



ANNUAL REPORT 2022



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.

www.scr911.org

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Contributors to this Annual Report:

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

MESSAGE FROM THE GENERAL MANAGER

Every year, the Santa Cruz Regional 9-1-1 management team meets in December to discuss goals for the upcoming year. The largest goals are memorialized in the Annual Report and the team considers itself accountable to the Board of Directors, User Agencies, and the Staff to accomplish the published goals each year.

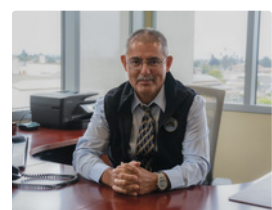


In December 2021, development of a Strategic Plan was set as an annual goal for the year 2022. In meetings between January and April 2022, the management team discussed the Authority's mission and values, brainstormed challenges and opportunities facing us, and developed goals related to these.

Once the outlines of the Strategic Plan were realized, the team sought input from other SCR9-1-1 staff members and User Agency personnel. The Plan captures that input and feedback, and was adopted by the Board of Directors on October 27, 2022. It broadly outlines the Authority's goals for the next five years and includes some specific objectives related to each goal.

As you read our Annual Report for 2022, you will learn more about the Strategic Plan and its five initiative areas. The Plan is available on our website.

Santa Cruz Regional 9-1-1 Board of Directors



(L-R) Carlos Palacios, County of Santa Cruz; Matt Huffaker, City of Santa Cruz
Jamie Goldstein, City of Capitola; René Mendez, City of Watsonville

SANTA CRUZ REGIONAL 9-1-1 STAFF

Management Team

Amethyst Uchida, General Manager
Stephanie French, Operations Manager
Wolff Bloss, Systems Manager

Operations and Support Services

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

Systems Division

Tom Ginsburg, Senior Systems Technician
Gilberto Oros, Senior Systems Technician
Nicola Torchio, Senior Systems Technician
Gabiella Santana, GIS Technician

Business Division

Beth Wann, Office Supervisor
Tina Bisgaard, Senior Administrative Assistant
Maria Wallen, Senior Administrative Assistant
Natalie Mitchell*, Student Intern
Aileen Romero, Student Intern

Public Safety Dispatch Staff

Senior Public Safety Dispatchers

Andrea Castro
Andrew Davidson
Lyndsay Farotte
German Flores
Gina Loftin
Abigail Marizette
Teresa Minogue (ret)
Areli Sanchez
Stephanie Tracy

Public Safety Dispatchers

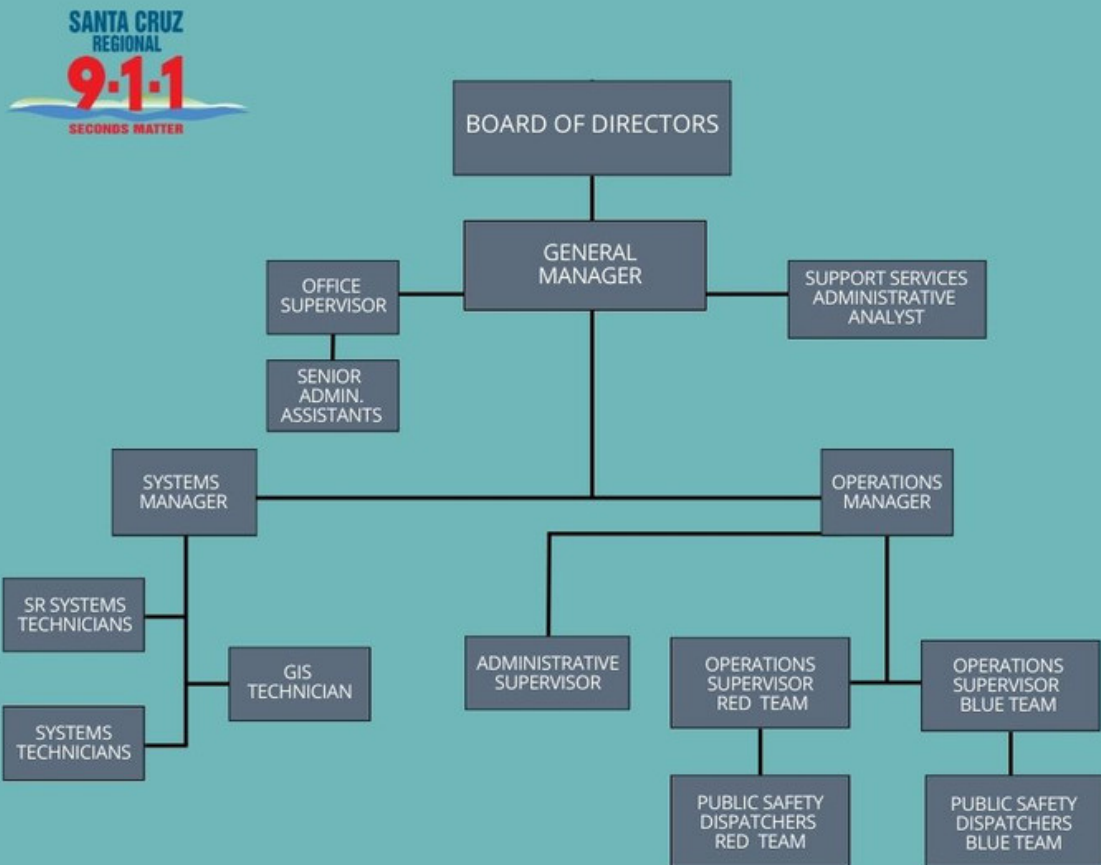
Nicole Anderson
Michael Birkett
Elian Cerritos
Valerie Conner (Extra Help)
Dillon Corley
Christina Corral*
Kristine Ebersole
Anne Escobar
Natalya Estrada
Jessica Ewing* (Extra Help)
Patrick (PJ) Garza
Cooper Heberer
Austin Henderson*
Victor Hernandez*

Kristal Higgins
Sheena LaMar
Abigail MacMullan
Jenn Maggio
Eric Mello
Magdalena Murakami
Ignacio Narez*
Lisa Oberdorfer (Extra Help)
Bryon O'Neal
Justin Orozco
Jim Page*
Jack Parker
Alex Perez

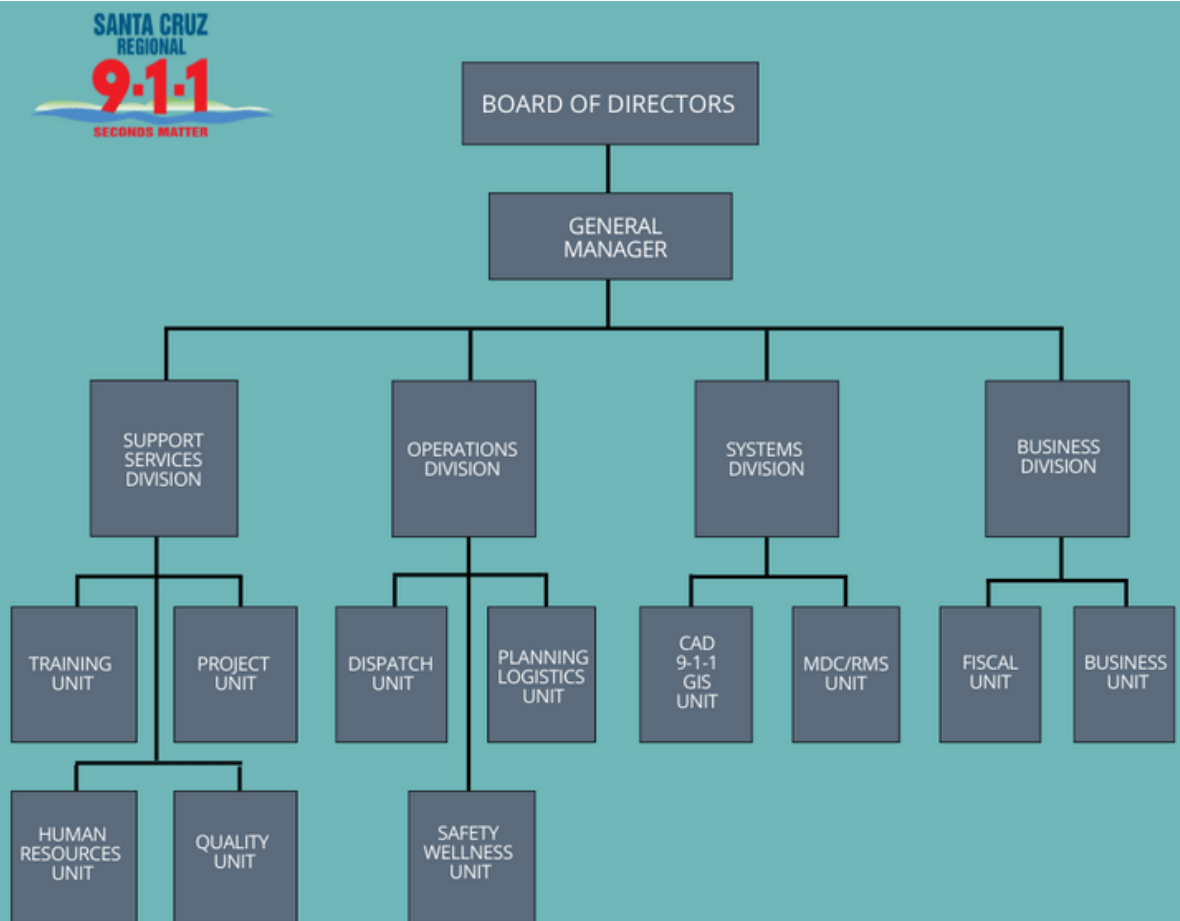
Samantha Preciado
Ariana Rios
Isaias Roman
Christopher Rubio*
Billie Savell
Melanie Sherwood
Deanne Spencer
Tammy Spath* (Extra Help)
Taylor Stamos
David Sumner
Simran Thind
Rose Torres
Bailey Whittle
Paola Zepeda

(ret) - retired in 2022
*left employment in 2022

ORGANIZATIONAL CHART



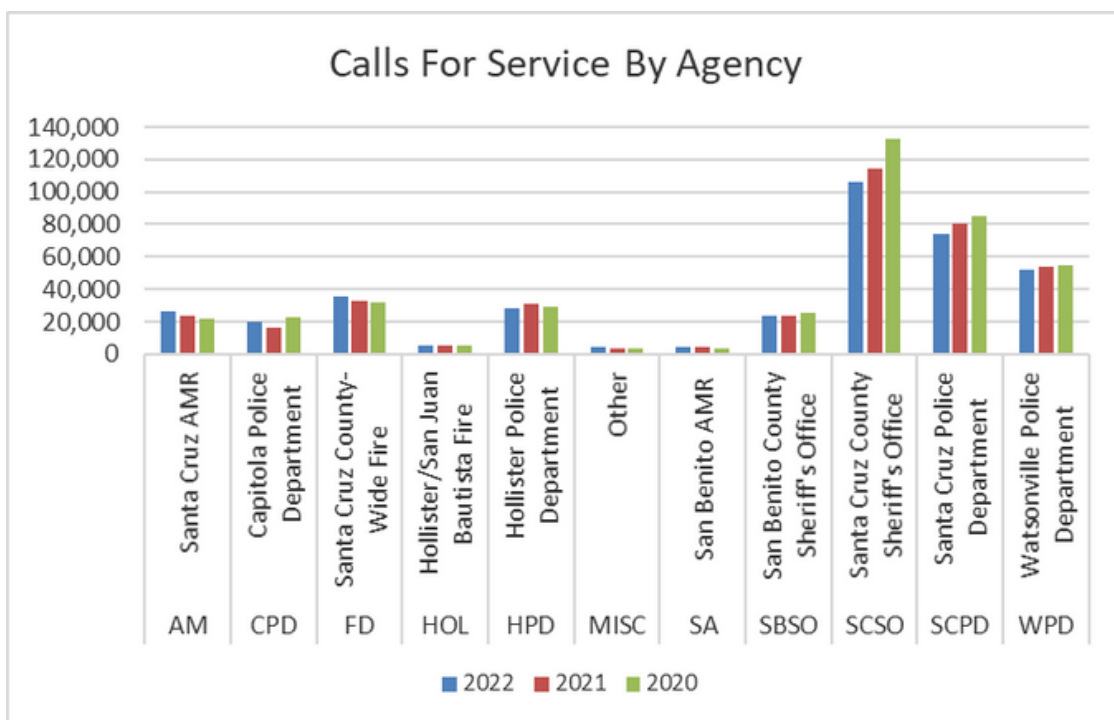
PROGRAM REPORTING STRUCTURE



WORKLOAD AND CALL STATISTICS

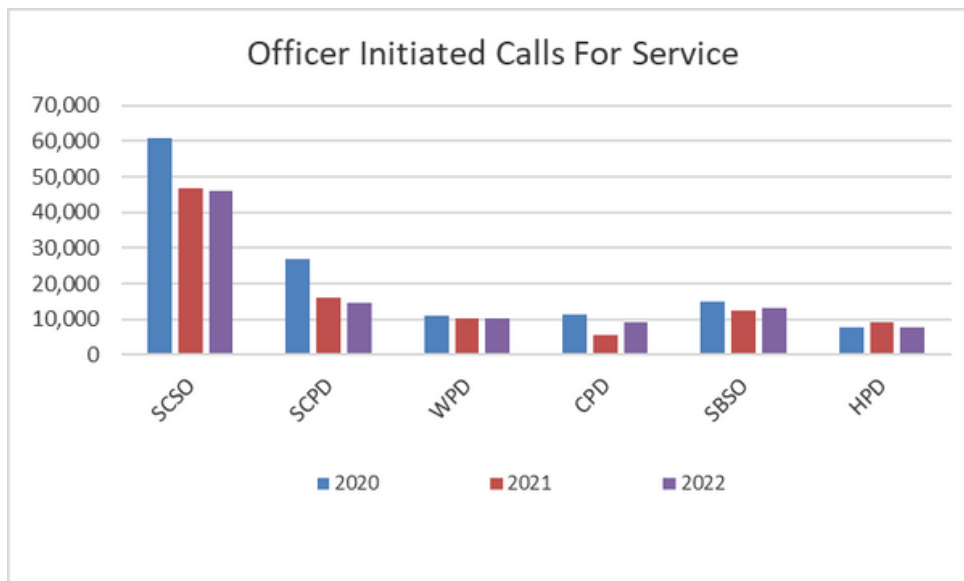
CALLS FOR SERVICE AGENCY COMPARISON

Name	2022	2021	2020	% Change	% 2020 to 2021
Santa Cruz AMR	26,007	24,003	21,889	8.35%	9.66%
Capitola Police Department	19,948	16,584	22,387	20.28%	-25.92%
Santa Cruz County-Wide Fire	35,357	33,082	31,592	6.88%	4.72%
Hollister/San Juan Bautista Fire	5,681	5,586	5,380	1.70%	3.83%
Hollister Police Department	28,503	30,588	29,002	-6.82%	5.47%
Other	4,660	3,877	3,540	20.20%	9.52%
San Benito AMR	4,242	4,085	3,973	3.84%	2.82%
San Benito County Sheriff's Office	23,286	23,469	25,050	-0.78%	-6.31%
Santa Cruz County Sheriff's Office	106,426	114,409	132,464	-6.98%	-13.63%
Santa Cruz Police Department	74,432	80,653	85,114	-7.71%	-5.24%
Watsonville Police Department	52,170	53,995	54,792	-3.38%	-1.45%
TOTAL	380,712	390,331	415,183	-2.46%	-5.99%



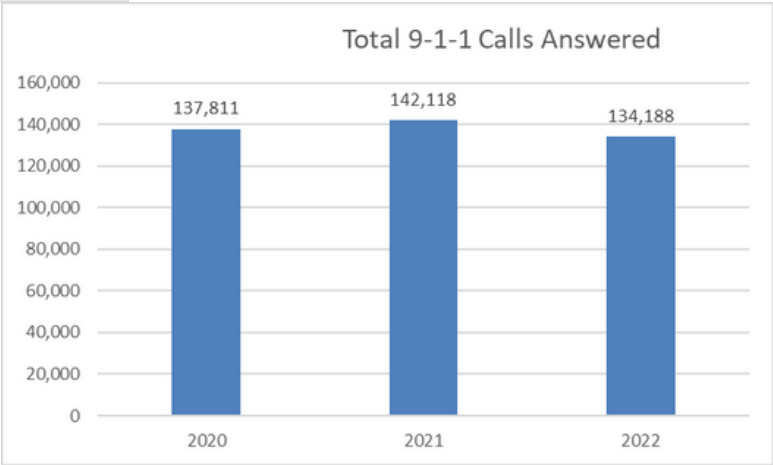
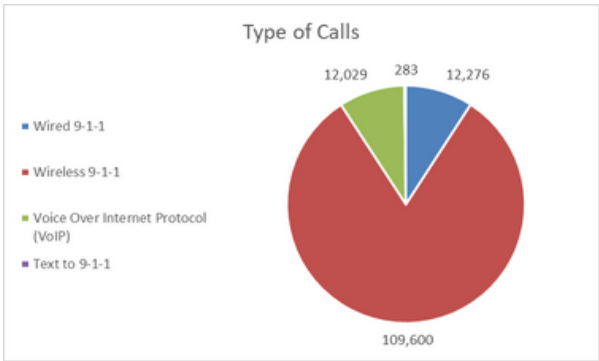
OFFICER-INITIATED CALLS FOR SERVICE

Name	2020	2021	%Change	2022	% Change
Santa Cruz County Sheriff's Office (SCSO)	60,841	46,798	-23.08%	46,005	-1.69%
Santa Cruz Police Department (SCPD)	26,989	16,000	-40.72%	14,749	-7.82%
Watsonville Police Department (WPD)	10,938	10,421	-4.73%	10,423	0.02%
Capitola Police Department (CPD)	11,343	5,716	-49.61%	9,328	63.19%
San Benito County Sheriff's Office (SBSO)	14,833	12,340	-16.81%	13,119	6.31%
Hollister Police Department (HPD)	7,618	9,338	22.58%	7,698	-17.56%
TOTAL	132,562	100,613	-24.10%	101,322	0.70%



TOTAL PHONE CALLS HANDLED AND PROCESSED

Type of Call	2020	2021	2022	% Change
Wired 9-1-1	17,130	13,880	12,276	-11.56%
Wireless 9-1-1	110,906	117,171	109,600	-6.46%
Voice Over Internet Protocol (VoIP)	7,455	10,773	12,029	11.66%
Text to 9-1-1	300	294	283	-3.74%
Total 9-1-1	137,811	142,118	134,188	-5.58%
10-Digit Emergency	33,841	33,496	33,490	-0.02%
10-Digit Non-Emergency (law)	154,098	148,261	135,240	-8.78%
10-Digit Other	201,405	197,827	198,850	0.52%
Total 10-Digit Calls	389,344	379,584	367,580	-3.16%
Total Phone Calls	527,155	521,702	501,768	-3.82%



ASSESSMENT OF 2022 AUTHORITY GOALS

DEVELOP A COMPREHENSIVE STRATEGIC PLAN FOR THE AUTHORITY

Over several months, the management team met to discuss ambitions and challenges for the Authority. After all of the SCR9-1-1 employees and our User Agencies were surveyed to provide input and suggestions, five primary initiatives emerged. The final Strategic Plan was adopted by the Board of Directors in October 2022. The initiatives of the Strategic Plan are:

- Cultivate Our Employee-Focused Culture
- Review and Update Professional Standards
- Enhance Use of Technology
- Administration Modernization
- Build Succession Planning Framework

The full Strategic Plan is available at scr911.org. Even as the Strategic Plan was being developed, staff took action on some objectives in pursuit of specific goal areas. Later in this report we'll review those accomplishments.

EMPLOYEE ENGAGEMENT

During these challenging times in the public sector of hiring and retaining employees, the Authority thought it wise to focus on the following projects in 2022:

- *Employee Engagement Survey* ~ As per our three-year survey rotation, 2022 was the year to survey our employees. Our survey was modified to be more engaging and we had an excellent participation rate. Highlights of the survey results can be found in the Appendix of this report.
- *Virtual Recognition Program* ~ In June of 2022, the Authority launched a virtual Employee Recognition platform. This allows for in-time appreciation and recognition, as well as peer-to-peer praise.
- *Promotional Onboarding Plan* ~ In an effort to support those employees that are promoted within, the Authority has developed a Promotional Onboarding Plan in order to provide support, tools, and resources to help the newly promoted employee fully transition into their new position and be successful.

ASSESSMENT OF 2022 AUTHORITY GOALS

TECHNOLOGY REFRESH

In March, the Technology Advisory Operations Committee (TOAC) was resurrected to evaluate technology solutions currently in use. TOAC focused on dispatcher applications, taking recommendations from line-level staff to improve workflow and productivity. In November, SCR9-1-1 hosted an 8-hour Technology Summit, where public safety vendors demonstrated their applications to SCR9-1-1 staff and Users. The demos covered mental wellness, quality assurance, training tracking, CAD and Mobile provisioning, and live 9-1-1 streaming into the responder's vehicles.



Technology Summit 2022

When: Thursday,
November 10, 2022
0900-1700

Where: NetCom
Conference Room or
virtually

Engage

mindbase

HG
HIGHERGROUND

FRONTLINE
PUBLIC SAFETY SOLUTIONS

CORDICO

SANTA CRUZ REGIONAL 9-1-1 SECONDS MATTER

ASSESSMENT OF 2022 AUTHORITY GOALS

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

In partnership with the State of California and several phone vendors (Intrado, NGA, and Atos), SCR9-1-1 made progress with implementing infrastructure that will support the NG9-1-1 environment.

- May 3, 2022 - Update to 9-1-1 call-handling equipment to prepare for acceptance of i3 calls.
- September 7, 2022 - Staff visited the CalOES lab to see demos of three vendors who offer cloud-based call-handling equipment. SCR9-1-1 will choose a cloud-based solution in FY 23/24.
- October 17 - Final Intrado equipment installation prior to testing.
- October 17-19, 2022 - NGA, ATOS, and Intrado completed pre-migration testing. For the first time at Santa Cruz Regional 9-1-1, test calls were received on a different network, the Next Gen 9-1-1 Network. These calls were made in coordination with state contractors to validate the ability of our communications Center to accept and transfer calls on the new telephone network.
- November 8, 2022 - Refined GIS data was uploaded to the NG9-1-1 repository.

RECORDS ENTERPRISE SOLUTION - RMS

The Records Management System (RMS) Project Team continued to work on the new Records Enterprise solution in an effort to deploy the training county wide and have a successful Go Live.

The Team worked on provisioning the new RMS system in many areas: code tables, data conversion, application version upgrade, interface development, infrastructure updates, and National Incident-Based Reporting System (NIBRS) testing. Some User training was completed, although more training will be needed due to switching to NIBRS reporting. Despite significant implementation progress, the new system is not ready for use and Go Live has been delayed.

STRATEGIC PLAN 2022 PROGRESS REPORT

Beginning with the 2022 Annual Report, an update on Strategic Plan Goals and Objectives will be provided each year. During 2022, staff tackled various objectives designed to help achieve some of the goals outlined in the Strategic Plan.

Increase Dispatcher Staffing Levels

We started the 2022 calendar year with 38.5 full-time employee (FTE) dispatchers, and ended it with 36.5 FTE dispatchers despite hiring nine dispatchers and holding three training academies.

Objective: Hire and hold New-Hire Academies at least twice per year until the Operations Division is fully staffed. In Progress: In 2022, we hired nine dispatchers, including two lateral dispatchers, and are in the process of hiring dispatchers for the first 2023 Academy of the year. Continuous recruitment efforts are critical, while we also seek to improve retention and training success rates.

Objective: Convene the Training, Hiring, And Recruitment Committee (THARC) during the 2022-23 fiscal year. This committee looks at these aspects of our agency and recommends changes to help increase the long-term success rate of dispatch hires. In Progress: The team met three times in the Fall of 2022 and has already made some recommendations for change to the evaluation process of new hires.

Revamp the Authority's Comprehensive Quality Assurance/Quality Improvement Program

Objective: Develop a new administrative position for Support Services and seek funding for the new position in the Fiscal Year 2022/23 budget. Completed: The new Support Services Administrative Analyst position was approved in May 2022 with funding allocated in the FY 2022/23 budget. A recruitment will open in the first quarter of 2023.

STRATEGIC PLAN 2022 PROGRESS REPORT

Increase Employee Retention through Employee Recognition and Appreciation Initiatives and Wellness Programs, including Peer Support.

Objective: Implement a virtual employee recognition program to increase opportunities for employer recognition, as well as providing a tool for peer-to-peer recognition. Completed: The Nectar program went live in June 2022. As of December 31, 799 shoutouts have been given via Nectar and 100% of employees have been recognized.

Objective: To increase employees' sense of belonging and place in Authority history, assign permanent employee badge numbers, and issue new ID cards. Completed: Each of the 268 permanent employees in the Authority's history has been assigned a unique sequential badge number, starting with Badge #001, Michael McDougall, the Center's first General Manager. The intent was to establish badge numbers to not only represent seniority, but also to recognize the commitment each employee has made to uphold the best interests of their community and to see their place in the continuum of our service. On Tuesday June 21, 2022, days after the Authority's 26th anniversary, we officially rolled out the new employee badge numbers and issued new ID cards for our employees to wear with pride.

Objective: Develop a promotional Onboarding Plan to better support newly promoted employees as they transition to a new position. Completed: The plan was created by the Business Office Supervisor and approved at a September 2022 Staff meeting.

Objective: Schedule Continuing Education (CE) training days for all personnel at least annually. Completed for 2022: The 2022 CE was held on November 15 and November 17. Training was provided on a variety of subjects, including an Active Assailant terminology review, ergonomics demonstration, and the role of dispatch incident documents in criminal prosecutions presented by the Santa Cruz District Attorney's Office. The 2023 CE will be held in the Fall of 2023 with focus on the CAD and 9-1-1 phone systems, as both are scheduled to be upgraded in 2023.

STRATEGIC PLAN 2022 PROGRESS REPORT

Optimize Use of Current Systems

Objective: Utilizing the Technical Operations Advisory Committee (TOAC), explore new CAD features and implement those that will improve usability and support dispatchers in their day-to-day activities. In Progress: TOAC met several times in 2022 and reviewed CAD updates. Several configuration changes and new features were identified and implemented.

Collaborate with Users on Adoption of New Technology

Objective: Monitor the state-funded alert and warning solution for its ability to meet SCR9-1-1 and User Agency needs, with the goal of transitioning to this solution when it has all the necessary features. In Progress: The current state-funded system has some planned enhancements which we hope will allow us to adopt this new platform in 2023.

Objective: Beginning in FY 2022/23, schedule an annual Technology Summit workshop for SCR9-1-1 personnel and/or User personnel in order to: review existing systems and features, consider upcoming system upgrades and enhancements, develop funding needs for budget planning, and incorporate User training and/or feedback. Completed: The first annual Technology Summit was held on November 10, 2022. Attended by SCR9-1-1 employees and Users representing six of the Authority's User agencies, the Summit provided insight into new technologies and enhancements available in current technologies. Going forward, this will be an annual activity held in the fall of each year.

Review Authority Job Descriptions

Objective: By December 2022, update the NEOGOV online careers portal with all current job descriptions, salary schedules, and benefits. In Progress: About 30% of the Authority's authorized positions have been updated in NEOGOV.

STRATEGIC PLAN 2022 PROGRESS REPORT

Review Authority Policy and Procedure

Objective: By October 2022, establish an ad hoc Board subcommittee in order to complete a review of Administrative Policies Series 100 through 2000. Completed: An Ad Hoc Policy Subcommittee was created at the September Board meeting. The subcommittee has met twice and established a process for policy review.

Objective: By July 2023, complete a review of policies in Series 100 through 2000 and obtain Board approval for recommended updates. Policies that require Union input will be deferred until MOU negotiations commence in early 2024. In Progress: Several policies have been reviewed and no changes were recommended. Four policies have been submitted to the full Board of Directors with proposed revisions, which have been adopted.

Identify Building Improvement Projects and Develop Funding

Objective: By October 2022, establish an ad hoc Board subcommittee in order to develop a capital funding proposal. Completed: The Ad Hoc Capital Finance Subcommittee was created at the September 2022 Board meeting. The subcommittee will meet in the first quarter of 2023.

2023 AUTHORITY GOALS

The Strategic Plan broadly outlines the Authority's vision for its future. Annually, we will highlight goals and objectives within the Plan which are targeted for progress each year. The 2023 Authority Goals are:

Revamp the Authority's Comprehensive Quality Assurance/Quality Improvement Program

Objective: Recruit and Hire a Support Services Administrative Analyst in Q1 2023.

Objective: In collaboration with the Operations Division Manager, the Support Services Analyst will develop the framework for an updated Quality Assurance/Quality Improvement program.

Objective: Develop performance dashboard reports for Dispatchers to provide realtime feedback on the Authority's compliance to Standards.

Evaluate Staffing Levels and Deployment Models

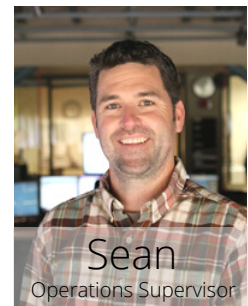
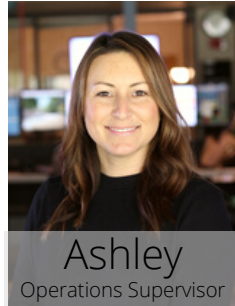
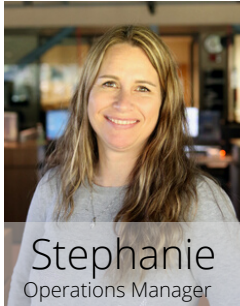
Objective: Complete a staffing deployment study in Operations, evaluating Dispatcher workloads and changing expectations. Consider utilizing the Association of Public Safety Communications Officials' (APCO) Project RETAINS Toolkit.

Objective: Develop a proposal for part-time dispatcher positions.

Optimize Use of Current Systems

Objective: Utilizing the Task Teams and Users Committee, implement new Motorola P1 Mobile features to improve usability for field personnel and to support dispatchers in day-to-day operations.

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. In 2022, the year ended with 36.5 FTE dispatchers, four of which are in the training program.

The Santa Cruz Regional 9-1-1 Operations Division is staffed 24 hours a day and committed to provide superior service with courtesy and respect to its communities and User agencies during times of crisis. Calls are handled with professionalism and urgency to ensure the proper agency is notified as quickly as possible. In addition to law enforcement and fire services, SCR9-1-1 is the single point of contact for Emergency Medical Services (EMS) in both Santa Cruz and San Benito Counties. Emergency Medical Dispatchers (EMDs) are trained and certified to provide pre-arrival instructions over the phone until help arrives.

In 2022, dispatchers received **501,768** phone calls which led to **415,183** Calls for Service (CFS) created. The average call duration was two and one-half minutes.

The Operations Division participates in many internal and external collaborative groups working on goals to serve the mission of the agency, the agencies we serve, and the community. Internal groups are facilitated by a member of the Operations Management Team with participation from dispatcher representative(s) and line-level field Users, while the external groups are facilitated by a User agency with management participation from SCR9-1-1.

Internal Work Groups	External Work Groups
Law Task Team	EMS Ops Section
Fire EMS Task Team	Fire Ops Section
Technical Operations Advisory Committee (TOAC)	Resource Utilization Committee
Training Hiring Analysis Recruiting Committee (THARC)	Quality Improvement Committee (QIC for EMS)

Once a month, the Operations leadership group (Division Manager, Supervisors, and Senior Public Safety Dispatchers) meets to review operational policy and procedure, review critical incidents to identify strengths and weakness, and develop leadership skills. In August, each Senior Dispatcher (Lead) was instructed to work on a project of their choice, with the goal of improving a current process. Below is a summary of their projects:

- **Andrew Davidson** – Streamline the retention of All County Bulletin (ACB) records to reduce duplicate filing and posting - COMPLETED.
- **Annie Castro** – Reinstate the Continuous Rigorous Training (CRT) program - COMPLETED.
- **Areli Sanchez** – Develop a Spanish terminology resource for newly hired bilingual dispatchers - IN PROGRESS.
- **Stephanie Tracy** – Design a “Good News” board where personal stories, pictures, and events are shared with staff to lighten the workday - IN PROGRESS.
- **Gina Loftin** – Review the use of fields on the Person’s Tab in CAD for consistency - IN PROGRESS.
- **German Flores** – Prepare dispatch staff for the transition of handling text within the phone system to Rapid Deploy - COMPLETED.
- **Lyndsay Farotte** – CAD Premise Hazard record maintenance - IN PROGRESS.
- **Abby Marizette** – Evaluate peer interview process for dispatcher recruitments - COMPLETED.

Four of the projects were completed by the end of the year, with the others well on their way to completion.

We appreciate the work the Lead Dispatcher group does to keep Operations running smoothly on a day-to-day basis. In April, during dispatcher appreciation week, the Operations Management Team hosted a team-building exercise with the Leads at the DeLaveaga Golf Course driving range. We value their hard work and dedication to the division and agency.



L-R bottom row:
Areli Sanchez and
Gina Loftin

L-R top row:
German Flores, Annie
Castro, Lyndsay Farotte,
Stephanie Tracy, and
Andrew Davidson.
Not pictured:
Abby Marizette

In March, Dispatcher **Kristine Ebersole** was a presenter at the California Chapter of National Emergency Numbers Association's (CalNENA) conference. The purpose of CalNENA is to foster a reliable and continuously improved emergency telephone number network through research, planning, training, and education; represent its members before communications regulatory agencies and policy making bodies; and strive towards citizens having immediate access to emergency public safety services so that safety of human life, protection of property, and civic welfare are benefited to the utmost degree. Kristine's presentation was a one-hour training session for dispatchers in dealing with callers with mental illness, intellectual disabilities, and substance abuse issues. She provided techniques on how to approach and communicate with these callers in order to provide the best information possible to the field responders. Kristine's session was well attended and she received many compliments from attendees as they saw her throughout the rest of the conference.



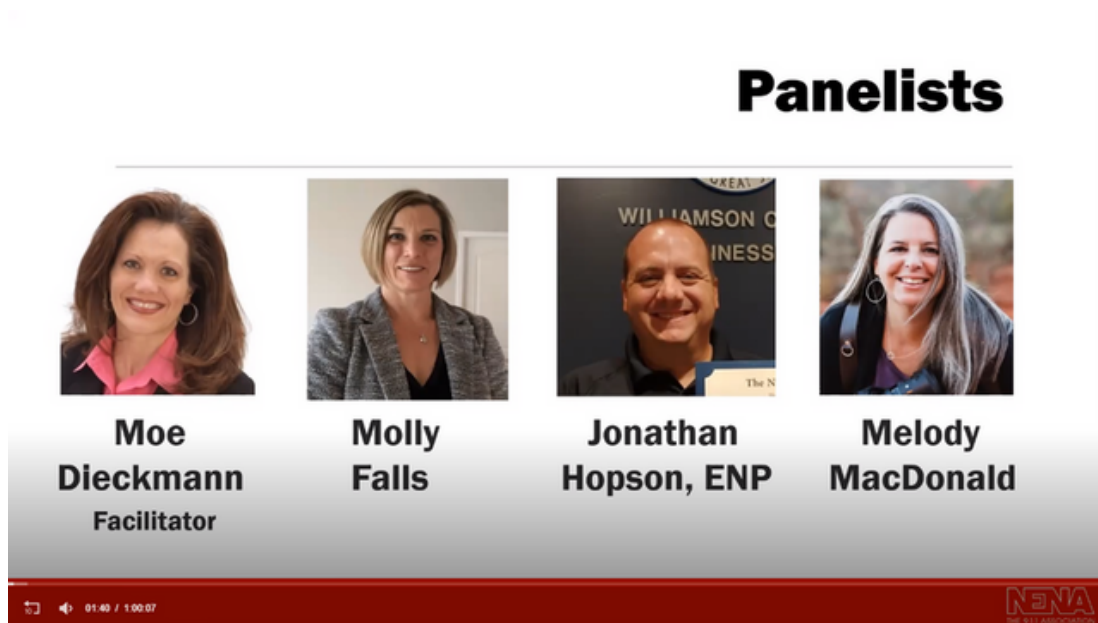
Public Safety Dispatcher II,
Kristine Ebersole, at the
CalNENA Conference

In March, Operations Supervisor **Melody MacDonald**, participated as a speaker on a wellness webinar hosted by the National Emergency Number Association (NENA). The webinar was titled, "Improving Wellness After Critical Incidents & Every Day."

While the Authority strives for wellness in the workplace, this webinar acknowledged that employee wellness sometimes gets derailed by life events, critical incidents, or the everyday job-related stressors we all experience in the 9-1-1 industry. The webinar focused on:

- How to gauge your own wellness levels and needs;
- Daily activities that promote a culture of wellness in your dispatch center;
- Practices that enhance critical-incident coping skills; and
- Where to find resources for proactive stress management, healing, and the facilitation of difficult conversations.

Melody is a founding member of the Authority's Peer Support Team that was created in 2007. She is an extremely valuable resource to our employees and was an excellent selection as a panelist for this resourceful webinar.



Far right: Melody MacDonald participated as a panelist on a Wellness Webinar hosted by NENA.



January 15 - Santa Cruz County coastline was put on Tsunami advisory at 0456 hours after an offshore volcanic eruption in the Pacific Ocean. Santa Cruz and Capitola experienced several surges around 0800 hours, with multiple vehicles reported to have been submerged at the Santa Cruz Harbor. Thankfully, there were no reported injuries and the Tsunami advisory was lifted at 2028 hours the same day.

February 11 - At 1800 hours, **Jenn Maggio** answered a medical call regarding a one-year-old who was possibly choking. Initially, it was difficult to understand if the child was breathing or not. Maggio seamlessly updated the responding fire department and emergency medical services (EMS) personnel while continuing to talk to the caller using Emergency Medical Dispatch (EMD) protocol. It was eventually determined the baby was breathing, but not normally, and had something stuck in their throat. Maggio provided the caller with Heimlich Maneuver instructions. The phone was being passed around at the chaotic scene and Maggio had to re-start the instructions multiple times. Maggio remained calm and was eventually able to provide complete Heimlich Maneuver instructions. As a result, the obstruction was cleared prior to EMS arriving on scene. EMS assessed and transported the child for further treatment.



Public Safety Dispatcher II, Jenn Maggio

February 26 - At 2356 hours, our dispatch center received a call from an emotionally disturbed person who was threatening to end their life and reporting that they were actively cutting themselves with a knife while on the phone. **Jenn Maggio**, in partnership with the California Highway Patrol (CHP) dispatch, tried to keep the caller on the phone to get further information, including their current location. Despite several hang-ups from the caller, Maggio was persistent in calling back multiple times and eventually was able to keep them on the phone long enough to get a better location and confirm their current injuries. In an effort to establish another line of communication, Maggio was also able to connect the responding deputy with the person, but they eventually disconnected again. At 0016 hours, we received another call. This time, **Ariana Rios** answered the call and maintained contact for the next 40 minutes. Rios was able to establish a rapport with the person and ask specific questions relayed to her from deputies in the field. Eventually Rios convinced the caller to put down the knife and walk to the awaiting deputies. The caller was treated at the scene and transported for further care.

March 25 – As an example of the high-level multitasking skills the Authority’s dispatch staff possess, the following priority calls for service came in, back-to-back, to the Center:

- At 2053 hours, **Cooper Heberer** spoke to a 15-year-old stating a subject tried to kidnap them. Heberer quickly created a call for service and continued to question the caller. While on the phone with this caller...
- At 2113 hours, **Sheena LaMar** processed a call from a reporting party claiming to hear someone in their home. LaMar kept the caller on the phone until officers arrived. Prior to the police department arriving...
- At 2117 hours, **Ariana Rios** processed a call from a reporting party claiming to have planted a bomb. The caller then hung up. Rios quickly called back and proceeded to engage with the caller for the next 30 minutes.

Each of the above calls is a priority call for service and in a different law enforcement jurisdiction. At this time of day, each dispatcher was also performing the duties of a call-taker. LaMar and Rios were both managing a radio channel during the priority phone calls they handled. Their team members on the dispatch floor provided support to allow them to focus much of their attention to their callers. This is an excellent example of the exemplary teamwork that happens in the Authority’s Center in order to support the critical events happening in both Santa Cruz and San Benito Counties.

August 11 - At 1622 hours, our dispatch Center started receiving multiple 9-1-1 calls about a fire in the eucalyptus trees near Pogonip. **Anne Escobar** was the first dispatcher to process a call, and one of eight dispatchers (including **Annie Castro, Dave Sumner, PJ Garza, Lyndsay Farotte, Cooper Heberer, Sheena Lamar, and Samantha Preciado**) to field approximately 45 different calls related to this incident. Santa Cruz Police Department (SCPD) responded to assist Santa Cruz Fire Department in locating the best access to the fire. Within 21 minutes of the initial reports, our dispatchers started receiving more 9-1-1 calls about additional fires that were now burning, and one caller reported seeing a male suspect lighting the fires. This information was quickly relayed by SCPD Dispatcher **Isaias Roman** to police officers in the area. Within 32 minutes of the initial call, SCPD contacted a male suspect and were able to make a positive ID with a witness. This type of incident typically generates a large number of callers and creates a significant workload for the dispatchers, who are also continuing to handle other non-emergency and emergency incidents.

August 12 - At 1205 hours, **Bailey Whittle, Samantha Preciado, Deanne Spencer, PJ Garza, Isaias Roman**, Senior Dispatcher **Annie Castro**, along with Operations Manager **Stephanie French** and Operations Supervisor **Sean Schorovsky** started receiving calls and radio traffic about a fire near the 3rd hole on the DeLaVeaga Golf Course. This happens to be where our Dispatch Center is located. Fortunately, we did not have to evacuate; but approximately ten houses along Camille Lane were evacuated out of precaution. CalFIRE (CZU) and Santa Cruz Fire Department battled what ended up being a several acre wildland fire. Because the golf course and SCR9-1-1 building sit at the top of the Branciforte Hill overlooking the east side of Santa Cruz, the smoke from this fire could be seen from a great distance and was clearly visible to vehicles travelling on Highway 1. This generated over 150 callers in its initial stage. The fire burned for multiple hours until it was extinguished.



The view from the SCR9-1-1 parking lot of the fire being fought nearby.

October 8 – At 1707 hours, **Ariana Rios** received an incoming 9-1-1 call where the caller disconnected. When Rios called back, someone answered but was not talking, and indistinct sounds of a female crying could be heard. Rios created a call for service for the San Benito Sheriff's Office (SBSO) and utilized an enhanced location tool, called Rapid Deploy, to see that the phone appeared to be moving and was possibly in a vehicle. Rios updated the call for service with the phone's updated location as she continued to monitor the open line for more information. Simultaneously, Rios conducted research and located history with the phone number that provided a name and address of the owner of the phone. Ultimately, the female was located with a male in a vehicle and was taken to a safe location. Rios used all the tools at her disposal, as well as great investigative skills, to ensure that this caller received the help they needed.

November 15 – At 2114 hours, **Samantha Preciado** took the first of many calls about a fire at a hotel/apartment structure after a butane explosion. **Deanne Spencer**, **Valerie Conner** and **Paola Zepeda** continued to field related phone calls, while Senior Dispatcher **Gina Loftin** dispatched Watsonville Police Department (WPD) who arrived within two minutes of the call being created. WPD started evacuating residents to a nearby location. Within the first ten minutes of the call being initially dispatched, Watsonville Fire Department arrived on-scene and requested Fire Dispatcher **Melanie Sherwood** to upgrade the incident to a 2nd-alarm fire. Sherwood quickly filled the request for a large amount of additional resources and, with the support of Fire Dispatcher Spencer, filled additional requests and tracked units' activities on-scene. The incident included a rescue from the second floor and resulted in one patient with serious burns being flown to an area burn center. These types of large fires draw a large amount of resources not only from the fire perspective, but also require a team of dispatchers to fulfill the multitude of requests related to this one incident. Meanwhile, the team must still maintain an appropriate level of service to respond to other routine and emergency incidents that continue to take place across the two counties that we serve.

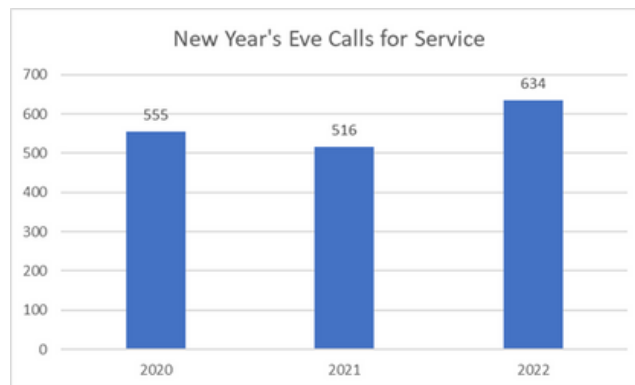


The November 15 fire in Watsonville

December 31 – This day really had our staff at SCR9-1-1 waiting to ring in the New Year, only to find out that the new year would not be nice to them or the counties of Santa Cruz and San Benito for the next two weeks. A significant storm event flowed in with atmospheric river conditions threatening both counties.

Day shift dispatchers **Magdalena Murakami, Michael Birkett, Abigail MacMullan, Sheena LaMar, Abby Marizette, Annie Castro, Justin Orozco, Isaias Roman,** and Operations Supervisor **Ashley Baldwin** took the first blows of the day. Ten evacuation warnings were sent via the CodeRED system to residents in low-lying areas along the San Lorenzo River, Soquel Creek, Corralitos Creek, and Salsipuedes Creek.

Once the sun went down, our graveyard team including **Andrew Davidson, German Flores, Areli Sanchez, Bailey Whittle, Bryon O'Neal, Cooper Heberer, Paola Zepeda, and Alex Perez,** did not receive any less attention from Mother Nature. They created **634** calls for service between 1800-0600 hours, with the majority being flood-related calls in our south county area. The chart below shows a comparison of the number of calls received on New Year's Eve in 2020 and 2021.



The above storm photos are of the Santa Cruz County area and courtesy of SLV Steve .

COMMENDATIONS

February 10 - At 1951 hours, **Andrew Davidson** answered an Emergency Medical Dispatch (EMD) transfer call from a first-party caller requesting an ambulance. Davidson immediately launched ProQA (Emergency Medical Dispatch software) and followed International Academies of Emergency Dispatch (IAED) protocol determining that the patient was short of breath. Davidson used the Quick Launch for Medicals procedure and created a BREATH incident within 46 seconds of answering the call. Davidson was also dispatching both Santa Cruz and San Benito County fire agencies and dispatched the call four seconds after call creation.

Davidson continued to follow EMD protocols asking appropriate questions, remaining calm and soft-spoken, listening to the caller as they explained some medication changes and some medical issues they had. About six minutes into the call, the caller stopped answering Davidson's questions. Davidson heard the caller breathing heavily and making some sort of grunting noises, while still not answering questions. San Benito American Medical Response (AMR) entered the house and found the patient unconscious; CPR was initiated.

Davidson's quick call launch actions, quick dispatching, and relaying important information were vital and aided in the patient being saved. San Benito County Emergency Services Manager, Kris Mangano, sent a letter of appreciation, along with a CPR Save pin, as a thank-you and acknowledgement for Davidson's participation in this Field Save!

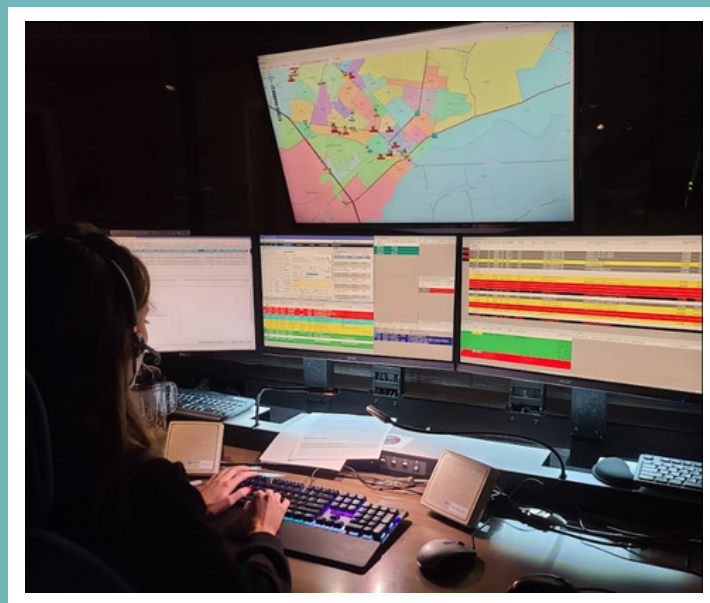


Senior Public Safety Dispatcher, Andrew Davidson, not only received a commendation for his handling of the above call, but also celebrated 16 years of dedicated service to the community. Operations Supervisor, Ashley Baldwin, congratulates him on a job well done.

December 17 - A team of dispatchers was commended for their extraordinary work on an unusually busy night: **Andrew Davidson, Andrea Castro, German Flores, Bailey Whittle, Bryon O'Neal, Alex Perez, David Sumner, Samantha Preciado, PJ Garza, Justin Orozco, Jack Parker, and Nicole Anderson.** The team worked through overlapping, unrelated emergencies, coordinating response by multiple agencies to incidents that were evolving and complex. Intense focus and extraordinary teamwork were on display. There were nine Priority Zero incidents (the highest priority), 46 Priority One incidents, 351 total incidents created including multiple foot pursuits, incidents involving firearms, vehicle pursuits, a Project R.O.P.E., multiple vehicle accidents with injuries, and countless phone and radio requests. It is impossible to recognize all the extraordinary work completed by this team of dispatchers to address overlapping emergencies during this shift.

In an attempt to highlight some of the extraordinary incidents and performance of this team of dispatchers, two of the incidents are outlined on the next page.

Bailey Whittle was working as the Watsonville Police Department primary dispatcher when, at 1911 hours, an officer was flagged down for a reckless vehicle. Officers pursued the reckless vehicle; however, it was able to evade the officers. At 2032 hours, dispatchers received a report of a suspicious vehicle (matching the description of the vehicle that had fled from officers) that was blocking a restaurant drive-thru with no lights on. Just one minute later, an additional caller reported the occupant of the vehicle had stolen another vehicle at gun point. As officers responded and searched for the vehicle, an additional carjacking incident was called in involving the first stolen vehicle. Officers located the newly stolen vehicle and pursued it with assistance from Santa Cruz Sheriff's Office and Capitola Police Department. The vehicle fled from officers for nearly an hour until the vehicle was stopped, with the driver arrested and a firearm recovered. Whittle managed radio traffic and relayed updates seamlessly throughout this complex and fluid incident.



Public Safety Dispatcher II,
Bailey Whittle, on a busy December night

At 0026 hours, dispatch trainee **Jack Parker**, assisted by Communications Training Officer (CTO) **Andrew Davidson**, received a 9-1-1 call from a rural part of San Benito County reporting a subject with a gunshot wound inside of a parked vehicle.

Andrea Castro dispatched San Benito Sheriff's Office deputies to the area, while **David Sumner** simultaneously dispatched Hollister Fire and American Medical Response resources. Parker attempted to gather further data and found that he was on the phone with a distraught subject who was in the parked vehicle, armed with a shotgun, and feeling suicidal. During a tense 90 minutes Parker and the team relayed pertinent updates to responders. Parker communicated with the subject in a calm, clear way to reassure and deescalate the situation. Parker eventually convinced the subject to unload the shotgun, and remove it from their possession. Deputies were able to locate and safely contact the subject to provide additional help.

Law Task Team

The role of the Law Enforcement Operational Policy Task Team is to evaluate current communications, policy and procedure between dispatch staff and User agencies 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.

Since the 2021 Law Users Subcommittee had a desire to utilize the “closest unit dispatching” technology, known as “Law Preferred Dispatching,” for mutual aid purposes, the Law Task Team and SCR9-1-1 continued to prioritize this goal in early 2022. In February, SCR9-1-1 began to utilize its Operations Division (OPS) meeting group (comprised of all the Senior Public Safety Dispatchers and the SCR9-1-1 Operations Management team) as a working group to establish the policy and procedure for what was now being called “Law Preferred Dispatching – Auto Aid.” The OPS group began working out how the auto-aid calls would be dispatched between two agencies, with the same information broadcasted and in a timely manner. The OPS Team communicated back and forth with Operations Supervisor **Ashley Baldwin** who facilitates the Law Task Team. By May 9, 2022, the Law Task Team and OPS Team had completed internal revisions on Policy 4330 – Standard Dispatch Format, and it was officially signed off by the Law Users Committee. On June 8, 2022, the OPS Team, along with two officers from Santa Cruz Police Department and a deputy from the Santa Cruz County Sheriff’s Office, did a tabletop exercise, executing the dispatch of various felony incident types where both agencies were responding. This exercise was critical in the process as some important logistical pieces and Officer Safety component were ironed out. On July 11, 2022, we went LIVE with Law Preferred Dispatching – Auto Aid. In the first month of its implementation, there were three calls for service where the closest unit was sent (no matter what agency’s jurisdiction it happened in) to a felony incident type. Over the course of the next several months, the Law Task Team continued to review the Law Preferred Dispatching – Auto Aid calls that had happened and streamlined the procedure. It is currently fully operational and functioning smoothly, getting the closest law enforcement unit to the highest priority felony calls.

While the Law Preferred Dispatching – Auto Aid project was a large portion of the Law Task Team’s work over 2022, the Team also facilitated communication and updated any changes made by User agencies or dispatch; for example, staffing and response changes by Animal Services when they were short-staffed, and communication of information and dates about upcoming B.A.D.G.E.S. events in the county. During the course of the six Law Task Team meetings the group also revised fourteen Communications Operations Law Enforcement Policies and COMPLETED both goals that the previous year’s Team had set. Those goals were:

- 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**, **Stephanie French**, and **German Flores**, as well as representatives (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 Team also includes a representative from several auxiliary User agencies: California Highway Patrol, Santa Cruz County Animal Services, California State Parks, and CalFire.

Fire/EMS Task Team

The role of the Fire/EMS Operation Policy Task Team is to evaluate current communications, policy and procedure between dispatch staff and Fire/EMS User agencies 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.

This Team got a late start to 2022, with its first meeting in March due to the COVID-19 pandemic. Throughout the rest of the year's eight scheduled meetings, the group revised eleven Fire Service Communications policies that were then presented to the Fire/EMS Users Committee for final approval.

The Fire/EMS Task Team discussed and resolved the following issues:

- Updated Fire Investigation Task Force call-out list and procedure.
- The team members identified the source of the siren-like alert from the previous year. It was found to be an Emergency Button for fire personnel to use as a safety mechanism. A "Distress Policy" was then developed and will be finalized early 2023 after approved by Fire Users Committee.
- Central Fire District, Scotts Valley Fire District, and SCR9-1-1 personnel established a Zone Coordinator Project focus group in December, in order to move forward with the team's 2023 goal.

At the December meeting, 2023 goals were established as follows:

- Establish Air Rescue Resource List
- Develop Code X response following direction from Fire Operations
- Review and update Mutual Threat Zones
- Reevaluate and update current Zone Coordinator (ZC) policy and procedure, including define role, create ZC training, and create expectations for response.
- CAD Feature implementation

The Fire/EMS Task Team is comprised of Battalion Chiefs from each of the fire agencies (Ben Lomond Fire, Branciforte Fire, Boulder Creek Fire, CalFire, Central Fire, Felton Fire, Hollister Fire, Santa Cruz Fire, Scotts Valley Fire, and Watsonville Fire) American Medical Response (AMR), Santa Benito County EMS, and SCR9-1-1. This year's SCR9-1-1 dispatch representatives continued to be **Andrea Castro** and **Stephanie Tracy**, with support from Operations Supervisor **Melody MacDonald**, **Ashley Baldwin**, and Operations Manager **Stephanie French**.



(L-R) Operations Manager Stephanie French;
BC Rob Young and Chief Rob Oatey, Santa Cruz Fire;
BC Patrick Winters and Asst Chief Chad Akin, Central Fire;
Dispatcher III Stephanie Tracy;
BC Chris Stubendorff, Scotts Valley Fire

Technical Operational Advisory Committee (TOAC)

The Technical Operational Advisory Committee (TOAC) works toward improving systems used by dispatch personnel. The team is comprised of Lead Dispatcher **Stephanie Tracy**, Dispatchers **Alex Perez** and **Dee Spencer**, GIS Technician **Gabriella Santana**, and facilitated by Operations Manager **Stephanie French**. TOAC aims to improve dispatcher workflows to simplify tasks; enhance dispatcher tools; and reduce operational errors, repetitive stress, and strain injuries. In 2022, the group accomplished the following:

- Assigned keyboards to each dispatcher rather than sharing equipment, reducing exposure to illness and offering comfort depending on the individual.
- Updated the view of the State Responsibility Area (SRA) map layer to help dispatchers recognize boundaries.
- Developed custom CAD commands to reduce repetitive keystrokes.
- Developed a quality assurance self-review process where dispatchers evaluate their own work.
- Began provisioning of “proactive recommendations” – where an incident is recommended to a newly free unit.
- Created a beta Graphical User Interface (GUI) in the phone system in preparation for i3 calls.
- Implemented Interactive Voice Response (IVR), programmed on non-emergency phone lines to screen calls before they ring into dispatch.

TOAC will be busy in 2023 as the committee prepares for NexGen implementation and a CAD version update.

Training Hiring Analysis Recruiting Committee (THARC)

THARC reconvened in the fall to review Recruiting, Training and Hiring practices. Members included Dispatchers **Deanne Spencer** and **Dillon Corley**, Operations Supervisor **Ashley Baldwin**, Office Supervisor **Beth Wann**, General Manager **Amethyst Uchida**, and facilitated by Operations Manager **Stephanie French**. The committee's first couple of meetings focused on recruiting to increase our applicant pools, improve the quality of our hires, and diversify our workforce.

Some of those efforts included:

- Targeted recruiting efforts
 - Refreshed job flyers to be less busy; more graphics, fewer words.
 - Increased presence on digital platforms:
 - More social media posts created, including asking our partner agencies to share.
 - Used more recruiting sites to post job announcements.
 - Held a live Q&A where applicants could ask questions of managers and dispatchers about the job.
 - Scheduled sit-alongs during a job fair.
- Attempt to shorten the recruitment timeline.
 - Shortened the application process by requiring dispatcher applicants to complete their performance assessment as part of the application; applicant screening was not required.
- Updated scoring criteria for assessment steps.
- Added a second panel to the interview process.
- Visit South Bay Regional graduation to speak with unsponsored graduates.
- Solicit feedback from new hires six months post-hire about the recruiting process.

Subsequent meetings focused on retention, considering the following items:

- Incorporate mental wellness into the training program.
- Amount of time on the job before learning a new skill.
- Length of shifts.
- Within three-to-five years of hire, conduct a retention survey of employees.

We will continue to assess the effectiveness of our recruiting, retention, and training strategies, adjusting as necessary to achieve our goal of increasing staff.

9-8-8 Collaboration

“9-8-8” is the three-digit, nationwide phone number to connect directly to the 9-8-8 Suicide and Crisis Lifeline previously known as the National Suicide Prevention Lifeline. As of July 16, 2022, all calls and text messages to “9-8-8” route to a 9-8-8 Suicide and Crisis Lifeline call center. Operations Manager **Stephanie French** participated in local, State, and National work groups that seek to coordinate efforts between 9-8-8 and 9-1-1. On June 22-23, Stephanie participated in a 9-8-8/9-1-1 Collaboration Virtual Policy Academy facilitated by the Substance Abuse and Mental Health Service Administration (SAMHSA) Center. The goal of the academy is to ensure successful 9-8-8/9-1-1 coordination through the development of guidance and local implementation strategies to support statewide rollout efforts. In addition, SCR9-1-1 management met with the local Suicide Prevention Suicide Services, which is one of 13 California 9-8-8 centers to streamline center-to-center operations.



DISPATCHER OF THE YEAR

Ariana Rios began her career as a 9-1-1 Public Safety Dispatcher Assistant at Santa Cruz Regional 9-1-1 on June 20, 2016. She persevered through initial training and was released to Operations as a Public Safety Dispatcher II on August 26, 2017. Ariana continued to expand her skills by becoming fully law cross-trained two months later. She has consistently grown as a dispatcher by taking on additional roles, including Emergency Medical Dispatcher (EMD) and Fire Pod Dispatcher. In July 2020, Ariana was certified as a Spanish bilingual dispatcher.

Ariana is a model of handling high-stress situations with ease. She is patient and kind with callers, working efficiently and calmly while maintaining an empathetic and helpful approach. On July 26, 2022, Ariana spent 40 minutes on the phone with a caller who was armed with a knife, threatening suicide by cop. Throughout this tense situation, Ariana played a vital role in the safe resolution by convincing the caller to put the knife away and walk out to on-scene law personnel.

Ariana is a model of multi-tasking at a high level, providing exceptional service to the Users, community, and co-workers. She currently holds the position of the Vice President of the Employee Association, striving to better the working lives of all employees.

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



Dispatcher of the Year, Ariana Rios



Ariana Rios with Board Chair, Carlos Palacios

Academy Instructors provide agency-specific and classroom-based training at SCR 9-1-1 to develop new team members into Public Safety Dispatchers. Our Academy incrementally provides the basic knowledge and skills necessary to prepare trainees for further, on-the-job training. Through our in-house Academies, we are able to integrate industry standardized training along with agency-specific policy and procedure, to integrate new team members as quickly as possible.

Andrew Davidson, Annie Castro, Areli Sanchez, and Kristine Ebersole are the dedicated dispatchers that make up our team of Instructors. Instructors not only provide classroom training but are integral in the maintenance and further development of our Academy materials. The group adapted to the changing circumstances of the year and were successful in developing and delivering customized training for a lateral Dispatcher Academy. Additionally, our March New Hire Academy was comprised of three bilingual employees, and we were able to utilize a bilingual instructor for one week to provide training in both English and Spanish.



March 2022 Entry Level
Call-Taking Academy
(L-R) Elian Cerritos,
Victor Hernandez, Chris Rubio, and
Instructor Kristine Ebersole



October 2022 Entry Level
Call-Taking Academy
(L-R) Simran Thind,
Nicole Anderson, Jack Parker,
and Taylor Stamos

Academy Training in 2022

JANUARY - 80-HOUR LATERAL CALL-TAKING

FEBRUARY - 40-HOUR LAW RADIO

MARCH - 120-HOUR ENTRY LEVEL CALL-TAKING

APRIL - 80-HOUR ADVANCED CALL-TAKING

JUNE - 40-HOUR LAW RADIO


OCTOBER - 120-HOUR ENTRY LEVEL CALL-TAKING

NOVEMBER - 80-HOUR ADVANCED CALL-TAKING

TOTAL ACADEMY HOURS IN 2022 = 560

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 challenging process takes many months, and the team worked throughout 2022 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, Dillon Corley, German Flores, Gina Loftin, Lyndsay Farotte, Rose Torres, Samantha Preciado, Sheena LaMar,** and **Stephanie Tracy**. The training program is managed by Operations Supervisor **Sean Schorovsky**.



5,270 HOURS
OF ON-THE-JOB
TRAINING WAS
PROVIDED BY
THE CTOS

In addition to entry level training, cross-training was provided to law radio dispatchers throughout 2022. Cross-training enhances the interoperability of our dispatchers and improves efficiency in the coordination of response and support of multi-jurisdictional events. Public Safety Dispatchers **Bryon O'Neal, Alex Perez, Anne Escobar,** and **Justin Orozco** were successful in completing cross-training onto all Law Radio channels in 2022.

Emergency Medical Dispatching (EMD) Training

Magdalena Murakami, Bailey Whittle, and **Bryon O'Neal** completed EMD certification through the International Academy of Emergency Dispatch in 2022. This year we took advantage of a new online training portal for EMDs offered by the IAED to provide specific ongoing training for all of our medical dispatchers.

Continued Professional Training

During this year, members of our staff were able to take advantage of outside training opportunities to gain knowledge and build skills in the ever-changing world of 9-1-1 and human resources.

Motorola Summit Conference - April

Ashley Baldwin, Stephanie French, and Gilbert Oros

APCO National Conference - August

Sean Schorovsky

Hollister Fire/PG&E MCI Training Drill - August

Kristal Higgins, Areli Sanchez, Sheena LaMar, Annie Castro, and Sean Schorovsky

Active Assailant Tabletop Training Drill - August

Cooper Heberer, Areli Sanchez, and Samantha Preciado

Emotionally Intelligent Comm Center Leadership - September

Ashley Baldwin, Melody MacDonald, and Sean Schorovsky

Workplace Insight - Workplace Investigations - September

Wolff Bloss

CALPELRA Conference - November

Beth Wann

Santa Cruz Fire Water Rescue/MCI Drill - November

Stephanie Tracy

De-Escalation Training for Dispatchers - December

Paola Zepeda



Annie Castro

Dispatchers participate in the Hollister Fire and PG&E Multi-Casualty Incident Training Drill



Sheena LaMar



(L-R) Areli Sanchez, Sean Schorovsky, and Kristal Higgins

Agency-Wide Training

In November, we completed agency-wide Continuing Education (CE) training over the course of two days. We met together to receive training, collaborate, and share conversations in large teams. The agenda was as follows:

- Strategic Plan Review/General Manager Conversation
- Ergonomics/Wellness
- Payroll/Benefits
- Fire Safety/Extinguisher Training
- Accountability, Professionalism, and the 9-1-1 role in court proceedings – presented by the Santa Cruz District Attorneys Office
- Active Assailant Training overview, Fire User Perspective – presented by Central Fire District
- Active Assailant Case Review



The first day's CE consisted of dispatchers from the Blue side of the week and Admin personnel.



The second day's CE consisted of dispatchers from the Red side of the week, Admin, and Systems personnel.

AWARENESS WITH COMMUNITY EDUCATION (ACE)

In 2022, the ACE Team was excited to get back out into the community with regularly scheduled events that the team had participated in pre-pandemic. These events included job fairs, National Night Out, on-site Teen Academies, and ROP school presentations.

On June 20, Operations Supervisor **Ashley Baldwin** worked with the Santa Cruz Police Department Teen Public Safety Academy. The Teen Academy focuses on providing teens an opportunity to learn about multiple aspects of public safety via classroom instruction, role-playing scenarios and physical training. Baldwin “dispatched” the teens to various scenarios set up in SCR9-1-1’s parking lot, where they had to put multiple skills learned over the course of their academy time to work. The group seemed to really enjoy the scenarios and a tour of the dispatch center.

On August 2, ACE team members were proud to be able to attend National Night Out with our User agencies at multiple locations in both counties. We connected with our communities during this event, sharing who we are as an agency and what we do at SCR9-1-1. We handed out informational coloring books, pencils and popcorn, and also encouraged our communities to sign up for the CodeRED community emergency notification system. Members that attended the events are shown below.



Amethyst Uchida & Ashley Baldwin
at Jade Street Park
with Capitola Police Department



Rose Torres
at the Veterans' Building
with San Benito Sheriff's Office
and Hollister Police Department



Justin Orozco and Abigail MacMullan at the Santa Cruz Police Department



German Flores and Beth Wann at Mesa Village with the Santa Cruz Sheriff's Office



(L-R) Wolff Bloss, Maria Wallen, Ashley Baldwin, Justin Orozco, and Stephanie French

On October 6, **Maria Wallen, Wolff Bloss, Stephanie French, Ashley Baldwin, and Justin Orozco** attended the Access 2 Employment Job Fair at the Santa Cruz Beach Boardwalk. Forty-six different businesses, companies, and exhibitors were present at the job fair. SCR9-1-1 made multiple contacts and scheduled sit-alongs while on-site.

A graphic for a virtual Q&A event. It features a background image of a dispatch center with the text "SANTA CRUZ REGIONAL 9-1-1 VIRTUAL Q&A". Below the image are three circular portraits of the participants: Ashley Baldwin (Supervisor), Stephanie French (Operations Manager), and Mike Birkett (Dispatcher). At the bottom, there is a teal banner with the date and time: "THURS DAY | OCT 27 | 4 PM".

On October 27, SCR9-1-1 did something that we have never done before and hosted a Live Virtual Q&A a few days before a Public Safety Dispatcher recruitment closed. Dispatcher **Michael Birkett**, Operations Supervisors **Ashley Baldwin**, and **Melody MacDonald**, and Operations Manager **Stephanie French** answered questions from approximately eight people that joined the live event. Birkett even joined live from the dispatch floor (while he didn't have phone or radio traffic, of course). SCR9-1-1's goal was to give attendees and viewers an idea of what the job looks like, and ask real-time questions to get answers about the job and the hiring process. Birkett attending live from the dispatch floor was definitely a hit.

The ACE team had three presentations in the month of November alone:

- November 9 - Dispatcher **Kristine Ebersole** gave a presentation and tour to approximately 20 young people that were participating in the Santa Cruz Sheriff's Office Youth Public Safety Academy. Their couple of hours at our dispatch center concluded with a pizza party and awards.
- November 16 - Senior Public Safety Dispatcher **Abby Marizette** gave a presentation for the Watsonville Police Department Cadet program. The presentation was with approximately 15 teenagers between the ages of 14-17. Abby started with a PowerPoint of what SCR9-1-1's role is as a dispatch center, followed by a tour of the Communications Center, and ended with a conversation about the students' experience on the dispatch floor. The Cadet program allows teens to explore the law enforcement field as a possible career choice. Cadets are rotated through various divisions and take on several roles during community events. They also serve as a liaison between the police department and youth in our community. Additionally, this is a good opportunity for the Cadets to explore the career of a 9-1-1 dispatcher. Some participants come back to do a sit-along. We have even had some applicants from the Cadet program.
- November 30 - **Abby Marizette** gave back-to-back presentations at Pajaro Valley High School. The group sizes were anywhere from 20-25 students and a total of six classes. Abby gave a PowerPoint presentation and students later had the opportunity to ask questions. These students were either interested in a first responder career or chose the class as an elective for the semester.



Public Safety Dispatcher III, Abby Marizette, presenting at Pajaro Valley High School

The ACE team looks forward to new opportunities in 2023 to find opportunities to connect with the community and educate them about our 9-1-1 Center.

APPRECIATION & RECOGNITION GROUP (AARG)

The Appreciation and Recognition Group (AARG) was excited to take advantage of the in-house Continuing Education (CE) that all employees would be attending over a period of two days in November, to dream up ways to thank everyone for all of their hard work. AARG members worked hard on collecting donations from businesses in our community who wanted to express their gratitude to our staff for the exemplary services they provide. Thanks to generous donations, beautiful gift baskets were available as raffle prizes, SWAG bags were created for each person in attendance, and everyone enjoyed lunch outside in the Shakespeare Santa Cruz picnic area. During lunch, certificates were distributed acknowledging the hard work and dedication of all employees.

Research has shown that powerful and effective recognition programs increase employee retention and satisfaction. We believe this is true as we have seen the value in real recognition.



(L-R) Operations Manager Stephanie French, Systems Manager Wolff Bloss, and Supervisor Sean Schorovsky present work anniversary certificates to Areli Sanchez, Gabriella Santana, and Eric Mello.

In June of 2022, the goal of launching our very own virtual Employee Recognition platform (Nectar) was completed. This allows for in-time appreciation and recognition as well as peer-to-peer praise. All of our employees are able to better connect and express their appreciation of each other. The program recognizes milestones such as employee anniversaries and birthdays, and has a reward system in place so co-workers can acknowledge one another with points that can be redeemed for meaningful rewards.

AARG Team members are: **Melody MacDonald, Amethyst Uchida, Beth Wann, Areli Sanchez, Nicola Torchio, Maria Wallen, and Gabriella Santana.** The team hopes, in 2023, to finally be able to safely host a larger Recognition Event for all of the Santa Cruz Regional 9-1-1 staff members.

RETIREE

TERRI MINOGUE

Terri Minogue, Senior Public Safety Dispatcher, fondly known as “T,” retired after 32 years of serving the community that she calls home. Terri began her career as a 9-1-1 Public Safety Dispatcher with the Santa Cruz Police Department in 1990 and later transitioned to the Consolidated Emergency Communications Center, as one of its initial dispatch employees, in February 1996.

Terri quickly established herself as a highly proficient and professional dispatcher during the Center’s early years of operation, which led to her promotion to Senior Public Safety Dispatcher in February 2000. Terri was an involved employee with special skills and active on many different teams at SCR9-1-1. Terri was also a Communications Training Officer (CTO), member of the Emergency Response Team (ERT), a qualified California Law Enforcement Teletype System (CLETS) trainer, and a founding member of the Peer Support Team. In 2003, her contributions were instrumental in the Center’s successful bid to become nationally recognized as the first 9-1-1 Center in California to be accredited with the Commission on Accreditation for Law Enforcement Agencies (CALEA).

We are grateful for the many years Terri was part of our organization and we wish her all the best in her retirement years.



PROMOTION

Wolff Bloss

Systems Manager

Wolff Bloss originally came to SCR9-1-1 in July of 2007 as a Senior Systems Technician, promoting to Systems Supervisor in August 2012. Wolff came to the Authority with a wealth of IT experience. Over the years working at SCR9-1-1, Wolff applied his knowledge of networks, operating systems, and databases to the systems at the Authority and grew in his understanding of public safety applications. In particular, Wolff was dedicated to ensuring that systems under his purview met industry standards for reliability and security. As the then Systems Manager increased her responsibilities in the organization, and especially during the CAD implementation project in 2017 and 2018, Wolff took on some budget and project management responsibilities. On July 9, 2022, he was selected as the Authority's Systems Manager and continues to tackle learning new skills as he leads the Systems Division during a time of great change within the Authority's systems, including the implementation of Next Generation 9-1-1 and the Santa Cruz County Law Records Management System (RMS) project.



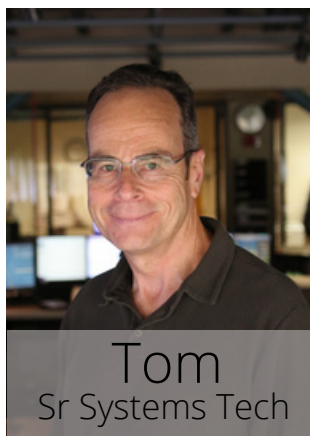
Systems Manager, Wolff Bloss, celebrates his 15-year work anniversary at NetCom while his team congratulates him during a remote team meeting.

The Systems Division manages all technology for the 9-1-1 Center's operations. The primary systems are radio consoles, 9-1-1 telephones, and Computer-Aided Dispatch (CAD). In addition, the Division provides services to User agencies related to support for Mobile Data Computers (MDCs), the Santa Cruz County Records Management System, and Geographic Information Systems (GIS)-related services.

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



CAD/9-1-1 UNIT

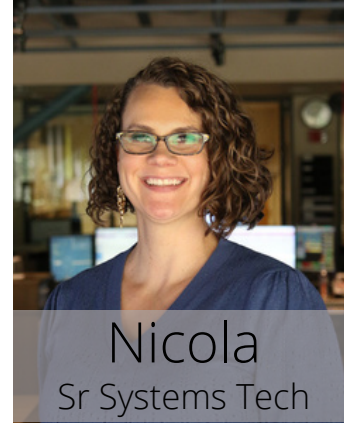


SCR9-1-1 utilizes several major enterprise systems in support of the 9-1-1 operation. These include a CAD program that provides dispatchers with essential tools including a detailed map, previous incident information, unit recommendations, and premise hazard alerts. The CAD system automates several functions 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.

ACCOMPLISHMENTS OF THE CAD/9-1-1 UNIT

In 2022, the Systems Division upgraded CAD to version 4.5. This was a large project that included testing and deployment. The application needed to be upgraded on the servers, all clients, as well as desktops and MDCs in the field that needed the client application deployed. Systems personnel developed procedures and installers to assist User agencies with the upgrade. Systems was able to remotely deploy the upgrade to many MDCs. The Division also coordinated some fire agencies' transition to an alternative CAD client. The CAD unit also upgraded numerous internal systems such as our messaging server, our voice logger, and our internal ticket system. The Systems Division coordinated closely with Operations to keep our alternate dispatch centers tested and working.

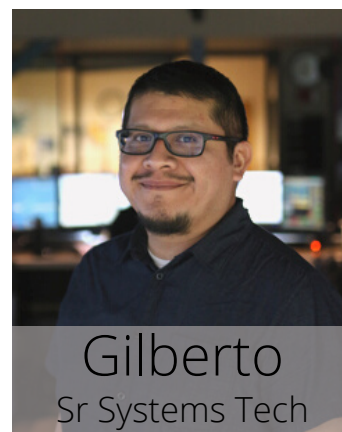
GIS AND FIRE/EMS TECHNOLOGY



During 2022, the GIS Unit refined Next Generation 9-1-1 (NG9-1-1) maps and delivered them to the state. The Unit developed updated GIS materials to assist our Training Academy in order to help dispatcher trainees gain a better understanding of the local geography of the area we serve. Additionally, the GIS Unit developed some very useful automation tools to help with their workload.

SANTA CRUZ METROPOLITAN RECORDS SYSTEM (SCMRS)

The 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 Fire 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. The Unit also assists Watsonville Police Department with their traffic citation system.

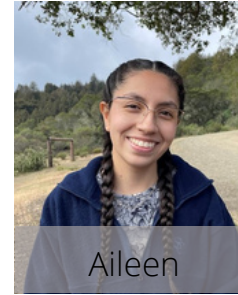
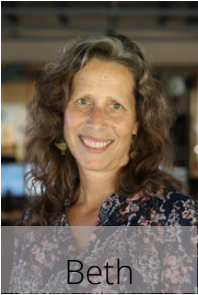


In 2022, the SCMRS Unit procured new mobile routers for the Santa Cruz, Capitola, and Watsonville Police Departments. The SCMRS Unit also assisted multiple police departments with procuring new MDC hardware. The SCMRS Unit coordinated a version upgrade to the current records management system (RMS) and continued maintaining that system.

RMS REPLACEMENT PROJECT

In 2022, SCMRS continued to manage the implementation of a new records management system (RMS) for the Santa Cruz 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:

- Interface development
- Trouble ticket resolution
- Legacy data conversion and import
- Infrastructure maintenance and upgrades
- Application upgrades and patches
- NIBRS testing and approval
- User training



The Business Division manages and supports the Authority's day-to-day administrative activities. The Business Division staff includes the General Manager, Office Supervisor **Beth Wann**, Senior Administrative Assistants **Tina Bisgaard** and **Maria Wallen**, and Student Interns **Natalie Mitchell** and **Aileen Romero**.

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, budget preparation, and all Accounts Receivables and Payables.

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

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

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

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

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.

This year our agency attended, for the first time, the annual California Public Employers Labor Relations Association (CALPELRA) Conference. This conference provided a wide variety of labor, human resources, and employment topics of interest to public sector professionals.

The Business Division assists with policy updates and was responsible for some important edits to the Authority's Workplace Violence policy as well as drafting a Workplace Bullying policy. The work done on both of these policies was to better align the Authority with current HR practice and to send a clear message that our Board of Directors will not tolerate any violence and/or bullying in its workplace.

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

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

Established in 1998, our **Intern Program** is something the Authority is very proud of. It was created to serve as an introduction to the world of public safety communications to young adults either just finishing up high school or newly enrolled in college. While our Communications Interns are responsible for assisting with record requests, they also perform a wide range of duties that support all divisions at SCR9-1-1. We seek to help build their general office, workplace, and communication skills. Interns are included in various building-wide projects, and we challenge them to learn new computer programs and assist with various GIS tasks. We value and appreciate our interns. So far, we have had seven interns transition to the position of Dispatcher: Lyndsay Farotte, Sam Preciado, Bailey Whittle, Felicia Venezia, Chris Rubio, Taylor Threkeld, and Jacob Moniz; and one Systems intern transition into the Systems Division.



Pictured are some of our more recent Interns
(L-R) Jake Uchida, Lauren Walker, Paisley House, Madison Whittle, Jake House, Natalie Mitchell

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



POLICE AGENCIES: 102
PRIVATE ATTORNEYS: 4
PROSECUTORS: 758
PRIVATE CITIZENS: 7
FIRE DEPARTMENTS: 12
EMS SERVICES: 4
PUBLIC AGENCIES/OTHER: 5

TOTAL RECORDS PRODUCED: 892

PEER SUPPORT TEAM

Santa Cruz Regional 9-1-1's Peer Support Team is comprised of employees who have undergone specialized training to provide support to fellow employees in handling personal and professional stress, and in reacting to critical incidents. These Team members provide confidential and non-judgmental support, referral to services, and assistance with stress management.

On February 25 of this year, on-duty Salinas Police Officer, Jorge Alvarado Jr., was fatally shot. All too familiar with line of duty deaths experienced at our Center, we knew the Monterey County Emergency Communications Department staff were grieving. What the staff at SCR9-1-1 remembered from each line of duty death experienced was the outpouring of support from dispatch centers across the country, including those close to home. A few days after the tragic event, **Melody MacDonald, Ashley Baldwin, Val Conner, German Flores, Abigail MacMullan, and Ariana Rios** met up in Seaside and loaded up two shopping carts full of drinks and snacks donated by **Santa Cruz Regional 9-1-1's Employee Association**. They delivered the goods to the dispatch staff at Monterey County and spent time listening to and supporting the dispatchers on duty at that time. Later that same evening, **Val Conner** returned to the center to offer additional support for the dispatchers working at night.



(L) Ashley Baldwin, Val Conner, German Flores, Abigail MacMullan, and Ariana Rios purchasing supplies to deliver to the Monterey County dispatchers.

(R) The memorial outside of the Monterey County Emergency Communications Department

The annual holiday tradition of having a gift-wrapping station out on the dispatch floor continued this year! Thanks to the generosity of the Peer Support Team members and other employees, the gift wrapping station is stocked with everything one needs to get holiday gifts wrapped and ready to deliver to family and friends.

The Peer Support Team members are: **Melody MacDonald, Areli Sanchez, Dillon Corley, Nicola Torchio, Bryon O'Neal, and Beth Wann**. In 2022, the goal of ensuring a monthly self-care article appeared in the Authority's newsletter was met, and the Team will continue to focus in 2023 on ensuring employees have a clear understanding of everything the Employee Assistance Plan has to offer, and making themselves available to any employee in need.

SAFETY & WELLNESS ADVISORY BOARD (SWAB)

In 2022, the Safety & Wellness Advisory Board (SWAB) continued to focus their efforts on keeping employees safe from illness 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 October, SCR9-1-1 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.

The agency continued to take advantage of its insurance provider's Loss Prevention Allowance Fund and was reimbursed for health and safety-related items. The Authority invited the Risk Control Manager from its Loss Prevention provider to participate in this year's CE by giving an ergonomics presentation.

To promote health during the flu season, the SWAB members made supplies available to employees to help prevent illness and the spreading of it. Items such as Vitamin C, liquid hydration, Kleenex, and green tea were made available on the dispatch floor along with wellness fliers containing information on the importance of washing hands, covering coughs and sneezes, and getting proper rest, nutrition, and hydration.

The Authority is pleased to report there were no paid Worker's Compensation Claims in 2021-22; and it was the recipient of a Special Acknowledgement Award from its insurance company's Property/Liability Company.

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.



EMPLOYEE ASSOCIATION

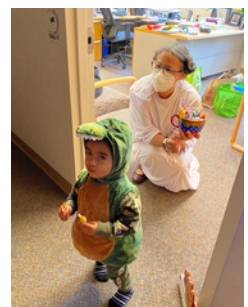
The Employee Association was created to better the working lives of all employees through workplace support, and better the lives of the community through charitable activities. Association Board members are: **Kristine Ebersole**, President; **Ariana Rios**, Vice President; **Samantha Preciado**, Secretary; **Tina Bisgaard**, Treasurer; and **Dillon Corley**, Sergeant at Arms.

The Employee Association was busy this year. We hosted our traditional National Dispatchers Week in April with a “You are a Star” movie theme. This celebration and show of appreciation for our hardworking team was complete with meals, prizes, and a T-shirt for dispatchers with their new, numerical badge numbers on them.

The Annual Justin Keele Memorial Scholarship yielded quite a few qualified candidates. After a review by a panel of Association Members, four applicants were awarded \$1,000 scholarships to help further their educations: Ariana Castro, Arden Emhoff, Natalie Mitchell, and Jason Nee.

This year, the Association donated a stepping stone to the Damon Gutzwiller Memorial in Willowbrook Park. Donations were also made to the funds for fallen officer Jorge David Alvarado of the Salinas Police Department; Roman Altamirano, son of Hollister Fire Department’s Matthew Altamirano; and Nance Quinto, the beloved wife of Paramedic Supervisor, Dan Quinto.

Amethyst Uchida and **Rose Torres** handed out pounds of candy at the Trunk or Treat event at the Watsonville Fairgrounds this year. The Agency was thrilled to be able to host a trick-or-treat day so all of the employees’ kids could come in costume and enjoy trick-or-treating at the offices and dispatch consoles.

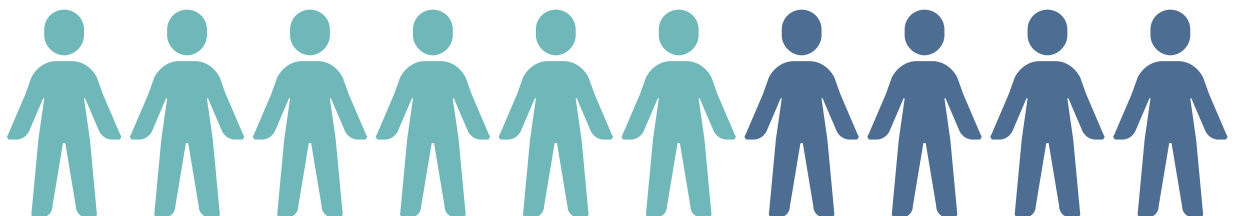
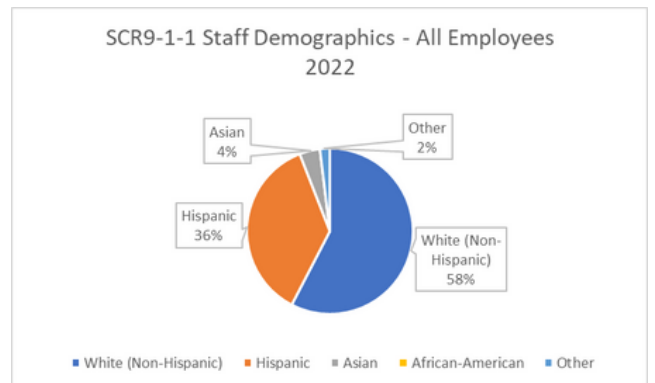
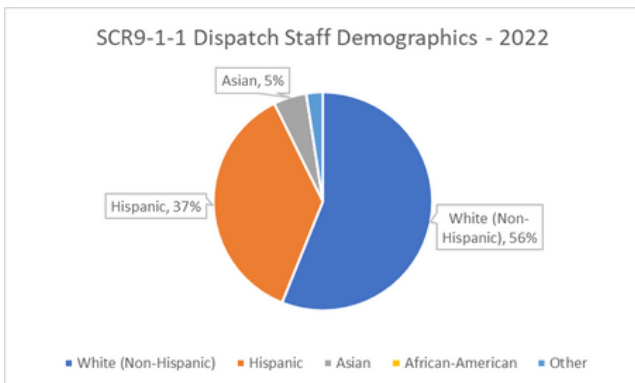
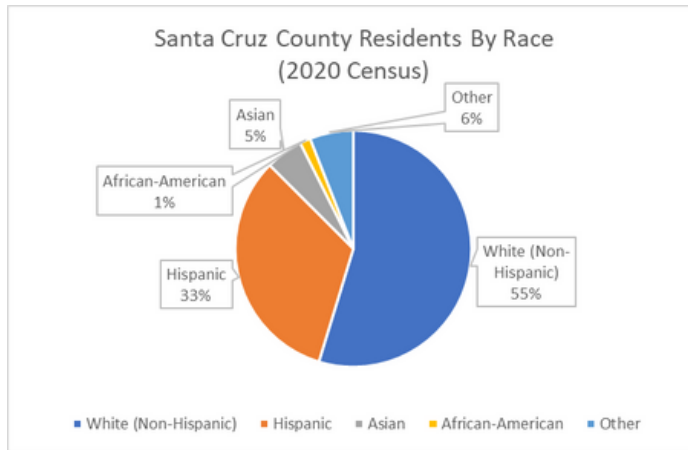
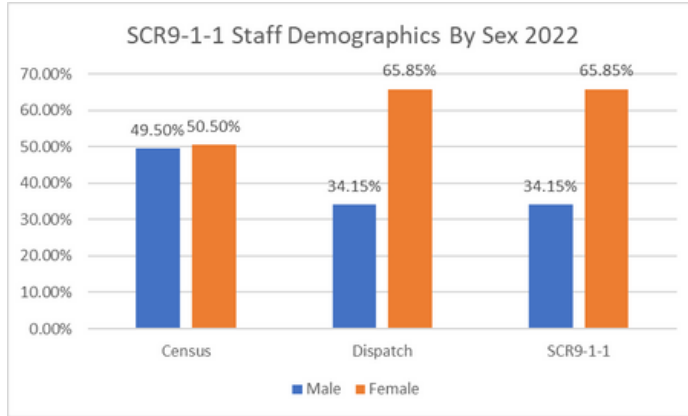


Once again, the generosity of everyone that works at NetCom was evident when the Christmas gifts overflowed for the family adopted through the Parents Center of Santa Cruz.

The Employee Association looks forward to continuing their efforts in 2023 of making the lives of employees and their community better through charitable efforts.

EMPLOYEE DEMOGRAPHICS

SCR9-1-1 Staff Demographics By Sex and Race



APPENDIX

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EMPLOYEE ENGAGEMENT SURVEY

Every three years, the Authority surveys its employees in an effort to assess employee satisfaction and to identify areas for improvement. In 2022, employees received two surveys, one that solicited input and feedback on development of the Strategic Plan, as well as the Employee Satisfaction Survey.

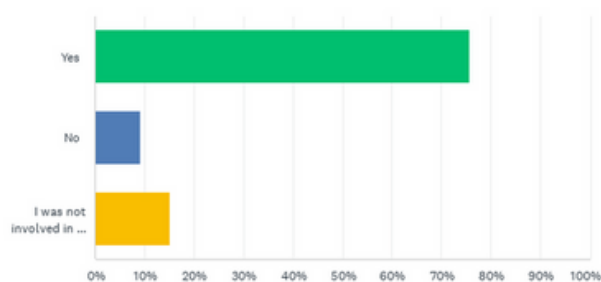
The Employee Satisfaction Survey confirmed that dispatcher workload, lack of staffing (resulting in too much overtime), and the impact of those issues on work/life balance were critical concerns reducing employee satisfaction. In addition, the survey revealed dissatisfaction related to communication from management to staff, pay disparities when compared to other local agencies, and lack of consistency in dispatchers' schedule.

On the other hand, the survey also revealed that satisfaction at NetCom is still found in the agency's culture. Many responses identified the Authority as a supportive, team-oriented environment and expressed appreciation for the great people who work here and the family-like atmosphere. Finally, satisfaction was also derived from the nature of our work which was described as rewarding and fulfilling.

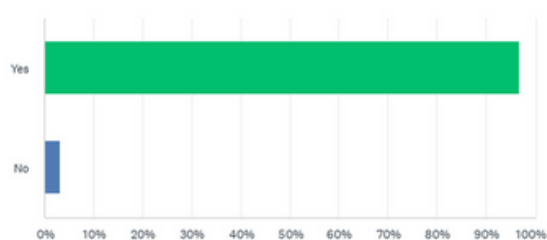
Currently, in addition to the planned activities outlined in the Strategic Plan, management is developing a plan to engage employees via virtual "town halls" to share ideas for managing our current staffing crisis, as well as looking for long-term solutions to staffing and job satisfaction.

Highlights of the survey results are included below:

Q34 If you were involved in a critical incident, did you feel supported?

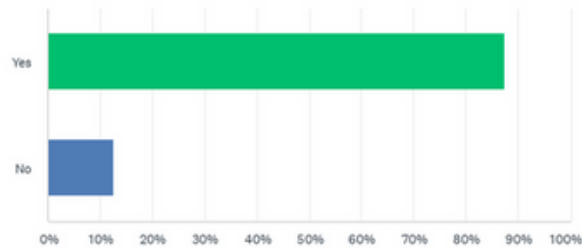


Q30 Good teamwork has an effect on my ability to manage my workload.

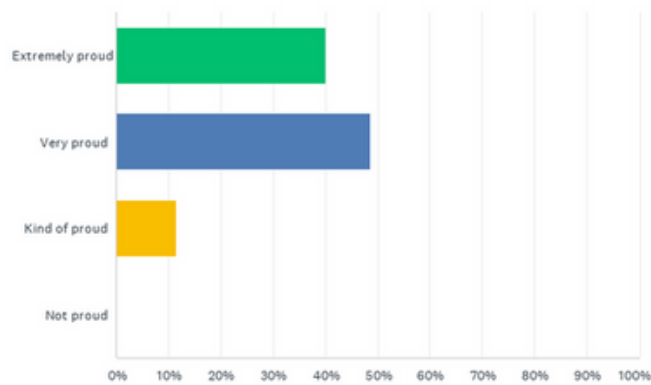


EMPLOYEE ENGAGEMENT SURVEY

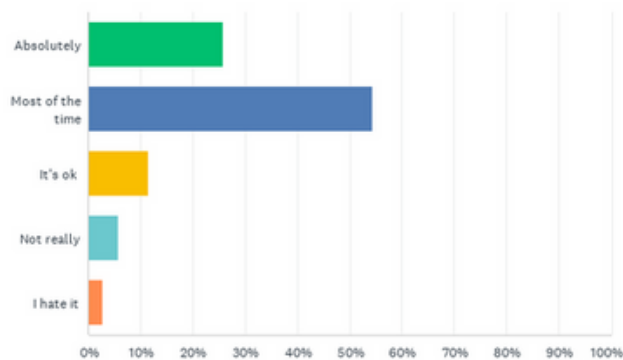
Q29 My work group works well as a team.



Q9 Are you proud of the work you do?



Q5 Overall, I enjoy my job.





Standards of Excellence 2022

Annual Performance Report
Prepared for the Law Enforcement
Users Subcommittee
March 13, 2023

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 priority. Dispatchers must understand the relative importance of speed and accuracy in every situation. For continued quality improvement, measuring individual processes and providing data to each dispatcher is an essential part of achieving ongoing quality improvement in a dispatch center. By tracking performance at a granular level, we can identify specific areas for improvement and work with each dispatcher to improve their individual performance, which will ultimately contribute to better overall performance for the entire Center.

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 2022, our performance saw a slight dip. A minor decline in performance from 89% compliance in 2021 to 88% in 2022 may not be cause for major concern; but it is still important to identify the reasons for the decline and take appropriate actions to address any underlying issues. Our average building time in 2022 was 83 seconds.

	2021	2022
% Compliant	89%	88%
Avg Time	81 seconds	83 seconds

Call-Taking Time

The call-taking process is a balancing act between speed and content. In 2022, we were 87% compliant to the 90-second standard and maintained a 60-second average from time of answer to time call was created.

	2021	2022
% Compliant	87%	86%
Avg Time	60 seconds	60 seconds

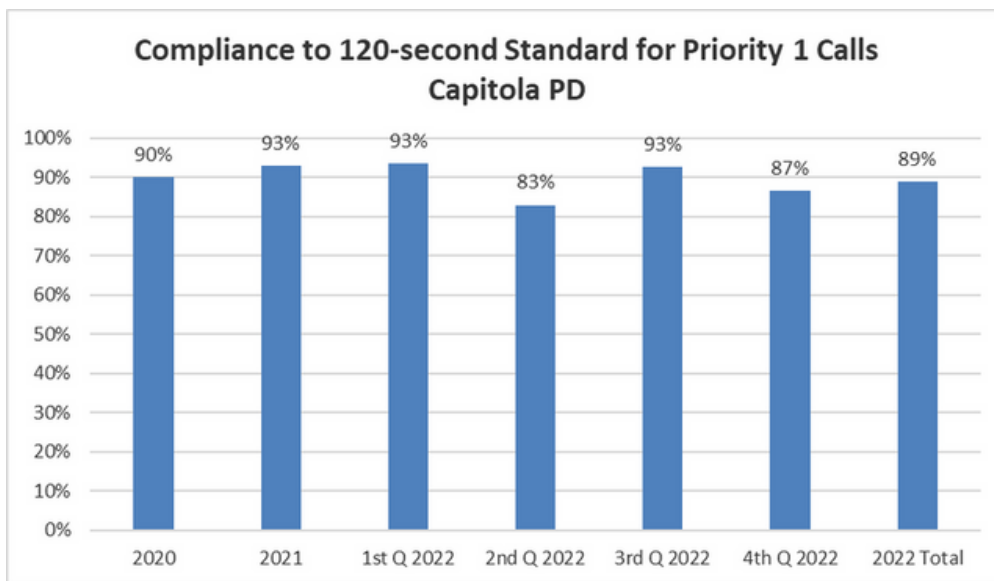
Dispatching Time

“Dispatching Time” is the time it takes the radio dispatcher to assign a unit to high-priority events. In 2022, our compliance to the 30-second dispatch standard was 79%.

	2021	2022
% Compliant	83%	79%
Avg Time	21 seconds	22 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.

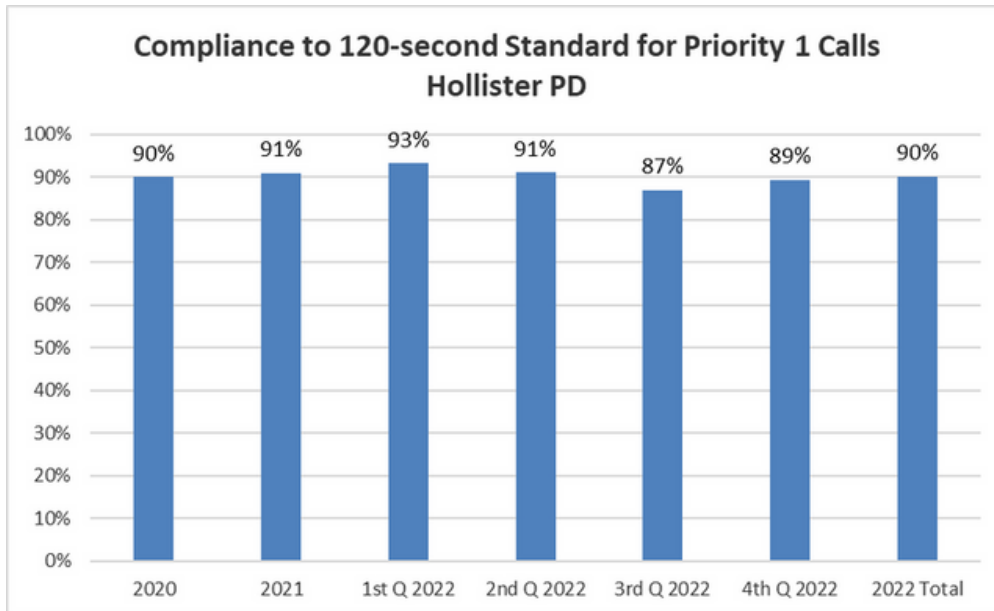
Performance Data for Capitola Police Department



Our average building time for Capitola Police Department in 2022 was 81 seconds, and our compliance to the 120-second building time standard was 89%.

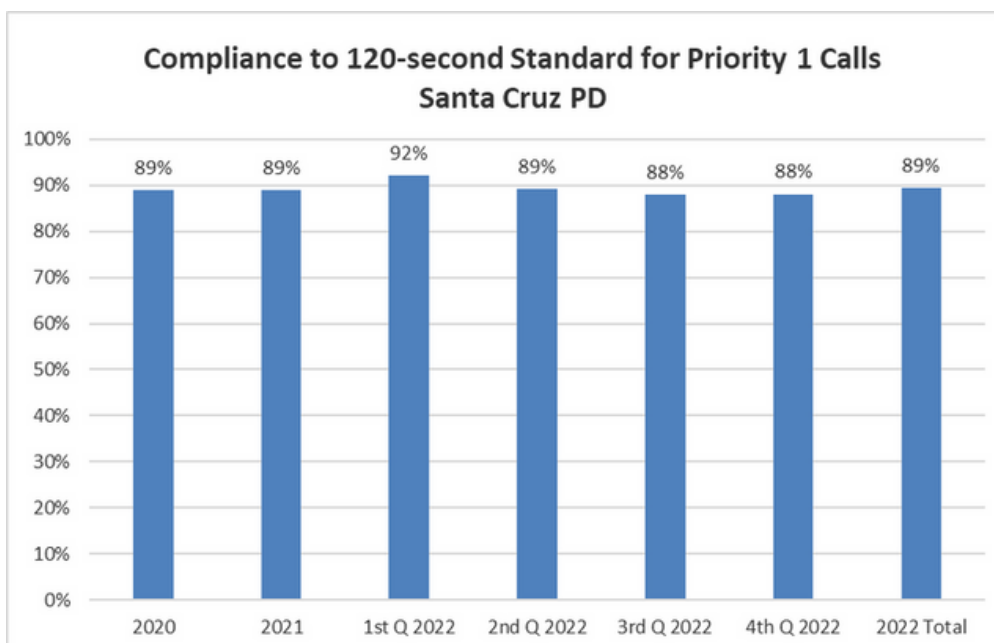
BUILDING TIME – The elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of a law enforcement unit) in a maximum of two minutes (120 seconds) for 90% of all first priority law enforcement incidents.

Performance Data for Hollister Police Department



Our average building time for Hollister Police Department in 2022 was 79 seconds, and our compliance to the 120-second building time standard was 90%.

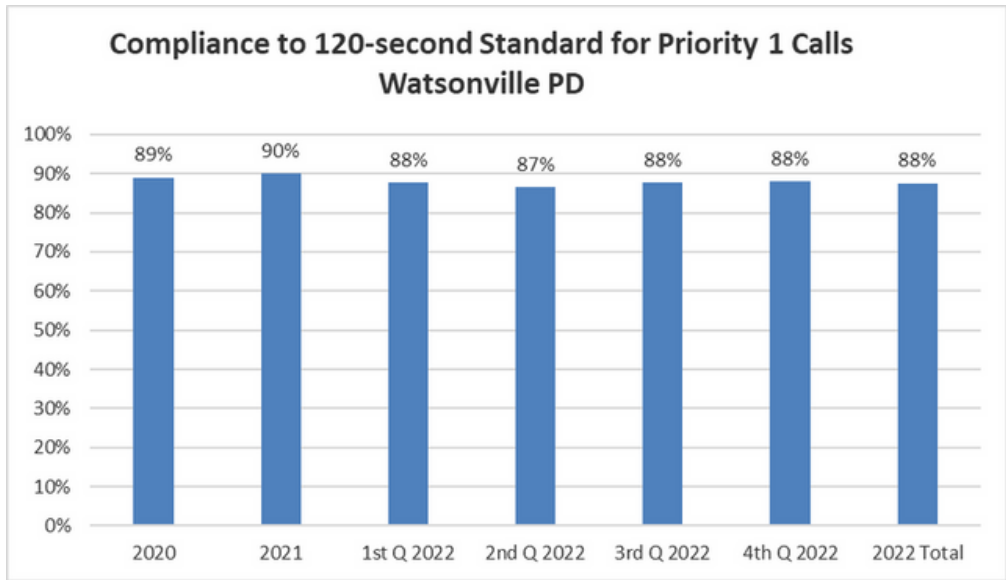
Performance Data for Santa Cruz Police Department



Our average building time for Santa Cruz Police Department in 2022 was 83 seconds, and our compliance to the 120-second building time standard was 89%.

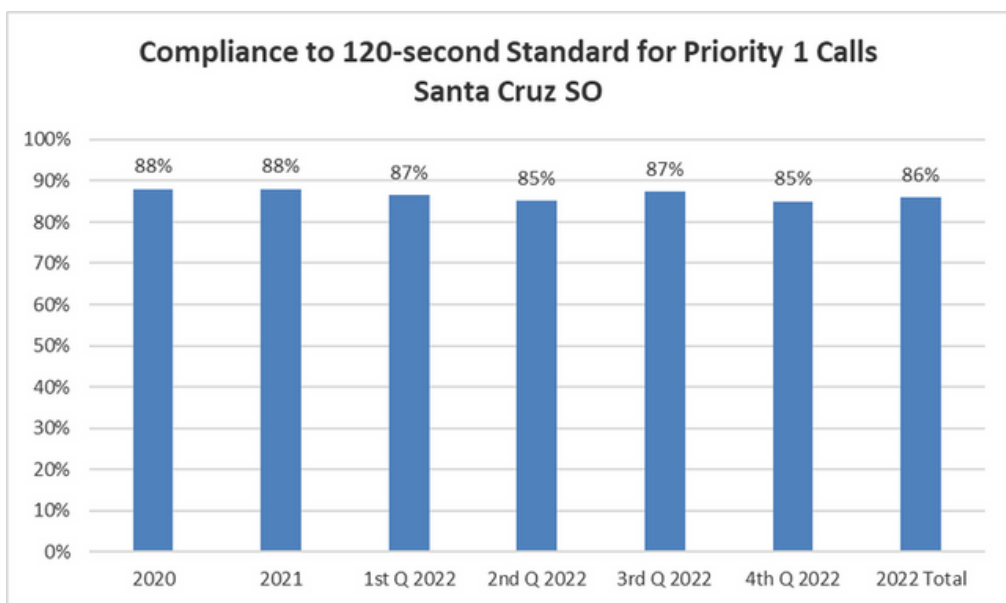
BUILDING TIME – The elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of a law enforcement unit) in a maximum of two minutes (120 seconds) for 90% of all first priority law enforcement incidents.

Performance Data for Watsonville Police Department



Our average building time for Watsonville Police Department in 2022 was 8 seconds, and our compliance to the 120-second building time standard was 88%.

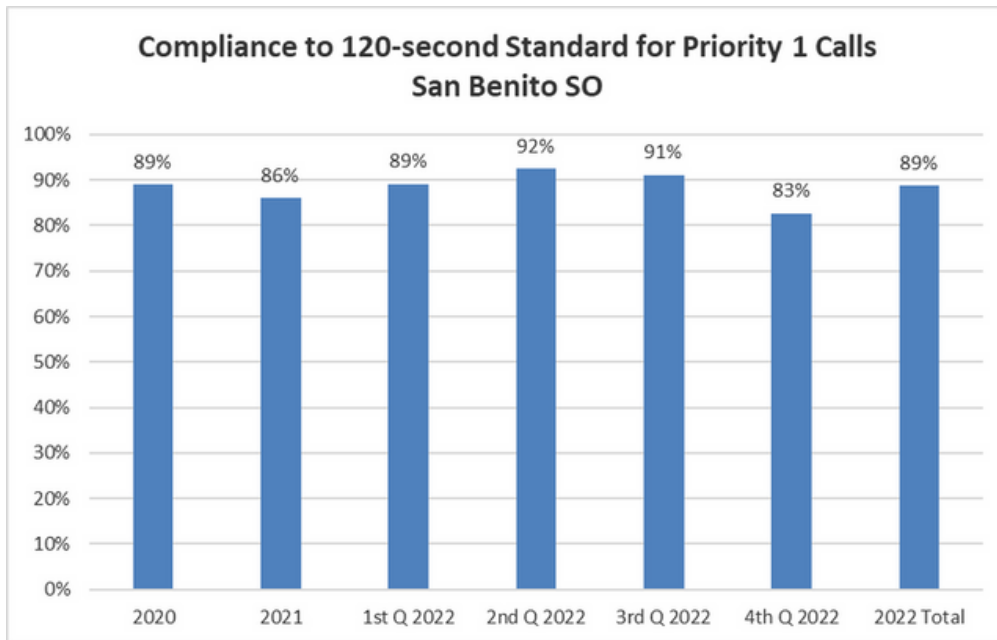
Performance Data for Santa Cruz Sheriff's Office



Our average building time for Santa Cruz Sheriff's Office in 2022 was 88 seconds, and our compliance to the 120-second building time standard was 86%.

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.

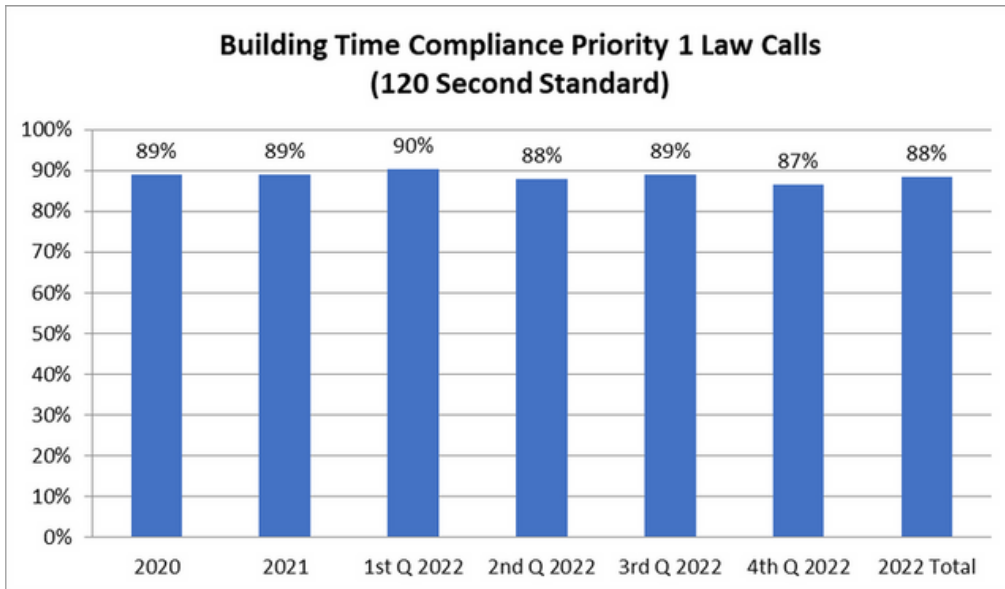
Performance Data for San Benito Sheriff's Office



Our average building time for San Benito Sheriff's Office in 2022 was 86 seconds, and our compliance to the 120-second building time standard was 89%.

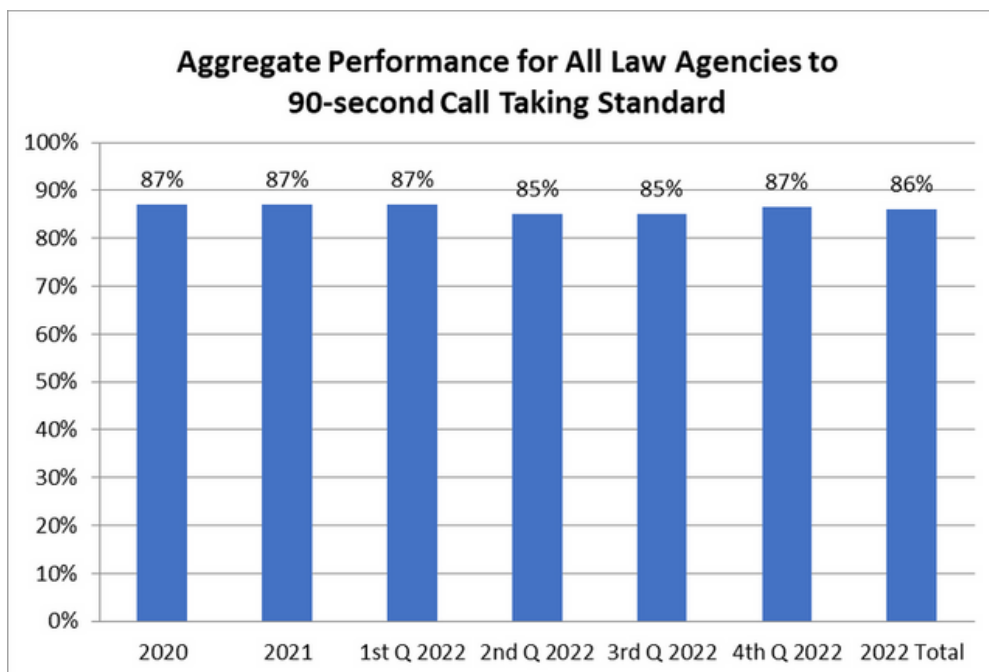
Aggregate Performance Data for Law Enforcement

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 2022 was 83 seconds, and our compliance to the 120-second building time standard was 88%.

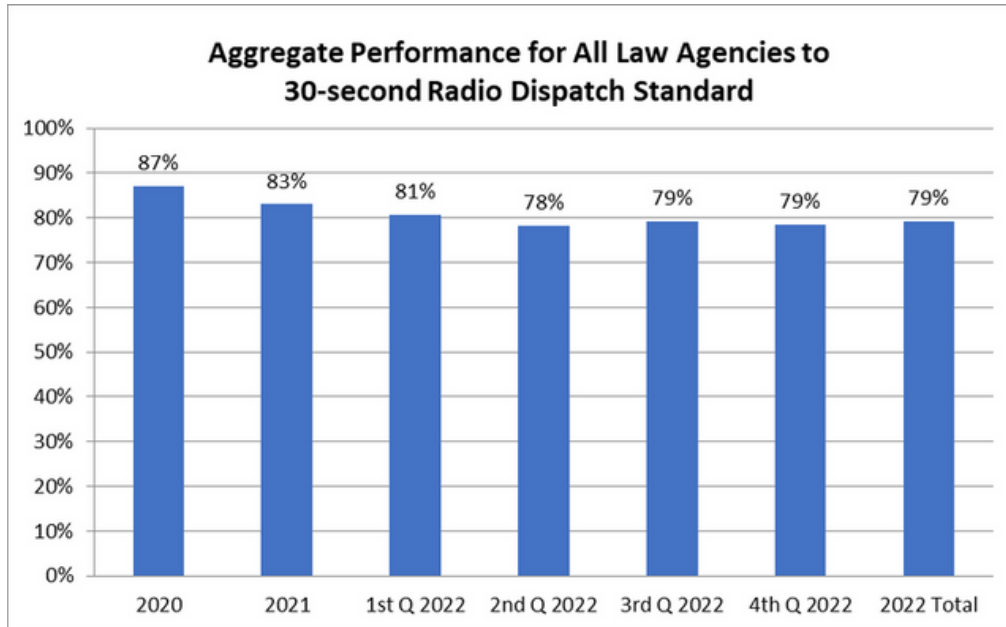
CALL-TAKING – The time elapsed from E9-1-1 call pick up to the point of incident creation (CAD incident initiation) in a maximum of 90 seconds for 90% of first priority law enforcement incidents.



The average call-taking time for 2022 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 2022 was 23 seconds.

9-1-1 Ring Times

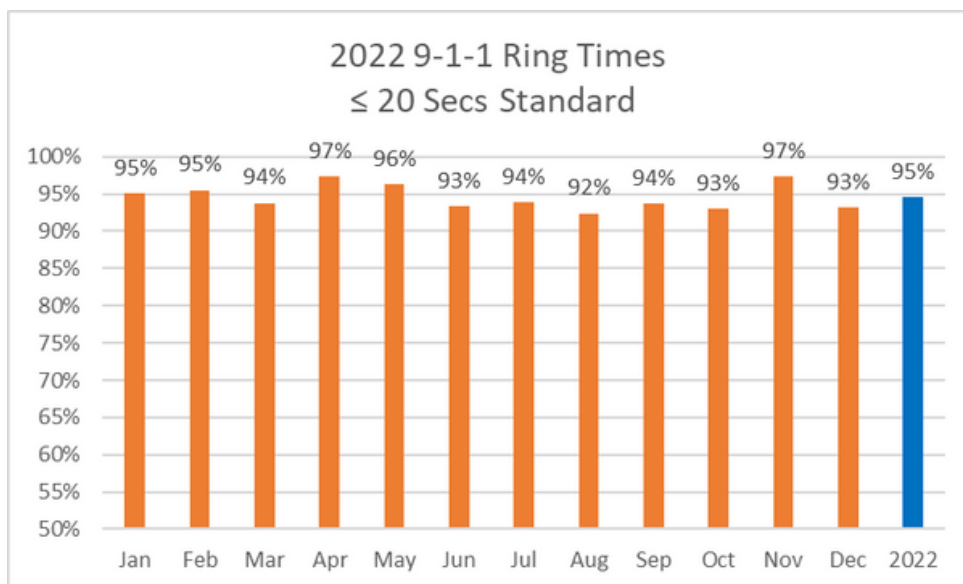
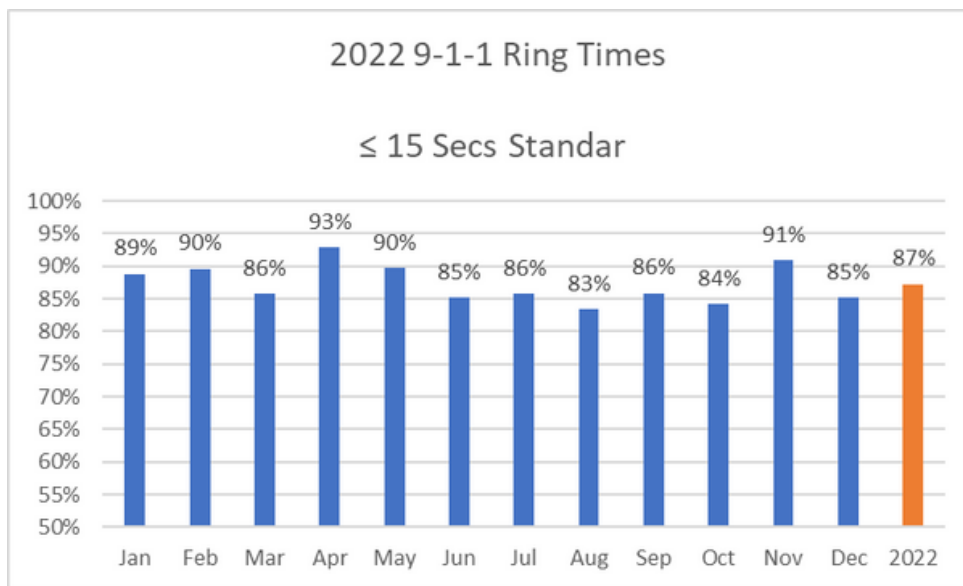
Calls are answered in the order of priority as listed below:

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

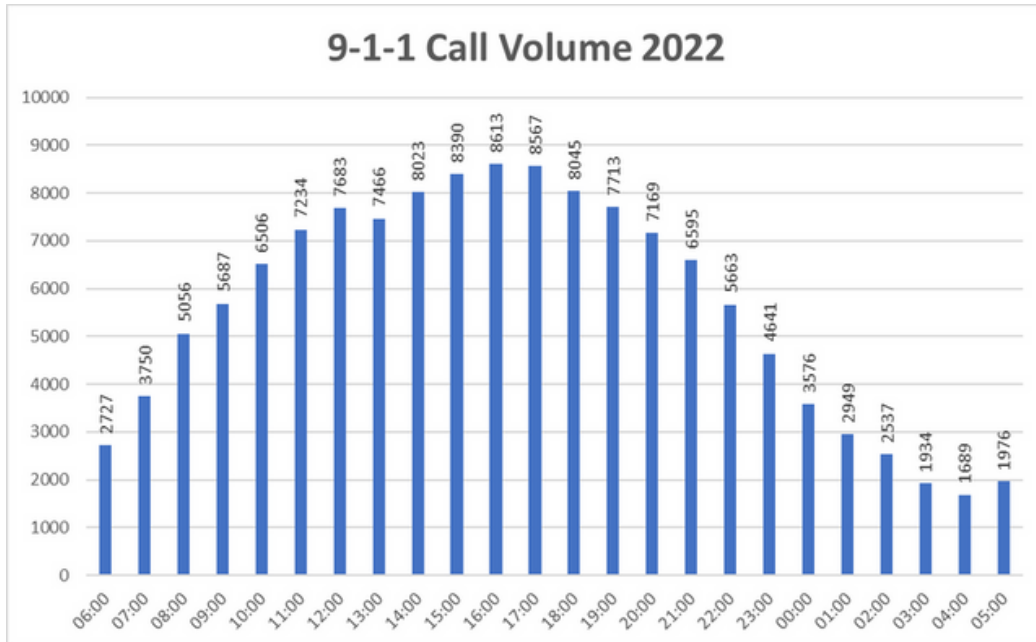
The National Emergency Numbers Association (NENA) Standard for 9-1-1 Call Processing states:

- 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





Standards of Excellence 2022

Annual Performance Report
Prepared for the Fire/EMS Users Subcommittee
March 13, 2023

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 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 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 2022, building time and compliance to the 90-second standard remained stable and reliable. Building time averaged **70 seconds** and **80% compliant** to the 90-second standard, which are the same performance metrics as 2021.
- Average building time for **Confirmed Structure Fires** was **63 seconds**; one second faster than 2021. Seconds Matter! The agency was **88% compliant** to the 90-second standard, which is consistent with 2021 compliance.

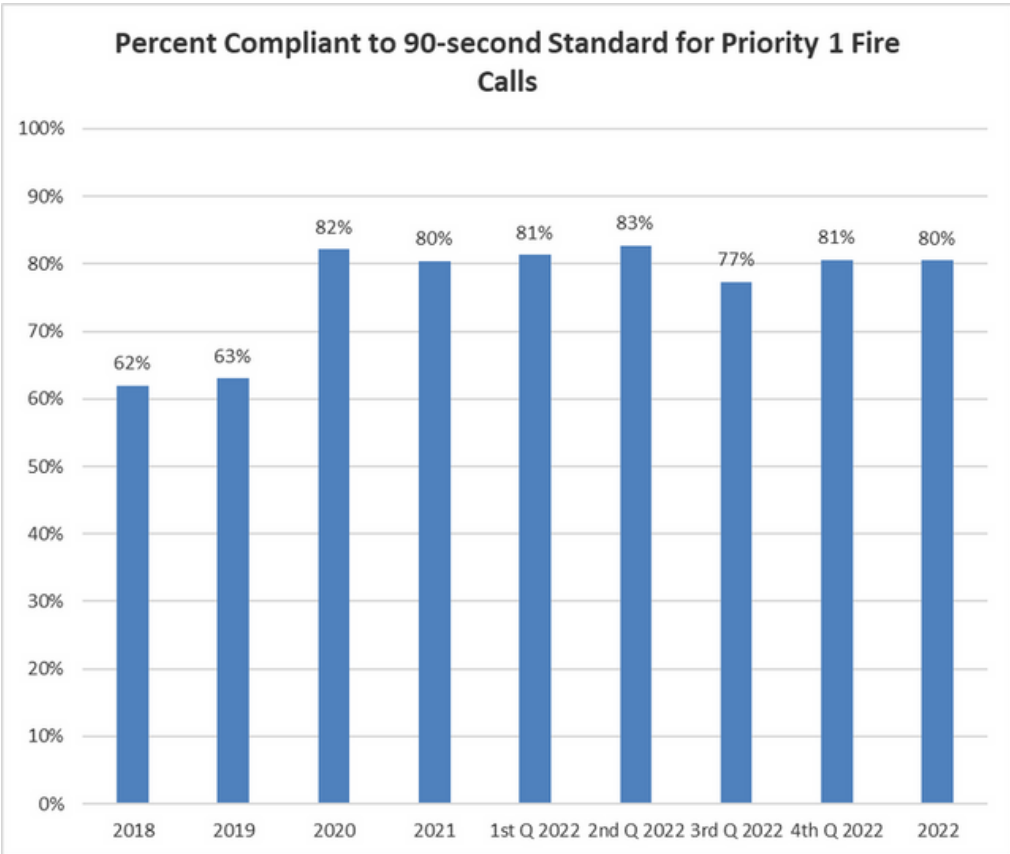
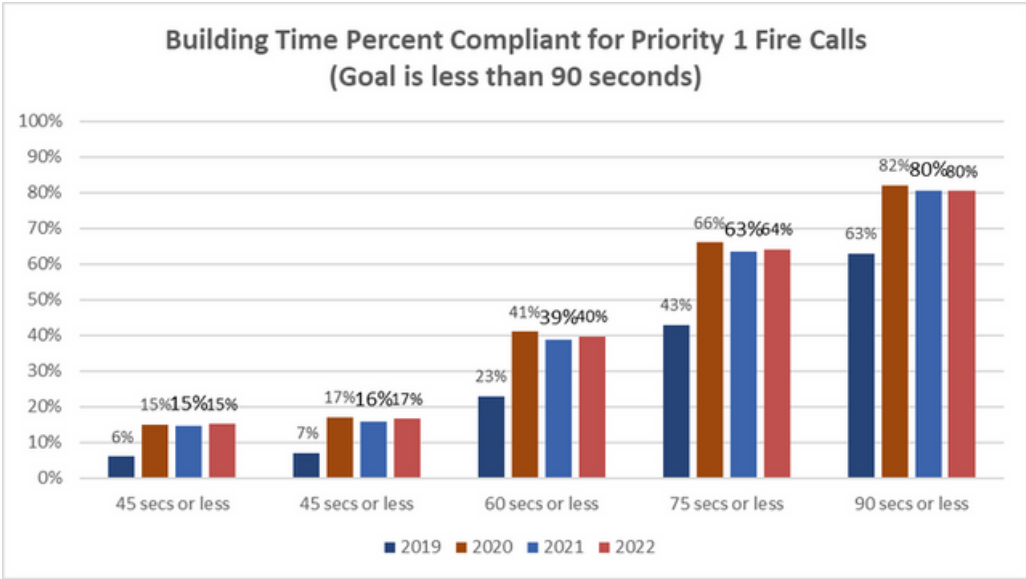
EMS Performance

- In 2022, building time for **ECHO** medicals, the highest priority medical, averaged **56 seconds**. The agency was **91% compliant** to the 90-second standard, processing a total of 473 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. **3,323** 9-1-1 calls fell into this category. Average building time for these calls was **63 seconds**, and **86% compliant** to the 90-second standard.

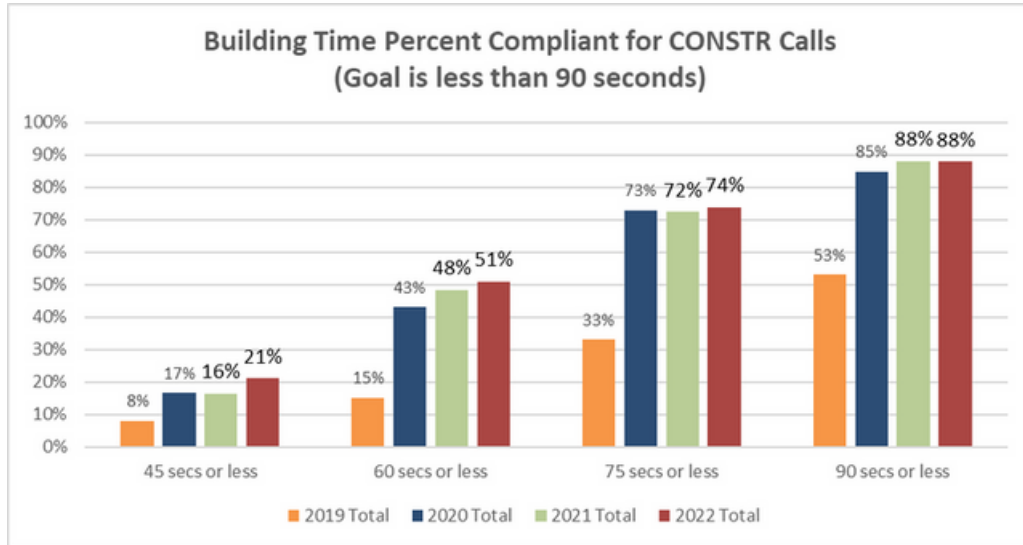
EMD calls are reviewed by contract with Priority Dispatch. These performance reviews are essential for dispatcher feedback, goal setting, accountability, recognition, and data collection. 1,041 call reviews were provided to dispatchers with timely, constructive feedback. 70% of cases were compliant or high compliant, 14% were partially compliant, and 16% were not 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.

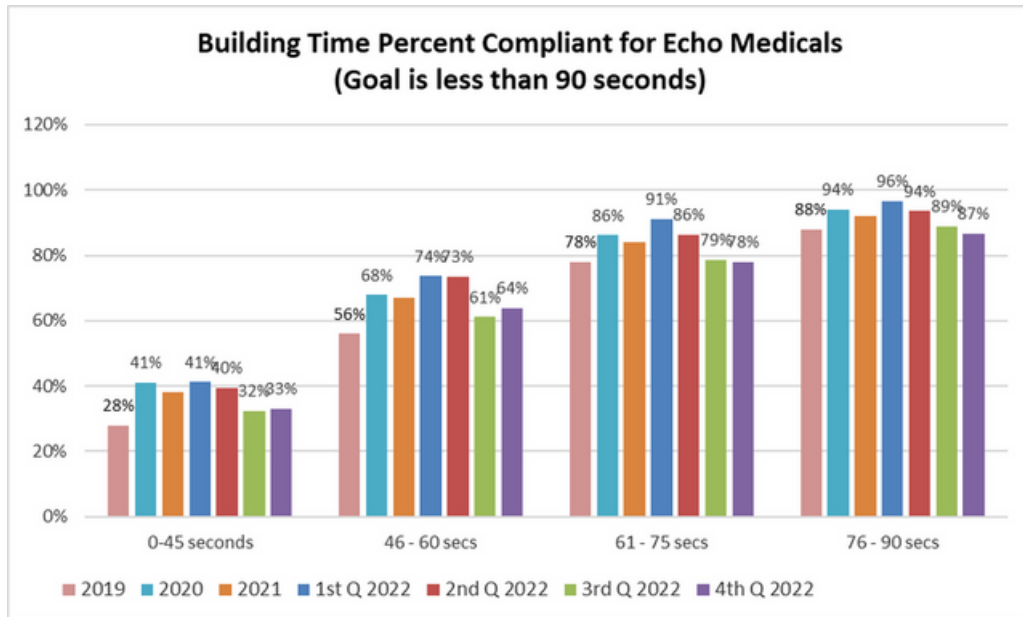


Overall Performance on Confirmed Structure Fires 2022

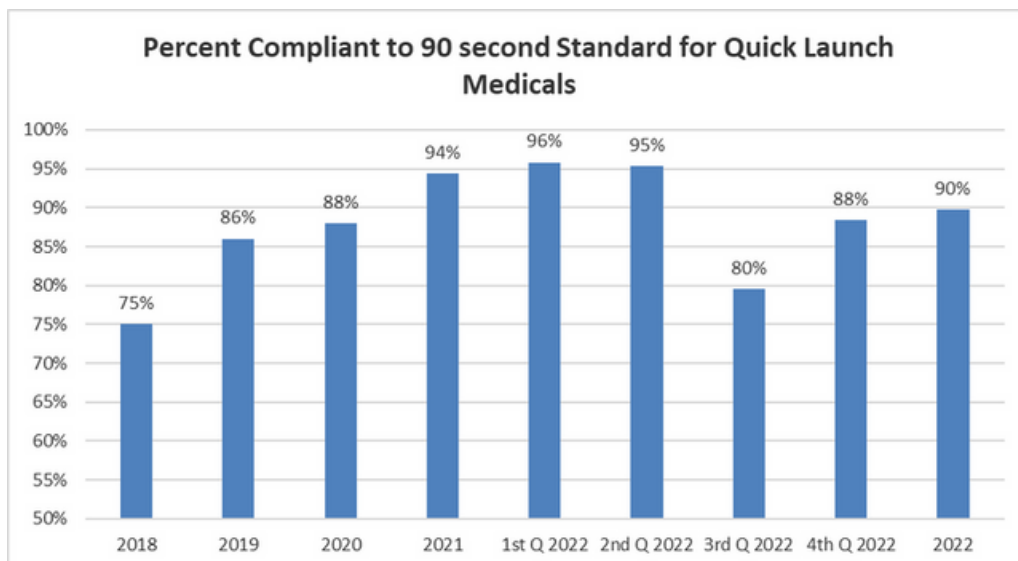


Performance Data for Priority Echo Medicals

- 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.

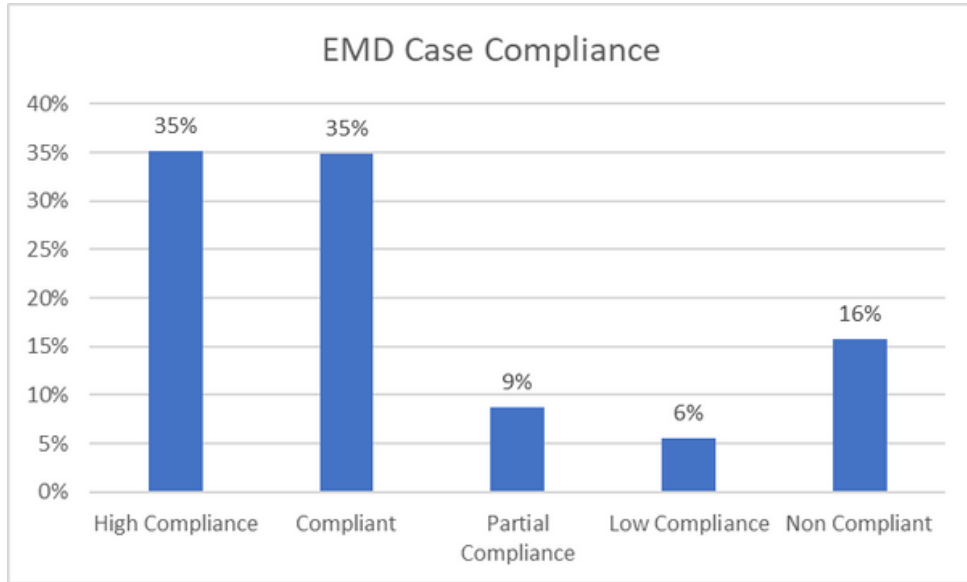


The "Echo" level emergency is the highest priority incident in the EMD system. It is used for patients who are identified from the beginning of the call-taking process as being in respiratory arrest or experiencing life-threatening breathing difficulties.



EMD Case Compliance

A total of 1,041 EMD cases were reviewed in 2022. 70% of cases were compliant or high compliant, 14% were partially compliant, and 16% were not compliant.



Compliance	Number of Cases
High Compliance	365
Compliant	363
Partial Compliance	91
Low Compliance	58
Non-Compliant	164

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