



# 2020 Annual Report

**SANTA CRUZ  
REGIONAL**

**9-1-1**

**SECONDS MATTER**

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## SCR9-1-1 Board of Directors



(L-R)  
Jamie Goldstein, City of Capitola  
Carlos Palacios, County of Santa Cruz  
Matt Huffaker, City of Watsonville  
Martín Bernal, City of Santa Cruz

### **Contributors:**

Dennis Kidd, Amethyst Uchida,  
Stephanie French, Wolff Bloss,  
Melody MacDonald, Sean Schorovsky,  
Tammy Spath, and Beth Wann

# Message from the General Manager

If I had to pick one word to describe our 2020 it would be: *flexible*. Our staff responded to crisis after crisis with grace and nimbleness. Our employees accepted every challenge that was thrown at them, persevered, and overcame each one.

As our world changed and so many employees were able to stay home, that was not an option for the 9-1-1 staff. Our dispatchers continued to come to work and support our communities and our Users every day. They decided to take COVID-19 seriously and we instituted many health and safety features with no resistance from any employee. Their workday was radically changed, and they just went with the flow. I cannot adequately express my appreciation for all of the members of SCR9-1-1 and their deep desire to make our counties better, day-by-day.

Not only did we deal with COVID-19 (as did the entire world), we had some other significant major events happen in 2020. On June 6, Santa Cruz County Sheriff's Office (SCSO) Sergeant Damon Gutzwiller was murdered in the line of duty. A gut punch to our staff. As with COVID-19, they stepped up and continued to perform even though they were heartbroken. They cared for each other with a family-like love.



Dennis Kidd

On August 19, the CZU Lightning Complex Fire began. Although the majority of fire operations was run by CAL FIRE, our staff was directly involved in the evacuation of tens of thousands of Santa Cruz County residents. During the evacuation process, hundreds of patrol staff (from many jurisdictions) came into Santa Cruz County and patrolled the evacuated areas. This required quick action by our staff, with the great assistance of SCSO, to create new operational procedures to be able to manage this newly formed system. Again, with grace and nimbleness they persevered. During the three-week period of the CZU Lightning Complex Fire, our staff worked 458 hours of overtime to support this event. Again, what a commitment they all have towards their communities and our Users.

During 2020, we felt a lot of love from our community—from many meals being delivered, donated masks, some much needed support after the loss of Sgt. Gutzwiller, and community members volunteering to stand in line at Costco to get us scarce cleaning supplies. The support we felt from our community was overwhelming. We are grateful.

## Mission Statement

Santa Cruz Regional 9-1-1 is dedicated to serving as the vital link between the public and public safety organizations through *responsiveness* and *technical excellence* while in *partnership* with its Users and employees.

SCR9-1-1 provides 9-1-1 and public safety dispatch services for:  
County of Santa Cruz ★ City of Santa Cruz ★ City of Watsonville ★ City of Capitola  
County of San Benito ★ City of Hollister ★ City of San Juan Bautista

# *Santa Cruz Regional 9-1-1 Staff*

## *Management Team*

Dennis Kidd, General Manager  
Amethyst Uchida, Systems Division Manager  
Stephanie French, Operations Division Manager

## *Operations and Support Services*

Melody MacDonald, Operations Supervisor  
Sean Schorovsky, Operations Supervisor  
Tammy Spath, Operations Supervisor (ret)

## *Systems Division*

Wolff Bloss, Systems Supervisor  
Tom Ginsburg, Senior Systems Technician  
Gilberto Oros, Senior Systems Technician  
Nicola Torchio, Senior Systems Technician  
Gabriella Santana, GIS Technician

## *Business Division*

Beth Wann, Office Supervisor  
Tina Bisgaard, Senior Administrative Assistant  
Maria Wallen, Senior Administrative Assistant  
Jake Guerrasio\*, Student Intern  
Madison Whittle, Student Intern  
Paisley House, Student Intern

## *Public Safety Dispatch Staff*

### *Senior Public Safety Dispatchers*

Ashley Baldwin  
David Brenner  
Andrea Castro  
Andrew Davidson  
Lyndsay Farotte  
Abigail Marizette  
Teresa Minogue  
Stephanie Tracy

### *Public Safety Dispatchers*

Michael Birkett  
Karen Clark (Extra Help)\*  
Valerie Conner (ret) (Extra Help)  
Dillon Corley  
Christina Corral  
Kristine Ebersole  
Jessica Ewing (Extra Help)  
German Flores  
Joseph Guerrero\*  
Cooper Heberer  
Kristal Higgins  
Dee Kenville (Extra Help)  
Anna Kiff  
Sheena LaMar  
Gina Loftin  
Abigail MacMullan  
Jenn Maggio  
Eric Mello  
Christopher Norlin  
Lisa Oberdorfer (Extra Help)  
Samantha Preciado  
Kimberly Rickabaugh

Ariana Rios  
Kindra Rock  
Areli Sanchez  
Billie Savell  
Melanie Sherwood  
Deanne Spencer\*  
David Sumner  
Rose Torres  
Felicia Vigil  
Paola Zepeda

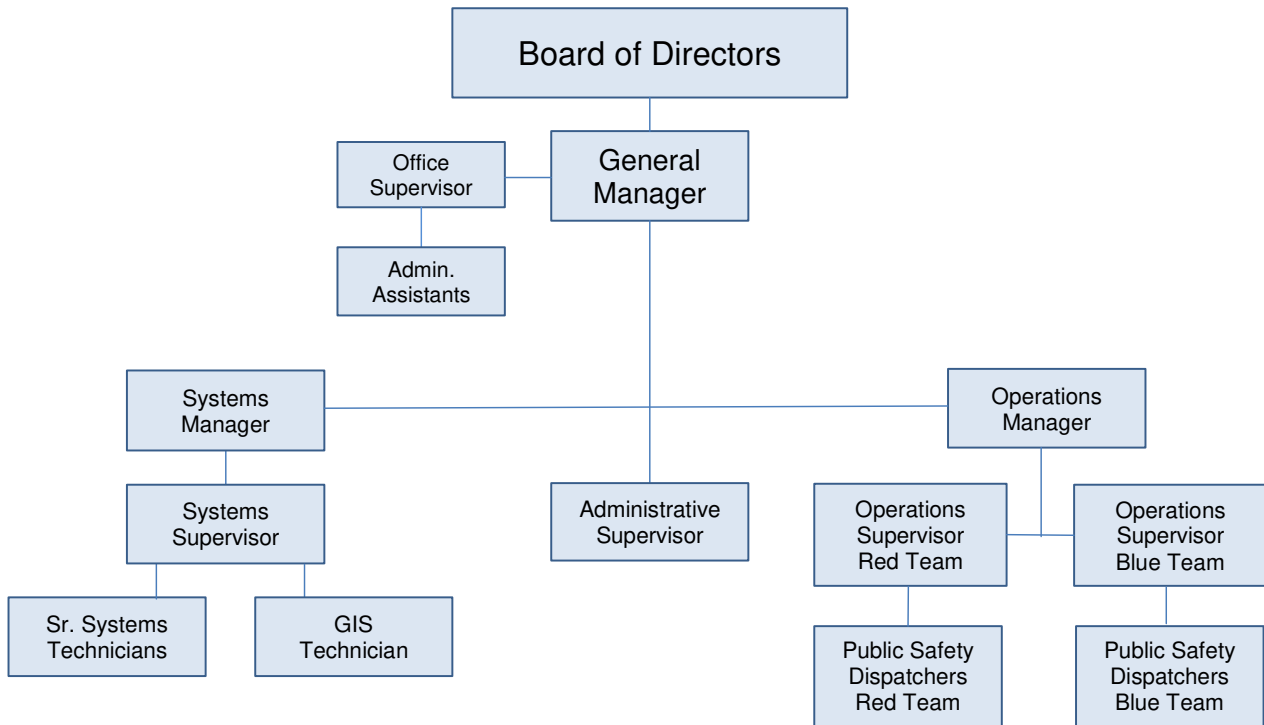
### *Public Safety Dispatcher Assistants*

Anne Escobar  
Taylor Froling  
Patrick Garza  
Colin Herrick\*  
Bryon O'Neal  
Bailey Whittle

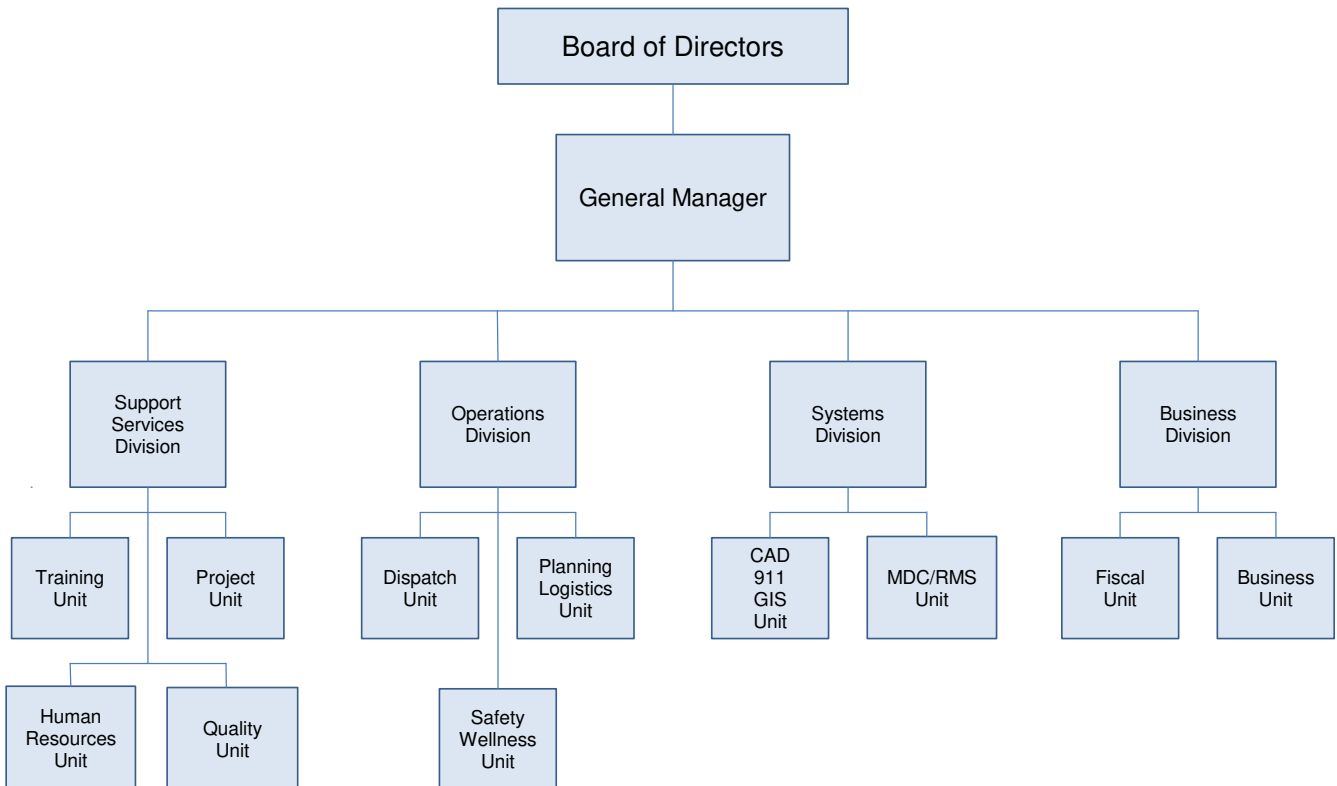
(ret) - retired in 2020

\*left employment in 2020

## Organizational Chart



## Program Reporting Structure





Dennis  
General Manager



Amethyst  
Systems Manager



Stephanie  
Operations Manager



Abby  
Lead, EMD, Law, Fire, CTO,  
Bilingual



Abigail  
EMD, Law



Andrew  
Lead, EMD, Law, Fire, CTO,  
Instructor



Anna  
EMD, Law, Fire



Anne  
EMD, Dispatcher Assistant



Annie  
Lead, EMD, Law, Fire, CTO,  
Instructor



Areli  
EMD, Law, Fire, CTO,  
Instructor, Bilingual



Ariana  
EMD, Law



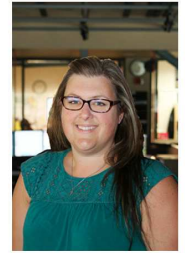
Ashley - 2020 DOTY  
Lead, EMD, Law, Fire,  
Instructor



Bailey  
DAI, Trainee



Beth  
Office Supervisor



Billie  
EMD, Law, Fire, CTO



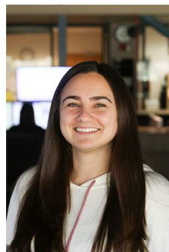
Birkett  
EMD, Law



Bryon  
DAII, Law Trainee



Chris  
Law



Christina  
EMD, Law, Fire



Cooper  
Law



David B.  
Lead, EMD, Law, Fire, CTO



David S.  
Law



Dee K.  
EMD, Extra Help



Dillon  
EMD, Law



Eric  
EMD, Law, Fire



Felicia  
EMD, Law, Extra Help



Gabriella  
GIS Technician



German  
EMD, Law, Fire, CTO,  
Bilingual



Gilberto  
Senior Systems  
Technician



Gina  
EMD, Law, Fire, CTO



Jenn  
EMD, Law, Fire, CTO



Jessica  
EMD, Law, Extra Help



Kim  
EMD, Law



Kindra  
EMD, Law



Kristal  
EMD, Law



Kristine  
EMD, Law, Fire,  
Instructor



Lisa  
EMD, Law, Extra Help



Lyndsay  
Lead, EMD, Law, Fire, CTO



Madison  
Intern



Maria  
Senior Administrative  
Assistant



Melanie  
EMD, Law, Fire



Melody  
Operations Supervisor



Nicola  
Senior Systems Technician



Paisley  
Intern



Paola  
Law, Bilingual



PJ  
Law



Rose  
EMD, Law, Bilingual



Sam  
EMD, Law



Sean  
Operations Supervisor



Sheena  
EMD, Law, Fire



Stephanie  
Lead, EMD, Law, Fire, CTO



Tammy  
Operations Supervisor



Taylor  
Law Trainee



Tina  
Senior Administrative  
Assistant



Tom  
Senior Systems  
Technician



Val  
EMD, Law



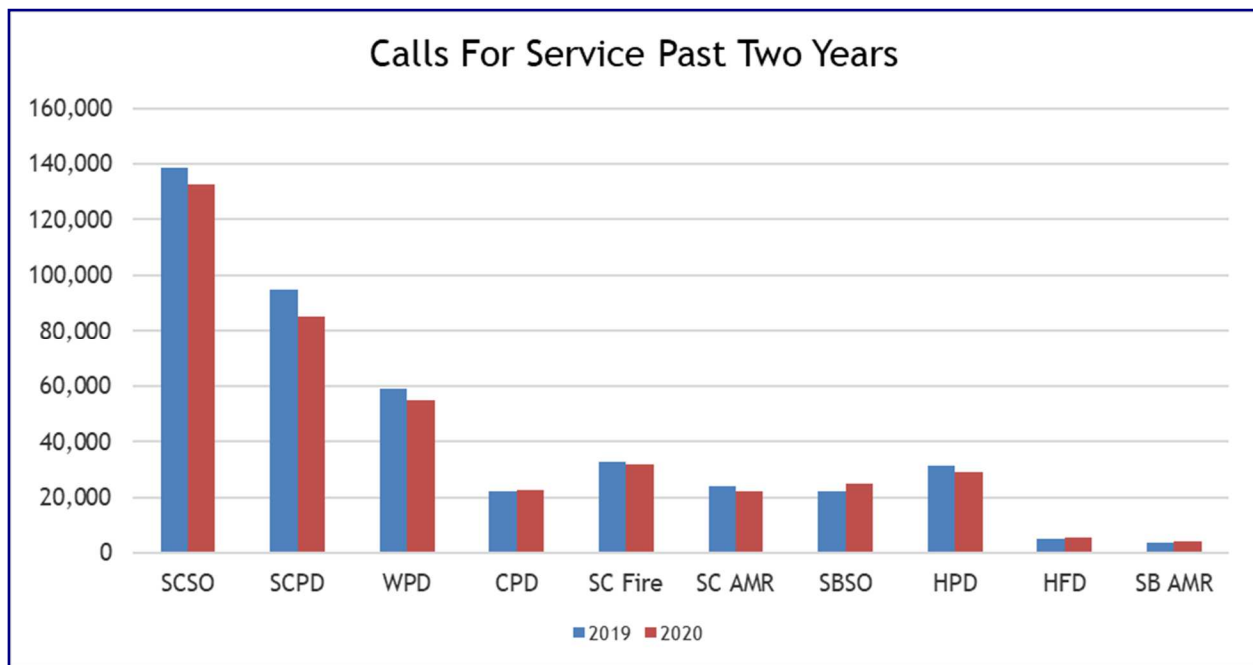
Wolff  
Systems Supervisor

Photo Unavailable: Cotin, Deanne, Terri

# Workload and Call Statistics

Calls For Service Agency Comparison*			
2019	2020	Agency	Annual Change
138,384	132,464	Santa Cruz County Sheriff's Office (SCSO)	-4.28%
94,931	85,114	Santa Cruz Police Department (SCPD)	-10.34%
59,107	54,792	Watsonville Police Department (WPD)	-7.30%
21,995	22,387	Capitola Police Department (CPD)	1.78%
32,768	31,592	Santa Cruz County-Wide Fire	-3.59%
24,052	21,889	Santa Cruz AMR	-8.99%
22,169	25,050	San Benito County Sheriff's Office (SBSO)	13.00%
31,394	29,002	Hollister Police Department (HPD)	-7.62%
5,018	5,380	Hollister Fire	7.21%
3,706	3,973	San Benito AMR	7.20%
3,540	2,774	Other	-21.64%
<b>437,064</b>	<b>414,417</b>	<b>Total Calls for Service</b>	<b>-5.18%</b>

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

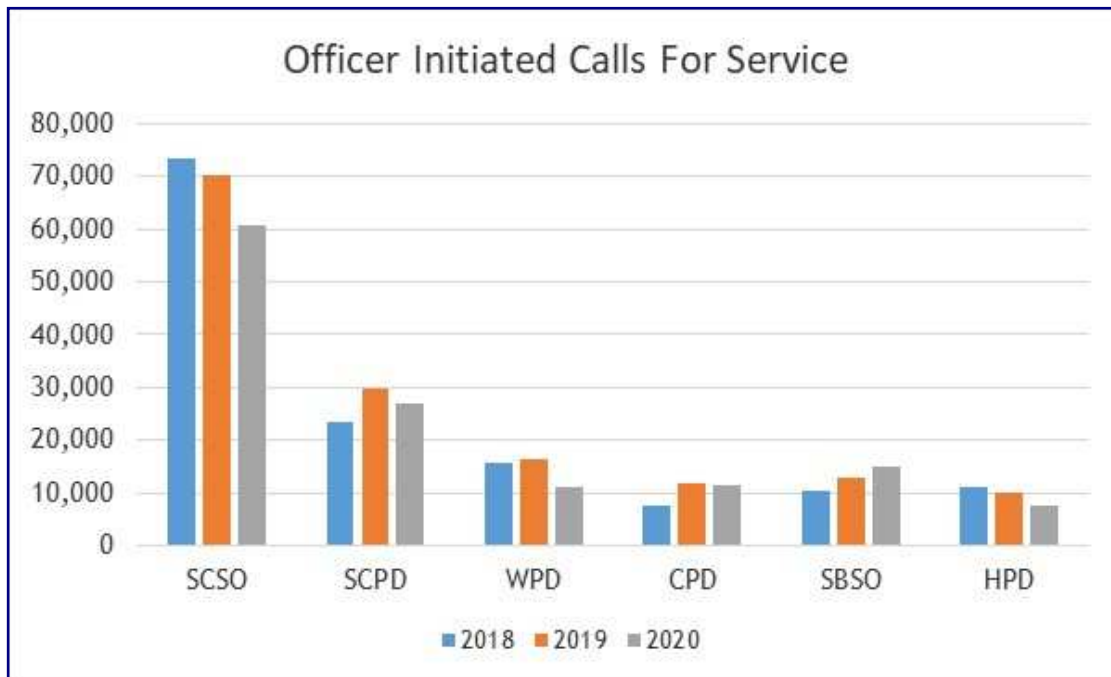




# Workload and Call Statistics

## 2020 CAD Officer Initiated Calls for Service

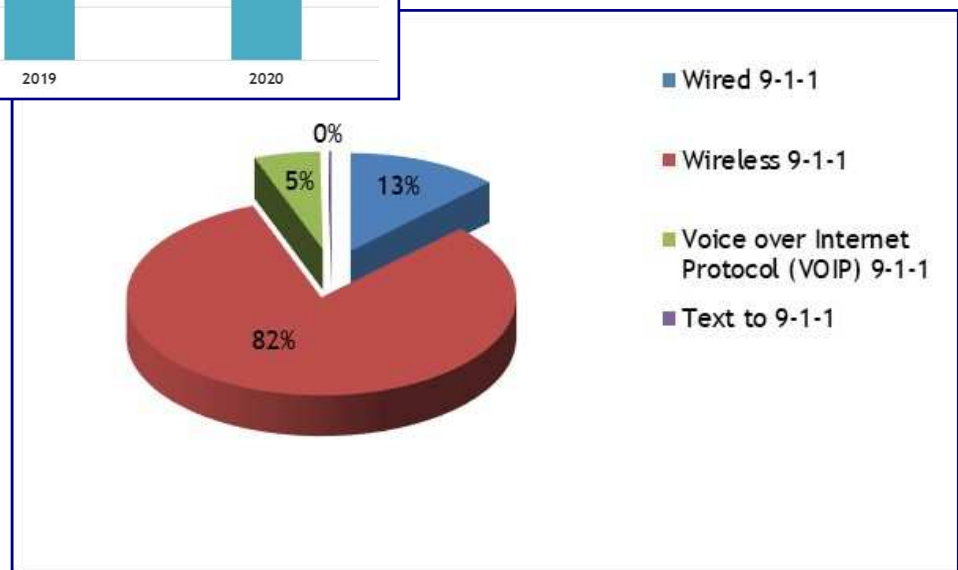
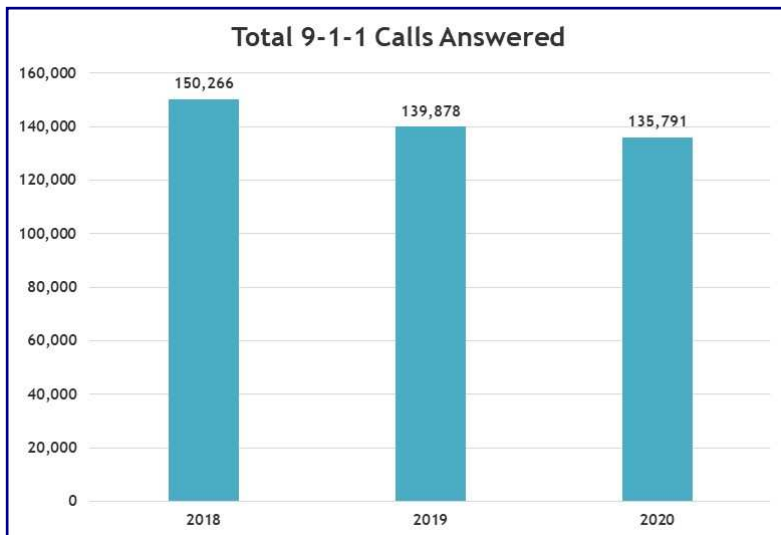
Name	2018	2019	2020	% Change from 2019 to 2020
Santa Cruz County Sheriff's Office (SCSO)	73,304	70,192	60,841	-13.32%
Santa Cruz Police Department (SCPD)	23,430	29,798	26,989	-9.43%
Watsonville Police Department (WPD)	15,710	16,335	10,938	-33.04%
Capitola Police Department (CPD)	7,571	9,857	11,343	15.08%
San Benito County Sheriff's Office (SBSO)	10,335	12,725	14,833	16.57%
Hollister Police Department (HPD)	11,083	9,982	7,618	-23.68%
TOTAL	141,433	148,889	132,562	-10.97%



# Workload and Call Statistics

Total Phone Calls Handled and Processed				
Type of Call	2018	2019	2020	Percent Change 2019 to 2020
Wired 9-1-1	23,743	19,981	17,130	-14.27%
Wireless 9-1-1	117,335	111,483	110,906	-0.52%
Voice over Internet Protocol (VOIP) 9-1-1	8,872	8,222	7,455	-9.33%
Text to 9-1-1	316	192	300	56.25%
<b>Total 9-1-1</b>	<b>150,266</b>	<b>139,878</b>	<b>135,791</b>	<b>-2.92%</b>
10-Digit Emergency	35,660	35,835	33,841	-5.56%
10-Digit Non-Emergency (Law)	169,688	166,151	154,098	-7.25%
10-Digit Other	229,523	217,821	201,405	-7.54%
<b>Total 10-Digit Calls</b>	<b>434,871</b>	<b>419,807</b>	<b>389,344</b>	<b>-7.26%</b>
<b>Total Phone Calls</b>	<b>585,137</b>	<b>559,685</b>	<b>525,135</b>	<b>-6.17%</b>

## Emergency Phone Call Origins Comparison



# Authority Goals

## Assessment of 2020 Goals

**1. In an effort to improve employee health, launch our newly developed ergonomic plan and incorporate the training building-wide and in the new hire Academy.**

**ACCOMPLISHED** Our aim is to ensure that all workstations have been evaluated and set up ergonomically to minimize user risk and maximize comfort and efficiency. As with all safety measures, to be effective, good ergonomic practices must be incorporated at the operational level.

An agency-wide Ergonomic Plan was developed in 2020 and incorporated into our Training Academy and Safety Plan. Our Academy Instructors now provide ergonomics training to all new dispatch employees during their Academy time and incorporate this training real-time out on the dispatch floor. Non-dispatch hires receive ergonomic training from the Safety Coordinator within 30 days of hire.

**2. Conduct a User Survey.**

**ACCOMPLISHED** As part of our three-year cycle for surveying our Users, Community, and Employees, in 2020 we surveyed our Users. We invited all ranks of our Users to take the survey, as we are interested in feedback from line-level Users as well as managers. We received 130 responses and had overwhelmingly positive results. Of the 130 responses, 121 (93%) were positive.

Full survey results are located in the Appendix of this report.

**3. In order to support our multi-generational trainee dispatchers' emotional well-being, expand our Onboarding program. Anticipating the complex training modules they will encounter, and the challenges inherent in the career they have chosen, help prepare our trainees by:**

- Strategic check-ins
- Communications Training Officer (CTO) feedback
- Closer CTO oversight
- More flexibility in training milestones and feedback
- Judicious scheduling

**ACCOMPLISHED** To achieve this goal, we optimized the use of our Onboarding program,

which was implemented in 2019, and developed new mechanisms in our training program. Weekly check-ins with trainees occurred with the training supervisor. Peer check-ins were frequent to provide tools to navigate the challenges of learning a new profession. Periodic management check-ins occurred with each new employee to discuss their overall experience. Increased feedback to the CTOs from the training supervisor occurred to share lessons learned and thoughtfully cater training to a trainee's specific needs. All of these mechanisms were considered when scheduling and mentoring new employees through their training.

We encouraged trainees to develop independence and recognize successes throughout their time in training. One way this was done was to allow trainees, once competency was shown, to work independently by processing non-emergency phone lines. Trainees were scheduled time to work independently and develop confidence in themselves and their skills, while continuing their emergency call-taking training during the majority of scheduled shifts. Non-traditional tools and training modalities were utilized to cater to individual trainee needs including modified release to operations plans and utilization of specific performance improvement plans. We have found that through these steps we have mechanisms to connect with trainees and thereby adjust training plans fluidly to help trainees overcome their challenges.

**4. Utilizing a project team consisting of all Records Management System (RMS) User agency personnel and SCR9-1-1 Systems personnel—design, implement, and configure the new CentralSquare RMS System to the point of a successful functional acceptance test in preparation for deploying the new RMS in 2021.**

Work on the RMS project that took place during 2020 included: installation of hardware and software, 30 days of training, and hundreds of hours designing and configuring the system. More detail on the project is available in the Systems Division portion of this report.

Even though this project was severely affected by the local and global crises that occurred in 2020, the team resiliently adapted and made adjustments, allowing the project to continue moving forward, albeit on a slightly delayed timeline.

## Statement of 2021 Goals

1. Conduct a Community Survey.
2. Work with the RMS Project Team to finish configuring the new Records Enterprise (formerly known as InformRMS) solution, deploy training countywide, and have a successful go-live.
3. Explore opportunities to consolidate and expand the tasks of the Support Services Divisions (SSD).

## Emerging Issues

### Next Generation 9-1-1 (NG911)

It is finally real. NG911 is scheduled to go live in 2021. Santa Cruz Regional 9-1-1 should get their first NG911 lines connected in February, with full transition done by May 2021. With NG911, there will be the ability to receive multimedia files from a 9-1-1 caller. Whereas the specifics of how (or if) that will happen are not developed, the ability will be there. The most beneficial change will be much more accurate location information from the 9-1-1 caller's phone. This should truly help in getting resources to a caller in a more timely manner. Another significant improvement will be greater redundancy of the 9-1-1 infrastructure, with the goal of being up and functional 99.999% of the time! This entire project is funded by the California State 9-1-1 Office and is no cost to our local agencies.

### 9-1-1 Phone Systems

The State provides funding for 9-1-1 phone equipment and said equipment is intended to be replaced every five to seven years to ensure it can remain under maintenance by vendors to maximize reliability. As such, the State performs a Request for Proposal (RFP) every five years to evaluate new solutions and provide a procurement vehicle for local agencies to use when selecting a new system. The RFP completed in 2020 is unique and marks a major milestone in that solutions on the contract are available as "cloud-based."

This new contract expands the list of qualified providers and systems quite a bit from the 2015 contract. Once we are eligible to replace our system (in the second half of 2021), we will be forming an ad hoc team including Operations and Systems personnel. The team will build a list of crucial functionalities required in our phone system. Then, team members will evaluate the available solutions for the best match to our needs. Generally, the solutions are sold, with maintenance, by multiple vendors. Therefore, the team will also review each vendor of the selected solution to choose the one with the best reputation for supporting our system.

A cloud-based phone system will allow for better redundancy than any single agency can afford to create on its own. By the State of California making this a priority in their procurement vehicle, there are more vendors available for us to choose from. In addition, this system being cloud-based is only possible due to the implementation of the Next Generation 9-1-1 secure and redundant network infrastructure.



Stephanie French, Melody MacDonald, Sean Schorovsky, and Tammy Spath

The Operations Division is managed by the Operations Division Manager, Stephanie French, and supported by three Operations Supervisors: Tammy Spath, Melody MacDonald, and Sean Schorovsky—who have oversight of the dispatch staff.

2020 was a challenging year as we adapted to living and working in a pandemic, through a line of duty death, civil unrest, and the CZU Lightning Complex Fire. The Operations staff remained committed to serving our Users and community in times when they, too, were experiencing challenges as a result of 2020’s “gifts.”

**Gratitude**

SCR9-1-1 is extremely grateful to have the committed and incredibly adaptable staff that it does. It is expected that emergency service providers be available 24/7, regardless of the conditions that may be stressing the community. Most of our staff live within the community they serve and are, therefore, affected by the events within our counties. Each of the events mentioned later in this report has affected every single one of our employees in one way or another. From stay at home orders that meant distance learning to evacuations due to fire, and the tragedy of Sgt. Damon Gutzwiller—our staff were adjusting their routines on a constant basis. All staff have contributed to the continuity of operations in ways more than what is guided by planning or policy. Grit, tenacity, flexibility, and a bit of humor have guided us all through a tough but successful year.

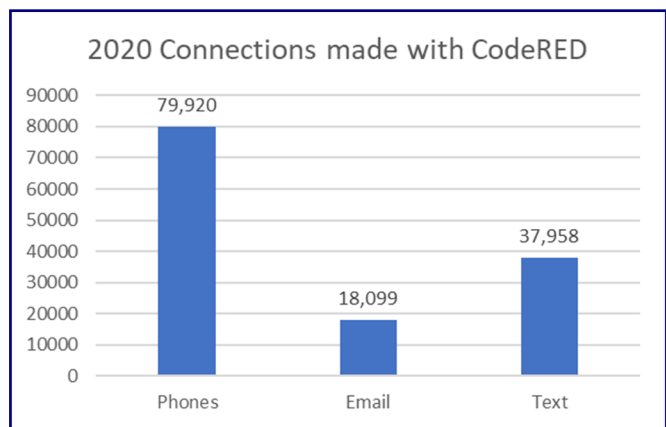
**CodeRED**

Santa Cruz Regional 9-1-1 hosts, maintains and administers CodeRED—the mass notification alerting tool for Santa Cruz and San Benito Counties that sends public safety ordered alerts quickly through several different technologies no matter where the receiver is—at home, school, work, or

somewhere in the community. Sending and receiving timely information about emergency events, natural or man-made, can make all the difference in knowing when and how to act in order to remain safe. CodeRED is used for emergency purposes only, which includes: evacuation warnings and notices, shelter in place orders, requests for assistance from the community when attempting to locate persons at risk, and others. CodeRED is integrated into the nation’s alerting platform, known as Integrated Public Alerts and Warning System (IPAWS), which is used for imminent threats to life. IPAWS delivers through a variety of pathways without the community having to do anything to receive it:

- Emergency Alerting System (EAS): used to send detailed warnings to broadcast, cable, satellite, and wireline communication pathways.
- Wireless Emergency Alerting (WEA): 90 to 160-character emergency text messages sent to mobile devices within range of cell towers broadcasting in the affected area. You do not have to sign up for WEA alerts.
- Digital road signs, sirens, and other systems.

CodeRED was heavily used in 2020. In total, CodeRED was launched 358 times to make community notifications or activate special teams like Search and Rescue, Bomb Team, and Crisis and Hostage Negotiations Teams, to name a few.



**Public Health Order**

**April 9** - At the direction of Santa Cruz Office of Emergency service, IPAWS was used to alert Santa Cruz County of the stay at home order that included the closure of parks and beaches.

## Line of Duty Death - Sgt. Damon Gutzwiller

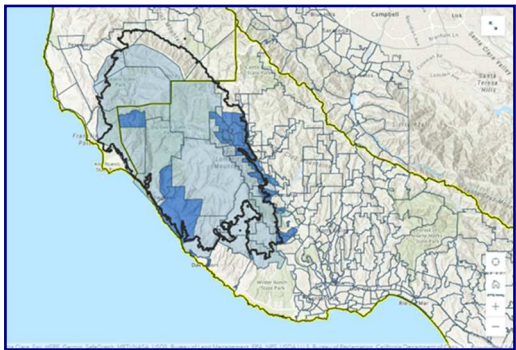
**June 6** - A shelter in place alert was sent at approximately 1500 hours to the area of Jamison Creek and Highway 9 as the Santa Cruz Sheriff's Office investigated a suspicious vehicle. At approximately 1600 hours, residents in the area of Highway 9 and Waldeberg were provided specific evacuation instructions based on their proximity to the incident. Depending on their location, they were told to go either north or south on Highway 9, with the intent of keeping them safe from the fugitive who had just shot and killed Sgt. Gutzwiller, and was carjacking residents as he attempted to flee the area. No civilians were injured during this incident.

## CZU Lightning Complex Fire

**August 18** - CodeRED was heavily used during the CZU Lightning Complex Fire. In collaboration with fire and law personnel, 46 different notifications were made to the community, including an IPAWS, advising them to evacuate or prepare to evacuate. Twenty-two of the notifications were done on the night of August 18 over a period of four hours. Having the fire protection zones pre-loaded into CodeRED (a project that was completed in 2014) allowed us to send these notifications quickly.

## Debris Flow Notification Planning

The CZU Lightning Complex Fire left a burn scar of 86,500 acres, which is a little more than 135 square miles. As the fire came and went in the summer, winter and spring bring



concern about debris flow. The large area outlined in black in the map represents the entire burn scar; the dark blue represents areas of risk for debris flow. Starting in October, SCR9-1-1 collaborated with Santa Cruz Sheriff's Office and fire agencies in the San Lorenzo Valley, as well as CAL FIRE and Santa Cruz County Office of Emergency Services, to develop an emergency notification plan for advising residents who are at risk of debris flow by using CodeRED. Over 40 shape files and custom messages were loaded into CodeRED to allow for targeted messaging to the residents within the burn scar. This pre-planning allows for efficient and effective messaging if the need arises.

## Dispatch Unit – Significant Events

This year's significant events looked a little different. Most significant events are singular events—usually lasting just a few short hours—and then we move on to the next emergency. However, 2020 brought us a different type of emergency situation. We had three significant events for sustained periods of time, and some events occurred simultaneously. These events started in March and one is still ongoing at the end of 2020.

**March 6** - SCR9-1-1 began COVID-19 screening questions on all calls that would need “in-person” contact. Dispatchers would then advise responding units via the radio. This was a proactive measure put into place well before the stay at home order for Bay Area Counties, including Santa Cruz County, that would go into effect at midnight on March 16. This order would impose the most stringent requirements and recommendations for residents and businesses. Immediately following the stay at home order, SCR9-1-1 staff began responding to the community who were inundating our 9-1-1 and non-emergency phone lines with questions about the order. It would be days before County Public Health was able to staff a hotline for the community to call. San Benito County and the entire State of California would follow suit just two days later on March 18.

Small concerns about COVID-19 had already been surfacing and large gatherings banned. In response, some area schools closed early for cleaning as COVID-19 positive cases were identified. When the public health order was released, all schools closed for in-person learning until further notice. All of our employees are essential—our dispatchers and call-takers are unable to work remotely. Add in the requirement that we staff 24/7, employees scrambled to find ways to juggle home and work, and now home-schooling.

Systems Division, Business Division, and Operations Supervisors identified employees who shared common office space and minimized contact by remote work and flexible scheduling.

Operations Supervisors immediately met with all dispatch staff to identify any needs and problem-solve potential solutions. Our employees are our greatest asset. Many immediately offered to swap shifts with their co-workers to help them with scheduling needs during this crisis. We were able to accommodate every employee who needed a schedule adjustment. The Operations Division Manager and Supervisors adjusted their

## Significant Events

schedules to provide the most coverage possible seven days a week, and continued to check in with employees frequently.

We also implemented other safety measures, oftentimes well before receiving direction from Public Health, including:

- March 13—Building locked down to all visitors; all meetings moved to virtual format.
- April 16—Mandatory temperature checks for all employees and vendors.
- April 23—Mandatory face covering requirement for all employees as well as following social distancing guidelines.

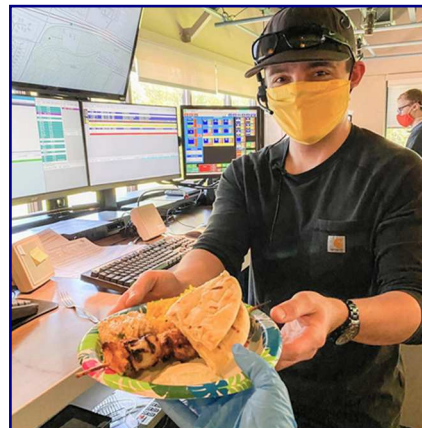
The mandatory face covering guideline was a huge one for us to meet, as it was difficult to purchase these from suppliers. Using social media, we asked for help—and our community immediately responded by donating several hundreds of face coverings for all employees.



It was difficult to obtain supplies, including hand sanitizers, a thermometer, and disinfecting wipes. Thank you to Smith & Vandiver, Santa Cruz Fire Department, and community members for your donations to keep our employees healthy. A special acknowledgement to community member Don Gustafson for picking up disinfectant supplies for our agency and delivering!

Santa Cruz Neighbors and Santa Cruz Film Festival joined local businesses to support us as frontline heroes through generous donations from restaurants, including: Mozaic, Joe's Pizza & Subs, Cilantros, Pono, and Mission Street BBQ. They fed our dispatchers and support staff during this pandemic.

This is a true example of how 9-1-1 and the community work so well together. Thank you.



To help manage EMS resources during the pandemic, many solutions were developed, including use of Quick Response Vehicles (QRV) to handle low priority sick person calls that had screened positive. Another solution was the implementation of a nurse triage line. After initial call processing through our Emergency Medical Dispatching (EMD) protocols, low priority ALPHA medical calls that screened positive were transferred to the nurse triage line. If the nurse deemed the patient needed immediate transport, they would notify us and activate an EMS resource. The hope of using both solutions was to not tax our limited resources and to help alleviate the non-emergency transports. Both solutions were developed in collaboration with our County Medical Director, Dr. Ghilarducci, and Fire and EMS Users.

**June 6** - Our employees dealt with the most devastating event that any 9-1-1 dispatcher and call-taker will encounter during their career. Santa Cruz County Sheriff's Office Sergeant Damon Gutzwiller, Deputy Emma Ramponi, and Deputy Alex Spencer were fired upon while responding to a suspicious vehicle call in Ben Lomond. Deputy Ramponi was able to radio an officer down mayday and to send all resources Code 3. This set off a massive response, including allied and mutual aid agencies from areas as far as the San Francisco Bay and Monterey County.

Employees also responded to help their co-workers with this massive incident that involved hundreds of first responders and several crime scene locations. Our Peer Support Team was deployed and personally notified each on-duty dispatcher that Sergeant Gutzwiller had succumbed to his injuries.

## Significant Events

**June 17** - Many of our employees volunteered to adjust their shift, or come in on a day off, to allow as many of our dispatchers to attend Sergeant Gutzwiller's memorial service at Cabrillo College. Dispatcher **Kristine Ebersole** worked with California Coast Uniform Co., to create memorial face coverings for employees attending the service. Ebersole also hand-crafted a mourning quilt that hangs proudly in our dispatch center.



**August 15** - A wind event occurred, resulting in numerous trees down into structures, wires down, and wildland fires due to multiple lightning strikes. These lightning strikes would set off a series of small fires, including the Warnella Fire near Davenport and the Waddell Fire near Waddell Creek. These two fires merged together and became known as the CZU Lightning Complex Fire that officially started on August 16 around 0630 hours.

The first evacuation order via CodeRED was sent on August 18 at 2016 hours. This set off a series of 34 separate reverse 9-1-1 notifications over the next 48 hours, to include evacuation warnings and notifications to residents in the San Lorenzo Valley area: Boulder Creek, Brookdale, Ben Lomond, Felton, Zayante, Mt. Hermon, Paradise Park, Davenport, Bonny Doon, UCSC, and Scotts Valley. This massive evacuation affected over 70,000 residents in Santa Cruz County. These types of CodeRED notifications were sent to community members based on geographic

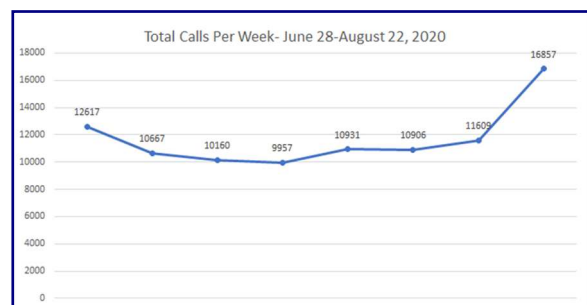
areas called evacuation zones. These geographic zones are now well-known as fire evacuation zones. When directed by Unified Command, we were able to quickly launch community notifications as the zones were already pre-programmed in our reverse 9-1-1 system, CodeRED. The zones were also made available for public viewing at [community.zonehaven.com](http://community.zonehaven.com). This was the first large scale event where SCR9-1-1 leveraged the power of social media and posted evacuation alerts and incident update reports on Instagram and Facebook.

The initial 48-72 hours were challenging. Ten of our own employees were mandatorily evacuated in the first three days and continued to work and support our Users and community. We immediately increased staffing levels to operate a law enforcement radio frequency for approximately 100 allied and mutual aid units who were helping with evacuations and security patrols.

The Santa Cruz County Sheriff's Office developed an on-the-fly beat structure specific for the evacuated zone. Senior Systems Technician **Nicola Torchio** and GIS Technician **Gabriella Santana** quickly moved this from a paper map to a new map layer in our computer aided dispatch (CAD) system that identified addresses in the evacuation zone. This was crucial to dispatching patrol deputies and officers from all agencies and preventing personnel being sent into potentially dangerous areas.

Once the Incident Command Post was established in Scotts Valley, one of our Operations Supervisors responded there to facilitate communication between the Command Post and our center, and send out evacuation notifications quickly.

Our incoming calls rose sharply as we answered calls from our community and tried to connect them with resources such as temporary shelter, large animal rescue, and general questions about the fire. During the first week of the fire, the amount of 9-1-1 calls doubled and non-emergency calls increased by 165%.

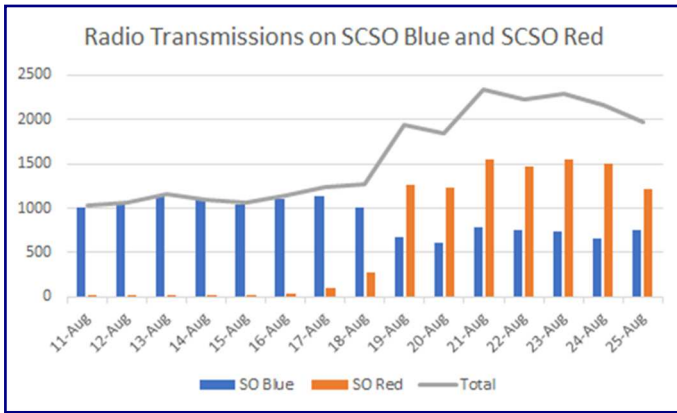




## Significant Events

We sustained an elevated staffing level until September 7—a total of 20 days and 458 disaster coverage hours.

The Santa Cruz County Sheriff's Office deployed deputies to work alongside dispatchers to provide guidance and assistance to the community, answering questions about re-entering evacuated zones for essential needs. Our Systems Division Manager **Amethyst Uchida** set up a view-only CAD computer and telephone on the dispatch floor to streamline the workflow of calls that the deputies could resolve.



Our agency would like to thank 1440 Multiversity for providing us with multiple meals per day over the course of several weeks.

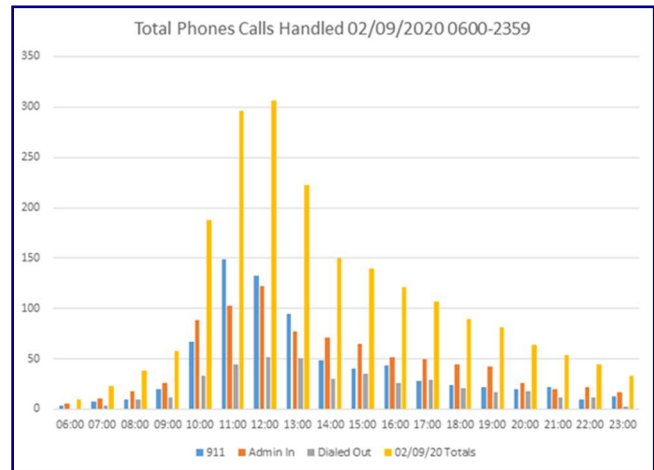
On September 22, the CZU Lightning Complex Fire was 100% contained. Our county sustained heavy losses including over 1,400 structures destroyed and over 85,000 acres burned.

In addition to the three significant events already mentioned, we had the following incidents that stood out during the year:

**February 9** - A significant wind event occurred in Santa Cruz County. During this event, we experienced technical issues with our internet, which impeded our ability to send emergency messages asking for more SCR9-1-1 staff to respond. Lead Dispatcher **Ashley Baldwin** telephoned on-call Operations Supervisor **Sean Schorovsky**. Schorovsky was able to activate the on-call dispatcher and notify Operations management staff. Baldwin also notified the Santa Cruz County Public Works supervisor and requested they activate their dispatcher in order to allow our dispatchers to focus on significant events. During this wind event, 69 Public Works calls were created. The FirePOD was extremely busy dispatching 275 total calls

including 165 wires down and 17 trees into homes.

The team that worked included: **Ashley Baldwin, Michael Birkett, German Flores, Joe Guerrero, Gina Loftin, Jenn Maggio, Chris Norlin, Sam Preciado, Kim Rickabaugh, Areli Sanchez, Deanne Spencer, Sean Schorovsky, and Tammy Spath**. Felton Fire Chief, Bob Gray, also called in to praise FirePOD dispatchers **Loftin** and **Maggio** for their seemingly effortless handling of this event.



**May 29** - San Jose Police and Oakland Police requested mutual aid assistance for Black Lives Matter (BLM) protests. Santa Cruz and San Benito Sheriff's Offices sent approximately 25-30 officers to help. The BLM protests were sparked by the recent death of George Floyd by a Minneapolis police officer. On May 31, the first local protest was held in downtown Santa Cruz and all allied agencies responded. On June 3, a large crowd gathered in front of Santa Cruz Police Department and vandalized the building and a nearby bank. The crowd continued to the clock tower until they dispersed about six hours later. Santa Cruz Sheriff's Office assisted by handling calls within the city limits, and California Highway Patrol provided their helicopter. These BLM protests would continue until June 6, when SCSO Sergeant Gutzwiller's death occurred. The protests did resume two days later and did not end until June 27th, which affected the communities in both Santa Cruz and San Benito Counties.

**July 12** - At 1520 hours, a report of a building on fire on San Benito Street was received. Hollister Fire was immediately dispatched along with mutual aid assistance from North Monterey County, CAL FIRE, Watsonville, Salinas, Pajaro Valley, and South Santa Clara. In total, this fire affected four different

buildings on San Benito Street and tied up resources until the early morning hours the following day. Coordinating this many responding units requires teamwork, and those involved in doing an outstanding job were: **Ashley Baldwin, Kristal Higgins, Dillon Corley, Billie Savell, Rose Torres, Lisa Oberdorfer, Ariana Rios, Sheena LaMar, Eric Mello, and Stephanie Tracy.**

**October 21** - A confirmed structure fire at the Wall Street Inn in Watsonville escalated into a two-alarm fire with apparatus from Watsonville, Aptos/La Selva, Central, Santa Cruz, Felton, Pajaro Valley, North Monterey County, CAL FIRE, and Santa Cruz AMR. Eighty-eight residents were displaced. Watsonville Fire Division Chief Tom Avila thanked Fire Dispatchers **Lyndsay Farotte** and **Sean Schorovsky** for their outstanding handling of this fire.



**October 24** - Watsonville Police had three different shootings between 1721 hours and 2338 hours. Two of the victims died from their injuries despite bystander CPR on one of the victims. The first shooting was handled by dispatcher-in-training **PJ Garza** and his training officer, **German Flores**. It is a rare occurrence for a trainee to have exposure to this type of high priority, low frequency event.

**November 6** - At 0610 hours, we had 44 callers reporting a wildland fire off of Frazier Lake Road. It ended up being a compost reception area that would continue to smolder and burn for several days. The initial response was upgraded, requesting 17 more resources. San Benito Sheriff's Office Search and Rescue was called out to help with evacuations and the Red Cross was utilized for 15 displaced residents. The initial moments of this incident were handled by: **Jenn Maggio, Abby Marizette, Kim Rickabaugh, Felicia Vigil, and Paola Zepeda**, as they supported Hollister Fire Dispatcher, **Christina Corral**.

## Commendations

**January 1** - **Christina Corral** delivered lifesaving CPR instructions in a calm yet assertive tone to get the caller to focus and comply so as to administer effective CPR. This was vital as the caller was finally able to get the patient in the correct position for CPR. Christina kept the caller on task through chest compressions until help arrived on scene. Feedback from the fire crew who responded stated that Christina's instructions saved this patient's life. Three days later, on January 4, Christina once again delivered lifesaving CPR instructions, including mouth-to-mouth instructions, to a distraught caller. Again, keeping the caller on task with assurance and instruction resulted with on-scene crews getting pulses back on the patient.



(R-L) Operations Supervisor Tammy Spath awards Christina Corral with a life-saving award, while (L-R) Stephanie French, Sean Schorovsky, and Amethyst Uchida look on.

**January 5** - **Eric Mello** provided lifesaving CPR instructions, including the use of the compression monitor tool, to help the caller deliver timely chest compressions. On-scene fire crews reported the patient was no longer blue when they arrived, affirming the chest compressions were effective.

**January 14** - When a community member crashed her bicycle, knocking the wind out of herself, she managed to dial 9-1-1 and **Michael Birkett** answered her call. The caller had trouble describing her location. Michael, however, was busy utilizing available technology in CAD and RapidDeploy to locate the caller and start help. The community member later sent a handwritten note of thanks regarding Michael, writing: "Your dispatcher was patient, calm and professional. I was

## Commendations

impressed and grateful with how quickly help arrived. I am encouraged to know we have such competent and well-trained dispatchers in Santa Cruz. You are a vital part of emergency service and taking care of our community.”

**February 9 - Christina Corral** processed a text to 9-1-1 from a rideshare driver reporting a brandishing of a handgun while in the drive-thru of a fast food restaurant. While Christina continued to interact through text, she also created a CAD incident and **David Sumner** dispatched Santa Cruz Police to the scene. Police eventually stopped the suspect vehicle and located a loaded .357 revolver.

**February 12 - Jenn Maggio** processed a transfer call from CHP requesting medical assistance. In 44 seconds, Jenn created a call for service and went right into EMD protocol where the need for CPR was identified. Jenn reassured the caller and provided instructions on getting the patient on his back for CPR. This was a difficult task because of the location of the patient and the caller being elderly with no other assistance available. Jenn patiently repeated instructions and expressed the necessity to get the patient on his back. Because of Jenn’s persistence, the caller did get the patient on his back and together they started chest compressions until Scotts Valley Fire took over. Crews continued CPR and defibrillated the patient four times getting pulses back. Scotts Valley Fire Battalion Chief Whittle wrote to us: “Another CPR save today thanks to SCR9-1-1, Scotts Valley Fire, and AMR teamwork. Good work!!”

**February 16 -** Less than a week after becoming a certified Emergency Medical Dispatcher (EMD), **Sam Preciado** answered a 9-1-1 call where immediately the caller was screaming his location and that his wife was not breathing. Sam calmly verified location and created our highest priority incident, ECHO—a patient not breathing. As Sam navigated through the cardiac card in ProQA, she also managed the caller and their family yelling and panicking in the background. The patient started to breathe, then stopped again midway through CPR. Sam continued to maintain a calm tone and deliver appropriate instructions along the way. Sam was on the phone for 16 minutes managing CPR and the caller. Aptos/La Selva Fire reached out to advise the patient was breathing on her own by the time they arrived at the hospital!

**March 21 - Annie Castro** answered a 9-1-1 call with the caller’s opening statement advising he had just killed his friend. Annie remained calm on the phone and gathered vital information for the responding deputies. Annie was able to ask officer safety questions; obtain the caller’s full name asking him to spell it; and obtain information regarding his specific injuries. Asking these questions provided essential scene safety information and compelling evidence for the investigation.

**March 23 - Kristal Higgins** spoke with a caller reporting he was a terrorist and making threats to attack a local mosque. Kristal calmly and professionally asked the caller pertinent information, resulting in Watsonville Police locating him without incident and without harm to the community. Watsonville Police Sergeant Radich later sent a correspondence thanking Kristal for her work. He writes that the detective assigned to the case later listened to the call between Kristal and the suspect and notes the detective was “very impressed with Kristal’s interaction with our suspect. She was able to get the caller to clearly repeat his threat and further identify himself and his location which made our job much easier in safely locating and detaining him.”

**April 8 - Deanne Spencer** answered and dispatched a report of a reckless driver in San Benito County. Deanne quickly gathered the pertinent information from the caller, an off-duty officer, and then quickly broadcast the information on the radio. A Hollister Police officer was in the area, located the vehicle, and then pursued it when the driver failed to yield. The vehicle eventually crashed. The driver fled the scene but was quickly apprehended. Throughout the 10-minute incident, Deanne properly parroted the officer’s transmissions, which were hard to understand due to static on the radio, as well as appropriately used the emergency alert tones several times.

**April 10 -** Watsonville Police Sergeant Uretsky sent correspondence to our agency acknowledging **Anna Kiff’s** high level of proficiency, efficiency, and knowledgeability as a dispatcher. Sgt. Uretsky also noted how Anna seems to “go the extra mile” to provide WPD the information they need to serve their community and stay as safe as possible.

**May 15 - Kindra Rock** spoke with a frantic 9-1-1 caller and noted sounds of a disturbance in the background. Kindra was able to verify there was a toddler choking and, in 20

## Commendations

seconds from time of answer, Kindra created an ECHO call for service while simultaneously reassuring the caller in a calm voice. The mother of the patient sent a written correspondence thanking Kindra for her calm voice and Kindra's ability to decipher what she was screaming over the phone. She writes: "My 20-month-old son had choked on a piece of cheese. It was a complete obstruction and I could not clear it out. He had gone limp and started to turn blue, right as I finally was able to clear the piece of cheese. Those seconds seemed like an eternity and as I continued to try to help him, your voice was so reassuring." She closes with: "I do not think I conveyed my gratitude nearly enough to you for being there, for listening, for staying calm when I wasn't and for getting me help. Thank you for everything you did for me and my son in that five-minute phone call. It really does take a special person to be able to stay calm and work through something like that and I am glad that you were there when I needed you the most."

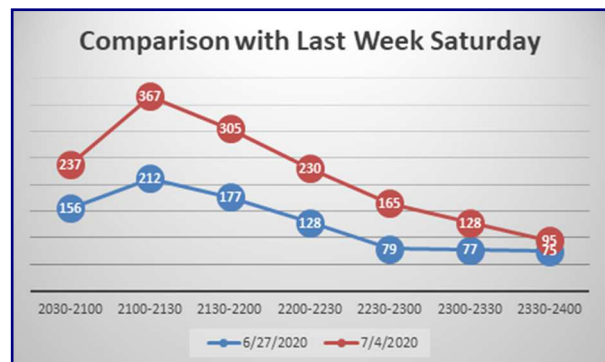
**May 18** - We received a voicemail from a community member wanting to thank dispatcher **Anna Kiff**. Anna had processed a call from this community member who frequently has to call about her son who suffers from mental illness. She noted these situations are highly stressful and her experience with Anna was exceptional. She specifically stated: "... I felt I received helpful service," and noted that Anna "complimented me for handling the situation so well."

**May 27** - **Anne Escobar** answered a transfer call from Scotts Valley Police for a woman in labor. Anne verified the location of the medical, which was different than what was provided upon transfer. Anne then moved into EMD protocols and calmly delivered pre-arrival instructions, resulting in the birth of a baby.

**September 2** - **Bryon O'Neal** answered a wireless 9-1-1 call from an emotional young caller. Bryon was able to quickly determine an emergency situation of domestic violence. But due to the young caller's emotional state, he could not get her to provide the address. Using our technology tools, and with the support of fellow dispatcher **Rose Torres**, Bryon was able to obtain the location. Bryon then provided the young caller the address he obtained and she was able to confirm it to be her home address. Bryon then launched the

call and adjusted his line of questioning to what the caller could understand. An older family member eventually got on the phone and Bryon once again adjusted his questioning, this time asking officer safety questions.

**July 4** - This holiday is, predictably, our busiest day of the year. Outstanding teamwork was done by the following dispatchers: **PJ Garza, Bryon O'Neal, Taylor Froling, Areli Sanchez, Cooper Heberer, David Sumner, David Brenner, Paola Zepeda, Kristine Ebersole, Anna Kiff, Sam Preciado, Michael Birkett, Kim Rickabaugh, and Jenn Maggio**. We increase staffing to help meet the call volume spike, and to meet the needs of our User agencies who most often request a secondary radio channel to manage the holiday event. This year was no exception, even during a pandemic. In a three-and-a-half-hour period (2030-2400 hours) dispatchers answered and processed 1,527 phone calls and 1,956 radio transmissions! This is a 168% increase in workload compared to the week before. Fireworks was the main incident type for the night, where the team created 522 fireworks calls for service. In relation to that, we dispatched 16 fire incidents on the Hollister Fire radio channel. Santa Cruz Fire radio channel dispatched 13 fire incidents, four which were unrelated. Our three newly released call-takers handled a third of the total calls!

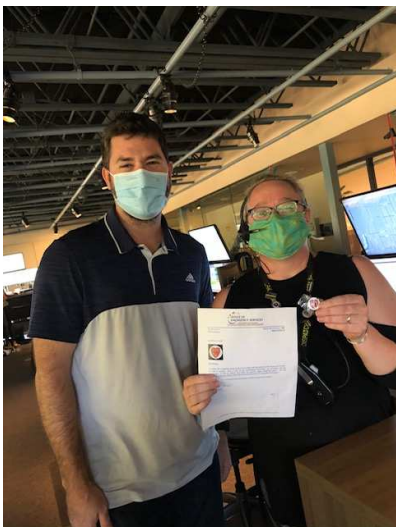


**August 11** - **Andrew Davidson** answered a call reporting a patient with shortness of breath, who then stopped breathing. After launching the call for service, Andrew used our EMD tool and provided CPR instructions. Part of the instructions is to get the patient on the floor. The patient, the caller's husband, was on the bed and heavy to move. Andrew reassured her, "You aren't going to hurt him," and with that assurance, the caller was able to muster the strength to get him on

## Commendations

the floor. Once CPR instructions were given, Andrew verbally counted CPR compressions along with the caller. This is a technique to help a caller stay on pace. The patient was transported to the local hospital and has since had a full recovery. In late December, the caller wrote a letter of appreciation to Andrew thanking him, the entire 9-1-1 team, including Aptos/La Selva firefighters, AMR, and the staff at Dominican Hospital. To Andrew specifically, she wrote: "I cannot say a big enough thank you for/to the dispatcher for his help." When she felt she could not get her husband off the bed she notes that Andrew instructed her to unhook the bed sheet and use the sheet to pull him to the ground. She writes, "...I realized then that I had to get him to the floor and not worry about his discomfort as he was dying." She also stated how significantly helpful it was to have Andrew count compressions along with her. She writes: "Even though I knew the pacing, it was reassuring to know someone else was there, helping and encouraging me to continue." She closed the letter with this: "Thank you, to you and your team, for your dedication to helping others in times of uncertainty and crisis."

**August 28 - Kristine Ebersole** provided CPR instructions to the family of a 41-year-old male in Aromas. Kris Mangano, EMS Coordinator for San Benito County, notes in her letter of commendation: "Due, in part, to the outstanding instructions you provided, and the continuation of CPR by CAL FIRE and AMR, the patient began breathing again." She goes on to note the patient was later discharged.



Sean Schorovsky presents Kristine Ebersole with her CPR Save pin.

**November 2** - In the early morning hours, the team of **Anna Kiff, Gina Loftin, Rose Torres, Val Conner, Chris Norlin, Melanie Sherwood, and David Brenner** received a call advising a vehicle was on fire. Hollister Police arrived on scene. Shortly after, police confirmed the vehicle fire and advised the fire was spreading. As Hollister Fire arrived on scene, we received a second call just a block over, advising of another vehicle on fire. This would become a pattern which led to three fully involved vehicle fires and then three fully involved commercial structures in downtown Hollister.

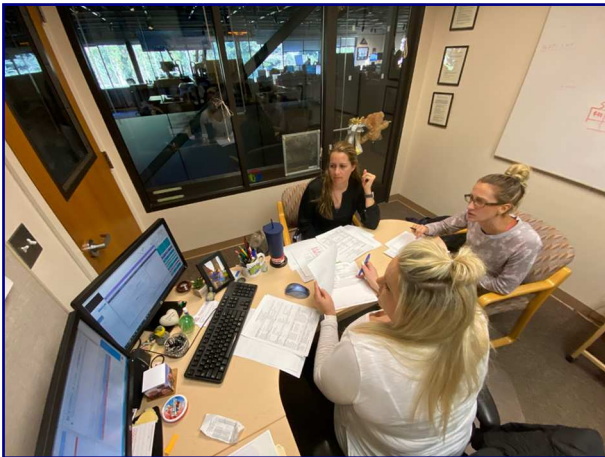
The team managed multiple mutual aid requests from Fire Incident Command and Hollister Police. After the ash had settled, Hollister Fire Chief Bob Martin Del Campo sent a correspondence to thank all of the supporting agencies including the dispatchers. He writes, "There are no words that can express our gratitude for your...hard working personnel performing absolute **STRONG WORK!**"



**November 26** - On this Thanksgiving morning, **German Flores** answered a 9-1-1 call from a nervous soon-to-be father whose wife was in labor. German adhered to EMD protocols and stayed on the line to monitor the mother until help arrived. While the mother labored, German had time to build rapport with the nervous father. He made a personal connection, asking if this was his first child. This led to the caller asking about German's own children. His compassion and personal customer service were exceptional. The baby was born shortly after Fire and EMS arrived on scene.

## Fire/EMS Task Team

Several meetings of this team were cancelled during the year due to COVID-19 and response to large-scale fire emergencies in our county and throughout the state. Despite the many challenges, the group remained productive. The group made recommendations and reviewed changes that were implemented throughout the year in response to major emergencies and the pandemic. The primary overall goal addressed in this year was improvement in the area of fire call processing. Throughout the year, dispatchers were able to improve fire call processing times to meet the challenge of creating a dispatchable incident in less than 60 seconds from receipt of the initial 9-1-1 call. Mechanisms used included: an updated procedure for pre-alerting only when it is reasonable and possible to do so; providing incident updates post-dispatch when responders are in position to receive details; and a significant amount of ongoing training and feedback to dispatchers.



Lead Dispatchers Lyndsay Farotte and Stephanie Tracy work with Operations Manager Stephanie French in developing a review process for focused improvement plan for Fire Call Processing Times.

The team reviewed incidents and provided operational feedback to field units and dispatchers about prioritization of field requests, efficiency in communication, and radio etiquette. The Santa Cruz County Fire Investigator Task Force policy and procedure was revisited, as the team is active once again. Jurisdictional boundaries were reviewed with CAL FIRE and Watsonville Fire representatives to improve CAD recommendations to locations at the shared boundaries where two jurisdictions come together. Call handling in State Responsibility Areas was a “hot” topic throughout the year—procedures were reviewed and revamped to improve communication and notifications.

## Law Enforcement Task Team

A subcommittee met in January to discuss desired changes and general use of agencies’ Mobile Data Computers (MDCs). The group identified many areas of desired change and also was able to convey issues encountered by front line Users. Through the recommendations of this group, multiple changes were made to behaviors within the software and general design of the MDCs to ease use. Additionally, training information was provided to increase understanding of how the system works. This work, in combination with increased use and training, resulted in notable improvement in use of the MDCs by officers and deputies.

The use of technology within MDCs was implemented to assist with true “closest unit” dispatch for high priority incidents and requests for cover. This tool allows real-time location data to be utilized by dispatchers to assign units to incidents based on their actual locations.

In Memory Of:  
Sergeant Damon Gutzwiller



June 29, 1981 - June 6, 2020  
Today, tomorrow, and every day  
we will strive to #BeLikeDamon  
We miss you 1S23

# Dispatcher of the Year

## Ashley Baldwin

**Ashley Baldwin** began her career as a 9-1-1 Public Safety Dispatcher at Santa Cruz Regional 9-1-1 on July 3, 2006. Since then, Ashley has continued to advance her skills by adding Emergency Medical Dispatcher (EMD), Fire Pod Dispatcher, Public Safety Dispatcher III, Lead, Communications Training Officer (CTO), and Academy Instructor to her portfolio. Ashley is a public safety professional who has been an active part of creating solutions for the Training Program and Operations Team.



Ashley has established herself as a supportive team leader and role model. Ashley works to anticipate the needs of her coworkers and Users, and provides proactive assistance to her coworkers. Ashley thrives in detail work and updating training materials to have accurate resources readily available to all operations personnel.

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



April 2020

Dennis Kidd presents (socially distanced, of course) Ashley with the award of Dispatcher of the Year (DOTY).

The award comes with a designated DOTY parking spot!

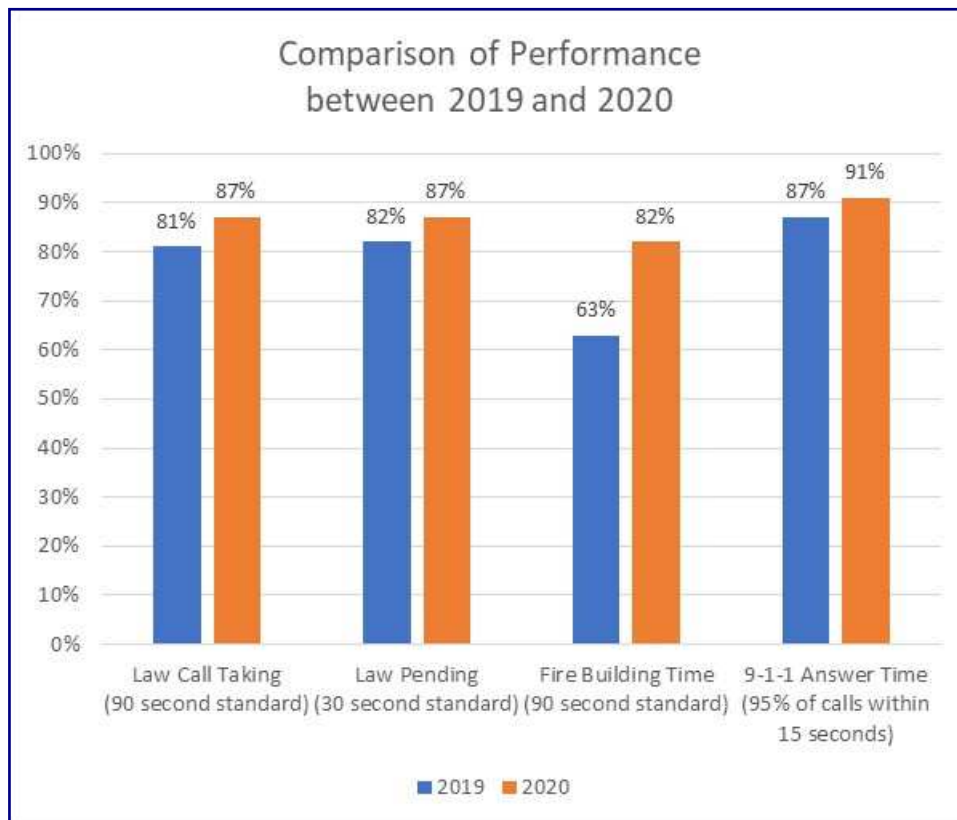
## A Successful NetCom Employee...

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

## Quality Unit

Some say they perform better in high stress situations. That appears to be true for SCR91-1-1 dispatchers. The momentum we had gained in 2019 towards improving our compliance to performance standards carried over into 2020.

Even with the saturation of phone calls in March and April when people were looking for information regarding the Public Health orders; in August for two weeks when fires were raging, evacuation notices were in place and orders to return home were staggered; and later in August and early September when there was civil unrest across both counties—91% of 9-1-1 calls were answered within 15 seconds. The NENA standard states that 95% of 9-1-1 calls shall be answered within 15 seconds.



Performance in 2020 was improved across all categories measured compared to 2019.



## Training Unit

### Academy Instructors

Our Academy Instructors provide agency-specific and classroom-based training to provide foundational learning and provide new employees the tools to be successful during further on-the-job training. Academy Instructors also develop and maintain courses to enhance training and remain relevant in our ever-changing public safety world. The group adapted to the changing circumstances of the year and customized training for academies that varied in size from four trainees to as few as one trainee. **Andrew Davidson, Annie Castro, Areli Sanchez, Ashley Baldwin, and Kristine Ebersole** are the esteemed dispatchers that make up this team. Operations Supervisor **Tammy Spath** managed this group through an active year of Academy training. Additionally, Spath mentored Operations Supervisor **Sean Schorovsky** to prepare him to take over management of the training unit in 2021. Spath's passion for training, efficiency, and ability to adapt training to meet individual needs will be missed.



Academy Instructor Areli Sanchez provides instruction to Public Safety Dispatcher Trainees.

### Academy Training

All new employees start in some type of Academy. Dispatcher Academy training is a formalized, classroom setting that allows for trainees to receive instruction in a controlled environment rather than on the dispatch floor. We completed the following academies in 2020, for a total of 540 hours:

February 10 ~ 160-hour Entry Level Call-Taking Academy

March 30 ~ 80-hour Advanced Call-Taking Academy

May 4 ~ 80-hour Advanced Call-Taking Academy

July 13 ~ 120-hour Entry Level Call-Taking Academy

September 7 ~ 40-hour Law Radio Academy

September 14 ~ 60-hour Advanced Call-Taking Academy



PSD trainees (L-R)  
PJ Garza,  
Taylor Froling,  
and Bryon O' Neal  
complete the  
Advanced  
Call-Taking  
Academy

Following academy instruction, Public Safety Dispatcher trainees have on-the-job training with the guidance and oversight of a Communications Training Officer (CTO). Our CTOs are a dedicated, patient, and knowledgeable group of public safety professionals who direct the learning process. Working side by side with trainees, our CTOs guide trainees through the process of simultaneously utilizing multiple computer systems, making quick decisions, and learning not only what to say, but how to say it. CTOs oversee the work of trainees until they are released to Operations to work independently. This process takes months to ensure they have the tools needed to address an innumerable number of scenarios they may encounter. CTOs in 2020 were: **Abby Marizette, Andrew Davidson, Anne Escobar, Annie Castro, Areli Sanchez, Billie Savell, David Brenner, German Flores, Gina Loftin, Lyndsay Farotte, and Stephanie Tracy.**



CTO Anne Escobar providing instruction to PSD Trainee Bryon O' Neal.



CTO German Flores with PSD Trainee PJ Garza

In addition to formal training, informal training was provided as well. Prior to Law Radio Academy, each trainee had approximately 60 hours of scheduled “Pre Heat” time to shadow dispatchers, follow workflow, and have exposure to the new role. This on-the-job training functioned to enhance the learning process when they enter formal Academy training, and later when they move to the formal Law Radio training phase with a CTO.

Following completion of formal training, newly released dispatchers are assigned Trusty Assistants, a peer to be their go-to person for questions and guidance. This role also works to provide proactive feedback and assist newer employees in making a transition from the formal training program to navigating independent work and schedule management.

### EMD Training

(L-R) Kindra Rock, Dillon Corley, Kim Rickabaugh, Samantha Preciado, David Sumner, and Rose Torres completed Emergency Medical Dispatching (EMD) certification through the International Academy of Emergency Dispatch.



Congratulations to this group of dispatchers. This specialized call-taking training is challenging and equips our dispatchers to gather critical information to create a prioritized response to medical emergencies. Additionally, they provide instructions to callers to assist a patient until a responder arrives on scene. These instructions vary based on type and severity of the situation, from preparing for responder’s arrival, to the control of a nose bleed, and all the way up to delivery of CPR to a patient not breathing.

### Active Assailant Training

On Sunday March 8, 13 dispatchers attended an Active Assailant training scenario at Roaring Camp. This training was organized by the Felton Fire Protection District and attended by multiple Law, Fire, and EMS agencies.

The training was a valuable experience for dispatchers to participate in the initial dispatch and escalation of this type of event. Dispatchers were able to observe the movements and operational needs of this type of event in real-time, allowing them to be more well-equipped to anticipate needs and understand tactical radio transmissions effectively.



(L-R) Billie Savell, Annie Castro, Melanie Sherwood, and Jenn Maggio



(L-R) Annie Castro and Billie Savell working a drill at the Active Assailant Training.

## Outreach

In a non-pandemic year, our agency would be out in the public and school systems educating the community and students about 9-1-1 and CodeRED, participating in job fairs, and having some fun at trunk-or-treats. As it turns out, COVID-19 shut us in, but it didn't shut us out. In 2020, we had our largest digital presence as we took to social media on Facebook and Instagram, as well as completing a new and improved website.

### Social Media

We increased our social media presence in 2020. SCR9-1-1 uses Facebook, Instagram, and Twitter to connect with the public through social media. These are great platforms to reach the community without the ability to be in person. Through posting on a variety of topics, we found the community interacted the most with personnel-related posts (retirements, shout-outs, recruitments), the public health orders, and the August wildfires.

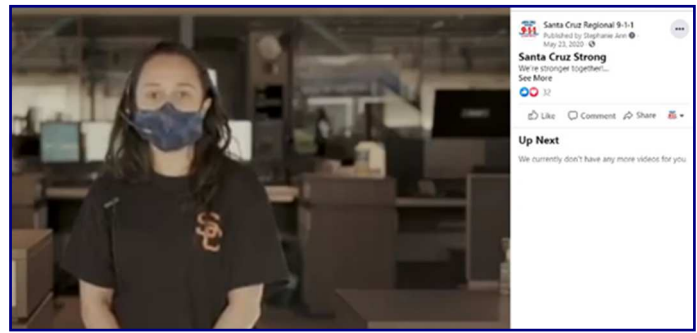


Some interesting statistics:

- We gained over 1,200 Facebook followers, a 41% increase from 2019 (our biggest follower spike occurred in August during the wildfires).
- We posted 130 times, a 40% increase from 2019.
- Four of our top posts were related to the August wildfires.
- Our second most viewed post was in November related to our open recruitment.

### We are Santa Cruz Strong

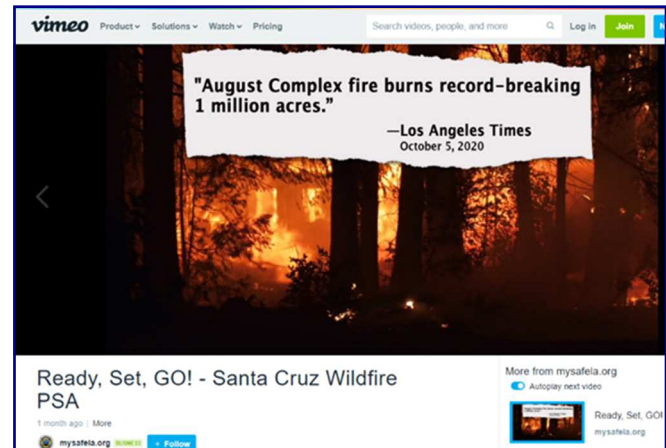
Orchestrated by Felton Fire, we participated in a countywide public safety agency video message to show the community that, while the shelter in place order is in effect, public safety is still collectively working for the community, safely. This turned into our fifth most viewed post of 2020.



Ariana Rios in Santa Cruz Strong.

### Ready, Set, GO!

Our agency participated in the creation of a public education video with Santa Cruz Fire Department and CA Prevention Organization known as "Ready, Set, GO!" The goal of this public service announcement was to help people prepare for evacuation by ensuring they are registered to receive emergency notifications on their mobile and VOIP phones and have downloaded the CodeRED mobile alert app.



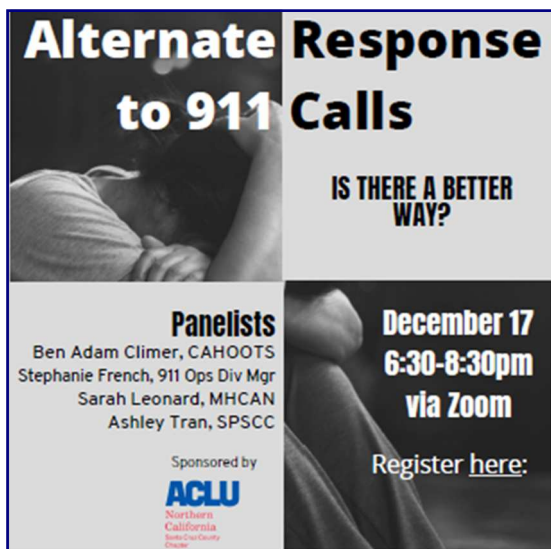
### Website

On October 5, our redesigned website went live. Our website's mission is twofold: education and training. It is mobile friendly, easy to navigate, and current with policies, recruitments, job descriptions, annual reports, and Board meeting materials.



## ACLU Panelist

SCR9-1-1 participated in an educational webinar with the Santa Cruz Chapter of the ACLU of Northern California on an alternative response to 9-1-1 calls. This webinar was an opportunity for SCR9-1-1 to educate viewers and community partners on how a 9-1-1 call is answered, triaged, and assigned in the current public safety environment where the dispatcher resources are Law enforcement, Fire, and EMS.



## 6th Annual Employee Recognition Event

If there were ever a year to “think outside the box,” 2020 was it! We hosted our Sixth Annual Recognition Event in-house this year.

Our staff was served a delicious Italian meal prepared by Joe’s Pizza & Subs, along with some mouth-watering desserts. We are especially grateful to Santa Cruz Neighbors, and other generous donors, who made our raffle prizes extra special this year.

There are always a variety of awards presented at the event including:

- Service years
- Significant events
- Systems Division Innovation award
- Quality Improvement/Quality Assurance awards
- Acknowledgement of promotions
- Perfect Attendance
- Dispatcher of the Year

Our Appreciation and Recognition Group (AARG) team members include: **Melody MacDonald, Gabriella Santana, Nicola Torchio, Amethyst Uchida, Maria Wallen, and Beth Wann.**



Ariana Rios receives an award for “most hours worked” during the CZU Lightning Complex Fires.



Andrew Davidson receives an award for Perfect Attendance.



Amethyst Uchida, Wolff Bloss, Nicola Torchio, Tom Ginsburg, Gilberto Oros, and Gabriella Santana

The SCR9-1-1 Systems Division is responsible for managing and maintaining technology and communications systems essential to the operation of our agency. Personnel assigned to the Systems Division in 2020 include: the General Manager (.25), the Systems Division Manager, the Systems Supervisor, three Senior Communications Systems Technicians, and a GIS Technician.

The work of the Systems Division can be summarized under the following programs:

### Dispatch Operations Support - Systems and Services

- PremierOne (P1) CAD and Mobile
  - ◊ Mobile Computing Hardware support (certain agencies)
- 9-1-1 Call Handling System
- Radio Consoles
- Alternate Sites
- Administrative Computing Support

### Reporting Services

- P1 Reporting Portal
- Crystal Reports & Ad Hoc Reporting
- Data Feeds and Interfaces

### Fire/EMS Technology & Geographic Information Systems (GIS) Services

- Maintenance of Fire-specific GIS data layers
- GIS Integration with Fire technology solutions
- Fire Runbook Production
- P1 Street Costs and Mapping
- 9-1-1 Coordination - Cell Sector Routing, Address Maintenance, NG9-1-1

### Santa Cruz Metropolitan Records System (SCMRS)

- Alliance RMS Administration
- Records Enterprise Implementation Project
- RMS-Related software solutions

2020 was a challenging and unusual year for everyone. One of the unique experiences of this past year that affected the Systems Division was an abrupt need to support remote working by administrative employees of SCR9-1-1. In short order, Systems needed to provide remote access to admin employees, assist them with accessing work resources from home computers, evaluate home systems for security compliance, and implement additional security measures to safeguard SCR9-1-1 data accessed from home. Systems then had to tackle the issue of providing support to our dispatchers and Users while still figuring out how to protect our employees from the pandemic. Two Senior Technicians share a fairly small office, so we decided they would each work in the office two days a week, covering the office and Help Desk Monday through Thursday. The GIS team could work from home exclusively and did. The management team members covered in-office support on Fridays. The team already had a standing process of twice weekly online meetings, so it was not hard for Systems to modify our collaboration process and adapt to working remotely.

Fortunately, we had recently upgraded our security systems and productivity tool set in such a way that we were well-positioned to assist our admin staff with remote work and help the agency transition to online public meetings.

The CZU Lightning Complex Fire also provided unique challenges to Systems as we worked to support our Users and Dispatchers. Systems responded after hours to facilitate urgent updates to our emergency notification system. Systems also quickly designed new CAD reports and customized status monitors to support dispatchers in managing activity within the fire and evacuation zones. This work continues as we coordinate with our Fire partners and County emergency services staff to continually update the debris flow zones, so that Dispatch can be ready to provide emergency notifications at a moment's notice.

Of course, the normal workload does not stop or reduce just because external factors increase our responsibilities! SCR9-1-1 Systems personnel support the P1 CAD and Mobile infrastructure, participate in configuring the system, create and manage reports and interfaces, maintain the network needed for MDCs to connect to the P1 system, and provide first-level support for Mobile Users in both counties, staffing a Help Desk line to troubleshoot issues and answer questions.

In November, the P1 system was upgraded for the first time in two years. A multitude of new features are available in the upgrade, which will also be deployed to all field units during the first few months of 2021. Senior Systems Technician **Tom Ginsburg** deserves recognition for his great work managing this complex project and working closely with Operations to provide a smooth transition on the upgrade date.

The CAD upgrade included a required upgrade of the GIS software. The GIS team not only had to continue work updating our geo-database for NG911, but also figure out a new workflow to maintain GIS data that is used within 9-1-1, CAD/Mobile, and will be used by the new RMS. Moreover, accolades are due to GIS Technician **Gabriella Santana** who successfully maintained all GIS activities on her own for a four-month period during 2020.

Additionally, the GIS team spent several months planning and preparing for the anticipated merger of Aptos/La Selva Fire Protection District and Central Fire Protection District into a new consolidated agency. This will take place in 2021 and requires coordination of GIS changes as well as CAD and other programming changes. Senior Systems Technician **Nicola Torchio** has been instrumental in preparing for this merger and, due to her planning, it is anticipated the CAD portion of the merger will be fairly seamless.

Systems personnel continued to also support and maintain the 9-1-1 phone system, the dispatch radio console computers, the backup centers, and all of the Authority's workstations and servers. During 2020, we migrated the Dispatch employees from an internal e-mail server to a public mail server and provided all employees with access to cloud-based productivity tools. We also upgraded our internal ticketing system and provided training on the new software to SCR9-1-1 personnel. As planned in our 2020 goals, the team completed many network reliability and security enhancements. We implemented a new remote management

system, added redundancy to the agency's network infrastructure, performed upgrades of critical infrastructure for better security and performance, and expanded security awareness training to all employees.

Systems staff assigned to Santa Cruz Metropolitan Records System (SCMRS) continued to administer and support the Alliance RMS system used by the Capitola, Santa Cruz, and Watsonville police departments. In addition, the RMS Replacement Project—to implement the CentralSquare Records Enterprise solution (formerly known as InformRMS) for the three Police Departments and the Santa Cruz Sheriff's Office—occupied the SCMRS team for the entire year.

The major work of this project can be looked at via some high-level categories: hardware and infrastructure; workflow design and configuration; interfaces with third party solutions; and reporting. Things kicked off immediately in January when Systems worked with the vendor to complete installation of the Records Enterprise hardware and server infrastructure, including at the disaster recovery site. Some network enhancements were also deployed to support the RMS architecture.

Once the hardware was in place and the RMS software installed, the rest of the project team could begin designing and configuring the system. Team members attended 30 full days of training in 2020 and spent hundreds of hours building code tables, setting up templates, and working with engineers to define how interfaces with other systems will operate. In addition to the core group that has been working on this project since 2018, some specialists were added to the team during 2020 to provide knowledge on Evidence technician needs and functions; to build custom reports for the system; and to provide integration with GIS data to ensure accurate location data is recorded in each report. The flexibility of the system also allowed us to expand the scope of the project to include creation of a module to be used by the Santa Cruz County Coroner's Office.

This project was severely affected by the local and global crises that occurred in 2020. Adapting to remote collaborative workshops was challenging. Key trainings were delayed when local tragedies made participation difficult or impossible. Ultimately, we determined the right action was to delay our go-live date from the first quarter of 2021 to the second quarter. We appreciate our vendor's flexibility in making this possible.

The remaining tasks for 2021 are to complete thorough testing of the system in January and then to begin training officers, deputies, detectives, records, and supervisors in use of the new system. Output reports will need to be created and reviewed by the Santa Cruz County District Attorney's Office and Courts. Analysts will need to evaluate the new RMS data to ensure key reporting metrics can continue to be captured and shared once we migrate. Challenges for next year include completing the interface development. None of the key interfaces will be complete in time for testing, and it will be important to monitor progress to ensure they are done in time for go-live.

#### RMS Replacement Project Team:

Capitola PD - Tracie Hernandez (Records),  
Sgt. Cliff Sloma  
Santa Cruz PD - Megan Patzke (Records),  
Sgt. Scott Garner  
Watsonville PD - Hilda Figueroa (Records),  
Capt. Michael McKinley  
Santa Cruz Sheriff - Jenn Lloyd (Records),  
Sgt. Steven Ryan  
SCR9-1-1 - Amethyst Uchida, Wolff Bloss, and  
Gilberto Oros

Additional Team Participants: Tracy Kendall (SCPD), Griselda Medina (WPD), Cyndi Shockey (SCPD), Barbara Garrett (CPD), Gabriella Santana (SCR9-1-1), and John Mitchell (SCPD)



RMS Replacement Project Team Member Tracy Kendall receives SCPD's Employee of the Month award for her contributions to the RMS project.

Outside of the RMS project, other tasks continued. The SCMRS team identified that the current mobile computers are due to be upgraded. After reviewing the current vendor's offerings, it was determined that it is time to evaluate new hardware. Systems Supervisor **Wolff Bloss** and Senior Systems Technician **Gilberto Oros** worked to identify new options and key features for a planned replacement of a few dozen devices in 2021. In addition, an upgrade of the SCMRS ticketing system was completed and a self-service portal has been made available. Participating agencies will be able to submit tickets about

new issues, view status of current tickets, and search the knowledgebase for solutions to common problems. Training for the ticketing system will be distributed through the RMS training process.

#### Systems Division 2020 Statistics

- Handled 162 tickets related to the P1 software and hardware
- Handled 110 tickets related to User login issues
- Handled 125 tickets related to the geo-database
- Handled 256 tickets related to other Dispatch systems
- Handled 52 tickets related to Alliance and RMS systems
- Handled 51 tickets related to MDC hardware

#### Systems Division 2021 Goals

- Work with the RMS Project Team to finalize the new Records Enterprise solution and have a successful go-live.
  - ◊ Post Go-Live, implement the Police to Citizen web interface and the IQ Crime View analytics solution.
  - ◊ Continue to maintain and refine the solution after widespread adoption by participating agencies.
- Assist Central Fire Protection District and Aptos/La Selva Fire Protection District with their consolidation by merging the two agencies in P1 and completing re-provisioning of agency jurisdictions, personnel, apparatus, and recommendations.
- Work with the State of California and its vendors to complete migration to the new NG911 call routing infrastructure.
- Evaluate new cloud-based phone system on State of California contract to identify critical features and select a phone system to be implemented in 2021 or 2022.
- Deploy Systems Intranet Website for SCMRS agencies.
  - ◊ The website will be used to share important information about the RMS (as well as P1 Mobile).

# Business Division



Beth Wann, Maria Wallen, Tina Bisgaard,  
Madison Whittle, and Paisley House

The Business Division manages and supports the Authority's day-to-day administrative activities. The Business Division staff includes the General Manager, part-time Office Supervisor Beth Wann, part-time Senior Administrative Assistants Tina Bisgaard and Maria Wallen, and part-time Student Interns Paisley House and Madison Whittle.

## Fiscal Unit

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

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

Accounting is performed according to generally accepted accounting practices. All expenditures are tracked in sub-object accounts and reconciled with Santa Cruz County Auditor/Controller's OneSolution computer tracking system. Claims are submitted via OneSolution to the County Claims Department, where they are processed and paid.

Administrative staff prepare routine invoices to our Users and deposit revenue into appropriate sub-object accounts identified in the Operating, Capital, Debt Service, and SCMRs budgets. An annual audit is performed by an external auditing firm and is presented to the Board of Directors. The Authority also maintains a certified inventory of all fixed asset equipment, which is presented to the Board of Directors annually.

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

## Business Services Unit

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

The Unit maintains the schedules, notices, and materials for meetings including Staff, Board of Directors, Users, and SCMRs—in compliance with all pertinent Brown Act regulations.

The Unit provides general administrative support to the General Manager, Operations Division, and Systems Division, and produces the Authority's Annual Report.

The Unit continues to process requests for recordings and records in accordance with the California Public Records Act. SCR9-1-1 maintains open communication and positive working relationships with private and court-appointed attorneys, which has reduced the number of court-ordered appearances to only one in this calendar year.

Records requests and subpoenas are overseen by the Custodian of Records, **Stephanie French**. Along with Senior Administrative Assistant **Maria Wallen**, and Student Interns **Jake Guerrasio**, **Paisley House**, and **Madison Whittle**, this Unit filled over 1,075 requests on time this calendar year.





The Peer Support Team has been extremely busy this year. Unfortunately, when the Peer Team is busy it means there has been a lot of stress our staff needs to process, as is evident throughout this report. The Peer team prides itself on taking a proactive approach to managing stress. Throughout the year, “Peer Pop-Up” events were offered. Each focused on a specific facet of staying healthy. For example, in January there was a “Hydration Challenge” which challenged our staff to drink eight glasses of water a day. This included a display listing the reasons why it is so important to stay hydrated. This challenge was well received!

In the spring when our staff was feeling the impacts of COVID-19—including many employees needing to cancel planned vacations—the team stepped in and committed to delivering a care package to every employee’s home. We received some “Corona” buckets from a generous donor and each team member purchased goodies. Then we filled the buckets and set out to deliver them.

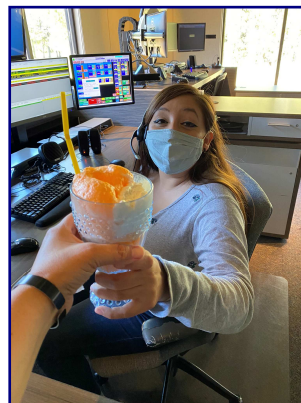


Kim Rickabaugh’s smile says it all about receiving her Corona bucket!

On June 6, when SCSO Sgt. Damon Gutzwiller was killed in the line of duty, dispatch staff continued to work throughout the day without officially knowing the condition of all the on-scene personnel. When the Peer Team was able to confirm Sgt. Gutzwiller’s death, we made sure our staff knew, hearing it from their employer instead of social media, friends, or the news. One by one, Peer Team members responded on site to deliver the tragic news to on-duty personnel, then personnel arriving at work, and finally off-duty personnel. After the notifications that same afternoon, we had our local Critical Incident Stress counselors at SCR9-1-1 to provide a diffusing event. These events are critical to enact promptly after a critical incident as part of the debriefing process. The following weeks, we also participated in critical incident stress debriefs (CISD) with SCSO, affected fire departments, and AMR staff.

Part of healing in a dispatch environment after a critical incident is taking care of each other. In this particular incident, many other local dispatch centers took care of us. While this is not part of our Peer Support Team, it is important to recognize the larger peer support network we belong to and how important it is to have a Peer Support Team in public safety.

As we continued to process life without Damon, the pandemic started to pick up pace in our counties as we settled into autumn. We added a new member to our team, dispatcher **Cooper Heberer**; sent another team member, Senior Systems Technician **Nicola Torchio**, off to Advanced Peer Support training (remotely); participated in a “Healthy Dispatcher” webinar; and continued with our Peer Pop-Ups by closing out the year with our biggest event, our holiday wrapping station. The wrapping station required some modification including putting it on wheels and adding thorough cleaning of the cart and supplies between each use.



Rose Torres enjoys the Ice Cream Pop-Up hosted by the Peer Support Team.

# Safety and Wellness

An agency-wide Ergonomic Plan was developed in 2020 and incorporated into our Training Academy and Safety Plan. Our Academy Instructors will provide ergonomics training to all new dispatch employees during their Academy time and incorporate this training real-time out on the dispatch floor.

In 2020, our agency continued to take advantage of our insurance provider's Loss Prevention Allowance Fund and was reimbursed just under \$1,000 for the purchase of dispatch chairs and wrist rests.

In October, our agency hosted two on-site flu shot clinics in order to make it as easy as possible for our employees and their family members to get vaccinated. Masks were mandatory as well as everyone staying socially distanced. **Maria Wallen** and **Beth Wann** provided fresh baked cookies and cold refreshments for participants to take with them after receiving their flu vaccination. **Areli Sanchez** was the lucky winner of the raffle drawing and won a Starbucks gift card. We had outstanding participation and hope to be able to include children's flu shots in next year's clinic so the entire family can stay safe!



This year's flu shot table featured fresh baked cookies, cold refreshments, and a Starbucks gift card raffle prize.

This year, initially as a result of the pandemic, the Authority spent some time developing a Continuity of Operations plan. It was from this plan the idea of a Safety Wellness Advisory Board (SWAB) was born. SWAB members are: Safety Coordinator **Beth Wann**, **Wolff Bloss**, and **Ashley Baldwin**. The goal of this team is to identify best practices in developing a healthy work environment, not just during the pandemic, but moving forward.

In December, our agency was fortunate enough to begin receiving on-site COVID-19 testing twice a week, and the participation rate has been excellent.



General Manager, Dennis Kidd, was instrumental in making on-site COVID-19 testing a reality for all SCR9-1-1 employees and their family members.

# Employee Association

The Employee Association was created to better the working lives of all our employees through workplace support and better the lives of the community through charitable activities.

Association Board members are: **Kristine Ebersole**, President; **Ariana Rios**, Vice President; **Beth Wann**, Secretary; **Tina Bisgaard**, Treasurer; and **Nicola Torchio**, Sergeant at Arms.

In 2020, we continued the Justin Keele Memorial Scholarship program. We are happy to announce the winners had a total of \$2,500 split between them! They are as follows:

- **Kassandra Zepeda**—sister of our very own Paola, who is planning to study Biomedical Engineering at CalPoly.
- **William Lansdowne**—SCSO Lt. Greg Lansdowne's son, who is starting a nursing program.
- **Ray Birkett**—son of our very own Michael, who is planning on studying Kinesiology.

The theme for this year's National Dispatcher Week was *Superheroes!*

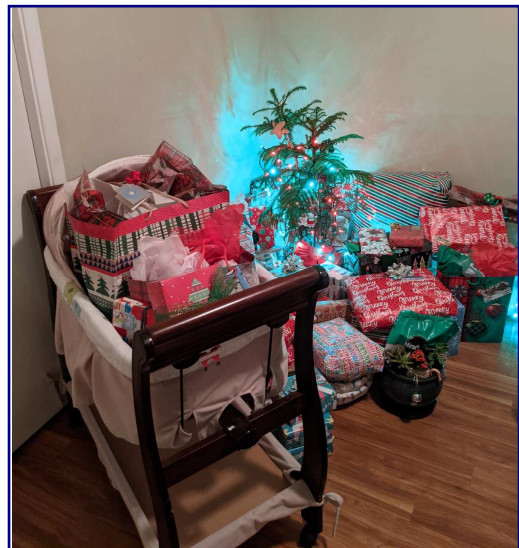


Sam Preciado enjoys her Superhero cupcake during National Dispatcher Week.

The Association was pleased to make a donation to the Boys & Girls Club of Santa Cruz in order to assist with their ongoing support of online education.

Our agency was fortunate enough to receive wonderful care packages from other dispatch centers this past summer following the tragic loss of Sgt. Damon Gutzwiller.

This year, the Association adopted a Boulder Creek Fire Department family who lost their home during the CZU Lightning Complex Fire.



Our Association members look forward to providing for a family every Christmas season.



Association members had so much fun collecting holiday books for the sons of Deputy Alex Spencer and Sgt. Damon Gutzwiller. The boys were each able to enjoy a different book the 24 nights before Christmas!

## Promotion

In September 2020, **Ashley Baldwin** and four other candidates went through a rigorous assessment center for Operations Supervisor. Ashley demonstrated superior attributes during the assessment and proved to be the best candidate among a very strong group. She was selected for the position and assumed her new role on January 9, 2021, supervising the Red Team of Operations.



Ashley was hired in July 2006 as a Public Safety Dispatcher. In just six months, Ashley completed her initial phone and radio training and was released to Operations in January 2007. In 2007, she was fully Law cross-trained and looking ahead at new skills of EMD and Fire Pod dispatcher. In 2009, she completed her EMD training and in 2010 was a certified Fire Pod dispatcher. She continued to add new skills including Communications Training Officer (CTO) and Academy Instructor. In 2011, Ashley was promoted to Lead Dispatcher. She served on several task teams and committees where she identified issues and worked toward a solution that met everyone's needs. All of her contributions and successes, along with her positive attitude, prepared her for the position of Operations Supervisor. We are excited to have Ashley join the management team.

## Retirees

**Valerie Conner** retired after 35 years of service as a Senior Public Safety Dispatcher II. Val mastered all aspects of 9-1-1 call-taking, Law dispatching, CAD computer systems and upgrades, phone systems and upgrades, and added Emergency Medical Dispatching to her portfolio for the last five years of her career.



Additionally, she has been praised by her supervisors and peers for her professional demeanor, work ethic, and friendly personality resulting in Dispatcher of the Year recognition in 2017. We are fortunate to have Val helping us out as a per diem dispatcher!

**Tammy Spath** retired from her role as Operations Supervisor after 27 years of dedicated service in the field of public safety. We are fortunate that she called Santa Cruz Regional 9-1-1 home the last 13 years of her career. Tammy has a long list of contributions and



accomplishments throughout her career including Dispatcher of the Year and promotion to Lead Dispatcher in 2009. In 2014, Tammy promoted to Operations Supervisor and took over management of our training program. She elevated the program to its highest level, where the retention rate of new hires is at 70% which is phenomenal for our industry. Tammy's passion is training and mentoring as she truly enjoys developing peoples' skills. She is hands-on with every trainee, whether they are new to the agency or adding a new skill. Tammy will be rejoining our agency this spring when she returns as a per diem dispatcher.



# Santa Cruz Regional 9-1-1 Years of Service

## 35 or more years

Dennis Kidd

## 26 and less than 35 years

Anna Kiff      Teresa Minogue      David Sumner      Tammy Spath

## 16 and less than 26 years

Kristine Ebersole      Stephanie French      Abby Marizette      Melanie Sherwood      Nicola Torchio

## Six and less than 16 years

Ashley Baldwin	Michael Birkett	Tina Bisgaard	Wolff Bloss
David Brenner	Annie Castro	Christina Corral	Andrew Davidson
Lyndsay Farotte	German Flores	Thomas Ginsburg	Kristal Higgins
Gina Loftin	Melody MacDonald	Jenn Maggio	Eric Mello
Gilberto Oros	Areli Sanchez	Billie Savell	Sean Schorovsky
Stephanie Tracy	Amethyst Uchida	Maria Wallen	Beth Wann

## Three and less than six years

Dillon Corley	Anne Escobar	Sheena LaMar
Abigail MacMullan	Sam Preciado	Kim Rickabaugh
Ariana Rios	Kindra Rock	

## Less than three years

Taylor Froling	PJ Garza	Cooper Heberer	Chris Norlin
Bryan O'Neal	Gabriella Santana	Rose Torres	Felicia Vigil
Bailey Whittle	Paola Zepeda		

## SCR9-1-1 Employee Demographics

<b>Dispatch Staff Demographics</b>			
	As of: 12/10/2020		2010 Census Data Santa Cruz County
# of White	30	69.77%	72.49%
# of Hispanic	12	27.91%	32.05%
# of Asian	1	2.33%	4.23%
# of African-American	0	0.00%	1.05%
# of American Indian and Alaska Native	0	0.00%	0.86%
# of Native Hawaiian and Pacific Islander	0	0.00%	0.13%
	43		
# of males	11	25.58%	49.90%
# of females	32	74.42%	50.10%
	43		
Whi/Male	9		
Whi/Female	21		
AA/Male	0		
AA/Female	0		
Hispanic/Male	2		
Hispanic/Female	10		
Other/Male	0		
Other/Female	2		

<b>Overall Agency Demographics</b>			
	As of: 12/10/2020		2010 Census Data Santa Cruz County
# of White	38	66.67%	72.49%
# of Hispanic	16	28.07%	32.05%
# of Asian	3	5.26%	4.23%
# of African-American	0	0.00%	1.05%
# of American Indian and Alaska Native	0	0.00%	0.86%
# of Other	0	0.00%	16.53%
	57		
# of males	16	28.07%	49.90%
# of females	41	71.93%	50.10%
	57		
Whi/Male	13		
Whi/Female	25		
AA/Male	0		
AA/Female	0		
Hispanic/Male	3		
Hispanic/Female	13		
Other/Male	0		
Other/Female	4		

# Appendix

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38	User Survey Results
62	Law Annual Performance Report
75	Fire/EMS Annual Performance Report

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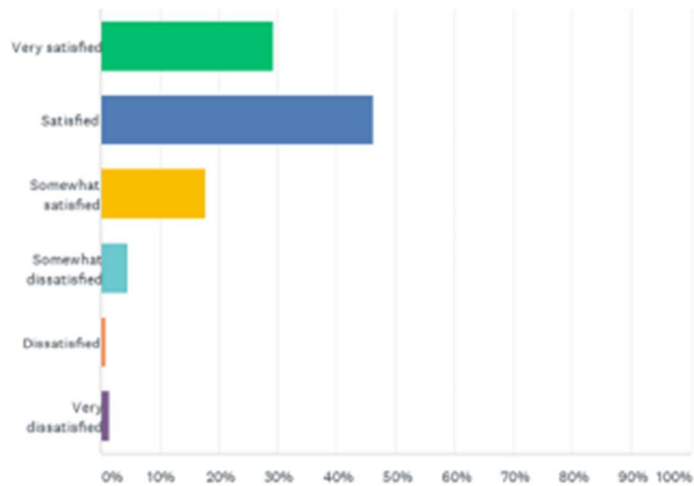
# 2020 SCR9-1-1 Users Survey

Thursday, December 17, 2020

Powered by  SurveyMonkey

## Q1: What is your overall satisfaction with Santa Cruz Regional 9-1-1 (SCR9-1-1)?

Answered: 130 Skipped: 2

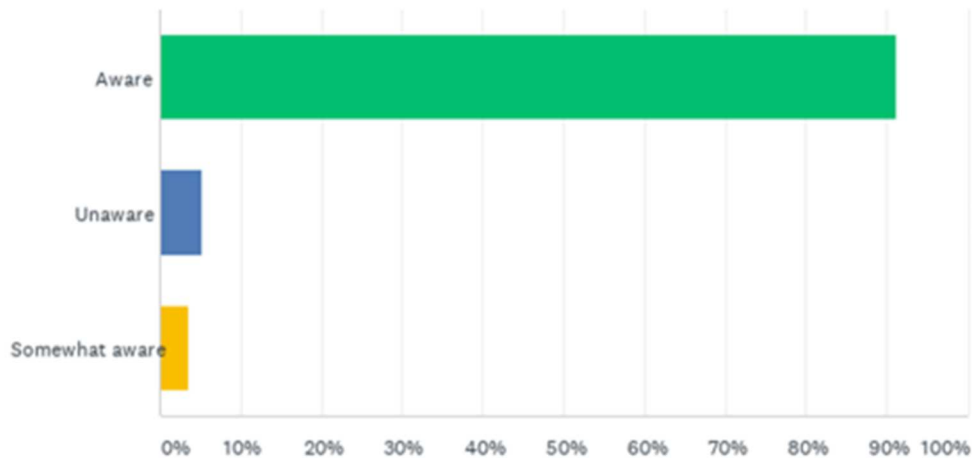


Powered by  SurveyMonkey



**Q3: I was \_\_\_\_\_ that SCR9-1-1 had changed call interrogation to screen potential positive COVID cases.**

Answered: 115 Skipped: 17



Powered by  SurveyMonkey

What would you say to someone who asked about SCR9-1-1?

- All of the dispatchers are professional and work hard to ensure officers' needs are met.
- They are essential and we cannot keep the public safe without them.
- Good, strong organization
- Why are informal terms impossible to find
- They're great and do an amazing job.
- Their staff is polite.
- Professional, busy and understaffed
- I'm grateful to have them.
- It is the communication center that receives incoming calls for fire, PD, and AMR. They dispatch the calls to infield personnel.
- I don't get asked; if I did I would say they need more training.
- Nothing
- They're understaffed
- Very professional with pleasant personalities.
- They are professional and extremely helpful
- Understaffed
- You are the best

What would you say to someone who asked about SCR9-1-1? (cont'd from previous page)

- It's ok
- They are our dispatch center.
- SCR9-1-1 gets the job done, even when they have 5 officers asking for information on multiple subjects at the same time.
- That they have a very difficult job and they conduct themselves professionally.
- Very professional
- It is the 9-1-1 center for Santa Cruz County and San Benito County.
- Very responsive
- Some of the best dispatchers, but they seem pretty shorthanded
- Are they your only option?
- This is a tough group of people that work hard long hours and are constantly trying to keep us safe with information
- Professional, very hard working and amazingly effective
- They're amazing at what they do!
- Depends who they are? The question is a bit vague.
- Professional outfit
- That our Dispatchers and Call-Takers are amazing. I'm glad they have my back.
- I don't know how they keep employee with the working conditions, based upon the amount of overtime and turnover. This information is what I hear from people who work their. Idk how accurate it is.
- No comment
- Great at multitasking, staying calm in hectic and scary situations and always professional. We appreciate you all!
- Overall, they are very good.
- The community is in good hands with our dispatch center
- A group of hardworking and caring employees who are dedicated to public service.
- They are a great, professional agency, staffed with dispatchers who have an extremely difficult job. I am impressed daily with the professionalism of the dispatchers and their ability to multi task with the high volume of calls that they receive.
- I have always thought of my dispatchers as my partners in the field. Without them I could not perform my job.

What would you say to someone who asked about SCR9-1-1? (cont'd from previous page)

- Highly trained, very organized and professional, knowledgeable and passionate about what they do.
- Its our system with great people working as a team.
- Not much
- Good
- It's a tough job
- They do a good job.
- Sounds like a difficult job dealing with the public and officers
- Hard working patient professional funny
- Great Team Work!
- Green
- They work really hard. It is a very hard job.
- They need more dispatchers dedicated to Hollister PD. We are way too often told to standby because our dispatcher is handling a phone call or on another channel.
- Reliable
- the dispatchers do an amazing job and need more credit for what they do.
- It is a very difficult job
- Amazing team!
- Not sure
- They are generally very efficient and professional. More information should be given on the FD dispatch. For example, Hazmat: Is it a vehicle leaking antifreeze or an unlabeled 55 gallon drum on a vehicle? It affects the level of PPP. More specific on "unknown fire." Sometimes more info is not available of course.
- My partner on patrol
- SCR9-1-1 is a decent dispatch center.
- Call volume can make a difficult job worse but SCR-9-1-1 does a good job at handling those times
- They are a great resource to PD.
- They are ok

What would you say to someone who asked about SCR9-1-1? (cont'd from previous page)

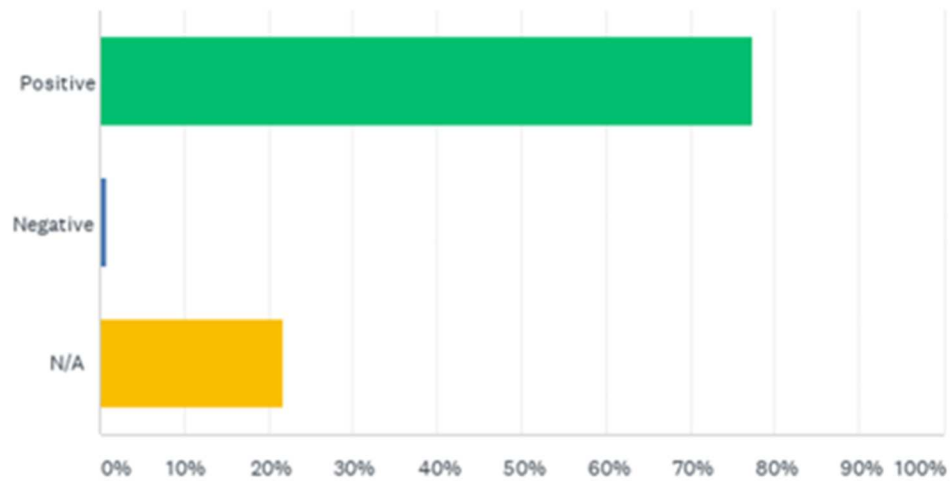
- I live in San Benito County and feel very safe and proud that they contract with SCR9-1-1
- Netcom has our backs.
- The radios cut out and are often scratchy. This is a most frustrating thing when going on an emergency call.
- Very caring and customer oriented. Friendly and patient constant follow thru.
- Dispatch for santa cruz and san benito county
- They are a good dispatch center. Lots of new staff still trying to establish themselves. The core is strong and I appreciate the work they do.
- They're great partners.
- Long waits on request both over radio and on phone
- They are impatient
- Very friendly, professional people.
- It is our dispatchers
- It's dispatch
- I would say that they provide good service for emergency services in Santa Cruz County.
- Professional
- They are the bees knees.
- They arent always friendly.
- Professional service
- They are sufficient on getting the call out
- I like the little ambulance screen
- Lovely customer service. Top notch dispatchers
- A great group of professional dispatchers who care
- Helpful
- They work super hard, multi task like ninjas and are excellent communicators.
- They do a good job. They work hard.
- They save lives and help us do our jobs better
- Dedicated staff but overworked

What would you say to someone who asked about SCR9-1-1? (cont'd from previous page)

- They are the dispatch center for Santa Cruz County.
- Competent but overworked dispatch center.
- They take great care of us as well as the callers
- SCR 9-1-1 personnel are true professionals. Courteous, knowledgeable and results-oriented.
- Reliable, Professional, Capable

Q4: I saw a \_\_\_\_\_ effect that SCR9-1-1 tried to limit exposure by minimizing in-person contact with citizens by increasing referrals to online reporting or landline details.

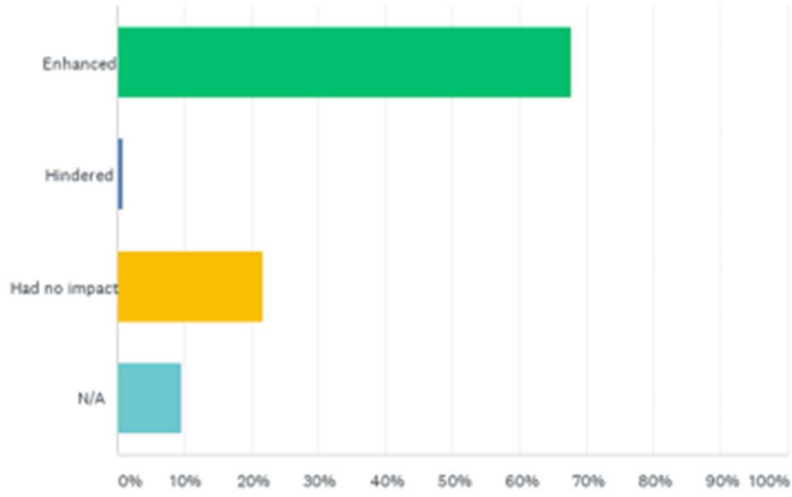
Answered: 115 Skipped: 17



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### Q5: SCR9-1-1's dissemination of "Use universal precautions" \_\_\_\_\_ my ability to respond in a safer manner.

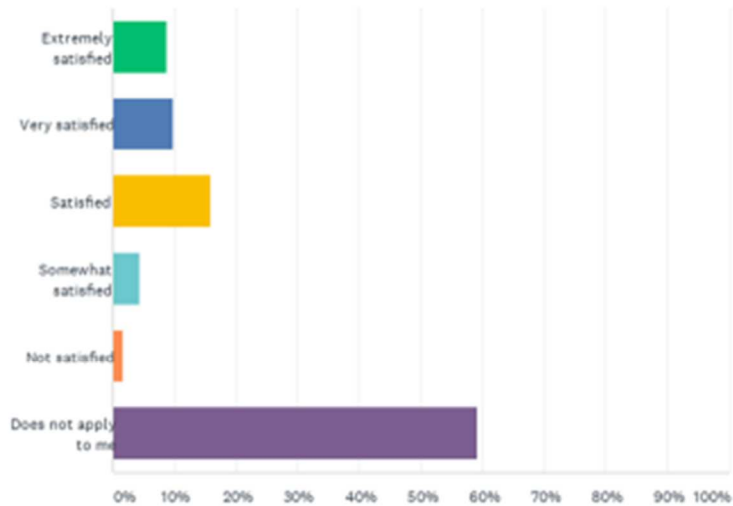
Answered: 115 Skipped: 17



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### Q7: Due to the COVID-19 Pandemic, SCR9-1-1 locked down our building on March 13th to protect our biggest asset, our employees. This eliminated access and availability for ride-alongs, sit-alongs, and in-person meetings. Rate your satisfaction of online meetings that SCR9-1-1 facilitated during this period.

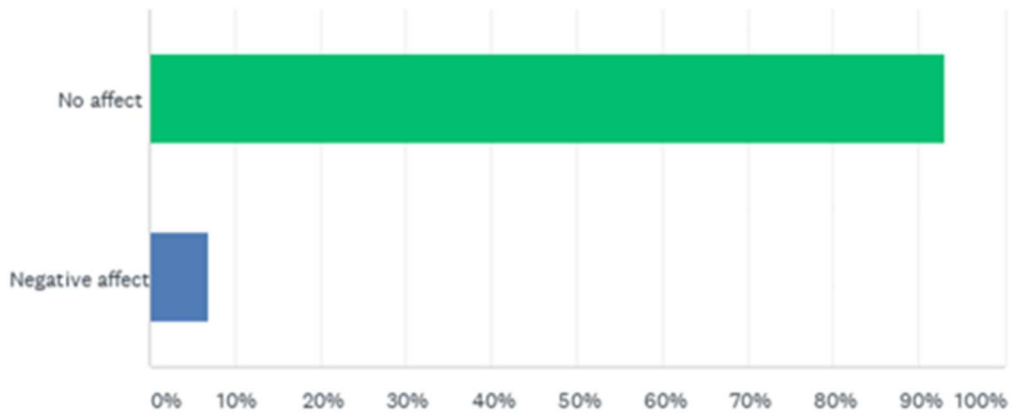
Answered: 113 Skipped: 19



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### Q8: How did the SCR9-1-1 building lockdown affect you?

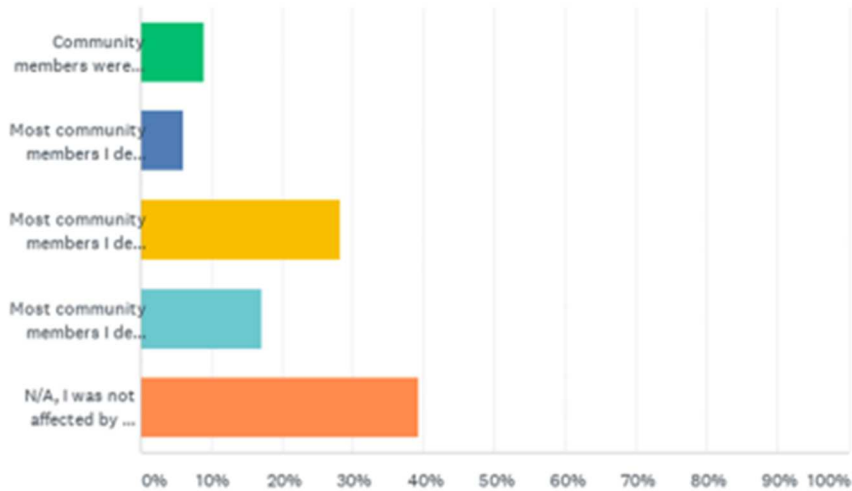
Answered: 115 Skipped: 17



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### Q10: In your dealings with the community, rate the effectiveness of the reverse 9-1-1 notifications.

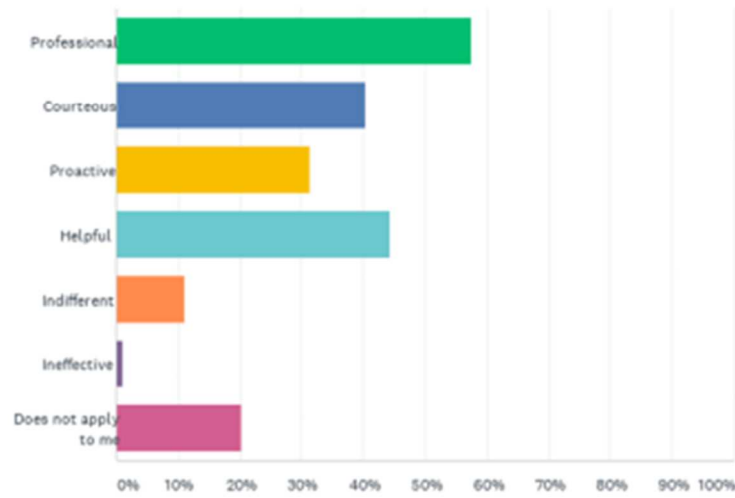
Answered: 99 Skipped: 33



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**Q12: Between August 18 and September 7, SCR9-1-1 added additional dispatchers to support law enforcement operations, including allied and mutual aid law enforcement teams. Rate your interactions with SCR9-1-1 operations personnel during the fire. (Mark all that apply)**

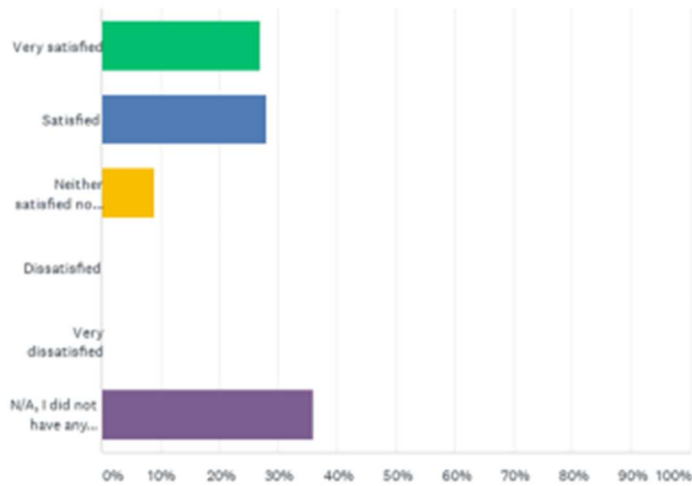
Answered: 99 Skipped: 33



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**Q13: Rate your overall satisfaction of the SCSO Red Channel dispatcher during this prolonged operational period.**

Answered: 100 Skipped: 32

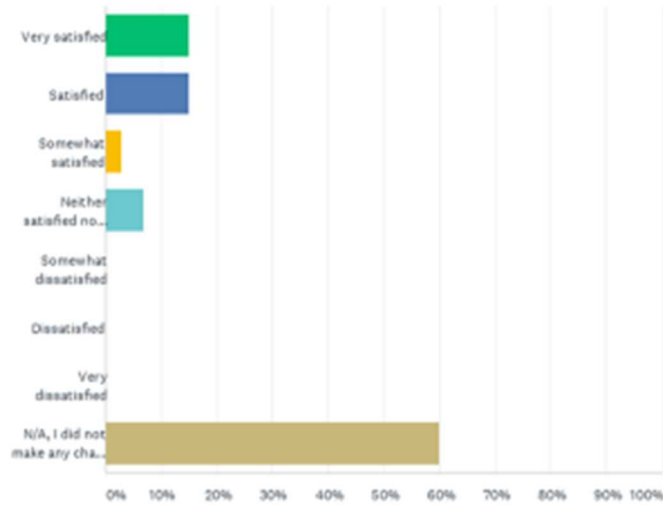


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**Q14: If you made any requests to change daily operations during the CZU Lightning Complex fire (mobile change, change to phone routing, change to unit recommendations, etc.), how satisfied were you with the response and implementation by SCR9-1-1 staff?**

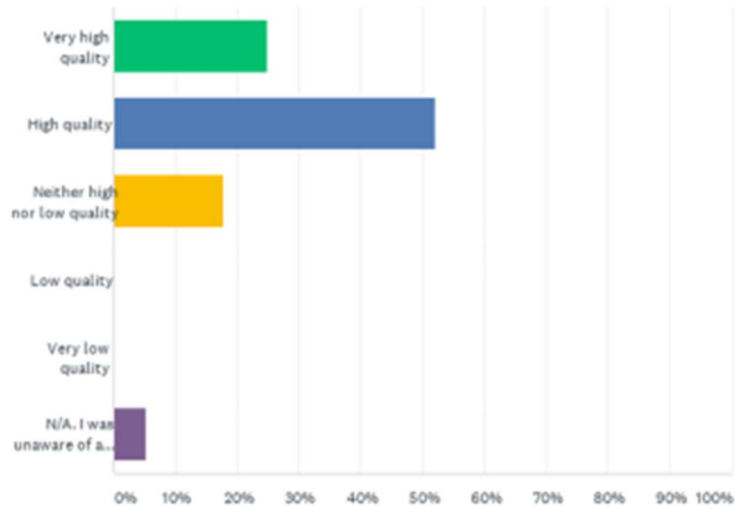
Answered: 100 Skipped: 32



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## Q16: COVID-19

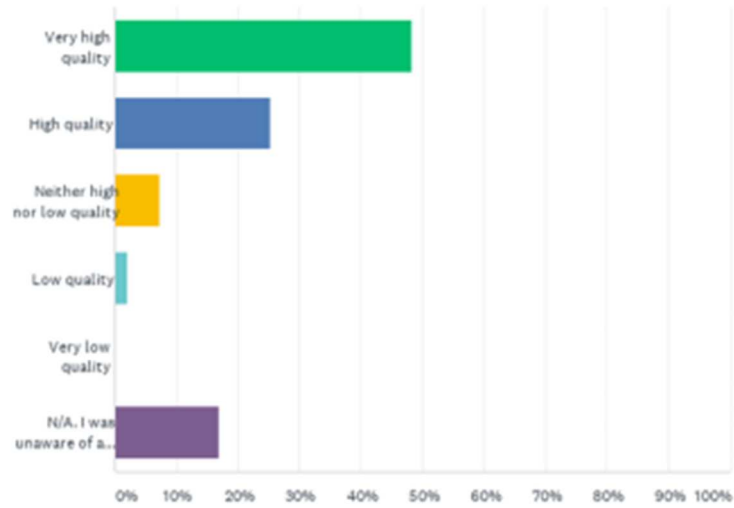
Answered: 96 Skipped: 36



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## Q17: SCSO Sergeant Gutzwiller's line of duty death

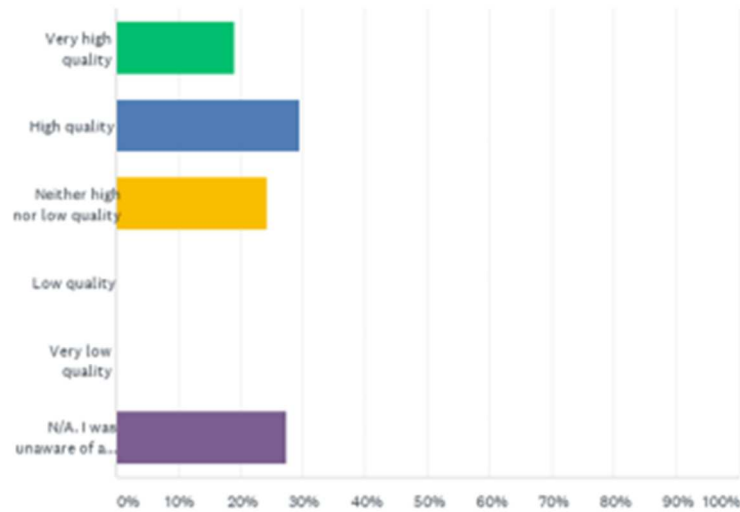
Answered: 95 Skipped: 37



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## Q18: 4th of July

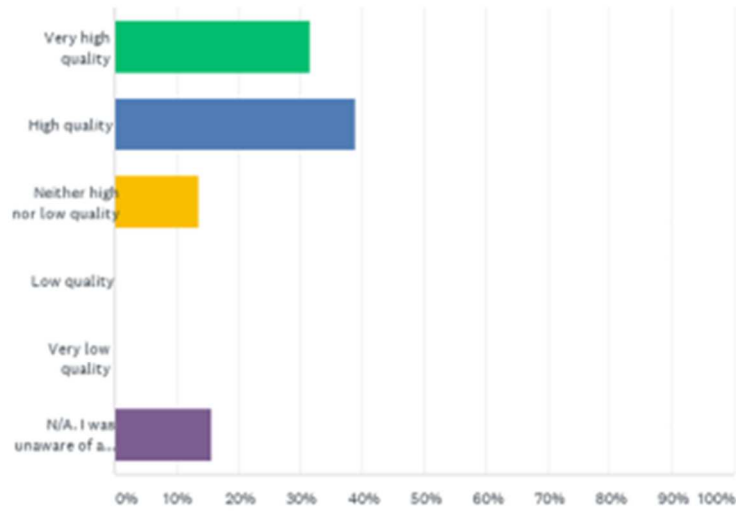
Answered: 95 Skipped: 37



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## Q20: CZU Lightning Complex Fire

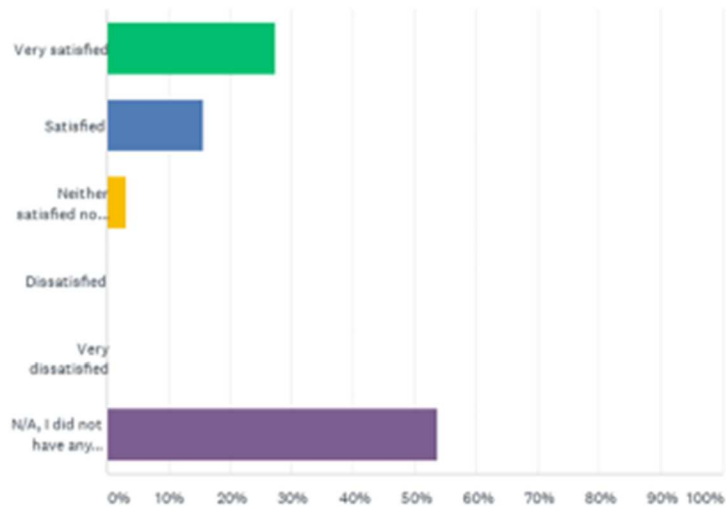
Answered: 95 Skipped: 37



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## Q22: If you had any face-to-face interactions with dispatchers and/or supervisors for special events like active shooter drill, CZU Lightning Complex fire, Task Team Meeting, etc., how satisfied were you with your interaction(s)?

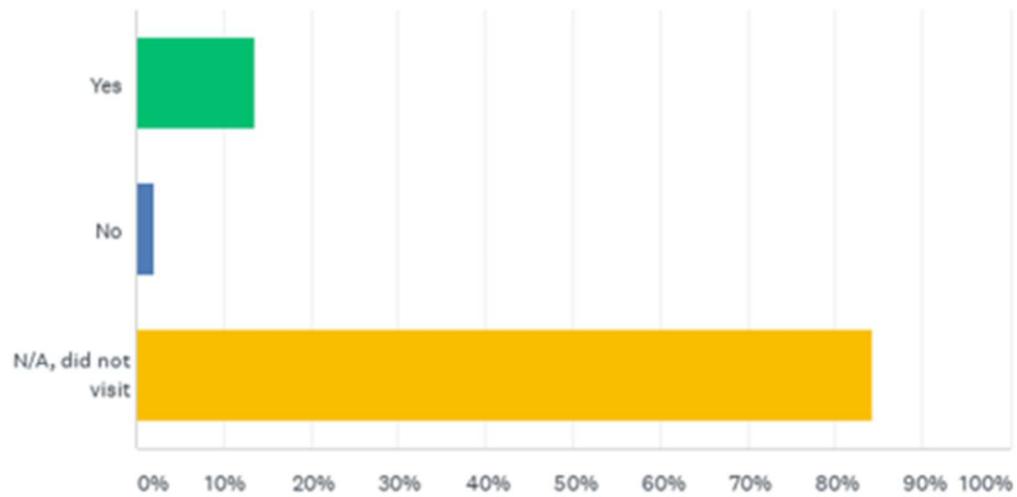
Answered: 95 Skipped: 37



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### Q23: If you visited our public website since September 30, 2020, were you able to find the information you were looking for?

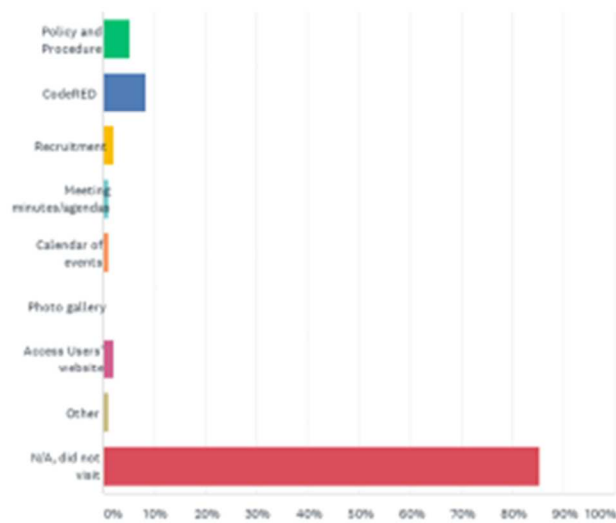
Answered: 96 Skipped: 36



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### Q24: What did you go the the website for?

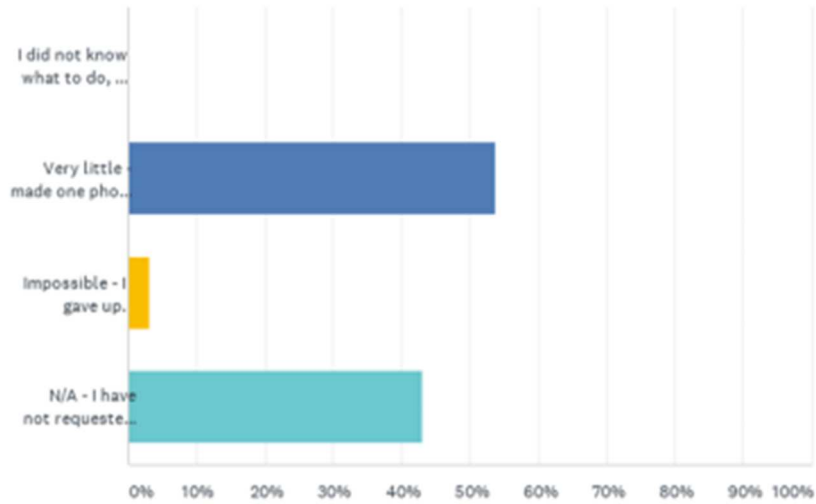
Answered: 95 Skipped: 37



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### Q25: If you've requested a copy of a record (CAD, phone call, or radio traffic), how much effort did you have to put in to make the request?

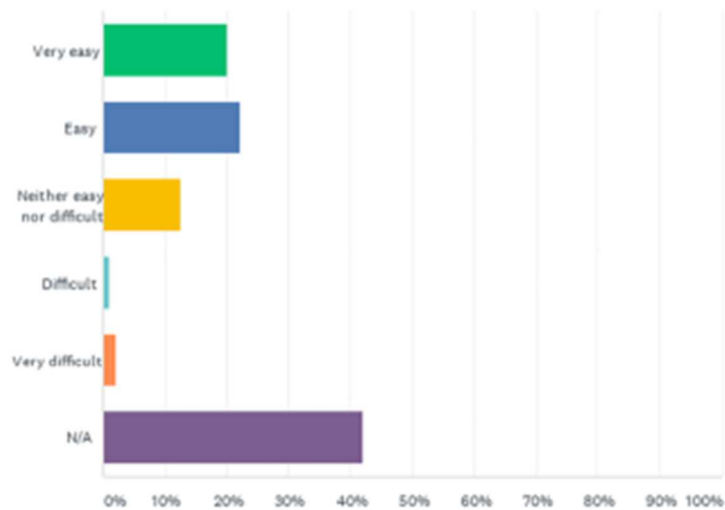
Answered: 95 Skipped: 37



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### Q26: How did this effort compare to your expectations?

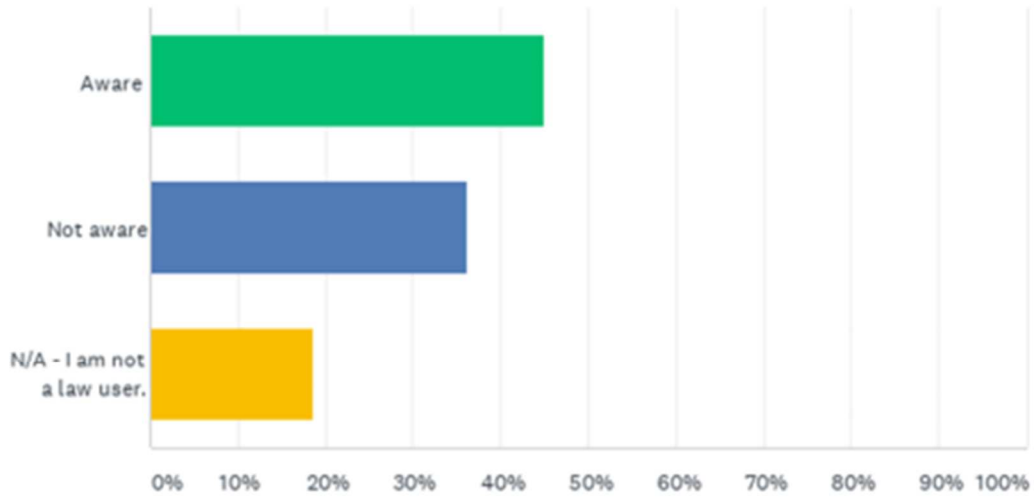
Answered: 95 Skipped: 37



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**Q28: New modifying circumstances of "contact" and "no contact" were added to certain misdemeanor type law calls to indicate the caller's relationship to the crime they were reporting and if they were willing to participate in the arrest/prosecution process. I was \_\_\_\_\_ that SCR9-1-1 had added this to the call-taking process.**

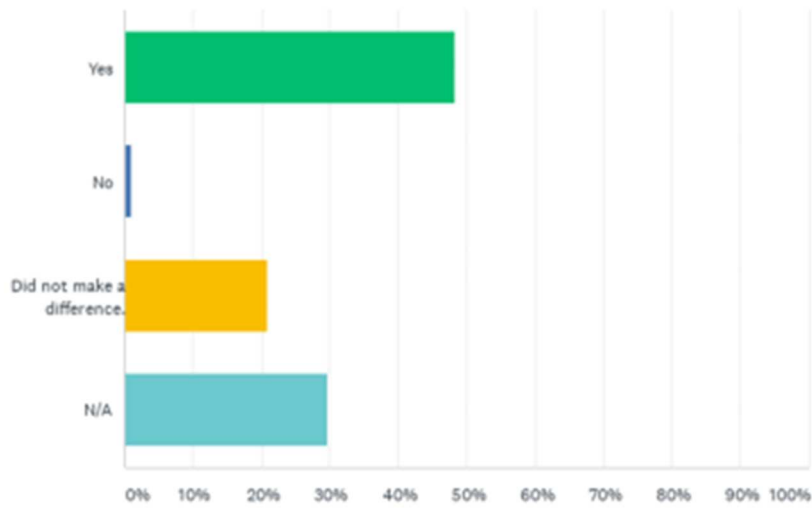
Answered: 91 Skipped: 41



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**Q29: Knowing the caller's willingness to participate in the process helped me decide the most appropriate way to handle the incident and involved parties.**

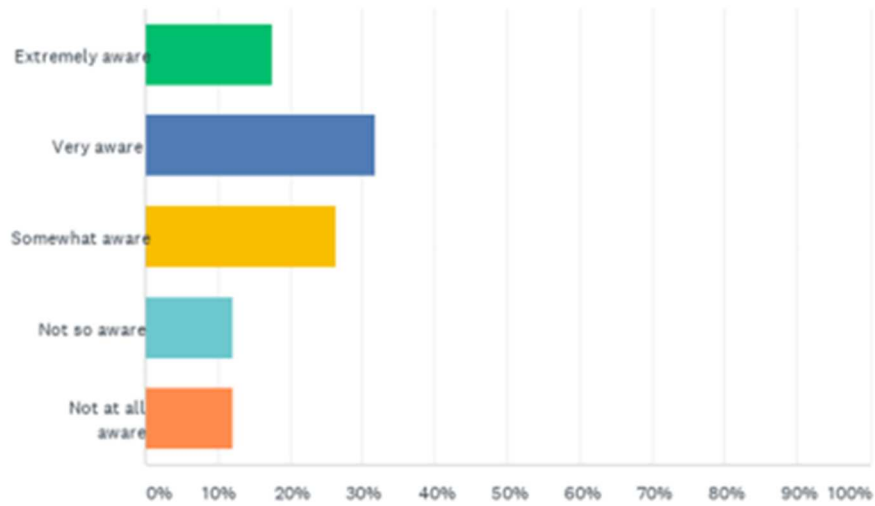
Answered: 91 Skipped: 41



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Q30: SCR9-1-1 has established quality assurance standards that are measured and reported for both call processing and dispatching which are agreed upon by SCR9-1-1 and our Users. I am \_\_\_\_\_ there are performance standards for dispatchers.

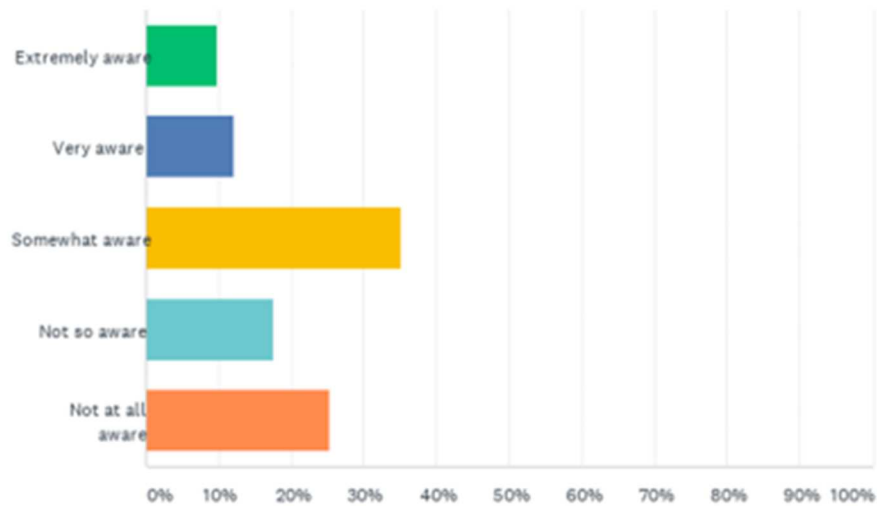
Answered: 91 Skipped: 41



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Q31: I am \_\_\_\_\_ that a dispatcher has 90 seconds to create a priority one law call.

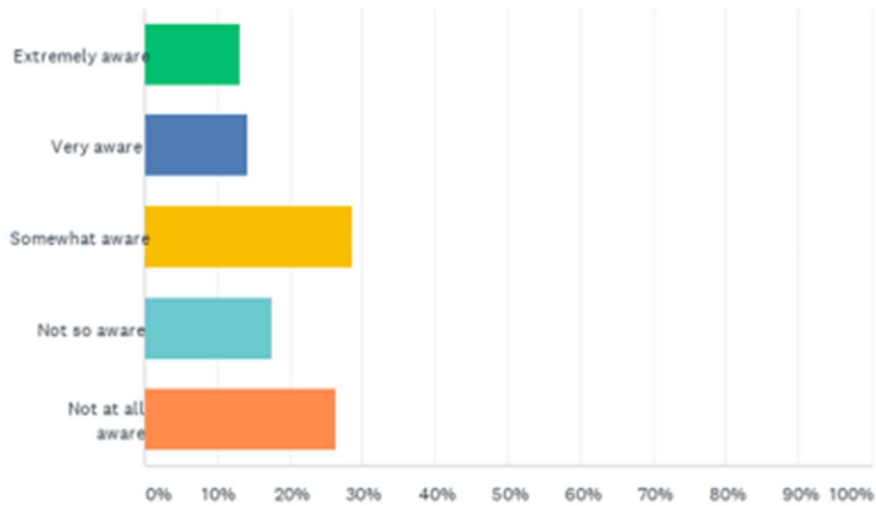
Answered: 91 Skipped: 41



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**Q32: I am \_\_\_\_\_ that a dispatcher has 60 seconds to create a priority one fire/EMS call.**

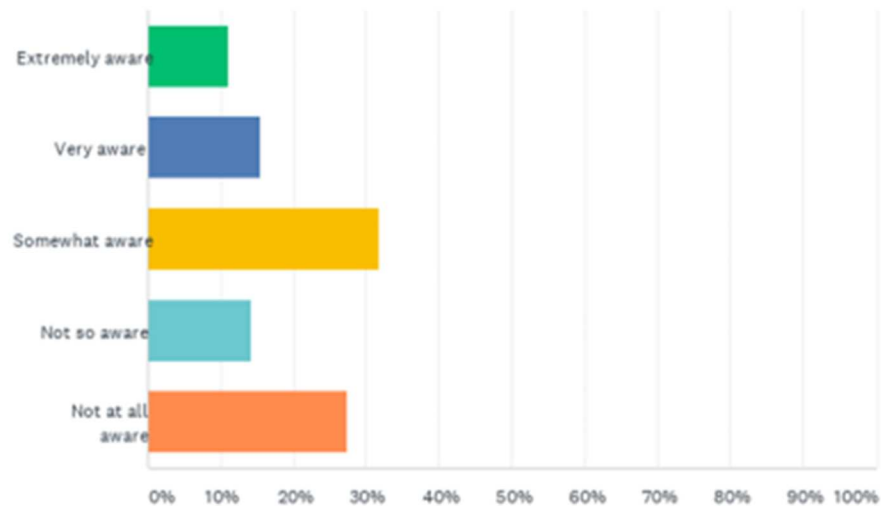
Answered: 91 Skipped: 41



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**Q33: I am \_\_\_\_\_ that a dispatcher has 30 seconds to dispatch a priority one law, fire, or EMS call.**

Answered: 91 Skipped: 41

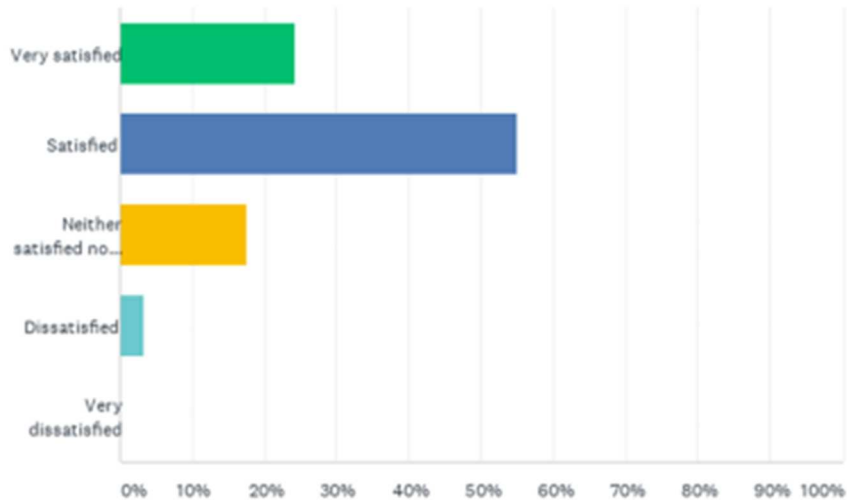


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### Q34: How would you rate the performance of SCR9-1-1 on routine/non-emergency calls?

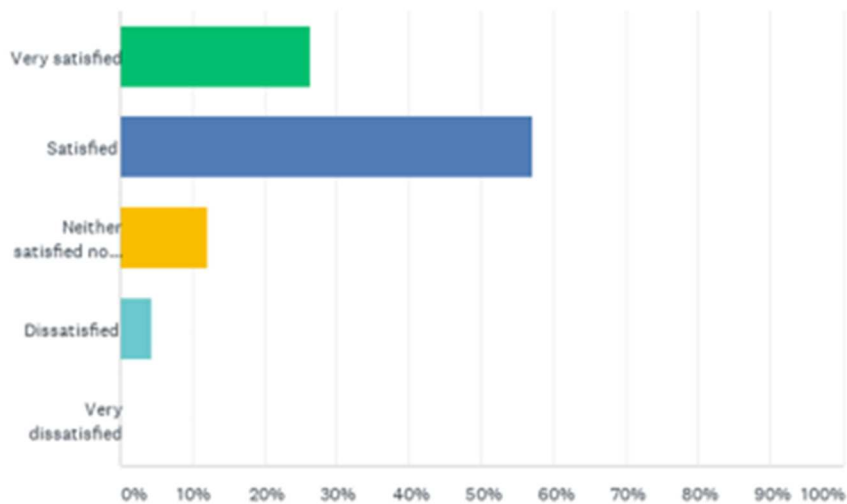
Answered: 91 Skipped: 41



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### Q35: How would you rate the performance of SCR9-1-1 on hot/emergency calls?

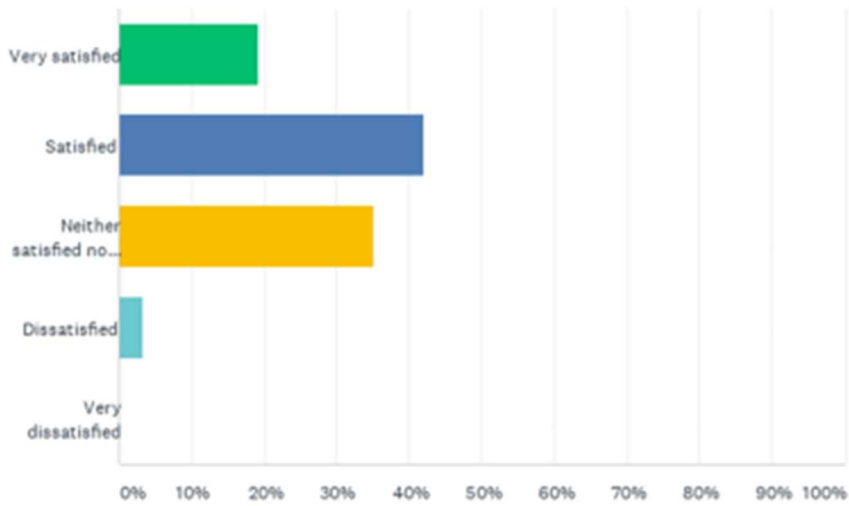
Answered: 91 Skipped: 41



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### Q36: How would you rate SCR9-1-1's responsiveness to operational issues or complaints?

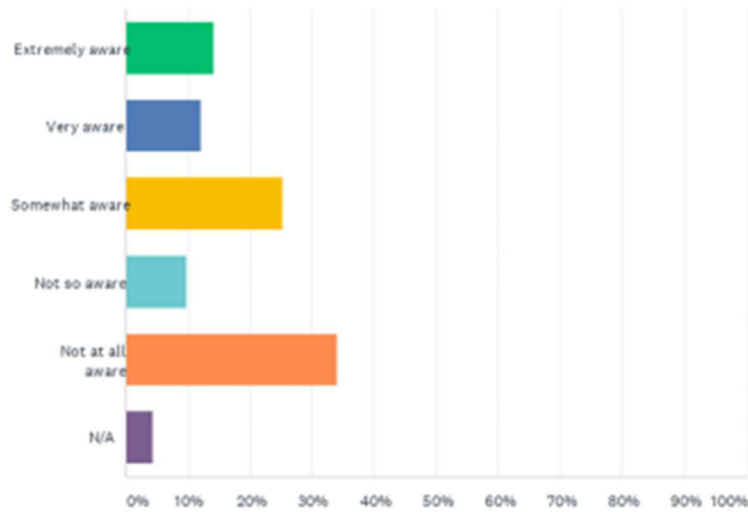
Answered: 88 Skipped: 44



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### Q37: Are you aware that SCR9-1-1 is the project manager for the SC County-Wide RMS replacement project slated to go live in 2021?

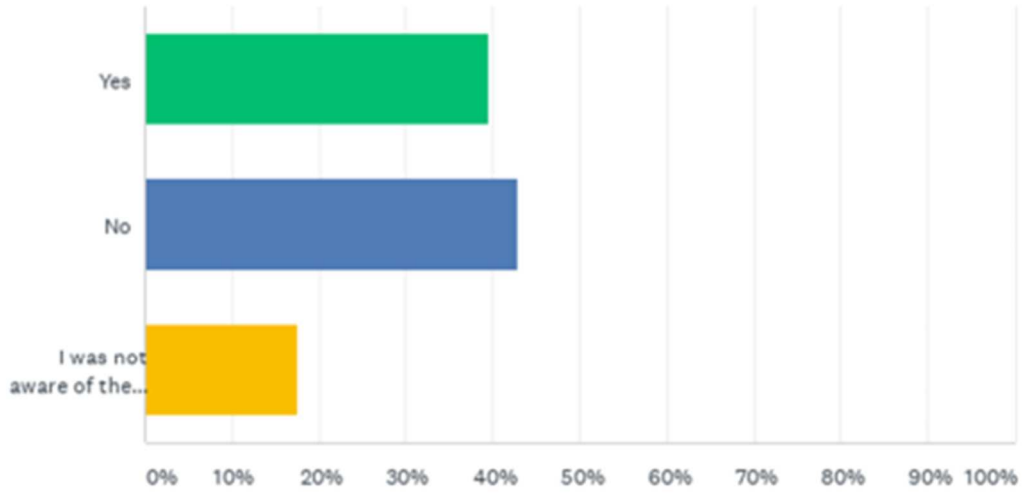
Answered: 91 Skipped: 41



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### Q38: Have you contacted the SCR9-1-1 Help Desk (831-471-1015 or systems@scr911.org) this year?

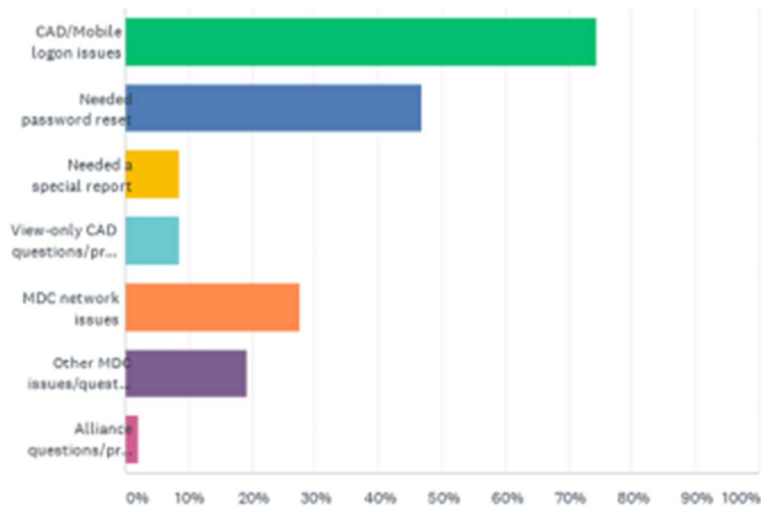
Answered: 91 Skipped: 41



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### Q39: If you answered "yes" above, what did you contact the Help Desk regarding? (choose all that apply).

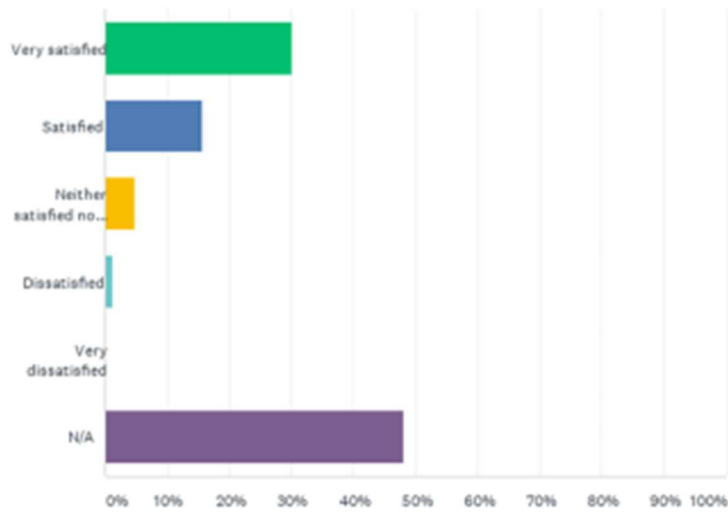
Answered: 47 Skipped: 85



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### Q40: How satisfied were you with the assistance you received from the Help Desk?

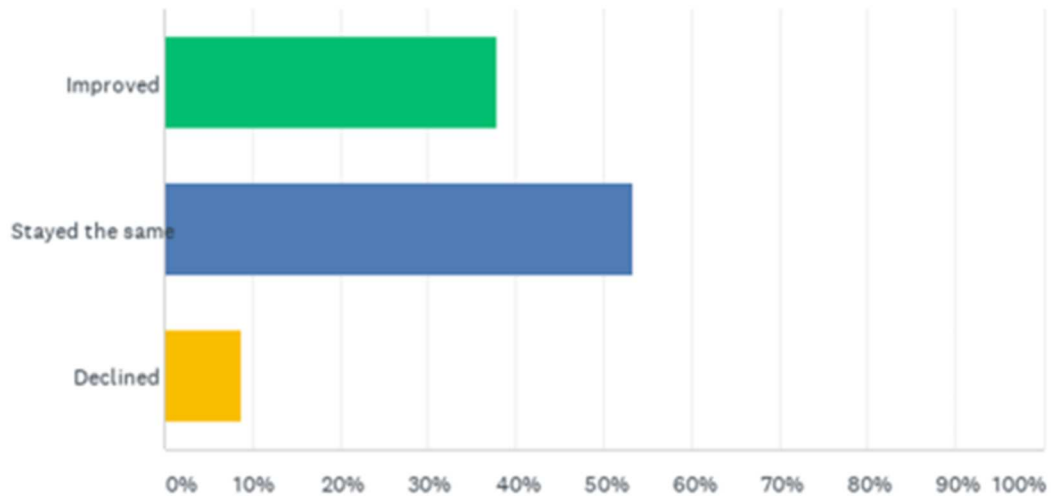
Answered: 83 Skipped: 49



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### Q41: During this past year, do you feel that SCR9-1-1's performance has changed?

Answered: 90 Skipped: 42



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Is there any SCR9-1-1 employee(s) you would like to recognize for going above and beyond in 2020?

- Ashley Baldwin, German Flores, Ariana
- Stephanie French did an amazing job during Sgt. Gutzwiller incident. Difficult and dynamic incident, she maintained and communicated effectively.
- Are you kidding me? Yes! All of them!
- Abby
- Lyndsay Farotte was exemplary during Damon's incident. Her taking over radio communication with all the challenges showed her skill level and leadership. I hope your team has publicly acknowledged her, all of the boots on the ground are clear when we have discussed her role that day.
- Cooper Heberer.
- Everyone at SCR9-1-1 who worked long and multiple shift. Thank you.
- Tom Ginsburg - he is very professional, thorough, and consistently follow-ups. Never lets the ball drop.
- All of them
- Honestly- All of you!
- Cooper
- Everyone who put in hours and pushed through to help with the success. It takes more than one person to get through any of these events. I would look at teams who worked multiple events and acknowledge them as they might have worked more than others.
- All of them! Seriously. I am incredibly grateful for the staff of SCR9-1-1. You felt with a lot this year.
- Christina Corral, Anna Kiff, and Kristal Higgins
- Everyone is doing a great job. Birkett in particular is always very positive and cheerful. His attitude in often a stressful world is refreshing. Birkett is always professional and so courteous even if things are super busy.
- Every dispatcher that I have interacted with has been professional and should be recognized for their hard work during these extremely stressful and trying times. I am amazed daily by the high volume of calls that they receive and their professionalism and ability to handle the large volume of calls.
- German, Abby, Dylan, and Ashley
- Every time I pick up the phone and reach out to they are always willing to help. Thank You!

Is there any SCR9-1-1 employee(s) you would like to recognize for going above and beyond in 2020?

- Christina Corral
- Cooper Heberer and Rose Torres
- All deserve to be recognize. They all special
- ALL STAFF!
- I don't know his name but the male dispatcher working Hollister Sunday afternoons is an amazing dispatcher. He knows just the right amount of information to put out and does not waste air time. He is always professional even when my coworkers are not. He has shown amazing patience with our horrible radios and takes the time to try and understand our garble.
- Anna Kiff and Christina Corral
- Stephanie Sphar. She is always very professional calm and clear on the radio.
- Hard to say. The overall professionalism is very high throughout.
- Abby, German, Dylan, Ashley
- It's the team effort that makes them successful
- Sheena Lamar
- Christina Corral. She continues to be an amazing dispatcher. She handled the Sgt. Gutzwiller's OIS as well as anyone would expect. German is also a great dispatcher and very helpful.
- Dave (I believe it was Dave) handled a call for the SO where a "search party" of armed citizens were looking for 459 suspects in "the willows" in Corralitos. I was not on the call, but I was listening to it, I was really impressed with the way he handled it because it sounded like a mess but he was doing a great job coordinating everyone and speaking to the "search party."
- Nicole, Tom, Stephanie
- Abby of course
- Abigail Marquez. Always helpful when no one else has the answer!
- Abby is the best
- The dispatchers that were on duty for Sgt. Gutzwiller's LODD.
- All of them!

Is there any SCR9-1-1 employee(s) you would like to recognize for going above and beyond in 2020?

- I don't know many of them by name anymore, but from my work as a first responder during all these incidents and in the last 6 years, I've had no complaints. You guys are professional, efficient, and yet still human on the radios. And I am grateful
- All of you. Thank you.
- The dispatchers working the LODD event on June 6th.
- The whole organization goes above and beyond. Great job to SCR9-1-1
- Stephanie French
- Stephanie French



# Standards of Excellence 2020

Annual Performance Report  
**Prepared for the  
Law Enforcement  
Users Subcommittee**  
February 22, 2021

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



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## Performance Report Overview

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

### Building Time

Total Call Processing consists of two distinct events: call-taking and radio dispatching. This is the total time that the incident remains in our building (building time). Our standard for building time for first priority events is two minutes. In 2020, we showed improvement in this area.

	2020	2019
% Compliant	89%	81%
Avg Time	82 Seconds	92 Seconds

- **Call-Taking**

The call-taking process is a balancing act between speed and content. In 2020, we showed improvement in this area.

	2020	2019
% Compliant	87%	81%
Avg Time	60 Seconds	66 Seconds

- **Dispatching**

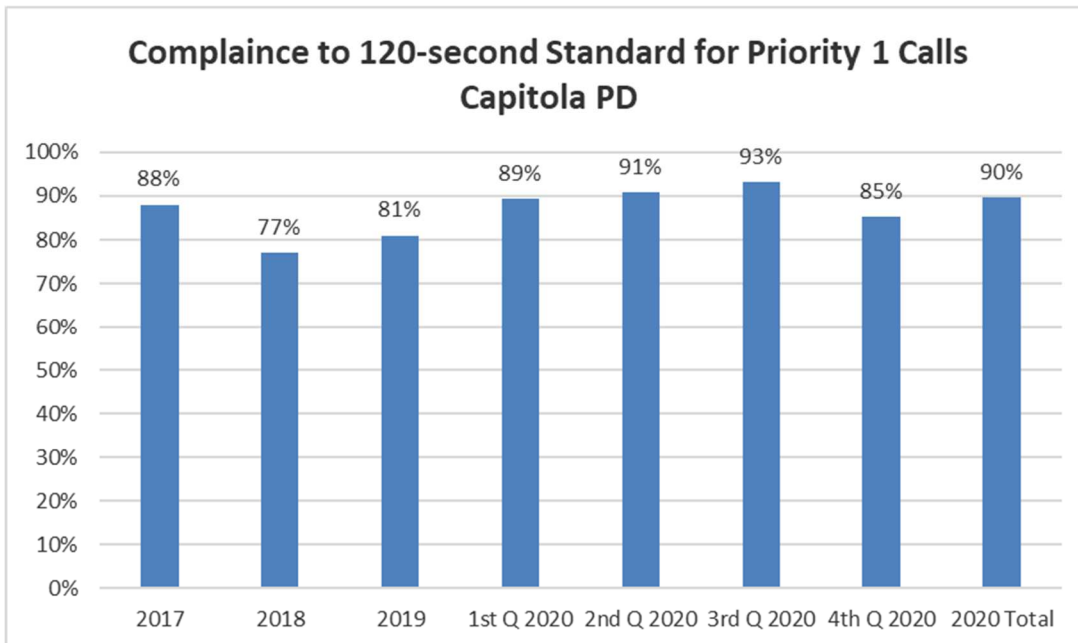
This is the time it takes the radio dispatcher to assign a unit on high priority events. During 2020, we made significant improvement in this area.

	2020	2019
% Compliant	87%	82%
Avg Time	21 Seconds	21 Seconds

## Performance Data

### Performance Data for Capitola Police Department

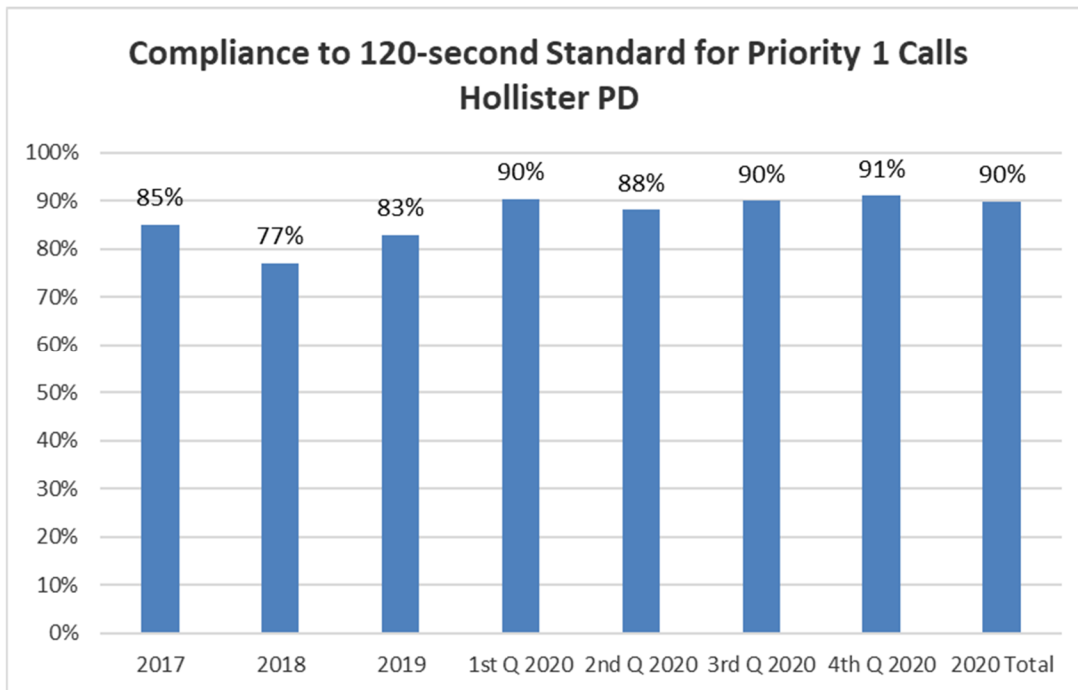
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Capitola PD for 2020 was 80 seconds, and we were 90 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

## Performance Data for Hollister Police Department

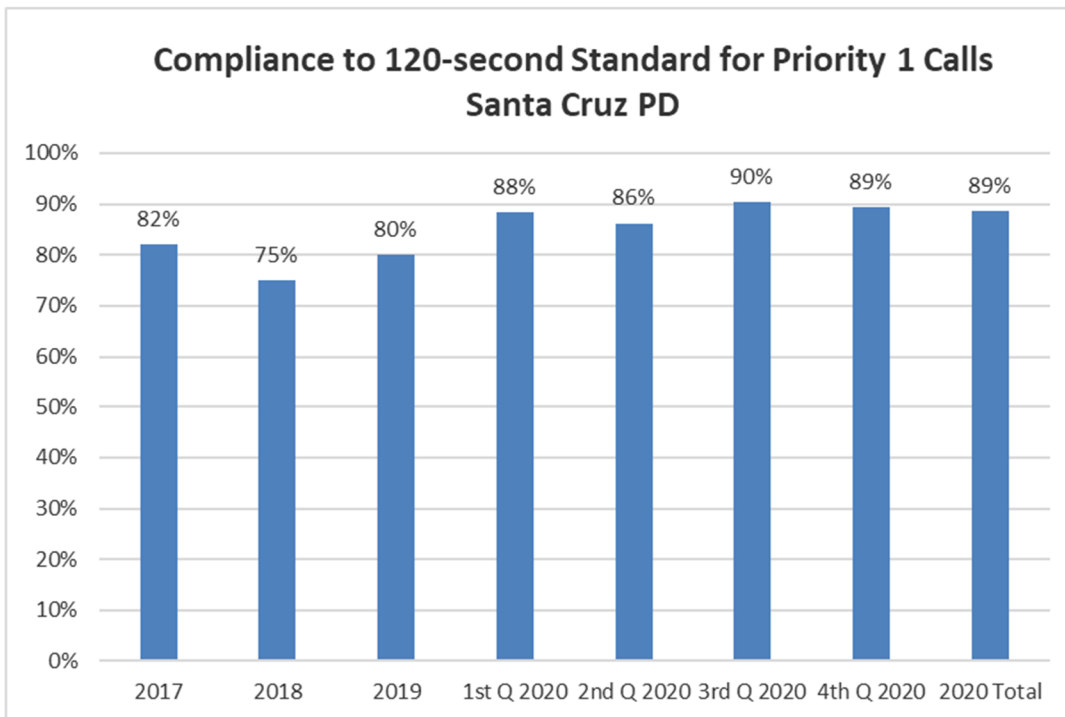
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Hollister PD for 2020 was 78 seconds, and we were 90 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

## Performance Data for Santa Cruz Police Department

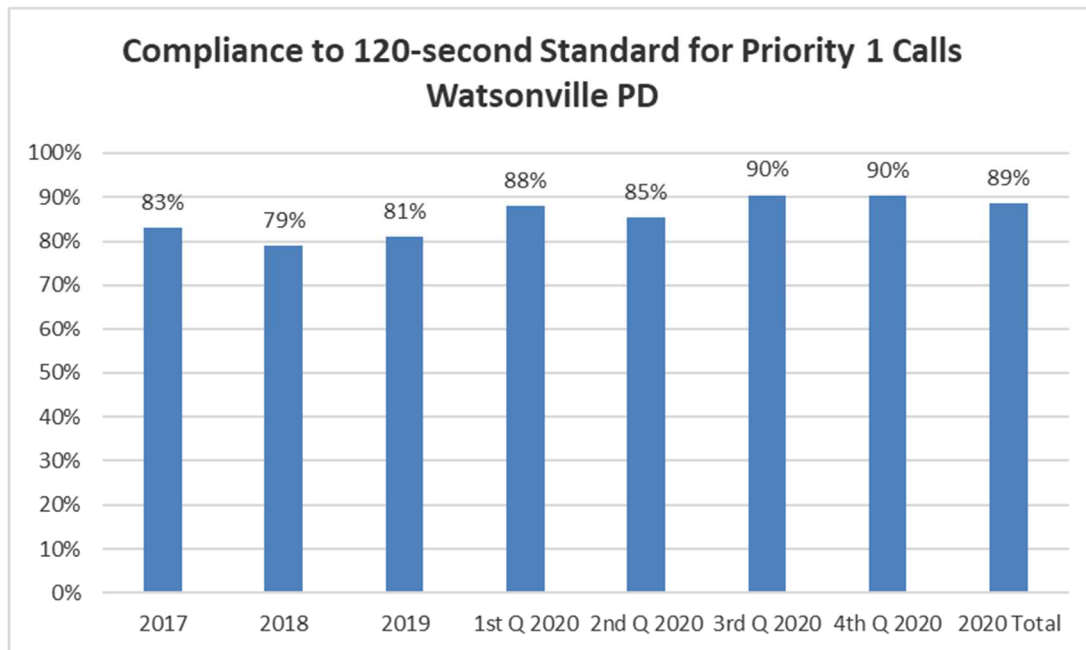
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Santa Cruz PD for 2020 was 83 seconds, and we were 89 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

## Performance Data for Watsonville Police Department

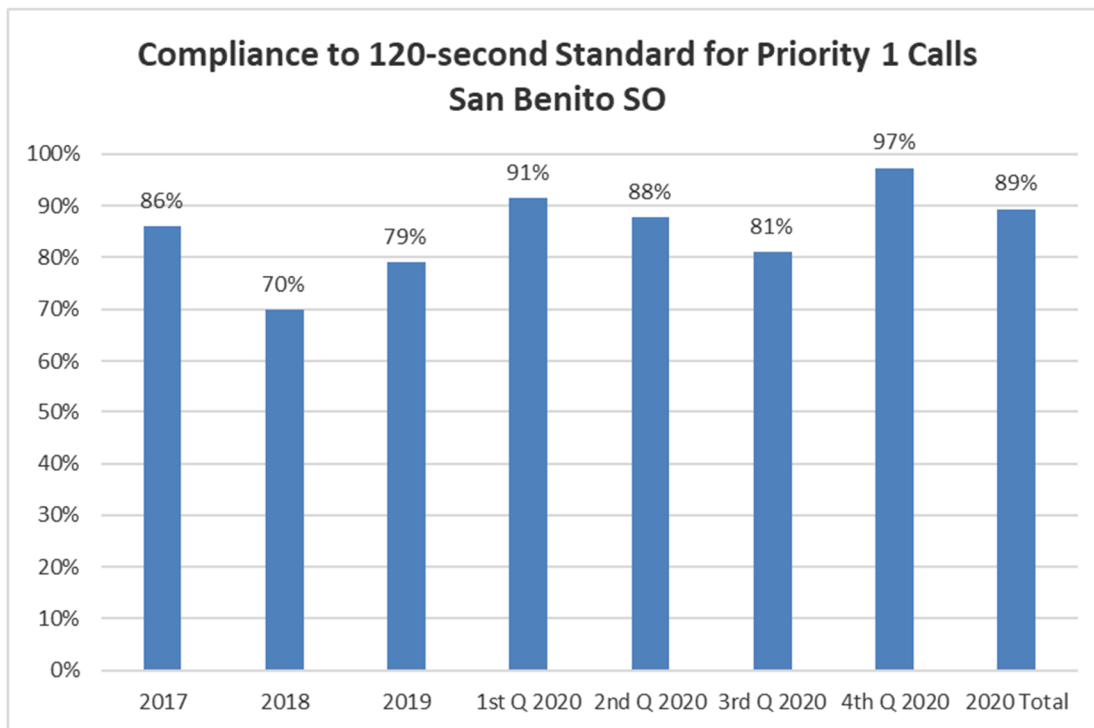
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Watsonville PD for 2020 was 81 seconds, and we were 89 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

## Performance Data for San Benito Sheriff's Office

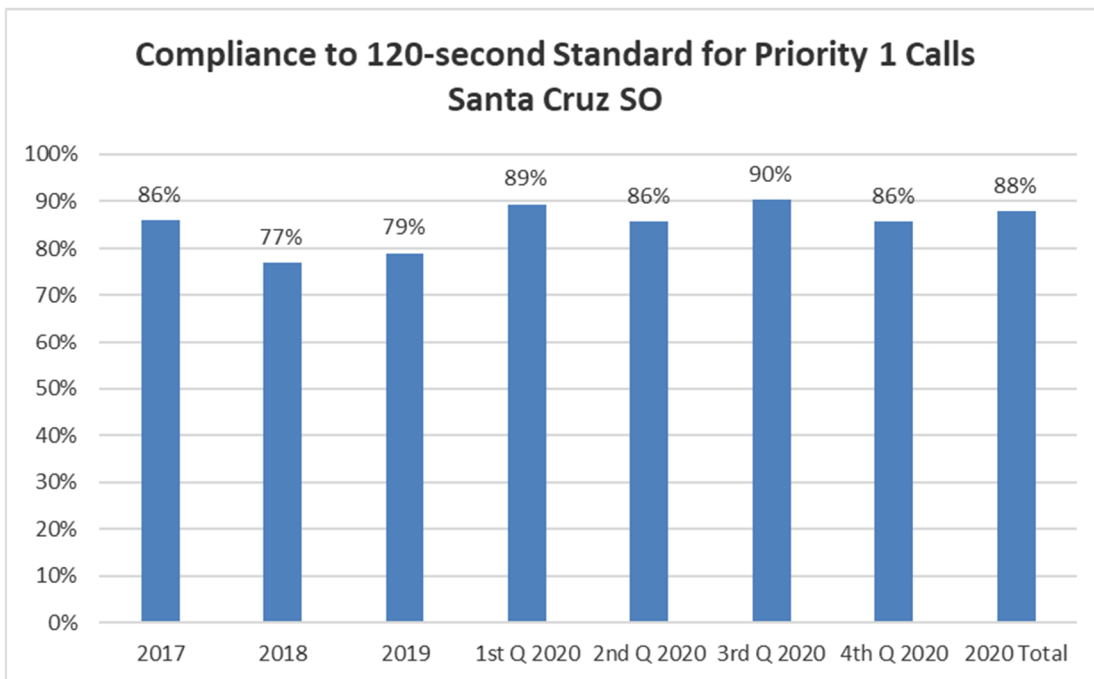
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the San Benito Sheriff's Office for 2020 was 85 seconds, and we were 89 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

## Performance Data for Santa Cruz Sheriff's Office

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

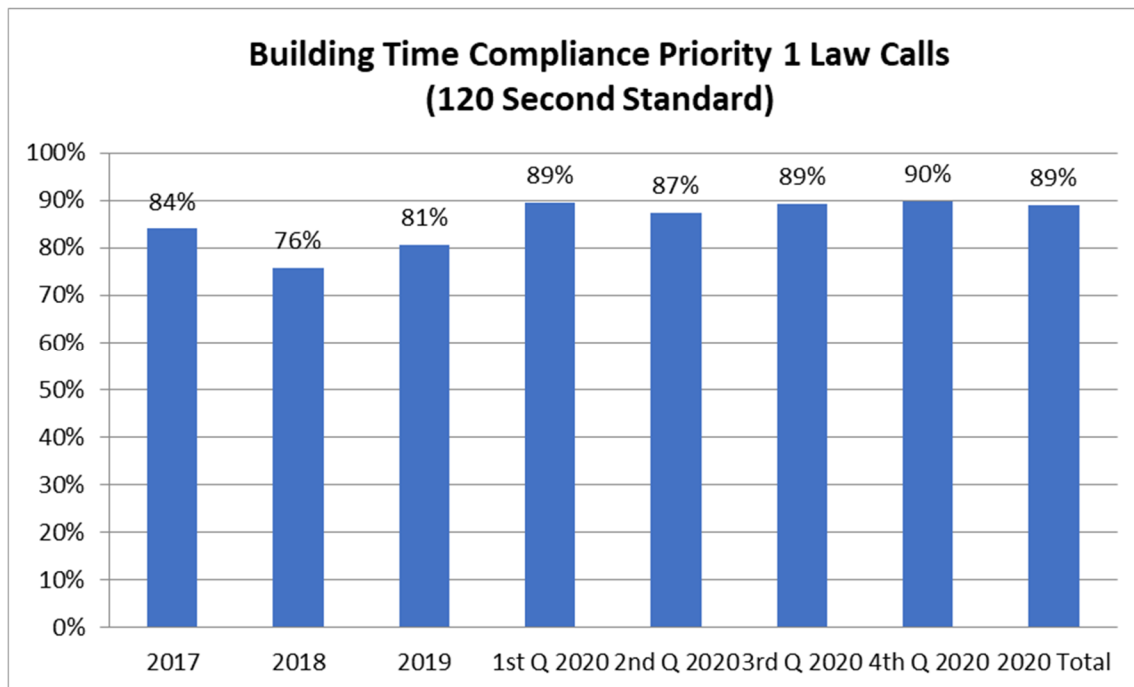


Our average building time for the Santa Cruz Sheriff's Office for 2020 was 84 seconds, and we were 88 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.



## Aggregate Performance Data for Law Enforcement

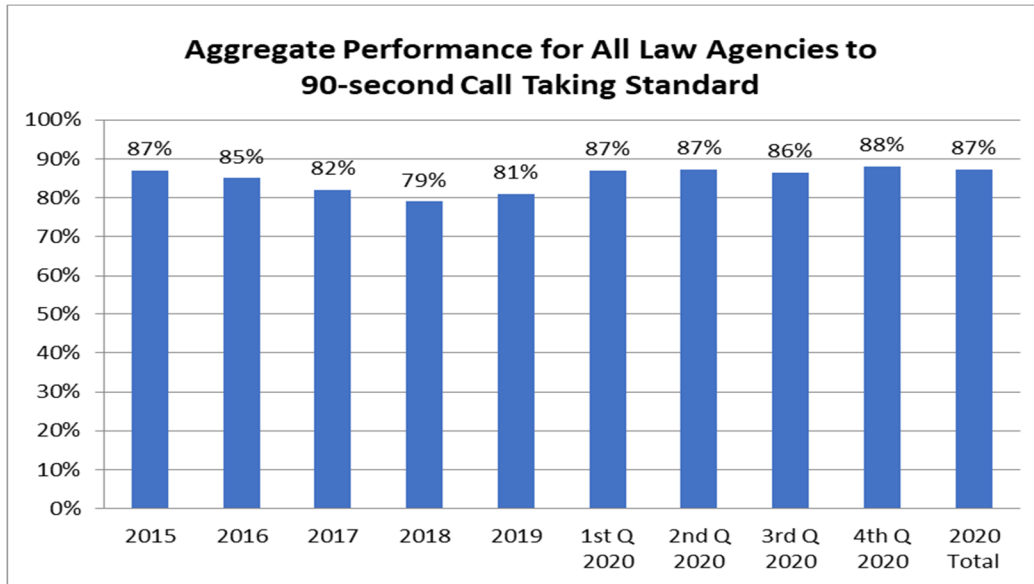
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average aggregate building time for 2020 was 82 seconds, and we were 89 percent compliant to the 120-second standard.

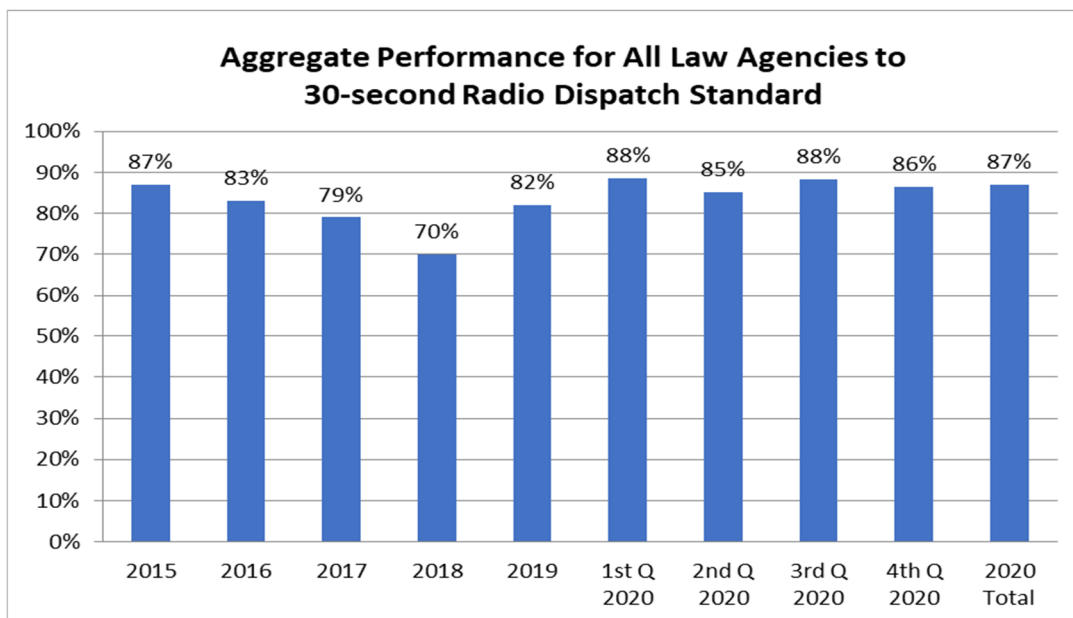
## Aggregate Performance Data for Law Enforcement

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



Average call-taking time for 2020 was 60 seconds.

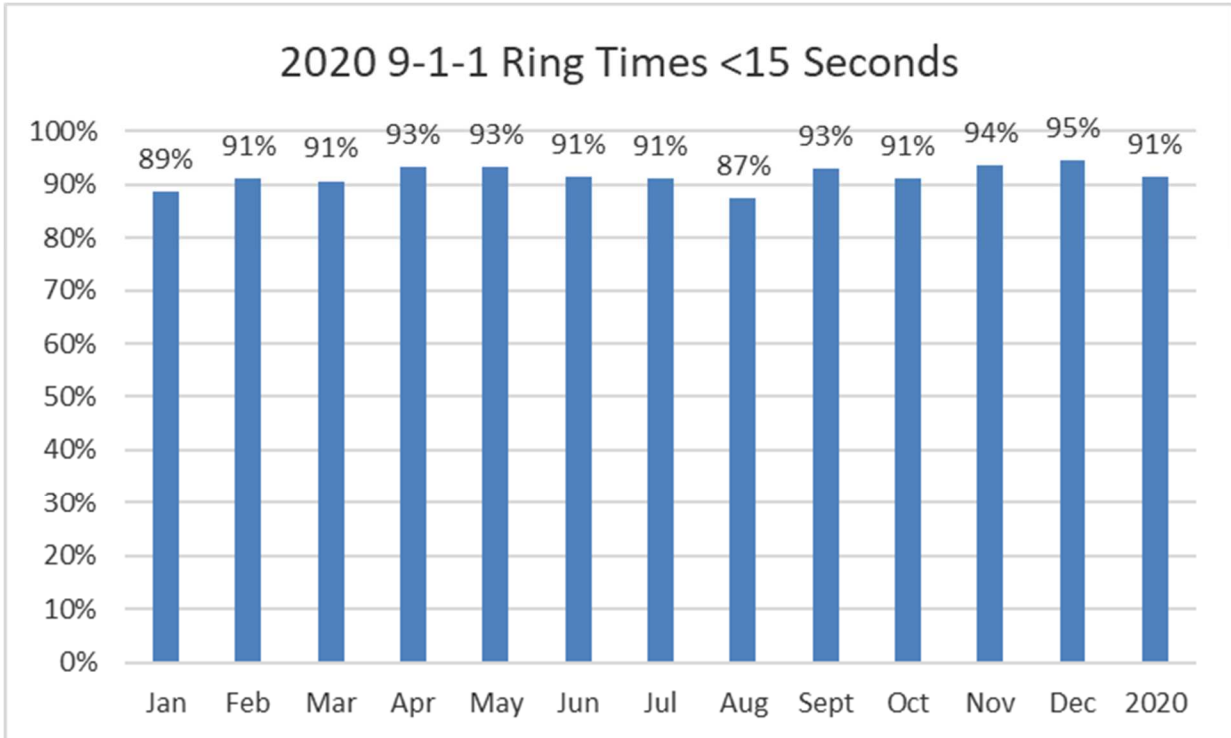
- PENDING QUEUE** - Elapsed time from CAD incident initiation to radio dispatch in a maximum of 30 seconds for 90 percent of all first priority law enforcement incidents.



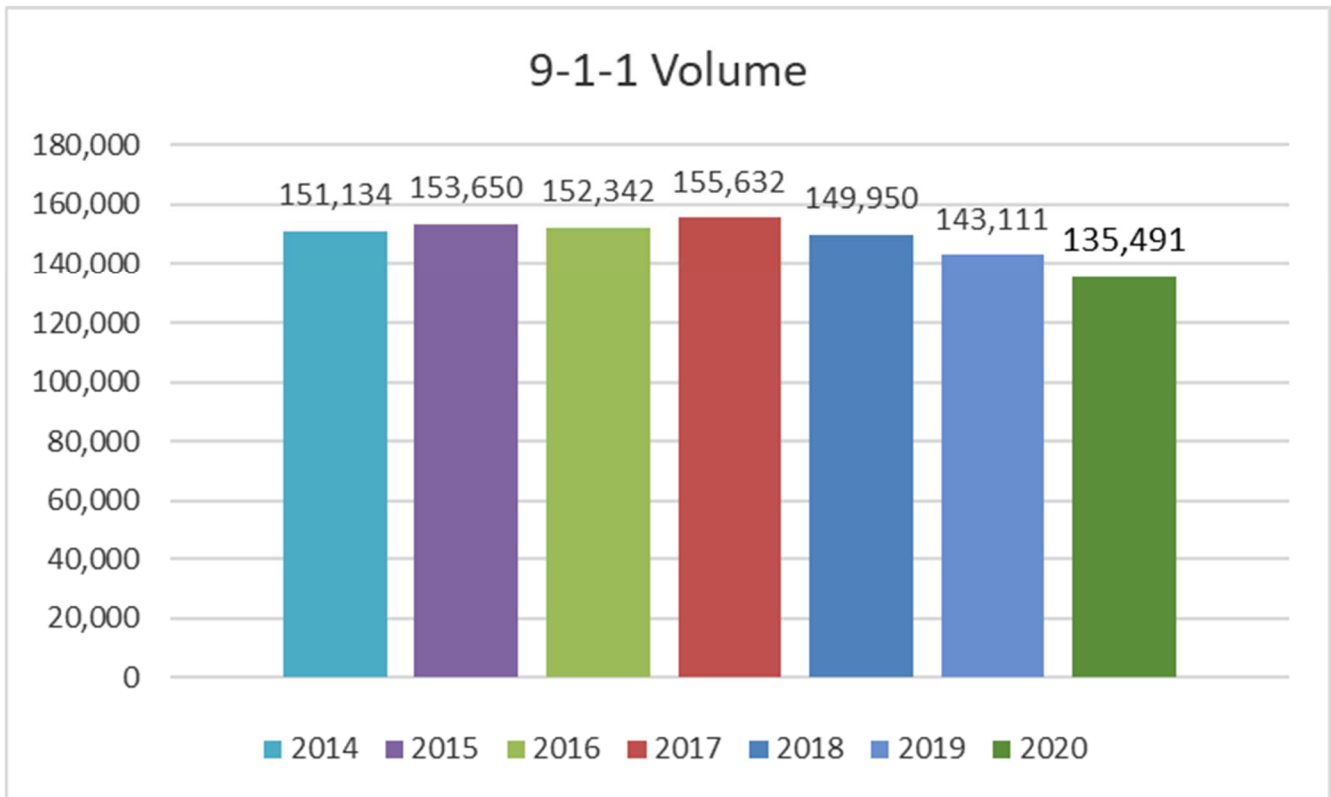
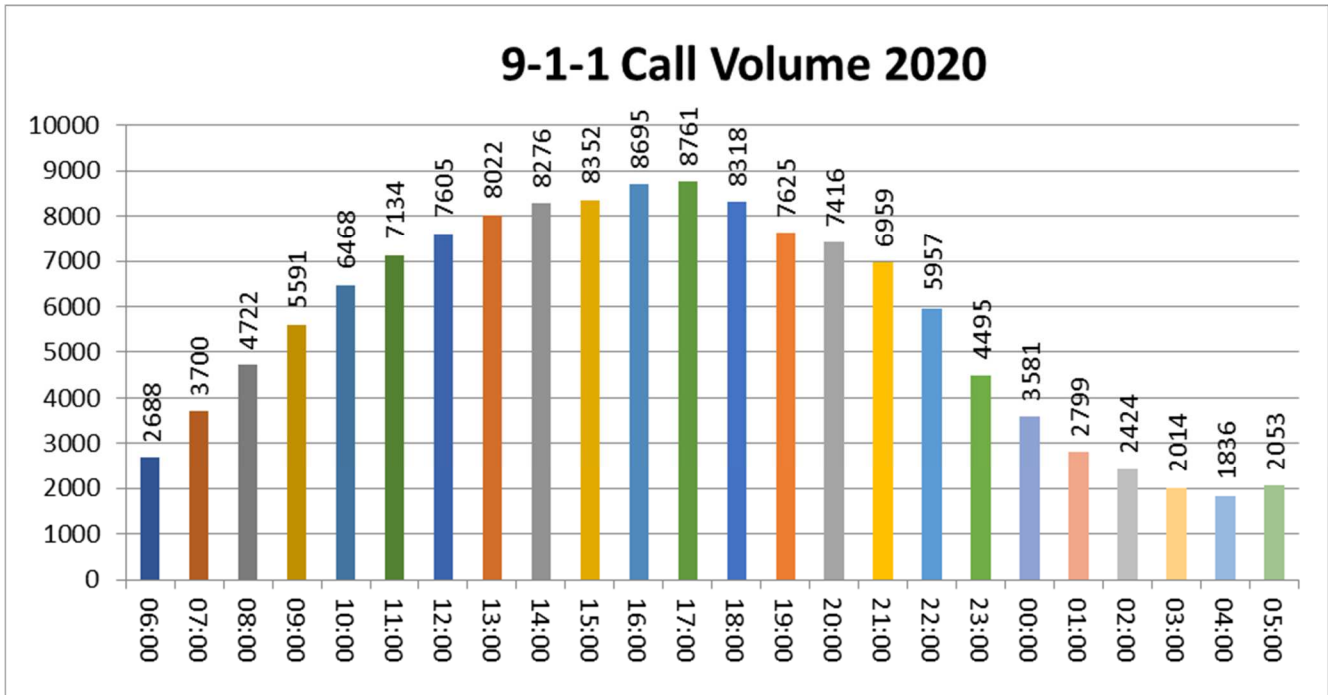
Average pending queue time for 2020 was 20 seconds.

## 9-1-1 Ring Times

- We started reporting on 9-1-1 ring times and our compliance to the California Governor’s Office of Emergency Services (CalOES) in 2016. The Public Safety Answering Point (PSAP) Call Answer Time Standard is: **95 percent of incoming 9-1-1 calls shall be answered within 15 seconds.**
- An unanswered 9-1-1 call is considered the highest priority until proven otherwise. Quick reaction time is essential.



## Performance Data for 9-1-1





# Standards of Excellence 2020

Annual Performance Report  
**Prepared for the  
Fire/EMS  
Users Subcommittee**

February 22, 2021

*Serving:*

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

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## Performance Report Overview

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

### Fire Service Performance

- The total processing time from E9-1-1 call pick-up until radio tones is the time referred to as "building time." This is the amount of time that we take to complete the call-taking portion as well as the radio dispatching. ***During 2020, we averaged 68 seconds from the time we answered the 9-1-1 call until the time that units were toned out. We were 82 percent compliant to the 90-second standard. This is an improvement of 19%!***
- ***Our average building time for Confirmed Structure Fires was 66 seconds. We were 85 percent compliant to the 90-second standard. This is an improvement of 32%!***
- ***2020 was dedicated to making significant improvement in this area, and we are proud to announce we did that.***

### EMS Performance

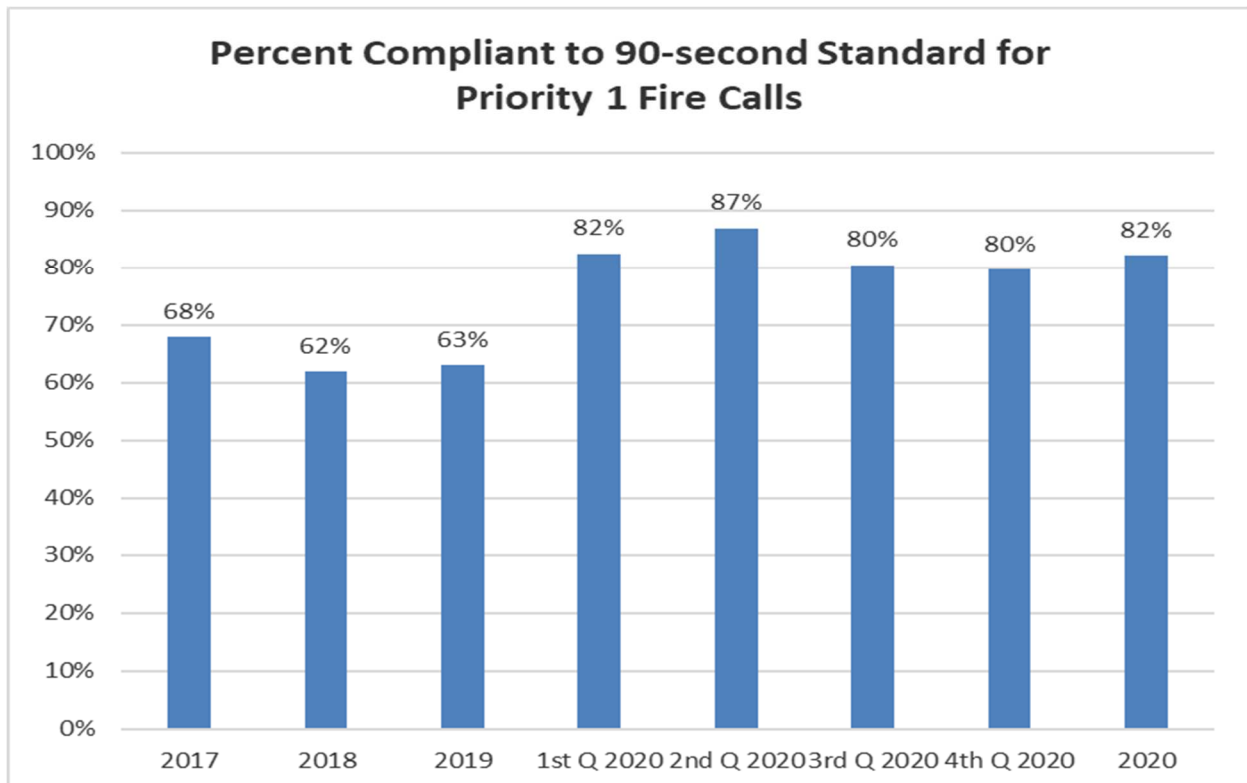
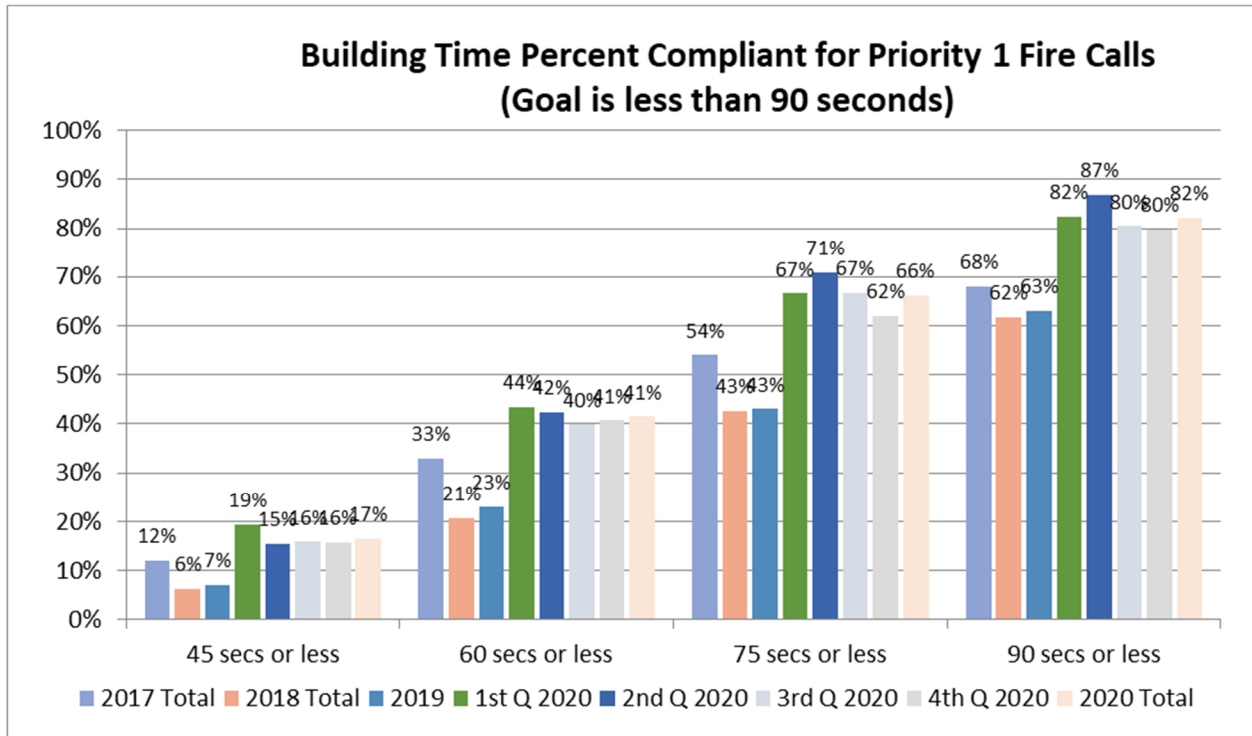
- ***During 2020, our building time for Echo medicals averaged 53 seconds, an improvement of 9 seconds from 2019. We were 94 percent compliant to the 90-second standard.***

### Pre-Alert Performance

- The pre-alert process can contribute to a significant time savings for first responders. This is the time when concurrent events are happening: the call-taking process and the actual movement of apparatus. ***We have modified our approach, at the request of our Users, to move away from 100% compliance—to only pre-alert when it will save time. In other words, if the call is ready to be dispatched and no pre-alert has occurred, we will not pre-alert that incident.***

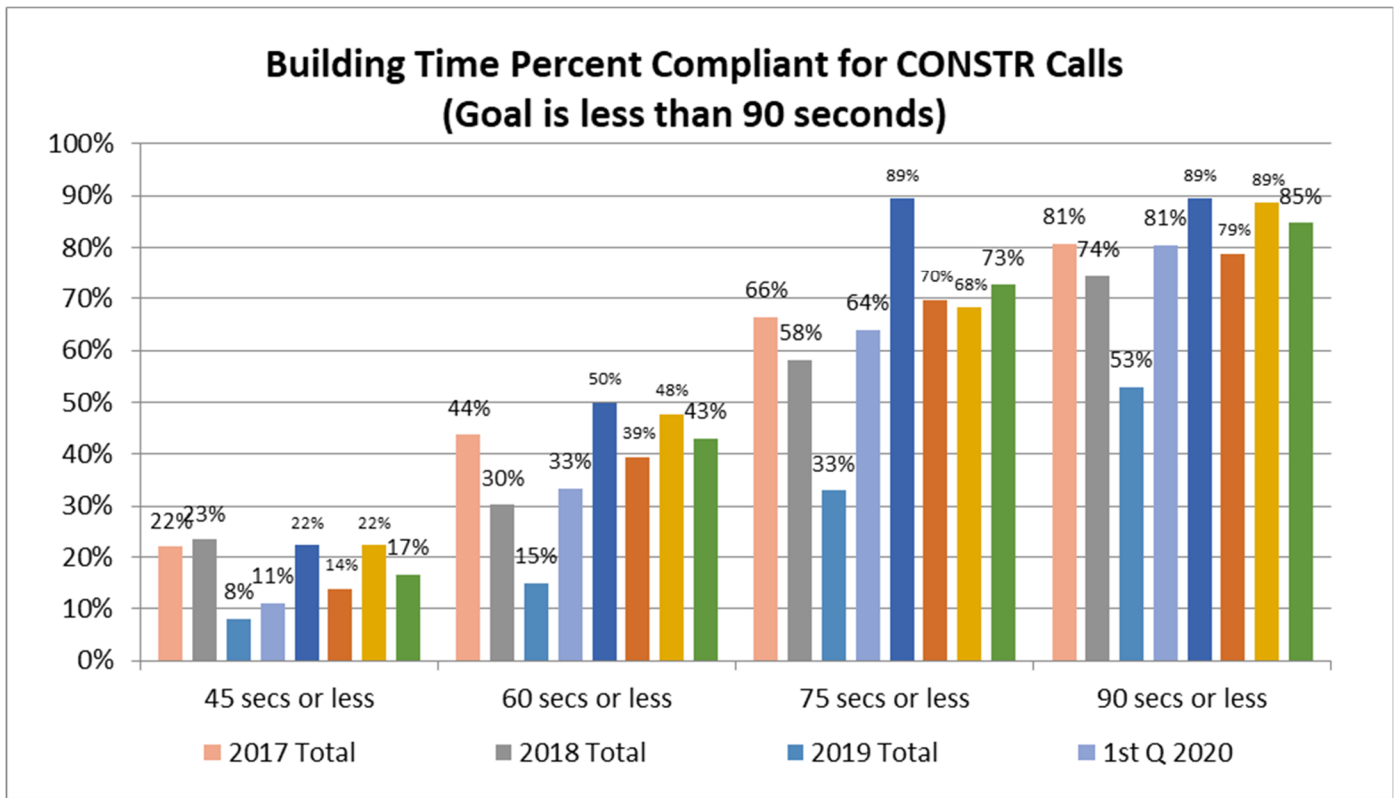
## Performance Data for Fire Service

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





## Overall Performance on Confirmed Structure Fires 2020



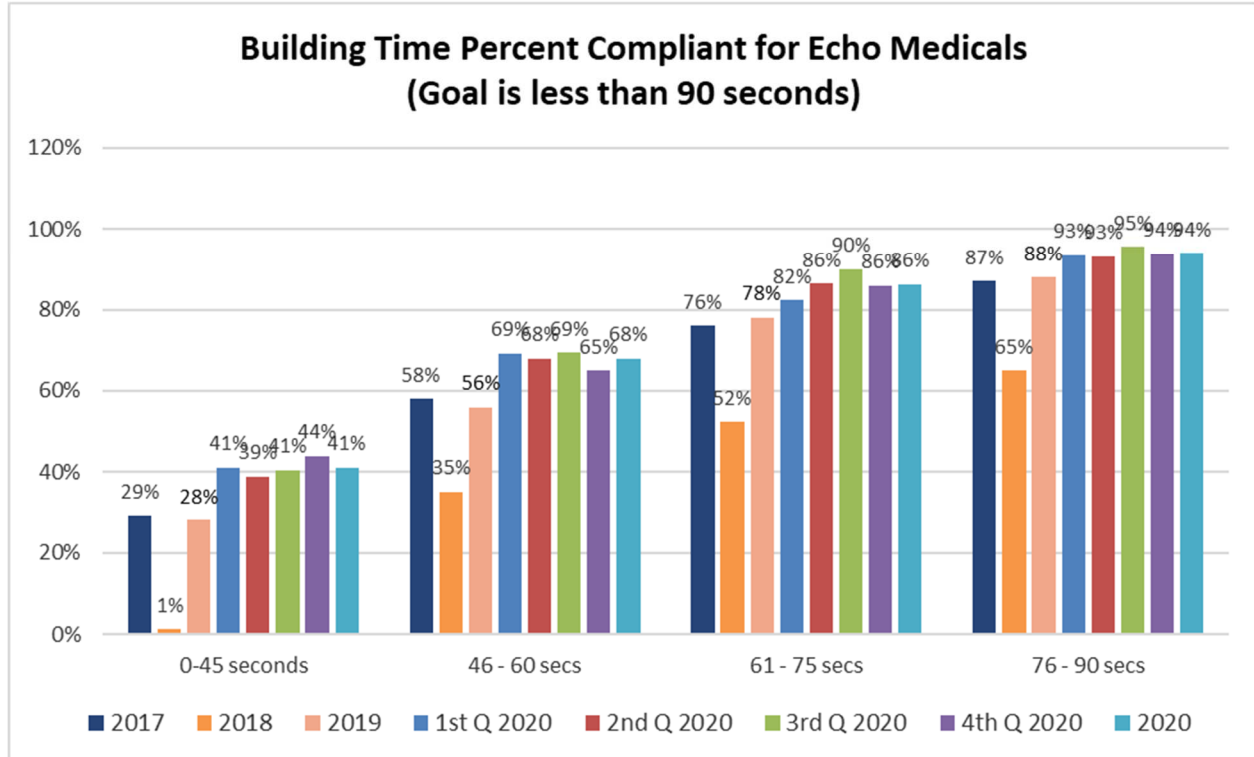
## Performance Standards for Emergency Medical Service

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

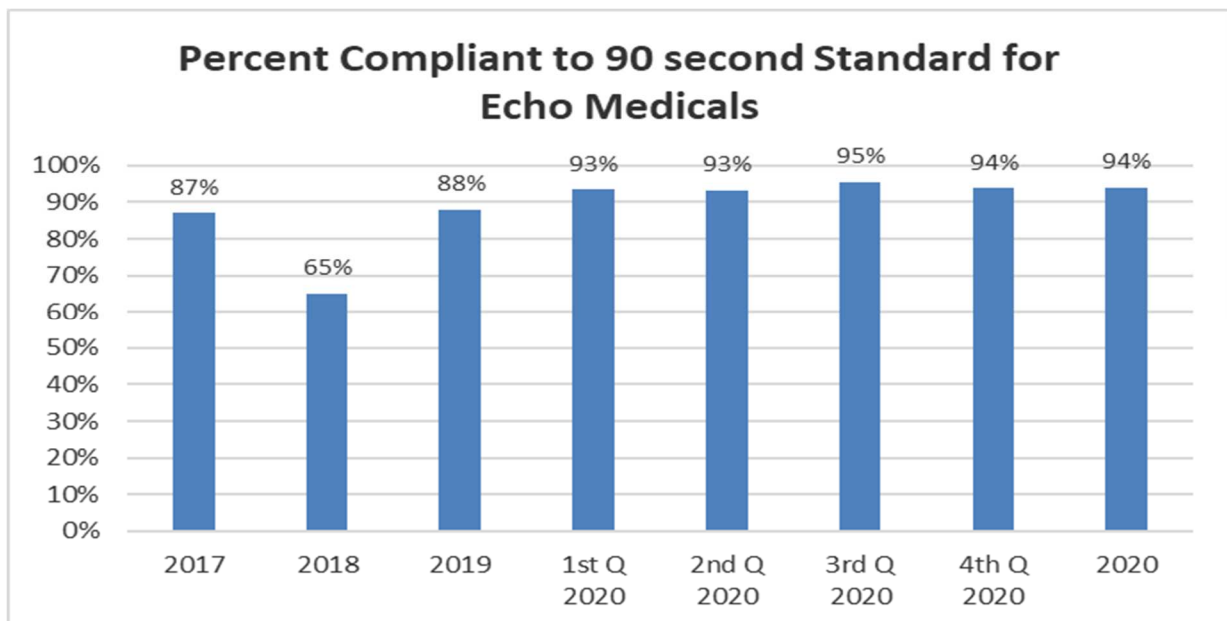
- *Elapsed time from E9-1-1 call pick-up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all priority Echo (E) EMS incidents.*
- *Elapsed time from E9-1-1 call pick-up to the point of radio dispatch in a maximum of 150 seconds for 90 percent of all priority Delta and Charlie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

## Performance Data for Priority Echo Medicals

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

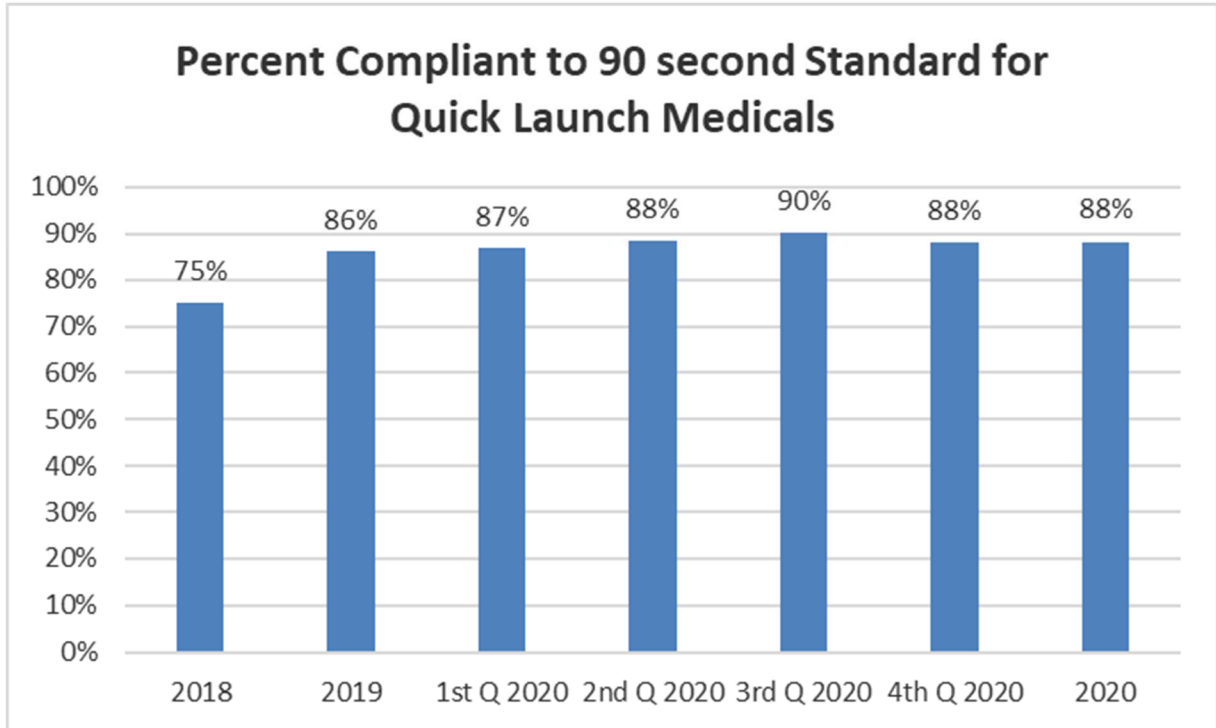


The “Echo” level emergency is the highest priority incident in the EMD system; it is used for patients who are identified from the beginning of the call-taking process as being in respiratory arrest or experiencing life-threatening breathing difficulties.



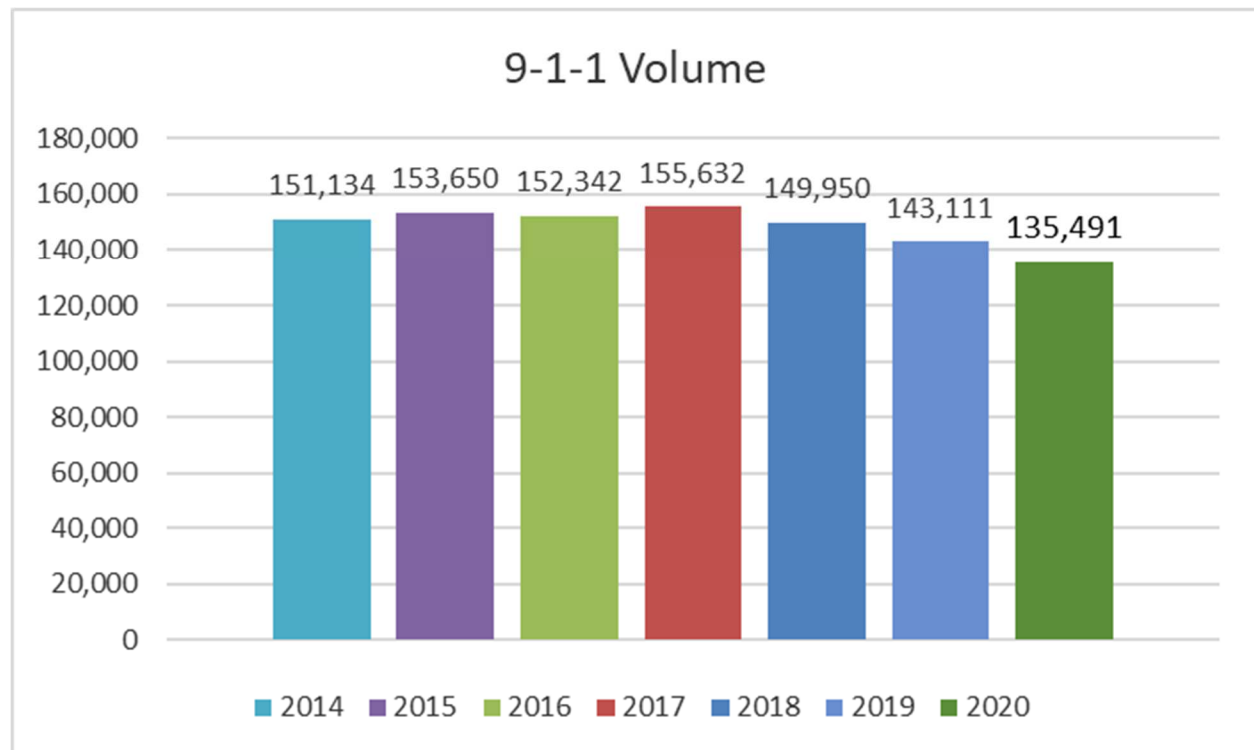
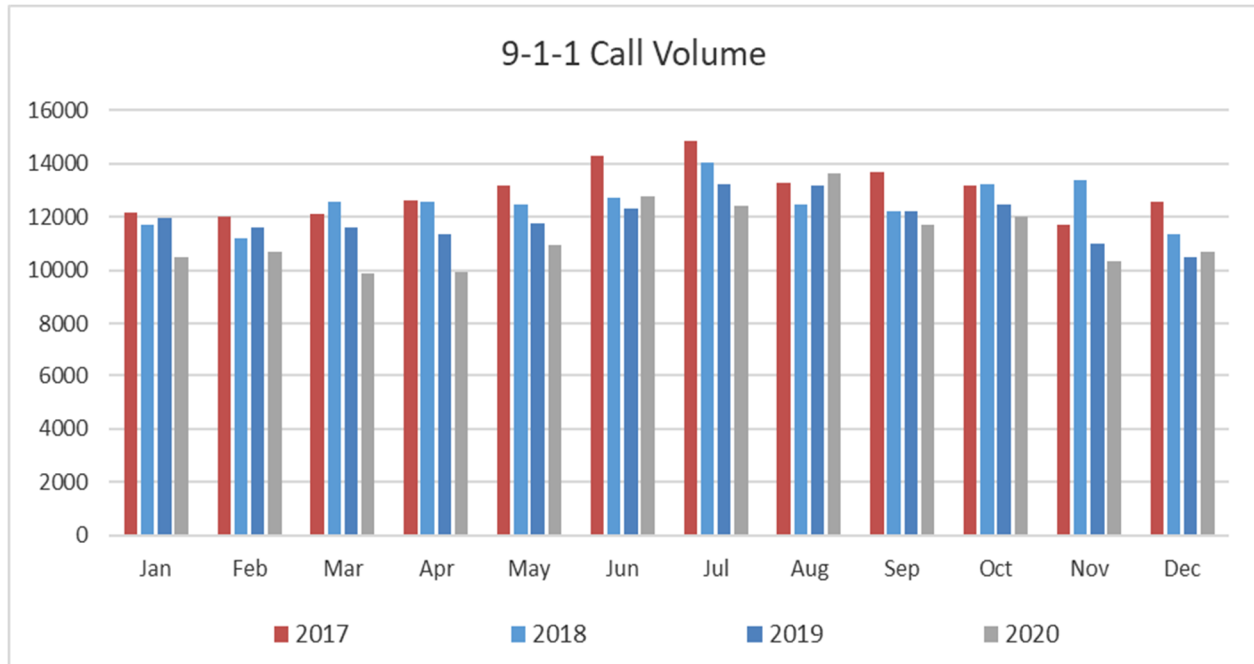
## Performance Data for Quick Launch Medicals

- *In 2017, we modified our EMD program in an effort to increase our speed with the most critical of all medical calls: Cardiac Arrest, Stroke, Breathing Problems, and Chest Pains. In 2020, we continued that program and have shown excellent improvement in meeting our goal of a building time of 90 seconds or less.*



## Performance Data for 9-1-1

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



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## Performance Goal

For 2021, the Fire/EMS Task Team has two goals:

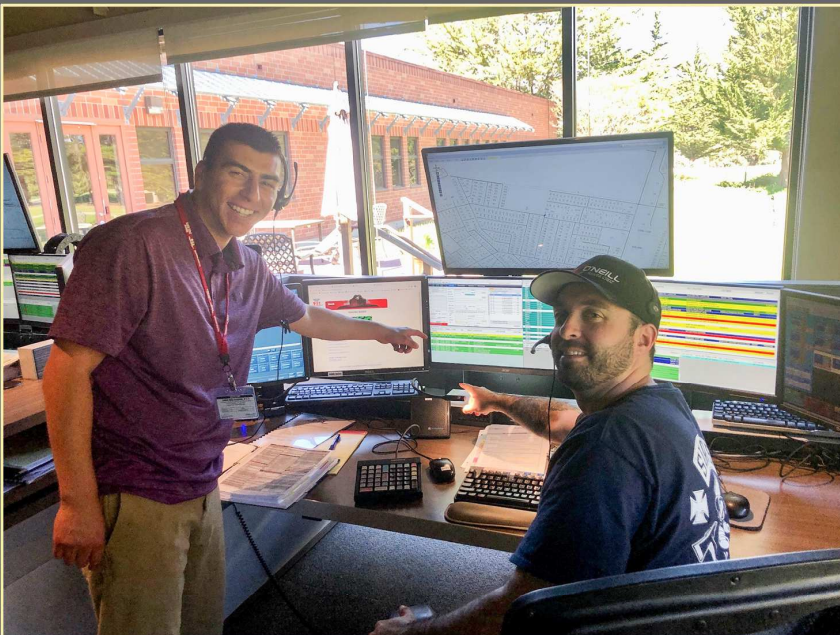
1. Update jurisdictional boundary and response assignment for at least two more agencies.
2. Update System Status Management Policies.



Between the thin red line  
and the thin blue line lies  
the thinnest gold line.  
The gold line represents  
those that are rarely seen  
but mostly heard.  
The calm voice in the dark  
night.

## ***Dispatchers.***

The golden glue  
that  
holds us all together.



We are dedicated to serving as the vital link between the public and public safety organizations through responsiveness and technical excellence while in partnership with our Users and employees.