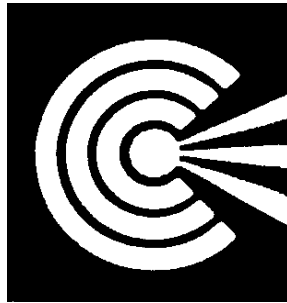# SANTA CRUZ CONSOLIDATED

EMERGENCY COMMUNICATIONS CENTER

ANNUAL REPORT

FISCAL YEAR 1999/2000

Submitted July 27, 2000

Prepared by:

Michael J. McDougall, General Manager
Lisa M. Sullivan, Support Services Manager
Benjamin C. Hatheway, Systems Coordinator
Lola Crain, Operations Supervisor
Kevin Fink, Operations Supervisor
Dennis Kidd, Administrative Supervisor
Rosanna McKinney, Training Supervisor
Alicia Bonnette, Senior Administrative Assistant
Melody MacDonald, Dispatch Staff Representative

Board of Directors

Richard C. Wilson, Chair, City of Santa Cruz
Susan A. Mauriello, County of Santa Cruz
Carlos J. Palacios, City of Watsonville
Daniel Pincetich, City of Capitola

SCCECC Management Team

Michael J. McDougall, General Manager
Lisa M. Sullivan, Support Services Manager
Benjamin C. Hatheway, Systems Coordinator
Lola Crain, Operations Supervisor
Kevin Fink Operations Supervisor
Dennis Kidd, Administrative Supervisor
Rosanna McKinney, Training Supervisor
Alicia Bonnette, Senior Administrative Assistant
Anne Miller, Administrative Assistant

SCCECC Dispatch Staff

Dispatcher III's

Scotty Douglass, Terri Fitzgerald, Mike Krakowiak, Greg Marr, Anita Miller,
Ben Saunders, Dave Sumner, Melissa Walpole, and Ralph Wilcox.

Dispatcher II's

Lori Barden, Hilary Brighton, Valerie Conner, Suzanne Daley, Shari Driscoll,
Michael Ferguson, Daniel Hendrix, Dee Kenville, Anna Kiff, Claudia Leon,
Melody MacDonald, Don Maxcy, Kathy McLeod, Marc McNeese, Margaret Parker,
Jim Phillips, Rosa Puga, Louise Ross, Kim Rutherford, Karen Schwertfeger,
Melanie Sherwood, Beth Vogl, Kim Wallace, and Jill Wowak.

Dispatcher Assistants

Karen Clark, Sherrie Ducote, Laura Kirkpatrick, and Zan Mendonca.
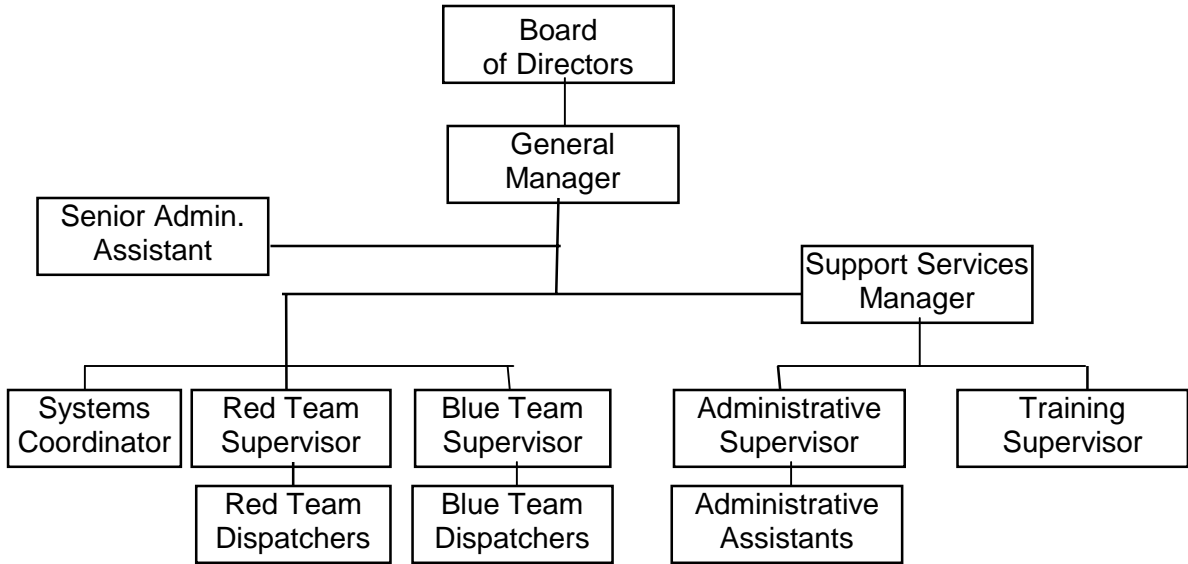
Extra Help Dispatchers

Margie Avila, Barb Frias, Kevin Jack, Chuck Minuti, and Alex Spingla-Schell.
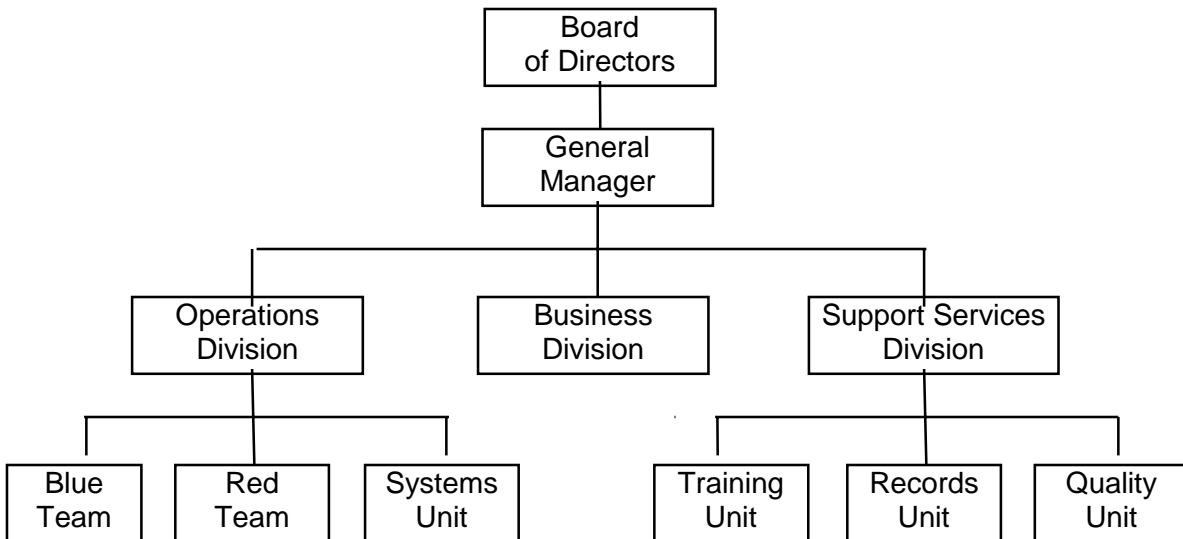
I. MISSION AND ORGANIZATION

MISSION STATEMENT

The Santa Cruz Consolidated Emergency Communications Center 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.

ORGANIZATIONAL REPORTING STRUCTURE

```
                    Board
                 of Directors
                      |
                   General
                   Manager
                      |
Senior Admin.         |         Support Services
  Assistant ──────────┼──────────    Manager
                      |                 |
  ┌──────────┬────────┴──────┐     ┌────┴─────┐
Systems    Red Team     Blue Team  Administrative  Training
Coordinator Supervisor  Supervisor  Supervisor    Supervisor
              |             |           |
           Red Team     Blue Team   Administrative
           Dispatchers  Dispatchers  Assistants
```

Systems Coordinator	Red Team Supervisor	Blue Team Supervisor	Administrative Supervisor	Training Supervisor
	Red Team Dispatchers	Blue Team Dispatchers	Administrative Assistants	

ORGANIZATIONAL PROGRAM STRUCTURE

```
                  Board
               of Directors
                    |
                 General
                 Manager
         ┌──────────┼──────────┐
    Operations   Business   Support Services
     Division    Division      Division
   ┌─────┬────┐            ┌─────┬──────┬─────┐
  Blue  Red  Systems    Training Records Quality
  Team  Team  Unit        Unit    Unit    Unit
```

# II.   WORKLOAD AND CALL VOLUME STATISTICS

FISCAL YEAR 1999/00

The Consolidated Emergency Communications Center began providing service from its new site on June 19, 1996. In its fourth year of operation, the following workload and call volume statistics were recorded.

CALLS FOR SERVICE (CFS) HANDLED AND PROCESSED

FY 97/98	FY 98/99	FY 99/00	AGENCY
81,971	80,743	**82,629**	SCSO
74,626	68,874	**68,050**	SCPD
60,191	58,365	**60,717**	WPD
24,103	20,442	**20,041**	CPD
16,752	16,147	**15,247**	County Wide Fire*
13,705	13,005	**13,809**	AMR
1,715	1,911	**1,872**	Other*
273,063	**259,487**	**262,365**	**TOTAL CALLS FOR SERVICE**

*Footnote – Includes Watsonville Fire, Santa Cruz Fire and all Fire Districts
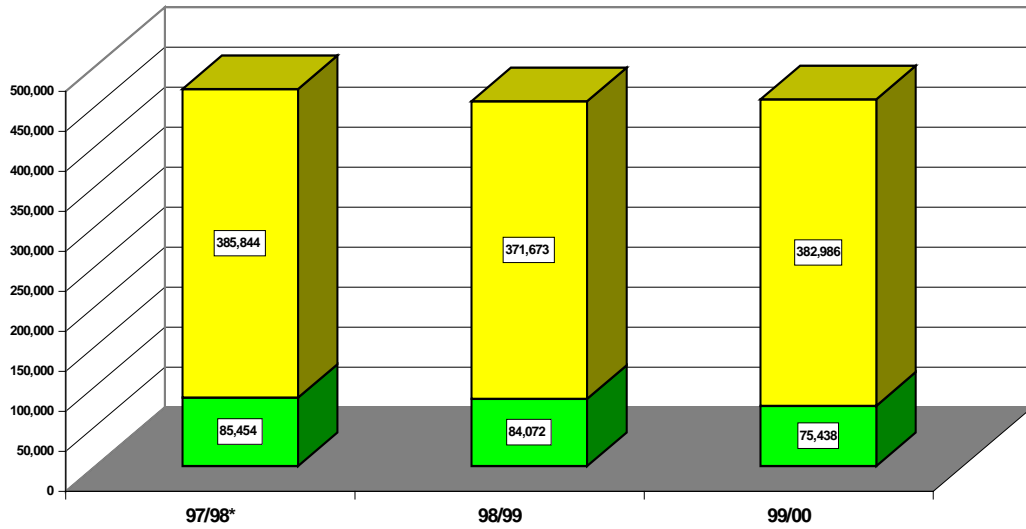Other is a combination of SPCA and NetCom incidents
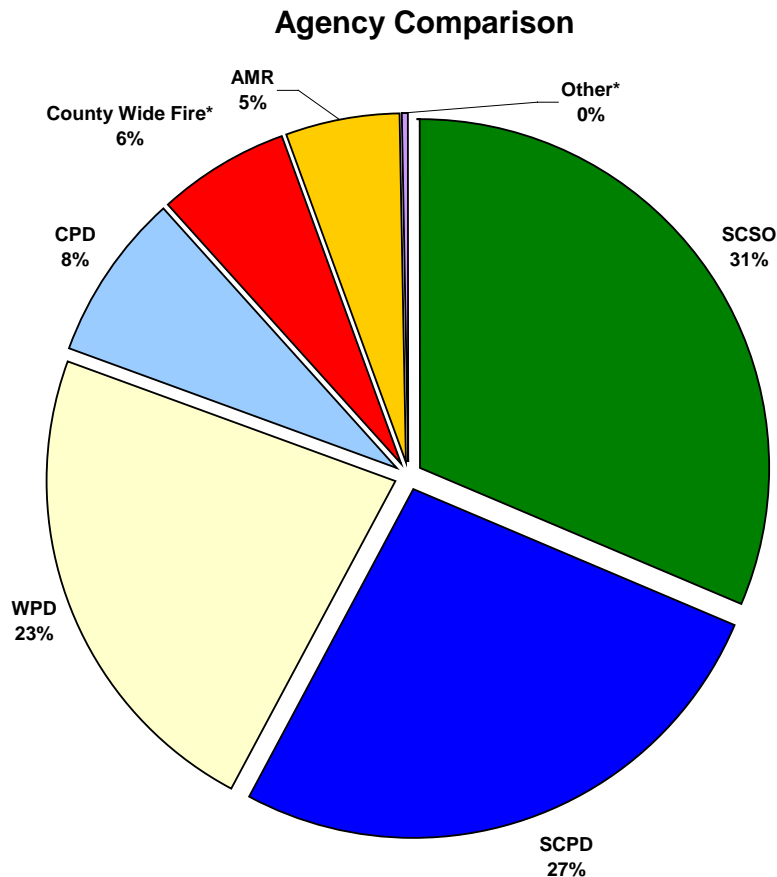
Agency Comparison

Year/Agency Comparison
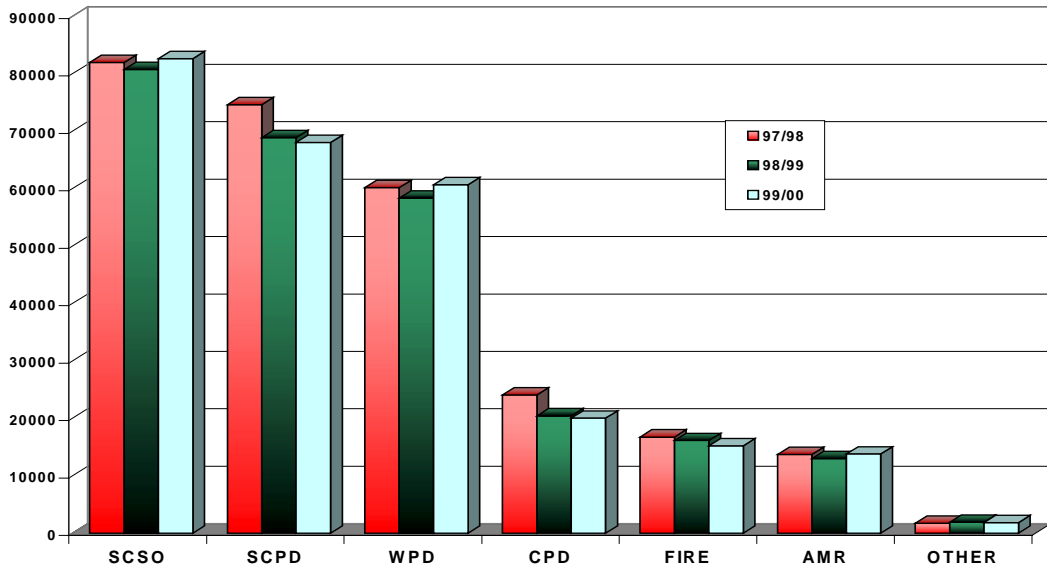
INCOMING TELEPHONE CALLS HANDLED AND PROCESSED

Year	9-1-1 Calls	7-Digit Calls	Total
97/98*	85,454	385,844	471,298
98/99	84,072	371,673	455,745
99/00	**75,438**	**382,986**	**458,424**

Year Comparison of Incoming Calls

* Corrected figure eliminates double counting of abandoned calls.

III. BUSINESS DIVISION

The Business Division manages and supports the Agency's administration by handling day-to-day business activity. Personnel assigned to the Business Division include the General Manager (.25 FTE), Senior Administrative Assistant, and half-time Administrative Assistant (.50 FTE).

Purchasing

The Authority issues and tracks its own purchase orders. In our fourth year of operations the Authority issued forty (40) purchase orders.

Grounds and Building Maintenance

During this reporting period the Authority administered specific professional service agreements with eleven (11) vendors that provided the following services: a) generator preventative maintenance, inspection, and servicing, b) custodial services, c) landscape maintenance, d) HVAC repair and maintenance, e) UPS maintenance, f) logging recorder maintenance and repair, g) printer maintenance and repair, h) CAD, i) Tandem software, j) fire alarm and security camera maintenance and repair, and k) Fire Red and radio maintenance.

Personnel

In FY 99/00 the Authority conducted ten (10) recruitments. Those recruitments resulted in the hiring of one (1) Dispatcher Assistant, five (5) Dispatcher I's, five (5) Dispatchers II's, two (2) interns, and one (1) Senior Administrative Assistant. Those recruitments also resulted in the internal promotion of two (2) Dispatcher III's and one (1) Operations Supervisor. The Authority maintains an interest list for all agency classifications and advertises statewide during Dispatcher II recruitments. Employment opportunities are also listed on the Authority's website at www.sccecc.org.

Payroll

Authority payroll is based on a fourteen (14) day reporting period for fifty-four (54) employees in seven (7) different benefit statuses. Administrative staff collect, verify, and process time cards every two (2) weeks. The time cards are submitted to the County Auditor/Controller's Payroll Division that issues paychecks and charges the Authority an annual fee for payroll services. Those services include payments to PERS for retirement benefits, state and federal tax withholdings, payments for Medicare taxes and unemployment insurance. Administrative staff track employee vacation accrual changes, step increases, holiday hours, and compensatory time taken and accrued.

Accounting

Accounting is performed according to general government accounting standards. All expenditures are tracked in sub object accounts and reconciled with the County Auditor/Controller's FAMIS system. Claims are generally submitted to the Administrative Division, where they are reviewed and submitted to the County Auditor/Controller's Office for payment using the "Blue Claim" process. Administrative staff also prepares routine invoices and deposits revenue into appropriate sub object accounts identified in the Operating and Capital Budgets. The audit for Fiscal Year 1998/99 was performed by the County Auditor/Controller's Office and will be presented to the Board of Directors when available. The Agency also maintains a certified inventory of all Authority fixed asset equipment. The inventory threshold was increased in FY 98/99 from $1,000 to $5,000 per the Auditor/Controller's recommendation. The inventory is presented to the Board of Directors annually.

Budget

The budget for each fiscal year is prepared and recommended by the General Manager then approved by the Board of Directors in May of each year. The Operating Budget for FY 00/01 is divided into two (2) major pieces: 1) Salary and Benefits, and 2) Services and Supplies. The Salary and Benefit section consists of nine (9) sub object categories that are directly applicable to salary and benefits. The Services and Supply section consists of twenty-eight (28) sub object categories that encompass all the expenditures of supplying, maintaining, and operating the facility.

Fiscal Year	Total Budget	% of Change
1997/98	$3,860,230	7.98%
1998/99	$3,910,164	1.29%
1999/00	$3,987,631	1.98%
2000/01	$4,277,057	7.20%

The Capital Budget is primarily comprised of sub object accounts that are directly related to the payment of lease revenue bonds and the procurement of fixed assets. A capital equipment outlay fund is also present in the Capital Budget.

In Fiscal Year 2000/01 the Authority's Budget will have a separate index code and budget for the Santa Cruz Metro Records Management System (SCMRMS). This budget is also divided into two (2) pieces: 1) Salary and Benefits, and 2) Services and Supplies. The Salary and Benefit section consists of eight (8) sub object categories that are directly applicable to salary and benefits. The Services and Supply section consists of four (4) sub object categories that encompass all the expenditures of supplying and executing the SCMRMS Agreement. Revenue will be collected to offset the entire first year budget of $210,437. Employees in the Systems Unit will submit separate time cards to show the allocation of their time in the two (2) different budget indexes.

Safety

The Safety Committee met three (3) times this year, reviewed two (2) accident reports, and received two (2) Worker's Compensation claims. Some of the highlights in the area of safety this year were:

- The Safety Coordinator attended an SDRMA Conference
- The Authority realized a savings of $3,241 on the upcoming year's general liability costs for participating in SDRMA's credit incentive program
- The annual fire extinguisher service and training was completed

The Safety Committee is working on a Wellness Program that will be presented to the Board of Directors for its approval in Fiscal Year 2000/01.

IV. SUPPORT SERVICES DIVISION

The Support Services Division includes the Quality Unit, Training Unit and the Records Unit. Personnel assigned to the Support Services Division include the Support Services Manager, Training Supervisor, Administrative Supervisor (.5 FTE), half-time Administrative Assistant (.5 FTE) and part-time Communications Intern (.5 FTE).

Quality Unit: The Quality Unit is responsible for assessing the quality of the agency's performance. During this fiscal year the Standards of Excellence Program gathered and assessed data regarding the agency's performance. The parallel internal and external processes developed during Fiscal Year 97/98 were refined and improved upon.

The performance criteria used to measure the agency's performance is defined by the Operational Policy Task Teams. Common terms used to measure the agency's performance are:

> **CRT (Call Reaction Time):** The CRT (call reaction time) is the elapsed time from transfer of E9-1-1 data to the computer aided dispatch (CAD) system to the creation of the CAD incident. It is used to evaluate how quickly we perform our call taking.
>
> **CPT (Call Processing Time):** The CPT (call processing time) is the elapsed time from CAD incident creation to field unit dispatch. It is used to evaluate how quickly we perform our dispatching.
>
> **TPT (Total Processing Time):** The TPT (total processing time) is the elapsed time from transfer of E9-1-1 data to field unit dispatch. It is used to evaluate how quickly we complete the entire dispatch process, from call taking through field unit dispatch.

Data is collected and analyzed on a monthly basis. When a system or process component is suspected of having an undesirable effect on performance as defined by these criteria, a system or procedural change is made. The results of these changes are reflected in the CRT or the CPT, depending upon where in the dispatch process the change is made. When viewing the following charts, the averages for the CRT and/or CPT will rise and fall, depending on what changes, if any, are reflected in the month's data. The TPT compliance percentage, and the direction of change each month, is an overall reflection of the dispatch process.

The processing time criteria are slightly different for Fire/EMS and Law Enforcement.
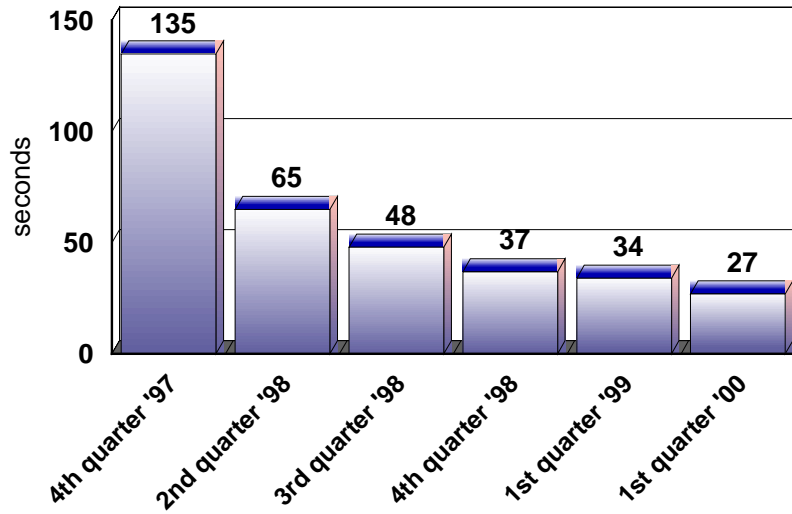
User Agency Defined Dispatch Performance Standards

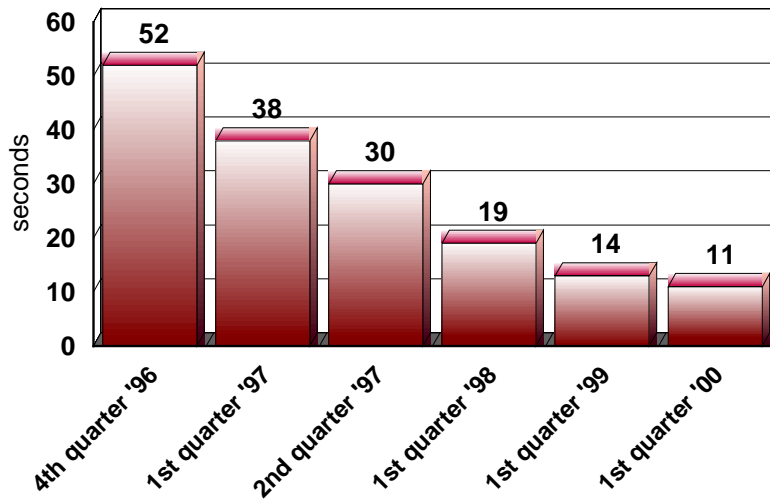|	Fire/EMS	Law Enforcement
CRT (Call Reaction Time) *Elapsed time from transfer of E9-1-1 data to the computer aided dispatch (CAD) system to the creation of the CAD incident.*	90 % in 60 seconds or less	90 % in 90 seconds or less
CPT (Call Processing Time) *Elapsed time from CAD incident creation to field unit dispatch.*	90 % in 30 seconds or less	90 % in 30 seconds or less
TPT (Total Processing Time) *Elapsed time from transfer of E9-1-1 data to field unit dispatch.*	90 % in 90 seconds or less	90 % in 120 seconds or less

The following charts and graphs demonstrate the results of our Standards of Excellence Program.

Average Call Processing Times (CPT)
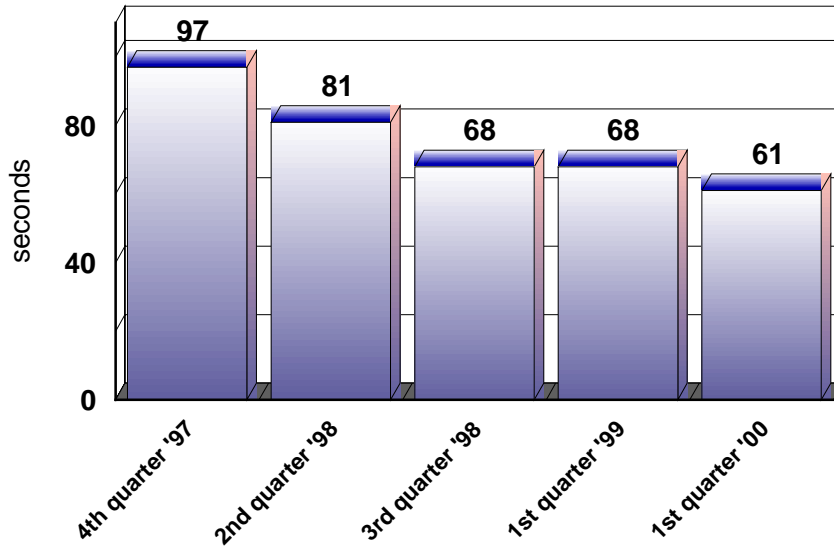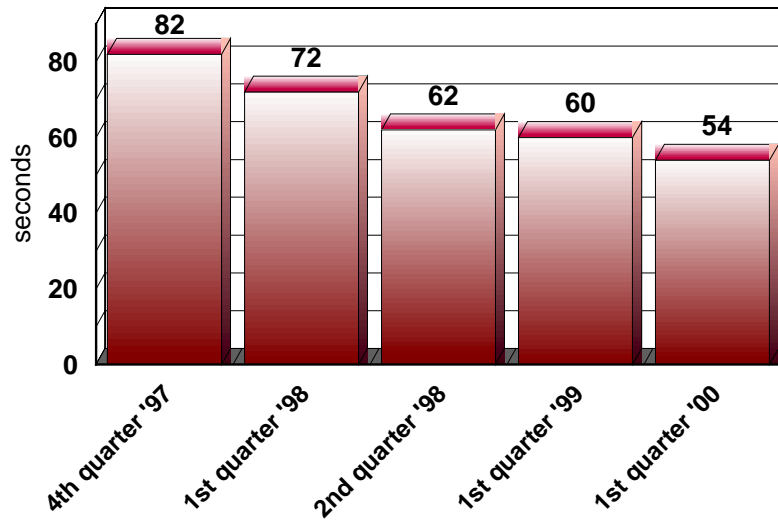
Law Enforcement

seconds (y-axis): 0, 50, 100, 150

Quarter	Value
4th quarter '97	135
2nd quarter '98	65
3rd quarter '98	48
4th quarter '98	37
1st quarter '99	34
1st quarter '00	27

Fire/EMS

seconds (y-axis): 0, 10, 20, 30, 40, 50, 60

Quarter	Value
4th quarter '96	52
1st quarter '97	38
2nd quarter '97	30
1st quarter '98	19
1st quarter '99	14
1st quarter '00	11

Average Call Reaction Times (CRT)

Law Enforcement

Quarter	seconds
4th quarter '97	97
2nd quarter '98	81
3rd quarter '98	68
1st quarter '99	68
1st quarter '00	61

Fire

| Quarter	seconds
4th quarter '97	82
1st quarter '98	72
2nd quarter '98	62
1st quarter '99	60
1st quarter '00	54

Average Call Reaction Times (CRT)

While it is apparent that the Agency has not improved the speed at which medical calls are processed, there are other indicators of a high level of service that must be included in an evaluation of the Agency's performance in this area.

EMS

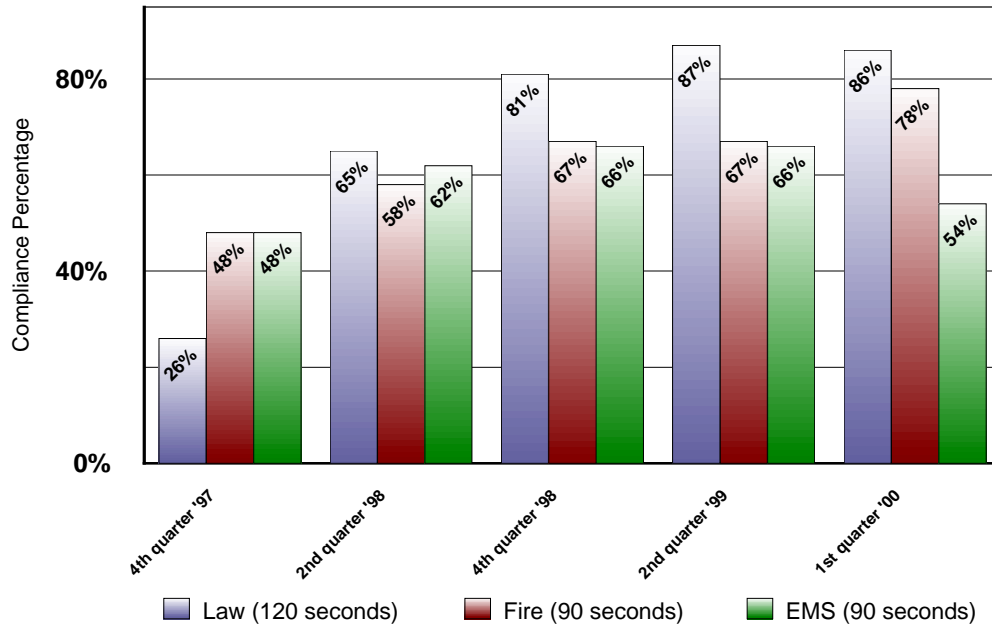| Quarter	seconds
4th quarter '97	81
1st quarter 98	77
2nd quarter '98	72
1st quarter '99	77
1st quarter '00	82
2nd quarter '00	84

The Agency uses a system called "Emergency Medical Dispatching" (EMD) for processing requests for emergency medical services. This system allows requests to be triaged according to medically approved protocols and it enables dispatchers to provide callers with first aid instructions -- up to and including CPR and rescue breathing -- while the responding units are en route. This medical dispatching system takes time to perform (less than 90 seconds on average). To compensate, responding units are given a "heads up" when the Agency receives a request for emergency medical service. This "heads up" is called a "pre-alert". By using pre-alerts, units can begin responding to the medical emergency while the dispatcher is following the EMD protocols.

The following chart demonstrates the frequency of pre-alerts and their corresponding effect on response times to medical emergencies.

Date	Pre-Alerts	Avg. Response
7/99	69%	7:46
9/99	75%	7:38
10/99	89%	7:33
2/00	93%	7:27

Avg. Response

Pre-Alerts
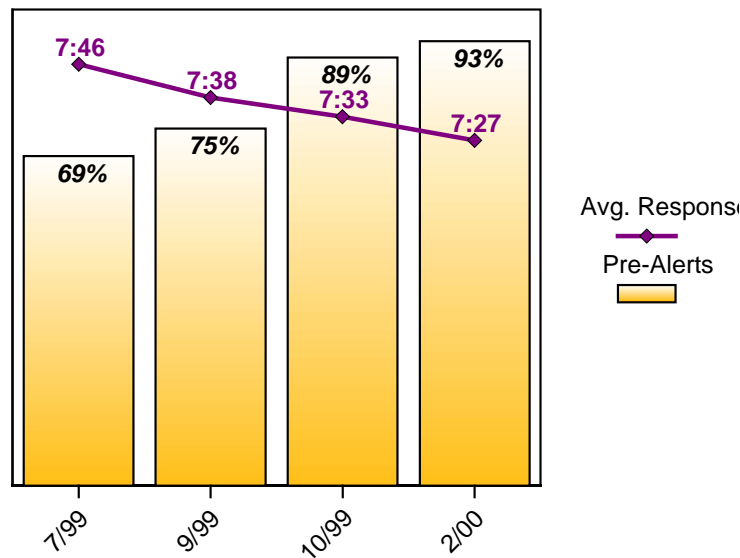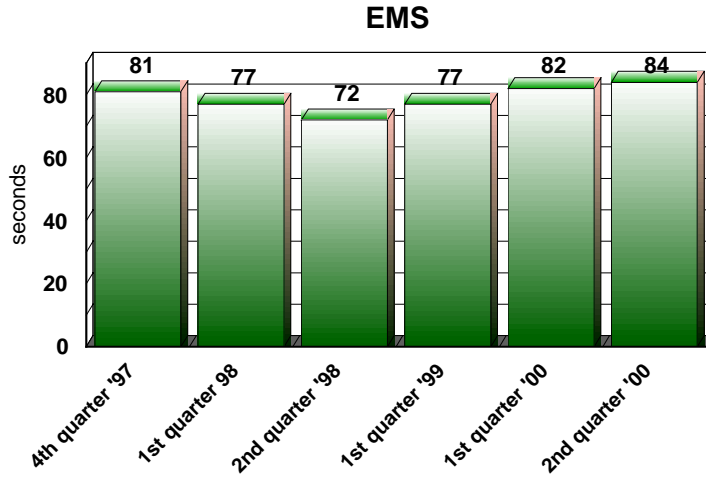
Total Processing Time Criteria Compliance

Standards Team

The purpose of the Standards Team is to continue developing the Standards of Excellence Program and to review and analyze the data gathered by the Program. The Team develops the forms, surveys, processes, and reports necessary to gather the data used to assess compliance with the specific and measurable performance criteria. Once the data is gathered, the Team reviews and analyzes the data and recommends system and/or procedural changes to continually improve dispatch performance. The Team consists of eight (8) members representing the various teams and programs already in place.

The Standards Team met nine (9) times in this past year. Many of these meetings were dedicated to adding elements to the Standards of Excellence Program. As a result of these meetings, the agency has implemented two (2) formal dispatcher recognition programs, resulting in the Quarterly Leader and Most Improved awards. Every calendar quarter, an award is given to the dispatcher who has the best performance, as measured by the Standards of Excellence performance criteria, and to the dispatcher whose performance has improved the most. Award recipients for this fiscal year were:

2nd Quarter, 1999:   *Dee Kenville,* Quarterly Leader
                       Kim Wallace, Most Improved

3rd Quarter, 1999:   *Rosa Puga*, Quarterly Leader
                       Margie Avila, Most Improved

4th Quarter, 1999:   *Dee Kenville*, Quarterly Leader
                       Margie Avila, Most Improved

1st Quarter, 2000:   *Dee Kenville*, Quarterly Leader
                       Marc McNeese and *Melody MacDonald*, Most Improved.

As in previous years, regular quarterly reports were prepared for the User Agency Subcommittees. Highlights of these quarterly reports are the measured improvements in the agency's compliance to the defined call processing time performance criteria resulting from the system and/or procedural changes made as a result of the data analysis.

Fire Service Operational Policy Task Team

The Fire Ops. Policy Task Team's role is to draft and recommend new policies and procedures and to review existing operational policies and procedures to ensure they remain effective and up to date for the dispatching of the Fire User Agencies. With the implementation of the Standards of Excellence Program, the Team's role was expanded to include assessing performance data and co-authoring the quarterly report prepared for the Fire/EMS Users Subcommittee. The Team's membership includes representatives from the paid and volunteer Fire Service User Agencies and dispatchers from SCCECC.

The Fire Ops. Policy Task Team has met nine (9) times this year and recommended seven (7) new or revised policies.

Law Enforcement Operational Policy Task Team

The Law Ops. Task Team is comprised of line level and management representatives from all four (4) Law Enforcement User Agencies and dispatchers from SCCECC. This Task Team also drafts and recommends new policies and procedures and reviews existing operational policies and procedures to ensure they remain effective and up to date. This Team's role was also expanded to include assessing the performance data generated by the Standards of Excellence Program and co-authoring the quarterly report prepared for the Law Enforcement Users Subcommittee.

The Law Ops. Policy Task Team met eight (8) times this year and recommended two (2) new or revised policies.

Training Unit: This year marked the third full year of operations for the Training Unit. The Training Unit maintained affiliations with the Association of Public Safety Communications Officers (APCO), California Association of Police Training Officers (CAPTO), South Bay Regional Public Safety Training Consortium Advisory Committee, Santa Cruz County Training Manager's Association, and the American Society of Law Enforcement Trainers (ASLET).

Affiliations with these professional training organizations has the added benefit of providing additional revenue to the Agency in the form of reimbursement for training hours administered.

Time Period	Training Revenue
FY 97/98	$4,450
FY 98/99	$2,739
FY 99/00*	**$3,661**

*FY 99/00 total includes revenue received after June 30, 2000 for training in FY 99/00.

Dispatcher Academy

On November 2, 1999, a Dispatcher Academy began with 320 hours of classroom instruction. The increased hours provided a 160-hour training block in non-emergency call handling and another 160-hour training block in emergency call taking and law enforcement dispatching. The goal was to conduct the two blocks of training consecutively for training both Dispatcher Assistants and Public Safety Dispatcher Is. Examples of class topics for the Dispatcher Assistants included SCCECC and User orientation, non-emergency call handling, geography, CAD, resources and referrals. Examples of class topics for the Public Safety Dispatcher Is included emergency call handling, critical incidents, radio procedures, User agency dispatching, and officer safety. One (1) student successfully completed the first, Dispatcher Assistant block of training and four (4) students successfully completed the second, Public Safety Dispatcher I, block of training.

On April 24, 2000, our third Fire/EMS Academy was conducted with more Fire User involvement. Five (5) NetCom employees successfully completed the Fire/EMS Academy as well as the prescribed EMD Course.

CPT – Continued Professional Training

On-site training includes mandatory continuing education classes five (5) times a year. On-site training is topic specific. Continuing education topics revolve around call taking skills, CPR/First Aid requirements, technology updates, fire calls, and include CAD issues, Policy and Procedure, equipment and EMD review.

	CPT Hours			AVG Hours Per Employee		
Type of Training	**FY 97/98**	**FY 98/99**	**FY 99/00**	**FY 97/98**	**FY 98/99**	**FY 99/00**
On-Site Training	1,326.0	1,892.0	**1,760.0**	37.8	50.5	**37.4**
Off-Site Training	168.0	339.0	**262.0**	4.8	8.9	**5.6**
Continuing Education (CE)	924.0	1,143.0	**960.0**	26.4	30.0	**27.4**
Ride Alongs	202.0	277.5	**130.5**	5.8	7.3	**2.8**
Total Training Hours	**2,620.0**	**3,651.5**	**3,112.5**	**74.8**	**96.7**	**73.2**

CTO – Communications Training Officer Program

The purpose of the CTO Program is to provide all newly hired dispatchers with on-the-job training, guided practice, and evaluations. The CTOs also provide in-service training to incumbent dispatchers. CTOs meet to develop and discuss CTO Program policies and procedures; discuss training ideology and techniques; discuss training and personnel issues as they relate to training; assist in guiding the development of the training program; and make recommendations on issues of organizational concern as they relate to training.

The Authority now has eight (8) CTOs. Each CTO has no less than eighteen (18) months of public safety dispatch experience and was recommended by his/her supervisor. Each has successfully completed the Communications Training Officer course authored by the APCO Institute. APCO is an international public safety communications professional organization and our CTOs have received APCO's international certification.

During the past fiscal year, fourteen (14) dispatchers have been assigned to the CTO Program for a total of 4,734 hours of training. We have achieved a 79% success rate with only three (3) trainees failing to successfully complete the program.

	Total Training Hrs	Trainees	Avg Hrs/Trainee	Success Rate
FY 97/98	4,017	13	309	77%
FY 98/99	4,175	15	278	83%
FY 99/00	**4,734**	**14**	**338**	**79%**

Resource Library

Resources are available to all employees and Users. This library currently includes the following resources:

| Resource	FY 97/98	FY 98/99	FY 99/00
Video Tapes	59	65	69
Audio Cassettes-Fire/EMD	110	30	61
Audio Cassettes-Law	43	35	34
Publications (Books/Magazines)	85	78	80
Reference Material (Courses/Class material)	148	198	198
Training Games	9	15	13
Total Resources	454	421	455

Public Education and Outreach

Public education is a facet of the Training Unit. In FY 99/00, twenty-three (23) presentations and/or tours were conducted. Presentations were made to school and scout groups, as well as other agencies. This year, three (3) Citizen Academies for 9-1-1 were conducted.

Analysis of the activity on our web page indicates we hosted 242,745 visits this fiscal year. This significant increase is attributed to the availability of job information and the ability to download job applications from our website. Of the hits received on our web page this year, 84.5% were users in the United States, 2.7% were international users, and 12.7% were unknown. The average user spent seven (7) minutes at our web site.

	Avg. Daily Visits
FY 97/98	8.7
FY 98/99	54.9
FY 99/00	**86.2**

Avg. Daily Visits

| FY 97/98	FY 98/99	FY 99/00
8.7	54.9	86.2
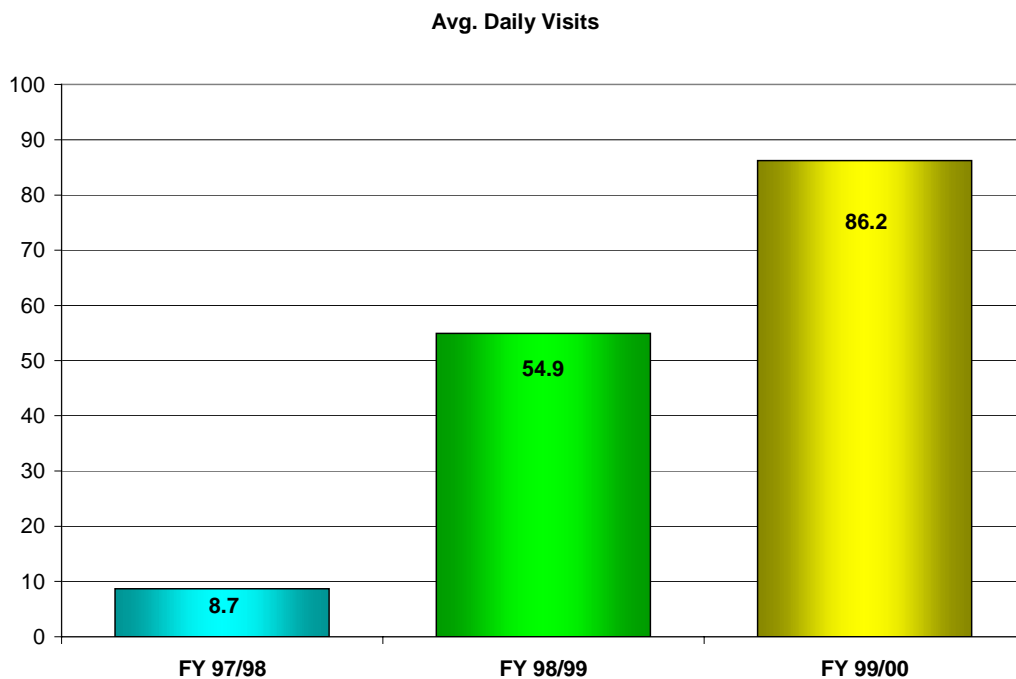
Records Unit: This Unit is responsible for processing tape requests for the Authority and the distribution of policies and procedures.

The majority of the work performed by the Unit continues to be routine in nature. The Unit continues to reproduce random tape samples for the Standards Team and the Records Unit Administrative Assistant continues to perform duties associated with tape request reproduction.

AGENCY	FY 97/98	FY 98/99	FY 99/00
District Attorney's Office*	246	178	**329**
Public Defender's Office	104	121	**137**
Sheriff's Office	31	57	**36**
Mis. Private Attorneys/Citizens	60	56	**77**
Santa Cruz Police	32	25	**23**
Watsonville Police	22	29	**17**
Capitola Police	0	6	**7**
Other	23	15	**12**
Total Tapes Completed	**518**	**487**	**638**

* The significant increase in tapes for the District Attorney's Office is attributed to evidence requirements for domestic violence cases.

FY 99/00 Tapes Completed
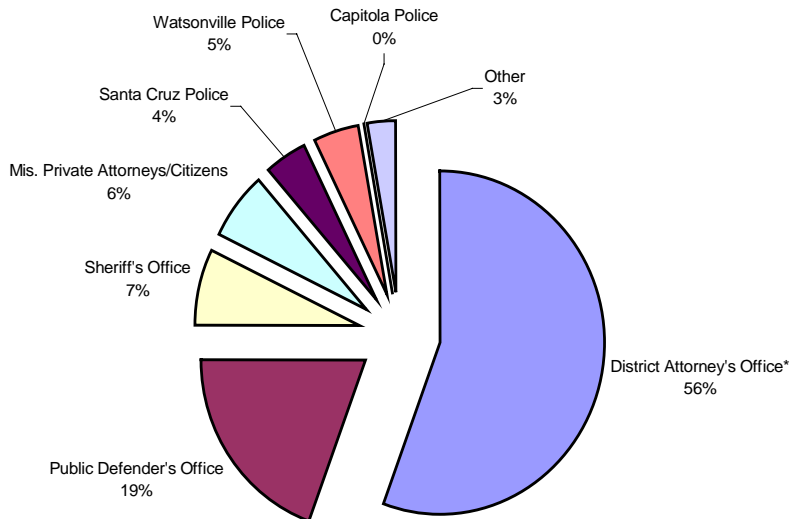
From July 1, 1999 to June 30, 2000 six hundred and thirty-eight (638) tape requests were processed. The total revenue collected from the processing of those tapes was $13,994. Thirty (30) subpoenas were served to the Authority and five (5) court appearances were made by the Custodian of Records, in support of reproduced tapes.

V.   OPERATIONS DIVISION

The Operations Division is responsible for providing emergency and routine public safety radio, telephone, 911 and computer-aided dispatching services to our User agencies. The Division is divided into three (3) Units responsible for twenty-four (24) hour, seven (7) day per week service. Personnel assigned to the Operations Division include the General Manager (.25 FTE), the Systems Coordinator, Administrative Supervisor (.50 FTE), two (2) Operations Supervisors, eight (8) Senior Public Safety Dispatchers, thirty-four (34) Public Safety Dispatchers, and four (4) Dispatcher Assistants.

Systems Unit: The Systems Unit oversees the operation of the electronic systems within the Agency. These systems include:

911/Telephone:

Performs additions, moves, changes, and trouble-shooting of telephone sets and features. Monitors system for proper operation and maintains reports of 911 and seven-digit calls to the Center. Interfaces between Agency and Pacific Bell staff regarding all telephone lines and circuits supporting 911, Radio Control, and Data. Performs duties of County MSAG Coordinator.

This year saw the upgrade of the ALI (location) portion of the 911 system to a Windows NT client-server network consisting of a new graphical user interface. This allows most functions to be performed using a mouse or the dispatcher can continue to use the phone for all functions. This upgrade is still in progress.

Radio/Console:

Oversees the operation of the communications consoles, ancillary equipment, and their connections to Users' radio systems. Interfaces with User agencies' service organizations when necessary to facilitate repair of problems.

Computer Aided Dispatch (CAD):

Investigates problems that occur from time to time involving the routine use of CAD. Interfaces between the Agency and the CAD vendor to resolve problems, suggest enhancements, and other routine matters. Performs system troubleshooting and minor maintenance on workstation hardware.

This year has seen a major upgrade to the CAD system introducing a graphical based user interface and new mapping system utilizing latitude/longitude for coordinate reporting. This was preceded by an upgrade to the workstation hardware including larger nineteen (19) inch monitors for enhanced display of the maps.

Geographic File (GeoFile):

The GeoFile Team is under the direction of Ben Hatheway, Systems Coordinator. Senior Dispatcher III Melissa Walpole and Dispatcher II Don Maxcy make up the Team and work some overtime hours performing GeoFile corrections.

The purpose of the GeoFile Team is to perform GeoFile additions, corrections, and modifications. The accuracy of the GeoFile has gone from 99.1% in July 1999 to 99.7% in July 2000. The accuracy is defined as the ability to recognize a location when the address or common place name is given. The Team continues to make changes when required by User Agency and when the County assigns street names and address ranges.

Performance Reporting

Having completed the design and implementation of standardized reports for EMS, Fire, and Law, the Systems Unit continues to design ad-hoc reports on an as-needed basis for our User Agencies and the Center.

Additionally, the Systems Unit is now in the process of designing a series of standardized reports from the 911 system, which will be used by the Center to manage personnel utilization.

Web Site

The Systems Unit designed and implemented a World-Wide Web Site on the Internet where interested parties may find out about our organization and check for job and training opportunities at the Center. The "Intranet" is still in the planning stages.

Y2K

As with most agencies, preparations for Y2K were comprehensive resulting in a smooth transition to the new century. No systems in use at the Center experienced any effects of the change to 2000.

Operations Unit: The Operations Unit is comprised of two (2) separate "teams" of dispatchers, the Blue Team which works alternating Wednesdays through Saturday and the Red Team which works Sunday through alternating Wednesdays. While Operations continually strives to improve the level of service to both the Users and the public, the following areas of progress and success were noted this past fiscal year:

In an effort to promote and maintain a high level of dispatcher expertise and knowledge, Operations has been successful in "cross-training" personnel in both the law and fire/EMS arenas. These additional skills and knowledge benefit both the dispatchers and the Authority, allowing more versatility in scheduling and decreasing dispatcher "burn-out" in one discipline. To date, of thirty-eight (38) dispatchers (including part-time

employees) on both teams, 47% are completely qualified in all disciplines and positions. A full 70% are qualified in the fire/EMS positions in addition to at least two (2) law positions.

Cumulative unscheduled Sick Leave (measured by "events") has been reduced once again, to 122 events from 129 events in FY 98/99, representing an additional 5.4% reduction. This figure also represents a 33% total reduction since FY 96/97 as illustrated.

Unscheduled Sick Leave Events
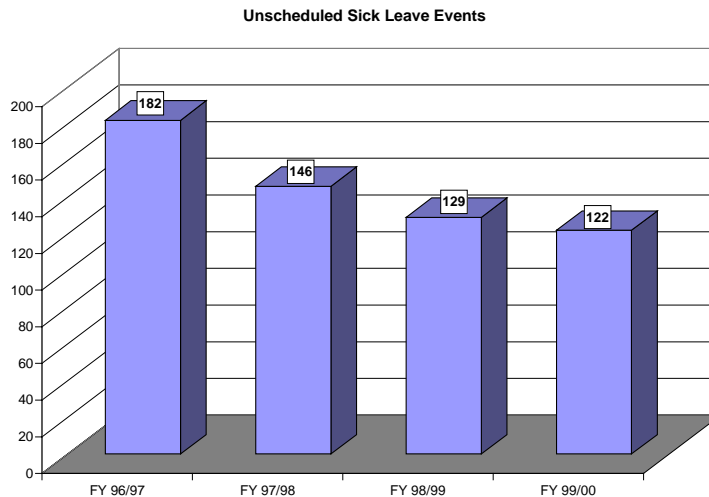
Significant incidents that impacted Operations within the last fiscal year included, but were not limited to the following:

July 24, 1999

During a Blues Festival at the Aptos County Park, two (2) people suffered injuries after falls from a trestle within moments of each other and a third person was rescued from the cliff nearby. The two (2) injured people were flown by medical helicopter to San Jose where they later died of their injuries. The Center received several confusing and conflicting reports of this incident from both law enforcement personnel and citizens on the scene. The dispatchers were able to sort through the calls rapidly and provide appropriate directions.

December 31, 2000

While months of planning and preparation went into the Y2K change, the evening and day after passed without any inordinate problems. To the contrary, the New Years Eve was described by several dispatchers and field personnel as being considerably quiet and non-eventful as compared to years past. As a precaution, the Alternate Site in Watsonville was activated which handled WPD calls, while additional overtime staff were deployed in Santa Cruz, both in the Center and in the fielded during "First Night", assisting promoters and Users from a command post.

March 2, 2000

The Center experienced a total telephone failure (including 9-1-1) in the early morning hours resulting in an Alternate Site activation that only took eleven (11) minutes once the failure was discovered. That Site was able to answer 9-1-1 lines until service was restored to the Center (within 11 to 15 minutes). Due to the quick action and deployments of the on-duty dispatch personnel, there were no reports of injuries or property damage suffered due to the failure.

April 23, 2000

A CHP officer attempted to make a traffic stop on a suspected reckless driver when the driver fled, leading the CHP officer on a high-speed pursuit. CHP dispatchers in Monterey called the Center requesting assistance and several Sheriffs' Deputies were dispatched to assist. Moments later the suspect vehicle spun out and the driver then attempted to ram the CHP officer, causing the officer to fire on the suspect. After the officer suffered injuries, the suspect fled on foot where a massive manhunt ensued in the Aptos area. Dispatchers fielded several calls from the public while coordinating and dispatching key field personnel. Several hours later, the suspect was located and taken into custody by a sheriff's deputy without incident.

May 8, 2000

A CNET (County Narcotics Enforcement Team) agent reported to the Center that he had located a residential garage filled with fifty (50) to sixty (60) containers of explosive chemicals in Santa Cruz City, ironically, within blocks of the Center. Dispatchers then dispatched fire personnel, including hazardous material experts who, with law enforcement personnel orchestrated an evacuation of the neighborhood until the chemicals could be cleaned up. The incident generated several calls of concern from the public including several inquiries from the media.

May 27, 2000

During the early morning hours, the 9-1-1 Center received several reports of gunshots heard in Santa Cruz. Within seconds, a police officer was on the scene and reported three (3) people down with gunshot wounds. After obtaining suspect descriptions, including a vehicle description, dispatchers immediately activated project "ROPE" (Roadblock Observation Plan of Enforcement) and relayed the suspect vehicle description to other User Agencies. With moments, a Watsonville police officer reported that he was behind the suspect vehicle and a traffic stop was affected. The incident concluded with three (3) suspects being located and arrested for a triple homicide within twenty (20) minutes of the crime. This incident clearly illustrated the benefits of a consolidated center where information and assistance could be exchanged rapidly and accurately resulting in the apprehension of three (3) suspected dangerous felons.

VI.   DISPATCHER OF THE YEAR

1997 – Anna Kiff

1998 – Scotty Douglass

1999 – Ben Saunders

2000 – Lori Barden

This year, dispatchers nominated individuals for this recognition award. From the list of nominees, management staff selected Lori Barden as the Dispatcher of the Year. The management team based their selection in recognition of the extraordinary effort Lori put forth this year as a Training Officer (CTO). Lori was directly responsible for successfully coaching many of our new trainees through their difficult times this year.

Lori has fourteen (14) years of experience as a dispatcher, beginning as a dispatcher for Scotts Valley Police Department. In 1986, she worked part-time for Santa Cruz County Communications. She has been with NetCom since operations began in January 1996. She dispatches police, fire and medical services. Lori is trained as an Emergency Medical Dispatcher (EMD) and Communications Training Officer (CTO). She has two sons, ages 14 and 16, and her husband is John Barden, a Santa Cruz County Sheriff's Deputy. Lori's oldest son is following John's footsteps and is currently an Explorer in the CHP Program.

Lori says that consolidation has been a long road for everyone and each dispatcher continues to achieve goals and/or overcome obstacles. Her selection as Dispatcher of the Year would not be without the help and support of her peers.

VII.   EVALUATION OF OUR FISCAL YEAR 1999/2000 GOALS:

Improve the service provided to our Law Enforcement User Agencies.

> **ACCOMPLISHED.**   A new classification was created *(P.S. Dispatcher Assistant) and four (4) new employees were hired, trained, and deployed* with a specific intent to relieve assigned radio dispatchers from routine telephone services, thereby allowing them to focus upon providing increased operational services to on-duty patrol officers. This increased focus allowed for *dedicated telephone lines, designed to ring at agency specific positions and to be answered by agency assigned radio dispatchers*, to be implemented for use by on duty patrol officers, thereby providing officers with quick and direct access to their assigned radio dispatchers. Our annual patrol officer survey revealed a *9.1% increase in overall satisfaction* with our services, as dispatchers became more efficient in the use their various automated tool, such as 1) *Mobile Computer Terminals (MDC) to electronically send lower priority call details to officers in the field, and 2) Advanced Tactical Mapping (ATM) to provide clear and accurate routing instructions and direction*.   Additionally, the center was successful in *reducing our average total call processing time from 2:11 min./sec. in 1998 to 1:30 min./sec. in 1999*, which resulted in a 5.4% reduction in overall law enforcement response times.

Improve the service provided to our Fire and EMS User Agencies.

> **ACCOMPLISHED.**   Over the course of the past year, our center has 1) improved the percentage of Fire/EMS calls which received *per-alert information from 39% (as measured in April 1999) to 83% overall* for fiscal year 1999/2000), 2) maintained *call processing (Que time) averages of 10.6 seconds for Fire and 12.0 seconds for EMS calls*, and 3) reduced our *call reaction (phone time) average for fire calls to under 60 seconds (51.3 seconds)*. These improvements in our performance helped to *reduce overall Fire Department average response times by 5 seconds (1.6% overall reductions) and EMS average response times by 20 seconds (4.3% overall reduction).*

Increase the number of cross-trained law enforcement dispatchers by formalizing and improving the structure of the cross training process.

> NOT ACCOMPLISHED.   While a formalized program and structure was developed, and more dispatchers than ever before were certified as cross-trained during this past fiscal year, these efforts did not result in an increase, in that *we began the year with ten (10) cross-trained law enforcement dispatchers and end it with nine (9)*. Rather, these efforts *were successful in allowing us to adequately replace a rather extraordinary number cross-trained dispatchers who left employment during this past year*. Over the first three (3) years of operation, our overall turn over rate has remained consistent at an annual average of ten (10.0) dispatchers per year (or 22.7%), of which an average of 1.3

dispatchers (or 4 total) were certified as cross-trained. While turnover for the past year remained at ten (10), six (6) of those who left employment were certified as cross-trained. This was further compounded by internal promotions of three (3) other cross-trained dispatchers to Senior Dispatchers.

Successfully transition our staff and equipment into the year 2000.

ACCOMPLISHED. As was the case for all government agencies, our Center was challenged to ensure that all critical automated systems were capable of functioning as normal both at the stroke of mid-night 2000 (Y2K) and beyond. Furthermore, the Center needed to prepare and deploy dispatch staff to handle public safety and 911 emergency services, which were anticipated to be at "disaster levels" for one week preceding and one week following Y2K. Thanks to the efforts of our Systems Unit, ***all automated systems were either replaced, upgraded, and/or tested prior to Y2K at a cost to our Agency of under $5,000*** (major systems including the Computer Aided Dispatch and 911 systems were upgraded at either state or vendor expense) and ***all systems performed as expected and without a "gliche"***. Most importantly, our ***dispatch staff members are most responsible for the Center's successful performance during this challenging period, as each of them worked extra shifts and gave up their off-duty time during the holiday season*** to ensure that adequate staffing was available to ensure that 911 and emergency communications service would be uninterrupted, not matter what the scope of the disaster. Thanks, each of our Dispatchers for the extra effort!

VIII.   OUR GOALS FOR FISCAL YEAR 2000/2001

* *Measure the public's perception of our service by conducting a random public survey of recent 9-1-1 callers, quantify and publish the results.*

* *Improve our law enforcement call taking and CAD documentation skills by:*

  - performing random supervisor review of completed calls and offer specific coaching

  - improving our Quality Improvement review format

  - increasing annual Continuing Education hours by 30%

  - modernize our training approach through the use of interactive exercises

* *Work with our Fire and EMS Users to streamline the dispatch work flow within the Fire/EMS Dispatch "Pod".*

* *Provide system administration, technical maintenance, and management oversight for the Santa Cruz Metropolitan Records Management System with a high degree of customer satisfaction.*

* *Respond to an industry-wide 9-1-1 dispatcher staffing crisis by developing 1) a recruitment and retention plan to maintain staffing at our budgeted level of 36 qualified dispatchers, and 2) a contingency plan to prevent staffing level to reduce below 34 qualified dispatchers as follows:*

  - doubling the number of annual entry level recruitments and training academies

  - recruiting for and/or promoting our Job Share and Extra Help programs

  - increase public awareness of available positions by increasing the number of Citizen Academies, Public Service Announcements and Job Fairs

* *Increase training opportunities for our User Agency personnel by developing and/or providing:*

  - CAD configuration training for Fire Personnel

  - a Law CAD Users Handbook and CAD Configuration Guide

  - an on-line Intranet system with searchable resources available to Users