



2021

ANNUAL REPORT

www.scr911.org

**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 (ret)

Contributors:

Amethyst Uchida, Stephanie French,
Wolff Bloss, Melody MacDonald,
Sean Schorovsky, Ashley Baldwin,
and Beth Wann

A MESSAGE FROM THE GENERAL MANAGER



June 19, 2021 marked the 25th anniversary of Santa Cruz Regional 9-1-1's service to our community. Due to the continuing impacts of the pandemic, this milestone passed largely unacknowledged. In this report, you'll find trivia sprinkled throughout to celebrate our silver anniversary by looking back at what's different and what endures in comparing 1996 and 2021.

On October 28, 2021, the Santa Cruz Regional 9-1-1 Board of Directors entrusted me to serve as the Authority's General Manager. In pursuing this position, I asked myself why I wanted to take on this challenge and what I thought I could bring to the leadership role. Time and time again, I reflected on our organizational culture.

From the beginning, this organization has been committed to some key principles: a commitment to excellence, collaboration through a task team approach, and equitable governance. I feel passionate about keeping those values alive and my work will be focused on that goal. The previous GM, Dennis Kidd, would frequently say that the most important principle to him was happy, healthy, productive employees. This is another aspect of our culture I value and will continue to support.

In 2022, it is our goal to develop a strategic plan for the agency--considering changes in our industry and society, and preparing NetCom for its future. I am excited to engage our employees, Users, and Board in developing a vision for the next 25 years. While this work is still ahead of us, we already know what some of our work is: recruitment, hiring, and training to quality and retention; reinvigorating our quality assurance program; and preparing for industry changes such as Next Generation 9-1-1 and Cloud-Based phones.

Our Annual Report is an opportunity to share our work with our Board, our Users, and our communities. Please enjoy reading the following pages celebrating our accomplishments from 2021 and recognizing the past 25 years.

Amethyst Uchida
General Manager



SANTA CRUZ REGIONAL 9-1-1 STAFF

Management Team

Dennis Kidd, General Manager (ret)
Amethyst Uchida, General Manager/Systems Manager
Stephanie French, Operations Division Manager

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

Operations and Support Services

Ashley Baldwin, Operations Supervisor
Melody MacDonald, Operations Supervisor
Sean Schorovsky, Operations Supervisor

Business Division

Beth Wann, Office Supervisor
Tina Bisgaard, Senior Administrative Assistant
Maria Wallen, Senior Administrative Assistant
Natalie Mitchell, Student Intern
Chris Rubio, Student Intern
Madison Whittle*, Student Intern
Paisley House*, Student Intern

Public Safety Dispatch Staff

Senior Public Safety Dispatchers

David Brenner*
Andrea Castro
Andrew Davidson
Lyndsay Farotte
German Flores
Gina Loftin
Abigail Marizette
Teresa Minogue
Areli Sanchez
Stephanie Tracy

Public Safety Dispatchers

Michael Birkett
Valerie Conner (Extra Help)
Dillon Corley
Christina Corral
Kristine Ebersole
Anne Escobar
Natalya Estrada
Jessica Ewing (Extra Help)
Taylor Froling*
Patrick Garza

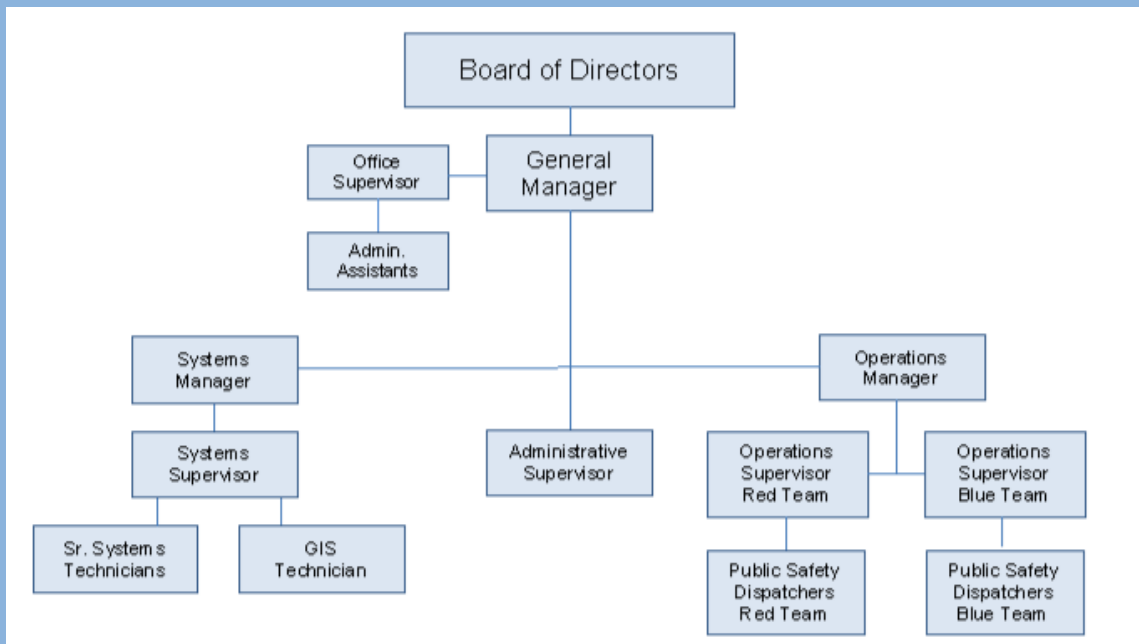
Cooper Heberer
Austin Henderson
Kristal Higgins
Brooke Kane*
Dee Kenville (Extra Help)*
Anna Kiff (ret)
Sheena LaMar
Abigail MacMullan
Jenn Maggio
Eric Mello

Ignacio Narez
Christopher Norlin*
Lisa Oberdorfer (Extra Help)
Bryon O'Neal
Justin Orozco
Jim Page
Alex Perez
Samantha Preciado
Kimberly Rickabaugh*
Ariana Rios

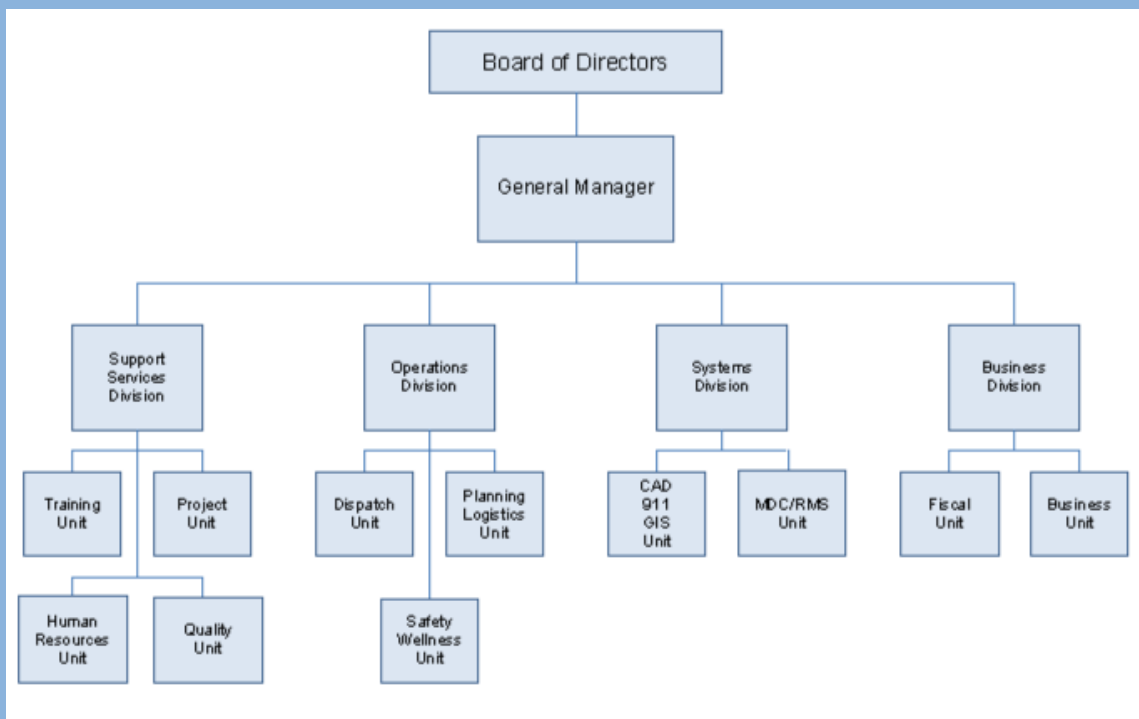
Kindra Rock*
Billie Savell
Melanie Sherwood
Deanne Spencer
Tammy Spath (Extra Help)
David Sumner
Rose Torres
Felicia Vigil*
Bailey Whittle
Paola Zepeda
Jocelyn Zimnicki*

(ret) - retired in 2021
*left employment in 2021

ORGANIZATIONAL CHART



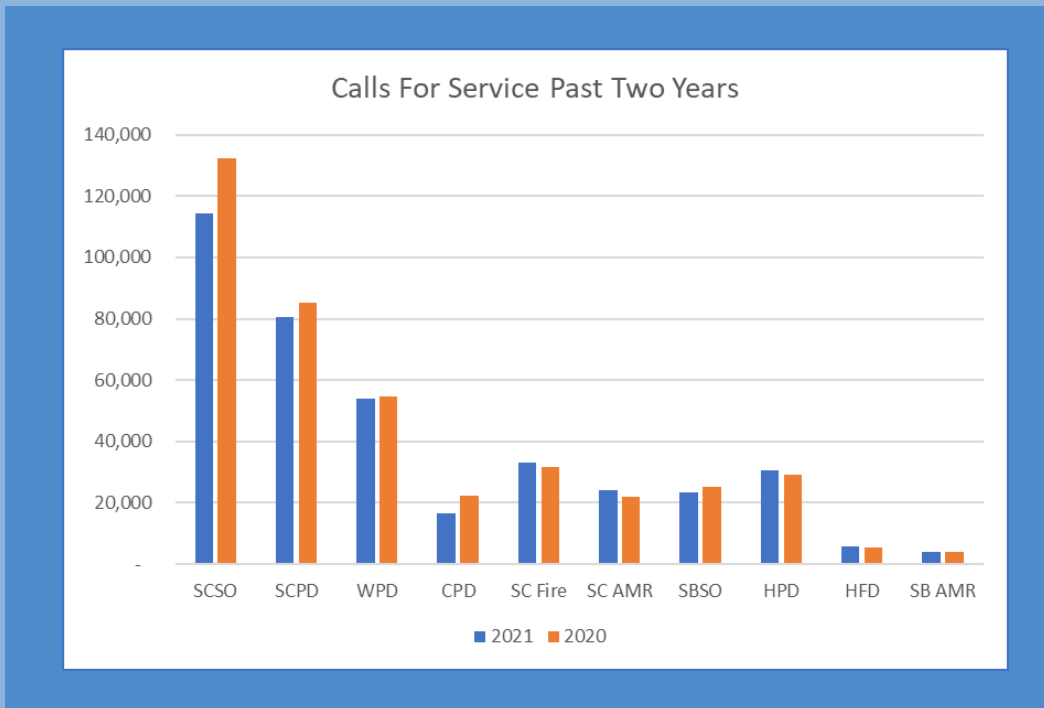
PROGRAM REPORTING STRUCTURE



WORKLOAD & CALL STATS

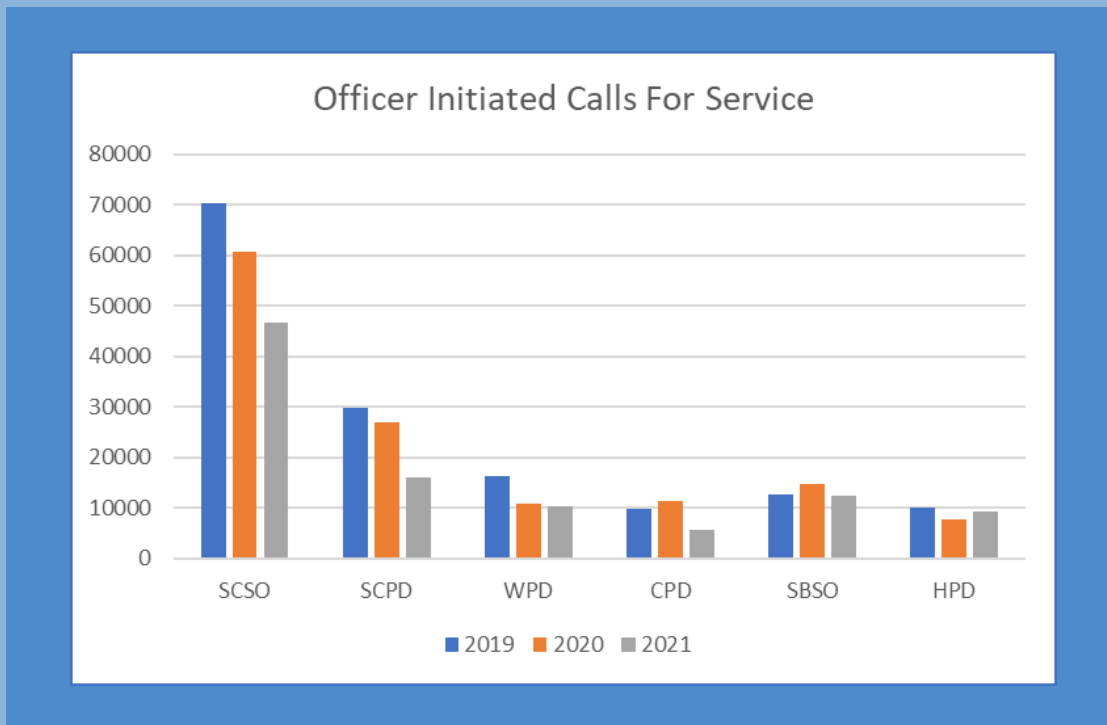
Calls For Service Agency Comparison*			
2021	2020	Agency Name	Annual Change
114,409	132,464	Santa Cruz County Sheriff's Office (SCSO)	-13.63%
80,653	85,114	Santa Cruz Police Department (SCPD)	-5.24%
53,995	54,792	Watsonville Police Department (WPD)	-1.45%
16,584	22,387	Capitola Police Department	-25.92%
33,082	31,592	Santa Cruz County-Wide Fire	4.72%
24,003	21,889	Santa Cruz AMR	9.66%
23,469	25,050	San Benito County Sheriff's Office (SBSO)	-6.31%
30,588	29,002	Hollister Police Department (HPD)	5.47%
5,586	5,380	Hollister Fire	3.83%
4,085	3,973	San Benito AMR	2.82%
3,877	3,540	Other	9.52%
390,331	415,183		-5.99%

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



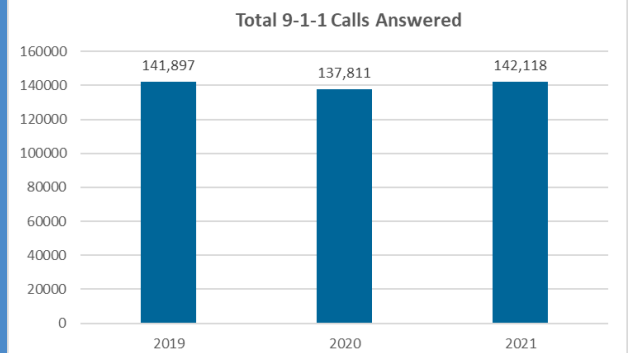
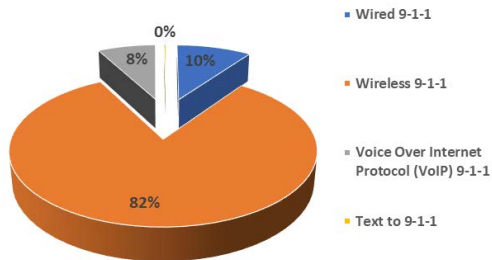
OFFICER INITIATED CALLS FOR SERVICE

Agency Name	2019	2020	2021	% Change from 2020 to 2021
Santa Cruz County Sheriff's Office (SCSO)	70192	60841	46798	-23.08%
Santa Cruz Police Department (SCPD)	29798	26989	16000	-40.72%
Watsonville Police Department (WPD)	16335	10938	10421	-4.73%
Capitola Police Department (CPD)	9857	11343	5716	-49.61%
San Benito County Sheriff's Office (SBSO)	12725	14833	12340	-16.81%
Hollister Police Department (HPD)	9982	7618	9338	22.58%
TOTAL	148889	132562	100613	-24.10%



TOTAL PHONE CALLS HANDLED AND PROCESSED

Type of Call	2019	2020	2021	Percent Change 2020 to 2021
Wired 9-1-1	19,981	17,130	13,880	-18.97%
Wireless 9-1-1	111,483	110,906	117,171	5.65%
Voice Over Internet Protocol (VoIP) 9-1-1	8,222	7,455	10,773	44.51%
Text to 9-1-1	192	300	294	-2.00%
Total 9-1-1	141,897	137,811	142,118	3.13%
10-Digit Emergency	35,835	33,841	33,496	-1.02%
10-Digit Non-Emergency (law)	166,151	154,098	148,261	-3.79%
10-Digit Other	217,821	201,405	197,827	-1.78%
Total 10-Digit Calls	419,807	389,344	379,584	-2.51%
Total Phone Calls	561,704	527,155	521,702	-1.03%



2001 CALL STATS

20 years ago, SCR9-1-1's fourth year of operation recorded the following call volume and calls for service statistics:

All Calls
464,026

Calls for service
261,227



ASSESSMENT OF 2021 AUTHORITY GOALS

Explore opportunities to consolidate and expand the tasks of the Support Services Division (SSD)

The Support Services Division is responsible for training, projects, quality assurance, and human resources. During 2021, staff evaluated the program areas in Support Services with a focus on the quality assurance component.

Review of the program identified that employees were being provided with limited feedback. To address the gaps, the following actions were taken in 2021:

- Outsourced EMD case review to Priority Dispatch Corp. in order to provide quality assurance feedback to Emergency Medical Dispatchers.
- Feedback forms targeting specific operational areas of improvement were developed and implemented by per diem and part-time dispatchers with expertise in training and call review.
- Explored restructuring and expanding administrative positions, to allow focus on quality assurance and improvement.
- Ultimately, a lack of staff resources dedicated to quality assurance must be addressed to allow for more consistent review and feedback.

Conduct a Community Survey

As part of our three-year cycle for surveying our Users, Community, and Employees, in 2021 we surveyed our Community. We contacted 735 individuals who called 9-1-1 and received responses from 52 of them. Overall, dispatchers were characterized as being expert and professional. 100% of respondents indicated they were satisfied with the customer service they received from 9-1-1, with 45% of them stating the customer service exceeded their expectations.

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

Due to various delays related to the coronavirus pandemic, including staffing challenges for the vendor, this project has been delayed to 2022.

STATEMENT OF 2022 AUTHORITY GOALS

DEVELOP A COMPREHENSIVE STRATEGIC PLAN FOR THE AUTHORITY

Using a task team approach to engage all stakeholders (Employees, Board, and Users), identify key operational areas to set goals and objectives in order to achieve an overall vision during the next five years.

EMPLOYEE ENGAGEMENT

Focus on our employee engagement and retention by completing the following:

- Employee Engagement Survey
- Virtual Recognition Program
- Promotional Onboarding Program

NEXT GENERATION 9-1-1 (NG9-1-1) ENHANCEMENTS

Transition the Public Safety Answering Point's (PSAP) alert and warning community notification system to the state-funded solution, Everbridge.

Explore cloud-based phone solutions to support the NG9-1-1 mission by providing enhanced location and caller data.

Evaluate potential additional capabilities allowing the PSAP to integrate with other existing systems and enhance inter-operational functions.

TECHNOLOGY REFRESH

Investigate and implement technological solutions in current systems with advisement from the Technical Operations Advisory Committee (TOAC).

RECORDS ENTERPRISE SOLUTION

Continue to work with the RMS Project Team in order to have a successful go-live.

EMERGING ISSUES

Staffing: Recruitment and Retention

It is no secret that dispatch centers struggle with staffing. The changes in our society over the last couple of years have exacerbated this challenge. Like many government agencies and businesses, SCR9-1-1 saw a higher-than-usual turnover in 2020 and 2021.

There is no remote option available for our 9-1-1 dispatchers. The job itself is stressful; most 9-1-1 callers are having one of the worst days of their lives while the dispatcher is processing one of dozens of similarly stressful calls he or she will take that day. The job requires many technical skills as well as strong people skills. It's a demanding job that doesn't always align with a changing workforce's priorities, such as work-life balance.

A major focus of the center's management team in the next few years will be to evaluate the role of the dispatcher and to seek solutions to offer a career that better fits with younger generations' values.

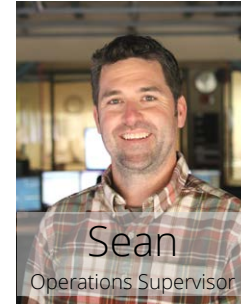
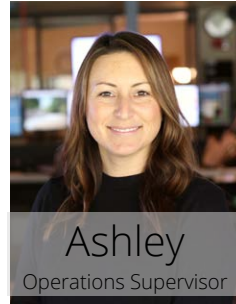
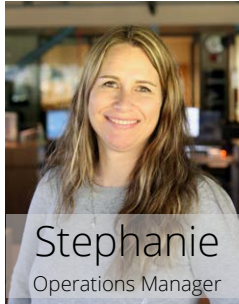
Next Generation 9-1-1

The State of California has been making steady progress towards its goal of bringing Next Generation 9-1-1's enhanced features to California.

However, due to the challenges posed by the global pandemic, the anticipated go-live of NG9-1-1 has been delayed to 2022.

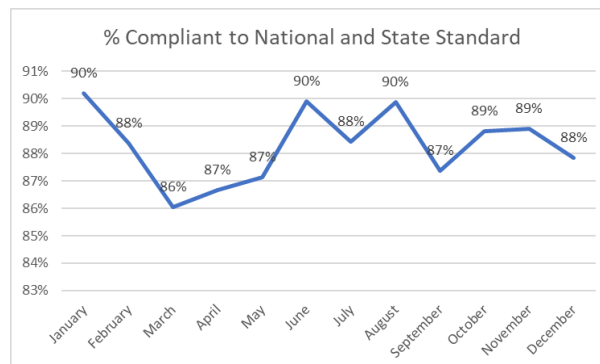
Authority personnel continue to work towards preparing for these changes, including completing upgrades to our phone system, GIS data, and network infrastructure. We look forward to the location accuracy enhancements, additional data resources, and improved reliability that NG9-1-1 promises to bring.

OPERATIONS DIVISION



The Operations Division is managed by the Operations Division Manager, Stephanie French, and supported by three Operations Supervisors, Ashley Baldwin, Melody MacDonald, and Sean Schorovsky. They have oversight of the dispatch staff. Currently, the division has 36.5 FTE dispatchers, five of which are in the training program.

SCR9-1-1 dispatchers are the first point of contact for the community when they need to reach their police, fire, or EMS agency. Per National Standards, dispatchers are expected to answer 9-1-1 calls within 15 seconds, 90% of the time. Overall compliance to the National and State Standards for 2021 was 88%. Below is a chart indicating compliance by month. This is expected to improve as staffing increases. State of California's standard is higher, mandating 95% of incoming 9-1-1 calls shall be answered within 15 seconds. 15 seconds is three rings in the center; three rings can feel like a long time to a caller in an emergent situation. Answering as quickly as possible provides assurance to the caller.



Time on Task

Once the connection has been established, depending on the nature of the incident, SCR9-1-1 dispatchers are expected to create a call for service within **60-90 seconds**. In the most urgent circumstances, the maximum allowable time to generate a call for service is **75 seconds** from when the caller dialed 9-1-1.

On average, SCR9-1-1 dispatchers spend approximately two and a half minutes with each 9-1-1 caller. In that short amount of time, dispatchers are able to gather location, nature of the incident, descriptions of involved persons and vehicles, officer safety information, and caller contact information. Dispatchers will extend their time on the phone during evolving situations to provide in-time updates to responders, provide critical care instructions such as CPR, or simply provide a calm voice until help arrives.

Emergency Medical Dispatchers

Dispatchers processed **20,217** medical calls for service through the Emergency Medical Dispatch (EMD) protocols. As an emergency medical dispatcher, we can assess the severity of a stroke, and provide simple instructions on how to control bleeding, deliver Narcan during an overdose, and perform Cardiopulmonary Resuscitation (CPR). **155** medical requests were for patients in cardiac arrest where dispatchers provided CPR instructions. On average, dispatchers started bystander CPR within **97 seconds** of answering the call. We remain on the line with the caller until EMS personnel arrive and take over. Medical request calls are, often times, the most lengthy call a dispatcher will process and, quite often, one they will never forget.

MEDICAL
CALLS FOR SERVICE
20,217

CPR INSTRUCTIONS
155

CPR started within
97 seconds

Top 10 Fire Incident Types

FALARM 2,637	MVA 1,738	SMOKE 1,434	PUBSER 1,028	WIRES 949
ILLFIRE 503	WILDLAND 407	STAGE 373	FIRE OTHER 311	UNCSTR 271

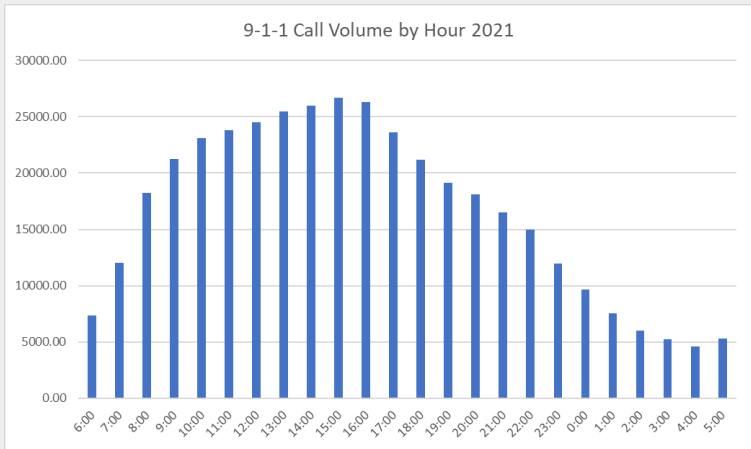
Translation Services

Every shift has a bilingual, Spanish-speaking dispatcher assigned. Although Spanish is the predominant second language, we receive calls in other languages. SCR9-1-1 has access to foreign language emergency translation services 24/7. On February 11, **German Flores** used this service to handle a request for medical aid in Mandarin. The nature of the medical call was for a three-year-old having a seizure. Flores was patient, empathetic, and went above and beyond by staying on the line until the paramedics arrived. In addition to the initial handling of the call, the translation services were used to assist the paramedics with questioning the patient's mother about the child.

9-1-1 Call Volume by Hour 2021

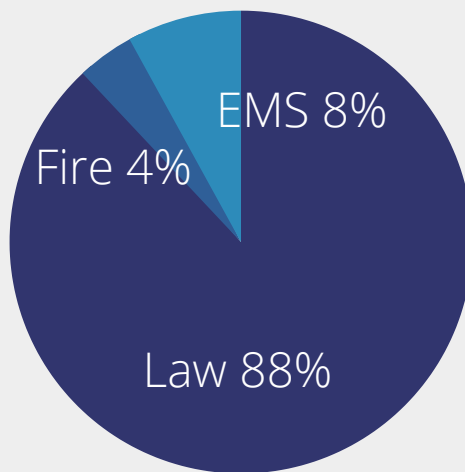
The busiest hour in the dispatch center is 3 PM – 4 PM, averaging 73 calls per hour.

SCR9-1-1 DISPATCHERS
CREATED A TOTAL OF 341,756
CALLS FOR SERVICE IN 2021



Calls for service by Discipline

Animal Services and Public Works not captured in this data



Top 10 Law Incident Types

Unfortunately, a significant amount of a dispatcher's time is spent handling 9-1-1 hang-ups and misdials. 14% of 9-1-1 calls are some form of a 9-1-1 misdial.

911HU 41,614	FUP 18,314	SUSPIC 10,968	415 10,037	WELFARE 8,958
ALARM 7,747	ASSIST 7,568	BOL 5,609	TRAFFIC 5,290	MVA 5,272

Alternate Sites

In case of natural disaster, technical failure, or other unforeseen events, SCR9-1-1 has two backup centers that allow for continuity of operations if the primary site in Santa Cruz is compromised. One site is located at Watsonville Police Department, which serves the Santa Cruz County Operation; the other is located in Hollister, serving the San Benito County Operation. The remote location of these sites provides an operational backup when local services are impacted.

On November 17, both backup sites were activated as an exercise to ensure their functionality, exercise the skills of dispatchers, and facilitate deep-cleaning of the primary center. The Watsonville alternate site was activated for a full 24 hours and the Hollister alternate site for 12 hours. SCR9-1-1 dispatchers **German Flores, Ariana Rios, Michael Birkett, PJ Garza, Lyndsay Farotte, Eric Mello, Paola Zepeda, Taylor Froling, Valerie Connor, Cooper Heberer, Alex Perez, Annie Castro, Bryon O'Neal, Natalya Estrada, Gina Loftin, David Sumner, and Bailey Whittle** were the staff on hand to exercise these two sites. Operations Supervisors **Ashley Baldwin** and **Sean Schorovsky** oversaw the operations, while **Tom Ginsburg** and **Gilberto Oros** provided technical support between the two locations.



Watsonville



Impacts of COVID-19

COVID-19 continues to impact how we do business, but has not hindered our ability to provide service. We have become very adaptable.

February 13 – With the help of the Santa Cruz Police Department, SCR9-1-1 staff received their first dose of COVID-19 vaccines at the Dignity Health vaccine clinic located at Harbor High School. Nearly all of our staff who wanted the vaccine were able to participate.

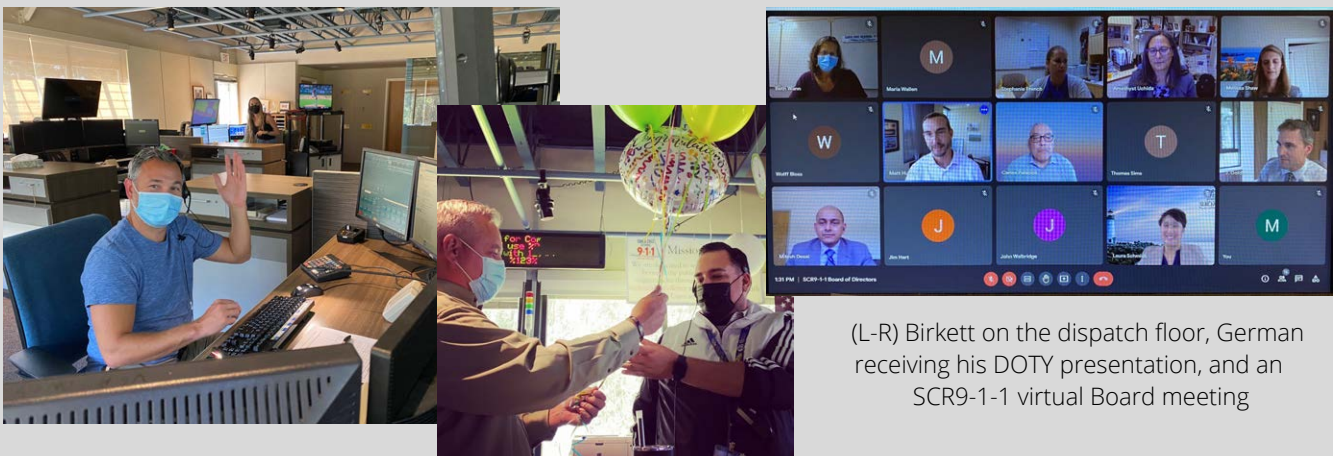
February 16 – An outbreak in our center caused a significant reduction in staff. At one point, nine dispatchers were unable to work due to COVID. To maintain continuity of operations, we asked two of our law user agencies, the Santa Cruz County Sheriff's Office and Capitola Police Department, to combine their radio channels, working on one frequency. This channel consolidation allowed SCR9-1-1 to operate temporarily with less staffing while still providing quality service. Operations Supervisors and a Manager were also deployed to a team, assigned to work a shift or cover a last-minute absence.

February 24 – SCR9-1-1 staff started daily COVID testing.

March 1 – SCR9-1-1 dispatch staff entered into an Emergency Schedule in response to the COVID-19 outbreak. We locked our dispatchers into four "pods" in an attempt to reduce staff crossing workgroups, potentially stopping/slowing the spread until affected staff could recover and we reached over 80% vaccinated. This alternate emergency schedule was in effect from March 1 to April 2.

March 13 – SCR9-1-1 staff started receiving their second dose of COVID-19 vaccines.

April 11 – SCR9-1-1 dispatchers completed the transition out of the Emergency schedule, returning to their bidded shifts. All time-off restrictions were lifted, and the mandatory daily COVID testing requirement was lifted.

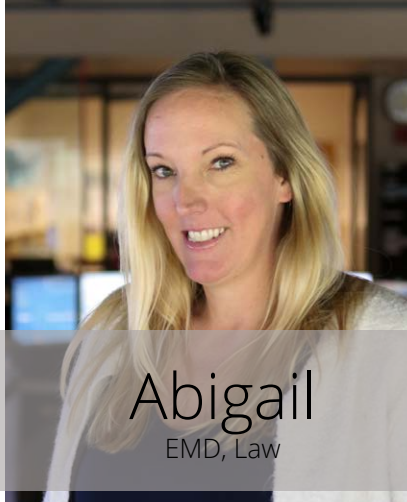


(L-R) Birkett on the dispatch floor, German receiving his DOTY presentation, and an SCR9-1-1 virtual Board meeting



Abby

Lead, EMD, Law, Fire,
Bilingual



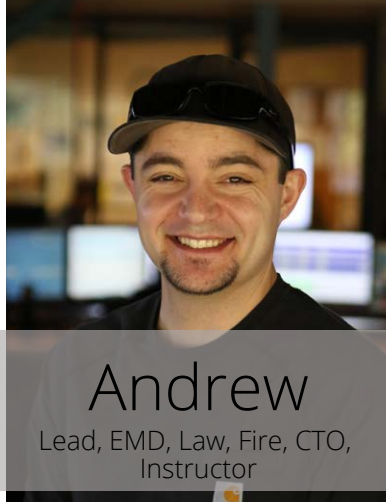
Abigail

EMD, Law



Alex

Law



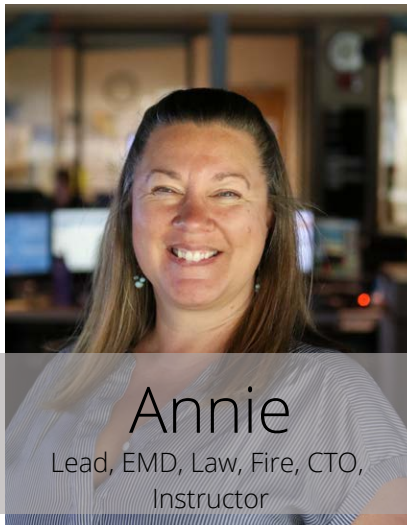
Andrew

Lead, EMD, Law, Fire, CTO,
Instructor



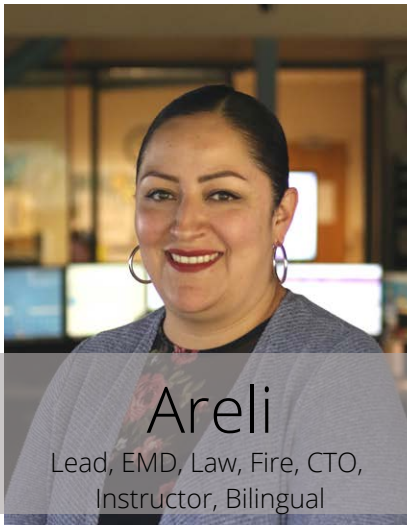
Anne

EMD, Law



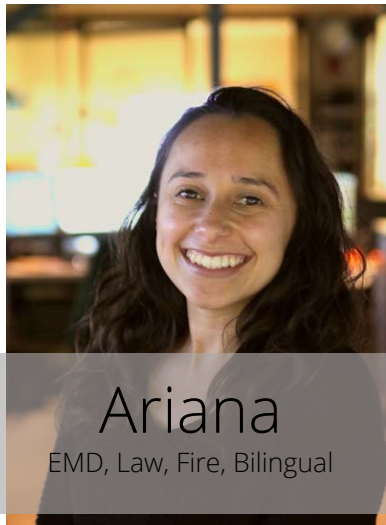
Annie

Lead, EMD, Law, Fire, CTO,
Instructor



Areli

Lead, EMD, Law, Fire, CTO,
Instructor, Bilingual



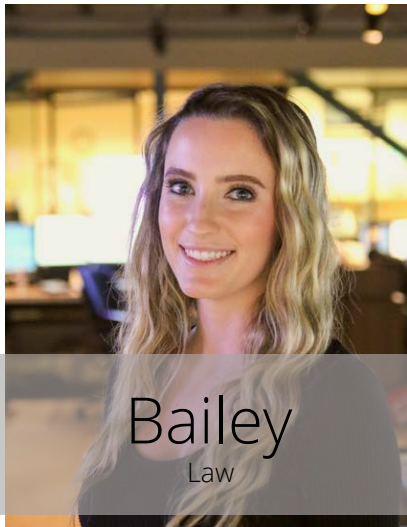
Ariana

EMD, Law, Fire, Bilingual



Austin

Law, Trainee



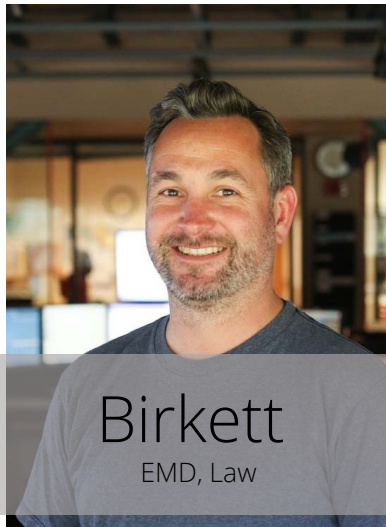
Bailey

Law



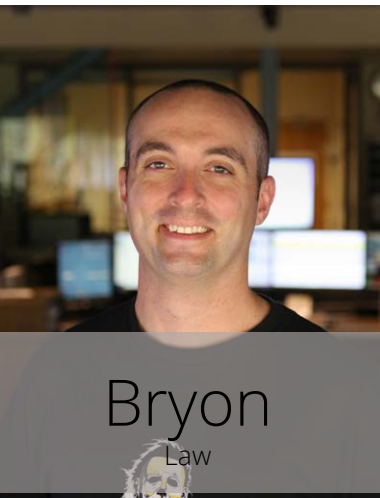
Billie

EMD, Law, Fire, CTO



Birkett

EMD, Law



Bryon

Law



Christina

EMD, Law, Fire



Cooper

Law



David

EMD, Law, Fire



Dee
EMD, Law, Fire



Dillon
EMD, Law, CTO



Eric
EMD, Law, Fire



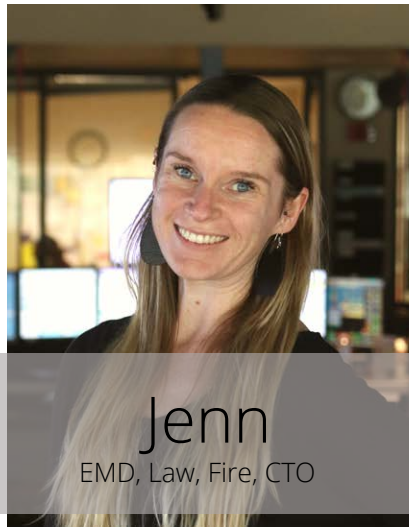
German
Lead, EMD, Law, Fire, CTO,
Bilingual



Gina
Lead, EMD, Law, Fire, CTO



Ignacio
Law, Trainee



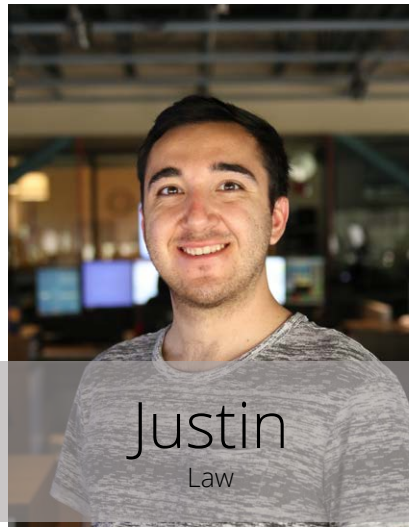
Jenn
EMD, Law, Fire, CTO



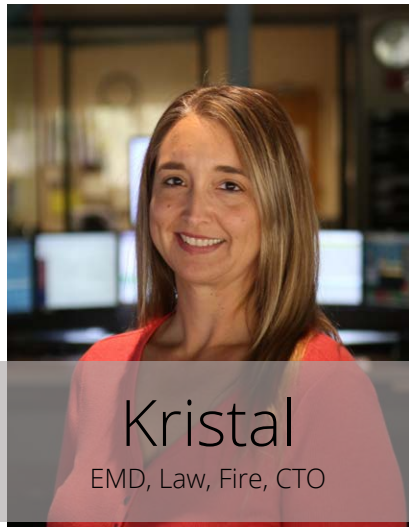
Jessica
EMD, Law, Extra Help



Jim
Law, Trainee



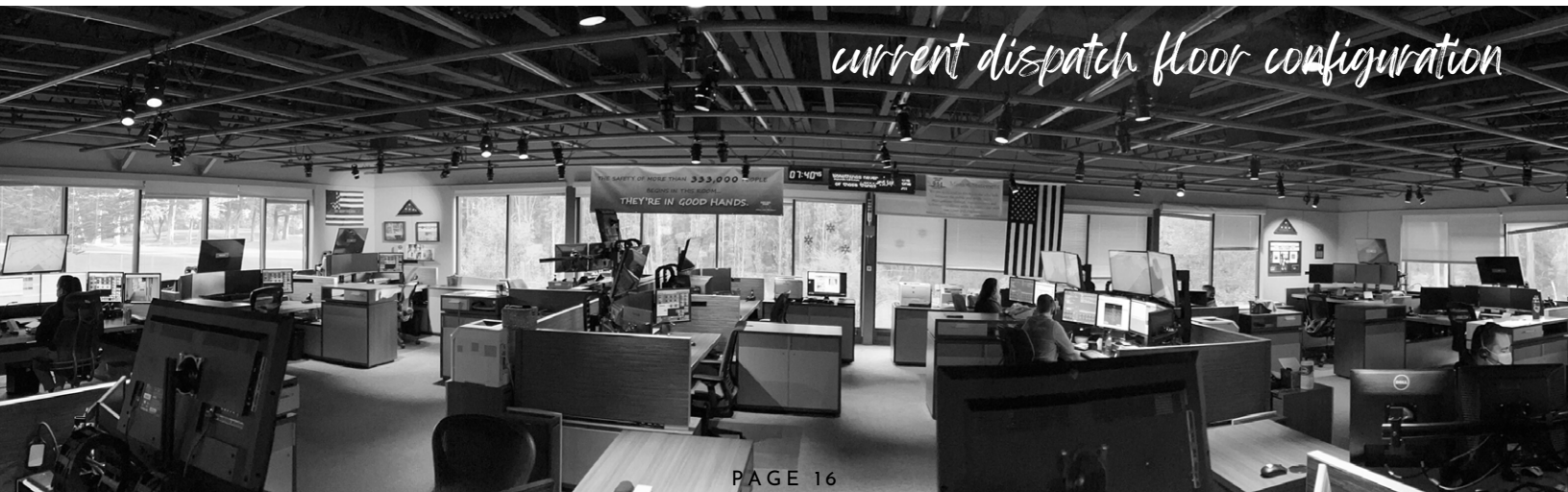
Justin
Law



Kristal
EMD, Law, Fire, CTO



Kristine
EMD, Law, Fire, Instructor



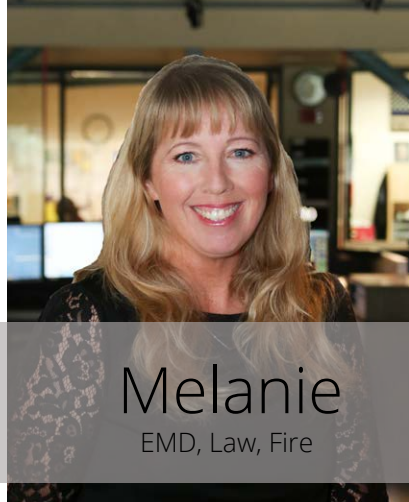
current dispatch floor configuration



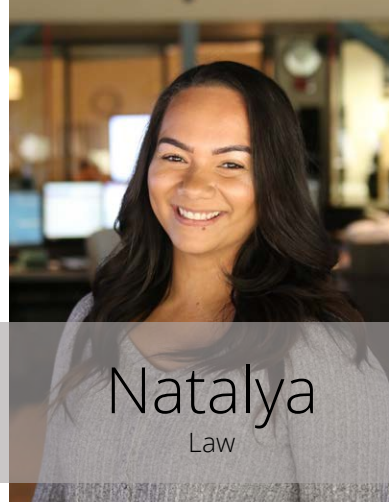
Lisa
EMD, Law, Extra Help



Lyndsay
Lead, EMD, Law, Fire, CTO



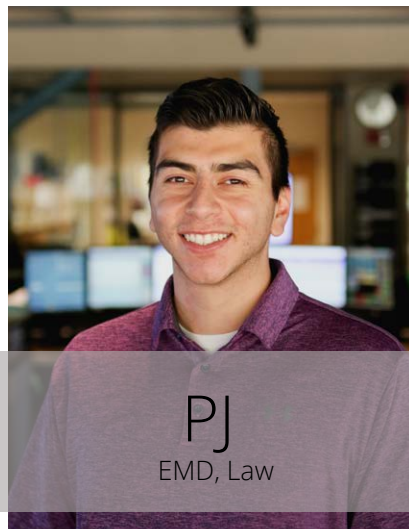
Melanie
EMD, Law, Fire



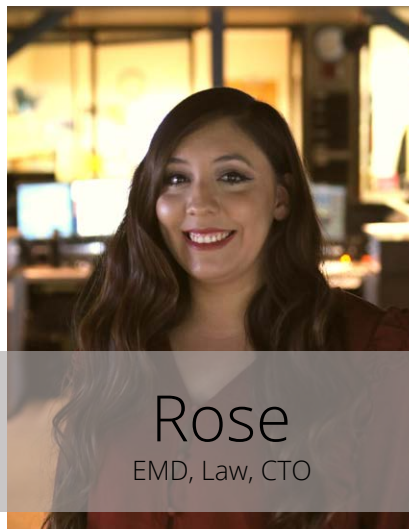
Natalya
Law



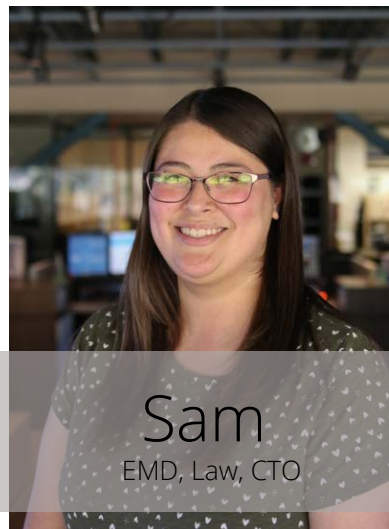
Paola
EMD, Law, Fire, Bilingual



PJ
EMD, Law



Rose
EMD, Law, CTO



Sam
EMD, Law, CTO



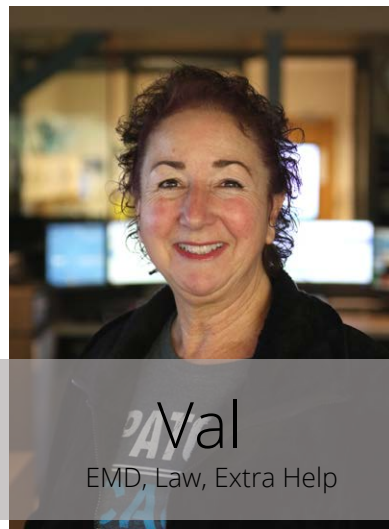
Sheena
EMD, Law, Fire, CTO



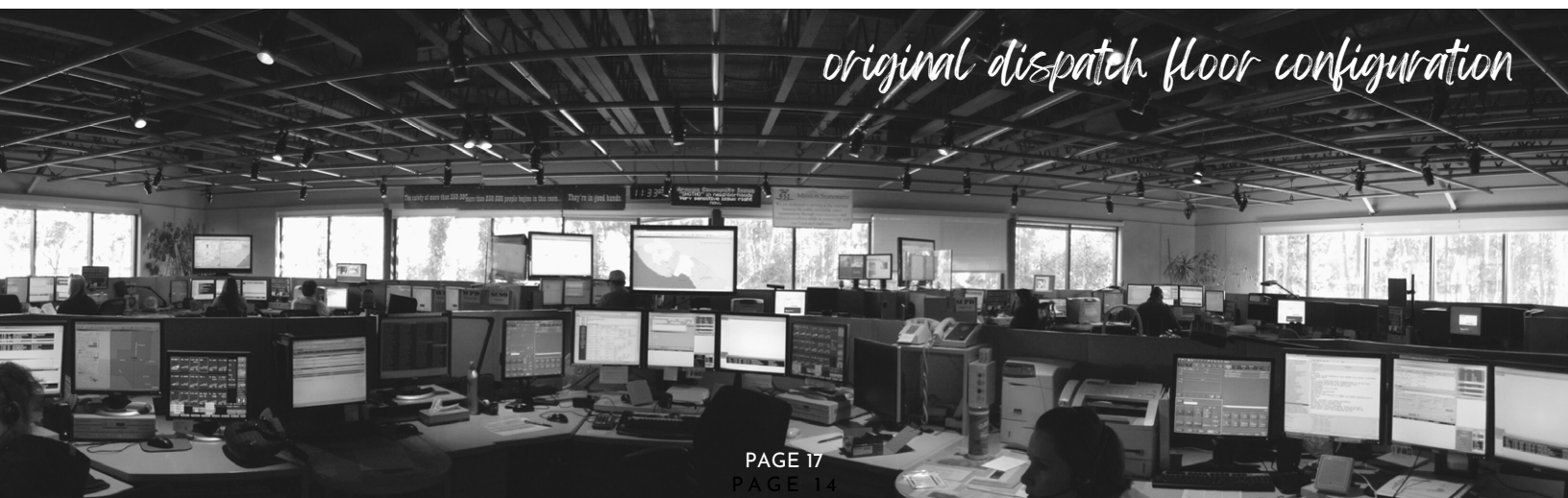
Stephanie
EMD, Law, Fire, CTO



Tammy
EMD, Law, Fire, Extra Help



Val
EMD, Law, Extra Help

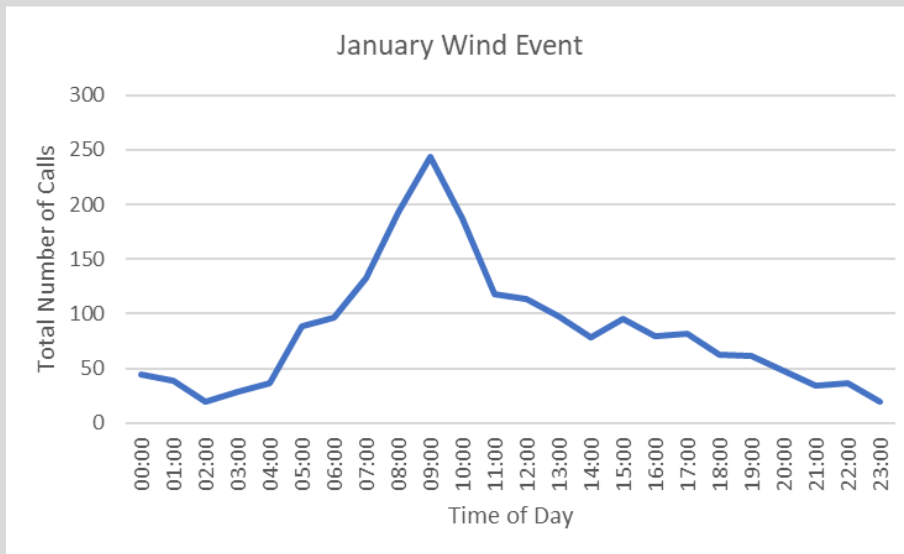


original dispatch floor configuration

SIGNIFICANT EVENTS

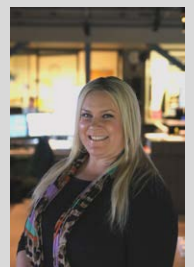
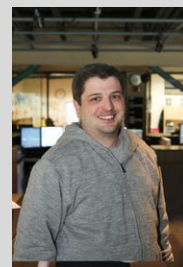
January 19 – Santa Cruz County was hit with a significant wind storm that started at approximately 0300 hours and continued until approximately 1800 hours the following evening. SCR9-1-1 dispatchers were stretched to their limits answering an average of 184 calls per hour between 0500 hours and 1200 hours, approximately three calls per minute. When this event started at 0300 hours, we were at our minimum staffing level of five dispatchers.

David Brenner, Cooper Heberer, Gina Loftin, Kristal Higgins, and Paola Zepeda handled the initial chaos of the storm. Brenner quickly phoned on-call Operations Supervisor **Ashley Baldwin** to devise a plan for staffing, since the five dispatchers who were currently working were starting to get overwhelmed by the quantity of calls coming in. At 0600 hours, dispatchers **Lyndsay Farotte, Jennifer Maggio, Michael Birkett, Billie Savell, Sheena LaMar, Kim Rickabaugh, and Bailey Whittle** joined the night dispatchers for a true “all hands on deck.” The FirePOD was extremely busy dispatching a total of 145 WIRES calls during that 15-hour time period, with a peak of 28 WIRES calls between 0700 and 0800 hours. Several off-duty dispatchers, including **Annie Castro, Abby Marizette, Ariana Rios, Chris Norlin, David Sumner and Bryon O’Neal**, came in to help.



February 3 – At 1215 hours, **Eric Mello** processed a telephone call from a citizen reporting a Snap Chat video depicting a duffle bag with a rifle, shell casings, and a note stating, “If you see this bag you run.” **Lyndsay Farotte** dispatched this incident. Farotte and the deputy handling the incident started investigating the person who posted the video. Farotte checked if there were weapons registered to the suspect and passed along cell phone information to the SCSO Patrol Sergeant, who then requested a ping on the suspect’s phone.

Within three hours of the initial call, the Sergeant had a ping on the suspect’s phone, showing it near the Westfield Valley Fair mall. A prompt request for action to the Santa Clara County Sheriff’s office resulted in the suspect being located without incident and arrested in possession of a concealed firearm. Excellent teamwork by dispatch and the SCSO on this call helped prevent a much different and unfortunate outcome.



SIGNIFICANT EVENTS

Debris Flow

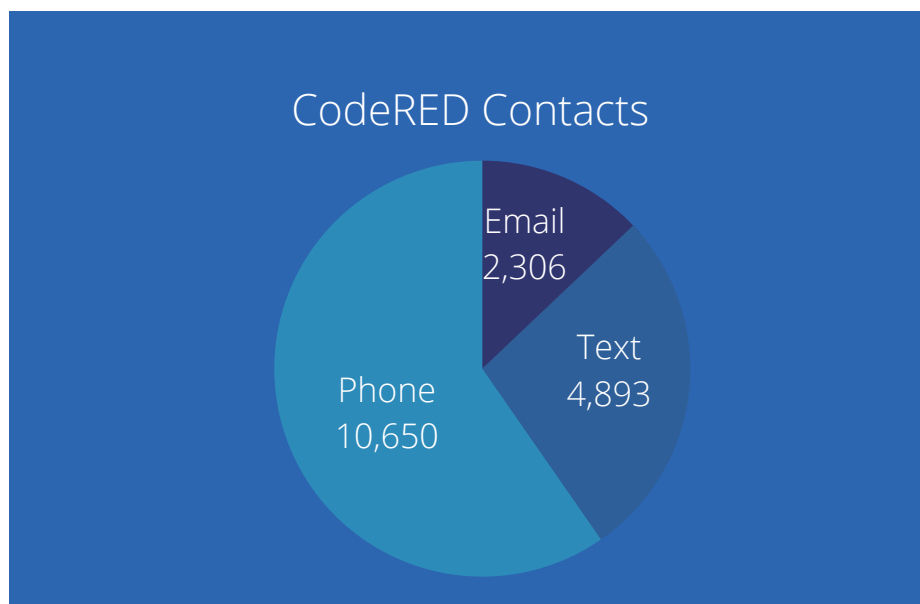
January 22 to 24 – SCR9-1-1 staff started planning for a heavy rainstorm expected in Santa Cruz County the next week potentially triggering a Debris Flow situation in the CZU Lightning Complex area. The management team, including Operations Manager **Stephanie French**, Operations Supervisors **Ashley Baldwin**, **Melody MacDonald** and **Sean Schorovsky**, started pre-planning staffing needs and preparing to use the community alerting tool CodeRED to notify residents in predefined evacuation areas. The National Weather Service (NWS) was scheduled to put out a Flash Flood watch to the area of Santa Cruz County that was subject to debris flow due to the CZU Lightning Complex Fire the year before.

January 25 – SCR9-1-1 management staff continued to be a part of storm planning in partnership with the Santa Cruz County Sheriff's Office (SCSO) and the Santa Cruz County Office of Emergency Services. The Santa Cruz County Emergency Operations Center (EOC) was scheduled to open at 0800 hours to help answer questions and address public concerns about the storm. The SCSO along with CAL FIRE started sending evacuation orders via the CodeRED system and also notified the community by sending SCSO deputies door-to-door.

January 26 – The predicted weather system stalled in Big Sur but was still expected to hit Santa Cruz with winds of 50-70 MPH predicted for the evening. In the afternoon, Felton Fire Chief Gray requested additional CodeRED messages be sent to several zones in Felton. As a result of the storm, PG&E outages started in the evening and approximately 300 people were checked into hotels by the Red Cross.

January 27 – The NWS issued a Flash Flood warning for the CZU burn scar areas until 1830 hours this day, with rain peaking between the early morning hours and then calming the next day.

Fortunately, there were no significant incidents during this potential debris flow situation and residents were allowed to return back home. **Lyndsay Farotte**, **Jennifer Maggio**, **Michael Birkett**, **Kindra Rock**, **Sheena LaMar**, **Dillon Corley**, **Rose Torres**, **Billie Savell**, **Annie Castro**, **Val Conner**, **Abigail MacMullan**, **Melanie Sherwood**, **Cooper Heberer**, **Gina Loftin**, **Kristal Higgins**, **Andrew Davidson**, **David Brenner**, **Areli Sanchez**, and **Bailey Whittle** worked during these stressful few days and did an outstanding job screening weather-related calls from the public, while still handling regular 9-1-1 calls for service.



SIGNIFICANT EVENTS

April 2 – SCR9-1-1 dispatchers **Christina Corral, David Sumner, Areli Sanchez, Sam Preciado,** and **Andrew Davidson** all received calls starting at 0334 hours about a fire underneath the San Juan Road bridge along the riverbed in Hollister. Corral, who was also assigned to the Hollister Fire channel, started coordinating multiple resource requests from Hollister Fire Department (HFD) who was tending to the fire. About an hour after the initial call, HFD reported the fire to be under control.

As a result of this fire, approximately 150 feet of conduit and 1500 feet of fiber optic line that ran under the bridge were damaged. This caused a complete loss of access to San Benito County radios at the SCR9-1-1 primary site. Lead Dispatcher **Andrew Davidson** contacted on-call Operations Supervisor **Sean Schorovsky** to advise him of the situation. Davidson, along with Operations Supervisor **Ashley Baldwin**, activated the Hollister Alternate Site and were able to reestablish radio communication. **Eric Mello, Sheena LaMar,** and Operations Manager **Stephanie French** also responded, relieving Davidson and Baldwin. **Andrew Davidson** and **Christina Corral** both offered to work their regular night shift at the Hollister Alternate Site until repairs were completed.

Hollister Police
monitor the fire under
the bridge

photo courtesy of HPD



April 6 – Dispatcher in training **Bailey Whittle**, who was being trained by Communications Training Officer (CTO) **Annie Castro**, was assigned to the SCSO channel when two deputies advised they were out with a vehicle in a shopping center in Aptos. What seemed to be a routine stop dramatically changed when, 33 minutes after the initial radio traffic, one of the deputies yelled “shots fired” over the radio. Whittle handled the incident exceptionally well, especially since she was still in training. None of the deputies were injured and the suspect was transported to a trauma center.

April 19 – At approximately 1622 hours, **Annie Castro** answered a non-emergency line with a caller mumbling an address saying that he was traveling with a suicidal person. Using an enhanced location tool called RapidDeploy, Castro initiated a text conversation with the caller and was able to obtain a location of the caller in Tucson, Arizona. With the assistance of **Valerie Conner**, Castro tried transferring the caller to Tucson Department of Public Safety (DPS), but they were not able to get a verbal response from the caller. Castro continued texting and relaying information to Tucson DPS via Conner. At 1702 hours, Tucson DPS was able to locate the vehicle. The suicidal driver had ingested a bottle of prescription meds while driving and also had a gun in the vehicle. The caller was not harmed and the suicidal driver received help. This was an excellent use of technology tools by Castro in order to get location information and help to the caller even in a different state!

SIGNIFICANT EVENTS

July 13 – At 1848 hours, **Gina Loftin** answered a call from a hysterical caller reporting a “murder.” Loftin created an assault with a deadly weapon incident in 35 seconds. **Dillon Corley** then dispatched multiple Watsonville Police Department (WPD) officers within seven seconds of receiving the incident on his computer. The first officer arrived on the scene just over four minutes after the initial call. WPD confirmed that there was a deceased person and rapidly started an investigation. A suspect was quickly identified. Corley entered an associated vehicle into the Department of Justice (DOJ) database. At 0037 hours, bilingual dispatcher **Paola Zepeda** processed a phone call from a Mexican Federal Police Officer advising that their agency was out with the suspect and the suspect’s vehicle in San Luis Rio Colorado, Mexico. The quick actions by all personnel involved led to the capture of a murder investigation suspect in a different country within just six hours of the initial call.

July 14 – **David Sumner** answered a 9-1-1 call but heard no one talking, just sounds of snoring accompanied by an automated message from an Apple Watch that said “the owner of this watch has taken a hard fall....” With the help of **Annie Castro**, using the GPS information from the 9-1-1 call and additional information from RapidDeploy, the two dispatchers were able to narrow down an address with the patient’s name, age, medical information, and emergency contact name and phone number. **Paola Zepeda** dispatched the Santa Cruz County Sheriff’s Office. Once deputies arrived on scene, they could see a “dazed and disoriented” male inside the residence. The first responders on scene were able to make patient contact and he was transported to the hospital for further medical attention.

July 21 – Just before 1400 hours, SCR9-1-1 dispatchers started receiving multiple calls about a male who entered the freeway on foot and was walking along Highway 1 in a blue hospital gown. **Ashley Baldwin** was working the SCSO channel and dispatched deputies, who were possibly familiar with the male. Within approximately four minutes of SCR9-1-1 receiving the initial call, the male crossed over six lanes of traffic and made his way up the embankment onto the La Fonda Avenue overpass. The California Highway Patrol (CHP) reported to SCR9-1-1 staff that they had an officer who was out with him on the La Fonda Avenue overpass. Over the next several minutes, SCSO along with the Santa Cruz Police Department (SCPD) and CHP were able to block the roadway on either side of the overpass in an attempt to contain the man who proceeded to climb over the fencing of the overpass. Highway 1 was subsequently shut down in both directions, and over the course of almost two hours law enforcement officers and mental health liaisons negotiated with the male. Baldwin managed the beginning stages of the convoluted detail, prompting the units on scene to designate an incident commander and establish a command post. **David Sumner, Rose Torres, Kristal Higgins, Abigail MacMullan, Sheena LaMar,** and **Bryon O’Neal** all had a hand in fielding phone calls from the public and completing unusual requests made from the field in an attempt to assure the positive outcome of this situation. Some of these requests included calling the nearby Santa Cruz Gymnastics to attempt to obtain as many gym pads as they could provide. Calls to several bounce house companies were also made to see if they had anything that could be placed under the overpass in case the male ultimately decided to jump.



Central Fire District of Santa Cruz County (CFD) provided aid with their new Tower Truck to help bring the male to safety.

Photo courtesy of SCSO

SIGNIFICANT EVENTS

August 18 – **Anne Escobar** processed a call about a person in the ocean along East Cliff on a surfboard yelling for help. Once she was able to obtain the exact location from the caller, Anne launched a call within 26 seconds and got help started. **Melanie Sherwood** was the FirePOD dispatcher on the confirmed water rescue call that Escobar created. Once CFD arrived, they advised that this was a 30-person surf school that got caught in high tide and were not able to get to shore. Sherwood did a great job with this incident, handled multiple unit status changes in order to accommodate sufficient rescue swimmers responding for the event, while minimizing the amount of engines and apparatus committed to the incident.

August 31 – At 1421 hours, CHP dispatch transferred a 9-1-1 call with a female on the line reporting that her brother had fallen and was bleeding. **Melody MacDonald** answered the call and started a medical response. With continued interrogation, the situation became clearer and the incident was updated from a medical to a victim of a stabbing on a school campus. The SCSO was dispatched by **Bailey Whittle** and within four minutes of the call coming in, the school was placed on lockdown by **Anne Escobar** and students secured into classrooms. **German Flores** dispatched Central Fire District and American Medical Response (AMR), who requested an air ambulance also be dispatched and land on the baseball field. The first deputy was on scene and with the patient within eight minutes of the initial call to our center. **Sean Schorovsky** provided support to Whittle as multiple requests came through on this very fluid yet initially confusing call. This tragic incident was handled professionally by all the dispatchers involved as they kept calm and remained composed in order to provide the highest level of service.

October 15 – CAL FIRE was executing a planned controlled burn that started in the early morning hours and got out of control in the 1700 hour. SCR9-1-1 dispatchers quickly became aware of a change in the situation as a multitude of 9-1-1 calls poured in. **German Flores** fielded a CAL FIRE request for multiple engines to assist with the wildland fire. A CodeRED notification alert was sent out for mandatory evacuations in several zones by Operations Supervisor **Sean Schorovsky**. An in-county strike team was ordered for this fire, and residents of the four affected zones were evacuated for two days while the fire burned 87 acres.

December 12-14 – The NWS issued a Bay Area warning for an atmospheric river to bring widespread rain, strong winds, and potential flooding for at least a two-day period. The biggest impact from this event was on December 13, with heavy rains slowly flooding roadways, heavy winds knocking down trees, and power lines taken down. SCR9-1-1 started to get inundated with storm-related calls for service. Lead Dispatcher **Abigail Marizette** stayed in constant communication with on-duty Operations Supervisors **Ashley Baldwin** and **Melody MacDonald** in an effort to keep ahead of the storm operationally. The SCSO requested an evacuation warning via the CodeRED system. The warning was sent to the predesignated debris flow zones in the CZU burn scar area, as well as the Paradise Park area and Felton Grove, due to the forecasted weather and potential life-threatening debris flow. CodeRED sent 10,747 phone, text message, and email alerts with the message: "Be prepared to evacuate immediately if given any further notice." **Eric Mello, Paola Zepeda, Michael Birkett, PJ Garza, Dillon Corley, Rose Torres, Valerie Conner, Lisa Oberdorfer, Kristal Higgins, Annie Castro, Lyndsay Farotte, Deanne Spencer, Bryon O'Neal, Billie Savell, Samantha Preciado, Gina Loftin, Jennifer Maggio, Areli Sanchez, and Sheena LaMar** all worked during this several-day event, fielding multiple calls from the public; and several dispatchers came in off duty to help with the increased call volume due to the storm.

SR 35 at Bear
Creek Rd

Photo courtesy of
CHP Instagram



#BeLikeDamon



June 6 – SCR9-1-1 held a ceremony on the one-year anniversary of the line of duty death of Santa Cruz Sheriff's Sgt. Damon Gutzwiller. Two members of the Santa Cruz Sheriff's Office color guard participated in this ceremony to retire the flag that had flown during this tragic incident. Deputy Nicholas Solano and Deputy Michael Derr did the honors of properly lowering and folding the flag to be presented to the SCR9-1-1 Employee Association President **Kristine Ebersole** and Vice President **Ariana Rios**. The retired flag will forever be displayed in a shadow box that hangs in the center as a constant reminder of the ultimate sacrifice that Sgt. Damon Gutzwiller paid to protect others.

#BeLikeDamon

COMMENDATIONS

CHOKING SAVE

December 4 - **Samantha Preciado** saved a life by providing medical instructions over the phone for a patient choking on food. Based off the initial comments from the caller, it was quickly identified by Preciado that the patient was actively choking and still conscious. Per EMD instructions, Preciado provided the Heimlich maneuver instructions to the caller. Through each passing minute of the four-minute call, Preciado kept calm and actively listened as the caller tried over and over, but was unsuccessful in getting the food dislodged. When the status of the patient did not change, Preciado offered to repeat the Heimlich maneuver instructions to the caller and he gladly accepted. This time, the caller repeated each segment of her instructions out loud. As the final instruction was repeated, there was an obvious commotion in the background of the call and the caller advised, "We got something" followed with, "it's good now, we got that out." Preciado then continued with instructions until first responders arrived on scene and took over patient care. The patient was then transported to a local hospital for monitoring and later released.

CUSTOMER SERVICE

April 1 - **Areli Sanchez** answered a 9-1-1 open line that eventually turned into a conversation with a caller speaking quietly with Areli about a subject at her front door who was also scratching at the window. Sanchez created a call for service and stayed on the phone for over 13 minutes, reassuring the caller in a soft voice of her next actions. While Sanchez was on the phone, she accessed Google Maps and entered the caller's address which is not a normal procedure in our call-taking process when the address has been verified. She panned the property and noticed some specific features of the caller's home. This prompted Sanchez to ask the caller about any hazards in the yard that could cause problems for responding units. Sanchez's use of technology built a rapport with the caller and assured her that Sanchez knew her exact location. Sanchez continued to engage the caller letting her know what actions were to take place once units arrived on scene. When officers arrived, they contacted an extremely intoxicated subject at the caller's front porch. The subject was transported to the hospital. Several months later, the caller took the time to write a letter of appreciation and gratitude about Sanchez for her "compassionate and professional services" regarding this incident. The caller also stated, "Areli made me feel like she genuinely cared about my safety... I appreciate her treating me like someone who matters."

CPR SAVE

September 2 - **PJ Garza** was the initial call-taker for a patient not breathing on a recreational trail in San Benito County. Garza verified the address and created a call for service in only 40 seconds. He assured the caller that help was on the way and then, according to policy, transferred the call to an Emergency Medical Dispatcher (EMD). Ten seconds later, **Christina Corral** dispatched Fire and EMS resources to the victim's location. Within 50 seconds of the caller dialing 9-1-1, field personnel were assigned to the incident. Corral began processing the call through the EMD system. A very panicked male caller, the patient's friend, was attempting CPR on his own and shared with Corral that he was alone with his friend and was afraid he was losing him. For 20 minutes, Corral stayed on the phone encouraging the friend to continue CPR, while she gathered detailed information about their location so that Fire and EMS personnel could quickly locate the victim. Twenty minutes is a long time in any CPR situation; 20 minutes of CPR in a remote area might be one of the most stressful types of calls to process. Corral remained calm and encouraging throughout the entire call. Once responders arrived, the patient was defibrillated five times with continuing CPR. After the fifth defibrillation, the patient regained pulses and was transported to the hospital and stabilized. A day later, the patient was extubated, awake, and alert.

2021 PROMOTIONS

Areli Sanchez
Public Safety Dispatcher III



Areli was hired in September 2013 and was promoted to Lead Dispatcher in May of 2021. She has been invaluable at NetCom as a bilingual dispatcher who is also a CTO, Instructor, and Peer Support Team member. Areli is the 2019 Dispatcher of the Year and has previously been the Staff Representative and served on various task teams. At the time of her selection as a Lead, Areli was working as an Acting Lead, filling in during the extended absence of one of her coworkers. Areli is a highly productive and efficient employee who provides excellent service and is a vital piece of any team.

Gina Loftin
Public Safety Dispatcher III



Gina was promoted to Lead Dispatcher in July of 2021. An employee with SCR9-1-1 since October 2008, Gina has a strong desire to succeed and provide help to her community. Gina is a former Peer Support Team member and is currently a CTO. She embodies the characteristics of “A Successful NetCom Employee,” as proven by her selection as the 2014 Dispatcher of the Year. Gina is also a union steward, representing her co-workers and working with management staff to negotiate fair and balanced labor agreements.

2021 PROMOTIONS

German Flores
Public Safety Dispatcher III



Since German began his career at SCR9-1-1 in 2012, he has been driven to succeed and shown a desire to continually learn and grow in his chosen profession. German loves the family atmosphere at NetCom and knowing that he is helping his local community. He is a bilingual dispatcher who is also a CTO. The same attributes that made German the 2021 Dispatcher of the Year led to his selection as a Lead Dispatcher in July of 2021.

Amethyst Uchida
General Manager



Amethyst originally came to SCR9-1-1 in February of 2005 as a Systems Technician, promoting to Systems Division Manager in 2009. As the Division Manager, she served as a member of the agency's senior management team. She grew her expertise in not just the technical components of the center but also the operational and administrative aspects. Amethyst's passion has been leading the Peer Support Team, which she co-founded in 2007, providing crisis intervention services and emotional wellness support to employees of SCR9-1-1. She has also served as the 9-1-1 County Coordinator since 2009. On October 28, 2021, she was selected as the Authority's General Manager.

LAW TASK TEAM

The role of the Law Enforcement Operational Policy Task team is to evaluate current communications policy and procedure to ensure it is in line with current statutes and best practice models, as well as draft and recommend new policy to the Users Committee.

The team was on hiatus for most of 2020 and into 2021, but a sub-committee was put together to re-implement the use of “closest unit” dispatch for in-progress felony calls and cover requests. This technology had been previously implemented as a trial in March of 2020. The sub-committee first met on July 20, 2021. Over the course of only two meetings, the group was able to decide which type of calls, in addition to cover requests, they would respond to using this technology. The sub-committee also had the desire to utilize this technology for mutual aid purposes on select types of calls. This will be implemented in early 2022 when policy and procedure can be drafted. The majority of the law user agencies participated in “closest unit dispatching” which is more formally called Law Preferred Dispatching.

After just two short sub-committee meetings, the existing sub-committee group along with regular member agencies reconvened to resume regular Law Enforcement Operational Policy Task Team meetings. On October 13, 2021, the full group met for the first time since June 2020. This meeting had 13 members in attendance both in person and virtual across two counties.

Over the course of the final two meetings of the year, the group finalized its 2022 goals, which are:

- To complete implementation of Law Preferred Dispatching.
- To streamline communication in large-scale incidents.

The Law Task Team is comprised of NetCom personnel **Ashley Baldwin, Melody MacDonald, Sean Schorovsky, German Flores**, and a representative (usually a Sergeant or above) from each user agency: Santa Cruz County Sheriff's Office, Capitola Police Department, Santa Cruz Police Department, Watsonville Police Department, Hollister Police Department, and San Benito Sheriff's Office. The group also includes a representative from several auxiliary user agencies: California Highway Patrol, Santa Cruz County Animal Services, California State Parks, and CAL FIRE.

FIRE/EMS TASK TEAM

The role of the Fire/EMS Operational Policy Task Team is to draft and recommend communications policy and procedure to the Users Committee. The team is comprised of line level representatives from each of the fire agencies, AMR, and SCR9-1-1. The team meets on the second Thursday of every month. This year's SCR 9-1-1 representatives were **Andrea Castro** and **Stephanie Tracy**.

This team saw many new members this year, from meeting facilitator to Fire/EMS leadership changes and retirements. The team went on hiatus after the February meeting due to the COVID-19 pandemic. Throughout spring and summer, our communications never ceased as we worked with Fire and EMS agencies when a specific need was identified. Fast forward to October when monthly meetings resumed with new and familiar faces, we re-established the intent of these meetings and then got right to work. In three meetings this fall, the group discussed and resolved the following:

- A new incident type FIRE/BEACH which has an associated law incident, so that Fire and Law respond to bonfires on the beach together.
- A countywide policy was created for the use of fires' new mobile software, Tablet Command.
- Identified the need for countywide rescue swimmer response, known as Code X, after two north coast events required over a dozen rescue swimmers.
- Reviewed and updated multiple policies.
- Worked with team members to identify the source of a siren-like alert that dispatchers began noticing in August. This turned out to be due to programming of an emergency button on new radios. In 2022, the team will develop a policy for actions to be taken when the emergency button is pressed.

At the December meeting, 2022 goals were established as follows:

- Complete jurisdictional boundary review and assignments.
- Develop Code X response following direction from Fire Operations.
- Complete SRA Layer update.
- Develop and implement a policy for the emergency siren.

The team:

Sean Schorovsky, Melody MacDonald, Ashley Baldwin, Fire agency Chiefs, Battalion Chiefs, AMR Supervisors, County EMS Directors, and NetCom Fire dispatchers **Annie Castro** and **Stephanie Tracy**.



Central Fire District's Tower 3572 visiting SCR9-1-1

DISPATCHER OF THE YEAR

German Flores began his career as a 9-1-1 Public Safety Dispatcher Assistant at Santa Cruz Regional 9-1-1 on May 21, 2012. Supported by the training division and German's personal drive and excellent work ethic, he promoted to Public Safety Dispatcher on November 9, 2013. Since then, German has consistently grown as a dispatcher by taking on additional roles, including cross-training on all law channels, Emergency Medical Dispatcher (EMD), Fire Pod Dispatcher, a mentor and training assistant, Communications Training Officer (CTO), and Acting Lead. German applied and was promoted to Lead Dispatcher in 2021. Through every step of German's growth at SCR9-1-1, he maintains a high level of professionalism, embodies the spirit of a public safety servant, has an outstanding attitude, and is a joy to work with.

German is a model for high-level multi-tasking skills and teamwork. With consistent resolve throughout each day, German can take on an extraordinary number of tasks and provide efficient, high level service in English and Spanish. German works to anticipate the needs of his coworkers and Users, and offers proactive assistance to his coworkers. German was selected by his 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 German possesses from all those who work with him daily.



TRAINING UNIT

Academy Instructors provide agency specific classroom-based training at SCR9-1-1. Through incremental instruction, the Academy provides basic knowledge and skills for dispatchers to be successful during further, on-the-job training. Operations Supervisor **Sean Schorovsky** manages the group of Academy Instructors in developing courses and providing Academy instruction. Instructors collaborated in 2021 to modify existing instructional materials to utilize new technologies, and completed a review and update to the Fire/EMS Dispatch Academy. The group adapted to the changing circumstances of the year and were successful in developing and delivering customized training for a promotional radio trainee and a lateral dispatcher. **Andrew Davidson, Annie Castro, Areli Sanchez,** and **Kristine Ebersole** are the dedicated dispatchers that make up this team. Operations Supervisor **Ashley Baldwin** greatly supported this group through an active year of Academy training.

Academy Training

Entry level, advanced, lateral, Law radio, Law refresher, Fire/EMS, and EMD academies on site

Feb	40 hours
March	120 hours
April	80 hours
June	40 hours
August	120 hours
Sept	80 hours
Oct	80 hours
Nov	88 hours

5,885
hours of
on-the-job
training

680
hours of
Academy
training

Class of 2021



April 2021 Advanced Call Taking Academy (L:R) **Alex Perez, Brooke Kane, Natalya Estrada,** and **Ignacio Narez**



August 2021 Entry Level Call Taking Academy (L:R) **Austin Henderson, Jocelyn Zimmnicki,** and **Jim Page**



Class of 2000

Following Academy instruction, Public Safety Dispatcher trainees transition to on-the-job training with the guidance of a Communications Training Officer (CTO). CTOs work side by side with trainees to guide them through the arduous process of learning to utilize multiple computer systems simultaneously, problem solve, and apply policy and procedure while under stress. This process takes many months. The team worked throughout 2021 to adapt to individual trainee's needs and capabilities to ensure that daily training challenged the individual trainee to continue on a path of incremental improvement. Each trainee followed their own timeline and at times their training was accelerated to match a trainee's capabilities and meet staffing needs. CTOs are dedicated to developing great Public Safety Dispatchers by providing training to new-hire call takers and dispatchers, promotional trainees, Emergency Medical call takers, and Fire/EMS dispatchers. Kudos to our team of CTOs: **Andrew Davidson, Anne Escobar, Annie Castro, Areli Sanchez, Billie Savell, German Flores, Gina Loftin, Lyndsay Farotte, and Stephanie Tracy.** We completed an internal recruitment in which four qualified dispatchers were selected, completed training, and joined the team in fall 2021: **Samantha Preciado, Dillon Corley, Sheena LaMar, and Rose Torres.**

The team of CTOs is managed by Operations Supervisor **Sean Schorovsky.**



Cross-Training

In addition to entry level training, cross-training was provided to multiple law radio dispatchers throughout 2021. Cross-training enhances the interoperability of our dispatchers, and improves efficiency in the coordination of response and support of multi-jurisdictional events.



Dispatcher **Bailey Whittle** celebrating successful completion of Law Radio Training during National Dispatcher Week

AWARENESS WITH COMMUNITY EDUCATION

As with all SCR9-1-1 teams, COVID-19 put a hiatus on almost all of the regularly scheduled 2021 Awareness with Community Education (ACE) events the agency participates in each year. Events canceled included the Santa Cruz County Fair, National Night Out, Job Fairs, and Fire Prevention Open Houses.

Members of ACE were able to virtually attend the Cabrillo College Career Fair on April 22, 2021. Public Safety Dispatchers **Rose Torres** and **PJ Garza**, along with Operations Supervisor **Melody MacDonald**, met with a handful of job seekers in a shared virtual room with AMR.

In total:

- 135 job seekers registered for the event
- 99 job seekers attended
- 20 employers were present
- Over 760 job seekers viewed the notice of the event on the Career platform

Looking forward to 2022, SCR9-1-1 remains hopeful there will be opportunities to get back out into the community in person. And if that is still not an option, the agency will continue to adapt and learn about virtual ways to connect with the community.



The picture above shows what a virtual job fair looks like.

APPRECIATION & RECOGNITION GROUP



David Sumner

Fun Fact:
David was a lateral dispatcher in 1996, coming from San Mateo. He has over 30 years of dispatching service!



The Appreciation and Recognition Group (AARG) continued to find ways to recognize SCR9-1-1 employees throughout the year, since the annual recognition event had to be canceled for the health safety of employees and their family members.

During a staff meeting, **Christina Corral** and **PJ Garza** were invited to join the meeting to be given their CPR save pins and commendation awards for their life-saving instructions over the phone.

In December, **David Sumner** was recognized for **26 years** of dispatching at SCR9-1-1. His award was delivered on the dispatch floor amongst his peers who cheered him on.

As AARG looks ahead, and in support of a 2022 goal, the team plans to implement a virtual recognition program allowing for in-time appreciation and recognition as well as peer-to-peer praise.

SYSTEMS DIVISION

The Systems Division manages all technology for the 9-1-1 center's operations. In addition, the Division provides additional services to User agencies related to support for Mobile Data Computers (MDC), the Santa Cruz County Records Management System, and Geographic Information Systems (GIS)-related services.

The Division is led by Systems Supervisor **Wolff Bloss**, three (3) Senior Systems Technicians, **Gilberto Oros**, **Nicola Torchio**, and **Tom Ginsburg**, and GIS Technician, **Gabriella Santana**.



CAD/9-1-1 UNIT



SCR9-1-1 utilizes several major enterprise systems in support of the 9-1-1 operation. These include a Computer-Aided Dispatch (CAD) program that provides dispatchers with essential tools including a detailed map, previous incident information, unit recommendations, and premise hazard alerts. The CAD system automates several functions for dispatchers. The 9-1-1 Unit also supports the 9-1-1 phone system, dispatch radio consoles, the agency's local network and internet connectivity, and supplementary software such as the Emergency Medical Dispatch protocol.

CAD/9-1-1 UNIT ACCOMPLISHMENTS

In 2021, the Systems Division worked with the Training Unit to provide enhancements to the Dispatch Academy. This included deploying new technology in the training lab that better facilitates instructor demonstrations. The GIS team assisted by developing a new map-based training tool.

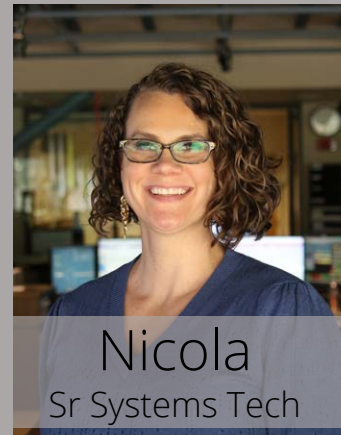
The division followed up on the 2020 CAD upgrade by assisting agencies with completing MDC client upgrades. The team also upgraded the Authority's Intranet resources, deploying a new ticketing system for dispatcher trouble reports. New computers were acquired and deployed in dispatch as well as at the alternate dispatch centers. After years of project-focused activities, the team also worked on getting "back to basics," tackling upgrades to more typical IT systems such as network security devices and the virtual server infrastructure software.

SYSTEMS DIVISION

GIS AND FIRE/EMS TECHNOLOGY

During 2021, the majority of the Fire agencies desired to adopt a new in-vehicle software solution to provide enhanced mapping capabilities and to facilitate inter-agency cooperation. The Systems Team played a key role by working with the software vendors to develop an interface with the CAD system and deploy updated GPS configuration to the affected agencies.

This new system also required the GIS team to implement updates to the Authority's ESRI ArcGIS Online platform to provide additional map data sets and custom symbology to the field users.



Nicola
Sr Systems Tech

Shout out to **Nicola** for her work on this project!

USER AGENCY MERGE



The merger of two local agencies, Central Fire and Aptos/La Selva Fire, was another significant project for this team. The two agencies needed to be merged in the CAD and 9-1-1 systems, closely coordinated with their official launch as the new Central Fire District of Santa Cruz County.

SYSTEMS DIVISION

NEXT GEN 9-1-1



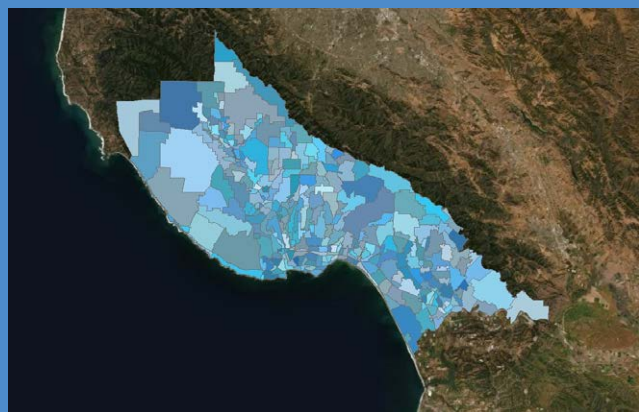
Gabriella
GIS Technician

Next Generation 9-1-1 is on the horizon. The GIS team was required to make tens of thousands of updates to the GIS data so it can be effectively utilized in the NG9-1-1 environment.

With the deployment of NG9-1-1 and this enhanced GIS data, no matter how citizens seek emergency assistance, dispatchers will be better able to pinpoint the caller's location, making sure the appropriate agency is dispatched and help is sent as quickly as possible.

KNOW YOUR ZONE

The GIS unit worked closely with fire agencies, especially CAL FIRE, to maintain and refine evacuation zones for potential debris flow in the CZU burn scar areas. The Authority's GIS data is used in the emergency notification systems while the citizen-facing portal, Zonehaven, contains its own data. Keeping the two systems in sync is critical to the ability of the dispatch center to send timely and accurate alerts and to assist the Sheriff's Office with any evacuation orders. The GIS unit completed several major changes to the system with short notice as their contribution to public safety.



SYSTEMS DIVISION

SANTA CRUZ METROPOLITAN RECORDS SYSTEM (SCMRS)

The Santa Cruz Metropolitan Records System (SCMRS) Unit administers the police records systems for the cities of Santa Cruz, Capitola, and Watsonville. This includes providing access to that system from fixed locations like police departments as well as from patrol vehicles. To make the system work, the Unit deploys and manages networks, servers, and mobile data computers (MDCs). The Unit assists users with a wide range of trouble tickets. The Unit also provides technical support to Watsonville and Santa Cruz Fire for their MDCs as well as to Santa Cruz PD for their in-car video system and online citizen reporting portal.

In 2021, SCMRS continued to manage the implementation of a new records management system for the County Sheriff's Office as well as Santa Cruz, Watsonville, and Capitola Police Departments.

Systems personnel worked with staff at each of the law enforcement agencies to make progress on this large project in the following areas:

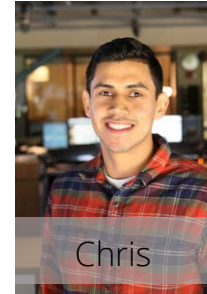
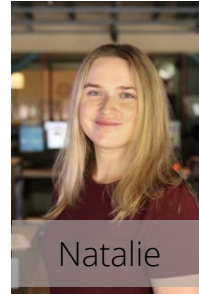
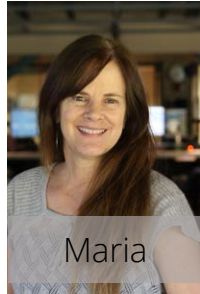
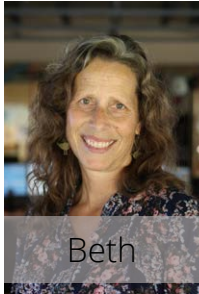
- CLETS Application Approval
- Data Entry Template Development
- Summary Report Development
- Code Table Reconciliation
- Legacy Data Import
- Coroner Module
- GIS Data
- System Interfaces such as to CAD, Courts, and Jail

Work on this project continues in 2022, with an expected go live in June. Project activities in 2022 will include reports development, final system testing, legacy data import, and countywide training.

The SCMRS Unit worked with the Santa Cruz and Watsonville Police Departments to select new MDC hardware. This included obtaining demonstration equipment and preparing it for testing in patrol vehicles. After successful testing, the Unit assisted SCPD during the procurement process and then with the setup of the new MDCs. In addition, the Unit assisted SCPD with the implementation of a new in-car video recording system.



BUSINESS DIVISION



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 **Natalie Mitchell**, **Chris Rubio**, **Paisley House**, and **Madison Whittle**.

It seems pertinent to highlight the fact that both the Business and Fiscal Service Units continued, in 2021, to function in a high capacity despite the challenges created by the pandemic. Employees of the County, CalPERS, and other agencies we work closely with, were sent home to work remotely. The Business Division staff adapted when it came to providing the highest level of service to our employees, addressing benefit and payroll needs as well as continuing to fulfill records requests for our Users and the District Attorneys' Offices.

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.

The Business Services Unit maintains employees' personnel and benefits records, processes new and separating employees, and any pay rate changes. The Unit manages the CalPERS data for members and the Authority's contracts. With the implementation of NEOGOV Onboard in 2021, the Business Services Unit has been able to streamline the employee onboarding process.

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

The Business Division 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 **Natalie Mitchell**, **Chris Rubio**, **Paisley House**, and **Madison Whittle**, this Unit filled over 968 requests on time this calendar year.

It can be a challenge for a small, special district to stay up to date on the latest HR and legal developments. Our Business Division is striving to do so by joining professional associations and attending applicable continuing education.

PEER SUPPORT

The Peer Support Team continued to be active throughout 2021 as the pandemic continued to fluctuate throughout the building, homes of employees, and the counties served by the agency. The Peer Support Team, while mighty, had to navigate supporting the building while also needing support as they are not immune to the crisis. The team continued to focus on listening and morale boosting whenever possible.

What has blossomed out of this year for the team is that everyone in the building has supported each other, not just the Peer Support Team supporting everyone in the building. Employees have been checking in with one another on duty and off, helping and supporting each other when needed. In a sense, this support has developed SCR9-1-1's employees into a tighter knit community: family.

A few "fun" things the team was able to do for SCR9-1-1 employees this year was continue with Peer Support Team pop-ups, like a gift wrapping station full of supplies for the holiday season, and coordination of some visits with "First Responder Therapy Dogs." This non-profit company travels all over the state to first responder agencies (and base camps for strike teams) with their therapy dogs. Their dogs' sole purpose is to bring comfort and light during tough times. Kerith, a Golden Retriever, visited our center. She is trained to walk up to first responders, sit, and be loved on. Kerith and her handler visited SCR9-1-1 three times this year. Each visit brought a lot of cuddles and definitely lifted morale.

The Peer Support Team's goal for 2022 is to continue supporting employees and providing quick tips on self-care through the SCR9-1-1 monthly newsletter, as well as the occasional Peer pop up.



SAFETY & WELLNESS

The agency's Safety Plan was updated in 2021 to include an Infectious Disease Preparedness and Response Plan. Great care was taken to help keep employees safe by continuing to offer access to:

- on-site COVID-19 PCR testing;
- complimentary masks for all employees;
- regular cleaning of common use areas and dispatch workstations;
- hand sanitizer at all workstations throughout the building; and a
- mounted body temperature station located in the Break Room.

In February and March, the Authority worked with all of its staff to assist them in scheduling their COVID-19 vaccinations. The Authority is pleased to report that 86% of staff are vaccinated.

In 2021, the agency continued to take advantage of its insurance provider's Loss Prevention Allowance Fund and was reimbursed \$1,000 for the purchase of sit-stand workstations in Operations. The Authority utilized the services of its insurance provider's Safety and Loss Prevention Manager, who visited the agency and provided an ergonomic assessment on the dispatch floor, followed by a Computer Workstation Evaluation Report. Upon reviewing the Recommendation Summary in this report, some additional wrist rests were procured and conversations began regarding the current monitor set-up to determine if there might be any better options for how they are positioned.

In October, the agency hosted a complimentary, on-site flu shot clinic in order to make it as easy as possible for our employees and their family members to get vaccinated. We had outstanding participation! To promote health during flu season, the members of the Safety Wellness Advisory Board (SWAB) made supplies available to employees to help prevent illness and the spreading of it.

SWAB members are: Safety Coordinator **Beth Wann**, **Wolff Bloss**, and **Ashley Baldwin**. The Authority is proud that the Safety Wellness Advisory Board continues to focus on its original goal of developing a healthy work environment, not just during the pandemic, but moving forward.



Working in partnership with Dominican Hospital, **General Manager Kidd** secured vaccines for any employee who wanted to participate. **Operations Manager French** established a schedule for dispatch staff to ensure any potential side effects from the vaccine did not interrupt staffing.

Photo (L:R) Melody MacDonald and Anna Kiff

EMPLOYEE ASSOCIATION

The Employee Association was created to better the working lives of all 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; **Samantha Preciado**, Secretary; **Tina Bisgaard**, Treasurer; and **Dillon Corley**, Sergeant at Arms.

Justin Keele worked as a Systems Technician for the Authority and died unexpectedly in 2004. Justin's parents helped establish a scholarship fund to which the Employee Association continues to contribute. In 2021, the Justin Keele Memorial Scholarship program recipients were:

JUSTIN KEELE SCHOLARSHIP

BROOKLYNN
WINTERS

Brooklyn is going to UC Berkeley to study economics. In the future, Brooklyn would like to open a business that provides a safe environment for the LGBTQ+ community and also serves as a platform to distribute donations to LGBTQ+ organizations.



EMMA
BISGAARD

Emma is going to Oregon State University and enrolled in the Environmental Science program. She hopes to either go into climate change mitigation or forest sustainability.



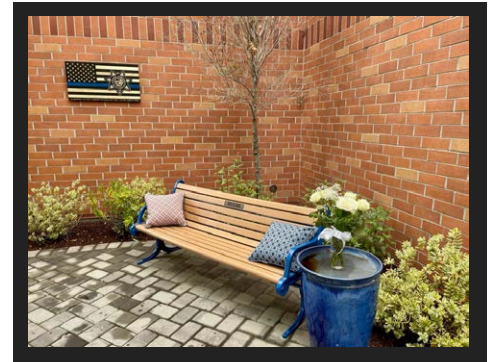
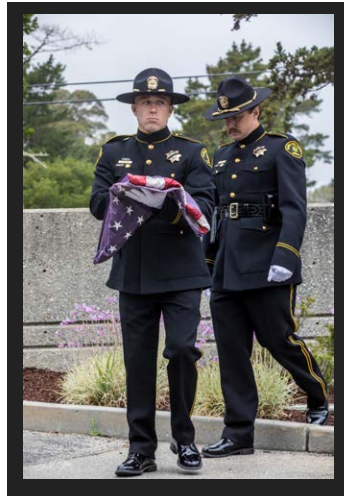
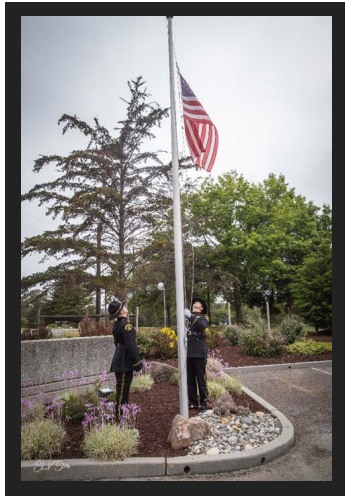
GABRIEL
JOHNSTON

Gabriel is studying Psychology at UC Santa Cruz and wants to pursue a career that will enable him to help those who are struggling with mental health.



EMPLOYEE ASSOCIATION

The Association hosted a Remembrance Day for the one-year anniversary of the tragic death of Santa Cruz Sheriff Deputy Sergeant Gutzwiller. The SCSO color guard kindly came up and retired the flag that is now hung alongside a memorial on the dispatch floor. A beautiful, handcrafted wooden flag now hangs on a wall outside in a patio reserved for the Authority staff.



TRUNK-OR-TREAT

Amethyst Uchida and **Paola Zepeda** participated in the annual Trunk-or-Treat at the Watsonville Fairgrounds, which was a huge hit with trick-or-treaters and their families!



ADOPT A FAMILY (OR TWO)

For the 2021 holiday season, the Association continued the annual tradition of adopting a local family in need. In partnership with Monarch Services, the Association was able to adopt two families with a total of eight individuals. Because of the outstanding generosity of SCR9-1-1's employees, these family members had a brighter Christmas holiday.



2021 RETIREES

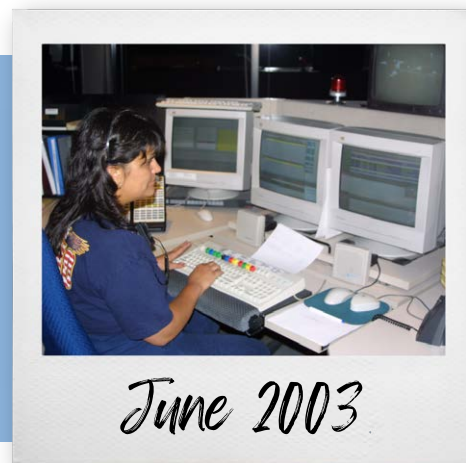


Anna Kiff

Anna retired in May of 2021 after 35 years of service as a Public Safety Dispatcher II. Anna began her career as a Police Dispatcher for the Watsonville Police Department in 1986 and, in 1996, continued her service with Santa Cruz Regional 9-1-1 (SCR9-1-1). Anna was recognized for the dedication to her co-workers and the Authority and has been commended multiple times over the course of her career by our Law and Fire User Agencies.

Anna has always shown dedication to public safety, and caring for the community we serve and the agencies we dispatch for. She has served as the unofficial cheerleader, photo wrangler, memory-making guru for any special event, and created the best chopped salad for her co-workers. Anna has strived to make every employee of SCR9-1-1 feel welcomed, valued, and included.

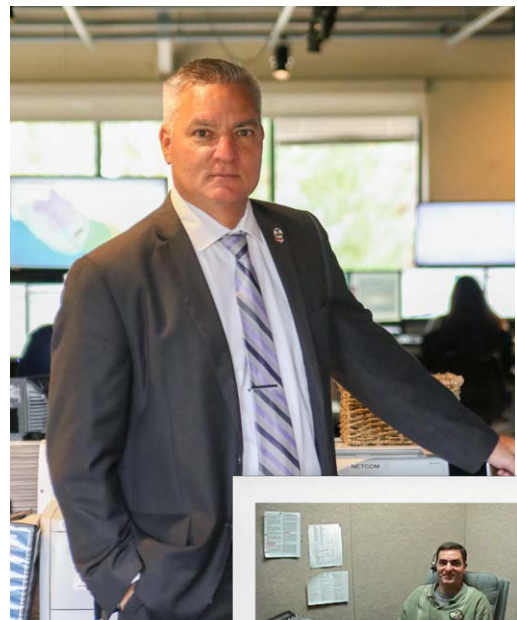
Anna was the first
**SCR9-1-1 Dispatcher of
the Year** for 1996 and
nominated by her peers
every year since!



2021 RETIREES

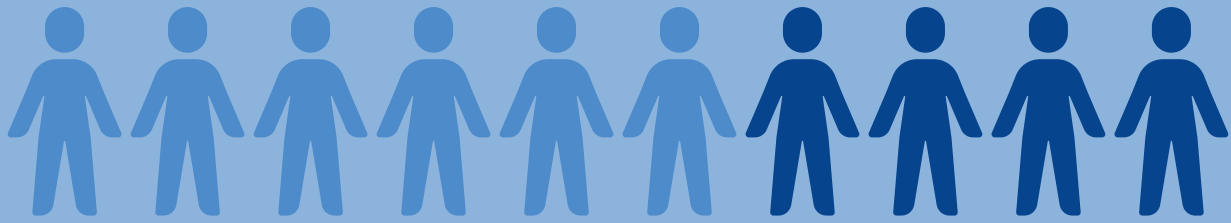
Dennis Kidd

Dennis retired in July of 2021 after 37 years in public safety service. He came to the newly formed Santa Cruz Regional 9-1-1 in 1996 and held positions of Dispatcher, Lead Dispatcher, Operations Supervisor, Support Services Division Manager, Assistant General Manager, and Interim General Manager. He was appointed General Manager of Santa Cruz Regional 9-1-1 in October of 2012. Dennis encouraged an organizational culture that values happy, healthy, and productive employees; embraces innovation and new technology; and provides for employee well-being. By doing so, he has left a legacy of excellence that will last beyond his tenure.



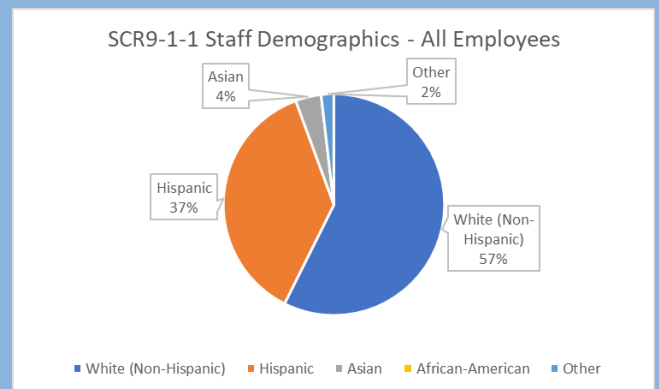
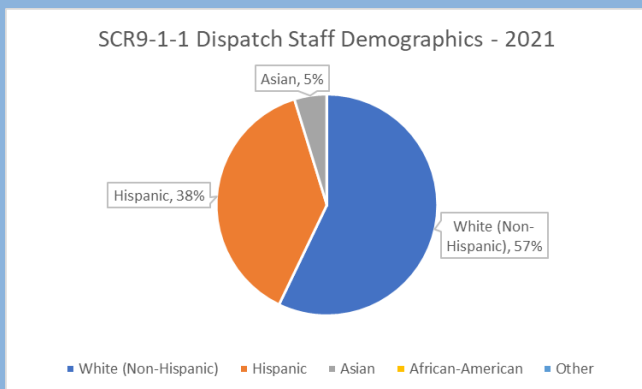
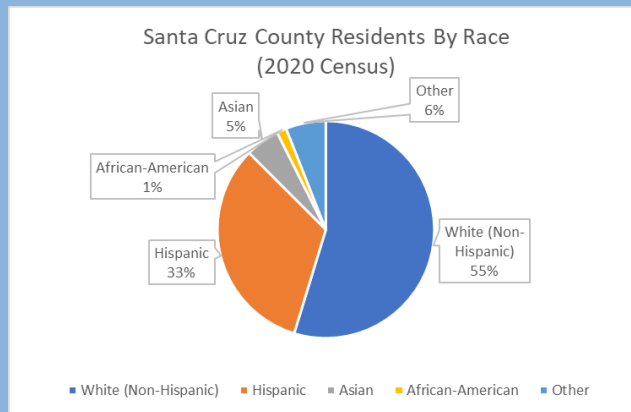
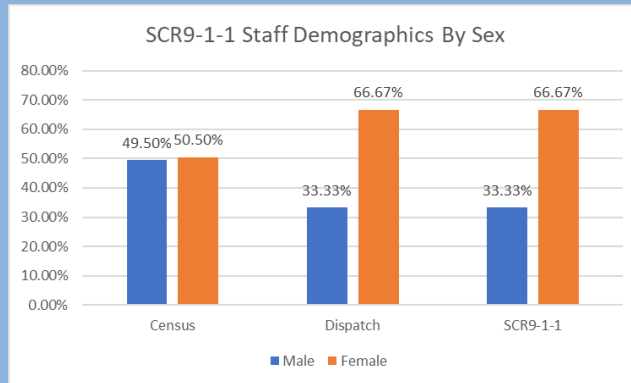
July 21 Board of Directors meeting, where Dennis was honored for his contributions to SCR9-1-1





EMPLOYEE DEMOGRAPHICS

SCR9-1-1 Staff Demographics By Sex and Race

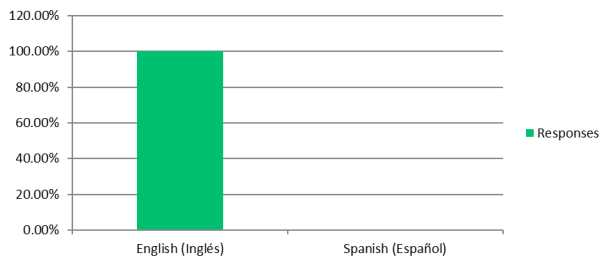


APPENDIX

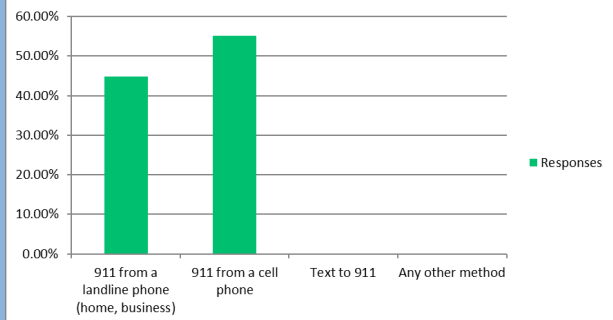
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COMMUNITY SURVEY

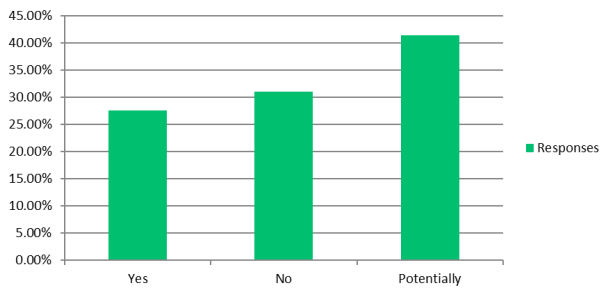
Do you prefer to respond in English or Spanish? (¿Prefiere responder a la encuesta en Inglés o en Español?)



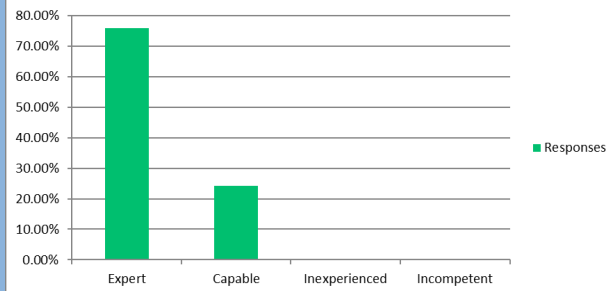
When you called, how did you reach us?



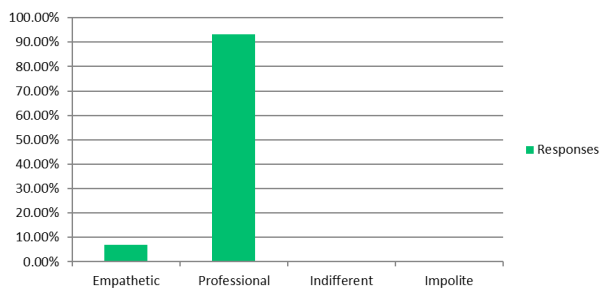
When you called, did you consider your situation to be an emergency?



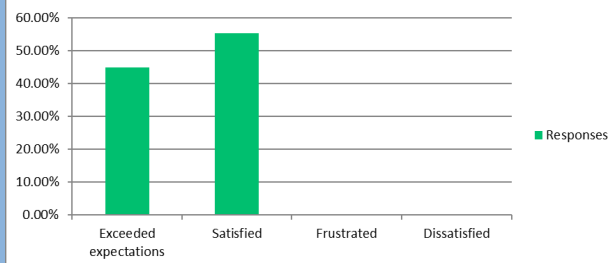
Please rate the overall competency of the dispatcher you spoke with.



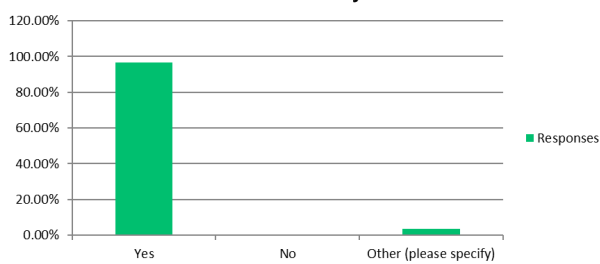
How would you best describe the attitude of the dispatcher you spoke with?



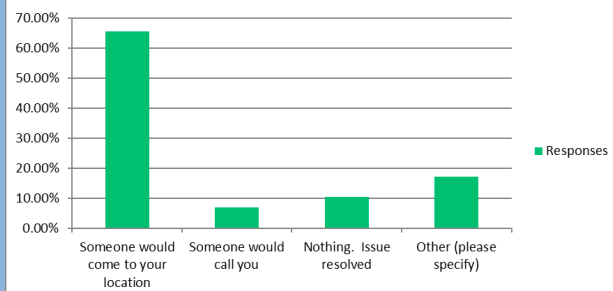
How satisfied were you with the customer service provided by the 9-1-1 center? (In your dealings with the dispatcher)



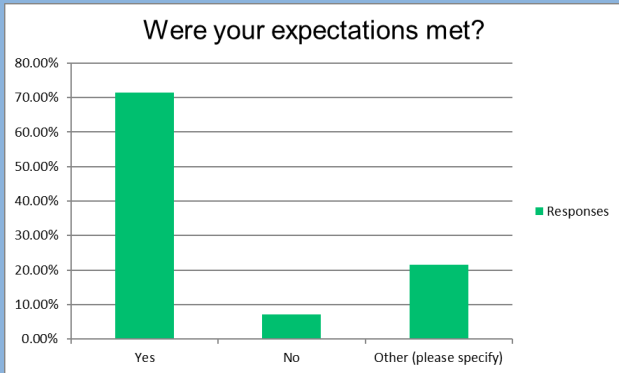
Did you feel like the call taker understood the type of assistance you needed and obtained the necessary information?



What were your expectations of what would happen next?



COMMUNITY SURVEY



EXCERPTS FROM SURVEY:

How can we improve our dispatch services?
What could the dispatcher have done better?

"Everything was perfect."

"I feel that the dispatcher did an excellent job of determining the requirements to handle the situation and responded correctly."

"The dispatcher was concerned and empathetic with the situation and did all that was necessary."



Standards of Excellence
2021

Annual Performance Report
Prepared for the Law Enforcement
Users Subcommittee
February 14, 2022

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 Center's overall performance 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 the incident remains in our building (building time). Our standard for building time for first priority events is two minutes (120 seconds). In 2021, our performance remained steady. We were 89% compliant to the 120-second standard, shaving one second off of our average building time. **Seconds Matter!**

	2020	2021
% Compliant	89%	89%
Avg Time	82 seconds	81 seconds

Call-Taking Time

The call-taking process is a balancing act between speed and content. In 2021, performance remained steady. We were 87% compliant to the 90-second standard, shaving one second off our average call-taking time. **Seconds Matter!**

	2020	2021
% Compliant	87%	87%
Avg Time	60 seconds	59 seconds

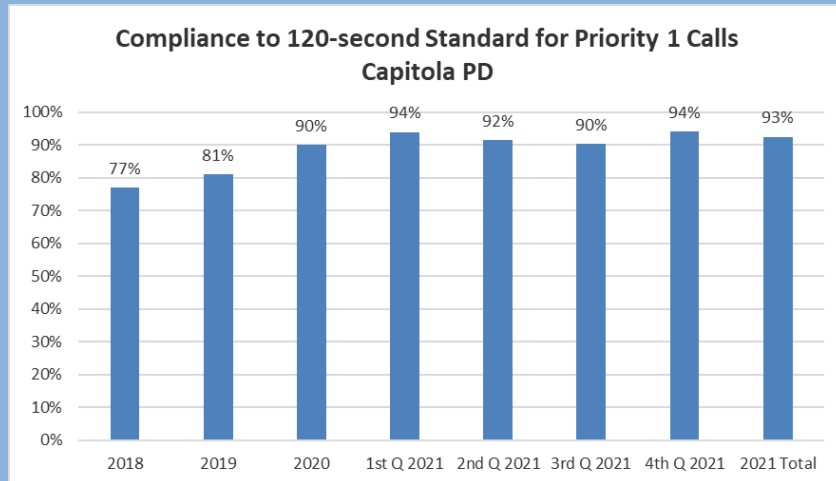
Dispatching Time

This is the time it takes the radio dispatcher to assign a unit on high-priority events. In 2021, our performance remained steady on average seconds per dispatch, but our compliance to the 30-second dispatch standard dropped to 83%.

	2020	2021
% Compliant	87%	83%
Avg Time	21 seconds	21 seconds

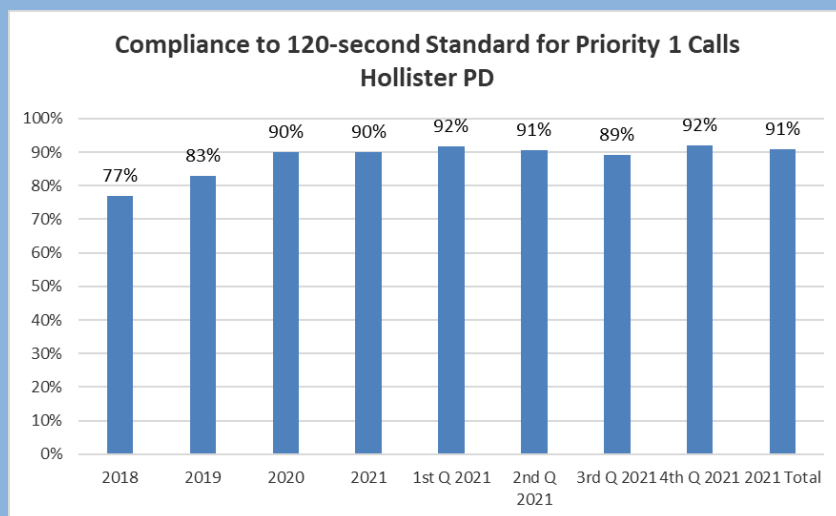
BUILDING TIME – The elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of a law enforcement unit) in a maximum of two minutes (120 seconds) for 90% of all first priority law enforcement incidents.

Performance Data for Capitola Police Department



Our average building time for Capitola PD for 2021 was 76 seconds, and our compliance to the 120-second standard was 93%. This is the combined time for call-taking and radio dispatching.

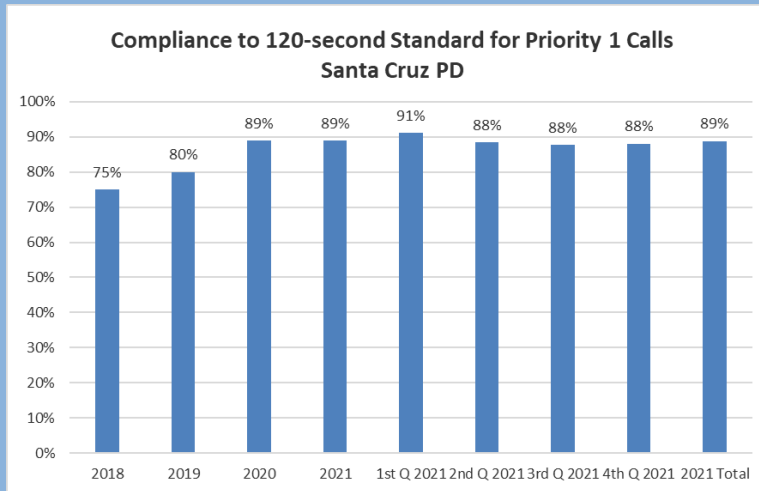
Performance Data for Hollister Police Department



Our average building time for Hollister PD for 2021 was 79 seconds, and our compliance to the 120-second standard was 91%. This is the combined time for call-taking and radio dispatching.

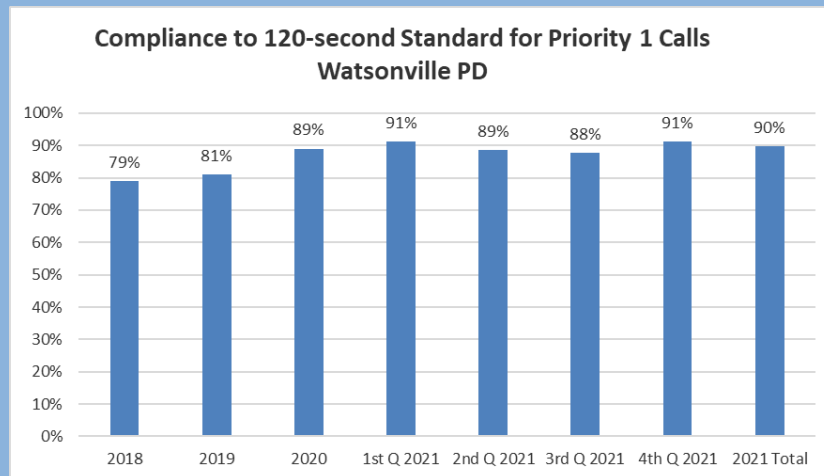
BUILDING TIME – The elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of a law enforcement unit) in a maximum of two minutes (120 seconds) for 90% of all first priority law enforcement incidents.

Performance Data for Santa Cruz Police Department



Our average building time for Santa Cruz PD for 2021 was 82 seconds, and our compliance to the 120-second standard was 89%. This is the combined time for call-taking and radio dispatching.

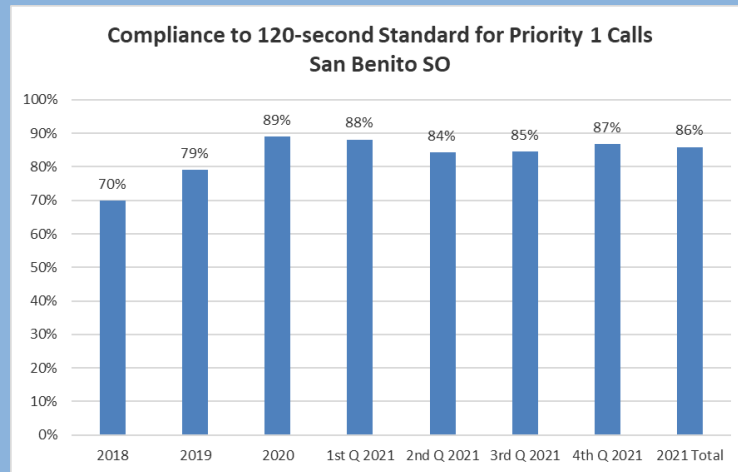
Performance Data for Watsonville Police Department



Our average building time for Watsonville PD for 2021 was 82 seconds, and our compliance to the 120-second standard was 90%. This is the combined time for call-taking and radio dispatching.

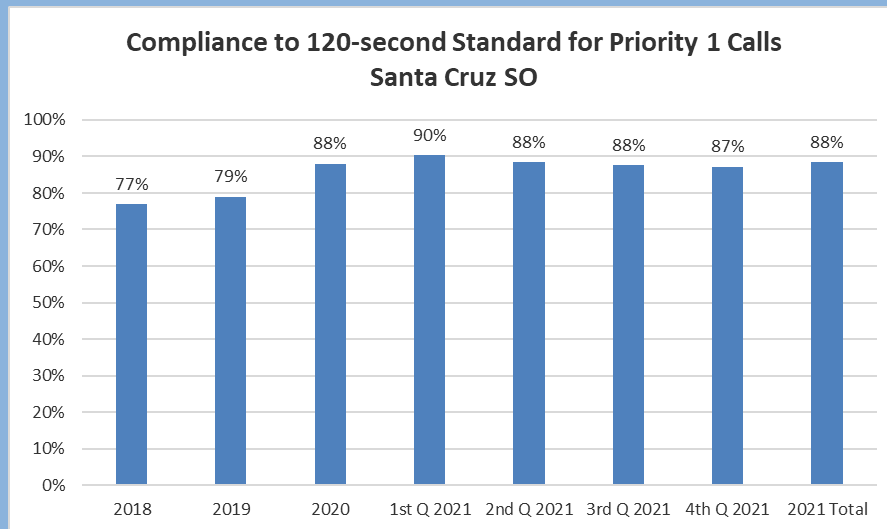
BUILDING TIME – The elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of a law enforcement unit) in a maximum of two minutes (120 seconds) for 90% of all first priority law enforcement incidents.

Performance Data for San Benito Sheriff's Office



Our average building time for San Benito for 2021 was 86 seconds, and our compliance to the 120-second standard was 86 %. This is the combined time for call-taking and radio dispatching.

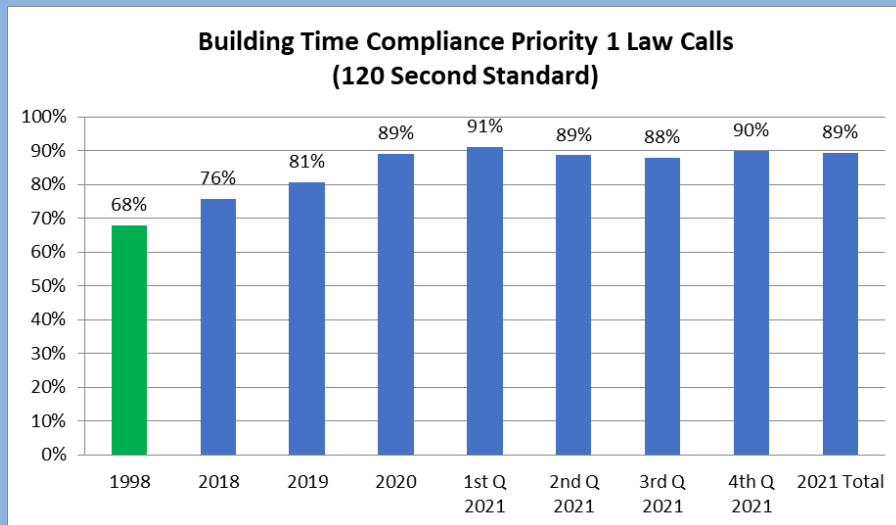
Performance Data for Santa Cruz Sheriff's Office



Our average building time for Santa Cruz SO for 2021 was 84 seconds, and our compliance to the 120-second standard was 88%. This is the combined time for call-taking and radio dispatching.

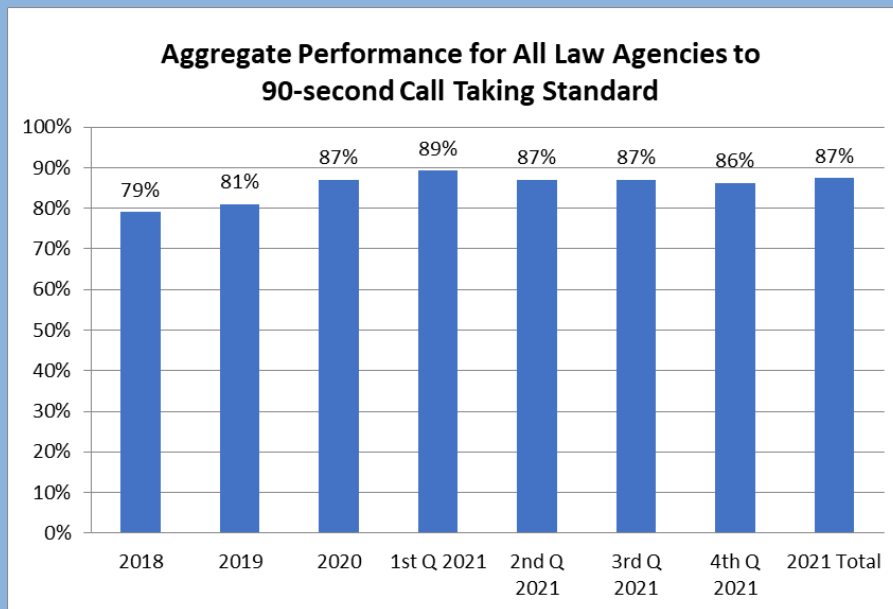
Aggregate Performance Data for Law Enforcement

BUILDING TIME – The elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of a law enforcement unit) in a maximum of two minutes (120 seconds) for 90% of all first priority law enforcement incidents.



Our average aggregate building time for 2021 was 81 seconds, and our overall compliance to the 120-second standard was 89%. We've come a long way since the beginning of the agency.

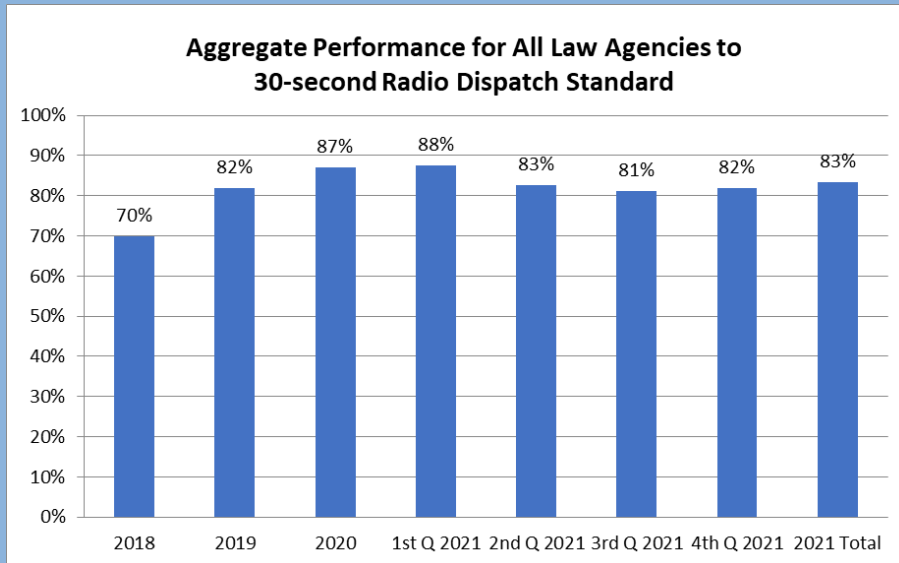
CALL-TAKING – The elapsed time from E9-1-1 call pick up to the point of incident creation (CAD incident initiation) in a maximum of 90 seconds for 90% of all first priority law enforcement incidents.



The average call-taking time for 2021 was 60 seconds.

Aggregate Performance Data for Law Enforcement

PENDING QUEUE – The elapsed time from CAD incident initiation to radio dispatch in a maximum of 30 seconds for 90% of all first priority law enforcement incidents.



The average call-taking time for 2021 was 21 seconds.

9-1-1 Ring Times

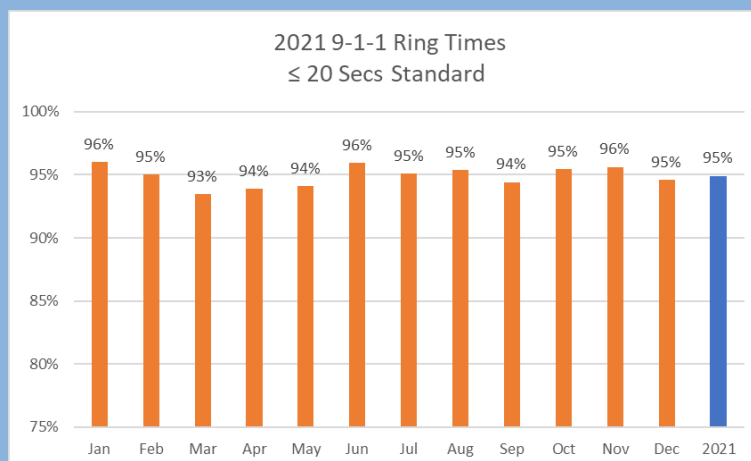
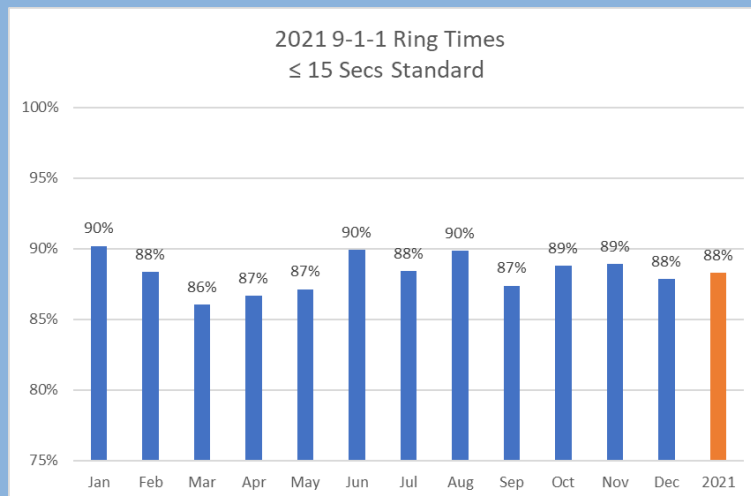
Calls are answered in the order of priority as listed below:

1. Calls received on 9-1-1 or alternate emergency access numbers
2. Calls received on non-emergency lines
3. Calls received on administrative and/or internal phone lines

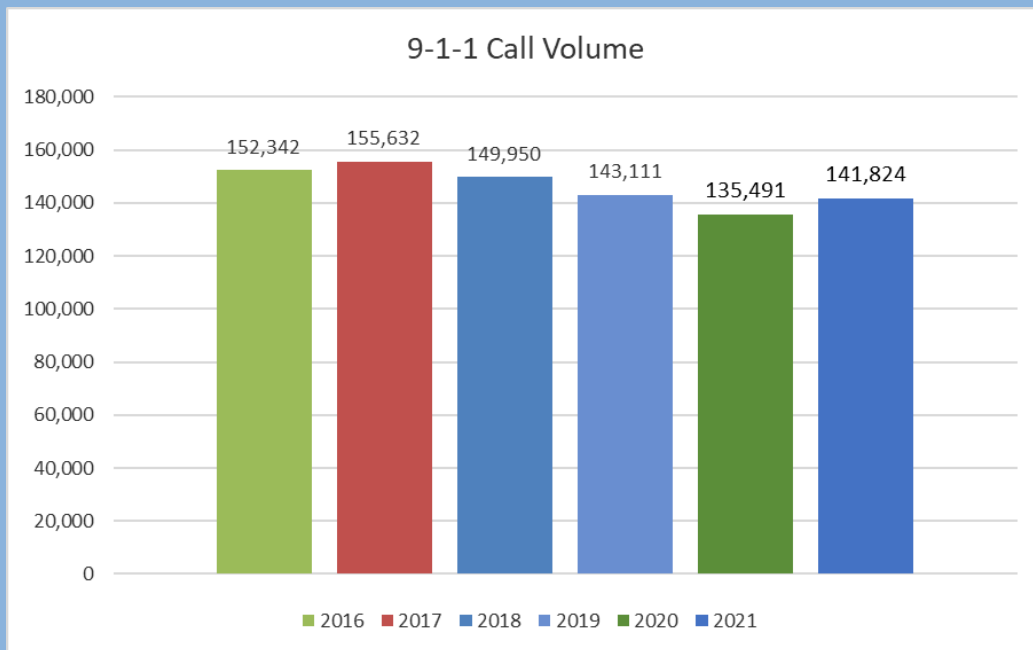
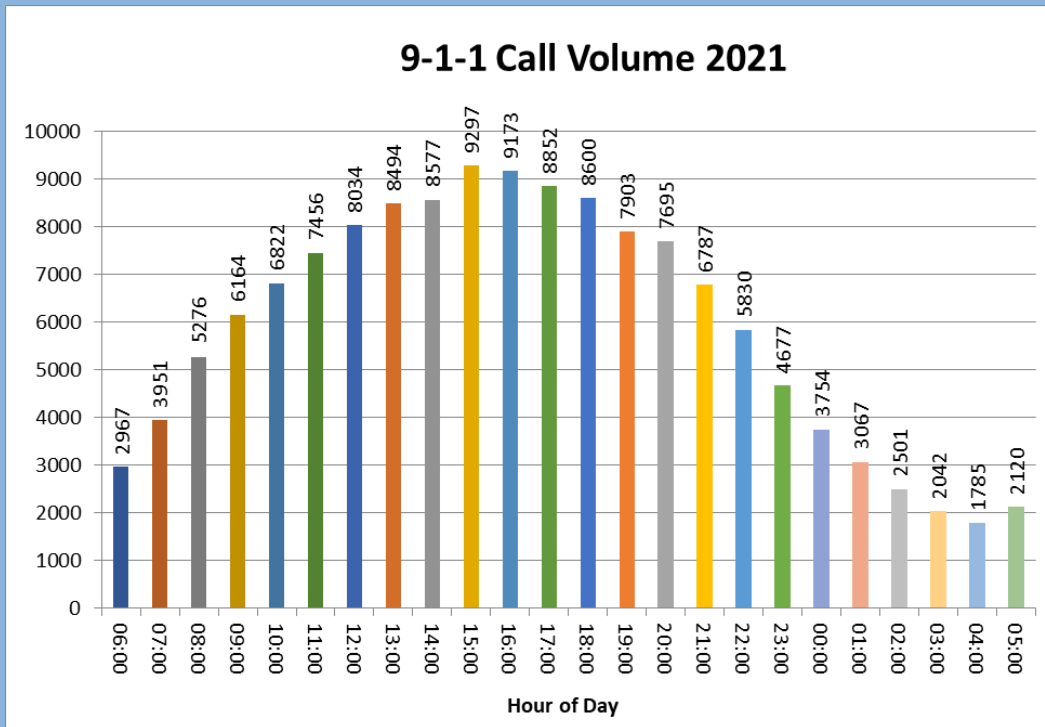
The National Emergency Numbers Association (NENA) Standard for 9-1-1 call Processing states:

- Ninety percent (90%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) SHALL be answered within (\leq) fifteen (15) seconds.
- Ninety-five (95%) of all 9-1-1 calls SHOULD be answered within (\leq) twenty (20) seconds.

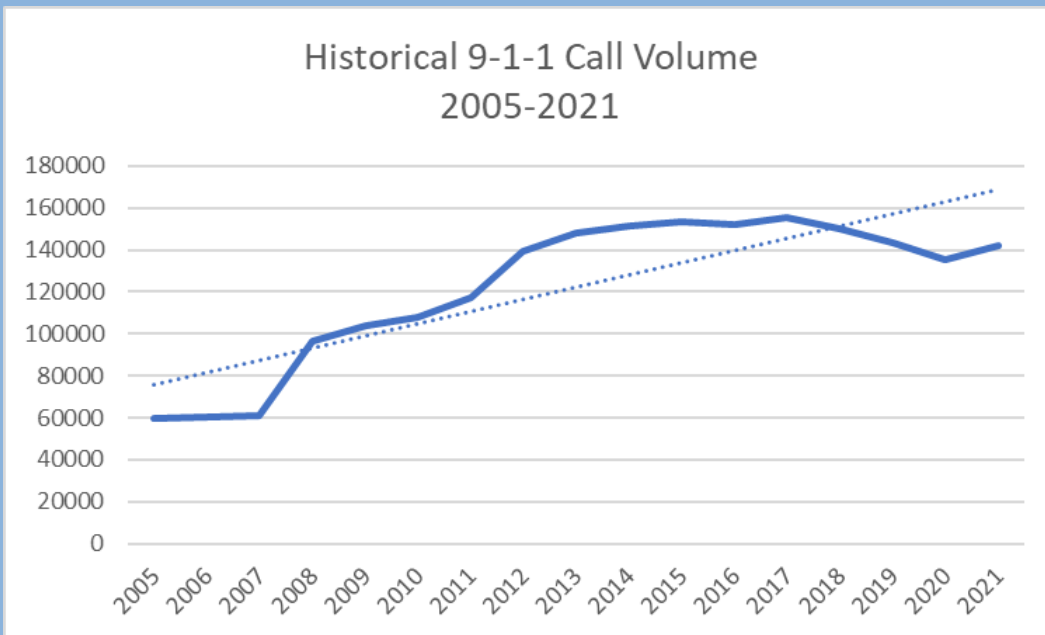
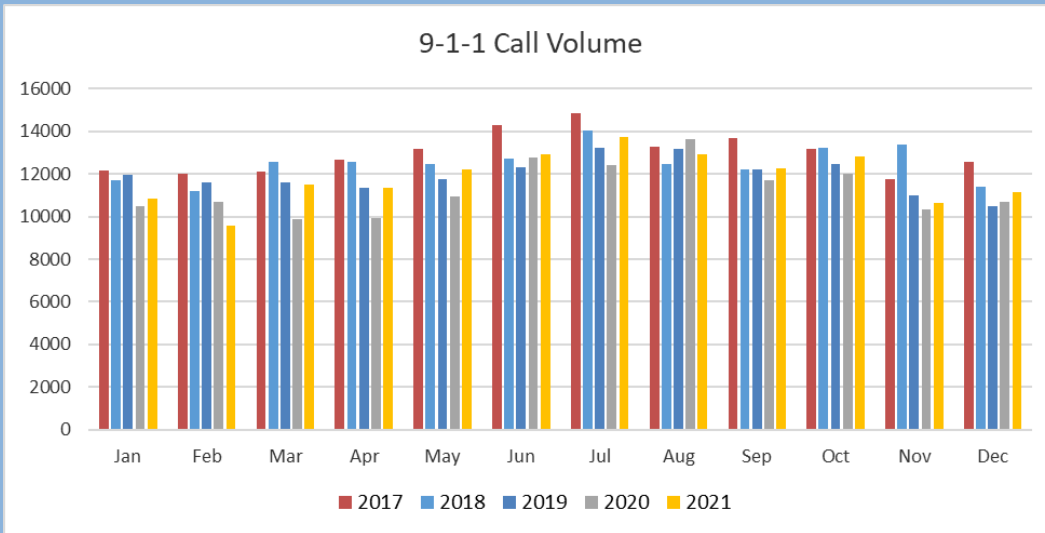
The application of this standard begins from the time the call presents in the Center to the time of answer by the dispatcher. Any unanswered 9-1-1 call is considered the highest priority until proven otherwise. Quick reaction time and staffing is essential.



9-1-1 Call Volume



9-1-1 Call Volume





Standards of Excellence
2021

Annual Performance Report
Prepared for the Fire/EMS Users Subcommittee
February 14, 2022

Serving:
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 equally important. For continued quality improvement, it is important to provide our dispatchers with feedback regarding their performance for each phase of the dispatch job (call-taking, pending queue management, and customer service). For our Users, it is important to report on the Center's overall performance, known as "building time."

Fire Service Performance

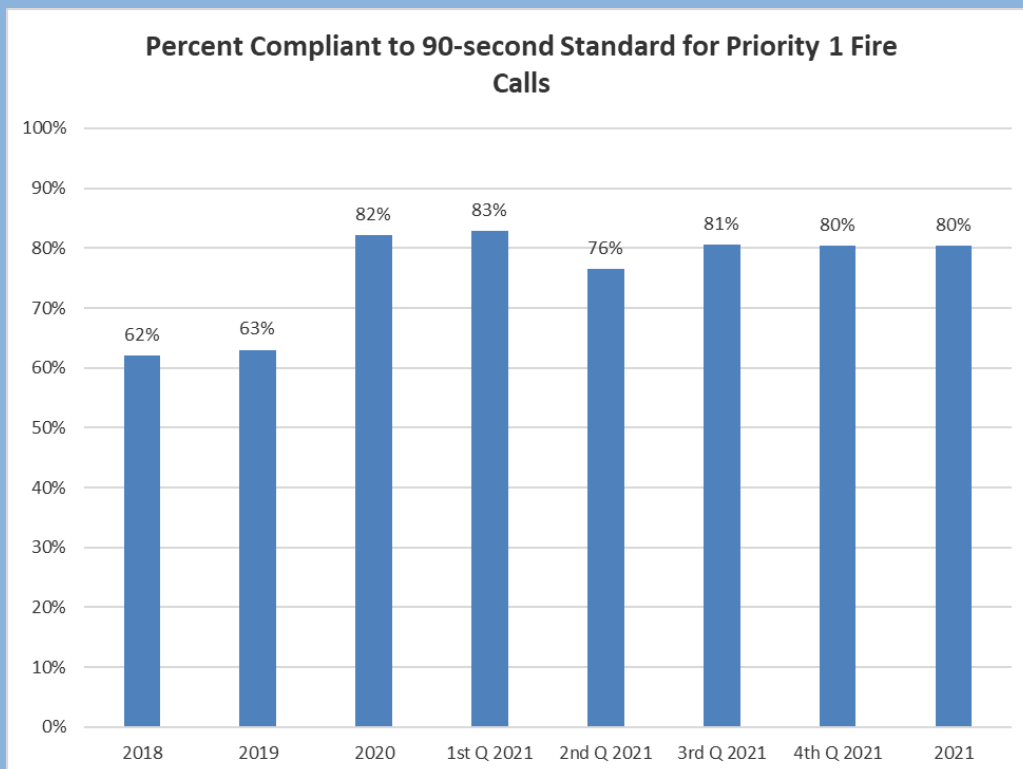
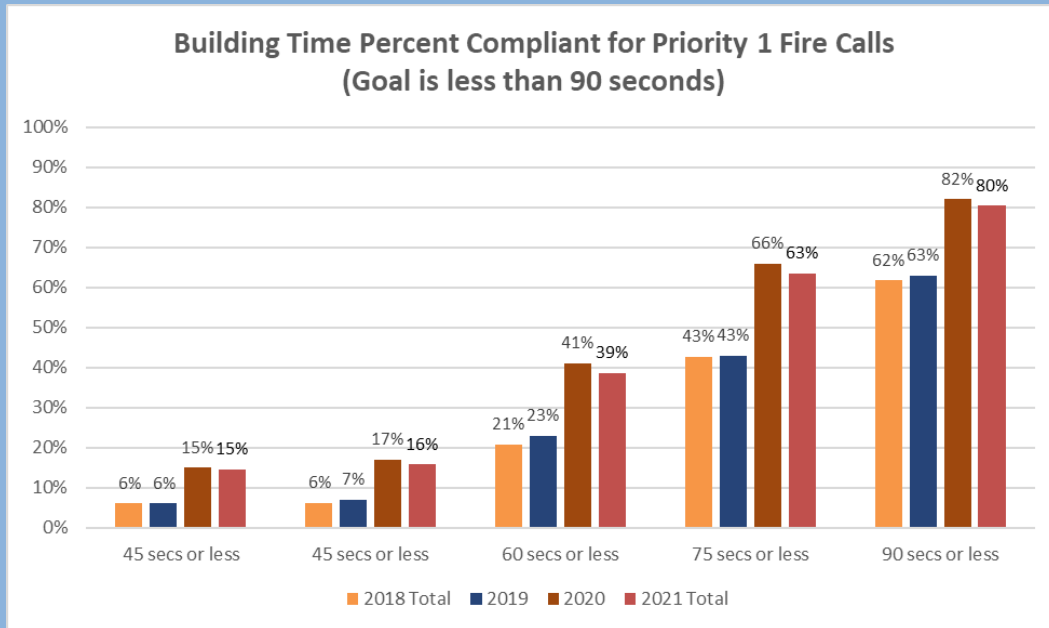
- The total processing time from E9-1-1 call pick-up until radio tones is the "building time." Building time is the amount of time that it takes to complete call-taking and radio dispatching. The call-taking standard is 60 seconds or less; the radio dispatching standard is 30 seconds or less; 90 seconds is the standard for "building time."
- In 2021, building time average was **70 seconds**. The Center was **80%** compliant with the 90-second standard.
- Average building time for **Confirmed Structure Fires** was **64 seconds**. The Center was **88%** compliant to the 90-second standard. This is an improvement of 3% over last year and a **35% improvement over two years!**

EMS Performance

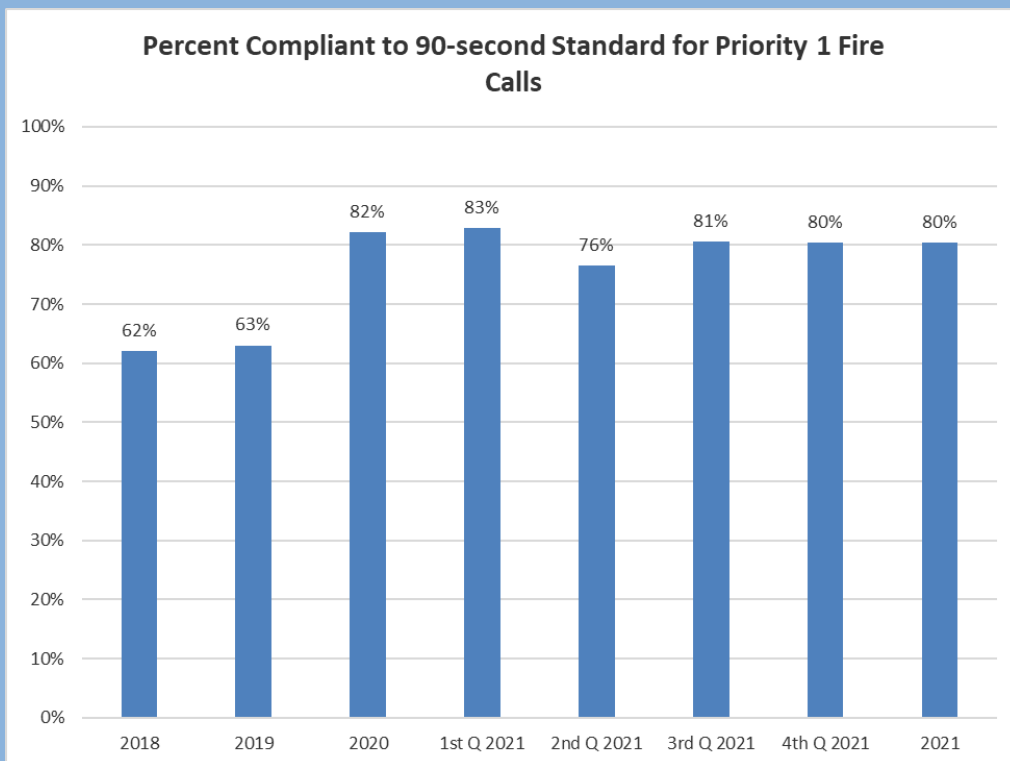
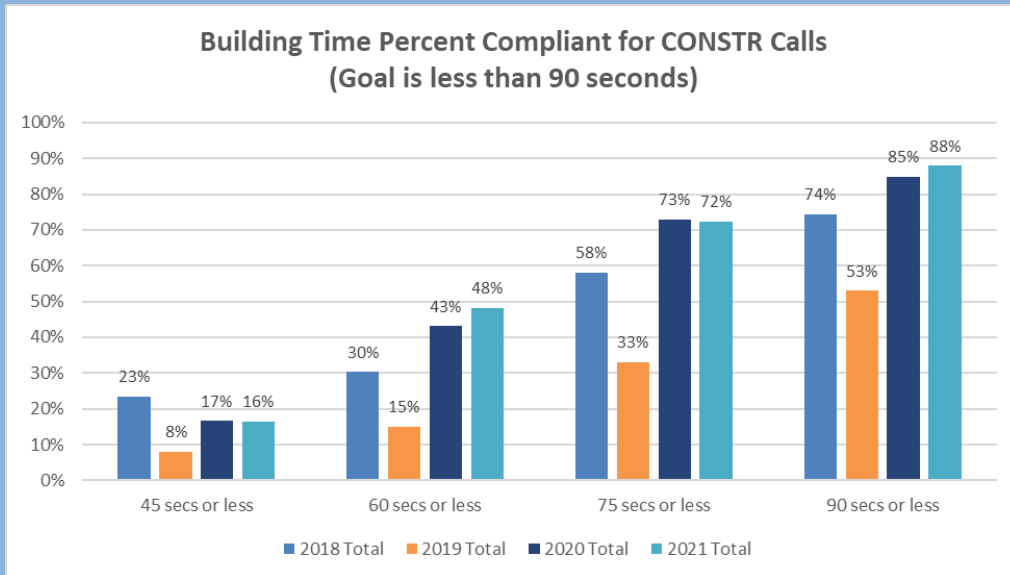
- In 2021, building time for **ECHO** medicals, the highest priority medical, averaged **56 seconds**. The agency was **92% compliant** to the 90-second standard, processing a total of 465 calls of this priority.
- Patients who report difficulty breathing, chest pain, and possible stroke symptoms are considered the second-highest priority medical. Dispatchers use specific "Quick Launch" incident types of BREATH, STROKE, and CHEST to start these incidents based on the opening statements of the caller before entering the EMD system. There were **3,310** 9-1-1 calls that fell into this category. Average building time for these calls was **62 seconds, 94% compliant** to the 90-second standard.
- This year, the agency has a contract with Priority Dispatch to provide Quality Performance Reviews (QPR). Performance reviews are essential for quality assurance and improvement. Since August, a review of 508 calls provided dispatchers with timely, constructive feedback. Performance has improved by 12% since the beginning of the program. January 2022 is showing significant improvement, with 81% of reviewed calls scored as "compliant."

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% of all first priority fire incidents.

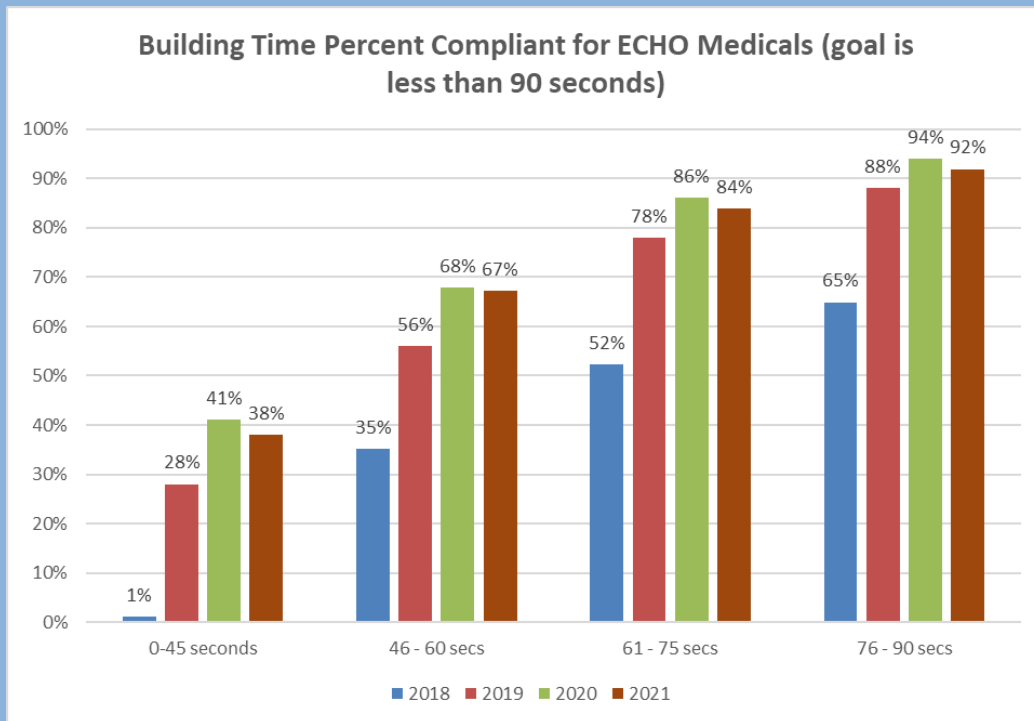


Overall Performance on Confirmed Structure Fires 2021

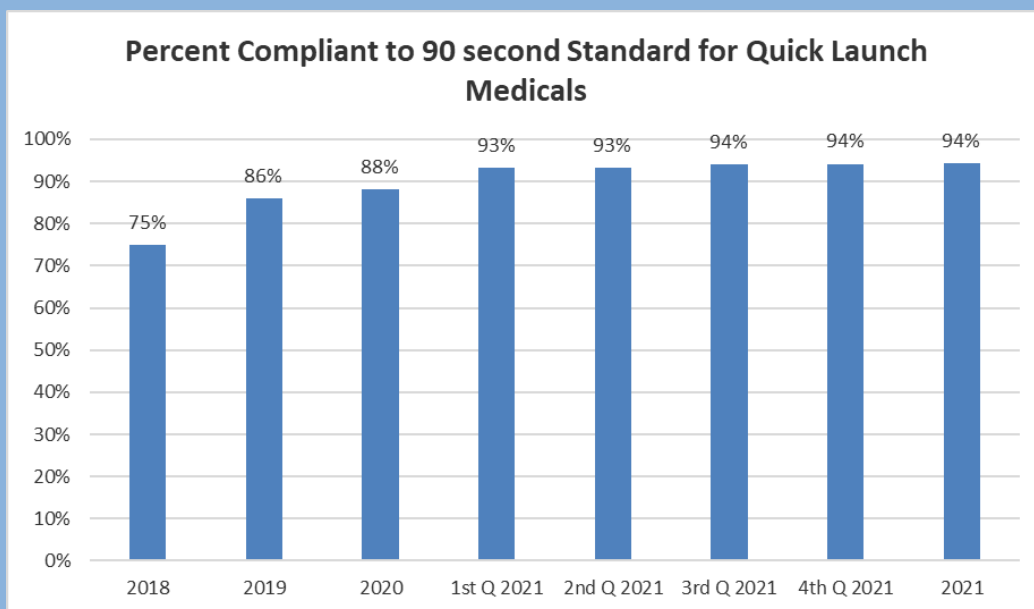


Performance Data for Priority Echo Medicals

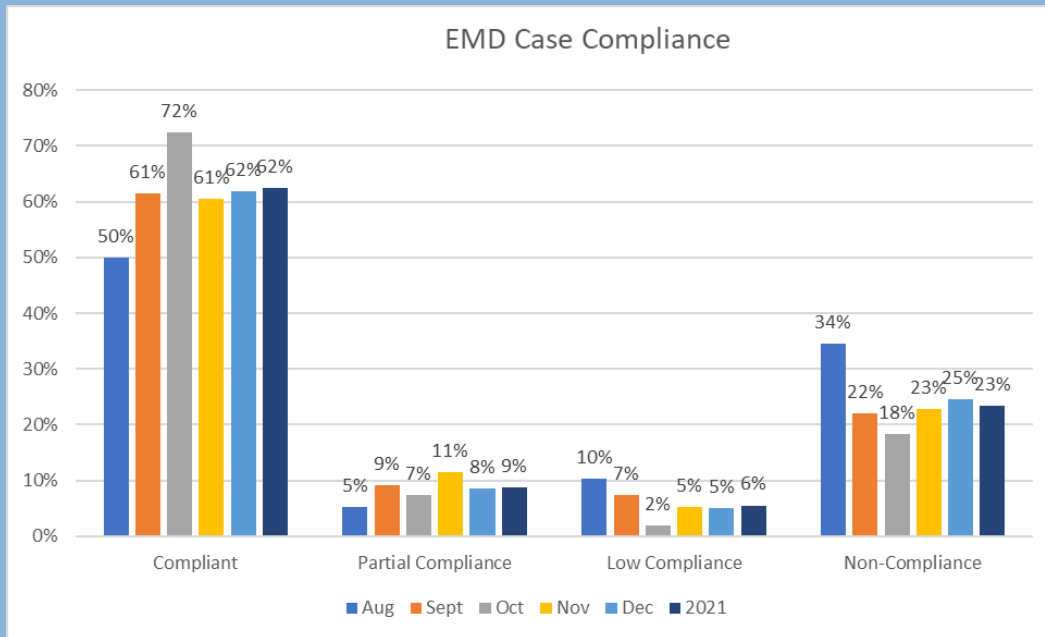
- Elapsed time from E9-1-1 call pick-up to the point of radio dispatch in a maximum of 90 seconds for 90% of all priority Echo (E) EMS incidents.

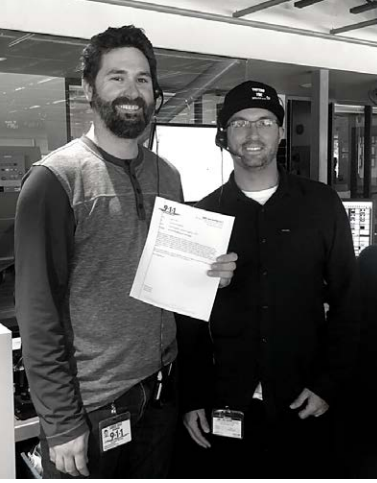


The "Echo" level emergency is the highest priority incident in the EMD system. It is used for patients who are identified from the beginning of the call-taking process as being in respiratory arrest or experiencing life-threatening breathing difficulties.



EMD Case Compliance





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.

