

# Santa Cruz Regional 9-1-1



## Annual Report

2014

Prepared for the Board of Directors

February 26, 2015

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## Board of Directors

Martín Bernal, City of Santa Cruz  
Jamie Goldstein, City of Capitola  
Susan Mauriello, County of Santa Cruz  
Carlos Palacios, City of Watsonville



## Contributors

Dennis Kidd  
Amethyst Uchida  
Stephanie Zube  
Wolff Bloss  
Melody MacDonald  
Anita Miller  
Tammy Spath  
Beth Wann (Ed.)  
Jodi Boles

# Message from the General Manager



As I look back on 2014, I find many accomplishments Santa Cruz Regional 9-1-1 has to speak of.

1. For the first time in many years, we are fully staffed with 39.5 fully trained Dispatchers and Dispatcher Assistants. This is due to our outstanding training program being so successful with the great people we were lucky enough to hire. Of our past eight new hires, we are at 100% success rate in them completing their training! This is unheard of. We have worked hard on improving our hiring/training/retention, and now our efforts are paying off.
2. We have implemented a new “reverse 9-1-1” program that, for the first time ever, will notify citizens in a geographic area, and not just by an address. With the implementation of CodeRED and the CodeRED app for smart phones, we can put a “geofence” around an area and send an emergency message to those within that area. This is critical for certain events when notifying more than households is important.
3. Following up our implementation of CodeRED, we implemented PulsePoint (another smart phone app) to notify CPR trained citizens to the location of community members who are suffering a life threatening cardiac arrest. This is the next progression of the “first responder” as our industry continues to find ways to improve the time it takes to get help to those desperately in need of it.



Dennis Kidd

As I look forward to 2015, SCR9-1-1 will continue to be early adopters of technology as we progress towards the implementation of “Text to 9-1-1”, allowing our hearing impaired community **direct access** to 9-1-1 for the first time ever!

## 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  
Linda Reitz, GIS Intern

## **Operations and Support Services**

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

## **Business Division**

Beth Wann, Senior Administrative Assistant  
Tina Bisgaard, Senior Administrative Assistant  
Maria Wallen, Senior Administrative Assistant  
Jeanna Halstead, Intern  
Sherry Paul, Senior Administrative Assistant (ret.)

## **Public Safety Dispatch Staff**

### **Senior Public Safety Dispatchers**

Ashley Baldwin  
Michael Krakowiak  
Abigail Marizette  
Teresa Minogue  
Sean Schorovsky  
Lyndsay Sotelo

### **Public Safety Dispatchers**

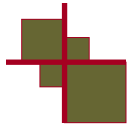
Julissa Alvarez  
Billy Barrett  
Jodi Boles  
David Brenner  
Andrea Castro  
Karen Clark (Extra Help)  
Valerie Conner  
Andrew Davidson  
Meghan Dixon  
Kristine Ebersole  
Michael Fairbanks  
German Flores  
Joseph Guerrero  
Kristal Higgins  
Jo Irving  
Dee Kenville (Extra Help)

Anna Kiff  
Gina Loftin  
Jennifer Maggio  
Max Maurier  
Eric Mello  
Lisa Oberdorfer  
Andrew Parker  
Melanie Sherwood  
Stephanie Sphar  
Michele Stevison  
David Sumner  
Billie Surran  
Jason Thompson  
Maria Torres-Rios  
Christina Troia  
Felicia Venezia

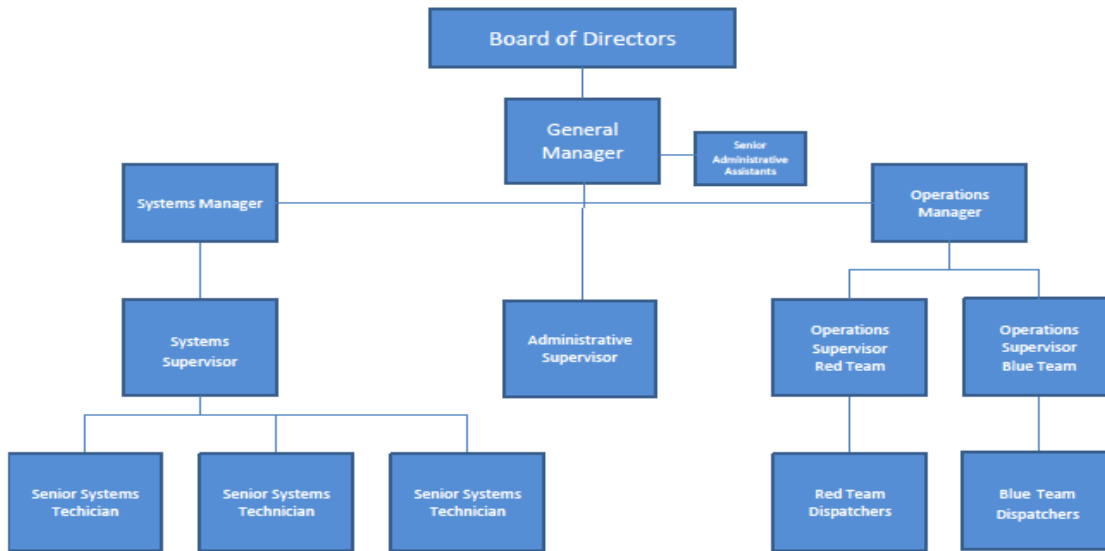
### **Public Safety Dispatcher Assistants**

Michael Birkett  
Omar Campos  
Amanda Douglas  
Areli Sanchez

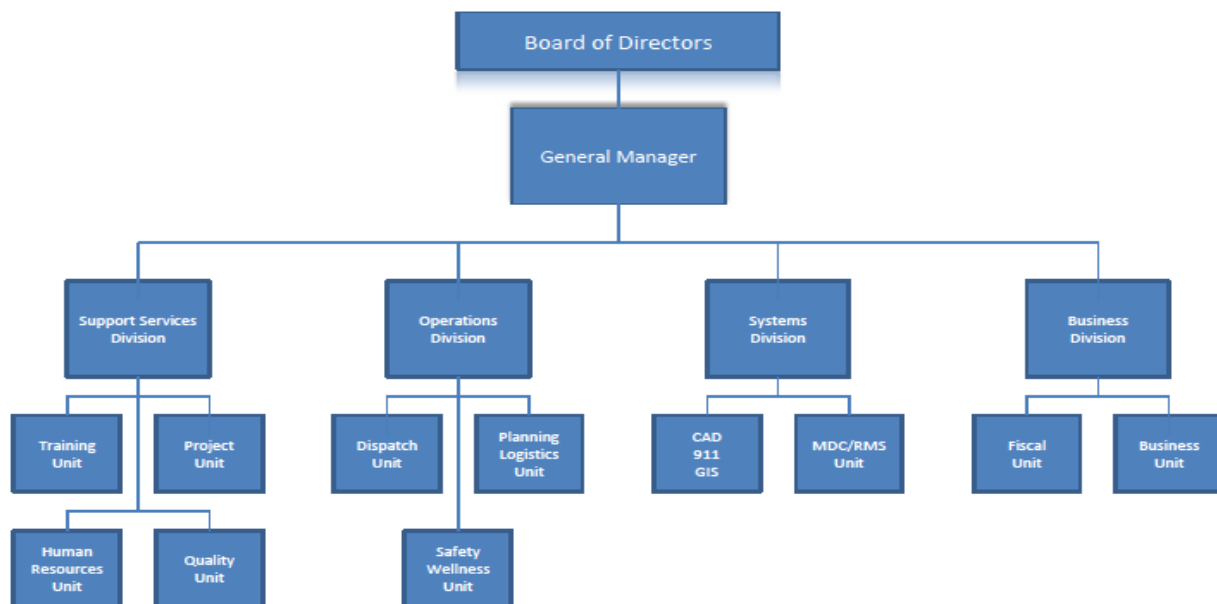




## Organizational Chart



## Program Reporting Structure



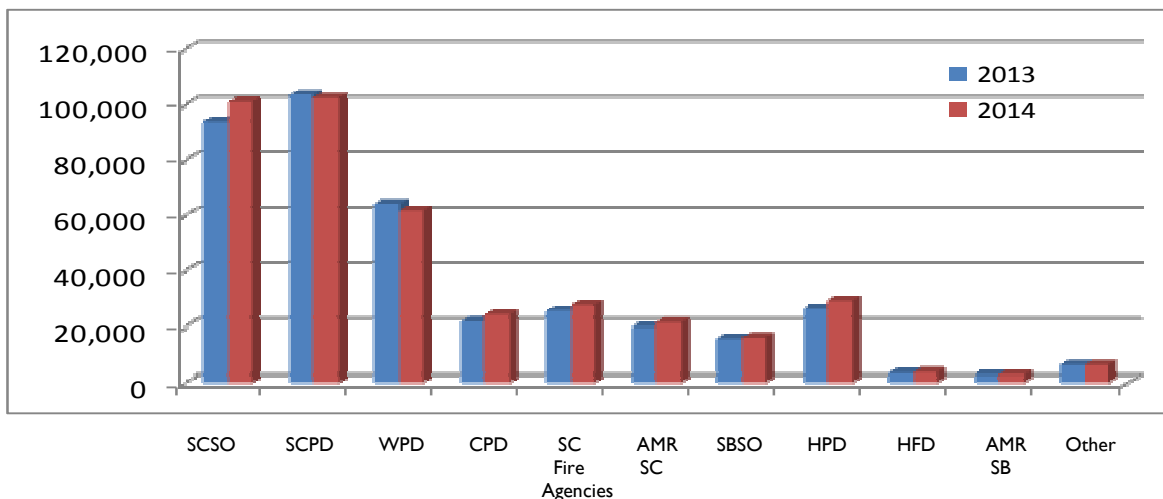
# Workload and Call Statistics

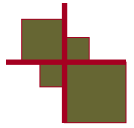


## Calls-for-Service Agency Comparison\*

2013	2014	Agency	Annual Change
93,483	101,164	Santa Cruz County Sheriff's Office (SCSO)	8.22%
103,794	102,592	Santa Cruz Police Department (SCPD)	-1.16%
64,295	61,981	Watsonville Police Department (WPD)	-3.60%
21,999	24,370	Capitola Police Department (CPD)	10.78%
25,800	28,013	Santa Cruz Countywide Fire	8.58%
20,213	21,628	Santa Cruz AMR	7.00%
15,884	16,235	San Benito County Sheriff's Office (SBSO)	2.21%
26,603	29,491	Hollister Police Department (HPD)	10.86%
3,502	3,868	Hollister Fire (San Benito Countywide Fire)	10.45%
2,859	3,073	San Benito AMR	7.49%
6,229	6,283	Other	.87%
<b>384,661</b>	<b>398,698</b>	<b>Total Calls for Service</b>	<b>3.65%</b>

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

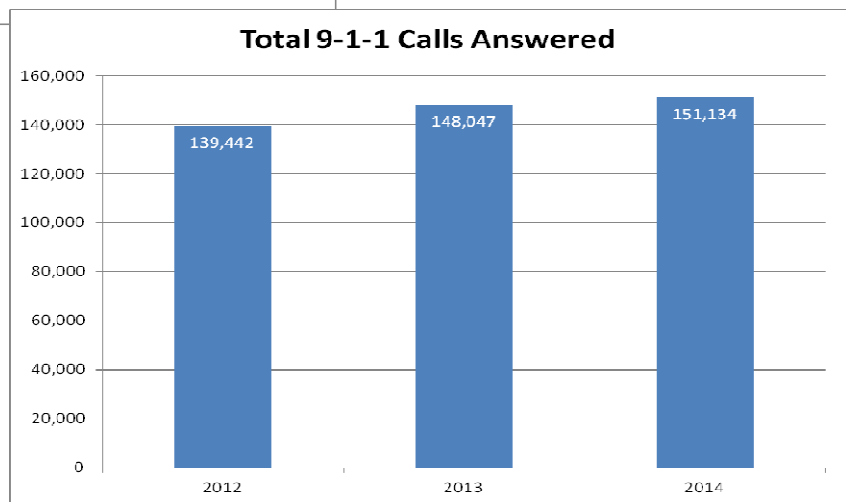
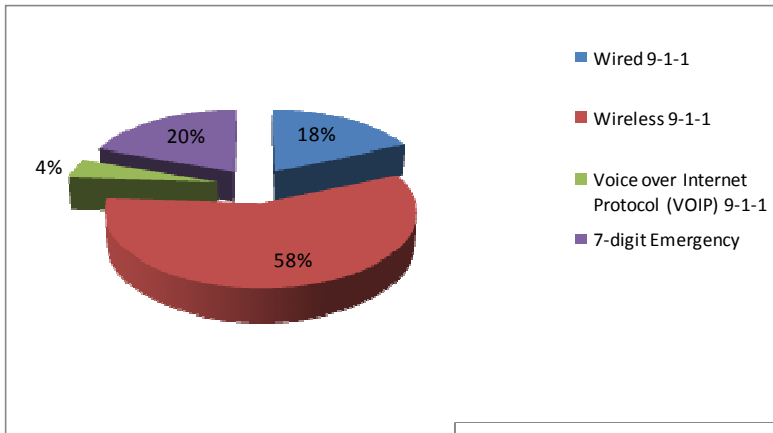




## Emergency Phone Call Origins Comparison

Total Phone Calls Handled and Processed				
Type of Call	2012	2013	2014	Percent Change 2013 to 2014
Wired 9-1-1	43,396	38,672	34,711	-10.24%
Wireless 9-1-1	89,499	101,785	108,270	6.37%
Voice Over Internet Protocol (VOIP) 9-1-1	6,547	7,590	8,153	7.42%
<b>Total 9-1-1</b>	<b>139,442</b>	<b>148,047</b>	<b>151,134</b>	<b>2.09%</b>
7-digit Emergency	36,023	37,805	36,627	-3.12%
7-Digit Non-Emergency (Law)	145,282	151,214	148,795	-1.60%
7-Digit Other	259,206	236,948	239,886	1.24%
<b>Total 7-Digit Calls</b>	<b>440,511</b>	<b>425,967</b>	<b>425,308</b>	<b>-0.15%</b>
<b>Total Phone Calls</b>	<b>579,953</b>	<b>574,014</b>	<b>576,442</b>	<b>0.42%</b>

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





# Authority Goals

## Assessment of 2014 Goals

### I. Technical

#### A. Explore features of Next Gen 9-1-1 systems by:

- Researching Text to 9-1-1
- Building Address Point Layer in CAD Geofile

#### B. Begin process of researching CAD systems in preparation for future CAD replacement project.

#### C. Research and determine need to improve/update our emergency notification system.



SCR9-1-1 staff attend a CAD demo

**ACCOMPLISHED** During 2014, we began the process of “Text to 9-1-1” by coordinating with our neighboring agencies (Monterey County, CHP, Scotts Valley, and UCSC) to determine the best system to select. That has been accomplished and 2015 will see the implementation of “Text to 9-1-1” within Santa Cruz and San Benito Counties. To support other elements of Next Gen 9-1-1, we hired an intern to focus on building an Address Point Layer in preparation for future features.

In 2014, we began the long project of replacing our Computer Aided Dispatch (CAD) system by having our internal CAD team attend presentations from seven prominent CAD vendors. This will help us in determining what features are available and what we would like to see in the next version of CAD.

In early 2014, we adopted CodeRED as our next emergency notification system. CodeRED has several features that are an improvement from our last program, including the self registration of cell and VOIP phones, allowing community members to fully complete the registration without the need for SCR9-1-1 employees to be involved. This makes it much more efficient and accurate. Furthermore, CodeRED allows for subscribers to download a free smart phone app, allowing them to be notified if they are within a geographic location of an alert. This is extremely important in the event of a mass evacuation or shelter-in-place emergency.

### 2. Operational/Personnel

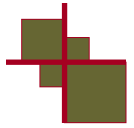
#### A. Explore options of additional support personnel for Support Services and Operations Division to determine feasibility and efficiencies with adding staff and a corresponding increase in production of these divisions.

**ACCOMPLISHED** In 2014, we hired two Senior Administrative Assistants who have successfully transitioned into extremely efficient workers, one working in the Fiscal Unit and the other in Support Services, allowing us to streamline our processes and increase our productivity.



Maria Wallen, Sr. Admin. Asst. for Support Services

Tina Bisgaard, Sr. Admin. Asst. for the Fiscal Unit



### 3. Quality

#### **A. Reestablish the Standards Team to focus on dispatcher performance with the goal of reducing processing times (across the board) by 5%.**

are happy to report that we improved our processing time and compliance to the standard in every area by 5% or more and an average improvement of 8%. The specifics for each area of improvement are more detailed in the Quality Section of this Annual Report.

**ACCOMPLISHED** In March 2014, we began in earnest to begin working with staff to improve our processing times. The Standards Team was reconvened and began by picking a few areas to focus on and increasing those areas throughout the year. There are five critical areas of dispatcher performance: Law Phones/Radio, Fire Phones/Radio, and ECHO (non-breathing patients) Medicals. We

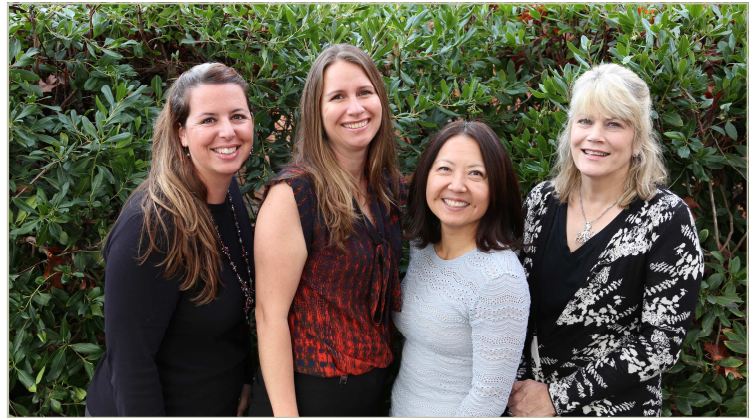
## Statement of 2015 Goals

1. *Implement Text to 9-1-1 technology and work with the hearing impaired community to promote its use.*
2. *Work with our partner agencies' Training Officers to engage in specific training with Law, Fire, and EMS.*
3. *Replace consoles and radios at the Watsonville Alternate (Backup) Dispatch Site with more modern and reliable equipment.*
4. *Conduct a community survey of the public in both Santa Cruz and San Benito Counties.*
5. *Implement a modernized building entry security system.*

# Operations Division



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



Melody MacDonald, Stephanie Zube, Tammy Spath, Anita Miller

## Dispatch — Significant Events

**January** - It was noted during the late January staff meeting that dispatchers had created 25 wild land fire details since January 1st for both Santa Cruz and San Benito counties, compared to two wild land fire details during the same time frame in 2013. This could be due to the lack of rain and extreme drought conditions the Central Coast had been experiencing.

**March 1** - At 2338 hours, **Jason Thompson** answered a call from a male reporting a loud and unruly party in an Aptos neighborhood. The reporting party (RP) also stated his elderly landlord went to the party house to break it up and was assaulted by one of the partygoers. The elderly male victim was transported by his family to the hospital for treatment. Santa Cruz County Sheriff's office (SCSO) responded to the party and to the hospital. The victim was released from the hospital only to return via AMR a few hours later, when his wife called stating he was semi-conscious due to his injuries.

**March 21** - Dispatch received approximately 20 calls regarding an old wood building that was on fire on San Benito Street in Hollister. Supervisor **Anita Miller** dispatched Hollister Fire

Department (HFD) immediately. When HFD arrived on scene, they confirmed a large multi-unit complex was ablaze. Additional fire resources responded from Gilroy and Morgan Hill. Six families were displaced as a result of this fire.

**July 4** - **Ashley Baldwin** was working as the primary dispatcher for Santa Cruz Police Department's (SCPD) special event channel (SCPD Yellow) for 4th of July, when an officer came up on the radio requesting Santa Cruz Fire Department to his location, Code 3. The officer reported a tree on fire, fully engulfed and threatening a structure. It was later determined that an unknown subject threw fireworks at the officers, hitting a tree. The fireworks exploded in the tree, catching it on fire. The fire spread to the power pole, wires, and eventually three vehicles.

**July 5** - **Mike Birkett** processed a medical call regarding a 15-year old boy that had a severe hand injury. The 15-year old had found a firework on the beach earlier in the day and brought it home. Later that night he decided to light it when, unfortunately, it exploded in his hand.

**July 6** - As Hollister's 3-day motorcycle rally was coming to an end, dispatch received a call from an RP at the Chevron Gas station on San Felipe Road,





as well as radio traffic from a Hollister Police detective in the area, both reporting gun shots being fired. **Andrew Davidson** was the primary law radio dispatcher and sent additional units to assist the detective, who was able to apprehend the suspects quickly. The incident involved a motorcycle gang fight and shootout. Three victims were airlifted to Bay Area hospitals. In total, all three were inflicted with 15 gunshot wounds.

**September 7** - Just after 1330 hours on this Sunday afternoon, **Amanda Douglas** received the first of dozens of calls from citizens reporting flames and smoke seen from the area of the Grey Bears Thrift Store on Chanticleer Avenue in Santa Cruz. **Dave Sumner** dispatched Central Fire (CTL) to the scene. CTL responded and quickly established Incident Command. They upgraded the incident to a 2nd alarm structure fire. Additional resources from Santa Cruz Fire (SCZ), Aptos Fire (APT), as well as SCSO and CHP, responded and assisted CTL. The fire was knocked down in about 30 minutes.

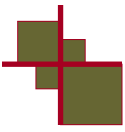
**September 15 through 20** - SCR9-1-1 implemented a planned activation of our alternate sites due to the replacement of our Uninterruptible Power Supply (UPS). Through this extended event, we discovered the radio equipment at the Watsonville Alternate Site was not reliable. The dispatch staff was able to make do with what they had and still provided exemplary service to our Users. After the replacement project was complete and our dispatch staff had relocated back to NetCom, management staff met and determined that it is of the utmost importance to replace the radio systems at the Watsonville Alternate Site. The Watsonville Alternate Site radio replacement project is one of the Systems Division's 2015 goals.

**October 10** - Just before midnight, **Mike Birkett** answered a call from a female, at the Fish House restaurant in Watsonville, reporting a group of subjects in the back of the restaurant fighting. One subject, she noted, had a broomstick for a weapon. **Andrew Parker**, training on Watsonville Police Department's (WPD) radio channel, dispatched units to the restaurant. WPD

happened to be in the area on an unrelated detail, as well as a Santa Cruz Sheriff's Office deputy. They reported back to Parker that they could hear shots fired in the area of the restaurant. While Parker was acknowledging the officers, **Kristal Higgins** answered another 9-1-1 call from an RP in the restaurant reporting subjects trying to kick in a door to the room where she and her boyfriend were hiding. While the RP was speaking, Kristal heard gun shots being fired in the background. Multiple officers and deputies responded to assist. Once officers were on scene, they confirmed there was a subject down with gunshot wounds. A few minutes later a SCSO sergeant on scene reported he had a second victim with a gunshot wound. This was a four-year old child, and the sergeant immediately transported the victim and her grandparents to the hospital. Neither of the shooting victims survived.

**October 31** - At 1514 hours, **Christina Troia** answered a call from a mother reporting her 13-year old son with special needs had walked away from their home in Aptos. According to the mother, this was not something he had done before. Christina obtained as much information from the mother as she could. **Stephanie Sphar** and her training officer, **Ashley Baldwin**, dispatched the SCSO deputies to begin looking for the child. Approximately 15 minutes into the call, one of the deputies requested the fire department and AMR for a male subject found at the bottom of the pool. It was the missing child, who did not survive.

**November 8** - At 2150 hours, **Jason Thompson** answered a call from an elderly female reporting her husband and granddaughter went flying for the day and had not returned. **David Brenner** dispatched San Benito County Sheriff's Office (SBSO) deputies to the area to search. They were unable to locate the plane that night. The following day, SBSO and Santa Clara County Sheriff's Office continued their search for the missing plane. Around 1100 hours on November 9, Santa Clara County SO called to advise they had located the plane with the two occupants inside, both deceased.



**December 11** - This date marked the first real storm of the year for Santa Cruz County. Dispatchers created 1,125 calls for service relating to the storm. One of those calls was a report of a large tree that fell at Gateway School on the west side of Santa Cruz, trapping a student beneath it. The student was rescued by SCFD personnel and transported to the hospital. He sustained arm and shoulder injuries. Also during the storm, we sent our Incident Dispatch Team (IDT) member **Meghan Dixon**, along with Operations Supervisor **Melody MacDonald**, to the PG&E base camp in Scotts Valley to assist PG&E in determining priority events (where Fire Departments were standing by waiting for PG&E). This was our first attempt at working side-by-side with PG&E.

**December 20** - Just two weeks following the major storm, a wind storm arrived and Santa Cruz County sustained gusts of wind between 25-55 mph. The winds continued for approximately 24 hours and, during that time frame, dispatch created 172 wind-related calls for service. We, again, activated our IDT and sent Operations Supervisor **Melody MacDonald** to the PG&E sub-station on 7th Avenue in Santa Cruz. Melody worked alongside PG&E's dispatch team for six plus hours, assisting them in triaging their calls and being directed to calls where fire department personnel were standing by.

**December 26** - At 0641 hours, **Lyndsay Sotelo** answered a call from an RP reporting a vehicle accident involving a vehicle and bicyclist. SCPD, AMR, and SCFD all responded. The patient was pronounced dead at the scene and the vehicle that hit him was gone. From witness statements, SCPD was able to obtain a suspect vehicle description. SCPD requested a countywide "be on the lookout" (BOL) be sent to surrounding agencies with the hope they would find their suspect vehicle. However, the vehicle was not located.

## Commendations

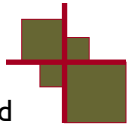
**January 14** - Senior Systems Technician, **Nicola Nelson**, was praised for her diligence, hard work, and attention to detail while successfully completing three simultaneous projects. Systems

Division Manager, Amethyst Uchida, recognized Nicola's willingness to modify her hours and days to accommodate the customers' needs and still manage her regular workload. Despite overlapping deadlines, Nicola completed all the necessary components of each project on schedule and accurately, in addition to approaching the tasks cheerfully and professionally.

**January 17** – Public Safety Dispatcher II, **Joe Guerrero**, and his Emergency Medical Dispatch (EMD) trainer, **David Brenner**, triaged an accidental overdose of a two-year old patient. Resources from fire, AMR, and the Santa Cruz County Sheriff's Office were immediately dispatched, while Joe continued to process the call through EMD and provide airway maintenance until help arrived. Both the patient's mother and AMR passed on their thanks to Joe and everyone involved.

**January 24** – Public Safety Dispatcher II, **Michele Stevison**, was working Fire Red when a Santa Cruz Fire Battalion Chief requested additional resources for a boogie boarder in distress. Specific resources were ordered, multiple requests were made, and due to the number of auto-aid resources without access to our secondary command channel, Michele worked this water rescue in addition to acknowledging incoming units, move-ups, and other routine traffic. "The stress of the incident could be heard on the radio," Operations Supervisor Stephanie Zube stated, "but Michele remained calm, composed, and on point - managing the critical incident." Michele's supervisor wrote: "You played an integral part of the success of this incident."

**March 3** - Senior Systems Technician, **Gilbert Oros**, was recognized for his exemplary work by Systems Supervisor Wolff Bloss. Gilbert provided excellent customer service to the Santa Cruz Police Department Records Division. SCPD Records IT department was unable to fix a problem and Gilbert happened to be there. The Records Supervisor stated she was grateful for his "help and great service he provides us."



**June 15** – Capitola Police Sergeant Mark Gonzalez wrote a letter of commendation to Public Safety Dispatcher II, **Dave Sumner**, for his work as the Capitola Radio dispatcher on June 4. During his shift, an injury accident occurred involving an on-duty Capitola Police motor officer. Not only did we receive multiple phone calls from the public, this information was also relayed over the radio with an “officer down” transmission. Dave was praised for his ability to remain “cool, calm, and collected” during this high priority incident. He also immediately notified Sergeant Gonzalez of the situation and enabled an efficient response of care for both the injured citizen and police officer.

**July 4** – Chief Westrick from Hollister Police Department thanked **Dave Sumner, Andrew Davidson, Lyndsay Sotelo, Abby Marizette, Amanda Douglas, Kristine Ebersole, Christina Troia, David Brenner, Meghan Dixon, and Sean Schorovsky** for their roles during the 2014 Hollister Motorcycle Rally. Chief Westrick wrote: “People like you are the reason the Hollister Police Department continues to be successful in keeping our City safe during this Rally.”

**July 8** – Operations Supervisor Melody MacDonald commended Public Safety Dispatcher III, **Terri Minogue**, along with Public Safety Dispatcher II’s, **Meghan Dixon, Jo Irving, Melanie Sherwood, and Maria Torres-Rios**, for their teamwork and thorough preparation for a scheduled CAD outage. The on-duty day shift, Public Safety Dispatcher III, **Lyndsay Sotelo**, along with Public Safety Dispatcher II’s, **Karen Clark, Annie Castro, Dave Sumner, Amanda Douglas, Areli Sanchez, Gina Loftin, Jodi Boles, and Kristal Higgins**, were able to quickly move all active units off CAD and onto cards enabling the Systems team to start the CAD upgrade. Additionally, Senior Administrative Assistant **Maria Wallen** and Intern **Jeanna Halstead** were commended for reporting to work early and running cards between the dispatchers on the floor.

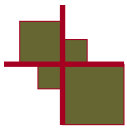
**July 14** - Public Safety Dispatcher III, **Tammy Spath**, was commended for her use of technology to quickly and accurately plot the location of a

sexual assault victim who was distraught and unfamiliar with her surroundings. The victim was located by Santa Cruz Police, 20 feet off of the roadway, in less than seven minutes from the start of the call. Operations Supervisor Melody MacDonald lauded Tammy’s use of the mapping system and background noise which facilitated the quick response.

**November 17** – Dispatch Assistant II, **Mike Birkett**, was recognized by his Operations Supervisor for outstanding customer service during an active domestic situation. He was able to keep the caller calm and prevent the situation from escalating. It is rare for a citizen to call and recognize outstanding work, but this is exactly what happened! The RP appreciated Mike’s compassion and concern, citing “He was such a good dispatcher and stayed on the line with me even though deputies were with him, I was alone.”

**December 10** – The 2014 Statewide Medical/Health Exercise was held on November 20th. This was a countywide functional exercise that tested plans in place to respond to an emerging infectious disease. Over 195 personnel participated in this training exercise. Afterwards, the County of Santa Cruz Health Services Agency identified strengths and areas of improvement, and published them in their After Action Report. SCR9-1-1 was identified as one of the major strengths during this exercise: “NetCom successfully served as the 24/7 point of contact for disease reporting and command center activation notification.”





## 2014 EMS Heroes

Both Santa Cruz and San Benito Counties take a day during National Emergency Medical Services Week in May to recognize those individuals who provided life-saving measures within these communities. Several SCR9-1-1 employees were honored in both counties for their exceptional work.

### San Benito County

Public Safety Dispatcher II, **German Flores**, answered a 9-1-1 call for a patient in respiratory distress. Public Safety Dispatcher III, **Tammy Spath**, immediately dispatched Hollister and San Benito AMR, while German stayed on the line and maintained the patient's airway until help arrived.

Public Safety Dispatcher III, **Abby Marizette**, and Public Safety Dispatcher II, **Melanie Sherwood**, were recognized for their assistance in a serious injury accident that required extrication of two patients.

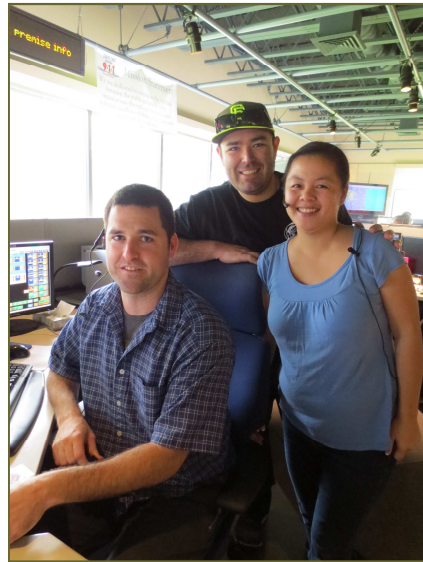


Melody, Abby, Melanie, Dave, and German at the San Benito County EMS Heroes Day

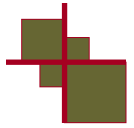
Public Safety Dispatcher II, **Dave Sumner**, utilized his EMD training to provide childbirth instructions and successfully monitor the mother and her new infant.

### Santa Cruz County

Public Safety Dispatcher II, **Sean Schorovsky**, answered a 9-1-1 call and successfully provided CPR instructions for a cardiac arrest at the Delaveaga Golf Course. Public Safety Dispatcher II, **Joe Guerrero**, immediately called the golf course to inquire about the availability of an AED and instructed employees to guide incoming responders. Public Safety Dispatcher II, **Lisa Oberdorfer**, quickly dispatched the call and provided updates to the patient's exact location. This is an excellent example of teamwork when seconds do matter.



Santa Cruz County EMS Heroes Sean, Joe, and Lisa



# Dispatcher of the Year

## Gina Loftin

Gina Loftin began her career as a 9-1-1 Public Safety Dispatcher with Santa Cruz Regional 9-1-1 in October of 2008.



Gina established herself within the organization as a solid public safety dispatcher with a strong desire to succeed and to help the community. She has since joined the Peer Support Team, where she shares her knowledge and expertise with all employees as needed.

She has gone to great lengths, as a Union Steward, to provide fair and balanced agreements between the Authority and the Union. Gina has fostered and maintained positive relationships, while tackling tough issues.

Gina embodies "A Successful NetCom Employee" by remaining cheerful, upbeat and positive, and realizes that a "mood can be contagious". Gina's colleagues and supervisors routinely rely on her upbeat attitude and desire to help those around her on a daily basis.

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



Gina and General Manager, Dennis Kidd, show off her proclamations.

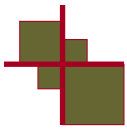
Dispatcher Billie Surran congratulates Gina with a gift from the Association.



## A Successful NetCom Employee...

- *Treats Users, the public, and peers with respect and care. Commits random acts of kindness by anticipating needs and lending a helping hand.*
- *Remains cheerful, upbeat and positive. Realizes that a "mood" can be contagious.*
- *Demonstrates a positive attitude about his/her job and organization. Continues to look for ways to improve.*
- *Uses humor to "lighten" the day, relieve stress, and support his/her colleagues.*
- *Takes a stand that, "this is part of my job" rather than, "that's not my job."*
- *Takes responsibility for his/her own performance and attitude.*
- *Is tolerant of others and open to different ideas, styles, approaches, and opinions.*
- *Is willing to take on issues and work towards solving problems, and supports others who are doing the same.*
- *Is willing to work through conflict by understanding and accepting change, and demonstrating collaboration and concession.*
- *Accepts mistakes and feedback as part of the learning process.*
- *Brings complaints, concerns, suggestions, and ideas to the attention of his/her supervisor in an appropriate, timely, and constructive manner.*
- *Understands, embraces, and looks to enhance his/her role in the success of the public safety mission.*





## Quality Unit

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

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

The EMD QA committee is comprised of line-level and management representatives from emergency medical service User Agencies and SCR9-1-1. Members are **EMS Medical Director Dr. Kent Benedict; County EMS Manager Celia Barry; Operations Director Brenda Brenner and Clinical Services and Hiring Coordinator Brad Cramer, AMR-SC; Scott Vahradian, EMSIA; and SCR9-1-1 General Manager Dennis Kidd.**

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

### Emergency Medical Dispatch

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

## Standards Team

The Support Services Division was selected as the organizational component best suited to spearhead our 2014 annual goal of improving our processing times overall by 5%. In January of 2014, a recruitment was announced for the newly reformed Standards Team in January with the first meeting held in February. Dispatchers **Amanda Douglas, Devon McMahan, and Ashley Baldwin** were selected for the team, as well as Operations Division Manager **Stephanie Zube** and Operations Supervisors **Melody MacDonald, Tammy Spath, and Anita Miller.** The typical task of the Standards Team is to examine our processes and procedures, as well as time and quality standards, that our dispatchers are expected to perform and measure up to. This year, the focus was on development of a campaign for improvement. Feedback is an integral part of any improvement program, and the Standards Team was committed to providing our dispatchers as much as possible; but we wanted it to be competitive and fun.

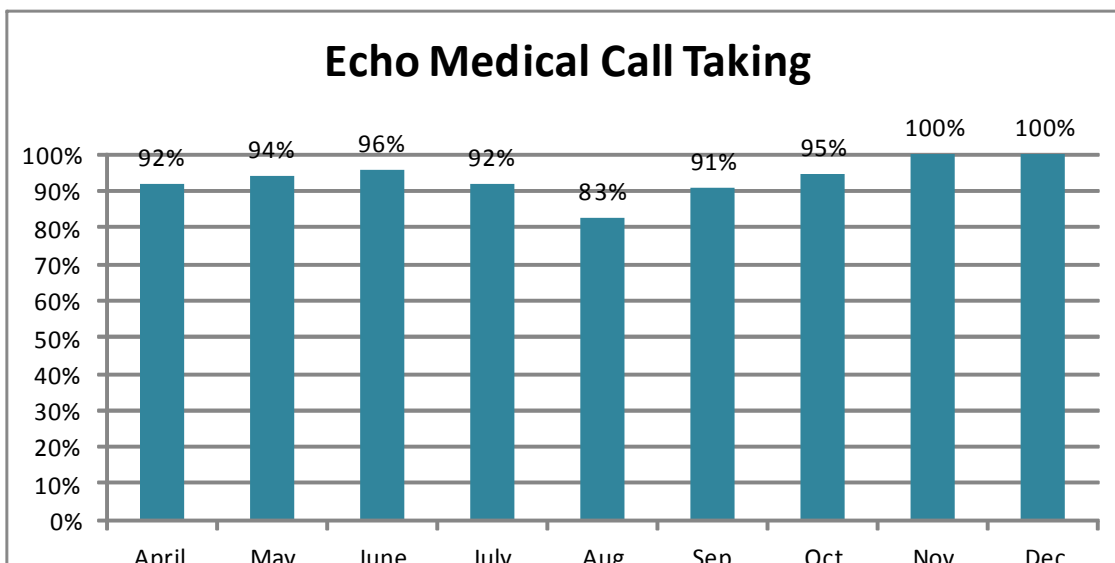
Improvement in performance was noted on a weekly basis with winners awarded additional 10-minute break coupons or a chance to enter a raffle for donated prizes (including some from the Santa Cruz, Central, and Watsonville Fire Departments, as well as America Medical Response, and Marcie Morrow of San Benito EMS). Team competitions were also held, in which the prize was a meal purchased and prepared by the Standards Team while the winning team was on duty.

One of the most successful areas of improvement was in Law Radio dispatching. Our Law Users have told us they would like to be dispatched/notified of high priority law calls within 30 seconds. We started out the year at 77% compliant to our 30 second time standard with an average of 23 seconds. Members of the Standards Team studied the dispatchers who were consistently fast at this skill in order to assess the best way to train others. With the combined coaching efforts of the Standards Team, our communications training officers, and lead dispatchers, our compliance levels steadily climbed to an all time high in December with a 91% compliance rate and a 17 second average!



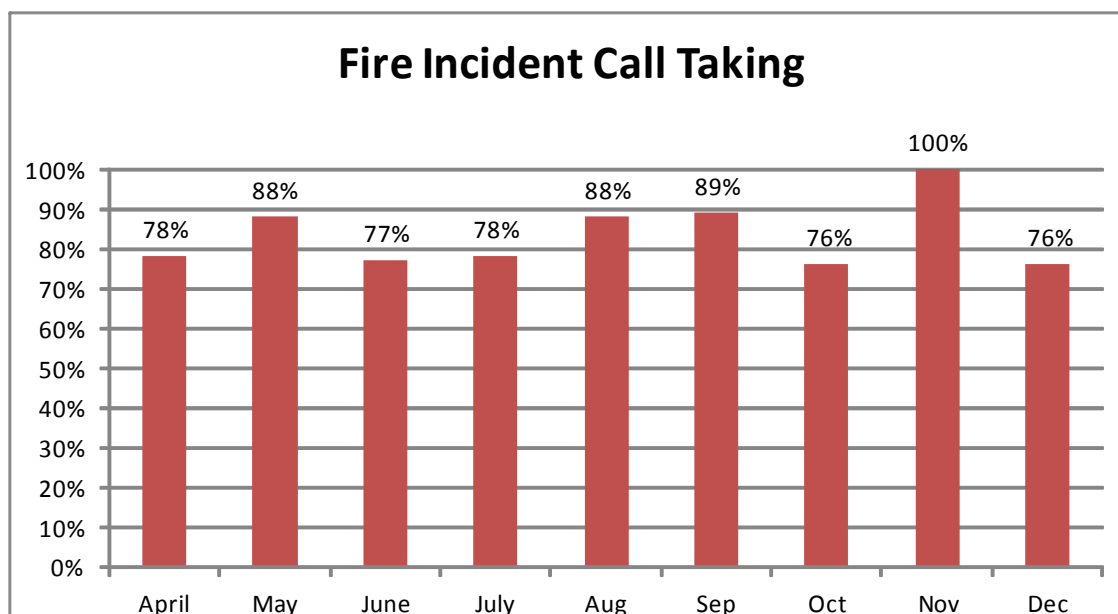
### Echo Level Compliance

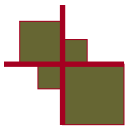
The highest priority medical emergency involves a person not breathing or having severe respiratory distress (Echo level). Our goal is to have these calls fully processed through the EMD software and sent to our radio dispatcher within 60 seconds. The radio dispatcher is then given 30 seconds to dispatch EMS responders. Our average call taking time for 2014 was 40 seconds, six seconds faster than last year. Our overall compliance level was 93%, which is 6% higher than 2013. Any Echo level calls that exceed the 60-second call taking standard are reviewed by the Operations Supervisors to help determine the causes of the delay and develop associated training.



### First Priority Fire Compliance

During 2014, our compliance to the 60-second building time was 83%, with our average processing time being 46 seconds. This is a 5% improvement in time compliance and 6 seconds faster than last year.

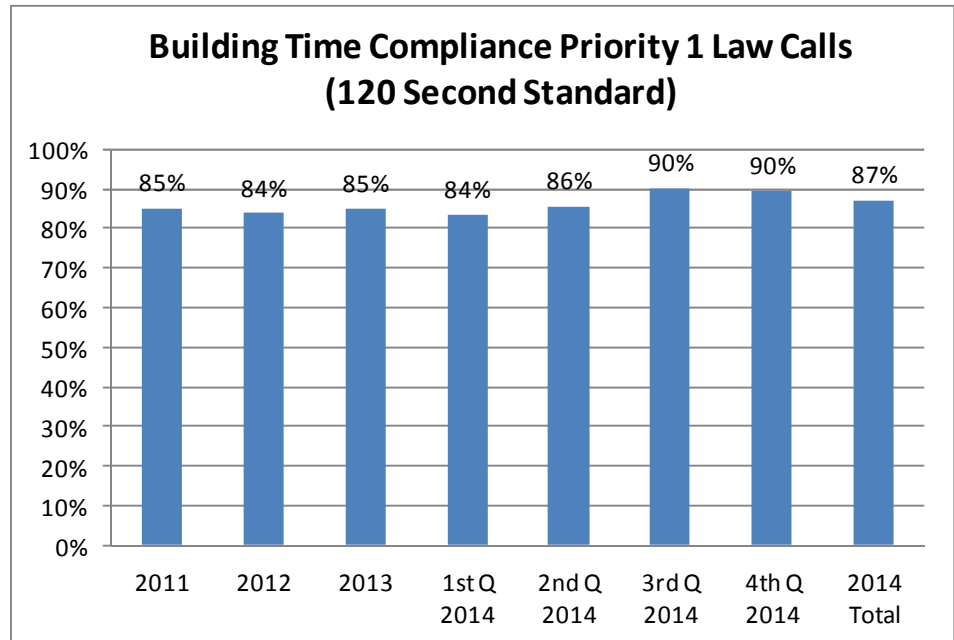




## Law Enforcement

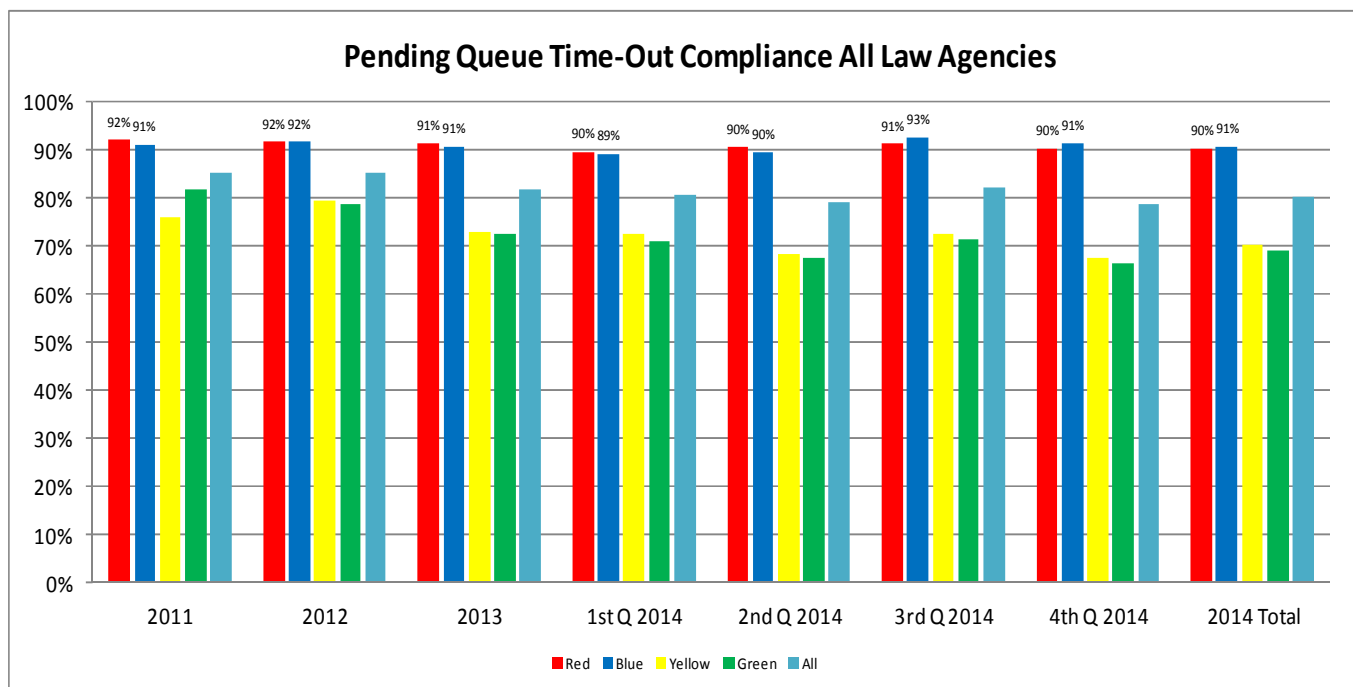
### Time Measurements

SCR9-I-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. This year, our compliance to the 120-second standard was 87% and averaged 75 seconds. We improved our reaction time from 2013 by nine seconds and got 2% faster for the year; but began trending up in the second half of the year with two quarters of 90% compliance.



### Management of Pending Calls

Once a call is created, it is important that the dispatcher assign a law unit to the call as soon as possible. While on the surface this may seem an easy task, it is not. Dispatchers must be assertive in providing important information to officers in a timely manner. To measure this, we look at the time that calls remain un-dispatched after they have been created. All law calls are given a priority – red, blue, yellow, or green – with red and blue calls being the most important “in progress” types of incidents. During 2014, our compliance to our pending queue time for red and blue calls was 90 and 91%.







## Hot Felony Calls

Speed is an integral component to our Quality Assurance program; but of equal importance is quality. In addition to our annual goal of improving our performance times by 5%, we decided to also focus on the quality of the product we were delivering to our customers.

The Hot Felony Call review form was developed to assess the radio dispatcher's ability to correctly respond to a high risk/low frequency detail as the call hits their pending queue. Of importance to our Users was the ability to put out the alert tone, assign two units, relay the location and the type of detail, give brief descriptions, and then make sure the sergeant knew what was happening. Our agency's goal is that our dispatchers can accomplish all of this in 30 seconds or less, 90% of the time.

SCR9-I-I began reviewing these types of calls in July. This was accomplished by listening to the recording of the dispatch while scoring the call using the review form. Our usual strategy has been to do a random review of call types. In this case, to get a benchmark and make sure our compliance level went up, we reviewed every call. Our compliance to our standard started out high at 94% for the month of May. By December, after reviewing 352 calls for service, our compliance level was at 98%.

## Random Review

Another type of call review done by SCR9-I-I is the Random Review. Random Reviews focus on the call taking portion of high priority incidents. This review form was created with the help of input from our Law Users combined with the SCR9-I-I Standards Team.

The paper review has many components with a corresponding number of possible points that can be awarded. The questions with the highest number of points awarded deal with officer safety, such as choosing the correct incident type and if

weapons are involved. Other information that must be on the first line of CAD comments include the location, time element, brief suspect descriptions, and if the call taker used acronyms to let the radio dispatcher know if more information was forthcoming. All of this information must be gathered and processed by the call taker in 90 seconds.

Although the Random Review form was used to score these calls, SCR9-I-I decided to review every call created to ensure our sample size was of enough volume to get an accurate reading on our performance. From March to December, 3,356 calls were reviewed by the Operations Supervisor. We started out at 90% compliance (our standard) and, by December, we had moved up to 97% compliance.

## High Risk/Low Frequency Fire Incident Reviews

Fire call taking ranks with Echo medical call taking in which seconds can make a huge difference in the outcome of a call for service.

The quality of the information we get from our reporting parties and broadcast to our responding units is critical. The Standards Team created the Supervisor Review of High Risk/Low Frequency form to review these types of incidents.

The supervisor reviews the audio recording of the phone call and compares that information against the CAD incident report to insure all pertinent information received was included. The types of calls reviewed include confirmed structure fires, explosions, aircraft crashes, and vegetation fires.

We started the fire call reviews in June with 95% compliance. During the months of October, November, and December our compliance increased to 100% for each month. After 123 calls for service reviewed, our total compliance for 2014 was 99%.

## Fire/EMS Task Team

The Fire/EMS Operational Policy Task Team is comprised of a representative from each of the User fire agencies, AMR, and line level dispatchers from SCR9-I-I. The team's role is to draft and recommend new policies and procedures that keep up with the dynamic flow of the Fire/EMS service. The team meets on the second Thursday of every month.

The 2014 field members were **BC Ron Whittle, SVFPD; BC Mike Borelli, Cal Fire (CZU); BC John Walbridge, CFPD; DC Mike Conrad, ALSFPD; BC Jason Hajduk, SCFD; BC Rob Ryan, WFD; Chief Kevin McClish, BCFPD; BC Nate Lackey, BFPD; Chief Ron Rickabaugh, FFPD; Chief John Stipes, ZFPD; Chief Mike O'Connor, HFD; Supervisor Chris Jones, AMR-SC; EMS Specialist Joseph Alvarado, San Benito County EMS; and EMS Coordinator Marcie Morrow, San Benito County EMS Operations.** The SCR9-I-I representatives were **Operations Supervisor Melody MacDonald, Public Safety Dispatcher III Lyndsay Sotelo, and Operations Division Manager Stephanie Zube** (facilitator).

This year the group's goal was to:

- **Analyze at least one call for service per meeting to:**
  - **Ensure or improve quality assurance**
  - **Develop an understanding of each agency's role during a call for service**
  - **Ensure that auto-aid/mutual aid calls are dispatched and managed according to agency agreements, this includes law enforcement responses**



Fire/EMS Task Team members: In Front: Nate Lackey and Kevin McClish Back Row: Melody MacDonald, Joseph Alvarado, Marcie Morrow, Brenda Brenner, Pablo Barreto, Dennis Kidd, Jeff Terpstra, Mike Conrad, John Stipes, Jason Hajduk, Stephanie Zube, and Ron Whittle

The call review process included an analysis of both phone and radio performances by the dispatchers and the field. Through the process the team gained a better understanding of:

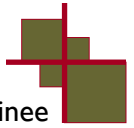
- Workload during the stages of the incident for both the dispatcher and the field
- What affects effective communications
  - Method
  - Timeliness
  - Length of transmissions
  - Channel management
- Importance of broadcasting premise information

In addition to the team's annual goal, the group also made improvements in CAD configurations, cleaned up response messages, and improved communications with duty chiefs and zone coordinators.

## Law Enforcement Task Team

The Law Enforcement Operational Policy Task Team is comprised of a representative from each of the Law Enforcement User Agencies, as well as line level dispatchers from SCR9-I-I. The team's role is to draft new policies and procedures, and review existing ones to ensure they describe and support highly effective dispatching techniques. The team meets the first Tuesday of the even months.

The 2014 field members were **Sgt. Matt Eller, CPD; Lt. Warren Barry and Lt. Christian LeMoss, SCPD; Lt. Greg Lansdowne and Sgt. Mike MacDonald, SCSO; Lt. David McCartney, WPD; Lt. Eric Olson, HPD; Captain Tony Lamonica, SBSO; Nicole Stewart, CHP; Superintendent Mike McMenemy, State Parks; and Field Supervisor Todd Stosuy, ASA.** The SCR9-I-I representatives were **Public Safety Dispatcher II Lisa Oberdorfer, Operations Supervisor Melody MacDonald, and Operations Division Manager Stephanie Zube** (facilitator).



This year the group’s goal, in addition to policy review, was to:

***Broaden the mutual understanding of each other’s roles and expectations during an in-progress incident by reviewing calls at meetings and roll calls.***

At each meeting, a recent call for service was brought to the team for review. The review included all phone calls and radio traffic, giving the entire team the opportunity to discuss what went well and what could have gone better. Also through this process, SCR9-I-I exhibited their QA/QI program which sets the standards for dispatcher performance. Displaying the QA/QI program brought validity to the SCR9-I-I training program and assurance to the field that they could reasonably expect a certain amount of information on a routine basis.

## Training Unit

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

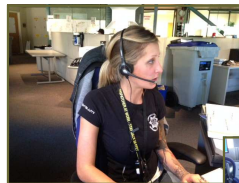
### Entry Level Training

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

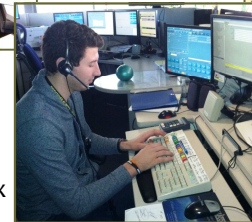
During 2014, the Authority conducted one combined entry level academy: Public Safety Dispatcher I and Bilingual Public Safety Dispatcher Assistant I. Public Safety Dispatchers must be able to process calls for service over the telephone and finish their training by becoming competent on two User law radio channels. The position of Public

Safety Dispatcher Assistant I requires the trainee to be competent in processing calls for service only.

Our new hires include Bilingual PSDA I, **Omar Campos**, and Trainee Public Safety Dispatchers **Maxwell Maurier** and **Stephanie Sphar**. Max and Omar are Santa Cruz County born and raised, and Stephanie moved here 10 years ago to attend college. The classroom portion of their training started in September and concluded in October. Omar was successfully released from training in December, and Max and Stephanie were released in February.



Stephanie



Max

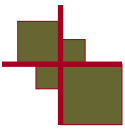


Omar

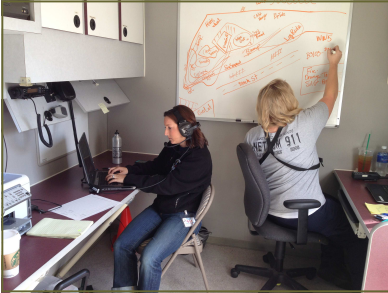
### Academy Instructors

The Dispatch Academy is managed by Administrative Supervisor **Anita Miller** and facilitated by instructors **Kristine Ebersole**, **Mike Krakowiak**, **Melanie Sherwood**, and **Tammy Spath**. An opening for an Academy Instructor became available when Tammy was promoted to Operations Supervisor, and **Lyndsay Sotelo** was added to the group at the end of 2014. Before every Academy, the instructors meet to discuss upcoming classroom training and update curriculum and materials.

The instructors also prepare on-the-job training for established dispatchers. For 2014, a mandatory course for all dispatchers and dispatcher assistants was offered through our on-line training software dubbed NetCom University. The topic this year was Active Shooters and how to coordinate our response with the field’s. Instructor **Kristine Ebersole** facilitated the course, in which dispatchers studied the County Wide Active Shooter protocol, as well as school lockdowns and “What If” scenarios.



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



PSD III Ashley Baldwin and PSD II Meghan Dixon at the Emergency Preparedness Countywide Drill which took place at the Santa Cruz Beach Boardwalk in October.

NetCom is always happy to accommodate training requests from our Users and auxiliary user agencies. **Mike Krakowiak** provided radio training for the Santa Cruz County Public Works dispatchers.

**Communications Training Officer (CTO) Program**

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

Our CTOs are **Ashley Baldwin, David Brenner, Andrew Davidson, Mike Krakowiak, Abby Marizette, Sean Schorovsky, Melanie Sherwood, Lyndsay Sotelo, Tammy Spath, and Dave Sumner.** The Center opened a recruitment late in 2014 and **Billie Surran, Areli Sanchez, and Eric Mello** were selected as our newest CTOs.

**Continued Professional Training (CPT)**

The Training Unit provides continued professional training for experienced dispatchers through on-site and off-site classes. Continuing Education (CE)

is provided on-site and is typically required for all dispatchers. These classes focus on updating skills and knowledge, particularly in areas that may be affected by changes in laws, policies, or other mandates. Off-site classes are usually voluntary training opportunities, often hosted by another agency or organization.

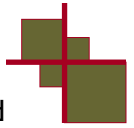
The Training Committee is responsible for determining the need for a scheduled CE, suggesting timely training topics, defining learning objectives, and recommending appropriate instructional methodology. The Committee is comprised of a cross section of our organization, including an operations supervisor, dispatcher, CTO and an instructor, systems division representative, training supervisor, and a recent training academy graduate. The Training Committee convened in May to discuss the presentations for our employees when we held the CE in August. Topics covered included fire extinguisher training, an update on our 2014 QI project goals, a discussion about what the future might bring in relation to Next Generation 9-1-1, a face-to-face wrap up for our on-line training regarding Active Shooter responses, and a General Manager question-and-answer session. Upon the conclusion of every Continued Education training we administer, an anonymous survey is delivered to all employees. Out of the 40 responses, 39 people graded the CE an A or B!

**Mike Birkett, Annie Castro, Areli Sanchez, Christina Troia, and Felicia Venezia** completed their classroom and dispatch floor training and became certified Emergency Medical Dispatchers.

**Amethyst Uchida, Wolff Bloss, Melody MacDonald, Tammy Spath, and Anita Miller** attended Performance Management training, offered by the Santa Cruz County Employer Advisory Council, in order to learn to compose more insightful employee evaluations.

**Stephanie Zube and Anita Miller** attended a course on the Public Records Act held in Sacramento.





## Projects Unit

### Awareness and Community Education (ACE) Team

The ACE Team recruited new members this year. The 2014 team members are comprised of Lead and line level dispatchers. Team members are **Billy Barrett, Meghan Dixon, German Flores, Abby Marizette, Maria Torres-Rios, Melanie Sherwood, Lyndsay Sotelo, Billie Surran,** and **Christina Troia**. The team's coordinator is Operations Supervisor, **Melody MacDonald**.

The team has an overall goal every year to raise awareness, and educate the community and our Users agencies about SCR9-1-1. This includes information on what to expect when you dial 9-1-1, as well as offering guided tours of the building and sit-alongs with our dispatchers.

We continued our goal in 2014 by going out into the community and speaking on several platforms, which included presentations to small and large groups, as well as setting up the SCR9-1-1 booth at public events and chatting with visitors as they stopped by. While we were out in the community, we added two topics to discussions that are very important to SCR9-1-1: PulsePoint and CodeRED.

Capitola Police Department requested we join them on many of their neighborhood watch meetings where the ACE Team was given time to talk with the community. In October, Operations Supervisor, **Melody MacDonald**, joined CPD at Monarch Services and provided training to new crisis workers.

In April, **Maria Torres-Rios** and **German Flores** set up our SCR9-1-1 booth at the Omega Nu Ducky Derby at Harvey West Park. This is our seventh year participating. Maria and German spoke with over 100 children about 9-1-1, asking them if they knew their address and phone number, and providing the children with SCR9-1-1 stickers.

In July, the team participated in "National Night Out" with some of our Law Enforcement User agencies. **Billy Barrett** and **Christina Troia** were deployed to assist Hollister Police and San

Benito Sheriff's Office. **Lyndsay Sotelo** and **Maria Torres-Rios** were deployed to assist Capitola Police Department, and **Meghan Dixon** and **Billie Surran** were deployed to work with the Santa Cruz Sheriff's office in Aptos.

In September, the team spent the week at the Santa Cruz County Fair working alongside the Santa Cruz County Sheriff's booth. The fair team was comprised of the following members: **Abby Marizette,**

**Billie Surran,**  
**German Flores, Jodi Boles,**  
**Ashley Baldwin,**  
**Maria Torres-Rios,**  
**Meghan Dixon,**  
**Melanie Sherwood, Anita Miller, and Melody MacDonald.**



German Flores and Abby Marizette at the Santa Cruz County Fair

In November, **Abby Marizette** attended an ROP class in Watsonville and spoke to 20 high school students, highlighting her role as a public safety dispatcher and how it has become a career for her and her co-workers.

**Lyndsay Sotelo** and **German Flores** attended Aptos/La Selva Fire Department's annual open house in October. This event was an opportunity to participate with one of our User Agencies in hosting a public event. It was an excellent occasion to make face-to-face contact with our Users, while educating the public about 9-1-1.

**Melanie Sherwood** represented the ACE Team as a featured speaker at Central Fire Protection District's CERT (Community Emergency Response Team) meeting in the Fall.

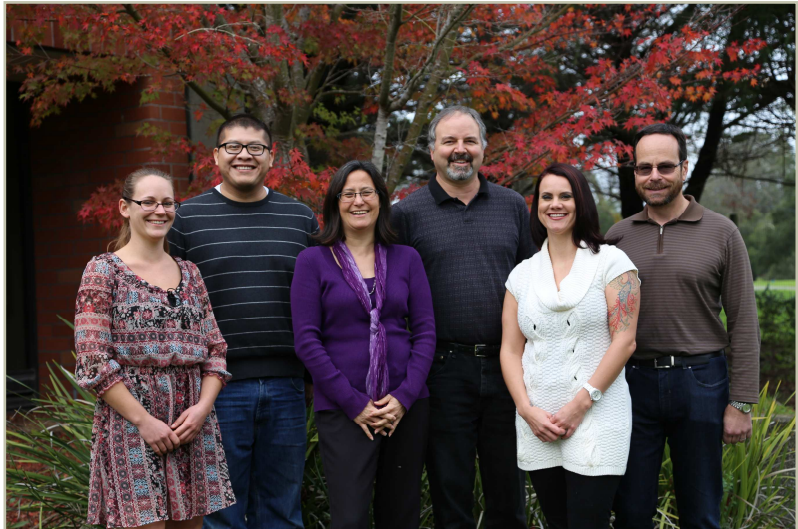
The team focused, not only on awareness and education about 9-1-1, but also the recently launched PulsePoint and CodeRED campaigns. This will be the continued focus in 2015.



# Systems Division



The SCR9-1-1 Systems Division consists of five full time employees 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 2014 include the general manager (.25 FTE), the systems division manager, the systems supervisor, three senior communications systems technicians, and an extra-help GIS intern.



Linda Reitz, Gilbert Oros, Amethyst Uchida, Wolff Bloss, Nicola Nelson, & Tom Ginsburg

In 2014, the Systems Division worked on the following projects:

- Implemented an interface to the PulsePoint smartphone app which enables CPR-trained citizens to respond to a nearby cardiac arrest event
- Replaced the building-wide uninterruptible power supply (UPS)
- In partnership with the Technical Operations Advisory Committee (TOAC), began preliminary investigations into replacement of CAD systems
- Coordinated a regional committee to begin the process of implementing Text to 9-1-1 in Santa Cruz, San Benito, and Monterey Counties
- Modified dozens of Crystal Reports to accommodate database changes implemented by the CAD vendor
- Worked with Santa Clara County on a CAD to CAD data sharing project
- Replaced AMR's AVL server
- Upgraded the Interact Mobile systems
- Upgraded the internet access at SCR9-1-1 to increase bandwidth, thereby giving SCR9-1-1 the ability to provide enhanced services including implementation of Text to 9-1-1

## Computer-Aided Dispatch (CAD)/ 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 ProQA software for emergency medical dispatch. This unit also supports and manages the 9-1-1 telephone system, as well as the hardware and software that integrate 9-1-1 into the CAD applications. In addition, the unit provides support for the administrative computing needs of SCR9-1-1 personnel.



During 2014, several projects were accomplished that supported or enhanced the software and services covered by the CAD/9-1-1 program. For the third year in a row, Systems worked with the CAD vendor to provide an updated version of the software to enable new interfaces and to correct existing bugs. CAD upgrades require the attention of all Systems members and are usually scheduled to begin early in the morning while our call volume is traditionally lower.

A major undertaking for the entire Systems team this year was to replace the Uninterruptible Power Supply unit that provides backup electrical power to all of the essential equipment at SCR9-1-1. This project also had ramifications for operations at SCR9-1-1 as our dispatchers were required to relocate to our backup sites for six days to allow the electricians time to remove the old UPS and install the new one. Exceptional performance by the entire Systems team must be noted; the contractor's estimated timeframe for completion was exceeded by approximately 12 hours and Systems personnel, working extended shifts, maintained a presence at the agency well into the weekend. In the end, the agency has a modern, energy-efficient, and reliable means of backup power in operation, which is expected to last for 15 to 20 years.

Two other significant projects were launched in 2014 and will continue in 2015. The SCR9-1-1 Management Team's 2014 goals included investigating Text to 9-1-1 and is continuing in 2015 with a goal of getting Text to 9-1-1 live this calendar year. Since it is desirable for Text to 9-1-1 to become available on a regional basis, the process of implementing Text to 9-1-1 commenced with Systems reaching out to the State 9-1-1 Office for assistance. During 2014, SCR9-1-1 personnel convened a regional team consisting of Scotts Valley PD, UC Santa Cruz PD, Monterey County Communications, California Highway Patrol, Presidio of Monterey MP, and Carmel PD to conduct preliminary research and begin designing a roadmap to implementation. The Committee's goal is to have Text to 9-1-1 available to residents in Santa Cruz, San Benito, and Monterey Counties before the end of 2015. SCR9-1-1 Systems

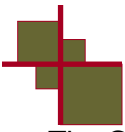
personnel will act as project manager and the bulk of the work will take place in 2015.

Second, Systems, in partnership with the Technical Operations Advisory Committee (TOAC), has begun researching replacement systems for our current CAD software by attending short demos from key vendors and using that research to build a preliminary requirements list. The CAD replacement timeline will not conclude until a new CAD system is installed during fiscal year 2017/18. In 2015, work on this project will continue through release of a "Request for Information" (RFI) as well as building a larger project team which will include representatives from the Fire, EMS, and Law User Agencies.

## **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 FTE).

During 2014, Systems worked on several projects on behalf of the Fire and EMS users. In September, the PulsePoint application went live for Santa Cruz and San Benito Counties. This mobile application (created by the PulsePoint Foundation) receives data from the SCR9-1-1 CAD system in order to provide timely, location-based notifications of incidents where CPR is needed to off-duty Fire/EMS personnel and CPR-trained citizens who sign up. Systems also worked with a software vendor used by our Fire agencies, Active911, to customize the information they leverage from our CAD system to better meet our Users' needs.



The GIS-focused tasks included hiring a GIS Intern, who assists the agency by completing routine GIS tasks, so the primary GIS technician can focus on bigger projects such as reconfiguring Fire zone boundaries to accommodate the merger of the Santa Cruz Fire and UC Santa Cruz Fire departments. The GIS unit also worked with AT&T to reconfigure Emergency Service Number (ESN) boundaries in Santa Cruz and San Benito Counties to more accurately reflect public safety agencies' jurisdictions. The ESN is used to determine what 9-1-1 center receives a call and also to provide the call-taker with preliminary information about what public safety agency(ies) will be responding to this call.

Next year, this team will be focused on projects coming from the Mobile Data Technology Group. This Mobile Data group was formed in Fall 2014 and has identified a goal of implementing a common base set of technology solutions to benefit Fire personnel in the field. In pursuit of these goals, the team made two site visits in 2014 to local agencies with robust mobile technology already implemented. Plans for 2015 include deploying existing mapping software and data to mobile devices, and pursuing software solutions for incident resource management.

## Santa Cruz Metropolitan Records System (SCMRS)

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

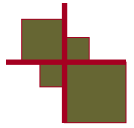
In 2014, the Systems Division continued supporting the Alliance RMS system by performing many tasks

including maintaining the replication network, fixing issues, opening and tracking tickets with Cyrun, deploying bug fixes, repairing text imports, and many other repairs for Users.

Building on the Crystal Reports training from 2013, the Systems Division sponsored a Crystal Reports training series for select SCMRS records personnel. The training was presented in three half day sessions over several weeks to allow for a range of material to be covered. Attendees were able to work with Crystal Reports live against our actual Alliance and CAD data. This has given the attendees more ability to modify and run their own reports.

Also, in 2014 the Systems Division installed a new RMS server at SCR9-1-1 which is being used to test the next version of the RMS prior to deployment at all of the police departments.

<b>Trouble Tickets Resolved in 2014</b>		
<b>Dispatch</b>	Equipment (keyboards, printers, etc.)	53
	Phones	80
	Radio	33
	Software (CAD, ProQA, etc.)	70
	Other	53
	<b>TOTAL for Dispatch tickets</b>	<b>289</b>
<b>Fire/EMS/GIS</b>	AMR MDCs	19
	Common places	71
	Config	29
	Routing	1
	Other GIS	79
	<b>TOTAL for Fire/EMS/GIS Tickets</b>	<b>199</b>
<b>SCMRS</b>	Crossroads/Alliance Interface	57
	Hardware (MDCs, MAV, etc.)	88
	RMS	45
	Other	26
	<b>TOTAL for SCMRS Tickets</b>	<b>216</b>
<b>Total Systems Div. Trouble Tickets Resolved</b>		<b>704</b>



## Mobile Data Computers (MDCs)

The Systems Division supports two Mobile Data computer networks. One is used by the SCMRS agencies, as well as Santa Cruz and Watsonville Fire departments. In 2014, the Systems Division changed the way the SCMRS MDC software communicates by implementing a new feature of the software. This will allow the server to be upgraded to a new version without disrupting the clients in the field. That is in preparation for installing a new mobile VPN client that has been approved for purchase. Ultimately, these improvements will allow SCMRS MDCs to utilize the existing private network and also incorporate cellular networks in the future. Recently, the base station for the Santa Cruz and Capitola MDCs failed. Systems determined that the power supply had gone bad. An older piece of spare equipment was temporarily used to get the system running

until an appropriate replacement could be obtained.

The other MDC system that the Systems Division supports is used by AMR to provide CAD information to the field units, reduce radio traffic, and use GPS data to provide closest-unit routing information for use in dispatch. The Systems Division replaced the AVL server as the old one was end of life. Both the AVL server and MDC server have had minor software updates. The Systems Division continues to update the client software on the MDCs, as well as repairing or sending out the laptops for repair.

### Systems Division Goals - 2015

- New CAD - explore further
  1. Release a Request for Information (RFI) to continue research into potential vendors
  2. Convene a committee to include SCR9-1-1 Users in the CAD selection
- Implement Text to 9-1-1
- Watsonville Alternate Site remodel and upgrade
  1. Install replacement consoles
  2. Install replacement radios
- Implement new building security system
- Upgrade phone system
- Upgrade ProQA to Paramount
- Upgrade building network wiring infrastructure
- Assist SCMRS agencies with implementing AVL, or similar, to track officer locations



## **Business Division**

The Business Division manages and supports the Authority's day-to-day administrative activities. The Business Division staff includes the general manager, three part-time senior administrative assistants, and one intern. This year, following Sherry Paul's retirement, we welcomed two new staff members, Tina Bisgaard & Maria Wallen.



Tina Bisgaard  
Maria Wallen  
Beth Wann  
Jeanna Halstead

### **Fiscal Unit**

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

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

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

Administrative staff prepares routine invoices and 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.

The Authority tracks employee vacation accrual changes, step increases, holiday hours, and compensatory time accrued and taken.

### **Business Services Unit**

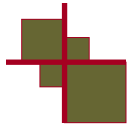
The Business Services Unit maintains employees' personnel and benefits records, processes new and separating employees, step increases, and other pay rate changes. The Unit manages the CalPERS data for members and the Authority's contracts.

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

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

The Business Services Unit is responsible for processing requests for dispatch recordings and incident reports for the Authority. In 2014, 884 records requests were processed, and 42 subpoenas were served on the Center. The Custodian of Records made eight court appearances in support of those records.





## 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 2014 were: **Peer Team Coordinator Amethyst Uchida, Valerie Conner, Gina Loftin, Melody MacDonald, and Teresa Minogue.**

All members of the Peer Support Team receive accredited training in Individual and Group Crisis Intervention skills. This training allows members of the team to be effective listeners and to provide appropriate referrals to 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.



Val, Amethyst, Melody, and Terri  
(Not pictured: Gina)

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

Peer Support Team members **Valerie Conner** and **Amethyst Uchida** taught “Stress and the 9-1-1 Dispatcher” at the 2014 annual CALNENA Training Conference in San Diego. This was a two-hour presentation and discussion about stress factors for dispatchers and how to implement and maintain a Peer Support program. **Valerie Conner** also participated on a panel at the 2014 Women in Law Enforcement symposium, discussing her role as a dispatcher in the event as well as the peer support aspect.

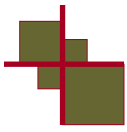
To support staff during the anniversary of Santa Cruz Police’s 2013 line of duty deaths, the Peer Team hosted two informal “Coffee Talks” held offsite to provide employees an opportunity to share, grieve, and process their feelings as this significant anniversary passed. The Peer Team also assisted in planning for a memorial ceremony held at SCR9-1-1. In the photo, below, Dennis Kidd accepts the flag that flew for one year in honor of Butch Baker and Elizabeth Butler.



The Peer Team is excited to welcome two new members for 2015, **Joe Guerrero** and **Felicia Venezia**. Joe and Felicia will receive training during the first quarter of 2015 and expand the Peer Support Team’s ability to provide a supportive presence during staff working hours.



Peer Support Team’s newest members  
Felicia and Joe



## Safety and Wellness

The 2014 Safety and Wellness Committee members were: Safety Coordinator **Melody MacDonald**, **Dennis Kidd**, **Jo Irving**, **Abby Marizette**, **Nicola Nelson**, and **Mike Krakowiak**.

During 2014, the Safety and Wellness Committee continued efforts to focus on our employees' health. Our Healthy Snack program is still in effect and financially self-sustaining. Team member **Jo Irving** continuously stocks the basket with healthy snacks, recipes, and tips for a healthier lifestyle.

The Safety and Wellness team also focused on providing hands-on training to each employee. During our August CE, we had Aptos/La Selva Fire's Division Chief Mike Conrad conduct live fire extinguisher training to all SCR9-1-1 employees. Chief Conrad provided an overview and understanding of fire extinguishers, including the different types of extinguishers for specific types of fires. Then each employee was able to use a fire extinguisher to put out a controlled fire.



Chief Conrad watches on as Terri & Val properly extinguish a fire.

This fall, the team facilitated our second Health Fair. Through our health provider, Physicians Medical Group, we were able to set up free screenings for the fair. The screenings included blood pressure, BMI (body mass index), and cholesterol levels. During the fair we had a doctor on site providing flu shots.

The team also implemented new desk lighting for each dispatch work console. The team spent time researching desk lamps, deploying "demo" lights, and finally picking, purchasing, and installing them.

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

## 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 2014, TOAC team members were: Systems Manager **Amethyst Uchida** (Team Leader), Operations Division Manager **Stephanie Zube**, Operations Supervisors **Melody MacDonald** and **Tammy Spath**, Public Safety Dispatcher III **Lyndsay Sotelo**, Public Safety Dispatchers II **Jodi Boles**, **Lisa Oberdorfer**, and **David Sumner**, and Senior Systems Technicians **Tom Ginsburg** and **Nicola Nelson**.

The primary focus of this team in 2014 was preliminary investigation into a replacement for our CAD system which our current vendor is phasing out effective August 2018. Since SCR9-1-1 has used the same CAD software since the agency became active in 1996, current employees are not familiar with the features and functionality of a modern CAD solution. Therefore, team members attended eight, two-hour software demos provided by major CAD vendors with the intent of identifying desirable features that should be requested in a CAD replacement. Input from this team will help technical staff understand what types of user interface features are helpful to operations personnel.

In 2015, TOAC will continue researching CAD systems, as well as provide input on the implementation of Text to 9-1-1 and assist in the installation and configuration of an upgraded 9-1-1 phone system.



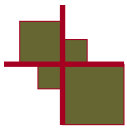
Front Row: Jodi, Stephanie, and Lyndsay  
Back Row: Amethyst, Tom, Lisa, Melody, Tammy, and Nicola



# Appendix

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# SCR9-I-I Employees Association Year in Review

Our membership participation remains high with more than 90 percent of SCR9-I-I employees as members.

This year we continued the Justin Keele Memorial Scholarship program. We had ten applications, which is more than we can remember in recent years. The participation came from a wide variety of agencies. The highest scoring applicant had a score significantly higher than the other applicants, so we divided up the scholarships in monetary amounts to reflect the scoring. The recipients were:

- First place \$1000: Breanna Esche, related to Ronald Esche of UCSC Fire
- Second place \$500: Raymond Shelly related to Christe Ravera of AMR San Benito
- Third place \$250: Sierra Wallen related to Maria Wallen of SCR911
- Fourth place \$250: Alejandra Ibarra related to Veronica Morales of WPD

In February, the Association, along with SCR9-I-I, donated a bench in memory of officers Butch Baker and Elizabeth Butler. The bench is placed near the front doors of our agency, under the shade of the trees providing a spot for all to sit, ponder, and remember our dear friends who gave their lives in the line of duty.

In April, we celebrated National Dispatcher Week (NDW) and Systems-Administrative-Management (SAM) week. We spent these weeks in appreciation and celebration of our staff, allied agencies, and our members. During NDW we did a “You’re a Star” theme where every dispatcher is a star. We gave out prizes and gifts to each member. For the SAM luncheon, we gave the SAM staff a “You’re a Star” themed luncheon, with prizes and gifts for our members.

In December, the Association adopted a family through the Veteran’s Administration. The family has four children. Dad is currently in the application process with AMR, and Mom just enrolled in the culinary program at Cabrillo in order to finish up her degree. The family was blown away by our interest and so thankful for our generosity.



To continue with our holiday tradition, we had the SC9-I-IEA 9th Annual Holiday Contest “Gingerbread Village”. The theme this year was “Animated Movie”. Red Nights took the prize with their “Despicable Me” creation.

**Association Board Members  
2014-2015**

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



# SCR9-I-I Employee Demographics

<b>Dispatch Staff Demographics</b>			
	as of 1/5/2015	2010 Census Data Santa Cruz County	
# of White	29	69.05%	72.49%
# of Hispanic	12	28.57%	32.05%
# of Asian	1	2.38%	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%
	42		
# of males	15	35.71%	49.90%
# of females	27	64.29%	50.10%
	42		
Whi/Male	12		
Whi/Female	17		
AA/Male	0		
AA/Female	0		
Hispanic/Male	3		
Hispanic/Female	9		
Other/Male	0		
Other/Female	2		

<b>Overall Agency Demographics</b>			
	as of 1/5/2015	2010 Census Data Santa Cruz County	
# of White	34	64.15%	72.49%
# of Hispanic	15	28.30%	32.05%
# of Asian	3	5.66%	4.23%
# of African-American	0	0.00%	1.05%
# of American Indian and Alaska Native	1	1.89%	0.86%
# of Other	0	0.00%	16.53%
	53		
# of males	19	34.55%	49.90%
# of females	36	65.45%	50.10%
	55		
Whi/Male	15		
Whi/Female	21		
AA/Male	0		
AA/Female	0		
Hispanic/Male	4		
Hispanic/Female	11		
Other/Male	0		
Other/Female	4		
	55		





# SCR9-I-I's 2014 Retiree



**Sherry Paul** retired from service after nine years of dedicated service to the Authority and its User Agencies.

Sherry began her career with the Authority in 2005 working as an Administrative Assistant and was promoted to Senior Administrative Assistant in 2007. She has contributed much throughout her career, and her dedication, calm temperament, and caring nature complement the Authority's goals. In her capacity as Senior Administrative Assistant, Sherry has been the mainstay of the front office, always making visitors, vendors, and fellow employees feel welcome and ensuring that their needs were met.

Sherry has provided unfailing support in welcoming new employees, explaining their benefits, and processing the necessary paperwork, as well as continuing to meet the business requests of all existing employees. Her keen eye and appreciation for the small details has allowed her to prepare accurate Board and User meeting packets and she has done an outstanding job as Editor in Chief of the Authority's Annual Report, as well as serving as Clerk of the Board.

As a retiree, Sherry will be devoting more time to her love of travel, spending quality time with her husband, Steve, and partaking in many busy activities with her two young grandsons.



Board Chairperson, Carlos Palacios, congratulates Sherry on her retirement.



# **Standards of Excellence**

## 2014

Annual Performance Report

**Prepared for the  
Law Enforcement  
Users Subcommittee**

February 9, 2015

*Serving:*

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

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## Performance Report Overview

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

- **Building Time**

Total Call Processing consists of two distinct events: call taking and radio dispatching. This is the total time that the incident remains in our building (building time). Our current standard for building time for first priority events is two minutes. During 2014, our performance on first priority law enforcement events was 87 percent compliant to the 120 second standard, and our average building time was 80 seconds.

- **Call Taking**

The call taking process is a balancing act between speed and content. For 2014, the Center was 86 percent compliant to the 90-second standard with an average time of 59 seconds, both improvements from 2013.

- **Dispatching**

During 2014, the Center dispatched 82 percent of the first priority incidents in 30 seconds or less with an average dispatch time of 21 seconds. The Center exceeds the goal of dispatching 80 percent of all calls before they reach their pre-defined "time out" value in the computer aided dispatch system (CAD). Of *all* calls, 80 percent are dispatched before they time out in CAD, with the ***highest priority calls (Red and Blue) being dispatched prior to timing out 91 percent of the time. Our compliance continues to remain very high in this area.***



## Performance 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.

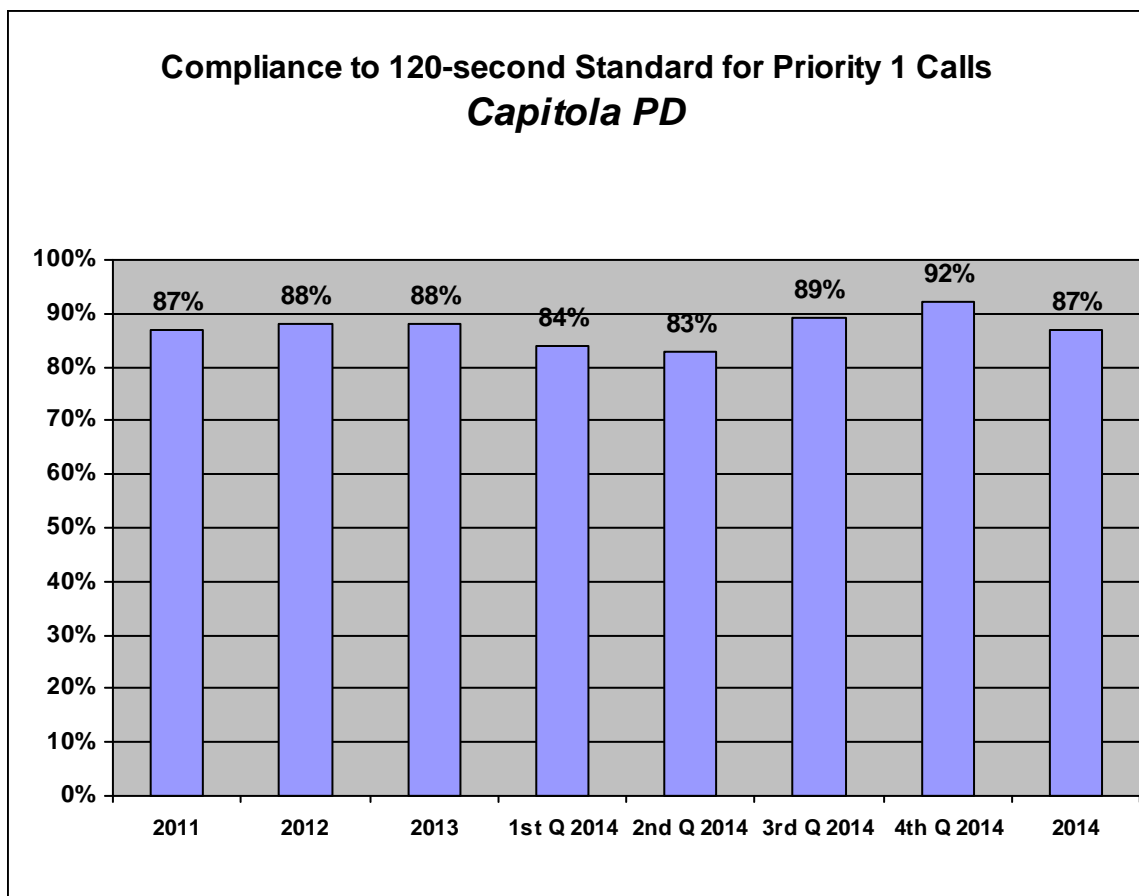
- *Building Time—Elapsed time from E9-1-1 call pick up to the assignment of a unit via radio dispatch in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.*

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

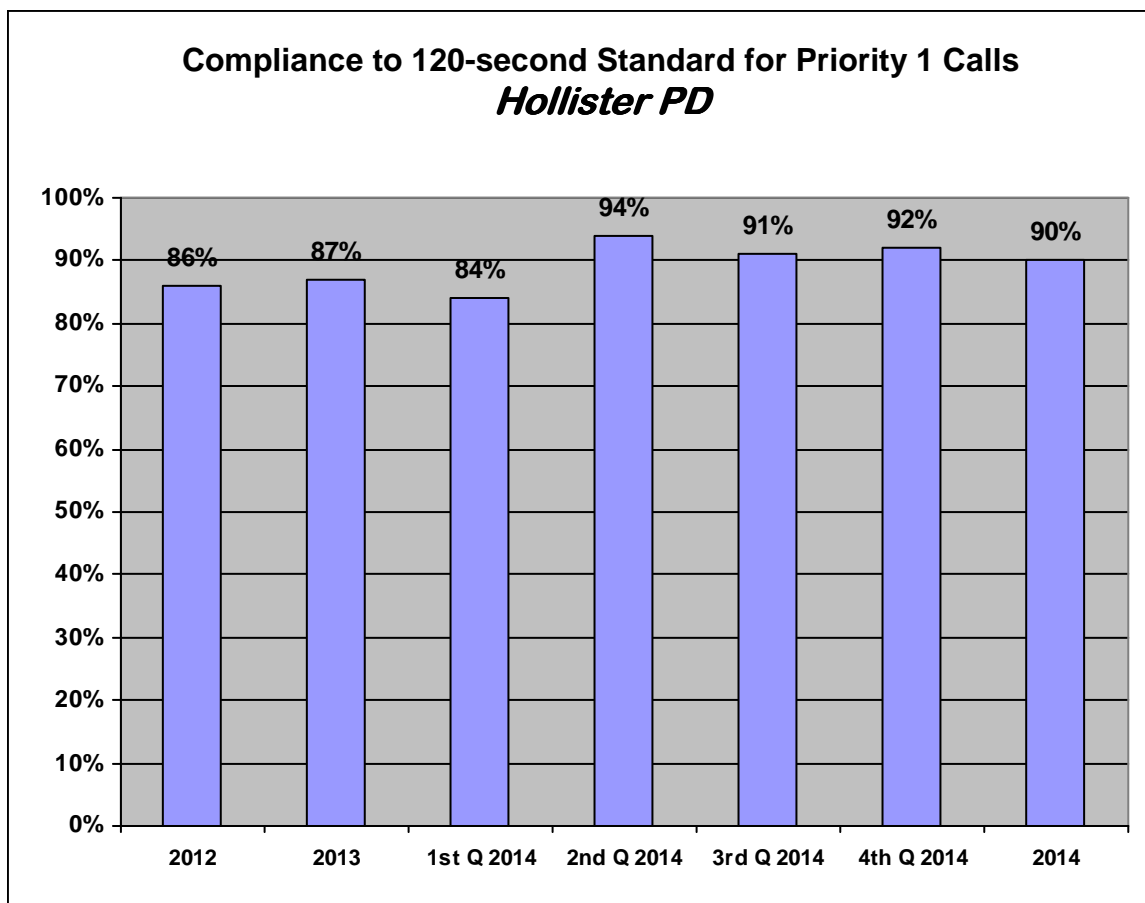
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Capitola PD for 2014 was 78 seconds, and 87 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

## Performance Data for Hollister Police Department

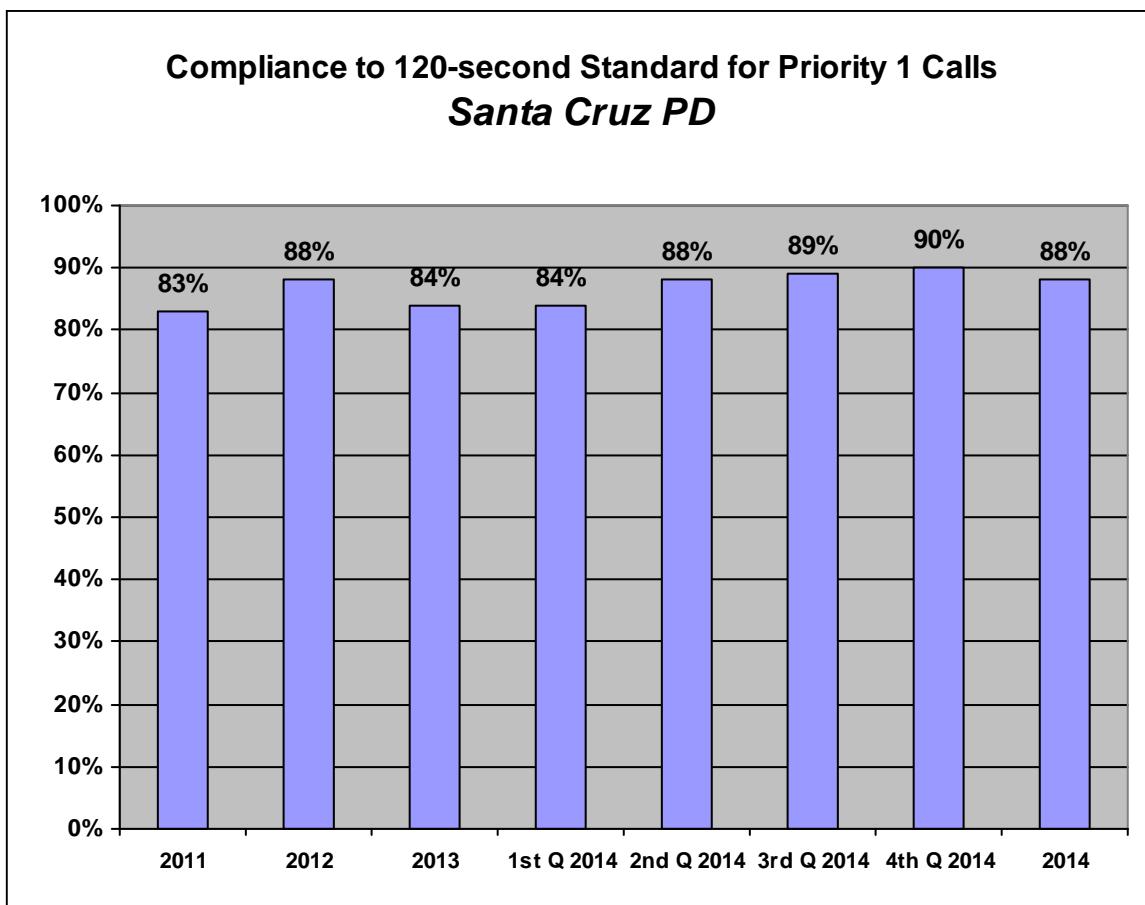
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the Hollister Police Department for 2014 was 76 seconds, and 90 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.

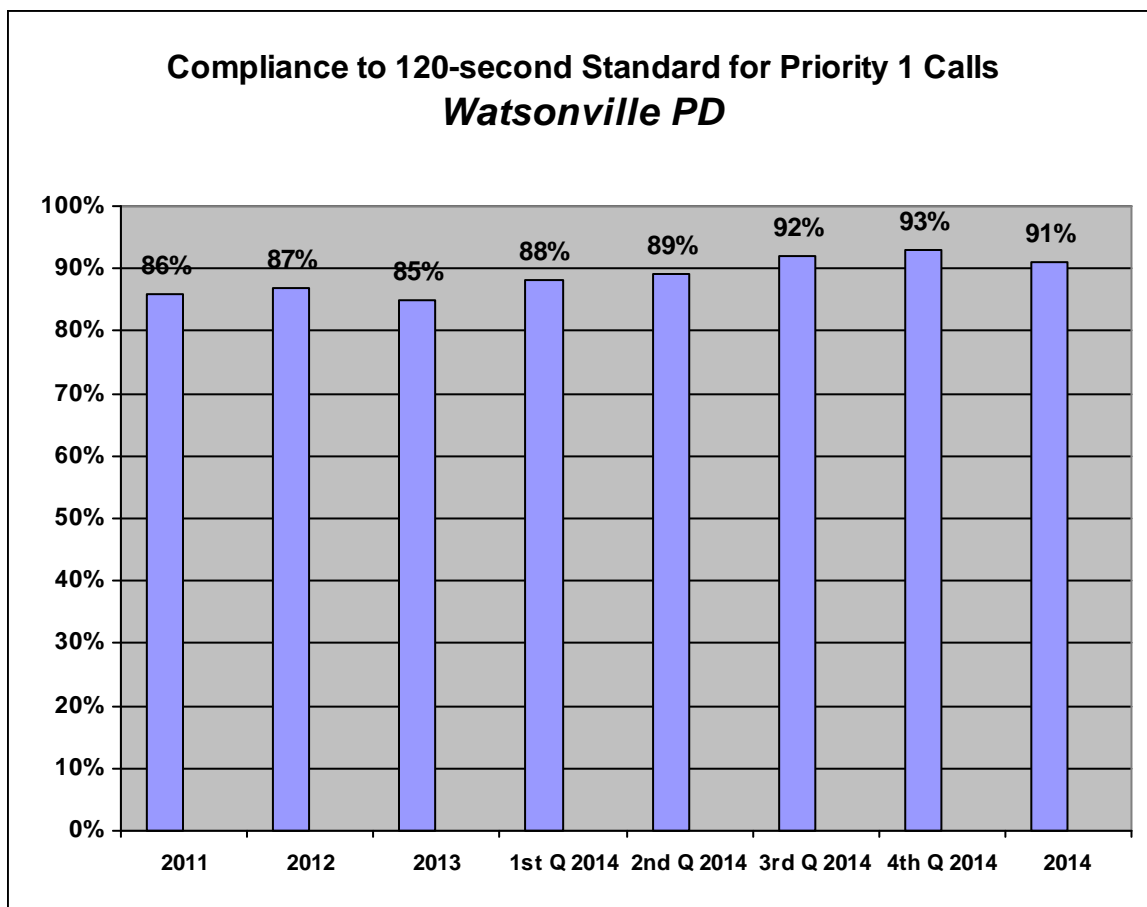


Our average building time for Santa Cruz PD for 2014 was 81 seconds, and we were 88 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.



## Performance Data for Watsonville Police Department

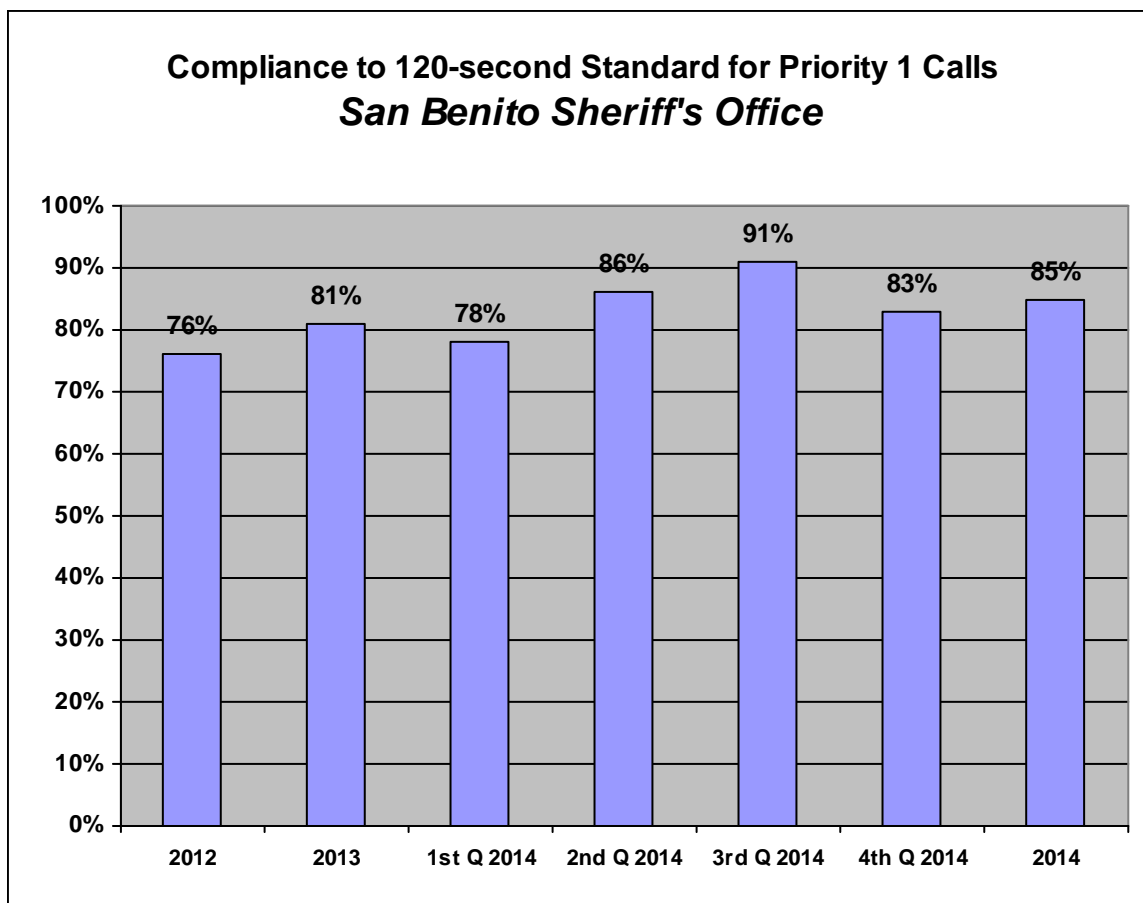
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Watsonville PD for 2014 was 77 seconds, and 91 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**

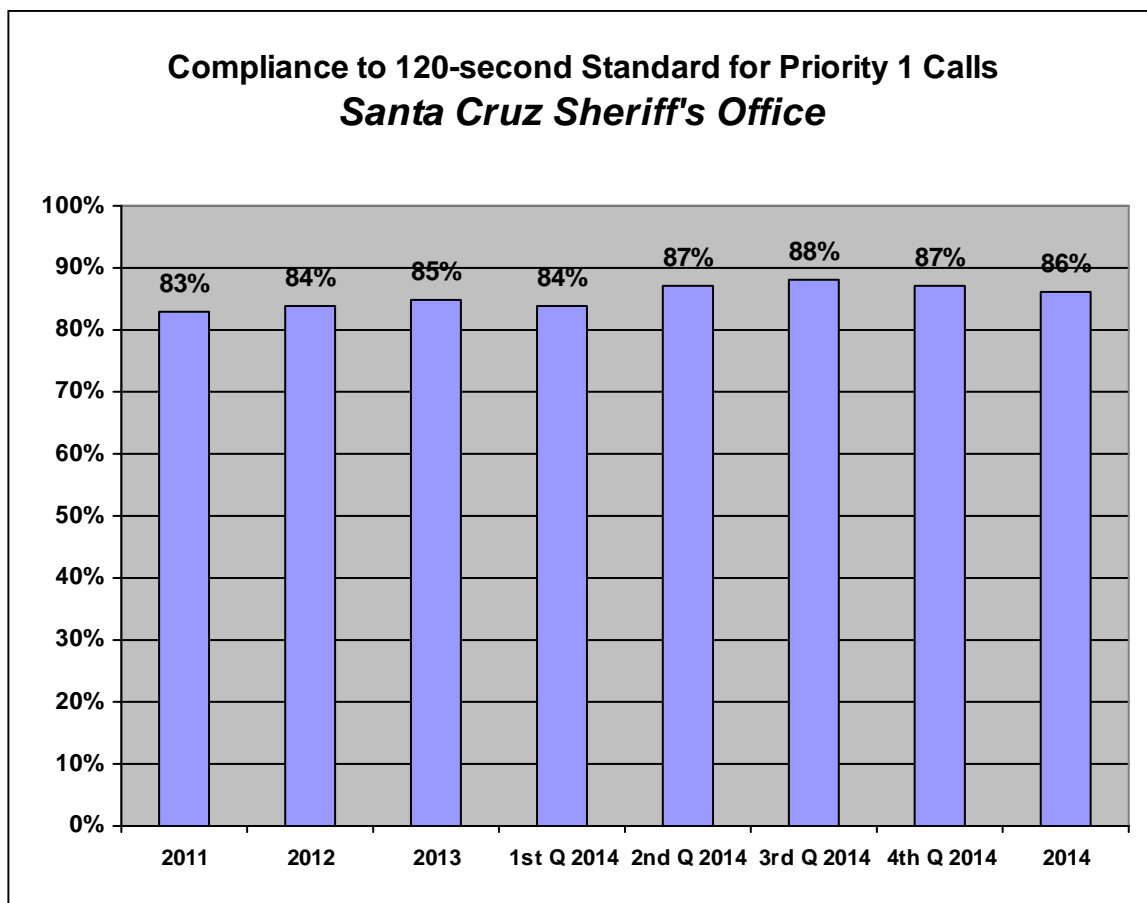
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the San Benito Sheriff's Office for 2014 was 86 seconds, and 85 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

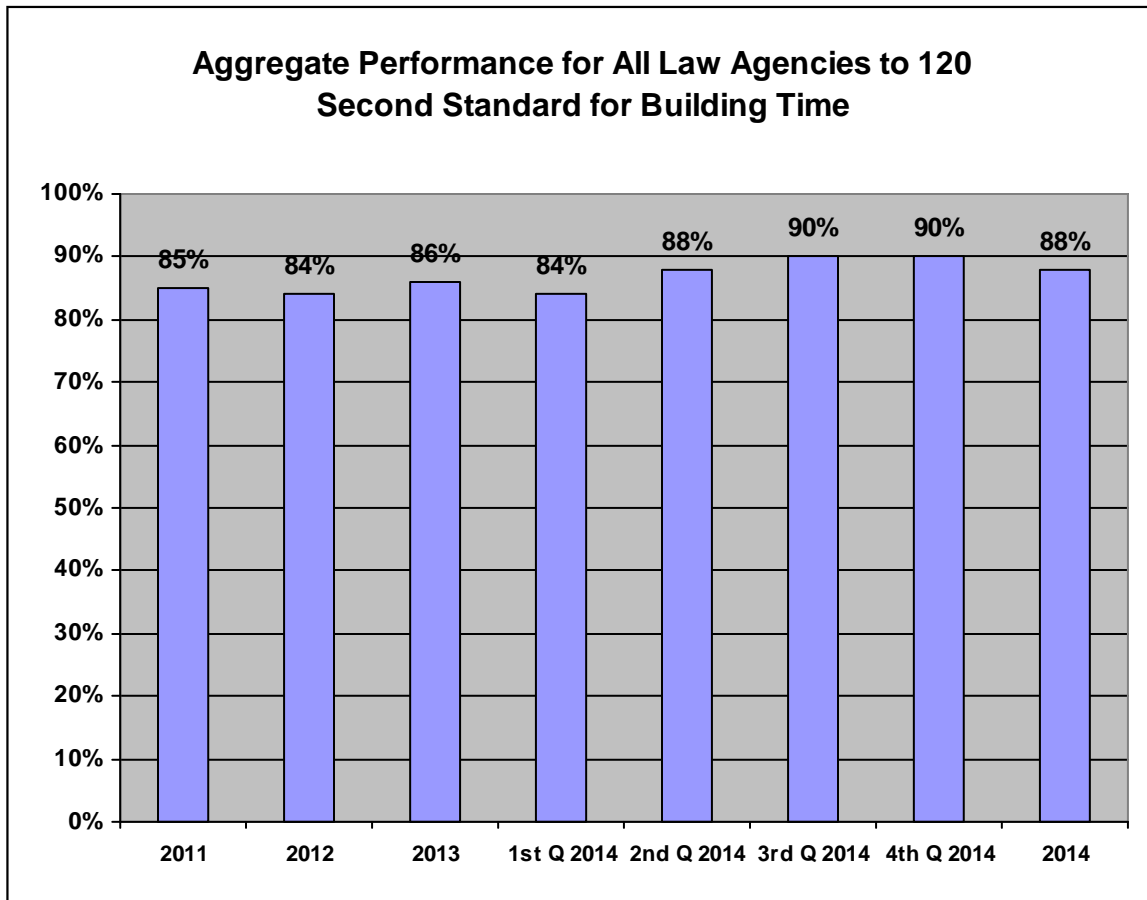
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the Santa Cruz Sheriff's Office for 2014 was 81 seconds, and 86 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

### Aggregate Performance Data for Law Enforcement

- **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.

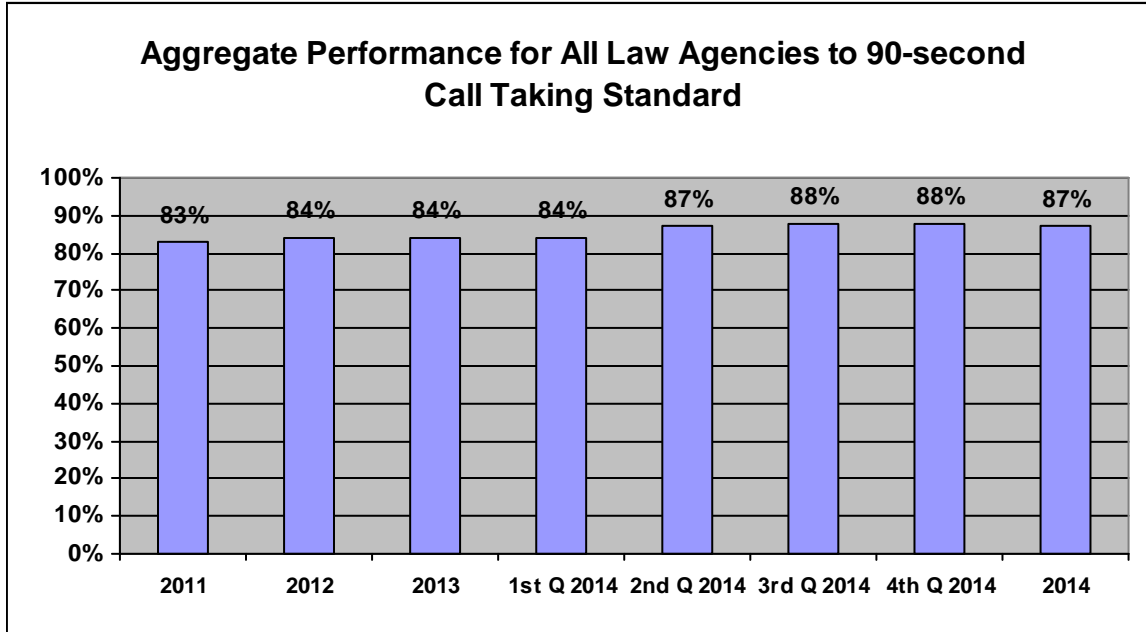


Our average aggregate building time for 2014 was 80 seconds, and 88 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.



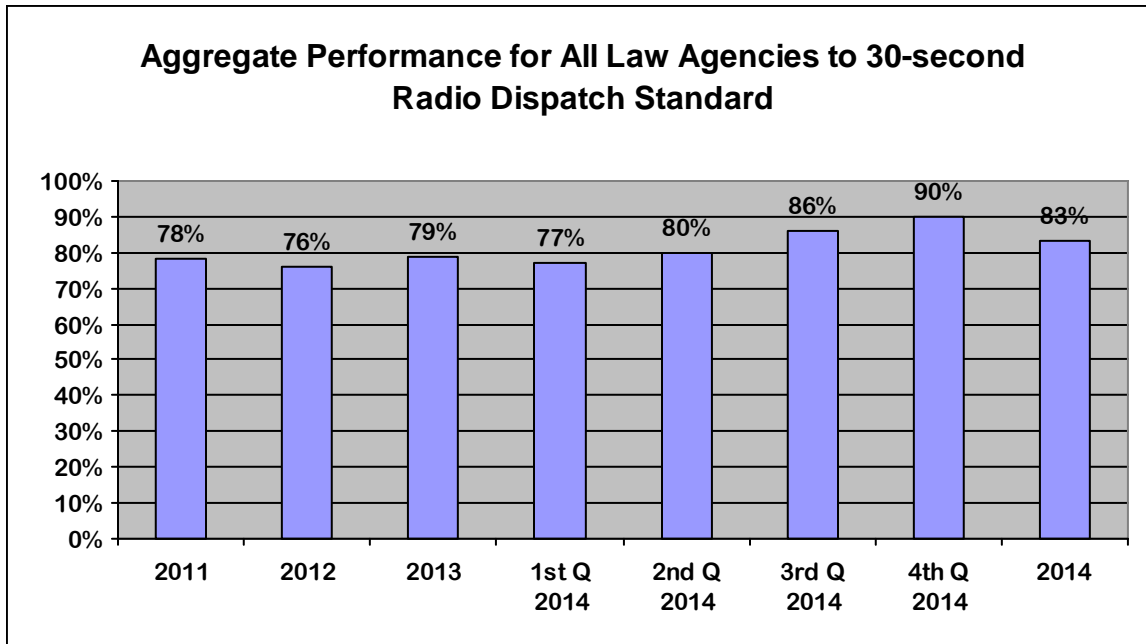
**Aggregate Performance Data for Law Enforcement**

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



Average call taking time for 2014 was 59 seconds.

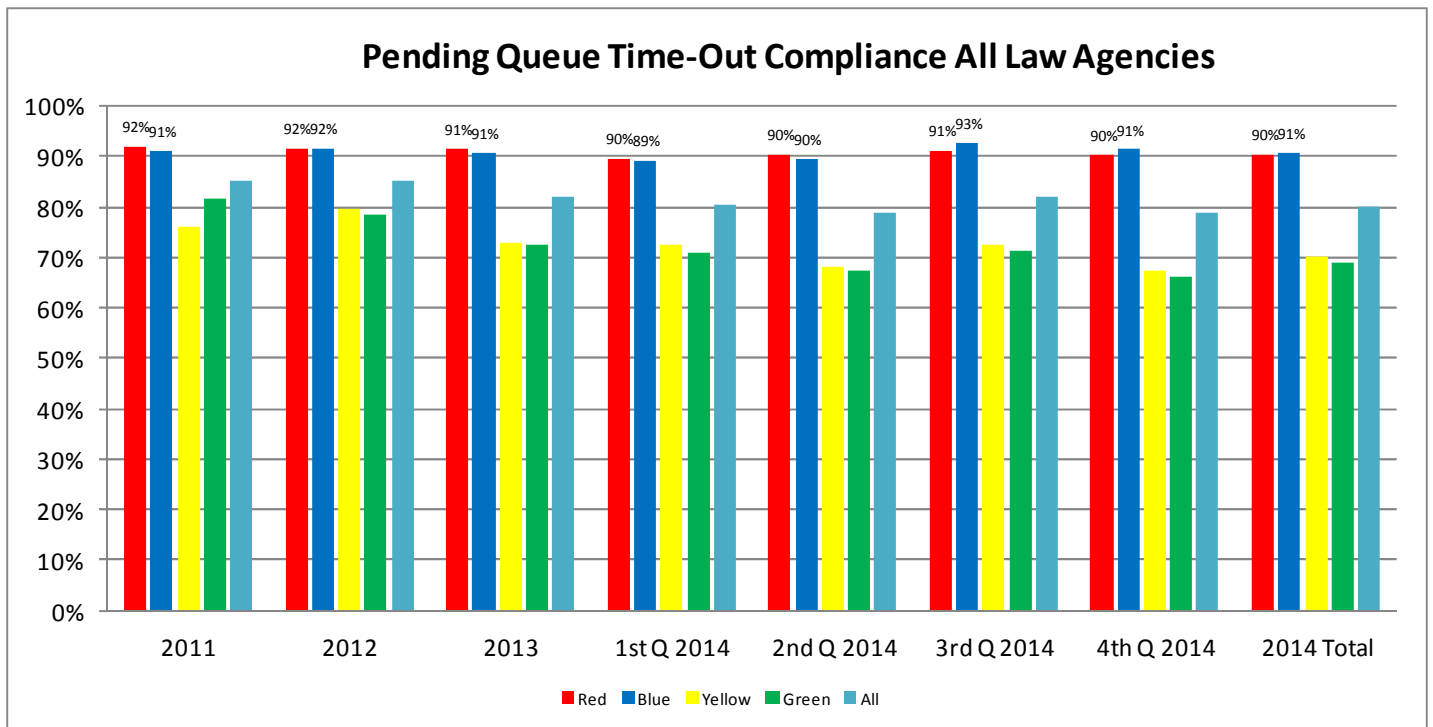
- **PENDING QUEUE** Elapsed time from CAD incident initiation to radio dispatch in a maximum of 30 seconds for 90 percent of all first priority law incidents.



Average pending queue time for 2014 was 21 seconds.

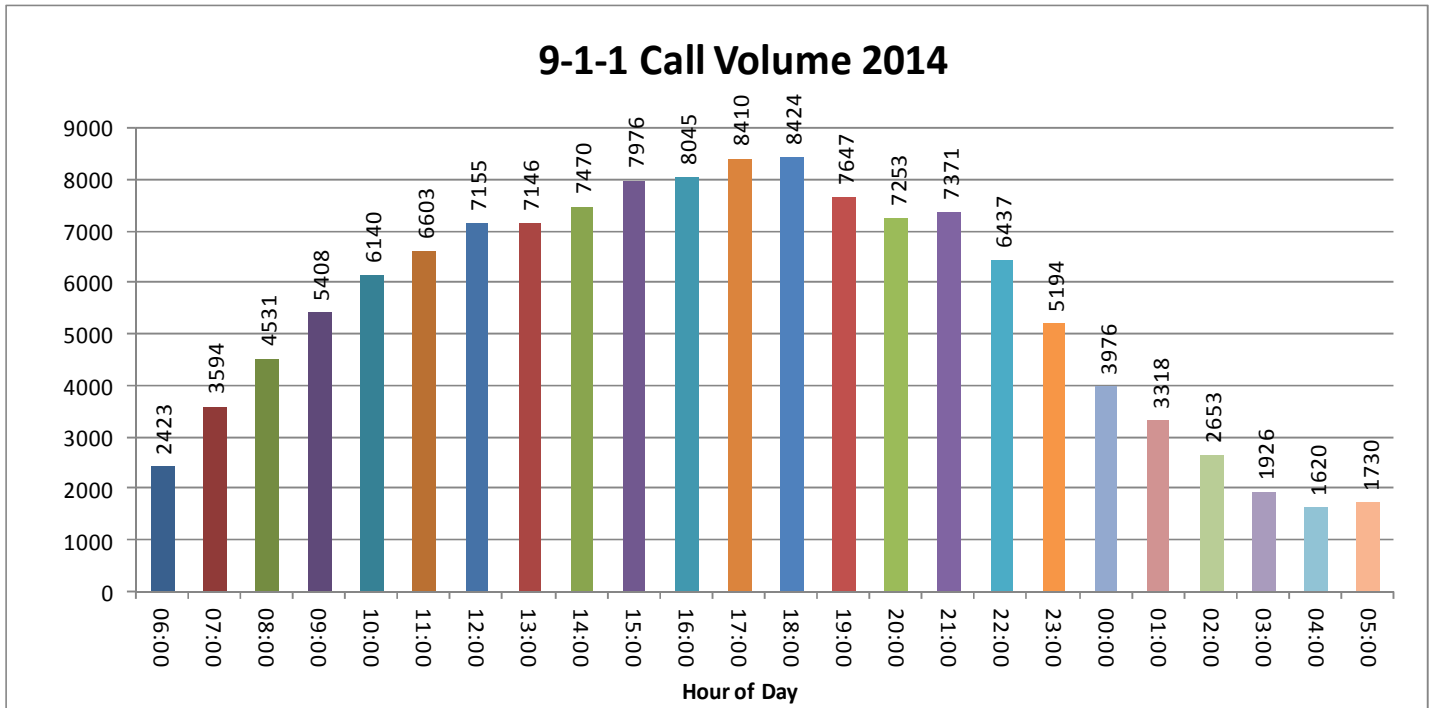
## Pending Queue Management

- The SCR911 Standards Team developed a performance standard of dispatching 80 percent of all pending calls before they reached their pre-defined “time out” value in the computer aided dispatch system (CAD). **2014 had an overall compliance level of 91 percent to the highest priority law calls (Red and Blue).**



## Performance Data for 9-1-1

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



## Performance Goal

For 2015, SCR9-1-1 will maintain the improvements made in the previous year to the law phone compliance, and improve radio compliance to meet the agency standard.



# **Standards of Excellence**

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February 9, 2015

*Serving:*

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

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## Performance Report Overview

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

### Fire Service Performance

- The total processing time from E9-1-1 call pick up until radio tones is the time referred to as "building time." This is the amount of time that we take to complete the call taking portion as well as the radio dispatching. ***During 2014 we averaged 73 seconds from the time we answered the 9-1-1 call until the time that units were toned out (four seconds faster than 2013). We were 78 percent compliant to the 90-second standard. This is a 5% improvement from 2013.***
- ***Our average building time for Confirmed Structure Fires was 63 seconds. We were 90 percent compliant to the 90-second standard.***

### EMS Performance

- ***During 2014, our building time for Echo medicals averaged 55 seconds (five seconds faster than 2013). We were 93 percent compliant to the 90-second standard, an improvement of 6%.***
- ***Our compliance to the EMD protocols for 2014 was 97 percent compliant to the protocols.***

### Pre-Alert Performance

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

## Performance Standards for Fire Service

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

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

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

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

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

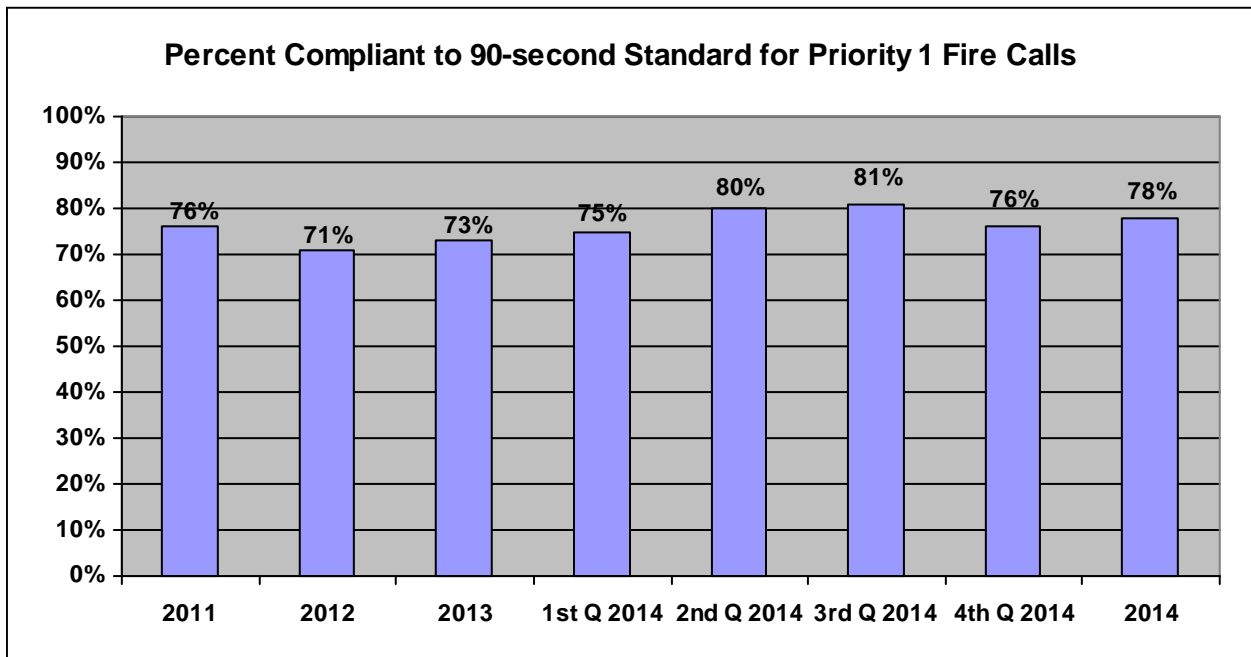
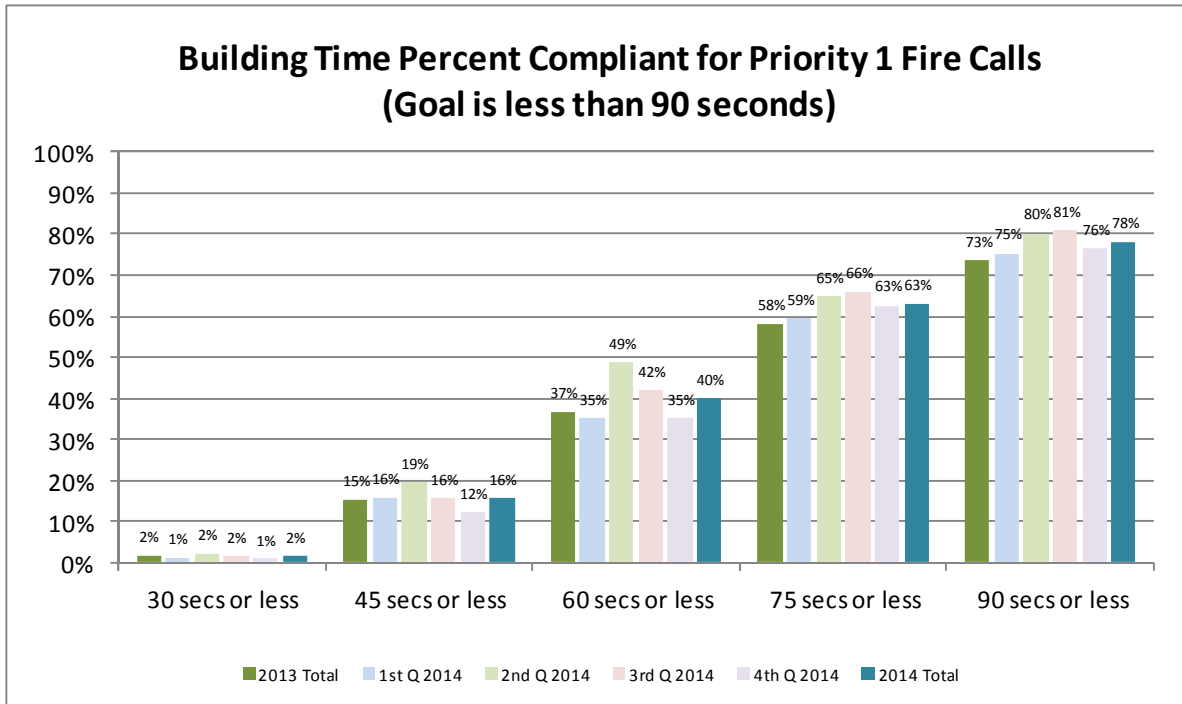
- *Building Time—Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all first priority fire incidents.*

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

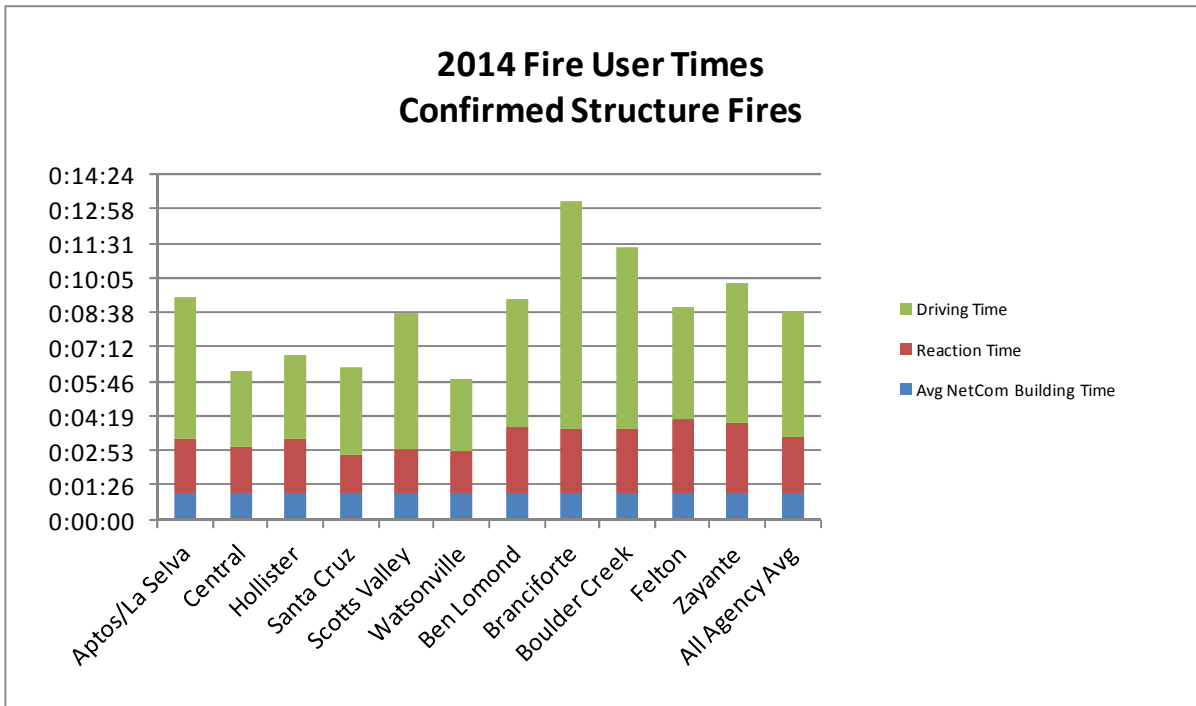
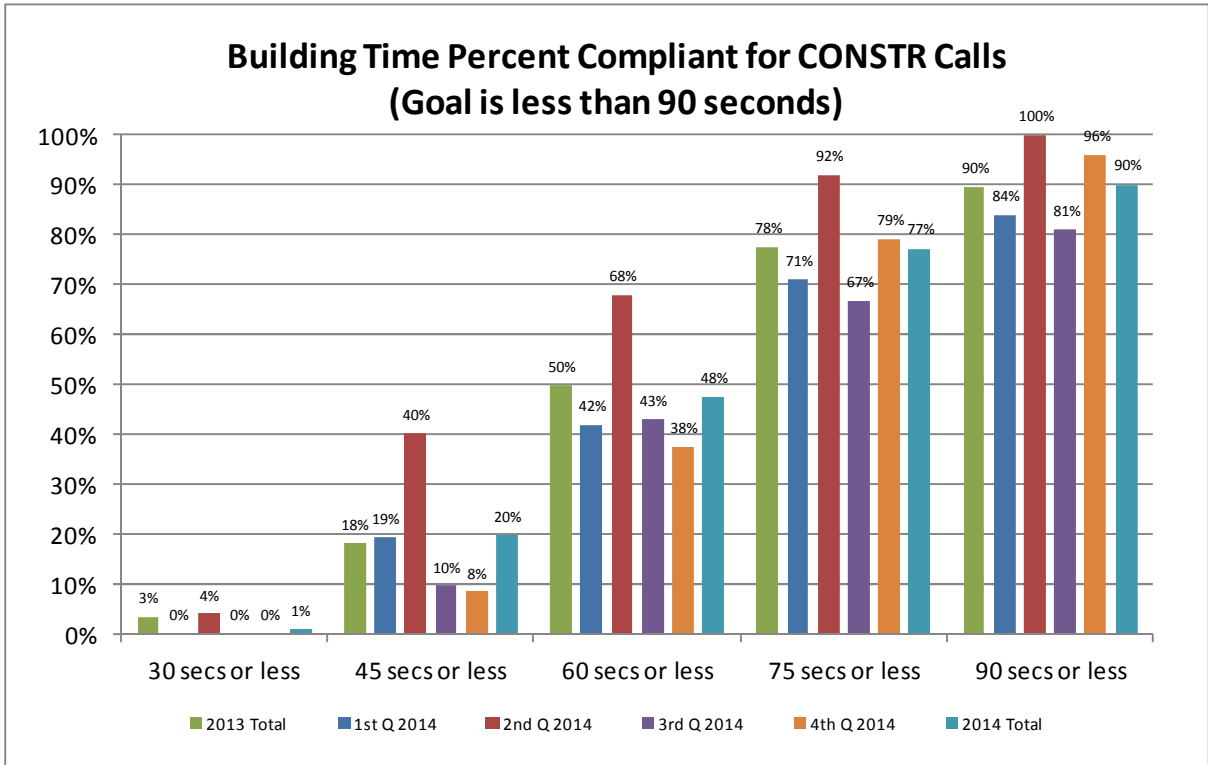
- *Measuring our pre-alert effectiveness.*

## Performance Data for Fire Service

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



## Overall Performance on Confirmed Structure Fires 2014



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

## Performance Standards for Emergency Medical Service

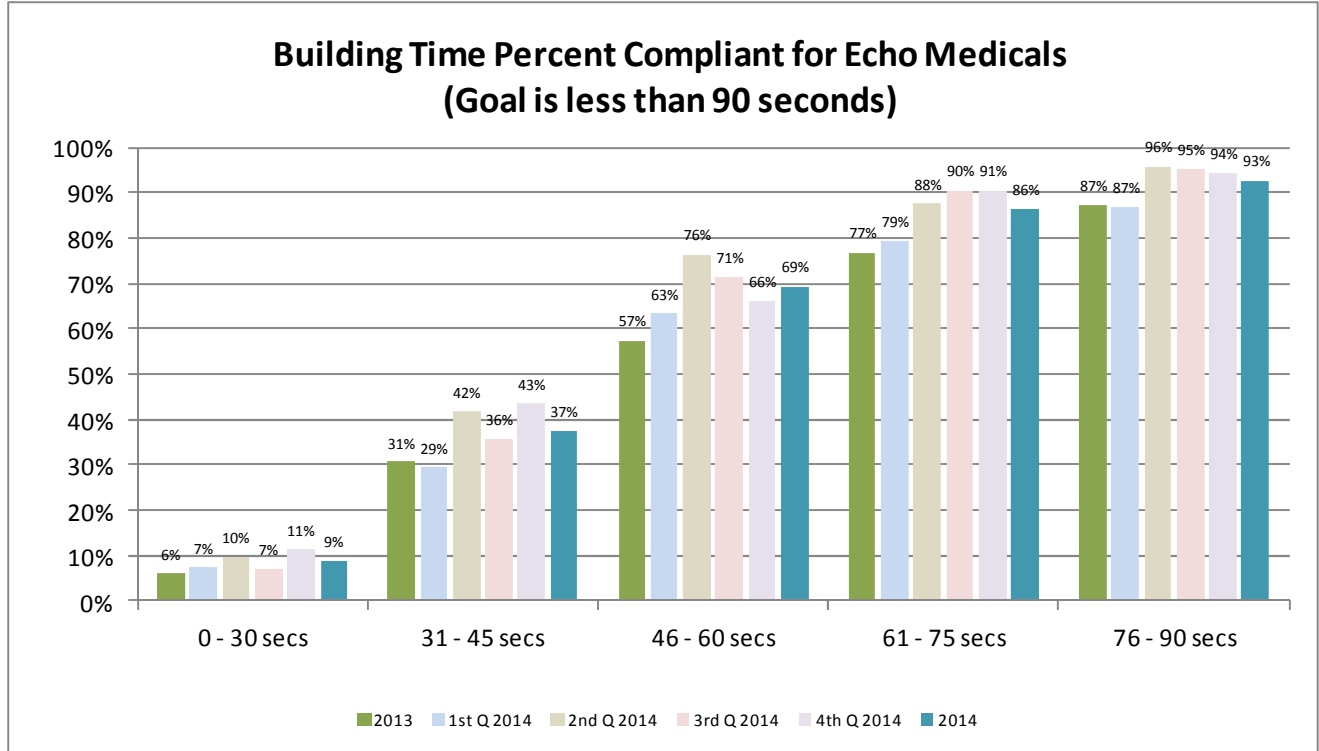
During this reporting period, the *Standards of Excellence* program focused on the following EMS performance standards.

- *Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all priority Echo (E) EMS incidents.*
- *Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 150 seconds for 90 percent of all priority Delta and Charlie (D and C) EMS incidents.*
- *Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 205 seconds for 90 percent of all priority Bravo and Alpha (B and A) EMS incidents.*
- *Average compliance to the EMD protocol standard, as demonstrated by case review and measured by total score.*

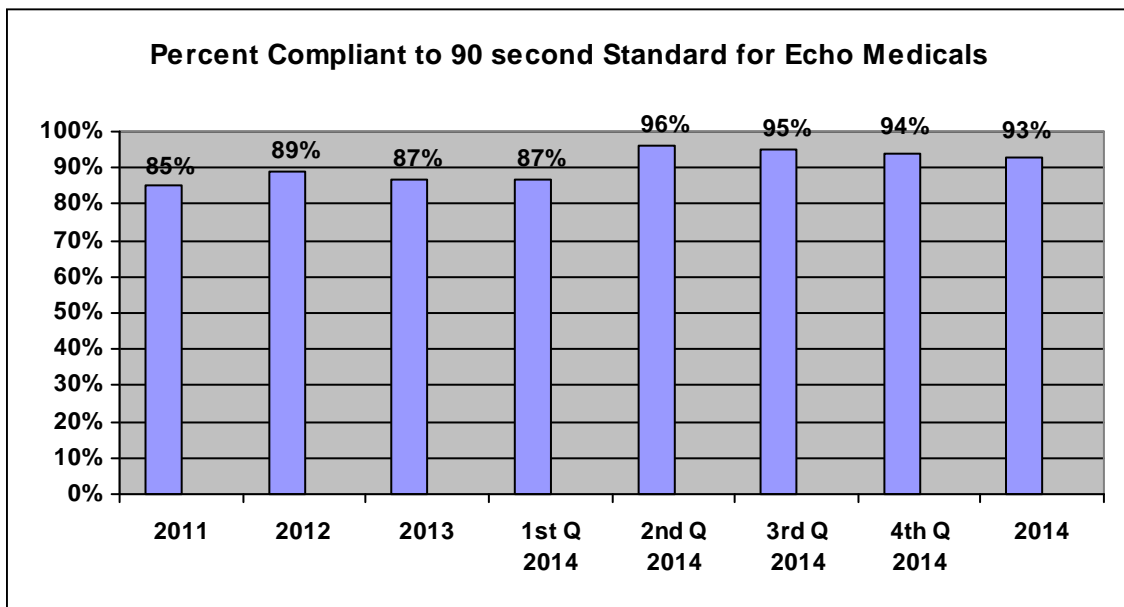


## Performance Data for Priority Echo Medicals

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

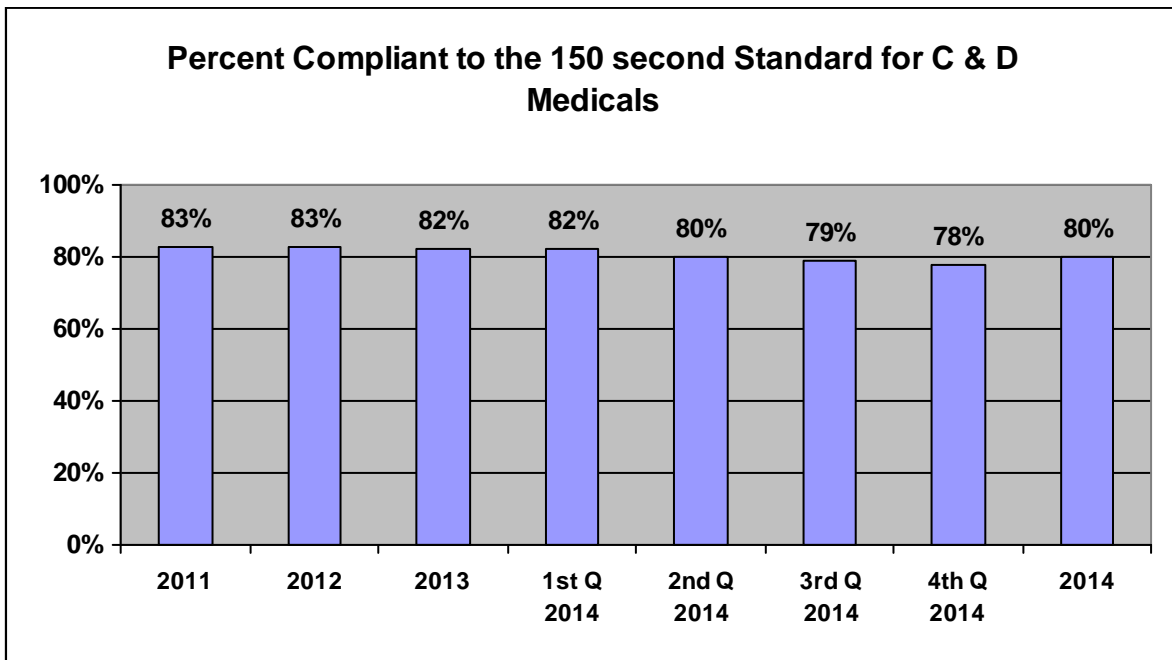
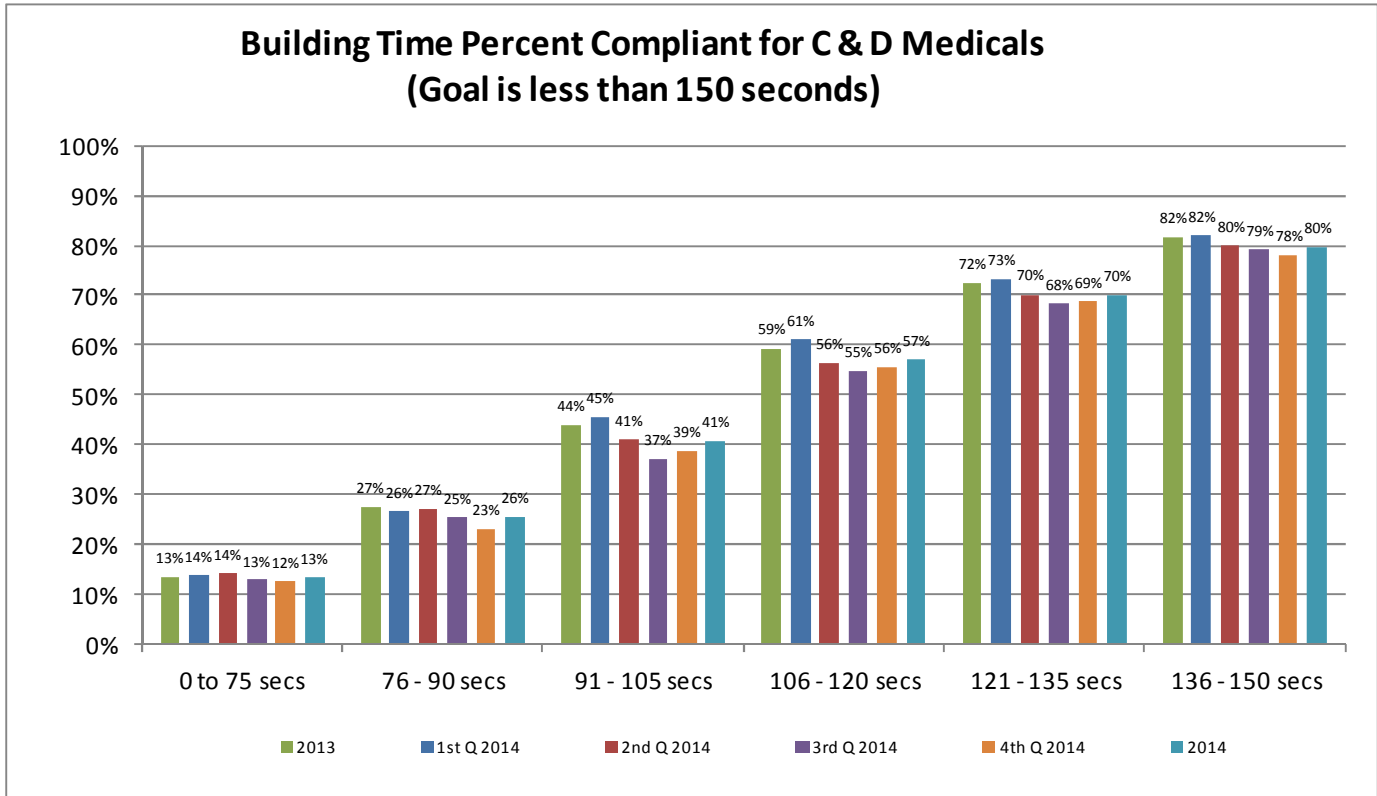


The “Echo” level emergency is the highest priority incident in the EMD system; it is used for patients who are identified from the beginning of the call taking process as being in respiratory arrest or experiencing life-threatening breathing difficulties.



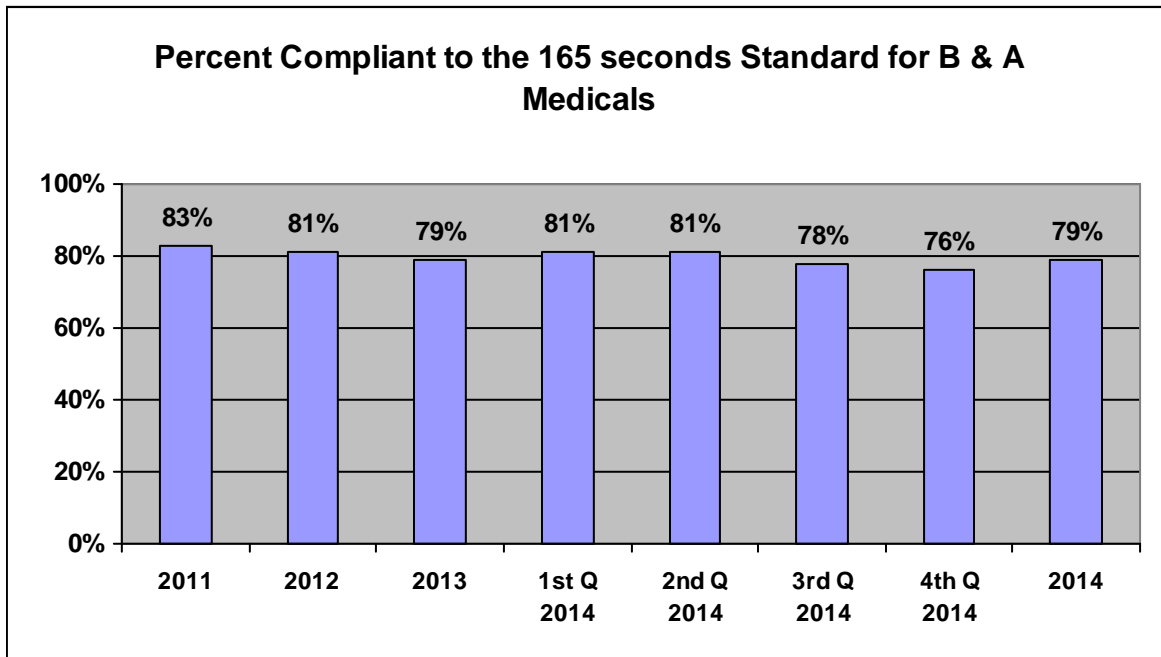
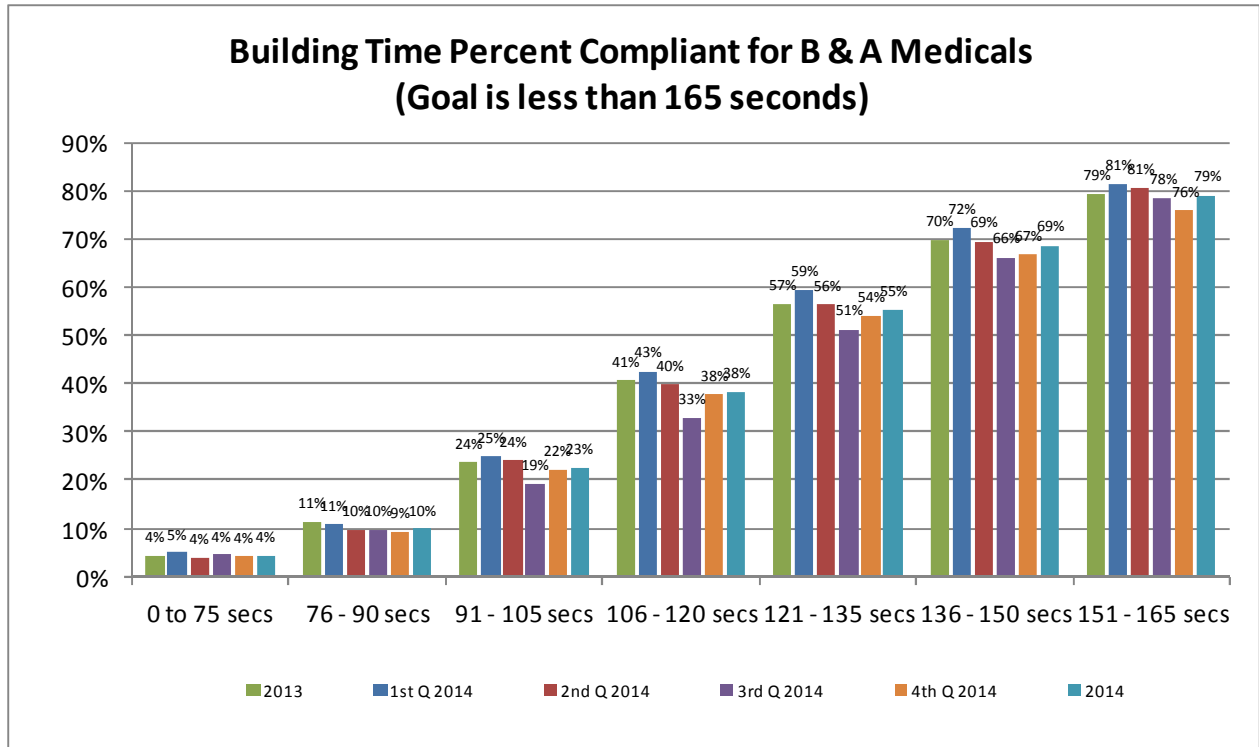
## Performance Data for Priority D & C Medicals

- 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.



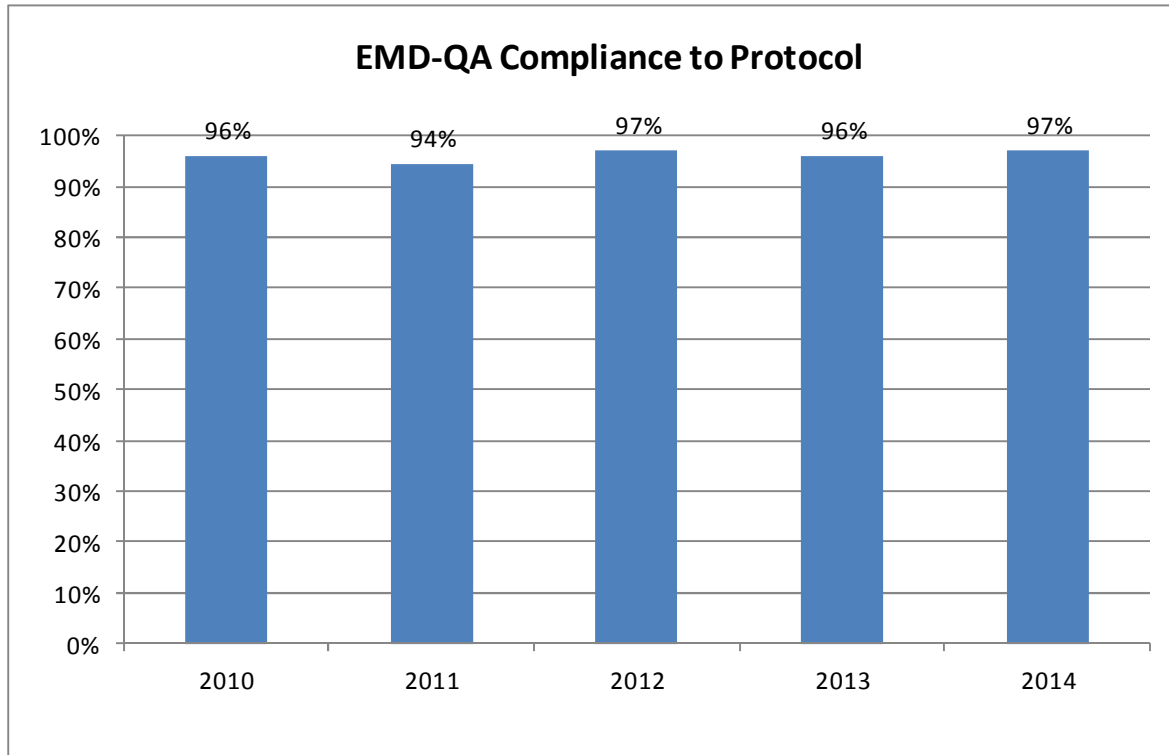
## Performance Data for Priority B & A Medicals

- 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

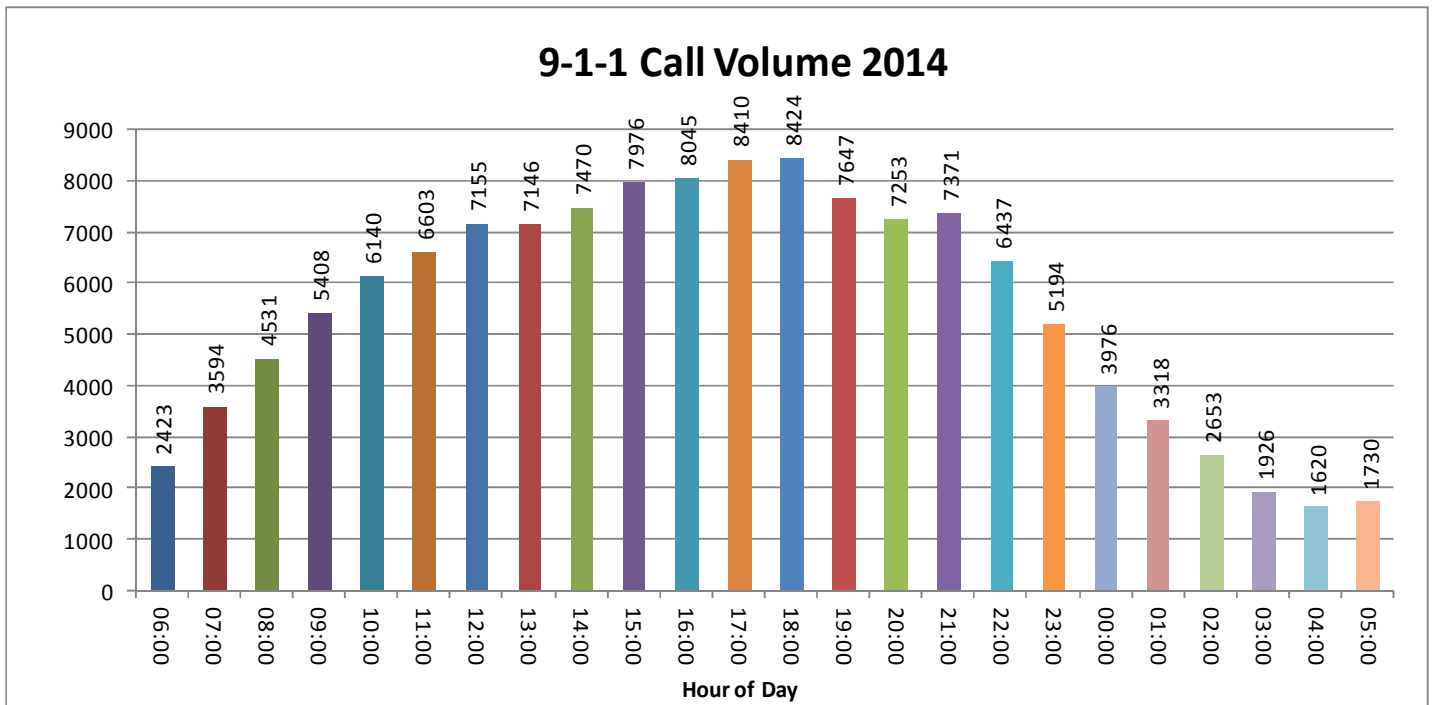
- **EMD COMPLIANCE**—EMDs are subject to up to four random reviews per month. The reviews are to determine the actual compliance to the Priority Dispatch EMD program.



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.



## Performance Goal

For 2015, SCR9-1-1 will improve Fire phone compliance to be closer to the 90% standard. Currently, compliance is at 83%.



## 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.

<b>Date</b>	<b>Incident Type</b>	<b>Findings</b>
1/12/14	Diabetic	Proper EMD. No further information.
1/20/14	Fall	Proper EMD. No further information.
2/10/14	Fainting	Under-prioritized. Dispatcher error.
2/12/14	Fall	Proper EMD. No further information.
2/18/14	Chest Pains	Proper EMD. No further information.
3/4/14	Sick Person	Proper EMD. No further information.
3/10/14	Hemorrhage	Under-prioritized. Dispatcher error.
4/11/14	Transer	Proper EMD. No further information.
4/21/14	Seizure	Proper EMD. No further information.
4/22/14	Sick Person	Proper EMD. No further information.
4/26/14	Sick Person	Proper EMD. No further information.
5/1/14	Seizure	Proper EMD. No further information.
5/2/14	Fall	Proper EMD. No further information.
5/25/14	Sick Person	Proper EMD. No further information.
06/14/14	Chest Pains	Proper EMD. No further information.
6/25/14	Lift Assist	Under-prioritized. Dispatcher error.
06/22/14	Diabetic	Proper EMD. No further information.
7/2/14	Fainting	Proper EMD. No further information.
7/10/14	Sick Person	Under-prioritized. Dispatcher error.
7/20/14	Fainting	Proper EMD. No further information.
8/4/14	High Temp	Proper EMD. No further information.
8/12/14	High BP	Proper EMD. No further information.
8/15/14	Seizures	Proper EMD. No further information.
8/16/14	Nauseous	Proper EMD. No further information.

## Code 2 Out, Code 3 In Reviews—Continued

<b>Date</b>	<b>Incident Type</b>	<b>Findings</b>
8/31/14	Seizure	Improper EMD, under prioritized.
9/1/14	Sick Person	Proper EMD. No further information.
9/24/14	Sick Person	Proper EMD. No further information.
10/9/14	Vomiting Blood	Improper EMD, under prioritized.
10/24/14	Dr Request	Proper EMD. No further information.
11/4/14	Fall	Proper EMD. No further information.
11/11/14	Sick Person	Proper EMD. No further information.
11/12/14	Laceration	Proper EMD. No further information.
12/3/14	Sick Person	Improper EMD, under prioritized.
12/5/14	Sick Person	Proper EMD. No further information.
12/15/14	Sick Person	Proper EMD. No further information.
12/23/14	Sick Person	Proper EMD. No further information.
12/23/14	Dizzy	Improper EMD, under prioritized.
12/26/14	Anxiety	Proper EMD. No further information.
12/29/14	Breathing	Improper EMD, under prioritized.