



Santa Cruz Regional 9-1-1

Annual Report

2019

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SCR9-1-1 Board of Directors



L-R: Jamie Goldstein, City of Capitola; Carlos Palacios, County of Santa Cruz; Matt Huffaker, City of Watsonville, and Martín Bernal, City of Santa Cruz.



Dana McRae, Santa Cruz County Counsel, has served on Santa Cruz Regional 9-1-1’s Board of Directors for over ten years. Dana retired the end of 2019 and we thank her for her years of service.

Contributors:

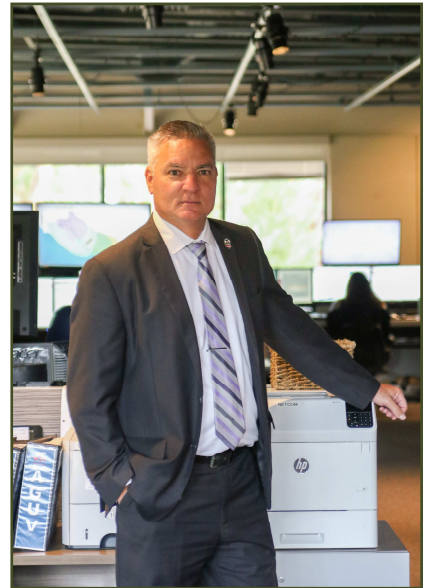
Dennis Kidd, Amethyst Uchida, Stephanie French, Wolff Bloss, Melody MacDonald, Sean Schorovsky, Tammy Spath, and Beth Wann

Message from the General Manager

Seconds Matter

Many years ago, we changed our name to Santa Cruz Regional 9-1-1 and during this process came up with a slogan to go along with our new name and logo. That slogan is *Seconds Matter*. It was quite a process to come up with as we wanted to convey that in 9-1-1 not only do seconds matter to our community who are calling us, but seconds matter to our organization in how we process emergencies. We live in a world of seconds. Our standards for processing times are measured in seconds. Dispatchers are expected to be able to gather enough information to process a high priority, life threatening emergency in 60-90 seconds.

During the past three to four years, our organization was focused on our biggest project ever - CAD replacement. During that time, we were unable to keep our Quality Assurance (QA) program as a high priority, so our times began to slip. In 2019, we decided it was necessary to get us back to our high compliance to our standards and we put our QA program as our highest priority. This was challenging as not only were we asking our staff to improve, but to do so while working with a new CAD system. This required all our dispatchers to “relearn” the main tool they use to do their job.



Dennis Kidd

Our dispatchers embraced this project and I am happy to report we made significant, steady improvements in all measurable categories! The full Annual Performance reports are located in this report’s Appendix.

For 2020, we will continue to provide QA feedback to ensure we keep up with our processing times, but will also begin to focus on the content of our work. This is a much more labor intensive process that requires listening and reviewing phone calls and radio traffic. While seconds matter, so does accuracy, so we are committed to this process for 2020.



Mission Statement

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

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

Santa Cruz Regional 9-1-1 Staff

Management Team

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

Operations and Support Services

Melody MacDonald, Operations Supervisor
Sean Schorovsky, Operations Supervisor
Tammy Spath, Operations Supervisor

Systems Division

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

Business Division

Beth Wann, Office Supervisor
Tina Bisgaard, Senior Administrative Assistant
Maria Wallen, Senior Administrative Assistant
Jake Guerrasio, Student Intern
Bailey Whittle, Student Intern
Lauren Walker*, Administrative Assistant

Public Safety Dispatch Staff

Senior Public Safety Dispatchers

Ashley Baldwin
David Brenner
Andrea Castro
Andrew Davidson
Lyndsay Farotte
Michael Krakowiak (ret)
Abigail Marizette
Teresa Minogue
Stephanie Sphar

Public Safety Dispatchers

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

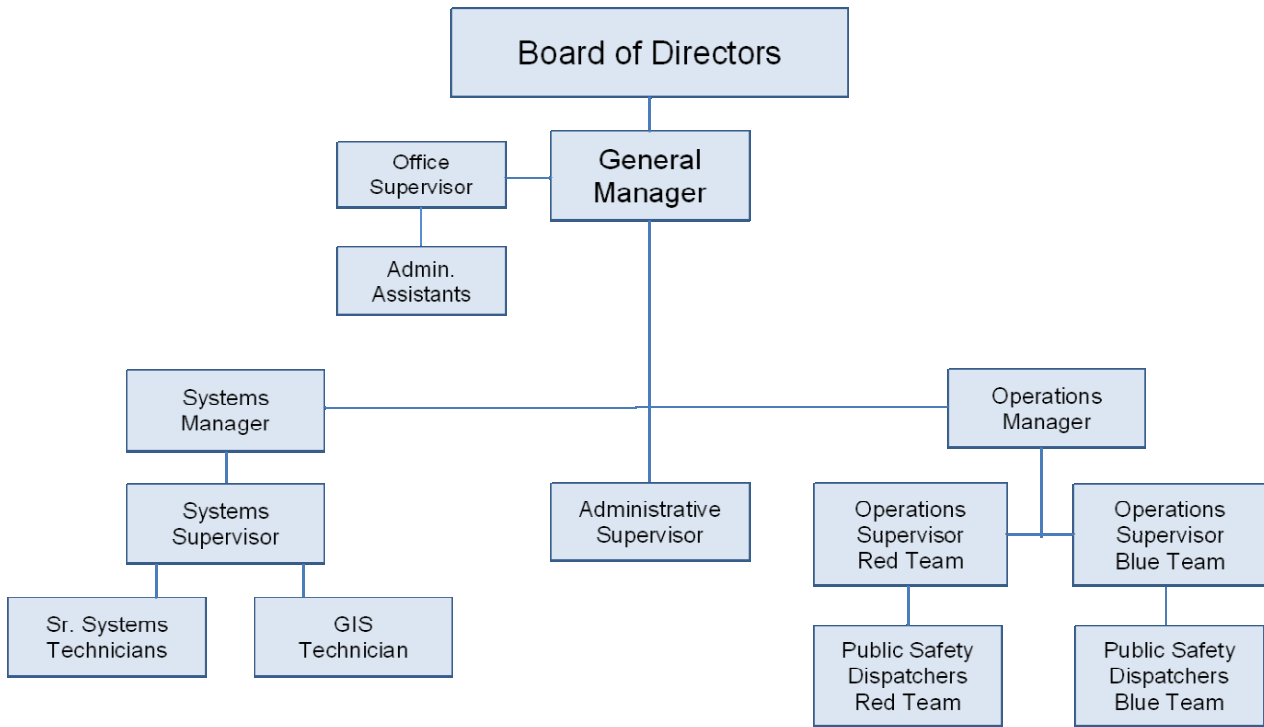
Samantha Preciado
Kimberly Rickabaugh
Ariana Rios
Kindra Rock
Areli Sanchez
Melanie Sherwood
Deanne Spencer
David Sumner
Billie Surran
Rose Torres
Felicia Vigil (Extra Help)
Paola Zepeda

Public Safety Dispatcher Assistants

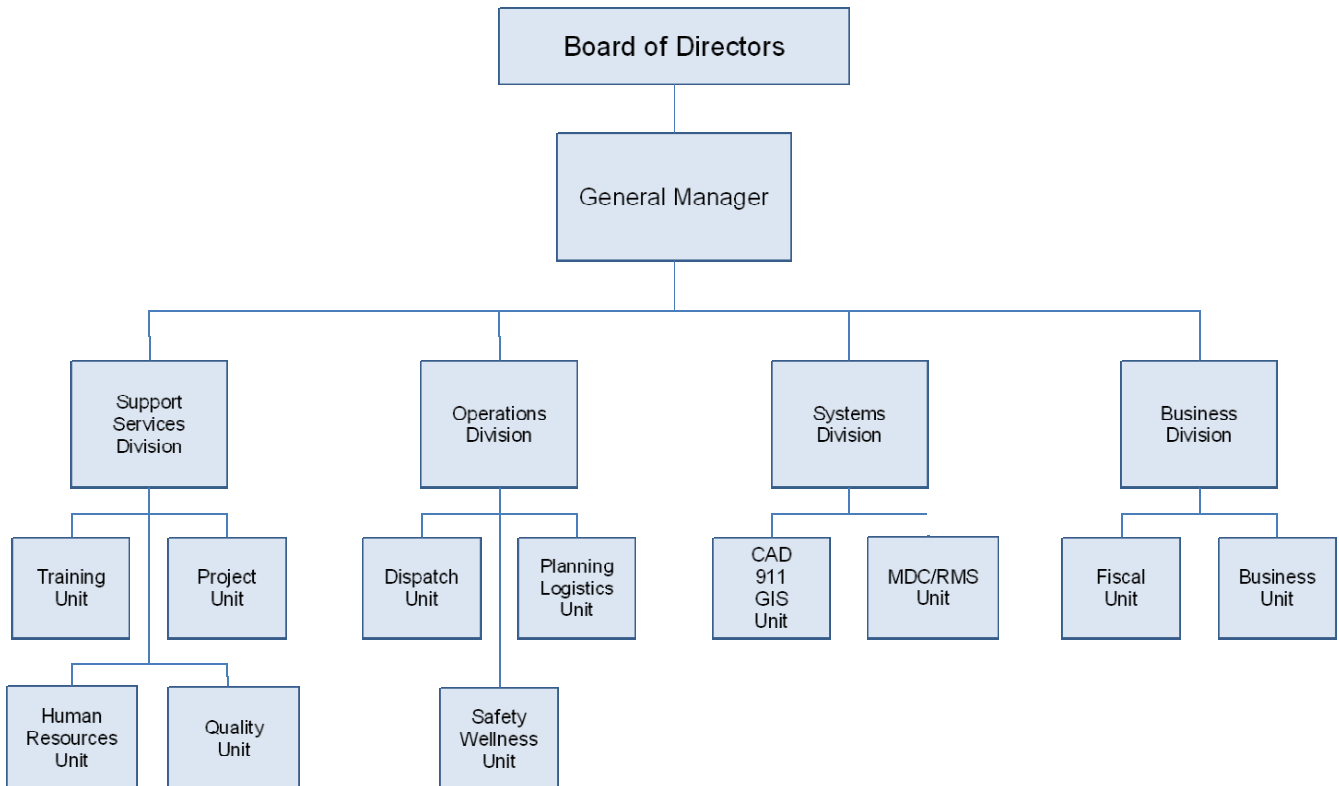
Sophia Barragan*
Anne Escobar
Bonnie Matas*
Paolina Valdez*
Ocean White*

(ret) - retired in 2019
*left employment in 2019

Organizational Chart



Program Reporting Structure





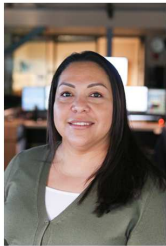
Dennis
General Manager



Amethyst
Systems Manager



Stephanie
Operations Manager



Abby
Lead, EMD, Law, Fire, CTO
Bilingual



Abigail
EMD, Law



Andrew
Lead, EMD, Law, Fire, CTO
Instructor



Anna
EMD, Law, Fire



Anne
EMD, Dispatcher Assistant



Annie
Lead, EMD, Law, Fire, CTO
Instructor



Areli - 2019 DOTY
EMD, Law, Fire, CTO
Instructor, Bilingual



Ariana
EMD, Law



Ashley
Lead, EMD, Law, Fire
Instructor



Bailey
Student Intern



Beth
Office Supervisor



Billie
EMD, Law, Fire, CTO



Birkett
EMD, Law



Chris
Law



Christina
EMD, Law, Fire



Cooper
Law



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



Dave S.
Law



Dee K.
EMD, Extra Help



Dee S.
EMD Law



Dillon
Law



Eric
EMD, Law, Fire



Felicia
EMD, Law, Extra Help



Gabriella
GIS Technician



German
EMD, Law, Fire, CTO
Bilingual



Gilberto
Senior Systems
Technician



Gina
EMD, Law, Fire, CTO



Jake
Student Intern



Jenn
EMD, Law, Fire, CTO



Jessica
EMD, Law



Joe
EMD, Law, Bilingual



Karen
EMD, Law, Extra Help



Kim
Law



Kindra
Law



Kristal
EMD, Law



Kristine
EMD, Law, Fire
Instructor



Lisa
EMD, Law, Extra Help



Lyndsay
Lead, EMD, Law, Fire, CTO



Maria
Senior Administrative
Assistant



Melanie
EMD, Law, Fire



Melody
Operations Supervisor



Nicola
Senior Systems
Technician



Paola
Law, Bilingual



Rose
Law, Bilingual



Sam
Law



Sean
Operations Supervisor



Sheena
Law



Stephanie
EMD, Law, Fire, CTO



Tammy
Operations Supervisor



Terri
Lead, EMD, Law, Fire



Tina
Senior Administrative
Assistant



Tom
Senior Systems
Technician



Val
EMD, Law



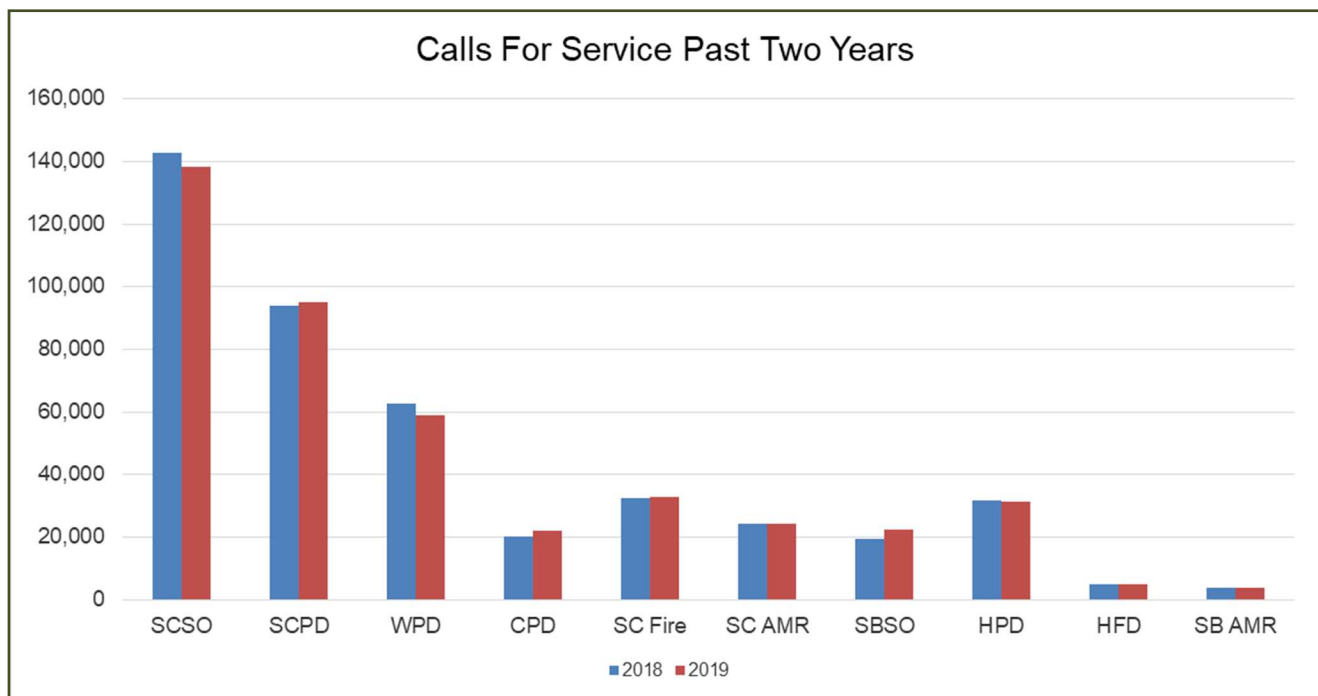
Wolff
Systems Supervisor

Photo Unavailable: Bonnie, Emily, Lauren, Mike F.,
Mike K., Ocean, Paolina, and Sophia.

Workload and Call Statistics

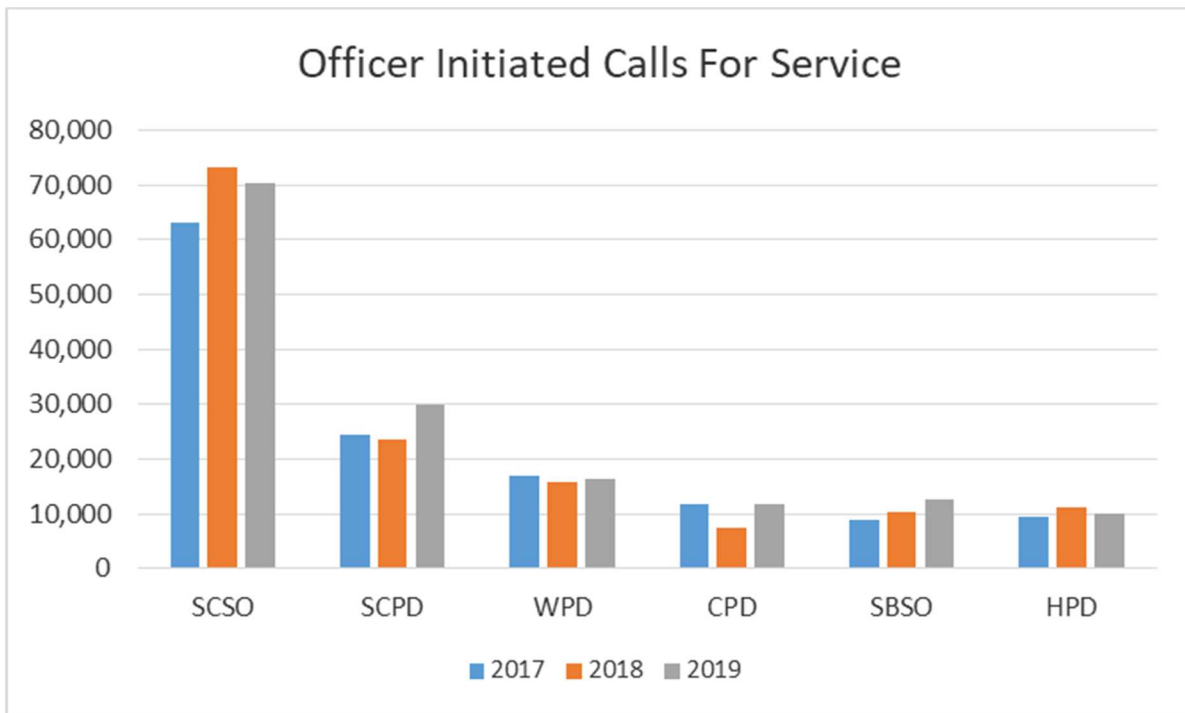
Calls For Service Agency Comparison*			
2018	2019	Agency	Annual Change
142,854	138,384	Santa Cruz County Sheriff's Office (SCSO)	-3.13%
93,952	94,931	Santa Cruz Police Department (SCPD)	1.04%
62,555	59,107	Watsonville Police Department (WPD)	-5.51%
19,972	21,995	Capitola Police Department (CPD)	10.13%
32,346	32,768	Santa Cruz County-Wide Fire	1.30%
24,141	24,052	Santa Cruz AMR	-0.37%
19,452	22,169	San Benito County Sheriff's Office (SBSO)	13.97%
31,683	31,394	Hollister Police Department (HPD)	-0.91%
4,871	5,018	Hollister Fire	3.02%
3,662	3,706	San Benito AMR	1.20%
3,400	3,540	Other	4.12%
438,888	437,064	Total Calls for Service	-0.42%

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



2019 CAD Officer-Initiated Calls for Service

<u>Name</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>% Change from 2018 to 2019</u>
Santa Cruz County Sheriff's Office (SCSO)	63,270	73,304	70,192	-4.25%
Santa Cruz Police Department (SCPD)	24,370	23,430	29,798	27.18%
Watsonville Police Department (WPD)	16,982	15,710	16,335	3.98%
Capitola Police Department (CPD)	11,768	7,571	9,857	30.19%
San Benito County Sheriff's Office (SBSO)	8,983	10,335	12,725	23.13%
Hollister Police Department (HPD)	9,327	11,083	9,982	-9.93%
TOTAL	134,700	141,433	148,889	5.27%

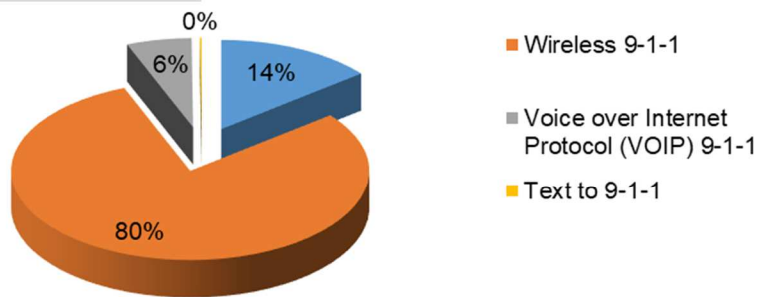
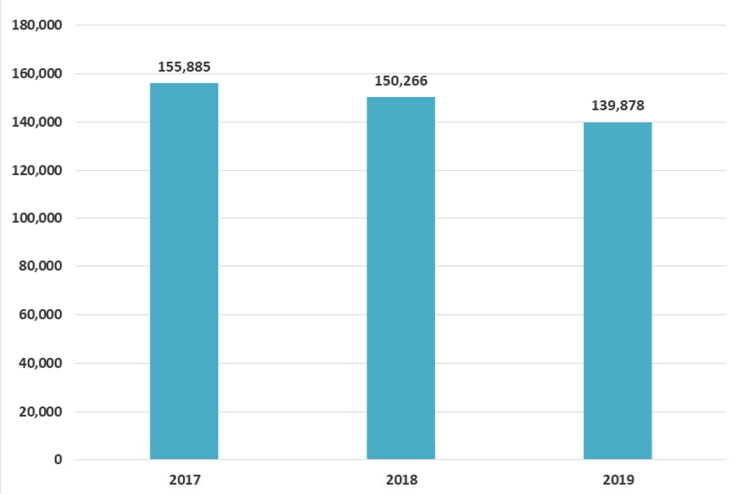


Total Phone Calls Handled and Processed

Type of Call	2017	2018	2019	Percent Change 2018 to 2019
Wired 9-1-1	28,456	23,743	19,981	-15.84%
Wireless 9-1-1	117,667	117,335	111,483	-4.99%
Voice over Internet Protocol (VOIP) 9-1-1	9,509	8,872	8,222	-7.33%
Text to 9-1-1	253	316	192	-39.24%
Total 9-1-1	155,885	150,266	139,878	-6.91%
10-Digit Emergency	38,097	35,660	35,835	0.49%
10-Digit Non-Emergency (Law)	171,903	169,688	166,151	-2.08%
10-Digit Other	252,112	229,523	217,821	-5.10%
Total 10-Digit Calls	462,112	434,871	419,807	-3.46%
Total Phone Calls	617,997	585,137	559,685	-4.35%

Emergency Phone

Total 9-1-1 Calls Answered



Authority Goals

Assessment of 2019 Goals

1. Focus on our core operational mission to include:
 - Completion of our CAD implementation project, including:
 - ◇ Development of User and internal real-time Dashboard displays
 - ◇ Completion of transitioning User reports to the new CAD P1 format
 - ◇ Continue to work with our Fire/EMS Task Team to be sure we are providing the service that our Fire/EMS Users want
 - Focus on our dispatch staff, including:
 - ◇ Implement our new Onboarding Plan
 - ◇ Find the “best practices” for P1 CAD with a goal of improving efficiency
 - ◇ Develop or verify current standards for our Quality Assurance/Quality Improvement program
 - ◇ Strive to reach the objectives identified in our revamped QA/QI program

ACCOMPLISHED About 25 additional reports for P1 were created in 2019, as well as three real-time Dashboard displays. The Dashboards created for internal use show call trends and performance information, while the User Dashboard for Fire Users provides at-a-glance information about current incidents and agency response times.

Through the Fire/EMS Task Team and an internal team of Fire dispatchers, it was determined that a group of specialized dispatchers needs to be assigned to the Fire/EMS positions on a regular basis to establish a command presence. Fire Dispatch Specialists have begun their deployment as of January 11, 2020.

We continued to utilize the P1 Workgroup—a team of dispatchers, supervisors, and systems staff—to identify areas for efficiency in the P1 CAD solution. For instance, new commands were programmed that simplified some complicated tasks. The group also identified best practices and workflow for dispatchers which standardizes the expectation of the field. The practices were reviewed at the agency-wide training days in November.

Our new Onboarding Plan was launched and implemented in 2019. As part of this plan, new employees are surveyed at 90 days and six months. The results of these surveys have provided useful information for our agency in

determining the orientation and training needs of our new hires.

In collaboration with the Users at task team meetings, performance standards were evaluated. There were no changes to Law performance standards. Based on the National Fire Protection Association (NFPA) standards, Fire made a change to what is categorized as a fire priority event. Those defined events have a new call-taking standard of being created in 60 seconds or less, with the User being notified in 90 seconds or less of call receipt.

2. Conduct an Employee Survey.

ACCOMPLISHED As per our three year survey rotation, in 2019 we surveyed our employees. We had a high participation rate with 43 of our employees completing a survey. Overall, the responses were excellent. What stood out was that zero of our employees indicated they did not enjoy their job and 93% said they may recommend this job to others! Highlights of the survey results can be found in the Appendix of this report.

3. Complete the Request for Proposal (RFP) process for a new consolidated Records Management System for Santa Cruz Sheriff's Office, Santa Cruz Police Department, Capitola Police Department, and Watsonville Police Department.

ACCOMPLISHED The RFP was completed and released in January 2019. Members of the task team (representatives from each participating agency and Systems personnel) reviewed, evaluated, and scored RFP responses. Systems Division then scheduled site visits and software demonstrations and coordinated the evaluation process. The team recommended procurement of the Inform RMS solution from TriTech/CentralSquare. Systems staff engaged the vendor in contract negotiation, including articulating the project's scope of work and finalizing costs.

The project was approved by our Board of Directors in September 2019 and kicked off in October 2019.

Statement of 2020 Goals

1. In an effort to improve employee health, launch our newly developed ergonomic plan and incorporate the training building-wide and in the new hire Academy.
2. Conduct a User Survey.
3. In order to support our multi-generational trainee dispatchers' emotional well-being, expand our Onboarding program. Anticipating the complex training modules they will encounter, and the challenges inherent in the career they have chosen, help prepare our trainees by:
 - Strategic check-ins
 - Communications Training Officer (CTO) feedback
 - Closer CTO oversight
 - More flexibility in training milestones and feedback
 - Judicious scheduling
4. Utilizing a project team consisting of all RMS User agency personnel and SCR9-1-1 Systems personnel, design, implement and configure the new CentralSquare RMS System to the point of a successful functional acceptance test in preparation for deploying the new RMS in 2021.

Emerging Issues

NextGen 9-1-1

There are a couple of emerging issues relevant to our agency and the 9-1-1 industry. The first and most exciting is the progress being made on NextGen 9-1-1. The state has the funds and is aggressively moving forward with a totally revamped method for delivering 9-1-1 phone calls to Public Safety Answering Points (PSAPs). The design of the system is extremely robust and redundant, and should virtually eliminate any possibility that 9-1-1 could fail. Along with the new network infrastructure, there are many operational advantages that come with the system. In our opinion, the two most exciting are "policy-based routing" and accurate location indicators. In our current system, wireless 9-1-1 calls are routed to the PSAP based on the cell tower they connect to. The current 9-1-1 system does a poor job of knowing exactly where the cell phone call is coming from. The new system will know where the cell phone is (like all the other location apps on your phone). This will greatly help dispatchers and reduce the time it takes to process cellular 9-1-1 calls, which are now 80% of our 9-1-1 calls. Currently the lack of precise location data leads to many 9-1-1 calls needing to be transferred to the correct PSAP. (Mostly this occurs between our PSAP and CHP). Policy-based routing is much more sophisticated and will route the call based on the actual location of the cell phone. For example, a shape can be drawn around Highway 1 and calls within the shape can be routed to CHP, while calls outside of that shape can be routed directly to our PSAP. NextGen 9-1-1 is currently slated to go live in 2021.

9-1-1 Phone Systems

The state provides funding for the phone equipment at our agency and currently allows for us to update our phone system every five to seven years. This involves a lot of equipment in our server room and on-site maintenance provided by the phone vendor. If there is an equipment issue, the time needed for a service tech to respond could be lengthy. The state 9-1-1 office has determined that all future system purchases will be "cloud based". It is our opinion this is a great benefit to our agency. Having the system in the cloud will allow for ease of maintenance, redundancy, simpler software upgrades, and less power consumption. We are due for our phone replacement in 2021.

Operations Division

PremiereOne CAD

On April 17, 2019, we celebrated our one year anniversary of our CAD upgrade. We have moved out of the honeymoon phase and we continue to grow our relationship with our primary tool, PremiereOne (P1) CAD. The P1 Workgroup continued its work in developing best practices and outlining work flow so that the dispatchers can accomplish their tasks with efficiency and consistency. Changes we implemented are intended to enhance all users' experiences. Some of the group's accomplishments include:

- Created several custom CAD commands for all disciplines. CAD commands are a combination of key strokes that execute a particular process related to call creation, dispatching, and unit tracking. The new commands were created in order to minimize the number of key strokes needed to complete a process. For example, posting a unit on Fire/EMS took 19 key strokes. With the new command, it has been reduced to 11. In a dispatcher's world, any reduction in keystrokes adds exponentially to their efficiency.
 - ◊ EMS - 48 commands
 - ◊ FIRE - 15 commands
 - ◊ LAW - 3 commands
- Created standard CAD fields so that both dispatchers and responders can expect to find what they are looking for in the same place every time.
- Added CAD status monitors to bring forward critical information to the dispatcher's view without them having to interact with the system.

We are anticipating a software upgrade to CAD in late spring of 2020 at which time the P1 Workgroup will reconvene and evaluate the system.

Mentoring Program

The Operations Division took a *whole person* approach to its staff this year with the wellness of the employee, both work and personal, being forefront. One-third of our staff has less than five years on the job. For our newest employees, their primary focus has been learning new tasks related to their position. For those who have been here five years or more, they are more settled and



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

comfortable in their position but eager to learn more. The Operations management team wanted to engage with our employees more often and work in collaboration to design a tailored mentoring program to work towards achieving each individual's goals. The intent was to promote both personal and professional development, provide opportunities for check-ins with their supervisor, and work together in creating and achieving goals. A major theme was helping employees find a work/life balance. For some, that meant scaling back the employee's participation in extracurricular tasks. The conversations were valuable because it helped the agency to redesign how task teams are formed and the length of commitment required. Instead of a yearly commitment to a team, project-based teams were built. A project-based team meets for a short, focused amount of time instead of a continual basis and works on a single project until it's completed. Some may be just a couple of meetings, others a few months.

Employee Feedback

One of the most valuable forms of feedback for an employee is their annual evaluation. Unfortunately, at the start of 2019, 25% of Operations' evaluations were past due. The Operations Management Team developed and implemented an alerting system to allow for on-time delivery of employee evaluations. Additionally, a data collection system was created to allow for truly personalized work content to be incorporated into the evaluations. This body of work could include kudos from peers, outstanding performance as a call-taker or radio dispatcher, ways the employee went above and beyond, and any performance improvement plans. As of this date, ALL employees have received an "on-

time” evaluation.

The ratio of dispatchers to supervisors is 18:1. Despite this, supervisors did an incredible job of keeping up with timely feedback, including evaluations and making every interaction a quality one. Evidence of this is found in the Employee Survey published in the Appendix of this report.

RapidDeploy

On November 24th, the center processed a cellular 9-1-1 call from a very disoriented caller who could not provide their location and was only able to answer “yes” or “no” questions. Using RapidDeploy, a situation awareness tool the center implemented in June, the dispatcher was able to accurately locate the caller down to the exact address within seconds of answering the call. An officer was dispatched to the address and found the caller who had just come out of a seizure. Fire/EMS resources were requested and dispatched and ultimately transported the patient to a local hospital.

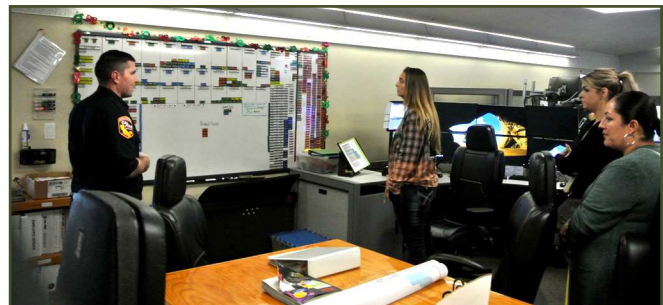
Prior to RapidDeploy, dispatchers would go through a several step process, sometimes taking as long as 10 minutes to ping the phone for updated location data. Depending on the service provider and age of the phone, the accuracy of the location could have low percentages of certainty, sometimes never getting the actual location of the phone, just the cell tower that delivered the call. If the caller is in motion, RapidDeploy provides timely updated location information leaving a trail for responders to follow. This is invaluable when looking for a lost hiker or someone who is unable to communicate their location. RapidDeploy is now the primary tool used to locate cellular callers when they cannot provide a location, saving efforts of the dispatcher and shaving off minutes on the response time of the User.

Fire Dispatch Specialist (FDS)

Fire/EMS dispatching is one of the more complicated disciplines of a dispatcher’s duties. Fire/EMS has customized responses for every incident type and varies from department to department. Although CAD is the primary tool used to recommend a response, our Users have asked us to modify the recommendation, if the dispatcher believes they can enhance the response. Sometimes the response needs to change based on variables that cannot be factored into CAD recommendations. The final assignment is made by the dispatcher,

allowing them to customize each response based on their expertise and experience.

A dispatcher utilizing their intuition and discretion can enhance the response of any call. A specialized group of dispatchers, Fire Dispatch Specialists (FDS), will be identified every shift period—whose primary function will be to work the Fire/EMS radio(s) a majority of their deployment. This focused time will give them the skills and confidence needed to be proactive and innovative. The FDS may make command-like decisions before an incident commander arrives on scene. As the receiver of all Fire/EMS calls for two counties, we have a lot of situational awareness of a call before responders arrive. As such, we may be in a good position to make decisions about a response and consult with the Battalion Chief on our plans before putting them into motion. We are working in collaboration with our Users to develop our abilities in making these early decisions. Dispatchers are going out on ride-alongs, Users are hosting training classes for our dispatchers to attend, and the group is meeting on a regular basis to review calls and predictable scenarios.



Fire Dispatchers Kristal Higgins, Sheena LaMar and Areli Sanchez visit the CalFire Felton Emergency Communications Center

Dispatch Unit – Significant Events

In emergency services, anything can and does happen. While consistent, composed handling of emergencies is the norm in our dispatch center, the following are samples of the variety of significant incidents encountered throughout 2019:

February 9 - At 1724 hours, **Michael Krakowiak** received a 9-1-1 call from a kayaker on the San Lorenzo River reporting a near drowning. The caller was only able to provide a vague location and further reported that his friend and fellow kayaker had been caught underwater in debris. The caller was able to pull his friend from the water, initiate CPR, and then called 9-1-1. Krakowiak quickly created a call for service in the general area and, as the Fire Dispatcher, quickly dispatched Santa Cruz Fire, Felton Fire, and AMR to the area. Expertly utilizing mapping and cellular phone technology, Krakowiak relayed updated location information to responding crews while providing guidance to the caller. CalFire, Santa Cruz Sheriff's Office, Ben Lomond Fire, and Coast Guard Helicopter resources were requested to assist. Ultimately, crews were able to successfully locate and rescue both the caller and his friend from the shores of the storm-swollen river. Dispatchers Krakowiak and **Annie Castro** were recognized by the Santa Cruz County Board of Supervisors for outstanding EMS service for their part in this life saving event. Dispatchers **Anna Kiff**, **Eric Mello**, **Lisa Oberdorfer**, **Jennifer Maggio**, **Joe Guerrero**, and **Jessica Ewing** also supported this event.



Pictured above is the survivor of the swift water rescue, along with the State Park Ranger and Mike Krakowiak who assisted in his rescue.

February 13 - Days of significant rainfall and high winds precipitated a significantly busy day for emergency services in both Santa Cruz and San Benito Counties. In addition to the typical calls for service, some of the extraordinary events are outlined below. The team of dispatchers handled a high volume of calls for storm-related issues including trees and wires down and flooded roadways.

- CodeRED emergency notifications were sent to citizens to inform them of imminent flooding in Paradise Park.
- CodeRED emergency notifications were sent to citizens in Felton to notify them of live wires taken down by a large tree blocking roadway egress.
- A structure fire on Prune Street in Hollister resulted in an injury and displaced multiple residents.
- Northbound Highway 17 was closed due to a large tree falling down on top of a semi-truck.
- A suicidal male jumped a fence onto Santa Cruz County Jail property, climbed on the roof and evaded rescue attempts, only to be arrested after a jump from the roof causing minor injuries.

Kudos to the teams of dispatchers on duty for this extraordinary day: **Ashley Baldwin**, **Ariana Rios**, **Dillon Corley**, **Andrew Davidson**, **Annie Castro**, **Paola Zepeda**, **Gina Loftin**, **Emily McKim**, **Dee Kenville**, **Mike Krakowiak**, **Dave Sumner**, **Kristal Higgins**, **German Flores**, **Stephanie Sphar**, **Kristine Ebersole**, **Anna Kiff**, **Billie Surran**, **Christina Corral**, **Abigail MacMullan**, **Chris Norlin**, **Abby Marizette**, and **Samantha Preciado**.

April 24 - At 0548 hours, **Stephanie Sphar** processed the initial 9-1-1 call reporting a house on fire on Bright View Court in Watsonville. Additional 9-1-1 calls streamed in and were processed by **Eric Mello**, **Billie Surran**, **Dave Sumner**, and **Kristal Higgins**. Fire Dispatcher Surran updated responding Fire units with information relayed from citizens by team members. The fifth 9-1-1 call, received less than two minutes after the initial call, was from a resident who was directed to evacuate with all family members. PG&E representatives were requested and law enforcement was notified, all of this occurring within four minutes of the initial 9-1-1 call. Watsonville

Dispatch Unit – Significant Events

Fire arrived on the scene less than seven minutes after the initial call to find a two-story condominium on fire, along with a flaming vehicle in the driveway. Additional resources were requested, including Watsonville City Code Enforcement and the Red Cross, to provide emergency housing and assistance to the two families (10 total people) who were displaced from their homes but unharmed.

April 26 - At 0413 hours, **Dave Sumner** received the initial 9-1-1 call reporting a fire at the Surf City Inn and Suites. Fire Dispatcher **Andrew Davidson** quickly dispatched fire resources. Multiple subsequent 9-1-1 calls were received reporting a fire inside of a room on the second floor. The team of dispatchers—which also was made up of **Eric Mello**, **Rose Torres**, and **Christina Corral**—efficiently processed incoming calls while Davidson provided updates to responding fire personnel. Corral dispatched Santa Cruz Police officers to the area to assist initially with crowd control and, upon their arrival, they began evacuations of threatened rooms and frightened guests. The fire department rapidly searched for any occupants in need of rescue and worked to extinguish the fire. The five dispatchers provided an excellent example of high level teamwork and multitasking.

May 3 - **Lyndsay Farotte** received the initial 9-1-1 call reporting a vehicle had collided with the back of a semi-truck on Highway 156. Fire Pod partner **Sean Schorovsky** completed the initial dispatch as Farotte gathered further information; the vehicle was underneath the semi-truck with multiple occupants possibly entrapped. Responding crews were updated and an air ambulance was requested based on information provided prior to arrival on scene. Farotte resumed her assigned dispatch duties and coordinated the response including Hollister Fire, American Medical Response (AMR), CalFire, CALSTAR, and CHP resources. Hollister Fire arrived and found three patients, two of which were small children, and one adult who were trapped inside the vehicle and requiring extrication. Two additional air ambulances and an additional ground ambulance were requested. As support dispatchers worked to fill these requests, Farotte worked with field crews to determine safe landing zones for the

three incoming air resources. All three patients were flown to area trauma centers.

May 9 - At 1846 hours, **Melanie Sherwood** answered a 9-1-1 call from a male reporting two females robbed him at knifepoint near the Plaza in Watsonville. Sherwood created a priority call for service in less than a minute and **Joe Guerrero** quickly dispatched multiple officers. Sherwood was able to gather pertinent information including specific descriptions and direction of travel for the two suspects, which Guerrero relayed seamlessly to responding officers. Officers were in the area and located subjects matching the suspect description at 1849 hours, only three minutes after receipt of the original 9-1-1 call. After a brief scuffle with the suspects, officers detained and arrested both for felony charges.

June 12 - At approximately 1324 hours, one of our newest employees, **Dee Spencer**, answered a 9-1-1 wireless call with sounds of distress on the line, but an unknown location. She quickly created a high priority call for service to be dispatched and utilized technology within the phone system to continue to narrow down the location of the caller. Dee was able to obtain a location within a radius of 122 meters for the deputies to search. **Gina Loftin** immediately dispatched two Santa Cruz Sheriff's deputies to the general area and updated them with additional, specific information as it was provided. This incident escalated very quickly as deputies arrived to interrupt an assault with a deadly weapon in progress. The suspects fled the location and dispatchers received and filled requests for assistance from State Parks, CHP, SVPD, and SCPD, in addition to coordinating the response of numerous responding SCSO deputies. Loftin maintained a calm voice on the radio, repeating vital officer safety and access information to all incoming units. **Christina Corral** immediately covered the county mutual aid radio channel and worked in conjunction with Loftin to coordinate the massive response. The CodeRED emergency notification system was utilized by dispatchers to send a message to the public about the situation. The team of dispatchers fielded incoming calls and quickly relayed time sensitive witness information to the growing number of law enforcement officers engaged in the incident. This monumental team effort resulted in the arrest of two suspects for multiple felony charges. Kudos to the team of

Dispatch Unit – Significant Events

dispatchers supporting this event: **Kindra Rock, Abigail MacMullan, Kim Rickabaugh, Ashley Baldwin, Joe Guerrero, Abby Marizette, and Billie Surran.**

August 7 - At 1527 hours, a request for emergency medical aid at the Santa Cruz County Jail was processed by **Kim Rickabaugh**. Fire and EMS resources were dispatched by **Kristine Ebersole** to the incident which quickly escalated. As initial units arrived, they encountered more than one patient ill due to unknown hazardous material exposure, later determined to be fentanyl. Eight patients were transported to area hospitals and the Santa Cruz Hazardous Materials Interagency Team (SCHMIT) responded, along with County Environmental Health representatives, to identify and deal with the hazard. This event was complicated further by its location, requiring much logistical support and coordination of multiple agencies handled by a team of dispatchers including: **Kindra Rock, Melanie Sherwood, Anna Kiff, and Michael Birkett.**

August 14 - At 0051 hours, Spanish-speaking dispatcher **Rose Torres** received a call from a Spanish speaker reporting subjects wearing masks outside of his residence, in an apple orchard. **Cooper Heberer** dispatched Santa Cruz Sheriff's deputies and relayed updated information that the subjects were attempting to steal a vehicle. **Lyndsay Farotte** called CHP to assist with the incident and researched prior incidents. Torres provided updated descriptions of the suspects while also notifying the Watsonville Police Department of the incident, as this was occurring close to the city limits. The first deputy arrived on scene and the suspects immediately fled on foot into the orchard. Watsonville Police responded along with additional deputies. Heberer switched the multi-agency incident to the county mutual aid channel. Following the initial foot pursuit, a perimeter was set around the area to attempt to locate the suspects. Prompt relays of information across jurisdictions, consolidation of communication, and detailed documentation was supported by the team of dispatchers above and included: **Samantha Preciado, David Brenner, and Stephanie Sphar.**

October 26 - At 1800 hours, **Christopher Norlin** processed the initial frantic call reporting a fire inside an apartment. The call was efficiently created only 47 seconds after initial receipt by Norlin and promptly dispatched by **Annie Castro**. Prior to fire department arrival, the team of dispatchers on duty processed many hysterical calls from residents of the large apartment complex, trying to urge them to safety and gather important information to relay to responding units. Within only seven minutes of the initial 9-1-1 call, fire crews arrived and encountered a chaotic scene. Supported by Fire Dispatcher **German Flores**, Castro tracked requests and maintained logistic support for multiple resources on scene. After over an hour, the fire department was able to completely extinguish the fire, which caused significant property damage and displaced two families. Kudos to the team supporting this event: **Ariana Rios, Samantha Preciado, Paola Zepeda, and Jennifer Maggio.**

Mass Casualty Incident (MCI)

Mass Casualty Incidents (MCI) may be caused by an active assailant, natural disaster, or other large scale emergencies. MCIs are generally defined as incidents which can overwhelm the day-to-day emergency medical response system. Special procedures are in place for the handling of such incidents. Thankfully, these types of incidents are infrequent. However, they do occur.

August 28 - At 0300 hours, **Melanie Sherwood** received a call from CHP dispatch advising that CHP officers were pursuing a vehicle that was failing to yield at a high rate of speed, and that the vehicle was entering Capitola. Sherwood processed the initial information and **Lyndsay Farotte** quickly broadcast the information to Capitola Police officers who responded to assist. The vehicle then was involved in a high speed accident with occupants thrown from the vehicle and others trapped inside. As officers provided updates of the chaotic scene, Sherwood quickly created and dispatched an incident for Fire and EMS response. Further updates came in from law enforcement on scene rendering aid and were relayed by Farotte. Three subjects were trapped in the vehicle and a total of six patients in need of aid. Additional resources were requested and an MCI was declared.

2019 Commendations

Stephanie Sphar, Areli Sanchez, and David Brenner worked cohesively with Sherwood and Farotte to fill multiple requests, provide updates, and make multiple notifications to support the handling of this overwhelming event.

October 6 - At 1902 hours, **Anne Escobar** received a call from CHP dispatch reporting a two-vehicle crash on Highway 156 and quickly created a call for Hollister Fire and AMR response, which was dispatched by **Anna Kiff**. Escobar received an update from CHP reporting a second crash had occurred and possibly eight individuals were injured. Kiff relayed the update and, per a request from the field, **Jennifer Maggio** initiated contact with CALSTAR to begin checking weather and identifying their availability to respond, along with dispatching San Benito Sheriff's deputies to assist. **Areli Sanchez** received a call from an involved party advising his vehicle had four injured occupants, including two juveniles. Hollister Fire arrived on scene to find three vehicles involved in the accident, immediately identifying major injuries. Incident command identified eight patients total, declared an MCI, and requested three additional ground ambulances and additional fire resources. Sanchez and **Annie Castro** made multiple notifications and requested CHP to shut down all westbound traffic on the highway. Additional ground and air ambulances were requested directly to the scene, alternate landing zones were established, and coordination with area hospitals occurred simultaneously. Kiff relayed pertinent updates and concisely documented the incident throughout. Ambulances responded from Santa Clara, Santa Cruz, San Benito, and Monterey counties along with two air ambulances to transport the patients to area trauma centers. High level teamwork was utilized to communicate effectively with multiple dispatch centers, make notifications in a timely manner, and establish proper lines of communication to this large scale incident.

January 7 - As an Emergency Medical Dispatcher (EMD), **Abigail MacMullan** answers calls for other dispatchers who are not trained to process medical calls. On this day, she received a call from a caller frantically saying "he's dying, he's dying, what should I do?" Within 25 seconds of answering the call, MacMullan determined exactly what happened and reassured the caller that help was already on the way. Within 30 seconds, she had the patient positioned on the ground to begin mouth-to-mouth instructions. MacMullan ensured that the caller stay with the patient and deliver life-saving assistance until the fire department arrived. Because of her quick, appropriate actions, crews were able to continue CPR on the patient, get pulses back, and transport to the hospital. MacMullan's responsiveness and knowledge of medical protocols helped to save his life. MacMullan was recognized for her excellent life-saving skills at the Employee Recognition Event in October.

January 17 - **Rose Torres** answered a 9-1-1 call from an 11 year-old child reporting noises heard inside their apartment. Furthermore, the child told Torres that she and her nine year-old brother were home alone. Torres quickly created an occupied burglary call with a clear and concise initial line of comments. During this 14-minute phone call, Torres kept the child caller on the phone, constantly reassuring her, and explaining what would happen next. Torres also had the instinct to ask the child for her name and age, and was able to tailor her questions and instructions in a manner that the caller could understand. Torres was commended for the level of care and concern demonstrated during this call; and what made this incident stand out even more, is the fact that she had only six months of training under her belt when this happened.

February 5 - At 2124 hours, a 9-1-1 call was received from a six year-old child reporting a possible seizure. **Anna Kiff** was able to keep the child on the phone and reassure her that help was on the way. Kiff could hear a male moaning in the background and he was able to articulate that he had a seizure and was fine. Using her extensive prior emergency medical dispatching background, Kiff continued resources to check on him, and the patient was

subsequently transported Code 3 to the closest hospital. Additionally, primary Santa Cruz County Sheriff's Office Dispatcher **Gina Loftin** promptly dispatched two deputies to assist responding fire and EMS crews, knowing that the location of the call placed it in a more rural part of the county. Deputies arrived prior to the fire department and were able to confirm the information that Kiff had gathered. They requested the resources continue to the scene. Kiff was commended for her outstanding customer service and handling of this call. 9-1-1 calls from children reporting true emergencies are emotionally and technically difficult because oftentimes the caller cannot clearly articulate the problem or location. In this case, Kiff and Loftin both relied upon years of experience to recognize an urgent situation and ensured proper help was dispatched.

February 26 - Michael Birkett answered a cellular 9-1-1 call from a female whispering "help me". The caller would not provide her address and was unable to answer yes/no questions. Birkett could tell that it really sounded like the female could not talk and he could hear a male voice in the background. **Ashley Baldwin** suggested Birkett ask if the caller could text 9-1-1 and received no response. After the call terminated, Baldwin immediately started a text message conversation from the iPad and was able to get the caller to respond by "dropping a pin" to share her location. Hollister Police Department responded, found the female caller, and was able to safely transport her out of the unsafe situation. Both Birkett and Baldwin were commended for their "out of the box" thinking and using technology to find the caller's exact location.

March 1 - At 1433 hours, **Sean Schorovsky** answered a wireless 9-1-1 call with sounds of groaning and possible breathing problems. Schorovsky quickly launched a Code 3 medical call with an approximate location based on the latitude and longitude of the cellular phone. He also documented this information 90% accurate within 32 meters. Schorovsky continued to research and find a physical address by searching CAD records for the phone number and located prior calls with a specific address and apartment number. Based on this information, fire and EMS crews were able to quickly locate a patient with seizure history at the exact address that Schorovsky had located. Schorovsky was commended for reassuring the non-responsive caller that help was started and using available resources to locate the correct address.

May 22 - Kristine Ebersole was commended for going above and beyond her assignment as Dispatcher Staff Representative. Ebersole proactively served in this role and provided a conduit for issues affecting dispatchers to be discussed at the staff level. She brought sensitive, difficult issues to the table and, oftentimes, solutions with them. Ebersole consistently followed up by sending out written communication to the dispatchers and highlighting news in a direct, fun, and balanced manner.

May 23 - Sergeant Carter Jones of Santa Cruz Police Department commended the exemplary performance by Santa Cruz Regional 9-1-1 during an occupied residential burglary that occurred on March 21 at approximately 1758 hours. **Kindra Rock** began coordinating resources, communicating with UCSC Police, and triaging other calls for service. Due to the remote location of this incident, there were communication issues with the radios and there was difficulty communicating between UCSC Police and Santa Cruz Police, even though officers were only a couple hundred feet from each other. Sergeant Jones further stated, "Her ability to dispatch this call, coordinate resources, relay critical information, and communicate all my on scene requests to the command post was nothing short of remarkable...The dispatching and communication during this event was some of the best I've experienced on a priority call for service during my seventeen years of law enforcement." Jones further wrote, "We agree that Rock and her team should be commended for their exemplary work."

May 24 - Abigail MacMullan received a letter of appreciation from one of her peers. MacMullan specifically was recognized for meeting and exceeding every standard as a Successful NetCom Employee. Her multi-tasking abilities, room awareness, and team player attitude make her an asset to every team. MacMullan also participated in the P1 CAD Group and trained her team on best practices that this team developed. MacMullan is known for showing up to every shift with a positive attitude and readiness to plug in and go!

June 12 - Several employees were commended for their handling of a reported home-invasion robbery. This incident was highlighted in the significant incidents section and deserves additional recognition for specific actions taken by dispatchers. Starting with **Dee Spencer** and her CTO **Billie Surran**, a priority law call was quickly created based on

the sounds they overheard on the phone call. Spencer documented specific information about what she heard, including a number of voices and the sounds of “zip-ties.” **Gina Loftin**, SCSO dispatcher, immediately dispatched two deputies. The incident escalated fast, and Code 3 cover and assistance were requested from State Parks, CHP, Scotts Valley Police, and Santa Cruz Police, as deputies relayed this was an assault with deadly weapon. Loftin called out specific recognition to **Christina Corral** “for immediately taking SCSO Red and coordinating the cover units. Her take charge attitude allowed me to focus my attention to SCSO Blue for the units on scene.”

Loftin said it best: “This is a perfect example of how incredible my co-workers are at what they do. Thanks to my highly skilled team, it became organized chaos on the floor and just reiterates the level of teamwork it takes to provide our officers the highest level of service.” Few actions speak louder than praise and recognition from one of your peers. The entire team was commended for their role in this dangerous incident.

August 12 - At 2126 hours, **Kristine Ebersole** answered a 9-1-1 call requesting an ambulance for a four-year old child who was choking on a penny. Using the Emergency Medical Dispatching (EMD) protocols, Ebersole gathered information to determine a partial airway obstruction was present. With her vast experience and knowledge, Ebersole knows these types of situations can change quickly and she stayed on the line for almost 25 minutes. During that time, the child began to have difficulty breathing and that information was relayed to responders who upgraded their response to Code 3. Many times during the call, Ebersole reassured the father and provided calming statements that help was coming. Ebersole was recognized for her customer service and handling of this call during the Employee Recognition Event in October.

December 20 - At 2309 hours, **Rose Torres** received the initial report of a suicidal subject and within 14 seconds dispatched multiple Hollister Police officers. Torres updated units with detailed information and clearly documented their search for the subject. The officers, being unable to locate the subject, requested to contact the missing subject’s cell phone provider and obtain a GPS location of his cell phone. Torres contacted the provider and when the location was received, she determined it was well outside the city limits. Torres created a call

for the Sheriff’s office and dispatched a deputy. Torres was proactive in communicating all information that was available and directing resources to attempt to locate the subject in a rural area in the middle of the night. Deputies responded to the area of the GPS coordinates and, only 90 minutes after receipt of the initial call, located the suicidal subject’s vehicle parked on the side of the road. The engine was running and a hose was attached to the exhaust, leading into the vehicle where the subject was found unconscious. The deputies on scene removed the subject from the vehicle and Torres quickly created a call for EMS to respond. The subject regained consciousness and was transported to an area hospital. Torres’ persistence, quick action, and assertiveness had a direct influence on this subject’s survival.



Public Safety Dispatcher Rose Torres takes a moment to be celebrated while working a shift on her birthday.

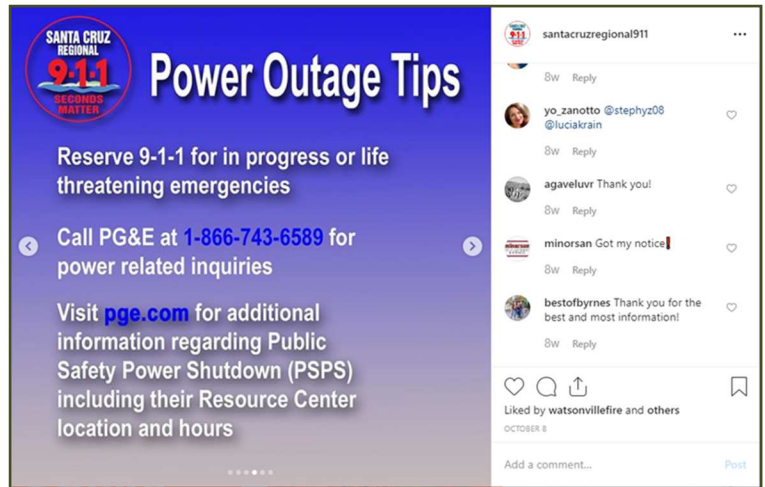
PG&E Public Safety Power Shutoff (PSPS) Events

In early 2019, we were notified by PG&E of certain situations where they would de-energize their power lines in high fire risk areas when high, gusty winds combined with low humidity were present. Their concern are energized lines in those conditions that could spark a wildland fire. If this did occur in our counties, there were a lot of unknowns, including how many customers would be without power and for how long.

Initial internal conversations were to understand an event like this better: How much time will we have to prepare? What current systems do we have available to us to utilize during an event? How can we prepare our building and our employees for an event?

In October, PG&E notified us of a potential de-energization that would impact Santa Cruz County. We had a few days to prepare. During that time we participated in thrice daily conference calls hosted by PG&E. As the events drew closer, Santa Cruz County OES also executed their own daily conference calls. We created an emergency checklist for our employees to prepare for a power outage at their own homes while away at work. We also created checklists for our building: generator troubleshooting, manual processes for electronic devices (parking lot gates), and specific operational changes related to these events.

To help our community stay informed, we ramped up our social media posts with helpful resources. We posted daily with initial tips similar to what we shared with our employees, in addition to PG&E's Community Resource Centers and a PG&E phone number to call if the community had specific PSPS questions.

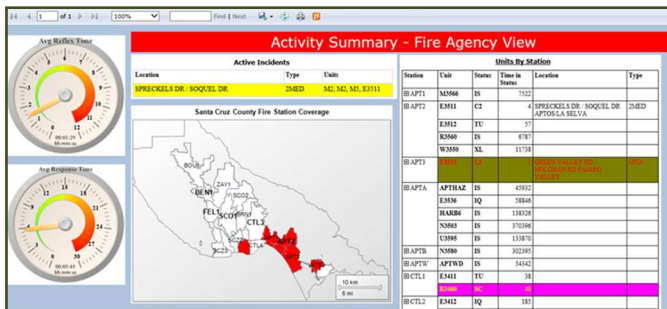


On October 7th, the first of four PSPS events began. Approximately 55,000 Santa Cruz County PG&E customers went without power. It would be days before full restoration was complete. Operationally we had little impact and we believe this to be due to our constant social media posts. However, like most of the affected areas, our agency struggled for current and accurate information from PG&E. PG&E had conference call issues and website crashes they had to overcome in a timely manner so affected counties could make notifications.

Just as we received full restoration from the first event, PG&E notified us of another potential PSPS. Our second and third PSPS events included the addition of a small pocket in San Benito County. Both Santa Cruz and San Benito Counties went without power this time for only a day or so. The final event of 2019 commenced on November 20th. PG&E again provided daily conference calls. Learning from the past, PG&E scaled back the affected areas and de-energization times. In the end, only a small portion of Santa Cruz County was affected and we had a relatively quick restoration time.

Fire/EMS Task Team

Through the guidance of this group, many procedural changes were made during 2019, including: consolidation of Fire incident types, review and update to the priority of Fire incidents, and review of our agency Standards of Excellence (to validate current standards and propose changes). Many policies were updated and there was ongoing discussion about general radio etiquette and the standard dispatch format. The group expressed the desire to improve the notification process to Fire agencies for large-scale events and to utilize new Mobile Data Computers to better share information from law enforcement. SCR9-1-1 made changes to incident types to improve communication. It also utilized technologies in our CAD system to create automated prompts based on key words to help dispatchers make essential notifications. Two subcommittees of the Fire Task Team convened during this year. One group provided input for the development of two real-time Dashboard displays of CAD data for use by Fire Users.



Another group provided direction for the implementation of customized configuration of our CAD system to optimize closest unit recommendations—based not only on physical location, but also predictable commute traffic and roadway data. Many of our dispatchers had opportunities to interact with Users, including attendance at county-wide fire training days and half day ride-alongs with Battalion Chiefs.



Fire/EMS Task Team

Law Enforcement Task Team

This group reviewed the Agency Crime Bulletin (ACB)—a confidential document created nightly at SCR9-1-1 and distributed to regional law enforcement agencies. The review was completed to ensure information distributed is valid and useful. As part of the review, a survey was developed and distributed to Users. Based upon 80 survey responses, and the direction of this task team, changes to formatting and content were made to the ACB. Additionally, a new section was added to the ACB for in-time information directly related to Operations to be shared. During this year, a number of incident types were modified to assist User agencies in customizing the incident priority to be in line with their specific desired response. This team also discussed use of location-based dispatching and will continue to investigate the use of real-time GPS for dispatching of high priority incidents in the coming year. SCR9-1-1 formed a subcommittee comprised of daily users of Mobile Data Computers (MDCs) to identify best practices, troubleshoot common issues, and to provide feedback and assist in implementation of new features in upcoming updates.



Sean Schorovsky (L) participates in discussions with the Law Mobile Users Group

Dispatcher of the Year

Areli Sanchez

Areli Sanchez began her career as a 9-1-1 Public Safety Dispatcher at Santa Cruz Regional 9-1-1 on September 2, 2013. Areli has continued to advance her skills and successfully taken on additional roles as an Emergency Medical Dispatcher (EMD), Certified Training Officer (CTO), Academy Instructor, Peer Support Team Member, and has participated on Task Teams to improve internal processes.

Areli has been a model for high level multi-tasking skills and work ethic. With consistent resolve throughout each day, Areli is able to take on an extraordinary amount of tasks and provide efficient, high level service in both English and Spanish. Areli works to anticipate the needs of her coworkers and Users, and provides proactive assistance to her coworkers. Areli has displayed the ability to work seamlessly through dynamic situations in partnership with Users and coworkers to coordinate multi agency responses to high priority events. Areli maintains a positive attitude and is valued for her continuous good mood and caring approach.



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



L:R Board President, Jamie Goldstein and General Manager, Dennis Kidd acknowledge Areli's accomplishment at the September 2019 Board Meeting.

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.*

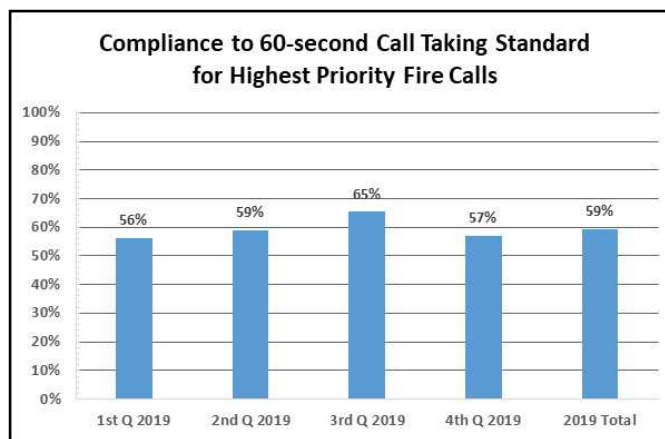
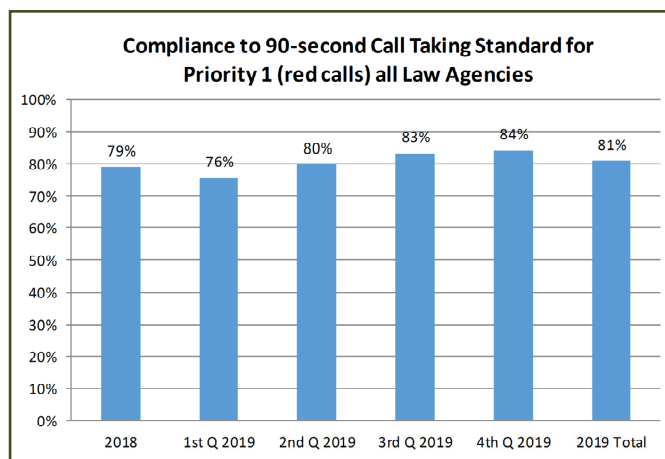
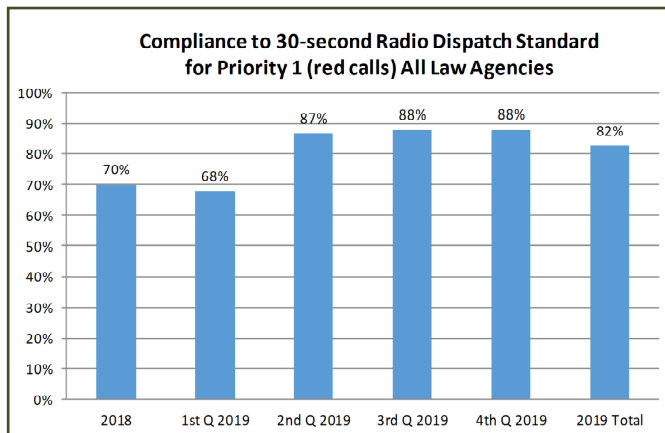
Quality Unit

After the completion of the majority of the P1 CAD/Mobile project, it was time to re-launch our QI/QA program, refocusing on performance standards.

Our agency is one of few dispatch centers that holds itself accountable to performance standards across all operational functions outside the few established national and state standards. National Emergency Numbers Association (NENA) and the State 9-1-1 Office demand a 9-1-1 answer time standard on all 9-1-1 calls. The standard for answering 9-1-1 calls is: 90% of all 9-1-1 calls arriving at the PSAP shall be answered within 10 seconds during the busy hours. 95% of all 9-1-1 calls should be answered within 20 seconds. The NFPA standard for creating a fire priority call is: 90% of priority fire calls shall be created within 60 seconds, 24 hours a day. Notification to the field of a fire priority event must occur within 90 seconds of 9-1-1 call receipt 90% of the time, 24 hours a day.

There is no state or national standard for law dispatch times or call quality in general. Over the years, SCR9-1-1 has worked with its Users to develop performance standards which we hold ourselves accountable to. The performance standards established and measured by the Authority are unique to our industry. It is our opinion that we are one of the few public service agencies who holds itself accountable to such high standards. *We perform!*

Over the years, our compliance to the 30 second Priority 1 (both fire and law) dispatch standard has dropped. It dropped significantly in the second quarter of 2018, as we expected with the deployment of new CAD. It dropped again in the third quarter, leveled off in the fourth quarter, and held steady into the first quarter of 2019. We have made remarkable improvements throughout the remaining months of 2019.



Training Unit

Academy Instructors

The Training Unit's main responsibility is initial and ongoing training of all Public Safety Dispatcher Assistants and Public Safety Dispatchers. To prepare for a heavy training load, this unit recruited and selected two new Academy Instructors. The Academy Instructors are **Kristine Ebersole**, **Andrew Davidson**, **Annie Castro**, **Ashley Baldwin**, and **Areli Sanchez**. The team is led and guided by Training Manager, **Tammy Spath**. Both Areli and Ashley were recruited in 2019 in anticipation of a heavy training load.



Academy Instructors Kristine Ebersole and Annie Castro instruct PSD trainees Chris Norlin and Kimberly Rickabaugh

All Academy Instructors received onsite training on classroom management, lesson plan development, and use of technology in the classroom. The Instructors met monthly to prepare materials for our entry level call-taking, 9-1-1 call-taking, law radio, and fire radio academies.

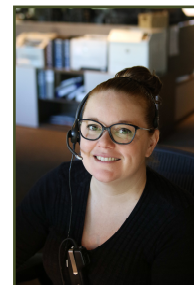
Going into the new decade, we are also testing a new Learning Module System (LMS) to create interactive courses with a focus on training the multi-generational workforce. Our previous LMS only allowed for course materials in the form of documents and Power Points, which do not engage the auditory or kinesthetic learner. Our new LMS opens up the ability to incorporate rich media such as video, audio, Power Point, and game to encourage trainee engagement. In essence, we are bringing gamification into the training program to make learning more engaging and relevant to modern generations.

Academy Training

All new employees start in some type of Academy. Dispatcher Academy training is a formalized, classroom setting that allows for trainees to receive instruction in a controlled environment rather than on the dispatch floor. We completed the following academies in 2019, for a total of 344 hours:

- January 1, 2019 40 hours Advanced Call-Taking Academy
- February 25, 2019 40 hours Law Radio Academy
- May 20, 2019 40 hours Lateral Dispatcher Academy
- July 8, 2019 160 hours Entry Level Call-Taking Academy
- August 18, 2019 40 hours Advanced Call-Taking Academy
- December 10, 2019 24 hours Fire Radio Academy

We have not had a Lateral Dispatcher Academy since 2012. Lateral academies are unique because we tailor instruction to enhance the trainee's previous knowledge and experience base. Welcome aboard, Lateral Dispatcher **Deeanne Spencer**.



December 10-12th, 2019, we held a Fire Radio Academy. This was our first fire academy since implementing P1 CAD. All of the classroom instruction material had to be re-written to incorporate procedural and CAD changes. To make this happen, Academy Instructors met monthly for four months to prepare materials for both the instructor and the students. These brainstorming sessions identified three things:

- What topics needed to be taught?
- What order to teach the topics?
- How much time was needed for each topic?

Based on this, four modules were created to include an online pre-course and Intro-Intermediate-Advanced Fire Dispatching. This is different from our prior Fire Academy course, which was separated out by topics such as CAD, Ground Operations, and Fire

Radio Knowledge.

The purpose of the Intro-Intermediate-Advanced Fire training was to take a simple task, like dispatching a fire alarm on Day One; then expand into a changing/growing incident of a fire alarm now-turned actual house fire on Day Two; and Day Three changed more to include a second alarm on that same confirmed house fire.

Significant changes included an online pre-course module to include basic knowledge about geography, apparatus and capabilities, standard dispatch format, and Incident Command System. Students were required to finish the online course prior to the classroom instruction.

Christina Corral, Kristal Higgins, Sheena LaMar, and Areli Sanchez received classroom training in topics such as radio procedures, pre-alerts, fixed versus preferred recommendations, Local Response Areas versus State Response Areas, high priority-low frequency calls, and Zone Coordinator notifications. Additionally, this was the first time that new dispatchers visited CalFire Felton Emergency Communications to better understand how the two centers interact on a daily basis. On the final day of academy, Watsonville Fire Department Division Chief Tom Avila facilitated an in-depth discussion about fire ground operations. Because in-person training with a User is a valuable interaction, this training was made available to and attended by existing fire dispatchers **Lyndsay Farotte, Billie Surran, and Melanie Sherwood.**



Watsonville Fire Chief Tom Avila teaches Fire Dispatchers about ground ops.

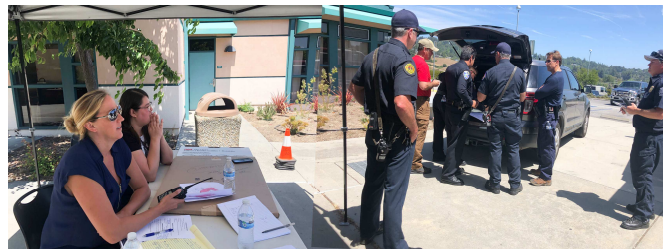
User Training

Academy Instructors assisted Santa Cruz Probation Department and Santa Cruz Sheriff's Office by providing training in radio procedures. They also facilitated training with Hollister Fire on the use of their mobile data computers.

Active Assailant Training

In 2019, all dispatch staff participated in an internal Active Assailant Training created by Instructor **Kristine Ebersole**. This training preceded the multi-agency Active Assailant Training held at Scotts Valley High School in June 2019, where eight dispatchers assisted at the Command Post.

As a dispatcher, it's no longer "if" an active assailant event will happen, it's "when". This was brought home when a neighboring community, Gilroy, had their own event at the 2019 Gilroy Garlic Festival. While the impact to Santa Cruz and San Benito was minimal, resources were sent from our counties to assist Gilroy Police. We also received phone calls from citizens requesting information.



Abigail MacMullan and Samantha Preciado participate in the multi-agency Active Assailant Training at Scotts Valley High School.

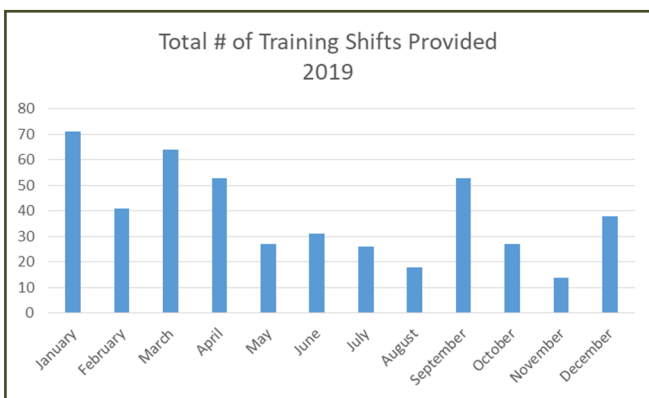
Building upon our internal and multi-agency training, this topic was further trained upon at our Continuing Education training days in November. Using a table-top drill of an active assailant event, we discussed how to deploy our resources in the center and identified roles and responsibilities. Roles and responsibilities included: primary dispatcher—keep track of units assigned and statuses, and log any radio traffic; support dispatcher role—read and relay priority updates from callers; notifications role—make all notifications requested by the field; and Incident Commander—oversee the incident from dispatch until one is established by the field. We also identified two new incident types to help keep track of notifications made and potential witnesses and victims, and to

prevent inundating the actual active assailant incident with non-critical information.

Communication Training Officers (CTO's)

The Communication Training Officers are the heart of our training program. Their job is to provide actual, hands-on training and support to all Public Safety Dispatcher Assistants and Dispatchers, while juggling the demands of floor operations. The CTO's build upon the classroom instruction and teach trainees how and when to apply their classroom knowledge to practical, real-life situations. They are the safety net for the trainee, the community, and our Users. Knowing that we had a busy training schedule for 2019, this unit recruited and selected three new CTO's: **Anne Escobar**, **Jennifer Maggio**, and **Kristal Higgins**. Existing CTO's are: **Abby Marizette**, **Andrew Davidson**, **Annie Castro**, **Areli Sanchez**, **Ashley Baldwin**, **Billie Surran**, **David Brenner**, **Eric Mello**, **German Flores**, **Gina Loftin**, **Lyndsay Farotte**, and **Stephanie Sphar**.

This core group of trainers have provided CTO training continuously since August 2018, for a total of 5,320 training hours in a period of 14 consecutive months. Because of the immense group effort, the CTO group was recognized at the 2019 Employee Recognition Event for outstanding achievement by a team. We anticipate this team will continue to be busy as we prepare for our next entry level academy in January 2020.



EMD Training

Congratulations to **Sheena LaMar** for completing her Emergency Medical Dispatching (EMD) certification through the International Academy of Emergency Dispatch.



Continuing Education

Three Continuing Education (CE) training sessions were provided in November and early December for all employees building-wide. As soon as we identify a need for a CE, the Training Committee is formed to brainstorm on the topics that are considered "just-in-time." This brainstorming meeting not only establishes what training is needed, but also how long; a training agenda is also created. When we recruit for the Training Committee, we are looking for a wide cross-section of experience and perspectives, as outlined in policy. This year's Training Committee were:

- Cooper Heberer** - Recent graduate of the training academy
- Ariana Rios** - Dispatch representative
- German Flores** - Communications Training Officer representative
- Kristine Ebersole** - Academy Instructor representative
- Nicola Torchio** - Systems representative

In addition: General Manager **Dennis Kidd**, Operations Division Manager **Stephanie French**, and Operations/Training Supervisor **Tammy Spath**.

This team identified topics for classroom instruction, including: P1 CAD Mapping, best practices on the use of P1 CAD, Rapid Deploy 9-1-1 location services, Santa Cruz County Probation terms and definitions, CodeRED Emergency Communication Notification System, Active Assailant table top drill, Emergency Medical Dispatcher update, and Fire Dispatcher update.

A special thank you to Santa Cruz County Sheriff's Office Deputy Ryan Fulton, Deputy Nathan Kenville, and Lieutenant Craig Wilson for reaching out and offering to teach dispatchers about Profile by Proxy. It is always well received to hear from our Users about how intertwined our and their jobs are.

CE Snapshots



Deputy Ryan Fulton, Deputy Nathan Kenville, and Lieutenant Craig Wilson teach dispatchers about Profile by Proxy.



PSDII Areli Sanchez educates the group on Probation



Dennis Kidd and Tammy Spath present at the CE makeup session.

Projects Unit

Awareness and Community Education (ACE) Team

The mission of this team is to raise awareness and educate our community about SCR9-1-1.

Our team ramped up our community awareness in 2019. We hosted several tours—from a retirement community to high school students to some of our law enforcement volunteers and academies. We attended several offsite community events, including high school ROP and AVID classes, and at the Boy and Girls club in Live Oak. We attended some of our User agency events, including Aptos/La Selva and Central Fire's joint open house, Santa Cruz Fire's Emergency preparedness fair, and a couple of Capitola Police's neighborhood watch meetings. We also attended two job fairs during our recruitments. We even had a few guest speaking opportunities on our local radio station KSCO. In total, we met and talked to almost 700 community members this year.



PSDII Val Conner educates the public at Aptos and Central Fires' Open House

When we are hosting a tour or out in the community, we always share about our emergency notification system, CodeRED. We encourage all to register their cell phones with their home addresses, download the free app onto a smartphone, and download the PulsePoint app if CPR-certified. We also tailor our presentations to our audience. Things we include in every presentation are: the inner workings of SCR9-1-1, who we are, what we do, and who we serve.

Representatives: **Melody MacDonald, Dennis Kidd, Stephanie French, Sean Schorovsky, Abby Marizette, German Flores, Areli Sanchez, and Val Conner.**

5th Annual Employee Recognition Event

We hosted our Fifth Annual Recognition Event close to home at the DeLaveaga Golf Course's outdoor venue. We moved the event from the spring to fall and on a Friday night, in hopes that more of our staff could attend with family. The night was also everything we anticipated, including warm fall weather and a casual environment.

Staying with tradition, we provided dinner and dessert while presenting awards to our staff for outstanding work and raffle prizes to support next year's event.

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

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

Afterwards our team gathers to debrief the event. From that debrief and based off results from the employee survey this year, the team is conducting a survey specific to recognition and appreciation in order to assess if this event is meeting the needs of our staff. When the survey closes in January 2020, we will compile the results, assess, and adjust as needed. We anticipate hosting our sixth annual event in the fall of 2020.

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



Dennis Kidd presents PSDII Areli Sanchez with Dispatcher of the Year.



Amethyst Uchida presents PSDII Dillon Corley an award for his role on the Peer Support Team.



Tammy Spath presents the number of hours the CTOs spent providing training on the floor.

Systems Division

The SCR9-1-1 Systems Division responsibilities include: Dispatch Operations Support, Reporting and Data Services, Fire/EMS Technology and GIS, and Law Records Management System. Personnel assigned to the Systems Division in 2019 include the General Manager (.25), the Systems Division Manager, the Systems Supervisor, three Senior Communications Systems Technicians, and a GIS Technician.

Dispatch Operations Support - Systems and Services

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

Reporting Services

- P1 Reporting Portal
- Crystal Reports
- Data Feeds and Interfaces

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

- Maintenance of Fire-specific GIS data layers
- Fire Runbook Production
- P1 Street Costs and Mapping
- 9-1-1 Coordination - Cell Sector Routing, Address Maintenance, NextGen 9-1-1

Records Management System Administration (SCMRS)

- Alliance RMS Administration
- CentralSquare Inform RMS Implementation Project
- RMS-Related software solutions

SCR9-1-1 Systems personnel support the P1 infrastructure, participate in configuring the system, create reports and interfaces, manage the network needed for MDCs to connect to the P1 system, provide first-level support for Mobile users in both



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

counties, and staffing a Help Desk line to troubleshoot issues and answer questions. In 2019, significant work was dedicated to improving PremierOne CAD and Mobile suite for its end users: dispatchers and public safety field personnel. Systems staff participated in the P1 Workgroup committee with Operations users to identify important enhancements and make recommendations for best practices in the use of CAD. Systems also worked with Law Field Users and Operations to identify areas for improvement in the Mobile client configuration.

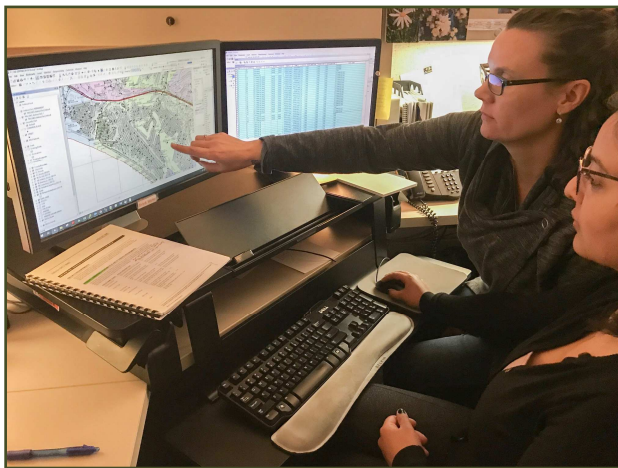
The majority of reports related to CAD and Mobile were converted to be compatible with P1 as they were requested throughout the year. In addition, new reports were created and distributed based on User requests. Systems worked with Fire Users to create a dashboard for at-a-glance information about the current system activities, unit availability, and a running performance summary. Finally, dashboard reports for dispatcher activity and performance by discipline were created for the Operations Division.

The Mobile and Handheld components of P1 provide Field personnel access to incident information in real time. The system includes a mapping component and, for those agencies that are GPS-equipped, units can get driving directions to incidents and dispatchers can have real-time arrival estimates for making dispatch decisions. This year, the GIS section worked with Field Users to define multiple “street costs” (data values such as speed

limits) in P1 to better reflect real-world conditions based on time of day (e.g., during commute hours). This is expected to improve unit recommendations and driving directions.

The GIS section also put in a lot of effort preparing our geo-database to meet requirements for Next-Generation 9-1-1, which the State of California is planning to implement over the next three years. Senior Technician Torchio is participating in the statewide GIS Taskforce for NG9-1-1, which allows our agency to provide input and feedback on the process as well as enhancing our understanding of the requirements.

NG9-1-1 GIS enhancements will play a critical role in allowing non-landline devices to provide accurate and dispatch-able location information. What this means is associating coordinates obtained from devices accessing 9-1-1 with locations, such as addresses and intersections, that can be used to send responding units. While this can be done manually now, the location information provided is not always accurate, especially in areas with less infrastructure. The process of a dispatcher looking up the location on a map to choose an address or intersection also adds time to an incident.



GIS Technician Gabriella Santana and Senior Systems Technician Nicola Torchio brainstorming the best way to formulate street cost updates.

Additionally, the GIS team produced multiple wall maps as requested by Fire User agencies, embarked on a data accuracy and improvement project, developed a Target Hazards layer, and implemented ArcGIS Pro and ArcGIS Online.

Systems personnel continued to support and maintain the 9-1-1 phone system, the dispatch radio console computers, the backup centers, and all of the Authority's workstations and servers. Since so much of 2018 was focused on the P1 project, we

viewed 2019 as a time to "get back to basics." In keeping with that mission, the team, led by Systems Supervisor Wolff Bloss, conducted a thorough review of our infrastructure and security initiatives. We obtained advanced training on our edge appliance, enhanced our endpoint protection solution, implemented new security rules, and identified additional areas for continued improvements.

Systems staff assigned to Santa Cruz Metropolitan Records System (SCMRS) continued to administer and support the Alliance RMS system used by the Capitola, Santa Cruz, and Watsonville police departments.



Senior Systems Technician Gilberto Oros works hard keeping the mobile units in the SCMRS agencies' vehicles up to date and in good working order.

The largest project of 2019 was working on the RMS replacement project for the SCMRS law agencies as well as the Santa Cruz Sheriff's Office.

In 2018, a task team was formed to perform a needs assessment and gather information about RMS software and vendors. This team created a Request for Proposals (RFP) that was released in 2019. Members of the task team (representatives from each participating agency, Systems Manager Uchida, and Systems Supervisor Bloss) reviewed, evaluated, and scored RFP responses. SCMRS staff then coordinated interactions with all proposers, scheduled site visits and software demonstrations, developed scoresheets and feedback forms, and coordinated the evaluation process. There were many excellent options among the solutions proposed. Ultimately, the majority of the team recommended procurement of the Inform RMS solution from TriTech/CentralSquare. SCMRS staff engaged the vendor in contract negotiation, including

articulating the project's scope of work, and making contact with additional customers.

The project was approved in September 2019 and kicked off in October 2019 with 64 hours of planning workshops. A core team of participants from each agency will be participating in this project—one Records member and one Law Enforcement member. The team members will be attending more than 230 hours of workshops and trainings in 2020. These trainings will provide the team members with the knowledge and skills to develop templates, forms, workflows, and reports for the new RMS. Authority staff will participate in the system configuration and also have responsibility for the technical components of the system and coordinate with other vendors to provide interfaces with the new RMS.

RMS Replacement Project Team:

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

Systems Division 2019 Statistics

- Handled 147 tickets related to the P1 software and hardware
- Handled 151 tickets related to User login issues
- Handled 169 tickets related to the geo-database
- Handled 196 tickets related to other Dispatch systems
- Handled 45 tickets related to Alliance and RMS systems
- Handled 72 tickets related to MDC hardware

Systems Division 2020 Goals

- Work with the RMS Project Team to implement, configure, test, and train on the new Inform RMS solution, with the intent of deploying the solution throughout all four agencies in the first half of 2021.
- Continue security and infrastructure improvements identified in 2019 including increasing network reliability and providing additional security awareness training to employees.
- Upgrade the SCMRS ticketing system to its latest version. The upgrade will include asset management of the Authority's equipment, an enhanced knowledge base created by Systems team members, and a self-service portal for SCMRS member agencies to submit tickets and search the knowledge base.
- Enhance GIS services through: deploying ArcGIS Enterprise; continuing cross-training efforts; increasing focus on data accuracy and improvement; preparing GIS data for the RMS project; and continuing to update GIS data to meet NG9-1-1 requirements.

Business Division

The Business Division manages and supports the Authority's day-to-day administrative activities. The Business Division staff includes the General Manager, a part-time Office Supervisor, two part-time Senior Administrative Assistants, and two part-time, Student 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 Santa Cruz County Auditor/Controller's OneSolution computer tracking system. Claims are submitted via OneSolution to the County Claims Department, where they are processed and paid.

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

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



Jake Guerrasio, Maria Wallen, Beth Wann, Tina Bisgaard and Bailey Whittle

Business Services Unit

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

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

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

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

Records requests and subpoenas are overseen by the Custodian of Records, **Stephanie French**. Along with Senior Administrative Assistant **Maria Wallen**, and Student Interns **Jake Guerrasio** and **Bailey Whittle**, this Unit filled over 1,485 requests on time this calendar year.

Peer Support Team

The SCR9-1-1 Peer Support Team provides objective, non-judgmental and confidential support and assistance to Authority employees and their families. The team members for 2019 are: **Amethyst Uchida, Melody MacDonald, Teresa Minogue, Valerie Conner, Joe Guerrero, Areli Sanchez, Nicola Torchio, and Dillon Corley.**

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.

The Peer Support Team continues to provide morale boosting and wellness-oriented activities in Dispatch. These events are intended to show appreciation to SCR9-1-1 employees, to provide some fun during the daily work routine, and to provide tips for managing stress and promoting wellness. As part of the new employee onboarding process implemented in 2018, Peer Support provided five scheduled check-ins to new employees, during their probationary period in 2019. For Operations employees, these check-ins provide a safe environment to discuss the exposure to trauma that is a part of the call-taker/dispatcher role, and provide coaching on how to manage that stress and get assistance if needed/desired.

The members of this team provided one-on-one support for our employees and/or referrals to outside assistance throughout the year. Over 125 Peer contacts were made with employees during 2019.



Santa Cruz Countywide Peer Support Team

Safety and Wellness

The 2019 Safety and Wellness Committee members are: Safety Coordinator **Beth Wann, Wolff Bloss, and Abby Marizette.**

In 2019, the Safety and Wellness Committee has continued a commitment toward developing and maintaining a culture of good health and self-care at SCR9-1-1. 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.

In 2019, our agency continued to take advantage of SDRMA's Loss Prevention Allowance Fund and was reimbursed \$1,000 for the purchase of a sit-stand workstation and a new dispatch chair to be tested out on the floor to help determine our best chair purchasing options for the following year. The Team is committed to disposing of all chairs that are in disrepair and assuring the dispatchers have top-notch seating.

An agency-wide Ergonomic Plan will be developed in 2020 and incorporated into our Safety Plan. We look forward to providing all employees with the resources they need to practice self-care while at work.

Our Health Safety Officers jumped back into action early this flu season and are doing a stellar job of reminding fellow team members to cover their mouth while coughing or sneezing; assuring an adequate supply of disinfecting wipes and tissues are always available on the floor; wiping down door handles and workstations; and new this year—spraying the dispatch chairs with a hospital strength disinfectant.

Employee Association

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

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

In 2019, we continued the Justin Keele Memorial Scholarship program. We received a total of seven applications. As always, all applicants were well-deserving and the decisions were difficult. The highest scorer, **Ella Walbridge**, received a check for \$1000. The second and third highest scorers, **Jasper Emhoff** and **Maverick Heebner**, each received \$500.

The Association was pleased to make a donation of \$175 to Santa Cruz High School's Sober Grad Night and sponsor three students to attend the party who would otherwise not have been able to afford to go.

2019 included some significant events that impacted our fellow dispatch centers, and our Association was able to send out "boxes of smiles" and flowers to let them know we were thinking of them. Some representatives from our agency were able to make a visit to Gilroy Police Department Dispatch with some treats a week after the tragic active shooter incident at the Garlic Festival.

National Dispatcher Week was celebrated with fun games, prizes and delicious food. **Dillon Corley** arranged for Couch Distributing to donate cases of highly caffeinated beverages and **Maria Wallen** presented gift cards and coffee mugs generously donated by Verve.

In the early hours of Sunday, October 26th, **Meghan Dixon**—who worked for SCR9-1-1 from July 2005 to June 2016 and now dispatches at Sonoma County in order to be closer to her family—found out she had lost her home and belongings in the Kincade Fire. Most importantly, Meghan, her dog Charlie

and her entire family were safe! Fortunately, she was able to grab some essentials such as clothing, shoes and toiletries a few days prior when being ordered to evacuate. This still left Meghan without a home and needing to replace all of her essential living items. **Nicola Torchio** jumped into action by sending all Association members a voting ballot to determine what everyone was comfortable donating, and contacted the Associations of our Users as well as the Fallen Officers Foundation. With a \$1,000 donation from SCR9-1-1's Association, \$5000 from the Fallen Officers Foundation, and miscellaneous donations from generous staff of Users and SCR9-1-1, Meghan was presented with \$10,400 in order to begin looking for a new home to live in and shopping for household items.

As always, the Association adopted families for the Christmas season. This year we decided to celebrate with the agency Jacob's Heart. They work with children with cancer and their families, providing medical care and financial aid. They sent us the dream wish lists for eight children, and **Abby Marizette** made two trips to their agency dropping off gifts totaling \$2,900 in value!



Abby Marizette (right) dropping off one of many baskets full of gifts to Jacobs Heart staff (and their little helper) donated by the employees of Santa Cruz Regional 9-1-1.

Promotions

In 2014, **Stephanie Sphar** was hired as a Public Safety Dispatcher. In a short amount of time, Stephanie became fully law cross-trained, obtained her Emergency Medical Dispatcher certification, and was promoted to FirePOD dispatcher. Her ability and capacity to learn quickly are assets to our organization. On January 12, 2019 Stephanie was promoted to Senior Public Safety Dispatcher. Stephanie was selected as Lead Dispatcher for her outstanding knowledge of our organization as well as the agencies and community that we serve. Stephanie has participated as Staff Representative and Fire/EMS Task Team member. She is a welcomed addition to any work group—offering her insight, thoughtful problem-solving skills, and a passion to pass on knowledge.



Annie Castro started her career here at Santa Cruz Regional 9-1-1 in 2013 as a Public Safety Dispatcher Assistant. During her time in the call-taker academy, we saw such a spark and ability to learn more in Annie—that she was immediately promoted to the Dispatcher position. During her tenure, Annie achieved law cross-training, Emergency Medical Dispatcher certification, and FirePOD training. Additionally, she is a Communications Training Officer and Academy Instructor—training new employees right from day one in the classroom setting and on the floor. Annie has a drive to learn as much as she can about Santa Cruz Regional 9-1-1 and has participated as Staff Representative, Law Task Team member, and Fire/EMS Task Team member. Her can-do attitude coupled with positive mindset are great compliments to the Operations Team.



Retiree

Mike Krakowiak retired in March of 2019 after 24 years of combined public safety dispatching services. He came to SCR9-1-1 as a Public Safety Dispatcher II from Berkeley Police Department Communications in February of 1998. Mike quickly added skills completing his law cross-training and Fire/EMS training by July of 1999. In September 1999, he was promoted to Public Safety Dispatcher III as a result of his exceptional skills and abilities. Over his tenure at SCR9-1-1, Mike was extremely invested in the success of the agency and its employees. He had a passion for training and was often commended for his excellent coaching, counseling, and mentoring of new dispatchers. In December of 2000, Mike was commended for participating in EVERY academy since his hire - investing in the success of every new hire and the program overall. He participated in several, if not all, recruitments and programs that were offered by the Authority. As such, he participated in pioneer projects such as supervisor consistency, multiple GIS projects, and CAD configuration. In 2002, Mike was unanimously endorsed by his peers and management as Dispatcher of the Year. He continued to serve on several task teams and projects throughout the rest of his career and received numerous commendations for his outstanding performances. Mike's dedication, professionalism, and competency were truly appreciated by the Authority and his co-workers. He was the "go-to" guy for many in the agency. We were sad to see Mike go, but happy for him to start his new adventure.



Years of Service

Less than Three Years

Brenner, David
Corley, Dillon
Heberer, Cooper
LaMar, Sheena
Norlin, Chris
Preciado, Sam
Rickabaugh, Kim
Rock, Kindra
Santana, Gabriella
Spencer, Deanne
Torres, Rose
Zepeda, Paola

Three - Five Years

Bisgaard, Tina
Escobar, Anne
MacMullan, Abigail
Maggio, Jennifer
Rios, Ariana
Sanchez, Areli
Sphar, Stephanie
Wallen, Maria

Six - 15 Years

Baldwin, Ashley
Birkett, Michael
Bloss, Wolff
Castro, Annie
Corral, Christina
Davidson, Andrew
Farotte, Lyndsay
Flores, German
French, Stephanie
Ginsburg, Thomas
Guerrero, Joe
Higgins, Kristal
Loftin, Gina
MacDonald, Melody
Mello, Eric
Oros, Gilberto
Schorovsky, Sean
Surrán, Billie
Uchida, Amethyst
Wann, Beth

16 - 25 Years

Ebersole, Kristine
Marizette, Abigail
Sherwood, Melanie
Spath, Tammy
Sumner, David
Torchio, Nicola

26+ Years

Conner, Valerie
Kidd, Dennis
Kiff, Anna
Minogue, Teresa

SCR9-1-1 Employee Demographics

Dispatch Staff Demographics				2010 Census Data Santa Cruz County
	as of	12/31/2019		
# of White		28	68.29%	72.49%
# of Hispanic		12	29.27%	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	10	24.39%	49.90%
	# of females	31	75.61%	50.10%
		41		
Whi/Male		8		
Whi/Female		20		
AA/Male		0		
AA/Female		0		
Hispanic/Male		2		
Hispanic/Female		10		
Other/Male		0		
Other/Female		2		

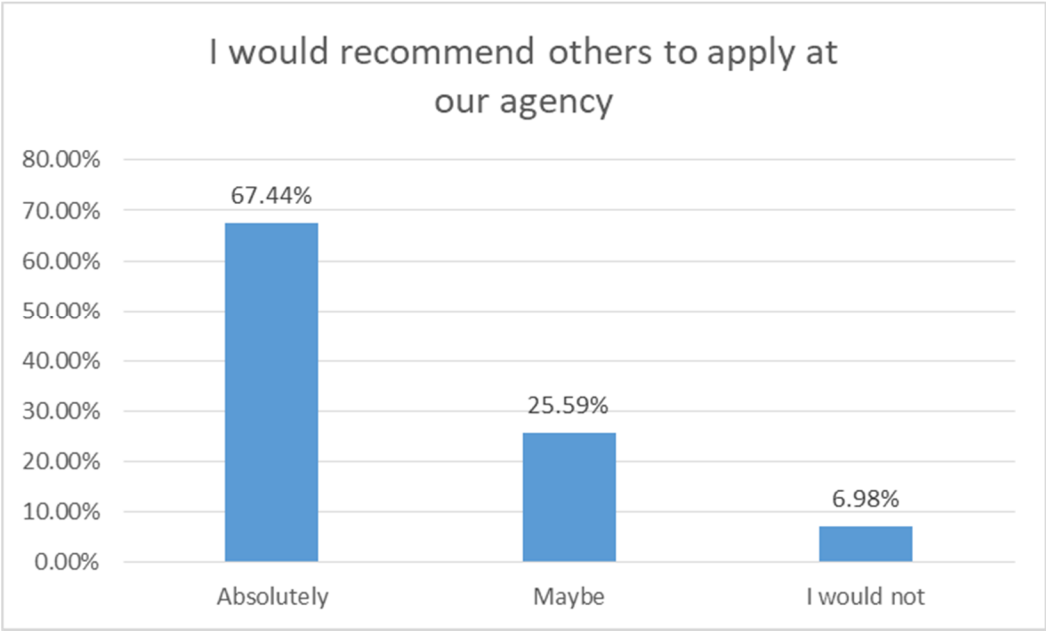
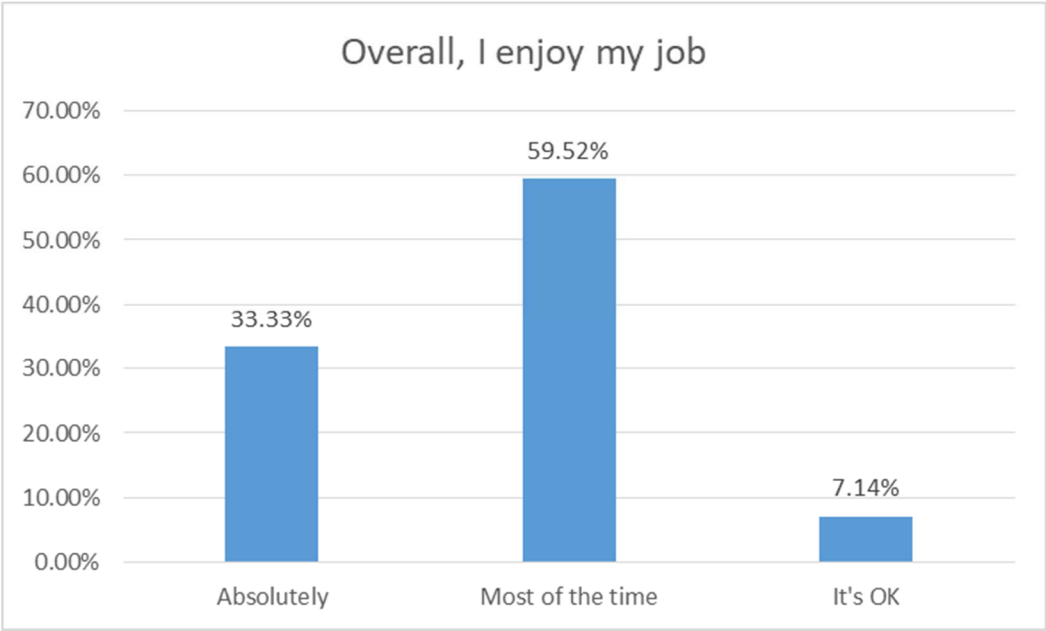
Overall Agency Demographics				2010 Census Data Santa Cruz County
	as of	12/31/2019		
# of White		36	65.45%	72.49%
# of Hispanic		16	29.09%	32.05%
# of Asian		3	5.45%	4.23%
# of African-American		0	0.00%	1.05%
# of American Indian and Alaska Native		0	0.00%	0.86%
# of Other		0	0.00%	16.53%
		55		
	# of males	15	27.27%	49.90%
	# of females	40	72.73%	50.10%
		55		
Whi/Male		12		
Whi/Female		24		
AA/Male		0		
AA/Female		0		
Hispanic/Male		3		
Hispanic/Female		13		
Other/Male		0		
Other/Female		4		

Appendix

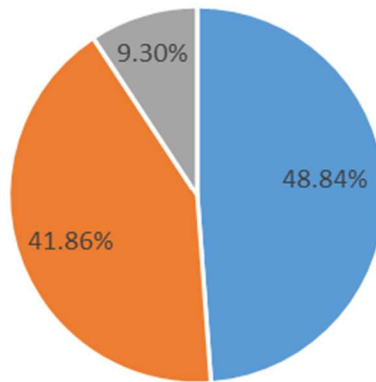
38	Employee Survey Results
40	Law Annual Performance Report
55	Fire/EMS Annual Performance Report

Employee Survey

As per our three-year survey rotation, in 2019 we surveyed our employees. We had a high participation rate with 43 of our employees completing a survey. Overall, the responses were excellent. What stood out was that zero of our employees indicated they did not enjoy their job and 93% said they may recommend this job to others! Here are some highlights.

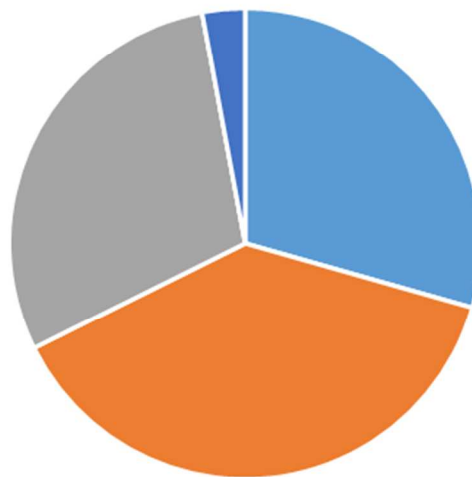


Are you proud of the work you do?



■ Extremely proud ■ Very proud ■ Kind of proud

My annual performance review gives me a good idea of how I did for the year and what I need to improve on or what I did well



■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ disagree ■ Strongly disagree





Standards of Excellence 2019

Annual Performance Report
**Prepared for the
Law Enforcement
Users Subcommittee**
February 10, 2020

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

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Performance Report Overview

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

Building Time

Total Call Processing consists of two distinct events: call-taking and radio dispatching. This is the total time that the incident remains in our building (building time). Our standard for building time for first priority events is two minutes. In 2019 we showed improvement in this area.

	2019	2018
% Compliant	81%	76%
Avg Time	92 Seconds	96 Seconds

- **Call-Taking**

The call-taking process is a balancing act between speed and content. In 2019 we showed improvement in this area.

	2019	2018
% Compliant	81%	79%
Avg Time	66 Seconds	68 Seconds

- **Dispatching**

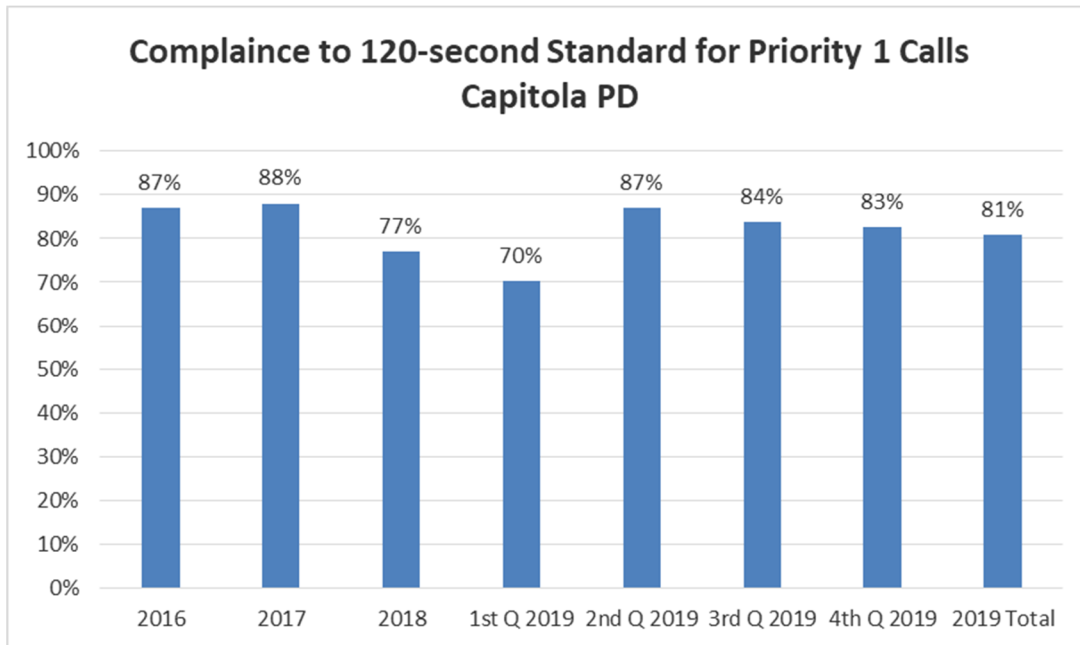
This is the time it takes the radio dispatcher to assign a unit on high priority events. During 2019 we made significant improvement in this area.

	2019	2018
% Compliant	82%	70%
Avg Time	21 Seconds	30 Seconds

Performance Data

Performance Data for Capitola Police Department

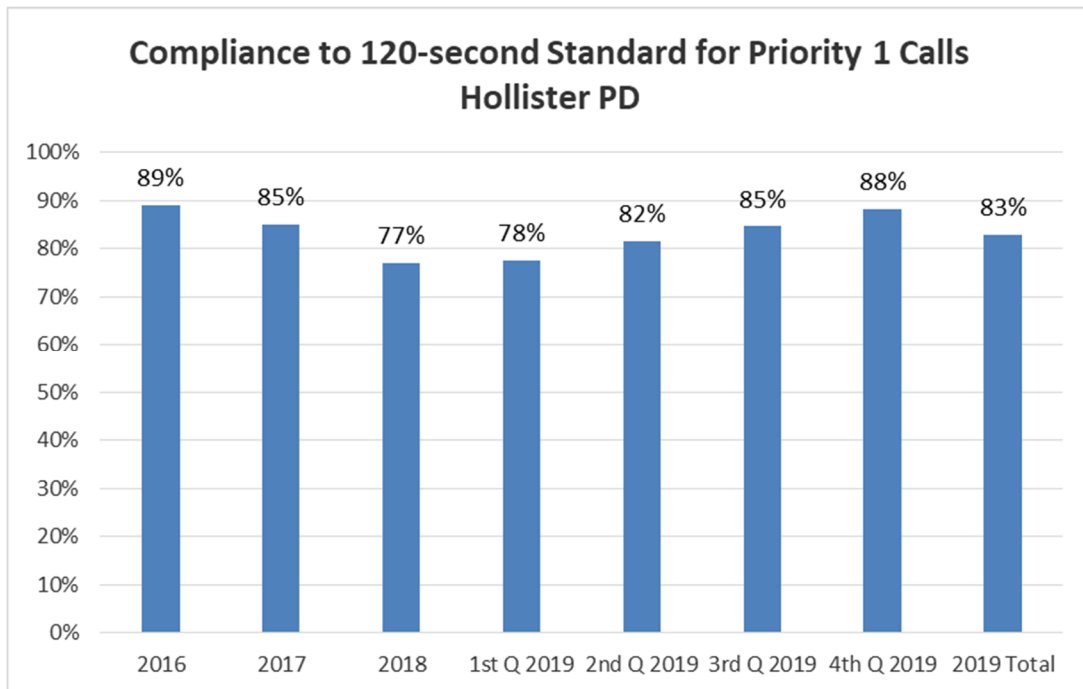
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Capitola PD for 2019 was 92 seconds, and we were 81 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

Performance Data for Hollister Police Department

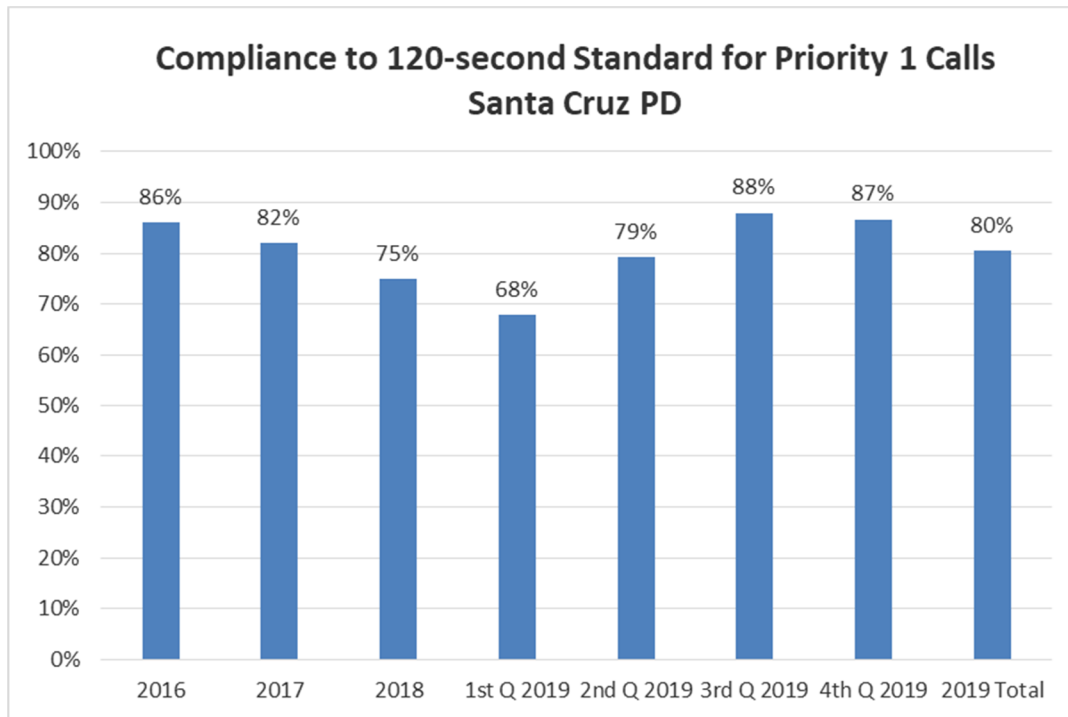
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the Hollister PD for 2019 was 89 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 Police Department

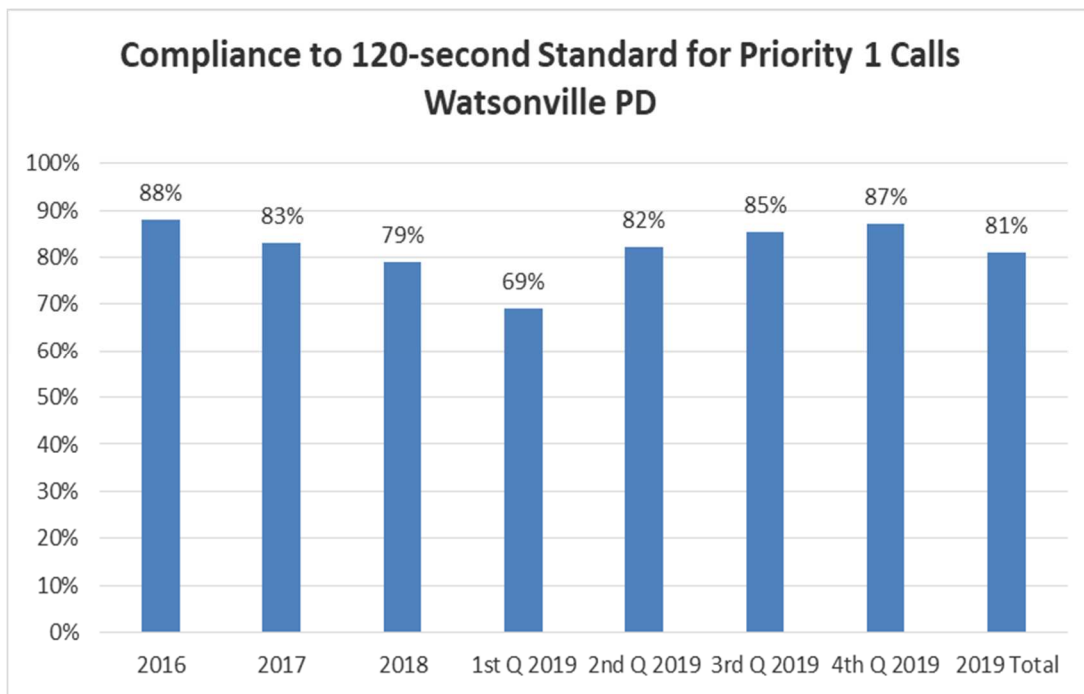
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Santa Cruz PD for 2019 was 93 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 Watsonville Police Department

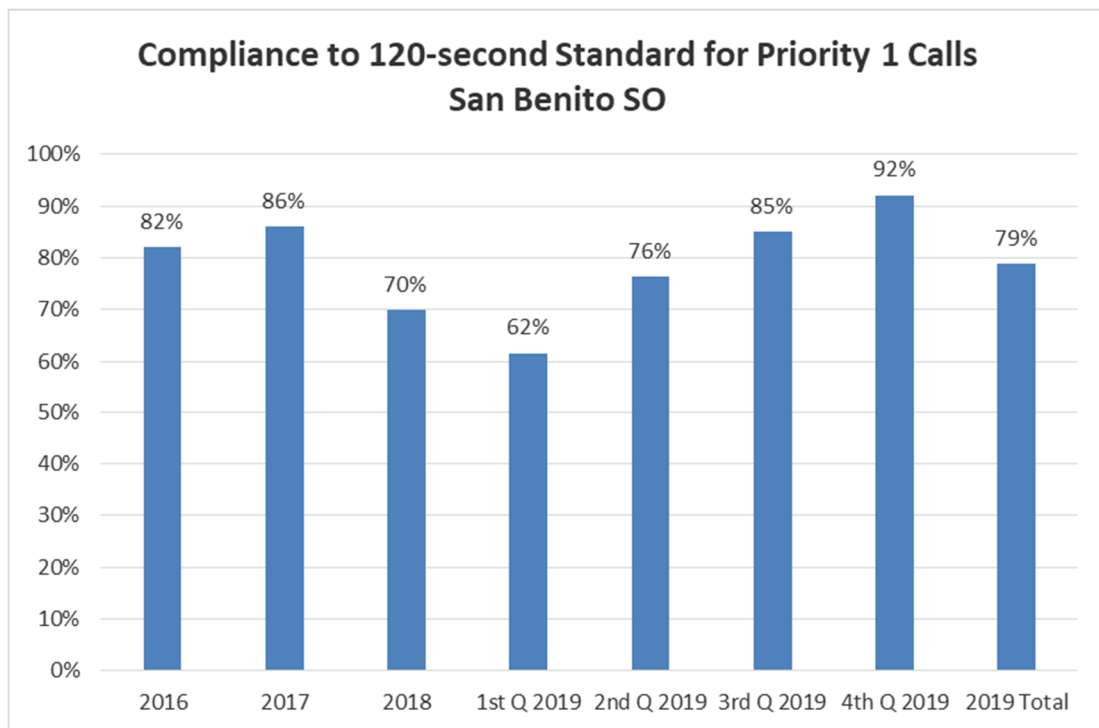
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Watsonville PD for 2019 was 92 seconds, and we were 81 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

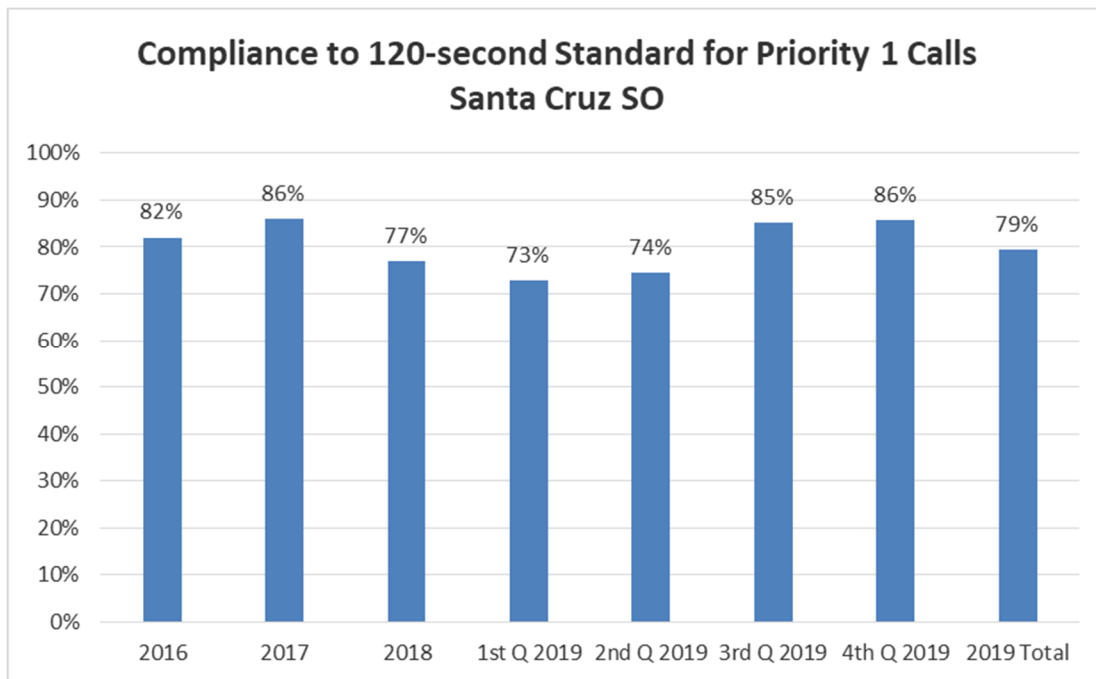
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the San Benito Sheriff's Office for 2019 was 96 seconds, and we were 79 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

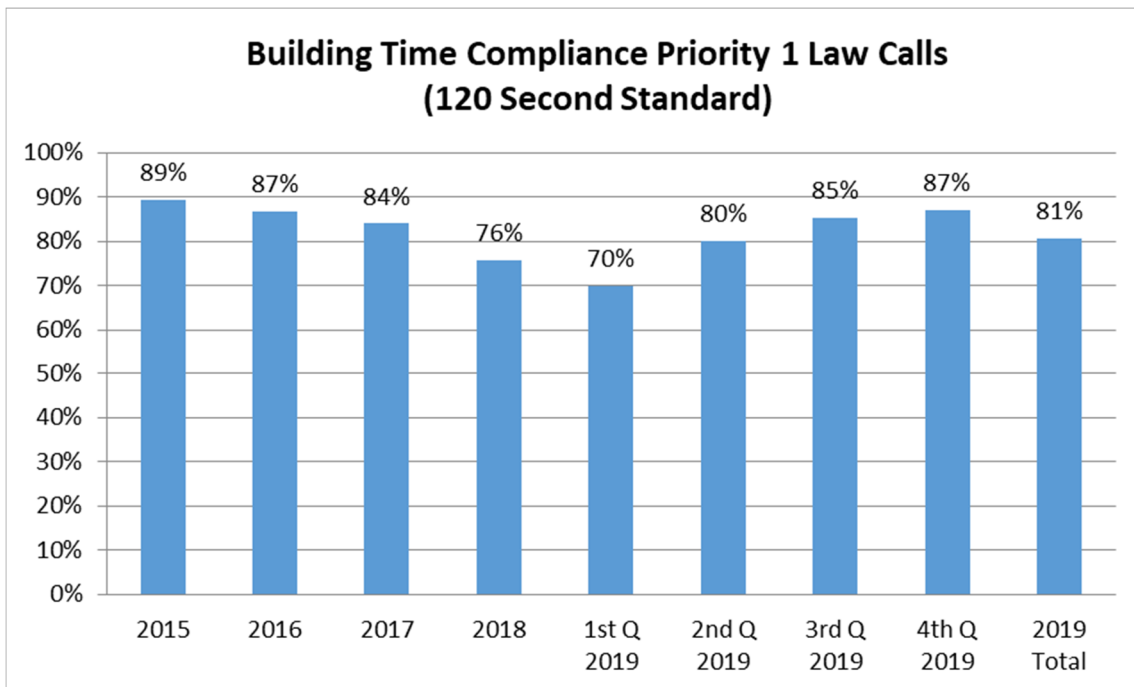
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the Santa Cruz Sheriff's Office for 2019 was 93 seconds, and we were 79 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

Aggregate Performance Data for Law Enforcement

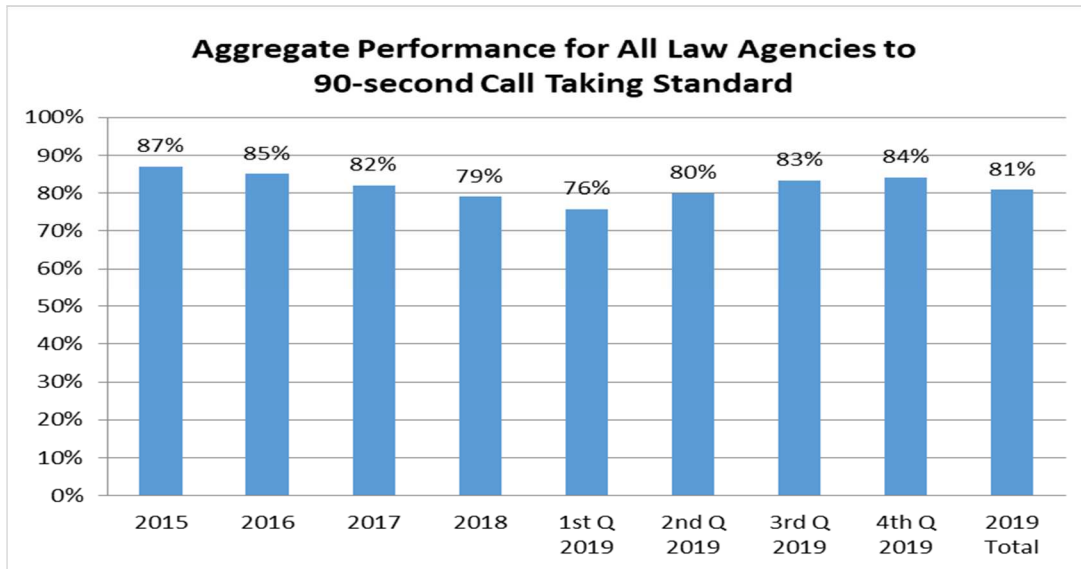
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average aggregate building time for 2019 was 92 seconds, and we were 81 percent compliant to the 120-second standard.

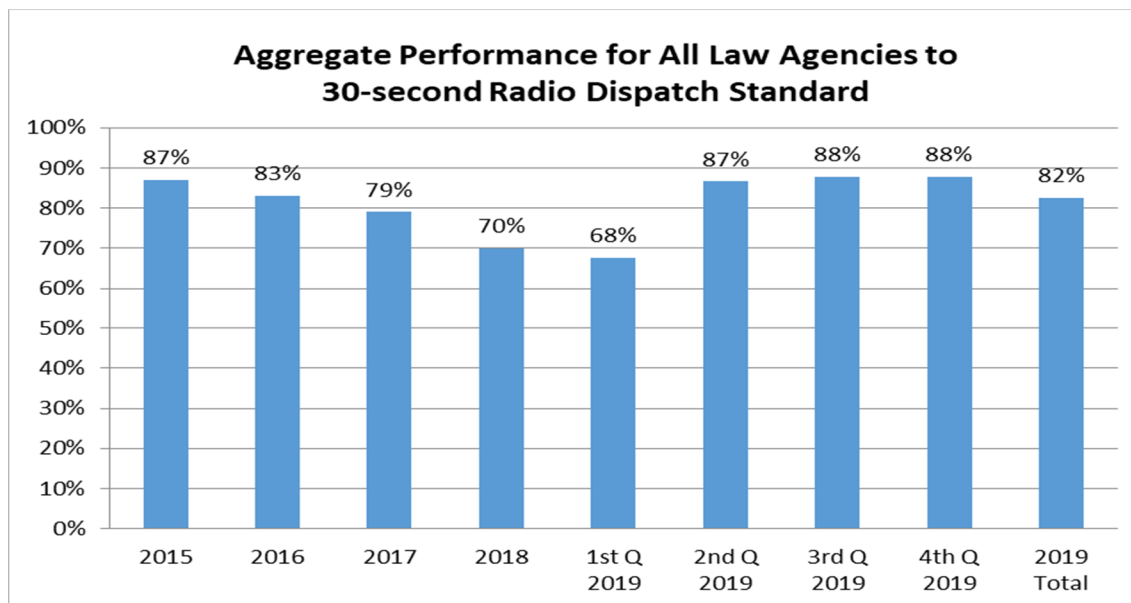
Aggregate Performance Data for Law Enforcement

- **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 2019 was 66 seconds.

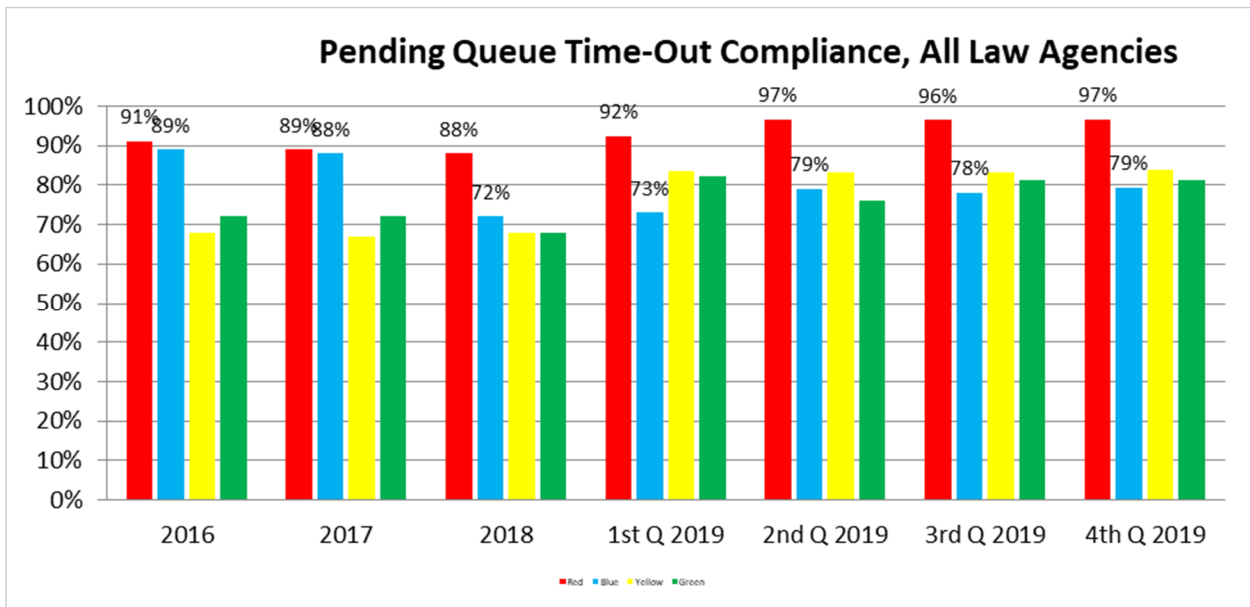
- **PENDING QUEUE** - Elapsed time from CAD incident initiation to radio dispatch in a maximum of 30 seconds for 90 percent of all first priority law enforcement incidents.



Average pending queue time for 2019 was 21 seconds.

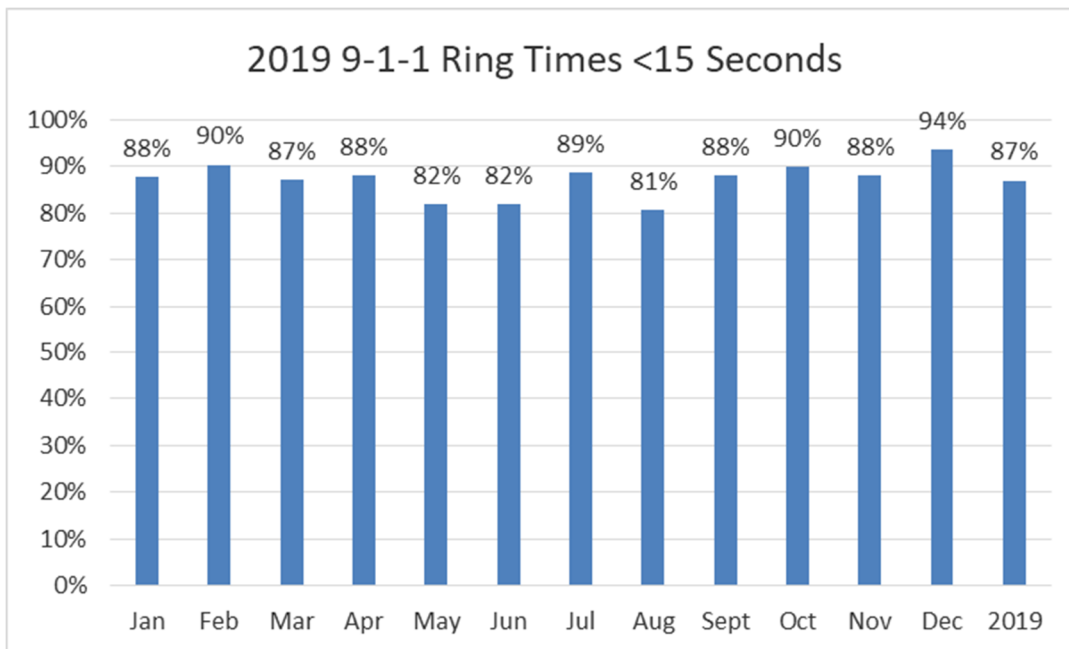
Pending Queue Management

- 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). These highest priority calls (Red) had an overall compliance of 97 percent in 2019.

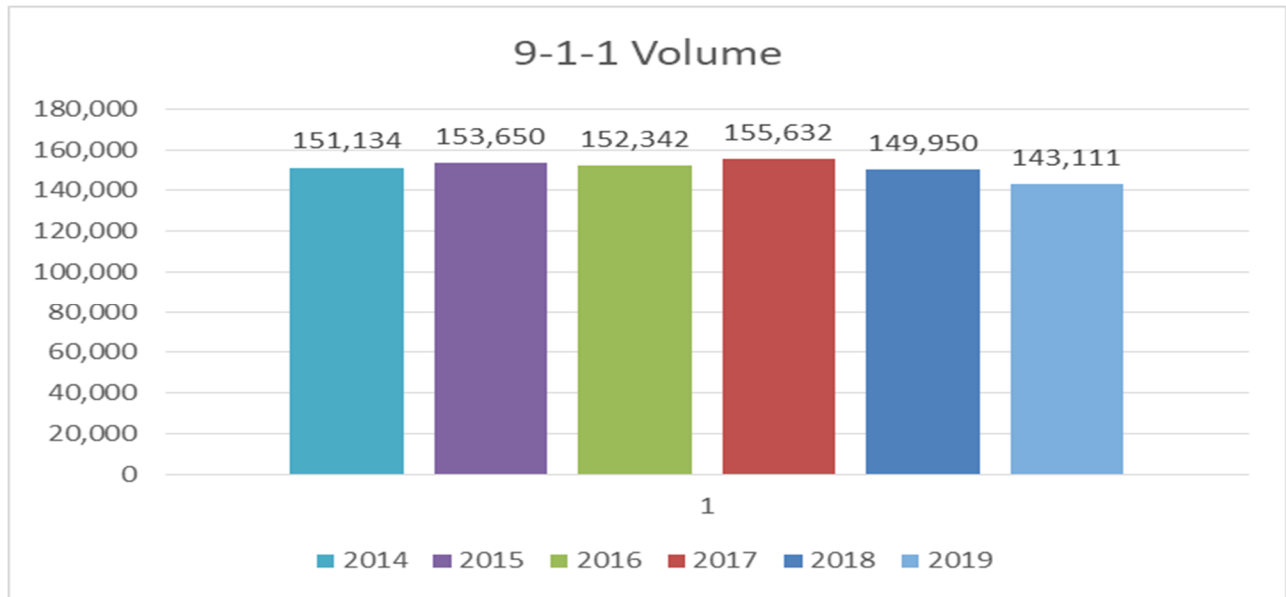
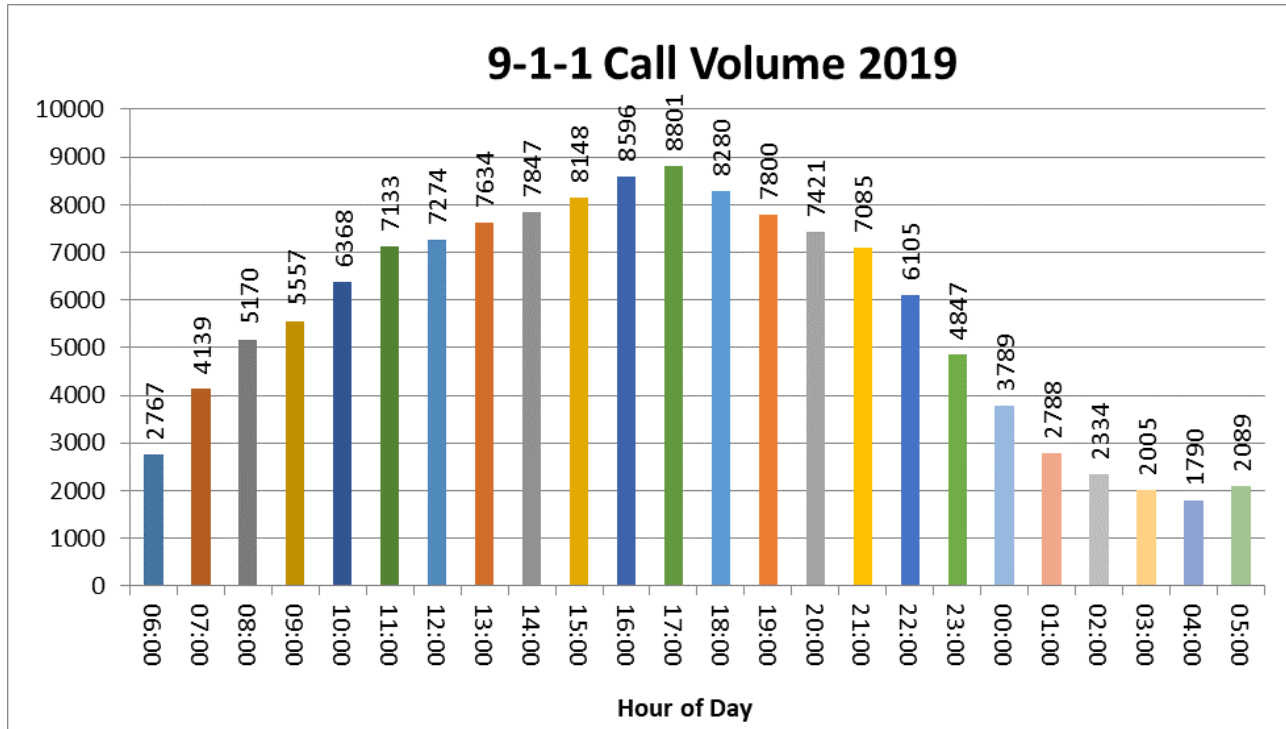


9-1-1 Ring Times

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



Performance Data for 9-1-1



Performance Goal

For 2020, the Law Task Team has two goals they will work on:

1. Investigate “Closest Unit” dispatch for priority events.
2. Improve mobile usage.



Standards of Excellence 2019

Annual Performance Report
**Prepared for the
Fire/EMS
Users Subcommittee**
February 10, 2020

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

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Performance Report Overview

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

Fire Service Performance

- The total processing time from E9-1-1 call pick-up until radio tones is the time referred to as "building time." This is the amount of time that we take to complete the call-taking portion as well as the radio dispatching. ***During 2019, we averaged 83 seconds from the time we answered the 9-1-1 call until the time that units were toned out. We were 63 percent compliant to the 90-second standard.***
- ***Our average building time for Confirmed Structure Fires was 89 seconds. We were 53 percent compliant to the 90-second standard.***
- ***For 2020, improving our performance on our highest priority fire calls will be our primary Quality Improvement objective.***

EMS Performance

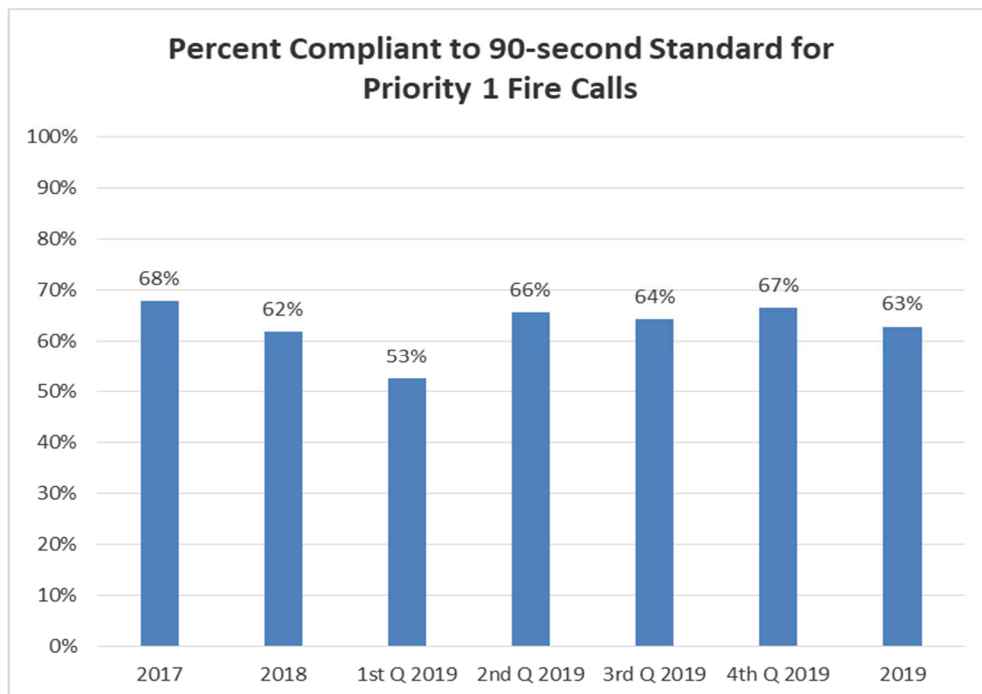
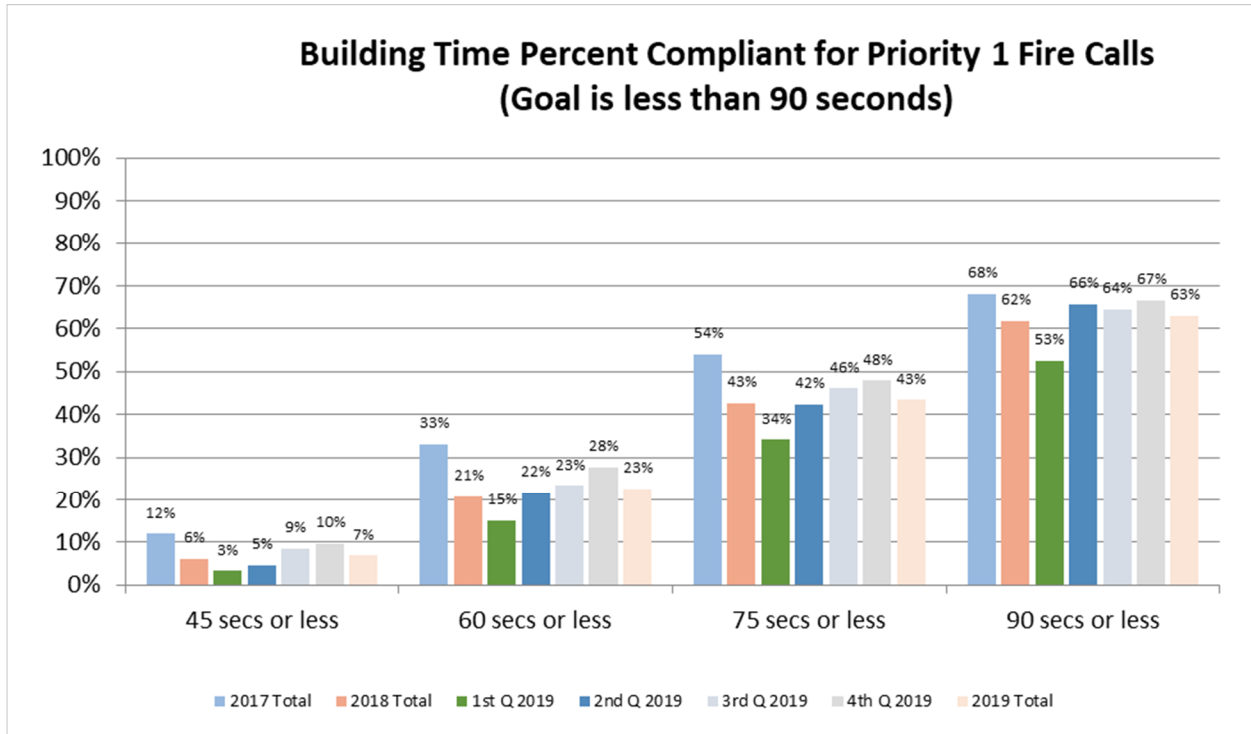
- ***During 2019, our building time for Echo medicals averaged 62 seconds, an improvement of 16 seconds from 2018. We were 88 percent compliant to the 90-second standard.***

Pre-Alert Performance

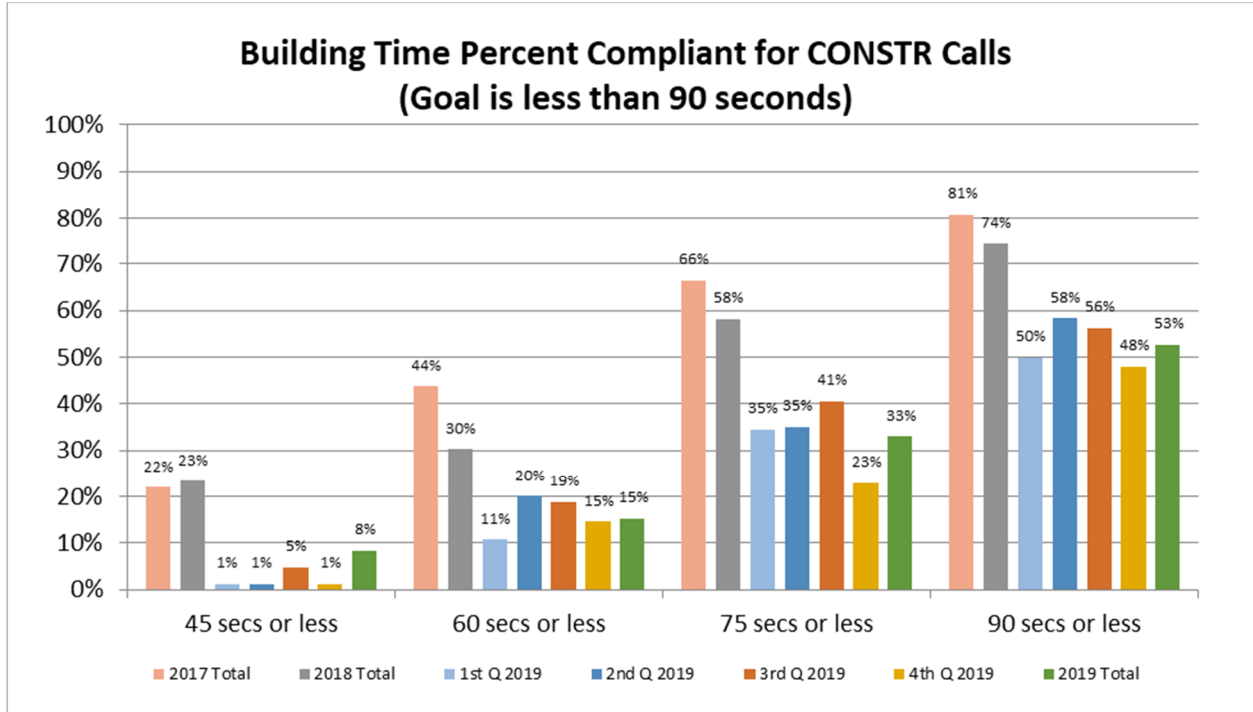
- The pre-alert process can contribute to a significant time savings for first responders. This is the time when concurrent events are happening: the call-taking process and the actual movement of apparatus. ***We have modified our approach, at the request of our Users, to move away from 100% compliance—to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

Performance Data for Fire Service

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



Overall Performance on Confirmed Structure Fires 2019



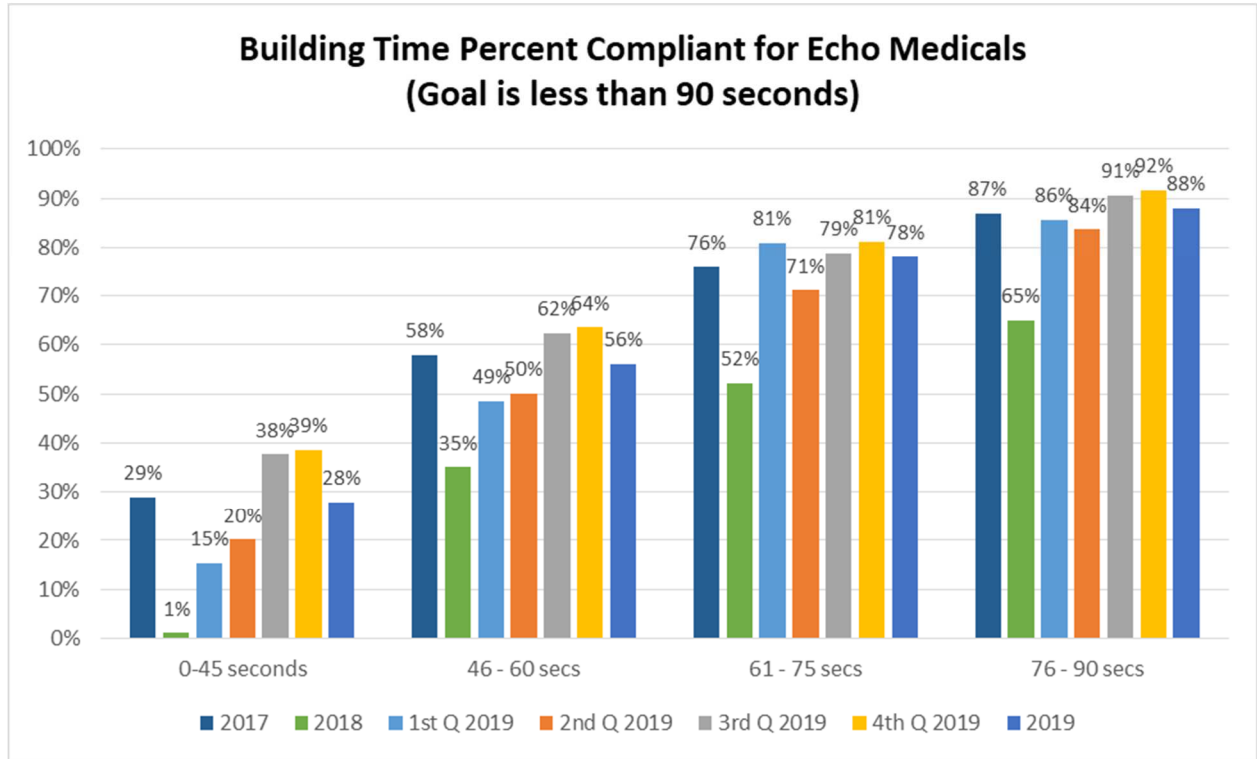
Performance Standards for Emergency Medical Service

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

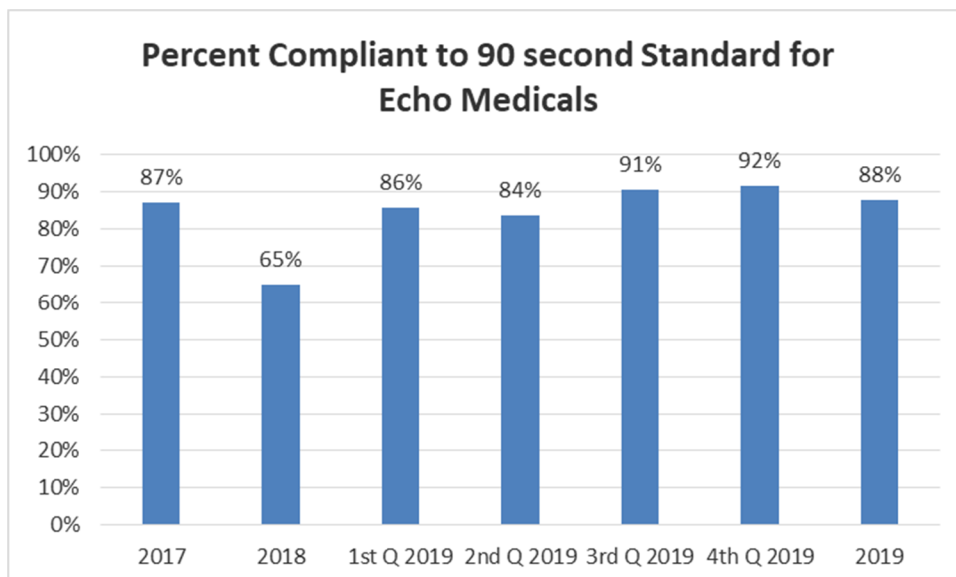
- *Elapsed time from E9-1-1 call pick-up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all priority Echo (E) EMS incidents.*
- *Elapsed time from E9-1-1 call pick-up to the point of radio dispatch in a maximum of 150 seconds for 90 percent of all priority Delta and Charlie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

Performance Data for Priority Echo Medicals

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

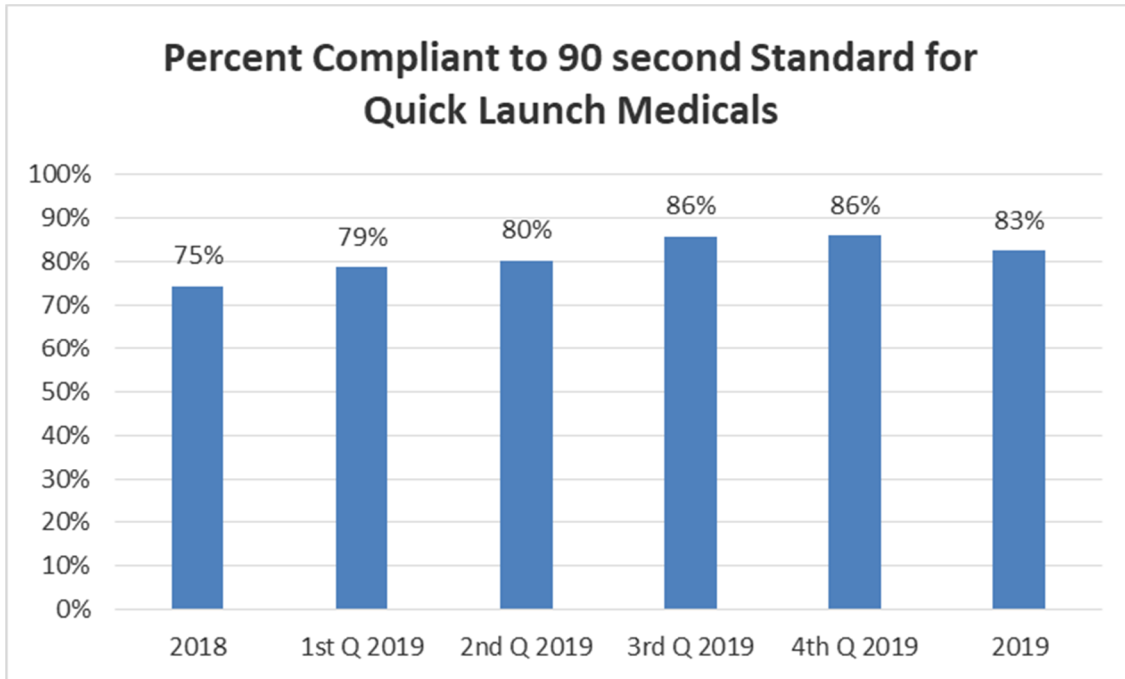


The “Echo” level emergency is the highest priority incident in the EMD system; it is used for patients who are identified from the beginning of the call-taking process as being in respiratory arrest or experiencing life-threatening breathing difficulties.



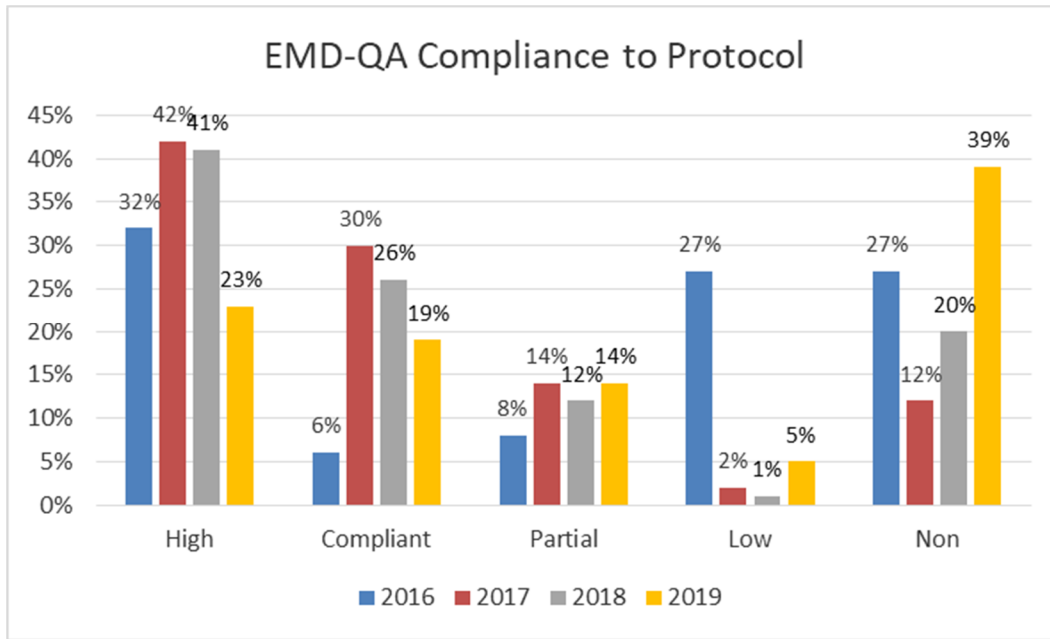
Performance Data for Quick Launch Medicals

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



Performance Data for EMD-QA Compliance

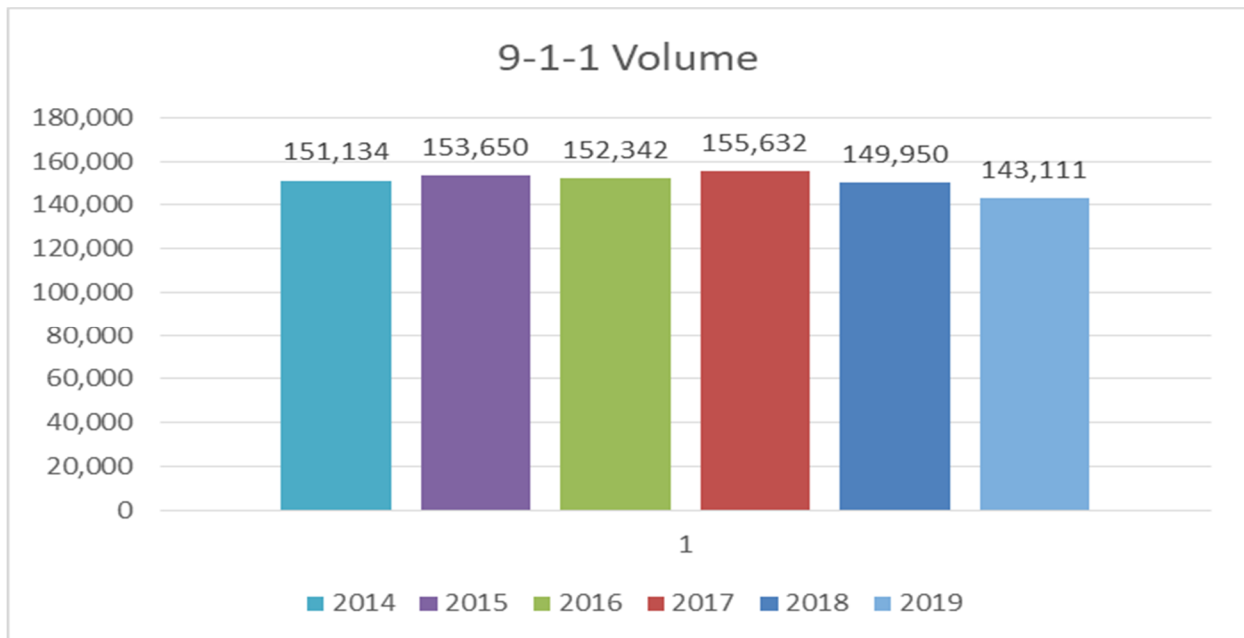
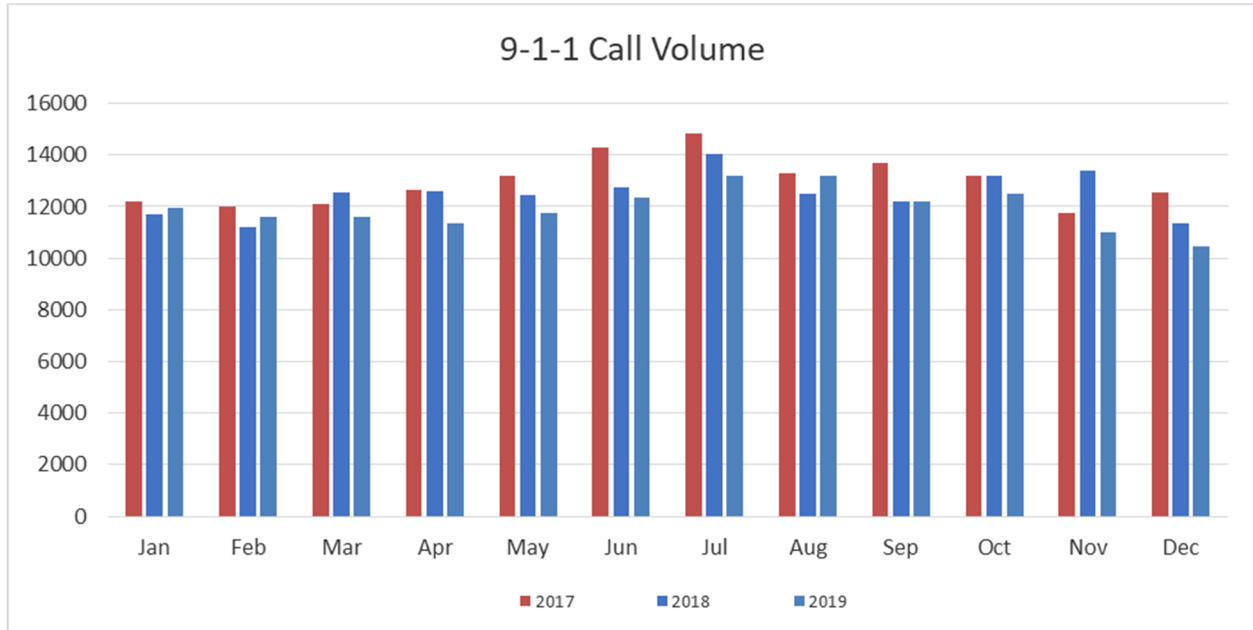
- **EMD COMPLIANCE**—EMDs are subject to up to four random reviews per month. The reviews are to determine the actual compliance to the Priority Dispatch EMD program.



The measurement of our EMD compliance is important so that medical calls are prioritized appropriately, allowing resources to be utilized as efficiently as possible.

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 2020 the Fire/EMS Task Team has three goals:

1. Jurisdictional boundary review and assignment.
2. SRA layer update.
3. Fire call processing times—evaluate standard of 60-second processing time to validate it or determine if a new standard is appropriate.

