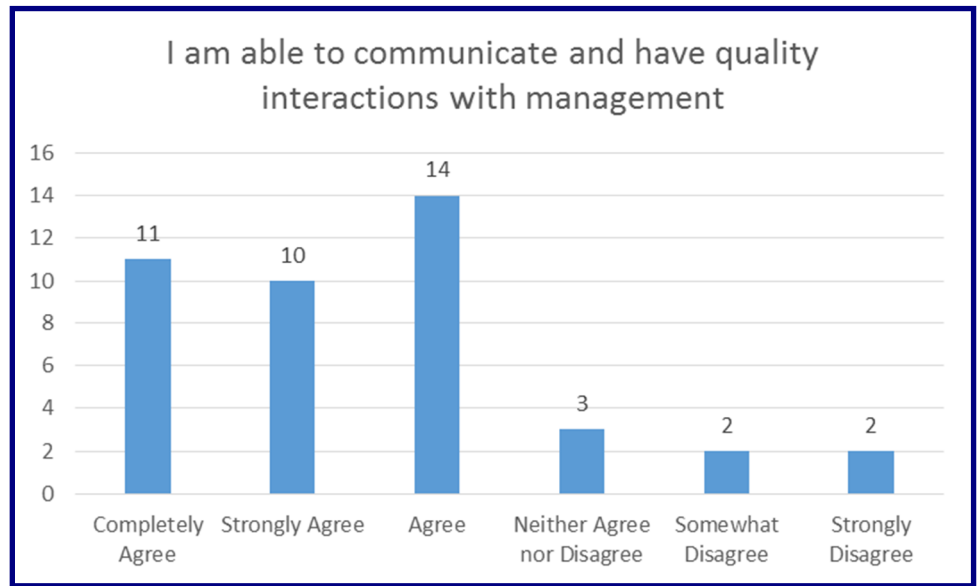
Employee Survey

Employees, building-wide participated in the 2016 Employee Engagement Survey. Every year, technology and demands upon the employees increase; in addition to multiple vacancies and a year of new hire training – we knew measuring employee's "satisfaction" was going to be difficult. Employee engagement and employee satisfaction are often used interchangeably, but in fact they are quite different. The difference? Commitment. Rather than determining if employees are happy, we focused on finding out if employees are engaged with their work. When this happens, employees are more fulfilled, productive and motivated.

Ways to measure engagement include asking questions like:

- At work, I have the opportunity to do what I do best every day.
- My fellow employees are committed to doing quality work.
- My supervisor, or someone at work, seems to care about me as a person.
- This last year, I have had opportunities to learn and grow.
- I feel valued for the work I do.

50 out of 53 employees (94%) responded to the survey. The following charts depict the results:

What is your area of responsibility in the organization

Operations	Administration	Management	Decline to state
26	8	8	8

I am able to communicate and have quality interactions with management
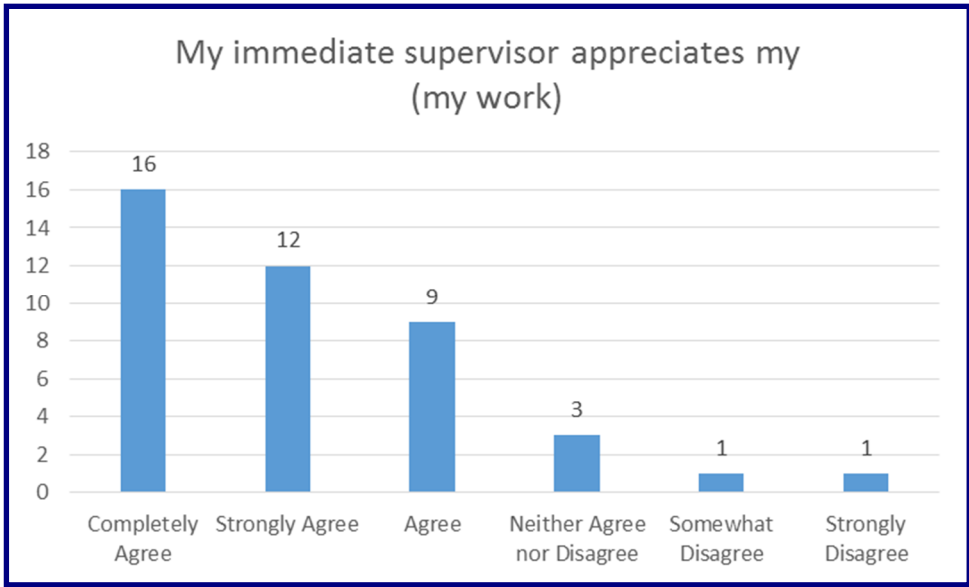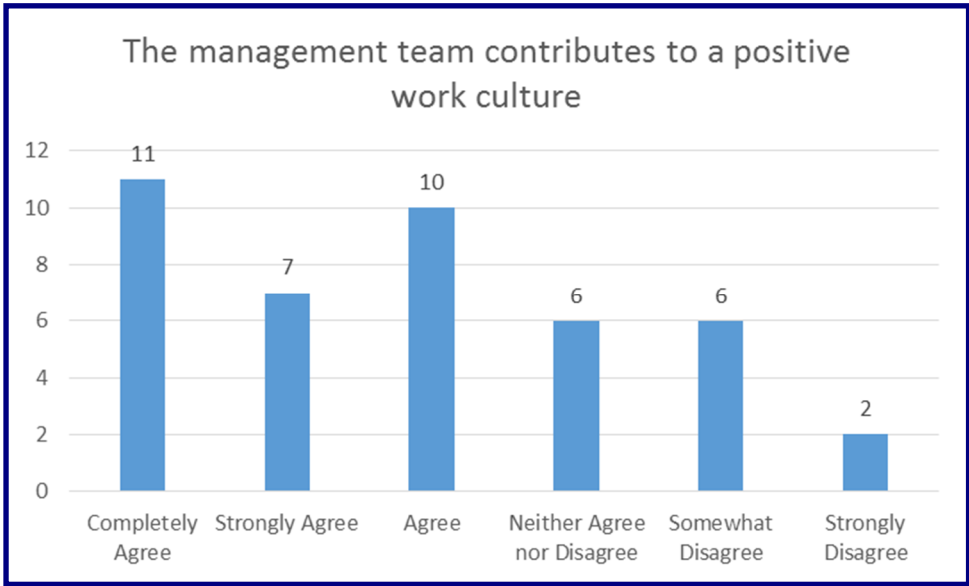
Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
11	10	14	3	2	2

I have quality interactions with the General Manager

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
12	9	5	7	4	5

Management shows interest in creating good working conditions

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
10	10	14	3	5	0

Management responds to issues that are important to me

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
10	7	13	3	6	2

The leaders in our organization are positive role models

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
7	9	13	6	6	0

My lead supports me when I need it

Response	Count
Completely Agree	13
Strongly Agree	12
Agree	7
Neither Agree nor Disagree	6
Somewhat Disagree	2
Strongly Disagree	0

The management team contributes to a positive work culture

Response	Count
Completely Agree	11
Strongly Agree	7
Agree	10
Neither Agree nor Disagree	6
Somewhat Disagree	6
Strongly Disagree	2

My immediate supervisor appreciates my (my work)

Response	Count
Completely Agree	16
Strongly Agree	12
Agree	9
Neither Agree nor Disagree	3
Somewhat Disagree	1
Strongly Disagree	1

34

The management team appreciates me (my work)

Category	Value
Completely Agree	12
Strongly Agree	12
Agree	10
Neither Agree nor Disagree	5
Somewhat Disagree	2
Strongly Disagree	1

How much responsibility do you think you share with management on improving working conditions

Category	Value
A Lot	11
Equal	17
A Little	13
None	1

My coworkers respect each other

Category	Value
Completely Agree	7
Strongly Agree	11
Agree	14
Neither Agree nor Disagree	3
Somewhat Disagree	7
Strongly Disagree	0

35

I have the ability to influence the quality of my work

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
20	11	6	2	3	0

My workload is manageable

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
5	8	7	3	13	6

I have the ability to help my co-workers

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
16	10	9	2	3	2

My co-workers appreciate my work

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
12	13	13	1	2	0

I have opportunities to participate in decisions that affect me and my performance

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
10	9	12	5	6	0

I have opportunities to learn new skills and further my career here

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
10	11	14	1	4	2

37

I believe I will be able to reach my full potential here

Bar chart showing responses:
- Completely Agree: 10
- Strongly Agree: 10
- Agree: 10
- Neither Agree nor Disagree: 4
- Somewhat Disagree: 5
- Strongly Disagree: 3

The annual evaluation criteria is appropriate

Bar chart showing responses:
- Completely Agree: 5
- Strongly Agree: 11
- Agree: 16
- Neither Agree nor Disagree: 5
- Somewhat Disagree: 5
- Strongly Disagree: 0

The current QA/QI feedback provided helps my job performance

Bar chart showing responses:
- Completely Agree: 3
- Strongly Agree: 7
- Agree: 10
- Neither Agree nor Disagree: 11
- Somewhat Disagree: 3
- Strongly Disagree: 5

I received adequate training for my current job

Response	Count
Completely Agree	6
Strongly Agree	12
Agree	16
Neither Agree nor Disagree	5
Somewhat Disagree	3
Strongly Disagree	0

There is quality training for new tasks and equipment

Response	Count
Completely Agree	7
Strongly Agree	7
Agree	16
Neither Agree nor Disagree	4
Somewhat Disagree	6
Strongly Disagree	1

Ongoing training is timely and appropriate

Response	Count
Completely Agree	4
Strongly Agree	8
Agree	14
Neither Agree nor Disagree	8
Somewhat Disagree	7
Strongly Disagree	0

Method and quality of training provided helps me to perform my job better

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
5	8	15	9	4	0

Employees are recognized for quality or quantity of work

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
6	5	15	5	9	2

I feel recognized by the management team

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
7	6	12	8	7	2

I am happy with the NetBucks recognition program

The shift selection process used by SCR9-1-1

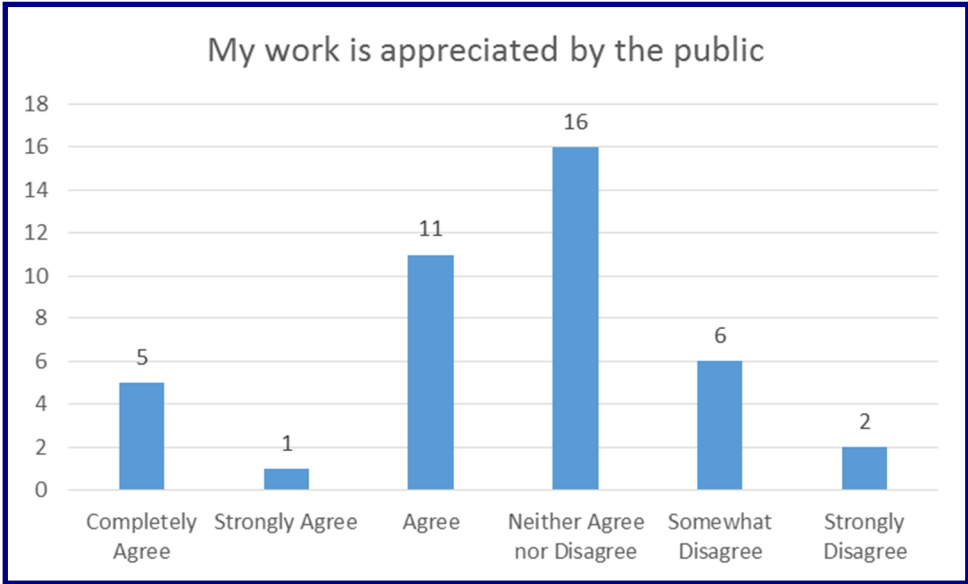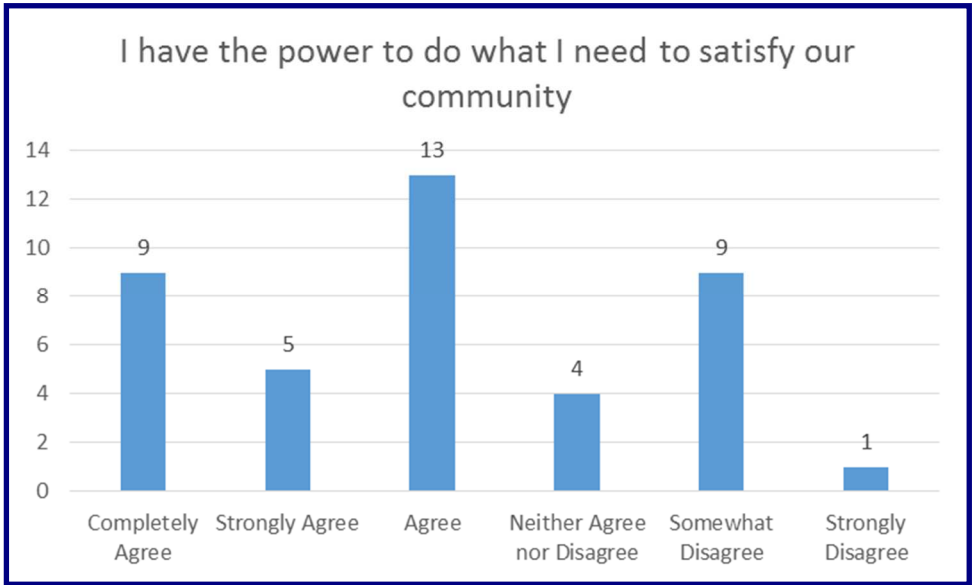Shift schedules used by SCR9-1-1

Process to get time off

Extremely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied	N/A
7	4	10	7	7	4

The alternate schedule (4x12's)

Extremely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied	N/A
3	6	5	2	11	12

Schedule Express

Extremely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied	N/A
3	7	14	2	4	9

Paid time off for holiday hours

Extremely Satisfied	Very Satisfied	Satisfied	Somewhat Satisfied	Not Satisfied	N/A
10	12	13	2	0	2

I have the power to do what I need to satisfy our Users

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
7	11	11	2	9	2

My work is appreciated by our external Users

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
7	7	15	6	6	0

I have the power to do what I need to satisfy our community

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
9	5	13	4	9	1

My work is appreciated by the public

Completely Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
5	1	11	16	6	2

SCR9-1-1 Employee Demographics

Dispatch Staff Demographics

	as of 1/17/2017		2010 Census Data Santa Cruz County
# of White	31	70.45%	72.49%
# of Hispanic	12	27.27%	32.05%
# of Asian	1	2.27%	4.23%
# of African-American	0	0.00%	1.05%
# of American Indian and Alaska Native	0	0.00%	0.86%
# of Native Hawaiian and Pacific Islander	0	0.00%	0.13%
	44		
# of males	15	34.09%	49.90%
# of females	29	65.91%	50.10%
	44		

Whi/Male	13
Whi/Female	18
AA/Male	0
AA/Female	0
Hispanic/Male	2
Hispanic/Female	10
Other/Male	0
Other/Female	2

Overall Agency Demographics

	as of 1/17/2017		2010 Census Data Santa Cruz County
# of White	38	66.67%	72.49%
# of Hispanic	15	26.32%	32.05%
# of Asian	3	5.26%	4.23%
# of African-American	0	0.00%	1.05%
# of American Indian and Alaska Na-	1	1.75%	0.86%
# of Other	0	0.00%	16.53%
	57		
# of males	19	33.33%	49.90%
# of females	38	66.67%	50.10%
	57		

Whi/Male	16
Whi/Female	22
AA/Male	0
AA/Female	0
Hispanic/Male	3
Hispanic/Female	12
Other/Male	0
Other/Female	4

This page is intentionally blank

Standards of Excellence 2016

Annual Performance Report
**Prepared for the
Law Enforcement
Users Subcommittee**
February 13, 2017

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

Table of Contents

Performance Report Overview

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

Building Time

Total Call Processing consists of two distinct events: call taking and radio dispatching. This is the total time that the incident remains in our building (building time). Our current standard for building time for first priority events is two minutes. During 2016, our performance on first priority law enforcement events was 87 percent compliant to the 120 second standard. Our average building time was 81 seconds.

- **Call Taking**

  The call taking process is a balancing act between speed and content. For 2016, the Center was 85 percent compliant to the 90-second standard with an average time of 60 seconds.

- **Dispatching**

  During 2016, the Center dispatched 85 percent of the first priority incidents in 30 seconds or less with an average dispatch time of 20 seconds. Of all calls, 79 percent were dispatched before they timed out in CAD; our goal is 80 percent. *The highest priority calls (Red and Blue) being dispatched prior to timing out 89 percent of the time. Our compliance continues to remain very high in this area.*

Performance Standards

Performance standards for SCR9-1-1 have been developed by the Law Enforcement Operational Policy Task Team and the SCR9-1-1 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 SCR9-1-1 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
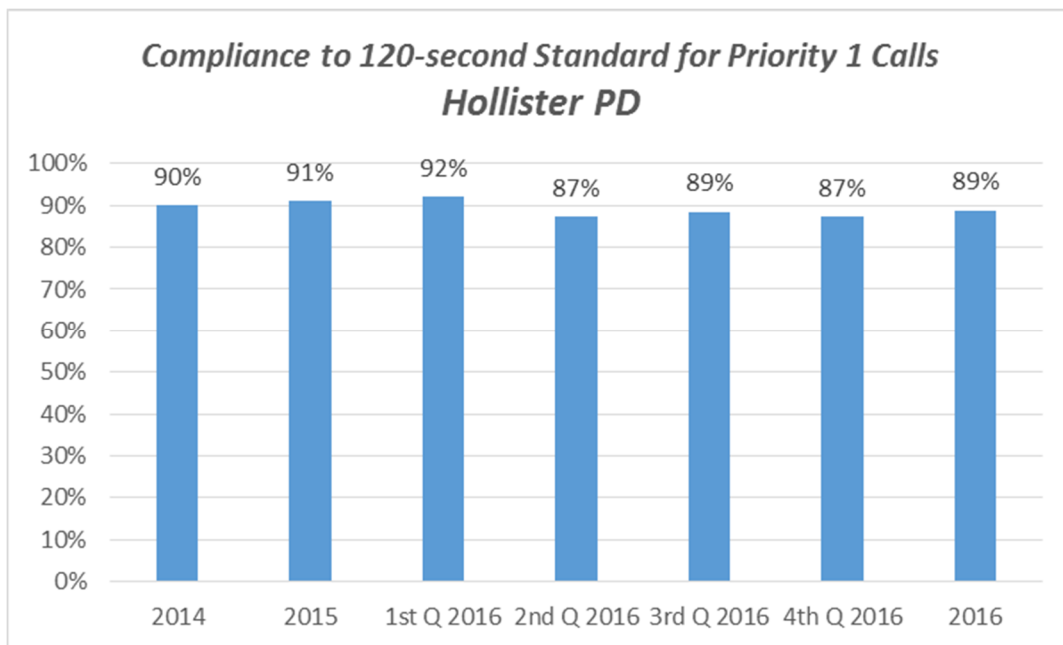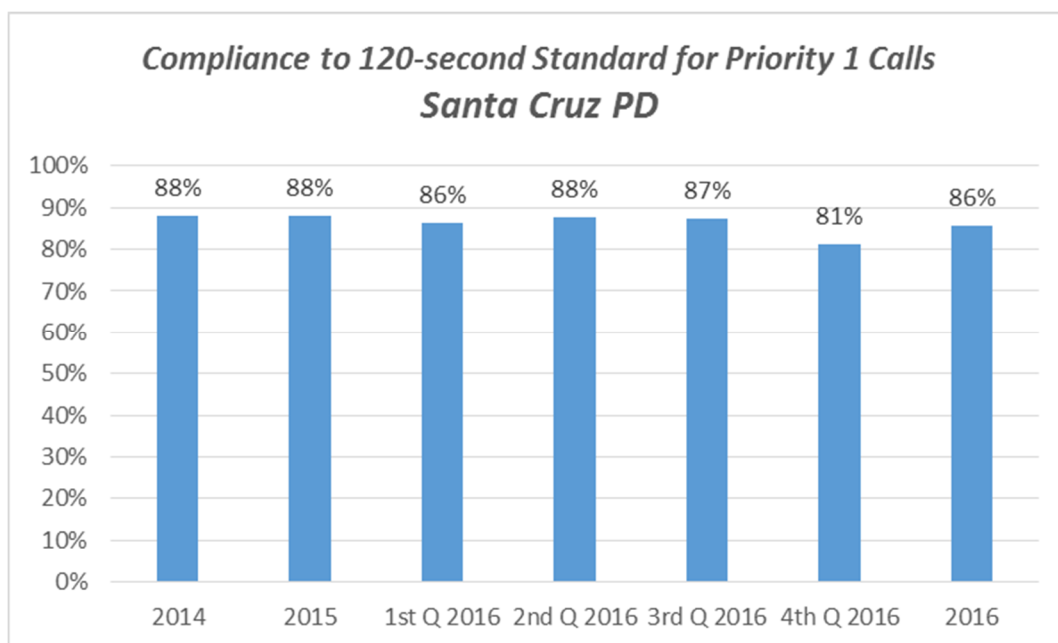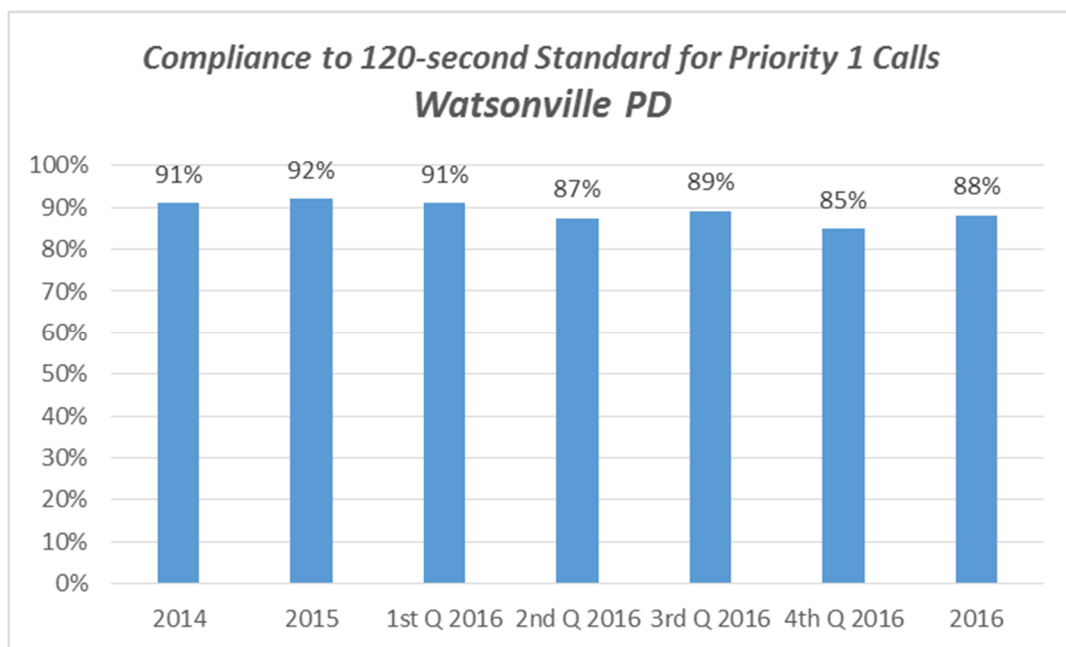
Performance Data for Capitola Police Department

- ***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 90 percent of all first priority law enforcement incidents.*

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

Year	Compliance
2014	84%
2015	90%
1st Q 2016	90%
2nd Q 2016	88%
3rd Q 2016	84%
4th Q 2016	86%
2016	87%
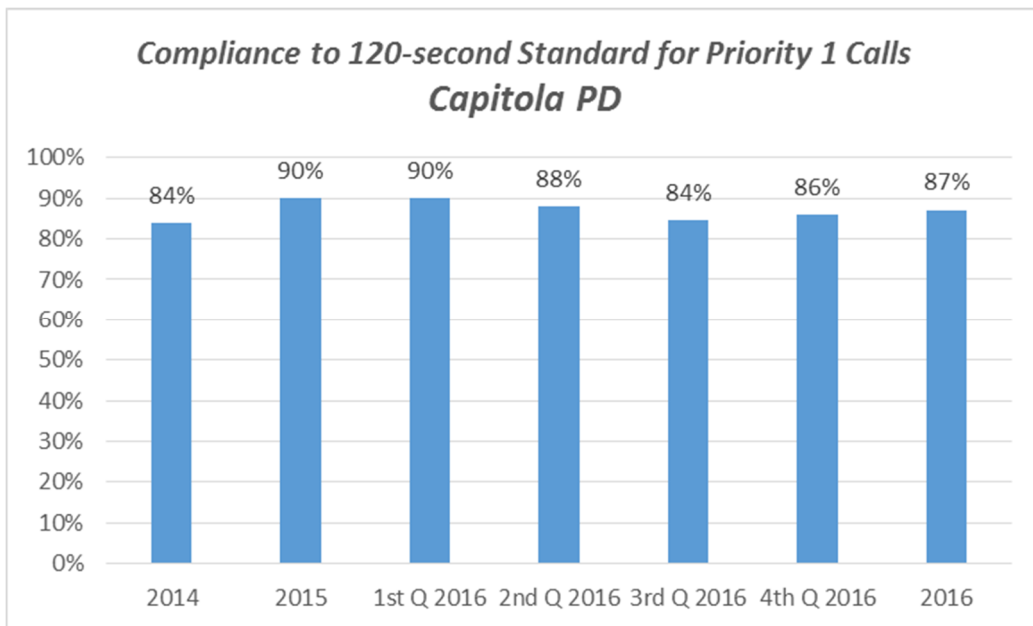
Our average building time for Capitola PD for 2016 was 78 seconds, and we were 87 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.
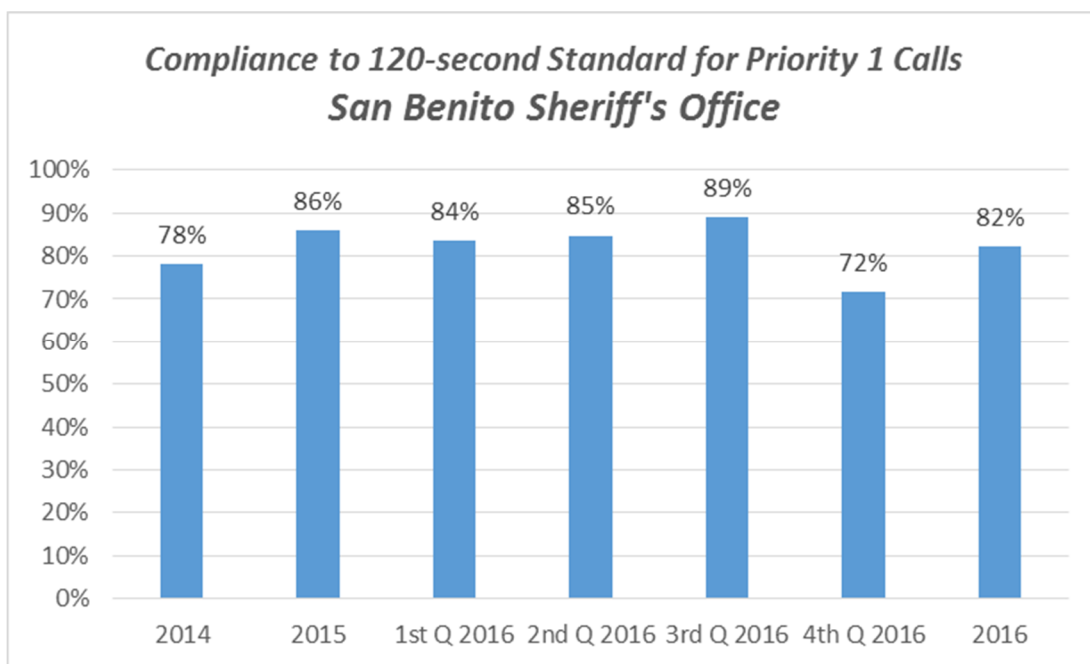
Performance Data for Hollister Police Department

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

Our average building time for the Hollister Police Department for 2016 was 78 seconds, and we were 89 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

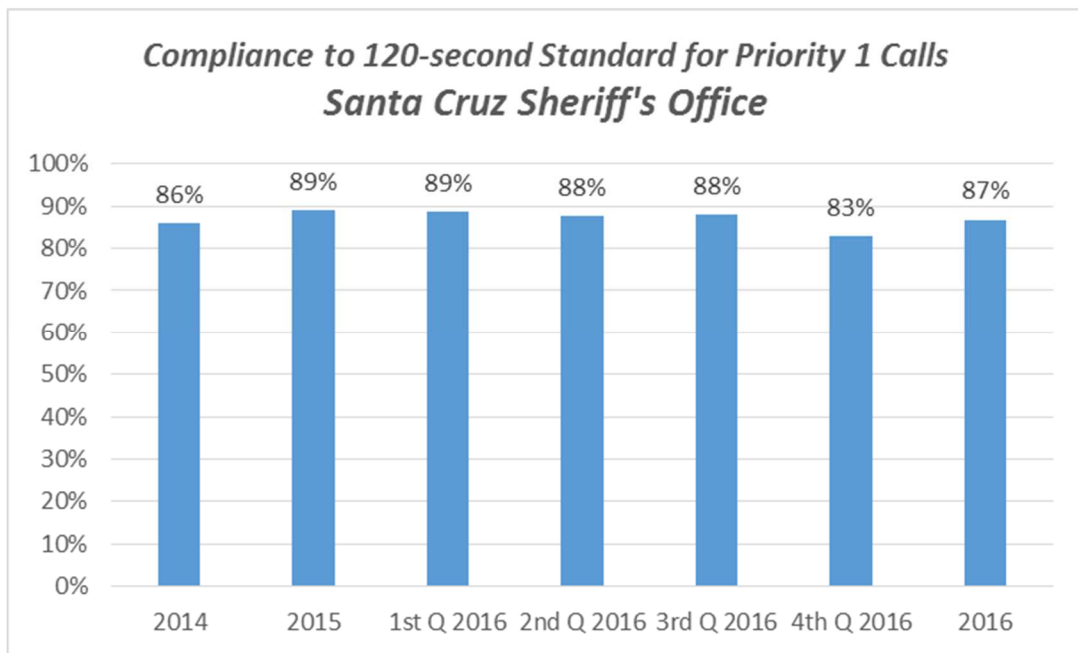**Performance Data for Santa Cruz Police Department**

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

Our average building time for Santa Cruz PD for 2016 was 82 seconds, and we were 86 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

Our average building time for Watsonville PD for 2016 was 80 seconds, and we were 88 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

Performance Data for San Benito Sheriff's Office

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

Our average building time for the San Benito Sheriff's Office for 2016 was 85 seconds, and we were 82 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

Performance Data for Santa Cruz Sheriff's Office

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

Our average building time for the Santa Cruz Sheriff's Office for 2016 was 81 seconds, and we were 87 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

Aggregate Performance Data for Law Enforcement

- ***BUILDING TIME*** *- Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.*
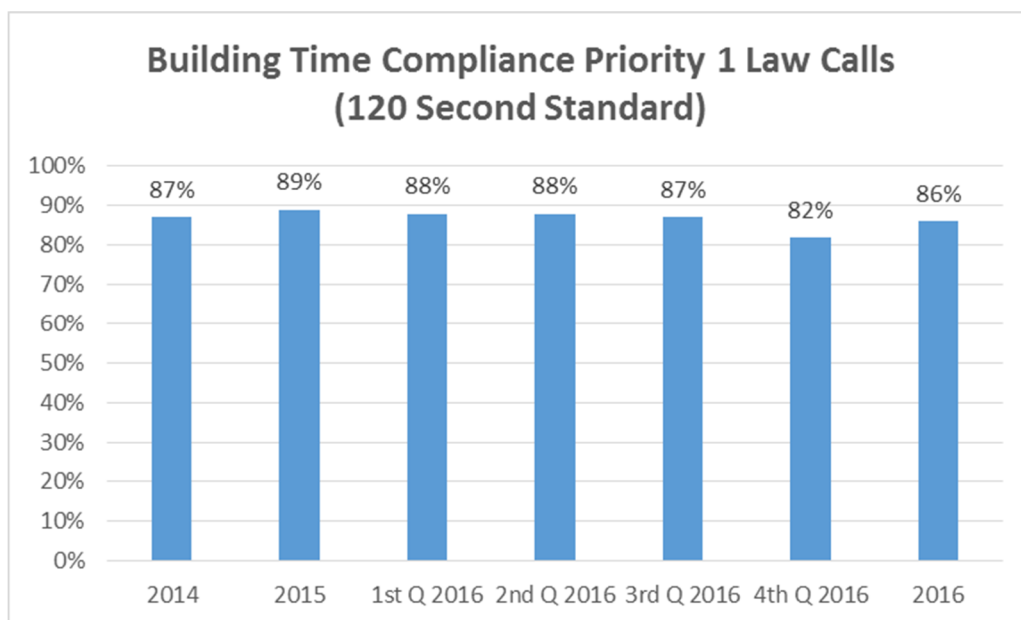
Our average aggregate building time for 2016 was 81 seconds, and we were 86 percent compliant to the 120-second standard.

Aggregate Performance Data for Law Enforcement

- *CALL TAKING - Elapsed time from E9-1-1 call pick up to the point of incident creation (CAD incident initiation) in a maximum of 90 seconds for 90 percent of all first priority law enforcement incidents.*
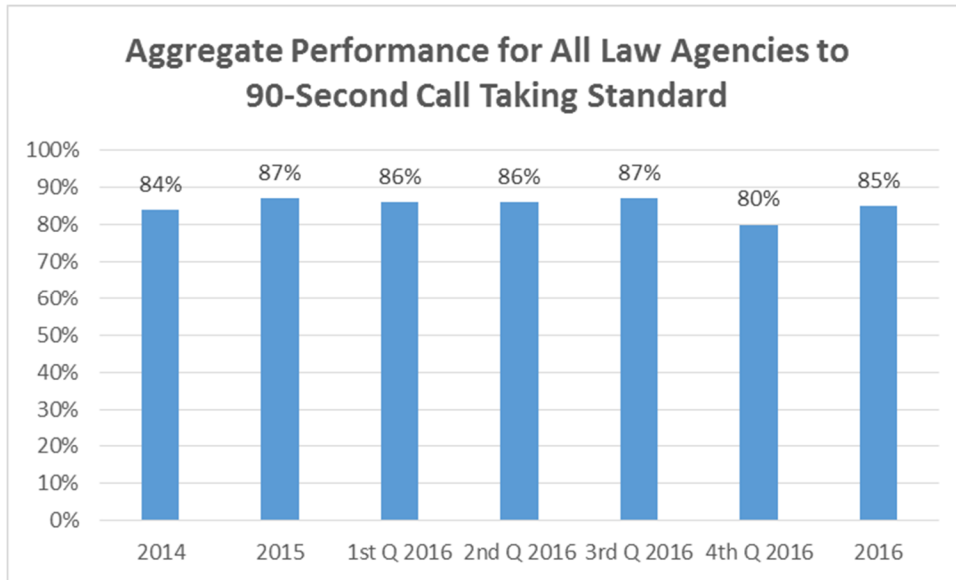
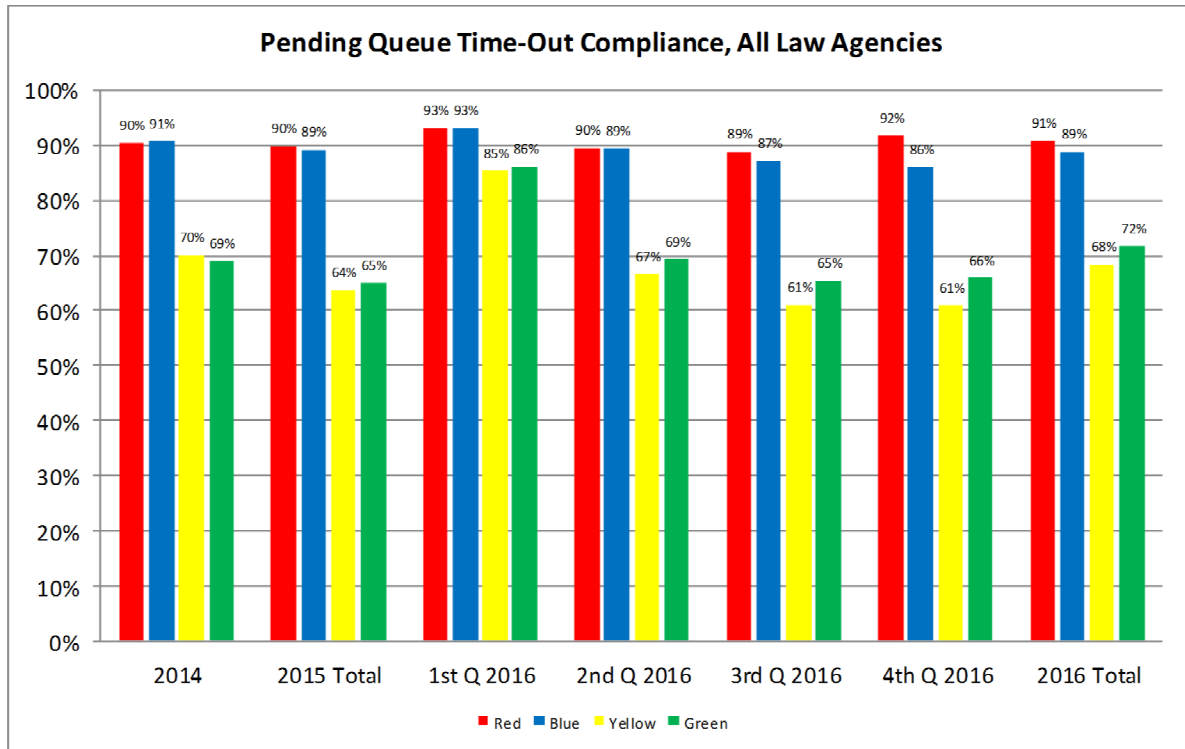Average call taking time for 2016 was 60 seconds.

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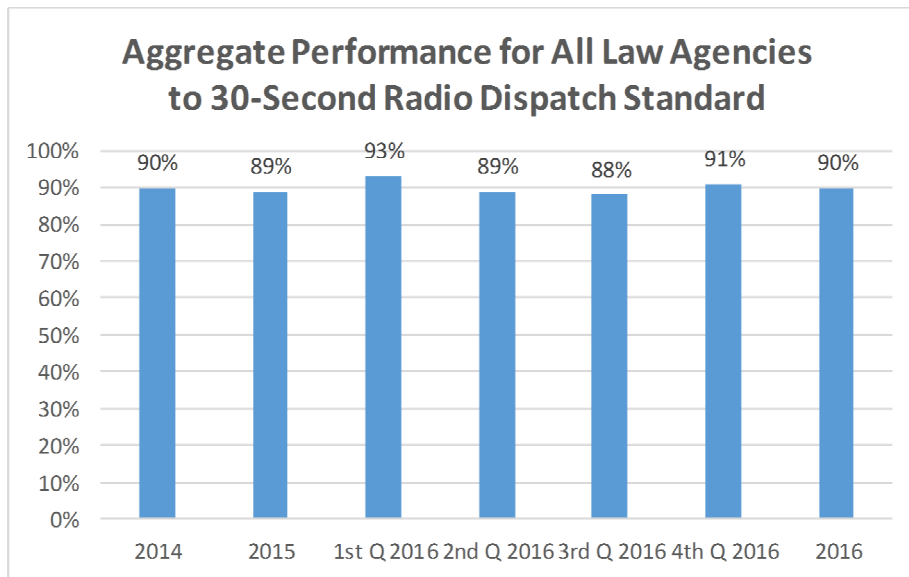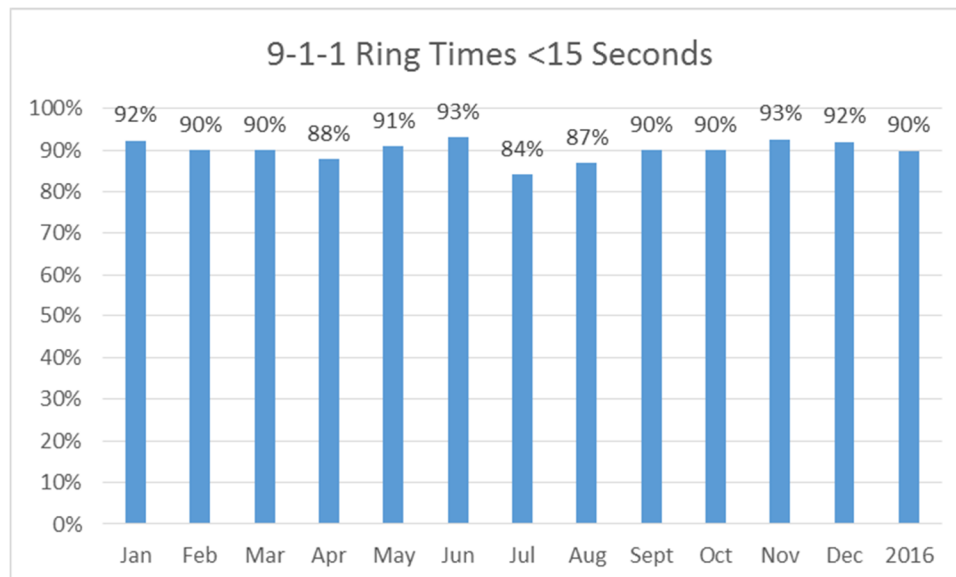

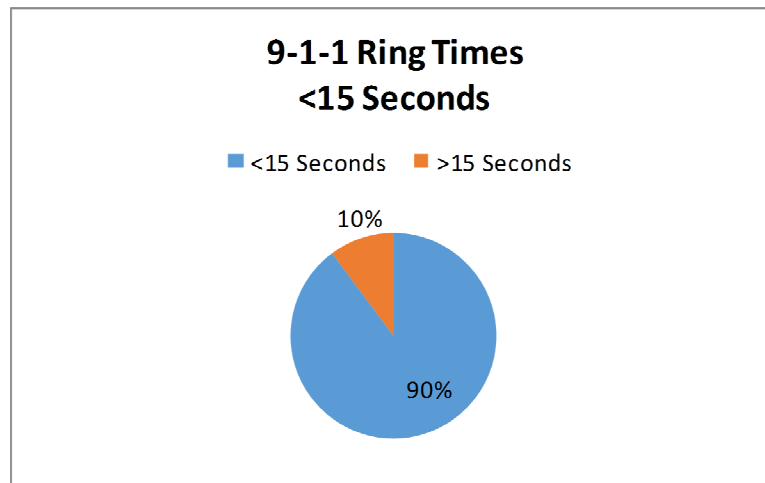Average pending queue time for 2016 was 20 seconds.

Pending Queue Management

- *The SCR9-1-1 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).* ***2016 had an overall compliance level of 90 percent to the highest priority law calls (Red and Blue).***
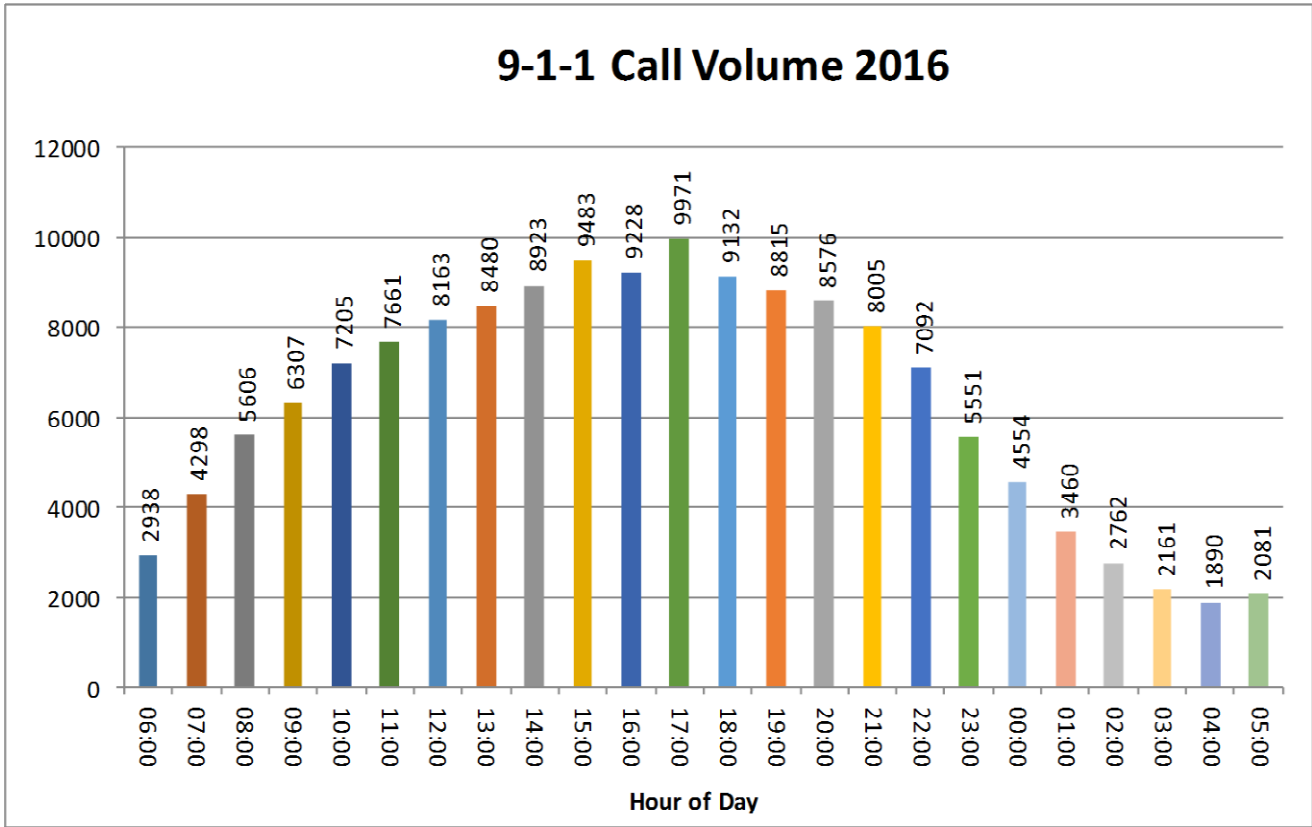
Pending Queue Time-Out Compliance, All Law Agencies

	2014	2015 Total	1st Q 2016	2nd Q 2016	3rd Q 2016	4th Q 2016	2016 Total
Red	90%	90%	93%	90%	89%	92%	91%
Blue	91%	89%	93%	89%	87%	86%	89%
Yellow	70%	64%	85%	67%	61%	61%	68%
Green	69%	65%	86%	69%	65%	66%	72%

9-1-1 Ring Times

- *In September 2016, the California Governor's Office of Emergency Services (CalOES) revised the PSAP Call Answer Time Standard regarding the expected level of service in answering 9-1-1 calls. The PSAP Call Answer Time Standard is:* ***Ninety-five (95) percent of incoming 9-1-1 calls shall be answered within 15 seconds.***

9-1-1 Ring Times
<15 Seconds

Legend: ■ <15 Seconds   ■ >15 Seconds

Pie chart: 90% (<15 Seconds), 10% (>15 Seconds)

9-1-1 Ring Times <15 Seconds

Bar chart values:
Jan 92%, Feb 90%, Mar 90%, Apr 88%, May 91%, Jun 93%, Jul 84%, Aug 87%, Sept 90%, Oct 90%, Nov 93%, Dec 92%, 2016 90%

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.*

9-1-1 Call Volume 2016

Hour of Day	Call Volume
06:00	2938
07:00	4298
08:00	5606
09:00	6307
10:00	7205
11:00	7661
12:00	8163
13:00	8480
14:00	8923
15:00	9483
16:00	9228
17:00	9971
18:00	9132
19:00	8815
20:00	8576
21:00	8005
22:00	7092
23:00	5551
00:00	4554
01:00	3460
02:00	2762
03:00	2161
04:00	1890
05:00	2081

Performance Goal

For 2017, the Standards Team is reviewing the criteria outlined in the Standards of Excellence and making recommendations for changes to the Operations Division and Law Operational Policy Task Team.

This page is intentionally blank

Standards of Excellence

2016

Annual Performance Report
Prepared for the
Fire/EMS
Users Subcommittee
February 13, 2017

Serving:

Aptos/La Selva, Ben Lomond, Boulder Creek, Branciforte, Central, Felton, Hollister, Santa Cruz, Scotts Valley, Watsonville, and Zayante Fire Departments

Table of Contents

Performance Report Overview

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

Fire Service Performance

- The total processing time from E9-1-1 call pick up until radio tones is the time referred to as "building time." This is the amount of time that we take to complete the call taking portion as well as the radio dispatching. *During 2016 we averaged 76 seconds from the time we answered the 9-1-1 call until the time that units were toned out . We were 76 percent compliant to the 90-second standard.*

- *Our average building time for Confirmed Structure Fires was 66 seconds. We were 88 percent compliant to the 90-second standard.*

EMS Performance

- *During 2016, our building time for Echo medicals averaged 63 seconds. We were 84 percent compliant to the 90-second standard.*

Pre-Alert Performance

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

Performance Standards for Fire Service

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

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

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

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

During this reporting period, the Standards of Excellence program continued to focus on the following Fire Service performance standards.
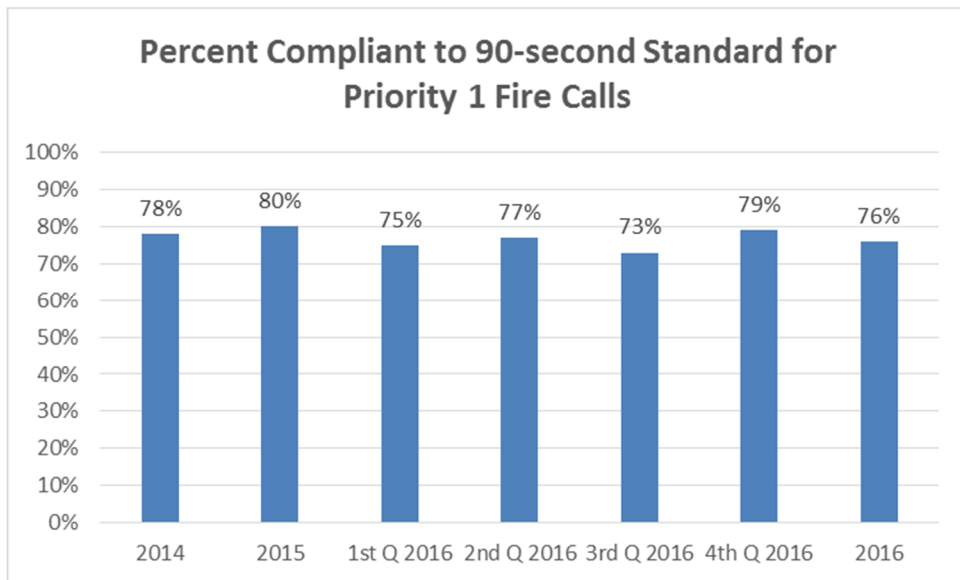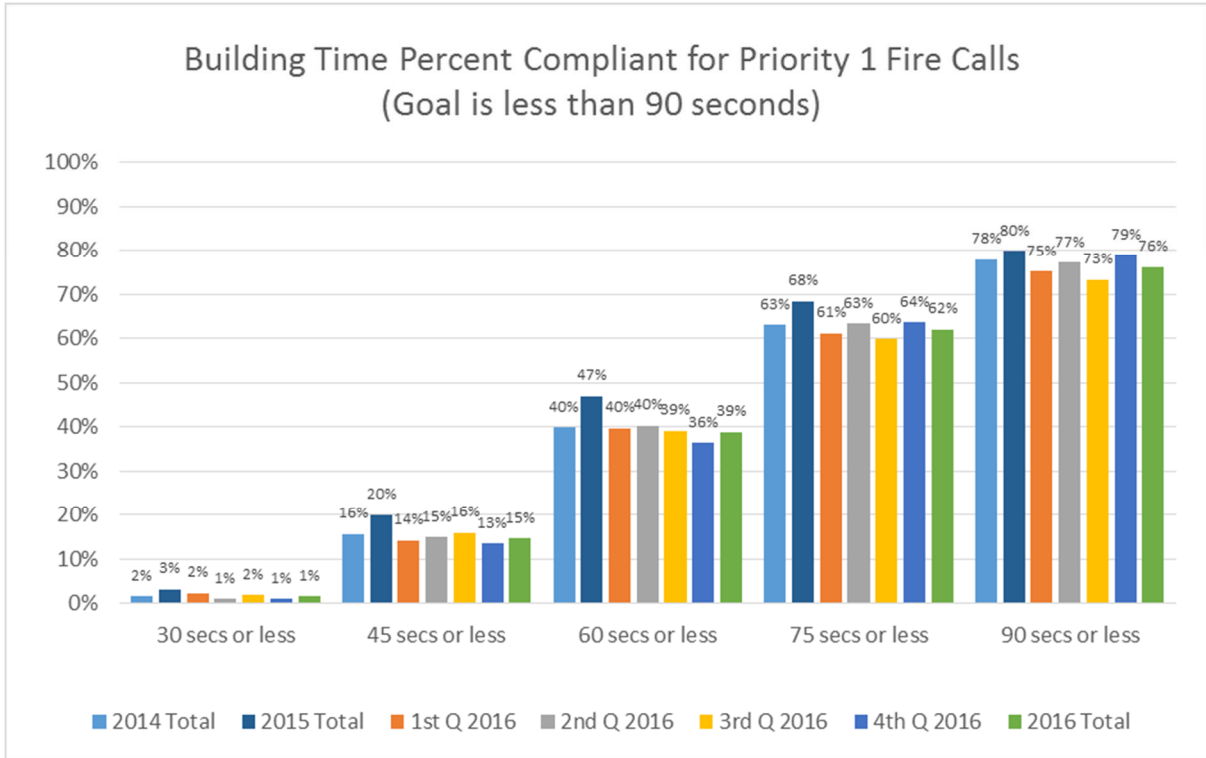
- *Building Time—Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all first priority fire incidents.*

  Internal standards are broken down to divide the 90 seconds between call processing (60 seconds) and pending queue management (30 seconds).
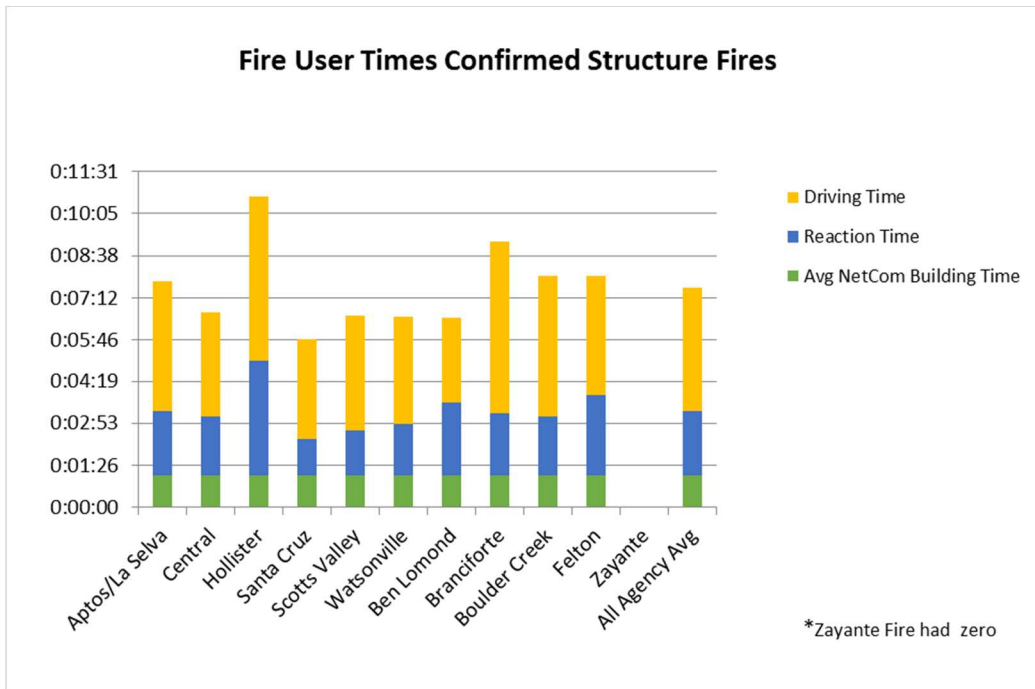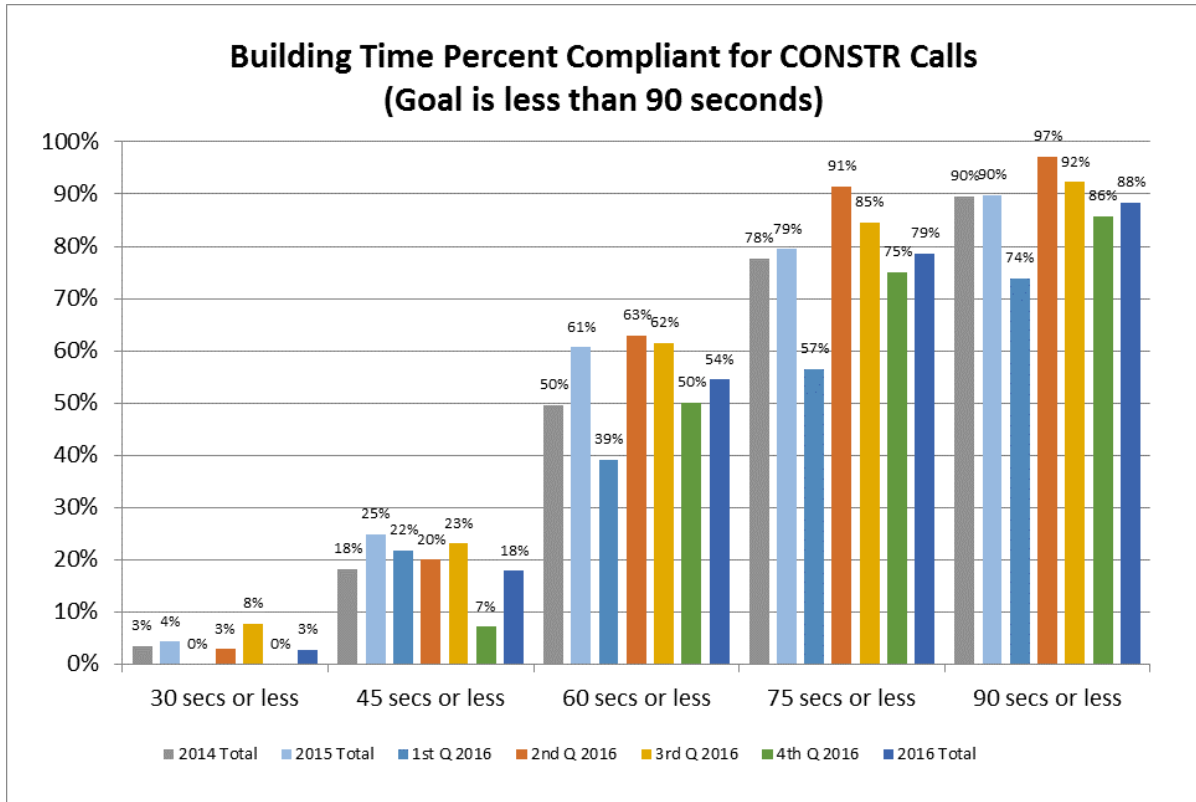
- *Measuring our pre-alert effectiveness.*

Performance Data for Fire Service

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

Overall Performance on Confirmed Structure Fires 2016

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

Legend: 2014 Total, 2015 Total, 1st Q 2016, 2nd Q 2016, 3rd Q 2016, 4th Q 2016, 2016 Total

Category	2014 Total	2015 Total	1st Q 2016	2nd Q 2016	3rd Q 2016	4th Q 2016	2016 Total
30 secs or less	3%	4%	0%	3%	8%	0%	3%
45 secs or less	18%	25%	22%	20%	23%	7%	18%
60 secs or less	50%	61%	39%	63%	62%	50%	54%
75 secs or less	78%	79%	57%	91%	85%	75%	79%
90 secs or less	90%	90%	74%	97%	92%	86%	88%

Fire User Times Confirmed Structure Fires

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

*Zayante Fire had zero

The above chart represents each agency's average overall response time to confirmed structure fires. The chart includes SCR9-1-1'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.
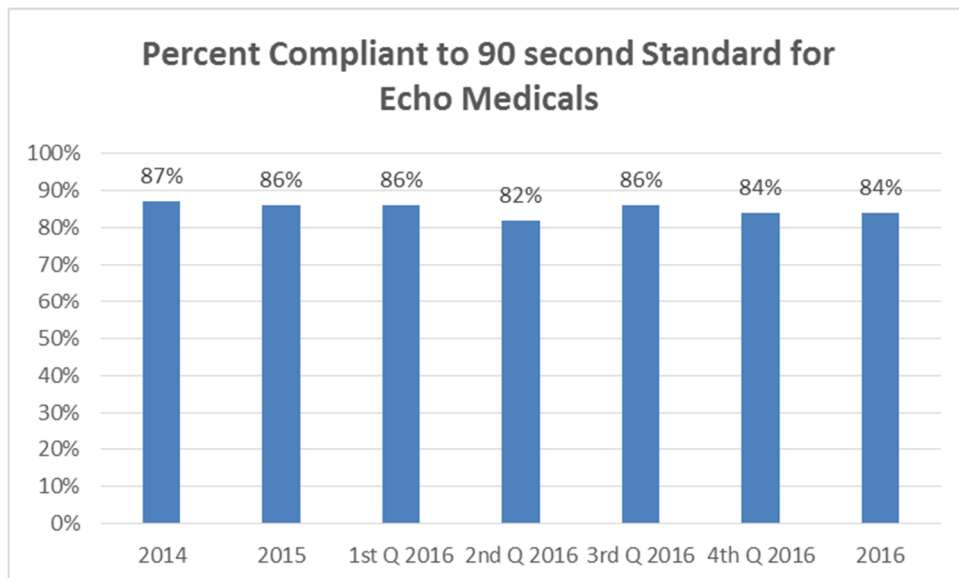
- *Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all priority Echo (E) EMS incidents.*

- *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 in a maximum of 90 seconds for 90 percent of all priority Echo (E) EMS incidents.*
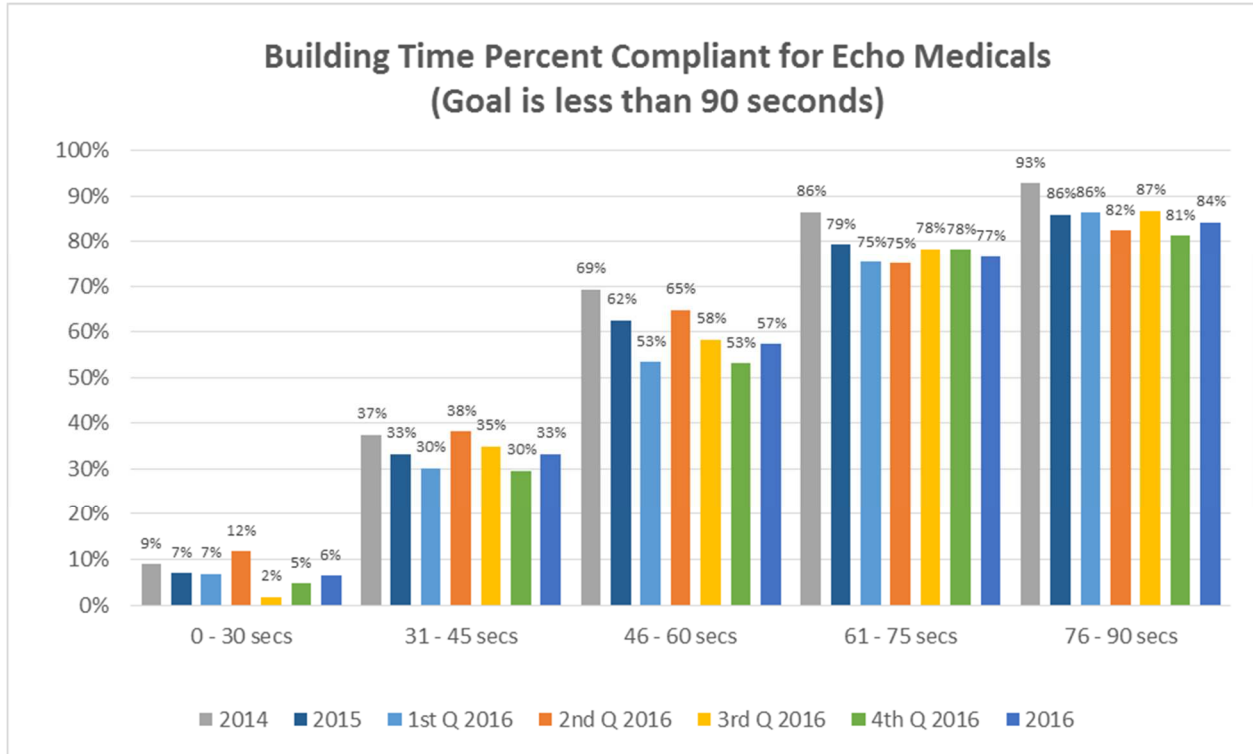

The "Echo" level emergency is the highest priority incident in the EMD system; it is used for patients who are identified from the beginning of the call taking process as being in respiratory arrest or experiencing life-threatening breathing difficulties.
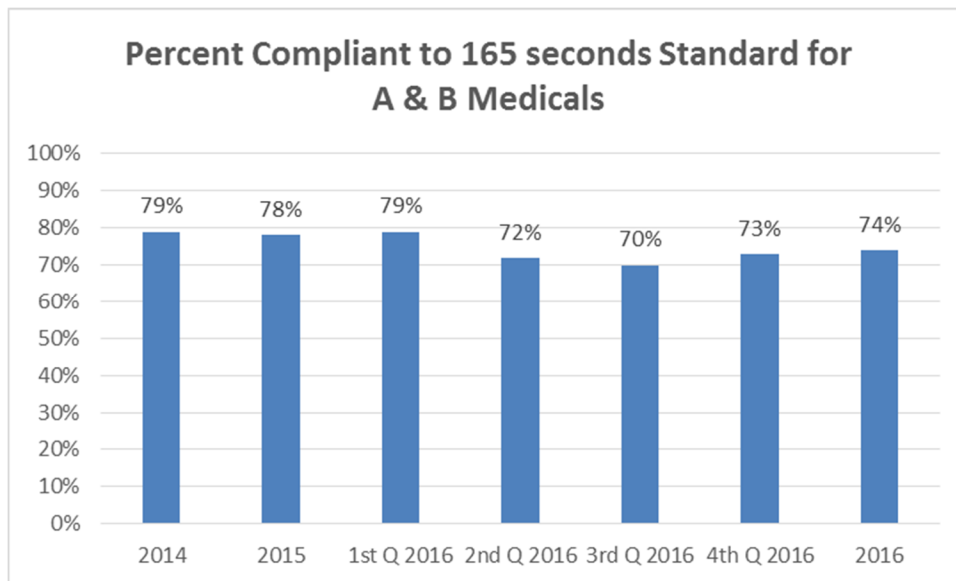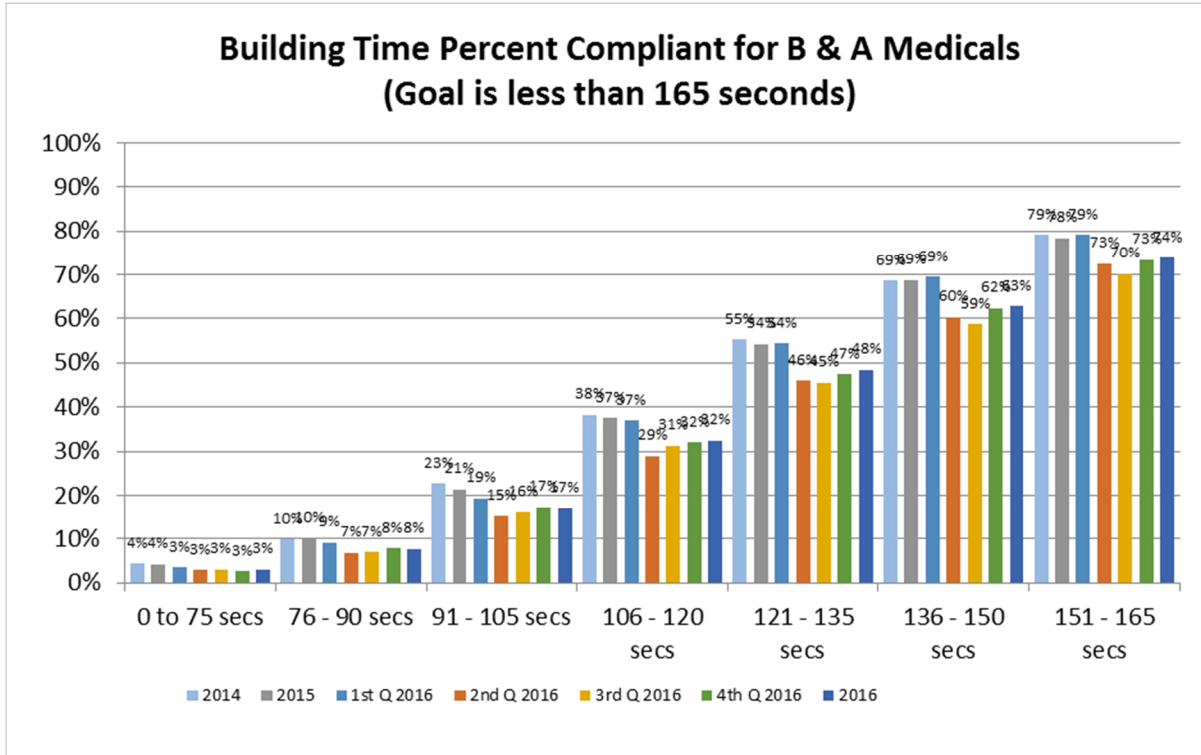
Performance Data for Priority D & C Medicals

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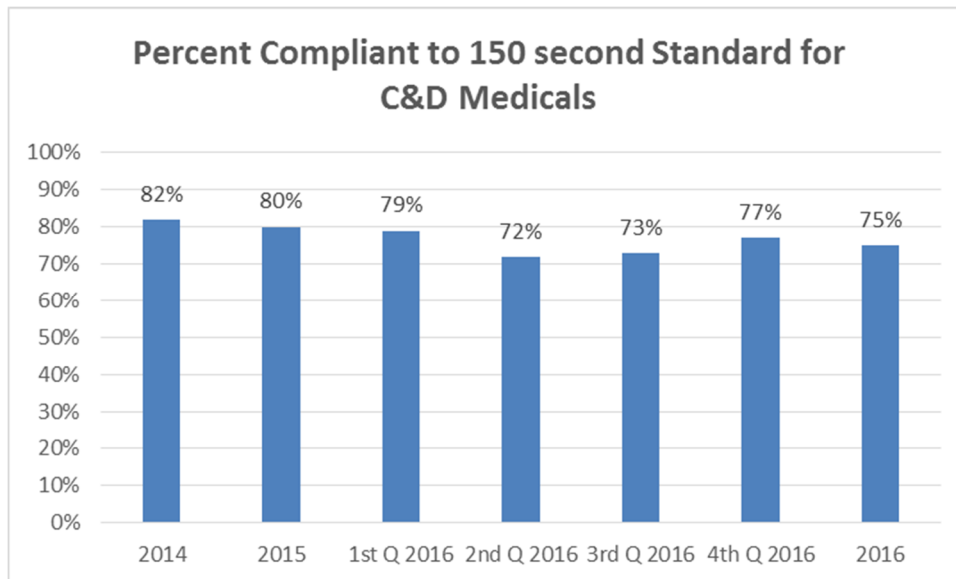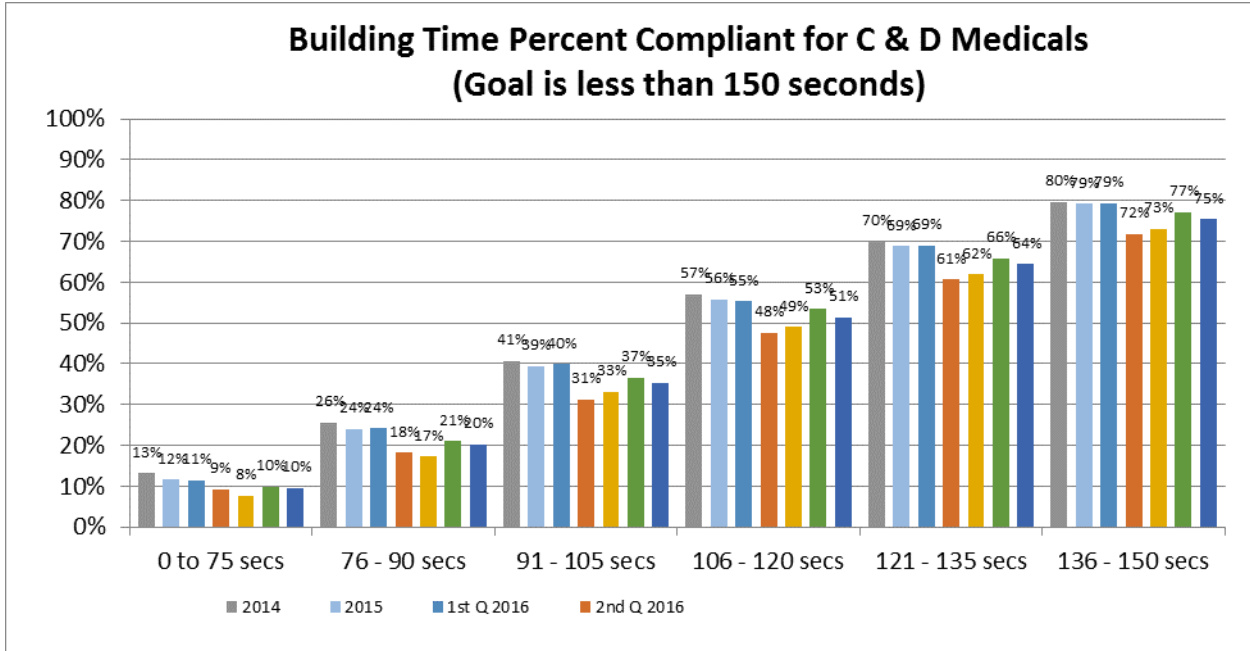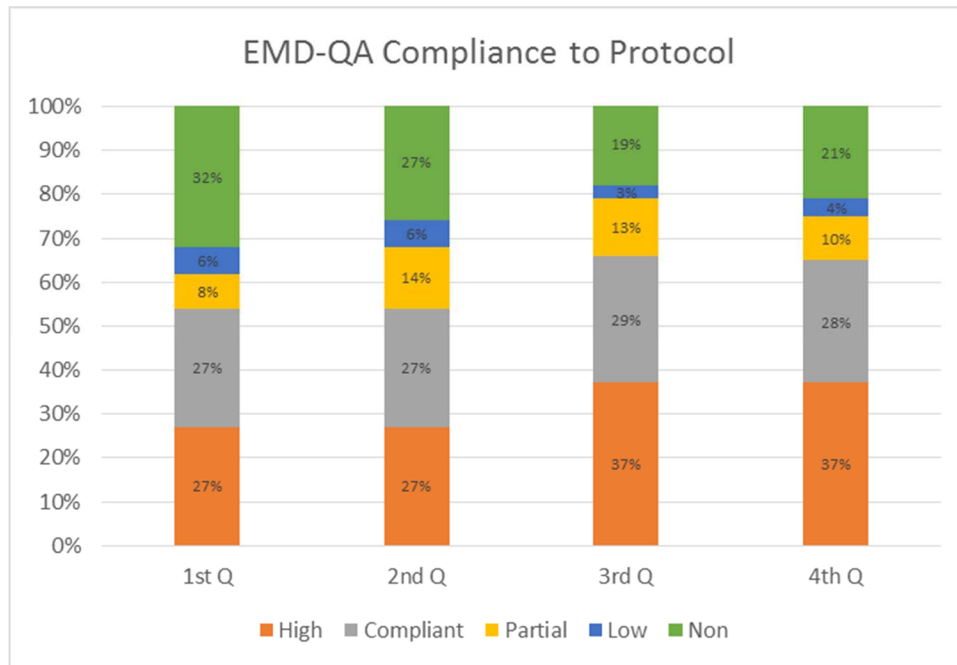
Performance Data for Priority B & A Medicals

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

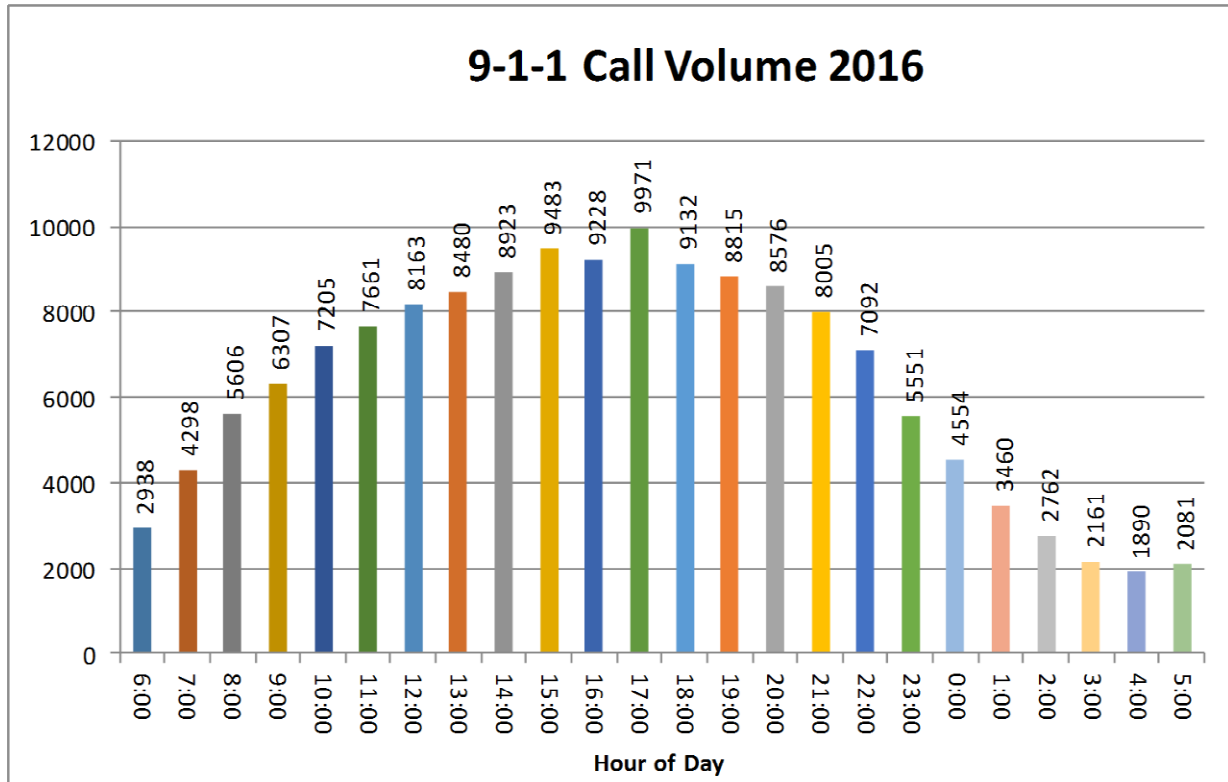# Performance Data for EMD-QA Compliance

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

The measurement of our EMD compliance is important so that medical calls are prioritized appropriately allowing resources to be utilized as efficiently as possible.

Performance Data for 9-1-1

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

9-1-1 Call Volume 2016

Hour of Day	Calls
6:00	2938
7:00	4298
8:00	5606
9:00	6307
10:00	7205
11:00	7661
12:00	8163
13:00	8480
14:00	8923
15:00	9483
16:00	9228
17:00	9971
18:00	9132
19:00	8815
20:00	8576
21:00	8005
22:00	7092
23:00	5551
0:00	4554
1:00	3460
2:00	2762
3:00	2161
4:00	1890
5:00	2081

Performance Goal

For 2017, the Standards Team is reviewing the criteria outlined in the Standards of Excellence and making recommendations for changes to the Operations Division and Fire/EMS Operational Policy Task Team.

Code 2 Out, Code 3 In Reviews

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

Date	Incident Type	Findings
1/3/16	Sick Person	Proper EMD
1/6/16	Abdominal Pain	Proper EMD
1/13/16	Sick Person	Incorrect chief complaint selection
1/19/16	Fall	Proper EMD
2/14/16	Dr. Request	Incorrect chief complaint selection
2/14/16	Sick Person	Proper EMD
2/19/16	Fall	Proper EMD
2/21/16	Sick Person	Proper EMD
3/7/16	Fall	Proper EMD
3/9/16	Dr. Request	Proper EMD
3/14/16	Abdominal Pain	Incorrect chief complaint selection
3/18/16	Sick Person	Proper EMD
3/25/16	Sick Person	Proper EMD
4/3/16	Sick Person	Incorrect chief complaint selection
4/16/16	Dr. Request	Proper EMD
4/17/16	Abdominal Pain	Proper EMD
4/21/16	Seizure	Proper EMD
4/25/16	Sick Person	Proper EMD
4/26/16	Fall	Proper EMD
5/10/16	Dr. Request	Proper EMD
5/12/16	Abdominal Pain	Proper EMD
5/30/16	Sick Person	Dispatcher error, under-prioritized
6/5/16	Sick person	Unable to review (alternate site activation)
6/23/16	Sick person	Unable to review (Spanish speaker)
6/20/16	Drowning	Proper EMD

Code 2 Out, Code 3 In Reviews—Continued

7/4/16	Fainting	Proper EMD
7/4/16	Sick Person	Proper EMD
7/15/16	Dr. Request	Dispatcher error, under-prioritized
7/18/16	Fainting	Incorrect chief complaint selection
7/28/16	Seizure	Dispatcher error, under-prioritized
7/29/16	Fall	Proper EMD
8/4/16	Sick Person	Proper EMD
8/6/16	Seizure	Proper EMD
8/11/16	Fainting	Dispatcher error, under-prioritized
8/22/16	Sick person	Proper EMD
8/23/16	Fall	Proper EMD
8/23/16	Sick Person	Proper EMD
8/30/16	Dr. Request	Proper EMD
9/10/16	Sick Person	Proper EMD
9/19/16	Abdominal Pain	Proper EMD
10/12/16	Dr. Request	Proper EMD
10/12/16	Sick Person	Proper EMD
10/13/16	Fall	Proper EMD
11/5/16	Sick Person	Dispatcher error, under-prioritized
11/8/16	Fainting	Proper EMD
11/18/16	Sick Person	Proper EMD
11/30/16	Diabetic Problem	Proper EMD
12/21/16	Dr. Request	Proper EMD