

Santa Cruz Regional 9-1-1
Annual Report
2018



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SCR9-1-1 Board of Directors



Chair Charles Montoya
City of Watsonville



Vice Chair Carlos Palacios
County of Santa Cruz



Secretary Jamie Goldstein
City of Capitola

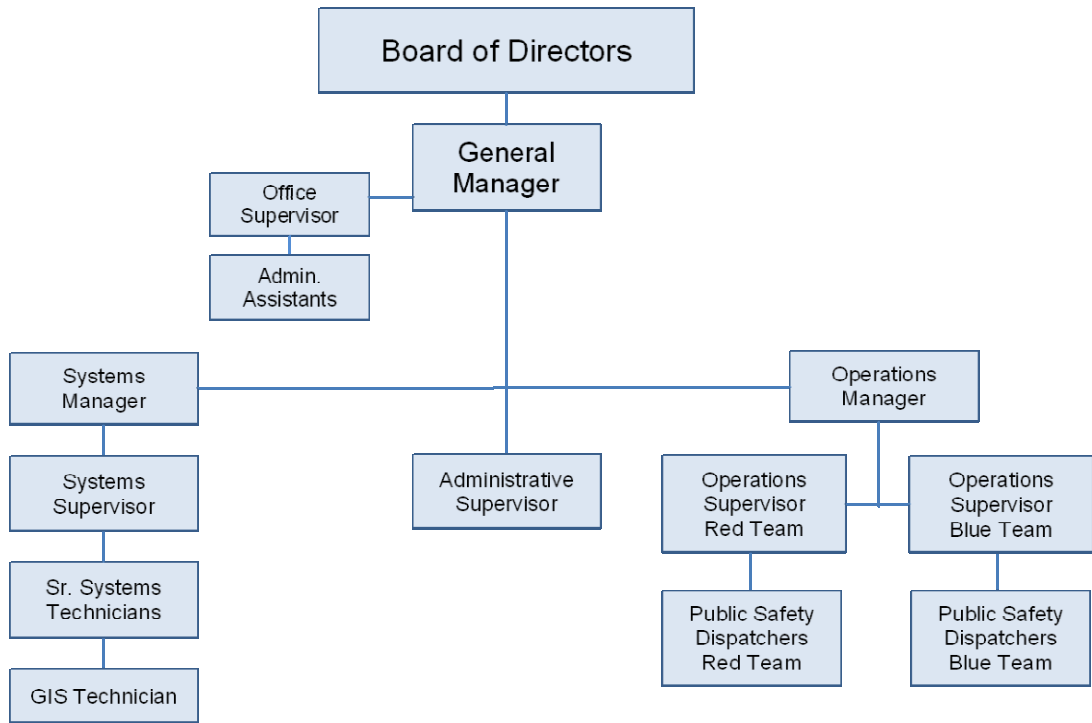


Member Martín Bernal
City of Santa Cruz

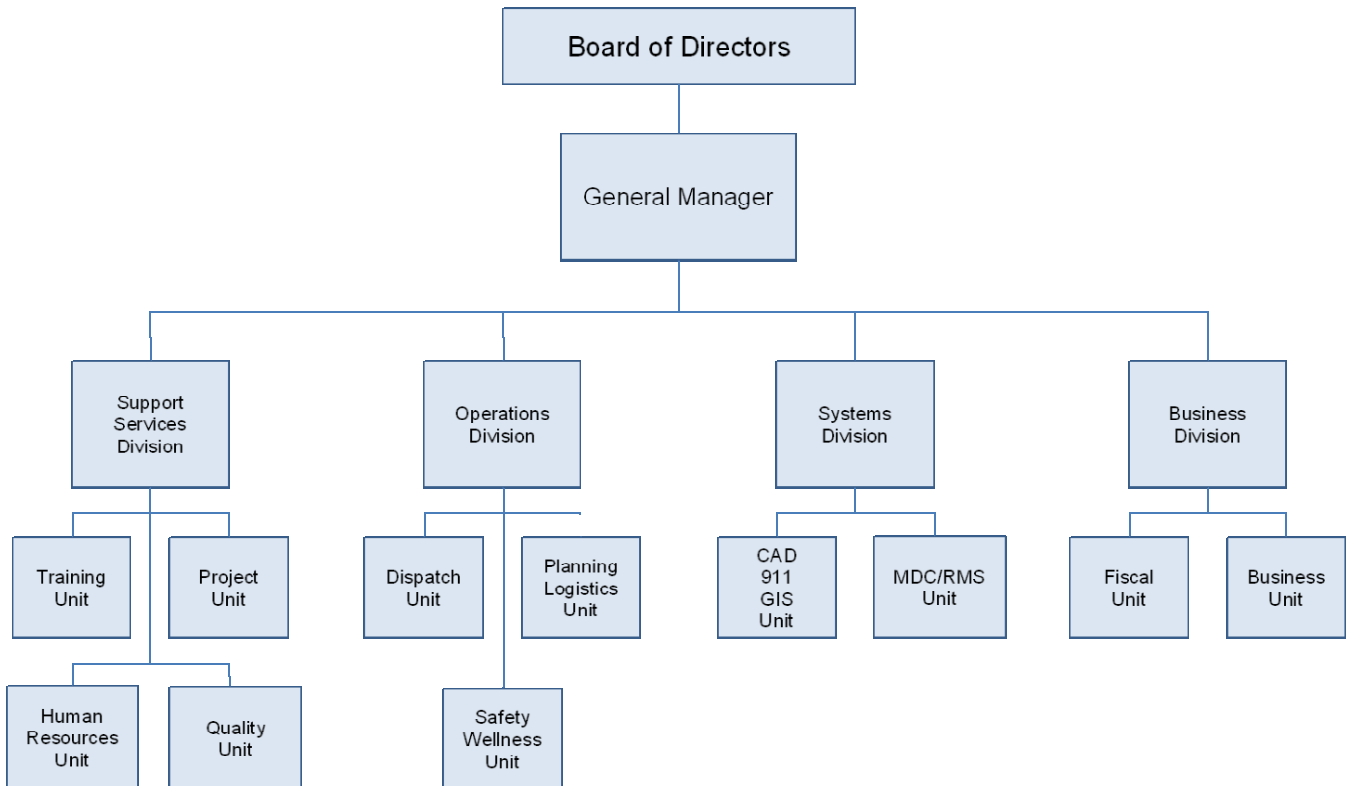
Contributors

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

Organizational Chart



Program Reporting Structure





Dennis Kidd
General Manager



Amethyst Uchida
Systems Manager



Stephanie French
Operations Manager



Abby
Lead, EMD, Law, Fire, CTO,
Bilingual



Abigail
EMD, Law



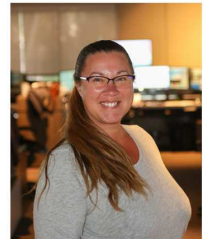
Andrew - 2018 DOTY
Lead, EMD, Law, Fire, CTO,
Instructor



Anna
EMD, Law, Fire



Anne
EMD, Dispatcher Assistant



Annie
EMD, Law, Fire,
Instructor



Areli
EMD, Law, CTO, Bilingual



Ariana
EMD, Law



Ashley
Lead, EMD, Law, Fire



Beth
Office Supervisor



Billie
EMD, Law, Fire, CTO



Birkett
EMD, Law



Chris
Dispatcher Assistant



Christina
EMD, Law



Cooper
Trainee



Dave
Law



Dee
EMD, Law, Extra Help



Dillon
Law



Emily
Trainee



Eric
EMD, Law, Fire, CTO



Felicia
EMD, Law, Extra Help



Gabriella
GIS Technician



German
EMD, Law, Fire, CTO
Bilingual



Gilberto
Senior Systems
Technician



Gina L.
EMD, Law, Fire



Jenn
EMD, Law, Fire



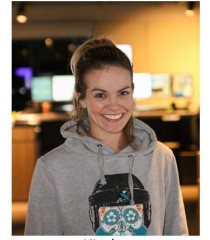
Joe
EMD, Law, Bilingual



Karen
EMD, Law, Extra Help



Kim
Dispatcher Assistant



Kindra
Law



Kristal
EMD, Law



Kristine
EMD, Law, Fire,
Instructor



Lauren
Administrative Assistant



Lisa
EMD, Law, Extra Help



Lyndsay
Lead, EMD, Law, Fire, CTO



Maria
Senior Administrative
Assistant



Melanie
EMD, Law, Fire



Melody
Operations Supervisor



Mike
Law



Mike
Lead, EMD, Law, Fire, CTO,
Instructor



Nicola
Senior Systems
Technician



Ocean
Extra Help Trainee



Paola
Trainee, Bilingual



Rose
Law, Bilingual



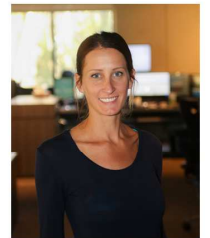
Sam
Law



Sean
Operations Supervisor



Sheena
Law



Stephanie
EMD, Law, Fire



Tammy
Administrative Supervisor



Terri
Lead, EMD, Law, Fire



Tina
Senior Administrative
Assistant



Tom G.
Senior Systems
Technician



Val
EMD, Law



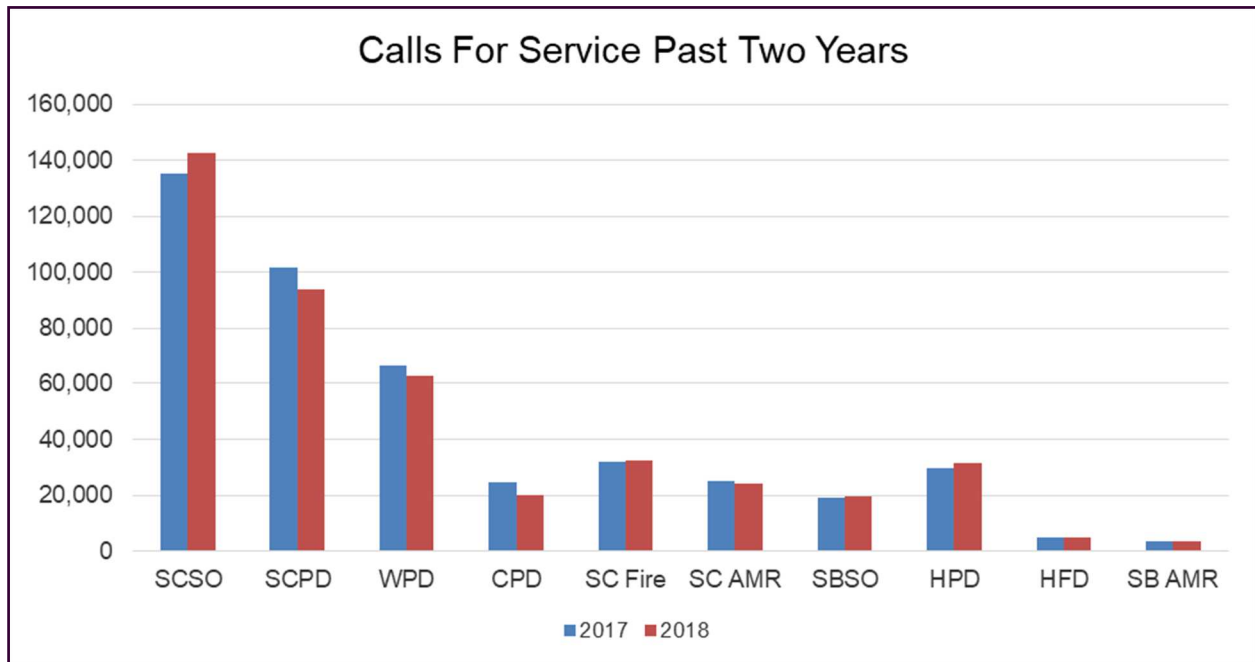
Wolff
Systems Supervisor

Photo Unavailable: Jessica

Workload and Call Statistics

Calls For Service Agency Comparison*			
2017	2018	Agency	Annual Change
135,362	142,854	Santa Cruz County Sheriff's Office (SCSO)	5.53%
101,900	93,952	Santa Cruz Police Department (SCPD)	-7.80%
66,531	62,555	Watsonville Police Department (WPD)	-5.98%
24,669	19,972	Capitola Police Department (CPD)	-19.04%
32,168	32,346	Santa Cruz County-Wide Fire	0.55%
25,198	24,141	Santa Cruz AMR	-4.19%
18,923	19,452	San Benito County Sheriff's Office (SBSO)	2.80%
29,746	31,683	Hollister Police Department (HPD)	6.51%
4,778	4,871	Hollister Fire	1.95%
3,688	3,662	San Benito AMR	-0.70%
5,753	3,400	Other	-40.90%
448,716	438,888	Total Calls for Service	-2.19%

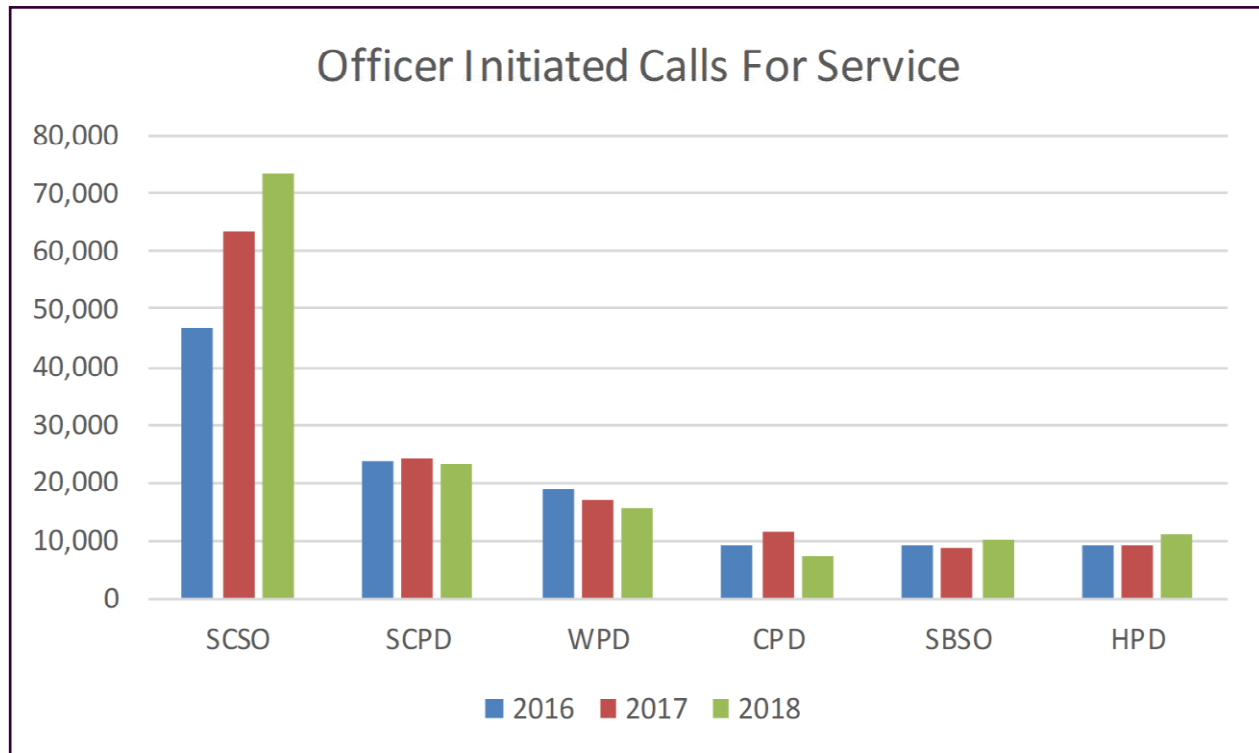
* Totals reflect the number of Calls For Service entered into SCR9-1-1 CAD



2018 CAD Officer Initiated Calls for Service

Name	2016	2017	%Change from 2016 to	2018	% Change from 2017 to
			2017		2018
Santa Cruz County Sheriff's Office (SCSO)	46,991	63,270	34.64%	73,304	15.86%
Santa Cruz Police Department (SCPD)	23,932	24,370	1.83%	23,430	-3.86%
Watsonville Police Department (WPD)	18,914	16,982	-10.21%	15,710	-7.49%
Capitola Police Department (CPD)	9,096	11,768	29.38%	7,571	-35.66%
San Benito County Sheriff's Office (SBSO)	9,124	8,983	-1.55%	10,335	15.05%
Hollister Police Department (HPD)	9,236	9,327	0.99%	11,083	18.83%
TOTAL	117,293	134,700	14.84%	141,433	5.00%

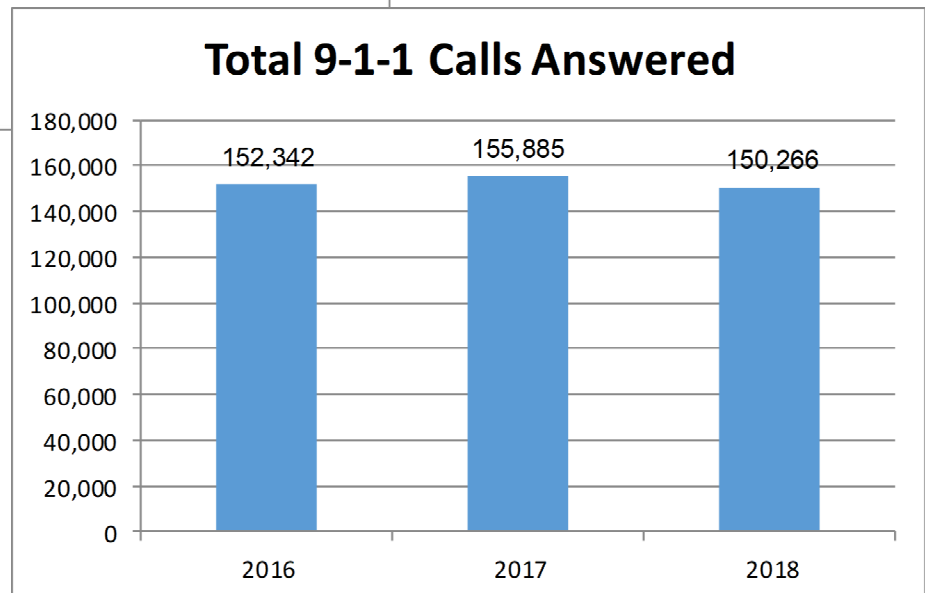
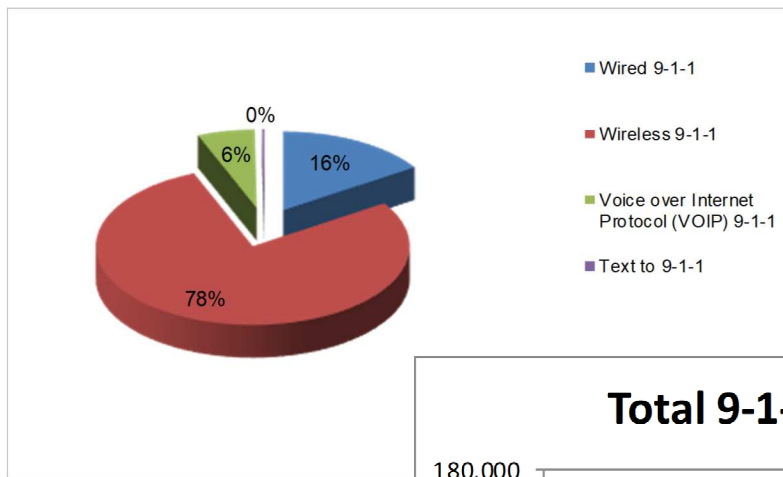
* Totals reflect the number of Calls For Service entered into SCR9-1-1 CAD



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

Total Phone Calls Handled and Processed				
Type of Call	2016	2017	2018	Percent Change 2017 to 2018
Wired 9-1-1	30,382	28,456	23,743	-16.56%
Wireless 9-1-1	113,487	117,667	117,335	-0.28%
Voice over Internet Protocol (VOIP) 9-1-1	8,473	9,509	8,872	-6.70%
Text to 9-1-1	141	253	316	24.90%
Total 9-1-1	152,483	155,885	150,266	-3.60%
10-digit Emergency	37,641	38,097	35,660	-6.40%
10-Digit Non-Emergency (Law)	165,256	171,903	169,688	-1.29%
10-Digit Other	240,605	252,112	229,523	-8.96%
Total 10-Digit Calls	443,502	462,112	434,871	-5.89%
Total Phone Calls	595,985	617,997	585,137	-5.32%

Emergency Phone Call Origins Comparison



Authority Goals

Assessment of 2018 Goals

1. Deploy Motorola's PremierOne Suite - CAD, Mobile, Handheld, Reporting, and Dashboards. SCR9-I-I's "PI Team" consisting of managers, dispatchers, and technical staff will continue working closely with Motorola and our User Agencies to finalize and deploy the PremierOne solution to SCR9-I-I and participating User agencies. The solution will include new Dispatch software (CAD) at SCR9-I-I as well as Mobile and Handheld software to allow User Agencies to access Dispatch information in real time from the field or their offices. Another enhancement supplied by PremierOne will be reporting and dashboards that will provide on-demand access to information and intelligence for SCR9-I-I employees and User Agencies alike.

ACCOMPLISHED SCR9-I-I deployed the Motorola PremierOne Computer-Aided Dispatch system, including Mobile and Handheld clients for field personnel on April 17, 2018. The deployment of Mobile and Handheld to most SCR9-I-I User Agencies provided field users with direct access to calls for service information. Many agencies also elected to activate GPS data within the PremierOne environment. This not only gives dispatchers and field personnel the ability to select the closest unit to respond to incidents, but allows dispatchers to view the location of units on a map in real time. Future releases from Motorola will provide additional features that leverage GPS to provide actionable intelligence to agencies using this data. The new system also has integrated reporting services that are being used to provide a "View Only CAD" environment and informational dashboards that can be accessed by SCR9-I-I and User agencies alike. In 2019, the SCR9-I-I PI Workgroup, a team of Dispatchers, Operations management personnel, and the Systems Manager, will be working together to enhance the system and optimize dispatcher usage. In addition, the Law and Fire Task Teams have subcommittees that are working on Mobile client configuration, optimizing our mapping data for closest-unit

recommendations and routing, and building useful "dashboard" reports for User agencies.

2. Explore expanding the Authority's Onboarding Plan beyond the first day of work by establishing a task team that will review the best Onboarding Plan and propose an expanded program appropriate for our agency.

ACCOMPLISHED Staff researched and attended on-line training in order to learn the best practices for building a successful Onboarding Plan. By utilizing a structured Onboarding Plan, the Authority hopes to create a welcoming environment for new employees; enhance job satisfaction and retention; provide support, tools, and resources to help the new employee fully transition into their new position; and provide clear and consistent expectations from their supervisor. The Authority developed and adopted our Onboarding Plan in the Fall of 2018.

3. Analyze revising our Standards of Excellence with User interaction looking for areas of change.

ACCOMPLISHED Staff worked with the Fire and EMS Task Team to analyze the current Standards of Excellence document. Following review and discussion, it was found there are areas that may need change. Moving forward into 2019, the Fire and EMS Task Team has set a goal to further evaluate our Standards of Excellence and make recommendations for change. Areas identified for further analysis: current performance standards, specific areas that are evaluated, and review of terminology utilized to ensure alignment with industry standards.

4. Conduct a Community survey.

ACCOMPLISHED Every three years we conduct a survey of a select group of community members who called 9-1-1. We ask questions pertaining to competency, attitude, and customer service. In all three categories we averaged 95% satisfaction.

◇ ◇

Statement 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 PI 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 PI 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

2. Conduct an Employee Survey

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

PremierOne CAD and Mobile Project

In the Fall of 2013, SCR9-I-I learned that the Computer-Aided Dispatch (CAD) software we had been using since 1996, Printrak/PremierCAD (PCAD), would no longer be supported as of August 2018. This set us on a nearly five year journey to identify and implement our next CAD software. As this is the primary software used by call-takers and dispatchers to create and manage incidents, and as the limitations of using an older software had been keeping our User agencies from adopting new technology, this was a critical acquisition for our agency.

We began by scouring trade magazines, talking to other dispatch centers, and researching online to identify potential CAD vendors and request product brochures. This initial investigation was followed by requesting software demonstrations from selected vendors. A team of managers, dispatchers, and technical personnel worked over the next year to analyze our needs, incorporating information from the demos and our research to identify what we were looking for in a new CAD product. In 2015, we released a Request for Information (RFI) to get detailed information about systems and roughly learn the costs to replace our CAD. After reviewing the responses, our General Manager, in consultation with the CAD team and the agency's consultant, determined that the path forward which made the most sense was to negotiate a contract for an upgrade to PremierOne CAD (PI) from our existing PCAD vendor, Motorola Solutions. In October 2016, a contract was approved and the work of implementing the PI CAD and Mobile system began.

The implementation process for a system of this scale is a daunting endeavor. The kickoff meeting took place in January 2017. This started 16 months of work needed to Go Live on April 17, 2018. Programming the core functions of the system alone took several months, and then experimenting with the system to get all of its advanced features working took several more. In addition, we had to partner with our User agencies to design Mobile screens everyone could be comfortable with. SCR9-I-I also took the lead on providing not only CAD training to our employees

and Public Works employees, but also participating in, or providing, initial Mobile training and follow-up Mobile training, a couple of months after Go Live.

We believed that excellent, timely training was critical to the success of this project. After attending the CAD Train-the-Trainer class in late 2017, Academy Instructors created a four module training plan for all dispatch staff. This was a huge undertaking for the instructors group as they took material they had just learned and made it applicable to how SCR9-I-I operates. The modules (call-taking, advanced call-taking, law radio dispatching, and fire radio dispatching) were developed to transition easily into our new-hire academies and provided focused learning opportunities. The instructors met every two weeks to create the training materials which included lesson plans, training manuals, and training scenarios.

Using both Academy Instructors and Operations Supervisors, employees were given hands-on instruction on the new CAD system. The Instructors and Supervisors partnership allowed for a teacher and a classroom facilitator which kept the instructor-to-student ratio manageable. The employees completed all training modules on their days off within 15 days of our Go Live date. Each employee received a minimum of 22 hours of classroom instruction, with fire dispatchers receiving an additional eight hours.

In addition to the classroom time, all dispatchers completed eight hours of scenario training on the dispatch floor. Dispatchers partnered together through a guided series of scenarios to mimic actual daily operations. These scenarios included logging units on duty, creating calls for service, putting units on field initiated stops, and dispatching of calls. Total time spent training on PI CAD: 156 hours.

A special thank you to Academy Instructors, **Kristine Ebersole, Andrew Davidson, Mike Krakowiak**; Operations Manager, **Stephanie French**; and Operations Supervisors **Melody**



Systems Supervisor **Wolff Bloss** contributed to the project by working with the Motorola technical team to deploy time synchronization software and interfaces, such as station alerting and text messaging. Bloss was responsible for network configuration changes and establishing secure connections for agencies to utilize the PI Mobile and Handheld clients. Bloss was also in charge of configuring and deploying the PI Handheld clients in both counties.

Systems Senior Technicians **Tom Ginsburg** and **Gilbert Oros** were responsible for deploying the PI Mobile client throughout both counties. This involved creating custom deployment packages for each agency and installing or coordinating installation of all PI Mobile clients. There are 229 PI Mobile clients currently running in both counties. Oros worked to define the configuration for the mobile routers that are used to connect to the PI servers as well. Ginsburg and Oros also participated in the PI provisioning process.

Everyone in Systems went above and beyond throughout the project, having to step out of their comfort zones and develop new expertise and knowledge. The Systems team even participated in CAD Train-the-Trainer, so they would be familiar with the software from an end user's point of view. During Go Live week, the Systems team worked adjusted schedules from April 17 through 23, in order to provide tech support for PI from 0600 hours through 2400 hours daily, including over the weekend. Systems not only supported dispatch personnel on site, but also provided a Help Desk phone to assist User agency personnel during the first week PI Mobile was live. Throughout 2018, Systems staff continued to provide support to troubleshoot issues with the PI solution and work with CAD and Mobile users to maximize the benefits of the new system.

Operations Division

The Operations Division experienced several changes in 2018.

For the first time in SCR9-I-I's history we went through a CAD system change. Although we remained with Motorola as our CAD vendor, the change to their PremierOne CAD was so significant that it practically seems like a completely different product. The Operations Management team took advantage of this change, and our many years of experience, to focus our efforts on developing a system to be as efficient as possible for dispatchers and Users alike. Having learned from the past, we were able to create processes that line up with our workflow. Our goal was to minimize the impact of change as much as we could. We are proud of how well our staff adjusted to the change, considering they were asked to relearn something they have been doing one way for many years.

Not only did CAD change, but so did the tool we use to access Criminal Justice Information (CJI). We transitioned from Open Query (which was at the end of its useful life) to CLIPS. This happened in March, just prior to the CAD change in April. The change was not significant and had a minimal impact on staff. One added benefit of the new application is a one-stop shop form that runs persons and plates queries, which are a majority of our queries.

One of the features of the PremierOne (PI) CAD is Automatic Resource Locator (ARL). This feature can track and recommend the closest emergency response unit based on their current physical location. The EMS agency in Santa Cruz County has been using this feature for over 10 years. With the Go Live of PI CAD, for the first time, the Santa Cruz County Fire agencies decided to leverage this feature. These new recommendations felt "different" to both our fire dispatchers and Users, as they had not experienced recommendations based on physical locations in the past; they had relied on run cards based on fire station locations where the units are housed. SCR9-I-I is dispatching under a new concept—there are "no borders"—and are sending the closest unit(s) to an



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

emergency, regardless of jurisdiction. A team was formed, and met several times, to begin refining this new feature to make it more reliable and reflective of the known traffic patterns.

SCR9-I-I dispatchers are responsible for managing ambulance locations based on how many units are currently available in the system. This is referred to as System Status Management (SSM). In December, the Santa Cruz County AMR SSM Plan was reconfigured by AMR and SCR9-I-I staff. The system transitioned from three geographical regions to eight physical posts. The conceptual change of regions to posts had a significant impact on the workflow of the Fire/EMS dispatcher.

Staffing continued to be a challenge for our center. In 2018, we hired six new dispatchers and lost five experienced dispatchers. To help offset the overtime burden on our dispatchers, Operations Supervisors spent 1,381 hours on the floor performing dispatch functions, in addition to their management duties. One of the departed dispatchers lateraled to another neighboring dispatch center, BUT returned back to SCR9-I-I after realizing she appreciated the culture of our center more than the extra pay she would have received. This validated what we believe and feel is a compliment to our center.

As we go into 2019, we are looking forward to re-focusing on our Operations staff and refreshing everyone on training, QI/QA, and enhancing their personal and professional development.

Dispatch Unit — Significant Events

February 1 - Kindra Sosa-Showers processed a call from a mother who was reporting her 19 year old autistic son had been missing for two hours. **Joe Guerrero** quickly dispatched Santa Cruz Police units to begin searching. Less than 10 minutes after processing the initial missing person call, Sosa-Showers received a call from an employee at a parking garage who had information that there was a person standing at the edge on the 4th floor. Sosa-Showers rapidly created a call which was dispatched by Guerrero. Sosa-Showers gathered further descriptive information about the person and made a connection that this might be the original missing autistic male. Guerrero quickly relayed this information to field units who were able to contact the subject with foreknowledge of the situation, safely talked the subject off of the ledge, and eventually reunited him with his mother.

August 15 - At 1025 hours, **Kim Rickabaugh** answered a call reporting a male seen throwing rocks at cars in the intersection of Main Street and Ohlone Parkway in Watsonville. When Watsonville PD arrived on-scene, the suspect, armed with a knife and in a state of anger, started running around the intersection disregarding PD commands. **Dillon Corley**, the primary WPD radio dispatcher for this incident, kept up with the Sergeant's request of additional units and resources. Shortly after the last request for tasers to the scene, the Sergeant advised "shots fired" with a request for Fire/EMS to the scene, code 3. Corley, supported by Rickabaugh and **Ashley Baldwin**, followed radio protocol and secured the channel for the priority incident, while the support team created the medical call. The suspect, conscious and breathing, was transported to the local trauma center via ground ambulance.

August 15 - Hours following the incident above, **Kim Rickabaugh** received a call with the report of neighbors involved in a verbal altercation. In less than one minute after the call was created, the situation escalated with a report of multiple gunshots fired and increased yelling. **Jacob Moniz** received a call from a woman who was hiding in a bathroom with the victim of a gunshot wound. **Kindra Sosa-Showers** was the primary

dispatcher for the Santa Cruz Sheriff's Office and worked to coordinate response and provide updates from multiple callers, supported by **Lyndsay Farotte**. A Code Red message was sent within 15 minutes to advise surrounding residents to shelter in place. Dispatchers coordinated requests for air ambulances, mutual aid resources, air support, and a SWAT Team call out. What followed was an 18-hour standoff and negotiation until the suspect was taken into custody. Kudos to the team of dispatchers who supported this critical event; **Christina Corral, Ashley Baldwin, Dillon Corley, Jessica Ewing, Anna Kiff, Jenn Maggio, Kristal Higgins, Mike Krakowiak, and Ariana Rios**.

Fall Wildland Fires - In the 23 days from October 23 to November 18, SCR9-1-1 dispatched 23 local wildland fires. Of those, several were sustained incidents, lasting hours or days. Each incident was full of complexities: gathering and relaying critical information from a high volume of callers, filling resource requests, ensuring proper district coverage throughout the county, and managing all other unrelated active incidents. In addition, incidents that occurred out of county required dispatch and reconfiguration of local resources. Two strike teams of fire apparatus were sent to help battle The Camp Fire in Butte County. A strike team of local resources was assembled to provide coverage to Cal Fire's local stations which were left unmanned due to multiple large wildland fires in the State.

October 16 - At 0855 hours, **Ashley Baldwin** received a call reporting a 76-year-old female with dementia had been missing since 1700 hours the day before. **Tammy Spath** immediately dispatched deputies with Santa Cruz Sheriff's Office to begin the search. Surrounding agencies were advised to be on the lookout, local hospitals were contacted, and a Code Red community notification was issued to request that the public assist with the search. Spath contacted the missing person's cell phone provider to attempt to ascertain her whereabouts, which ended up being in San Jose. **Billie Surran** and **Kristal Higgins** contacted San Jose Police and Caltrain Transit Police to provide them with a

description of the missing person. At 1037 hours, less than two hours after the initial report, the missing person was located by Caltrain personnel at a station near downtown San Jose, and she was safely reunited with family members.

November 3 - At 2125 hours, a vegetation fire was reported just north of Paradise Park on Highway 9 in Santa Cruz. The fire, in a heavily wooded area with remote access, burned for days. Evacuation of multiple homes was required and roadways were closed. On duty that evening were **Ashley Baldwin, Joe Guerrero, Stephanie Sphar, Dave Sumner, Mike Krakowiak, Kindra Sosa-Showers, Jessica Ewing, and German Flores**. This group worked cohesively as a team from the outset of this event to efficiently process all incoming calls related and unrelated to the fire. The group maintained internal communication and coordinated response with Santa Cruz Fire, Santa Cruz Sheriff's Office, AMR, Cal Fire, CHP, OES, County Public Works, State Parks, and the Red Cross.

November 13 - At 0949 hours, **Andrew Davidson** received a 9-1-1 call reporting a semi-truck had crashed into multiple other vehicles near the intersection of Highway 9 and River Street in Santa Cruz. Also working as the primary fire dispatcher, Davidson quickly initiated a call and dispatched Santa Cruz Fire and AMR. Multiple subsequent phone calls were received by **Dillon Corley, Areli Sanchez, Billie Surran and Abigail MacMullan**, reporting the semi-truck was on top of another vehicle, 15 vehicles were damaged, at least one person was trapped in a vehicle, and the semi-truck was now on fire. Santa Cruz PD primary dispatcher **Melanie Sherwood** worked expertly to coordinate the response of law enforcement resources, while communicating with fire dispatchers to ensure resources were properly informed and deployed until a unified command was established on-scene. As the event continued, Davidson, supported by fire dispatcher **Andrea Castro**, coordinated field requests for additional local resources, an out of county ground ambulance, an air ambulance, Public Works, and City Sanitation. Truly a team effort, the group of dispatchers communicated seamlessly to

coordinate resources efficiently through this unusually large-scale vehicle collision.



This photo depicts the aftermath of the collision at River Street and Highway 9 in Santa Cruz.

November 18 - At 1840 hours, **Anna Kiff** answered a call from Monterey County Communications (MOCO) who requested a Santa Cruz AMR unit respond to a motor vehicle accident that had increased to a Level 1 multiple-casualty incident (MCI). **Lyndsay Farotte** and **Gina Loftin** fulfilled the seemingly simple request. MOCO called back minutes later to request additional ambulances, declaring a Level 2 MCI, and dispatch of fire apparatus to provide coverage in North Monterey County Fire jurisdiction. Farotte and Loftin coordinated with MOCO, requested multiple air ambulances, established landing zones in Santa Cruz County, and dispatched additional resources to the scene. What began as a simple mutual aid request rapidly developed into a consuming high priority low frequency incident, handled commendably by dispatch staff.

2018 Commendations

March 7 - At 1646 hours, a Santa Cruz Sheriff's Office deputy transmitted priority traffic. **Annie Castro** calmly documented what the deputy said: multiple gunshots had been fired and a burnt orange car had left at a high rate of speed. Without hesitation, Castro asked, "Did it look like a Honda Fit?" The deputy confirmed it did. Castro connected information received earlier in the day from the San Jose Police Department, in

“lose his cool”, or remain anything but professional and a voice of calm.

In reviewing my body camera footage and hearing the radio communications, I just thought it was worth noting that Joe did an outstanding job in what is ultimately the most stressful of events for us.”

This event is a great example of individual skill and composure as a Public Safety Dispatcher, as well as a highlight of what our team of dispatchers is able to do. In maintaining composure, and anticipating the needs of field units, the team of dispatchers was able to support this tense event seamlessly.

July 12 - At 2302 hours, **Christina Corral** dispatched Watsonville Police officers to a report of gunshots fired from a vehicle. Within one minute of the initial dispatch, multiple officers arrived on-scene and several were providing updates, occasionally at the same time. Corral clearly repeated the updates and issued a priority while continuing to log updates into CAD. Within six minutes, Corral received an unrelated report of an in-progress burglary to an occupied residence. Corral provided direction on the primary channel to available officers, advising them to switch to the secondary channel for dispatch to the in-progress burglary. Corral dispatched the burglary on the secondary channel while still tracking the radio transmissions related to the shots-fired event on the primary channel. While officers were responding to the burglary, the officers at the shots-fired detail stated they were safe and the priority could be lifted. Corral efficiently managed communications on both channels by lifting the priority on the primary channel, while directing the officers responding to the burglary to return to the primary channel. Corral then provided timely officer safety updates that call-takers had documented about the report of a knife. At 2313 hours, the first officer on-scene at the burglary requested a priority, stating a victim was outside bleeding and the suspect was still inside. Corral worked with her team to create a call for Fire/EMS and calmly repeated radio traffic as the officer detained the suspect at gunpoint.

Within this narrow timeframe, Corral managed two unrelated priority events with a consistently clear, calm tone of voice. Corral’s multitasking skills, composure, and rapid actions assisted in

maintaining the safety of officers and citizens. Contributing ultimately to the arrest of two suspects involved in violent in-progress events, this is a wonderful example of the high level of dispatching that Corral and her team are capable of.

September 2 - Labor Day - At approximately 1820 hours, **Val Conner** answered a 9-1-1 call from an expectant father. He immediately stated that his wife was in labor. Utilizing the Emergency Medical Dispatch (EMD) program, Conner followed protocol—asking questions and providing instructions clearly and calmly to ensure they were understood and followed. For the next several minutes, Conner continued to provide instructions through contractions until the caller reported the mother felt the need to push, twice. At 1828 hours, Baby Nolan was born! Through the excitement, Conner gathered the caller’s attention and provided post-birth instructions to care for mother and child until Hollister Fire and AMR arrived.



Just 10 days after helping to deliver Baby Nolan, Val was thrilled to be able to meet him and his family. “Delivering Baby Nolan over the phone has been a highlight of my 34-year career.”

Fire/EMS Task Team

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

The team's 2018 goals were:

- Develop an MDC use policy for Fire/EMS
- Complete PI Mobile/Handheld training
- Reevaluate Standard Dispatch Format following PI Go Live

All goals were completed with much adaptation throughout the transition to new technologies and procedures. Many aspects of how the new system would be managed were theoretical until live data went into PI CAD. Fire dispatchers faced changes to technology, procedure, and responsibilities. After initial launch, with feedback from Users, a Fire Dispatcher Control Group was established in order to provide consistency and develop newly learned skills through repetitive assignment. The team helped to identify best practices and to classify issues encountered as technical or operational, so proper changes could be made. Secondary training was then provided to our entire group of fire dispatchers to highlight newly learned best practices and improve overall performance. On-site secondary Mobile/Handheld training was also provided to multiple agencies to assist in use and understanding of their new tools.

Law Enforcement Task Team

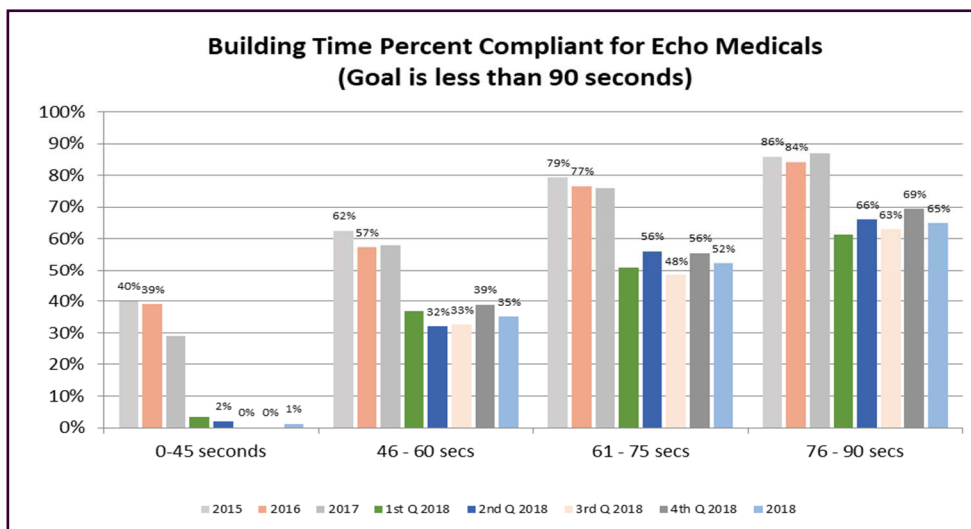
The role of the Law Enforcement Operations Policy Task Team is to evaluate current communications policy and procedure to ensure it is in line with current statutes and best practice models, as well as draft and recommend new policy to the Users Committee. The team is comprised of line level representatives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

During 2018, the team developed an MDC Use Policy, new MDC's went online, and on-site secondary MDC use training was provided to agencies by SCR9-I-I staff. The team reviewed and updated several existing policies and explored the idea of a Santa Cruz County-Wide service channel. Following discussion about infrastructure and viability a County Wide service channel was determined to be non-feasible at this time. In August, SCPD implemented the use of a secondary service channel for their agency.

Quality Unit

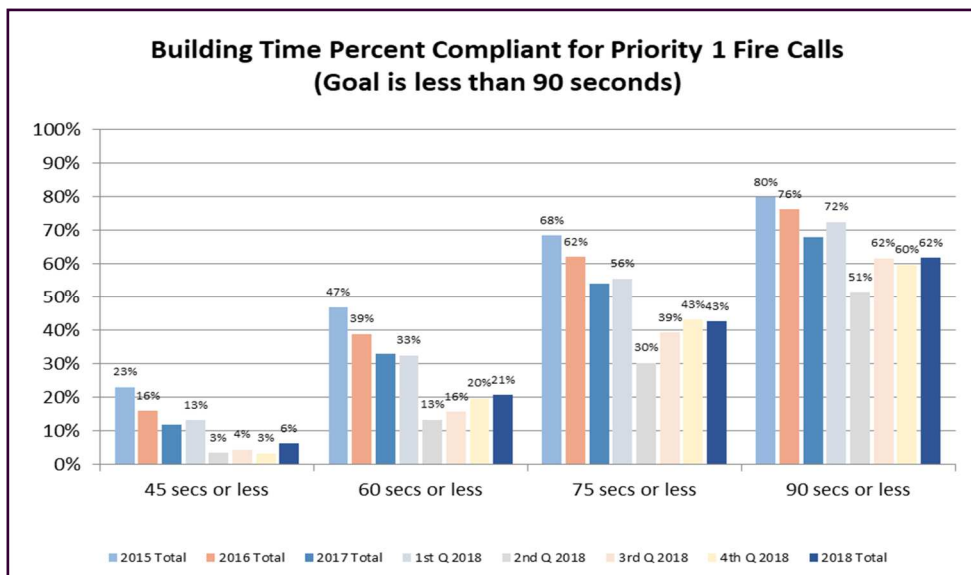
Echo Level Compliance

The highest priority medical emergency involves a person not breathing or having severe respiratory distress; oftentimes described as “gasping for air,” “can’t breathe,” or “making funny noises” (Echo level). Upon receipt of these types of calls, the call-taker creates the initial incident by ascertaining the exact location of the patient, verifies the phone number, and confirms breathing status. The goal is to process these calls and send to the radio dispatcher within 60 seconds. The radio dispatcher is then given 30 seconds to dispatch EMS responders. This total time of 90 seconds is what we refer to as the “building time”—from phone answer to radio dispatch. Our average building time in 2018 was 65 seconds, and 65% of the time we completed that process in less than 90 seconds. Any Echo level call that exceeds the 60 second call-taking standard is reviewed by a supervisor to identify any causes for the delay and develop associated training.



First-Priority Fire Compliance

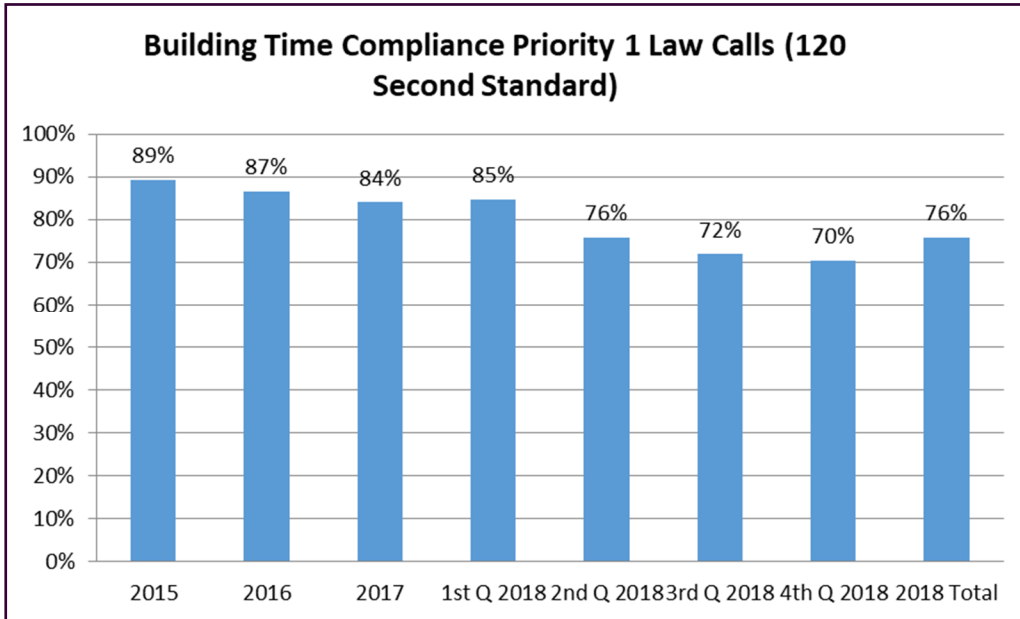
During 2018, our compliance to the 90-second building time was 62%, with our average processing time of 85 seconds. Compliance levels were higher in the 1st quarter and had a drop-off beginning in the 2nd quarter, associated with our CAD upgrade project. During 2019, we will work on improving our compliance.



Law Enforcement

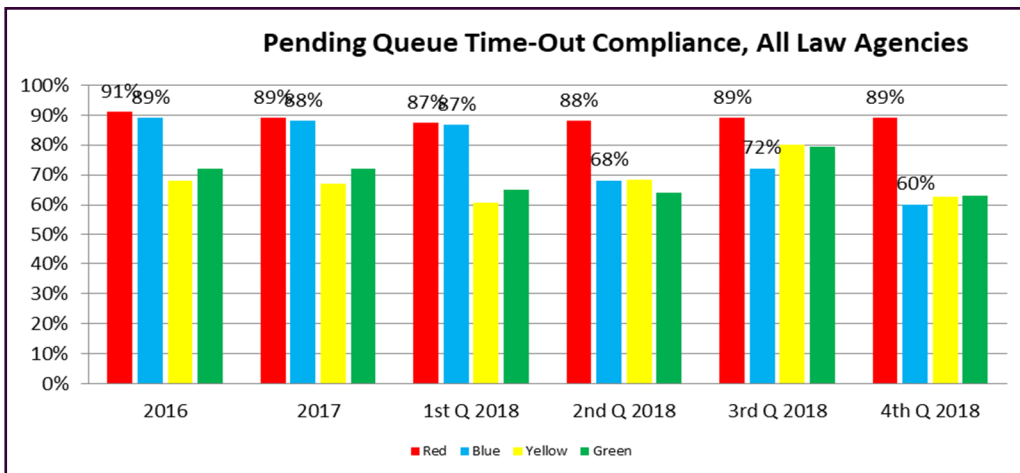
Time Measurements

SCR9-I-I measures the time it takes call-takers to process priority one calls, combined with the time it takes the radio dispatcher to assign a primary law enforcement unit. Our goal is to complete both of these tasks within 120 seconds. In 2018, we completed this 76% of the time within an average time of 96 seconds.



Management of Pending Calls

Once a call is created, the dispatcher must assign a law unit to the call as soon as possible. While this may seem easy, the dispatcher has many things to consider: how many units to send, does the incident type match the comments, who is available or who can be dispatched, notifying field supervisors, and ensuring the call being dispatched is complete and clear. These decisions have to be made quickly to meet the time standards established for each call based on their priority levels. Priority levels are defined as red, blue, yellow, and green. Red and blue calls are the highest priority, as these are incidents that are “in progress.” In 2018, our compliance to pending queue for red and blue calls was 89% and 60%, respectively. Significant drop-off in blue calls is related to our CAD upgrade project and will be a focus of 2019.



Training Unit

This unit is responsible for recruiting and training all Public Safety Dispatcher Assistants and Public Safety Dispatchers. 356 hours of classroom instruction was provided in 2018.

New Hire Academy

In 2018, we hired seven Dispatcher Assistants and conducted three entry level Academies. **Emily McKim, Christopher Norlin, Rose Torres, Paola Zepeda, Cooper Heberer, and Ocean White** successfully completed the call-taking training. We are especially excited to welcome our bilingual call-takers, Rose and Paola.

Radio Dispatcher Academy

The Dispatcher Assistant is our entry-level position. Hiring new employees allow us the opportunity to promote our current call-takers to law radio Public Safety Dispatchers. Three Radio Academies were held and **Kindra Sosa-Showers, Clay Swanson, Sheena LaMar, and Rose Torres** successfully completed their training. **Emily McKim** and **Paola Zepeda** are currently assigned to Communications Training Officers (CTOs) for their practical portion of radio training.

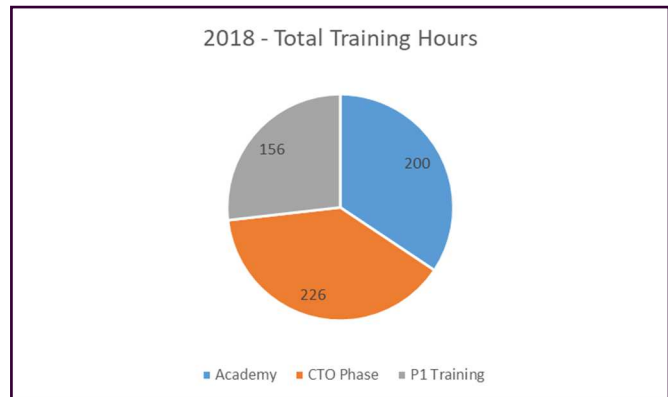
EMD Training

Congratulations to **Ariana Rios, Jessica Ewing, and Anne Escobar** for completing their Emergency Medical Dispatcher (EMD) certification course through the International Academy of Emergency Dispatch (IAED). This certification includes a 24-hour class and an additional 40 hours of CTO training.

Training does not consist of just classroom academy time. Upon completion of Academy, trainees immediately are assigned a Communications Training Officer (CTO) and begin the on-the-floor portion of training. During this phase, the trainee and CTO work side-by-side answering and interrogating non-emergency and 9-1-1 calls.

This on-the-floor training averages between 8-12 weeks before a trainee is released to Operations as an independent call-taker. Radio dispatchers receive an additional 8-12 weeks of CTO time. Trainees will spend four weeks with a CTO before transitioning to a new CTO, usually during different hours of the day. It is important that training occurs on different shifts, because the calls received are different. A total of 226 hours of CTO training were provided in 2018.

It may appear that the training unit was not busy in 2018; but this was our busiest year ever. A huge undertaking was the PI CAD training project. This project alone encompassed 44% of our training hours.

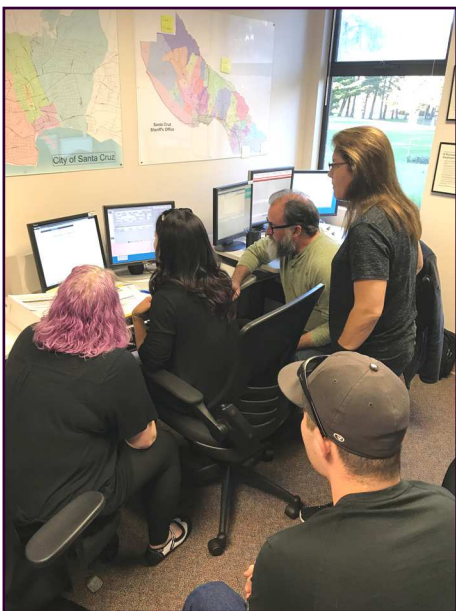


Fire Dispatch training was difficult because most of the interfaces could not be used until PI CAD was implemented. These interfaces included toning, Active 911, mapping, and automatic resource location for dispatching closest unit. We identified eight dispatchers to become a core group working Fire Red and Hollister Fire exclusively. Their goals included identifying issues, suggesting procedural changes, implementing best practices, and cross training other fire dispatchers.

In addition to training our Dispatch staff, we facilitated training to Law, Fire and AMR agencies in 2018. It was integral to our success that field units use the Mobile Data Computers (MDCs) to prevent additional radio traffic. To simulate how the MDCs actually work, Operations Staff would create a call and dispatch the units in training.



Prior to Go Live, we helped Santa Cruz Sheriff's Office, Santa Cruz Police, Capitola Police, Watsonville Police, Hollister Police, Boulder Creek Fire, Zayante Fire, Felton Fire, and Watsonville Fire complete their training during roll-calls. After Go Live, we assisted Hollister Fire, Santa Cruz AMR, and San Benito Sheriff's Office. All of our agencies were extremely receptive and appreciative of our guidance. Not only did it help with a more successful roll-out for our new CAD project, but also provided an opportunity to have valuable face-to-face time with almost all of our Users. Topics included logging on/off the mobile, locating reporting party information, querying license plates, finding query returns in existing calls, and closing calls with multiple dispositions. A total of 25 training sessions were provided by Operations Manager **Stephanie French**; and Operations Supervisors **Tammy Spath**, **Sean Schorovsky** and **Melody MacDonald**.



Academy Instructors (L:R) Kristine Ebersole, Tammy Spath, Mike Krakowiak, Gina Loftin, and Andrew Davidson review best training practices for PI CAD.

Projects Unit

Awareness and Community Education (ACE) Team

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

This year, most of our interactions have been presentations and tours inside our center. We presented to high school ROP students, HOPE services clients, police/sheriff volunteers, police citizen academies, teen academies, and volunteer fire department personnel. In total, we hosted over 280 community members and User personnel in our center this year. Our focus for these groups is to provide an overview of what we do here at SCR9-1-1. We explain the process of how to become a dispatcher—from applying to training to a typical dispatcher work schedule. The best part of these presentations are the Q & A, as well as the tour of the dispatch floor and meeting dispatchers.

The team did attend one event off site this year, the Santa Cruz Boardwalk's Deaf Fest. **Melody MacDonald** interacted with about 40 members of the hearing-impaired community to raise awareness about our center's ability to receive texts to 9-1-1.



ACE Team member, Melody MacDonald, interacts with attendees of the Deaf Fest.

Looking ahead to 2019, the ACE team plans to attend more events off site, while continuing to welcome guests to our center.

4th Annual Employee Recognition Event

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

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

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

Some of the awards handed out during the presentation include years of service/service pins, Systems Division awards, QI/QA awards, Operations Division awards, and the announcement of our 2018 Dispatcher of the Year (DOTY), **Andrew Davidson!**

In the Spring of 2019 we will hold our fifth annual event.

2018 Dispatcher of the Year, Andrew Davidson



L-R: Public Safety Dispatchers II, Sam Preciado, Abigail MacMullan, and German Flores receive awards for their exceptional work.



L-R: Systems Supervisor, Wolff Bloss; Administrative Assistant, Lauren Walker, and Sr. Systems Technician, Nicola Torchio.



We are so grateful for our Users that take the time to attend our Annual Recognition Event.



Systems Division

Historically, the SCR9-1-1 Systems Division has been divided into four areas of responsibility: CAD/9-1-1, Fire/EMS Technology, SCMRS, and MDCs. The Division saw significant restructuring in 2018 with the universal deployment of MDCs throughout both counties, and the decision of the Santa Cruz Sheriff's Office to join the other Santa Cruz County Law agencies and procure a single Law Enforcement Records Management System (RMS). As such, responsibilities are now delineated under the following categories: Dispatch Operations Support, Reporting and Data Services, Fire/EMS Technology and GIS, and Law Records Management System. Personnel assigned to the Systems Division in 2018 include the General Manager (.25), the Systems Division Manager, the Systems Supervisor, three Senior Communications Systems Technicians, and a GIS Technician.

Dispatch Operations Support

PremierOne CAD

The Computer-Aided Dispatch system is the primary tool of 9-1-1 dispatchers. Its main function is incident management, but it also gives dispatchers information alerts, provides unit recommendations, and is an additional mechanism to communicate with field units. Systems' responsibility with regards to CAD is to work closely with Operations—to program the CAD system, to support users of the software, to plan for and implement upgrades to the system, and to provide necessary maintenance to the PremierOne servers and applications to keep the system operating smoothly.

Detailed information about the implementation of the CAD/Mobile system can be found in the PremierOne project section of the Annual Report.



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

PremierOne Mobile

The Mobile and Handheld components of the PremierOne (PI) suite are applications designed to give field personnel the same access to incident information as dispatchers have available, in real time. Both solutions also incorporate a mapping component and can provide driving directions to incidents. The Mobile additionally allows field users to search past incidents and pull up relevant information about previous encounters at locations, or with specific people or vehicles.

SCR9-1-1 is responsible for supporting the PI infrastructure as well as the network needed for MDCs to connect to the PI system. The Systems team also provides first-level support for Mobile users in both counties, staffing a Help Desk line to troubleshoot issues and answer questions.

For Capitola, Santa Cruz, and Watsonville Police agencies, as well as AMR, SCR9-1-1 also provides support to the hardware components installed in emergency vehicles. Almost every other agency that SCR9-1-1 dispatches for utilizes the Mobile or Handheld client and SCR9-1-1 personnel were involved in the installation of over 350 instances of this software across both counties.

designated Fire personnel during times of high activity to allow Fire users to effectively deploy units throughout the county.

Records Management System (RMS)

Since 2001, the Santa Cruz Metropolitan Records System (SCMRS) Unit has administered and supported the Alliance RMS and Interact Mobile system used by the Capitola, Santa Cruz, and Watsonville police departments. The SCMRS unit is currently undergoing a major evolution as the Interact Mobile system was retired after the deployment of the PremierOne solution, and the police agencies will be partnering with the Santa Cruz Sheriff's Office to identify a replacement for the Alliance RMS that has been in use since 2000.

As SCMRS personnel, SCR9-1-1 Systems staff have also supported solutions that interface with or supplement the RMS system. Some of the additional products include the Crossroads traffic reporting system used by WPD; SCPD's citizen reporting portal, Coplogic; and SCPD's in-car video recording system. Additionally, staff supports several data feeds and reports for external systems such as Coplink, Accurint, and United Reporting, as well as assisting the police agencies by creating reports for Alliance data.

In 2018, SCMRS staff convened a task team to evaluate the results of the RFI, review and expand upon the requirements list, and contribute to a Request for Proposals (RFP) to be issued in early 2019. Systems staff also coordinated software demonstrations from four of the vendors that responded to the RFI. The task team consisted of four representatives from each participating agency, providing expertise in records, property, patrol, traffic, crime analysis, and management. The task team provided valuable input, and some new features were identified and will be included in the RFP that comes out in 2019.

Systems Division 2019 Goals

- Provide increased access to CAD data intelligence through the publication of new dashboard reports within NetCom and at our User Agencies.
- Enhance GIS data to more closely reflect real-world driving conditions in Santa Cruz and San Benito Counties in order to improve location-based unit recommendations, driving directions, and response times in the PI system.
- Train IT Staff at User Agencies on troubleshooting and administering the PI Mobile system, allowing those agencies to provide Tier I support to their PI Mobile users.
- Systems staff will also be working to support the Authority's goals, particularly on the RMS Replacement project for Santa Cruz County.

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 one part-time, extra help Administrative Assistant.

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.



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

Business Services Unit

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

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

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

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

Records requests and subpoenas are overseen by the Custodian of Records, **Tammy Spath**. Along with **Maria Wallen**, Senior Administrative Assistant, and Administrative Assistant **Lauren Walker**, this Unit filled over 1,628 requests on time this calendar year.

Peer Support Team

The SCR9-I-I Peer Support Team provides objective, non-judgmental, and confidential support and assistance to Authority employees and their families. The team members for 2018 were: Peer Support Coordinator **Amethyst Uchida, Valerie Conner, Joe Guerrero, Gina Loftin, Melody MacDonald, Teresa Minogue, Areli Sanchez** and **Nicola Torchio**.

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

The Peer Support Team members actively participated in the PI CAD Go Live event. Knowing that change of a major system is a stressful event, Peer members were alert to crisis and brought snacks in every day for the initial week. In addition, **Valerie Conner** stepped outside of her comfort zone to be a part of the expanded TOAC team in late 2017 and early 2018, so she could more effectively support her peers during the CAD deployment.

The Peer Support Team continues to provide morale boosting and wellness-oriented activities in Dispatch. These events are intended to show appreciation to SCR9-I-I 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 Plan, Peer Support will provide scheduled check-ins to new employees, especially Operations employees, after they have completed initial training.

Peer Support facilitated employee attendance at two debriefs hosted by our User Agencies. The seven members of this team provided one-on-one support for our employees and/or referrals to outside assistance throughout the year. At least 150 Peer contacts were made with employees during 2018.

Safety and Wellness

The 2018 Safety and Wellness Committee members were: Safety Coordinator **Beth Wann, Wolff Bloss**, and **Mike Krakowiak**.

In 2018, the Safety and Wellness Committee has continued a commitment toward developing and maintaining a culture of good health and fitness at SCR9-I-I. The Committee meets at least four times a year and the regular agenda always includes: 1) any new ideas for Health and Wellness, 2) lighting, 3) security, 4) Safety Inspection Reports, 5) Employee Hazard Reports, 6) Accident Investigation Reports, and 7) any new business.

Every shift has a dispatcher working as a Health Safety Officer on the team. We activated our officers early this flu season in order to get a jump-start on the prevention of illness on the floor. Health Safety Officers are responsible for ensuring the spreading of less germs—by 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; and taking it upon themselves to intermittently wipe down door handles and workstations.

In 2018, our agency took advantage of SDRMA's Loss Prevention Allowance Fund and was reimbursed \$1,000 for the purchase of two sit-stand workstations, ergonomic mice for the dispatchers to use, and the replacement of many cracked and hazardous floor mats on the dispatch floor.

This year we rewarded several dispatchers with a Guaranteed Day Off for perfect attendance during 2018. These dispatchers worked a consecutive twelve months without an unscheduled absence: **Val Conner, Dillon Corley, Andrew Davidson, Dave Sumner, and Jenn Maggio** (her third consecutive year!).

Melody MacDonald presents Dillon Corley with his Perfect Attendance Certificate. This marked two years in a row of no unscheduled absences for Dillon!





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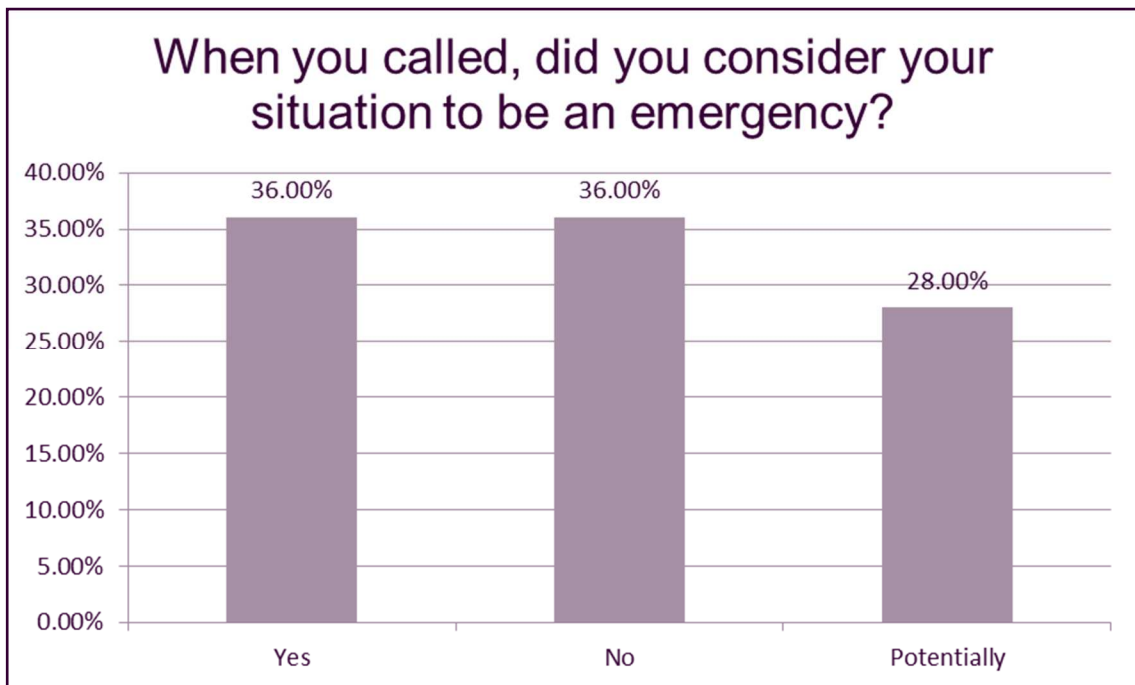
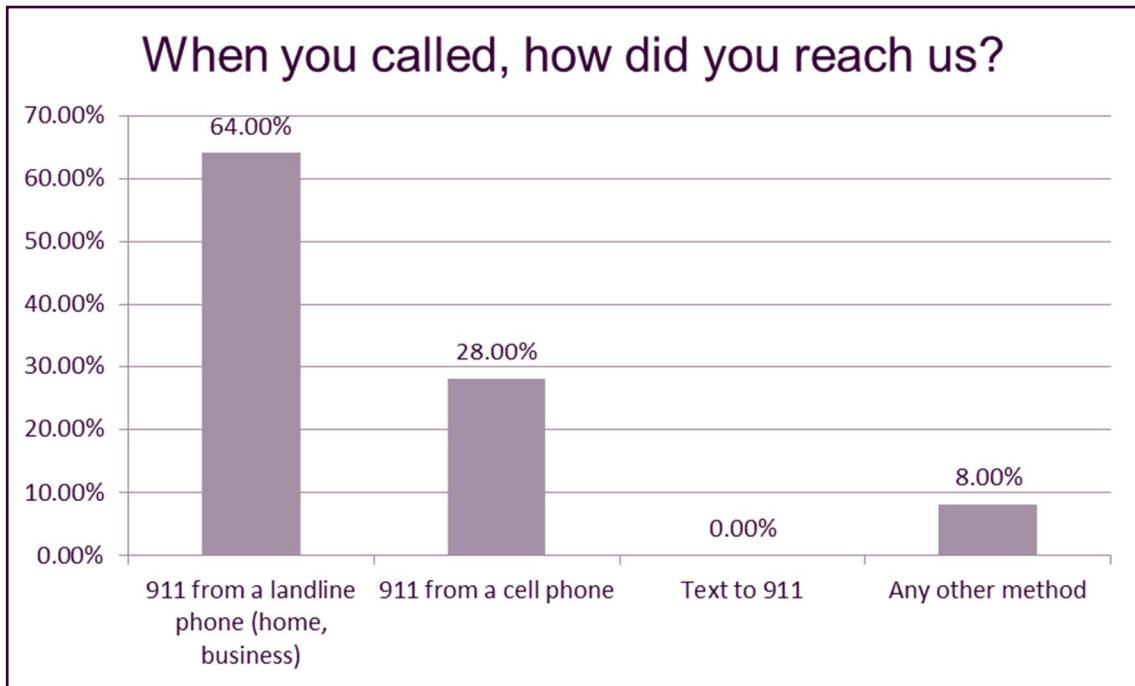


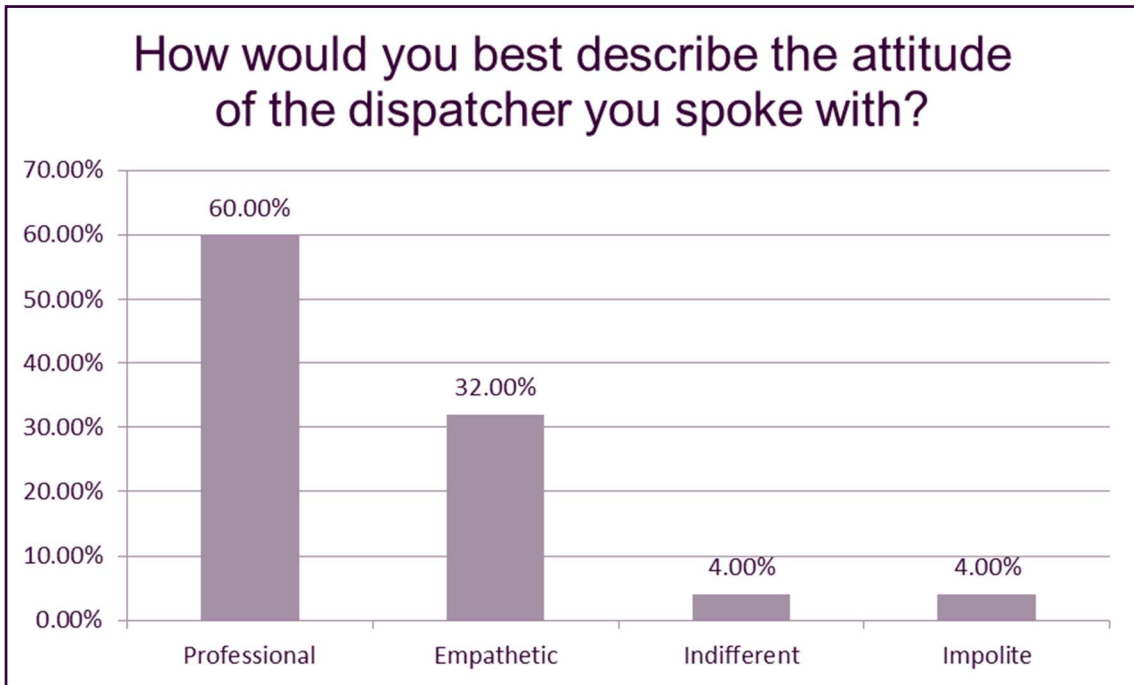
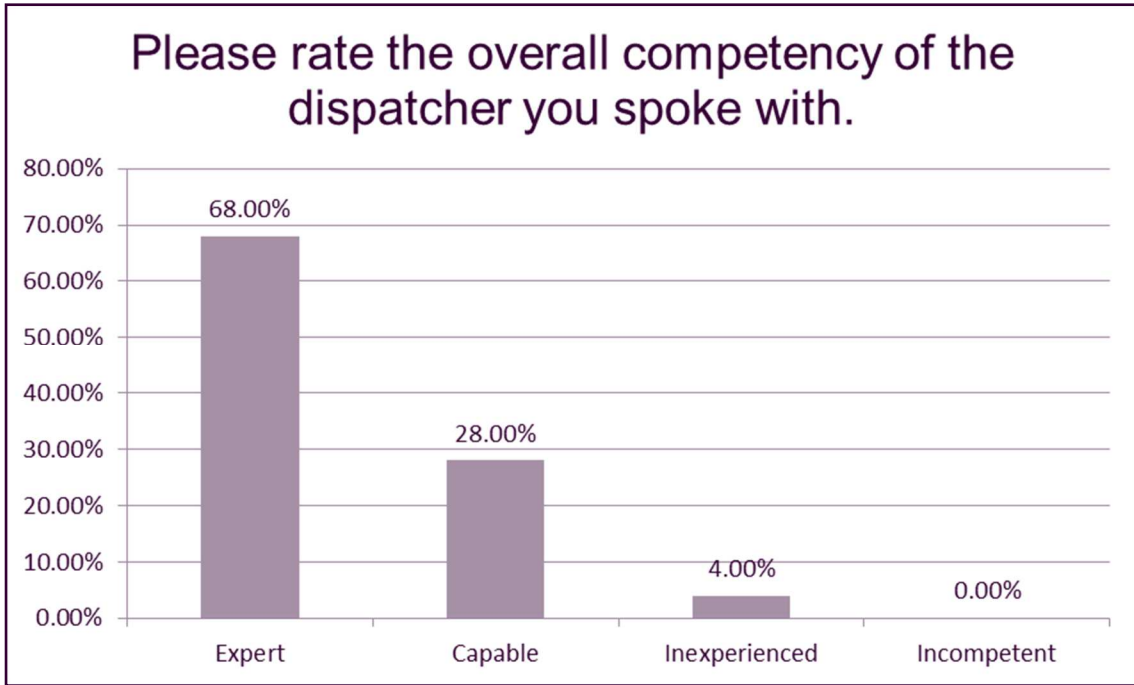
Appendix

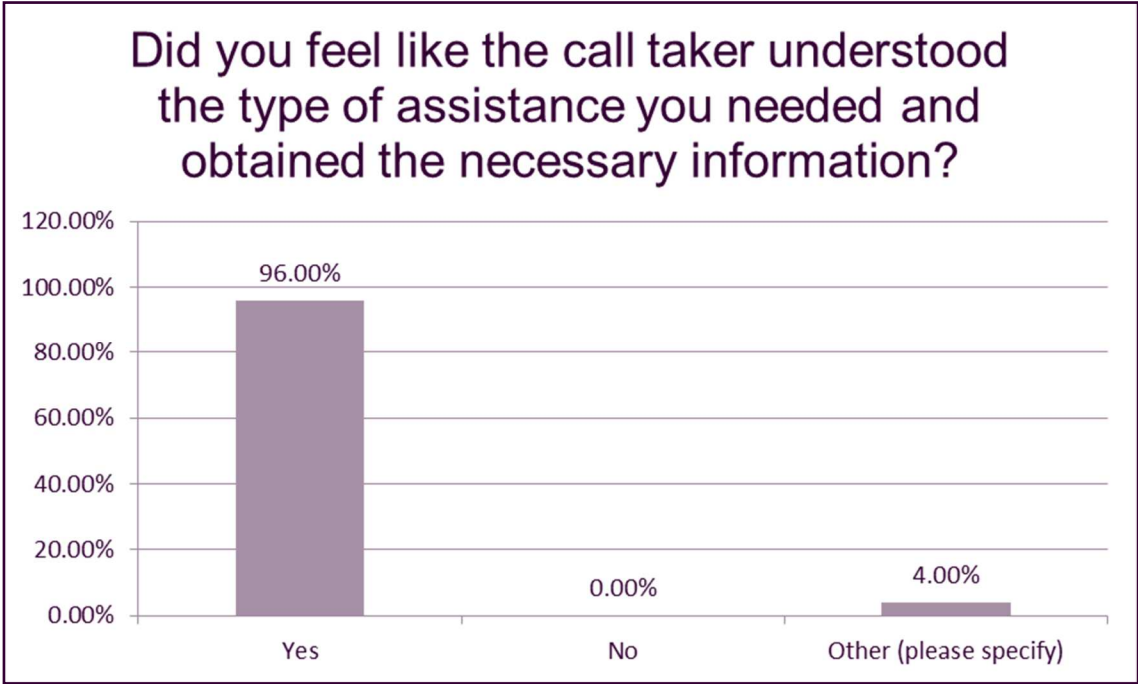
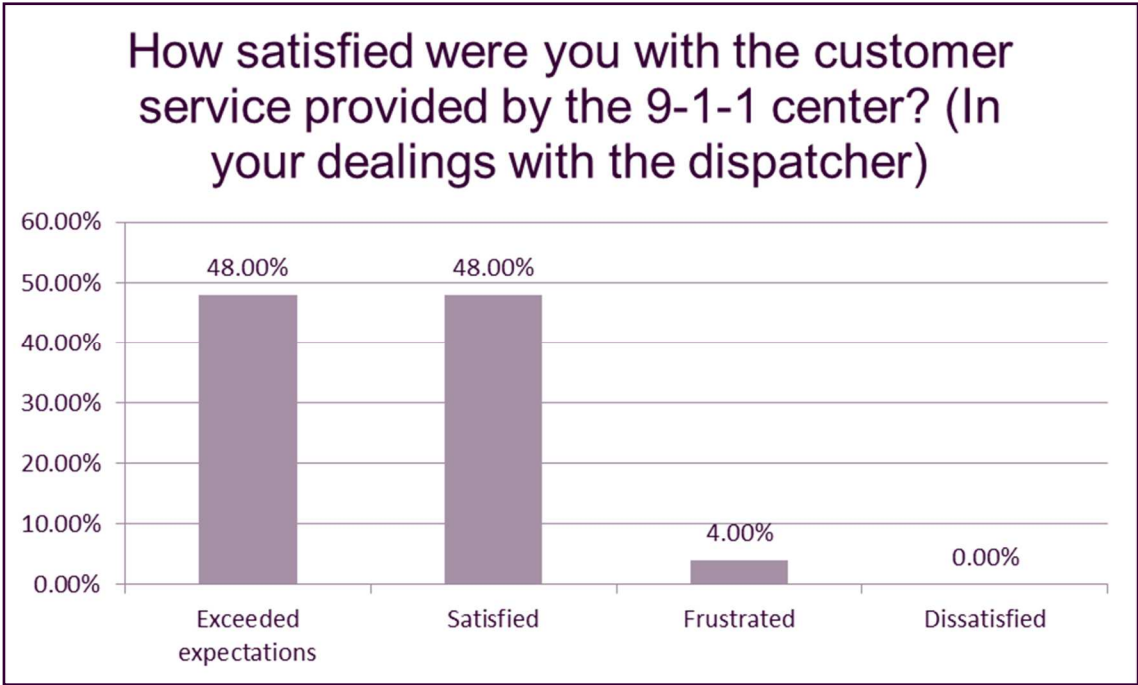
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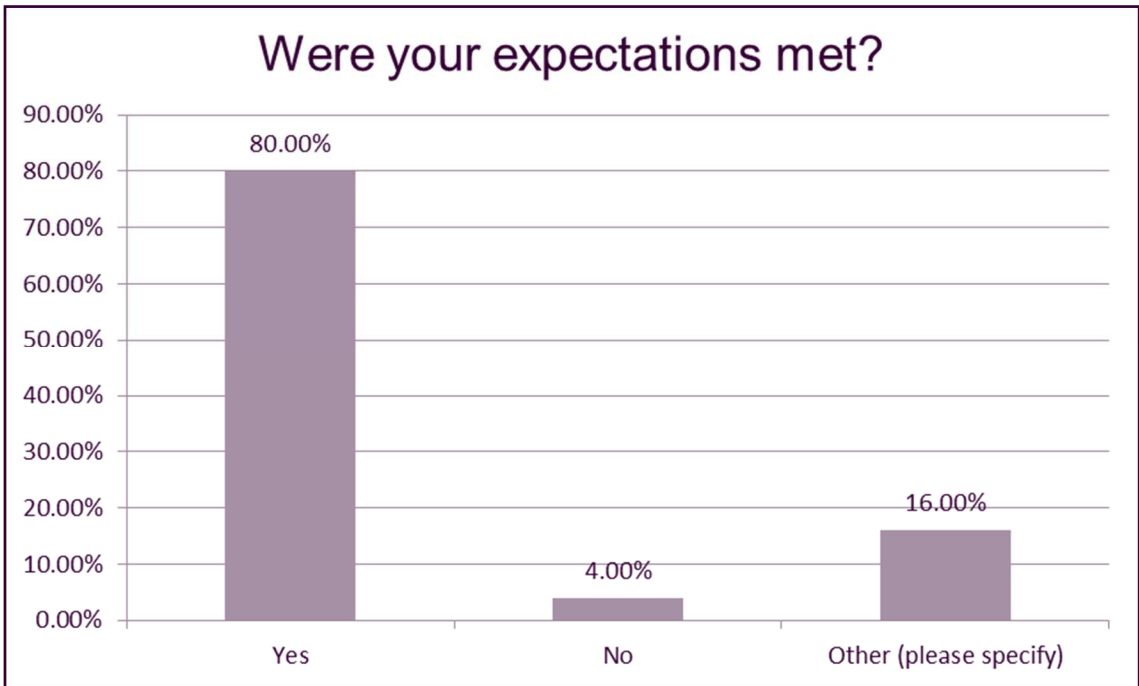
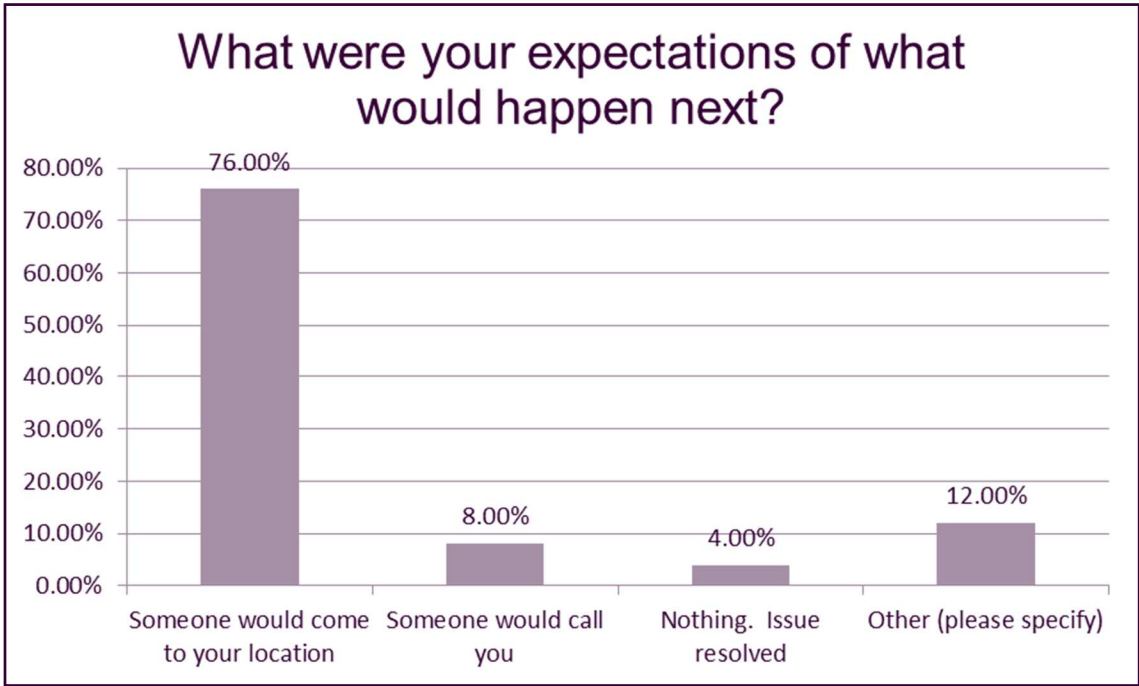
Community Survey

Every year, we create the opportunity to reach out to a targeted group of individuals and evaluate the services we provide. This year was our year to survey community members who called 9-1-1 for assistance. Every day, random 9-1-1 calls were selected and postcards mailed to citizens asking them to use our online survey tool to provide feedback on their recent interactions. The results were:











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

Responses included:

- “No, I think she did all she could.”
- “Nothing better! I felt like I needed Fire and they came.”
- “Nothing.”
- “Dispatcher did a great job.”
- “Having the police officer trained in the same compassionate behavior as your dispatch team, also hold them accountable to the lack of enforcing basic laws.”
- “All good.”
- “They did everything right, and quickly. I’m not aware of more that I could have expected.”
- “Can’t think of anything that could have been done better.”
- “Just keep up the good work. She had a very rewarding, calming experience. The call-taker knew what she was doing. AMR came quickly. Then fire came quickly after that.”
- “No improvement needed. I wanted to tell them the issue, they wanted the address—that was annoying, but clearly policy on their part.”
- “Nothing, dispatcher gave info to help know what was going on, and that the police were on their way.”
- “On three different occasions we were extremely satisfied.”
- “Consider the tone of voice from the caller and make an effort to convey to SCPD not all non-emergency calls should be brushed aside, despite the situation.”



SCR9-I-I Employee Demographics

Dispatch Staff Demographics				2010 Census Data Santa Cruz
	as of	12/31/2018		County
# of White		30	69.77%	72.49%
# of Hispanic		12	27.91%	32.05%
# of Asian		1	2.33%	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%
		43		
	# of males	12	27.91%	49.90%
	# of females	31	72.09%	50.10%
		43		
Whi/Male		10		
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
	as of	12/31/2018		County
# of White		38	66.67%	72.49%
# of Hispanic		16	28.07%	32.05%
# of Asian		3	5.26%	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%
		57		
	# of males	17	29.82%	49.90%
	# of females	40	70.18%	50.10%
		57		
Whi/Male		14		
Whi/Female		24		
AA/Male		0		
AA/Female		0		
Hispanic/Male		3		
Hispanic/Female		13		
Other/Male		0		
Other/Female		4		

◇ ◇

Promotion

ANDREW DAVIDSON SENIOR PUBLIC SAFETY DISPATCHER



Andrew began his Public Safety Dispatcher career with SCR91-1 in October 2011 when he lateralled from San Benito County. Andrew was selected from a group of highly competitive, well-qualified internal candidates and promoted to Senior Public Safety Dispatcher in December of 2018. Andrew is a grounded and humble leader. He listens to everyone around him, assesses situations with a calm approach, and focuses his energy on the big picture. Andrew remains positive even when in challenging situations by finding some success, no matter how small. He is a great complement to the Operations team.

Years of Service

Less than Three Years

Corley, Dillon
Escobar, Anne
Ewing, Jessica
Heberer, Cooper
LaMar, Sheena
Langer, Gabriella
McKim, Emily
Norlin, Chris
Preciado, Sam
Rickabaugh, Kim
Rios, Ariana
Sosa-Showers, Kindra
Torres, Rose
Zepeda, Paola

Three - Five Years

Birkett, Michael
Bisgaard, Tina
Castro, Annie
Corral, Christina
MacMullan, Abigail
Maggio, Jennifer
Sanchez, Areli
Sphar, Stephanie
Wallen, Maria

Six to 15 Years

Baldwin, Ashley
Bloss, Wolff
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

15 to 25 Years

Ebersole, Kristine
Fairbanks, Mike
Krakowiak, Michael
Marizette, Abigail
Sherwood, Melanie
Spath, Tammy
Sumner, David
Torchio, Nicola

26+ Years

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



Standards of Excellence 2018

Annual Performance Report

**Prepared for the
Law Enforcement
Users Subcommittee**

February 11, 2019

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 current standard for building time for first priority events is two minutes. During 2018, our performance on first priority law enforcement events was 76 percent compliant to the 120 second standard. Our average building time was 96 seconds.

- **Call-Taking**

The call-taking process is a balancing act between speed and content. For 2018, the Center was 79 percent compliant to the 90-second standard with an average time of 68 seconds.

- **Dispatching**

During 2018, the Center dispatched 70 percent of the first priority incidents in 30 seconds or less with an average dispatch time of 27 seconds. This portion of the Building Time was impacted by the change in our CAD system and had significant drops in performance for the 2nd, 3rd, and 4th quarters. This will be a focus of ours in 2019.

Performance Standards

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

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

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

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

- **Performance Standards for Law Enforcement**

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

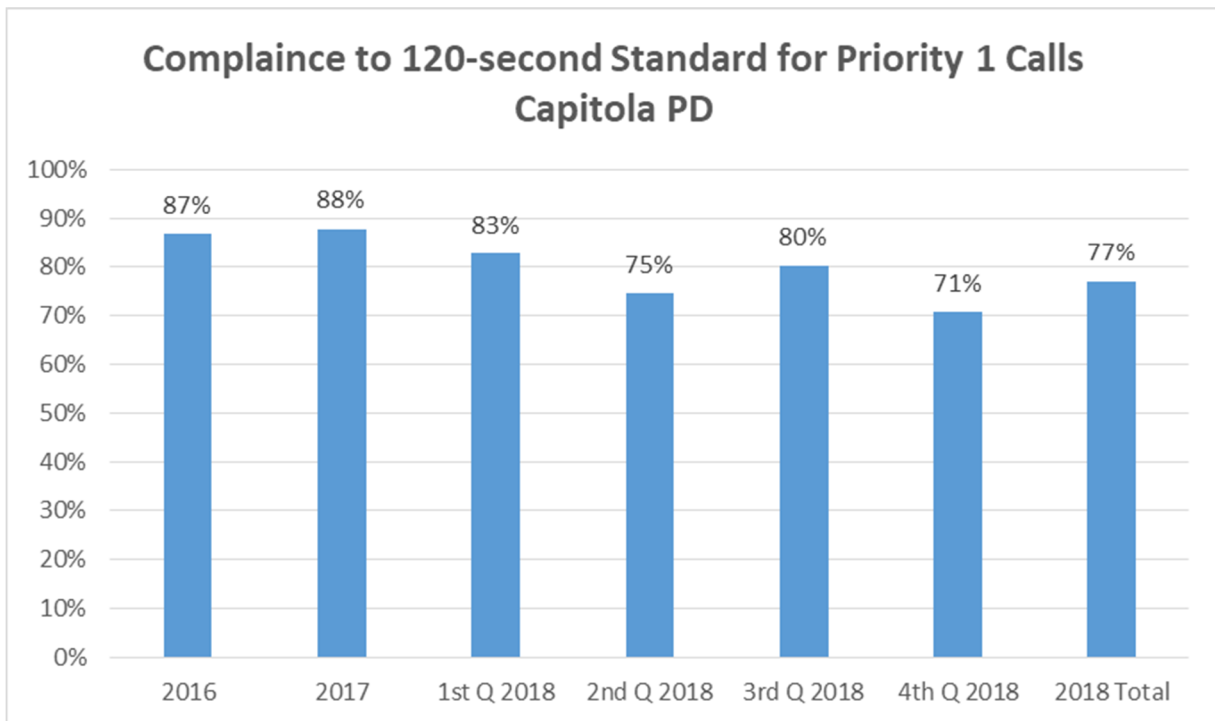
- *Building Time—Elapsed time from E9-1-1 call pick-up to the assignment of a unit via radio dispatch in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.*

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

Performance Data

Performance Data for Capitola Police Department

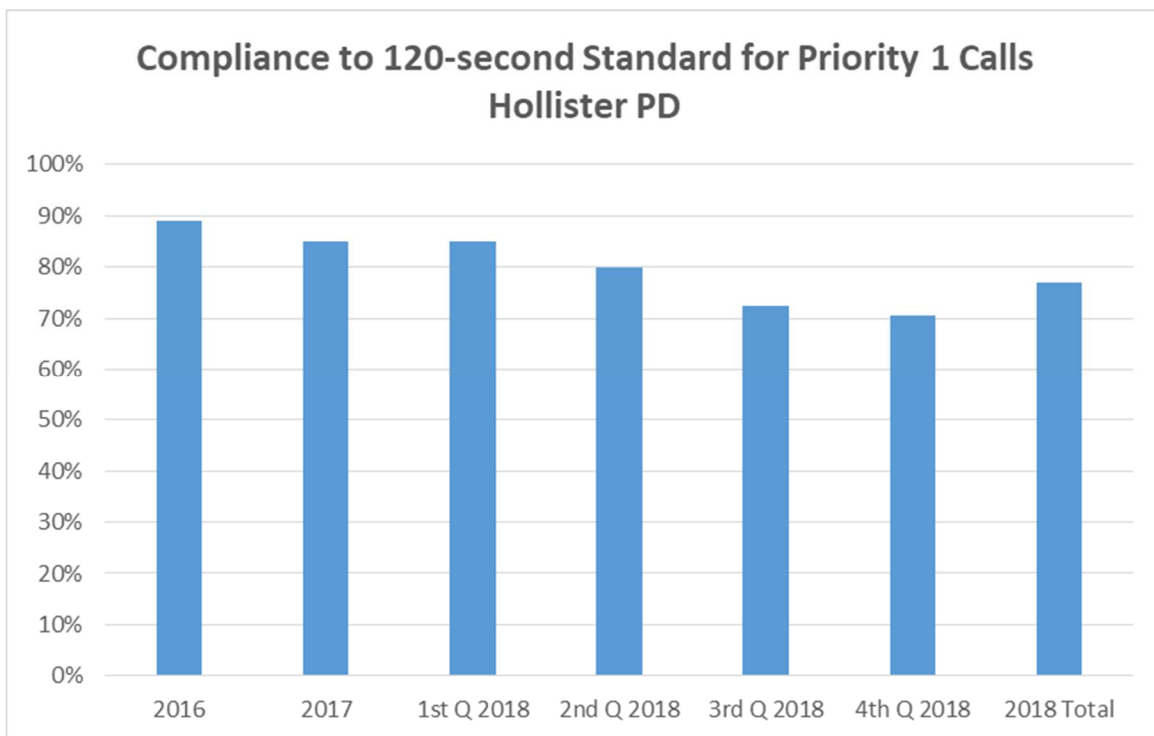
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Capitola PD for 2018 was 97 seconds, and we were 77 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

Performance Data for Hollister Police Department

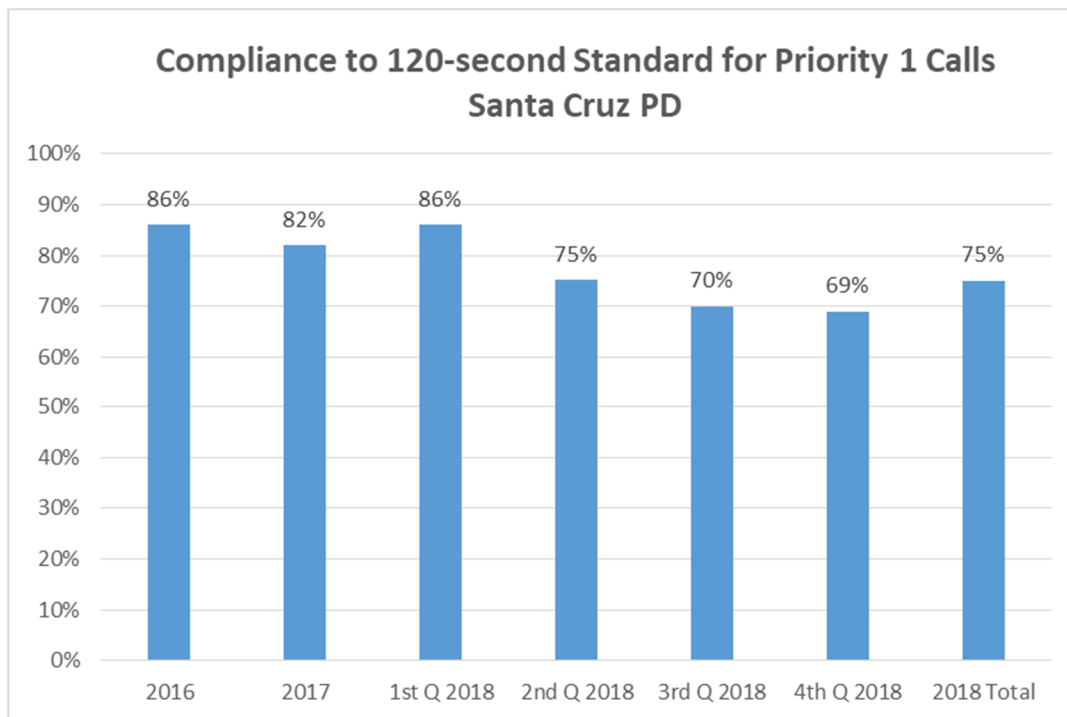
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the Hollister PD for 2018 was 92 seconds, and we were 77 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

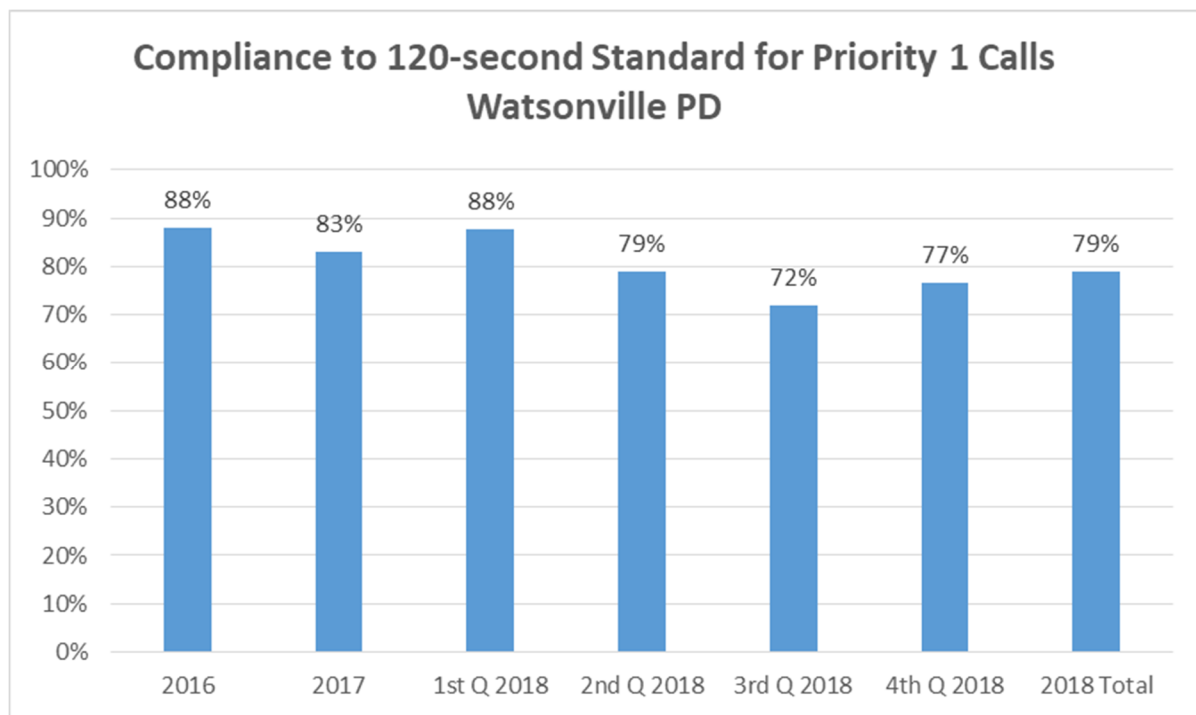
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Santa Cruz PD for 2018 was 97 seconds, and we were 75 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

Performance Data for Watsonville Police Department

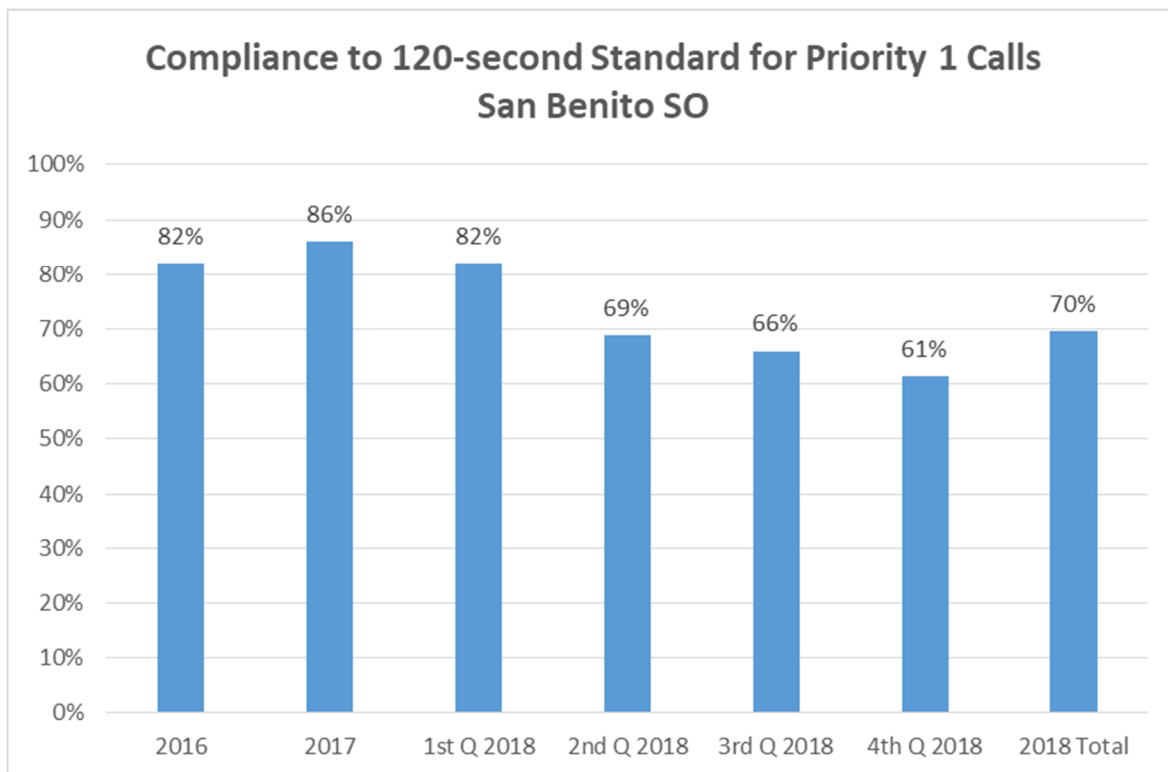
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Watsonville PD for 2018 was 94 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 San Benito Sheriff's Office

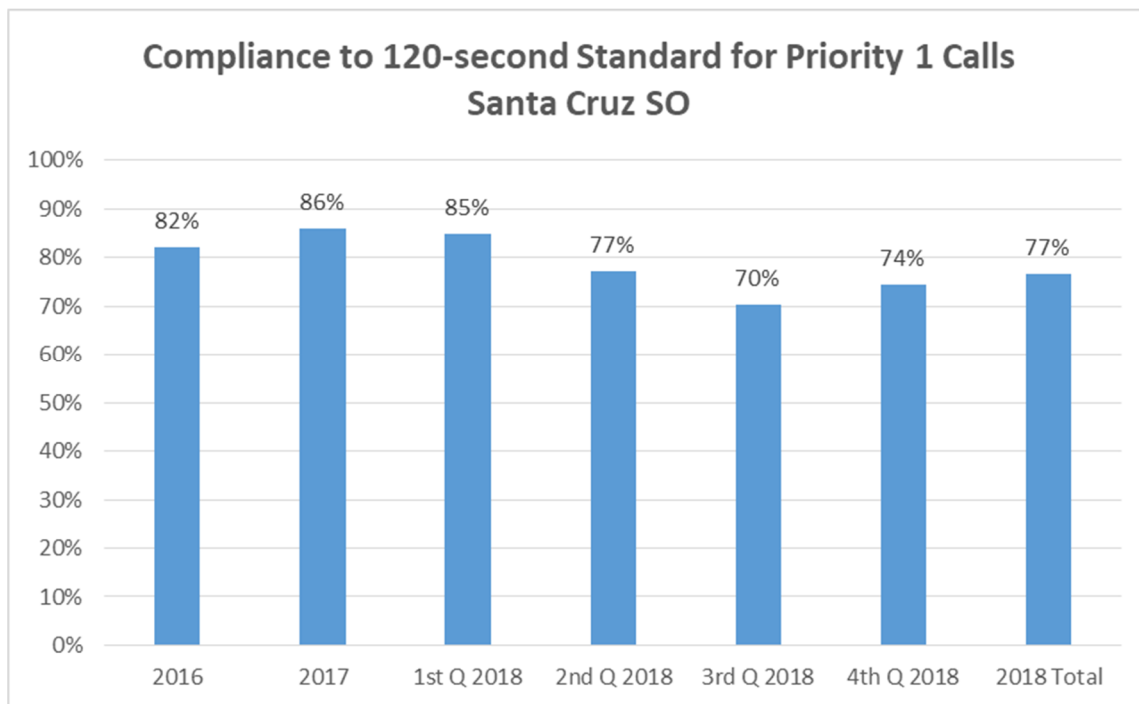
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the San Benito Sheriff's Office for 2018 was 99 seconds, and we were 70 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

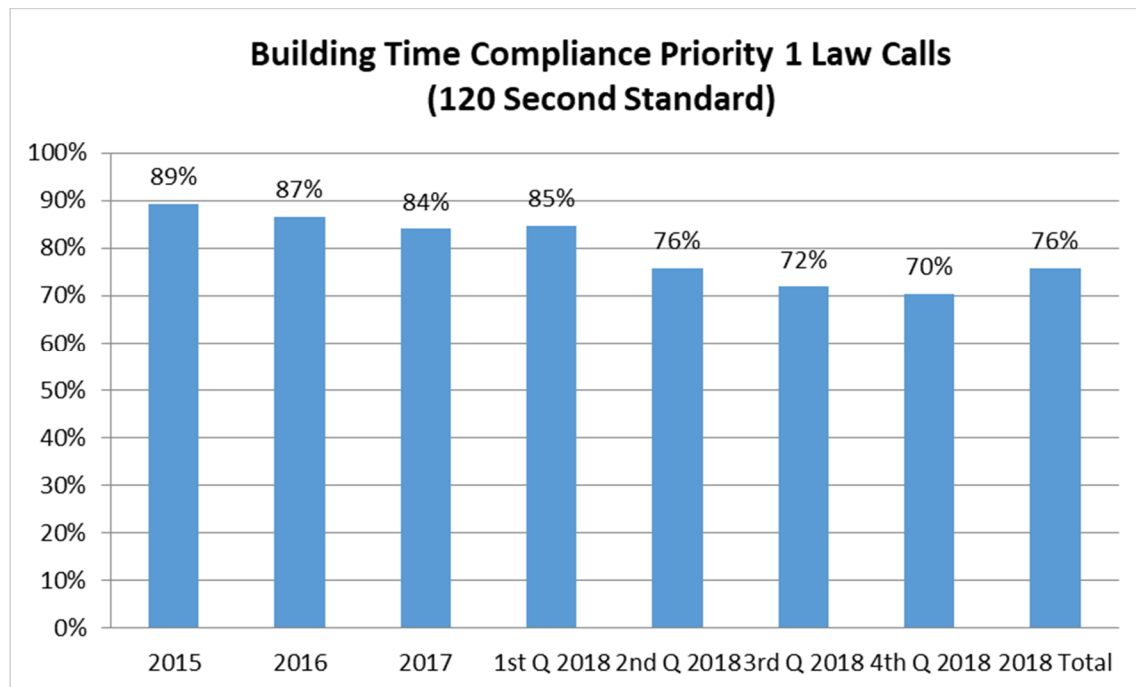
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the Santa Cruz Sheriff's Office for 2018 was 97 seconds, and we were 77 percent compliant to the 120-second standard. This is the combined time for call-taking and radio dispatching.

Aggregate Performance Data for Law Enforcement

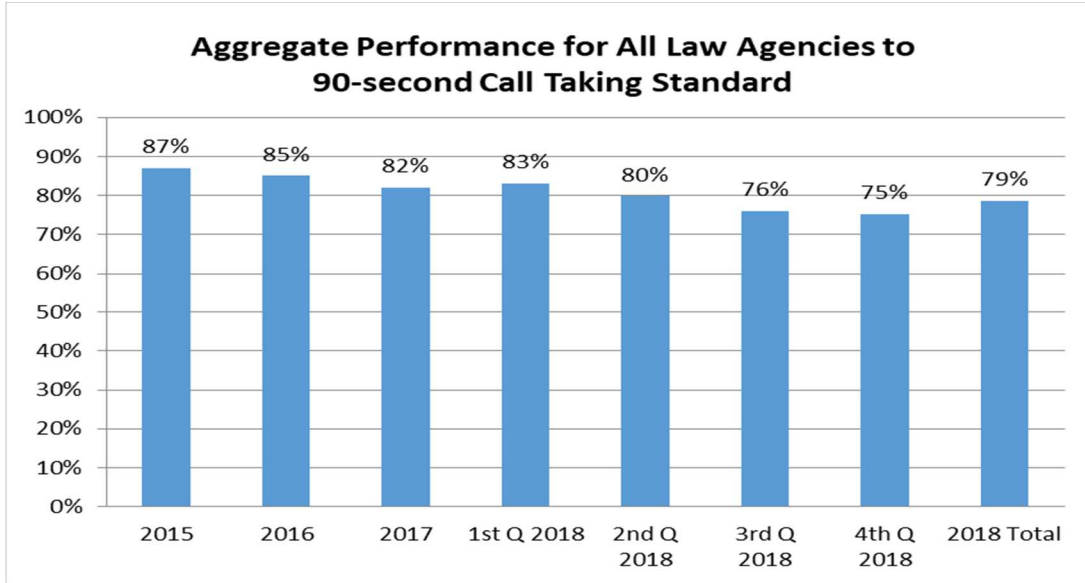
- **BUILDING TIME** - Elapsed time from E9-1-1 call pick-up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum



Our average aggregate building time for 2018 was 96 seconds and we were 76 percent compliant to the 120-second standard.

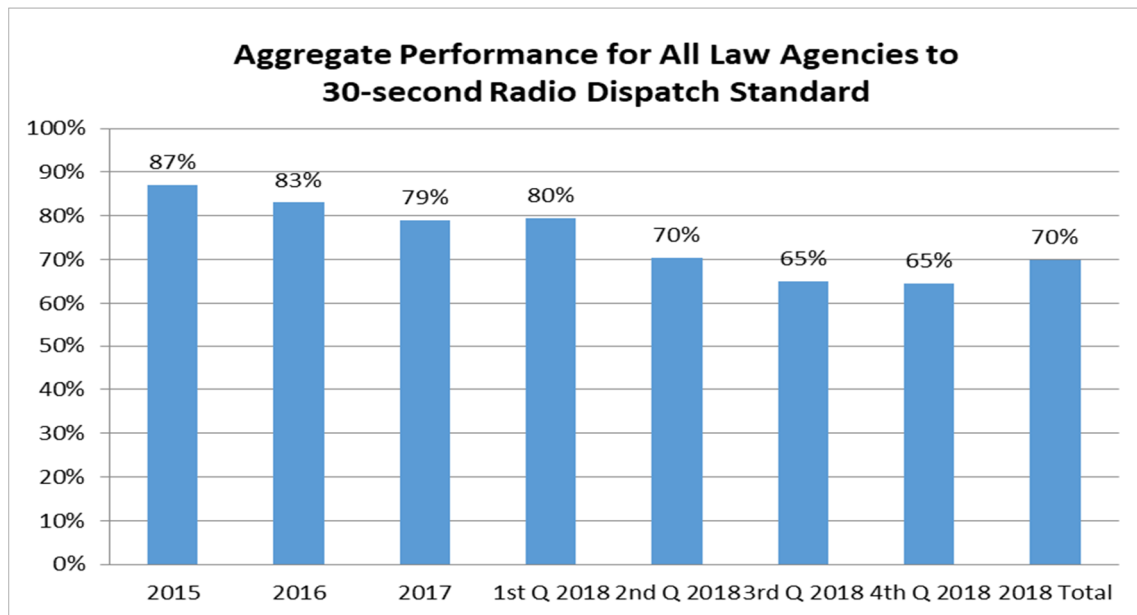
Aggregate Performance Data for Law Enforcement

- **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 2018 was 68 seconds.

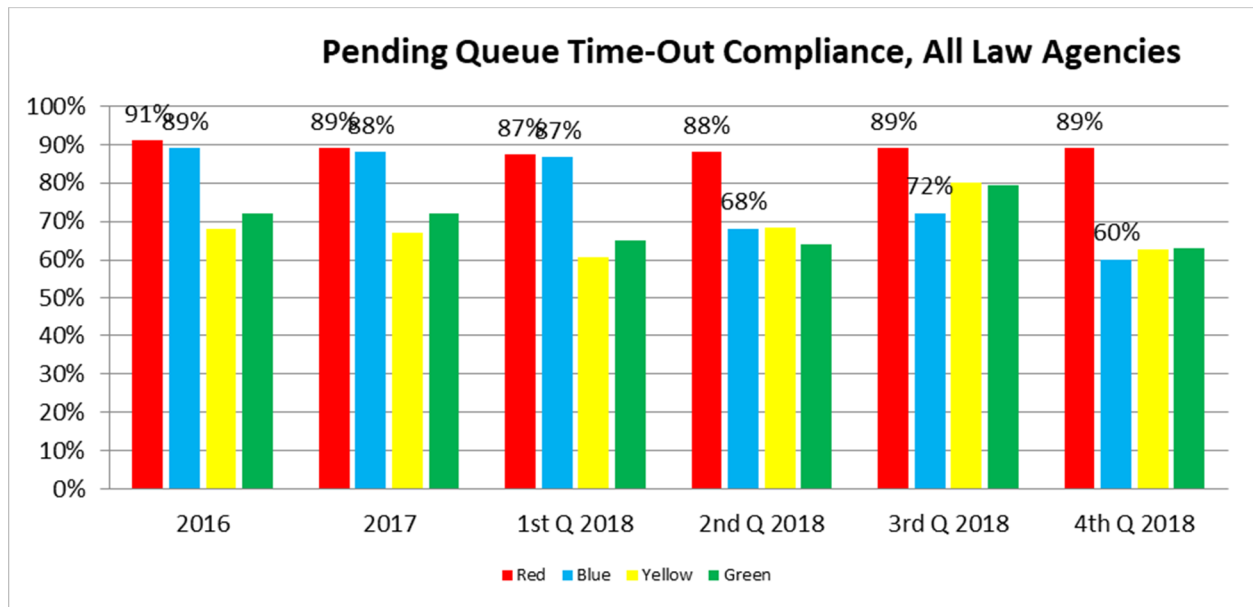
- **PENDING QUEUE** - Elapsed time from CAD incident initiation to radio dispatch in a maximum of 30 seconds for 90 percent of all first priority law incidents.



Average pending queue time for 2018 was 27 seconds.

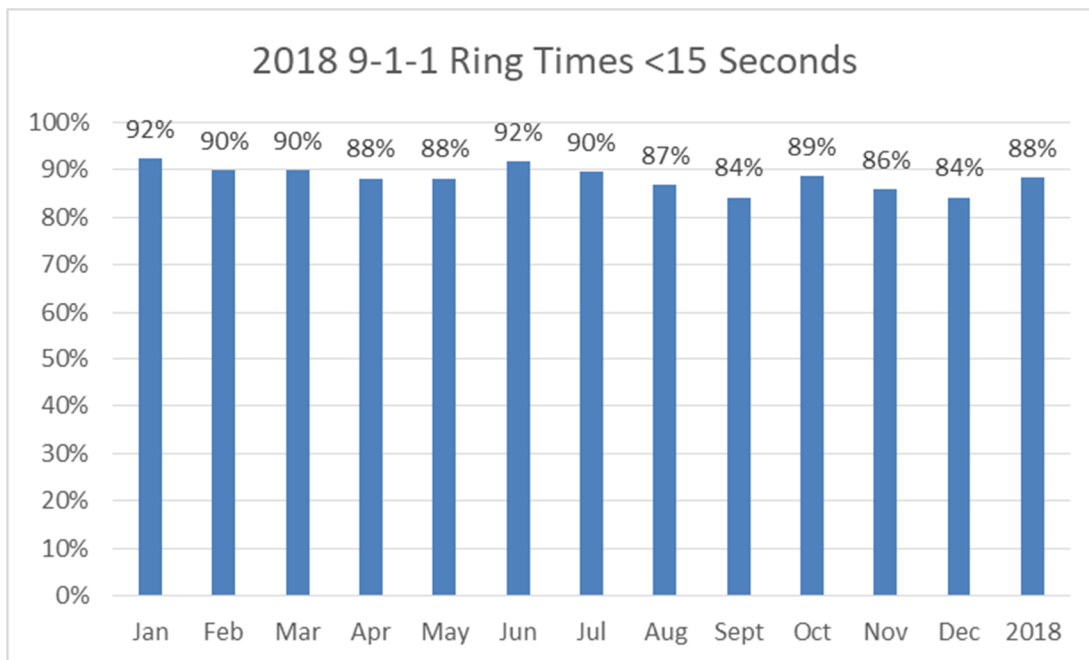
Pending Queue Management

- *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 and Blue) had an overall compliance of 89 percent and 86 percent respectively in 2018.***

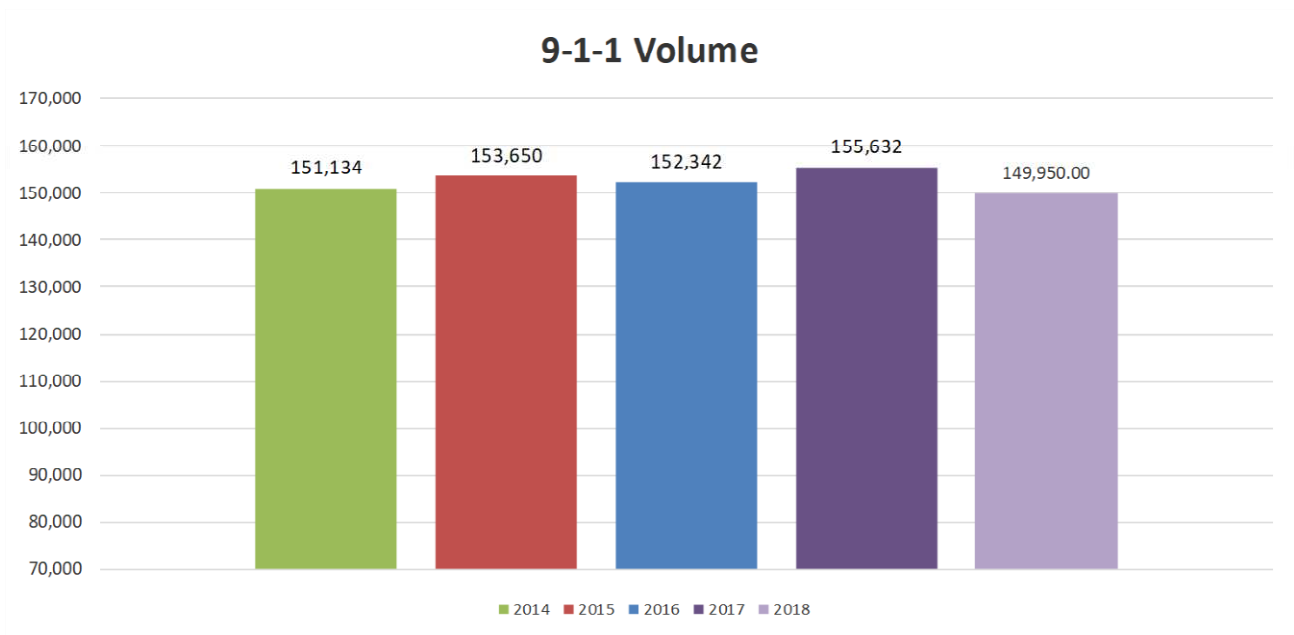
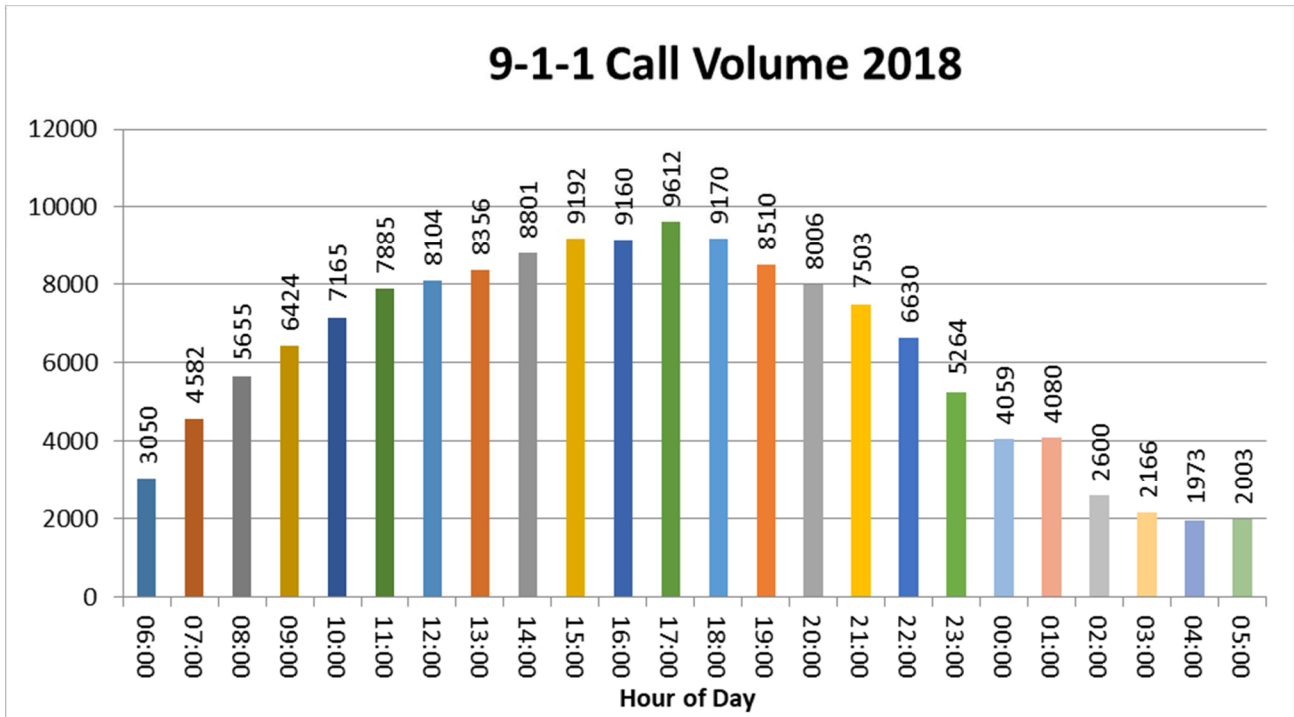


9-1-1 Ring Times

- 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 2019, the Standards Team will look at data available in PremierOne CAD and look for ways to update the Standards of Excellence.

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Standards of Excellence 2018

Annual Performance Report

**Prepared for the
Fire/EMS
Users Subcommittee**

February 11, 2019

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 2018, we averaged 85 seconds from the time we answered the 9-1-1 call until the time that units were toned out. We were 62 percent compliant to the 90-second standard.***
- ***Our average building time for Confirmed Structure Fires was 71 seconds. We were 81 percent compliant to the 90-second standard.***

EMS Performance

- ***During 2018, our building time for Echo medicals averaged 78 seconds. We were 74 percent compliant to the 90-second standard.***

Pre-Alert Performance

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

Performance Standards for Fire Service

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

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

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

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

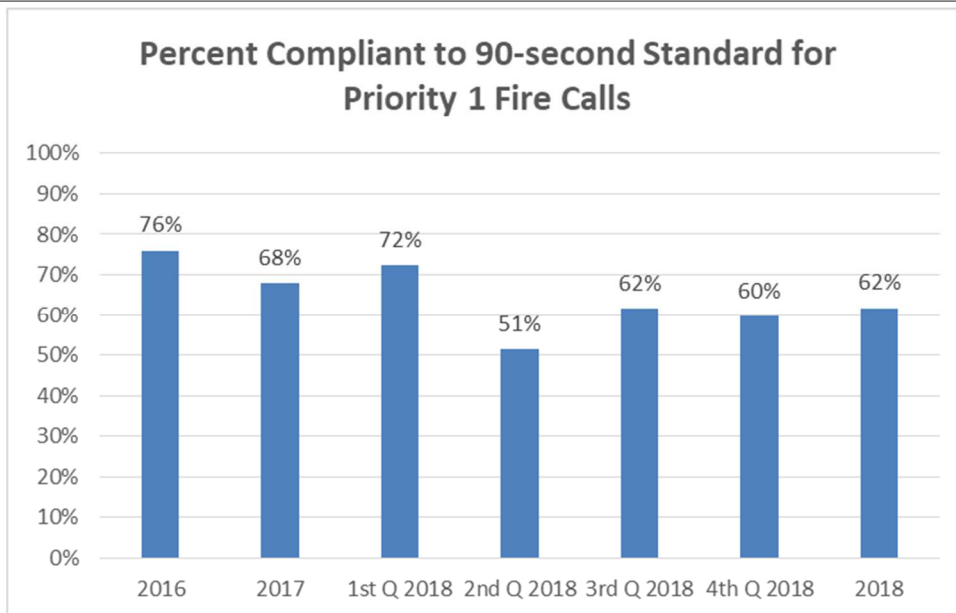
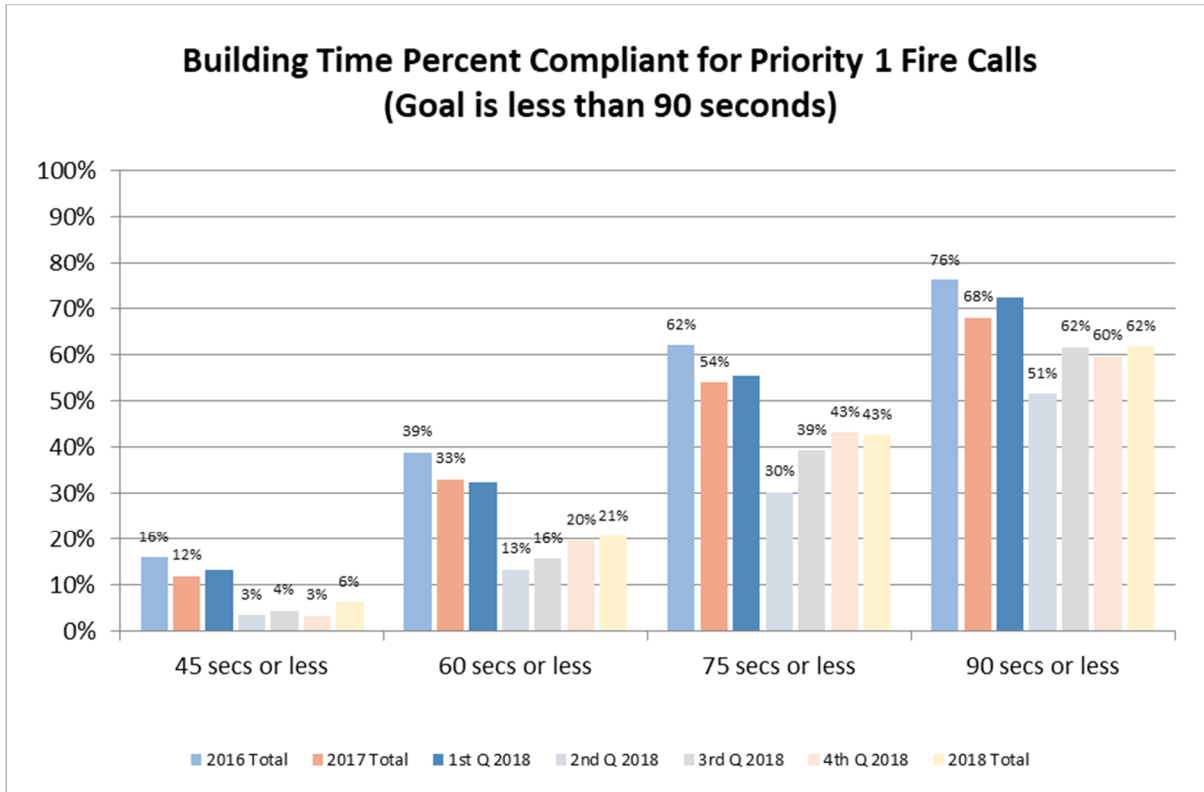
During this reporting period, the Standards of Excellence program continued to focus on the following Fire Service performance standards.

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

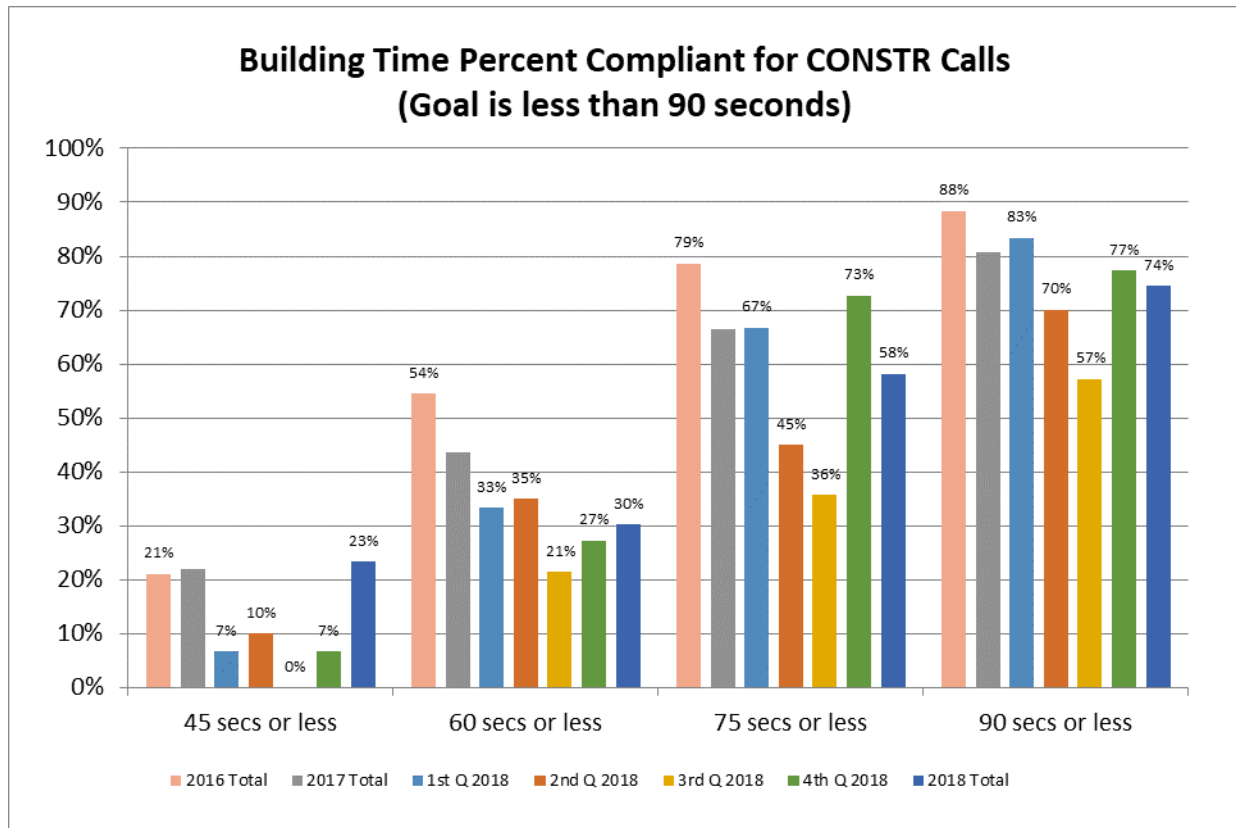
Internal standards are broken down to divide the 90 seconds between call processing (60 seconds) and pending queue management (30 seconds).

Performance Data for Fire Service

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



Overall Performance on Confirmed Structure Fires 2018



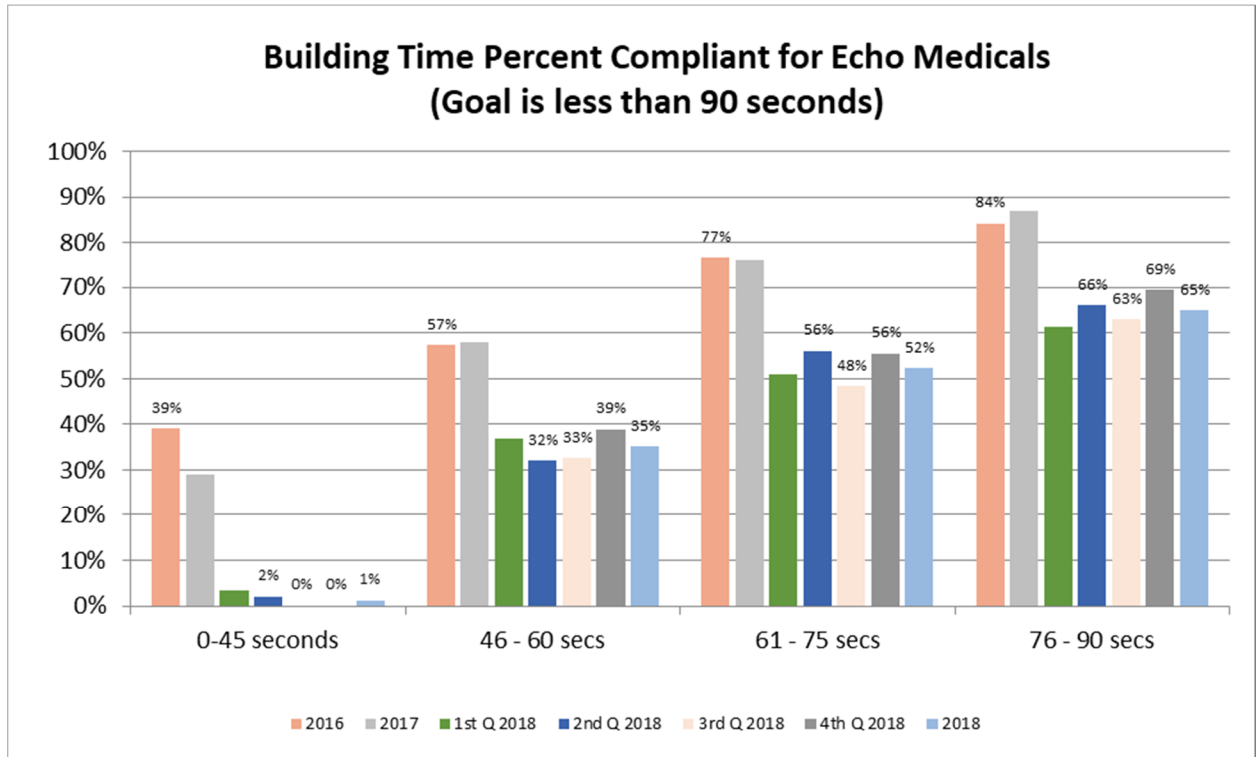
Performance Standards for Emergency Medical Service

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

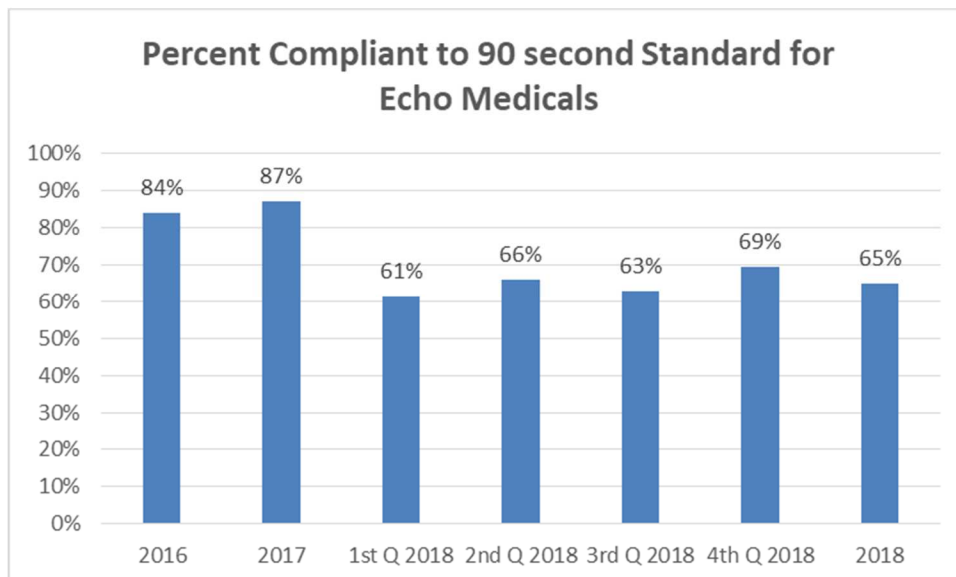
- *Elapsed time from E9-1-1 call pick-up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all priority Echo (E) EMS incidents.*
- *Elapsed time from E9-1-1 call pick-up to the point of radio dispatch in a maximum of 150 seconds for 90 percent of all priority Delta and Charlie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

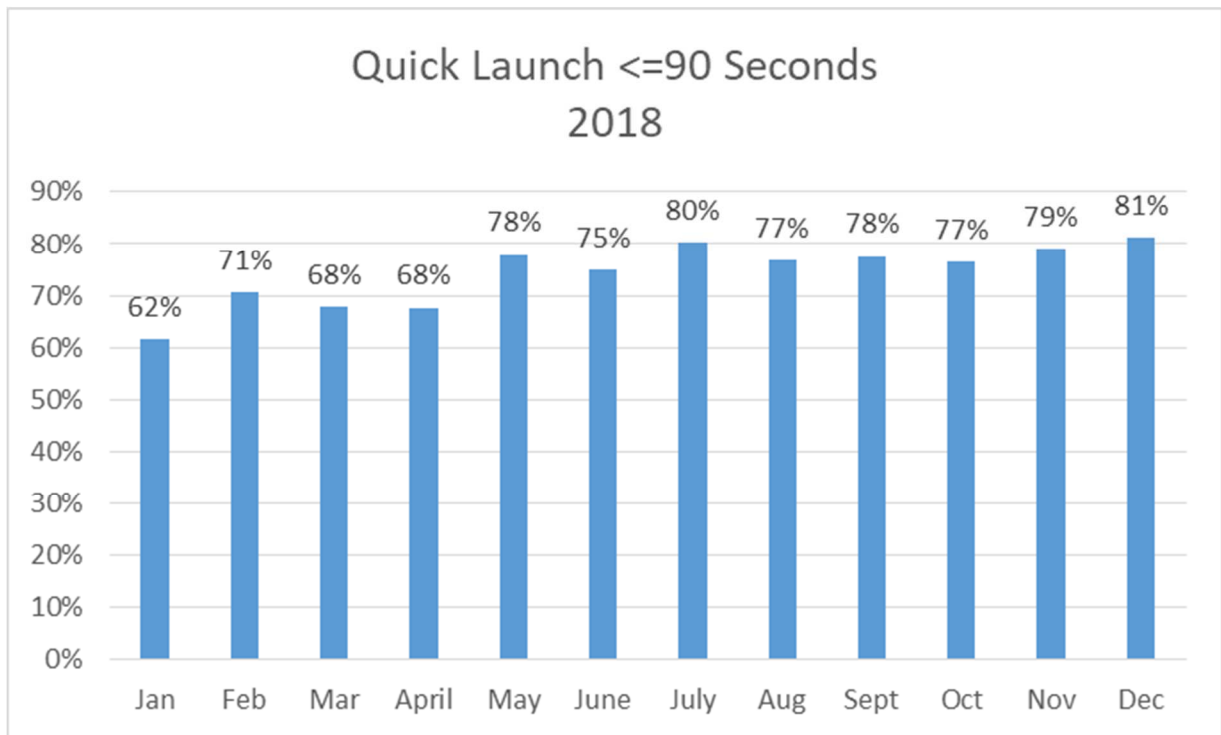


The “Echo” level emergency is the highest priority incident in the EMD system; it is used for patients who are identified from the beginning of the call-taking process as being in respiratory arrest or experiencing life-threatening breathing difficulties.



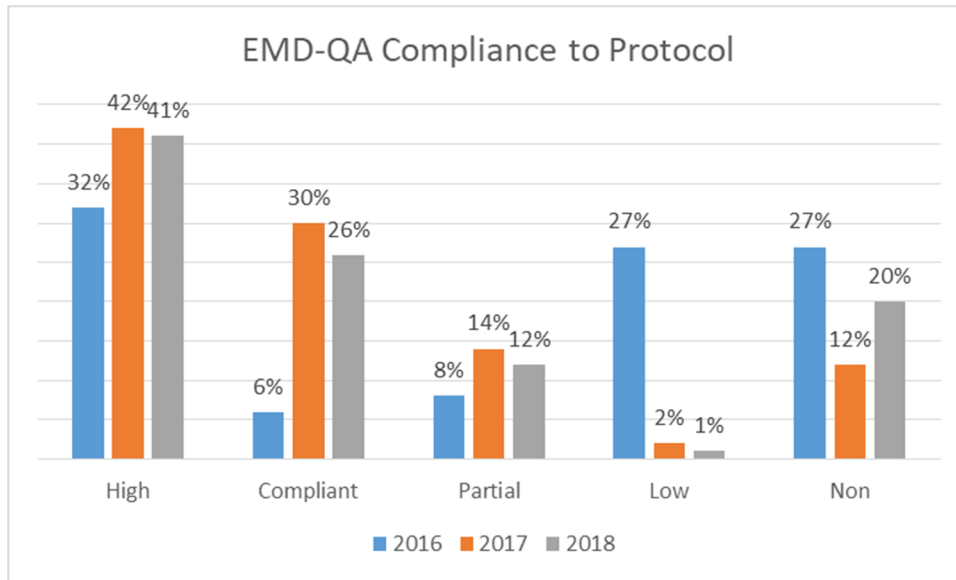
Performance Data for Quick Launch Medicals

- 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 steady improvement in meeting our goal of a building time of 90 seconds or less.*



Performance Data for EMD-QA Compliance

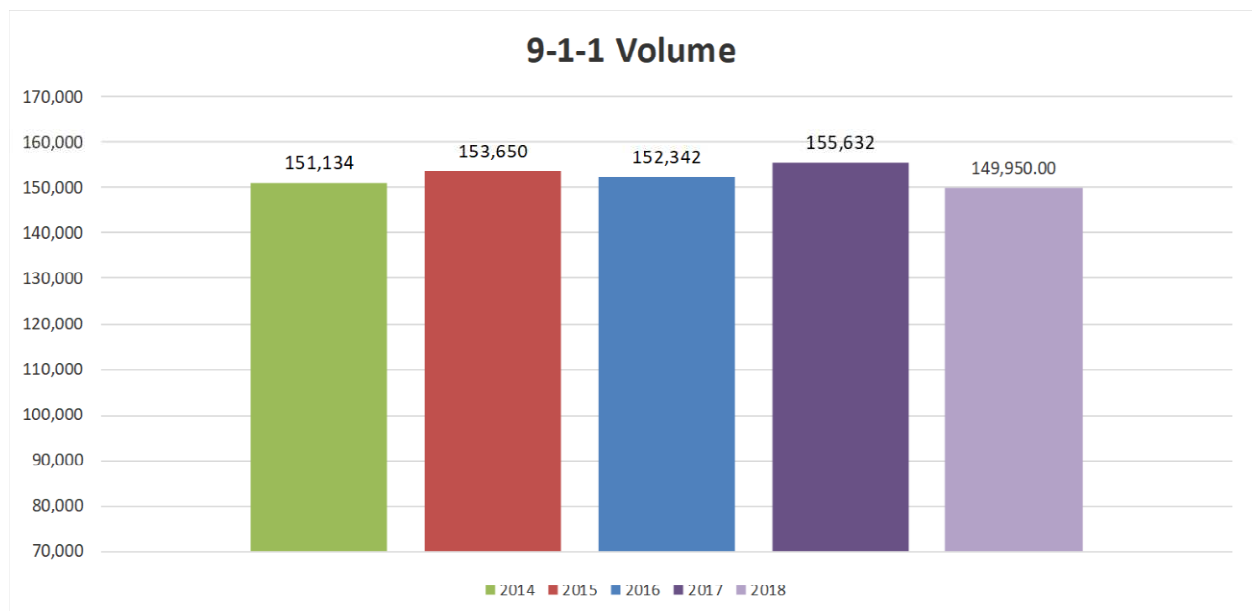
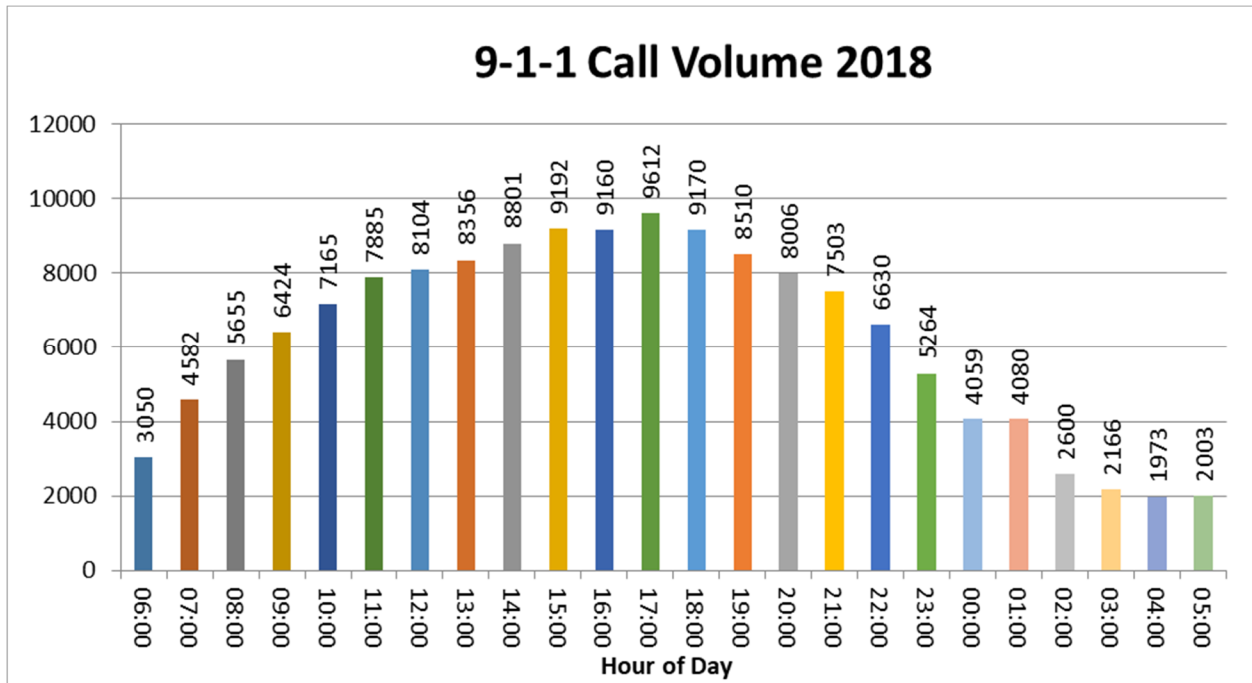
- **EMD COMPLIANCE**—EMDs are subject to up to four random reviews per month. The reviews are to determine the actual compliance to the Priority Dispatch EMD program.



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 2019, the Standards Team will look at data available in PremierOne CAD and seek ways to update the Standards of Excellence.

Code 2 Out, Code 3 In Reviews

In addition to random quality reviews of emergency medical calls, 100 percent of cases with a Code 2 dispatch priority and a Code 3 transport to hospital are reviewed. The results of these reviews are reported to the EMD QA Committee.

Date	Incident Type	Findings
1/19/18	Sick Person	Dispatcher error
1/20/18	Dr. Request	Proper EMD
2/16/18	Fall	Dispatcher error
2/18/18	Sick Person	Proper EMD
3/6/18	Sick Person	Proper EMD
4/3/18	Seizure	Proper EMD
4/21/18	Fall	Proper EMD
5/1/18	Fall	Proper EMD
5/16/18	Sick Person	Dispatcher error
6/22/18	Sick Person	Proper EMD
6/25/18	Fall	Proper EMD
7/1/18	Seizure	Proper EMD
7/17/18	Sick Person	Proper EMD
7/26/18	Seizure	Proper EMD
8/1/18	Chest Pain	Dispatcher error
8/18/18	Sick Person	Dispatcher error
9/11/18	Sick Person	Proper EMD
10/1/18	Fainting	Proper EMD
10/14/18	Sick Person	Proper EMD
10/25/18	Dr. Request	Dispatcher error
10/29/18	Allergic Reaction	Proper EMD
10/28/18	Sick Person	Proper EMD
11/1/18	Sick Person	Proper EMD
11/5/18	Abdominal Pain	Proper EMD
11/7/18	Abdominal Pain	Proper EMD
11/29/18	Dr. Request	Proper EMD

Code 2 Out, Code 3 In Reviews—Continued

Date	Incident Type	Findings
12/10/18	Sick Person	Proper EMD
12/12/18	Sick Person	Proper EMD
12/22/18	Dr. Request	Proper EMD

Summary

In 2018, we processed over 17,000 calls using International Academy of Emergency Dispatch (IAED) Protocols. Only 30 calls resulted in a Code 3 transport to a hospital. This exemplifies a very high compliance to the medical protocols which results in help sent quickly and at an appropriate speed.

