2013 CRESA ADMINISTRATIVE BOARD

Chair
Representing cities other than Vancouver
Don Chaney
Camas City Council

Vice Chair
Representing Clark County Sheriff’s Office
Garry Lucas
Sheriff of Clark County

Representing Clark County
Axel Swanson
Clark County
Senior Policy Analyst

Representing City of Vancouver
Chris Sutter
Assistant Chief, Vancouver Police

Representing local financial institution
Jennifer Larson-Cody
Murdock Trust

Representing Fire Chiefs’ Association
Donavon Mattern
Assistant Chief, Clark County Fire District 3

Representing Vancouver Fire Department
Joe Molina
Chief, Vancouver Fire

Representing public EMS providers
Ben Peeler
Chief, North Country EMS

Representing regional law enforcement
Bob Richardson
Chief, Battle Ground Police

For more information about CRESA Administrative Board meetings, agendas or minutes, contact CRESA at (360) 737-1911 extension 3945 or visit www.cresa911.org/about/governance
# TABLE OF CONTENTS

## OVERVIEW AND GOVERNANCE

- CRESA Administrative Board ii
- Message from the Director 1
- Management Team 2
- Organizational Chart 3
- Mission, Vision, Values 4
- Strategic Priorities 5
- Agency Overview and Governance 6
- Community Outreach and Public Education 8

## PROGRAM HIGHLIGHTS AND PERFORMANCE

- Administrative Services and 2013 Financial Overview 10
- Human Resources 13
- 9-1-1 Dispatch Operations, Training, and Quality Assurance 14
- Technical Services 21
- Emergency Management and Homeland Security 25
- Emergency Medical Services 31

## 2013 STATISTICS

37
February 2014

Welcome to Clark Regional Emergency Services Agency (CRESA). CRESA is a regional public safety agency that provides 9-1-1 call taking and dispatch, technology support services, emergency management coordination, and ambulance contract oversight for Emergency Medical Service District #2. CRESA’s service area includes Clark County and each of its seven cities: Battle Ground, Camas, La Center, Ridgefield, Vancouver, Washougal, Yacolt and Woodland in Cowlitz County. CRESA also hosts the Region IV Homeland Security Office, which coordinates Homeland Security efforts within four SW Washington counties: Clark, Cowlitz, Skamania and Wahkiakum.

2013 was a year for getting traction with our Strategic Plan and priorities. We projected that much of the year would be dedicated to several large projects including development of the public safety radio system, telephone system upgrade to Next Generation 9-1-1 (NG911), Emergency Medical Services system redesign, and implementation of an agency-wide SharePoint. We have made great progress on all of these projects which will continue in to 2014 and 2015. We have also made significant progress in preparations to upgrade our current remote back-up center located at the Washington State Patrol office to be a more robust geo-diverse redundant facility for not only computer aided dispatch (CAD), but also our new radio and telephone systems. Our Emergency Management division was also successful with updating of the Comprehensive Emergency Management Plan (CEMP) and conducting active-shooter response training and drills.

After extensive changes in our Management Team in 2012 due to retirements and transitions, 2013 saw regained stability in our organization. We are fully staffed for the first time in many years. We continue to enhance our hiring, training and quality assurance programs. We received reaccreditation of our Emergency Medical Dispatch Accreditation and received Project 33 Training certification from the Association of Public Safety Officers (APCO) for our in-house training program. Our employees are creative, have a passion for their profession and continue to live by the mission, vision and values of the agency. CRESA is Always Here, Always Ready, and I am honored to be working with this dedicated group of managers and committed employees at CRESA as we continue to face the challenges and opportunities in the future.

CRESA will remain fiscally responsible and transparent with our financial obligations. In 2013 CRESA received another clean audit from the Washington State Auditor’s Office, for the 20th year in a row. With some significant technological and fiscal challenges on the horizon, CRESA will continue to maintain strong relationships with our partner agency stakeholders and citizens throughout the community.

I hope you will take the time to review this annual report and become more familiar with our nine member Administrative Board, the dedicated and committed family here at CRESA, and the outstanding services that we provide to our public safety partners and the citizens of Clark County.

To learn more about our organization or if you have any questions visit us online at www.CRESA911.org.

Anna Pendergrass, CRESA Director
MANAGEMENT TEAM

Anna Pendergrass  
*Director*  
Oversees all CRESA divisions and programs

Cheryl Bledsoe  
*Emergency Management Division Manager*  
Oversees Emergency Management Division including the Clark Regional Emergency Operations Center and Region IV Homeland Security Office

Dave Fuller  
*Technical & Support Division Manager*  
Oversees Technical Services Program including CAD, E911, and the regional radio system, and the Emergency Medical Services Program

Katy Myers  
*Operations Division Manager*  
Oversees Operations Division including 9-1-1 dispatch and training/quality assurance

Lana Hobson  
*Administrative Services Manager*  
Manages Administrative Services Program including administrative support, financial services and payroll

Karen Murphy  
*HR Manager*  
Manages Human Resources including recruitment, labor relations, performance management and Human Resources training

Will Rust  
*Training & QA Manager*  
Manages the training program, quality assurance, and Agency accreditations.

Doug Smith-Lee  
*Emergency Medical Services Manager*  
Manages Emergency Medical Services Program and ambulance contract oversight

*The CRESA Management team meets twice a month to share updates and address ongoing and special projects.*
CRESA MISSION, VISION, VALUES

MISSION, VISION, VALUES

CRESA’s mission statement is:

We serve as the vital link between our community and our public safety partners in providing reliable 9-1-1 call taking and dispatch, regional public safety radio, emergency management, and emergency medical services oversight.

“CRESA: Always here, always ready.”

CRESA’s vision is defined as:

Always here, always ready for our community and partner agencies, delivering excellent and innovative 9-1-1 and emergency services.

CRESA defines its values as:

**Dedication**: Dedication is a commitment to our task and purpose. We are dedicated to the organization, each other, our families, and the community we serve.

**Integrity**: Integrity is the cornerstone of our profession. We value ethical conduct and public trust. We are people of character and principle that are committed to upholding our position of trust.

**Creativity**: Creativity is thinking broadly and strategically. We are inventive and innovative yet practical when creating solutions to difficult challenges.

**Passion**: Passion is driven by a desire for excellence. We care deeply about the people that need our help. We inspire the very best of our colleagues and ourselves.

**Communication**: Communication is required to effectively serve. We are part of a community. We consider all to be valued partners in our drive to fulfill the mission.

**Concern**: Concern is a desire to support others. We know others depend on us during times of high stress and naturally give them our support.
CRESA’s 5-Year Strategic Plan was completed in 2012 and identified seven strategic priorities. All seven are equally important to the organization’s future so the numbering does not indicate a hierarchy.

**Priority 1 - Technology: Futuring, Research, Adoption** – The goals and objectives outlined as part of this strategic priority are focused on research about and adoption of appropriate technology to improve and enhance CRESA’s services and programs. The Agency’s past approach to technology has not been coordinated or strategically planned. Often technology implementations were reactionary to specific issues or incidents as they arose.

**Priority 2 - Agency Structure and Stabilization** – The goals and objectives within this strategic priority address the Administrative Board’s direction to quantify existing working conditions, analyze the gaps, and determine a plan to fill the gaps and strengthen the organization. Without concrete data, CRESA management believes there is existing staffing and supervision shortages within the Agency. This priority will establish the foundation necessary to adjust staffing and consider other organizational structures that could more effectively deliver CRESA’s core services during times of constrained resources.

**Priority 3 - Partner and Community Relations** – We aim to maintain and enhance our strong relationships with partner agencies, other stakeholders, and citizens throughout the community. This critical need will be accomplished through increased cross-training opportunities, face-to-face interactions, and a positive customer relations approach in our service delivery.

**Priority 4 – Communications** – Effective communications is the keystone to success around which all other activities revolve. We recognize the importance of stakeholder involvement and will offer increased opportunities for two-way communications within CRESA and with partners and community groups to more effectively convey our Mission, Vision, and core services. This will be accomplished in part by a re-branding of CRESA and taking full advantage of the use of social media.

**Priority 5 - Sustainable Funding** – As user agency revenues continue to decline and state and federal funding sources diminish, we must identify and strategically pursue stable and diverse funding sources. As part of this goal, we must determine the true cost of service delivery and seek ways to more effectively manage our operations.

**Priority 6 - Core Services** – Community needs and demographics are constantly changing and we must be able to adapt to better serve our clients. Our core programs and services will be regularly reviewed and adjusted to maintain excellent service and adapt to changing circumstances. We will develop a business plan that defines the agency’s core competencies, functions and lines of business.

**Priority 7 - Major Systems and Facilities** – This strategic priority identifies the major projects that will be occurring in the next five years. These are included to provide perspective on the workload that CRESA staff will be managing while taking on the rest of the goals in this strategic plan. All the projects (goals) will have project managers assigned and detailed, multi-year project plans of their own.

The complete plan is available online at [www.cresa911.org/about/reports.php](http://www.cresa911.org/about/reports.php)
9-1-1 OPERATIONS AND CAD/E911

Clark Regional Emergency Services Agency [CRESA] was established pursuant to RCW 39.34 and the CRESA Interlocal Agreement. CRESA receives and dispatches all 9-1-1 calls for Clark County, WA and the seven cities in the County, serving over 438,000 citizens. CRESA’s 9-1-1 consolidated dispatch center receives and dispatches public safety help for all incorporated and unincorporated areas of Clark County and portions of Cowlitz and Skamania counties and serves 11 law enforcement agencies, all city fire departments and County fire districts, and three ambulance providers. Funding for 9-1-1 dispatch operations is provided by a dedicated excise tax and stakeholder agencies’ user fees. The Agency is accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the National Academy of Emergency Dispatchers (NAED).

CRESA’s Enhanced 9-1-1 System (E911) provides CRESA dispatchers with accurate address locations and telephone numbers of citizens who call for emergency assistance from land-line telephones. E911 also provides approximate coordinates for cell phone callers. Phase I provides the X/Y coordinates of the closest cell tower. Phase II provides approximate X/Y coordinates of the actual cell phone device. The Computer Aided Dispatch (CAD) and Automated Vehicle Location (AVL) systems provide dispatchers with accurate information on emergency vehicle locations and as well as unit availability.

REGIONAL RADIO

The Regional Radio System program is responsible for countywide public safety radio communications infrastructure comprised of 800 MHz voice/data, microwave systems, and the VHF county fire radio system. Today, the system serves over 2375 radio units.

EMERGENCY MANAGEMENT

CRESA’s Emergency Management Division was established pursuant to RCW 38.52, the CRESA Interlocal Agreement and Contract to provide emergency management for Clark County and the Cities of Battle Ground, Camas, La Center, Ridgefield, Vancouver, Washougal, and Yacolt. CRESA Emergency Management assists local jurisdictions and agencies with preparing for, responding to, and recovering from emergencies and disasters. Emergency Management staff also coordinate search and rescue support and emergency planning related to hazardous materials.

GOVERNING BOARD

Through the Interlocal Agreement, the majority of CRESA’s services, including 9-1-1 Dispatch Operations, Administrative Services, Emergency Management and Technical Services, are governed by an Administrative Board comprised of nine board members serving indefinite terms.

The CRESA Administrative Board has the authority and responsibility to provide policy and direction to CRESA and the Agency’s administration. The Board appoints the Director, approves the Agency budget, determines what services CRESA will provide, and acts as necessary to further CRESA’s goals and purpose. The CRESA Administrative Board convenes monthly in regular meetings open to the public in accordance with RCW 42.30 “Open Public Meetings Act.”

OVERVIEW & GOVERNANCE

CRESA Administrative Board in session
HOMELAND SECURITY – REGION IV

In 2002, Congress provided funding to the Department of Homeland Security (DHS) for the purpose of enhancing homeland security. As a result, DHS distributed grant funds to states to support regional emergency planning and preparedness. Washington State Emergency Management Division divided the state into nine regions. Clark, Cowlitz, Skamania, and Wahkiakum counties make up what is known as Washington State Homeland Security Region IV. In 2003, emergency management agencies within Region IV designated CRESA as the Region IV homeland security office to receive and administer grant funds.

The Region IV Homeland Security Coordinating Council manages grant funds and regional coordination efforts occurring in SW Washington. The 13-member Council is composed of emergency management, law enforcement, fire service, communications and public health representatives from the four SW Washington counties. The program is funded 100% by federal grants related to Homeland Security.

EMERGENCY MEDICAL SERVICES (EMS)

In accordance with city/county ordinances, Interlocal Agreement, and ambulance contract, the CRESA EMS Program fulfills Clark County EMS District #2’s responsibilities for ambulance contract administration and Clark County’s responsibility for uniform EMS regulation. The participating jurisdictions within EMS District #2 include the cities of Battle Ground, Ridgefield, La Center, Vancouver, and Clark County.

There is a five-member citizens advisory board to District #2 appointed by the County and responsible for development and oversight of the ambulance contract. Emergency Medical Services Administrative Board (EMSAB) members in 2013 included Chair Mike Plymale, Daniel Keteri, Jerry Nies, Nancy Retsinas, and Vicki Scheel. The program is funded 100% by the ambulance contractor through a contract administration fee.

PUBLIC SAFETY STAKEHOLDERS

In 2013 CRESA proudly served the following agencies:

Law Enforcement Departments
Battle Ground Police
BNSF Railroad Police
Camas Police
Clark County Sheriff
La Center Police
Ridgefield Police
Vancouver Police
WSU Vancouver Campus Police
Washougal Police
Clark County Fire Marshal
Washington State Department of Corrections
Vancouver Code Enforcement

Fire/EMS Departments
Camas Fire Department
Clark County Fire and Rescue
Clark County Fire District #3
Clark County Fire District #6
Clark County Fire District #10
Clark County Fire District #13
East County Fire and Rescue
North Country EMS
Vancouver Fire Department
Washougal Fire Department
Woodland Fire Department
Skamania County Fire District #6
Cowlitz/Skamania County Fire District #7
American Medical Response

Stakeholder patches on display at CRESA facility
COMMUNITY OUTREACH & PUBLIC EDUCATION

CRESA COMMUNITY EXPO

The CRESA Community Expo held Saturday, September 7, 2013 from 11:00 a.m. to 2:00 p.m. attracted a crowd of over 500 visitors from the community. This was the highest attendance that CRESA has ever had for this event and was documented by the amount of food consumed by community members. The event featured demonstrations and information booths sponsored by Clark County Sheriff and Vancouver Police Department K-9 Units, Regional Homeland Security, public safety volunteer organizations, search and rescue groups, and more. The Sheriff’s Department and Vancouver Police Department K-9 Show continued to be a crowd favorite. Food for this event was donated by community retailers.

Other offerings included self-guided tours of the 9-1-1 center and Emergency Operations Center, face painting, button making, and the new addition of a kids' game area with different booths aimed at teaching key public safety skills to earn special prizes. CRESA also hosted a compression CPR challenge in order to teach hands-only CPR to the general public. More than forty partner agencies and local vendors joined this well-attended event.

SIT-ALONGS AND TOURS

9-1-1 “Sit-Alongs” provide a working snapshot of public safety communications in action. Sit-along participants wear a headset to “plug in” and listen to incoming 911 calls and radio traffic, and watch in-progress call processing and dispatching on multiple computer screens and systems dispatchers use during their shift. Newly hired law enforcement officers, fire fighters, and EMT/paramedics participate in sit-alongs as part of their required training. CRESA also accommodates requests for sit-alongs from other agencies and groups including students interested in a career in emergency communications and volunteers such as Vancouver Police Neighbors on Watch (NOW).

CRESA facilitates tours of the agency throughout the year for community groups, youth organizations, cadets in training and others. Small group tours of the Agency allow CRESA staff the unique opportunity to highlight services and technology. Tour participants see CRESA services up-close and get to ask specific questions according to their particular interests and perspectives. In 2013, tours were provided for colleges, scout groups, schools, military, public safety agencies and various public officials.
SPECIAL OUTREACH AND PRESENTATIONS

In addition to the annual Open House, CRESA Staff participated in numerous public education events in 2013. Outreach activities ranged from public forums, open houses, and tours of the Agency. Just a few examples of these outreach activities are described below:

- In April, CRESA participated in "Take Your Child to Work Day" and hosted the CCSO Citizens Academy.

- CRESA spoke at the Greater Vancouver Rotary Club about agency services.

- CRESA attending the CCSO Public Safety Expo, Gorge Preparedness Fair, Camas Fire Open House and Burgerville Community Events.

- CRESA participated in the Mock DUI Drill at Columbia River High School in May 2013.

- In June, CRESA attended Open Houses at Fire District 3 in Hockinson and at Fire District 6 in Hazel Dell. We also hosted the first Annual "Bark for Life" event in Vancouver.

- In July, CRESA taught personal emergency preparedness in Vancouver and provided a booth at the American Cancer Society Relay for Life event.

- In August, CRESA attended National Night Out in Ridgefield. CRESA Managers and dispatchers also attended the Safe Schools Summit for Administrators.

- For National Preparedness Month in September, CRESA hosted a number of community training events, participated in a Camas Fire Open House. CRESA additionally assisted in management of the Washington State Emergency Management Association Annual Conference and conducted a national online preparedness game called 30 Days, 30 Ways.

- In October, CRESA conducted outreach along the Lewis River area in Woodland.

CRESA strives to maintain positive community relationships through public education and to support opportunities for staff to represent the Agency and interact with the citizens they serve.
ADMINISTRATIVE SERVICES PROGRAM

Administrative Services provides vital support services for the Agency in the areas of Customer Service, Finance, Budget, Accounts Payable/Receivable, Public Records Management, Payroll and Retirement Funds. The program also provides staff support for the CRESA Administrative Board, Emergency Medical Services Administrative Board, and the CRESA Management Team.

CRESA FINANCE MANAGEMENT

In 2013 CRESA’s expenditures exceeded $14 million of which $614,740 is related to the Region IV Homeland Security Grant. CRESA is audited annually by the Washington State Auditor’s Office in accordance with auditing standards generally accepted in the United States and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. CRESA has traditionally had clean audits, and we anticipate the same again for 2013.

CRESA’s five-member Financial Subcommittee consisting of financial representatives from Clark County, City of Vancouver, Other cities in the County, Fire Districts within the County, and one CRESA staff member meets regularly to review CRESA’s long-range Financial Plan, funding resources, equipment replacement, capital debt and ongoing operations. The subcommittee, in turn, submits their recommendations to the CRESA Administrative Board for consideration.

CITIZEN’S SURVEY

Each month CRESA staff mails citizen surveys to approximately 45 individuals who recently called 9-1-1 for assistance. Throughout the year 27% of those surveyed responded. Of those responses 94.6% responded positively to their interaction with 9-1-1 dispatch. 76.6% of those surveyed felt their call has handled within the first 3 rings. The majority of the calls required police assistance at 45.6% with 41.5% requiring medical assistance. All returned surveys containing comments are reviewed by the Operations Manager or forwarded to the applicable agency for their review.

PUBLIC RECORDS REQUESTS

The Administrative Services program responds to all requests for 9-1-1 records from user agencies, attorneys, media outlets, and the public. The types of public records most frequently requested are CAD documentation and audio recordings of 9-1-1 calls and related radio traffic. In addition, customized reports, statistics and other records are often requested. In 2013, a total of 3,005 requests for public records were received and completed by CRESA Administrative Services staff in compliance with the Revised Code of Washington (RCW) Chapter 42.56 “Public Records Act.”

Public records requests can be submitted online at www.cresa911.org
## Revenue Sources in 2013

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vancouver</td>
<td>$2,893,738</td>
<td>23%</td>
</tr>
<tr>
<td>Clark County</td>
<td>$1,997,888</td>
<td>16%</td>
</tr>
<tr>
<td>Battle Ground</td>
<td>$273,465</td>
<td>2%</td>
</tr>
<tr>
<td>Camas</td>
<td>$431,277</td>
<td>3%</td>
</tr>
<tr>
<td>LaCenter</td>
<td>$68,500</td>
<td>1%</td>
</tr>
<tr>
<td>Ridgefield</td>
<td>$64,911</td>
<td>1%</td>
</tr>
<tr>
<td>Washougal</td>
<td>$252,132</td>
<td>2%</td>
</tr>
<tr>
<td>Yacolt</td>
<td>$1,446</td>
<td>0.01%</td>
</tr>
<tr>
<td>Misc Agencies</td>
<td>$224,732</td>
<td>2%</td>
</tr>
<tr>
<td>Fire Districts</td>
<td>$519,462</td>
<td>4%</td>
</tr>
<tr>
<td>Grants</td>
<td>$260,209</td>
<td>2%</td>
</tr>
<tr>
<td>AMR</td>
<td>$298,193</td>
<td>2%</td>
</tr>
<tr>
<td>Misc Revenue</td>
<td>$475,949</td>
<td>4%</td>
</tr>
<tr>
<td>9-1-1 Tax</td>
<td>$4,808,055.00</td>
<td>38%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$12,569,957.02</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

## Reserves Ending Fund Balance 2013

<table>
<thead>
<tr>
<th>Reserve</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Capital</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>CRESA Reserves</td>
<td>$1,818,204</td>
</tr>
<tr>
<td>CRESA Radio Replacement</td>
<td>$4,539,782</td>
</tr>
</tbody>
</table>
2013 FINANCIAL OVERVIEW

Expenditures in 2013

- **Salaries & Benefits**: $6,647,020 (78%)
- **Supplies**: $62,259 (1%)
- **Services**: $1,381,098 (16%)
- **Overhead Costs**: $438,544 (5%)

Total: $8,528,922 (100%)

Expenditures include 9-1-1 Operations, Emergency Management, and Region Radio

**All CRESA Program Expenditures for 2013**

- **Operations**: $7,214,991
- **Regional Radio**: $835,630
- **Emergency Management**: $478,301
- **Emergency Management Grants**: $167,751
- **Emergency Medical Services**: $837,950
- **CRESA Reserve**: $55,666
- **Capital/Radio Replacement**: $871,299
- **Region IV Homeland Security**: $614,740
OVERVIEW
CRESA’s Human Resources program administers Agency recruitment and selection, classification and compensation programs, employee performance management, employee and labor relations and negotiations, and benefits and leave programs. The HR Manager works under general supervision of the Director, works closely with Agency managers and supervisors and serves all CRESA employees.

RECRUITMENT
The Agency conducted four recruitments to fill three vacant positions and a new 9-1-1 Call-Taker / Dispatcher eligibility list during 2013. In April, nearly 200 applicants went through the process to be put on the list of qualified eligible candidates for future openings. In the fall, recruitments for the new CAD / IT Technician position and for Radio Systems Technician and EMS Report Developer vacancies were opened.

EMPLOYEE RECOGNITION
Milestone Length of Service Awards – CRESA proudly presented the following Length of Service Awards in 2013:

- 25 Years – Training / QA Specialist Robin Allais
- 25 Years – Dispatcher Lisa Drake
- 20 Years – CAD / E911 Technician Stacey Fritz
- 20 Years – Dispatcher Jennifer Hamilton
- 15 Years – Data Research Assistant Debbie Butchard
- 10 Years – EM Coordinator Tamie Cody
- 10 Years – Dispatcher David Machado
- 10 Years – HR Manager Karen Murphy
- 10 Years – Radio Technician Jeremy Millman
- 5 Years – Dispatcher Tonya Campbell
- 5 Years – Dispatcher Kim Elston
- 5 Years – Dispatcher Marcy McMahon
- 1 Year – Emergency Mgmt Coordinator Eric Frank
- 1 Year – Technical & Support Manager Dave Fuller
- 1 Year – EM Coordinator Brian Landreth
- 1 Year – Dispatcher Greg Rossmiller
- 1 Year – Training / QA Manager Will Rust

2013 EMPLOYEE EXCELLENCE AWARDS
The following employees received recognition for their 2013 contributions in support of CRESA’s Mission, Vision and Values:

- 911 Dispatch Operations – Jim Eagon
- 911 Dispatch Operations – Kira Yager
- 911 Dispatch Operations – Suzie Zimmer
- Administrative Services – Megan Whitman
- Emergency Management – Eric Frank
- Technical & Support Services – Stacey Fritz

LIFE SAVING AWARDS
Two dispatchers were presented with CRESA Life Saving Awards in 2013:

Dispatcher Ryan Michael took a medical call in North Country EMS’s district. The call was from a man who reported his son, who was in his 20’s, was unconscious and not breathing. Dispatcher Ryan promptly got the patient flat on his back on the floor and started giving instructions to open the airway and give compressions. Dispatcher Ryan and the caller proceeded to do compressions for 15 minutes until NCEMS arrived. The patient was transported to the hospital and was discharged from the Emergency Room.

Dispatcher Jamika Lawson answered a 9-1-1 call from a woman stating her husband was not breathing, but was gasping for air. Dispatcher Jamika quickly used Emergency Medical Dispatch Protocols and instructed the caller to get her husband flat on his back and started CPR compressions until Clark County Fire District 3 paramedics arrived. The patient was transported Code 3 to the hospital with vital signs. After several days in the hospital, the patient returned home.
PROFESSIONAL EXCELLENCE AND ACCREDITATION

In 2013 we maintained our accreditations through the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the National Academy of Emergency Dispatch (NAED).

The CALEA Public Safety Communications Accreditation Program provides CRESA with a process to systemically review and internally assess our operations and procedures. CRESA obtained initial accreditation in 2002 and has been re-accredited every three years.

In 1993 CRESA became the fourth center in the world to achieved National Academy of Emergency Dispatch (NAED) "Accredited Center of Excellence" (ACE) status for our Emergency Medical Dispatch demonstrating the Agency’s compliance to the highest level of standards as set forth in the NAED’s Twenty Points of Accreditation. In 2013 CRESA was reaccredited by the national Academy.

In 2013 CRESA was awarded APCO Project 33 accreditation. This accreditation ensures the CRESA training program meets the national ANSI standard for Telecommunicator training. With this accreditation CRESA ensures it meets the highest industry standards in training and certification of its Telecommunicators.

CRESA handled an average of 783 incoming 9-1-1 calls a day for 2012; this is up from 795 in 2012. A total of 285,743 9-1-1 telephone calls were received in 2013. Over the last five years, CRESA has experienced a 4.1% increase in 9-1-1 calls.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>JAN</td>
<td>22,196</td>
<td>21,369</td>
<td>22,028</td>
<td>21,875</td>
<td>22,648</td>
<td>773</td>
<td>3.5%</td>
</tr>
<tr>
<td>FEB</td>
<td>18,548</td>
<td>19,246</td>
<td>19,997</td>
<td>21,006</td>
<td>20,221</td>
<td>-785</td>
<td>-3.7%</td>
</tr>
<tr>
<td>MAR</td>
<td>21,953</td>
<td>22,471</td>
<td>23,099</td>
<td>23,352</td>
<td>23,490</td>
<td>138</td>
<td>0.6%</td>
</tr>
<tr>
<td>APR</td>
<td>22,145</td>
<td>22,224</td>
<td>22,281</td>
<td>22,671</td>
<td>22,992</td>
<td>321</td>
<td>1.4%</td>
</tr>
<tr>
<td>MAY</td>
<td>24,576</td>
<td>24,727</td>
<td>24,060</td>
<td>24,896</td>
<td>24,919</td>
<td>23</td>
<td>0.1%</td>
</tr>
<tr>
<td>JUN</td>
<td>24,937</td>
<td>24,341</td>
<td>25,402</td>
<td>25,422</td>
<td>25,364</td>
<td>-58</td>
<td>-0.2%</td>
</tr>
<tr>
<td>JUL</td>
<td>27,029</td>
<td>26,807</td>
<td>27,547</td>
<td>27,168</td>
<td>27,578</td>
<td>410</td>
<td>1.5%</td>
</tr>
<tr>
<td>AUG</td>
<td>25,782</td>
<td>26,354</td>
<td>25,899</td>
<td>27,349</td>
<td>25,969</td>
<td>-1,380</td>
<td>-5.0%</td>
</tr>
<tr>
<td>SEP</td>
<td>23,772</td>
<td>23,980</td>
<td>25,010</td>
<td>25,209</td>
<td>24,858</td>
<td>-351</td>
<td>-1.4%</td>
</tr>
<tr>
<td>OCT</td>
<td>22,143</td>
<td>23,518</td>
<td>23,915</td>
<td>24,974</td>
<td>24,816</td>
<td>-158</td>
<td>-0.6%</td>
</tr>
<tr>
<td>NOV</td>
<td>19,978</td>
<td>21,875</td>
<td>22,154</td>
<td>23,221</td>
<td>21,169</td>
<td>-2,052</td>
<td>-8.8%</td>
</tr>
<tr>
<td>DEC</td>
<td>21,344</td>
<td>22,299</td>
<td>23,182</td>
<td>22,872</td>
<td>21,719</td>
<td>-1,153</td>
<td>-5.0%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>274,403</td>
<td>279,211</td>
<td>284,574</td>
<td>290,015</td>
<td>285,743</td>
<td>-4,272</td>
<td>-1.5%</td>
</tr>
</tbody>
</table>

CRESA 2013 ANNUAL REPORT
Established in 2002, CRESA has used a formalized training program for students and trainers. Previously, full time CTOs were trained in-house and certified as CTOs by APCO (Association of Public-Safety Communications Officials). APCO’s CTO Program is an internationally recognized curriculum targeted for the 9-1-1 telecommunications field. In 2013 new CTOs were sent to the Washington State Criminal Justice Training Commission to attend their 32 hour training and certification program for CTO’s.

In 2013 the certified instructor program was combined with the CTO program. The intent of this was to build unity among the training staff. Trainers still specialize in the aspects of training they want to participate in. Additional training has been offered to all Trainers through our partnership with Learning Point Inc. This Vancouver company specializes in training private sector industry leaders in “Training for Results”, “Coaching to Excel”, and “Leading Change”. These classes give our Instructors a better foundation and techniques for teaching new technology and ongoing learning to CRESA staff.

**DISPATCHER TRAINING PROGRAM**

In order to give all students the opportunity to learn this difficult profession, the training program has been organized in a scaffolding manner. Students begin by learning basic knowledge and skills before progressing to learn more complex and challenging parts of the job. Newly hired dispatchers have a formal course of study which follows the three phases of the Dispatcher Training Program.

**Phase 1 – Call-Taking Training**

Phase 1 includes an eight-week training academy where students receive job orientation, classroom and simulation training, complex call taking and technical training before beginning their on-the-job training. Students are required to pass a written and simulation test at the end of the academy in order to continue in the training program. Students who pass the academy are then certified in CPR/First Aid, as Advanced Emergency Medical Dispatchers through NAED. Call taking on-the-job training can take up to 12 weeks and includes simulation testing to check for learning. After successful completion of call taking training, employees may complete up to 12 weeks of call taking position experience where they work in a call taking position as a member of a dispatch shift.

**Phase 2 – Fire and Police Dispatching Training**

Police dispatching and data training include two weeks of police dispatching/data academy, and 16 weeks of on-the-job police dispatching/data training and simulation testing. Fire dispatching training includes a one week Fire Academy and up to four weeks of on-the-job fire dispatching training.

**Phase 3 – Probationary Period**

Once an employee completes their on-the-job training they are as certified as Public Safety Telecommunicators 1 (PST) through APCO, released from the training program and begin 16 weeks of probationary call taking and dispatching experience. During this probationary period an evaluation of their performance in all areas of the job is conducted by their assigned Dispatch Supervisor.

Standards for training and progression through the training program, established and implemented in 2007, are used to identify students who are performing above standard and are then allowed earlier progression through the training program. These standards also identify students who receive targeted remedial training to bring their performance up to standard.
MENTORING PROGRAM

CRESA continued the Mentoring Program, established in 2009. Mentoring is a one on one relationship between an experienced employee and a new employee. It gives participants the opportunity to share their professional and personal skills and experiences and helps the student handle difficult situations, accelerate their development, and avoid some of the pitfalls that can delay the learning process. Our program is voluntary and matches tenured Dispatchers with new Dispatch employees at the beginning of their employment. The pair then establishes a mentoring relationship which will continue throughout the employee’s 20+ months of training and probation.

There are many benefits of a successful mentoring program including increased skill and knowledge in both the mentor and mentee, improved understanding of the employee and student’s roles within the organization, and a smoother training process. To date CRESA has 12 senior dispatchers trained in mentoring and every employee in training has requested and been assigned a mentor. This program is coordinated through the Training Department and an experienced mentor serves as facilitator. The facilitator provides initial mentor training, facilitates communication between the mentor, and mentored, and assists in the matching process. Response to this program continues to be overwhelmingly positive from both current and new employees.

IN-SERVICE TRAINING PROGRAM

CRESA conducts in-service training designed to provide dispatchers with continuing dispatch education along with updated agency information on project plans and implementation, technical updates in dispatch, agency events, and general information. In-services were held four times per year and were eight hours in length. In-service topics are selected based on policy and procedure changes, mandatory training needs such as Emergency Medical Dispatch (EMD), Cardiopulmonary Resuscitation (CPR), Critical Incident Stress, and communicating with Hearing and/or Speech impaired citizens and requests for presentations from dispatchers, representatives of user agencies and community organizations.

In 2013 we had a focus on getting Dispatchers hands on training in our training room. The two “split” in-service days allowed staff to work hands on with EMD and CPR scenarios, Updates to the EMD protocols, Fire Dispatching, and other specific skills that can only be trained in a hands on environment.

During our combined in-service training, CRESA welcomed many speakers from outside the Agency. We had a significant focus on Active Shooter and Suicidal Threats responses. Mark Spross from Clackamas County 911 (CCOM) presented the after action report for their center after the Clackamas Town Center Mall shooting. We hosted Sgt. Bieber who presented the current training by the Clark County SWAT team on active shooters. We showed public service videos on “Run, Fight, Hide” workplace response to active shooter. We had multiple discussions around the new policy in regards to suicidal threats. We hosted Rusty Warren from CCSO and Marlene Burrows from Clark County Crisis to help provide context to the changes in this policy.

Certified Training Officers (CTO) meet to discuss CRESA training program
CONTINUING DISPATCH EDUCATION (CDE)

In addition to in-service training, dispatchers are provided opportunities for CDE in the form of training bulletins, directive reviews and quizzes, journal articles from the National Academy of Emergency Dispatch (NAED) and Academy of Professional Communications Officials (APCO). In addition computerized module training is available such as emergency medical dispatch (EMD) Advancement Series™. This computer-based continuing education program is designed for self-paced individual learning for emergency medical dispatchers. Each lesson completed is given a training value of two hours toward CDE, necessary for emergency medical dispatchers’ EMD Re-certification.

ELECTIVE TRAINING

Beginning in 2011 CRESA began providing 28 hours of ET (Elective Training) to dispatchers annually. ET training is specific job related training designed to enhance the knowledge of dispatchers. Much of this training was provide in cooperation with CRESA user agencies and community partners. In 2013 CRESA also contracted with Learning Point Inc. to provide training focused on organizational development, owning performance, and improved training techniques. Other ET offerings included attending the CCSO Citizens Academy, the APCO Spring and Summer Forums, sit-alongs at BOEC in Portland, and the Keeping Our Kids Safe Summit at Clark College.

BACKUP CENTER

CRESA partners with Washington State Patrol (WSP) to provide back-up center capabilities in the event of evacuation of the 9-1-1 Center. CRESA dispatch centers employees are able to travel to WSP and resume call taking and dispatching. WSP is able to pick up the incoming 9-1-1 and emergency phones while CRESA dispatchers are responding to the back-up center to resume their primary call receipt and dispatching functionality. This partnership continues to provide seamless, uninterrupted 9-1-1 service to the citizen of Clark County.

CLARK COUNTY FAIR AND AMPHITHEATER

Each year CRESA establishes a satellite dispatch center on the fairgrounds and handles internal public safety communications for the fairgrounds and adjacent property during the 10-day run of the County fair. Fair attendance varies from year to year as do the emergencies CRESA handles. In 2013, CRESA provided 225.25 staff hours managing dispatch needs for the Clark County Fair and at the Clark County Amphitheater.

LAW ENFORCEMENT AND FIRE USER COMMITTEES

CRESA Operations Manager and Dispatch Supervisors continued to meet on a monthly basis with law enforcement and fire/EMS users. These on-going meetings provide an open forum to discuss more efficient methods of processing calls, improving overall service delivery to the public, and dispatching public safety units along with improving radio/data communications.

In 2013 a sub-committee was established to allow for low level questions and concerns to be dealt with at the Dispatch Supervisor and Sergeant levels. The group also brings ideas for updates and changes to operational procedures to the Law User Committee for review.

EMERGENCY MEDICAL DISPATCH REVIEW COMMITTEE (MDRC)

The Medical Dispatch Review Committee (MDRC) was created to address issues and concerns regarding the Medical Program Director’s (MPD) Protocol compliance and Emergency Medical Dispatch (EMD) training needs. The MDRC, paired with timely feedback of medical call reviews, enhances CRESA’s compliance to the standards set forth by National Academy of Emergency Dispatch (NAED), acts as a change agent for protocol revisions, oversees the NAED accreditation process, and gives recommendations for implementation and revision of policies and procedures (Directives) related to the use of the MPDS protocols. The MDRC committee also considers and recommends Life Saving Awards and created a new award in 2013 for EMD excellence. This award was developed to recognize staff who show excellence with using the EMD protocols but is not reliant upon the outcome of the patient. We want to recognize dispatchers who go above and beyond when they display excellence in this difficult job.
OVERVIEW

Out of 285,743 9-1-1 telephone calls received by 9-1-1 Operations in 2013, ten complaints were filed resulting in investigations. All of the ten complaints pertained to 9-1-1 Operations Division services and/or personnel.

This is the ninth year CRESA has completed an annual review of complaints to identify trends in conduct and performance. The number of complaints compared to calls per year over the last eight years continues to show a very low ratio of complaints to calls:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Complaints</th>
<th>Total Calls</th>
<th>Ratio Complaints to Calls</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>10</td>
<td>285,743</td>
<td>1 : 28,574</td>
</tr>
<tr>
<td>2012</td>
<td>9</td>
<td>290,015</td>
<td>1 : 32,224</td>
</tr>
<tr>
<td>2011</td>
<td>23</td>
<td>284,574</td>
<td>1 : 12,373</td>
</tr>
<tr>
<td>2010</td>
<td>17</td>
<td>378,271</td>
<td>1 : 22,251</td>
</tr>
<tr>
<td>2009</td>
<td>16</td>
<td>380,678</td>
<td>1 : 23,792</td>
</tr>
<tr>
<td>2008</td>
<td>23</td>
<td>396,760</td>
<td>1 : 17,250</td>
</tr>
<tr>
<td>2007</td>
<td>22</td>
<td>414,228</td>
<td>1 : 18,829</td>
</tr>
<tr>
<td>2006</td>
<td>12</td>
<td>427,289</td>
<td>1 : 35,607</td>
</tr>
<tr>
<td>2005</td>
<td>37</td>
<td>452,892</td>
<td>1 : 12,240</td>
</tr>
</tbody>
</table>

Of the 10 complaints filed in 2013, the origination is as follows:

- 3 filed by Law Enforcement User Agencies (30%)
- 1 filed by Fire/EMS User Agencies (10%)
- 1 filed by CRESA Managers or Supervisors (10%)
- 1 filed by CRESA Employees (10%)
- 4 filed by Private Citizens (40%)
- 0 filed by Representatives from other Agencies (non-Law, Fire, EMS) (0%)

The 10 complaints involved allegations which resulted in the following investigation findings:

- 8 (80%) Substantiated Alleged action / behavior DID occur
- 1 (10%) Unsubstantiated Alleged action / behavior DID NOT occur
- 1 (10%) Exonerated Alleged action / behavior OCCURRED but was IN COMPLIANCE with procedure / policy
- 0 (0%) Indeterminate Insufficient information to determine WHETHER OR NOT action / behavior occurred

Analysis:
2013’s 10 total complaints were lower than the average 18 complaints per year in the prior 5 years.

- 80% of 2013 complaints were substantiated, higher than the average 64% over the prior 5 years.
- 30% of 2013 complaints were generated by Law Agencies, higher than the average 15% of complaints by Law of all complaints in the past 5 years.
- 10% of 2013 complaints were generated by Fire Agencies, lower than the past 5 years’ 28% average.
- 10% of 2013 complaints were generated by Citizens or individuals representing Business, lower than the average 37% Citizen / Business complaints averaged in the past 5 years.
- 20% of 2013 complaints were initiated by CRESA staff, slightly higher than the 18% average in the past 5 years.

The full complaint report is available online at [www.cresa911.org/about/reports](http://www.cresa911.org/about/reports)
With implementation of a new reporting system CRESA is now able to adopt and report on the National Emergency Number Association (NENA) Call Taking standard 3.1.

**Ninety percent (90%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within ten (10) seconds during the busy hour (the hour each day with the greatest call volume).**

87.14% of 9-1-1 calls arriving at the PSAP during the busy hour of the day were answered within 10 seconds. When the data over the year is reviewed we can identify specific hours of the day that fall below the standard. These hours, 4pm – 6pm, are targeted for an increase of call takers from 2 to 3 once staffing allows.

**Performance standard not met for 2013.**

**Ninety-five percent (95%) of all 9-1-1 calls should be answered within twenty (20) seconds.**

98.33% of 9-1-1 calls arriving at the PSAP were answered within 20 seconds.

**Performance standard met for 2013.**

**Ensure equal 9-1-1 access for the public; including hearing impaired and language diversity.**

All dispatch consoles and call taker positions are equipped to handle TDD calls received from hearing impaired citizens.

CRESA subscribes to AT&T Language Line Service. This service allows the 9-1-1 Center to reach an interpreter by phone to assist non-English speaking callers. The process uses a three-way teleconference between the 9-1-1 caller, the AT&T interpreter. There was a total of 940 language line calls placed by CRESA in 2013.

**Performance standard met for 2013.**

The new CAD system changed the reporting structure for event processing times. In 2013 CRESA completed the build of the reporting system that enables us to report on the performance for each of the measurements below. We continue to analyze the performance measurement data with the goal of identifying performance standards for event processing. Therefore the data reported below is not compared to any set performance standard.

**Call Taker Processing Time**

Call taker processing time starts when the event is initiated in CAD and continues until it is accepted and ready for dispatch. Events must have been dispatched to a field unit and do not include traffic stops or other field initiated events.

**EMS Events:**
- Priority 1 and 2 – 1 minute 42 seconds

**Fire Events:**
- Priority 1 and 2 – 56 seconds

**Law Events:**
- Priority 1 – 51 seconds
- Priority 2 – 46 seconds
- Priority 3 – 1 minute 26 seconds
**Dispatch Processing Time**

Dispatch processing time starts when the event is accepted in CAD and continues until it is dispatched to a unit or marked as ‘unit not available’. Events do not include traffic stops or other field initiated events.

EMS Events: Priority 1 and 2 – 19 seconds

Fire Events: Priority 1 and 2 – 20 seconds

Law Events: Priority 1 – 53 seconds
            Priority 2 – 1 minute 10 seconds
            Priority 3 – 2 minutes 10 seconds

**Total Processing Time**

Total processing time is the time from call initiation and continues until it is dispatched to a unit or marked as ‘unit not available’. Events do not include traffic stops or other field initiated events.

EMS Events: Priority 1 and 2 – 2 minute 1 seconds

Fire Events: Priority 1 and 2 – 1 minute 16 seconds

Law Events: Priority 1 – 1 minute 45 seconds
            Priority 2 – 2 minutes
            Priority 3 – 3 minutes 57 seconds
COMPUTER AIDED DISPATCH (CAD) MANAGEMENT

Throughout 2013, the Computer Aided Dispatch (CAD) system has been up and running without any significant system-wide outages and is functioning at a level that meets our current daily needs and expectations.

In June of 2013 we converted the dispatch work stations from Windows XP operating systems to Windows 7 operating systems. Since that time we have had occasional lock-ups at individual workstations that we continue to work with Intergraph to trouble shoot.

In November of 2013 we initiated a project to “harden” our CAD infrastructure and to build geo-diverse redundancy into our back-up system. To that end we recently completed a fiber project that will provide two separate communication paths for data between CRESA and our back-up dispatch location at the Washington Department of Transportation building where the Washington State Patrol (WSP) headquarters is located. In 2014 we will focus on moving our mirrored back-up servers for CAD out of the CRESA facility and over to the WSP location. This will provide us better ability to continue operations during an incident that involves the CRESA facility.

In the spring of 2013 we started working with the City of Portland and the Clark County law agencies to convert to a region-wide records management system (RMS) for all law enforcement agencies in the Portland Metro area. CRESA’s involvement to date has been limited to technical questions surrounding our CAD and getting interface quotes and information from Intergraph. The new RMS system will require a new CAD interface between CRESA and the City of Portland and will require the law agencies to install a new RMS template on their mobile computing devices.

In November of 2013 we installed and launched the PulsePoint program throughout Clark County. PulsePoint is a smart phone application that encourages bystander CPR. The app allows subscribers to be notified of a cardiac arrest that occurs in a public setting in their immediate vicinity. To date we have over 1500 subscribers following Clark County with 720 of them asking to be notified in the case CPR is required.

PHONE SYSTEM REPLACEMENT PROJECT

Over the course of the last year we have been working to identify and select a system that will allow us the ability to replace our current E9-1-1 phone system with a NG9-1-1 compliant system which will allow us the ability to receive and process “text messages” as part of our call taking process.

Working with Thurston County 9-1-1 Communications (TCOMM) we have entered into a partnership and selected MicroDATA as our phone vendor. This partnership will allow each PSAP to serve as a geo-diverse redundant back-up to the other in the case of an outage at one of the centers or a need for staff to evacuate one of the centers and move to their local back-up facilities.

In addition to the partnership with TCOMM the MicroDATA solution is based upon a “Host-Remote” system that will allow other PSAPs the ability to join the CRESA-TCOMM Host as a remote. This configuration will allow smaller PSAPs an affordable option to becoming NG9-1-1 compliant with a limited investment of front room equipment. The State E9-1-1 program has been supportive of this project and has committed funds to both CRESA and TCOMM to launch and operate the system.

Build out of the new system will start in the spring of 2014 with CRESA making the transition to the new system in September of 2014.
RADIO SYSTEM REPLACEMENT PROJECT

Continuing the Radio Replacement project which started in 2011, CRESA staff worked over the course of the last year to meet the three main recommendations that were made by the Public Radio Group (PRG) to the CRESA Administrative Board as key in the success of this project. Those recommendations were:

- Regional Participation: Proceed with a system of systems approach (stand-alone) while maintaining or improving interoperability within the region.
- Procurement Method: Conduct a competitive bid process for replacement of the Clark County 800 MHz Radio System.
- Funding Method: The CRESA Board should determine best funding options following the RFP process.

Upon approval of the recommendations by CRESA’s Administrative Board and through the direction of the Public Radio Group, CRESA staff established a Project Steering Group made up of user agency representatives, subject matter experts, PRG members, CRESA Administrative Board members, and CRESA staff.

The Project Steering Group and CRESA staff were charged with establishing a thorough project plan that will lead to publication of a Request for Proposal (RFP) for replacement of the system, selection and contract with the successful proposer, and implementation of the replacement system.

To that end, in November of 2012 CRESA hired RCC Consultants, Inc. as Project Manager/Consultant for the CRESA 800 MHz Radio System Replacement Project. Over the course of 2013 RCC Consultants worked with CRESA staff, the Project Steering Group, and other system stakeholders to conduct a needs assessment, help document the current system design and configuration, and developed a draft system design and coverage model that best meets our needs in a new P-25 digital radio environment. In addition they assisted in the development writing of an RFP for the CRESA 800 MHz Radio System Replacement. The RFP was released on March 18, 2014 with responses due on May 22, 2014.

Once we have received vendor responses RCC will assist CRESA staff and Steering Group members with the evaluation and interview processes and contract negotiations with the preferred vendor/manufacturer. The goal is to have a vendor selected and a contract in place by the fourth quarter of 2014.

MICROWAVE SYSTEM REPLACEMENT PROJECT

In 2013 we completed the replacement of the obsolete 6 GHz microwave system which was originally installed in 1996 with a new Aviat microwave system. The new microwave system will not only improve reliability but will also provide us increased “backhaul” capacity that will be required to support the new P-25 digital radio system mentioned above. CRESA received UASI grant funds which supplemented approximately twenty percent (20%) of the $1.6 million project. The project was completed in May of 2013 both on time and under budget.
**GOALS IN BLUE / PERFORMANCE IN RED**

**Assure the Computer Aided Dispatch system (CAD) is operational 99% of the time.**

<table>
<thead>
<tr>
<th>Month</th>
<th>Hours</th>
<th>Up Time</th>
<th>%</th>
<th>Month</th>
<th>Hours</th>
<th>Up Time</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>0</td>
<td>744</td>
<td>100</td>
<td>July</td>
<td>0</td>
<td>744</td>
<td>100</td>
</tr>
<tr>
<td>February</td>
<td>0</td>
<td>672</td>
<td>100</td>
<td>August</td>
<td>0</td>
<td>744</td>
<td>100</td>
</tr>
<tr>
<td>March</td>
<td>0</td>
<td>744</td>
<td>100</td>
<td>September</td>
<td>0</td>
<td>720</td>
<td>100</td>
</tr>
<tr>
<td>April</td>
<td>0</td>
<td>720</td>
<td>100</td>
<td>October</td>
<td>3</td>
<td>744</td>
<td>100</td>
</tr>
<tr>
<td>May</td>
<td>0</td>
<td>744</td>
<td>100</td>
<td>November</td>
<td>0</td>
<td>720</td>
<td>100</td>
</tr>
<tr>
<td>June</td>
<td>0</td>
<td>720</td>
<td>100</td>
<td>December</td>
<td>0</td>
<td>744</td>
<td>100</td>
</tr>
</tbody>
</table>

*Performance standard met.*

**Provide monthly reports to each participating Law Enforcement, Fire, and EMS agency.**

While FirstWatch reports writing system was first implemented in 2011 we continue to work with FirstWatch to customize and tailor end user reports to better meet individual agency needs on an as needed basis. The system is functioning well. Each agency is able to run and print individual and group reports. Upon request we have worked with FirstWatch to automatically send standardized monthly reports via e-mail to some agencies who feel that delivery method is better suited to their needs.

*Performance standard met.*

**Assure the 9-1-1 telephone network and equipment performs to standards as required by contract.**

<table>
<thead>
<tr>
<th>Qwest</th>
<th>2012</th>
<th>2013</th>
<th>%Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repair Tickets Open</td>
<td>46</td>
<td>21*</td>
<td>54.35%</td>
</tr>
<tr>
<td>Average Days Open</td>
<td>1.4</td>
<td>0.72</td>
<td>48.57%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| *We had one outlier at 107 days that was excluded from the data due to a low priority item being left open at CRESA’s request until our regular service technician was able to return from a leave.*

<table>
<thead>
<tr>
<th>VESTA</th>
<th>2012</th>
<th>2013</th>
<th>%Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled Downtime</td>
<td>0</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>Unscheduled Downtime</td>
<td>0</td>
<td>0</td>
<td>0.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E911</th>
<th>2012</th>
<th>2013</th>
<th>%Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unscheduled Downtime</td>
<td>1</td>
<td>0</td>
<td>-100.00%</td>
</tr>
<tr>
<td>Scheduled Downtime</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

*Worked with Intrado to insure accuracy of the Master Street Address Guide (MSAG)*

*Performance standard met.*
Maintain a 98% accuracy rate of the Master Street Address Guide (MSAG) Database and process all changes as required by telephone company and agency policy.

<table>
<thead>
<tr>
<th>MSAG</th>
<th>2012</th>
<th>2013</th>
<th>%Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes Submitted</td>
<td>133</td>
<td>102</td>
<td>23.31%</td>
</tr>
<tr>
<td>Denied/Rejected</td>
<td>0</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Average Completion Days</td>
<td>6.26</td>
<td>8.08</td>
<td>-29.07%</td>
</tr>
</tbody>
</table>

Perform Annual Preventive Maintenance to ensure Regional Radio System performs at optimum performance.

The regional radio system was optimized during the spring months of 2013. All Motorola standards were met or exceeded during the optimization. All performance criteria of the Simulcast subsystem phasing alignment were also met. In addition each antenna line was swept using sophisticated test equipment to determine if an antenna or feed line had failed.

Performance standard met.
RESPONSE ACTIVITIES

Duty Officer Coordination
CRESA Emergency Management staff members serve as Duty Officers for the Agency. Duty Officers monitor hazardous situations, conduct notifications as outlined in the emergency response plans and provide coordination assistance for hazmat, search and rescue, weather-related situations and anything else as requested.

CRESA presently has six duty officers on rotation. Response to a duty officer call may involve hours of phone calls and support coordination, much of which occurs after hours for Emergency Management staff who receive no additional pay due to their salaried status with the agency.

In 2013, duty officers responded to 91 total calls for support, notification and coordination. This illustrates an 10% decrease in calls compared to the 101 calls handled in 2012.

These included calls in the following categories:

<table>
<thead>
<tr>
<th>Category</th>
<th>2013 Total</th>
<th>2012 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Search &amp; Rescue</td>
<td>46 total</td>
<td>32 total</td>
</tr>
<tr>
<td>Within Clark County</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td>Mutual Aid</td>
<td>35</td>
<td>14</td>
</tr>
<tr>
<td>Dive Team /water rescue</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Police / Evidence search</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Hazmat Response</td>
<td>21 total</td>
<td>28 total</td>
</tr>
<tr>
<td>Within Clark County</td>
<td>19</td>
<td>23</td>
</tr>
<tr>
<td>Mutual Aid to other counties</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Severe Weather Events</td>
<td>3 total</td>
<td>16 total</td>
</tr>
<tr>
<td>Flooding / Storm / Wind</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Snow / Frost / Freezing Rain</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Heat/Fire</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Other calls</td>
<td>21 total</td>
<td>25 total</td>
</tr>
<tr>
<td>Community Notification</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Public Health</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Power Outages</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>9-1-1 Outages</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Water Main Break</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Earthquake/Tsunami Debris</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Fire / Smoky / Burn Ban</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Road Closure / Sink Hole</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Law Enforcement Support</td>
<td>6</td>
<td>0</td>
</tr>
</tbody>
</table>

Tire fire in Ridgefield, March 2013

Search and rescue operation, May 2013

Truck causes power outage, October 2013
REGIONAL COORDINATION

EM Service Model
During 2013, CRESA Emergency Management staff were allocated as follows:

- Three Planners to cover Emergency Response Planning, Mitigation and Recovery and Public Education.
- Two Regional Training and Exercise Coordinators for both the Portland Urban Area and Region 4 of SW Washington
- One Grants Coordinator for Planning/Grants Coordination for Region 4 in SW Washington

In 2013, CRESA EM developed a service brochure that outlines our duty officer program and services provided for our direct stakeholders.

Region IV Emergency Management & Homeland Security Coordination
CRESA staff coordinated and facilitated monthly meetings of the Region IV Emergency Managers which included participation from the Clark, Cowlitz, Skamania and Wahkiakum counties. Regional DEM Accomplishments for 2013 included:

- Planning, conduct, management and participation of the large Regional Pacesetter -Wasabe Exercise Series, funded through UASI and CDC grants.
- Planning and conduct of a number of active-shooter follow-up workshops and table-top exercises throughout Region IV.
- Successful closure of 2010/2011 Grants
- Change in contract for the Community Notification System
- Initial conversations about transitioning WebEOC to the State of Washington’s hosted system.

The EM Division Manager served as the Legislative Chair for the Washington State Emergency Management Association from September 2012 - August 2013.

Coordination with the Portland Urban Area and Regional Emergency Management Group
CRESA EM Manager served on the Steering Committee for the Regional Disaster Preparedness Organization (RDPO) as this group took over the former Urban Area Security Initiative. EM Division Manager became the Chair of the Emergency Management Work Group, also known as REMTEC in late 2013. EM Coordinators serve as the chairs on both the monthly RDPO Citizen Corps Working Group and the Resource Management Committee.

PLANNING ACTIVITIES

Local Emergency Planning Committee (LEPC)
CRESA EM staff facilitated the Local Emergency Planning Committee (LEPC) which brings together first responders and private companies relating to hazardous materials. This group conducts an annual review of the HAZMAT plan.

In 2013, the LEPC reviewed the plan and hosted a series of "Strive to Survive" workshops for businesses within Clark County.

Community Organizations Active in Disaster
The COAD held some informal meetings with CRESA staff throughout 2013 as agency representatives within the Emergency Operations Center (EOC). It is our goal to more formalize the process for COAD meetings in 2014.

Citizen Corps Program (CCP)
CRESA EM Staff facilitated the local Citizen Corps program here in Clark County. Staff provides monitoring of grant awards and projects.

In 2013, the 4th Annual Volunteer Recognition event occurred for emergency response-related volunteer groups at Discovery Middle School. This event continues to include outstanding effort to leverage agency partnerships, minimal funds and recognized over 200+ volunteers who provided service within Clark County. In 2013, the PIO from the Clackamas County Sheriff’s Office spoke about the Clackamas Mall Shooting and considerations for individuals and their public safety.
Regional Resource Logistics Plan
CRESA Coordinators worked in 2013 to exercise the Regional Logistics Support Team (RLST) that will provide a regional capability to broker resources throughout the Portland Metro area. In the past year, this team worked to update a regional resource guide and develop a logistics training program that may be delivered through the area.

EMERGENCY OPERATIONS CENTER READINESS

WebEOC Activities
In 2013, WebEOC continued to be in use by CRESA staff and has been funded by the UASI grant program. Due to the ending of the UASI grant, staff has been exploring transitioning the WebEOC system to the State of Washington's system which has become an option for the future at little-to-no cost for Clark County.

Expansion of the Public Information Section in the EOC
In 2013, CRESA continued to provide leadership to the VOST Leadership Coalition which is a monthly meeting of team leaders all over the globe to share emerging practices, real event after-action reports and exercise/training opportunities. CRESA needs to continue development/training of our local CRESA VOST team for future use during emergency response.

Website & Social Media Improvements
CRESA continued to regularly contribute to their online social media presence in 2013. We facilitated the #30Days30Ways game again in September which resulted in a significant amount of engagement in emergency preparedness throughout Clark County and across the world.

Through regular blogging and posting, we continue to develop good relationships with our local news media, enhance our ability to crowd source solutions to issues and are serving as a role model for agency-based implementation. CRESA continued to receive national recognition through articles and white papers on the use of social media, virtual teams and use of social media in gaming for preparedness.

TRAINING ACTIVITIES

Emergency Management Professional Development

One CRESA staff continues to participate in the SW Washington Incident Management Team.

EOC Response Staff
EM Staff members provided four EOC training courses in 2013 in preparation for the Pacesetter-Wasabe Full-Scale Exercise. Many additional section-specific meetings also occurred.

Agency-Level Preparedness
CRESA Staff completed a full update of the Facility Safety Plan and have printed new booklets for all employees. Staff are trained regularly on aspects of safety at our in-services. In 2013, facility preparedness was a key component of agency wide in-service meetings.
Region 4 Homeland Security Training Courses
The following courses were delivered in 2013 throughout SW Washington

- AWR 209 Media Relations in Disasters in February
- AWR 233 Volcano Awareness in February
- AWR 232 Mass Fatalities in Disasters in March
- NOAA Skywarn certification in April
- AWR 305 Bio Hazard awareness in May
- Threat Hazard Identification and Risk Assessment workshop in June
- Homeland Security Exercise and Evaluation Program certification in June
- Advanced PIO JIC/JIS workshop in June
- PER 300 Social Media for Emergency Management in June
- Introduction to NIMS for school administrators in August
- Introduction to Incident Command System-100 level for school administrators in August
- NIMS and Incident Command for policy makers in August
- FEMA E74 and 154 ATC- Post disaster building assessment in September
- Clark County Active Shooter Policy workshop in October
- AWR 308 Senior Care in Disasters in October
- Fusion Liaison Officer (FLO) basic course in November
- US Army Corps of Engineers Debris Removal awareness in November
- Three Incident Command System-300 level courses in April/June/October
- Three Incident Command System-400 level courses in May/July/December

EXERCISE ACTIVITIES
CRESA Emergency Management planned, coordinated, supported or participated in the following exercises in 2013:

Region 4 EOC Coordination TTX in January
CRESA, Clark County Public Health, Region 4 Emergency Managers, State Dept of Health and State EMD participated in a tabletop exercise surrounding EOC Coordination during a Bioterrorism event.

Portland Urban Area EOC Coordination TTX in March
CRESA replicated the January bioterrorism tabletop among jurisdictions in both Oregon and Washington with the same goal of getting EOC’s on the same page about Bioterrorism coordination.

Clark College TTX (IMT Operations) in May
CRESA coordinated and facilitated a student evacuation exercise and Incident Command Post exercise for Clark College students and faculty.

Operation PACESETTER (LE and Fire coordination) and Operation WASABE (EOC & Public Health Operations) in May
CRESA played a significant role in coordinating countywide participation in a large full-scale regional exercise surrounding a bioterrorism event. In Washington State, the public health and EOC side of the exercise was called WASABE (for the Washington State Annual Bioterrorism Exercise) and in the Portland Urban Area, the law enforcement/fire side of the active shooter exercises were called PACESETTER (for the Portland Area Capabilities Exercise). This was a three-day, six-site exercise for Clark County that included the development of a significant after-action plan which is currently driving our 2014 work plan.
Clark College Drill (Situational Awareness) in June
Clark College conducted an information flow exercise in June. This was supported by CRESA in a facilitation role.

Peace Health St John MCI TTX (IMT Operations) twice in June
Peace Health St John conducted a full-scale MCI Operations exercise in Longview. The Region 4 Training Coordinator assisted with logistics and exercise management.

Clark College TTX (IMT Operations) in August
Clark College conducted a functional leadership exercise in August, supported by CRESA staff.

Operations RECOIL (LE and Fire coordination) in September
This was an active shooter exercise, pursuant to the after-action recommendations in the PACESETTER exercise held earlier in the year.

Great ShakeOut in October
This was the statewide earthquake, community-based exercise that people signed up for online to practice their drop, cover and hold on skills. Thousands of people throughout Clark County signed up and reported they participated in this drill.

Clark College TTX (IMT Operations) in October
Clark College conducted another exercise, in accordance with their annual training plan, supported by CRESA staff.

Exercise RRASP (LE and Fire coordination) November
This was an active shooter exercise, pursuant to the after-action recommendations in the PACESETTER exercise held earlier in the year.

Building Safety Tabletop Exercise in November
This was a tabletop exercise for Building Safety inspectors, assisted by CRESA staff.

Dispatcher Sally Dexter participating in “Great ShakeOut”

Training/QA Specialist Robin Allais participating in “Great ShakeOut”

Operation RECOIL Exercise, September 2013

Operation RECOIL Exercise, September 2013
EMERGENCY MANAGEMENT
PERFORMANCE MEASUREMENT

Goals in BLUE / Performance in RED

Emergency Operations Center Readiness for Response

- Maintenance Drills - Completed monthly, On-Going
- Emergency Community Notification System – Fully-functional and in use
- WebEOC Development – Functional and in use
- Continuity Drill – Facility Safety Plan Updated. Drills to be completed in 2014.

Performance Standards Met

Training, Exercises and Public Education

- Coordinated, planned and participated in multiple exercises – Four EOC courses delivered
- Provided representation at public education events throughout Clark County – 40 events attended
- Facilitated the Community Organizations Active in Disaster (COAD) group – One meeting held
- Facilitated and coordinated the Citizen Corps Program within Clark County – FY11 grant funds expended

Performance Standards Met

Direction, Control and Warning

- Participated in all NAWAS, EAS and ECNS tests and exercises as a primary warning point – Yes
- Worked with EMD, insuring CEMNET capability maintained – Weekly tests completed
- Maintained local ARES/RACES plan and ensure equipment resources are adequate – Yes

Performance Standards Met

Planning & Preparedness Activities

- Facility Emergency Plan – Annual update and exercise completed
- Participated in Regional Committees on Preparedness – EM Staff provided representation to the following groups:
  
  STATE: State Emergency Response Commission (SERC), WSEMA Legislative Committee, WSEMA Executive Board as Past President, APCO-NENA Public Educators Group
  
  
  COUNTYWIDE: Local Emergency Planning Committee (LEPC), Citizen Corps Council (CCP), Community Organizations Active in Disaster (COAD), Safe Schools Task Force (SSTF)

Performance Standards Met

Radiological and Hazardous Materials Incident Response Capabilities or Maintenance

- Local Emergency Planning Committee
- Updated the Hazardous Materials Plan, facilitated and coordinated activities of the Clark County LEPC

Performance Standards Met
OVERVIEW AND HISTORY

This marks the 21st year of EMS District #2’s (District) partnership with Clark County and the Cities of Battle Ground, LaCenter, Ridgefield and Vancouver. Since 1992, this collaboration has helped create one of the leading high performance EMS systems in the United States.

The participating jurisdictions within EMS District #2 (District) have established a carefully structured EMS system and ambulance contract to ensure the standards of clinical excellence, response time reliability and economic efficiency are met. The District’s High Performance EMS (HPEMS) system is based on a “fail-safe” all-ALS franchise contract most recently awarded to American Medical Response (AMR) in 2004. This contract is not level-of-effort, but focuses on the contractor’s ability to meet over 130 performance obligations.

Remarkable improvements to ambulance service performance and the EMS system are evident throughout these past 21 years. Some of the key achievements as a result of the District’s performance based ambulance contract include:

- CRESA becoming the 4th Accredited Center of Excellence in the world for Emergency Medical Dispatch by the International Academy of Dispatch
- Some of the best response times and reliability in the nation
- Leading innovations in patient care and high cardiac arrest survival rates
- The ambulance contractor, American Medical Response (AMR) making significant contributions to the community in over $3 million in fire first responder enhancements
- Ambulance rates (public and private) 14% below the average in the metro area

The historic performance of this ambulance contact has not been based on chance, or luck. Rather, the key to the District’s high performance over the past 21 years is due to the 32 EMS System Design Policy Decisions that are approved by Clark County and the Cities of Battle Ground, Ridgefield, LaCenter and Vancouver. These policy decisions are designed to meet the Five Hallmarks of High Performance Ambulance Service:

- Holds the service accountable to clinical excellence, response time reliability, economic efficiency and customer satisfaction
- Has an independent oversight entity that provides ongoing performance monitoring and independent outside audits
- Accounts for all service costs for true benchmarking and transparency
- Establishes system features that create economic efficiency and maximize economies of scale
- Ensures long-term high performance through benchmarking and/or competitive procurement

These EMS system design policy decisions have continued the high performance ambulance contract with AMR for the October 2012 – September 2013 contract year. Based on the EMS Interlocal Agreement, the District and Medical Program Director are to provide Clark County and the Cities of Battle Ground, LaCenter, Ridgefield and Vancouver an annual report on:

- The ambulance contractor’s response time and clinical performance
- The ambulance contractor’s economic performance
- Any problems and improvements encountered; as well as any anticipated problems and improvements for the next contract year
HIGHLIGHTS FOR 2013

Response Time Reliability

The District’s response time standards are some of the best in the nation and are cited as a best practice and used as an example in the National Association of EMS Physicians Medical Director’s Handbook. Under the current contract that began in 2004, the ambulance contractor has provided high compliance to these standards.

Goal for Emergency Response Time: 90%

2013 Performance:

Urban 94.8%
Suburban 91.8%
Rural 94.8%

Goal Outcome: Met

<table>
<thead>
<tr>
<th></th>
<th>Urban</th>
<th>Suburban</th>
<th>Rural</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st ALS</td>
<td>7:59</td>
<td>11:59</td>
<td>19:59</td>
</tr>
<tr>
<td>Ambulance</td>
<td>9:59</td>
<td>13:59</td>
<td>21:50</td>
</tr>
</tbody>
</table>

Goal for Non-Emergency Response Time: 90%

2013 Performance:

Urban 91.2%;
Suburban 93.0%;
Rural 97.3%

Goal Outcome: Met

<table>
<thead>
<tr>
<th></th>
<th>Urban</th>
<th>Suburban</th>
<th>Rural</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st ALS</td>
<td>11:59</td>
<td>17:59</td>
<td>29:59</td>
</tr>
<tr>
<td>Ambulance</td>
<td>13:59</td>
<td>19:59</td>
<td>31:50</td>
</tr>
</tbody>
</table>

Standards:

CLINICAL EXCELLENCE

Advanced Medical Priority Dispatch System (AMPDS)

AMPDS provides a safe and effective method to determine the severity of the patient, assist in determining the correct EMS response to send, and provide life-saving instructions over the phone. To ensure each patient receives the correct help when calling 9-1-1, CRESA maintains accreditation by the International Academy of Emergency Dispatch. This accreditation is critically important not only to the patient receiving the care, but also for EMS providers as they look at ways to efficiently send appropriate response.

Goal: 90%

2013 Performance: 99.9%

Goal Outcome: Met

<table>
<thead>
<tr>
<th></th>
<th>Case Entry</th>
<th>Key Questions</th>
<th>PAIs</th>
<th>PDIs</th>
<th>Chief Complaint</th>
<th>Code</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>IAED Standard</td>
<td>95</td>
<td>90</td>
<td>95</td>
<td>90</td>
<td>95</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>CRESA</td>
<td>97.72</td>
<td>98.11</td>
<td>99.11</td>
<td>97.24</td>
<td>98.51</td>
<td>99.80</td>
<td>99.89</td>
</tr>
</tbody>
</table>
**Triage Composite for Percutaneous Coronary Intervention (PCI)**

Another key measure in cardiac care is making sure the time to cardiac reperfusion is kept at a minimum for certain patients suffering from blocked coronary arteries. Paramedics work closely with area hospitals by activating cardiac teams at the hospital so the cath lab is open and the interventional cardiologist is ready for the patient with a minimum delay in the hospital emergency department.

**Goal:** 90 minutes  
**2013 Performance:** 68 minutes  
**Goal Outcome:** Met

<table>
<thead>
<tr>
<th></th>
<th>National Standard</th>
<th>Field STEMI (+) EKG in</th>
<th>Field STEMI (+) EKG in</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hospital Arrival to Perfusion</strong></td>
<td>90 Mins.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Trauma Scene Times**

It is crucial that severe trauma patients receive rapid surgical intervention at a trauma hospital. Fire first responders and AMR’s crews work together to rapidly assess, package and treat trauma patients while rapidly transporting them to hospitals specifically designed to treat major trauma. This type of intervention provides the greatest chance of survival for the patient.

**Goal:** 10 minutes  
**2013 Performance:** 6 minutes  
**Goal Outcome:** Met

**ECONOMIC EFFICIENCY**

The ambulance contractor is funded 100% by user fees. It receives $0 in subsidy, which is a significant accomplishment considering AMR collected only 41% of the amount it billed to insurance plans and private payers in 2013. Despite the challenges of reduced federal funding from Medicare and Medicaid and a growing uninsured/underinsured population, the District has been able to keep the average annual rate of inflation at 3.2% compared to overall healthcare inflation rates at 6.5%. In fact, AMR’s 2013 ALS base rate was 14% below the average charged from both private and public ambulance services in the five surrounding counties.

The District regulates ambulance rates through an Average Patient Charge (APC), Maximum Patient Charge (MPC), and Maximum Mileage Charge (MMC). The APC is based on the Unit Hour Cost (cost of staffing and equipping a paramedic ambulance per hour) for services offering similar service levels and market conditions. The MPC protects against extraordinary cost shifting caused by elective discounts that are not due to higher collections or higher non-emergency transport ratios.

<table>
<thead>
<tr>
<th>Goal:</th>
<th>APC $844.97</th>
<th>2013 Performance:</th>
<th>APC $843.12</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MPC $1,136.80</td>
<td>MPC $1,055.96</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MMC $12.25</td>
<td>MMC $12.25</td>
<td></td>
</tr>
</tbody>
</table>
Ambulance Costs

This is a performance based and not level of effort contract. As a result, there are no cost standards established. AMR determines what factors of production it needs to use to meet the performance obligations. Even though there are no cost standards, the District monitors AMR’s costs to track the financial stability of the ambulance contact.

While the cost of operations continues to rise at 4.3% annually (see “Cost per UH”), AMR has kept the “Cost per Transport” relatively flat at .7% annually due to system design features that maximize economic efficiency. These include an exclusive 9-1-1 and non-emergency contact, an all-ALS ambulance system, and a large multi-jurisdictional contract services area.

COMMUNITY OUTREACH AND SUPPORT

EMS District #2’s ambulance contract and American Medical Response have made significant contributions to the community’s health and safety as well as enhancing the first responders’ ability to provide care when help is needed. Over the past 21 years, the District and American Medical Response have contributed over 3 million dollars to improve our EMS response. Some of the key contributions include:

- $151,000 to purchase 800 MHz radios for all EMS providers when the County upgraded from UHF radios in 1997 (clinical upgrade reserve fund)
- $223,000 to purchase the 12-lead EKGs for all first response paramedic services when initially required in 1998 (clinical upgrade reserve fund)
- $203,000 to purchase mobile computing devices in 2004 for EMS providers when the County began providing 9-1-1 data to emergency responders (CRESA EMS program fund balance)
- Over $130,000 to purchase AEDs for fire and law enforcement units (contractor proposal commitments and response time fines)

In addition to financial support, American Medical Response participates in public safety fairs, child safety seat inspections and community CPR training.

<table>
<thead>
<tr>
<th>Goal</th>
<th>2013 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public CPR Training: 5 courses per year</td>
<td>Public CPR Training: 3 courses and 1,153 persons</td>
</tr>
<tr>
<td>Public Access to Defibrillation: 50 AEDs at beginning of 2004 contract</td>
<td>Public Access to Defibrillation: 110 AEDs currently</td>
</tr>
<tr>
<td></td>
<td>$25,000 to purchase PulsePoint in 2013</td>
</tr>
<tr>
<td>Child Safety Seat Inspections: 12 Clinics per year</td>
<td>Child Safety Seat Inspections: 12 Clinics held</td>
</tr>
<tr>
<td>First Responder ALS Medical Supplies: Purchase or exchange</td>
<td>First Responder ALS Medical Supplies: Purchase or exchange at $####</td>
</tr>
<tr>
<td></td>
<td>ALS First Responder agreements $####</td>
</tr>
</tbody>
</table>

CRESA 2013 ANNUAL REPORT
Administer an ambulance services contract to ensure quality and contain cost within the Contract Service Area of EMS District #2.

Provided administrative support to the EMS Administrative Board and Medical Program Director for ongoing ambulance contract performance oversight – On behalf of the District, the EMS Program provided administrative support to a citizen advisory board, the EMS Administrative Board. That Board supplies necessary expertise in EMS system business, finance, and contract administration. Members of the Board have backgrounds in business, finance, law, and health care administration. The EMS Program also administers a professional services contract on behalf of the County with the Medical Program Director to provide countywide program of medical quality control and regulation.

Monitored and provided monthly ambulance contract performance reports – Staff completed a variety of monthly reports to track the ambulance contractor’s performance including unit hour utilization reports, clinical procedural and outcome reports, continuing medical education, summary investigations, response time performance, and average patient charge.

Monitored and provided review on annual, independently-audited report – An annual independently audited report was done by a CPA approved by the EMS Administrative Board documenting the gross revenues generated by major payer/carrier group for patients transported in the contract service area.

Perform Standard Met.

Assist in uniform EMS regulation to ensure a consistent standard of care throughout the County that meets or exceeds the State laws.

Administer the professional services contract with the Medical Program Director – A professional services contract with the Medical Program Director was administered by staff on behalf of the County to provide a countywide program of continuing education, medical quality control and regulation, and enhancements to patient care protocols.

Assist in the development and revision of EMS ordinances, rules and policies for EMS System Standard of Care – Provided administrative support to the Clark County EMS and Trauma Care Council responsible for recommending EMS system standard of care enhancements and administering state grants for equipment and training.

Perform Standard Met

Administer an Emergency Medical Dispatch (EMD) Program that ensures all 9-1-1 requests receive efficient and effective EMD, and maintain CRESA’s accreditation by the National Academy of EMD.

Maintain EMD and EMD-Q certifications – Completed.

Provide training and continuing dispatch education for CRESA’s dispatchers based on the certification and re-certification requirements of the NAEMD – The 9-1-1 Training/QA Coordinator provided in-services and on-line training to meeting NAED requirements.

Administer CRESA’s EMD quality assurance program maintaining protocol compliance based on NAEMD standards – The 9-1-1 Training/QA Coordinator provided retrospective case review of EMD calls and administration of EMD-QI Program as required by National Academy of Emergency Medical Dispatch.

Administer EMD case review process that randomly selects 3% of all 9-1-1 EMD calls – The Training/QA Coordinator conducted the review on a monthly basis.

Ensured requests for investigation of 9-1-1 EMD call-handling and dispatch actions were completed in a timely manner, with the inquiring party appraised of the results – Completed.
Performance Standard Met.

**Coordinate an EMS Public Education Program that works to reduce illness and injuries in the community and enhance public or first responder’s ability to provide emergency medical care.**

Staff administered bi-annual mini-grant process for public safety education and first responder support programs.

Performance Standard Met.

<table>
<thead>
<tr>
<th>IAED Standard</th>
<th>Case Entry</th>
<th>Key Questions</th>
<th>PAIs</th>
<th>PDIs</th>
<th>Chief Complaint</th>
<th>Code</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>95</td>
<td>90</td>
<td>95</td>
<td>90</td>
<td>95</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>CRESA</td>
<td>97.72</td>
<td>98.11</td>
<td>99.11</td>
<td>97.24</td>
<td>98.51</td>
<td>99.80</td>
<td>99.89</td>
</tr>
</tbody>
</table>
## 2013 YEAR-END STATISTICAL SUMMARY

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational Shift Supervisors</td>
<td>6</td>
</tr>
<tr>
<td>Dispatchers (Dispatch II Positions)</td>
<td>48</td>
</tr>
<tr>
<td>Dispatchers In Training (Dispatch I)</td>
<td>2</td>
</tr>
<tr>
<td>Dispatch Vacant Positions</td>
<td>0</td>
</tr>
<tr>
<td>Police Departments</td>
<td>10</td>
</tr>
<tr>
<td>Fire/EMS Departments</td>
<td>15</td>
</tr>
<tr>
<td>Total Agencies Served</td>
<td>25</td>
</tr>
<tr>
<td>Estimated Service Area (Square Miles Clark Co)</td>
<td>628</td>
</tr>
<tr>
<td>Estimated Service Area (Square Miles NCEMS Outside of Clark Co.)</td>
<td>706</td>
</tr>
<tr>
<td>Estimated Population Served</td>
<td>441,040</td>
</tr>
<tr>
<td>Total Incoming Telephone Calls Answered in 2013</td>
<td>31,288</td>
</tr>
<tr>
<td>Monthly Average of Incoming Telephone Calls</td>
<td>31,288</td>
</tr>
<tr>
<td>Daily Average of Incoming Telephone Calls</td>
<td>1,028</td>
</tr>
<tr>
<td>Total 9-1-1 Calls</td>
<td>285,743</td>
</tr>
<tr>
<td>Wireless 9-1-1 Calls</td>
<td>202,229</td>
</tr>
<tr>
<td>Wireless Percentage of Total 9-1-1 Calls</td>
<td>71%</td>
</tr>
<tr>
<td>VoIP 9-1-1 Calls</td>
<td>24,775</td>
</tr>
<tr>
<td>VoIP Percentage of Total 9-1-1 Calls</td>
<td>9%</td>
</tr>
<tr>
<td>Average Answering Time for 9-1-1 Calls (seconds)</td>
<td>5.44 sec</td>
</tr>
<tr>
<td>Average Answering Time for non 9-1-1 Calls (seconds)</td>
<td>5.48 sec</td>
</tr>
<tr>
<td>Non 9-1-1 Calls</td>
<td>89,715</td>
</tr>
<tr>
<td>Number of Times Language Line Interpreter Used</td>
<td>940</td>
</tr>
<tr>
<td>Different Languages Interpreted</td>
<td>20</td>
</tr>
<tr>
<td>Complaints Investigated</td>
<td>10</td>
</tr>
<tr>
<td>Founded Complaints</td>
<td>8</td>
</tr>
<tr>
<td>Founded Complaints Percentage of All Calls</td>
<td>0.028%</td>
</tr>
</tbody>
</table>
9-1-1 telephone calls make up 76% of the total number of telephone calls received at CRESA. Non 9-1-1 calls makeup 24% of the total call volume.

Callers on the 7-digit lines consist of user agency personnel, operator-assisted calls, citizens, out-of-area callers, alarm companies and outside agencies in related fields. Calls received on 7-digit lines may or may not be of an emergency nature.

In May of 2010, CRESA installed a new CAD system which temporarily affected efficiency of operations.
Dispatched Events for Law Enforcement

<table>
<thead>
<tr>
<th>Agency</th>
<th>2012</th>
<th>2013</th>
<th>Difference</th>
<th>1 YEAR CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Difference</td>
<td>Percent</td>
</tr>
<tr>
<td>BGPD</td>
<td>6,057</td>
<td>5,922</td>
<td>-135</td>
<td>-2.3%</td>
</tr>
<tr>
<td>CCSO</td>
<td>44,344</td>
<td>41,960</td>
<td>-2,384</td>
<td>-5.4%</td>
</tr>
<tr>
<td>CPD</td>
<td>4,329</td>
<td>4,502</td>
<td>173</td>
<td>3.9%</td>
</tr>
<tr>
<td>LCPD</td>
<td>804</td>
<td>824</td>
<td>20</td>
<td>2.7%</td>
</tr>
<tr>
<td>RPD</td>
<td>980</td>
<td>1,002</td>
<td>22</td>
<td>2.3%</td>
</tr>
<tr>
<td>VPD</td>
<td>62,254</td>
<td>60,796</td>
<td>-1,458</td>
<td>-2.3%</td>
</tr>
<tr>
<td>WPD</td>
<td>4,480</td>
<td>5,241</td>
<td>761</td>
<td>16.8%</td>
</tr>
<tr>
<td>WSU</td>
<td>40</td>
<td>33</td>
<td>-7</td>
<td>-17.5%</td>
</tr>
<tr>
<td>XLAW*</td>
<td>20</td>
<td>10</td>
<td>-10</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>123,308</td>
<td>120,290</td>
<td>-3,018</td>
<td>-2.5%</td>
</tr>
</tbody>
</table>

*XLAW includes BNSF, DOC and FBI.

Dispatched events are created by a dispatcher, generated by a telephone call to the 911 center and a unit was assigned.
Field Generated Law Enforcement Events

Field Generated events include events that were created by a dispatcher, but generated by an officer (i.e. traffic stops) and events created and generated by an officer on their MDC.

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>Difference</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>BGPD</td>
<td>7239</td>
<td>7198</td>
<td>-40</td>
<td>-0.6%</td>
</tr>
<tr>
<td>CCSO</td>
<td>31272</td>
<td>30720</td>
<td>-552</td>
<td>-1.8%</td>
</tr>
<tr>
<td>CPD</td>
<td>7424</td>
<td>7663</td>
<td>239</td>
<td>3.1%</td>
</tr>
<tr>
<td>LCPD</td>
<td>2364</td>
<td>1911</td>
<td>-453</td>
<td>-23.7%</td>
</tr>
<tr>
<td>RPD</td>
<td>3715</td>
<td>3602</td>
<td>-113</td>
<td>-3.1%</td>
</tr>
<tr>
<td>VPD</td>
<td>35465</td>
<td>35690</td>
<td>225</td>
<td>0.6%</td>
</tr>
<tr>
<td>WPD</td>
<td>3787</td>
<td>3755</td>
<td>-32</td>
<td>-0.9%</td>
</tr>
<tr>
<td>WSU</td>
<td>23</td>
<td>16</td>
<td>-7</td>
<td>-43.08%</td>
</tr>
<tr>
<td>XLAW</td>
<td>88</td>
<td>24</td>
<td>-64</td>
<td>-266.7%</td>
</tr>
<tr>
<td>Total</td>
<td>123,308</td>
<td>120,290</td>
<td>-797</td>
<td>-0.9%</td>
</tr>
</tbody>
</table>

Cancelled or Referred Law Enforcement Events

Includes events created by a dispatcher but not dispatched to a unit. These calls are either referred to another agency, to an online reporting system or did not require further assistance.

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>Difference</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>BGPD</td>
<td>1725</td>
<td>2049</td>
<td>324</td>
<td>15.8%</td>
</tr>
<tr>
<td>CCSO</td>
<td>20239</td>
<td>25700</td>
<td>5461</td>
<td>21.2%</td>
</tr>
<tr>
<td>CPD</td>
<td>1306</td>
<td>1640</td>
<td>334</td>
<td>20.4%</td>
</tr>
<tr>
<td>LCPD</td>
<td>305</td>
<td>381</td>
<td>76</td>
<td>19.9%</td>
</tr>
<tr>
<td>RPD</td>
<td>319</td>
<td>394</td>
<td>75</td>
<td>19.0%</td>
</tr>
<tr>
<td>VPD</td>
<td>30635</td>
<td>36978</td>
<td>6343</td>
<td>17.2%</td>
</tr>
<tr>
<td>WPD</td>
<td>1254</td>
<td>1644</td>
<td>390</td>
<td>23.7%</td>
</tr>
<tr>
<td>WSU</td>
<td>97</td>
<td>79</td>
<td>-18</td>
<td>-22.8%</td>
</tr>
<tr>
<td>XLAW</td>
<td>115</td>
<td>115</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total</td>
<td>55995</td>
<td>68980</td>
<td>12985</td>
<td>18.8%</td>
</tr>
</tbody>
</table>
## Total Created Law Enforcement Events

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>Difference</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>BGPD</td>
<td>15020</td>
<td>15169</td>
<td>149</td>
<td>1.0%</td>
</tr>
<tr>
<td>CCSO</td>
<td>95855</td>
<td>98380</td>
<td>2525</td>
<td>2.6%</td>
</tr>
<tr>
<td>CPD</td>
<td>13059</td>
<td>13805</td>
<td>746</td>
<td>5.4%</td>
</tr>
<tr>
<td>LCPD</td>
<td>3473</td>
<td>3116</td>
<td>-357</td>
<td>-11.5%</td>
</tr>
<tr>
<td>RPD</td>
<td>5014</td>
<td>4998</td>
<td>-16</td>
<td>-0.3%</td>
</tr>
<tr>
<td>VPD</td>
<td>128354</td>
<td>133464</td>
<td>5110</td>
<td>3.8%</td>
</tr>
<tr>
<td>WPD</td>
<td>9521</td>
<td>10640</td>
<td>1119</td>
<td>10.5%</td>
</tr>
<tr>
<td>WSU</td>
<td>160</td>
<td>128</td>
<td>-32</td>
<td>-25.0%</td>
</tr>
<tr>
<td>XLAW</td>
<td>223</td>
<td>161</td>
<td>-62</td>
<td>-38.5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>270679</td>
<td>279861</td>
<td>9182</td>
<td>3.3%</td>
</tr>
</tbody>
</table>

Law enforcement events make up 75% of CRESA’s dispatching workload. Other event types include Public Works, PUD, and Animal Control.
Fire/EMS calls for service for 2013 showed a countywide increase of 3.4% over calls from the previous year. Woodland Fire was added in late 2012, then joined CCFR mid 2013.

### Dispatched Event - Fire / EMS

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2012 - 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>FD #3</td>
<td>1,136</td>
<td>1,089</td>
<td>-47</td>
</tr>
<tr>
<td>FD #6</td>
<td>5,499</td>
<td>5,827</td>
<td>328</td>
</tr>
<tr>
<td>FD #10</td>
<td>546</td>
<td>575</td>
<td>29</td>
</tr>
<tr>
<td>FD #13</td>
<td>382</td>
<td>407</td>
<td>25</td>
</tr>
<tr>
<td>FD #26</td>
<td>33</td>
<td>43</td>
<td>10</td>
</tr>
<tr>
<td>FD #7</td>
<td>129</td>
<td>130</td>
<td>1</td>
</tr>
<tr>
<td>CFD</td>
<td>1,485</td>
<td>1,395</td>
<td>-90</td>
</tr>
<tr>
<td>CCFR</td>
<td>3,609</td>
<td>4,152</td>
<td>543</td>
</tr>
<tr>
<td>ECFR</td>
<td>613</td>
<td>595</td>
<td>-18</td>
</tr>
<tr>
<td>VFD</td>
<td>22,356</td>
<td>22,343</td>
<td>-13</td>
</tr>
<tr>
<td>WFD</td>
<td>1,293</td>
<td>1,425</td>
<td>132</td>
</tr>
<tr>
<td>WDF</td>
<td>9</td>
<td>366</td>
<td>357</td>
</tr>
</tbody>
</table>

**TOTALS** 37,090 38,347 1,257 3.4%

EMS events for service account for 83% of all calls for the fire/EMS agencies.
58% of all Fire/EMS events for service received at CRESA fall within the jurisdiction of the Vancouver Fire Department.

Radio Traffic

Law enforcement agencies are divided among three radio channels. Vancouver Police operates on Control 3 24/7/365, the remainder of the law enforcement agencies operate on Control 2 for ten hours of the day. For the other fourteen hours, the outlaying agencies split away from the county to their own frequency, Control 1.
Overall radio traffic has increased by 2.4% in 2013. Data for fire was unavailable for 2012. During 2013, CRESA increased the number of hours the outlying cities operated on Control 1 from 12 to 14 hours influencing the increase in Control 1 traffic and the decrease in Control 2 traffic.

CRESA attempts to match our staffing levels with our workload.
ADDITIONAL INFORMATION AND COPIES
For questions regarding information contained in this report or to request additional copies, contact CRESA at (360)737-1911.
or visit the CRESA website at www.cresa911.org.