



Santa Cruz Regional 9-1-1

Annual Report

2017

Table of Contents

General Manager’s Message	1
Santa Cruz Regional 9-1-1 Staff	2
Workload and Call Statistics	4
SCR9-1-1 Goals	7
Operations Division	9
• Dispatch Unit	10
• Fire/EMS and Law Task Teams	16
• Dispatcher of the Year	17
• Quality Unit	18
• Training Unit	23
• Projects Unit	25
• Annual Employee Recognition Event	26
Systems Division	27
• Computer-Aided Dispatch (CAD)	28
• Fire/EMS Technology and Geographic Information Systems (GIS)	28
• Santa Cruz Metropolitan Records System (SCMRS)	29
• Mobile Data Computers (MDCs)	29
Business Division	31
Peer Support Team	32
Safety and Wellness Committee	32
Technical Operations Advisory Committee	33
Appendix	35
SCR9-1-1 Employee Association	36
Users Survey	37
SCR9-1-1 Employee Demographics	42
Promotions and Years of Service	43
Retirees of 2017	45
Law Enforcement Annual Performance Report	47
Fire/EMS Annual Performance Report	63

SCR9-1-1 Board of Directors



Chair Martín Bernal
City of Santa Cruz



Vice Chair Charles Montoya
City of Watsonville



Secretary Carlos Palacios
County of Santa Cruz



Member Jamie Goldstein
City of Capitola

Contributors

Dennis Kidd
Amethyst Uchida
Stephanie French
Wolff Bloss
Melody MacDonald
Sean Schorovsky
Tammy Spath
Beth Wann (Ed.)

Message from the General Manager



Dennis Kidd

In thinking about 2017 within Santa Cruz Regional 9-1-1, this year really reflects the committed staff we have in our agency. An enormous capital improvement project and staffing crisis really show how we can persevere and overcome huge obstacles.

We processed eight new dispatchers through our training program, which takes four to five months to complete. Training is difficult on all dispatchers. While performing the training, the trainer is mostly focused on their trainee, which limits their effectiveness being a dispatcher. Also, trainees are hired to fill open positions; therefore, while they are training, that open position must be filled with overtime. Our dispatch staff stepped up and met this training and overtime challenge, while continuing to provide the high level of service that we have become known for. I have great admiration for their efforts and commitment to serving our users and our community.

While our operations folks were working so hard, our management team and Systems Division were also working incredibly hard to get our new Computer-Aided Dispatch (CAD) system provisioned and ready for implementation in the first part of 2018. This is the first CAD replacement project our organization has gone through and the first for many of our staff. Regardless of the challenges, they have worked diligently to configure a system that will lead to improved performance and greater data capabilities than we have ever had in Santa Cruz and San Benito Counties. This is an 18-month project that has consumed our agency, but will be well worth the efforts in the coming months. Allowing for electronic transfer of incident information to all responding units is a goal we have long sought and is now within sight.

I am looking forward to 2018 being a year of stability as we grow into our new CAD system and have a fully trained core of dispatchers.

Mission Statement

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

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

Santa Cruz Regional 9-1-1 Staff

Management Team

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

Systems Division

Wolff Bloss, Systems Supervisor
Tom Ginsburg, Senior Systems Technician
Gilbert Oros, Senior Systems Technician
Nicola Torchio, Senior Systems Technician
Christopher Druck, GIS Technician

Public Safety Dispatch Staff

Senior Public Safety Dispatchers

Ashley Baldwin
David Brenner
Lyndsay Farotte
Michael Krakowiak
Abigail Marizette
Teresa Minogue

Public Safety Dispatchers

Michael Birkett
Bill Burnett (Extra Help)
Andrea Castro
Tim Cattera*
Karen Clark (Extra Help)
Valerie Conner
Dillon Corley
Andrew Davidson
Kristine Ebersole
Anne Escobar
Michael Fairbanks
German Flores
Joseph Guerrero
Kristal Higgins
Jo Irving (ret.)
Dee Kenville (Extra Help)
Anna Kiff
Gina Loftin

Operations and Support Services

Melody MacDonald, Operations Supervisor
Anita Miller, Operations Supervisor (ret.)
Sean Schorovsky, Operations Supervisor
Tammy Spath, Administrative Supervisor

Business Division

Beth Wann, Office Supervisor
Tina Bisgaard, Senior Administrative Assistant
Maria Wallen, Senior Administrative Assistant
Lauren Walker & Taylor Threlkeld, Student Interns

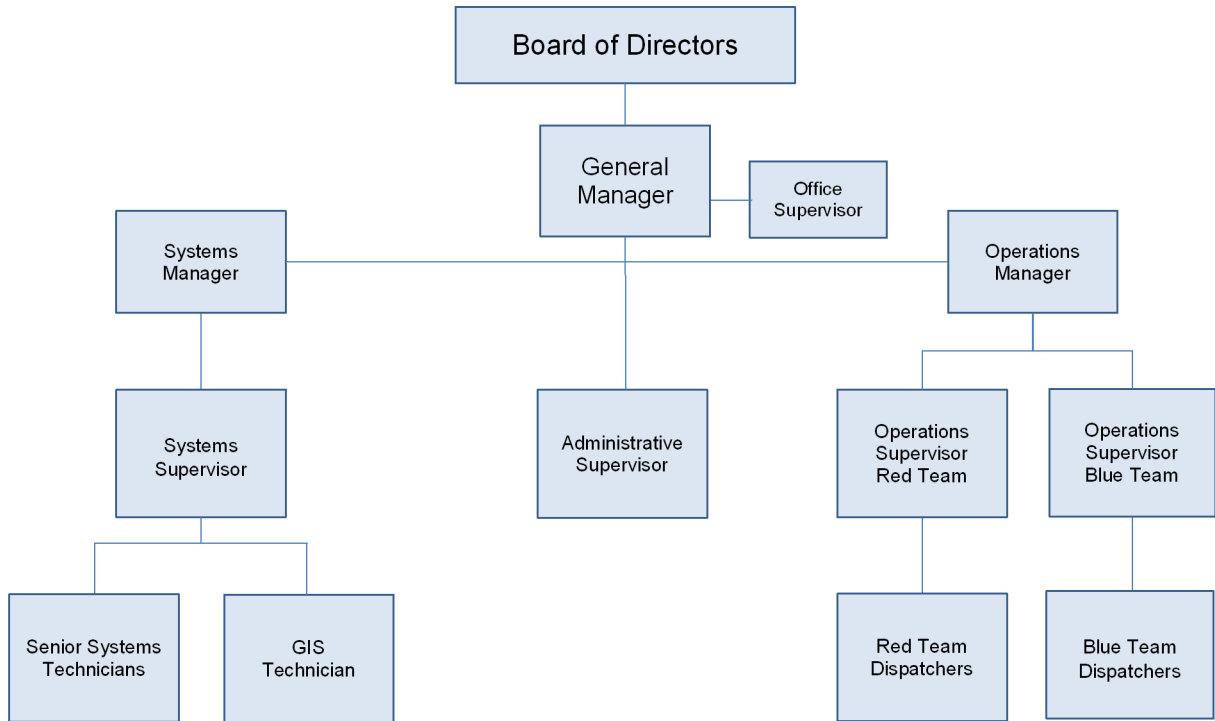
Abigail MacMullan
Jennifer Maggio
Eric Mello
Jacob Moniz
Lisa Oberdorfer (Extra Help)
Andrew Parker*
Margaret Parker (Extra Help)
Samantha Preciado
Jessica Raffetto-Martinez
Ariana Rios
Laure Roessler*
Areli Sanchez
Melanie Sherwood
Stephanie Sphar
Michele Stevison
David Sumner
Billie Surran
Clayton Swanson
Jason Thompson*
Christina Troia
Felicia Vigil*

Public Safety Dispatcher Assistants

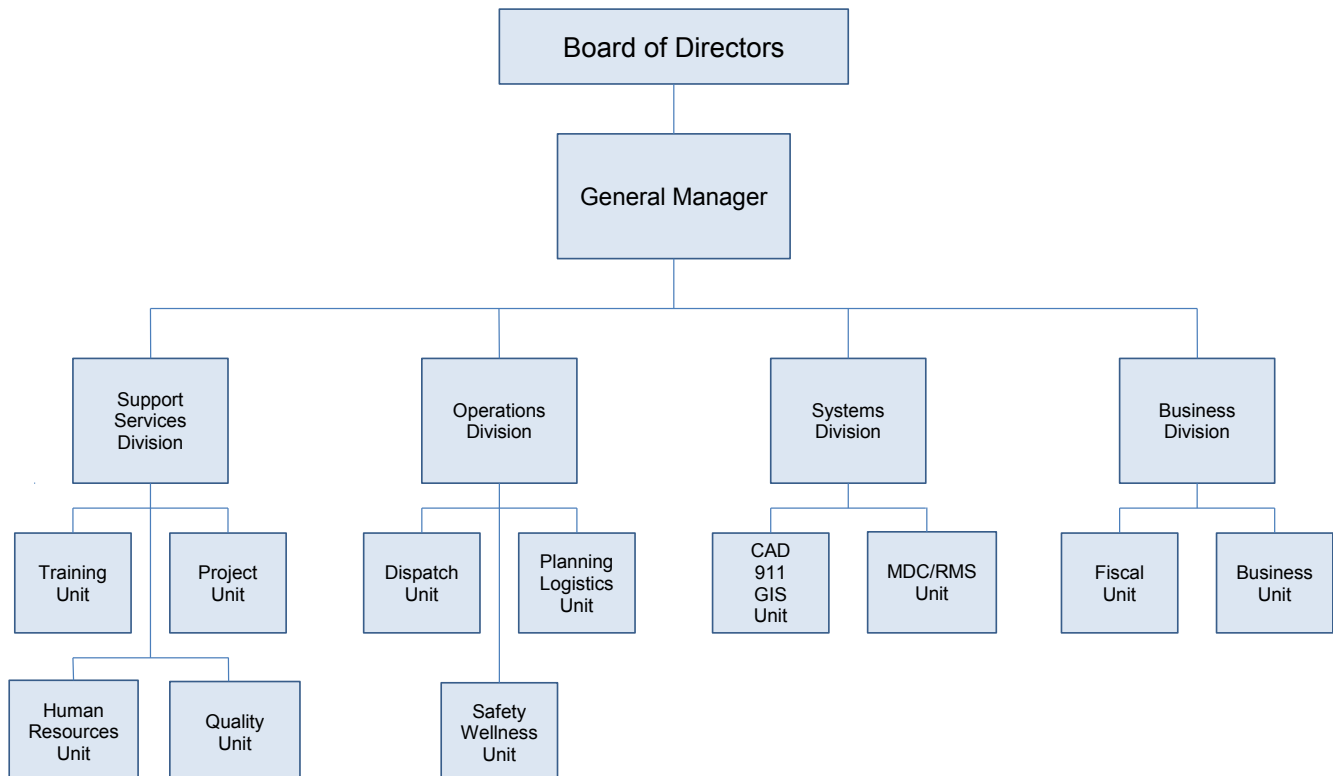
Sheena La Mar
Kimberly Rickabaugh
Kindra Sosa-Showers

*left employment in 2017

Organizational Chart



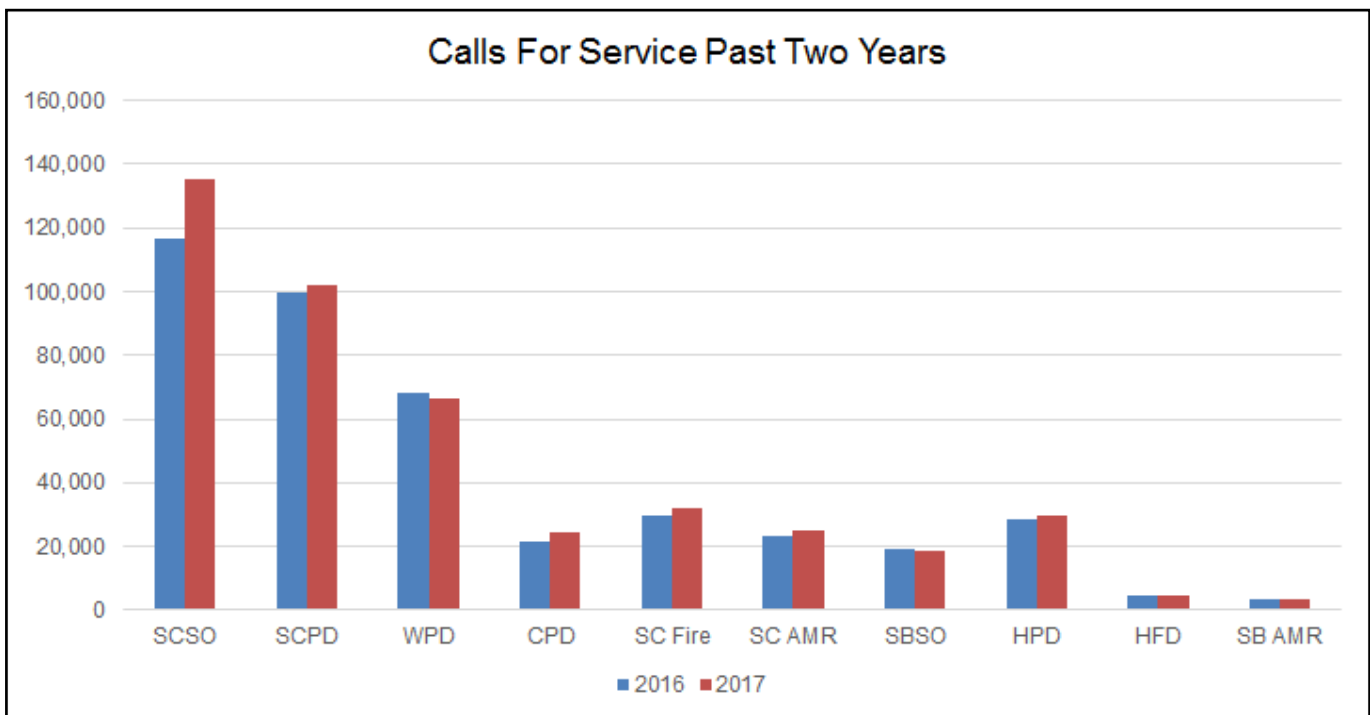
Program Reporting Structure



Workload and Call Statistics

Calls For Service Agency Comparison*			
2016	2017	Agency	Annual Change
116,692	135,362	Santa Cruz County Sheriff's Office (SCSO)	16.00%
99,880	101,900	Santa Cruz Police Department (SCPD)	2.02%
68,260	66,531	Watsonville Police Department (WPD)	-2.53%
21,808	24,669	Capitola Police Department (CPD)	13.12%
29,689	32,168	Santa Cruz County-Wide Fire	8.35%
23,374	25,198	Santa Cruz AMR	7.80%
18,970	18,923	San Benito County Sheriff's Office (SBSO)	-0.25%
28,729	29,746	Hollister Police Department (HPD)	3.54%
4,486	4,778	Hollister Fire	6.51%
3,597	3,688	San Benito AMR	2.53%
5,783	5,753	Other	-0.52%
421,268	448,716	Total Calls for Service	6.52%

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

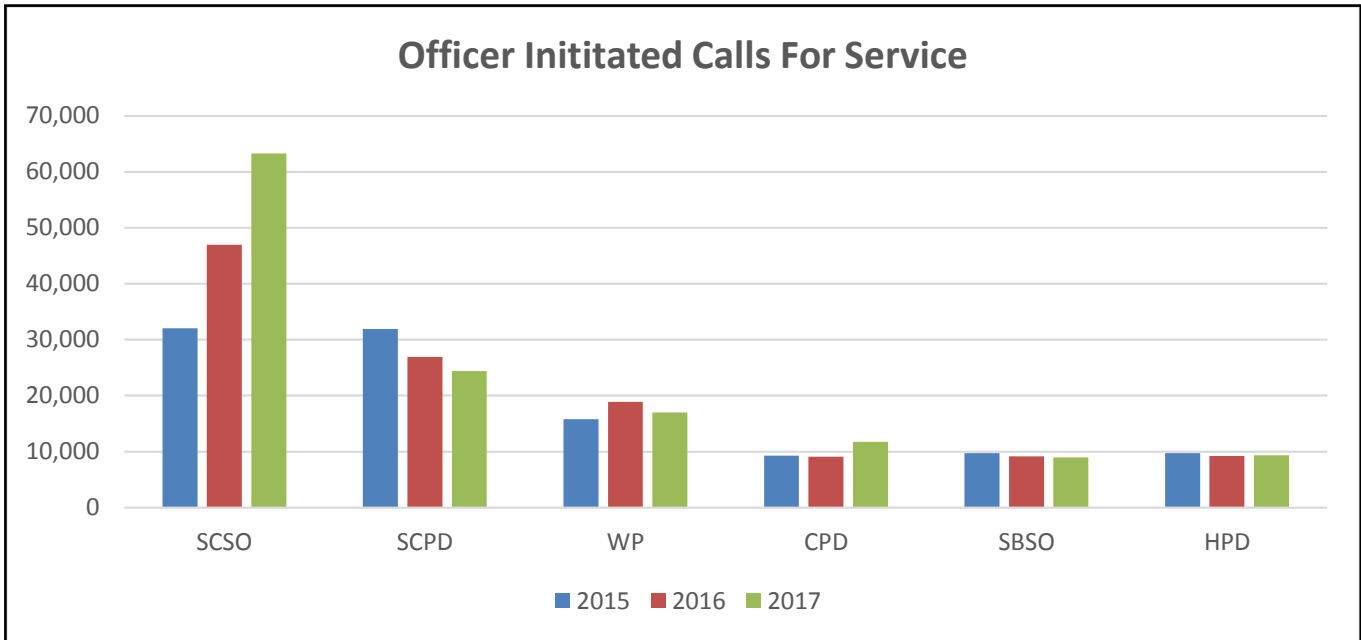


Officer Initiated Calls For Service Agency Comparison*

Agency	2015	2016	Percentage Change from Prior Year	2017	Percentage Change from Prior Year
Santa Cruz County Sheriff's Office (SCSO)	32,068	46,991	46.54%	63,270	34.64%
Santa Cruz Police Department (SCPD)	31,927	26,932	-15.65%	24,370	-9.51%
Watsonville Police Department (WPD)	15,764	18,914	19.98%	16,982	-10.21%
Capitola Police Department (CPD)	9,287	9,096	-2.06%	11,768	29.38%
San Benito County Sheriff's Office (SBSO)	9,726	9,124	-6.19%	8,983	-1.55%
Hollister Police Department (HPD)	9,741	9,236	-5.18%	9,327	0.99%
Total Officer Initiated Calls for Service	108,513	120,293	10.86%	134,700	11.98%

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

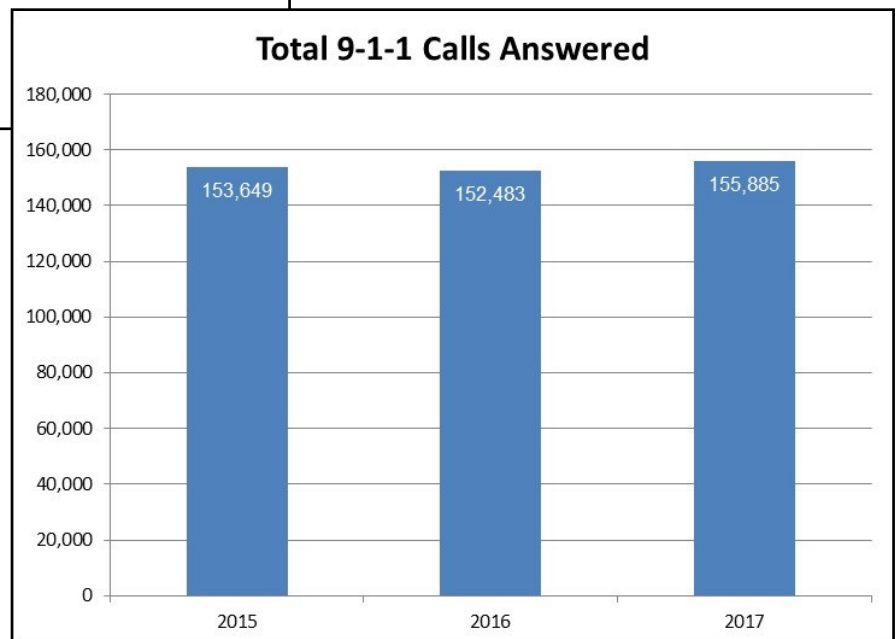
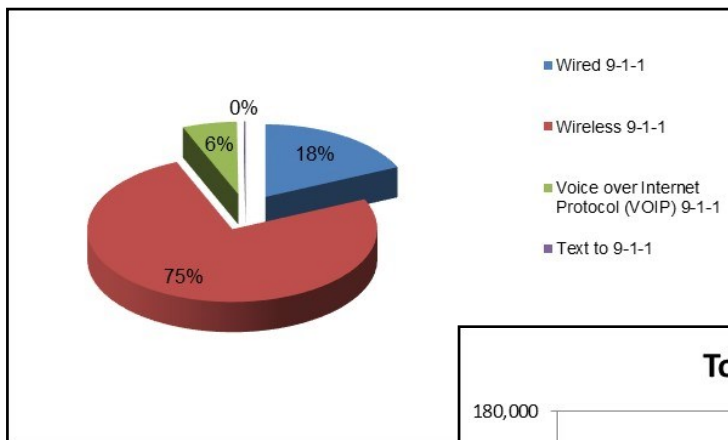
Officer Initiated Calls For Service



9-1-1 Call Ratio Emergency Calls to 9-1-1 Calls Handled

Total Phone Calls Handled and Processed				
Type of Call	2015	2016	2017	Percent Change 2016 to 2017
Wired 9-1-1	32,666	30,382	28,456	-6.34%
Wireless 9-1-1	113,059	113,487	117,667	3.68%
Voice over Internet Protocol (VOIP) 9-1-1	7,924	8,473	9,509	12.23%
Text to 9-1-1	0	141	253	79.43%
Total 9-1-1	153,649	152,483	155,885	2.23%
10-digit Emergency	38,822	37,641	38,097	1.21%
10-Digit Non-Emergency (Law)	161,980	165,256	171,903	4.02%
10-Digit Other	243,626	240,605	252,112	4.78%
Total 10-Digit Calls	444,428	443,502	462,112	4.20%
Total Phone Calls	598,077	595,985	617,997	3.69%

Emergency Phone Call Origins Comparison



Authority Goals

Assessment of 2017 Goals

1. CAD & Mobile Development with GIS Data Enhancements. SCR9-I-I will have a CAD project team consisting of Operations managers, dispatchers, and technical staff dedicated to the PremierOne (PI) CAD and Mobile project in 2017. This team will work closely with representatives from the User Agencies and Motorola project team.

ACCOMPLISHED With close to 3,000 hours of work (by SCR9-I-I staff) performed on provisioning our new Motorola PI CAD system, we are set to “go live” on April 17, 2018. This has been a total work effort by most of the SCR9-I-I Systems Division, as well as a large part of our Operations Division, for the past 12 months. Working with our partner User agencies, we have provisioned the system to incorporate many of the newest technical features, including dispatching units based on the real-time location. We have fully outfitted all of our responding units with Mobile Data Computers allowing for a fully functioning two-way interface to CAD.

2. By utilizing available data including: calls for service, telephone calls, compliance to performance, etc., conduct a staffing study to determine the best use of our dispatch staff.

ACCOMPLISHED Following the Employee Survey of 2016, staff reviewed comments and stats and determined increased staffing was appropriate for some hours in the AM and PM. This is a result of analyzing early morning fire/emergency medical services (EMS) incident trends, as well as later trends in phone calls. The result was an increase by one person for six hours per day.

3. Provide an opportunity for SCR9-I-I employees to participate in a multi-week Leadership Academy covering such topics as: Basic Government, Our Organization, Financial Workshop, Systems Division, Standards of Excellence, Disciplinary Process, and Retirement.

ACCOMPLISHED Over a six week, 12 class academy, all of the topics from the above goal were taught. A total of 39 employees attended various sections of the academy. Most sections were taught by our General Manager, Dennis, but guest instructors also participated in the process.

4. Explore mass notifications systems that would allow multiple agencies, SCR9-I-I, Users, OES, and outside departments to reach their targeted audience with their own personalized access.

ACCOMPLISHED Staff researched several companies and determined that there are a few who could provide the service we are striving for. In January of 2018, we were awarded a Homeland Security grant of \$65,000 to provide the initial investment in a system that can be shared amongst many different departments throughout our jurisdictions. One major advantage would be to allow each county’s Office of Emergency Services to create and deploy their own weather-related notifications to community members, saving valuable time and resources. Currently, all messages now must go through SCR9-I-I staff.

5. Implement enhancements to SCR9-I-I’s existing cybersecurity program by deploying advanced authentication on SCMRS mobile clients; adding anti-exploit/anti-ransomware software to our existing endpoint protection program; and providing SCR9-I-I employees with security awareness training.

PARTIALLY ACCOMPLISHED The Authority purchased and installed licenses for Symantec Endpoint Protection’s enhanced package which includes not only protection against malware (computer viruses, adware, etc.), but also against the increasingly popular exploit and/or ransomware attacks. Symantec was upgraded on all computers throughout SCR9-I-I as well as the computers at our backup centers.

Statement of 2018 Goals

The Authority now subscribes to a security awareness package. This solution provides training modules as well as tools for assessing employees' level of security awareness. Although an advanced authentication solution was purchased in 2017, it has not been fully deployed. An advanced authentication solution will be deployed to SCMRS devices as the PI Mobile solution is deployed in the coming year.

6. Conduct a Users survey.

ACCOMPLISHED In October we distributed a satisfaction survey to our users. We received 188 responses (more than twice the number we received the last time we conducted a Users survey) with 80% of respondents saying they were overall extremely satisfied, very satisfied, or satisfied with the services they receive from SCR9-I-I. Full survey results are located in the Appendix.

1. Deploy Motorola's PremierOne Suite - CAD, Mobile, Handheld, Reporting, and Dashboards. SCR9-I-I's "PI Team" consisting of managers, dispatchers, and technical staff will continue working closely with Motorola and our User Agencies to finalize and deploy the PremierOne solution to SCR9-I-I and participating User agencies. The solution will include new Dispatch software (CAD) at SCR9-I-I as well as Mobile and Handheld software to allow User Agencies to access Dispatch information in real-time from the field or their offices. Another enhancement supplied by PremierOne will be reporting and dashboards that will provide on-demand access to information and intelligence for SCR9-I-I employees and User Agencies alike.
2. Explore expanding the Authority's onboarding program beyond the first day of work by establishing a task team that will review the best onboarding programs and propose an expanded program appropriate for our agency.
3. Analyze revising our Standards of Excellence with User interaction looking for areas of change.
4. Conduct a Community survey.

Operations Division

Call processing and dispatch operations, customer relations, performance tracking, and procedural development are the core functions of the Operations Division. Operations personnel are the first link in the public safety chain and are held to high standards and expectations. Our communities rely upon these highly trained, dedicated professionals to be fully prepared to provide emergency service 24/7. The Operations Division includes the General Manager (.25 FTE), an Operations Division Manager, two Operations Supervisors, one Administrative Supervisor, and currently six Senior Public Safety Dispatchers, 27.5 Public Safety Communications Dispatchers, and three Public Safety Communications Dispatcher Assistants.

2017 was a tough staffing year. Seven experienced dispatchers left the agency in the first six months of the year, either for retirement, family needs, or other career opportunities. Overcoming the shortage was challenging. In May we promoted an intern, **Jacob Moniz**, to Dispatcher I, who completed his training in August. All three of the new hires from our December 2016 academy successfully completed their training and were working independently by March. Four Dispatcher Assistants were hired in July. From the July hire, **Clay Swanson** successfully completed the CTO program and was deployed mid-December. Overtime requirements were high. To supplement the dispatch staff in order to reduce the assigned overtime, Operations Supervisors were deployed to the floor. During the summer they were deployed seven days a week. This meant that they were working greater than 75% of their four-day work week on the floor as a dispatcher. In total, supervisors spent 1,587 hours deployed to the dispatch floor. This reduced overtime for the dispatchers by 16%.

Based on a staffing study done late 2016, it was determined that dispatcher coverage needed to increase in the morning from 0700-0900 hours and from 0000-0300 hours. Also, Santa Cruz Police Department needed to have their secondary channel guarded seven days a week from 0800-2000 hours. Coverage for SCPD began on January 1st, the additional staffing from 0700-0900 hours



Tammy Spath, Stephanie French, Melody MacDonald and Sean Schorovsky

and 0000-0300 hours began March 1st. These two coverage plans continue to be in place with no expected change.

In an effort to ensure the fastest response possible to the most critical medical calls, we developed an “early launch” procedure for the four most time-sensitive medical incidents. One was already in place and we expanded upon the use of the procedure. When a caller states that they are with someone who is not breathing, or having severe difficulty breathing, the call-taker immediately creates an ECHO call (the highest priority medical type) without any further questions. Fire/EMS are immediately dispatched. Once the response has been started and while they are enroute, further information is gathered and pre-arrival instructions are provided. We identified three other types of priority medicals that belonged in the “early launch” procedure. Those are BREATH, CHEST and STROKE. Any calls with reports of difficulty in breathing, chest pain or possible stroke were automatically created and dispatched. Further questions and instructions were given after the response was started. The early launch program started on May 26, 2017. We have improved our time since beginning the “early launch” program by 34 seconds which is a 37% increase.

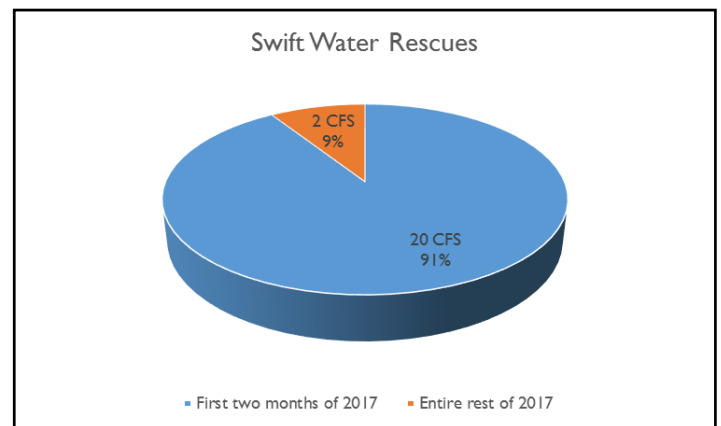
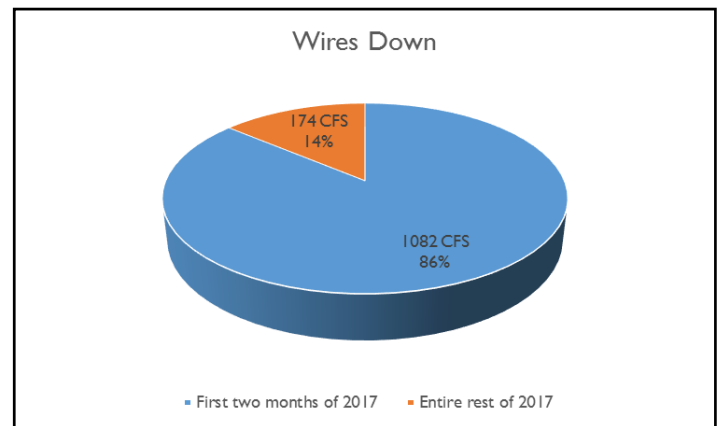
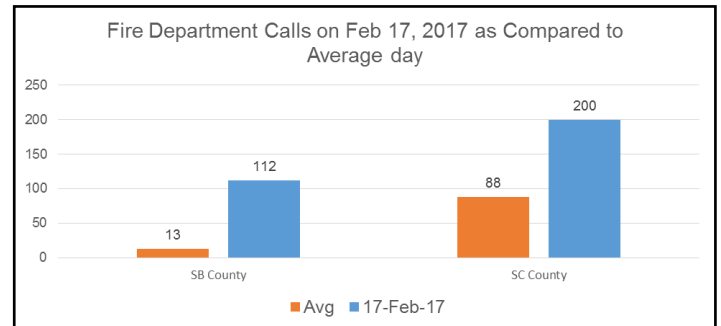
Dispatch — Significant Events

January 8 – Around 1330 hours, **Jenn Maggio** answered a call from a teenager who advised his 11 year old brother fell into the water. After establishing that the location was a swift moving culvert associated with farming fields, Maggio created a swift water rescue detail. **Andrew Davidson** dispatched Watsonville Fire Department and **Michael Birkett** dispatched Sheriff Deputies to the scene. Maggio learned that the culvert was “sucking” the standing water and moving the brother into a pipe which would completely submerge him. Maggio updated her detail and both Davidson and Birkett appropriately updated their responding units. Birkett, sensing the urgency, additionally dispatched another Sheriff Deputy and the patrol Sergeant. Deputy Erbe was the first to arrive on scene and relayed updates to Birkett. As the situation escalated, there were three deputies and citizens in the water trying to pull the child out of the culvert. Their radios at this point were inoperable. But with the help of another unit on scene, and not in the water, Davidson and Birkett were able to continue to receive updates. Eleven minutes after Maggio answered the first phone call, the brother and everyone else were safely out of the water. The brother was transported to the hospital for precautionary measures.

WINTER STORMS - This was a winter of extreme weather that affected multiple areas and at times overwhelmed emergency services. It is difficult to briefly outline the hard work and dedication displayed by all staff, as there were many overlapping events over the course of January and February, some lasting for weeks!

Landslides closed major roadways, damaged homes, and caused multiple injuries. Flooding forced numerous evacuations including: Lovers Lane, Paradise Park, Interlaken, Felton Grove, and Salsi Creek. Loss of power, large natural gas leaks, and live power lines wreaked havoc. SCR9-1-1's Emergency Response Team (ERT) was deployed and long hours were worked by all. We worked to support OES in both counties with the use of

our reverse 9-1-1 CodeRed mass notification system to notify and update the community. We assisted User agencies in the coordination of multiple water rescues and evacuations.



June 16 – At 0340 hours, **German Flores** received a call about a 6-year-old child with Down Syndrome found walking in the roadway. **Andrew Davidson** dispatched Watsonville Police officers who arrived within minutes. After officers canvased the area for over 30 minutes, Davidson sent a CodeRed message to homes in the area in the hope of finding the parents of the disabled child. The child’s grandmother was alerted to his absence by the CodeRed message and was quickly reunited with the child.

June 17 – Around 0500 hours, **Lyndsay Farotte** received a text to 9-1-1 from a hearing impaired female in distress. She reported that she had been the victim of physical violence and was being held inside an unknown address by the perpetrator. Farotte used available technology to approximate the area where the call seemed to originate, continued the text conversation, and also dispatched deputies to the area. Using available technology, **Jenn Maggio** located a prior incident with the same phone number in the city of Watsonville and started WPD officers to welfare check at the address. **Christina Troia** located the cell provider for the caller’s phone number and worked to locate information about that number via the cell provider. Based on all available updates, SCSO was able to get to the correct area. Once in the area, they were able to hear sounds of a disturbance and intervene before any further violence could occur. This incident was resolved in under 15 minutes.

July 11 – At 1316 hours, **Joe Guerrero** received the initial report from CHP of a vehicle that had crashed into a power pole. **Bill Burnett, Joe Guerrero, Kristal Higgins,** and **Dillon Corley** processed additional calls adding that the vehicle was a semi-truck, it had hit a power pole, live wires were down, and the truck was on fire. Higgins then answered another call, this time from the involved driver who was still inside the cab of his truck. The caller was fearful of both the live wires and the fire that was moving towards the cab of the truck. Utilizing a calm demeanor and quick thinking, Higgins talked the caller through the process of finding and forcing egress from the vehicle, fortunately avoiding serious injury.

July 25 – Around 2145 hours, **David Sumner** answered the call from a subject who had been robbed at gun point. The call was promptly dispatched by **Jacob Moniz** to the Santa Cruz Police Department. Moniz continued to broadcast pertinent updates as they came in. **Val Conner** called California Highway Patrol to provide preliminary suspect vehicle information and **Abigail MacMullan** broadcast the information to the Santa Cruz Sheriff’s Office. Moniz initiated an All County Project ROPE and subsequently, within nine minutes of the original call, a deputy had a visual of the suspect vehicle travelling southbound on Highway 1. **Kristine Ebersole** coordinated Watsonville Police Department resources to assist in a felony traffic stop on Highway 1. The occupants of the vehicle were arrested and the gun was located. The quick actions and seamless teamwork displayed by all directly assisted in the arrest of these violent criminals.

August 2 – Around 1340 hours, **Kristal Higgins** answered the first of many calls reporting a vehicle into a building. **Melody MacDonald** and **Sean Schorovsky** both answered additional calls reporting two vehicles into a building and a possible child injured. **Michele Stevison** and **Ashley Baldwin** were assigned to work the fire radio channels. Stevison dispatched Watsonville Fire to the scene. **Stephanie Sphar**, assigned to the Watsonville Police radio channel, dispatched units to the scene. The first unit on scene was a Watsonville Police officer who advised Sphar that there were three vehicles into the building and at least one child unaccounted for. The officer then declared the event a multiple casualty incident (MCI). He requested two additional ambulances to the scene and additional officers. While Sphar continued to document updates from the officer on scene, Stevison updated the responding fire units about the MCI. The fire Battalion Chief acknowledged and requested an air ambulance to Watsonville Hospital. The incident continued to escalate. It went from two children injured to four, ages three to seven years old, and two injured adults. When the fire department arrived on scene, they requested two additional air ambulances and two ground ambulances. Stevison

and Baldwin coordinated the additional apparatus and landing zones, and continued to receive request orders an hour into this incident from incident command. In the end, three air ambulances and four ground ambulances transported the six patients to local and bay area hospitals. Commendation for the above incident was sent by WFD Chief Pablo Barreto:

“I want to express my appreciation and gratitude for the dispatchers on the day of the incident. I know this was a team effort effecting Fire and Law dispatchers. The dispatcher on Fire red assisted with management of the incident and assisted to coordinate resources from multiple agencies. Their actions assisted to get urgent and proper medical care for all the patients involved. It was apparent the scene was chaotic and with clear, concise and prior training the incident went as needed by crews on the scene because of the professional and highly trained dispatcher(s). The dispatcher(s) anticipated the need for coverage of the city and coordinated resources supporting the incident. Please express my gratitude specifically to the dispatcher(s) in the fire pod. As well as to the entire team on the floor on this critical day for the City of Watsonville. The incident and medical treatment of the patients were successful from the actions of NetCom's personnel.”

October 4 – At 0620 hours, a First Alarm guard at Markley’s Indoor Range and Gun Shop called in and spoke to **Clay Swanson**. The guard advised that there was an unoccupied suspicious vehicle in the parking lot and was concerned that someone made access via the roof. The guard was on scene with a Markley’s employee who did not feel safe entering the building alone. Swanson created a call for service and **Eric Mello** dispatched two units to the scene. Once on scene, WPD confirmed with Mello that the business was burglarized and asked for additional resources, as they needed assistance clearing two locked rooms inside the building. The incident was moved to the countywide mutual aid channel, SCSO Red, and dispatched by **Jenn Maggio**. Maggio, along with Mello and the rest of the room, spent the remainder of their shift maintaining a priority on the channel, filling multiple requests from the Incident Commander (road closures, fire department, school lockdowns, request for SCPD’s BearCat, etc.), creating media

calls for service as they came in, and logging activity for the officers. After nearly 10 hours, at approximately 1601 hours, WPD declared the building empty and cleared. The team consisted of **Michele Stevison, Sean Schorovsky, David Brenner, Areli Sanchez, Sam Preciado, Jessica Martinez, Kristine Ebersole, Anita Miller, Mike Birkett, and Anne Escobar**.

October 16 – At 2231 hours, **Melanie Sherwood** received a second-hand report of a house fire. Boulder Creek Fire was promptly dispatched by **Terri Minogue**. After the initial dispatch, multiple calls came pouring in providing new information that indicated a rapidly growing wildland fire, which eventually was named the Bear Fire. Fire Dispatchers Minogue and **Mike Krakowiak** coordinated the request for additional resources to the growing event with CAL FIRE. Krakowiak made multiple notifications and agency requests to support the event, including the activation of Santa Cruz County Office of Emergency Services. **Anna Kiff** coordinated the SCSO response and hasty efforts to evacuate area residents began. CodeRed was utilized to make a mass notification to area residents and targeted notifications for evacuations. OES responded and established emergency shelter for evacuated residents. All told the fire spread to 100+ acres over three days, four firefighters were injured, multiple structures were damaged, and the Animal Services Agency was requested for multiple injured and displaced animals. Agencies that responded to assist with the incident included: CAL FIRE, AMR, CHP, SCSO, Search and Rescue, Animal Services Authority, Life Flight, Santa Clara SO, and OES. Kudos to the team that worked the initial phases of this event. Each played a role in supporting the event while maintaining normal operations and providing a lifeline for scared and displaced residents; **Mike Krakowiak, Val Conner, Melanie Sherwood, Anna Kiff, David Sumner, Abigail MacMullan, Karen Clark, Sheena LaMar, Terri Minogue, and Joe Guerrero**.

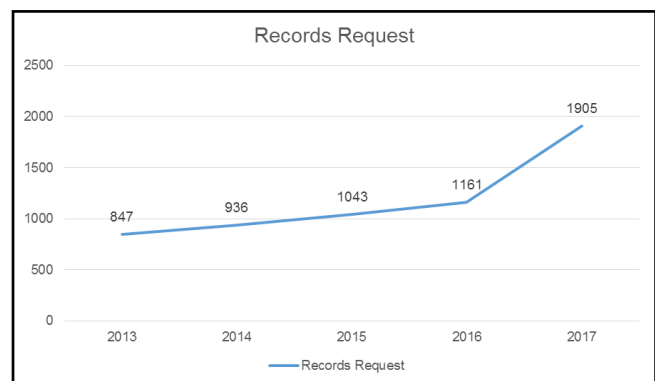
2017 Commendations

January 11 – At approximately 0200 hours, **Areli Sanchez** received a phone call from a distressed citizen stating that they were stuck in a vehicle in the middle of a flooded roadway. Sanchez used cell phone technology to triangulate the caller's location and dispatched Law, Fire, and Emergency Medical Services (EMS) for a swift water rescue. Sanchez established that two adults, two children, and two dogs were trapped in the bed of a pickup truck with the water level rising above the bumper of the vehicle. Sanchez worked to keep the family calm and provided pertinent updates. Water rose into the bed of the pickup truck and as the family worked to place their children on the roof of the truck, a child fell into the water. Fortunately the child was quickly rescued by one of the family members. Sanchez continued to provide reassurance and directed the family to signal to emergency crews. A responding fire engine drove into the rapidly rising water and transferred the family safely from the roof of their vehicle into the fire engine. Sanchez's composure and persistence in maintaining contact for nearly 45 minutes with this terrified family provided an invaluable lifeline until rescue arrived. This was just one of several lifesaving rescues on Lovers Lane on this night. Kudos to the rest of the team that worked through this night of weather related emergencies: **Dee Kenville, Terri Minogue, Melanie Sherwood, Mike Krakowiak, David Brenner, Gina Loftin, and Karen Clark.**

January 14 – **Jason Thompson** answered a call from a concerned mother in Los Angeles whose son was depressed and possibly suicidal in Capitola. Jason treated the concerned mother with care and respect while gathering the information he needed to create a call for service. Capitola Police was able to locate the son and provide him the care he needed. A few days later, the concerned mother took the time to write a letter to Capitola Police expressing her heartfelt appreciation for both Thompson and the Capitola Police Officer. She noted, "...we would also like to thank the dispatcher, Jason, who was very calm and kind, responded quickly, and called us back twice to let us know what was going on while waiting for the officer to arrive at our son's apartment."

January 15 – Lead Dispatcher **Mike Krakowiak** answered a 9-1-1 caller who reported his mother was not breathing. Krakowiak appropriately gathered the information he needed to create a priority incident, ECHO, and then proceeded to instruct the caller to get the patient on her back. Krakowiak talked the caller through chest compressions. The caller was frantic and Krakowiak was able to use calming techniques to get the caller's attention re-focused on CPR until help arrived. We later heard that the patient survived, in part, due to Krakowiak's calm but firm voice, quick starting chest compressions, and maintaining a high level of compliance to emergency medical dispatch (EMD) protocol.

June 19 – Senior Administrative Assistant **Maria Wallen** received a commendation for her role in maintaining the records requests deadlines and successfully training three interns. Because of Wallen's dedication and attention to detail, we never missed a records request deadline, even with the 70% increase in workload this year. Administrative Supervisor Tammy Spath noted, "As a Custodian of Record for our agency, I am confident in the quality and timeliness of the work that you and the interns produce. Because of hard work ethic and thoroughness, I am rarely called upon to testify in court."



June 24 – At 0045 hours, bilingual dispatcher **Areli Sanchez** received a call from a Spanish speaking male reporting his wife was having a baby. The caller described a breech birth. Sanchez expertly delivered EMD instructions to provide care for both the child and the mother, while

keeping the caller calm and focused. Paramedics arrived at the residence and completed delivery of the child. CPR was initiated and the request for a second ambulance for the mother was promptly filled by **Anita Miller**. Throughout this very stressful call, Sanchez continued to provide reassurance while units were responding. This was a high priority, but low frequency situation, where Sanchez's professionalism and high level of customer service shone through.

October 2 – At 0740 hours, **Stephanie Sphar** dispatched Watsonville Police Department officers to a report of an in-progress burglary. The suspect, who was known to the victim, left on foot. Within five minutes officers were in the area. Sphar broadcasted a general description as provided by the reporting party, ran the suspect's name through local databases finding identification, and then took an extra step to check the jail booking system. Sphar located a recent jail booking photo and then identified and broadcast to officers the suspect's very distinctive haircut. The added descriptive information was immediately recognized by an officer in the area as a person they had just passed. The officer turned around and was able to detain the suspect as she was leaving the area on foot within seven minutes of the original call. Sphar's quick actions and technical proficiency directly contributed to the arrest of this suspect.

October 5 – At approximately 1730 hours, **Michele Stevison** received a call reporting a vehicle burglary that had just occurred. Within a minute of receipt of the initial call, **Ashley Baldwin** dispatched deputies to the area, updating them with a detailed description as obtained by Stevison. While circulating the area, SCSO attempted to stop a subject riding a bicycle who possibly matched the suspect description. About a minute into the stop, a sergeant broadcasted a request for emergency assistance as the subject had assaulted him and fled on foot towards an area high school. Baldwin immediately filled the request for assistance, while Stevison notified the Santa Cruz Police Department of the request, who responded to assist. Baldwin managed the multi-agency perimeter that was established and assisted in coordination of the extensive search for the

suspect. **Melody MacDonald** sent a CodeRed notification to alert area residents, and also notified school officials. After approximately one hour of extensive searching with the assistance of SCSO air support, the suspect was located and arrested without further incident. Terrific poise and technical skill was displayed by Baldwin, who pointed to the support of the team around her as being key to working through the incident.

October 31 – Senior Dispatcher **Mike Krakowiak** was assigned to Santa Cruz Police secondary law channel Yellow, for Halloween night. Over the years, this particular night has seen thousands of trick-or-treaters and costume-wearers flock to the downtown corridor of the city. Due to the increase in population for the evening, SCPD and allied agencies "staff up" to help keep attendees safe. More than fifty sworn officers were on duty and utilized the Yellow channel. Krakowiak's radio experience and high level of professionalism helped manage the multi-unit/multi-agency event with success. SCPD Chief Mills wrote a commendation after Halloween, expressing his gratitude for Krakowiak and co-workers: *"We found the work of your dispatchers to be in line with the highest levels of professionalism... please convey our gratitude to Lead Dispatcher Krakowiak who assisted with this detail."*

The **2017 California wildfire season** was the most destructive on record. We sent five strike teams across the state for wildland fires this year between July and December. That is 25 engines and eight strike team leaders. We also sent two transport ambulances/rescues to the Napa Fire to assist with hospital evacuations. NetCom also needed our own strike team to assist us in October for the Bear Fire in Boulder Creek. While our role was to merely dispatch the teams to the fires, the significance of these events for our Users and the State will long be remembered.

December 9 - At 0845 hours, **Andrew Davidson** received a call from a local gym. The caller was an employee who stated a client passed out while on the treadmill and was having difficulty breathing. Davidson, assigned as the primary fire dispatcher, immediately pre-alerted the fire department and utilized the EMD system to assist

the caller. Davidson recognized a critical color change in the patient as it was described by the caller and prompted the employee to retrieve an Automated External Defibrillator (AED) and get close enough to help the patient. Davidson calmly and assertively assisted the employee through proper use of the AED and a shock was administered to the patient. The fire department arrived on scene within five minutes of the original call and took over CPR, rapidly transporting the patient to a local hospital.

December 10 – Around 1930 hours, **Kim Rickabaugh** received a call from a male reporting that his wife was choking on food and turning blue. Without hesitation Rickabaugh created a call for service initiating help within 35 seconds of receipt of the original call. Rickabaugh transferred the caller to EMD **Annie Castro** who calmly and expertly provided lifesaving instructions to dislodge the food item, while offering encouragement and reassurance to family members who were able to revive their loved one.



State Highway 35 following the 2017 winter storms

Fire/EMS Task Team

The role of the Fire/EMS Operational Policy Task Team is to draft and recommend communications policy and procedure to the User's Committee. The team is comprised of line level representatives from each of the Fire agencies, AMR, and SCR9-1-1. The team meets on the second Thursday of every month.

This year's goals were:

- Fire/EMS to participate in NetCom CE
- Community Notification Evacuation Plan
- Re-Evaluate "key cover" process
- PremierOne CAD Configuration

All goals were completed. The PremierOne CAD project is ongoing.

One of the first goals completed was the Community Notification Evacuation Plan. All evacuation plans were gathered from the departments and loaded in the reverse 9-1-1 system. In case of an evacuation order, the community notification can be sent to a pre-defined geographic location allowing for critical life safety messages to be delivered quickly.

In March, Santa Cruz Fire Division Chief Jason Hajduk presented during our continued education training day. His outline included policy review, focusing on critical elements of a call, what needs to be communicated to the field and when.



Division Chief Hajduk delivers a presentation to SCR9-1-1

Law Enforcement Task Team

The role of the Law Enforcement Operational Policy Task team is to evaluate current communications policy and procedure to ensure it is in line with current statutes and best practice models, as well as draft and recommend new policy to the User's Committee. The team is comprised of line level representatives from the Law User agencies, allied agencies and dispatch personnel. It meets on the first Tuesday of the even months.

This group was not very active this year, only meeting four times. Our goal this year was to review NetCom policies with the intent of getting through the entire Law series, and this will carry over into the next year. With the implementation of PremierOne approaching, the team has been working on a new MDC use policy.



Members of the Law Task Team in discussion regarding policies.

Dispatcher of the Year

Andrea Castro

Andrea “Annie” Castro began her career as a 9-1-1 Public Safety Dispatcher with Santa Cruz Regional 9-1-1 in February of 2013.

Annie successfully participated in an accelerated experimental training program lasting five months and has consistently performed her duties in law, fire, and EMS disciplines in an exemplary manner.

Annie provides prompt, enthusiastic and courteous service, and has been recognized by citizens and field personnel for her dedication and professionalism.



Annie serves as a member of the Law Task Team and is a Communications Training Officer (CTO). As a CTO, Annie has proven to be an excellent coach, counselor, and mentor. Over the past several months, she has put these skills to work, as she successfully helped train new Dispatchers and Dispatcher Assistants in public safety call-taking skills as well as Fire/EMS dispatching.

Annie 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 Annie possesses from all those who work with her on a daily basis.

City of Santa Cruz
Assistant City Manager,
Tina Shull, and SCR9-1-1’s
General Manager, Dennis
Kidd, present Annie
Castro with her
Dispatcher of the Year
proclamation and plaque.



A Successful NetCom Employee...

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

Quality Unit

The Quality Unit is responsible for quantifying the Authority's performance by analyzing data to determine equipment, procedural, and training needs; designing and proctoring the annual employee engagement; guiding, staffing, and measuring the Authority's participative Task Team processes; and coordinating the development, approval, and distribution of the Authority's policies and procedures.

Emergency Medical Dispatch (EMD)

Quality Assurance Committee

The EMD Quality Assurance committee is comprised of representatives from emergency medical services (EMS) User Agencies and SCR9-I-1. Members are **EMS Medical Director Dr. David Ghilarducci; EMS Operations Director Brenda Brenner; Clinical Services and Hiring Coordinator Brad Cramer, AMR-SC; Scott Vahradian, EMSIA; and SCR9-I-1 Operations Division Manager Stephanie French; and Administrative Supervisor Tammy Spath.**

The committee provides oversight and local medical control to the Emergency Medical Dispatch (EMD) program, reviews high risk and unusual medical calls, and provides EMD program clarification to the dispatchers. The committee meets throughout the year to review all calls that were given a Code 2 determinant through the EMD process and then transported Code 3 to the hospital. These calls are deemed the most important, and are reviewed to ensure the EMD system is working properly. The amount of calls processed through EMD increased in 2017, while the number of calls resulting in a Code 3 return decreased.

	2016	2017
Total EMD calls	16,871	17,670
C2 out, C3 return	48	38
Handled correctly	38	28

This committee, along with other key players, investigated the differences between the current Medical Priority Dispatch System (MPDS) and Criteria Based Dispatching (CBD). Although no

change was made to the system, a procedural change occurred to enable early dispatching for reports of breathing problems, chest pain, and stroke symptoms. These calls require immediate first responder intervention to provide the best patient care. Targeted reviews are conducted to ensure that we are correctly using the early launch system.

Quality Improvement Unit (QIU)

In response to the amount of newly trained employees, the QIU focused on providing quality feedback on call content. This was accomplished using the new voice recorder software, Higher Ground, and its integrated Quality Assurance reports module. The Quality Assurance module automated our Quality Improvement forms from paper copies to electronic, which allows for reporting and trend analysis. These types of reviews take time, as the reviewer listens to the actual call and documents information as recorded. Dispatchers and call-takers are graded on their ability to obtain vital information and record it accurately. This information includes address, type of call, presence of weapons, subject/vehicle descriptions, and caller information. Our agency's overall score to random call-taking reviews is 93% compliant.

Continuous Rigorous Training (CRT)

As SCR9-I-1 prepares for the CAD upgrade, continuous rigorous training (CRT) was developed to give initial baseline knowledge to the dispatchers before they attend the formal training. This pre-classroom instruction is important, because dispatchers use CAD for every task, every day. They need to feel confident and familiar with the new software. To help with this, different types of training was created to appeal to all learning styles (visual, audio, and kinesthetic).

Using a free app for iPhone and Android devices, dispatchers were invited to an online class that creates flash cards to help them learn the new incident types, modifying circumstances, and

abbreviations. Newsletters were published daylighting features and went hand-in-hand with short training videos. These videos are a new way to provide training - most mimicking a classroom setting with an instructor narrating, while using screen capture to record keystrokes and mouse clicks. This is very similar to many self-help YouTube videos. Because it resembled the popular format of YouTube, we named our channel PI Tube. We then embedded our short videos into a blog format on the intranet that allowed dispatchers to view the videos on the dispatch floor. Each video had a training exercise assigned to it, requiring the employees to log into PI CAD and navigate through the software.

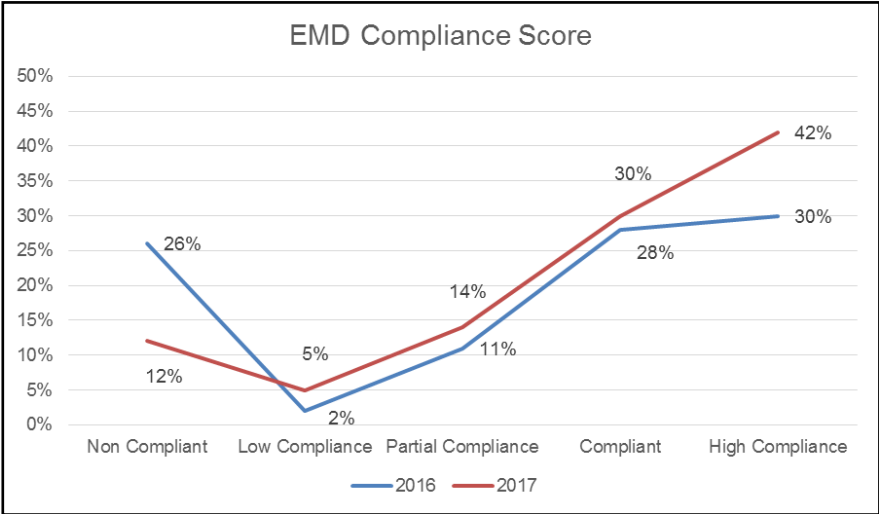
Employees were awarded raffle tickets for completing exercises and winning prizes such as a home-cooked meal for their shift.

From May to December, seven training videos, newsletters, and exercises were created with topics including: logging onto CAD, creating a call, keyboard shortcuts and window navigation, address verification, and dispatching a call. The goal is to provide hands-on practice with CAD before formal classroom instruction. We are excited to incorporate more modern day technology into our training program.

Performance Data for EMD-QA Compliance

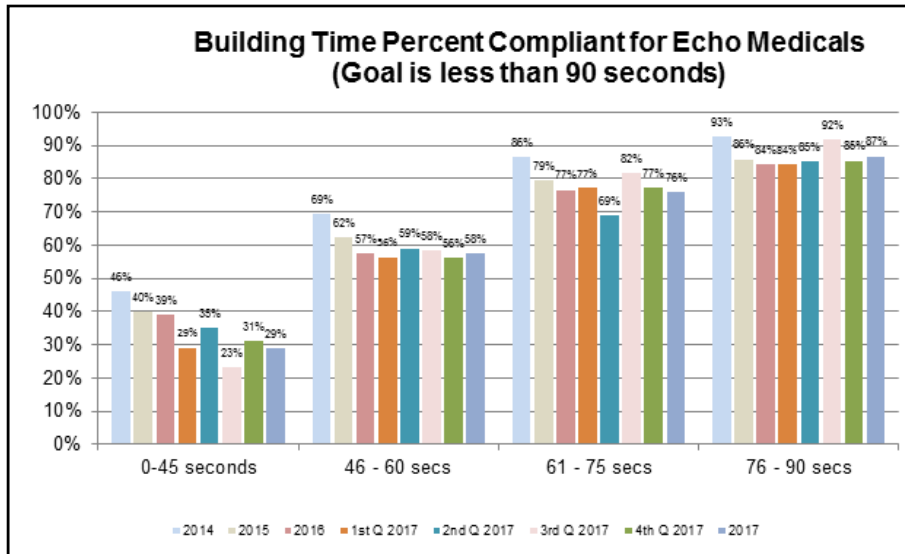
It is very important that Emergency Medical Dispatch instructions be followed verbatim. Reviews of cases are classified as: Non-Compliant, Low Compliance, Partial Compliance, Compliant, and High Compliance. Non-compliant cases consist of critical deviations. These deviations could negatively affect patient outcome and are the most serious. Our focus was continued education training to all Emergency Medical Dispatchers (EMD), along with targeted training to individuals provided throughout the year with the intent to reach our 2017 goal: 10% non-compliant cases.

Random call reviews found high compliance, compliant, and partial compliance cases improved from last year. In addition, low compliance and non-compliant cases declined - demonstrating more often that the EMD is following protocol correctly. SCR9-1-1 almost met our 2017 goal of 10% by reaching 12%; an overall reduction of non-compliant cases by 14%.



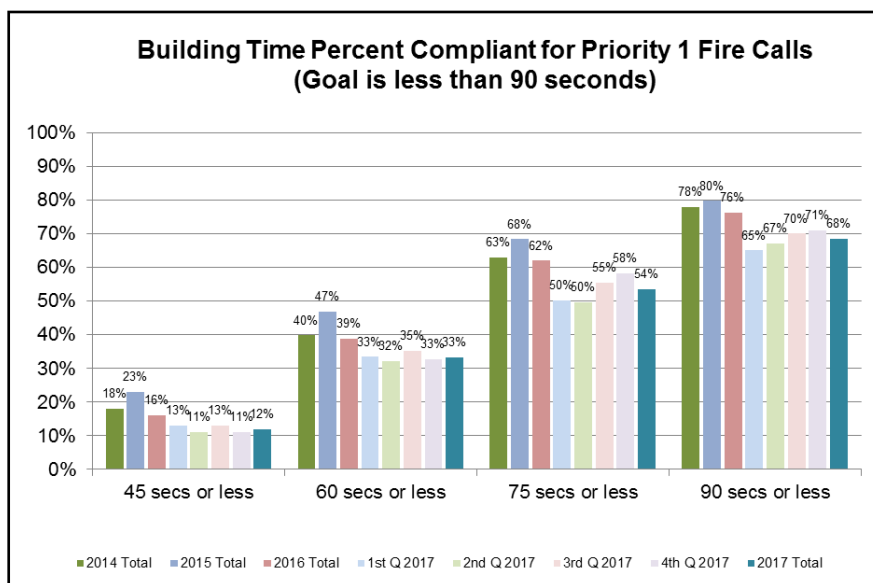
Echo Level Compliance

The highest priority medical emergency involves a person not breathing or having severe respiratory distress; often times described as “gasping for air,” “can’t breathe,” or “making funny noises” (Echo level). Upon receipt of these types of calls, the calltaker creates the initial incident by ascertaining the exact location of the patient, verifies the phone number, and confirms breathing status. The goal is to process these calls and send to the radio dispatcher within 60 seconds. The radio dispatcher is then given 30 seconds to dispatch EMS responders. This total time of 90 seconds is what we refer to as the “building time” – from phone answer to radio dispatch. Our average building time in 2017 was 64 seconds, and 87% of the time we completed that process in less than 90 seconds. Any Echo level call that exceeds the 60 second call-taking standard is reviewed by a supervisor to identify any causes for the delay and develop associated training.



First-Priority Fire Compliance

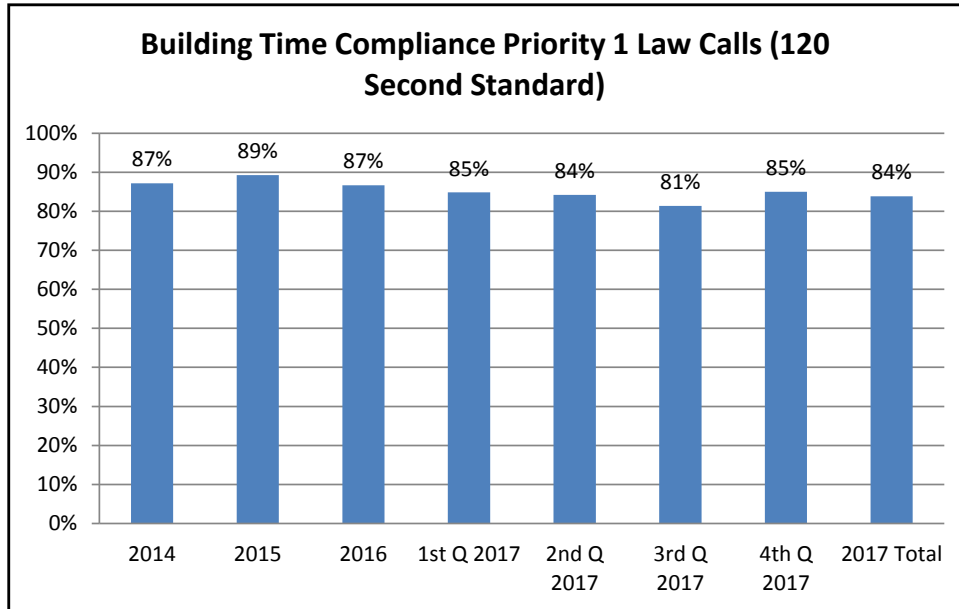
During 2017, our compliance to the 90-second building time was 68%, with our average processing time of 81 seconds. Overall, compliance levels were lower in the 1st and 2nd quarters, but showed an increase the last half of the year. During the first half of 2017, there were 11 employees in some type of training status; while the second half of the year had seven employees. In training, our focus is on accuracy and correctness, then transitions to include speed. Being fast but incorrect is not the goal.



Law Enforcement

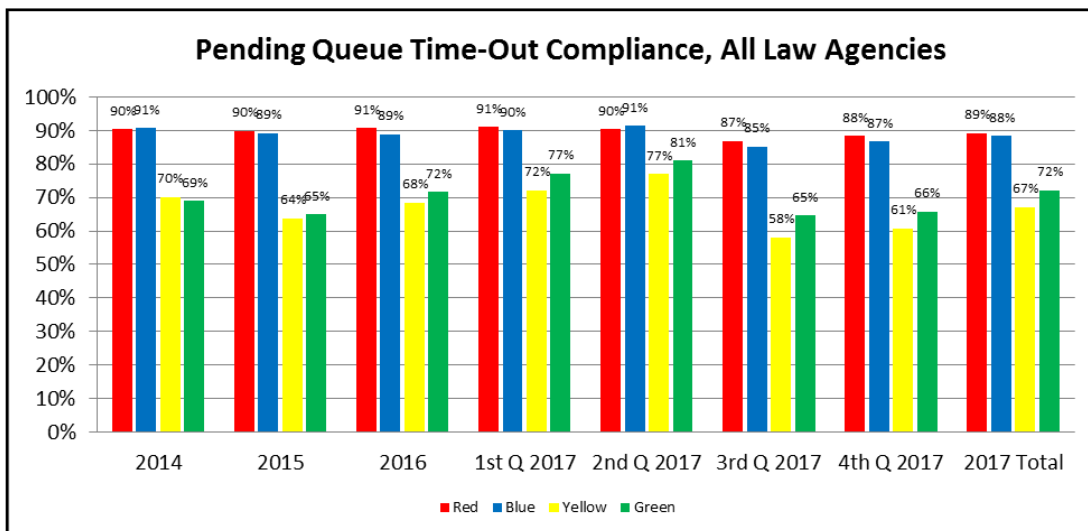
Time Measurements

SCR9-I-I measures the time it takes call-takers to process priority one calls, combined with the time it takes the radio dispatcher to assign a primary law enforcement unit. Our goal is to complete both of these tasks within 120 seconds. In 2017, we completed this 84% of the time within an average time of 87 seconds.



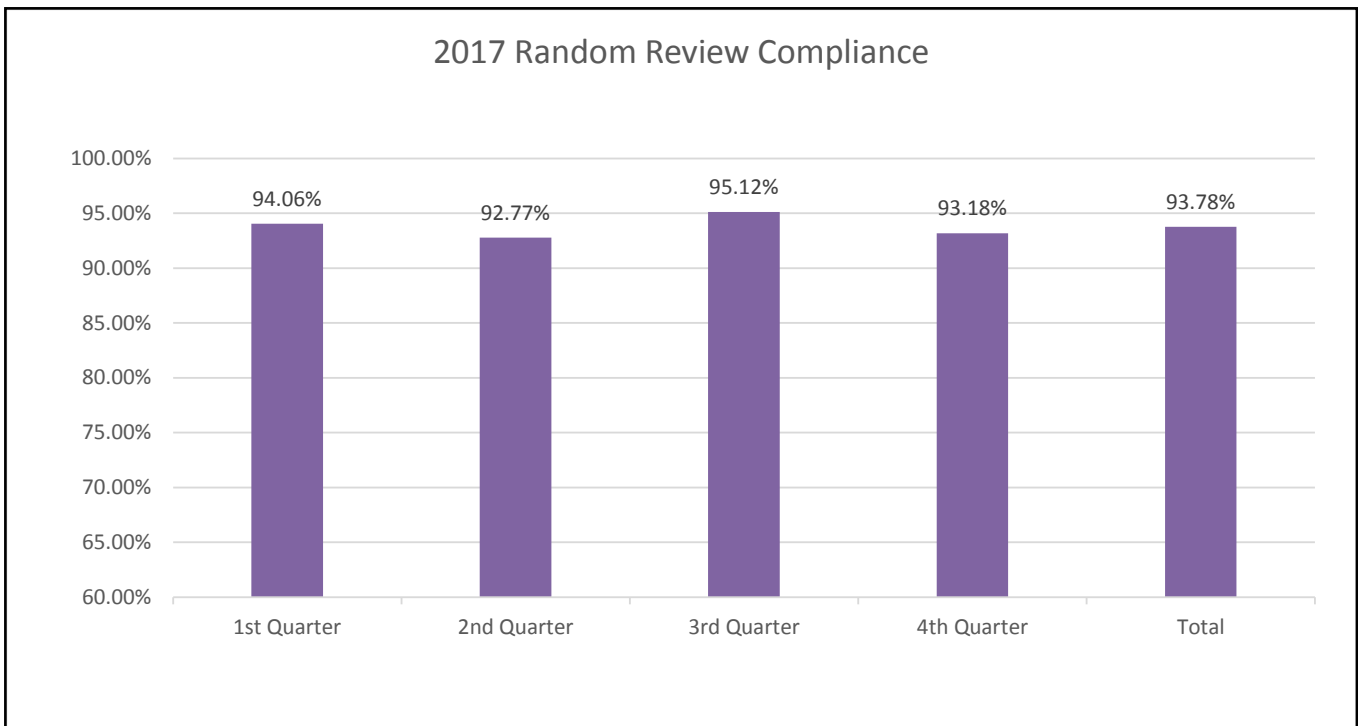
Management of Pending Calls

Once a call is created, the dispatcher must assign a law unit to the call as soon as possible. While this may seem easy, the dispatcher has many things to consider: how many units to send, does the incident type match the comments, who is available or who can be dispatched, notifying field supervisors and ensuring the call being dispatched is complete and clear. These decisions have to be made quickly to meet the time standards established for each call based on their priority levels. Priority levels are defined as red, blue, yellow and green. Red and blue calls are the highest priority, as these are incidents that are “in progress.” In 2017, our compliance to pending queue for red and blue calls were 89% and 88% respectively.



Random Call Reviews

In 2017, we continued using the Quality Assurance forms created in our voice recording software program, HigherGround, to randomly review telephone calls. With so many new employees, this part of the Quality Assurance program is vital. Operation Supervisors and the Administrative Supervisor reviewed calls by listening to the call and confirming the information was gathered correctly and properly recorded. Feedback is given back to the employee to help them improve and recognize a job well done.



Training Unit

This unit is responsible for recruiting and training all Public Safety Dispatcher Assistants and Public Safety Dispatchers.

SCR9-I-I aggressively recruited in many ways, including participation in two job fairs – one at Cabrillo College in April and one at the Cocoon Grove in October. Both job fairs served as the kick-off for recruiting our entry-level Public Safety Dispatcher Assistant positions. Supervisors **Melody MacDonald** and **Tammy Spath** did “on-air” interviews with KSCO radio AM1080, talking about the job and upcoming recruitment. Tammy Spath sought out applicants with our training partner, South Bay Regional Public Safety Training Consortium, at their recent Peace Officer Standards and Training (POST) Dispatcher Training Class. SCR9-I-I also used social media as a strong recruitment tool by reaching out to User Agencies to share job openings on their Facebook pages. As a result, we had 241 people express interest or submit an application for open recruitments in 2017.



Melody MacDonald during her “on-air” interview with KSCO



Dispatchers German Flores and Ariana Rios at the Cabrillo College Job Fair

To process this many applicants, we increased efficiencies by allowing applicants to self-schedule testing and the required sit-along assessment using an online calendar invite system.

In 2017, the Training Unit was busy with four major projects: New Hire Academy, Radio Dispatching Academies, Continuing Education, and the Computer-Aided Dispatch (CAD) Upgrade Training.

New Hire Academy

The Training Unit continued with the incremental training model finalized in 2016 due to the high success rate of trainees. In February, an Advanced Dispatcher Assistant Academy and on-the-job training was scheduled for entry-level call-takers: **Dillon Corley, Jessica Raffetto-Martinez, and Samantha Preciado.**

As a result of our April recruitment, we hired Dispatcher Assistants: **Sheena LaMar, Kimberly Rickabaugh, Kindra Sosa-Showers, and Clayton Swanson.** All four of these employees successfully completed their training and have been released to Operations. Intern **Jacob Moniz** promoted to Public Safety Dispatcher Assistant and he successfully completed training in June.

Radio Dispatcher Academy

With the addition of eight entry level employees, opportunities for advancement became available and many of our newer Dispatcher Assistants promoted to Public Safety Dispatchers. Congratulations to **Dillon Corley, Ariana Rios, Anne Escobar, Laure Roessler, Tim Cattera, Jacob Moniz, Jessica Raffetto-Martinez, Samantha Preciado, and Clayton Swanson.** To facilitate radio training for nine employees, the Training Unit completed five separate forty-hour classes.

In April, Dispatchers **German Flores, Jennifer Maggio, and Stephanie Sphar** successfully completed their Fire Academy and subsequent Communication Training Officer (CTO) on-the-job training.

Instructors, **Kristine Ebersole, Mike Krakowiak, Lyndsay Farotte, and Andrew Davidson** provided 640 hours (total of 16 weeks) of classroom instruction. Communication Training Officers (CTOs) **Ashley Baldwin, David Brenner, Andrew Davidson, Lyndsay Farotte, Mike Krakowiak, Abby Marizette, Eric Mello, Areli Sanchez, Sean Schorovsky,**

and **Billie Surran** provided 3,870 hours of on-the-job training in 2017. We also added new CTOs **Gina Loftin** and **Annie Castro** to our team upon their successful completion of a 40-hour on-line CTO course facilitated by Supervisor **Tammy Spath**, as an Association of Public Safety Communications Officers (APCO) CTO Instructor.



Administrative Supervisor Tammy Spath with Instructors Mike Krakowiak, Kristine Ebersole, Lyndsay Farotte, and Andrew Davidson

The Training Unit is excited to report a 100% success rate in training for the position of Public Safety Dispatcher Assistant II and a 75% success rate in training from Dispatcher Assistant II to Public Safety Dispatcher. This is much higher than the usual success rate seen in our work environment.

Continuing Education

The Training Committee is comprised of a cross section of our organization, including General Manager, Division Manager, Operations Supervisor, Training Supervisor, System Division representative, CTO, instructor, and a recent academy graduate. This team met in January to discuss the presentations for our Continued Education (CE) day in March. The eight-hour training session was attended by 55 employees over two days. Topics included:

- Presentation on Fire Calltaking Procedures by Santa Cruz Fire Department
- Active Assailant Training and Unified Response presented by Santa Cruz Police Department
- Managing Risk in a 9-1-1 Center by Operations Supervisors

- Stroke Symptoms presented by Santa Cruz/San Benito Medical Director

Congratulations to **Kristal Higgins** for obtaining her Emergency Medical Dispatcher (EMD) certification through the International Academy of Emergency Dispatcher (IAED). This certification includes a 24 hour class and an additional 40 hours of CTO training on the floor.

CAD Upgrade Project

The Training Unit is shifting gears to prepare for our largest training project since the creation of SCR9-1-1 as a JPA. In 2018, we are upgrading the current Computer-Aided Dispatch (CAD) system. A CAD system is how we track calls for service from citizens, field unit's self-initiated traffic, and unit's availability and activity. Basically, any information we receive and send through the telephone and/or radio gets tracked in CAD. The Academy Instructors attended a 40-hour Train the Trainer Class, and with this information are tasked with creating lesson plans, training manual, scenarios, and training all dispatch staff.

Projects Unit

Awareness and Community Education (ACE) Team

Our team goal is to raise awareness and educate our community about SCR9-1-1. The ACE Team members are **Abby Marizette, Ashley Baldwin, German Flores, Annie Castro, Areli Sanchez, Melanie Sherwood, Jenn Maggio, Mike Birkett, Lyndsay Farotte, Billie Surran, and Stephanie Sphar**. The Team is overseen by Operations Supervisor **Melody MacDonald**.

Faced with staffing concerns, the ACE team limited their public appearance this year. However, we did manage to squeeze in and attend one special event, the Ducky Derby held in the spring. Team members **Ashley Baldwin** and **Jenn Maggio** represented the agency. They set up our booth, handed out information about CodeRed, PulsePoint, text to 9-1-1, and talked to several children about when to dial 9-1-1.



Ashley Baldwin and Jenn Maggio attend the 26th Annual Ducky Derby

We hosted approximately ten tours that included schools, ROP classes, Sheriff volunteers, Hope Services, and law enforcement teen/civilian academies this year. We also attended the Cabrillo College and Coconut Grove job fairs.

Looking ahead to 2018, our goal is to rekindle team participation by attending events as we have in years past, like the Santa Cruz County Fair, San Benito County Fair, and National Night Out.



Operations Supervisor Melody MacDonald and Administrative Supervisor Tammy Spath attend the Job Fair at the Coconut Grove

3rd Annual Employee Recognition Event

Our Appreciation and Recognition Group (AARG) team members include **Melody MacDonald, Amethyst Uchida, Nicola Torchio, Beth Wann, Tammy Spath, Maria Wallen, and Laure Roessler.**

As a result of our 2015 employee survey, it was clear that the need for recognition and appreciation was high on the employee list of areas to improve. Management agreed and the AARG team was born. The team's mission in 2015 is still the same today: find new, innovative, and meaningful ways to recognize our staff.

Since then, we have explored and implemented several ways to recognize our employees. One being our Recognition Event. This year marked our third event which was held in April at the Elk's Lodge. During the event we provided dinner, dessert, a presentation of awards, and a raffle. Each year we have tweaked the event to make it better based on feedback from years prior.

Some of the awards handed out during the presentation include years of service/service pins, Systems Division awards, QI/QA awards, Operations Division awards, and the announcement of our 2017 Dispatcher of the Year (DOTY), Andrea Castro!

In the spring of 2018 we will hold our fourth annual event.



Gilbert Oros is in charge of the raffle ticket sales



Dennis Kidd awards Ariana Rios with her "1 Year of Service" Certificate



Dennis Kidd awards Annie Castro with her 2017 Dispatcher of the Year award



Amethyst Uchida awards Sr Systems Technician, Gilbert Oros, as Most Responsive Employee



L-R: David Sumner, Felicia Vigil, Sam Preciado, Mike Krakowiak, and Jenn Maggio receive 100% compliance awards



Sr. Administrative Assistant, Maria Wallen, receives an award for collecting awesome donations to be raffled off at the Recognition Event.

PC: Tim Cattera

Systems Division

The SCR9-I-I Systems Division is divided into four areas of responsibility: CAD/9-I-I, Fire/EMS Technology, SCMRS, and MDCs. Personnel assigned to the Systems Division in 2017 include the General Manager (.25), the Systems Division Manager, the Systems Supervisor, three Senior Communications Systems Technicians, and a GIS Technician.



Christopher Druck, Wolff Bloss, Amethyst Uchida, Nicola Torchio, Gilbert Oros, and Tom Ginsburg

The Systems Division worked on the following projects in 2017:

- PremierOne (PI) CAD and Mobile Implementation:
 - ◇ Worked with SCR9-I-I Operations and User Agency personnel to design and provision the PI CAD and Mobile system.
 - ◇ With the selected vendor, Motorola Solutions, deployed the computer hardware for PI.
 - ◇ Designed required network architecture to support the PI system across two counties.
 - ◇ Developed hardware recommendations for PI Mobile and Handheld deployments.
 - ◇ Worked cooperatively with information technology personnel at the cities, counties, and Fire agencies to develop a software rollout plan.
 - ◇ Customized Motorola's standard PI reports for SCR9-I-I agencies' use.
 - ◇ Developed data feeds to maintain continuous access to CAD information in User systems.
 - ◇ Prepared for an upgrade to Paramount Medical Dispatch software to coincide with CAD upgrade.
- Improve Cybersecurity at SCR9-I-I:
 - ◇ Purchased and deployed endpoint protection on all Dispatch computers.
 - ◇ Purchased and deployed anti-exploit, anti-ransomware protection on all Dispatch and Admin computers.
 - ◇ Purchased and configured security awareness training package to provide employees with increased knowledge of cybersecurity risks.
 - ◇ Upgraded systems throughout SCR9-I-I by various means including applying operating system patches and firmware updates, converting physical servers to virtual servers, etc.
- Records Management Replacement Project:
 - ◇ Issued a Request for Information on behalf of SCMRS Agencies (Capitola, Santa Cruz, and Watsonville Police Departments) and the Santa Cruz Sheriff's Office to identify candidates to upgrade the existing systems and deploy a single shared solution, with the goal of issuing an RFP in Summer 2018.

Computer-Aided Dispatch & 9-1-1 Operations Support

A variety of systems and projects are included under the Computer-Aided Dispatch (CAD)/9-1-1 label. These systems are supported by two senior technicians and the division manager (total 1.5 FTE). A primary purpose of this unit is to support the Computer-Aided Dispatch application, Motorola's Premier CAD Client, and related applications such as the Paramount software for emergency medical dispatch. This unit also supports and manages the 9-1-1 telephone system, as well as the hardware and software that integrate 9-1-1 into the CAD applications and the logging recorder system. In addition, the unit provides support for the administrative computing needs of SCR9-1-1 personnel.

Implementation of the PremierOne (PI) CAD/ Mobile system was the primary task of 2017, and all of the members of the Systems Division contributed to the project. This was due to the complexity of the system as well as its scope. With the project encompassing not only the Dispatch component but also deployment of Mobile and Handheld clients to User Agencies, plus recreating important interfaces to existing systems, and the reporting capabilities, Systems personnel needed to adopt an "all hands on deck" approach to this project.

Systems worked with Operations personnel to define and provision system requirements that will instruct the CAD software to behave in accord with SCR9-1-1 policies and practices. Team members also worked with the vendor, Motorola, on building and testing essential interfaces such as to our fire station alerting system and our 9-1-1 phone system.

In 2018, work on this project will continue, with an anticipated go-live in the first half of 2018. The Systems Division will continue to be busy with this project. Tasks for 2018 include: developing and testing all data feeds; designing, testing and deploying reports; configuring the new network links to support PI; and deploying the CAD and Mobile client software to more than 350 devices across two counties.



Systems personnel working with the Motorola project team on PremierOne CAD provisioning

Fire/EMS Technology & Geographic Information Systems (GIS)

SCR9-1-1 supports our Fire/EMS Users by maintaining our geo-database, supporting ancillary and related technologies, producing complex and detailed reports on CAD data, and providing project management for ad hoc fire technology projects. This area is supported by a senior technician and the GIS technician, with assistance from the systems supervisor and the division manager (total 2.0 FTE).

The PI CAD & Mobile system relies on the GIS data to provide base information, so this was a busy year for the GIS team. First, the software used to maintain the geofile had to be upgraded to the new CAD system, but an older version maintained for the current CAD system. Secondly, the team needed to figure out how to manage the geodatabase to keep the current CAD system accurate but also make sure the data met the needs of the new PI CAD. The PI CAD system also required new GIS data to support tow rotations and premise hazard areas, so new map layers needed to be built. In 2018, this team will continue to support the PI project by developing a deployment plan for map updates in PI and designing maps for use in Dispatch and User Agency Mobiles.

In July, the State 9-1-1 Office held a series of meetings to announce its plan for deploying Next Generation 9-1-1 (NG9-1-1) in California. Central California is on target to begin work to move towards NG9-1-1 in Fall 2018, with the project expected to conclude by 2021. Therefore, a goal for this Systems unit in 2018 will be to continue work to resolve errors in the street centerline file and improve the address point layer in preparation for the NG9-1-1 initiative.

Santa Cruz Metropolitan Records System (SCMRS)

Since 2001, the SCMRS Unit has been providing support to the Capitola, Santa Cruz, and Watsonville police departments' records management system (RMS), Alliance; their Interact Mobile system (covered more thoroughly in the Mobile Data section); and the wide area network infrastructure that supports these systems. The SCMRS Unit also assists in supporting the Crossroads traffic reporting system and the high speed wireless access system for WPD; the SCPD's citizen reporting portal, Coplogic; and SCPD's in-car video recording system. The SCMRS Unit additionally supports several data feeds and reports for external systems such as Coplink. SCMRS is staffed by the Systems Division Manager, Supervisor, and a Senior Technician (2.5 FTE).

The SCMRS Unit continued to support Alliance, including upgrading the back-end system to be capable of running Version 7. The SCMRS Unit also developed a data feed from Alliance for WPD's new Accurant crime analysis system.

The Alliance RMS has been in place since 2000, and has been upgraded many times including the major upgrade to Version 7 last year. Although the system meets the majority of the daily needs of the SCMRS agencies, the agencies struggle with its data structure when attempting to extract data. The SCMRS team issued a Request for Information (RFI) in Fall of 2017 to assess currently available Law Enforcement RMS solutions and start the groundwork for procuring a new RMS in 2018 including, for the first time, the Santa Cruz Sheriff's Office.

Mobile Data Computers (MDCs)

SCR9-1-1 is responsible for supporting MDCs and the MDC network for the SCMRS agencies as part of that agreement, plus Santa Cruz and Watsonville Fire MDCs. In addition, SCR9-1-1 has a contract with the current ambulance contractor, AMR, to provide hardware and software support for their MDCs. In total, Systems supports 90 MDCs and two MDC software systems.

In 2017, the SCMRS Unit facilitated deployment of Cradlepoint cellular routers to SCMRS agencies. Capitola and Santa Cruz patrol vehicles have all been outfitted and deployment to Watsonville has begun. Migration to these devices will increase bandwidth to patrol vehicles which will allow officers in the field to access a broader range of applications from their MDC's. This technology is also critical to support the new PremierOne Mobile client that will be deployed in 2018. The SCMRS unit also assisted SCPD in installing new MDC hardware in anticipation of going live on the new CAD client.

The Systems Division continued to support AMR MDC's including application and OS support as well as sending hardware out for repair as needed. To meet the needs of the PremierOne Mobile project, Systems is working with AMR to acquire new mobile hardware and upgrade their network infrastructure.

As part of the PremierOne project, Systems is also assisting other User agencies in preparing hardware and networks to utilize the new Mobile solution. Systems has been working with the Santa Cruz Sheriff's Office, San Benito Sheriff's Office, and Hollister Police to assess their current MDCs and make plans for accessing PremierOne.



Santa Cruz County Sheriff Deputies attend PremierOne MDC training.

Systems Division Goals - 2018

PremierOne CAD and Mobile Project:

- Complete provisioning and deployment of the CAD and Mobile clients.
- Develop data feeds and reports using the PI Intelligent Data Discovery (IDD) and Reporting (RDW) systems.
- Finalize all required PI interfaces: Zetron, Hiplink, SMTP, Tear and Run printing, CAD2CAD, NetClock, and E9-1-1.

Enhanced Security Initiatives:

- Implement advanced authentication for SCMRS Mobile clients.

GIS Data Enhancements:

- Update various layers and data elements in support of PremierOne and Next Generation 9-1-1.

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, two part-time Senior Administrative Assistants, and two part-time Interns.

Fiscal Unit

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

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

Accounting is performed according to generally accepted accounting practices. All expenditures are tracked in sub-object accounts and reconciled with the County Auditor/Controller's OneSolution computer tracking system. Claims are submitted to the Fiscal Unit, where they are processed and forwarded to the County Auditor/Controller's Office for payment.

Administrative staff prepares routine invoices and deposits 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.



Lauren Walker, Tina Bisgaard, Beth Wann, Maria Wallen, and Taylor Threlkeld

Business Services Unit

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

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

The Unit provides general administrative support to the general manager, Operations, and Systems Division, and produces the Authority's annual report.

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

Records requests and subpoenas are overseen by the Custodian of Record, **Tammy Spath**. Along with **Maria Wallen**, Senior Administrative Assistant and two part-time interns, **Lauren Walker** and **Taylor Threlkeld**, this unit filled over 1,900 requests on time this calendar year, which is a 39% increase in workload.

Peer Support Team

The SCR9-I-I Peer Support Team provides objective, non-judgmental, and confidential support and assistance to Authority employees and their families. Team members for 2017 were: Peer Support Coordinator **Amethyst Uchida, Valerie Conner, Joe Guerrero, Gina Loftin, Melody MacDonald, Teresa Minogue, Areli Sanchez, and Nicola Torchio.**

All members of the Peer Support Team receive accredited training in Individual and Group Crisis Intervention skills. This training allows members of the team to be effective listeners and to provide appropriate referrals to professional assistance when it is needed or desired. The training also teaches our team members to be good facilitators of group crisis debriefings, as well as recognizing when a crisis debriefing may be needed. Team members meet monthly and receive ongoing coaching and training from members of the Central Coast Critical Incident Team.

New members **Areli Sanchez** and **Nicola Torchio** were appointed to the team in May 2017. Since their selection, they have both completed their training and are active, contributing members of the team.



Nicola and Areli

Peer Support attended one Critical Incident Stress Debrief (CISD) this year. SCSO hosted the multi-agency debrief in March after a troubling family incident. Debriefs are an effective method to help first responders process the emotional aspects of a difficult call. The eight members of this team provided over 150 instances of one-on-one support and/or referrals to outside assistance for SCR9-I-I employees throughout the year.

The Peer Support Team hosted five “Pop-Up” events this year. These events are intended to show appreciation to SCR9-I-I employees and to provide a little fun during the daily work routine. This year featured treats such as custom-made smoothies, a gift-wrapping station to help with holiday preparations, and a fun “photo booth.”

Safety and Wellness

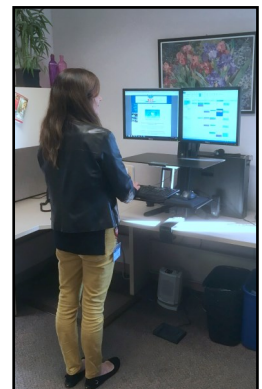
The 2017 Safety and Wellness Committee members were: Safety Coordinator **Beth Wann, Wolff Bloss** and **Mike Krakowiak.**

In 2017 the Safety and Wellness Committee has continued a commitment toward developing and maintaining a culture of good health and fitness at SCR9-I-I. The Committee meets at least four times a year and the regular agenda always includes 1) any new ideas for Health and Wellness, 2) lighting, 3) security, 4) Safety Inspection Reports, 5) Employee Hazard Reports, 6) Accident Investigation Reports, and 7) any new business.

Safety Coordinator **Beth Wann** and Public Safety Dispatcher II, **Kristine Ebersole**, attended the 3rd Annual Workplace Wellness Forum hosted by the PMG Workplace Wellness Program. This forum was well attended by other local employers who shared their tips on how to maintain an effective Workplace Wellness Program.

In 2017 our agency took advantage of SDRMA’s Loss Prevention Allowance Fund and was reimbursed \$1,000 for the purchase of two sit-stand workstations in order to help our Administrative employees maintain healthy backs by alternating between sitting and standing during their workday.

Sr Admin Assistant, Maria Wallen, using her sit-stand workstation.



This year we rewarded several dispatchers for perfect attendance during 2017. These dispatchers worked all twelve months without an unscheduled absence: **David Brenner, Val Conner, Dillon Corley, Andrew Davidson, Anna Kiff, Gina Loftin, Jenn Maggio, and Ariana Rios.** Every month the committee updates the Wellness Board with current information about health concerns, diet, and how to avoid disease. In 2017, the topics included: stress relief, exercise tips, healthy eating, ways to avoid illnesses, and notification of free wellness events in the area. SCR9-I-I is excited about making 2018 a healthy and safe year.

Technical Operations Advisory Committee (TOAC)

The SCR9-I-I Technical Operations Advisory Committee's (TOAC) purpose is to research, develop, and recommend improvements or changes to systems used by dispatchers; provide input on Computer-Aided Dispatch (CAD) Configuration changes; and provide operational input on technology projects that affect dispatch staff. For 2017, TOAC team members were: **Amethyst Uchida, David Brenner, Jason Thompson, Lisa Oberdorfer, Lyndsay Farotte, Melody MacDonald, Mike Krakowiak, Nicola Torchio, Stephanie French, Tammy Spath, Tom Ginsburg, and Valerie Conner.**

TOAC focused on the PremierOne (PI) CAD and Mobile upgrade this year. Input from the team was sought and utilized at every step of the project, but most particularly with the design of the "status monitors." Status monitors are the displays dispatchers rely on for at-a-glance information on all current incidents. Ordinarily, TOAC meets every other month. In the past, during specific projects, TOAC meetings have sometimes been held monthly. In 2017, as the PI CAD project advanced, regular input from dispatchers was essential, therefore, TOAC meetings have been increased to semi-monthly since May.

The PI project not only modernizes and improves our CAD system, but provides licensing for all public safety agencies served by SCR9-I-I to deploy Mobile software. Mobile software will give Users access to important information in the field. TOAC members' active assistance on this project is helping to design a CAD and Mobile system that will benefit employees of SCR9-I-I, our User Agencies, and ultimately the communities we serve.



TOAC Team members from L:R - Tammy Spath, Mike Krakowiak, David Brenner, Val Conner, Nicola Torchio, Lisa Oberdorfer, and Amethyst Uchida work on provisioning PI CAD.

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Appendix

36	Santa Cruz 9-1-1 Employee Association
37	Users Survey Results
42	SCR9-1-1 Employee Demographics
43	Promotions and Years of Service
45	2017 Retirees
47	Law Annual Performance Report
63	Fire/EMS Annual Performance Report

SCR9-I-I Employee Association

The Employee Association was created to better the working lives of all employees through workplace support and better the lives of the community through charitable activities. 2017 was a hectic year for us, and our ability to coordinate activities were diminished. The Association prioritized events to celebrate our staff and reach out to other public safety agencies in times of need. Association Board members for 2017 were **Jenn Maggio**, President; **Billie Surran**, Vice President; **German Flores**, Secretary; **Annie Castro**, Treasurer; and **Nicola Torchio**, Sergeant at Arms.

March 2017 – National Dispatcher’s Week. A week is set aside every year, dedicated solely to show appreciation for the hard-working dispatchers of departments across the country. National Dispatcher’s Week started in 1981. This year’s theme was “Garden Party – Spring Break Style” and involved fun, games, and food. There was a pizza day, ice cream truck, and beach day. We also gave special thanks to our bilingual dispatchers who provide a valuable service to our community.

May 2017 – SCR9-I-I Association members participated in the Never Forget First Responder Relay race at Nisene Marks. Each four-person team ran or walked two 5K legs relay style, with proceeds benefitting the Fallen Officer Foundation. SCR9-I-I had enough employees to support three relay teams.



David Brenner, Jessica Bontrager, Karen Clark, and Bill Burnett



Tammy Spath, Michael Spath, Michele Stevison, and Melanie Sherwood

October 2017 – Due to the Tubbs Fire, dispatchers in Santa Rosa were working 12-hour shifts with no days off. As a show of our respect, the Association gathered donations for a care package including food, games, and whimsical items called our “box of smiles.” We originally heard of a “box of smiles” after our employees received one in 2013 after Santa Cruz PD line of duty fatality that shocked our Center and community. Dispatchers personally delivered our box to Santa Rosa PD.

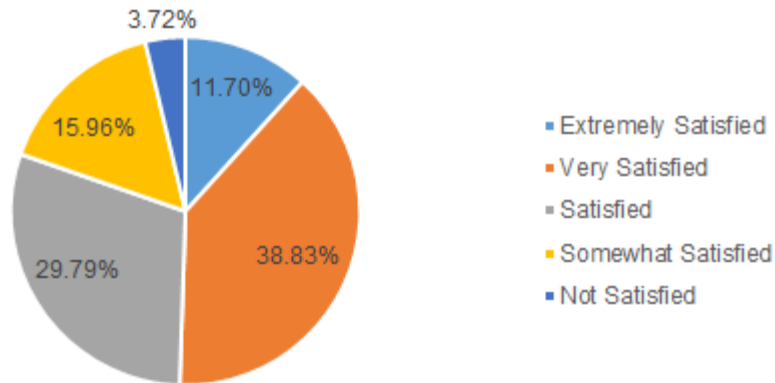
November 2017 – We were saddened to hear news that Sunnyvale DPS K9, Jax, was killed in the line of duty while responding to a stabbing; then the loss of two employees’ personal family pets within the same week. Condolence cards were sent and a monetary donation was made to Peace of Mind Dog Rescue in Monterey in their names – Jax, Dexter, and Ehu.

December 2017 – Coordinating with Santa Cruz Veteran’s Resource Center and Defensa De Mujeres, we adopted two families this holiday season. All wish list items were fulfilled by employee-donated gifts and then delivered to the families.

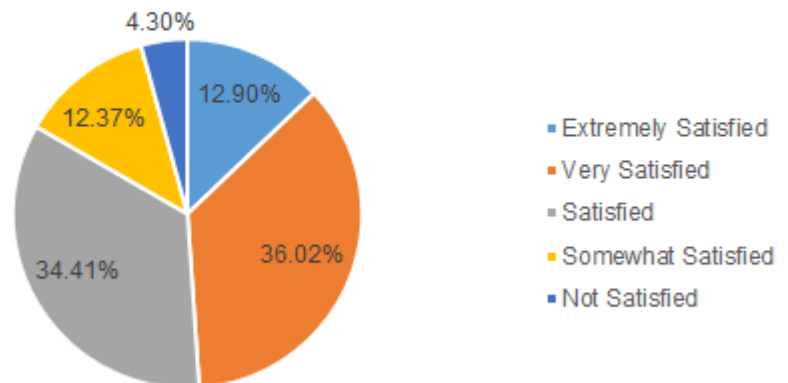
Employee Association member, Dispatcher **Kristine Ebersole**, spearheaded a lively “12 Days of Christmas” celebration. This took place instead of our traditional gingerbread house building contest. Using the popular Christmas carol, Kristine created 12 days of games, food, and prizes such as five golden rings -- by eating onion rings and playing ring toss. Big prizes were awarded to: **Abigail MacMullan** (Kindle Fire) and **Kindra Sosa-Showers** (Apple gift card).

Users Survey

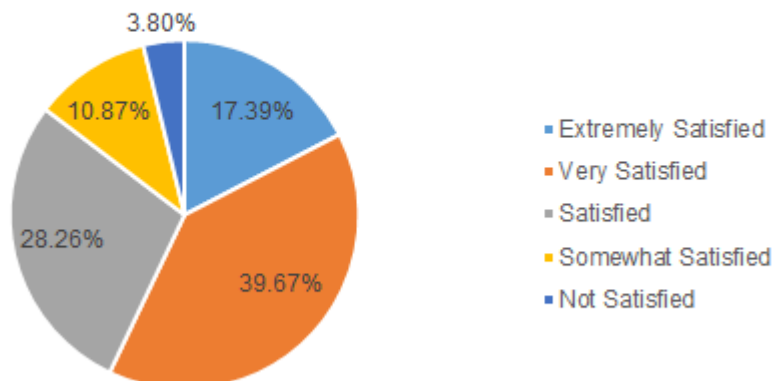
What is your overall satisfaction with SCR911?



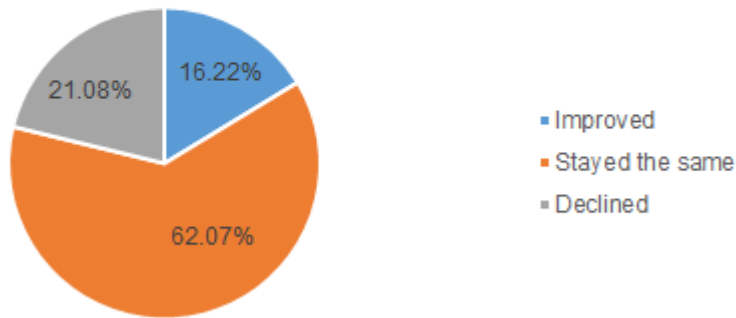
How would you rate the performance of SCR911 on routine/non-emergency calls?



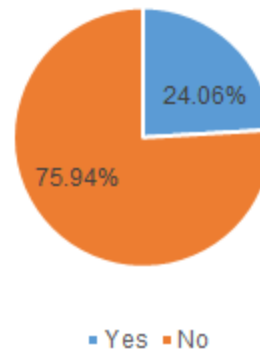
How would you rate the performance of SCR911 on emergency/hot calls?



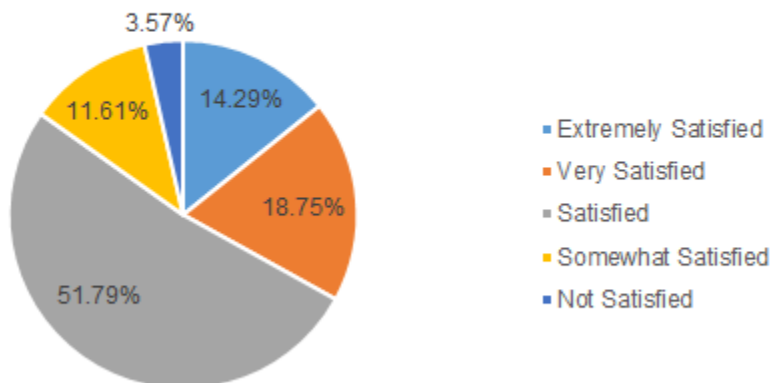
During the past year, do you feel that SCR911's performance has improved, declined, or stayed the same?



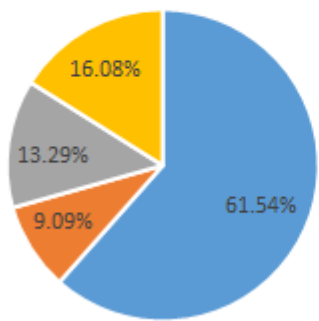
Have you contacted a Lead Dispatcher or Supervisor about an operational issue or complaint?



If yes, how would you rate your satisfaction with the interaction?

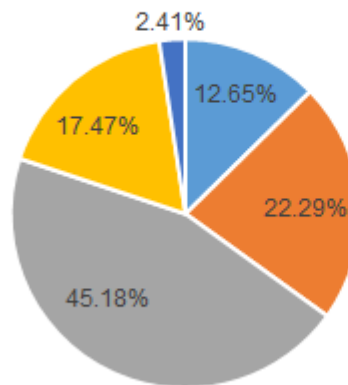


If no, why have you not contacted a Lead or Supervisor to report an operational issue or complaint?



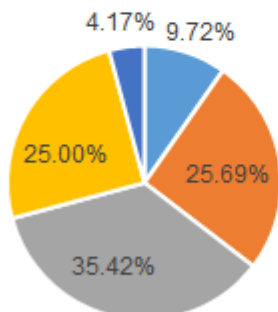
- I did not feel a need to
- I did not know who to contact
- I do not believe anything will be done
- I believe the issue will be handled internally by SCR911 staff without my contacting them

Rate SCR911's responsiveness to operational issues or complaints?



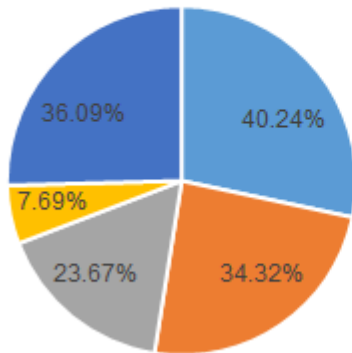
- Extremely Satisfied
- Very Satisfied
- Satisfied
- Somewhat Satisfied
- Not Satisfied

(For Law Enforcement) How would you rate the performance of SCR911 of providing returns (timeliness, accuracy, CLETS, probation, Alliance, etc)?



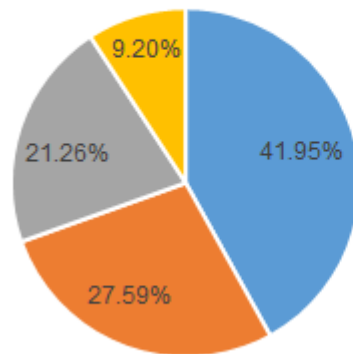
- Extremely Satisfied
- Very Satisfied
- Satisfied
- Somewhat Satisfied
- Not Satisfied

What are the hindrances to using your MDC
(select all that apply)?



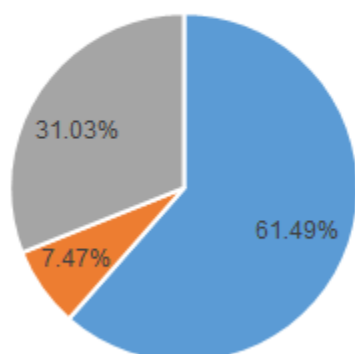
- Away from vehicle
- MDC coverage is poor
- Field responder safety
- I do not know how to use my MDC to accomplish that task
- I do not have an MDC

Rate your knowledge about the
CAD/MDC/AVL project.



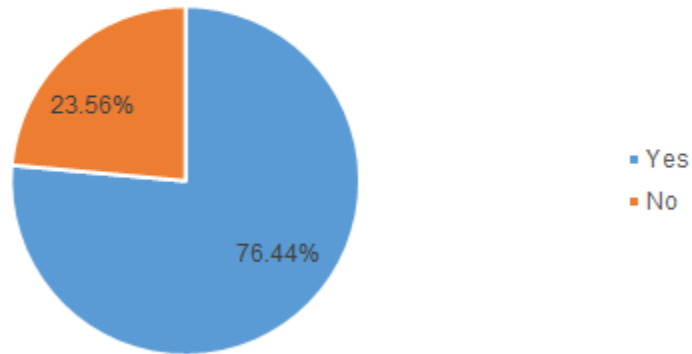
- None
- A little
- Some
- I am actively participating in the project

The CAD/MDC/AVL project is important to
me.

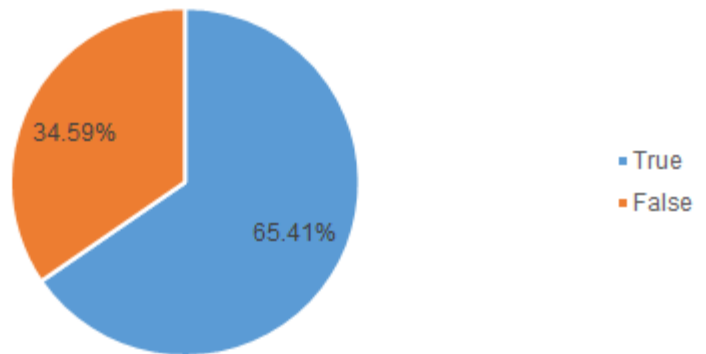


- Yes
- No
- Unknown

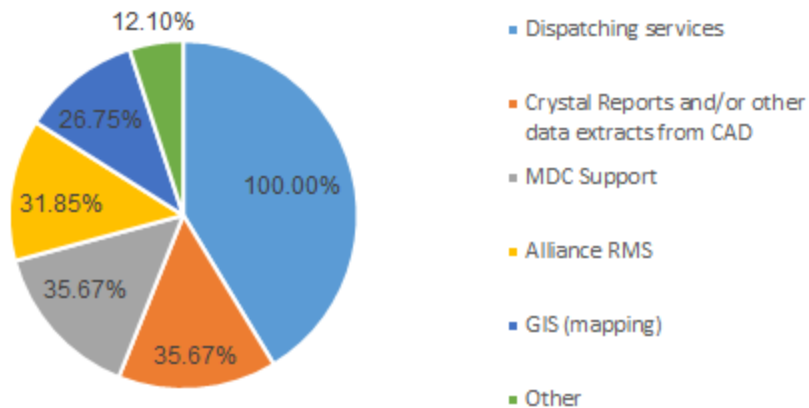
I wish I knew more about the CAD/MDC/AVL project.



I would use my MDC more if I had training and understanding of its abilities.



What services does SCR911 provide for you?



SCR9-I-I Employee Demographics

Dispatch Staff Demographics				2010 Census Data Santa Cruz County
	as of	12/18/2017		
# of White		30	73.17%	72.49%
# of Hispanic		10	24.39%	32.05%
# of Asian		1	2.44%	4.23%
# of African-American		0	0.00%	1.05%
# of American Indian and Alaska Native		0	0.00%	0.86%
# of Native Hawaiian and Pacific Islander		0	0.00%	0.13%
		41		
	# of males	12	29.27%	49.90%
	# of females	29	70.73%	50.10%
		41		
Whi/Male		10		
Whi/Female		20		
AA/Male		0		
AA/Female		0		
Hispanic/Male		2		
Hispanic/Female		8		
Other/Male		0		
Other/Female		2		

Overall Agency Demographics				2010 Census Data Santa Cruz County
	as of	12/18/2017		
# of White		37	69.81%	72.49%
# of Hispanic		13	24.53%	32.05%
# of Asian		3	5.66%	4.23%
# of African-American		0	0.00%	1.05%
# of American Indian and Alaska Native		0	0.00%	0.86%
# of Other		0	0.00%	16.53%
		53		
	# of males	16	30.19%	49.90%
	# of females	37	69.81%	50.10%
		53		
Whi/Male		13		
Whi/Female		24		
AA/Male		0		
AA/Female		0		
Hispanic/Male		3		
Hispanic/Female		10		
Other/Male		0		
Other/Female		4		

Promotions

Sean Schorovsky - Operations Supervisor

Schorovsky started his career as a public safety dispatcher at SCR9-1-1 in 2008. Schorovsky has served as a representative on multiple task teams and has actively worked to be involved in the agency at many levels. Schorovsky was commended in 2009 for his role during a phone failure due to vandalism. He was not rattled by the challenge of performing his duties in an unconventional way. His ability to remain calm through crisis is an asset to being part of the management team of a 9-1-1 center. Schorovsky took pride in his role training and developing fellow dispatchers, serving as a CTO since 2011. Schorovsky is taller than most dispatchers and drinks more coffee than is advisable. In May of 2017, following an internal recruitment, Schorovsky was promoted to Operations Supervisor, as a replacement for the retiring Anita Miller. Schorovsky has a passion for mentoring and is engaged with all employees helping them to accomplish their goals however he can.



Senior Public Safety Dispatcher - David Brenner

Brenner was hired as a public safety dispatcher at SCR9-1-1 in 2003. Brenner has functioned as an invaluable member of the training program as a CTO since 2007. Involved in the agency at many levels, Brenner has worked as a systems technician, a member of the Peer Support Team and is on the Incident Dispatch Team. Brenner's calm demeanor, extensive knowledge base, and problem solving skills are a valued asset to our agency. In May of 2017, following an internal recruitment, Brenner was promoted to Senior Dispatcher.



Beth Wann - Office Supervisor

Wann was promoted to this newly created position to manage the front office staff and work flow. She has worked for SCR9-1-1 since 2010. For the past three years, Wann has been the Editor in Chief of the SCR9-1-1 Annual Report, which is always highly regarded. In addition to her normal duties, she is the agency Safety Coordinator and a member of the AARG team. Wann is a caring and detail-oriented employee.



Years of Service

Less than Three Years

Corley, Dillon
Escobar, Anne
La Mar, Sheena
MacMullan, Abigail
Moniz, Jacob
Preciado, Sam
Raffeto-Martinez, Jessica
Rickabaugh, Kim
Rios, Ariana
Sosa-Showers, Kindra
Swanson, Clayton

Three - Five Years

Birkett, Michael
Bisgaard, Tina
Castro, Andrea
Florez, German
Maggio, Jennifer
Sanchez, Areli
Sphar, Stephanie
Surran, Billie
Troia, Christina
Wallen, Maria

Six to 15 Years

Baldwin, Ashley
Bloss, Wolff
Brenner, David
Davidson, Andrew
Fairbanks, Mike
Farotte, Lyndsay
French, Stephanie
Ginsburg, Thomas
Guerrero, Joe
Higgins, Kristal
Loftin, Gina
MacDonald, Melody
Marizette, Abigail
Mello, Eric
Oros, Gilberto
Schorovsky, Sean
Stevison, Michele
Torchio, Nicola
Uchida, Amethyst
Vigil, Felicia
Wann, Beth

15 to 25 Years

Ebersole, Kristine
Krakowiak, Michael
Sherwood, Melanie
Spath, Tammy
Sumner, David

26+ Years

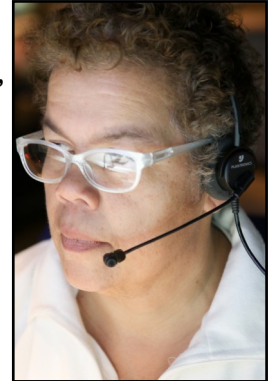
Conner, Valerie
Irving, Jo (ret.)
Kidd, Dennis
Kiff, Anna
Miller, Anita (ret.)
Minogue, Teresa

Retirees of 2017

Jo Irving retired from service after 17 years of dedicated service to the Authority and its User Agencies.

Irving began her career as a 9-1-1 dispatcher with Monterey County in 1981, and came to work at the SCR9-1-1 in October 2000. In the course of her 36-year career, Irving consistently provided an “extra” level of daily service to the public and User Agencies with a positive “can do” attitude, always demonstrating flexibility and a willingness to do the “little things” that often make all the difference.

Irving exemplified all the qualities that make her the kind of dispatcher every emergency center needs, as she was able to combine a professional and courteous manner, with a contagiously “upbeat” personality.



Anita Miller retired from service after 21 years of dedicated service to the Authority and its User Agencies.

Miller began her career as a Police Dispatcher with the City of Santa Cruz in 1991, and came to work at the Authority in 1996. In the course of her 26-year career, Miller worked her way up the ladder from being a Public Safety Dispatcher II to an Operations and Administrative Supervisor.

Miller had a passion for developing our organization and the people within it. It was Miller’s idea to start a mentor program. The goal of the mentor program is to develop employees who are looking to promote, as well as onboarding our new hires. The most successful part of the program is what we call the “trusty assistant.” A newly released dispatcher is assigned a “trusty assistant.” This is someone who is not involved in their training and helps them transition from the sheltered environment of the training program into the Operations Division. The trusty assistant is one of our most successful programs.

Throughout her years as a supervisor, Miller facilitated many task teams, developed several policies, and implemented new procedures. The “Help Desk” was her final implementation. The Help Desk’s role is to answer all officer-only lines and perform support duties. During a critical incident, the Help Desk would be dedicated to the incident, supporting the primary dispatcher by coordinating all resources needs.

Miller advocated for every employee at one time or another. Once she knew someone had a particular goal, whether personal or professional, without asking, she did what she could to pave the way to help them achieve their goal. Never did she ask for credit or need others to know what she had done for them. Her selfless devotion touched many in our organization and we were fortunate to have her for so long.



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Standards of Excellence 2017

Annual Performance Report

**Prepared for the
Law Enforcement
Users Subcommittee**

February 12, 2018

Serving:

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

Table of Contents

Performance Report Overview	49
Performance Standards	50
Performance Data	51
Performance Data for Capitola Police.....	51
Performance Data for Hollister Police	52
Performance Data for Santa Cruz Police	53
Performance Data for Watsonville Police	54
Performance Data for San Benito Sheriff's Office.....	55
Performance Data for Santa Cruz Sheriff's Office	56
Aggregate Performance Data.....	57
Pending Queue Management.....	59
Performance Data for 9-1-1/Performance Goal	61

Performance Report Overview

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

Building Time

Total Call Processing consists of two distinct events: call-taking and radio dispatching. This is the total time that the incident remains in our building (building time). Our current standard for building time for first priority events is two minutes. During 2017, our performance on first priority law enforcement events was 84 percent compliant to the 120 second standard. Our average building time was 87 seconds.

- **Call-Taking**

The call-taking process is a balancing act between speed and content. For 2017, the Center was 82 percent compliant to the 90-second standard with an average time of 64 seconds.

- **Dispatching**

During 2017, the Center dispatched 85 percent of the first priority incidents in 30 seconds or less with an average dispatch time of 22 seconds. The overall trend was a slight decrease of 3 percent in compliance. This decrease is in alignment with training eight new radio dispatchers during the same year. Newly trained dispatchers are learning who to send, how to prioritize their work, and accuracy.

Performance Standards

Performance standards for SCR9-1-1 have been developed by the Law Enforcement Operational Policy Task Team and the SCR9-1-1 Standards Team.

The Law Enforcement Operational Policy Task Team is comprised of User Agency representatives and SCR9-1-1 supervisors and dispatch staff. In addition to being responsible for developing operational policy, the team's scope includes participation in the *Standards of Excellence* quality improvement program. Their responsibilities include reviewing quality improvement data and recommending performance standards to the Law Enforcement Users Subcommittee.

The SCR9-1-1 Standards Team is a team of communications personnel—dispatchers and managers—who are responsible for implementing the *Standards of Excellence* quality improvement program. Their responsibilities include updating the program, analyzing data, and developing plans for improving agency performance. When their work results in a recommendation to change or establish a performance standard, the recommendation and supporting data are forwarded to the Law Enforcement Operational Policy Task Team.

When the two teams reach consensus on a performance standard, it is recommended to the Law Enforcement Users Subcommittee for approval. Once approved, the standard is incorporated into the *Standards of Excellence* quality improvement program.

- **Performance Standards for Law Enforcement**

During this reporting period, the *Standards of Excellence* program focused on the following Law Enforcement performance standards.

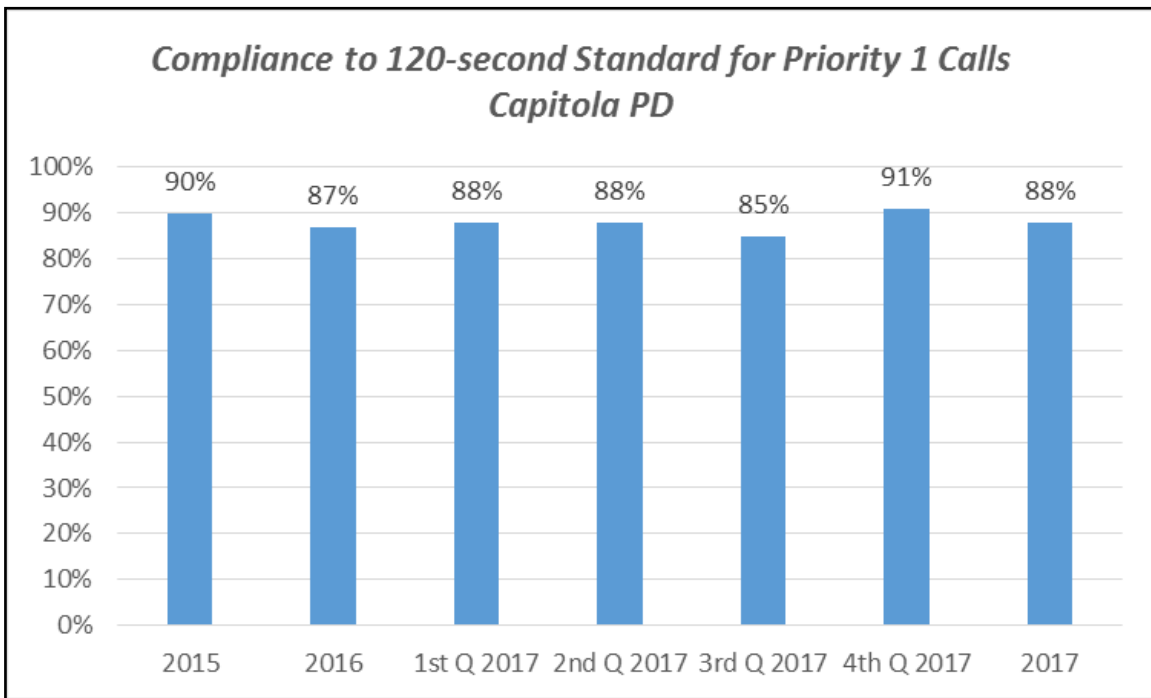
- *Building Time—Elapsed time from E9-1-1 call pick-up to the assignment of a unit via radio dispatch in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.*

Internal standards are broken down to divide the two-minute building time between call processing (90 seconds) and pending queue management (30 seconds).

Performance Data

Performance Data for Capitola Police Department

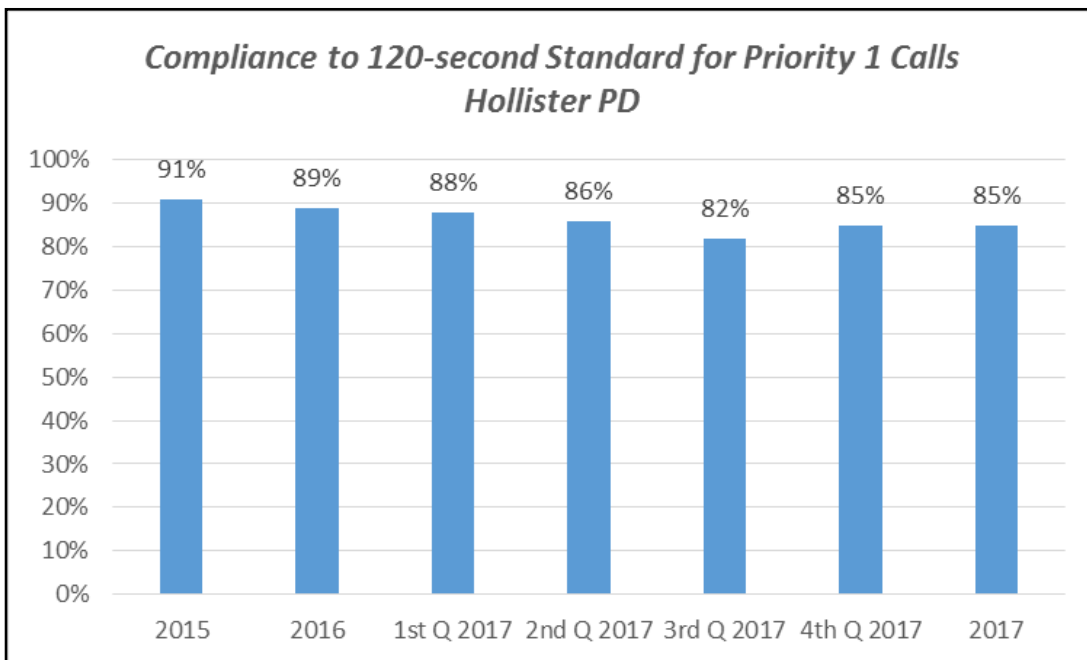
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Capitola PD for 2017 was 83 seconds, and we were 88 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

Performance Data for Hollister Police Department

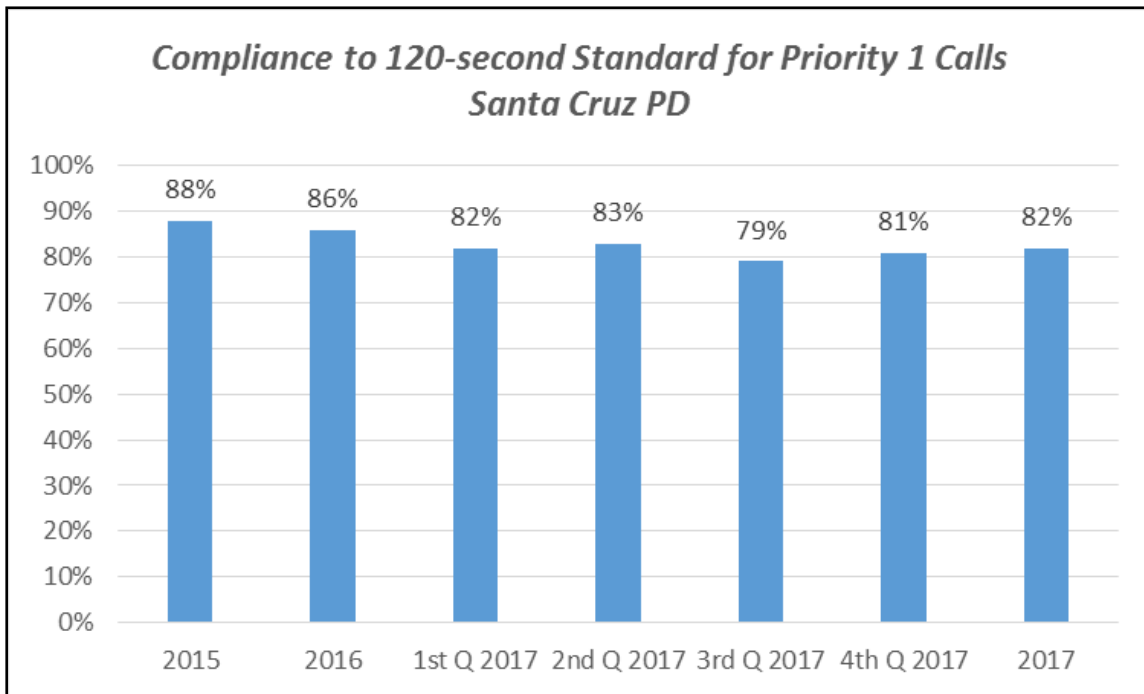
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the Hollister PD for 2017 was 84 seconds, and we were 85 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

Performance Data for Santa Cruz Police Department

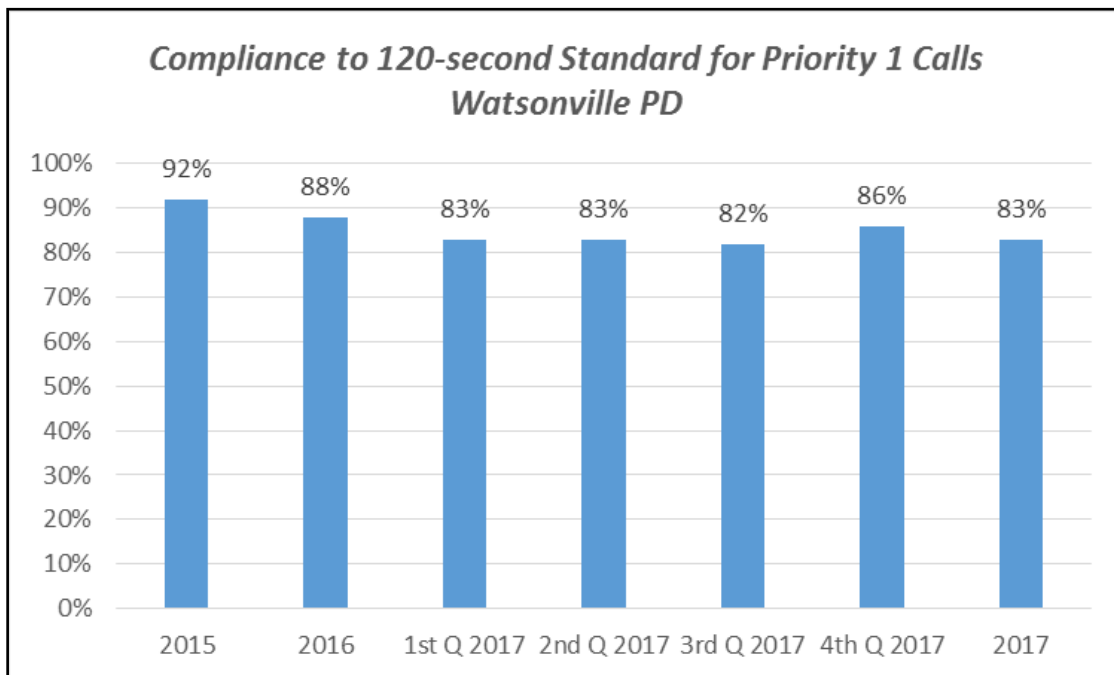
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Santa Cruz PD for 2017 was 89 seconds, and we were 82 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

Performance Data for Watsonville Police Department

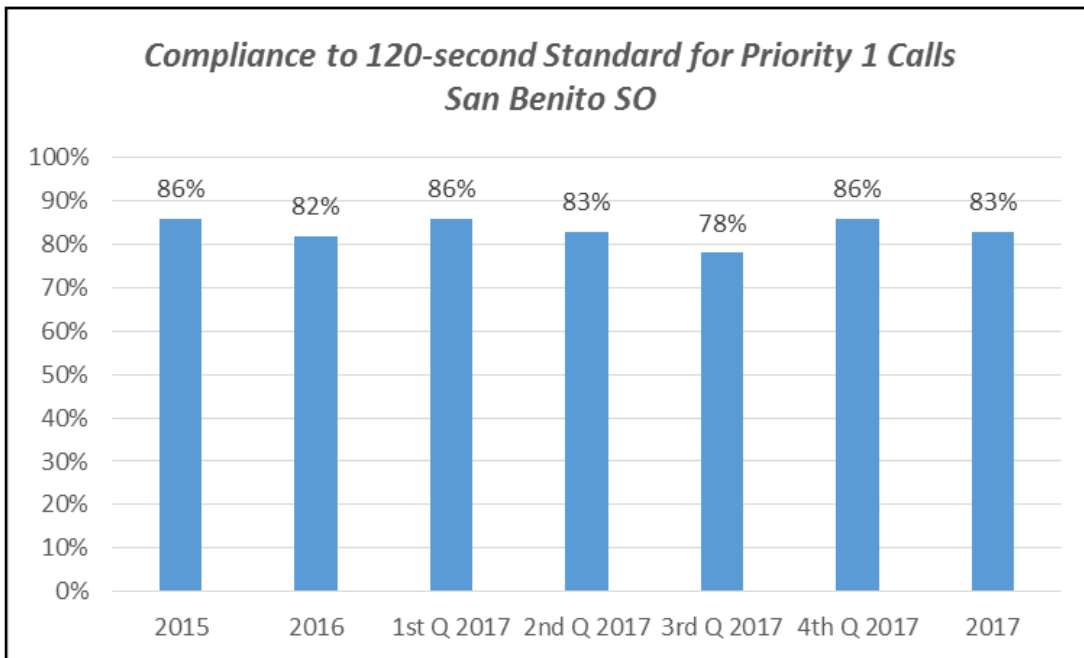
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum



Our average building time for Watsonville PD for 2017 was 86 seconds, and we were 80 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

Performance Data for San Benito Sheriff's Office

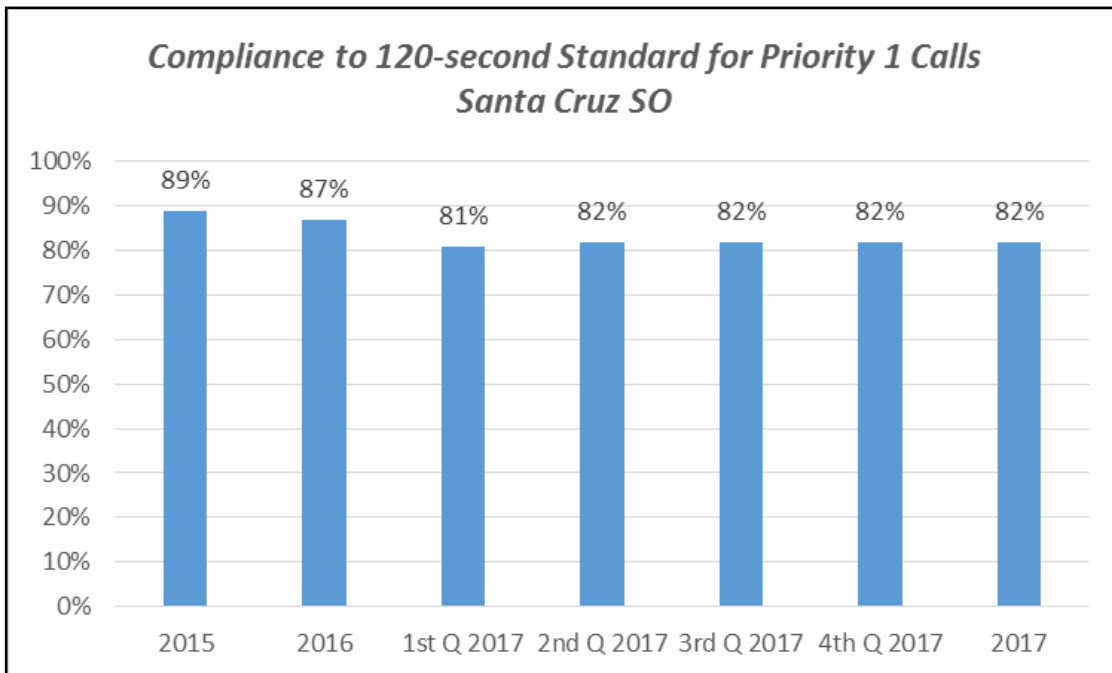
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the San Benito Sheriff's Office for 2017 was 90 seconds, and we were 83 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

Performance Data for Santa Cruz Sheriff's Office

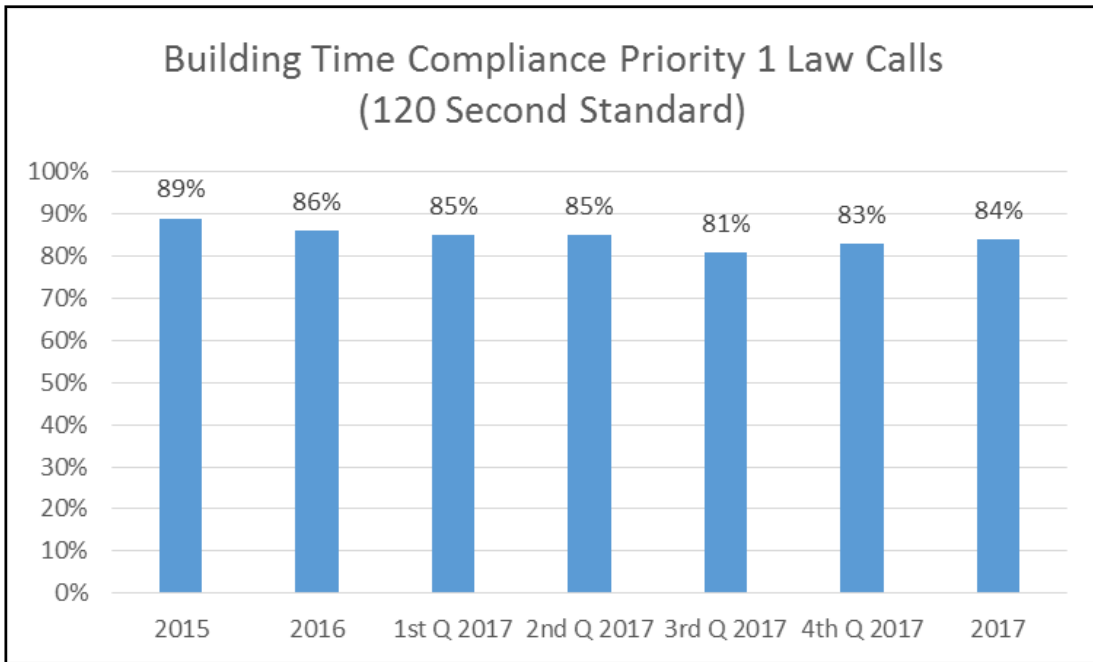
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the Santa Cruz Sheriff's Office for 2017 was 88 seconds, and we were 82 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

Aggregate Performance Data for Law Enforcement

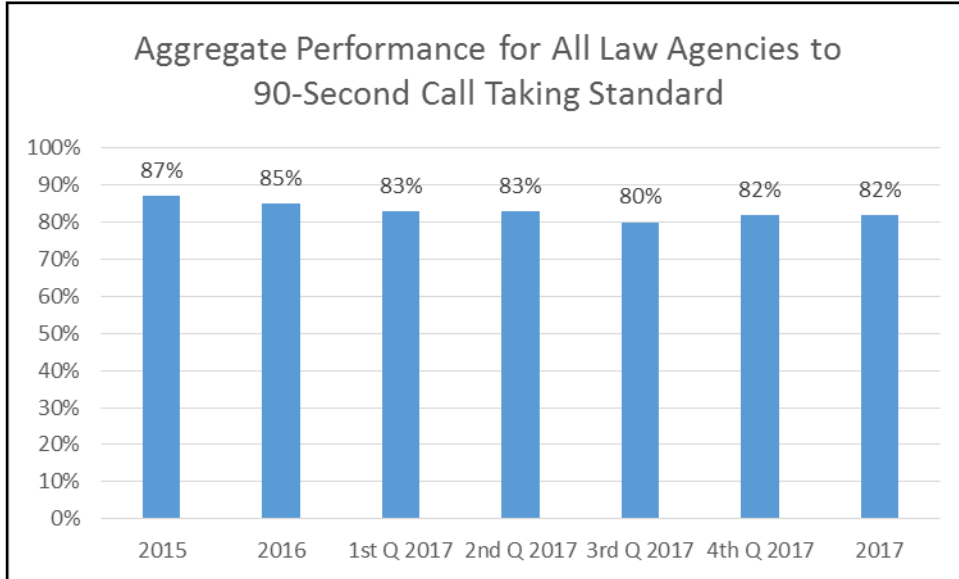
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average aggregate building time for 2017 was 87 seconds and we were 84 percent compliant to the 120-second standard.

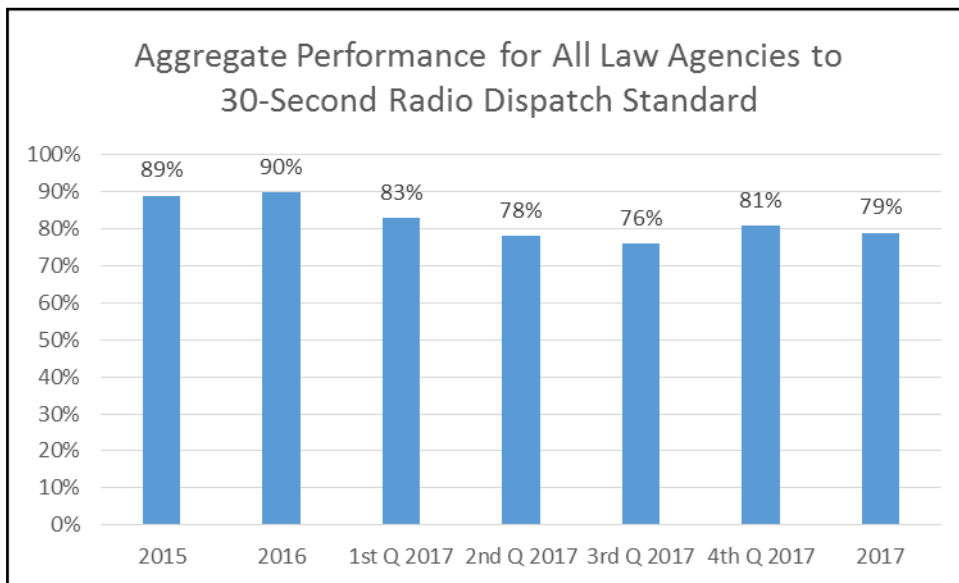
Aggregate Performance Data for Law Enforcement

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



Average call-taking time for 2017 was 64 seconds.

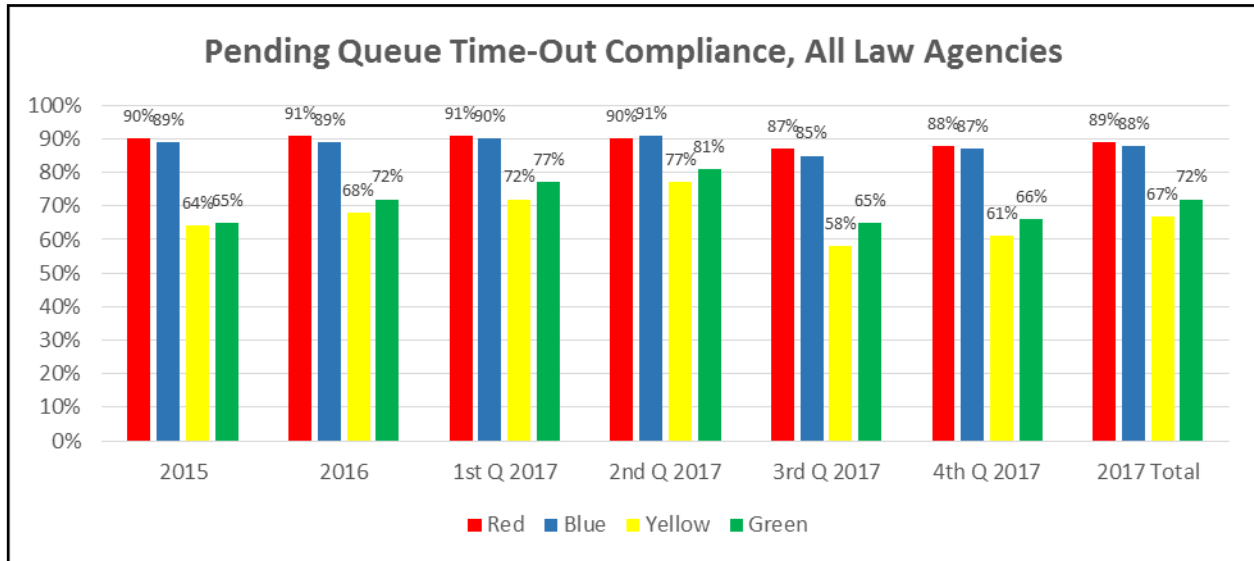
- **PENDING QUEUE** - Elapsed time from CAD incident initiation to radio dispatch in a maximum of 30 seconds for 90 percent of all first priority law incidents.



Average pending queue time for 2017 was 23 seconds.

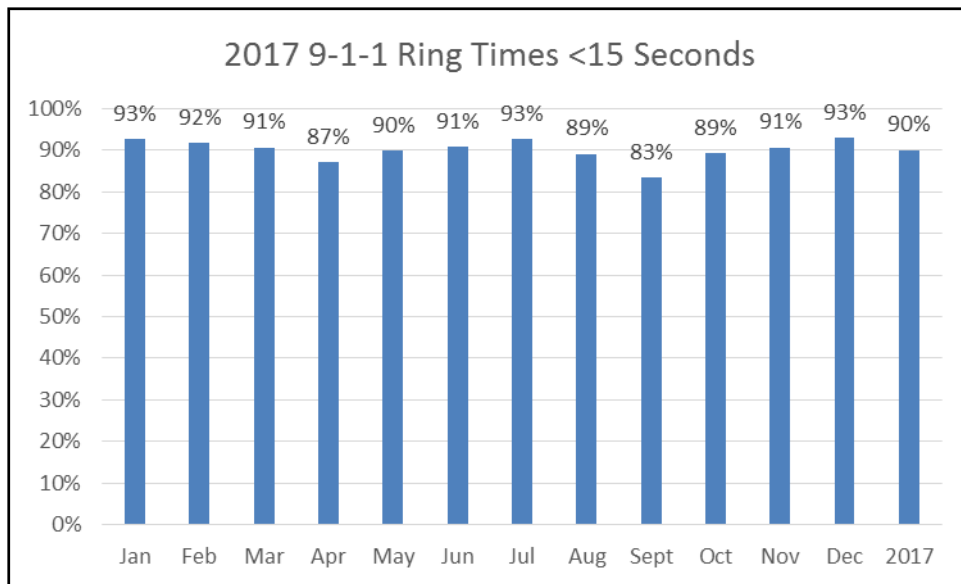
Pending Queue Management

- The SCR9-1-1 Standards Team developed a performance standard of dispatching 80 percent of all pending calls before they reached their pre-defined “time out” value in the computer-aided dispatch system (CAD). **This highest priority calls (Red and Blue) had an overall compliance of 89 percent and 88 percent respectively in 2017.**

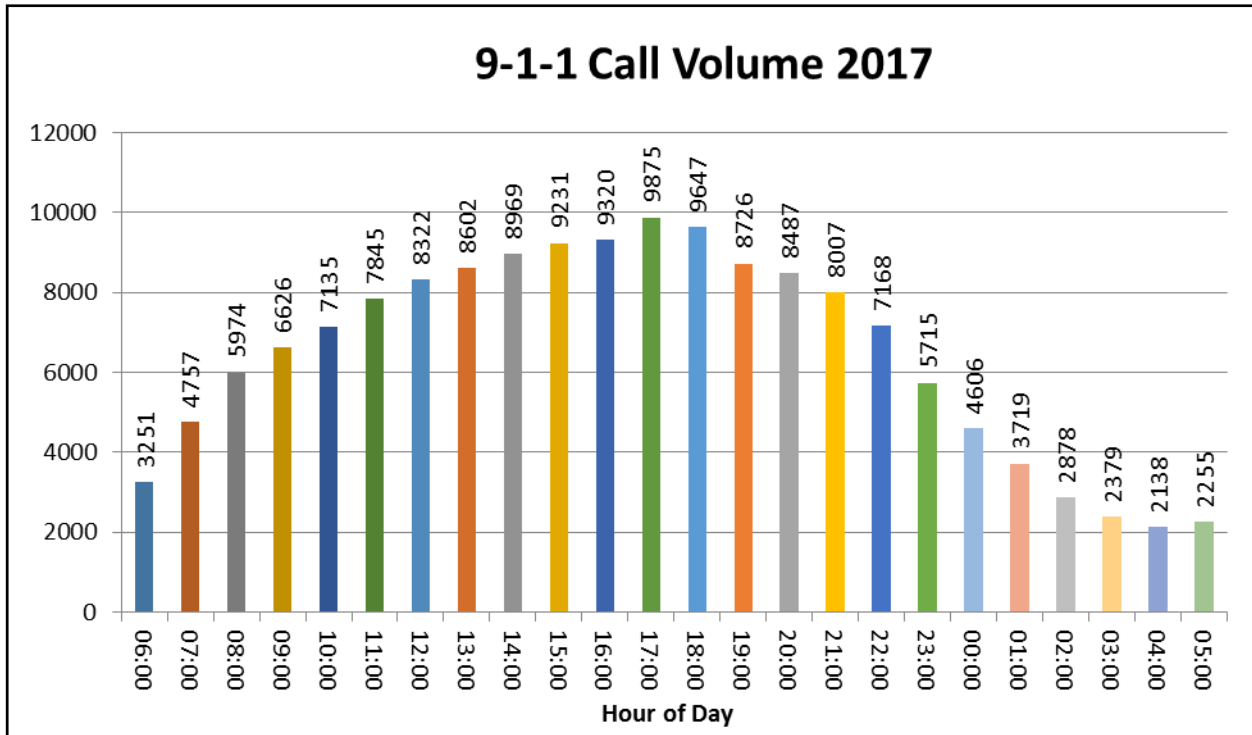


9-1-1 Ring Times

- We started reporting on 9-1-1 ring times and our compliance to the California Governor's Office of Emergency Services (CalOES) in 2016. The Public Safety Answering Point (PSAP) Call Answer Time Standard is: **95 percent of incoming 9-1-1 calls shall be answered within 15 seconds.**
- An unanswered 9-1-1 call is considered the highest priority until proven otherwise. Quick reaction time is essential.
- Our compliance remained unchanged from 2016 to 2017, even with training eight new employees in 9-1-1 call-taking.



Performance Data for 9-1-1



Performance Goal

For 2018, the Standards Team will look at data available in PremierOne CAD and look for ways to update the Standards of Excellence.

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Standards of Excellence 2017

Annual Performance Report

**Prepared for the
Fire/EMS**

Users Subcommittee

February 12, 2018

Serving:

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

Table of Contents

Performance Report Overview.....	65
Performance Standards for Fire Service.....	66
Performance Data for Fire Service.....	67
Overall Performance Data—Confirmed Structure Fires.....	68
Performance Standards for Emergency Medical Service.....	69
Performance Data for Emergency Medical Service.....	70
Performance Data for 9-1-1/Performance Goal.....	74
Code 2 Out, Code 3 In Reviews.....	75

Performance Report Overview

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

Fire Service Performance

- The total processing time from E9-1-1 call pick-up until radio tones is the time referred to as "building time." This is the amount of time that we take to complete the call-taking portion as well as the radio dispatching. ***During 2017, we averaged 81 seconds from the time we answered the 9-1-1 call until the time that units were toned out. We were 69 percent compliant to the 90-second standard.***
- ***Our average building time for Confirmed Structure Fires was 71 seconds. We were 81 percent compliant to the 90-second standard.***

EMS Performance

- ***During 2017, our building time for Echo medicals averaged 64 seconds. We were 87 percent compliant to the 90-second standard.***

Pre-Alert Performance

- The pre-alert process can contribute to a significant time savings for first responders. This is the time when concurrent events are happening: the call-taking process and the actual movement of apparatus. ***We continue to strive for 100 percent pre-alert, as our Users have expressed their desire to have this process.***

Performance Standards for Fire Service

Performance standards for Santa Cruz Regional 9-1-1 were developed by the Fire/EMS Operational Policy Task Team and the Standards Team.

The Fire/EMS Operational Policy Task Team is comprised of User agency representatives and dispatch staff. In addition to being responsible for developing operational policy, the team's scope includes participation in the *Standards of Excellence* quality improvement program. Quality improvement responsibilities include reviewing performance data and recommending performance standards to the Fire/EMS Users Subcommittee.

The Operations Division group is a team of lead dispatchers and managers who are responsible for implementing the *Standards of Excellence* program. Responsibilities include updating the program, analyzing data, and developing plans for improving agency performance. When their work results in a recommendation to change or establish a performance standard, the recommendation and supporting data are forwarded to the Fire/EMS Operational Policy Task Team.

When the two teams reach a consensus on a performance standard, it is recommended to the Fire/EMS Users Subcommittee for approval. Once approved, the standard is incorporated into the *Standards of Excellence* quality improvement program.

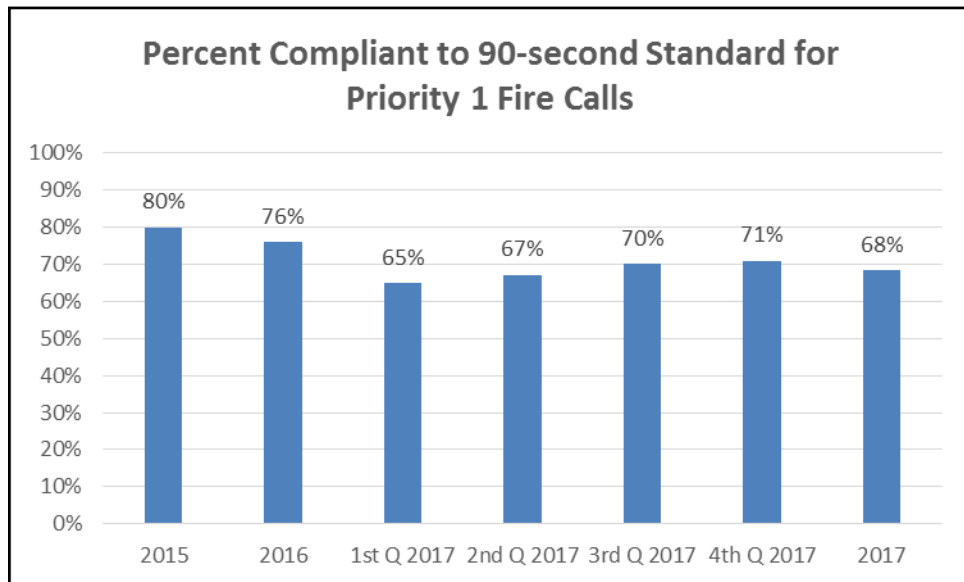
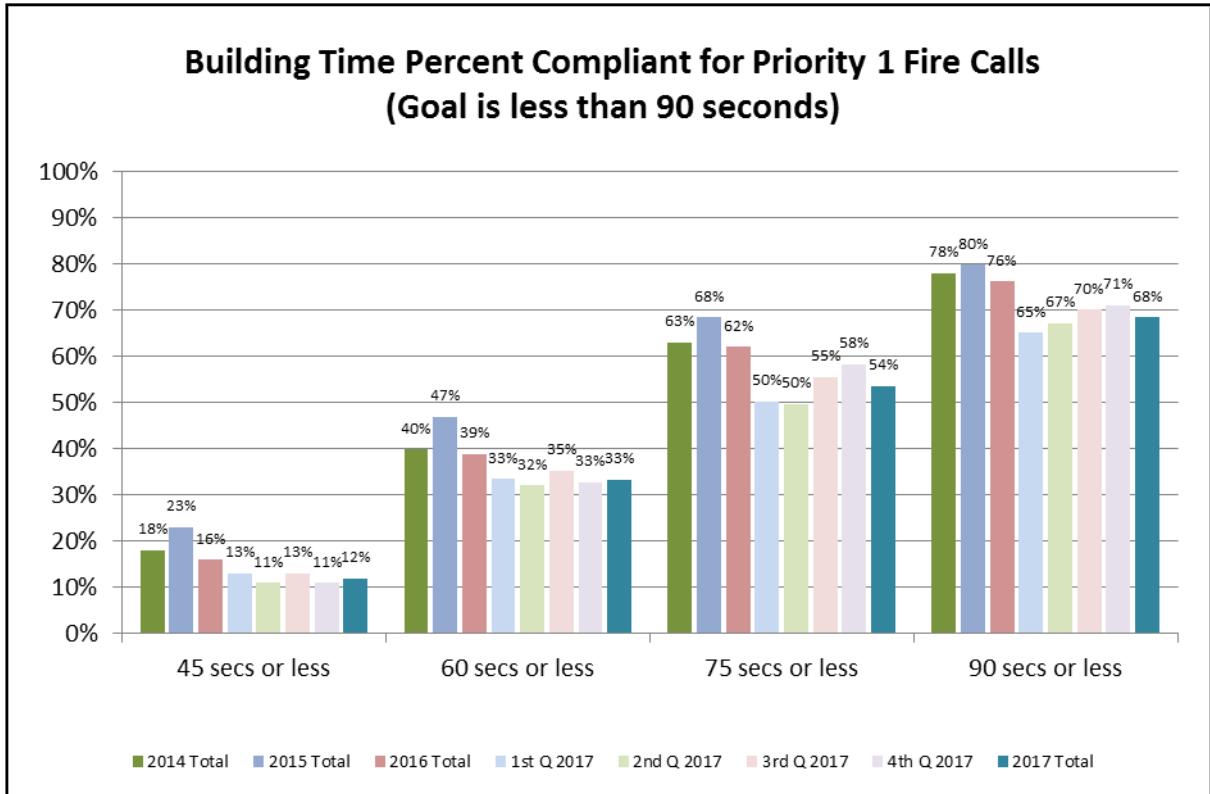
During this reporting period, the Standards of Excellence program continued to focus on the following Fire Service performance standards.

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

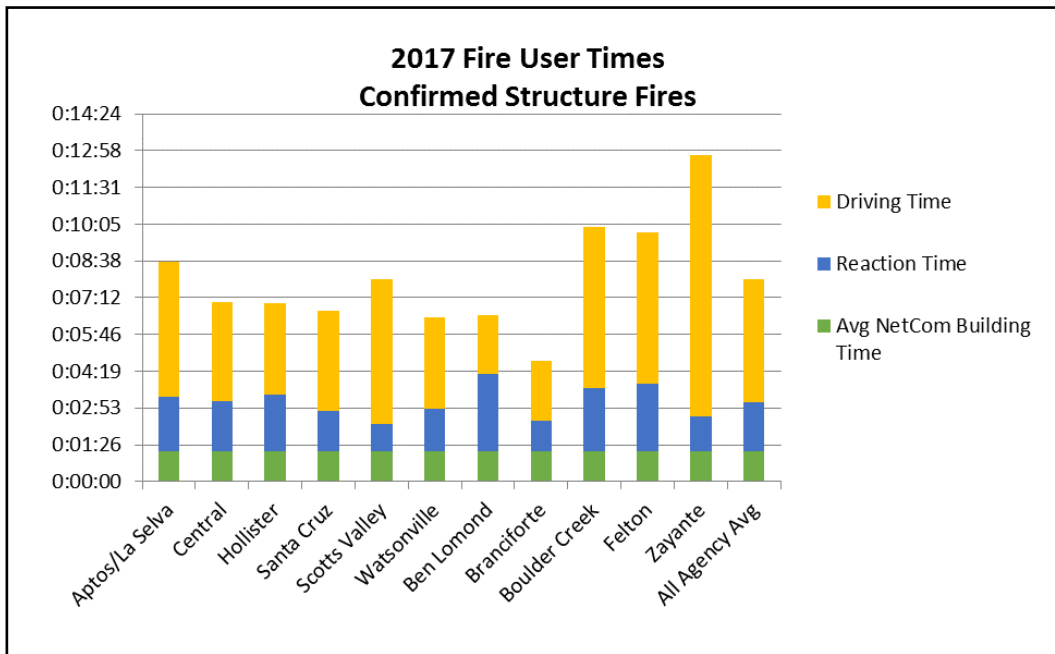
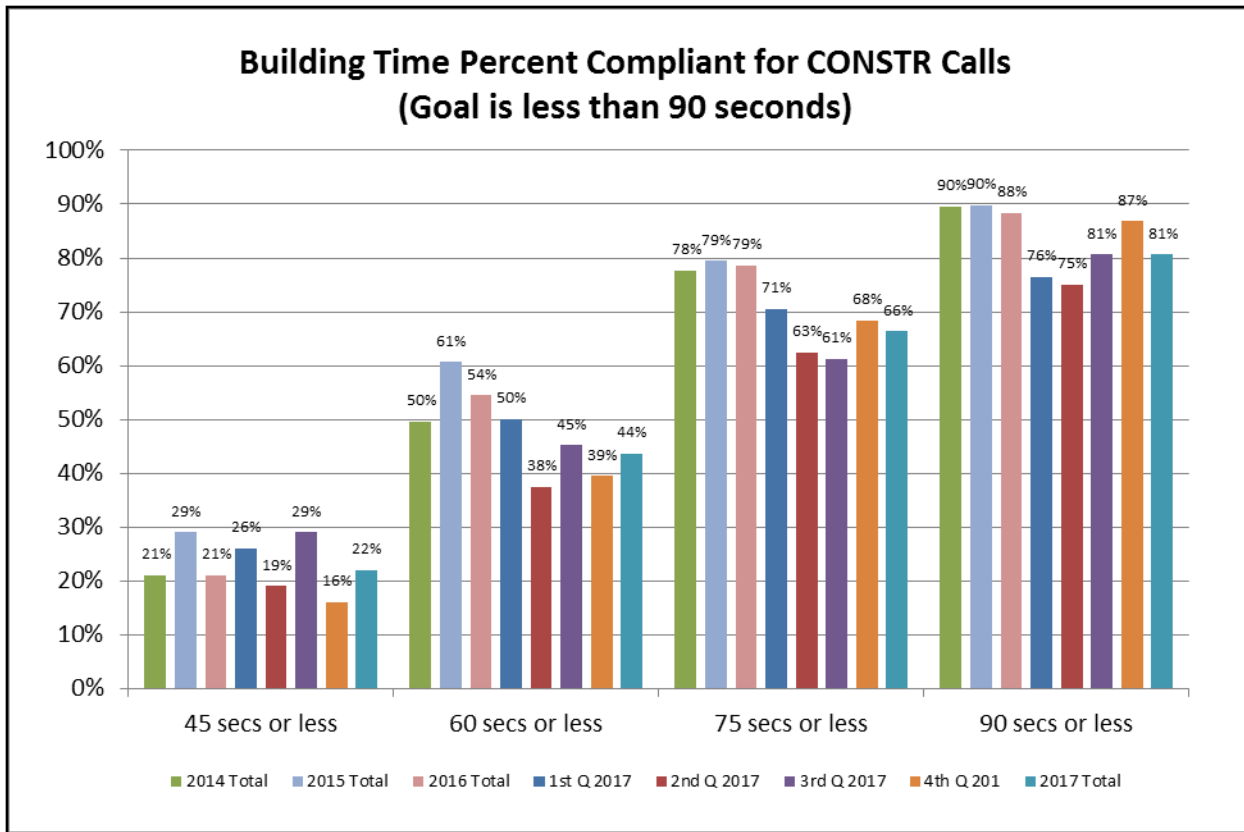
Internal standards are broken down to divide the 90 seconds between call processing (60 seconds) and pending queue management (30 seconds).

Performance Data for Fire Service

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



Overall Performance on Confirmed Structure Fires 2017



The above chart represents each agency's average overall response time to confirmed structure fires. The chart includes SCR9-1-1's average building time, agency reaction time, and driving time.

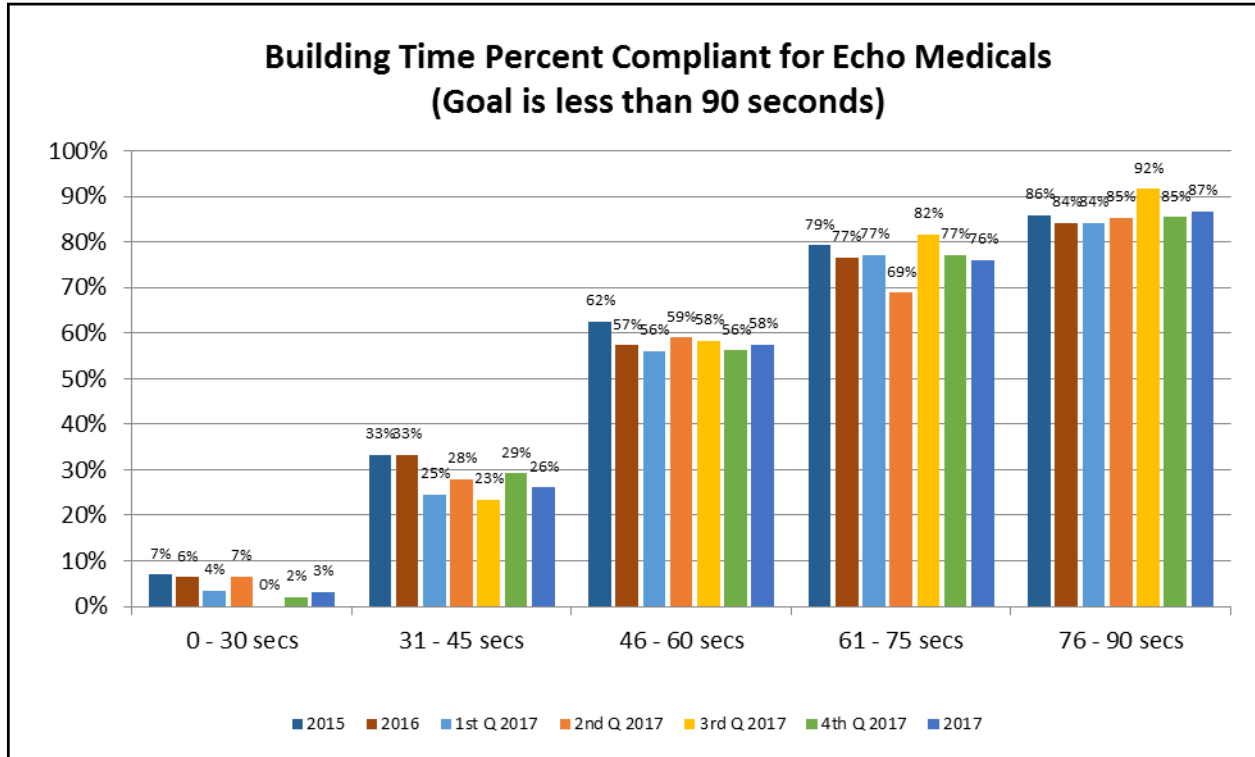
Performance Standards for Emergency Medical Service

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

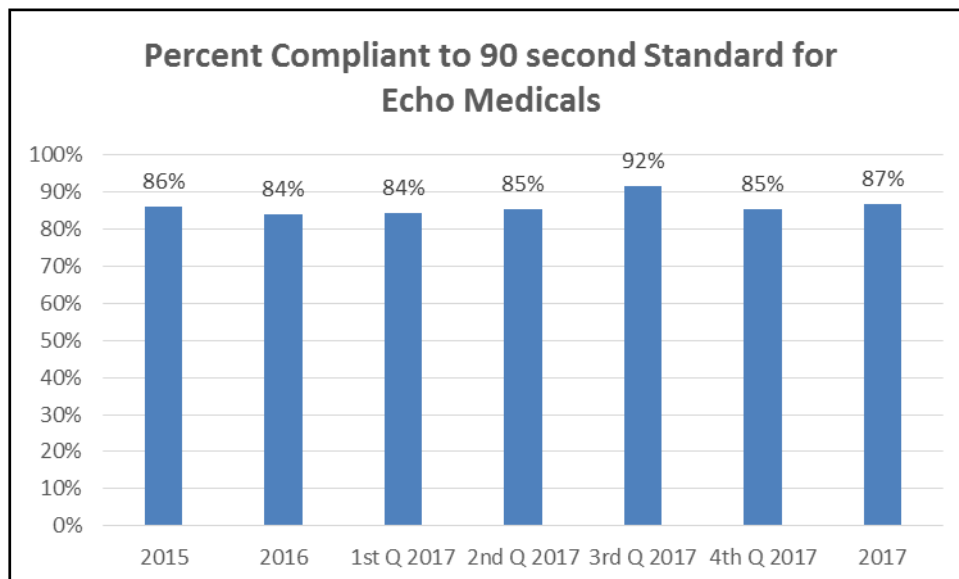
- *Elapsed time from E9-1-1 call pick-up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all priority Echo (E) EMS incidents.*
- *Elapsed time from E9-1-1 call pick-up to the point of radio dispatch in a maximum of 150 seconds for 90 percent of all priority Delta and Charlie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

Performance Data for Priority Echo Medicals

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

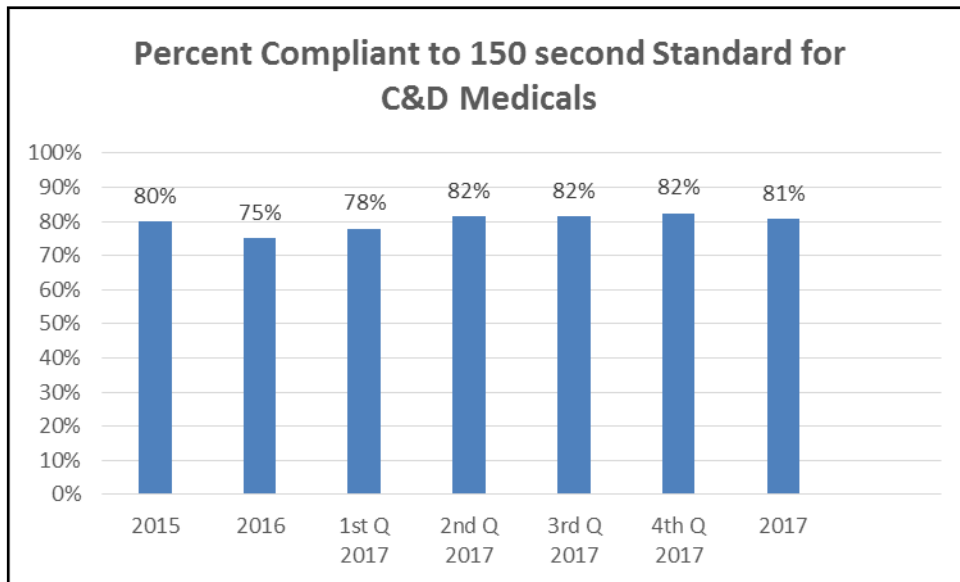
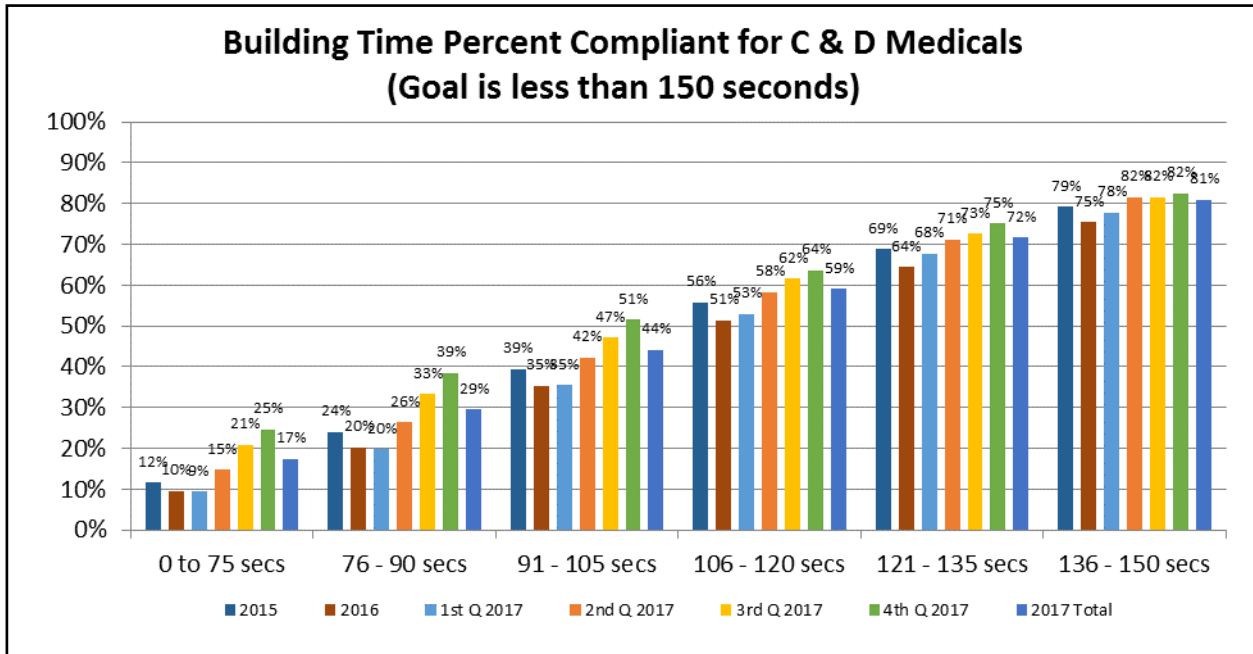


The “Echo” level emergency is the highest priority incident in the EMD system; it is used for patients who are identified from the beginning of the call-taking process as being in respiratory arrest or experiencing life-threatening breathing difficulties.



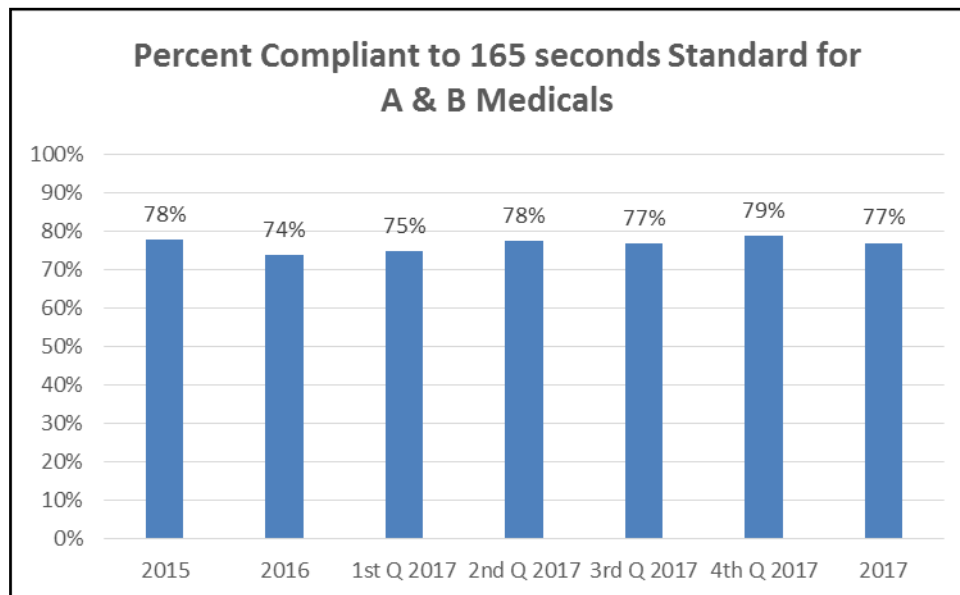
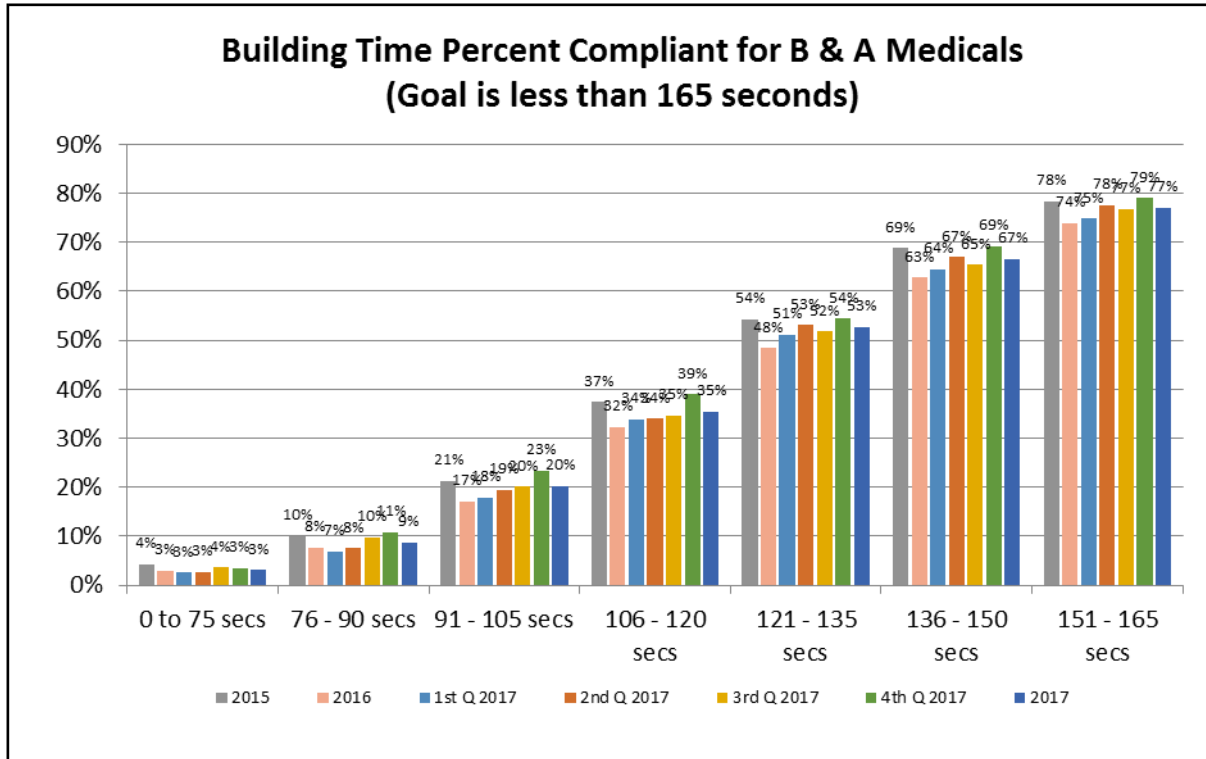
Performance Data for Priority D & C Medicals

- BUILDING TIME**—Elapsed time from E9-1-1 call pick-up to the point of radio dispatch in a maximum of 150 seconds for 90 percent of all priority Delta and Charlie (D and C) EMS incidents.



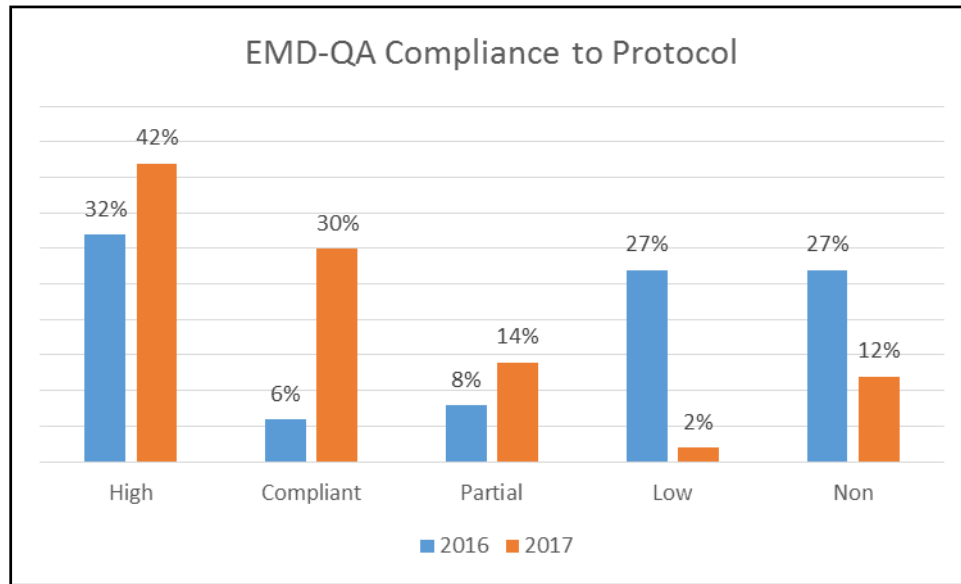
Performance Data for Priority B & A Medicals

- BUILDING TIME**—Elapsed time from E9-1-1 call pick-up to the point of radio dispatch in a maximum of 165 seconds for 90 percent of all priority Bravo and Alpha (B and A) EMS incidents.



Performance Data for EMD-QA Compliance

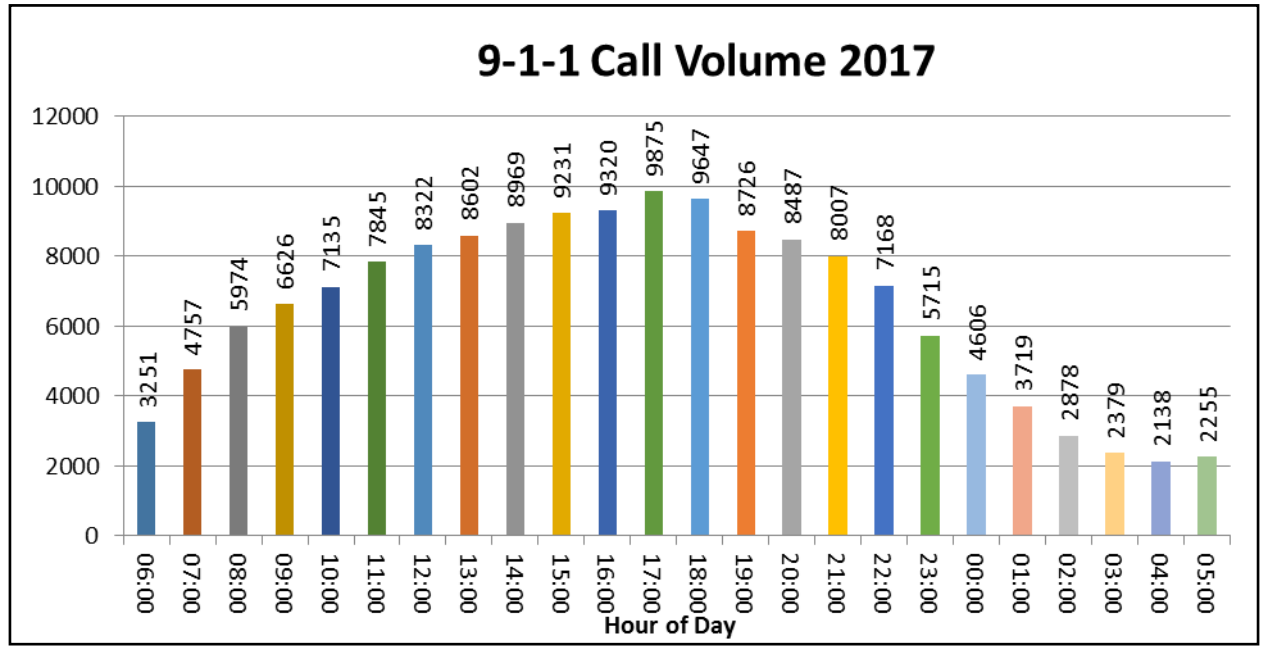
- **EMD COMPLIANCE**—EMDs are subject to up to four random reviews per month. The reviews are to determine the actual compliance to the Priority Dispatch EMD program.



The measurement of our EMD compliance is important so that medical calls are prioritized appropriately, allowing resources to be utilized as efficiently as possible. Vast improvement was made in this area: reducing our low and non compliant cases and increasing the high, compliant, and partial compliance calls.

Performance Data for 9-1-1

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



Performance Goal

For 2018, the Standards Team will look at data available in PremierOne CAD and look for ways to update the Standards of Excellence.

Code 2 Out, Code 3 In Reviews

In addition to random quality reviews of emergency medical calls, 100 percent of cases with a Code 2 dispatch priority and a Code 3 transport to hospital are reviewed. The results of these reviews are reported to the EMD QA Committee and the Fire/EMS Operational Policy Task Team. Out of 17,670 EMD calls processed, only 38 calls met this criteria.

Date	Incident Type	Findings
1/9/17	Sick person	Dispatcher error, under prioritized
1/13/17	Sick person	Proper EMD
1/18/17	Sick person	Proper EMD
1/18/17	Dr. Request	Dispatcher error, under prioritized
1/19/17	Sick person	Dispatcher error, under prioritized
1/20/17	Sick person	Dispatcher error, under prioritized
1/25/17	Seizure	Dispatcher error, under prioritized
1/28/17	Sick person	Proper EMD
2/8/17	Sick person	Proper EMD
2/18/17	Sick person	Proper EMD
2/21/17	Dr. Request	Proper EMD
2/27/17	Fall	Proper EMD
3/8/17	Fainting	Proper EMD
3/8/17	Sick person	Dispatcher error, under prioritized
3/9/17	Sick person	Proper EMD
3/12/17	Sick person	Dispatcher error, under prioritized
4/4/17	Fall	Proper EMD
4/8/17	Abdominal pain	Dispatcher error, under prioritized
4/15/17	Fall	Proper EMD
4/26/17	Sick person	Proper EMD
5/23/17	Sick person	Proper EMD
6/11/17	Fainting	Proper EMD
6/28/17	Sick person	Proper EMD
7/10/17	Psychiatric	Proper EMD

Code 2 Out, Code 3 In Reviews—Continued

7/22/17	Sick person	Proper EMD
8/1/17	Dr. Request	Proper EMD
8/2/17	Seizure	Proper EMD
8/4/17	Fall	Proper EMD
8/13/17	Dr. Request	Proper EMD
9/3/17	Sick person	Proper EMD
9/11/17	Sick person	Proper EMD
9/30/17	Burns	Dispatcher error, under prioritized
10/2/17	Sick person	Proper EMD
10/7/17	Sick person	Dispatcher error, under prioritized
10/11/17	Diabetic	Proper EMD
10/25/17	Sick person	Proper EMD
12/22/17	Sick person	Proper EMD

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