

# 2023

## Annual Report



[www.scr911.org](http://www.scr911.org)

# Table Of Contents

<b>Message from the General Manager.....</b>	<b>1</b>
<b>Santa Cruz Regional 9-1-1 Staff.....</b>	<b>3</b>
<b>Organizational Charts.....</b>	<b>4</b>
<b>Workload and Call Statistics.....</b>	<b>5</b>
<b>Authority Goals.....</b>	<b>8</b>
<b>Strategic Plan Update.....</b>	<b>11</b>
<b>Operations Division.....</b>	<b>15</b>
<b>Dispatcher of the Year.....</b>	<b>36</b>
<b>Systems Division.....</b>	<b>45</b>
<b>Business Division.....</b>	<b>48</b>
<b>Peer Support Team.....</b>	<b>50</b>
<b>Safety &amp; Wellness Advisory Board.....</b>	<b>51</b>
<b>Employee Association.....</b>	<b>52</b>
<b>Appendix.....</b>	<b>54</b>
<b>Users Survey Results.....</b>	<b>55</b>
<b>Law Enforcement Annual Performance Report.....</b>	<b>68</b>
<b>Fire/EMS Annual Performance Report.....</b>	<b>80</b>

# Message from the General Manager

Looking back over 2023, it was a year filled with many challenges. From major weather events including flooding, storm surge, and a bomb cyclone, happening throughout all of the communities we dispatch for in the first three months of 2023 to spiking COVID-19 rates taking their toll on our already over-worked dispatcher staff in the last month of 2023, this was a difficult year. And yet, when I reflect back, the strongest feeling I have is gratitude.

On a personal level, I am grateful for the amazing people who work here, not only for their skill and commitment as dispatchers, technicians, managers, and support staff, but as wonderful people. Their commitment, intelligence, professionalism, and resilience are essential to us continuing to perform our mission of providing excellent service to our Users and our communities. My mother passed away in June of this year after being briefly hospitalized with a recurrence of cancer. When I returned to work, I was met with numerous cards, flowers, words of encouragement, and I felt surrounded and protected by people who truly care.

In the Operations Division, the dispatchers have soldiered on despite the agency's continuing struggles with recruiting, hiring, and retention. They have worked many hours of overtime every month this year. This is an incredibly taxing, high-stress occupation, yet the dispatch staff steadfastly show up, support each other, work to their highest capability, and make me proud every day. Their generosity is such that the same care they showed me is given freely to strangers in need. I am full of admiration and gratitude for their work.

The Operations Management team has always been very lean, and in 2023 they were down an additional position. Yet they still performed all of their critical functions pertaining to scheduling, training, operational policy development, and personnel management. These managers provided a substantial amount of direct support to their dispatch staff by cumulatively taking on a total of 1,207 hours of overtime, saving dispatchers from working those hours on top of their existing burden of overtime.

## Santa Cruz Regional 9-1-1 Board of Directors



Jamie Goldstein  
City of Capitola



Matt Huffaker  
City of Santa Cruz



René Mendez  
City of Watsonville



Carlos Palacios  
County of Santa Cruz

In the Systems Division, the team handled over 800 trouble tickets, provided support to our User agencies via the Systems Help Desk, and kept all of the critical systems running through maintenance, upgrades, and applied ingenuity. The Systems staff are creative problem-solvers and technical wizards who ensure the tools our teams need are available.

Our Business Division, as always, are the unsung heroes. They ensure employees get paid on time, are properly enrolled in the various benefits, our break room is well stocked, our bills are paid on time, and, in general, make sure our agency operates smoothly and efficiently. They are also delightful people who are always willing to lend an ear, share a smile, or take on extra tasks to support the other divisions in the building.

Although I can see that many of our challenges will continue in 2024, I am filled with confidence that this team of amazing humans will continue to perform at exceptional levels and we will successfully navigate whatever 2024 brings us.

With gratitude,

**Amethyst Uchida**  
General Manager





# 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  
Anthony Roggero, Systems Technician  
Gabriella Santana, GIS Technician

## Business Division

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

## Public Safety Dispatch Staff

### Senior Public Safety Dispatchers

Andrea Castro  
Andrew Davidson  
Lyndsay Farotte  
Abigail Marizette  
Areli Sanchez  
Stephanie Tracy\*

### Public Safety Dispatchers

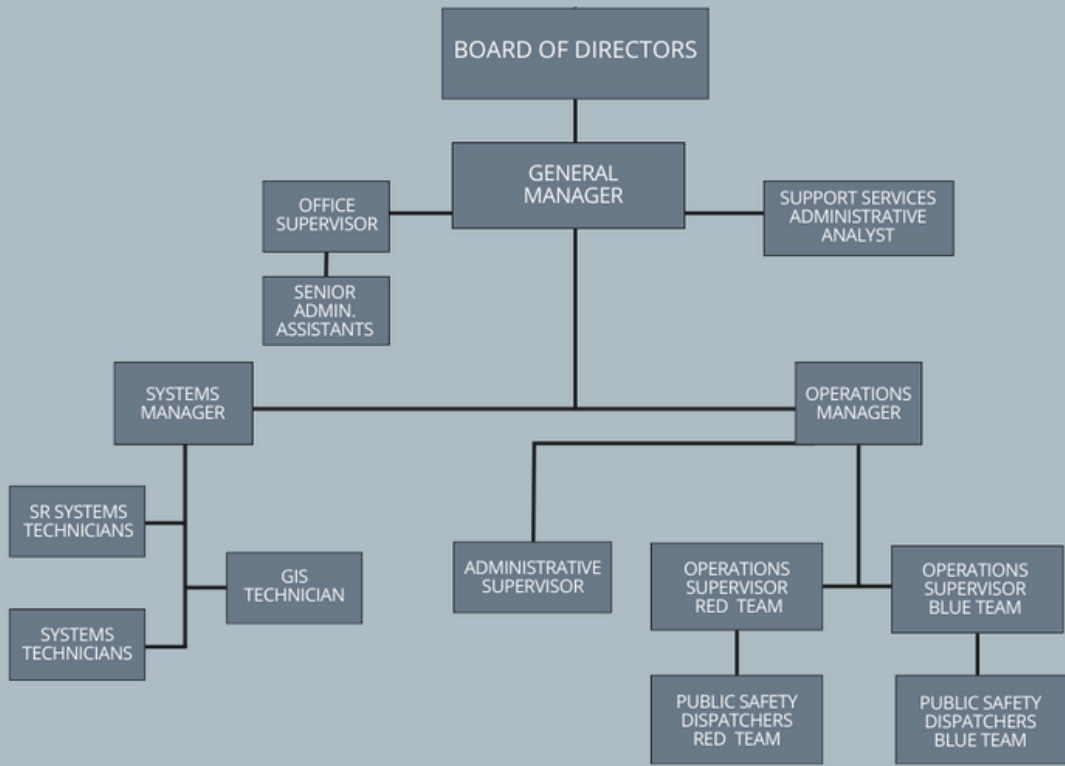
Nicole Anderson\*  
Michael Birkett  
Elian Cerritos  
Dillon Corley  
Kristine Ebersole\*  
Anne Escobar  
Natalya Estrada (Extra Help)  
German Flores  
Ashley Garcia  
Patrick (PJ) Garza  
Cooper Heberer  
Austin Henderson  
Kristal Higgins

Sheena LaMar  
Abigail MacMullan  
Jennifer Maggio  
Kathy Martinez  
Brianna McDonald\*  
Eric Mello  
Jacqueline Morris  
Magdalena Murakami  
Lisa Oberdorfer (Extra Help)  
Kylie Olson  
Bryon O'Neal  
Justin Orozco\*  
Jack Parker  
Alexander Perez\*

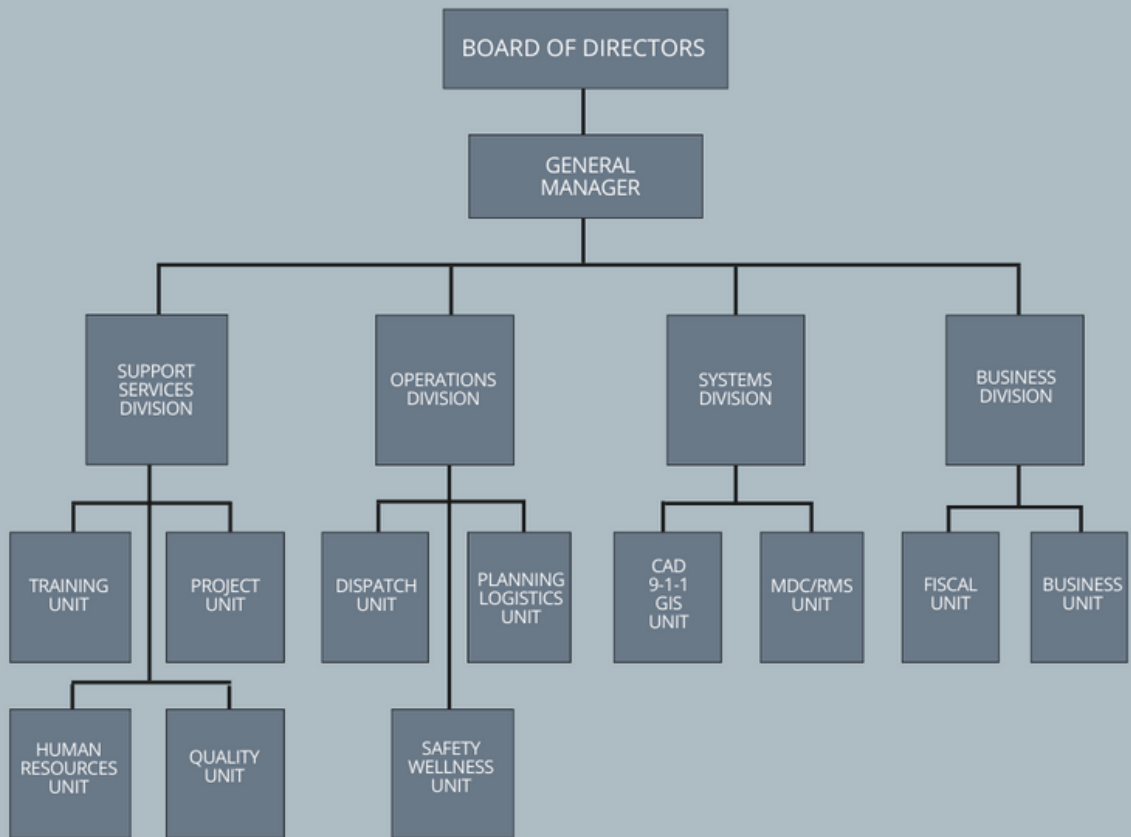
Samantha Preciado  
Sandra Raya-Cervantes  
Ariana Rios  
Eileen Rios-Ramirez  
Isaias Roman  
Billie Savell  
Skylar Seyffert  
Melanie Sherwood  
Taylor Stamos\*  
Annie Stivala  
David Sumner  
Simran Thind  
Rose Torres  
Bailey Whittle  
Paola Zepeda

\*left employment in 2023

**ORGANIZATIONAL CHART**



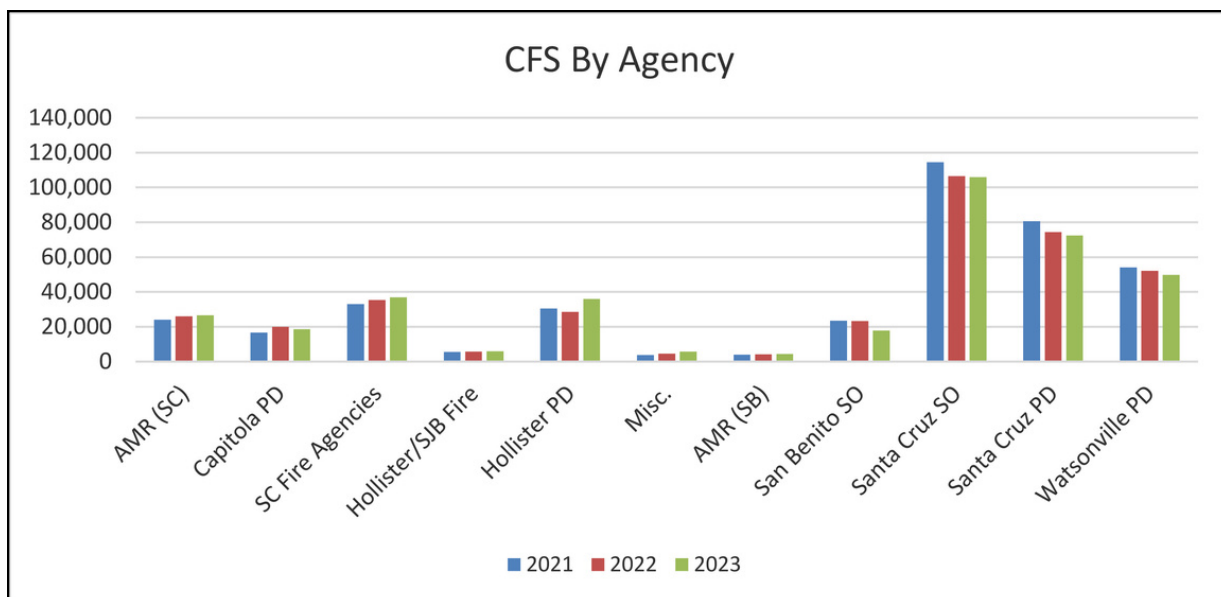
**PROGRAM REPORTING STRUCTURE**



# Workload and Call Statistics

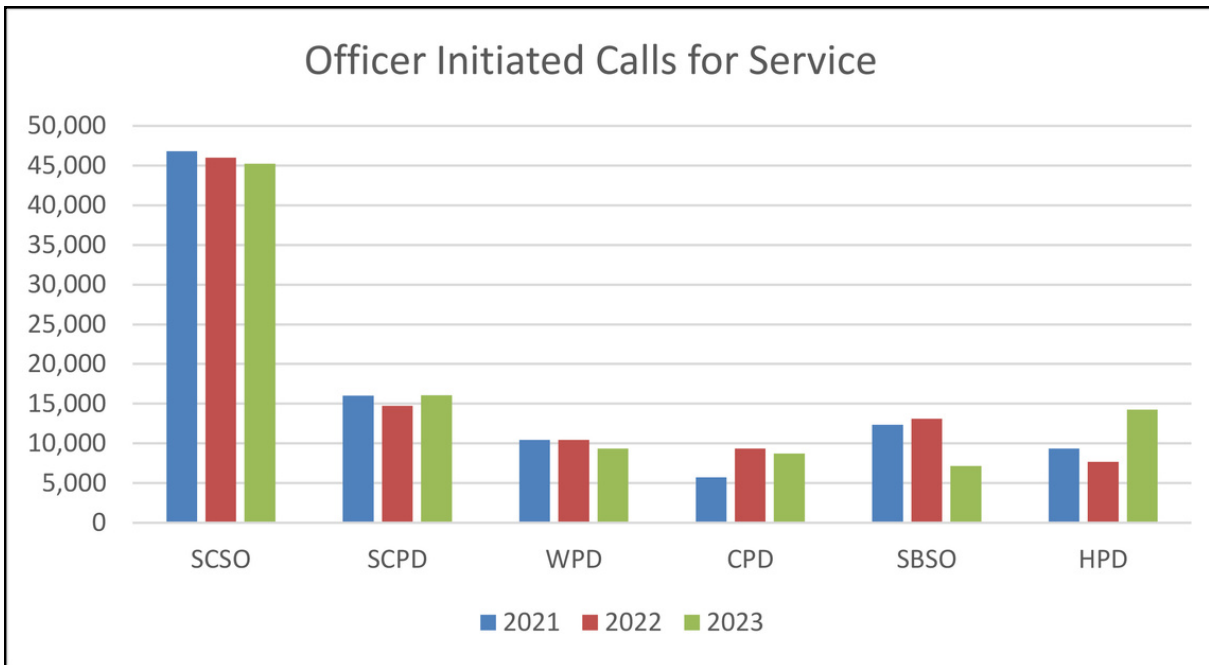
## CALLS FOR SERVICE AGENCY COMPARISON

Name	2021	2022	2023	% Change
AMR (SC)	24,003	26,007	26,669	2.55%
Capitola PD	16,584	19,948	18,635	-6.58%
SC Fire Agencies	33,082	35,357	36,896	4.35%
Hollister/SJB Fire	5,586	5,681	5,855	3.06%
Hollister PD	30,588	28,503	35,876	25.87%
Misc.	3,877	4,660	5,712	22.58%
AMR (SB)	4,085	4,242	4,286	1.04%
San Benito SO	23,469	23,286	17,847	-23.36%
Santa Cruz SO	114,409	106,426	105,856	-0.54%
Santa Cruz PD	80,653	74,432	72,458	-2.65%
Watsonville PD	53,995	52,170	49,727	-4.68%
TOTAL	390,331	380,712	379,817	-0.24%



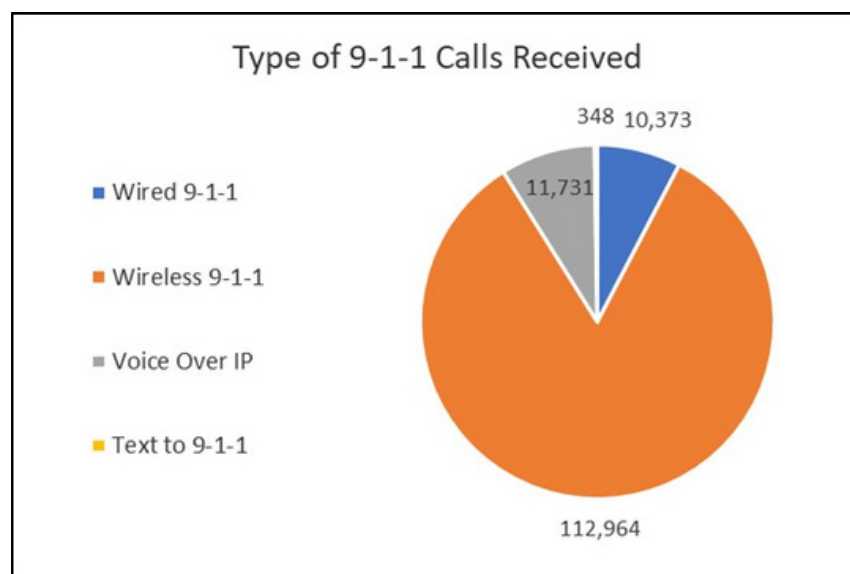
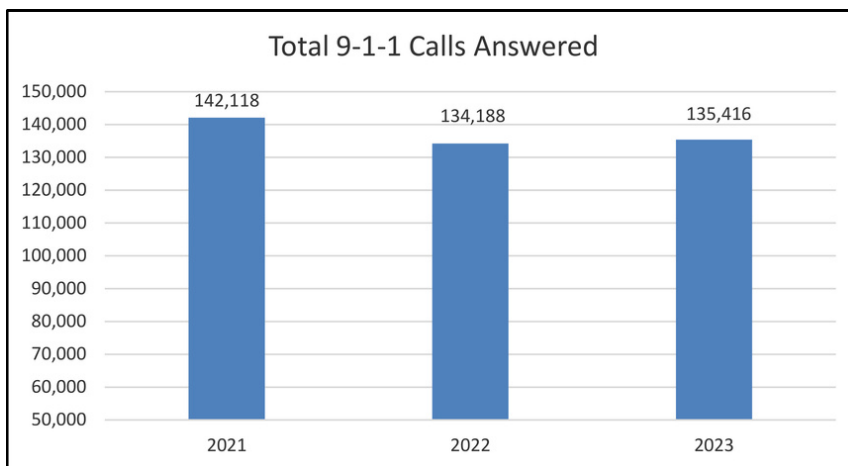
# OFFICER INITIATED CALLS FOR SERVICE

Name	2021	2022	2023	% Change
Santa Cruz County Sheriff's Office (SCSO)	46,798	46,005	45,255	-1.63%
Santa Cruz Police Department (SCPD)	16,000	14,749	16,079	9.02%
Watsonville Police Department (WPD)	10,421	10,423	9,339	-10.40%
Capitola Police Department (CPD)	5,716	9,328	8,744	-6.26%
San Benito County Sheriff's Office (SBSO)	12,340	13,119	7,129	-45.66%
Hollister Police Department (HPD)	9,338	7,698	14,236	84.93%
TOTAL	100,613	101,322	100,782	-0.53%



# TOTAL PHONE CALLS HANDLED AND PROCESSED

Type of Call	2021	2022	2023	% Change
Wired 9-1-1	13,880	12,276	10,373	-15.50%
Wireless 9-1-1	117,171	109,600	112,964	3.07%
Voice Over IP	10,773	12,029	11,731	-2.48%
Text to 9-1-1	294	283	348	22.97%
<b>Total 9-1-1</b>	<b>142,118</b>	<b>134,188</b>	<b>135,416</b>	<b>0.92%</b>
10-Digit Emergency	33,496	33,490	33,437	-0.16%
10-Digit Non-Emergency (law)	148,261	135,240	114,375	-15.43%
10-Digit Other	197,827	198,850	185,767	-6.58%
Total 10-Digit Calls	379,584	367,580	333,579	-9.25%
<b>Total Phone Calls</b>	<b>521,702</b>	<b>501,768</b>	<b>468,995</b>	<b>-6.53%</b>





# Assessment of 2023 Authority Goals

## Revamp the Authority's Comprehensive QA/QI Program

Objective: Recruit and hire a new Support Services Administrative Analyst who, in collaboration with the Operations Division Manager, will develop the framework for an updated Quality Assurance/Quality Improvement program. The Analyst will develop performance dashboard reports for dispatchers to provide real-time feedback on the Authority's compliance to Standards.

Completed/In Progress: A recruitment was completed in April 2023 and an internal candidate, Dispatcher Patrick (PJ) Garza, emerged as the successful applicant. During the second half of 2023, PJ had the opportunity to spend about 16 hours a week in his new role and was officially promoted to the position effective January 6, 2024. Despite the position being filled less than half time for less than half the year, the Administrative Analyst has made recommendations for changes to the call review grading sheets, and is working on a new format for the monthly employee performance reports. We will continue to develop the program structure in 2024 as well as the performance dashboard reports for dispatchers to receive real-time feedback on the agency's overall performance.

## Users Survey

In 2023, SCR9-1-1 conducted a survey of our User Agencies. The goal of the survey was to provide an opportunity for User personnel to give us their feedback and in turn to find out how satisfied our Users are, identify areas for improvement, and reinforce our strengths. We received 92 complete responses to our survey and 18 partial responses. Highlights of the survey results can be found in the Appendix of this report.

# Assessment of 2023 Authority Goals

## Optimize Use of Current Systems

Task teams and the User sub-committees explored new P1 Mobile features in the 4.5 upgrade, implementing those that will improve usability and support field personnel in their day-to-day activities.

At the start of the year, the Law Task Team was provided with a list of available CAD technology features to review. These new features were implemented:

- Messaging from the Unit List
- Unit Status Times

## Evaluate Staffing Levels and Deployment Models

Objective: Conduct a dispatcher staffing deployment study, specifically focusing on evaluating dispatcher workloads. Develop a proposal for part-time dispatcher.

Completed: A comprehensive staffing deployment study using both the APCO RETAINS and NENA staffing tools was conducted. The evaluation used data on staffing levels and workload distribution from the years 2020, 2021, and 2022. In October, Operations Manager Stephanie French presented the findings to the Board of Directors, outlining insights derived from the study and comparisons of dispatcher workloads. This groundwork lays the foundation for subsequent actions, such as developing strategies to address workload challenges, implementing changes to deployment models, and potentially proposing adjustments to staffing levels, including the consideration of part-time dispatcher positions.

# 2024 Authority Goals

---

## Conduct a Community Survey

Each year, the Authority conducts a survey of one of its constituent groups: Community, Employees, Users. In 2024, we will conduct a survey of Community members who have contacted 9-1-1 and seek feedback on their satisfaction with our performance.

## Review and Update the Dispatcher Classifications

In collaboration with the employee bargaining group, update the Dispatcher job classifications in order to achieve the following objectives:

- Incorporate California's First Responder Status for Dispatchers
- Modernize Job Duties
- Propose Part-Time Dispatcher Positions
- Conduct a Workshop on Dispatcher Performance Standards and Evaluations

## Replace and Upgrade the P1 CAD Hardware

Replace the hardware and upgrade the software for the Computer Aided Dispatch and Mobile solution used by SCR9-1-1 and its User Agencies. This project will include:

- Addition of a Testing environment to the PremierOne solution
- Upgrade of all CAD and Mobile client software
- Deployment of a new Mobile mapping client

# Strategic Plan Update

---

## **GOAL: Increase Dispatcher Staffing Levels**

We started the 2023 calendar year with 36.5 FTE dispatchers and ended the year with 38 FTE dispatchers on staff.

Objective: Hire and hold training academies at least twice per year until the Operations Division is fully staffed. In Progress: In 2023, we hired 11.5 dispatchers including two lateral dispatchers, and are in the process of hiring dispatchers for the first of two 2024 academies.

Objective: Convene the Training, Hiring, And Recruitment Committee during the 2022-23 fiscal year. Completed: This team met three times in the Fall of 2022 and although there was no official team meeting in 2023, the ideas the team developed in 2022 were implemented during 2023. The changes made to our recruitment, hiring, and training processes are being monitored by appropriate standing committees including the Management Team as well as the Communications Training Officers (CTOs) and Academy Instructors.

Objective: Form a Social Media Task Force to increase our social media presence, striving for one social media post per week. Completed: Supervisor Ashley Baldwin became the one and only task force member and has done a phenomenal job developing content and promoting the Authority via social media. Baldwin has developed a solid foundation that will enable us to maintain an appropriate online presence.

---

## **GOAL: Increase Employee Retention through Employee Recognition and Appreciation Initiatives and Wellness Programs, including Peer Support.**

Objective: Schedule Continuing Education (CE) training days for all personnel at least annually. Not Completed in 2023: We were unable to schedule a CE in 2023. The 2024 CE has been scheduled and will be held in May.

Objective: Review and update dispatcher classifications, in collaboration with the employee bargaining unit. Deferred to 2024: The Authority conducted a classification study of the non-represented staff in 2023. The consultant is currently drafting updated job descriptions for those administrative staff to be adopted in February 2024. During negotiations in 2024, management staff and union representatives will update the dispatcher job descriptions, utilizing the new format recommended by the consultant.

Objective: Maximize use of state-provided funding for training, especially for dispatchers. Completed: Operations staff completed 97 hours of training, with 16 individuals able to attend courses covering varied topics including Dispatcher Wellness, Preparedness, and Civilian Leadership. Training Supervisor Sean Schorovsky and Operations Manager Stephanie French will continue to look for reimbursable training opportunities and schedule staff to attend.

Objective: As dispatcher staffing increases, add members to the Peer Support Team. Completed: A recruitment was conducted in July 2023 and Dispatcher Billie Savell was added to the team. Both Savell and Dispatcher Bryon O’Neal completed Peer training during 2023.

---

## **GOAL: Evaluate Staffing Levels and Deployment Models**

Objective: Complete a staffing deployment study. Completed: See the summary under “Assessment of 2023 Authority Goals”

Objective: Investigate the possibility of designing dispatcher schedules to allow 15 minutes of transition at the end of the shift. Completed: This possibility was explored and discussed during development of the 2024 schedule. While we continue to be short staffed, dispatchers preferred not to make major changes to the schedule’s structure. When our staffing situation is improved, we will re-evaluate this concept.

Objective: Work collaboratively with User Agencies to implement changes related to behavioral health incidents. In Progress: Santa Cruz County Behavioral Health, Central Coast Family Services Agency, Santa Cruz Regional 9-1-1, our User Agencies, and various other non-profit and public health agencies are working collaboratively to increase the availability of crisis response teams and to re-design our responses to behavioral health incidents. This program will continue to develop over the next several years.

---

## **GOAL: Revamp the Authority’s Comprehensive Quality Assurance/Quality Improvement Program**

Objective: Recruit and hire a new Support Services Administrative Analyst. Completed: See the summary under “Assessment of 2023 Authority Goals”

Objective: In collaboration with the Operations Division Manager, the Support Services Administrative Analyst will develop the framework for an updated Quality Assurance/Quality Improvement program. In Progress: See the summary under “Assessment of 2023 Authority Goals.”

---

## **GOAL: Evaluate and Update the Authority’s Standards of Excellence**

Objective: Review the current Standards of Excellence and assess their relevance to today’s expectations and reporting needs. In Progress: The Support Services Administrative Analyst completed an initial review of the current Standards of Excellence which was reviewed by the Management team. In 2024, this updated document will be reviewed by the Users Committee who may recommend changes or additions to the Standards we monitor.



Objective: The Support Services Analyst will work with Systems and Operations to develop performance dashboard reports for dispatchers. Deferred: The dashboard reports will reflect the updated Standards of Excellence so they will be developed in 2024 once the Standards are updated.

---

## **GOAL: Review and Update Training Programs**

Objective: Review California POST requirements for Continuing Education for dispatchers. In Progress: The Training Supervisor and Instructors are reviewing the POST requirements and recommendations for Continuing Education and developing standard requirements for dispatchers.

Objective: Identify training opportunities suitable for Lead dispatchers. Completed: Several suitable courses were identified and two current Leads plus three dispatchers who will be promoted to Lead in January 2024 were able to attend trainings. Remaining Leads will be given the opportunity to attend additional trainings in 2024.

Objective: Identify Leadership academies suitable for newly promoted and current Supervisors. Completed: Staff identified leadership trainings available through POST, NENA, and other providers. Most supervisors were able to attend at least one training and gained valuable insight.

---

## **GOAL: 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: Staffing challenges prevented TOAC from meeting in 2023. Systems and Operations staff were able to activate some new CAD features.

Objective: Utilizing the Task Teams, explore new P1 Mobile features and implement those that will improve usability and support field personnel in their day-to-day activities. Completed/In Progress: See the summary under “Assessment of 2023 Authority Goals”.

Objective: Perform annual evaluations of the Authority’s cybersecurity position. Completed/Ongoing: The Authority has a good baseline security position. The Systems team actively monitors our security solutions, notifications, and logs. The new Systems Technician has a degree in Cybersecurity and has worked with the Manager to evaluate the Authority’s existing cybersecurity measures and recommend changes to further improve our security posture.

---

## **GOAL: Prepare for Next Generation 9-1-1 (NG9-1-1)**

Objective: Explore additional functionality available through RapidDeploy. Completed: In 2023, Real Time Text and PSAP lookup functionality was added to dispatchers’ available tools.

## **GOAL: 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. Completed: We partnered with Santa Cruz County's Office of Response, Recovery, and Resilience (OR3) to select and implement a new alert and warning solution which went live in July 2023 and was successfully used to provide numerous alerts in the second half of 2023, including evacuation warnings for coastal flooding.

Objective: Schedule an annual Technology Summit workshop for SCR9-1-1 personnel and/or User personnel. Completed: SCR9-1-1 personnel participated in a review of 9-1-1 call handling solutions available under the State of California's purchasing contract. In addition, we worked with Users on various technical projects including Live911, a fire station alerting procurement and the County's NextGen Radio project.

Objective: Increase User level access to the alert and warning solution in order to maintain on-call lists and send their own callouts. Completed: The new solution allows this type of access. Most of the User Agencies have been trained on the process and given permissions that allow them to manage their own lists and callouts.

Objective: Develop a process to allow SCR9-1-1 to review and approve new technology that interfaces with Dispatch Operations or Technologies. In Progress: A standing item, Technology, has been added to the Users meetings. So far, expansion of the Fire mobile solution and exploration of a new Station Alerting system have utilized this new collaborative process.

---

## **GOAL: Review Authority Policy and Procedure**

Objective: By July 2023, complete a review of policies in series 100 to series 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: About half of the policies have been reviewed with most needing no changes. Eight policies have been revised and adopted by the Board. Policy review will continue in 2024.

Objective: During 2023 and 2024, Staff will review and update internal policies in series 3000, 7000, 8000, and 9000. In Progress: Twenty-five policies within these series were updated in 2023.

---

## **GOAL: Identify Building Improvement Projects and Develop Funding**

Objective: Investigate the possibility of partnering with the City of Santa Cruz to install electric vehicle charging stations at the Authority. Completed: Systems Manager Bloss met with the City. The City and the Authority were unable to initiate the project using existing program funding. Bloss will continue to work with the City to explore completing this project in future grant cycles.

Objective: Investigate the possibility of partnering with the City of Santa Cruz to install a battery backup solution at the Authority. Completed: Systems Manager Bloss met with the City. The City did not select the Authority for the current year's project but has included this site on the list for future projects.

# OPERATIONS DIVISION



(L-R) Ashley Baldwin, Sean Schorovsky, Stephanie French

The Operations Division is led by Stephanie French, the Operations Division Manager, with the support of Operations Supervisors Ashley Baldwin and Sean Schorovsky. Together, the management team supports and manages all dispatch operations including the 40 people (38 full time equivalent - FTE) currently serving as dispatchers.

The Santa Cruz Regional 9-1-1 Operations Division is staffed around the clock to deliver superior service with courtesy and respect to our communities and User agencies. Every call is handled with a blend of professionalism and urgency, aimed at promptly notifying the relevant agency so community members receive the help they need.

Beyond coordinating law enforcement and fire services, SCR9-1-1 dispatchers are the singular point of contact for Emergency Medical Services (EMS) in both Santa Cruz and San Benito counties. Our Emergency Medical Dispatchers (EMDs) undergo rigorous training and certification, enabling them to provide instructions over the phone until help arrives. SCR9-1-1 is grateful to the dispatch staff, acknowledging their pivotal role as the backbone of this vital service.

## CALL VOLUME

Our communications center triaged over 468,000 calls. We handled 168,853 9-1-1 calls throughout the year, including 348 9-1-1 text messages.

90%

Average percent of 9-1-1 calls answered within 15 seconds

94%

Average percent of 9-1-1 calls answered within 20 seconds

Emergency calls can come with many challenges, including the nature of the call, the emotional state of the caller, and the various technological tools used to perform the job. A dispatcher must be adept in the use of a diverse array of software and systems. To illustrate, during a 9-1-1 phone call, a dispatcher may utilize up to six applications, ensuring the effective collection and transmission of information.

The communications center handled over 468,000 phone calls. 168,853 calls were received on 9-1-1 (including 348 9-1-1 text messages) or the 10-digit emergency line. The National Emergency Number Association (NENA) has set a standard as to how long it should take a dispatcher to answer a 9-1-1 call.

# Fire/EMS Operations

The coordination between Fire and EMS services is facilitated by sharing a common radio channel within each county. In the year under review, a total of 73,706 Fire/EMS incidents were created, with 63,565 incidents occurring in Santa Cruz County and 10,141 in San Benito County. Requests for medical assistance are handled through the utilization of an emergency medical triage software whenever possible and deemed appropriate. In this process, an EMD plays a vital role by properly triaging the medical crisis, including providing life-saving instructions when appropriate. Through the use of protocols and guidelines, EMDs are trained to guide callers through the essential steps of cardiopulmonary resuscitation (CPR) over the phone.



**42,751 Fire  
Calls for  
Service**



**30,955 Medical  
Calls for  
Service**



**EMDs processed  
23,070 of calls  
through MPDS**



**161 of callers  
received CPR  
instructions**



**Average time to start  
CPR (Hands on Chest) -  
98 seconds**



# TOP 10

## EMS Types

FALLS <b>4,186</b>	SICK PERSON <b>3,652</b>	DIFF BREATHING <b>1,879</b>	SUBJ DOWN <b>1,742</b>	UNCONSCIOUS <b>1,717</b>
IFT <b>1,665</b>	2MED <b>1,314</b>	CHEST PAIN <b>1,138</b>	SEIZURE <b>782</b>	STROKE <b>700</b>

## Fire Types

FIRE ALARM <b>3,005</b>	MVA <b>2,069</b>	WIRES <b>1,214</b>	PUBSER <b>1,144</b>	SMOKE <b>942</b>
ILLEGAL BURN <b>461</b>	RESCUE <b>295</b>	STAGE <b>305</b>	OTHER FIRE <b>280</b>	GAS INVEST <b>265</b>

## Law Incident Types

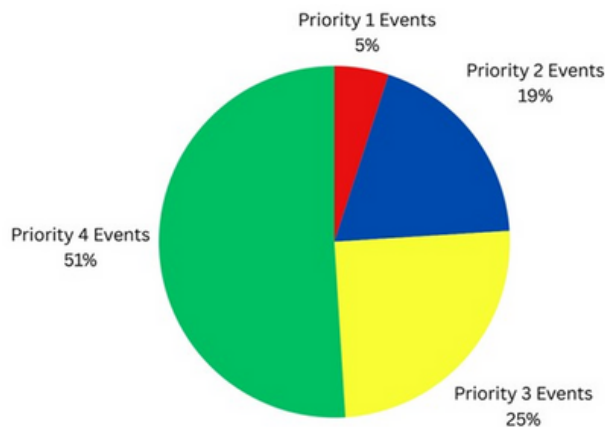
911 HANG-UP <b>35,820</b>	FOLLOW UP <b>17,104</b>	DISTURBANCE <b>13,284</b>	WELFARE CHECK <b>9,533</b>	SUSPIC <b>8,952</b>
ALARM <b>7,715</b>	ASSIST <b>7,522</b>	CRASH <b>5,419</b>	TRAFFIC <b>5,127</b>	BOL <b>5,031</b>



# Law Operations

Out of the total 300,399 Law calls for service (CFS) created, 199,617 calls originated from community contact with the center. These calls are systematically prioritized based on both the time element and the nature of the incidents reported. Notably, over 50% of the calls fall into the non-emergency category, emphasizing the diverse nature of the requests received. Additionally, approximately 18% of those 199,617 calls result from 9-1-1 misdials, highlighting the need for ongoing public education and awareness regarding emergency contact procedures. The data underscores the importance of efficiently managing resources to address both emergency and non-emergency situations. The growing use of mobile devices, network-connected wearables, and telematics has increased unintentional calls to emergency services. While these misdials are accidental, each unnecessary call diverts resources crucial for responding to genuine emergencies. These not only consume valuable time but also pose a potential risk to those urgently in need of assistance by diverting the attention of dispatchers to non-emergency calls.

- Priority 1 events (in progress felony crimes) – These CFS must be created within 90 seconds of answer and dispatched within 30 seconds of call creation.
- Priority 2 events (in progress property crimes or non-violent crimes)
- Priority 3 events (in progress non-criminal activity with no threat to person or property)
- Priority 4 events (reportable persons or property crime not in progress or public nuisance)



We are grateful to the dedicated dispatchers and supervisors in the Operations Division, whose commitment to their demanding 24/7 roles makes a profound difference in the lives of others. Their invaluable service and dedication in handling critical situations exemplify a level of professionalism that is commendable.

# Collaborative Workgroups

The Operations Division is engaged in internal and external collaborative groups, united by a shared commitment to fulfilling the mission of the agency, supporting the agencies we serve, and positively impacting the community. Internal groups, guided by a member of the Operations Management Team, involve active participation from dispatcher representative(s) and sometimes line-level field users. External groups, on the other hand, are facilitated by a User agency or stakeholder, with management representation from SCR9-1-1. We are grateful to all those involved for their contributions to our shared goals.

<b>INTERNAL WORK GROUPS</b>	<b>EXTERNAL WORK GROUPS</b>
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)
	Ad hoc Groups: MCI planning, Active Attacker Planning, Weather event coordination

## SCR9-1-1 Goes to Sacramento

Operations Manager Stephanie French, representing not just SCR9-1-1 but all California PSAPs, participated in the "9-1-1 Goes to Sacramento" event on May 3, 2023. Over the course of the event, she engaged with legislators, addressing pertinent issues affecting 9-1-1 and the profession. Topics of discussion included NextGen 9-1-1, wireless location accuracy, mental health resources for dispatchers, and 9-1-1 community education.



Stephanie French (far right) is pictured here alongside Assembly Member Gail Pellerin and dispatchers from Alameda County and Mountain View Police Department.

## Melody MacDonald

Melody MacDonald served SCR9-1-1 from October 1998 to December 2023. She earned the title of Dispatcher of the Year in 2008 then rose through the ranks, becoming a Senior Public Safety Dispatcher in 2010 and promoting to Operations Supervisor in 2013. She made a lasting contribution to the supportive culture of our organization through her roles on the Peer Support Team and the Appreciation and Recognition Group.

Throughout her dispatching career, Melody received numerous commendations. Some highlights include: giving life-saving CPR instructions; talking a suicidal teen out of harm's way; and helping reunite a mother with her missing twin children.

Melody, we hope you enjoy the next phase of your journey and relax in the knowledge of a job well done!





# DISPATCH STAFF



Abigail



Andrea



Andrew



Anne



Annie



Areli



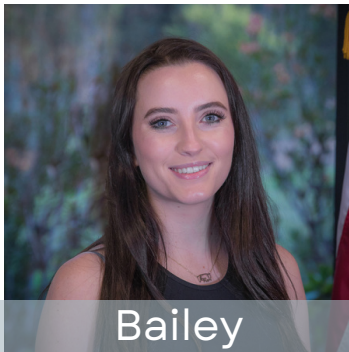
Ariana



Ashley



Austin



Bailey



Billie



Birkett



Bryon



Cooper



David



Dillon



Eileen



Elian



Eric



German



# DISPATCH STAFF



Gina



Jack



Jacqueline



Jenn



Kathy



Kylie



Lisa



Lyndsay



Maggie



Melanie



Natalya



Paola



PJ



Sam



Sandra



Sheena



Simran



Skylar

Not pictured:  
Abby, Isaias, and Rose



# WINTER STORMS OF 2023

The year started with a squall! On December 31, 2022, 2,390 phone calls were processed, as compared to 1,302 phone calls December 31, 2021. With a large weather system impacting our entire region, the dispatch staff were busy! It is difficult to summarize the effects of the storm; high winds, flooding, power outages and mudslides impacted large portions of both counties we serve.

During the first large storm period (December 31, 2022 – January 16, 2023) phone calls increased more than 20% compared to the year prior. SCR9-1-1 dispatchers answered 19,019 phone calls in this time period. This call comparison chart highlights the significant difference between these dates the past two years.

<u>Type of Call for Service</u>	<u>Dec. 31, 2021 - Jan. 16, 2022</u>	<u>Dec. 31, 2022 - Jan. 16, 2023</u>
<b>Public Works</b>	<b>25</b>	<b>733</b>
<b>Wires Down</b>	<b>10</b>	<b>388</b>
<b>Rescue</b>	<b>11</b>	<b>44</b>
<b>Collision with Structure</b>	<b>1</b>	<b>48</b>

Mother Nature did not relent as storm-related emergencies continued with the next storm system hitting on January 22, 2023, and significant winds and rain impacted our communities through February and March. Throughout these events we supported agencies by assisting in issuing multiple evacuation notices in both Santa Cruz and San Benito Counties. We fielded calls for emergency assistance, roadway washouts, trees down, and trapped citizens while coordinating with county Emergency Operations centers to provide guidance to our callers. Additionally, many of our dispatchers were personally impacted by the storms, displaying resilience and dedication to public service in working long hours and commuting to work and, sometimes being unable to return home.

This call comparison chart highlights the severe impact from the storms that continued on in January through March of 2023.

<u>Type of Call for Service</u>	<u>Jan. 17, 2022 - Mar. 22, 2022</u>	<u>Jan. 17, 2023 - Mar. 22, 2023</u>
<b>Public Works</b>	<b>86</b>	<b>250</b>
<b>Wires Down</b>	<b>61</b>	<b>615</b>
<b>Rescue</b>	<b>64</b>	<b>86</b>
<b>Collision with Structure</b>	<b>3</b>	<b>75</b>

**March 21, 2023: A “bomb cyclone” impacted Santa Cruz Mountains communities**

**2,116** Total Phone Calls - **671** 9-1-1 Phone Calls

**166** 9-1-1 Calls in the 1300 hour alone

**52** Collision with Structure Calls for Service

**181** Wires Down Calls for Service

Not only did 2023 start out with a squall but it ended with one, too! Between December 28 – 30, 2023 Santa Cruz County, specifically the coastline, was hit yet again. Huge waves smashed into the sand, flooding Capitola Village and the Rio Del Mar Esplanade, and pushing massive logs and other debris onto the roadways. Fourteen water rescue calls for service were processed during this time.

**December 28-30, 2023**

**3,894** Total Phone Calls - **977** 9-1-1 Phone Calls

**Average of 65** 9-1-1 Calls per hour between  
1100 - 1700 hours





On April 13, 2023, at 0302 hours, Public Safety Dispatcher **Jennifer Maggio** demonstrated exceptional efficiency and compassion. In just 13 seconds, she obtained the caller's address, initiating the quick launch protocol for a possible heart attack. While calmly guiding the frantic caller through Emergency Medical Dispatch (EMD) procedures, Maggio ensured the patient's correct positioning for CPR. Despite the caller taking two minutes to get the patient on the floor, Maggio's calm instructions led to two minutes and 30 seconds of successful CPR. The Emergency Medical Dispatch system was launched to hands-on-chest in four minutes and 13 seconds. This dispatcher-aided field save was later confirmed by Watsonville Police Department Corporal Travers and Santa Cruz County EMS, emphasizing Maggio's crucial role in the positive outcome.

---

On August 8, 2023, at 2217 hours, a life-saving sequence unfolded during a 9-1-1 call. **Sandra Raya**, as the initial call-taker, verified the address and initiated an ECHO call within 21 seconds. She reassured the caller before transferring to Emergency Medical Dispatcher (EMD) **Abigail MacMullan**. MacMullan, quick to launch ProQA, guided the caller through CPR initiation but was challenged to get the patient in the right position. MacMullan persisted in coaching the caller until the arrival of the Hollister Fire Department. This collaborative effort resulted in a field save, acknowledged by San Benito County Emergency Services Manager Kris Mangano on September 26, 2023. The patient's subsequent successful medical interventions and recovery were attributed to the outstanding pre-hospital care provided by Sandra and Abigail.

---

On August 30, 2023, Public Safety Dispatcher **Melanie Sherwood** took a call about a hiker who was possibly suffering from heat exhaustion and collapsed while at the top of a trail at Pinnacles National Park. Due to the remote location where the patient had collapsed, cell phone service was poor and the call between a family member and Sherwood kept dropping. Nonetheless, Sherwood continued to utilize existing resources including mapping tools and provided updated locations and access for where the caller's phone was pinging. Sherwood managed to get the caller back on the line and CPR instructions were initiated. For an extended period of time, Sherwood led the caller and a bystander through CPR while facing the ongoing challenge of the cell phone disconnecting. An air ambulance flew over looking for a landing zone and spotted the patient and others while additional resource personnel hiked their way to the patient. Fortunately, the patient was stabilized at the hospital, underwent hyperthermia protocols and was discharged a few days later.

On November 1, 2023 Senior Public Safety Dispatcher **Lyndsay Farotte** answered a 9-1-1 call about a person possibly having a heart attack or a stroke. Farotte quickly verified the location and created a call for service within 25 seconds of initial answer of the call. Farotte was also the primary FirePOD dispatcher and handled both the phone call and the radio traffic with ease. Farotte continued to question the caller, per the Emergency Medical Dispatch protocol. Approximately one minute and thirty-five seconds into the call, the caller reported that the patient appeared to stop breathing. Farotte continued to reassure the caller that help was on the way and began providing CPR instructions. Farotte guided the family for approximately three and a half minutes until an ambulance arrived on scene and took over. SCR9-1-1 received an email of appreciation from the American Medical Response (AMR) Clinical Manager stating “kudos to the dispatcher for leading the family through CPR!” The patient was discharged home after only his sixth day of admission.

---

On December 3, 2023 at 0329 hours, Public Safety Dispatcher **Jennifer Maggio** answered an EMD transfer call from Public Safety Dispatcher Jack Parker. The caller explained to Maggio that the patient seemed very tired earlier in the evening and when he woke up in the middle of the night to check on him, the patient was still slumped over on the couch and not responsive. Within 42 seconds of receiving this call and listening to the caller’s explanation, Maggio launched a medical incident. While following protocol it was determined, based on questioning, that the patient had agonal respirations and Maggio began giving CPR instructions. Throughout this call, while the caller admits that they are “freaking out,” Maggio’s tone remained reassuring and consistent. Maggio led the caller in CPR until an officer from the Watsonville Police Department took over until Fire/EMS arrived. Four days later we received an update that the “patient was doing well. He is still here but has been extubated and downgraded from ICU to the medical floor for further recovery. Amazing save by Netcom dispatchers!!”



# COMMENDATIONS

## TEAM EFFORT

On May 20, 2023 at 0958 hours, Public Safety Dispatcher **Michael Birkett** answered a 9-1-1 call about a woman thrown from her horse in Wilder Ranch. Managing poor cell reception and utilizing the tools at his disposal, Birkett attempted to obtain a more specific location of the patient and created a call for service. After creating a call, Birkett was able to obtain from the caller that the patient was on the Wild Boar Trail. As he attempted to gain further location information, including the best access for responding personnel, the call disconnected. Public Safety Dispatchers **Jack Parker**, **Bryon O'Neal**, and **Alex Perez** handled additional calls over a 50-minute span as State Parks Rangers and Fire/EMS personnel attempted to locate the patient on the undriveable terrain of the trail. They each managed to confirm location information to assist field units in locating the injured party while Public Safety Dispatcher II, **German Flores** dispatched the call to Fire/EMS personnel.

On May 21, 2023, community member and retired Senior Public Safety Dispatcher Dee Kenville emailed the General Manager to express her appreciation and admiration of the team's work on this incident. Kenville is a part of the Coast Road Stables community and friends with the injured woman. She expressed special thanks to Senior Public Safety Dispatcher **Abby Marizette** for going above and beyond helping Kenville find out the location of where her friend was transported to so that she could relay that information to the patient's husband who was eager to meet his wife at the hospital. This team of dispatchers were honored for their dedication to the profession and appreciated for the care that they take in each and every phone call.

## SUICIDE PREVENTION

On December 30, 2023 at 2326 hours, Public Safety Dispatcher **Jack Parker** answered a 9-1-1 call from an individual who was suicidal and wanted to take his own life. As a result of his handling of this call, Parker received a letter of recognition from Santa Cruz County Sheriff's Office (SCSO) Lieutenant Shon Leonetti:

"Parker learned the subject had a gun to his head and quickly went into action. Dispatcher Parker's quick thinking, training, and compassionate communication skills were instrumental in averting a tragedy. His ability to simultaneously coordinate emergency response units and engage in a calming conversation with the individual in crisis showcases the importance of mental health awareness and crisis intervention training for emergency personnel. Dispatcher Parker's dedication to saving a life reflects the critical and often overlooked work that emergency dispatchers perform, as they are often the first point of contact for individuals in distress. The positive outcome in this case serves as a testament to the impact that empathy, understanding, and effective communication can have in preventing tragedies. The individual in this case credited the dispatcher and their kindness that prevented them from going through with it. This demonstrates Dispatcher Parker's dedication to the residents of Santa Cruz County in public safety."

# EXCEPTIONAL PERFORMANCE

On February 4, 2023, Public Safety Dispatcher **Ariana Rios** answered a call from a resident who had heard noises in their backyard, went out on the balcony to look, and was confronted by a person in their yard with a gun. Rios created a call within 33 seconds of gathering information. The caller went back inside while Rios kept them on the phone and provided updates to the field about the location of an associated vehicle and the fact that it was moving. Senior Public Safety Dispatcher **Areli Sanchez** dispatched units within 11 seconds. Rios provided detailed and specific updates to Sanchez as the subject with the gun got into a vehicle and hit a parked car. As responding officers came into the area, they saw the vehicle approaching them. Simultaneously, Rios' caller reported hearing gunshots as the officers approached and she advised Sanchez of the same. The subject remained in a vehicle, barricaded. A reverse 9-1-1 was sent to the neighborhood to Shelter-in-Place and CHP air support was requested. Officers coordinated response was well documented by Sanchez. One suspect was detained and fortunately no one was injured.

---

On February 6, 2023, an intense situation unfolded when Public Safety Dispatcher **Jennifer Maggio** received a non-emergency transfer describing a potential crime. Despite the caller's disturbing claim that he had "broken into a random house and killed someone in the house," Maggio remained composed, gathering crucial information. Dispatcher **Elian Cerritos** diligently attempted to trace the call, revealing it as a likely hoax with multiple reports from other locations. Dispatcher **Cooper Heberer**, the primary radio dispatcher, collaborated effectively with the Santa Cruz Sheriff's Office, providing clear updates and researching the address. He confirmed the residents' safety after contacting them through a home number. Dispatcher **Samantha Preciado**, handling Capitola Police Department (CPD) dispatch, sent CPD units as mutual aid, supporting Heberer. Cerritos astutely identified mispronunciations, indicating the caller's unfamiliarity with the area. Public Safety Dispatchers **David Sumner**, **Gina Loftin**, and Senior Public Safety Dispatcher **Andrew Davidson** contributed significantly to managing the incident. Their collective efforts ensured a coordinated and efficient response, highlighting their exceptional teamwork and professionalism.

---

On March 6, 2023, Senior Public Safety Dispatcher **Andrew Davidson** handled a challenging 9-1-1 call from a woman locked in a bathroom at an unknown location in San Benito County. The caller, who had been on a date, found herself in a dangerous situation as the male became paranoid and aggressive after using drugs. Davidson, faced with the caller's uncertainty about the address, utilized Google Maps and creative questioning based on landmarks like water towers and dirt roads. With this information, he obtained an approximate location and eventually confirmed the address when the caller found a house phone. For about an hour, Davidson stayed on the line, guiding law enforcement to the house using the caller's descriptions of the property. Despite passing multiple buildings on the property, deputies located and detained the male. Davidson's exceptional thinking and dedication to ensuring the caller's safety showcased his ability to think outside the box and provide outstanding assistance in a challenging situation.

In March 2023, Operations Supervisor **Ashley Baldwin** exhibited exceptional dedication and commitment during unprecedented storms, earning commendation for her committed service to communities, the agency, and fellow employees. Despite the challenges posed by the storms, her outstanding commitment was evident as she and her family made the decision to relocate closer to work, overcoming travel obstacles. Baldwin's flexibility, willingness to adjust hours, and even taking naps in the office during late swings demonstrated admirable dedication. Her invaluable contribution to the relief effort during the storms underscored her impact in making a real difference in the lives of those affected.

---

In May of 2023, Public Safety Dispatcher **Byron O'Neal** was recognized by Santa Cruz County EMS for his role in a medical emergency that occurred in December 2022. The Board of Supervisors issued a proclamation recognizing the agency for Bryon's lifesaving efforts.

---

On May 29, 2023, Public Safety Dispatcher **David Sumner** answered a call about a juvenile that was caught in a rip tide up the north coast of Santa Cruz County. Sumner was also the Santa Cruz County Fire Dispatcher, so while processing the call, he coordinated with CAL FIRE (their jurisdiction) to dispatch units. As the call went on it became clear that a bystander, who went in the water to help the juvenile, was now also caught in the rip tide and in need of rescuing. Sumner continued to relay updates to CAL FIRE while Senior Public Safety Dispatcher **Andrew Davidson** relayed the information to nearby Santa Cruz County Sheriff Deputies assigned to Coast Patrol. Prior to help arriving, the juvenile was brought safely ashore and when the deputies arrived, one of them deployed themselves to the water and managed to pull out the other individual. Sumner continued to communicate with CAL FIRE dispatch to keep accountability of the deputy as well as continuing to fill requests.

---

On August 2, 2023, at 0606 hours, Public Safety Dispatcher **Ariana Rios** swiftly responded to a 9-1-1 call regarding a potential heart attack. Within 16 seconds, Rios secured and verified the address, adhering to Emergency Medical Dispatch (EMD) protocol. Within 30 seconds, Rios efficiently initiated a CHEST incident type while managing primary Law channel duties. During EMD case entry, Rios maintained a calm and reassuring tone, following protocol diligently. Unbeknownst to Rios, the reporting party was a User agency analyst and the patient's husband. He expressed gratitude via email to General Manager Amethyst Uchida shortly after. He commended Rios's professionalism and support in keeping him calm during the distressing situation. Rios's prompt actions and clear instructions ensured immediate medical attention for the patient, leading to successful treatment in the Cath lab. The husband reported the patient's stable condition and imminent discharge. While seemingly routine, Rios's quick response and exceptional customer service warrant recognition. Rios's consistent adherence to policy and procedure is reassuring to both the management team and the community.



Public Safety Dispatcher Ariana Rios with Nicola, a grateful cardiac arrest survivor, and her husband the reporting party.



On August 30, 2023, Public Safety Dispatcher **Sheena LaMar** was the Santa Cruz County Fire dispatcher during a fatal crash incident. LaMar was complimented by SCR9-1-1 Operations Manager **Stephanie French** and also by Scotts Valley Fire Chief Mark Correia and Battalion Chief Chris Stubendorf, who were thoroughly impressed with LaMar’s contributions. Not only was LaMar the dispatcher for the incident but also the original call taker. LaMar’s proactive approach in keeping field units informed throughout the incident with timely and detailed updates regarding the scene's conditions, both visual and auditory, played a pivotal role in the field’s decision-making process. The time elapsed from answering the call to dispatching was a speedy 52 seconds. LaMar did a commendable job reassuring the caller that help was on the way, all while maintaining clarity about the next actions.

---

On October 24, 2023, Public Safety Dispatcher **Melanie Sherwood** was working the Santa Cruz Police primary radio position during a deadly weapon call. Sherwood received praise from Deputy Chief Jose Garcia about her performance during this call. “In this case, the dispatcher's tone was extremely calm, and the call-related information and updates were presented clearly and concisely to the responding units. Additionally, the dispatcher took the initiative and provided the first arriving officer with a clear channel (via a tone and radio silence), which allowed him to broadcast critical information as needed during the first few moments without unnecessary hindrances. These extra efforts put forward by our dispatch partners make a tremendous difference in controlling any police response and work towards enhancing an officer's safety during critical moments. Please share my thanks with your dispatchers and let them know their work matters and is very much appreciated.” Operations Supervisor Ashley Baldwin reviewed this call and also commended Sherwood, not only for accomplishing everything DC Garcia had mentioned in his communication about her performance, but also for her exceptional ability to compile comprehensive suspect descriptions by incorporating missing details from field unit updates and additional information provided by callers. Sherwood’s efforts ensured a thorough and accurate description was disseminated to other responding units. Sherwood’s knowledge and expertise truly stood out during this incident, and SCR9-1-1 management deeply appreciate her contributions to the agency.



# Law Enforcement 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.

During the course of the six Law Task Team meetings, the group revised eight Communications Operations Law Enforcement Policies. The goal of implementing new Motorola P1 Mobile features, to improve usability for field personnel and to support dispatchers in day-to-day operations, was also accomplished.

At each meeting, the team reviewed Law Preferred Dispatching, also known as "closest unit dispatching," specifically focusing on felony incidents. As the year concluded, a comprehensive examination of all law status codes took place, evaluating the feasibility of expanding recommendable codes for dispatch. This strategic move aimed to create more opportunities for dispatching the closest units to respond promptly to priority calls, ultimately improving on-scene response times. Additionally, discussions within the group centered around exploring various P1 CAD features available in the current CAD version. The objective was to enhance usability for both field personnel and dispatchers. Although the goal is officially marked as complete, the team remains committed to ongoing efforts, actively seeking ways to streamline processes and leverage available technologies for continuous improvement.

The Law Task Team is comprised of: SCR9-1-1's Operations Supervisor **Ashley Baldwin** and Public Safety Dispatcher II **German Flores**; a representative (usually a Sergeant or above) from the following User agencies: Santa Cruz County Sheriff's Office, Capitola Police Department, Santa Cruz Police Department, Watsonville Police Department, Hollister Police Department, and San Benito County Sheriff's Office. The group also includes a representative from several of the following auxiliary User agencies: California Highway Patrol, Santa Cruz County Animal Services, California State Parks, and CAL FIRE.



# Fire/EMS Task Team

The Fire/EMS Task Team convenes monthly and reports to the Fire/EMS Users Committee. The team is comprised of representatives from all fire agencies served by SCR9-1-1, including Ben Lomond Fire, Branciforte Fire, Boulder Creek Fire, CAL FIRE, Central Fire, Felton Fire, Hollister Fire, Santa Cruz Fire, Scotts Valley Fire, and Watsonville Fire. Additionally, representatives from American Medical Response (AMR), San Benito County EMS, and SCR9-1-1 contribute to the collaborative efforts. In 2023, Senior Public Safety Dispatcher **Andrea Castro**, supported by Operations Supervisor **Ashley Baldwin** and facilitated by Operations Manager **Stephanie French**, represented SCR9-1-1 in the monthly meetings.

## **Mission and Objectives:**

The Fire/EMS Operation Policy Task Team plays a vital role in evaluating and refining the communication policies, and procedures between our dispatch staff and Fire/EMS User agencies. The aim is to ensure alignment with current statutes and best practices while actively drafting and recommending new policies to the Users Committee.

## **2023 Accomplishments:**

The team has achieved significant milestones throughout the year, including:

- Revision or review of 22 Communication Center Policies
- Creation of a new Emergency Alert Button Policy
- Revision to STORM Mode in response to the implementation of Tablet Command
- Initiation of policy development for a Code X response
- GIS Review and Update of Mutual Threat Zones (MTZ)
- Exploration of CAD and Mobile Functions

These accomplishments reflect the team's commitment to continuous improvement and the dedication to enhancing the efficiency and effectiveness of emergency response operations. Looking forward to 2024, the team's focus will be on the following key goals:

- Update the Landing Zone Handbook
  - Ensure the latest naming convention, location, and safety information is incorporated to optimize landing zone operations.
- Develop a Mayday communication policy in alignment to county policies
  - Establish a comprehensive protocol for managing emergencies situations experienced by personnel in the field, aligning the agency's procedures with county-wide policies.

- Explore EMS system modifiers triggered by significant events and deployment levels.
  - In collaboration with EMS and AMR, investigate modifiers within the EMS system to adapt to significant events and varying deployment levels.
- Explore closest unit recommendations for all calls, all agencies.
  - Evaluate and implement recommendations for dispatching the closest available units for all emergency calls across all agencies, optimizing response times and resource allocation.
- Review resource typing and recommendations.
  - Conduct a thorough review of resource typing methodologies and make informed recommendations to ensure the optimal allocation of resources based on evolving operational needs.



# Training Hiring Analysis Recruiting Committee (THARC)

## Onboarding Survey Results

As a component of our retention plan, employees are surveyed at key intervals within their first year—specifically at three months, six months, and one year. This ongoing feedback mechanism plays a pivotal role in shaping our recruiting, hiring, and training processes. The objective is to foster continuous improvement, ensuring that each adaptation we make results in the attraction of better-suited candidates and, ultimately, prolonged tenures.



Our recent three-month and six-month survey results showed our newest SCR9-1-1 employees are having positive experiences with both their individual roles and the organization as a whole. Their diverse reasons for joining include a commitment to public safety, aspirations for future law enforcement careers, and a desire to contribute to the community. This positivity seamlessly translates into their roles, where employees find fulfillment and value the supportive and family-like work culture prevalent at SCR9-1-1.

Employees' responses underscore the significance of effective training programs, including hands-on experiences and accessible guides. While acknowledging challenges related to consistency in training due to staffing issues, employees demonstrate confidence in handling dynamic call scenarios, including a high volume of calls prioritized based on urgency and nature. The training on various software tools is highlighted as instrumental in ensuring efficient call-taking and dispatch operations. Overall, employees express their satisfaction with their roles and the organization's values, coupled with constructive feedback that informs our continuous efforts to enhance training and onboarding experiences.

## Increased Recruitment Presence

The following initiatives were implemented to bolster our recruitment strategies over the last year:

### Recruitment Video

Released a recruitment video using testimonials from current employees and footage of the center. This video gave potential candidates an engaging and informative glimpse into the dynamic and fulfilling roles at Santa Cruz Regional 9-1-1.

### CalOES PSAP Recruiting and Retention Pilot Study

**Stephanie French, Billie Savell, and Dillon Corley** participated in the CalOES project to gain insight and help us address recruiting and retention challenges. The results of the study have not been released.

### Increased Presence at Community Job Fairs

By participating in varied regional events such as the County of Santa Cruz Career Fair, Access 2 Employment, South Bay Regional Academy Public Safety Career Fair, and PVUSD Career and College Fair, we were able to connect with a diverse pool of potential candidates.

### Use of POST Job Opportunities Page

Posting our recruitment opportunities on the Peace Officer Standards and Training (POST) Job Opportunities page signifies a strategic move to reach a wider audience within the law enforcement community. This platform is frequented by individuals seeking opportunities in public safety, aligning our recruitment efforts with a targeted audience.

### More Frequent Social Media Posts

Leveraging social media as a recruitment tool involves maintaining an active and engaging online presence. With increased social media posts, we showcase the dynamic aspects of our agency, share success stories, and highlight the positive work culture.



# Dispatcher of the Year

Rose Torres began her career as a 9-1-1 Public Safety Dispatcher with Santa Cruz Regional 9-1-1 on August 1, 2018. She completed initial training on December 28, 2018 and continued to expand her skills by becoming fully law cross-trained on November 30, 2019. As a bilingual dispatcher, Rose is essential to the Authority's ability to provide all citizens equitable access to emergency services.

Rose established herself within the organization, continuing to build skills by becoming an Emergency Medical Dispatcher (EMD) in 2020 and a Communications Training Officer (CTO) in 2021. Rose also serves her co-workers as the Vice President of the Employee Association.

Rose embodies the values of "A Successful NetCom Employee" by treating Users, the public and peers with respect and care. Rose is generous with her compassion and empathy, communicating with respect and courtesy while working to urgently obtain important information from callers. Rose understands, embraces and looks to enhance her role in the success of the public safety mission.

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



Congratulations to our Dispatcher of the Year, Rose Torres!



Chair Jamie Goldstein presents to Rose at the July 27 Board of Directors meeting.



# Training Unit

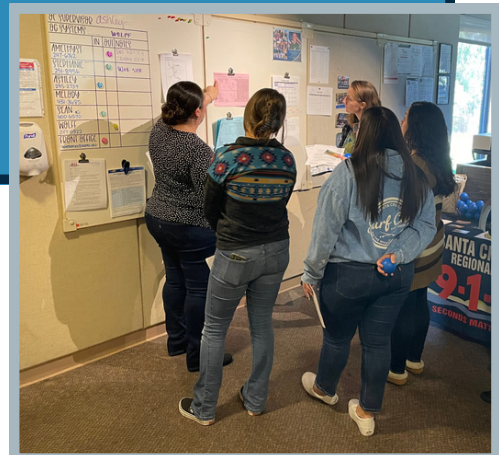
Public Safety Dispatcher training is provided by Academy Instructors and Communications Training Officers (CTO) at SCR9-1-1. Training begins in the classroom and consists of foundational learning in a controlled environment led by Academy Instructors. By providing in-house training to new hires and promotional team members, we are able to integrate standardized training with agency specific policy and procedure to onboard dispatchers into a complex job as seamlessly as possible.

In addition to providing Academy training, the team of Instructors review and maintain all training materials. During this year, we worked collaboratively to adapt the training plan to combine Entry level and Advanced call taking academies into one contiguous Academy. The agency continues to seek out ways to provide quality training, efficiently and effectively, to prepare team members to be effective as quickly as possible. Adaptability to individual needs and comprehensive training is the goal. In total, 13 dispatchers received Academy Training in 2023, including nine new hire dispatchers. An Academy Instructor recruitment occurred and **Dillon Corley** was selected to join the team comprised of **Andrew Davidson**, **Andrea Castro**, and **Areli Sanchez**.

## Academies - 600 Total Academy Hours in 2023

- February: 40-hour Fire/EMS Dispatcher Academy  
1 trainee
- February: 40-hour Law Radio Academy  
2 trainees
- February: March: 120-hour Entry Level Call-Taking Academy  
5 trainees
- April: 80-hour Advanced Call-Taking  
5 trainees
- May: 40-hour Law Radio Academy  
2 trainees
- September - October: 240-hour Entry Level and Advanced  
Call-Taking Academy  
4 trainees
- December: 40-hour Fire Academy  
3 trainees

Instructor Areli Sanchez reviews the seating chart with trainees Jacqueline Morris, Annie Stivala, Sandra Raya-Cervantes, and Skylar Seyffert.



Following Academy Instruction, Public Safety Dispatcher trainees then transition to on-the-job training with a CTO. This team is comprised of dispatchers who work side-by-side with trainees to provide hands-on training to develop essential skills. This is an arduous job for both the CTO and trainee, as their job is multi-faceted and complex. Training builds strong communication skills, unique technical skills, and real-time problem solving. CTOs work to adapt to the needs of each trainee and establish realistic goals to help them advance towards independence in their work. The agency is thankful to the team of CTOs who work with care, passion, and resolve to help new team members achieve their goals. Current CTOs are: **Andrew Davidson, Andrea Castro, Areli Sanchez, Billie Savell, Dillon Corley, German Flores, Gina Loftin, Jennifer Maggio, Samantha Preciado,** and **Rose Torres.** Additionally, a recruitment occurred this year and two dispatchers were selected, completed training, and have joined the training team: **Ariana Rios** and **Paola Zepeda.**



Operations Supervisor Sean Schorovsky (left) and Operations Manager Stephanie French (right) provide Fire Academy training to Public Safety Dispatcher Dillon Corley and Senior Public Safety Dispatcher Andrea Castro.

Over 6500 hours  
of CTO training were provided  
at Santa Cruz Regional 9-1-1  
in 2023.

## Continuing Education

1/31/23 – CSDA Maximizing Employee Potential through the Coaching/Evaluation Process – **Ashley Baldwin, Sean Schorovsky, and Stephanie French**

3/5-3/8/23 - CalNENA Conference Professional Development - **Ariana Rios, Amethyst Uchida, and Stephanie French**

4/4/23 – APCO Limited Staffing and Increasing Calls for Service - **Stephanie French**

4/26/23 – 4/27/23- CLETS Telecommunications Training for Trainers - **Andrea Castro**

5/16/23 - Mental Wellness Training for Dispatchers - **Areli Sanchez**

9/21/23 Help for the Headset – Realistic Wellness - **Paola Zepeda and Samantha Preciado**

9/27/23- NENA - Ready or Not: Developing and Embracing a Preparedness Mindset - **Andrea Castro, Kylie Olson, Ashley Garcia, Eileen Rios Ramirez, and Kathy Martinez**

10/24/23 - Civilian Leadership for Public Safety Personnel - **Jennifer Maggio, Ariana Rios, Gina Loftin, and Sheena LaMar**

10/25/23- A Better Approach to Resolving Workplace Conflict - **Ashley Baldwin and Sean Schorovsky**

11/14/23-11/17/23 - CalPELRA Conference - **Amethyst Uchida and Beth Wann**

## Certifications

**Paola Zepeda** - five-week online APCO CTO Certification Course (Feb-March)

**Ariana Rios** - five-week online APCO CTO Certification Course (April-May)

**Dillon Corley** - APCO Public Safety Telecommunicator Certification Course (Aug-Sept)

**Stephanie French** - NENA 40-hour Center Manager Certification Program

# Awareness through Community Education (ACE)

In 2023, the ACE team was in full swing looking for opportunities to connect with the community with an emphasis on face-to-face recruiting.



On May 17, 2023 Operations Supervisor **Ashley Baldwin** along with Senior Public Safety Dispatcher **Areli Sanchez** and Public Safety Dispatchers **Natalya Estrada** and **Justin Orozco** attended a Santa Cruz Career Fair hosted by the County of Santa Cruz.

(L-R) Senior Public Safety Dispatcher Areli Sanchez and Public Safety Dispatchers Natalya Estrada and Justin Orozco

On June 12, 2023, the Santa Cruz County District Attorney's office and Santa Cruz Police Department hosted their annual Teen Public Safety Academy. Twenty-two teens visited Santa Cruz Regional 9-1-1 for an immersive experience, testing their listening skills and exploring the dispatch center. Led by Public Safety Dispatcher **German Flores**, the teens engaged in scenarios, applying skills taught by the DA's office and SCPD. These hands-on exercises in NetCom's parking lot allowed them to handle various situations, enhancing their understanding of public safety operations.



Public Safety Dispatcher German Flores and the Teen Public Safety Academy

On July 10, 2023, Senior Public Safety Dispatcher **Abby Marizette** engaged with 35-40 students from the Watsonville Police Department's teen academy. Marizette provided insights into the dispatch center's operations. As part of the interactive session, the students participated in a split ear test, a challenging audible exercise involving multiple sources of information. This activity not only entertained the students but also showcased the complexities of dispatch work. The session effectively highlighted the crucial role dispatch plays and the various requests and expectations from the field.



Senior Public Safety Dispatcher Abby Marizette presents to the Watsonville Police Department's Teen Academy.





Public Safety Dispatchers Alex Perez, Jack Parker and German Flores

Public Safety Dispatchers **German Flores**, **Alex Perez** and **Jack Parker** attended the Access to Employment Job Fair on October 12, 2023 and on October 14, 2023 Public Safety Dispatchers **Alex Perez** and **Simran Thind** participated in the Public Safety Career Fair.

Senior Public Safety Dispatcher **Abby Marizette** did back-to-back presentations during the dates of October 10, 16 & 17, 2023 for a criminal justice class at Pajaro Valley High School. These were four-hour long classes, which covered two periods and there were approximately 30 students per class. Along with the presentation, Marizette played recordings of several 9-1-1 calls. Students were given the opportunity to ask questions and even play out scenarios. This criminal justice class is a chosen elective class for those students who aspire to go into law enforcement.



On October 25, Senior Administrative Assistant **Maria Wallen** and Communications Intern **Aileen Romero** attended the Cabrillo College Internship Fair in the outside quad area. Students stopped by to ask questions about our unique intern program—which is a paid position and opens the door to the world of public safety and a future career as a 9-1-1 dispatcher.

On November 8, 2023, Public Safety Dispatchers **Jennifer Maggio** and **German Flores** attended the College & Career Day at Diamond Technology Institute in Watsonville.



Senior Administrative Assistant Maria Wallen and Communications Intern Aileen Romero

*The ACE Team looks forward to many more opportunities in 2024 to connect with the community.*

# National Night Out



August 1, 2023 was National Night Out (NNO). NNO is an annual community-building campaign that promotes police-community partnerships and neighborhood camaraderie. This year we were fortunate enough to be able to attend four different events hosted by our User agencies in Santa Cruz and San Benito counties. Operations Supervisor **Ashley Baldwin** and Public Safety Dispatcher **Simran Thind** staffed a booth in San Benito County at the combined NNO event with the San Benito County Sheriff's Office and Hollister Police Department. Office Supervisor, **Beth Wann**, along with Public Safety Dispatchers **German Flores** and **Ariana Rios** participated at Mesa Village Park. The community celebrated to a "Carnival" theme hosted by the Santa Cruz County Sheriff's Office. Public Safety Dispatchers **Magdalena Murakami** and **Elian Cerritos** had fun with the community at Jade Street Park along with members of the Capitola Police Department. A friendly game of football was played with several police officers and community members. Lastly, tucked up in the previously stormy and flooded mountains, Public Safety Dispatcher **Alex Perez** and Senior Administrative Assistant **Maria Wallen** handed out stickers, crayons and 9-1-1 educational flyers at the Boulder Creek Fire Department.

# Appreciation and Recognition Group (AARG)

The Appreciation and Recognition Group (AARG) was created as a way to be more intentional with positive and meaningful appreciation and recognition towards all employees. Members of the team include **Amethyst Uchida, Gabriella Santana, Areli Sanchez, Maria Wallen, Nicola Torchio,** and **Beth Wann.**

Surveys and studies show employee appreciation and recognition positively affect retention, productivity, motivation, and organizational culture. The Authority's Strategic Plan includes a goal to "increase employee retention through employee recognition and appreciation initiatives..." The agency's internal policy regarding its Employee Recognition Program has been updated in an effort to commit to this goal. The entire NetCom staff work incredibly hard and with a high standard for excellence. As policy states, and AARG agrees, "Such performance is worthy of formal recognition."

March 3rd was Employee Appreciation Day and the AARG team gave employees goody bags that included lifesavers and gum along with cheeky puns on notecards such as: "You are a Lifesaver!" and "You are an Extra important part of our team!"

As part of National Public Safety Telecommunicators Week, members of AARG reached out to various local companies and vendors to join in the fun in showing appreciation to our amazing, hardworking public safety dispatchers and 9-1-1 call-takers. Dispatchers received free raffle tickets, delicious meals and other great prize offerings.

The summer months are incredibly busy for dispatch staff. In appreciation for their hard work, administrative staff generously donated to AARG and two summer-themed baskets were raffled off. The baskets included beach towels, hats, ice cream parlor gift certificates, and amusement park passes.

AARG continues to produce a certificate for years of service that is presented to all Authority employees each year. These certificates also include a service pin for every five years of service. While a piece of paper may not seem like much, you can see by the smiles on these faces, it doesn't matter if it's your one year, your 29th year, or somewhere in between, it is meaningful to be recognized.



(L-R) Simran Thind, Ashley Baldwin, Areli Sanchez, Nicola Torchio, Wolff Bloss, Ashley Baldwin, Abby Marizette, Sean Schorovsky, and David Sumner





(L-R) Wolff Bloss, Gilberto Oros, Beth Wann, Maria Wallen, Amethyst Uchida, Beth Wann, Tina Bisgaard, Ashley Baldwin, Stephanie French, Sean Schorovsky, Amethyst Uchida, Beth Wann, and Wolff Bloss

# Visitors to NetCom

This past year, SCR9-1-1 was thrilled to welcome two of our legislative representatives on a tour of the facility. United States Representative Jimmy Panetta visited the Authority in March. Our General Manager provided him with an overview of our organization and answered some questions before visiting the dispatch floor. Rep. Panetta visited with several of our on-duty personnel and was very engaged in understanding the work they were performing.

Later in the year, California State Representative Gail Pellerin also paid a visit to the Authority. Rep. Pellerin spoke with all the dispatchers on duty. She was very interested in issues related to dispatcher wellness, particularly job-related post-traumatic stress.

We are grateful to our representatives for caring about our center, our staff, and the work we do for our communities.

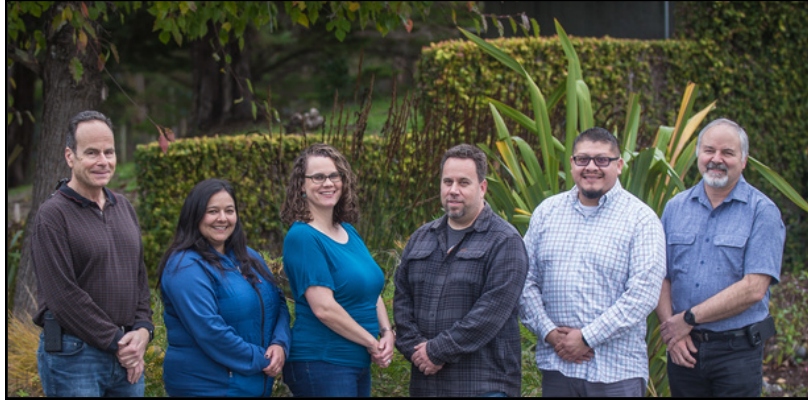


(L-R) Jimmy Panetta, Amethyst Uchida, and PSD Michael Birkett



(L-R) Gail Pellerin, Wolff Bloss, and Amethyst Uchida

# SYSTEMS DIVISION



(L-R) Tom Ginsburg, Gabriella Santana, Nicola Torchio, Anthony Roggero, Gilberto Oros, Wolff Bloss

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). The division also supports the center's non-dispatch phone system and all other information technology needs. In addition, the division provides services to User agencies related to support for Mobile Data Computers (MDCs), the Law Records Management System used by SCMRS agencies, and Geographic Information Systems (GIS) related services.

The Division includes Systems Manager **Wolff Bloss**; three Senior Systems Technicians, **Tom Ginsburg**, **Gilberto Oros**, **Nicola Torchio**; Systems Technician, **Anthony Roggero**; 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 such as external messaging. The 9-1-1 Unit also supports the 9-1-1 phone system, dispatch radio consoles, the agency's local network and internet connectivity, servers and supplementary software such as the Emergency Medical Dispatch protocol.

In 2023, in addition to all of the normal maintenance required to keep CAD operational, the CAD/9-1-1 unit deployed updated CAD maps to mobile units. The team participated with Operations in evaluating options for new 9-1-1 call handling equipment and will be involved in replacing that system during 2024. They also refined how mobile units report their location to CAD in order to provide more consistent and reliable data for unit recommendations.

## **GIS and Fire/EMS Technology**

The GIS and Fire/EMS Technology Unit maintains Geographic Information Systems that enhance location data that is used in CAD and other systems such as NextGen 9-1-1. The unit typically produces digital data output, but also prints hardcopy maps. This unit coordinates with both internal and external stakeholders to ingest data and produce output.

In 2023, the GIS Fire Technology Unit completed numerous projects and tasks:

- combined Branciforte Fire's CAD and GIS data into Scotts Valley Fire Protection District to support the merger of those two agencies
- provided evaluations of new station locations with response times for two fire districts
- updated auto-aid responses between Hollister and Aromas Tri-County Areas
- developed a streamlined process for certain road closures to go into a fire mobile mapping system
- prepared and entered numerous preplans into the fire mobile mapping system

The unit also maintained GIS data including common place name updates, routing changes, and new streets. They collaborated with the state to meet the GIS requirements for the Next-Generation 9-1-1 telephone system, printed over 50 maps, and began training on, and migrating, to a new version of mapping software.

## **Santa Cruz Metropolitan Records System (SCMRS)**

The SCMRS Unit oversees the administration of the police records systems for the cities of Santa Cruz, Capitola, and Watsonville. This involves facilitating access to the system from fixed locations such as police departments and patrol vehicles. The unit is responsible for deploying and overseeing networks, servers, and mobile data computers (MDCs) to ensure the functionality of the system. Users receive assistance with various trouble tickets, and the unit extends technical support to Watsonville Fire and Santa Cruz Fire for their MDCs. Additionally, support is provided to Santa Cruz PD for their in-car video system and online citizen reporting portal. The unit also aids Watsonville Police Department with their traffic citation system.

Throughout 2023, the SCMRS unit offered ongoing support for municipal records management systems and field service for MDCs covering hardware, software, and network assistance. Coordinating training and the implementation of a new state reporting framework for the municipal records management system were also priorities. In addition, updated cellular networking routers were deployed for city patrol vehicles and new mobile data computers were configured at several police departments.

During the course of the year, the Authority, the Law Users, and the vendor mutually agreed to terminate the Records Management Software (RMS) replacement project and move in a new direction. The Authority will be issuing a new request for proposal for a Law RMS in 2024.





## New Hire

In 2023, the Systems Division was very happy to hire **Anthony Roggero** as Systems Technician. Anthony has jumped right in and become an indispensable team member. Anthony brings both an information technology and public safety background with him.

## Commendation

**Gabriella Santana** received several commendations for her GIS work in supporting a large multi-agency, multi-jurisdictional training exercise in 2023.

Zack Ackemann, Exercise Coordinator for the Santa Cruz County Active Shooter & Casualty Care Program, wrote the following accolades:

“For the past four years, Gabriella has worked closely with exercise planning staff and regional emergency services agencies to create and print accurate map layouts of target hazards throughout the county for use in training scenarios, with a total of over 250 command staff from regional agencies trained over the past three years.



“Gabriella’s continued support and passion for these programs, attention to detail, and subject matter expertise has been critical to providing these annual trainings, and these trainings could not have been done without her and Santa Cruz Regional 9-1-1’s GIS program’s assistance. Gabriella Santana has improved our ability to respond to and mitigate scenes of active violence, and our organizations hereby commend her for her service.”

## Systems Division 2023 Statistics

The following number of tickets were handled:

- 289 tickets related to the P1 software and hardware
- 91 tickets related to User Login Issues
- 195 tickets related to the geo-database
- 233 tickets related to other Dispatch systems
- 37 tickets related to the RMS systems
- 86 tickets related to MDC hardware
- 60 tickets related to Facilities issues

# BUSINESS DIVISION

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 Intern **Aileen Romero**.



(L-R) Beth Wann, Tina Bisgaard, and Maria Wallen

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 Finance Enterprise 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 **Amethyst Uchida** and **Beth Wann** attended the annual California Public Employers Labor Relations Association (CALPELRA) Conference for the second time. 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 will be tasked with drafting a Workplace Violence Prevention Plan in 2024.



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. They provide general administrative support to the General Manager, Operations Division, and Systems Division, and produce the Authority's Annual Report.

The Business Division continues to process requests for recordings and records in accordance with the California Public Records Act. SCR9-1-1 maintains open communication and positive working relationships with private and court-appointed attorneys, which has reduced the number of court-ordered appearances to only one in this calendar year. Record requests and subpoenas are overseen by the Custodian of Records, Stephanie French. Along with Senior Administrative Assistant Maria Wallen and Student Intern Aileen Romero, this Unit processed 955 requests this calendar year.

Our agency is grateful to the Business Division staff for the high-level of customer service they provide and would like to highlight some commendations that happened throughout the year:

On January 19, 2023, Communications Intern **Aileen Romero** received an accolade from Senior Administrative Assistant Maria Wallen recognizing Romero for her diligent work in fulfilling records requests. "Thank you so much for all your EXCELLENT work with record requests. You have completed so many with great diligence, care and accuracy. There have been A LOT of requests, and we appreciate you and your amazing attitude/work ethic very much."

In February of 2023, Senior Administrative Assistant, **Tina Bisgaard**, received high praise of her payroll presentation to employees at the Authority's previous year's CE. Tina did an excellent job breaking down the various facets of payroll as it appears on employees' paystubs.

On March 27, 2023 Senior Administrative Assistant, **Maria Wallen** received a letter of gratitude from Operations Manager Stephanie French for her continued compassion and care to SCR9-1-1. The letter stated:

"We want to express our sincere gratitude for everything that you do for us here at SCR9-1-1. Your hard work, dedication, and attention to detail do not go unnoticed, and we are incredibly lucky to have you on our team. We wanted to mention your recent efforts to support the Tracy family specifically. Your compassion and care for our employees truly shone through in your organization of the fundraiser, which was a huge success, raising over \$1200 for the Tracy's. Your willingness to go the extra mile to support our colleagues in their time of need is a testament to your character, and we are all grateful for everything that you have done. You help create an environment where everyone feels valued and supported, and we are all grateful for the positive impact that you have on our workplace. Thank you for everything that you do for us, and please know that your efforts do not go unnoticed."



(L-R) Tina Bisgaard, Maria Wallen, Aileen Romero, and Beth Wann

# 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. Confidentiality is key when acting as a Peer Support Team member and the members of this team work hard to meet the needs of Authority employees.

The Peer Support Team takes an active role in the county-wide Peer Support group who meets quarterly. These meetings allow for an opportunity of collaboration and sharing of ideas and trainings amongst the individuals from the various agencies that participate.

This year, **Bryon O'Neal** and **Billie Savell** joined the Peer Support Team upon completion of training. Both O'Neal and Savell jumped right in and became active members of the team providing the essential outreach necessary following some significant events.

As part of the Authority's Onboarding Plan, the Peer Support Team members provide a check in with each new dispatch hire within their first three months of employment. This times up well with the trainees spending less time in the Academy's Training Lab and more time out on the dispatch floor where they are getting their first taste of what life in a 9-1-1 dispatch center can be like.

Aside from supporting employees during times of crisis, the Peer Support Team also plans fun and healthy pop-ups throughout the year. This year, the Hydration Challenge had an excellent participation rate and the winner from each division won their very own hydration flask.

The annual Peer Support Wrapping Station is back this year in all of its glittery and ribbons glory. This allows our dispatch staff to have one less thing to worry about over the Christmas season. They have access to everything they need to wrap their family and friends' gifts, and there are also a few dispatchers who pride themselves on their gift wrapping skills and offer their services to their peers.

The Peer Support Team is excited to sponsor some creative, fun and health-conscious pop-ups in 2024. Pictured, below, are Peer Support Team members **Areli Sanchez**, **Billie Savell**, **Bryon O'Neal**, **Dillon Corley**, and **Nicola Torchio**.



# Safety and Wellness Advisory Board (SWAB)

In 2023, the Safety & Wellness Advisory Board (SWAB) was tasked with selecting a new Employee Assistance Program (EAP) after the current provider announced they would no longer offer this service. After reviewing the various plans available and surveying Member and User agencies to determine their satisfaction rate of the current plan they offer to employees, the Authority chose Magellan eMbrace as the new EAP. The eMbrace plan offers employees, and all household family members, the opportunity to complete a Wellbeing Survey with the results including recommendations to improve their wellbeing in six key areas:

- Emotional – Having a healthy, resilient mind
- Career – Liking what they do every day
- Social – Having a sense of belonging and a supportive network
- Financial – Having enough money to meet daily needs
- Physical – Having enough energy for daily activities
- Community – Feeling safe, connected and engaged in their community

The various Wellbeing options for employees and household family members in the EAP include:

- Wellbeing Coaching working with certified coaches.
- Counseling which includes eight session per issue, per year. These counseling sessions can be completed via in person, text message, chat, phone or video making accessibility easy.
- Digital Emotional Wellbeing Program where activities can be completed such as tracking mood and sleep, and using digital cognitive behavioral therapy modules and syncing progress with other trackers like Fitbit and Apple Health.
- A personal Wellbeing Navigator who can help connect employees and family members with benefits and community services that are right for them.
- Life Enrichment Services to help transform the ability to manage day-to-day challenges and major life events with access to experts and online resources.

It was important to the Authority to select a plan for employees and family members that would be accessible at any time of the day given the demanding schedules of dispatch staff. For the employees who have chosen to utilize the new EAP's counseling option, feedback has been positive regarding the caliber of therapists offered and ability to meet with therapists quickly either in person, or on line, during a time that is convenient for the employee and family members.

The agency continued to take advantage of its insurance provider's ergonomic assessments offered as well as requesting reimbursement from their Loss Prevention Allowance Fund. This provided for reimbursement for ergonomic supplies that will assist in helping employees stay physically healthy while sitting, or standing, at their workstations.

The team is currently reviewing options for a walking treadmill that will be stationed on the dispatch floor offering employees an opportunity to move while working.

SWAB members are: Safety Coordinator **Beth Wann, Wolff Bloss,** and **Ashley Baldwin.**

# Employee Association

The Employee Association was very busy in 2023. The year began with the resignation of Association President **Kristine Ebersole**. The Authority and Association thank Ebersole for her many years of dedicated service, not only to the Association, but to the Authority, Users, and community.

In February, employees voted in a new Association Board: President **David Sumner**, Vice President **Rose Torres** and Secretary and Treasurer **Paola Zepeda**.

The Association put out for vote an increase in member dues and, with nearly 100% support, the dues were increased for the first time in over 20 years. With the additional funds in the budget, the Association has been able to increase their contributions to charitable organizations and employee wellness.

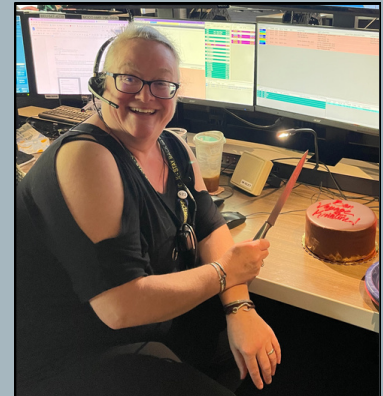
National Dispatcher Week was celebrated in April and the theme, this year, was Tropical! Over the course of the week, dispatch staff were treated to numerous, delicious meals and desserts. The visits from the User agencies are always meaningful as it is fun to connect face-to-face.

Three Justin Keele Scholarships were awarded totaling \$2,000. Additional unbudgeted support was provided to at least three employees requiring assistance due to extreme personal hardship.

The Association created and donated baskets for AMR and Law appreciation week and supported a Netcom PAL Golf Team and the Halloween Trunk-or-Treat event.

Two families were adopted for the holidays, one from Santa Cruz County and one from San Benito County. As usual the generosity of the Association members was amazing and these families received everything on their lists, and more!

A new 2024 budget has been approved and the Association Board are eager to go into the new year stronger and more fiscally capable to support all of the members.



Public Safety Dispatcher Kristine Ebersole is celebrated during her last shift after 22 years of dedicated service.



(Left) Santa Cruz County Sheriff's (SCSO) deputies visit dispatch staff and (right) Public Safety Dispatcher Dillon Corley accepts a token of appreciation from Chief Oatey of Santa Cruz Fire during National Dispatcher Week.



(L-R) Public Safety Dispatchers Billie Savell, Abigail MacMullan, and Melanie Sherwood participate in the SCSO's annual Trunk-or-Treat event.

This page intentionally left blank

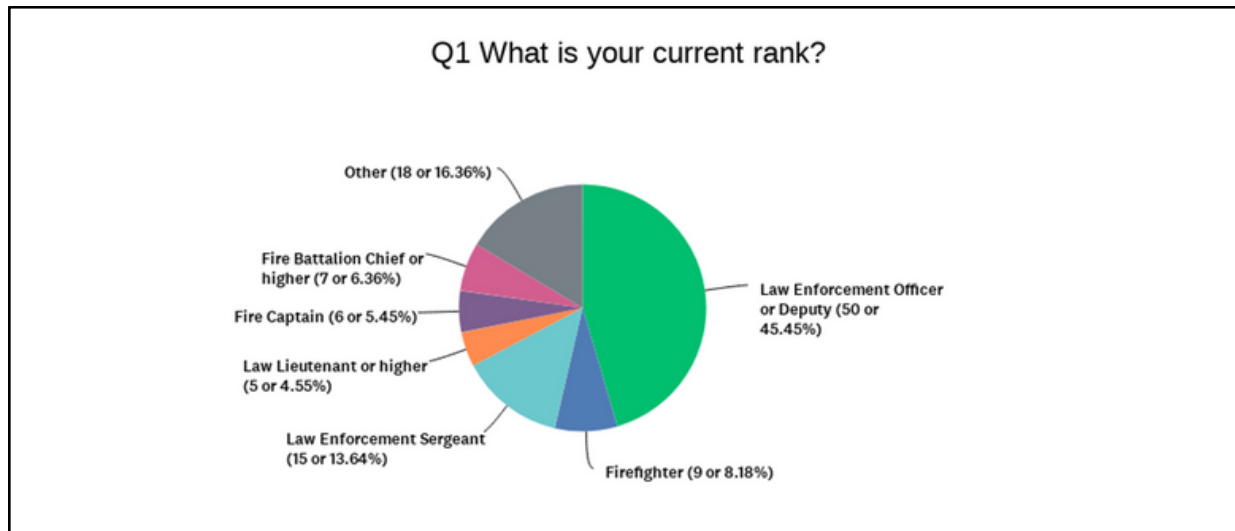


# APPENDIX

Users Survey.....	55
Law Enforcement Annual Performance Report.....	68
FIRE/EMS Annual Performance Report.....	80

# USERS SURVEY

## General Information

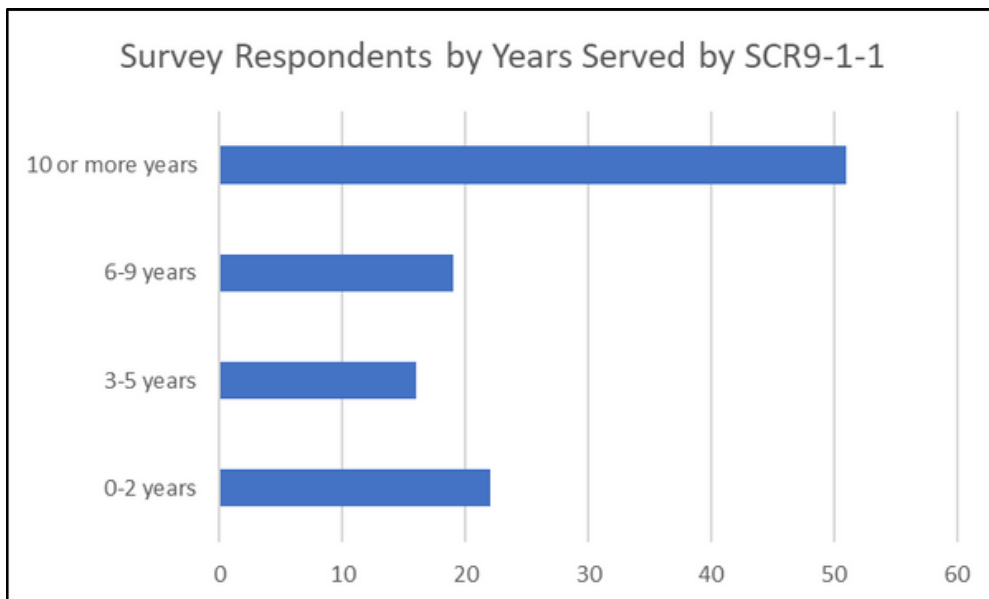


Almost 2/3 of survey respondents were from our Law Enforcement agencies (63.64%) with the remainder split between Fire (19.99%) and Other (EMS\*) (16.36%).

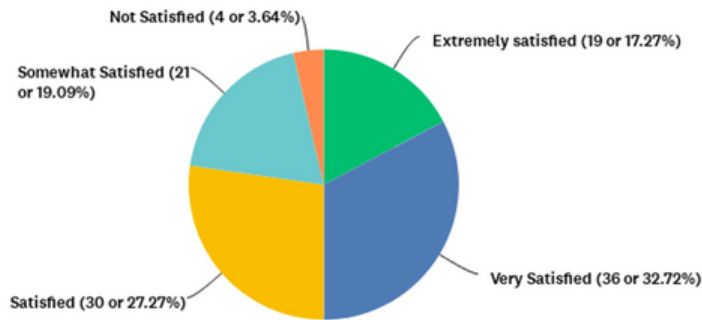
*\*We believe the respondents who identified as Other are our EMS Users as our categories for those Users were poorly worded and likely led them to select "Other".*

Q2 How many years have you been a customer of SCR9-1-1?

Respondents had an average of 11 years of experience working with SCR9-1-1.



### Q3 What is your overall satisfaction with SCR9-1-1?



Survey respondents indicated a 77.27% overall satisfaction rating. User types with the lowest satisfaction rating were those who identified as Firefighters (44% less than satisfied), Fire Captains (67% less than satisfied), or Other (28% less than satisfied). User types with the highest satisfaction ratings were Law Sergeants (93% satisfied) and Fire Command staff (100% satisfied).

### Q4 What would you say to someone who asked about us?

All comments will be considered as we define actions to take in response to the survey. Here are some sample responses:

“Very professional and effective at multitasking and relaying important information”

“Not very professional”

“Netcom has some good dispatchers, and they are generally pretty helpful. But don’t always expect quick responses, and you will probably have to ask for your returns more than once, especially probation hits.”

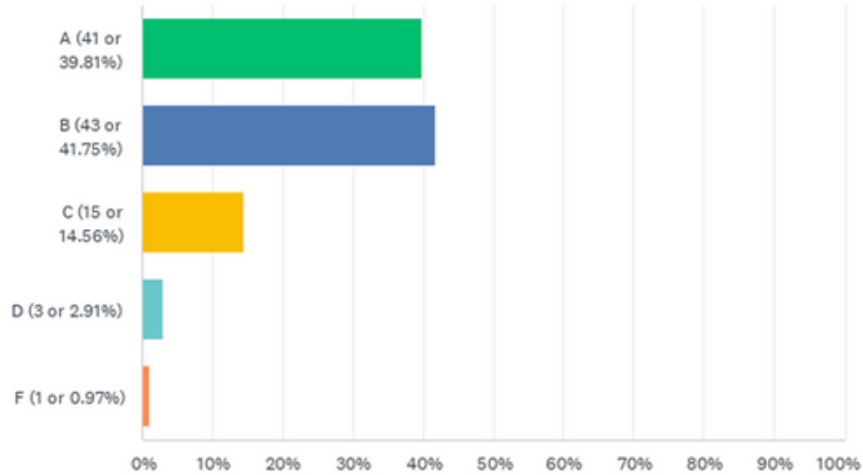
“Excellent dispatchers who do a great job. I’ve heard from other law enforcement officers who have worked with as many as 15 other counties dispatch that Netcom is the best they’ve worked with.”

“More training and protocols need to be introduced to promote uniformity across the entire staff of dispatchers in order to provide a more consistent dispatching service.”

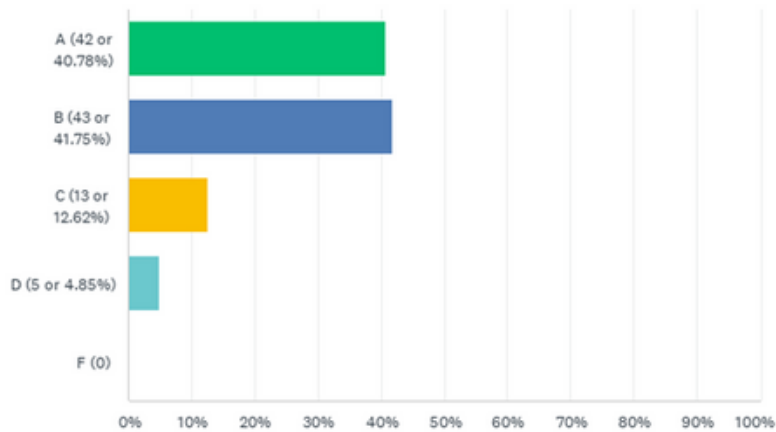
“The dispatchers are vital to what we do. They work hard right alongside us and do a good job.”

# Dispatch Daily Operations

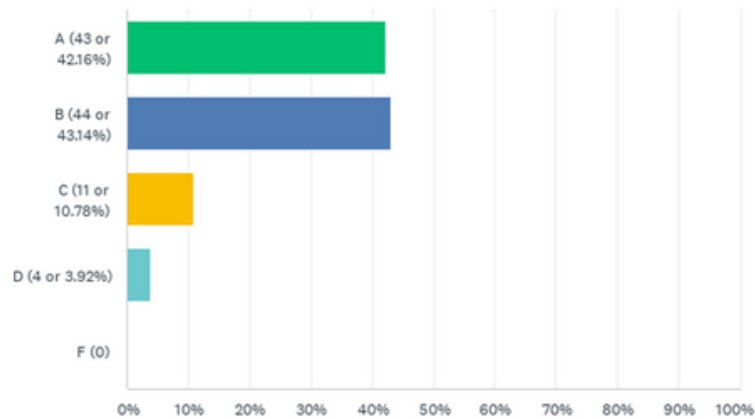
Q5 How would you grade the overall performance of NetCom dispatchers?



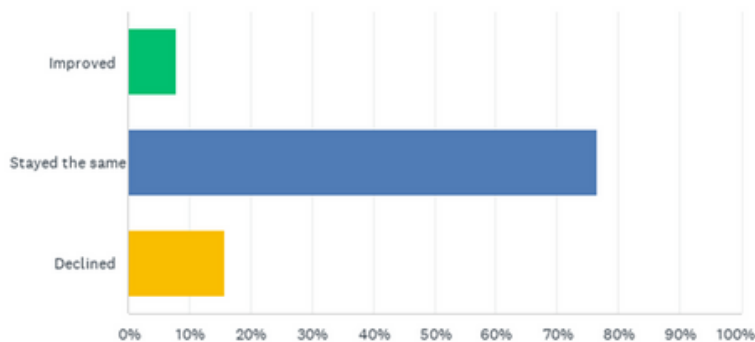
Q6 How would you grade the performance of NetCom dispatchers on routine/non-emergency calls?



**Q7 How would you grade the performance of NetCom dispatchers on emergency/hot calls?**



**Q8 During the past year, do you feel that NetCom's performance improved, declined, or stayed the same?**



**Q9 If our performance has improved or declined, can you identify one thing that exemplifies the change?**

Respondents who felt our performance had declined made statements such as:

“I’ve noticed dispatchers are letting some medium-priority calls sit on the board for deputies to “self-dispatch” to rather than dispatching it over the air. This can be an issue if a deputy is out of their vehicle and doesn’t know about the call.”

“Calls in pending queue sit for a long time, even when units are clear. Some dispatchers are very impatient and rude on the air.”

“They are suffering from staffing issues like everyone else. I believe if NetCom trained with local agencies more it be better. The dispatchers are amazing but I think they are handicapped by the process. ‘That’s what the card says’”



I have noticed less proactive dispatchers. I frequently have calls where there are names and plates provided but subjects are not ran through clets until prompted to do so. Also common for dispatcher to give me a "code 4 no match" when there is a match."

"I have had multiple assaults with a deadly weapon that don't get toned out."

Those who felt we had improved or stayed the same included these comments:

"I have noticed on multiple occasions dispatchers not placing names or vehicles under the associated tabs making it difficult to locate or retrieve data."

"I do wish verbalized, over the air updates, were placed into the call log more. Often times things are said over the air to be included in the comments."

"You guys are back to checking on units when they are on scene for an extended period. I feel like this went away for a while in years past."

"Most dispatchers are great."

**Q10 Considering dispatchers are a conduit of information through phone, radio, and mobile data terminals, what would you like to see improved in the relay of information from callers to the field?**

"There have been numerous calls that I have been dispatched to without my knowledge because I was not in my vehicle and the dispatcher did not alert me over the radio. It is always helpful and appreciated to be notified over the air."

"Faster dispatch over the air as well as making sure to triple tone emergency calls when applicable."

"I'd love to have more anticipation of what information is going to be asked for or needed."

"Not all dispatchers update the information being said into the call."

"More clear pre alerts and the ability for dispatchers to exercise more discretion and use more common sense."

"I'd like to the practice of using loud tones for pre-alerting and alerting to go away. These tones are a significant detriment to end user health."

"I'd like to see more call takers and dispatchers hired to improve the timeliness of info received and transferred to staff."

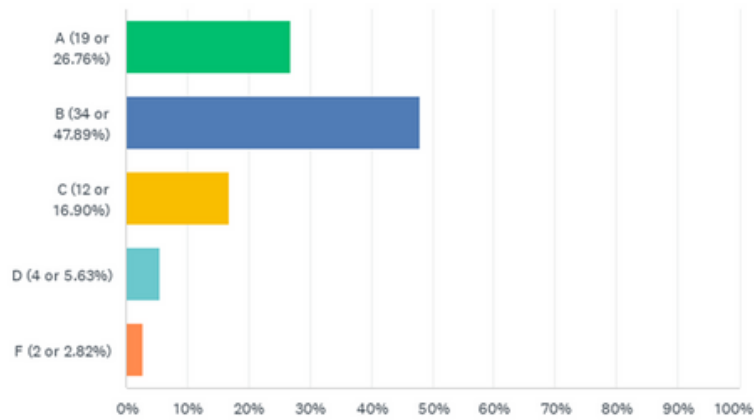
"Love 911"

**Q11 – Q14 Performance Standards**

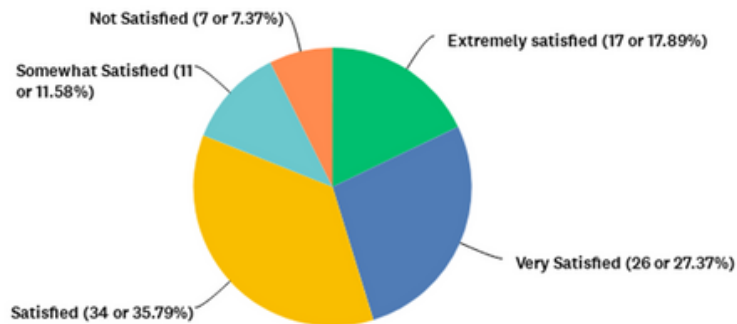
67% of respondents were aware that SCR9-1-1 has performance standards for both call processing and dispatching.

Almost 50% of respondents were aware there is a time standard but not aware of the actual time we have to meet the standard (for both priority law and priority fire dispatchers).

Q15 (For Law Users only) How would you grade NetCom dispatchers on providing returns (CLETS, probation, Alliance, etc.)? Consider timeliness and accuracy.

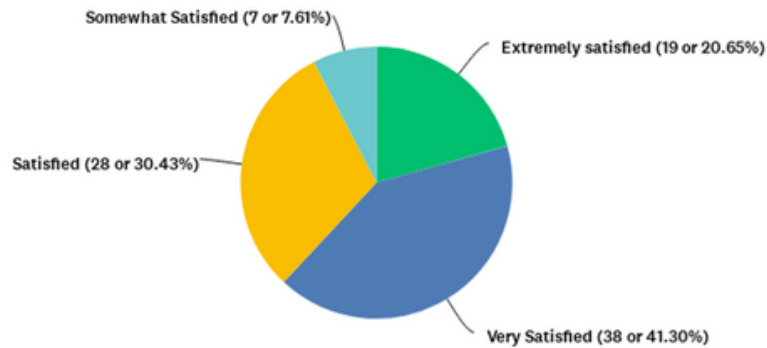


Q16 Please rate your satisfaction with SCR9-1-1's responsiveness to operational issues or complaints.



## 2023 Significant Events

Q17 How would you rate the performance of SCR9-1-1 staff during the storms and flooding in January, February, and March of 2023?



**Q18 Please share any questions, comments, concerns, or kudos regarding our performance during the storms and flooding in January, February, and March of 2023**

Some of the comments that were shared:

“Dispatchers did an amazing job!”

“Although everyone was overworked during that period, I am happy to say that NetCom continued to provide the level of service needed”

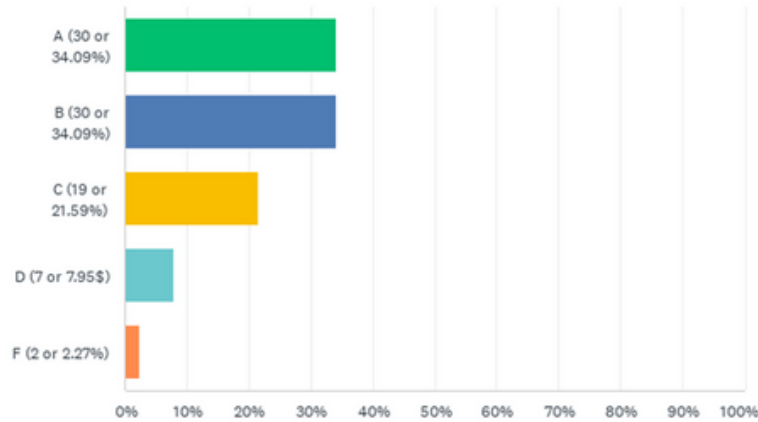
“Great work during difficult times. Long shifts, low staffing and still a positive attitude with deputies going through the same thing”

“Call volume altered SOP’s and some incident times were lost or not captured but considering the circumstances that is minor and there was no life safety challenges compromised by call volume...”

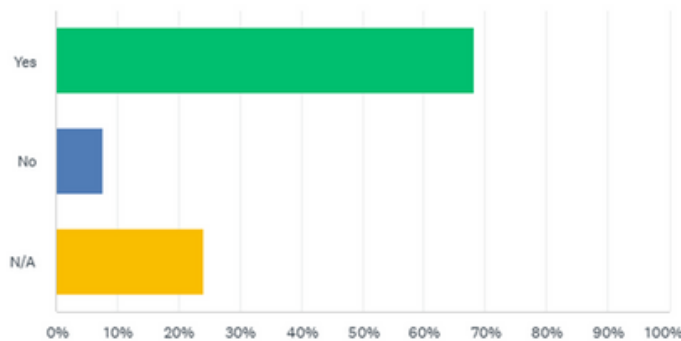
“I think the dispatchers are incredibly smart and should be given more latitude and control over station coverage across the county.”

## Management/Administrative Staff

Q19 How would you grade NetCom's responsiveness to operational issues/complaints?



Q20 Was a management or support staff resource available to you if you needed one?



**Q21 Is there any employee that you want to recognize for going above and beyond during this year? Provide the employee's name and a brief description of their actions:**

Every employee who was mentioned has been emailed the comments about their work and we are so proud of them! Here are some highlights of the comments that were shared:

"Areli Sanchez never hesitates to answer questions for those of us who call in even when she is busy...Areli is always respectful and extremely helpful."

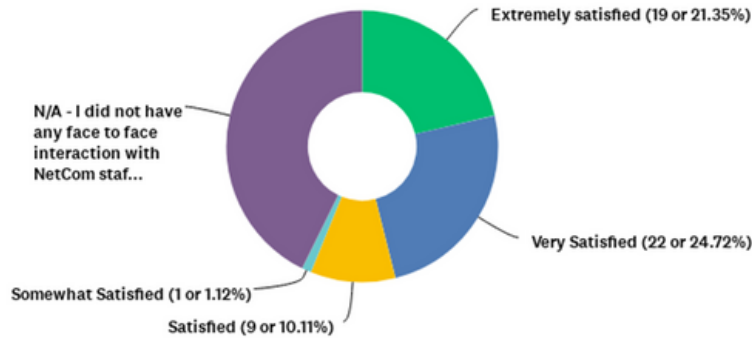
"Birkett; always friendly and super helpful. He has helped me solve multiple cases with his research abilities and attention to detail."

"Elian Cerritos did an amazing job presenting to the Sheriffs Office Youth Academy. As a new dispatcher, I was very impressed with Elian's ability to present to a large group."

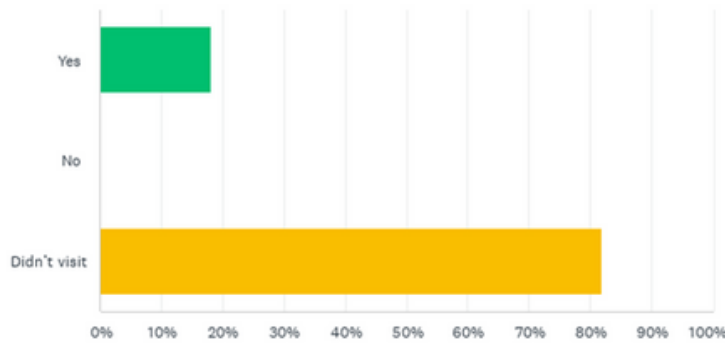
"Bryon O'Neal went above and beyond during a call where he was able to find the correct name of the suspect (who was giving us a completely different name to start) and helping put away a wanted felon."

"I have always had positive interactions with all dispatchers. Always polite, friendly and goal oriented."

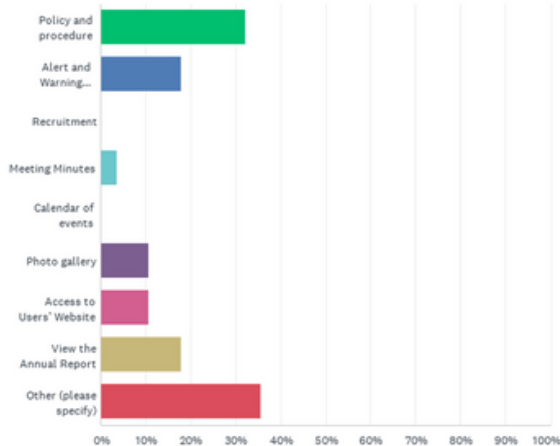
Q22 If you had any face to face interactions with dispatchers and/or supervisors for special events like an active shooter drill, Task Team Meeting, etc, how satisfied were you with your interaction?



Q23 If you visited our public website, were you able to find the information you were looking for?



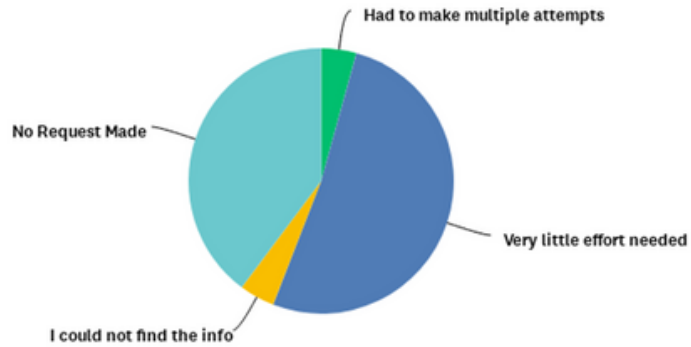
Q24 What did you come to our website for? (Choose all that apply)



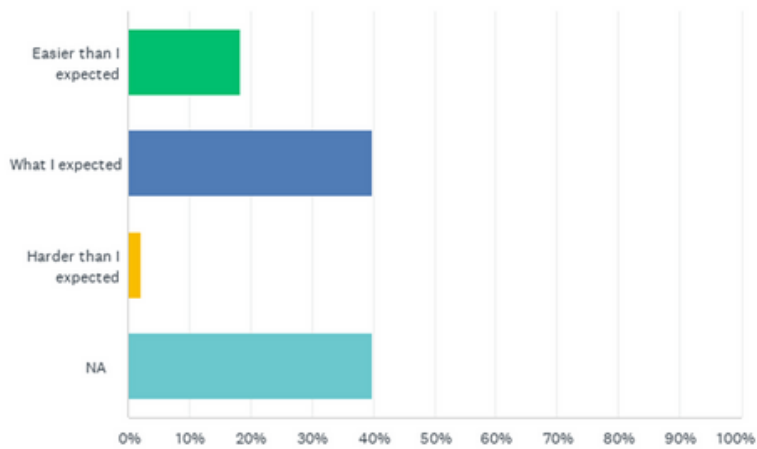
Most of the "Other" answers to Q24 stated "N/A" or that they had never been to the website. The rest: "Sit along contacts" "Phone number" "Survey"



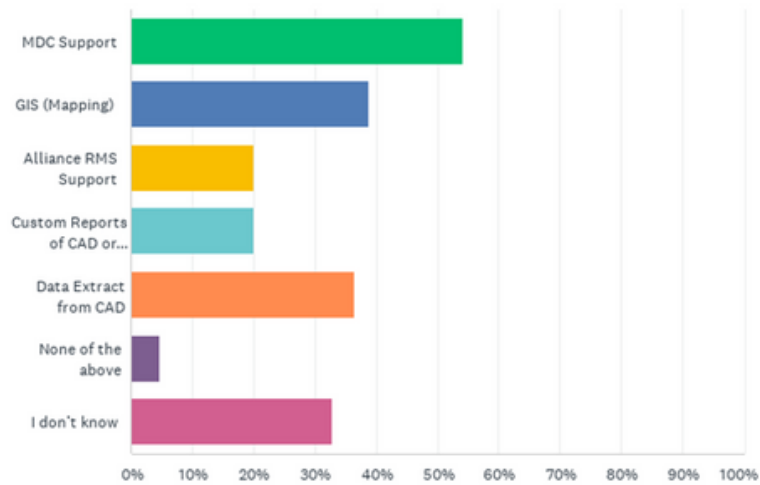
Q25 If you've requested a copy of a record (CAD log, phone call or radio traffic), how much effort did you have to put in to make the request?



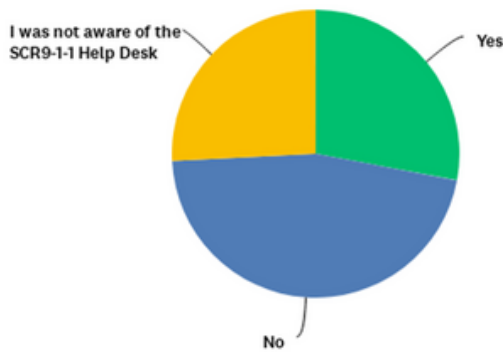
Q26 How did this effort compare to your expectations?



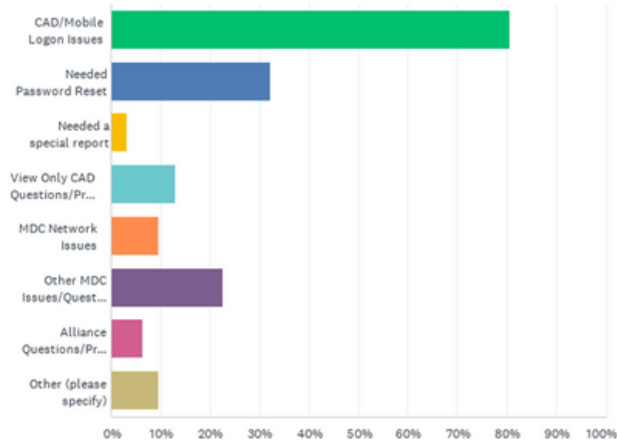
Q27 What technical services do you/your agency receive from NetCom (choose all that apply)?



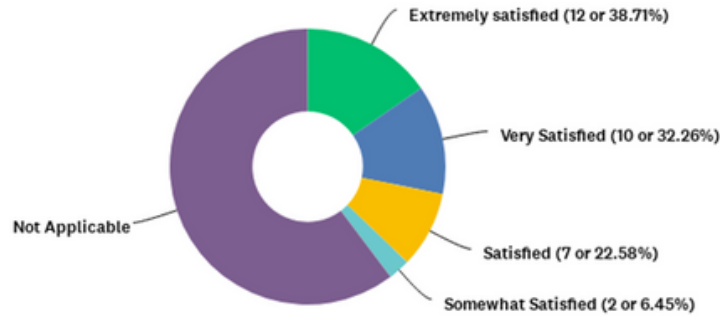
Q28 Have you contacted the SCR9-1-1 Help Desk (831-471-1015 or systems@scr911.org) this year?



Q29 If you answered yes above, what did you contact the Help Desk regarding (choose all that apply)



**Q30 How satisfied were you with the assistance you received from the Help Desk?  
(Percentages given exclude responses of "Not Applicable")**



**Q31 What services do you wish SCR9-1-1 provided or would you like SCR9-1-1 to provide in the future?**

All suggestions are being reviewed by SCR9-1-1 management for consideration. Here are some of the suggestions that were shared:

“A more robust ACB that includes apbnet flyers. Sheriff’s Office is going to a database called “Smart Force” which is information sharing. It’s web based. Might be worth interfacing somehow.”

“Media sharing from the RP or related callers. Direct text support with the lead via the iPad to ask non-emergency questions.”

“The ability for me to schedule a dispatch for a later time for situations like when someone is asking for an extra check in the middle of the night but they call in the request during the daytime.”

“Better radio transmission. I know this is not SCR911 fault.”

“With the change out to Cruzaware from Code Red, and SCR911 being the most proficient user of the platform, it would be good to do agency training.”

“Command center dispatching, or the ability for dispatchers to use more discretion when choosing to dispatch a call or what the response should be.”

“Dispatch for mobile crisis response.”

**Q32 Is there anything else you’d like to share with us?**

All comments are reviewed by SCR9-1-1 management. Here are some of the comments:

“Great job thank you all!”

“Thanks for the great work you do!”

“We should work to address the use of loud tones for alerting. It’s a significant mental health issue of which I believe flies under the radar for both dispatchers and field personnel (Fire/EMS). Thank you”

“More ride alongs with officers”

“Thank you for all of your hard work and calming the chaos for field crews. We know you have a hard job and we appreciate you!”

This page intentionally left blank



# Standards of Excellence 2023

Annual Performance Report  
Prepared for the Law Enforcement  
Users Subcommittee  
February 12, 2024

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



# Table of Contents

Performance Report Overview.....	70
Performance Data.....	70
Performance Data for Capitola Police.....	71
Performance Data for Hollister Police.....	72
Performance Data for Santa Cruz Police.....	72
Performance Data for Watsonville Police.....	73
Performance Data for Santa Cruz Sheriff's Office.....	73
Performance Data for San Benito Sheriff's Office.....	74
Aggregate Performance Data.....	75
9-1-1 Ring Times.....	77
9-1-1 Call Volume.....	78

# Performance Report

## Overview

Achieving optimal performance in the dispatch center requires a balance between speed and accuracy, both of which are prioritized. Dispatchers need to discern the relative importance of speed and accuracy in each situation. To ensure continuous quality improvement, it is crucial to measure individual processes and provide data to each dispatcher. This granular approach allows us to pinpoint specific areas for improvement, collaborating with each dispatcher to enhance their individual performance, ultimately contributing to improved overall performance for the entire center.

For our users, reporting on the center's overall performance, referred to as "building time," holds significant importance.

### Building Time

Total Call Processing includes two distinct events: call-taking and radio dispatching, representing 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 2023, our overall performance improved by 1%, and our average building time was 81 seconds.

	2022	2023
% Compliant	88%	89%
Avg Time	83 seconds	81 seconds

### Call-Taking Time

The call-taking process involves balancing speed and content. In 2023, we achieved an 87% compliance rate with the 90-second standard, reducing the average time from the previous year by one second to achieve a 59-second average from the time of answer to the time the call was created.

	2022	2023
% Compliant	86%	87%
Avg Time	60 seconds	59 seconds

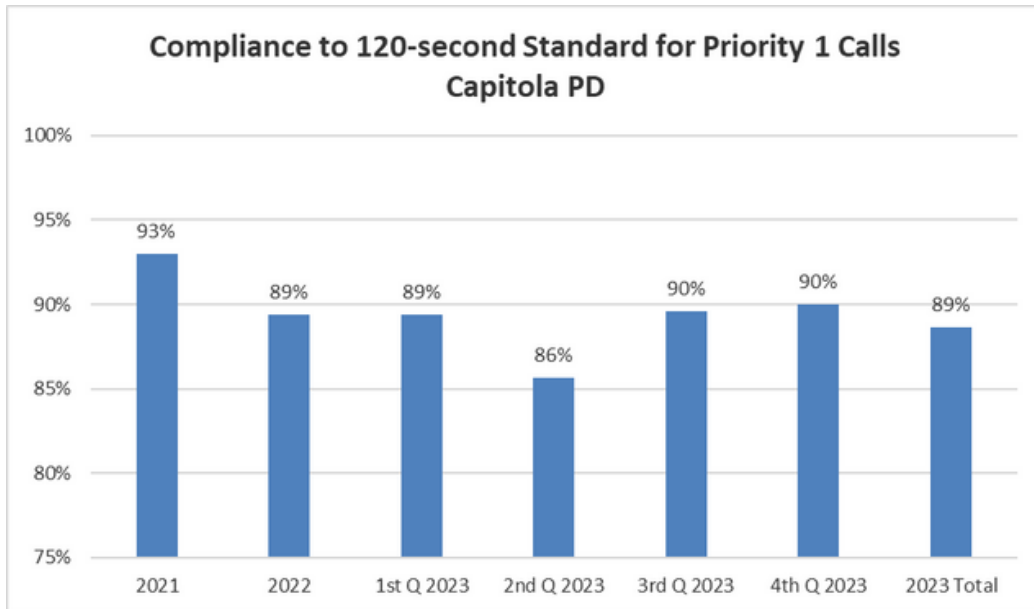
## Dispatching Time

“Dispatching Time” is the time it takes the radio dispatcher to assign a unit to high-priority events. In 2023, our compliance to the 30-second dispatch standard was 81%.

	2022	2023
% Compliant	79%	81%
Avg Time	22 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.

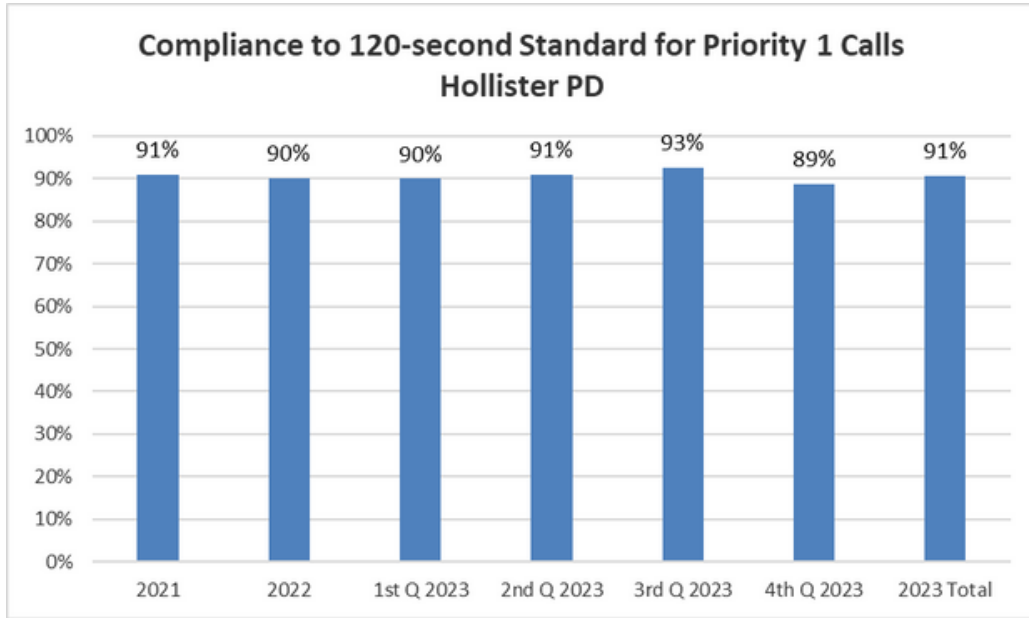
## Performance Data for Capitola Police Department



Our average building time for Capitola Police Department in 2023 was 88 seconds, and our compliance to the 120-second building time standard was 89%.

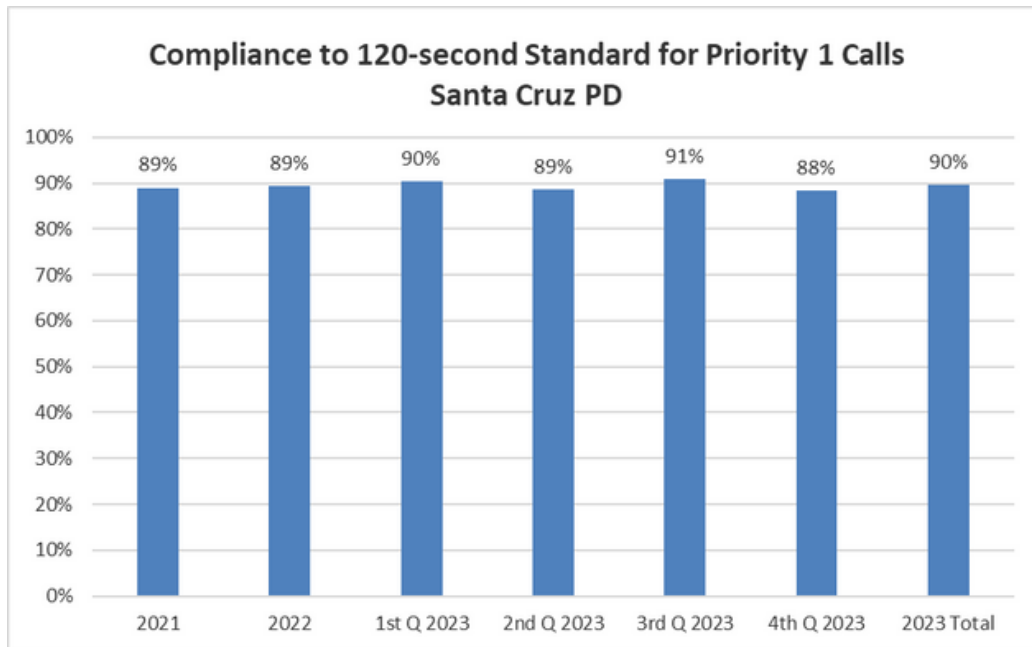
**BUILDING TIME** - The elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of a law enforcement unit) in a maximum of two minutes (120 seconds) for 90% of all first priority law enforcement incidents.

### Performance Data for Hollister Police Department



Our average building time for Hollister Police Department in 2023 was 78 seconds, and our compliance to the 120-second building time standard was 91%.

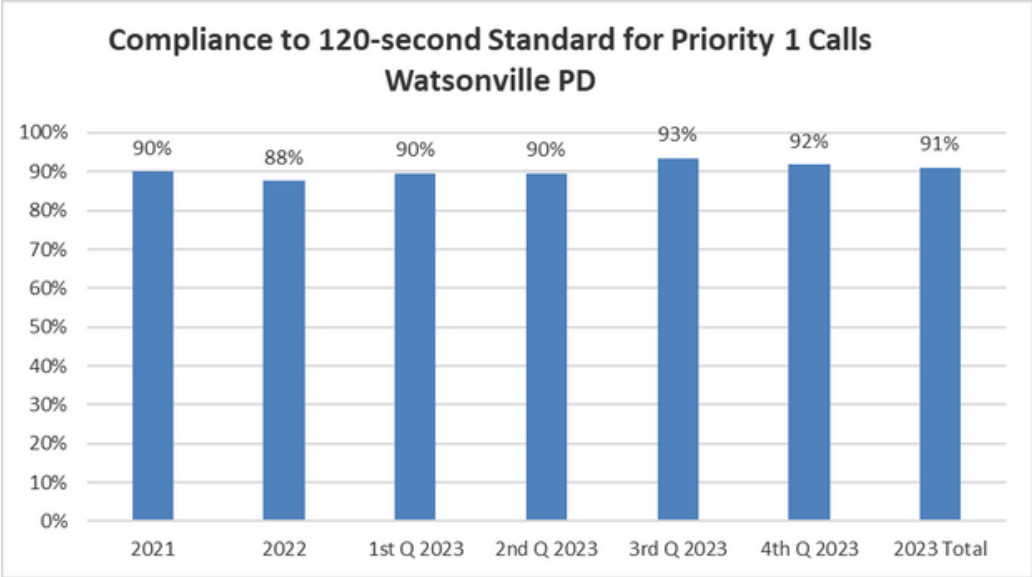
### Performance Data for Santa Cruz Police Department



Our average building time for Santa Cruz Police Department in 2023 was 80 seconds, and our compliance to the 120-second building time standard was 90%.

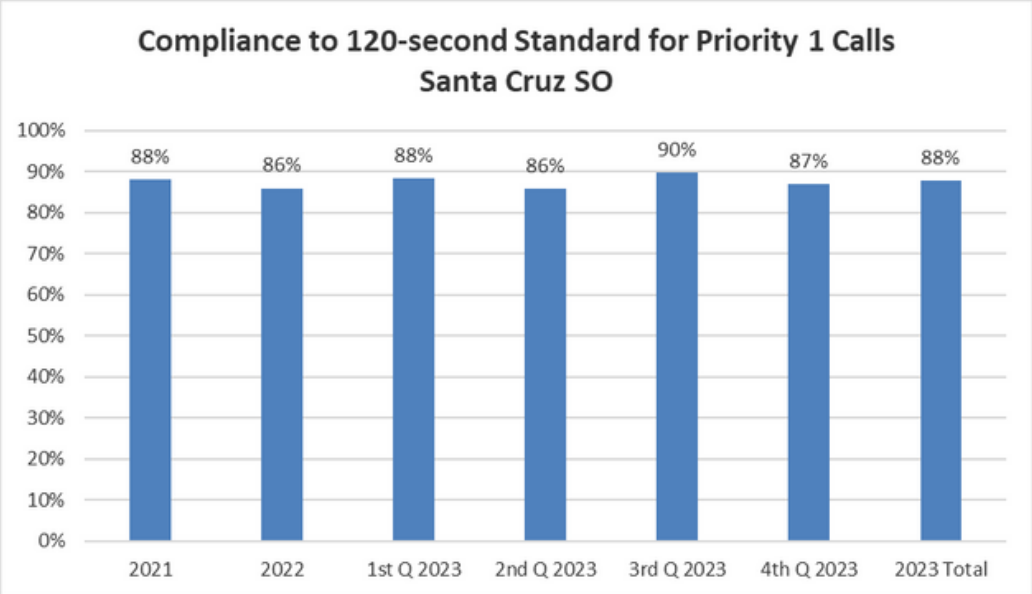
**BUILDING TIME** - The elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of a law enforcement unit) in a maximum of two minutes (120 seconds) for 90% of all first priority law enforcement incidents.

### Performance Data for Watsonville Police Department



Our average building time for Watsonville Police Department in 2023 was 80 seconds, and our compliance to the 120-second building time standard was 91%.

### Performance Data for Santa Cruz Sheriff’s Office

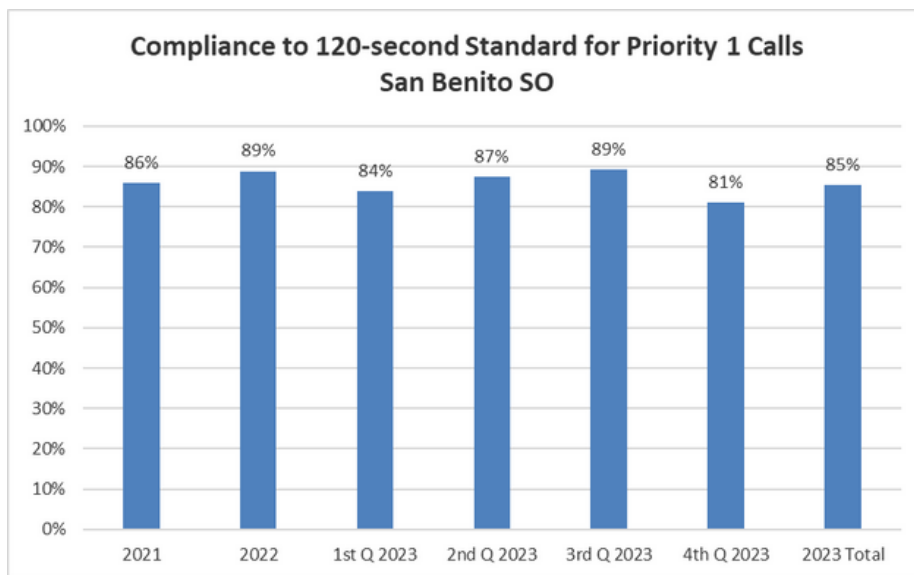


Our average building time for Santa Cruz Sheriff’s Office in 2023 was 84 seconds, and our compliance to the 120-second building time standard was 88%.



**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.

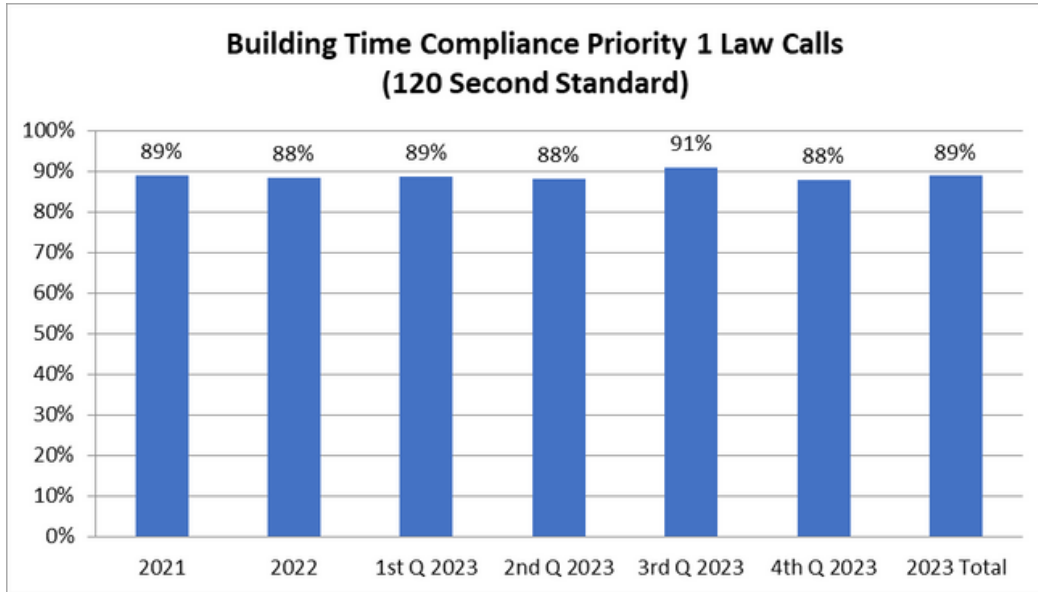
## Performance Data for San Benito Sheriff's Office



Our average building time for Santa Benito Sheriff's Office in 2023 was 85 seconds, and our compliance to the 120-second building time standard was 85%.

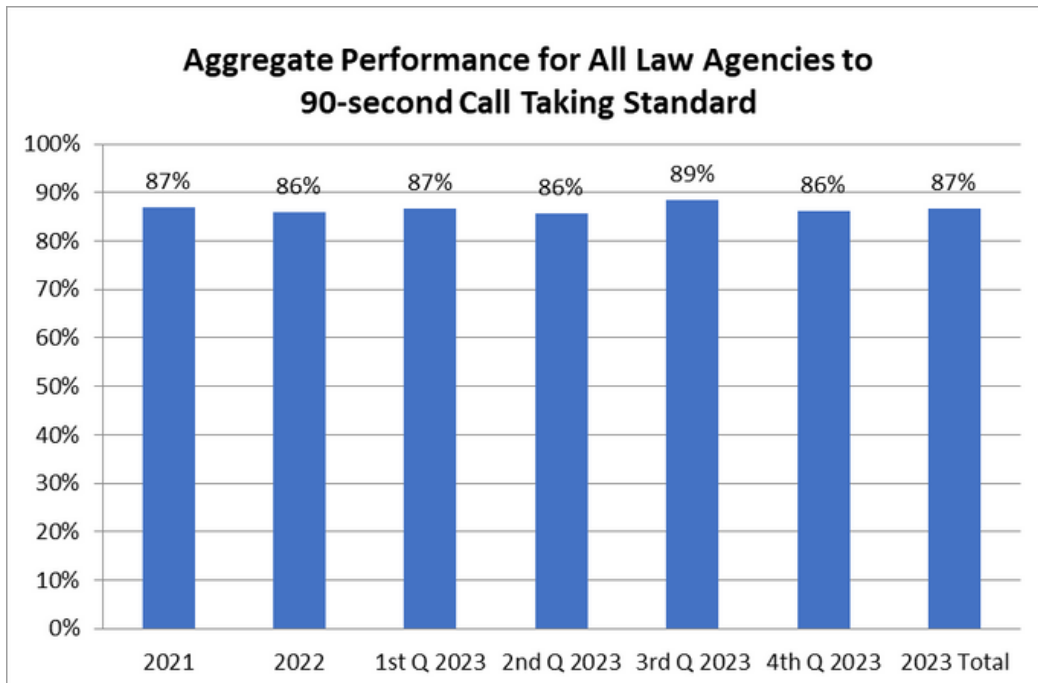
# Aggregate Performance Data for Law Enforcement

**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 2023 was 81 seconds, and our compliance to the 120-second building time standard was 89%.

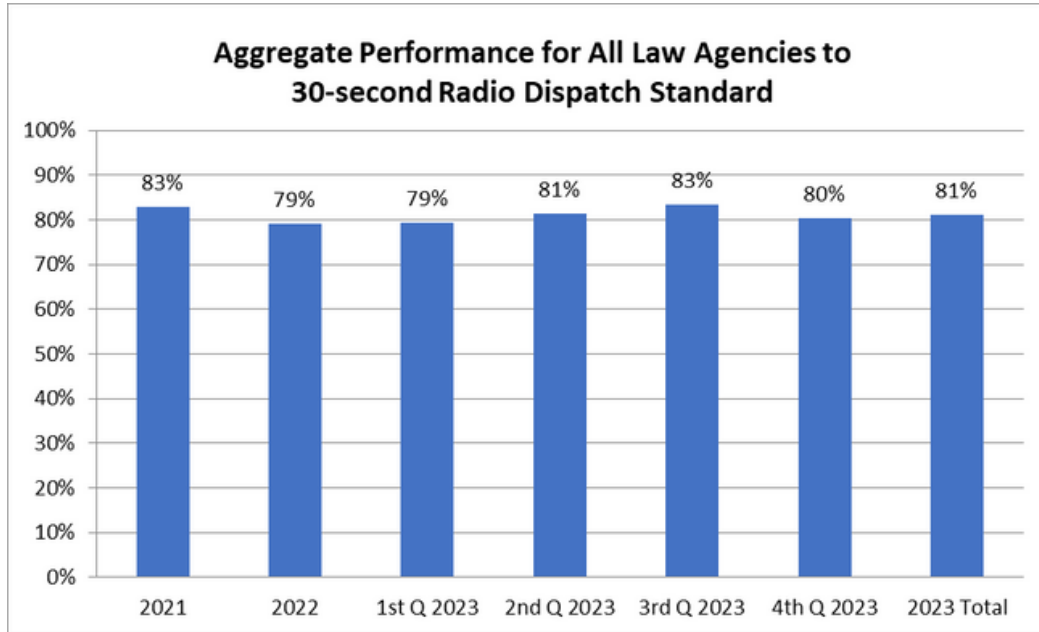
**CALL TAKING** - The time elapsed from E9-1-1 call pick up to the point of incident creation (CAD incident initiation) in a maximum of 90 seconds for 90% of first priority law enforcement incidents.



The average call-taking time for 2023 was 58 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 pending queue time for 2023 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

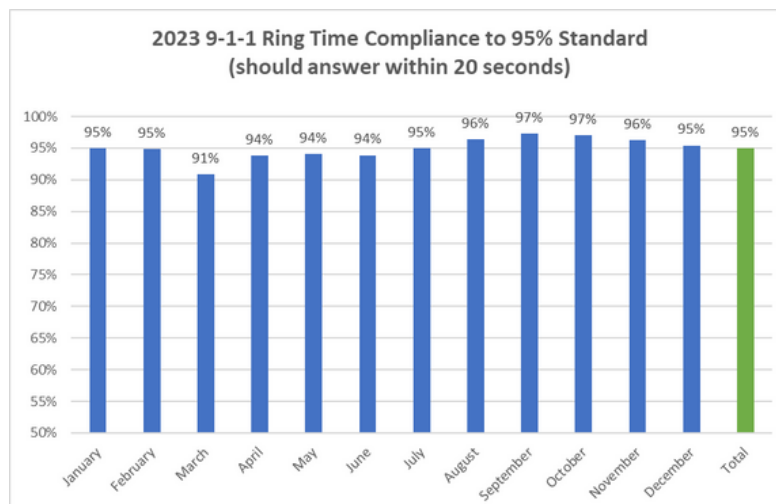
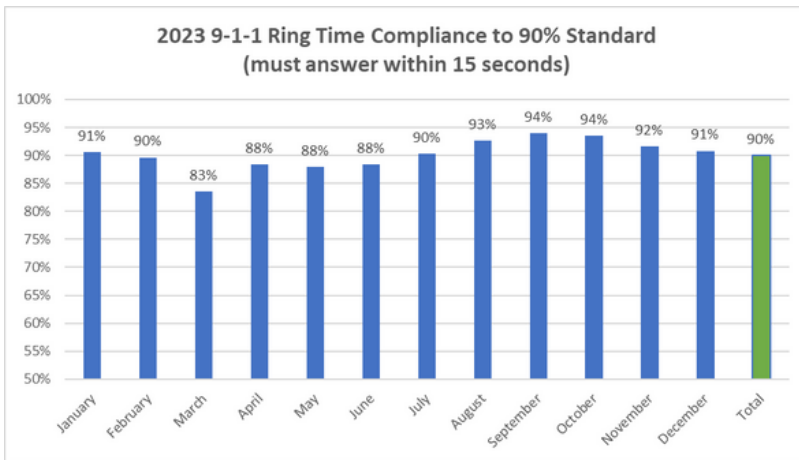
## National Emergency Numbers Association (NENA) Standard

According to the NENA Standard for 9-1-1 Call Processing, the following response times are mandated:

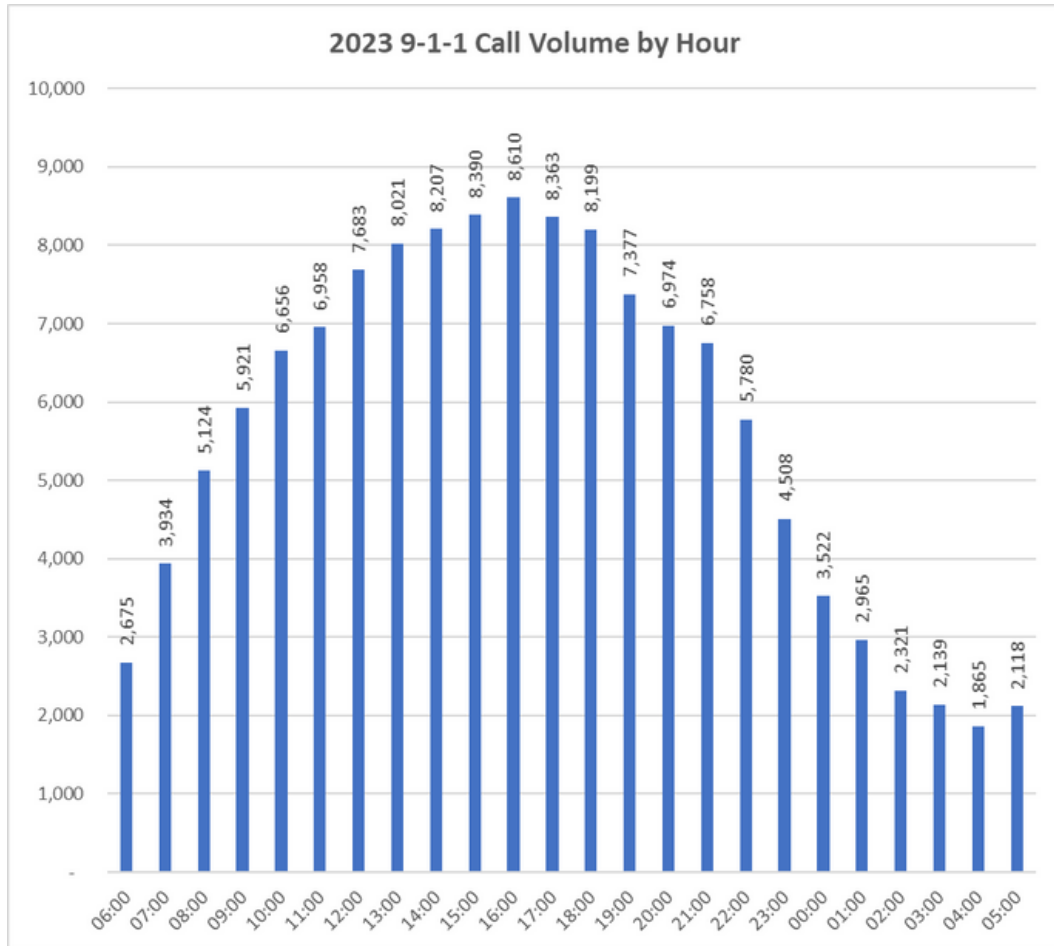
**90% Ring Time Standard:** Ninety percent of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) must be answered within 15 seconds or less.

**95% Ring Time Standard:** Ninety-five percent of all 9-1-1 calls should be answered within 20 seconds or less.

This standard is applied from the moment a call is presented at the center to the time it is answered by the dispatcher. Any unanswered 9-1-1 call is the highest priority unanswered call until proven otherwise. Swift reaction time and adequate staffing are crucial in ensuring effective emergency response.



# 9-1-1 Call Volume





This page intentionally left blank



# Standards of Excellence 2023

Annual Performance Report  
Prepared for the Fire/EMS Users Subcommittee  
February 12, 2024

Serving:  
Ben Lomond, Boulder Creek, Branciforte, Central,  
Felton, Hollister, Santa Cruz, Scotts Valley,  
Watsonville, and Zayante Fire Departments

# Table of Contents

Performance Report Overview	82
Performance Data for Fire Service	83
Overall Performance Data - Confirmed Structure Fires	84
Performance Data for Quick Launch	85
Performance Data for Priority ECHO Medicals	86
EMD Case Compliance	87

# Performance Report

## Overview

Santa Cruz Regional 9-1-1 is consistently working towards achieving a balance between speed and accuracy, recognizing the equal importance of both. To ensure ongoing quality improvement, it is crucial to offer feedback to our dispatchers regarding their performance in each phase of the dispatch job, including call-taking, pending queue management, and customer service. Additionally, reporting on the center's overall performance, referred to as "building time," holds significant importance for our users.

### Fire Service Performance

- The total processing time from E9-1-1 call pick-up until radio tones is the "building time." Building time is the amount of time that it takes to complete call-taking and radio dispatching. The call-taking standard is 60 seconds or less; the radio dispatching standard is 30 seconds or less; 90 seconds is the standard for "building time."
- In 2023, both building time and compliance with the 90-second standard demonstrated stability and reliability. The average building time was 71 seconds, with an 81% compliance rate to the 90-second standard. This marked a one percent improvement compared to the performance in 2022.
- Average building time for Confirmed Structure Fires was 65 seconds. The agency was 87% compliant to the 90-second standard.

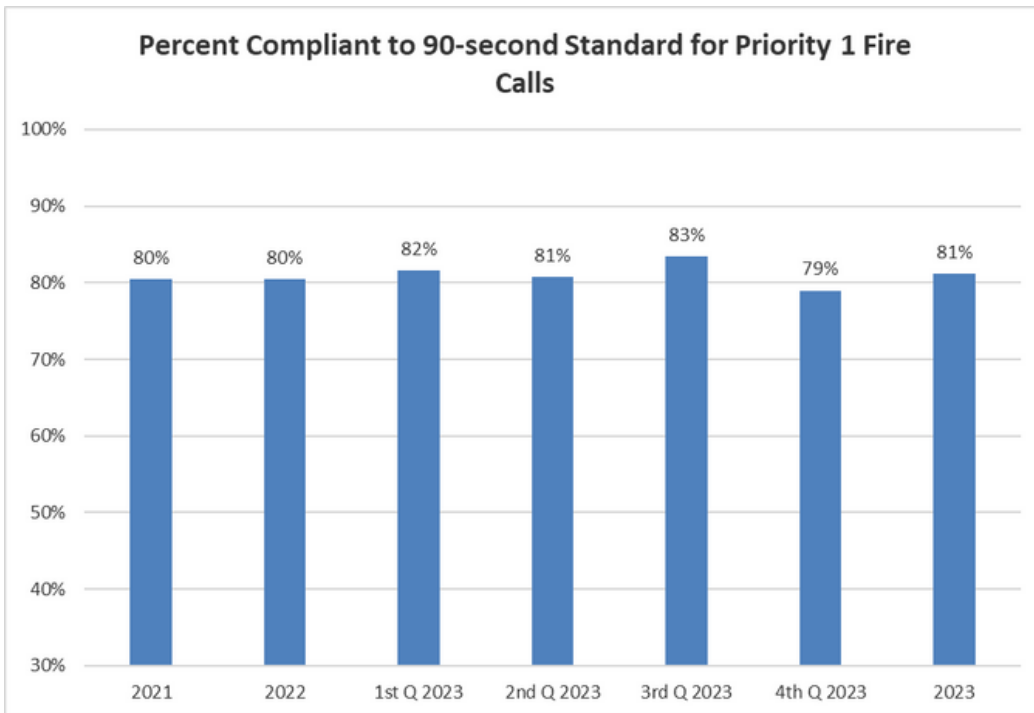
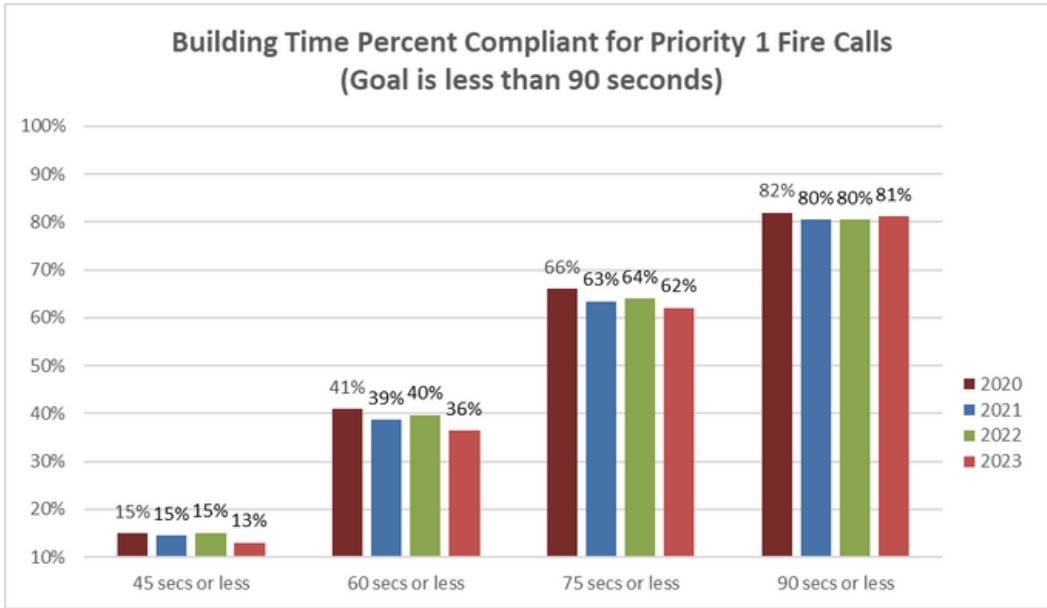
### EMS Performance

- In 2023, the building time for ECHO medicals, the highest-priority medical cases, averaged 57 seconds. The agency achieved a 92% compliance rate with the 90-second standard, handling a total of 585 calls of this priority. Compliance increased by one percent, and there was a 24% increase in the call volume for cases of this nature.
- Patients reporting difficulty breathing, chest pain, and possible stroke symptoms are classified as the second-highest priority medical cases. Dispatchers initiate these incidents using specific "Quick Launch" incident types—BREATH, STROKE, and CHEST—based on the opening statements of the caller before entering the EMD system. In the specified category, 3639 9-1-1 incidents of this nature were created. The average building time for these incidents was 63 seconds, with an 86% compliance rate to the 90-second standard, maintaining steady performance compared to 2022.

*EMD calls are reviewed by contract with Priority Dispatch. These performance reviews are essential for dispatcher feedback, goal setting, accountability, recognition, and data collection. 1041 call reviews were provided to dispatchers with timely, constructive feedback. 70% of cases were compliant or high complaint, 14% were partially compliant, and 16% were not compliant.*

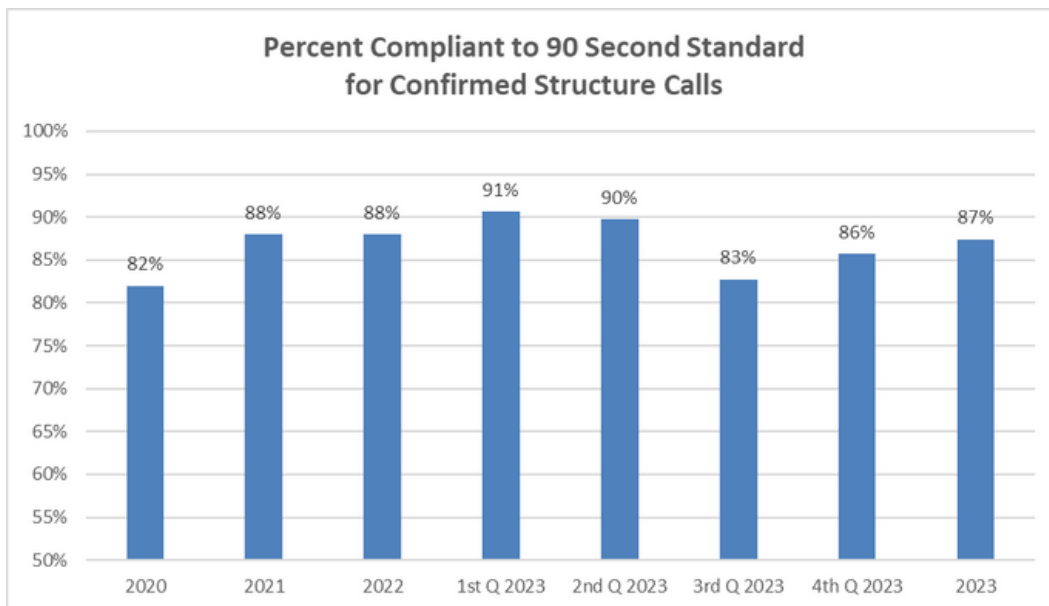
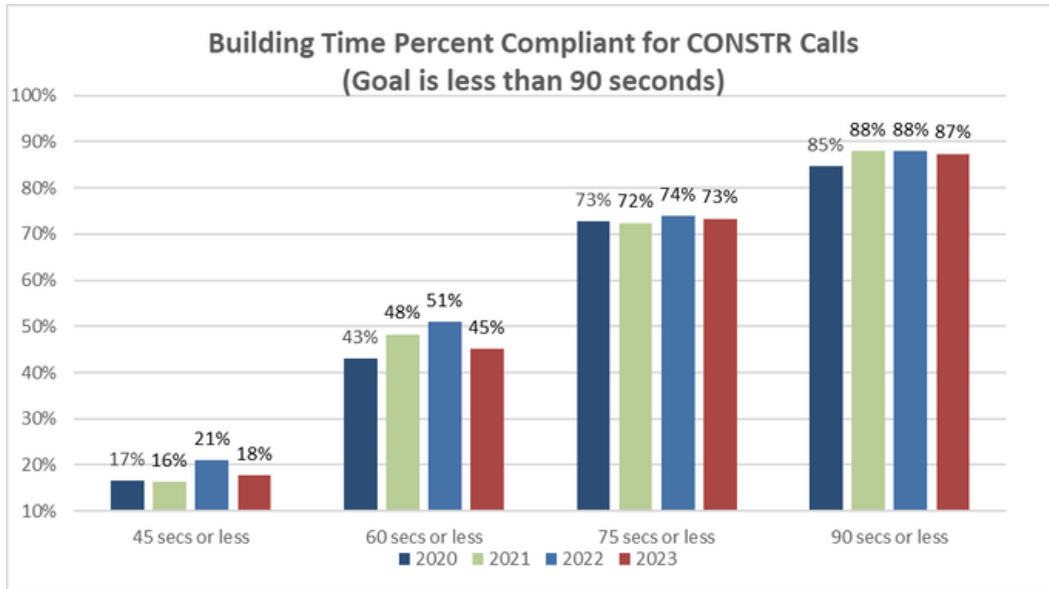
# Performance Data for Fire Service

**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.

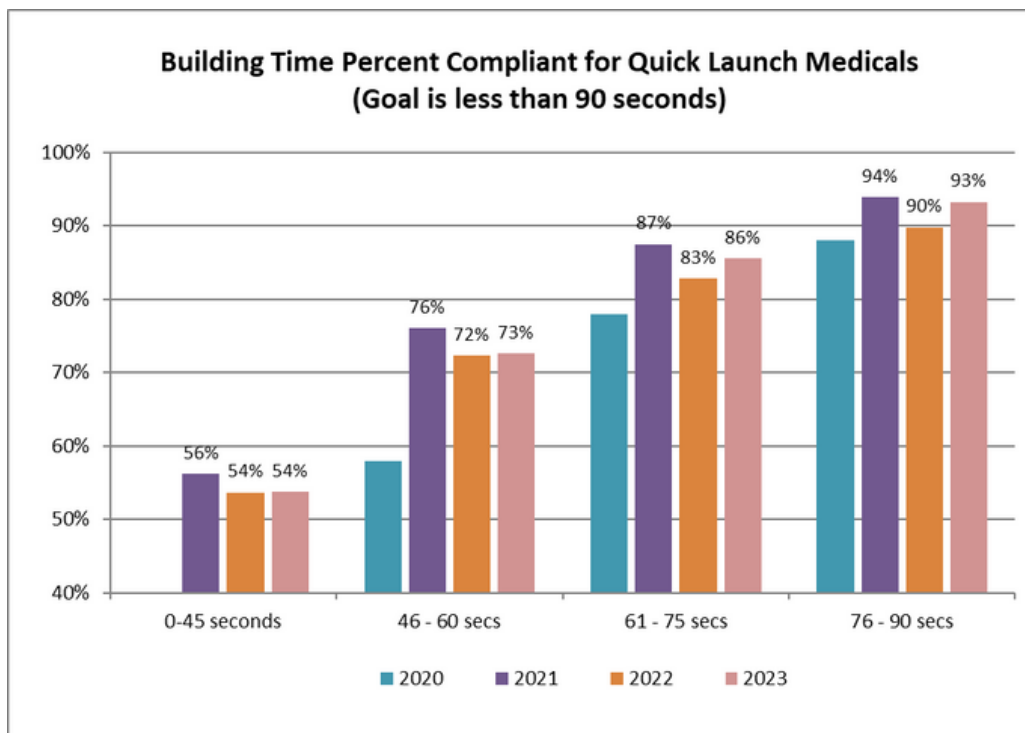
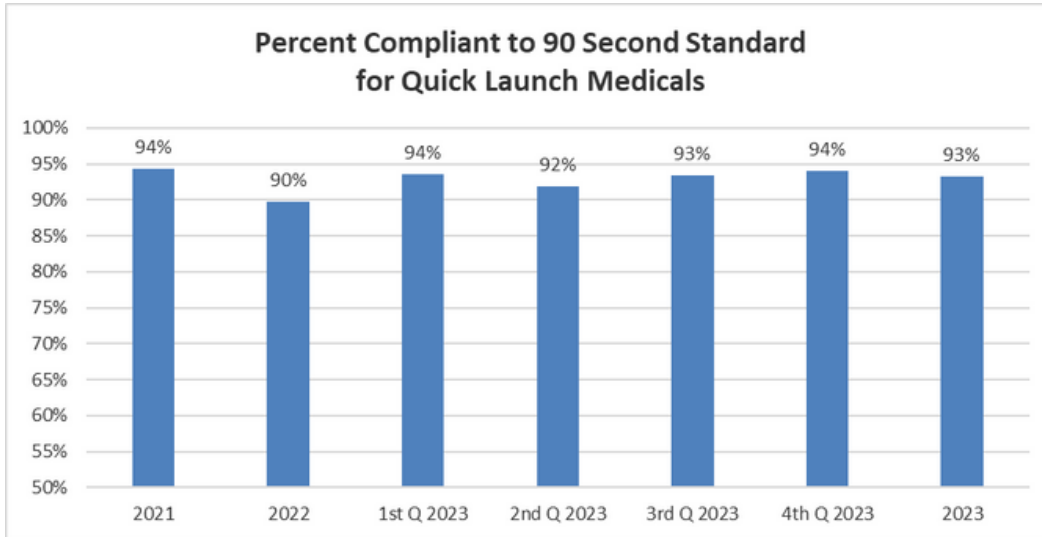




# Overall Performance on Confirmed Structure Fires 2023

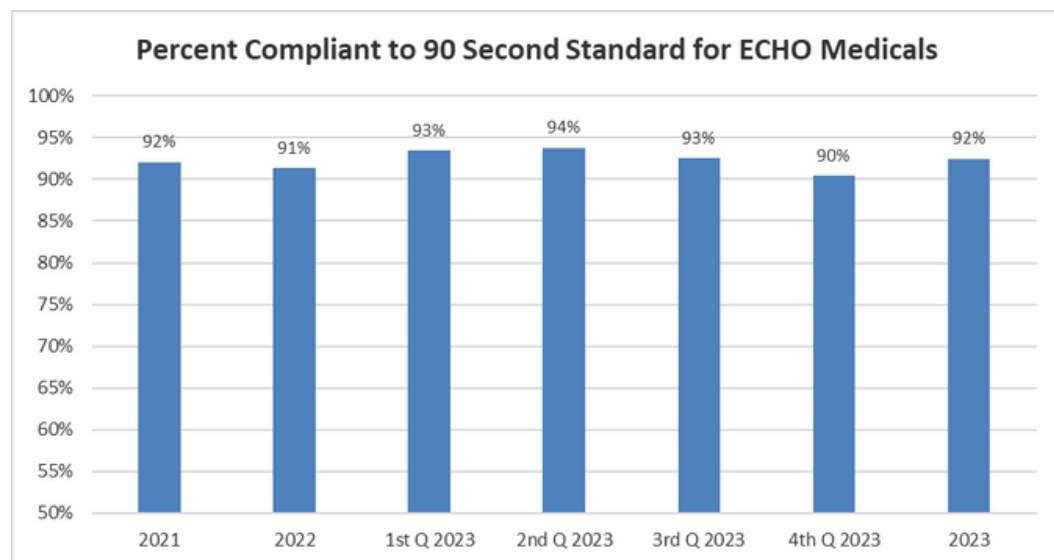
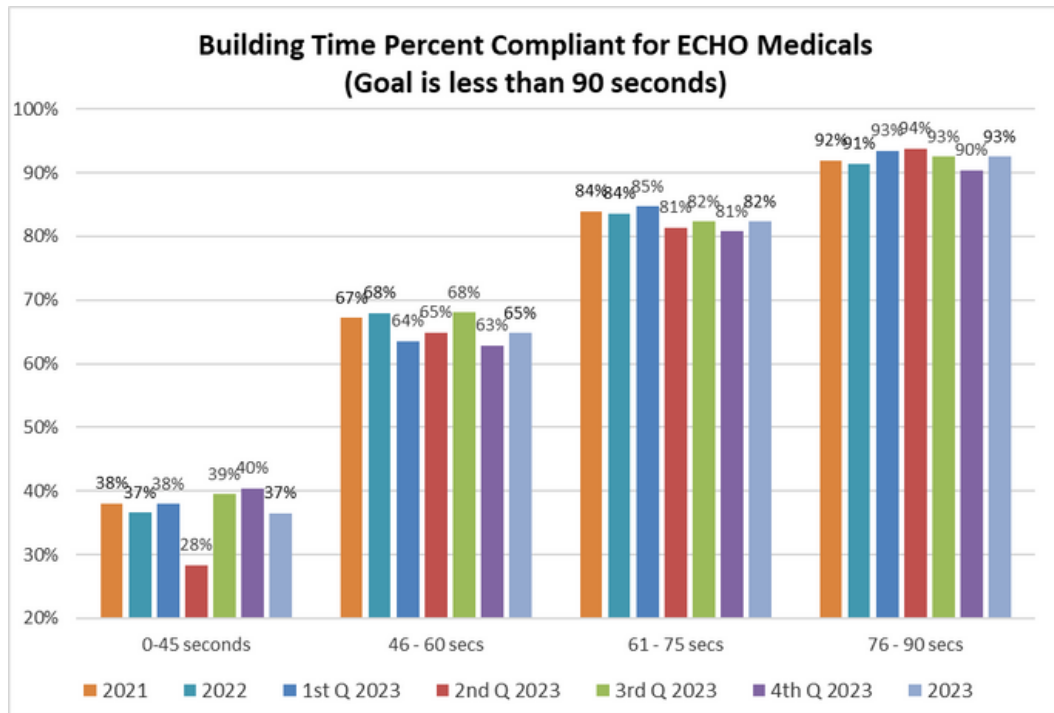


# Performance Data for Quick Launch Medicals



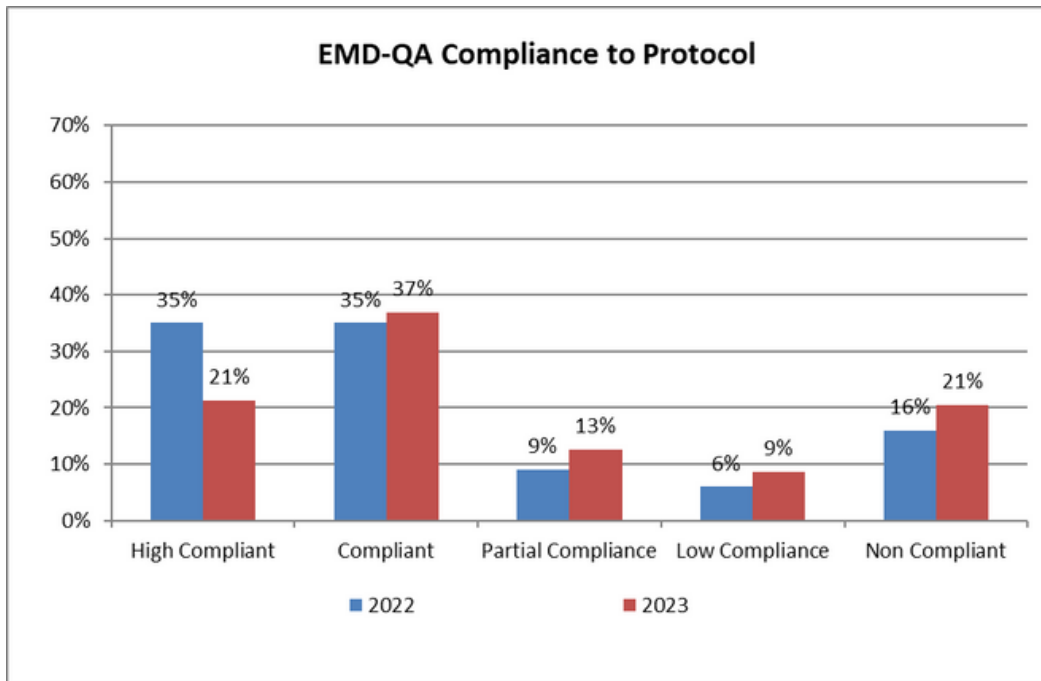
# Performance Data for Priority Echo Medicals

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.



We conducted a routine review of EMD calls, revealing that 59% of cases demonstrated high compliance or compliant. Acknowledging the importance of improvement, we are taking proactive steps to enhance this aspect. Dispatchers will continue to receive at least one call review per week, aiding in their understanding and application of protocol.

Additionally, as part of our commitment to continuous enhancement, the agency is set to update our protocols. The upcoming version will feature smart tools designed to streamline the EMD process, highlighting the next appropriate steps. We believe these updates will contribute to higher levels of efficiency and compliance in our operations.







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.

