

Santa Cruz Regional 9-1-1



Annual Report 2015

Prepared for the Board of Directors
February 25, 2016

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SCR9-1-1 Board of Directors



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County of Santa Cruz



Vice Chair Jamie Goldstein
City of Capitola



Secretary Martin Bernal
City of Santa Cruz



Member Charles Montoya
City of Watsonville

Contributors

Dennis Kidd
Amethyst Uchida
Stephanie Zube
Wolff Bloss
Melody MacDonald
Anita Miller
Tammy Spath
Beth Wann (Ed.)
Annie Castro

Message from the General Manager



2015 was a year of visual change to Santa Cruz Regional 9-1-1. We began the year with an ambitious plan to update our exterior to a modern, water conservative, attractive landscape. In doing so, we partnered with the Cabrillo College Horticulture class to create designs based on the criteria above for three main sections of our property. First off, we wanted the public parking area and entry to our building to be pleasant and welcoming. Secondly, we wanted the employee entrance to be a place that would be transformed into a peaceful walk through or a resting place. Thirdly, we wanted the area outside of the main conference room to be one that attracted butterflies, bees, and birds to create a space that was interesting to view from the meeting space. I am proud to say we were able to accomplish everything we wished for and did so under budget!



Dennis Kidd

The interior of our building got a major overhaul in November when we completed an ambitious replacement project for our 19-year old console furniture. After an RFP process we selected Watson Furniture as our furniture vendor. A design was created to expand our capacity by one console (from 14 to 15) and reorganize the placement of the five law radios, two fire/EMS radios, and call takers based on our 19 years' of experience; resulting in a room that is organized around the way we have grown to operate. Plus, the new furniture is beautiful.

We will end 2015 as the first agency in this area to accept text messages to 9-1-1. This revolutionary change is designed to allow direct access to 9-1-1 for every member of our community. Previously, hearing impaired individuals had to use a third party system in order to contact 9-1-1. Now they can text directly to our dispatchers and not have to "jump through any hoops". This is an accomplishment I am very proud of.

2016 will include completing our Text to 9-1-1 project which will allow hearing impaired community members in Santa Cruz and San Benito Counties the ability to access 9-1-1 directly for the first time. Furthermore, in unique situations where talking on a phone is not a safe option, the ability to text will provide a layer of safety to our citizens. This project has been a passion of mine and I am looking forward to the first life we save due to this technological advancement.

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 Zube, Operations Division Manager

Systems Division

Wolff Bloss, Systems Supervisor
Tom Ginsburg, Senior Systems Technician
Nicola Nelson, Senior Systems Technician
Gilbert Oros, Senior Systems Technician
Linda Reitz, Administrative Assistant

Operations and Support Services

Melody MacDonald, Operations Supervisor
Anita Miller, Operations Supervisor
Tammy Spath, Administrative Supervisor

Business Division

Beth Wann, Senior Administrative Assistant
Tina Bisgaard, Senior Administrative Assistant
Maria Wallen, Senior Administrative Assistant
Jeanna Halstead, Intern

Public Safety Dispatch Staff

Senior Public Safety Dispatchers

Ashley Baldwin
Michael Krakowiak
Abigail Marizette
Teresa Minogue
Sean Schorovsky
Lyndsay Sotelo

Public Safety Dispatchers

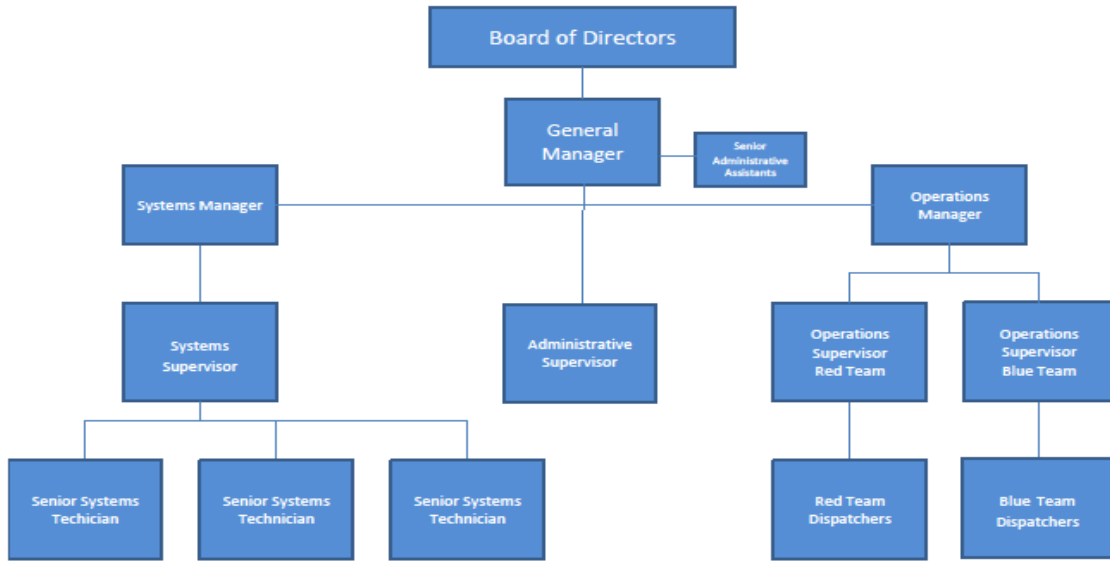
Julissa Alvarez
Billy Barrett
Jodi Boles
David Brenner
Andrea Castro
Karen Clark (Extra Help)
Valerie Conner
Andrew Davidson
Meghan Dixon
Amanda Douglas
Kristine Ebersole
Michael Fairbanks
German Flores
Joseph Guerrero
Kristal Higgins
Jo Irving

Dee Kenville (Extra Help)
Anna Kiff
Gina Loftin
Jennifer Maggio
Eric Mello
Lisa Oberdorfer
Andrew Parker
Areli Sanchez
Melanie Sherwood
Stephanie Sphar
Michele Stevison
David Sumner
Billie Surran
Jason Thompson
Maria Torres-Rios
Christina Troia
Felicia Vigil

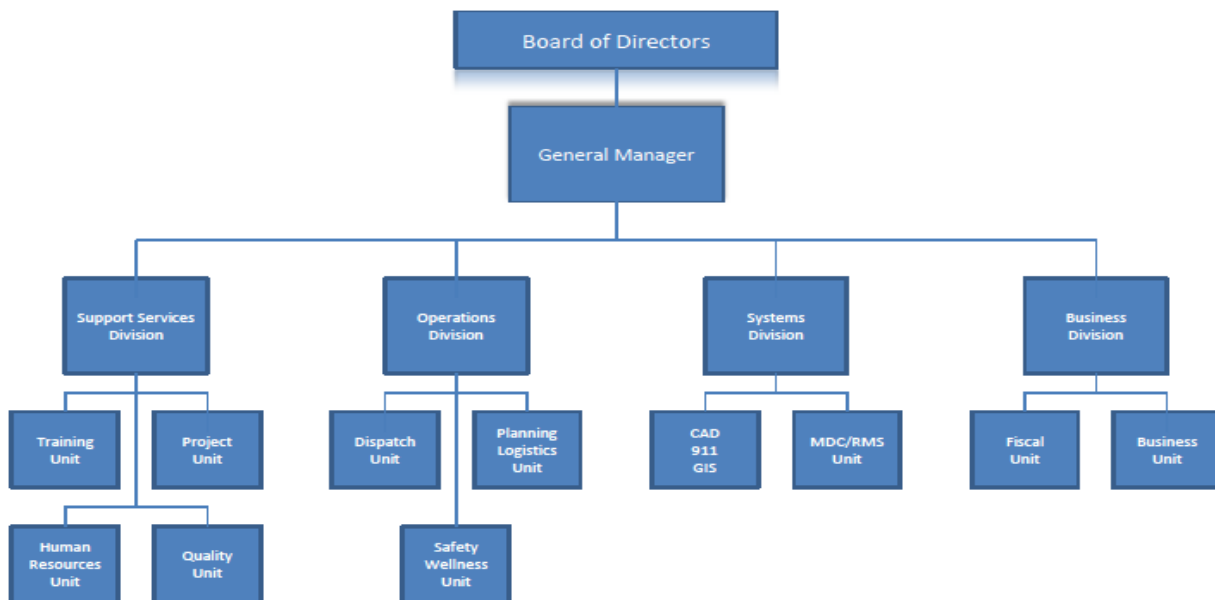
Public Safety Dispatcher Assistants

Michael Birkett
Lori LeMoss
Ana Ramirez

Organizational Chart



Program Reporting Structure

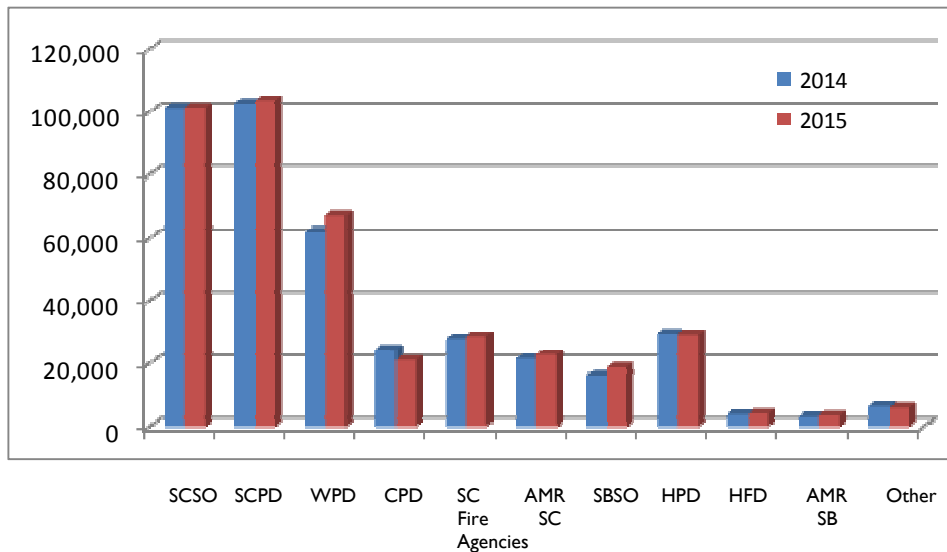


Workload and Call Statistics



Calls For Service Agency Comparison*			
2014	2015	Agency	Annual Change
101,164	101,272	Santa Cruz County Sheriff's Office (SCSO)	0.11%
102,592	103,645	Santa Cruz Police Department (SCPD)	1.03%
61,981	66,862	Watsonville Police Department (WPD)	7.87%
24,370	21,130	Capitola Police Department (CPD)	-13.30%
28,013	28,728	Santa Cruz County-Wide Fire	2.55%
21,628	22,858	Santa Cruz AMR	5.69%
16,235	18,756	San Benito County Sheriff's Office (SBSO)	15.53%
29,491	29,182	Hollister Police Department (HPD)	-1.05%
3,868	4,086	San Benito County-Wide Fire	5.64%
3,073	3,429	San Benito AMR	11.58%
6,283	5,898	Other	-6.13%
398,698	405,846	Total Calls for Service	1.79%

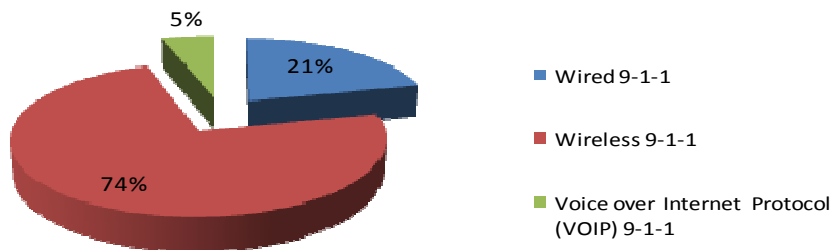
* Totals reflect the number of Calls For Service entered into SCR9-1-1 CAD



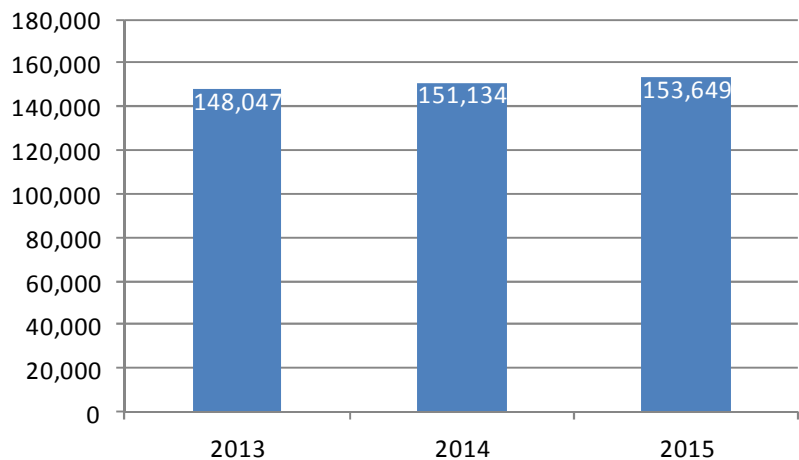
Emergency Phone Call Origins Comparison

Total Phone Calls Handled and Processed				
Type of Call	2013	2014	2015	Percent Change 2014 to 2015
Wired 9-1-1	38,672	34,711	32,666	-5.89%
Wireless 9-1-1	101,785	108,270	113,059	4.42%
Voice over Internet Protocol (VOIP) 9-1-1	7,590	8,153	7,924	-2.81%
Total 9-1-1	148,047	151,134	153,649	1.66%
7-digit Emergency	37,805	36,627	38,822	5.99%
7-Digit Non-Emergency (Law)	151,214	148,795	161,980	8.86%
7-Digit Other	236,948	239,886	243,626	1.56%
Total 7-Digit Calls	425,967	425,308	444,428	4.50%
Total Phone Calls	574,014	576,442	598,077	3.75%

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



Total 9-1-1 Calls Answered



Authority Goals



Assessment of 2015 Goals

1. Implement Text to 9-1-1 technology and work with the hearing impaired community to promote its use.

ACCOMPLISHED In December 2015 we were able to successfully test our Text to 9-1-1 system using a web interface. This is the launching point to request the cellular carriers to allow their customers to text 9-1-1. During this year, we will complete a phone upgrade which will allow us to utilize text to 9-1-1 via our phone system and no longer require the web interface.

2. Work with our partner agencies' Training Officers to engage in specific training with Law, Fire, and EMS.

ACCOMPLISHED In June 2015, dispatchers and supervisors participated with our Fire Users in a Wildland fire exercise at Fort Hunter Liggett. This Incident Dispatcher Training reinforced our role with Fire Users while dispatchers are deployed in the field. The Santa Cruz Sheriff's Office organized four county training days in October. SCR9-1-1 staff attended all of the events and provided training on CodeRed, PulsePoint, and radio etiquette.

3. Replace consoles and radios at the Watsonville Alternate (Backup) Dispatch Site with more modern and reliable equipment.

ACCOMPLISHED Step 1 of this project was completed in December of 2015 with the installation of our new state-of-the-art dispatch consoles. Step 2 will be to relocate the removed furniture to our Watsonville Site following a small remodel of that space.

4. Conduct a community survey of the public in both Santa Cruz and San Benito Counties.

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 a 91% satisfaction rate.

5. Implement a new, modernized building entry security system.

ACCOMPLISHED A new door card/ID card system was installed adding a security layer to our agency. We now have the ability to remotely disengage an employee's ID card so they cannot enter the building.

Statement of 2016 Goals

1. Complete the transition from web based text to 9-1-1 to a text to 9-1-1 system integrated with our newly installed telephone upgrade.

2. Working with and encouraging our Users to develop a County-Wide Active Assailant Multiple Discipline Policy and comprehensive training program.

3. Complete a remodel of the Watsonville alternate dispatch site by utilizing furniture removed from our main site during the console upgrade project of 2015.

4. Conduct an employee survey.

Operations Division



The Operations Division is responsible for delivering a complex public safety service that requires a high performing staff which is efficient and effective at providing emergency and routine public safety radio, telephone, 9-1-1 and computer-aided dispatching (CAD) services to our Users, contract agencies and the public. The Operations Division includes the General Manager (.25 FTE), an Operations Division Manager, two Operations Supervisors, one Administrative Supervisor, six Senior Public Safety Dispatchers, 35 Public Safety Communications Dispatchers and three Public Safety Communications Dispatcher Assistants.



Anita Miller, Melody MacDonald, Stephanie Zube, and Tammy Spath

Dispatch — Significant Events

January 9 - Just before 2000 hours on this Friday night Public Safety Dispatcher II **Meghan Dixon** answered a 9-1-1 call where the reporting party (RP) was a victim of a carjacking. The female victim told Meghan that she was about to start her vehicle when three males approached her car with a gun and took her car and purse. Meghan quickly created the call for service and Public Safety Dispatcher II **Jenn Maggio** dispatched the “triple beeper” to WPD. As Meghan continued to query the victim and update the call, Jenn broadcast the updates as they came in. The WPD field sergeant advised Jenn to start a Project ROPE for south county. As Jenn was preparing to broadcast the Project ROPE, her dispatch teammates **Jo Irving, Joe Guerrero, Billie Surran, Annie Castro, Mike Birkett, and Lyndsay Sotelo** all jumped in to help. They notified our neighboring agencies to be on the lookout (BOL) and updated their radio channels. At 16 minutes into the call, the SCSO on-duty sergeant advised he was behind the vehicle in Aptos. Joe Guerrero acknowledged the sergeant’s radio traffic and continued to update as the vehicle continued, failing to stop for the sergeant. Public Safety Dispatcher II **Annie Castro**, working SCPD and knowing the pursuit was headed towards the city, continued to update

the SCPD officers, which was good because the vehicle ended up crashing inside the city limits of Santa Cruz and the occupants fleeing on foot. WPD, SCSO, SCPD, CHP and Gang Task Force (GTF) all participated in apprehending the suspects.

February 7 - Public Safety Dispatcher II **Joe Guerrero** answered a call from a bank in Capitola advising they had just been robbed. The RP quickly provided a vehicle plate and description. Joe was also dispatching for Capitola at the time and was able to simultaneously dispatch officers as well as obtain critical information from the bank employee. Project ROPE was initiated and Public Safety Dispatcher II **Julissa Alvarez** managed the multi-agency radio, organizing officers and deputies into position. Shortly after, a Santa Cruz County Sheriff Deputy spotted the suspect vehicle and pulled it over. The driver was positively identified as the suspect and he was taken into custody. During the vehicle search, the officers and deputies on scene recovered a loaded shotgun and learned that the suspect tried unsuccessfully to kidnap one of the bank employees. Fellow dispatchers **David Brenner, Ashley Baldwin, German Flores, Christina Troia, and Kristine Ebersole** provided support roles during this incident, while maintaining their current radio assignments with our other User Agency channels.

March 3 - At approximately 0930 hours, Public Safety Dispatcher II **Areli Sanchez** received the first of many calls reporting a group of twenty subjects wearing masks had chained themselves together and were blocking the roadway at southbound Highway 17 near northbound Highway 1. The subjects had handcuffed themselves together and also to heavily weighted garbage containers in order to block the roadway. Public Safety Dispatcher II

Mike Fairbanks quickly started multiple officers to the scene while fellow dispatch team members **Dave Sumner, Val Conner,** and **Jo Irving** fielded more calls and notified CHP and UCSC



PSDII Dave Sumner

dispatch. With the additional support of **Christina Troia, Stephanie Sphar,** and **Sean Schorovsky,** dispatchers worked together and fulfilled multiple requests from the field for this sustained four-hour event. Eventually, the subjects walked off of the roadway and were taken into custody.

March 28 - In the early morning on this day, Public Safety Dispatcher II **Gina Loftin** answered the one and only call from a reporting party that was passing by and noticed smoke and flames coming from an office building in downtown Boulder Creek. Gina was also the fire dispatcher at the time and paged out BCFD. Public Safety Dispatcher II **Karen Clark**, dispatching for the SCSO, received an update from the beat deputy who was on scene with CHP and confirmed the structure fire. Five minutes into the call, BCFD was on scene and confirmed the fire was at the Boulder Creek Brewery. The battalion chief knew right away that he was going to need more resources and requested a second alarm fire response. Gina immediately paged out more fire personnel. Senior Public Safety Dispatchers III **Lyndsay Sotelo** and **Mike Krakowiak**, assisted Gina by updating unit statuses, making notifications, and phone calls. Almost an hour into the call, Incident Command knew they had depleted all of the San Lorenzo Valley resources

and needed more coverage. Lyndsay, Mike, and Gina quickly made the proper notifications, paged out additional resources, and made more phone calls. The fire was finally “knocked down” just over an hour after the first call came in.

April 14 - Public Safety Dispatcher II **Dave Sumner** took the first of multiple calls regarding dark, heavy smoke coming from the back of a house on Alice Street in Live Oak. When Central Fire Protection District arrived on scene, they received information that there was one person unaccounted for. They confirmed there was a shed fully engulfed in flames. Public Safety Dispatcher II **Lisa Oberdorfer** managed the fire command channel and rescue in progress, while Dave managed the primary Fire Red channel, assisting Lisa as needed. Fire personnel eventually found the missing person who was, unfortunately, deceased inside the structure. The on-scene battalion chief commended Dave and Lisa on a job well done by sending additional resources without having been asked by fire personnel.

May 16 - Public Safety Dispatcher II **Andrew Davidson** was midway through his night shift when he answered an open 9-1-1 wireless call with sounds of a female crying. The female could also be heard saying that she wanted to go home and “get off me”. Andrew only had the cell tower address with the latitude/longitude coordinates, but created the call anyway as he knew this was an emergency. Senior Public Safety Dispatcher III **Mike Krakowiak** broadcasted the call from the basic information and assigned the call to two deputies advising them “further to follow”. Andrew quickly used the cellular 9-1-1 technology to determine the specific address of the caller. Public Safety Dispatcher II **German Flores** took it upon himself to start calling the cellular provider to obtain the subscriber name and address associated with the cell phone number. Andrew updated the CAD incident with the specific address as well as the new information he was hearing on the open line. Mike continued to update the deputies until they arrived. The deputies arrived at the address Andrew provided to them; and arrested a male for domestic violence.

June 6 - WPD's Sergeant Trujillo placed himself on an officer initiated detail by using his computer that is installed in his vehicle. Public Safety Dispatcher II **Maria Torres-Rios** was the primary radio dispatcher at the time and, although the sergeant and some of his officers were talking to each other, Maria paid attention as she anticipated the units were about to make contact with a known subject. About eight minutes into the call, the sergeant and officers began communicating with Maria, provided her with a name of the known subject, and asked for more units including a deputy from Monterey County. Public Safety Dispatcher II **Mike Fairbanks** ran the subject's information and advised Maria that the subject was a wanted person. Maria relayed this information out to the field at the same time the subject began to move quickly away from the officers. Maria kept up with each radio transmission, making notations in the CAD incident. Approximately 30 minutes into the call, an officer shouted out on the radio that shots were fired. Maria parroted back appropriately and started more officers to the scene. Public Safety Dispatcher II **Joe Guerrero** updated Monterey County Sheriff's dispatch and Senior Public Safety Dispatcher III **Abby Marizette** assisted Maria in attaching the units so Maria could keep up with documenting each transmission from the field. At this point, our dispatchers knew that a WPD officer was injured in the shoot-out. Senior Public Safety Dispatcher III **Mike Krakowiak** took initiative and started making the appropriate notifications and phone calls. Public Safety Dispatcher II **Billy Barrett** assisted his teammates by calling CHP and providing them with updates. The injured officer, Sergeant Trujillo, was transported to Watsonville Hospital by a fellow officer. Once he was at the hospital and stable, Public Safety Dispatcher II **Kristine Ebersole** dispatched an ambulance to the hospital to take the sergeant to the nearest trauma center for further treatment.

June 15 - Public Safety Dispatcher II **Amanda Douglas** answered a transfer call from Santa Clara County Medical Dispatch who advised there was a vehicle accident and one of the involved vehicles was on fire. They requested fire equipment be sent to the scene. The area of the accident was close to the San Benito/Santa Clara County border.

Public Safety Dispatcher II **Anna Kiff** started Hollister Fire and AMR to the scene and provided updates as they came in. One of those updates was from Amanda's caller who stated a semi truck had hit a pick-up truck and four other vehicles. Once HFD arrived on scene, they determined it to be a multi-casualty incident with ten patients. Incident Command asked Anna and Public Safety Dispatcher II **Lisa Oberdorfer** for multiple resources including more ground ambulances, a couple of air ambulances, notifications to three hospitals, station coverage, and assistance in coordinating a makeshift landing zone next to the crash site. Anna and Lisa worked together to get the requests handled and those resources to the scene quickly. In the end, nine patients survived the accident.

July 4 - During this busy holiday evening, Public Safety Dispatcher II **Amanda Douglas** answered a call from a citizen concerned about fireworks in her neighborhood. She reported hearing what sounded like someone yelling that they were hurt. Public Safety Dispatcher II **Billy Barrett** dispatched an officer to the area and when the officer arrived, he asked for an ambulance to be sent for an adult male who was having difficulty breathing as well as multiple juveniles injured by a misfired aerial firework. Public Safety Dispatcher II **Christina Troia**, who was working at our Hollister Alternate Site with Public Safety Dispatchers II **Amanda Douglas, Billy Barrett, and Kristine Ebersole** copied the traffic and created a call for service for HFD and AMR. Four juveniles were injured by the aerial fireworks accident, one was flown out and three were transported to the hospital by their parents.

July 6 - Public Safety Dispatcher II **Amanda Douglas** answered a call from a driver passing by the area of Highway 156 and Monterey Street in San Juan Bautista who said there were three different wildland fires, all close in proximity. Senior Public Safety Dispatcher III **Sean Schorovsky** dispatched HFD to the scene and Public Safety Dispatcher II **Jason Thompson** dispatched San Benito Sheriff deputies to the area. The first deputy on scene reported to Jason that one of the fires was close to a row of houses. Public Safety Dispatcher II **Dave Sumner**, along with his co-workers, answered the next of several calls regarding the fires. It quickly became apparent that the fires were rapidly growing

in size; and Hollister Fire was depleted of resources. With the help from the rest of the dispatch team, Senior Public Safety Dispatcher III **Lyndsay Sotelo**; Public Safety Dispatchers II **Lisa Oberdorfer, Melanie Sherwood, Andrew Parker**; Operations Supervisor **Tammy Spath**; and Operations Manager **Stephanie Zube**, supported Sean and Jason by getting more resources to the scene at the request of Incident Command. Eventually, a Type 3 Strike Team was ordered to assist with the multiple wildland fires. At the conclusion of the event, only one person was treated for smoke inhalation.

July 9 - Public Safety Dispatcher II **German Flores** answered a call from an elderly female who reported her 17-year old grandson was hitting her husband with a stick. Without delay, German created a call for service for the SCSO and Public Safety Dispatcher II **Stephanie Sphar** dispatched two deputies to the scene. While German kept the female caller on the phone in order to obtain further information while the deputies were in route to the location, Public Safety Dispatcher Assistant II **Michael Birkett** answered a call from the grandfather reporting the same incident. Both German and Mike kept the couple on the phone while they provided information about their grandson, the suspect, so Stephanie could then relay the information to the responding deputies. By the time the deputies arrived on scene, both the callers had been locked out of their house as their grandson had locked himself inside. By this time, deputies knew there were guns inside of the house where the suspect still remained. Eventually, the suspect came outside at the deputies request; however, he had guns in hand and aimed at the deputies. Stephanie continued to document the radio narrative as the situation became very intense. Public Safety Dispatchers II **Andrew Davidson, David Brenner, and Christina Troia** supported Stephanie throughout this event. Unfortunately, the suspect did not comply with the deputies' orders to drop his weapons and was shot. He later died in surgery.

July 13 - Just after 1200 hours, Senior Public Safety Dispatcher III **Sean Schorovsky** answered a phone call from a reporting party regarding a wildland fire near the entrance to Pogonip Park in

Santa Cruz. That was the first of multiple calls placed for the fire. Public Safety Dispatcher II **Dave Sumner** dispatched Santa Cruz Fire Department (SCFD) to the area while Sean and Public Safety Dispatchers II **Kristal Higgins, Amanda Douglas, Jason Thompson, Val Conner, Lisa Oberdorfer, and Andrew Parker** answered the seemingly endless incoming calls. Once SCFD was on scene and established command, there were many resource requests for the growing fire. Dave kept up with the requests and the team assisted him as needed to make notifications. At the end of the event, five acres had burned and SCFD deemed it an arson fire.

July 13 - Public Safety Dispatchers II **Jason Thompson, Val Conner, and Andrew Parker** each answered different calls at approximately the same time regarding a baby found at the bottom of a hot tub at the KOA campground on San Andreas



PSDII Val Conner

Road in Watsonville. Public Safety Dispatcher II **Lisa Oberdorfer** dispatched Aptos/La Selva Fire Department and AMR while Public Safety Dispatcher II

Mike Fairbanks dispatched a couple of Santa Cruz County Sheriff's Office deputies to the scene. Within three minutes of the call, the fire department was on scene and took over CPR on the 23-month old baby, who unfortunately did not survive. As part of our continuous efforts to provide support to our dispatchers, we were able to send the dispatchers affected by this call to a critical incident stress debrief the following day with our fellow User Agencies who responded to the scene.

July 14 - While the dispatchers were attending the drowning debrief from the incident above, Operations Supervisors **Anita Miller** and **Melody MacDonald** worked on the dispatch floor answering phones. Melody's first call was of an eight-year old child drowning in a pool at the Chaminade Resort in Santa Cruz. Melody quickly created a call for service while Anita dispatched

Central Fire Department and AMR to the scene. Public Safety Dispatchers II **Dave Sumner**, **Kristal Higgins**, and **Val Conner** each fielded calls from the resort regarding the drowning. By the time AMR arrived on scene, the child was breathing. He was transported to Dominican Hospital where he was reported to be awake, alert, and talking. He was discharged a few hours later.

July 26 - On this early Sunday evening, a mother called in and reported to Public Safety Dispatcher II **Joe Guerrero** that her nine-year old daughter was missing from the Tannery Complex in Santa Cruz. Based on her young age, Joe created a missing person at risk detail for Santa Cruz Police and Public Safety Dispatcher II **Meghan Dixon** promptly started officers towards the incident. Once the officers were on scene and there was still no sign of the missing juvenile, Madyson Middleton, the officers began to ask for more assistance. Public Safety Dispatcher II **Felicia Vigil** dispatched a couple of Sheriff's deputies to assist with the search. Senior Public Safety Dispatcher III **Terri Minogue** started researching and calling more resources and assisting Meghan with the multiple requests from the police department. This high profile incident sustained for approximately 25 hours until a person of interest led detectives to Madyson's body. There were multiple dispatchers that worked this incident. They all helped by answering the over 200 related phone calls from concerned citizens that had information to share, a tip or a clue to pass along or who wanted to help in the search. The dispatchers also made notifications and phone calls pertaining to the incident all while maintaining their current radio channel assignment. Those dispatchers were: **David Brenner**, **Gina Loftin**, **Kristal Higgins**, **Melanie Sherwood**, **German Flores**, **Jo Irving**, **Dee Kenville**, **Amanda Douglas**, **Billie Surran**, **Abby Marizette**, **Jenn Maggio**, **Jason Thompson**, **Val Conner**, **Sean Schorovsky**, **Dave Sumner**, **Mike Fairbanks**, **Tammy Spath**, **Stephanie Zube**, **Kristine Ebersole**, **Lyndsay Sotelo**, and **Lisa Oberdorfer**.

August 6 - Public Safety Dispatcher II **Mike Fairbanks** answered a phone call from a citizen reporting that a plane hit a lawn mower and its operator at the Frazier Lake Air Park. Mike immediately created the call for service and Public Safety Dispatcher II **Michele Stevison** dispatched HFD to the scene. Public Safety Dispatcher II **Julissa Alvarez** answered the second phone call regarding the same incident. Both Mike and Julissa continued to update the call while Public Safety Dispatcher II **Jodi Boles** managed the fire radio channel and all of the requests that came from Incident Command. Once the coroner was requested by HFD, Senior Public Safety Dispatcher III **Ashley Baldwin** dispatched a San Benito Sheriff's deputy to the scene. The pilot and his passenger were also injured in this incident.

October 3 - Public Safety Dispatcher II **Michele Stevison** created a suicidal subject detail after answering a call from a concerned mother. The mother stated her 15-year-old daughter had texted her friend that she had taken a large amount of pills but did not specify her location. The friend contacted the mom, who called us. Michele only had the phone number of the suicidal subject. Michele then contacted the cell phone subscriber to obtain a last known location by way of a cell phone ping. While Michele was getting further pings with the cell company, Public Safety Dispatcher II **Kristine Ebersole** called the original caller back to get further information. Within 30 minutes of the first call, Michele, with the help of the cell phone company, was able to use latitude/longitude coordinates to determine an address. Michele updated the call with the newly provided address and Kristine dispatched the SCSO to the scene. While the deputies were enroute to the scene, Kristine was able to contact the mother again and confirmed that she was with her daughter at the address the deputies were responding to. Kristine connected the mother to poison control as the mother knew the type of pills the daughter had taken. Per poison control, the pills the subject took put her at risk for seizures and could be lethal if not treated within a few hours. The deputies arrived while Kristine was on the phone with the mother. The daughter was taken to the hospital to recover.

Commendations

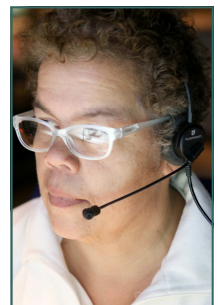
October 17 - Senior Public Safety Dispatcher III **Mike Krakowiak** answered the first of several 9-1-1 calls from citizens reporting that a vehicle had driven off of the Santa Cruz Wharf and into the ocean. Public Safety Dispatcher II **David Brenner** working Fire Red, dispatched SCFD to the scene. Public Safety Dispatchers II **Andrew Parker** and **Jason Thompson**; Senior Public Safety Dispatcher III **Ashley Baldwin**; and Public Safety Dispatcher Assistant II **Mike Birkett**, received calls from reporting parties stating the exact location of where the vehicle drove off of the wharf. Public Safety Dispatcher II **Stephanie Sphar** working the SCPD channel, was advised by officers on the scene that there were victims trapped in the submerged vehicle. As the minutes ticked by, so did the hope of any survivors. Ashley and Public Safety Dispatcher II **Kristine Ebersole** made multiple notifications and phone calls to get the dive team, tow trucks, Harbor Patrol, Coast Guard, detectives, and traffic officers to the scene as quickly as possible. Thirty-four minutes into the call, SCFD had the first victim out of the water. Thirteen minutes after that, the second victim was recovered from the vehicle and did not survive.

December 10 - Public Safety Dispatcher Assistant I (in training) **Lori LeMoss** answered a 9-1-1 call from a person reporting a subject had just been electrocuted and that someone was administering CPR to him. Lori, with the help of her trainer, Public Safety Dispatcher II **Billie Surran** created a medical call for service. Senior Public Safety Dispatcher III **Lyndsay Sotelo** dispatched Aptos/La Selva Fire Department and AMR while Public Safety Dispatcher II **Annie Castro** dispatched SCSO to the scene. Lori transferred the caller to a medical dispatcher who proceeded to find out that the victim was cutting trees when he was electrocuted and that he had entry and exit wounds on his hands. While Aptos Fire arrived on scene, they asked for an air ambulance and the patient was flown out of the county to recover from his injuries.

January 5 - “My wife is having a baby!” were the first words Senior Public Safety Dispatcher III **Abby Marizette** heard when she answered the ringing 9-1-1 line. Abby quickly began giving childbirth instructions using the ProQA medical protocols. The caller was calmed by the tone in Abby’s voice and her immediate response to the panic in his voice by saying, “I’m going to help you” and “we’re going to do this together”. The baby was born within 120 seconds and was not breathing. Abby stayed calm and instructed the new father how to clear the baby’s airway. The baby began breathing! Abby continued with the instructions on how to dry and wrap the newborn and how to tie the umbilical cord. Abby has a way of soothing and calming callers, and she really excelled in this instance, giving Dad something to keep him occupied, and monitoring two patients-mother and baby-while waiting for the ambulance.

March 16 - Public Safety Dispatcher II **Amanda Douglas**’ quick reaction to a report of a patient with difficulty breathing helped save the life of a person in extremis. While the initial report was regarding a subject breathing with difficulty, within seconds, the patient had stopped breathing completely and needed CPR to survive. Amanda gave clear and concise instructions to the caller, and helped the person giving CPR by counting out loud to keep a steady rhythm of compressions. Both Felton Fire and AMR reported that, because of early bystander CPR and Amanda’s instructions, they were able to regain a pulse and the patient was recovering in ICU!

April 23 - Operations Supervisor Melody MacDonald commended Public Safety Dispatcher II **Jo Irving** for her excellent detective skills. Jo was working on SCPD’s primary radio channel, when she overheard the Sheriff’s Office dispatcher broadcast over the air the description of an intoxicated



PSD II Jo Irving

suspect who was causing a disturbance. As she listened, she realized it was the same description of the sexual battery suspect SCPD had been searching for earlier in the day. Jo quickly made a notation in the Sheriff's detail requesting that their deputy call the SCPD sergeant to confirm that the person was the same suspect in both cases. It was the same suspect and he was subsequently booked into the jail for his earlier crimes.

June 11 - Public Safety Dispatcher II **Eric Mello** was the primary dispatcher on the SCSO channel when two high risk, low frequency details hit his pending queue within 10 minutes. The first caller was someone reporting a robbery at gunpoint. After dispatching officers to respond to this event, the second priority call came in. That caller was reporting an attempted car-jacking with a weapon involved. Eric realized that the two calls were related and notified responding officers. These related details quickly expanded to include the CHP, Harbor Patrol, and both the Santa Cruz and Capitola Police Departments. The more officers that respond to a call for service, the likelier they will transmit over each other on the air. Eric controlled the channel by keeping his updates quick and concise and was able to understand and keep track of each officer's traffic and location. Both Lieutenant Lansdowne and Sergeant Dimick of the Santa Cruz Sheriff's Office commended Eric's demeanor as well and credited his calm and clear control of the channel with a successful outcome - the suspect was apprehended!

June 13 - SCR9-I-I dispatchers take a lot of reports of missing persons from callers, but something about the one Public Safety Dispatcher II **Julissa Alvarez** processed this day seemed different to her. She quickly processed the caller's details regarding her missing husband and sent the call to the radio dispatcher to be assigned to an officer. But she felt like she had the time to do a little digging for information. Julissa ran all vehicles registered to the missing person, finding one that had been recently towed by the CHP as a result of an injury accident. The driver had been transported to the hospital. Julissa called the frantic wife back within 30 minutes of her first call and told her where she could find her injured husband.

August 26 - Senior Public Safety Dispatchers III **Lyndsay Sotelo** and **Abby Marizette**, along with Public Safety Dispatcher II **Dave Sumner**, were cited as being "outstanding representatives of the Santa Cruz Regional 9-1-1 center" by the Anti-Gang Enforcement Team Commander Mario Sulay. The operation included 60 agencies cooperating to locate and gain intelligence regarding the activities of illegal street gangs in Santa Cruz County, and to contact and arrest those who may be committing violations of the law. Mario thanked our dispatchers for "their willingness to engage and their professionalism, making these operations a successful endeavor".

August 31 - Carlos Reynoso, Operations Captain for the HPD, commended Senior Public Safety Dispatcher III **Ashley Baldwin** and Public Safety Dispatchers II **Annie Castro**, **Billy Barrett**, **Amanda Douglas**, **Kristine Ebersole**, **Andrew Davidson**, **Gina Loftin**, **Christina Troia**, **Dave Sumner**, and **Jodi Boles** for their excellent dispatching skills; and Operations Supervisors **Anita Miller** and **Tammy Spath** for their leadership skills during the 2015 Hollister Freedom Rally. Captain Reynoso stated, "The one constant during these events is the reliability and professionalism of our dispatchers. This is just another example of why we are so appreciative of the relationship the City of Hollister shares with SCR9-1-1." Captain Reynoso went on to commend Operations Manager **Stephanie Zube** for her pre-event planning and management of the event. "As always, she is an excellent representative of your agency and exemplifies your Mission Statement of providing "responsiveness and technical excellence" with your public safety partners."

October 3 - Public Safety Dispatcher II **Meghan Dixon** received a phone call from a business owner reporting he found a two-year old unaccompanied child wandering in his business. Meghan swiftly created a found juvenile call for service and Senior Public Safety Dispatcher III **Lyndsay Sotelo** assigned deputies to respond. While the deputies were in route to the call, Meghan researched surrounding addresses in CAD and found one address in which a welfare check had been done regarding the child. Meghan had a

hunch this could be the address for the found child and relayed the information to Lyndsay who advised the responding deputies. When the deputy called the child by the name from the prior detail, the little boy responded. The residence the deputies were taking the little boy to had a resident who had a history of weapons violations. Lyndsay made sure the deputies were aware of this fact and prepared. The child was then reunited with his parents. Deputy Ramirez called Meghan and Lyndsay and thanked them for their “great job this morning”. He pointed out that their dedication to excellent customer service resulted in quickly reuniting a child with his parents, saving the child and his parents emotional turmoil and the responding deputies a lengthy search for the child’s residence.

November 24 - General Manager Dennis Kidd, commended Systems Division Manager **Amethyst Uchida** and the entire Systems team for their exemplary dedication to getting the new consoles up and functional on the dispatch floor.

Operations was moved and split between two Alternate Site locations while the upgraded furniture was being installed, along with the associated cables and wiring for the technology portion. Amethyst and the Systems Division spent many 12+ hour days getting the old consoles torn apart and the new ones installed, up, running and tested, on time and on budget! Many thanks to Systems Supervisor **Wolff Bloss**; Senior Systems Technicians **Gilbert Oros, Nicola Nelson, and Tom Ginsburg**; GIS Assistant **Linda Reitz**; and honorary members of the Systems team from the dispatch floor, Senior Public Safety Dispatcher III **Mike Krakowiak** and Public Safety Dispatcher II **Jason Thompson**.



PSDII Jason Thompson and Senior Systems Technician Gilbert Oros working together to put together a new workstation

December 6 - At 0330 hours, Public Safety Dispatcher II **Lisa Oberdorfer** answered a 9-1-1 call from a frantic about-to-be-a-father-again whose wife was delivering their baby in their car! The husband had pulled over in front of the Santa Cruz Sheriff’s Office sub-station on Graham Hill Road because his wife’s water had broken and she was in active labor. Lisa remained calm, cool, and collected as she gave the father instructions, including how to remove the umbilical cord from around the baby’s neck. The baby was not breathing. Lisa quickly switched into life saving mode and advised the new dad how to clear the baby’s airway and start rescue breathing. Within seconds of following her instructions, the baby could clearly be heard crying loudly in the background. Baby Lucas is doing well!

2015 EMS Heroes

Both Santa Cruz and San Benito Counties take a day during National Emergency Medical Services Week in May to recognize those individuals who provided life-saving measures within these two communities. Several SCR9-I-I employees were honored in both counties for their exceptional work.

San Benito County

Public Safety Dispatchers II **Andrew Davidson**, **Billie Surran**, and **Meghan Dixon** are pictured below with their EMS Heroes awards from San Benito County and San Benito County EMS officials.



In addition to those pictured, SCR9-I-I Senior Public Safety Dispatcher III **Sean Schorovsky**, and Public Safety Dispatchers II **Joe Guerrero**, **Jenn Maggio**, and **Dave Sumner** were also honored by San Benito County.

Our dispatchers were recognized for their hard work providing emergency medical dispatch instructions and assistance on two critical calls in San Benito County last year: a shooting at the annual Hollister Motorcycle Rally and a multi-car injury accident.

Santa Cruz County

Senior Public Safety Dispatcher III **Abby Marizette** and Public Safety Dispatcher II **Amanda Douglas** were honored by the Santa Cruz County Board of Supervisors during the Emergency Medical Services Week EMS Hero presentation. They are shown here with our proud general manager, Dennis Kidd.



Abby was recognized for her role providing childbirth and post-natal care instructions. The baby was delivered successfully, but was not breathing. Abby advised the father how to clear the baby's airway, including giving the father instructions in stimulating the baby to take its first breath, and tying off the umbilical cord.

Amanda was recognized for providing life-saving CPR instructions to employees who found their co-worker on the ground and unconscious. Amanda instructed the employees how to administer CPR, which helped keep the patient alive until the local fire department and medics arrived to take over. The patient was discharged from the hospital four days later!

Dispatcher of the Year

Joe Guerrero

Joe Guerrero began his career as a 9-1-1 Public Safety Dispatcher with Santa Cruz Regional 9-1-1 in October 2010.

Joe has a young family and has successfully balanced his family and personal life with work responsibilities throughout his career, allowing him to quickly learn all aspects of his duties and expectations at our center. He is often praised for his strong work ethic, his humor, and his compassion for callers and coworkers.



He truly embodies “A Successful Netcom Employee” by always taking the higher road, looking for the positive, and showing true compassion in every situation. In 2015, Joe took it further by joining the Peer Support Team where he hopes to provide support to ALL employees as needed. His integrity and overwhelming consideration for others make him stand out as an incredible person and employee.

Joe was selected by his 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 Joe possesses from all those who work with him on a daily basis.



Joe and General Manager Dennis Kidd, at the July Board of Director’s 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.*

highest free-standing structure with the marshmallow on top.

The overall compliance rate was 91.5% during our busiest time of year. We measured compliance of dispatching hot felony law calls; pending queue management for Fire, EMS, and Law; building time for Priority I fire calls; and completeness (quality) of Priority I law calls.

The tribe that had the best overall QI score for the week was recognized and the entire winning tribe received all-day wristbands for the Santa Cruz Beach Boardwalk - congratulations to "SuperHeroes" dispatchers, **Terri Minogue, Anna Kiff, Gina Loftin, Meghan Dixon, Billie Surran, Jo Irving, Jennifer Maggio, and Amanda Douglas.**



Team SuperHeroes



Team Pirates



Team Rock Stars

Premise History Information

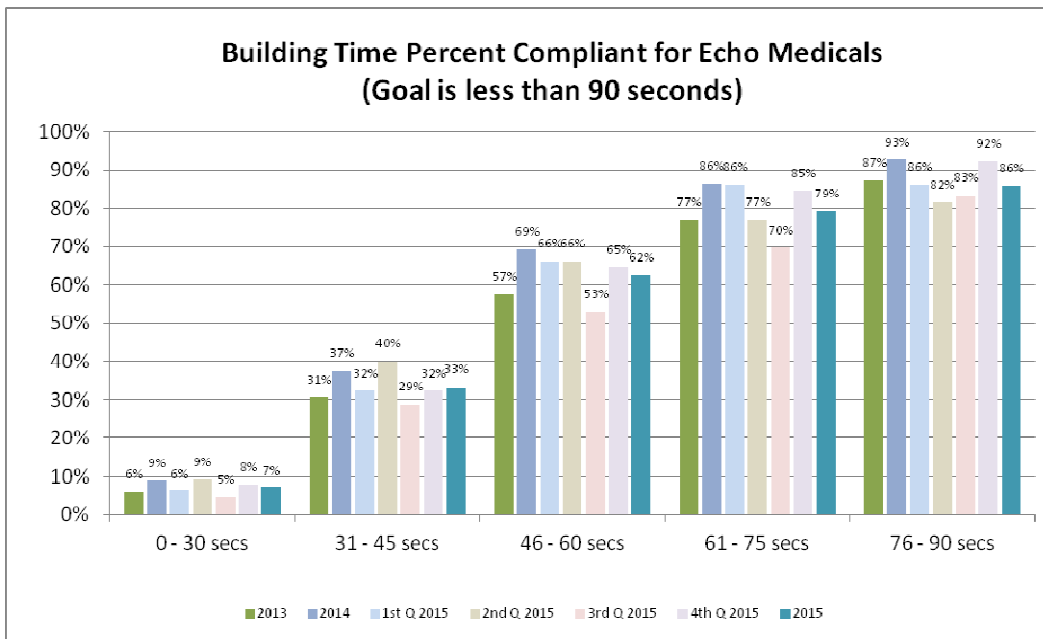
Premise history in the computer aided dispatch (CAD) system is important to both the dispatcher(s) and User Agencies. The Standards Team took the separate premise history report and added this criteria to all QI feedback forms, since it is an integral part of both call taking and dispatching. The call taker must view the premise information and the dispatcher must disseminate premise information when appropriate. CAD configuration changes were made to draw attention to the premise history field. In 2015, dispatchers improved on checking premise history by 26%.



PSDII Jenn Maggio sets the bar for checking premise history

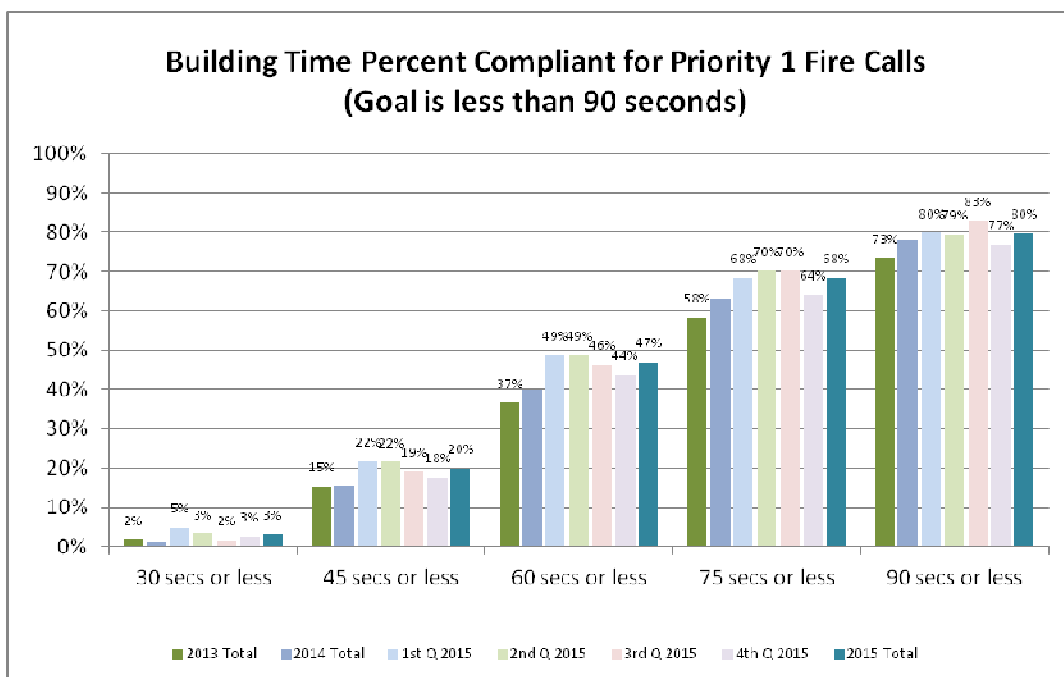
Echo Level Compliance

The highest priority medical emergency involves a person not breathing or having severe respiratory distress (Echo level). Our goal is to have these calls fully processed through the EMD software and sent to our 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 building time - from phone answered to radio dispatched. Our average building time in 2015 was 61 seconds, and 87% of the time we completed that process in less than 90 seconds. In 2015, we had a 38% increase in the amount of Echo calls processed. Any Echo level call that exceeds the 60-second call taking standard is reviewed by the Operations Supervisors to help determine the causes of the delay and develop associated training.



First-Priority Fire Compliance

During 2015, our compliance to the 90-second building time was 80%, with our average processing time being 69 seconds.



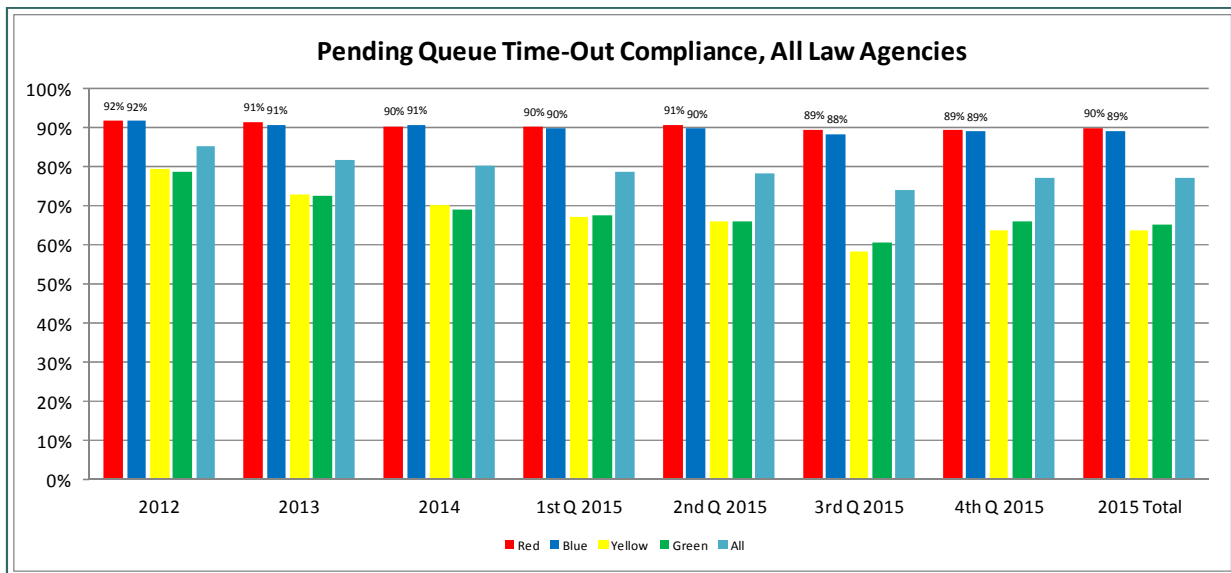
Law Enforcement

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 2015, our performance standard was to maintain the improvements made in the previous year and we were able to not only maintain, but improve an additional 2% for an overall compliance of 89%.

Management of Pending Calls

Once a call is created, it is important that the dispatcher assign a law unit to the call as soon as possible. While on the surface this may seem an easy task, it is not. Dispatchers must be assertive in providing important information to officers in a timely manner. To measure this, we look at the time that calls remain un-dispatched after they have been created. All law calls are given a priority – red, blue, yellow, or green – with red and blue calls being the most important “in progress” types of incidents. In 2015, our compliance to our pending queue time for red and blue calls was 90% and 89%, respectively.



Hot Felony Calls

The Hot Felony Call review form was developed to assess the radio dispatcher’s ability to correctly respond to a high risk/low frequency detail as the call hits their pending queue. This review is accomplished by listening to a recording of the dispatch while scoring the call using the review form. The importance to our Users is the ability to use the appropriate alert tone, assign two units, relay the location and type of detail, give brief descriptions, and then make sure the sergeant knew what was happening. Our agency’s goal is that our dispatchers accomplish all of this in 30

seconds or less, 90% of the time. In 2015, our compliance level to Hot Felony Call dispatching was 98%.

Random Review

Another type of call review done by SCR9-I-I is the Random Review. Random Reviews focus on the call taking portion of high priority incidents. Information gathered includes the address, time element, use of weapons, and brief suspect information; all which must be gathered and processed by the call taker in 90 seconds. Our agency’s overall compliance to Random Reviews was 95% for 2015.

Fire/EMS Task Team

The Fire/EMS Operational Policy Task Team is comprised of a representative from each of the User fire agencies, AMR, and line level dispatchers from SCR9-1-1. The team's role is to draft and recommend new policies and procedures that keep up with the dynamic flow of the Fire/EMS service. The team meets on the second Thursday of every month.

The 2015 field members were **BC Ron Whittle, SVFPD; BC John Walbridge, CFPD; DC Mike Conrad, ALSFPD; DC Jason Hajduk, SCFD; BC Rob Ryan, WFD; Chief Kevin McClish, BCFPD; Chief Ron Rickabaugh, FFPD; Chief John Stipes, ZFPD; Chief Bob Martin DelCampo, HFD; Supervisor Chris Jones, EMS Coordinator Marcie Morrow, San Benito County EMS Operations; and BC Dan Westbrook, Cal Fire (CZU).** The SCR9-1-1 representatives were **Operations Supervisor Melody MacDonald, Public Safety Dispatchers Lyndsay Sotelo and Christina Troia, and Operations Division Manager Stephanie Zube (facilitator).**



Fire Task Team members hard at work reviewing goals.

This year the group's goals were to:

- ***Explore PG&E deployment possibilities during storm conditions***
- ***Explore complementary dispatch, aka "send the balance"***
- ***Expand Personnel Accountability Reports (PAR) to include more incidents than structure fires***
- ***Improve communication from the team to the line***

The team accomplished all of their goals.

Operations Supervisor Melody MacDonald facilitated a work group from this team to develop activation and deployment plans with PG&E during storm conditions. On various occasions, MacDonald responded to PG&E's base camp and/or command center to work in partnership with PG&E. On the 4th of July, PG&E was on site in the dispatch center. The intention of working side by side with PG&E was to create an environment where PG&E could be made aware of the highest priority incidents, allowing them to assign resources to the most critical calls thus freeing fire resources to respond to other incidents.

A CAD command was configured so that when additional resources were requested to an incident, units already assigned were reconciled and considered as part of the assignment before adding additional resources. This allowed for the balance of an assignment to be sent rather than another full assignment.

PAR checks were applied to more incidents than just structure fires. At the request of the field or the discretion of the dispatcher, a five-minute accountability timer was applied to on-scene personnel based on the circumstances of the call, previous contacts, or by the request of the field or dispatcher.

Electronic newsletters were distributed to the departments with the highlights of meetings.

Law Enforcement Task Team

The Law Enforcement Operational Policy Task Team is comprised of a representative from each of the Law Enforcement User Agencies, as well as line level dispatchers from SCR9-1-1. The team's role is to draft new policies and procedures, and review existing ones to ensure they describe and support highly effective dispatching techniques. The team meets the first Tuesday of the even months.

The 2015 field members were **Sgt. Andy Dally, CPD; Lt. Christian LeMoss, SCPD; Lt. Steve Carney and Sgt. Mike MacDonald, SCSO; Lt. David McCartney, WPD; Lt. Eric Olson, HPD; Captain Tony Lamonica, SBSO;**

Nicole Stewart, CHP; Superintendent Bill Wilcott, State Parks; and Field Supervisor Todd Stosuy, Animal Services Agency. The SCR9-1-1 representatives were **Dispatcher Lisa Oberdorfer** and **Senior Dispatcher Abby Marizette, Operations Supervisor Melody MacDonald, and Operations Division Manager Stephanie Zube** (facilitator).

This year the group's goals, in addition to policy review, was to:

Establish the dispatcher's role in managing an incident during the initial response of a priority incident. Areas of considerations are:

- ***Radio frequency management***
- ***Identifying and managing multiple priorities***
- ***Create standards for terminology***

SROs and/or agency representatives will develop and draw preplan shelter-in-place lockdown shapes in CodeRED around schools in both counties to reduce the build time of community notifications.

Share project plans and goals of technologies that departments are looking to implement that all agencies may benefit from.

Throughout the year, the team reviewed critical incidents, evaluating the dispatcher's initial role and ability to manage an incident before an incident command had been established. Analysis of these events highlighted that each law incident is unique, dynamic and unpredictable. The best role for the dispatcher is to *communicate* all known information and to anticipate the needs of the field based on policies and experience.

Preplan shelter-in-place areas have been established in our reverse 9-1-1 system for most of Santa Cruz County and all of San Benito County schools. In the case of an active assailant at or near a school, the time it takes to make the notification has been reduced by having the shapes predefined.

Training Unit

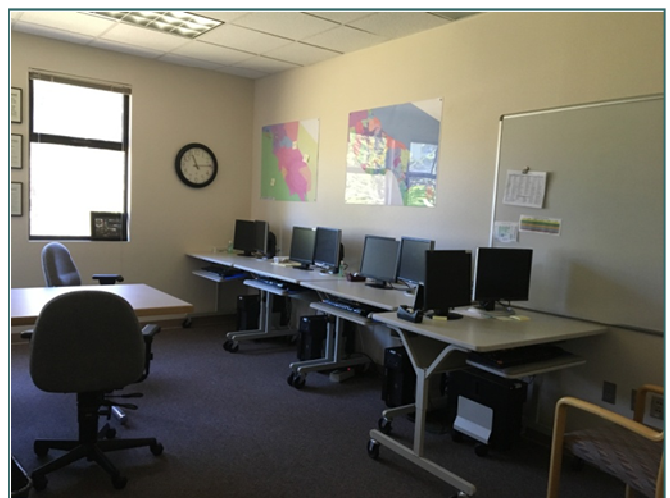
The Training Unit is responsible for conducting entry level training for the Authority's new dispatchers and providing continued professional training for experienced dispatchers. In addition to these responsibilities, the Training Unit maintains affiliations with the Association of Public Safety Communications Officers (APCO), National Emergency Number Association (NENA), South Bay Regional Public Safety Training Consortium, and the Santa Cruz County Training Managers Association.

Entry Level Training

Training for newly hired dispatchers is conducted in two phases: classroom training in our Academy, combined with live call taking on the floor and on-the-job training in the Communications Training Officer (CTO) program.

In October 2015, the Authority hired Public Safety Dispatcher Assistant **Lori LeMoss** and Bilingual Public Safety Dispatcher Assistant **Ana Ramirez**. A Public Safety Dispatcher Assistant requires the trainee to be competent in processing calls for service, with the expectation that they will advance through the levels of answering non-emergency phones to answering 9-1-1 calls.

The 4-week classroom portion of their training was completed in our new Training Lab location.



The new Training Lab also doubles as a mini Conference Room

Academy Instructors

The Dispatch Academy is managed by Administrative Supervisor **Tammy Spath** and facilitated by instructors **Kristine Ebersole, Mike Krakowiak, Melanie Sherwood, and Lyndsay Sotelo.**

Before every Academy, the instructors meet to discuss upcoming classroom training and update curriculum and materials. To facilitate learning, Academy instructors started using a smart phone app called Quizlet to help trainees learn common terminology and penal codes. Our instructors also prepare on-the-job training for established dispatchers.

SCR9-1-1 is always happy to accommodate training requests from our Users and auxiliary user agencies. **Kristine Ebersole** trained Santa Cruz Park Rangers in the use of the California Law Enforcement Telecommunications Systems (CLETS) and how to read and understand the return messages from the various systems queried. Instructors **Mike Krakowiak** and **Kristine Ebersole** provided radio training for seven new WFD firefighters. **Melanie Sherwood** participated a county-wide law enforcement training days and presented radio training for approximately 200 officers and deputies.

Communications Training Officer (CTO) Program

The CTO program is designed to provide new dispatchers, and dispatchers learning a new skill, with on-the-job training, guided practice, and meaningful performance feedback. CTOs are selected from our group of dispatchers and must have at least 18 months experience and his or her supervisor's recommendation. Every CTO must complete the CTO course authorized by the APCO Institute and be an APCO Certified Training Officer.

Our CTOs are **Ashley Baldwin, David Brenner, Andrew Davidson, Mike Krakowiak, Abby Marizette, Eric Mello, Areli Sanchez, Sean Schorovsky, Melanie Sherwood, Lyndsay Sotelo, and Billie Surran.**

In 2015, we upgraded our ADORE software which is used to document trainee performance. The updated software allows the CTO to sit anywhere on

the dispatch floor and write their daily observation report from any console; whereas previously the CTO had to sit at specific positions to accomplish this. Each trainee is assigned a list of critical tasks that they are taught and then must demonstrate they have learned. ADORE has streamlined this process by the use of electronic signatures with date and time stamps.

Continued Professional Training (CPT)

The Training Unit provides continued professional training for experienced dispatchers through on and off-site classes. Continuing Education (CE) is provided on-site and is typically required for all employees. These classes focus on updating skills and knowledge, particularly in areas that may be affected by changes in laws, policies, or other mandates. Off-site classes are usually voluntary training opportunities, often hosted by another organization or agency.

The Training Committee is responsible for determining the need for scheduling a CE, suggesting timely training topics, defining learning objectives, and recommending appropriate instructional methodology. The committee is comprised of a cross section of our organization, including an operations supervisor, dispatcher, CTO, an instructor, systems division representative, training supervisor, and recent training academy graduate. The Training Committee convened in March to discuss the presentations for the April CE. Topics covered included financial management, room coordination, General Manager question-and-answer session, and debriefing of the recent Fish House homicide.

The October CE was derived differently as we noticed an influx of high-priority, low-frequency incidents and geared our training towards this. Topics included the 5150 authorization update and training on some less used applications such as CodeRED, 3SI, Google maps, and using cellular technology on wireless 9-1-1 calls.

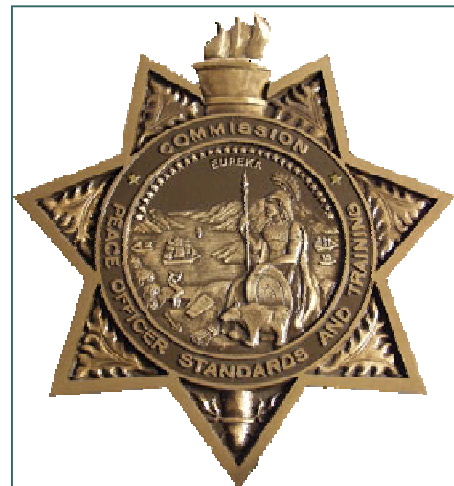
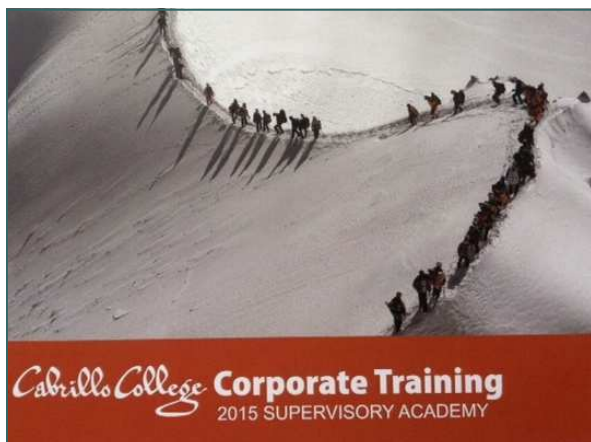
Julissa Alvarez and **Jennifer Maggio** completed their classroom and dispatch floor training and became certified Emergency Medical Dispatchers.



Annie Castro and Christina Troia attending Fire Dispatch Academy with CFPD Training Captain Rich MacDonald

Two Fire Dispatch Academies were conducted this year, promoting three dispatchers to the Fire Pod. Congratulations to **Annie Castro**, **Christina Troia**, and **Felicia Vigil**. Instructor **Kristine Ebersole** created a pre-academy curriculum through our NetComU course as an introduction to the classroom training.

Our Lead Dispatchers are the first level of supervision on the dispatch floor. To provide them skills and knowledge that they can pass down to their shifts, Lead Dispatcher **Sean Schorovsky** completed a 12-week supervisory course through Cabrillo College and Lead Dispatchers, **Ashley Baldwin** and **Lyndsay Sotelo** received 24-hour POST Supervisory Update training.



Projects Unit

Awareness and Community Education (ACE) Team

The ACE Team members are **Billy Barrett, Meghan Dixon, German Flores, Joe Guerrero, Melanie Sherwood, Lyndsay Sotelo, Billie Surran, and Christina Troia.** The Team coordinators are **Ashley Baldwin and Abby Marizette** and are overseen by Operations Supervisor **Melody MacDonald.**

The team has a yearly goal to raise awareness and educate the community about SCR9-1-1. They also take the time to talk to our community and User Agencies about CodeRED and PulsePoint.

The ACE Team continued their goal in 2015 by going out in the community, speaking to groups and setting up a booth at public events where they spoke to everyone who stopped by. They also hosted many community groups at SCR9-1-1 where they provided a presentation and a guided tour of the facility.

Some of the highlights of the year for this team was their participation at the Santa Cruz Ducky Derby, Santa Cruz and San Benito County Fairs, Aptos/La Selva Fire Department Open House, National Night Out with Hollister/San Benito and Capitola Police, and several ROP presentations.

Looking ahead to 2016, the team will take a more proactive approach and have a larger public presence. They will work on educating more people about CodeRED, PulsePoint, Text to 9-1-1, and PulsePoint's AED sourcing app.



Public Safety Dispatcher II Billy Barrett talks to a young visitor at the Sheriff's Aptos Open House regarding 9-1-1

Incident Dispatch Team (IDT)

The Incident Dispatch Team is made up of five highly trained Fire Dispatchers who go out into the field to assist the Incident Command (IC) on a sustained high-priority incident. The job of the IDT dispatcher is to not only be a scribe for Incident Command, but to manage the radio channels assigned to the incident, process orders from the IC, maintain personnel accountability and communicate with SCR9-1-1 as needed. The IDT dispatchers receive at a minimum of 80 hours of specialized training for both Fire and Law disciplines.

This year our IDT was called out to assist with a few planned events: San Benito EMS MCI drill, Wildland School at Fort Hunter Liggett, and Hollister Police Department's DUI checkpoint. Looking ahead to 2016, we hope to be out in the field more assisting our User Agencies.

The IDT Team members are **Mike Krakowiak, Terri Minogue, Dave Sumner, David Brenner, and Meghan Dixon.**



Public Safety Dispatcher II David Brenner working out of the command vehicle at the Wildland School at Fort Hunter Liggett

Recognition Event

The Appreciation and Recognition Group (AARG) is the committee that put on our first ever recognition event. This new committee was formed based on responses from the employee survey. The committee is made up of a representative from all aspects of SCR9-I-I. Committee members include **Melody MacDonald, Amethyst Uchida, Nicola Nelson, Tammy Spath, Maria Wallen, Joe Guerrero, and Billie Surran**. The focus for this group is to look at how we currently recognize our employees and then examine if there are any areas that need improvement or new ideas on how best to recognize employees. The committee found four areas to focus on: service pins, Reporting Party (RP) recognition, Netbucks program, and an employee recognition event. The committee formed in March and quickly evaluated the need to hold the recognition event during National Dispatcher Week in April, as many awards are given to the majority of employees throughout this specific week.

We were able to host the event off site at the Santa Cruz Elks Lodge. We invited all of our SCR9-I-I employees and their families, and our User Agencies to attend. We offered two identical presentations to allow both day and night shift to be able to attend. We also received donated food and desserts.

Those honored during the presentations included years of service/service pins, Systems Division awards, QI/QA awards, and Operations Division awards.

At the end of the second presentation, we announced our most esteemed award, Dispatcher of the Year, to Joe Guerrero.

This was such a well received event that we are going to have another event in April of 2016!



Clockwise from left: A few of our Superstar Dispatchers Christina Troia, Dave Sumner, Meghan Dixon, and Amanda Douglas.

Center: Dennis Kidd kicks off the first annual Recognition Event.



Systems Division



The SCR9-1-1 Systems Division consists of six employees (5.5 FTE) and is divided into four areas of responsibility: Computer-Aided Dispatch (CAD)/9-1-1, Fire/EMS Technology, SCMRS, and MDCs. Personnel assigned to the Systems Division in 2015 include the general manager (.25 FTE), the systems division manager, the systems supervisor, three senior communications systems technicians, and the GIS assistant.



Amethyst Uchida, Gilbert Oros, Wolff Bloss, Tom Ginsburg
Nicola Nelson, and Linda Reitz

In 2015, the Systems Division accomplished the following:

- Released a Request for Information for the CAD replacement project; evaluated and summarized responses for Management review
- Established capability to receive Text to 9-1-1 messages
 - ◊ Setup accounts with Intrado Text Control Center and completed successful tests
 - ◊ Notified major wireless carriers of readiness to accept text messages
- 9-1-1 Phone Equipment and Dispatch Console Furniture Upgrades
 - ◊ Obtained State 9-1-1 Office SETNA funding for phones and furniture
 - ◊ Negotiated purchase agreement with Intrado for new phone system
 - ◊ Assisted general manager with furniture RFP, vendor selection and contract negotiations
 - ◊ Managed installation of dispatch center furniture
- Implemented new building security system
- Completed upgrade of Emergency Medical Dispatch (EMD) protocol software
- Upgraded building network wiring infrastructure
- Increased reporting capabilities of SCMRS PD personnel
 - ◊ Provided training on Crystal Reports and CAD and RMS data structures
 - ◊ Facilitated Crystal Reports workshops
- Implemented backup and disaster recovery appliance
- Installed robust, high-performance SAN for use with FMWare Cluster
- Worked with Santa Clara County on CAD-to-CAD data sharing project
 - ◊ Established IP connectivity between Santa Cruz and Santa Clara Counties

Computer-Aided Dispatch (CAD)/ 9-1-1 Operations Support

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

During 2015, several projects were accomplished that supported or enhanced the software and services covered by the CAD/9-1-1 program. Once again, Systems worked with the CAD vendor to provide an updated version of the software to enable new interfaces and to correct existing bugs. CAD upgrades require the attention of all Systems members and are scheduled to begin early in the morning while our call volume is traditionally lower. This year's upgrade permitted the team to also implement Paramount, the latest release of our Emergency Medical Dispatch (EMD) protocol software.

A major undertaking for the entire Systems team this year was selection, design and installation of a new furniture solution for the dispatch center. This project also had ramifications for operations at SCR9-1-1 as our dispatchers were required to relocate to our backup sites for six days while the communications center was gutted and new furniture installed. On this project, the Systems Division team once again proved their extraordinary commitment and dedication to the operations of this center. Every member of the team worked extended hours each day in order to ensure the project's successful completion within the planned timeframe, performing many tasks well outside the scope of their normal responsibilities.

Systems actively participated in the process of bringing Text-to-9-1-1 capabilities to Santa Cruz and San Benito Counties. Due to complications

the phone equipment upgrade, the plan for implementation was modified to provide web-based access to emergency text messages. Connectivity to the required infrastructure was established and tested; early in 2016, testing with each wireless carrier will be completed and approval from the FCC to go live will be obtained. Later in 2016, when the phone system is installed, the delivery method will be modified so that emergency text messages are received directly through the 9-1-1 phone equipment.

Meanwhile, work continued on the CAD replacement project. In partnership with the Technical Operations Advisory Committee (TOAC), the systems manager wrote and released a Request for Information (RFI) to assist in the identification of qualified vendors for this project and to learn more about the available solutions. Seven vendors responded to the RFI. Responses have been read and evaluated by TOAC members. A consultant has been secured who will assist Systems and TOAC in defining the project plan and developing a Request for Proposals (RFP). The CAD replacement timeline will not conclude until a new CAD system is installed during fiscal year 2017/18.

Fire/EMS Technology & Geographic Information Systems (GIS)

SCR9-1-1 supports our Fire/EMS Users by maintaining our geo-database, supporting ancillary and related technologies, producing complex and detailed reports on CAD data, and providing project management for ad hoc fire technology projects. This area is supported by a senior technician, the GIS assistant and with assistance from the Systems supervisor and the division manager (total 1.5 FTE).

During 2015, Systems worked on several projects on behalf of the Fire and EMS users. Many fire departments had been able to eliminate private point-to-point circuits for CAD printing beginning in 2013 when an email printer server was installed. However, some agencies continued to use the costly circuits for non-printing uses such as running

a CAD Client or sending database updates. With the completion of the broadband implementation project at SCR9-1-1, Systems personnel identified affordable VPN routers which allow agencies to establish a secure, private connection to SCR9-1-1 across their existing broadband Internet connections. This means some services can now be implemented at locations where the point-to-point circuits were cost-prohibitive.

The GIS-focused tasks included developing a hiking trails layer for use by dispatchers, creation of a GIS data strategy and improving partnerships with GIS partners at the cities and counties. Next year, this team will be working on implementing a software solution for incident resource management, SitStat. The unit will also perform a comprehensive data analysis of our GIS databases in order to prepare for both the CAD replacement and Next Generation 9-1-1 initiatives.

Santa Cruz Metropolitan Records System (SCMRS)

The SCMRS Unit has been providing support to the Capitola, Santa Cruz, and Watsonville police departments' records management system (RMS), Alliance, and its wide area network infrastructure since 2001. The SCMRS Unit also assists in supporting the Crossroads traffic reporting system and the high speed wireless access system for the WPD. The SCMRS Unit also provides support to the SCPD's citizen reporting portal, Coplogic, and the in-car video recording system. The SCMRS Unit also maintains the feed to Coplink. SCMRS is staffed by the Systems supervisor, a senior technician, and .50 FTE of the division manager.

In 2015, the Systems Division continued supporting the Alliance RMS system by performing many tasks including maintaining the replication network, fixing issues, opening and tracking tickets with Cyrun, deploying bug fixes, repairing text imports, and many other repairs for Users. In 2015, the Systems Division upgraded Alliance to the most current version of the legacy product, referred to as "A5" by Cyrun. A test instance of Alliance 7 was installed and tested on a training database.

Records supervisors were able to interact with Alliance 7 (A7) on the test server. The first training on Alliance 7 was held at SCPD. Alliance 7 production deployment is planned for first quarter of 2016.

In 2015, the Systems Division continued to provide Crystal Reports training at Santa Cruz Regional 9-1-1. The Division sponsored monthly working groups, bringing together analysts from the various public safety agencies to brainstorm and troubleshoot reports together. Records and crime analysis personnel attended and brought Crystal reports to the session. The group worked on the reports and modified them to suit their own needs with guidance from SCMRS staff. Ongoing training and workgroups have resulted in many agency personnel becoming self-sufficient with regards to extracting basic data and information from both Alliance and the CAD system.

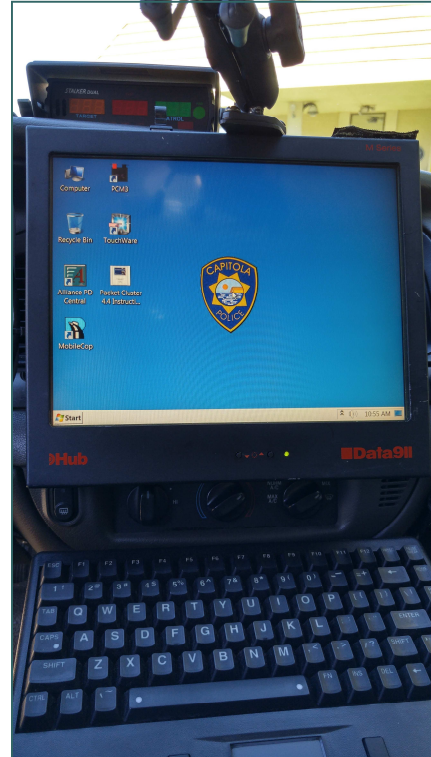
Trouble Tickets Resolved in 2015		
Dispatch	Equipment (keyboards, printers, etc.)	44
	Phones	6
	Radio	9
	Software (CAD, ProQA, etc.)	63
	Other	138
	TOTAL for Dispatch tickets	260
Fire/EMS/GIS	AMR MDCs	17
	Common places	100
	Config	87
	Routing	0
	Other GIS	21
	TOTAL for Fire/EMS/GIS Tickets	225
SCMRS	Crossroads/Alliance Interface	23
	Hardware (MDCs, MAV, etc.)	89
	RMS	57
	Other	22
	TOTAL for SCMRS Tickets	191
Facilities	TOTAL for Facilities Tickets	42
Total Systems Div. Trouble Tickets Resolved		718

Mobile Data Computers (MDCs)

The Systems Division supports two Mobile Data computer networks. One is used by the SCMRS agencies, as well as Santa Cruz and Watsonville Fire departments. In 2015, the Systems Division was able to upgrade the MDC server backend software (Interact) from version 7 to version 8. Additionally, a new Radio IP Mobile VPN server was installed. An MDC was successfully connected to the Interact server using the new Radio IP VPN over our existing private 800 MHz band wireless network. This lays the foundation to add in cellular data communications to the SCMRS network. This will provide us redundancy for CAD communications as well as a larger coverage area and higher data throughput. Ultimately, field users will have access to a wider variety of tools that will be made possible with the increased bandwidth.

The other MDC system that the Systems Division supports is used by AMR to provide CAD information to the field units, reduce radio traffic and to provide closest-unit routing information via GPS for use by dispatch. The Systems Division continued to maintain the servers, server software and client software on the MDCs including applying map updates and fixing issues. The Systems

Division also maintains the MDC hardware for AMR which can involve resolving issues with the ToughBooks or their docks.



One of the MDCs the Systems Unit keeps up and running

Systems Division Goals - 2016

- New CAD - continue selection process
 1. Work with consultant to develop project plan
 2. Establish CAD Selection Committee, including representatives from User Agencies
 3. Work with CAD Selection Committee to finalize requirements for an RFP to be issued in 2017.
- Watsonville Alternate Site remodel and upgrade
 1. Replace radio consoles
 2. Install old Watson furniture from primary site
- Upgrade phone system and implement integrated Text-to-9-1-1
- Deploy Alliance 7 to all agency workstations
- Deploy mobile routers to SCMRS MDCs to provide broadband access and WiFi hotspots
- Provision and deploy SitStat for Santa Cruz County Fire User agencies

Business Division



The Business Division manages and supports the Authority’s day-to-day administrative activities. The Business Division staff includes the general manager and three part-time senior administrative assistants.

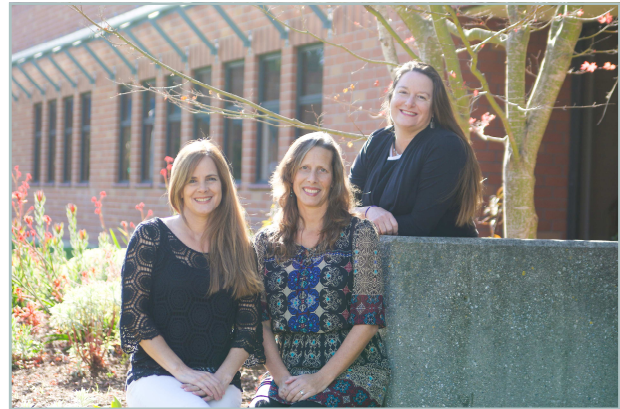
Fiscal Unit

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 the County’s OneSolution system, the annual audit, and budget preparation.

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

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

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



Senior Administrative Assistants Maria Wallen, Beth Wann, and Tina Bisgaard

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

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.

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

The Business Services Unit is responsible for processing requests for dispatch recordings and incident reports for the Authority. In 2015, 1,054 records requests were processed which reflects a 19% increase from the previous year. The Custodian of Records made six court appearances in support of those records.

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. Team members for 2015 were: **Peer Team Coordinator Amethyst Uchida, Valerie Conner, Joe Guerrero, Gina Loftin, Melody MacDonald, Teresa Minogue, and Felicia Vigil.**



Terri, Val, Melody, Amethyst, Joe and Felicia
(not pictured: Gina)

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.

In addition to responding to crises, Peer Support members focused on morale-boosting and wellness activities during 2015. When Operations personnel needed to work out of the backup centers for a week, the Peer Team members recognized that this would create a stressful work situation and made plans to provide water and snacks at the backup sites and to welcome employees back to the main center with gift bags.

Peer Support hosted one Critical Incident Stress Debriefing (CISD) and facilitated employee attendance at five (5) other debriefs hosted by our User Agencies. Each of the seven members of this team provided one-on-one support and/or referrals to outside assistance an average of 15 times every month.

Safety and Wellness

The 2015 Safety and Wellness Committee members were: Safety Coordinators **Melody MacDonald** and **Anita Miller, Dennis Kidd, Jo Irving, Abby Marizette, Nicola Nelson, and Mike Krakowiak.**

During 2015, the Safety and Wellness Committee continued efforts to focus on our employees' health. Our Healthy Snack program provides dispatchers working the floor easily accessible energy boosters that are low in fat and sugar—an excellent alternative to vending machine fare. Public Safety Dispatcher II **Jo Irving** takes the time to research products that everyone finds appealing and stocks the basket weekly, including fresh, seasonal fruit. Jo's dedication to her co-workers' health is admirable and appreciated.



Pictured above is the Healthy Snack Fund apple which provides a healthy alternative to eating from the vending machine.

With the Office of Emergency Services relocating to the new Sheriff's office facility, General Manager Dennis Kidd found a spare room we could use to convert to a workout room for all employees. The Dispatcher Association members voted to purchase a new state-of-the-art exercise machine from Nautilus. Once installed, the Safety Team will be kicking off the Stepper Challenge. Enrollees will face off to see who can complete mileage challenges, such as who can walk the 772,992 steps from Santa Cruz to Disneyland the fastest!

The Safety Team has selected hands-free restroom accessories as our goal for 2016. The team has begun researching hands-free soap and water dispensers, as well as paper towel alternatives to help stop the spread of germs and illnesses in the center.

Technical Operations Advisory Committee (TOAC)

The SCR9-1-1 Technical Operations Advisory Committee's (TOAC) purpose is to research, develop, and recommend improvements or changes to systems used by dispatchers; provide input on Computer-Aided Dispatch (CAD) Configuration changes; and provide operational input on technology projects that affect dispatch staff. For 2015, TOAC team members were: Systems Manager **Amethyst Uchida** (Team Leader), Operations Division Manager **Stephanie Zube**, Operations Supervisors **Melody MacDonald** and **Tammy Spath**, Public Safety Dispatcher III **Lyndsay Sotelo**, Public Safety Dispatchers II **Lisa Oberdorfer**, and **Jason Thompson**, and Senior Systems Technicians **Tom Ginsburg** and **Nicola Nelson**.

The primary focus of this team in 2015 was preparing for an upgrade to our 9-1-1 phone equipment. Although the upgrade will not take place until Spring 2016, TOAC members designed new screen configurations and reviewed additional features that will be available in the upgrade. The team's recommendations will provide for more streamlined ring groups and add functionality to assist dispatchers with transferring calls.

An additional project for TOAC was continuing research on a replacement for our CAD system. After attending CAD software demos in 2014, the team collected the information learned from this experience, compiled our own list of necessary and desired features, and reviewed the APCO Unified CAD Standards document to develop a requirements list for a new CAD system which was used by the Systems Manager to release a Request for Information (RFI) and obtain detailed information about CAD systems from seven potential vendors.

Finally, the team personnel evaluated proposals from furniture vendors who responded to SCR9-1-1's RFP and recommended the Mercury system from Watson be implemented at SCR9-1-1. Team member **Jason Thompson** went above and beyond by assisting the Systems Division with the Watson installation.



Systems team members Gilbert, Wolff, Amethyst, Tom and Linda hard at work on the demo phase of the console project



An eerily empty dispatch floor awaits new consoles



PSDIII Mike Krakowiak gets ready to go live on the new configuration!

In 2016, TOAC will assist with final provisioning of the 9-1-1 phone system upgrade. The team will also work with a consultant and our User Agencies to further refine our needs documentation for the CAD replacement with a goal of releasing an RFP by the beginning of 2017.

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SCR9-I-I Employees Association

Our membership participation remains high with more than 95 percent of SCR9-I-I employees as members.

This year we continued the Justin Keele Memorial Scholarship program. A fundraiser was held at Woodstocks Pizza in Santa Cruz. The turn out was phenomenal and, according to Woodstocks, the best fundraiser turn out to date. The Association would like to give a special thank you to Santa Cruz Fire Department for not only showing up and purchasing pizzas, but also donating an additional \$100.

There were five applications for the scholarship. Two of the applications received exceptional scores and a unanimous vote by the judges scoring the entries. With a score of 100%, **Samantha Bailey** (related to Tom Bailey of SCPD) and a score of 98%, **Kelly Hauer-Laurencin** (related to Jordan Hauer-Laurencin of AMR Santa Cruz) were each awarded a scholarship of \$1000.

National Dispatcher Week (NDW) and Systems-Administrative-Management (SAM) Week were observed in April. The theme this year was "Super Heros". The week was spent playing games and awarding prizes and gifts to each member in appreciation for a job well done throughout the year. The SAM luncheon was also super hero theme and each member received their very own Pow-Bang-Boom coffee mug.

Association Board Members 2015-2016

President—Billie Surran
Vice President—Stephanie Sphar
Secretary—Annie Castro
Treasurer—Areli Sanchez
Sergeant at Arms—Nicola Nelson

In December, the Association teamed up with the Santa Cruz Veterans Recourse Center and adopted two families and two single males. The recipients submitted their "wish lists" and the Association was able to fulfill almost all of the requests.



Nicola, Billie, Kristine, Annie, and Annie's daughter, Ariana, deliver gifts to the Veteran's Resource Center

Some of our favorite thank you quotes came from the single males we adopted:

"I got sheets!"

"I can go buy moccasins!"

"The work boots rock!"

It is very heartwarming to be a part of providing such worthy people with a joyous holiday.

In holding with tradition, the annual Gingerbread Village contest was held with this year's theme being "Christmas in Paradise". The winning team was Red Nights with their creation of "Honeymoon in Hawaii."

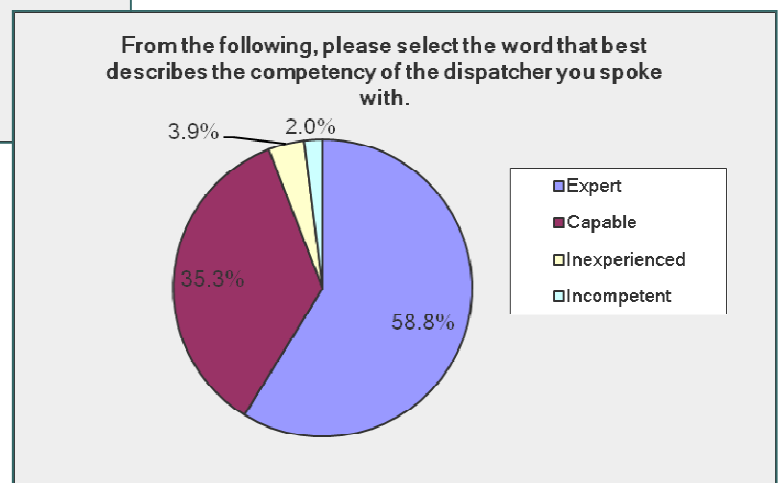
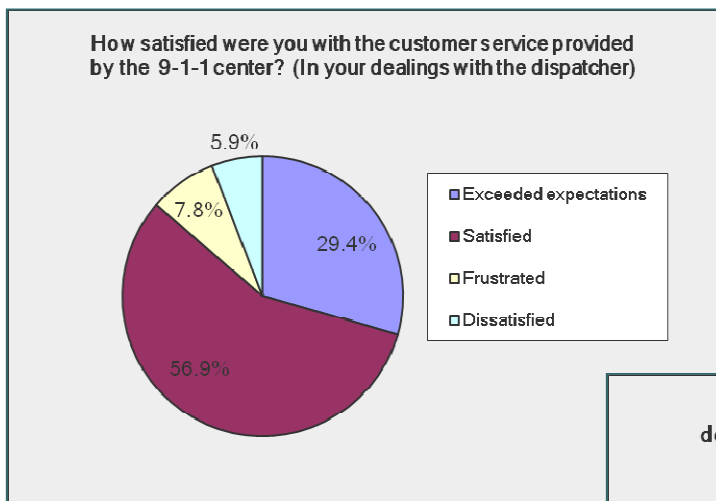
Community Survey

Annually, Santa Cruz Regional 9-1-1 surveys one of the key stakeholder groups rotated between community, internal staff, and user agencies. In 2015, incidents from the previous day were reviewed and post cards sent to community members for both San Benito and Santa Cruz counties. The distribution was based on average call volume for each of our user community. Over 900 invitations were mailed. To reach more of our community, the invitations and survey were written in both English and Spanish. Overall, the feedback was positive with 94% rating our staff as “expert or capable” and 92% rating our staff as “caring or polite”.

Many surveys cited that the dispatcher(s) “did an amazing job of calming me down”, “asked the right questions”, and thanked us for our service.

Quotes:

- “Dispatcher was well trained. Thanks.”
- “I was panicked and she took charge of the process, asking the right questions and setting a patrol in progress. It was perfect.”
- “This was actually my first 9-1-1 call, I think the dispatcher did an amazing job calming me down.”
- “Amazing job, keep doing what you are doing. I thank you for your service.”
- “The dispatcher called us back to let us know of a delay in response - very nice.”
- “While we were on the phone, he explained that the police were on the way, asked me to hang up and said to call back if anything else happened.”
- “He was professional and understanding.”
- “It is a great comfort to have 9-1-1. Thank you for all you do.”



SCR9-I-I Employee Demographics

Dispatch Staff Demographics				2010 Census Data Santa Cruz County
	as of	1/12/2016		
# of White		29	72.50%	72.49%
# of Hispanic		10	25.00%	32.05%
# of Asian		1	2.50%	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%
		40		
	# of males	13	32.50%	49.90%
	# of females	27	67.50%	50.10%
		40		
Whi/Male		11		
Whi/Female		18		
AA/Male		0		
AA/Female		0		
Hispanic/Male		2		
Hispanic/Female		8		
Other/Male		0		
Other/Female		2		

Overall Agency Demographics				2010 Census Data Santa Cruz County
	as of	1/12/2016		
# of White		36	67.92%	72.49%
# of Hispanic		13	24.53%	32.05%
# of Asian		3	5.66%	4.23%
# of African-American		0	0.00%	1.05%
# of American Indian and Alaska Native		1	1.89%	0.86%
# of Other		0	0.00%	16.53%
		53		
	# of males	17	32.08%	49.90%
	# of females	36	67.92%	50.10%
		53		
Whi/Male		14		
Whi/Female		22		
AA/Male		0		
AA/Female		0		
Hispanic/Male		3		
Hispanic/Female		10		
Other/Male		0		
Other/Female		4		

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Standards of Excellence

2015

Annual Performance Report

**Prepared for the
Law Enforcement
Users Subcommittee**

February 8, 2016

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 2015, our performance on first priority law enforcement events was 89 percent compliant to the 120 second standard, a two percent increase from 2014. Our average building time was 78 seconds.

- **Call Taking**

The call taking process is a balancing act between speed and content. For 2015, the Center was 88 percent compliant to the 90-second standard with an average time of 58 seconds, both improvements from 2014.

- **Dispatching**

During 2015, the Center dispatched 87 percent of the first priority incidents in 30 seconds or less with an average dispatch time of 19 seconds. The Center exceeds the goal of dispatching 80 percent of all calls before they reach their pre-defined "time out" value in the computer aided dispatch system (CAD). Of *all* calls, 80 percent are dispatched before they time out in CAD, with the ***highest priority calls (Red and Blue) being dispatched prior to timing out 91 percent of the time. Our compliance continues to remain very high in this area.***

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 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 task 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.

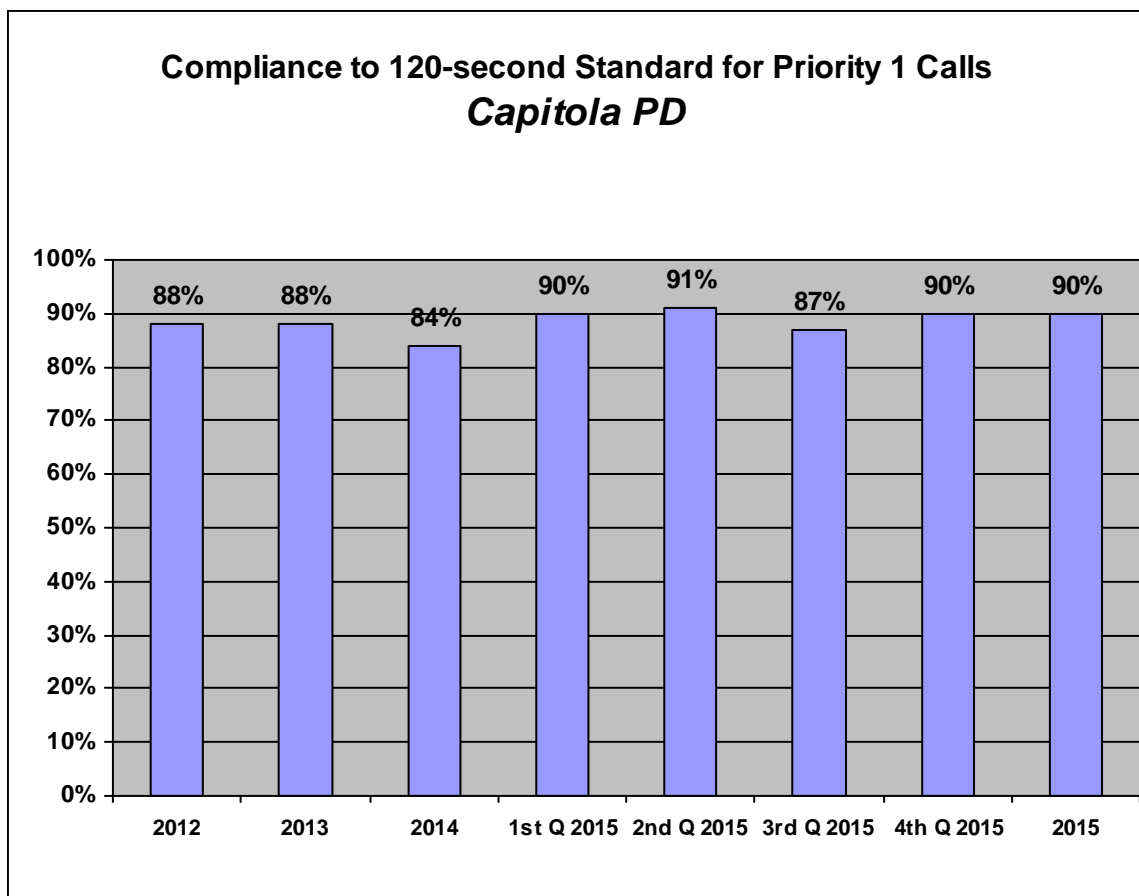
- *Building Time—Elapsed time from E9-1-1 call pick up to the assignment of a unit via radio dispatch in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.*

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

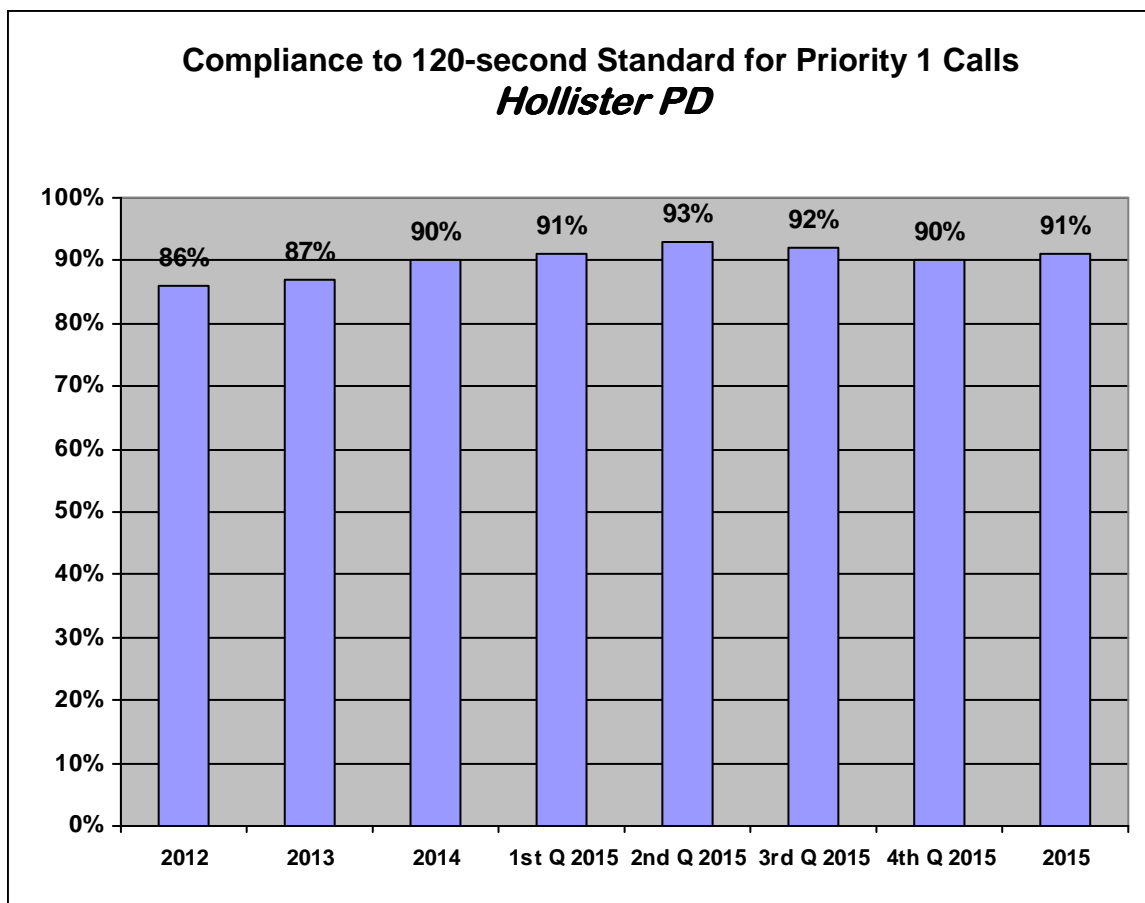
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Capitola PD for 2015 was 75 seconds, and 90 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

Performance Data for Hollister Police Department

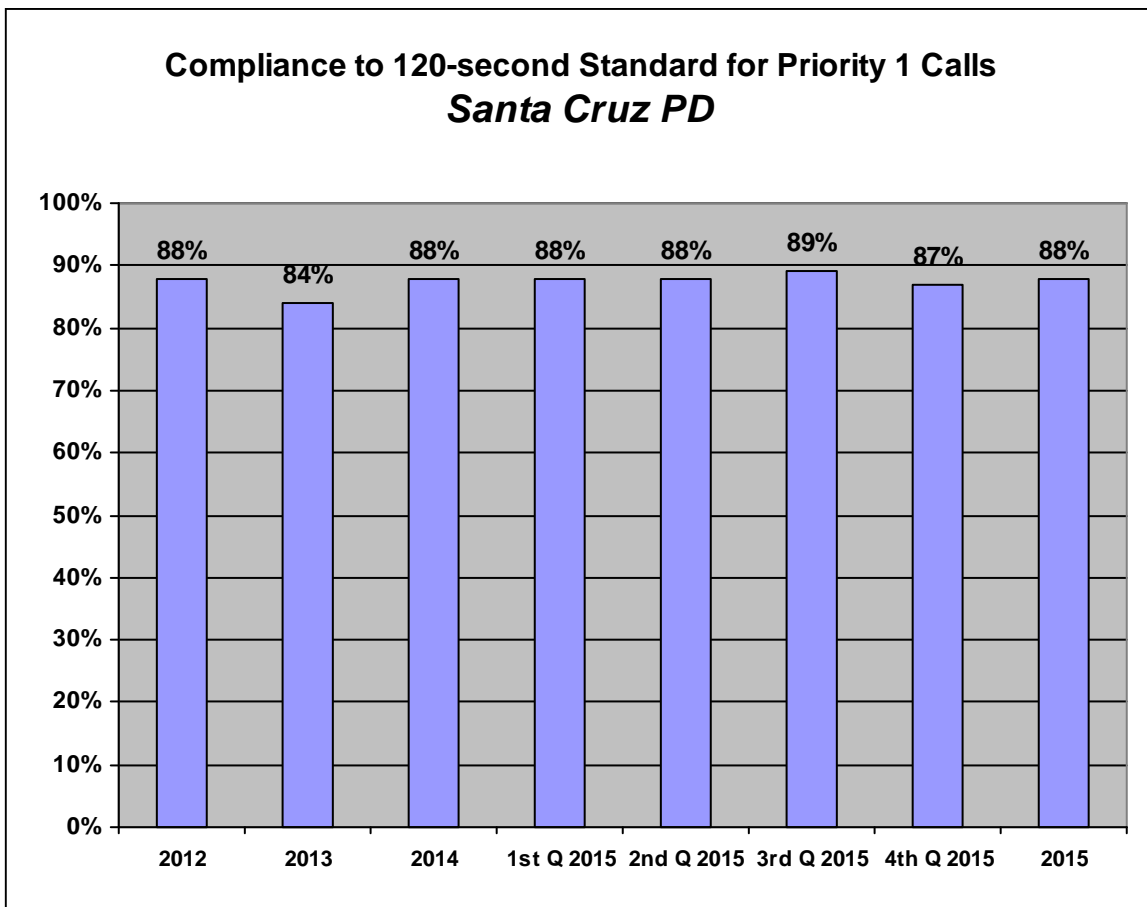
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the Hollister Police Department for 2015 was 77 seconds, and 91 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

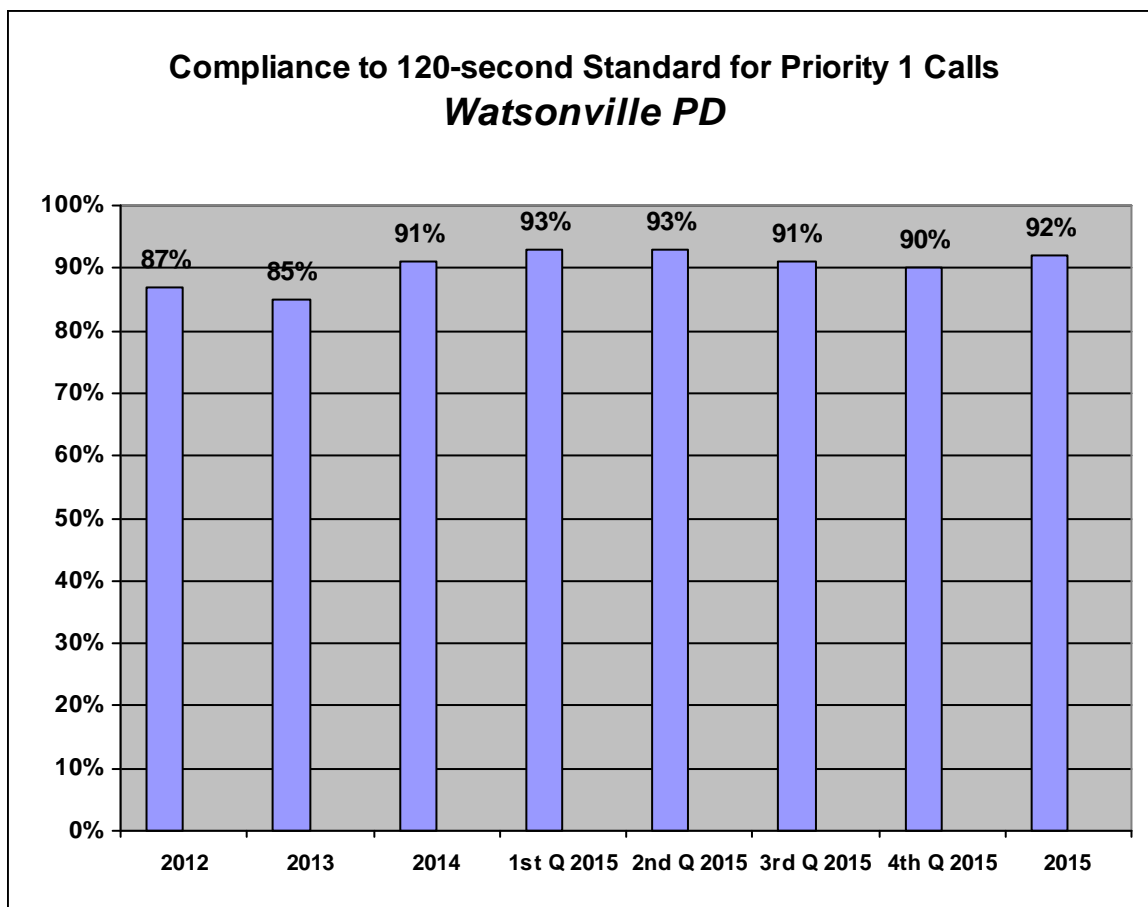
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Santa Cruz PD for 2015 was 79 seconds, and we were 88 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

Performance Data for Watsonville Police Department

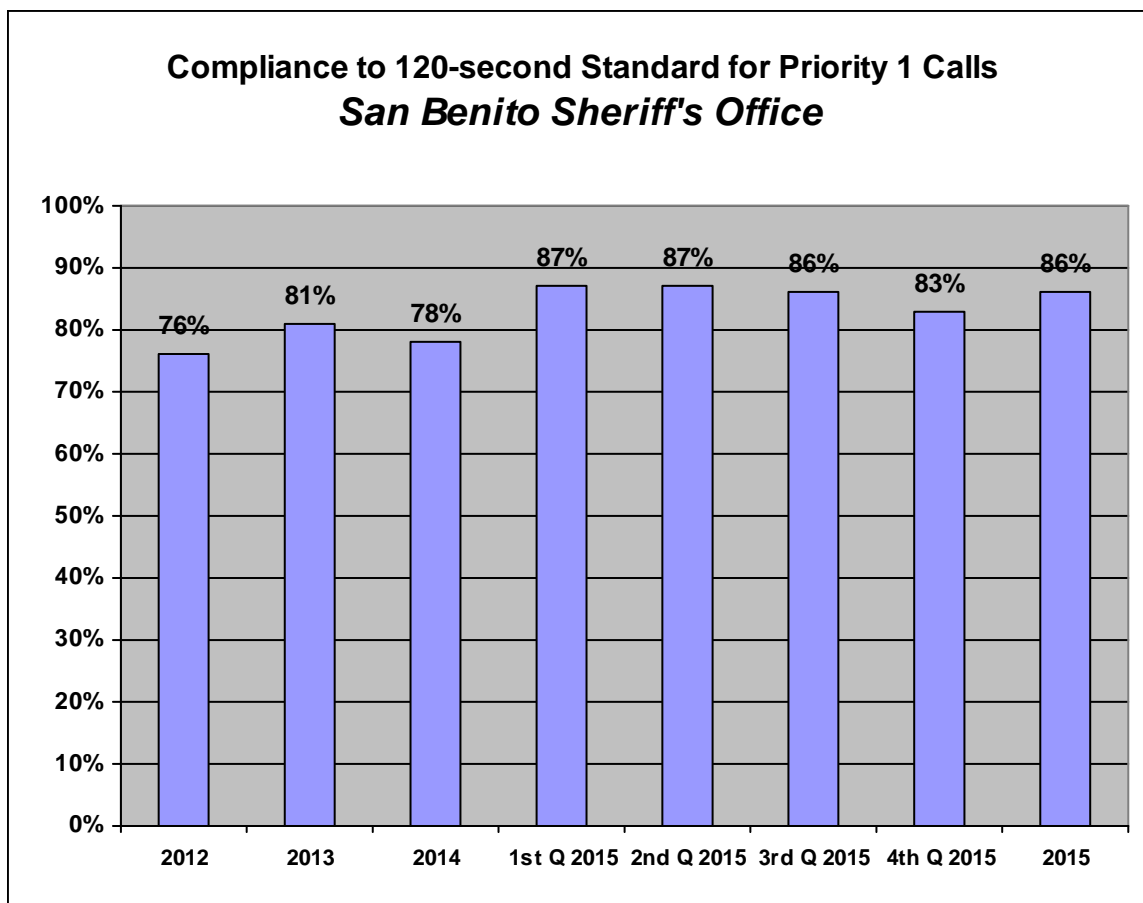
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for Watsonville PD for 2015 was 75 seconds, and 92 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

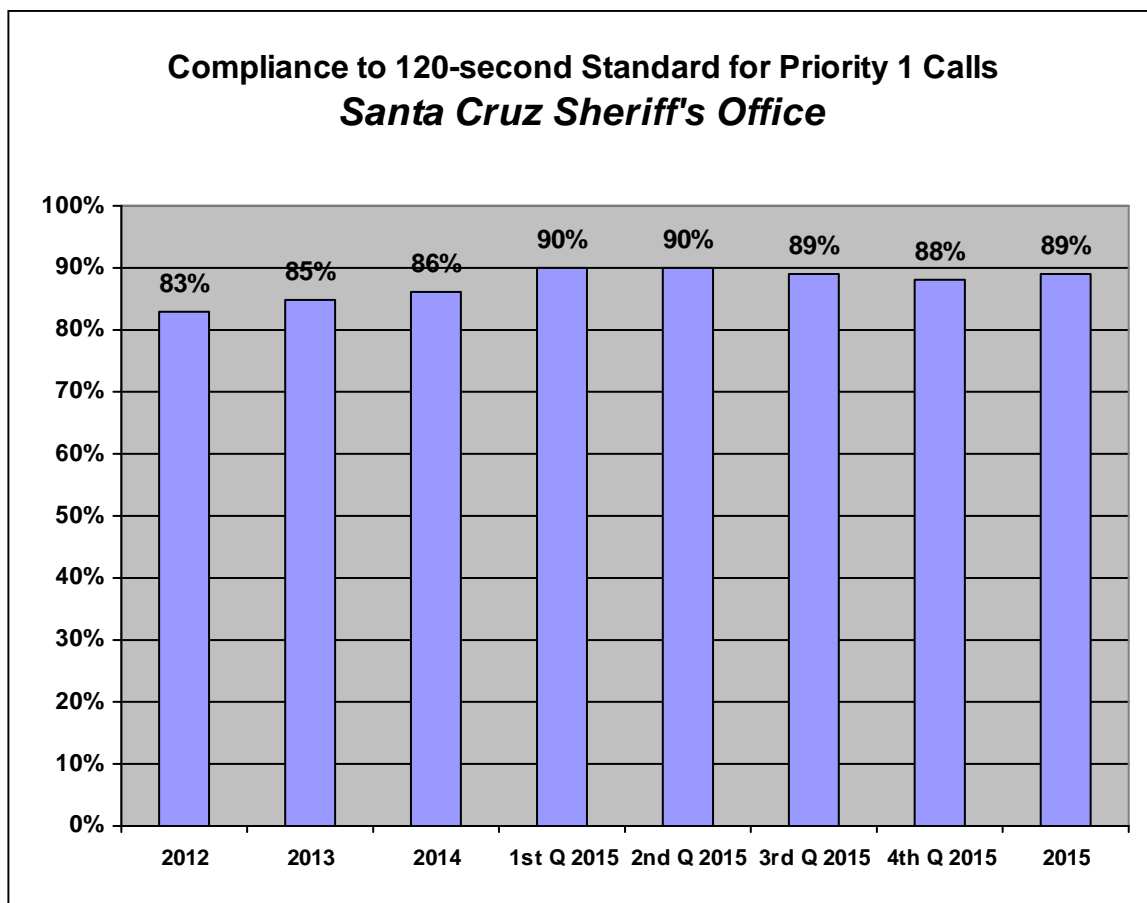
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the San Benito Sheriff's Office for 2015 was 85 seconds, and 86 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

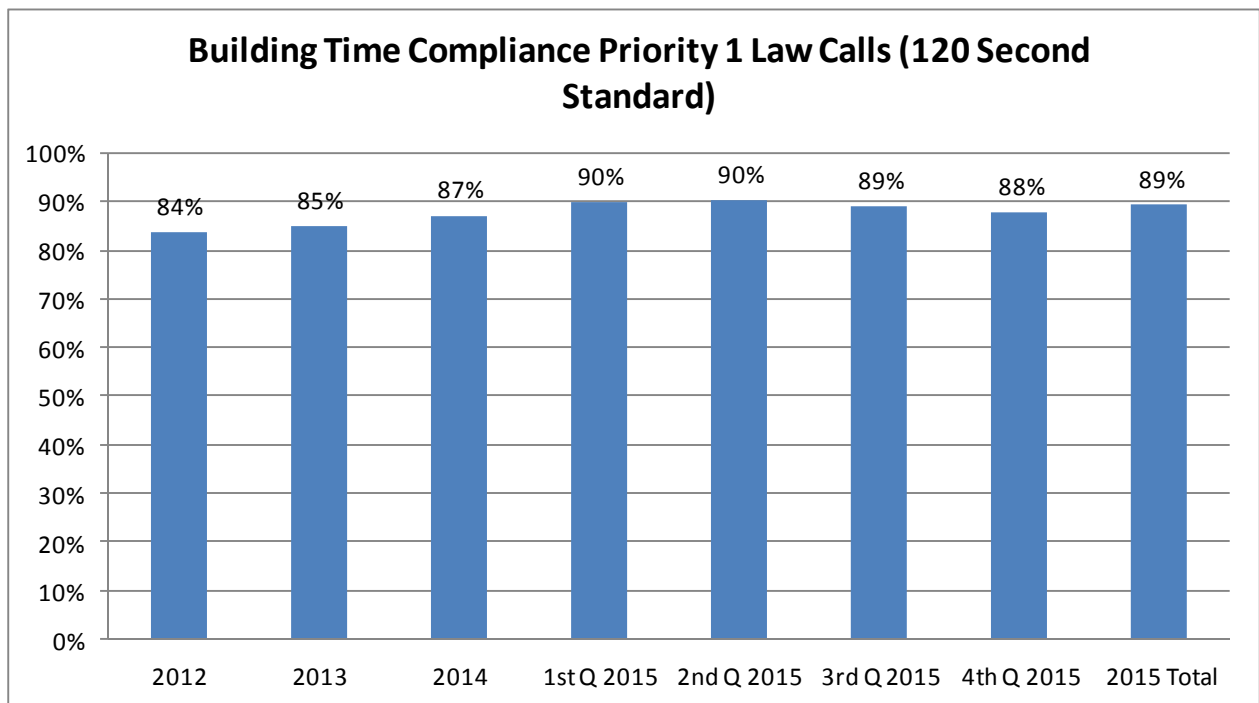
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average building time for the Santa Cruz Sheriff's Office for 2015 was 77 seconds, and 89 percent compliant to the 120-second standard. This is the combined time for call taking and radio dispatching.

Aggregate Performance Data for Law Enforcement

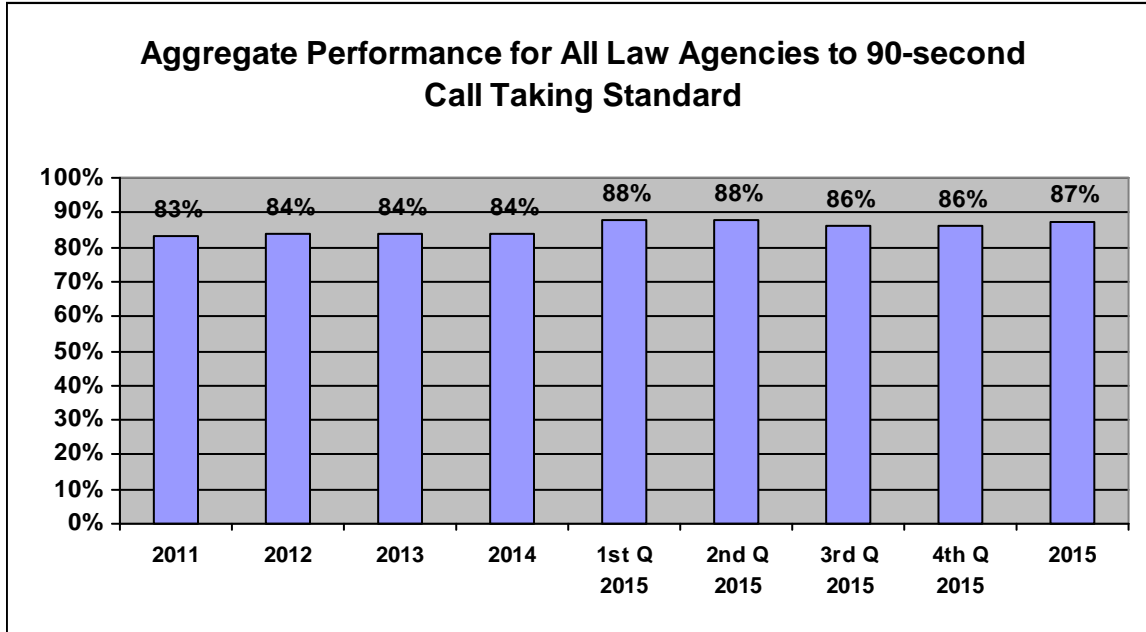
- **BUILDING TIME** Elapsed time from E9-1-1 call pick up to the point of incident dispatch (radio assignment of law enforcement unit) in a maximum of two minutes for 90 percent of all first priority law enforcement incidents.



Our average aggregate building time for 2015 was 79 seconds, and 89 percent compliant to the 120-second standard. This combined time for call taking and radio dispatching is one second faster than 2014.

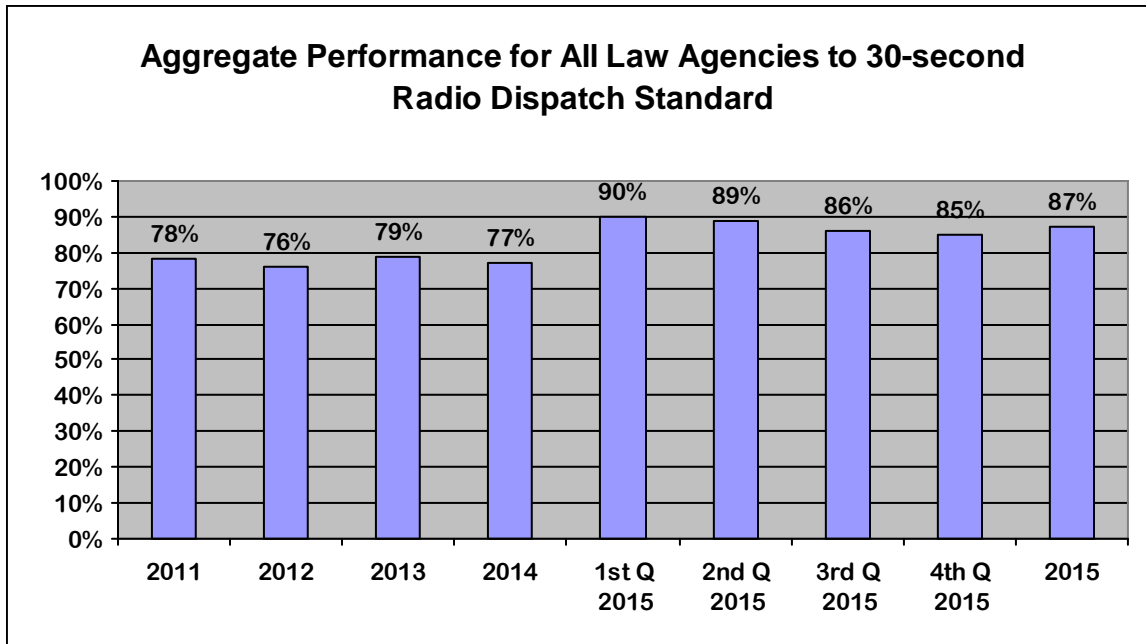
Aggregate Performance Data for Law Enforcement

- **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 2014 was 59 seconds.

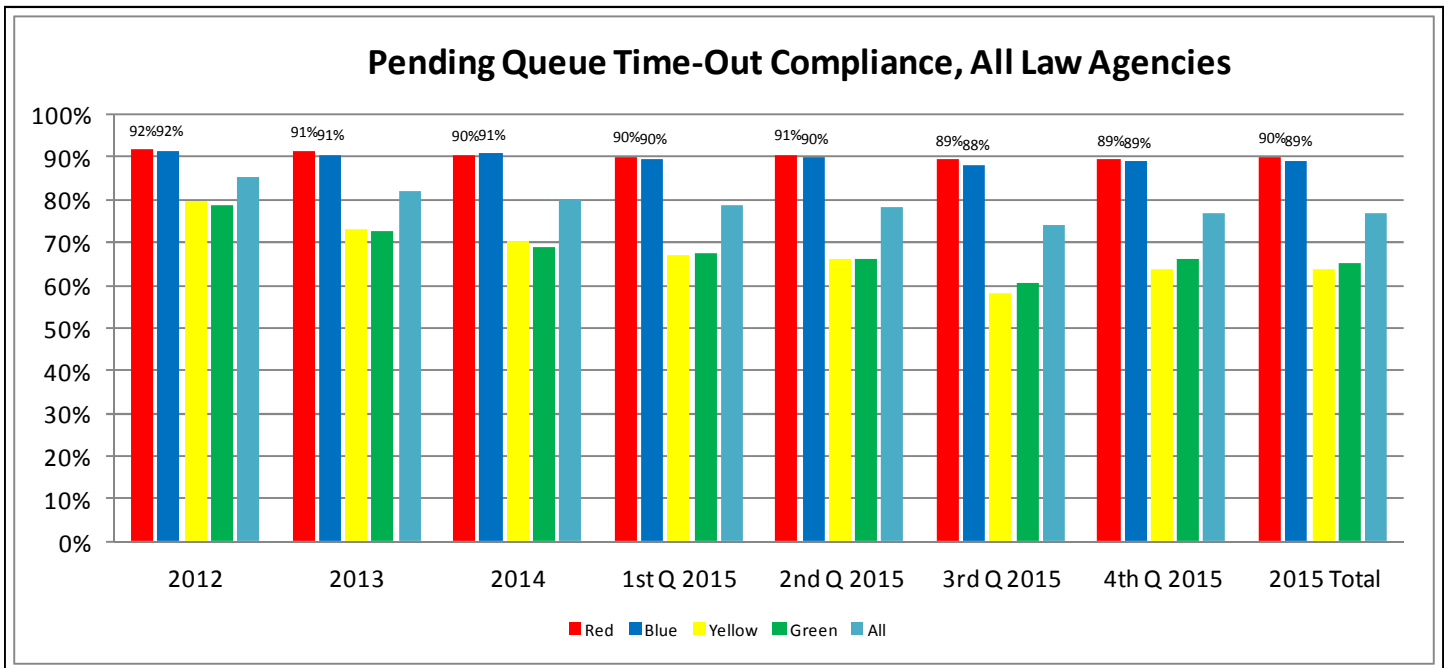
- **PENDING QUEUE** Elapsed time from CAD incident initiation to radio dispatch in a maximum of 30 seconds for 90 percent of all first priority law incidents.



Average pending queue time for 2014 was 19 seconds.

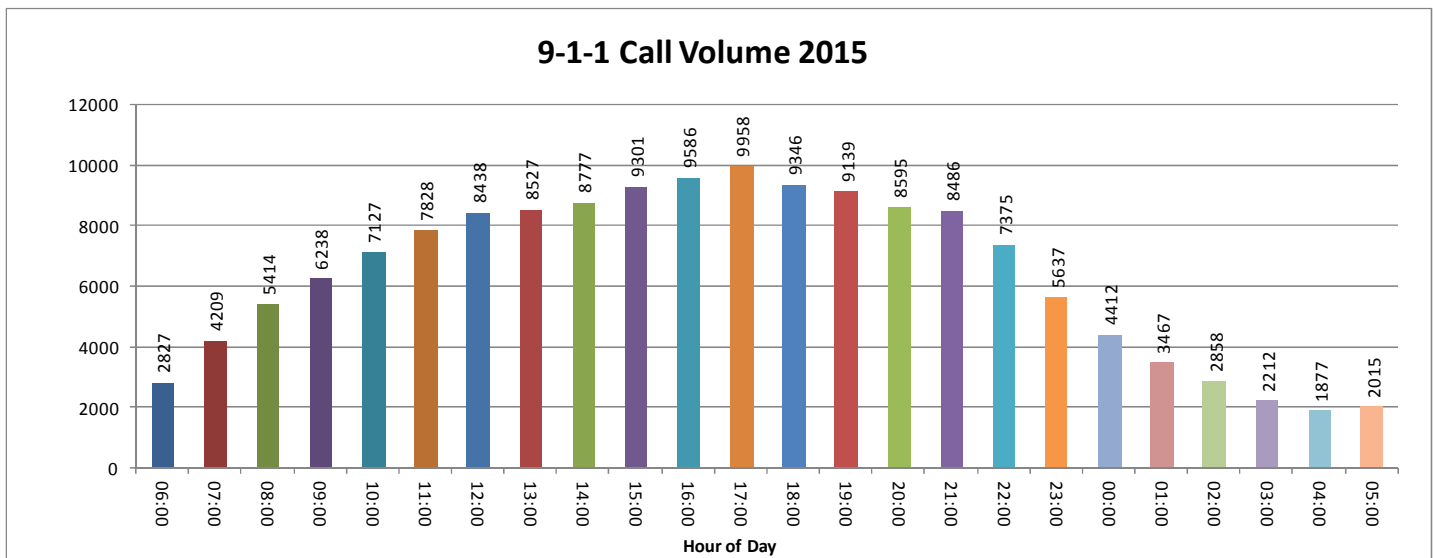
Pending Queue Management

- The SCR911 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). **2015 had an overall compliance level of 89 percent to the highest priority law calls (Red and Blue).**



Performance Data for 9-1-1

- An unanswered 9-1-1 call is considered the highest priority until proven otherwise. Quick reaction time is essential.





Standards of Excellence

2015

Annual Performance Report

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

February 8, 2016

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 2015 we averaged 69 seconds from the time we answered the 9-1-1 call until the time that units were toned out (four seconds faster than 2014). We were 80 percent compliant to the 90-second standard. This is a 2% improvement from 2014.***
- ***Our average building time for Confirmed Structure Fires was 62 seconds. We were 90 percent compliant to the 90-second standard.***

EMS Performance

- ***During 2015, our building time for Echo medicals averaged 61 seconds. We were 86 percent compliant to the 90-second standard.***
- ***Our compliance to the EMD protocols for 2015 was 97 percent compliant to the protocols.***

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 are currently striving 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 task 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.

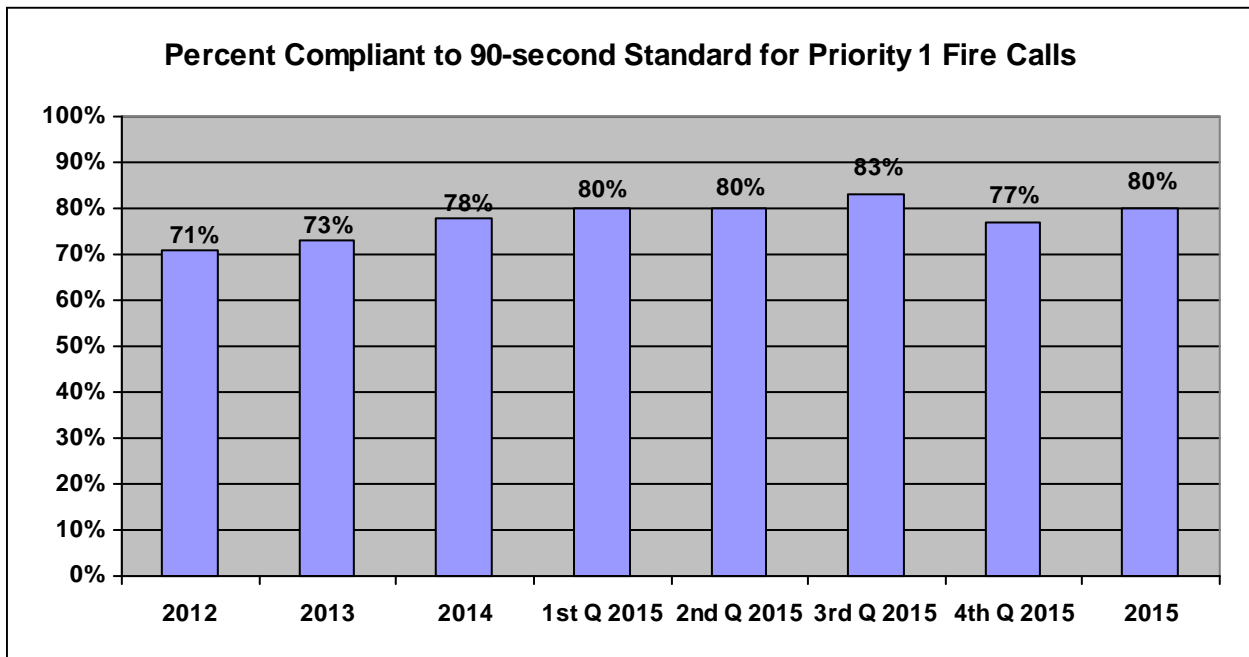
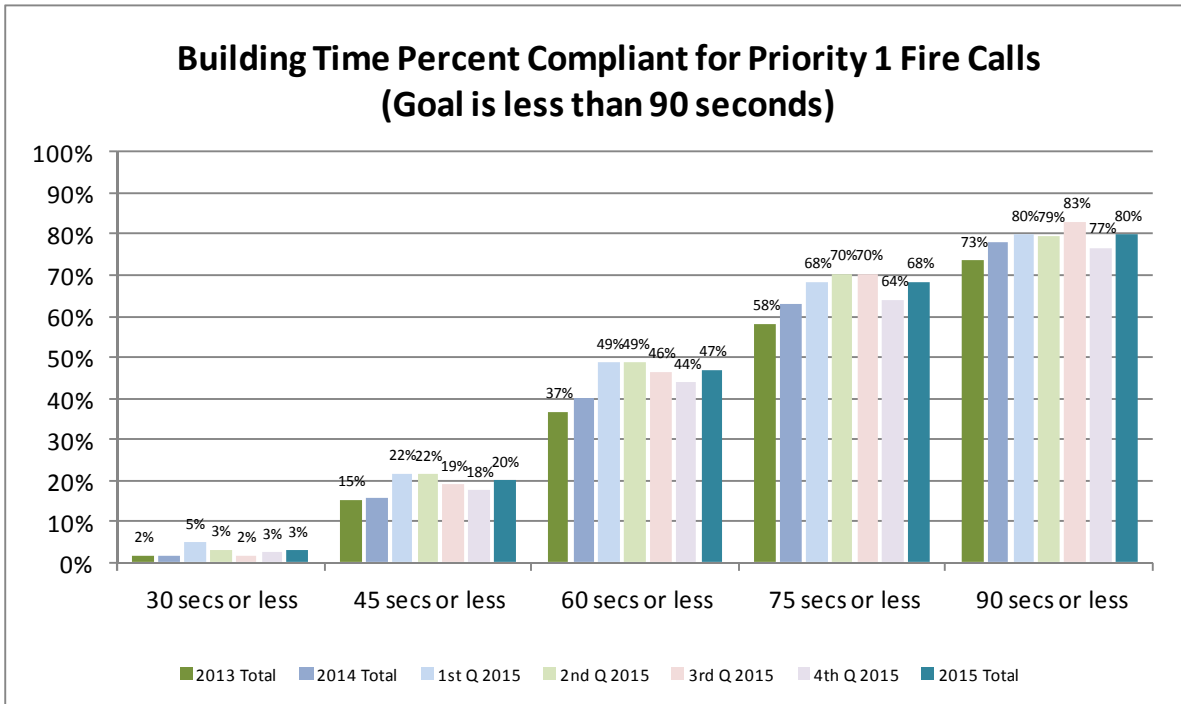
- *Building Time—Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all first priority fire incidents.*

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

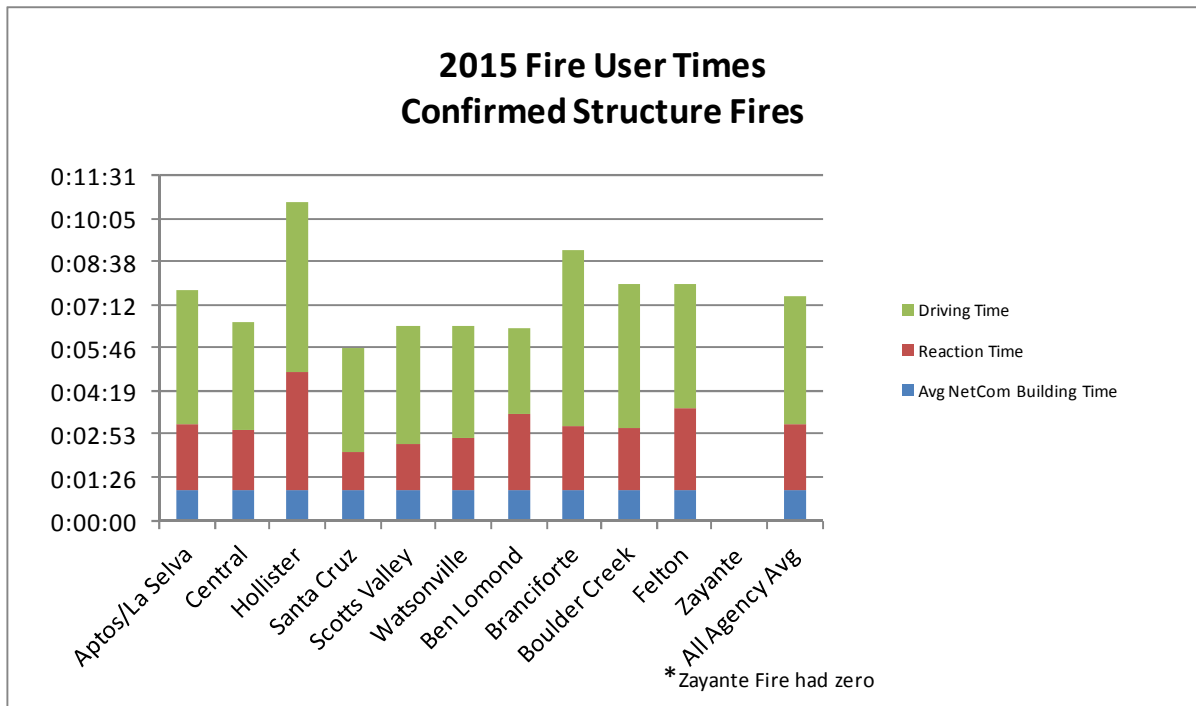
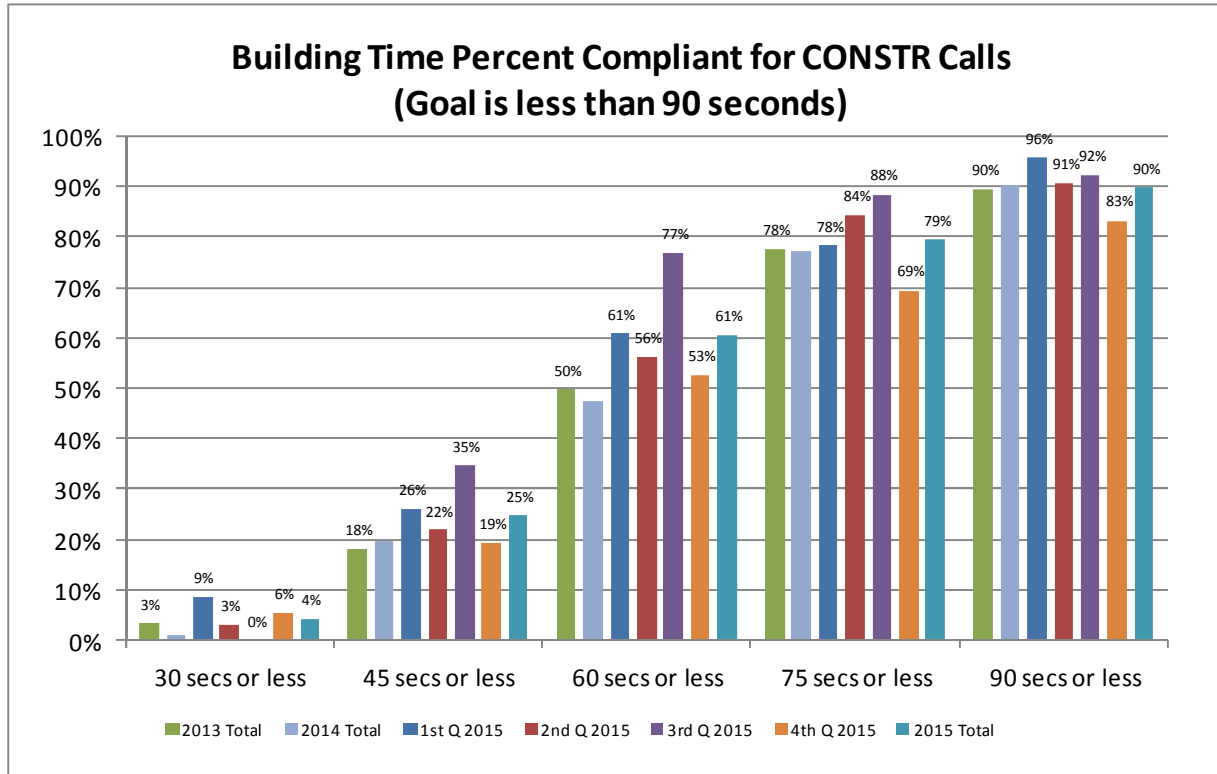
- *Measuring our pre-alert effectiveness.*

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 2015



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

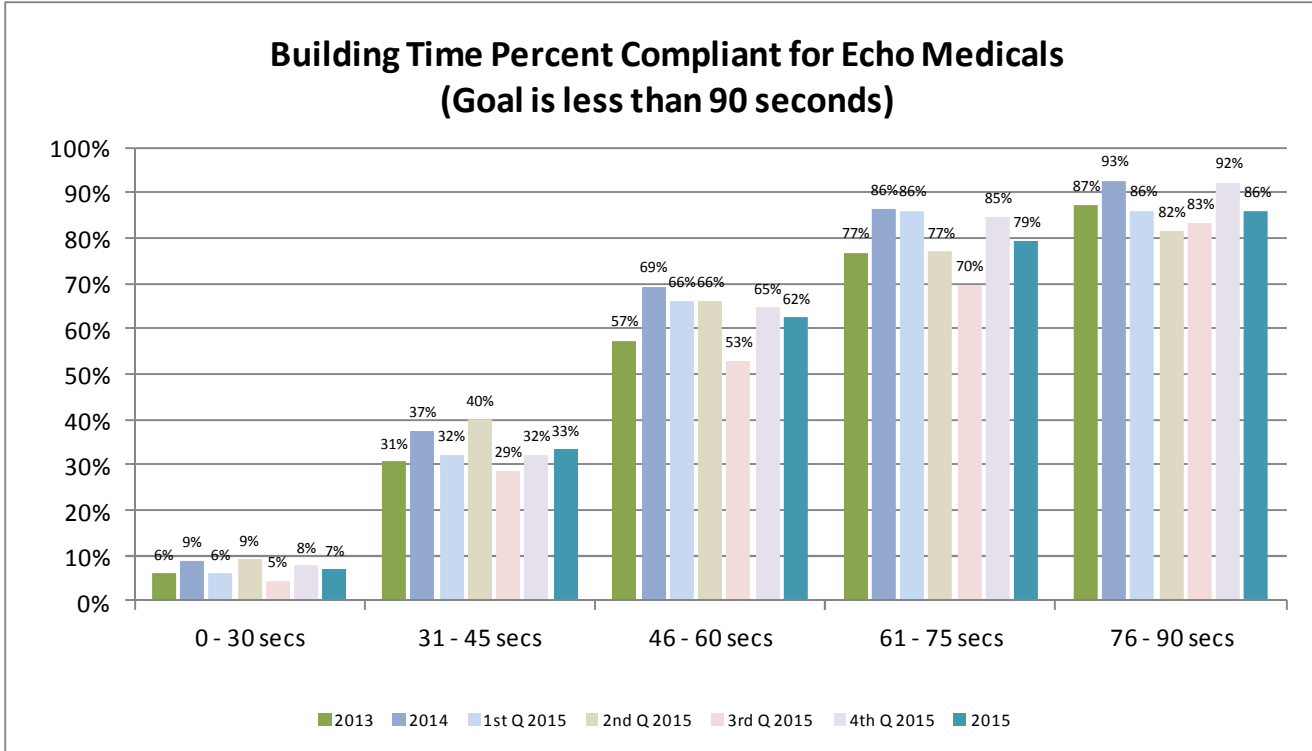
Performance Standards for Emergency Medical Service

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

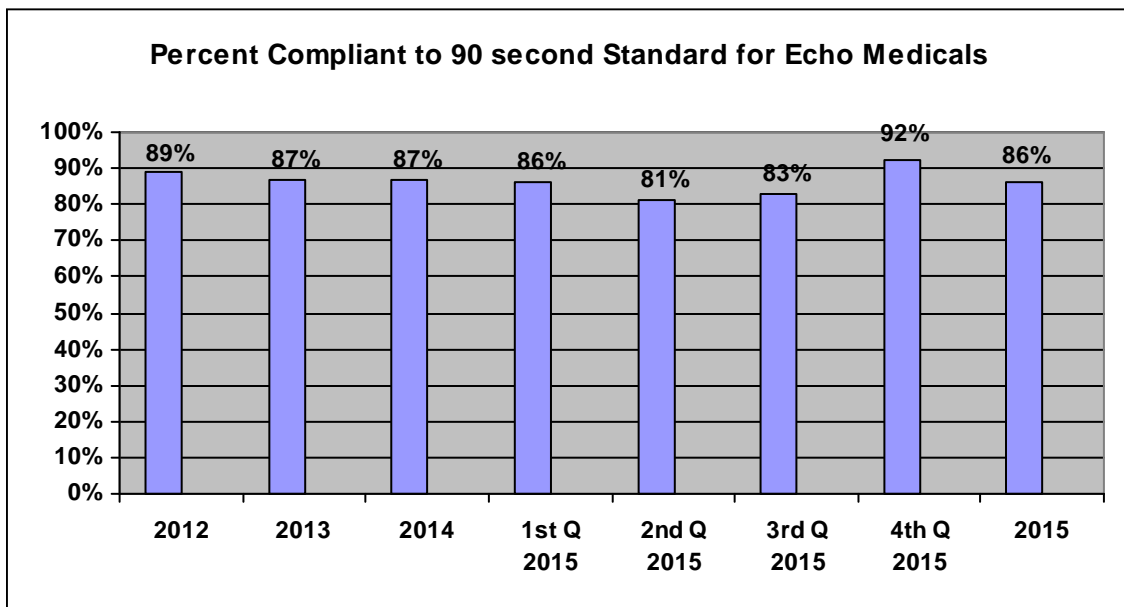
- *Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 90 seconds for 90 percent of all priority Echo (E) EMS incidents.*
- *Elapsed time from E9-1-1 call pick up to the point of radio dispatch in a maximum of 150 seconds for 90 percent of all priority Delta and Charlie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

Performance Data for Priority Echo Medicals

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

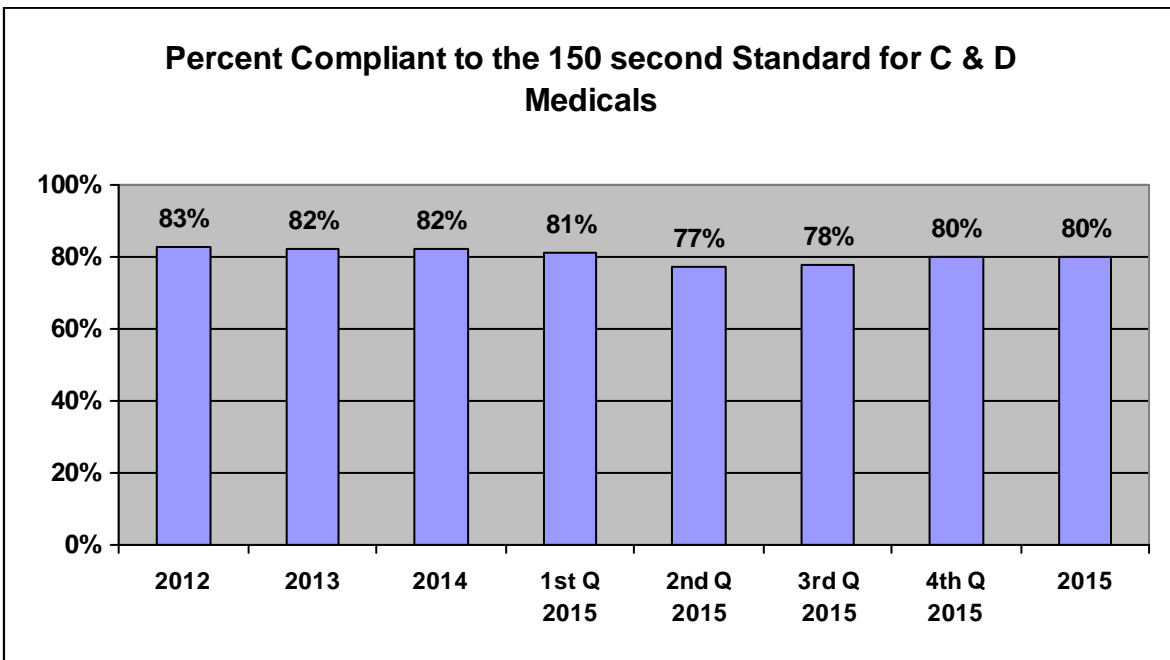
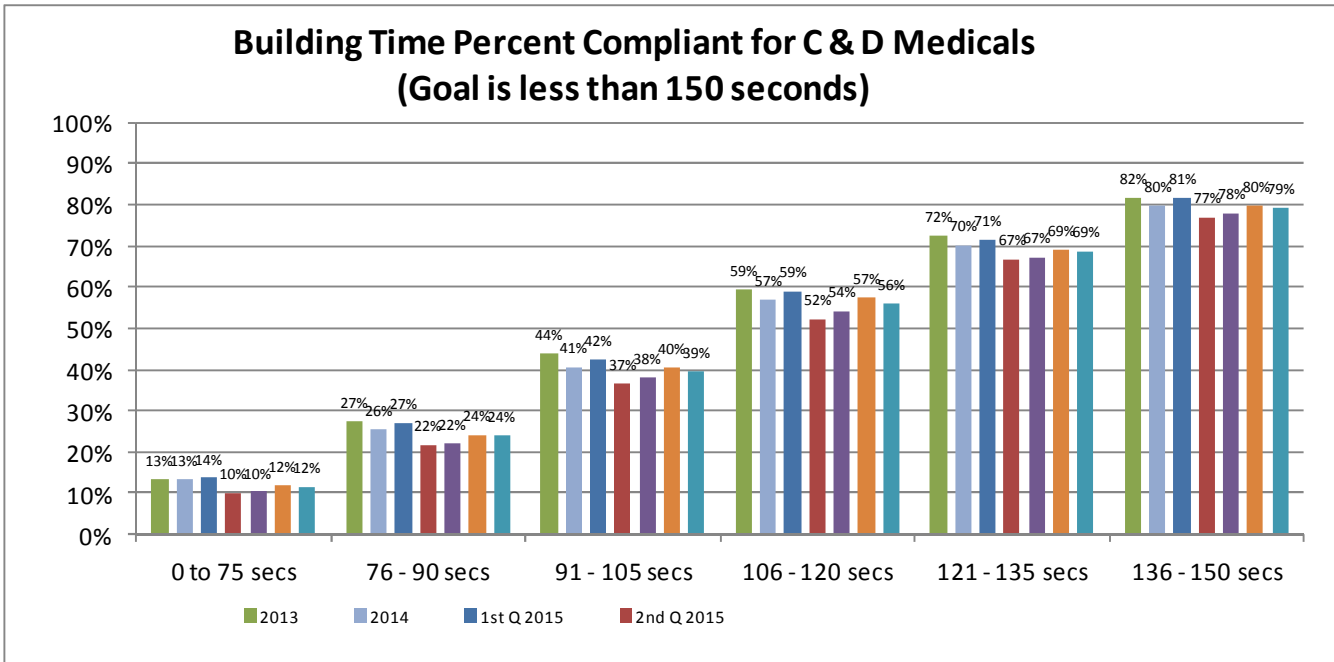


The “Echo” level emergency is the highest priority incident in the EMD system; it is used for patients who are identified from the beginning of the call taking process as being in respiratory arrest or experiencing life-threatening breathing difficulties.



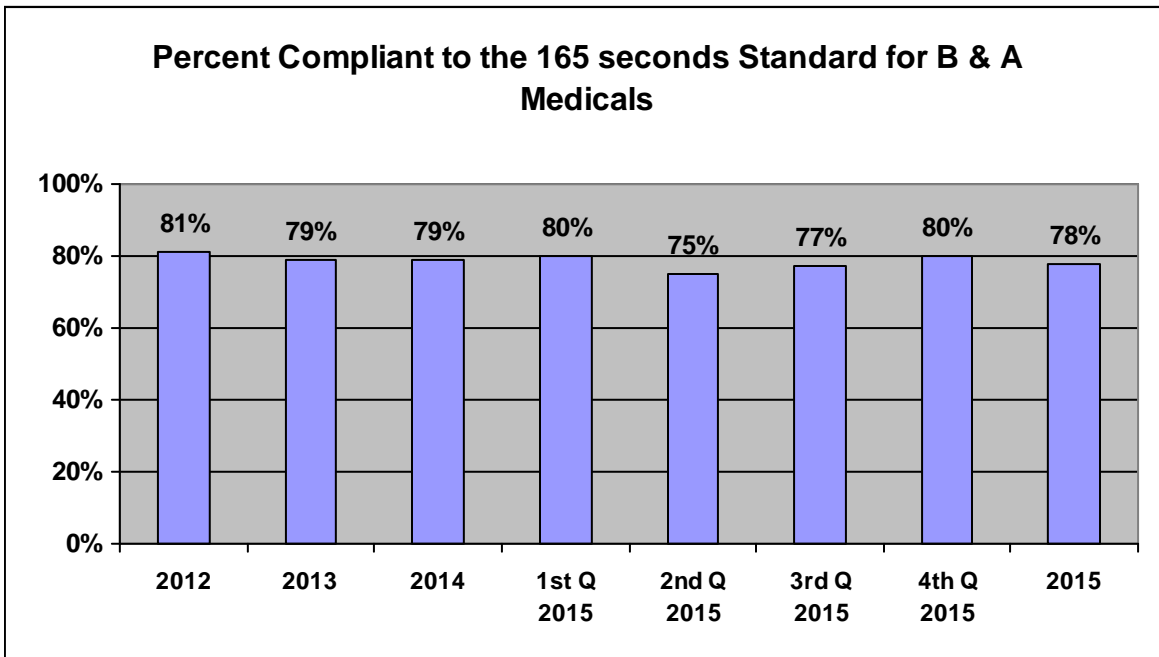
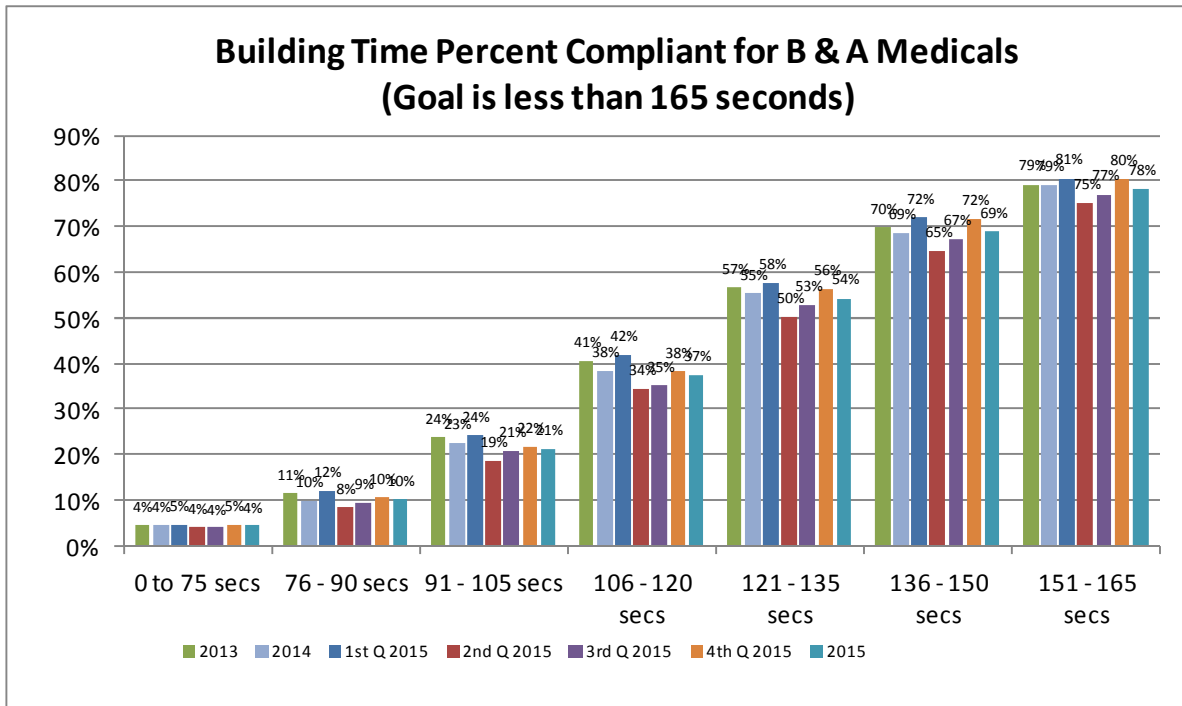
Performance Data for Priority D & C Medicals

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



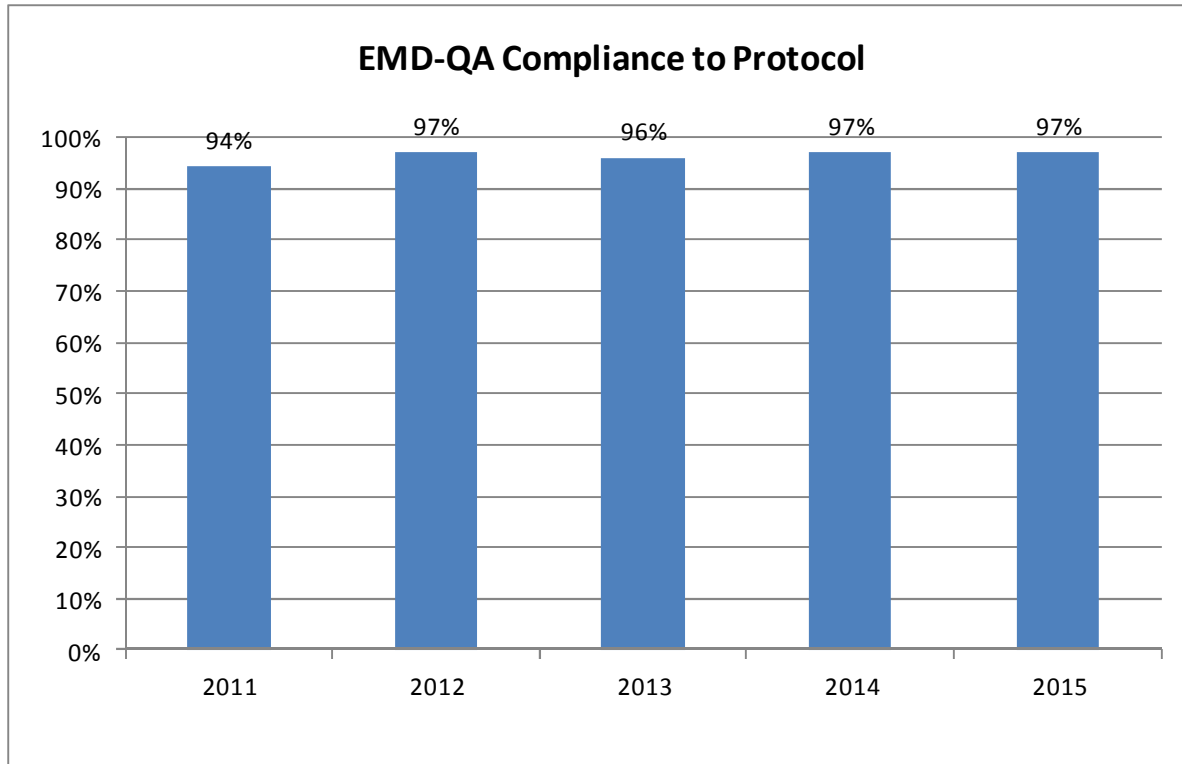
Performance Data for Priority B & A Medicals

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



Performance Data for EMD-QA Compliance

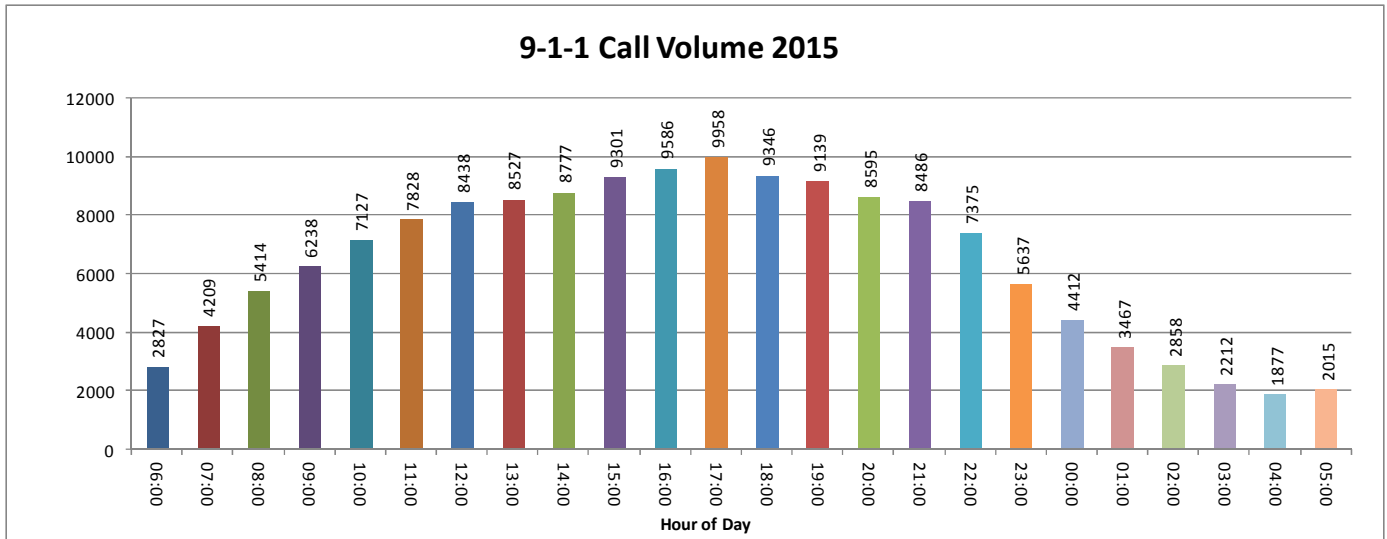
- **EMD COMPLIANCE**—EMDs are subject to up to four random reviews per month. The reviews are to determine the actual compliance to the Priority Dispatch EMD program.



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

Performance Data for 9-1-1

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



Code 2 Out, Code 3 In Reviews

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

Date	Incident Type	Findings
1/8/15	Fall	Under-prioritized. Dispatcher error.
1/20/15	Diabetic	Proper EMD. No further information.
1/24/15	Sick Person	Proper EMD. No further information.
2/3/15	Seizure	Proper EMD. No further information.
2/3/15	Diabetic	Under-prioritized. Dispatcher error.
2/7/15	Sick Person	Proper EMD. No further information.
2/12/15	Abdominal Pain	Proper EMD. No further information.
2/26/15	Bleeding	Under-prioritized. Dispatcher error.
3/1/15	Fainting	Under-prioritized. Dispatcher error.
3/5/15	Dr. Request	Proper EMD. No further information.
3/12/15	Dr. Request	Under-prioritized. Dispatcher error.
3/16/15	Seizure	Under-prioritized. Dispatcher error.
3/20/15	Fainting	Proper EMD. No further information.
4/16/15	Dr. Request	Proper EMD. No further information.
4/17/15	Sick Person	Proper EMD. No further information.
4/17/15	Dr. Request	Proper EMD. No further information.
4/19/15	Fall	Proper EMD. No further information.
5/4/15	Dr. Request	Proper EMD. No further information.
5/12/15	Sick Person	Proper EMD. No further information.
5/22/15	Sick Person	Proper EMD. No further information.
5/23/15	Dr. Request	Under-prioritized. Dispatcher error.
5/25/15	Sick Person	Proper EMD. No further information.
5/27/15	Sick Person	Proper EMD. No further information.
5/29/15	Abdominal Pain	Proper EMD. No further information.
5/29/15	Dr. Request	Proper EMD. No further information.

Code 2 Out, Code 3 In Reviews—Continued

Date	Incident Type	Findings
6/10/15	Fall	Proper EMD. No further information.
6/23/15	Dr. Request	Proper EMD. No further information.
6/24/15	Dr. Request	Proper EMD. No further information.
6/30/15	Allergic Reactions	Under-prioritized. Dispatcher error.
7/18/15	Fall	Proper EMD. No further information.
7/25/15	Back Pain	Under-prioritized. Dispatcher error.
7/25/15	Sick Person	Proper EMD. No further information.
7/26/15	Diabetic	Proper EMD. No further information.
7/29/15	Seizure	Under-prioritized. Dispatcher error.
8/12/15	Back Pain	Proper EMD. No further information.
8/17/15	Sick Person	Proper EMD. No further information.
8/19/15	Abdominal Pain	Proper EMD. No further information.
8/19/15	Abdominal Pain	Proper EMD. No further information.
9/3/15	Fall	Proper EMD. No further information.
9/7/15	Heat Exposure	Proper EMD. No further information.
9/12/15	Sick Person	Under-prioritized. Dispatcher error.
9/17/15	Sick Person	Under-prioritized. Dispatcher error.
9/17/15	Sick Person	Proper EMD. No further information.
10/9/15	Seizure	Proper EMD. No further information.
10/14/15	Abdominal Pain	Proper EMD. No further information.
10/16/15	Sick Person	Proper EMD. No further information.
10/18/15	Sick Person	Under-prioritized. Dispatcher error.
10/22/15	Fall	Proper EMD. No further information.
11/22/15	Sick Person	Under-prioritized. Dispatcher error.
12/3/15	Abdominal Pain	Proper EMD. No further information.
12/3/15	Traumatic Injury	Proper EMD. No further information.
12/28/15	Dr. Request	Proper EMD. No further information.