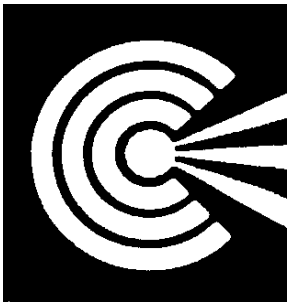
SANTA CRUZ CONSOLIDATED

EMERGENCY COMMUNICATIONS CENTER



ANNUAL REPORT

FISCAL YEAR 2000/2001

Submitted July 26, 2001

Prepared by:

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Lisa M. Sullivan, Support Services Manager
Benjamin C. Hatheway, Systems Coordinator
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Scotty Douglass, Systems Supervisor
Kevin Fink, Administrative Supervisor
Dennis Kidd, Operations Supervisor
Rosanna McKinney, Training Supervisor
Alicia Bonnette, Senior Administrative Assistant
Terri Fitzgerald, Dispatch Staff Representative

Board of Directors

Carlos J. Palacios, Chair, City of Watsonville
Richard C. Wilson, City of Santa Cruz
Susan A. Mauriello, County of Santa Cruz
Richard Hill, 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
Scotty Douglass, Systems Supervisor
Kevin Fink, Administrative Supervisor
Dennis Kidd, Operations Supervisor
Rosanna McKinney, Training Supervisor
Alicia Bonnette, Senior Administrative Assistant

SCCECC Dispatch Staff

Dispatcher III's

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

Dispatcher II's

Lori Barden, Elizabeth Baxter, Hilary Brighton, Valerie Conner, Suzanne Daley, Shari Driscoll, Michael Ferguson, Daniel Hendrix, Jo Irving, Dee Kenville, Anna Kiff, Angela Lackey, Claudia Leon, Melody MacDonald, Don Maxcy, Kathy McLeod, Marc McNeese, Kristine Nichol, Margaret Parker, Jim Phillips, Rosa Puga, Melanie Sherwood, Beth Vogl, Kim Wallace, and Jill Wowak.

Dispatcher Assistants

Karen Clark, Laura Kirkpatrick, Zan Mendonca, and Cheryl Selden

Administrative Assistants

Anne Miller, Cyndi Shockey, and Beth Ann Wann.

Extra Help Dispatchers

Kevin Jack, Chuck Minuti, and Karen Schwertfeger.

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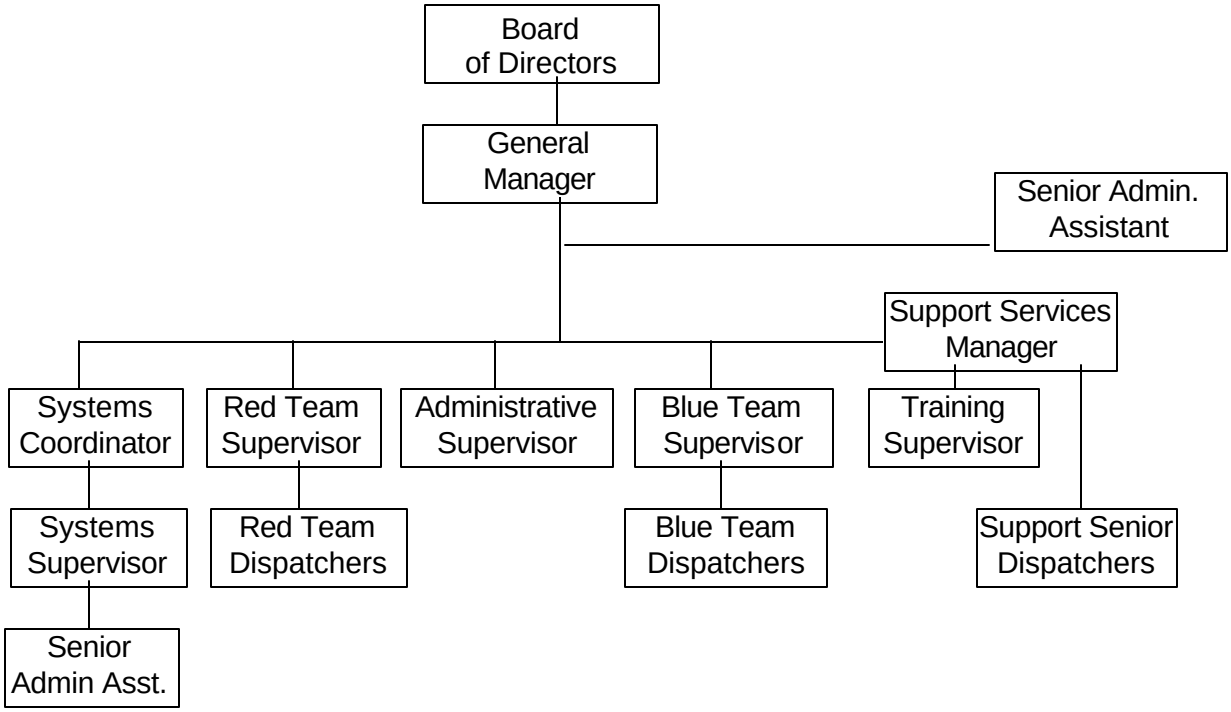
I. MISSION AND ORGANIZATION

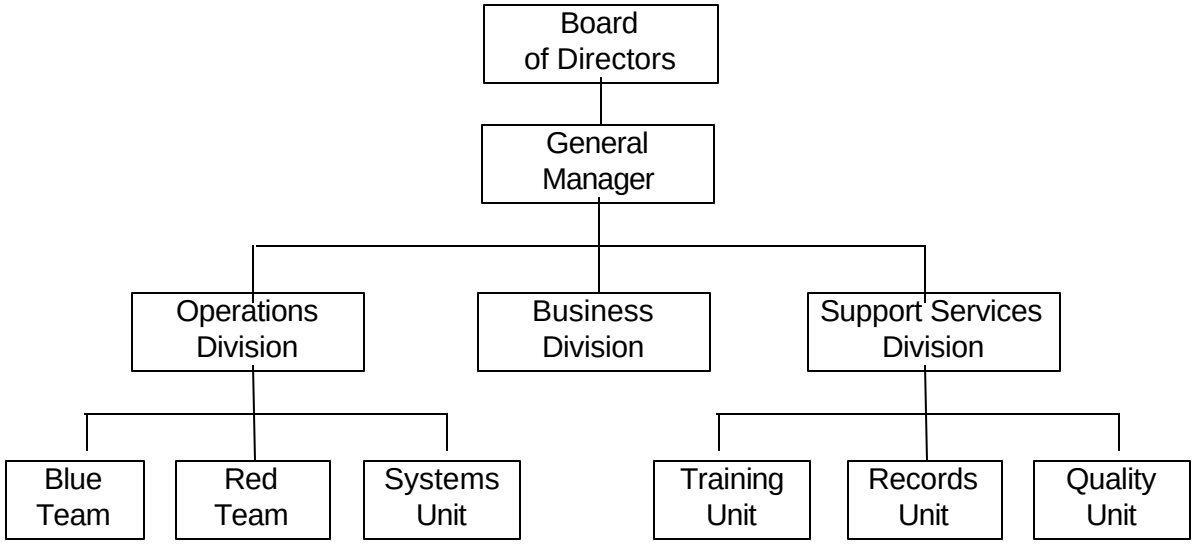
MISSION STATEMENT

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



ORGANIZATIONAL PROGRAM STRUCTURE



II. WORKLOAD AND CALL VOLUME STATISTICS

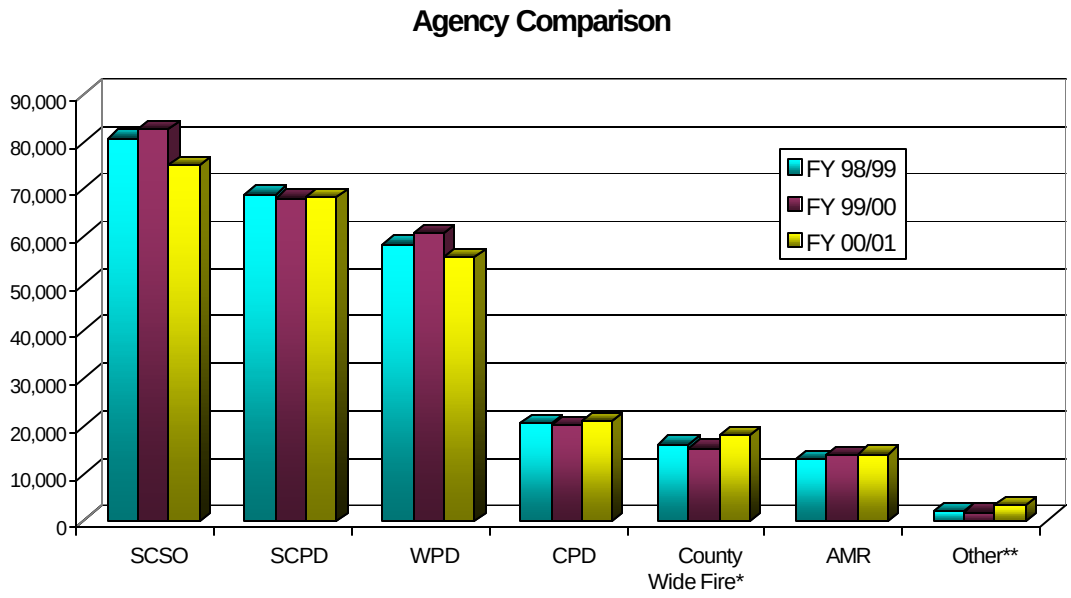
FISCAL YEAR 2000/01

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

CALLS FOR SERVICE (CFS) HANDLED AND PROCESSED

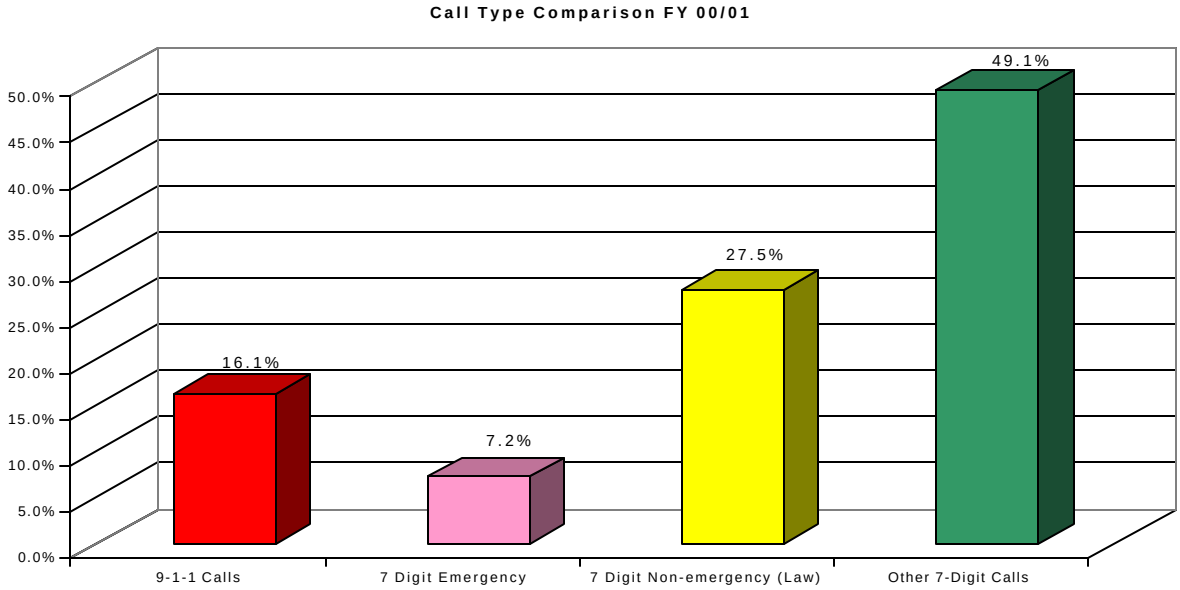
FY 98/99	FY 99/00	FY 00/01	AGENCY	% Annual Change
80,743	82,629	75,017	SCSO	-9.21%
68,874	68,050	68,105	SCPD	0.00%
58,365	60,717	55,659	WPD	-8.33%
20,442	20,041	21,071	CPD	5.14%
16,147	15,247	18,066	County Wide Fire*	18.49%
13,005	13,809	14,037	AMR	1.65%
1,911	1,872	3,139	Other**	67.68%
259,487	**262,365**	**255,094**	**TOTAL CALLS FOR SERVICE**	**-2.77%**

* Includes Watsonville Fire, Santa Cruz Fire and all fire districts
** Combination of SPCA and NetCom incidents



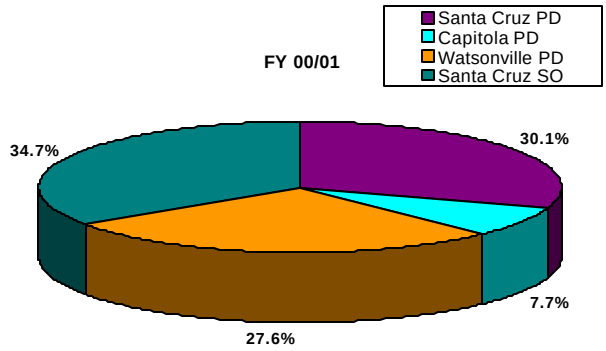
INCOMING TELEPHONE CALLS HANDLED AND PROCESSED

Year	9-1-1 Calls	7 Digit Emergency	7 Digit Non-emergency (Law)	Total 7-Digit Calls	Total All Calls
98/99	84,072	NA	NA	371,673	455,745
99/00	75,438	NA	NA	382,986	458,424
00/01	**76,731**	**34,342**	**130,989**	**398,836**	**475,567**

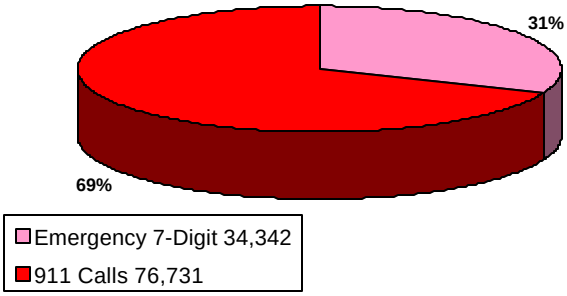


ANALYSIS OF NON-EMERGENCY 7-DIGIT LAW ENFORCEMENT TELEPHONE CALLS HANDLED

Agency	Calls
Santa Cruz SO	45,448
Santa Cruz PD	39,389
Capitola PD	10,050
Watsonville PD	36,102
Total	**130,989**



RATIO OF 7-DIGIT EMERGENCY CALLS TO 9-1-1 CALLS HANDLED (FY 00/01)



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), Administrative Supervisor (.50 FTE), Senior Administrative Assistant, and half-time Administrative Assistant (.50 FTE).

✷ **Purchasing**

The Authority issues and tracks it's own purchase orders. In our **f**fth year of operations the Authority issued fifty-three (53) 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 and hardware, j) fire alarm and security camera maintenance and repair, and k) Fire Red and radio maintenance.

✷ **Personnel**

In FY 00/01 the Authority conducted seven (7) recruitments. Those recruitments resulted in the hiring of ten (10) Dispatcher I's, five (5) Dispatcher II's, one (1) Intern, and one (1) Senior Administrative Assistant. Those recruitments also resulted in the internal promotion of one Senior Dispatcher to Systems Supervisor. The Authority maintains an interest list for all agency classifications, and advertises statewide during Dispatcher II and III 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 increase, 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 1999/00 was performed by the County Auditor/Controller's Office and presented to the Board of Directors on May 24, 2001. The Agency also maintains a certified inventory of all Authority fixed asset equipment, which 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 01/02 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%
2001/02	**$4,439,779**	**3.80%**

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

The Fiscal Year 2001/02 Budget has a separate index code and budget for the Santa Cruz Metro Records Management System (SCMRS). 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 ten (10) sub object categories that encompass all the expenditures of supplying and executing the SCMRS Agreement. Revenue will be collected to offset the entire years budget of $265,759. Employees in the Systems Unit will continue to submit separate time cards to show the allocation of their time in the two (2) different budget indexes.

The SCMRS Capital Budget will fund the purchase of a lap top computer that will serve as a tool during workshops and improve after-hours support by allowing the Systems Supervisor to dial into the SCMRS system from any location.

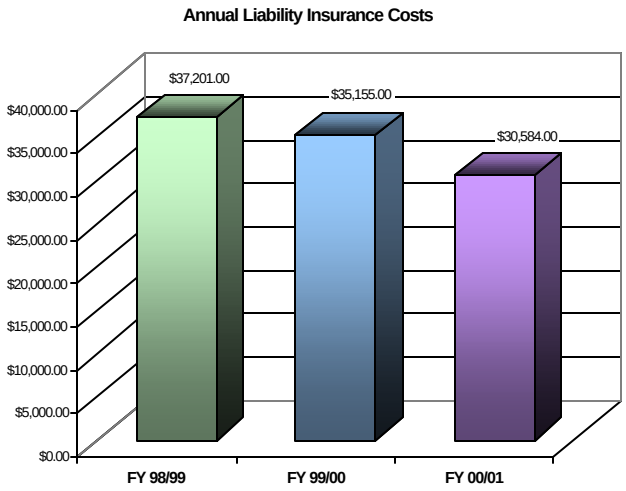
✷ Safety

The Authority had another safe year and no Worker's Compensation claims. Highlights in the area of safety this year were:

- The Safety Committee met four times in FY 00/01
- General Manager McDougall attended an SDRMA Conference
- The annual fire extinguisher service was completed
- The Employee Wellness Program was approved by the Board of Directors at the October 26 meeting
- A workplace safety inspection was conducted
- The Safety Committee selected replacement dispatch chairs for purchase in FY 01/02

During the past fiscal year's quarterly Safety/Wellness Committee meetings, the focus of our efforts has been in the area of dispatcher wellness. The Safety Committee has endeavored to support healthy lifestyles, with the goal of reducing the amount of employee sick leave utilized. The result has been the creation and implementation of the *Employee Wellness Program, Policy No. 1350*. The program supports wellness by providing incentives for reduction of sick time usage, reimbursement for inoculations, classes, the nicotine patch, and education to promote a healthy lifestyle. The Committee also tracks the types of illnesses reported by employees in order to design wellness campaigns to address our specific issues. So far, we have identified the flu and upper respiratory illness as our two largest employee sick leave contributors. Extensive spring-cleaning was completed on June 6, 2001 to eliminate dust and remove bacteria. The Alternate Site was activated to complete the cleaning. The Safety Committee will begin discussions on the development of workplace violence policy in FY 01/02.

The Safety/Wellness Committee has continued its relationship with SDRMA in an effort to contain liability insurance costs. The work this past year will result in a savings of 14% of the total liability insurance costs to our agency for FY 01/02. This will significantly off-set the announced 10% overall rate increase that SDRMA will charge in FY 01/02.



IV. SUPPORT SERVICES DIVISION

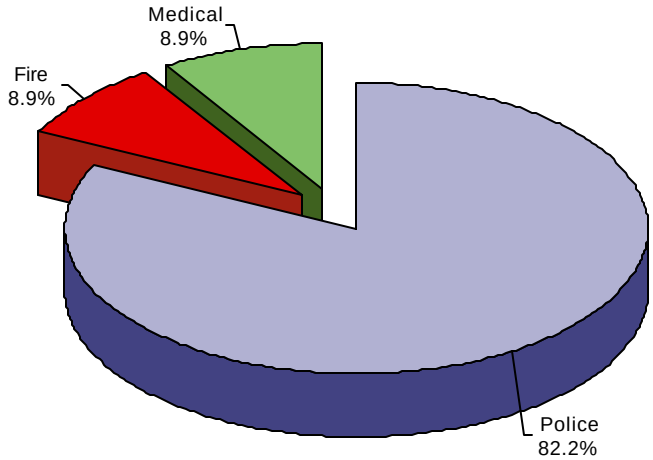
The Support Services Division includes the Quality Unit, Training Unit and the Records Unit. Personnel assigned to the Support Services Division include the Support Services Manager, Training Supervisor, and a half-time Administrative Senior position.

Quality Unit: The Quality Unit is responsible for assessing the quality of the agency's performance. In previous years, the Quality Unit measured the agency's performance using time-based criteria contained within the *Standards of Excellence* program. In previous Annual Reports, dramatic improvements were displayed in average call taking and dispatching times. Agency performance in these criteria has stabilized at the improved levels and the focus has shifted to content based performance measurements. High performance dispatch centers are fast *and* thorough.

During this fiscal year, our *Standards of Excellence* team members gathered data regarding the agency's performance from our community. Customer satisfaction surveys were mailed to randomly selected callers representing the same agency and discipline ratio as our calls for service. Survey recipients responded by mailing the completed survey or by completing the survey on our web site, www.sccecc.org. The survey is available in English and Spanish language versions. Our initial goal was to receive five hundred (500) completed surveys and analyze the data to determine what, if any, improvements need to be made to our customer service. To date one thousand seventy-one (1,071) surveys have been mailed and two hundred forty-nine (249) were returned (a 23.3% return rate). A sample survey is provided as Attachment 'A' on page 26.

The following charts and diagrams illustrate the results of our community survey. We are continuing the survey process and anticipate reaching our initial goal of five hundred (500) returned surveys by December 2001.

Survey Distribution by Discipline

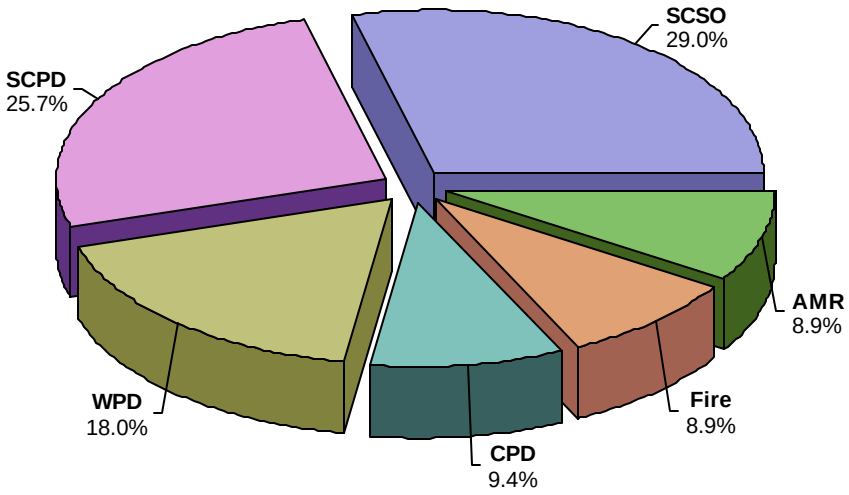


Community Surveys Distributed and Returned

English language surveys sent	1,036	96.7%
Spanish language surveys sent	35	3.3%
Total surveys sent	**1,071**	
English language surveys returned	248	23.9%
Spanish language surveys returned	1	2.9%
Total surveys returned	**249**	**23.3%**
Sheriff's Office surveys sent	309	28.9%
Santa Cruz Police surveys sent	278	25.6%
Watsonville Police surveys sent	192	17.9%
Capitola Police surveys sent	101	9.4%
Fire surveys sent	95	8.9%
AMR surveys sent	96	8.9%

The community survey form and process were developed by the Standards Team in November and December 2000. The database used for collecting the survey data was constructed in January 2001 and survey distribution began in February 2001. Surveys are mailed to a random sampling of our callers at a 5:2 ratio of E9-1-1 callers to 7-digit callers and distributed between our User Agency's communities in direct proportion to their calls for service. Survey recipients are identified two or three times each week so they can better recall their interaction with our staff while completing the survey. Returned surveys are entered into the database, a copy made for the archives and the original is forwarded to the dispatcher that spoke with that caller. After some initial anxiety about the survey process, our dispatchers quickly came to appreciate the unfiltered, first hand comments about how they were perceived from the other end of the phone.

Survey Distribution by Agency

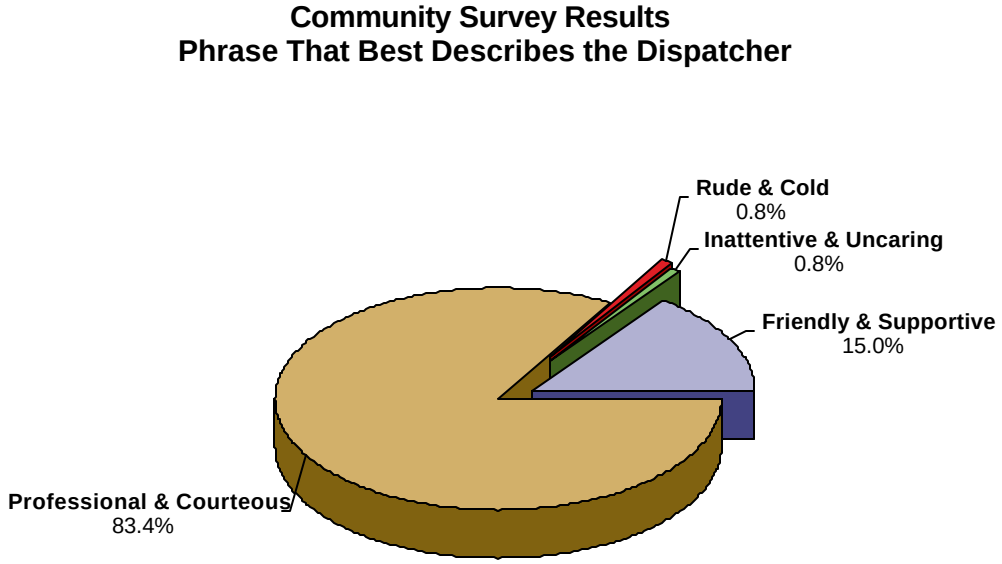


As completed surveys were received, the captured data was periodically summarized and reviewed. As exciting as this process is, it is tempting to overanalyze the preliminary responses. It is important to remember that this data is only half of the initial five hundred (500) returned surveys needed to represent a fair sampling of our workload. At five hundred (500) returns, the sampling represents 3.5% of our E9-1-1 workload; at two hundred forty-nine (249) returns, the sampling is not significant enough to base any permanent conclusions or performance goals upon. This half way mark is an excellent benchmark for reporting and to begin to look for trends, as long as more data is collected before conclusions are drawn and performance goals are set.

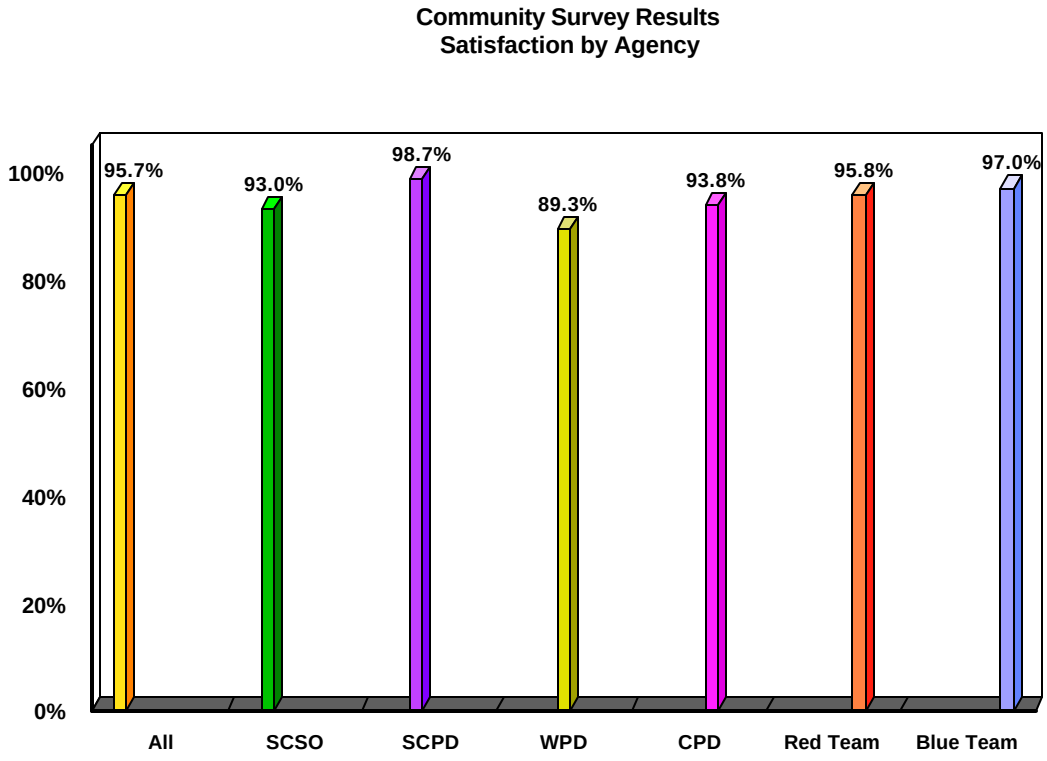
The survey questions are designed to provide three types of information: demographic, community satisfaction, and suggestions for improvement. Responses to all questions are available as Attachment 'B' on page 27.

When evaluating the agency's customer service performance, two questions are examined: #3, *From the following phrases, please select the one that best describes the dispatcher you spoke to*; and #4, *How satisfied were you in your dealings with the dispatcher?*

As illustrated by the following chart, 98.4% of respondents (242 individuals) felt our dispatchers were "professional & courteous" or "friendly & supportive". Two individuals each felt that our dispatchers had been "inattentive & uncaring" or "rude & cold". All surveys with one of the latter two responses are forwarded to an Operations Supervisor for review.



Survey question #4, "*How satisfied were you in your dealings with the dispatcher?*" is the second question examined when evaluating the agency's customer service performance. Information provided by survey question #7, "*What could we have done better?*" is used to illustrate the "unsatisfied" and "partially satisfied" responses. Reviewing the answers to these and other questions, it is clear that some respondents confuse the service provided by the dispatcher with the service provided by the first responders.



When comparing the lower satisfaction for WPD survey respondents with all others, the most significant discrepancy is the number of respondents who felt there should have been a faster field response, 15.8% (3 individuals) in Watsonville as compared to 10.3% for all respondents. At this halfway point in data gathering, this is an interesting observation and will bear watching as a more significant sampling is compiled.

When the community survey process is completed, all of the data will be summarized and presented to our User Agencies including our analysis of our customer service and our improvement plans.

✷ **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. This team develops the forms and processes necessary to gather the data used to measure the Agency's performance. Once the data is gathered, the Standards Team reviews and analyzes the data and recommends system and/or procedural changes to continually improve Agency performance. The team consists of up to eight (8) members representing the various other teams and programs already in place.

The Standards Team met seven (7) times this past year. Many of these meetings were dedicated to developing the community survey program described in the preceding pages. Also, in support of the change in focus from time based criteria to content based measurements, the Standards Team redesigned the dispatcher's monthly report to contain time and quality performance data. To support this more balanced perspective, the Quarterly Leader and Most Improved awards were adjusted to give equal weight to time *and* content, as excellent performance is fast *and* thorough. Award recipients for this fiscal year were:

2nd Quarter, 2000:	*Lori Barden,* Quarterly Leader *Don Maxcy,* Most Improved
3rd Quarter, 2000:	*Lori Barden,* Quarterly Leader *Kathy McLeod,* Most Improved
4th Quarter, 2000:	*Lori Barden,* Quarterly Leader *Marc McNeese,* Most Improved

There were no awards made for the first quarter of 2001 while the process was revised to include content-based measurements. Likewise, the quarterly reports prepared for the User Agency Subcommittees were temporarily suspended after the 3rd quarter of 2000 while the community survey program was designed and implemented. The reports will resume with the 2nd quarter of 2001 and will contain content-based measurements, as well as community survey data.

✷ **Fire/EMS Operational Policy Task Team**

The Fire/EMS 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 and EMS 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, AMR and dispatchers from SCCECC.

The Fire/EMS Ops. Policy Task Team met eight (8) times this past year. Because of the streamlining of the work flow within the Fire/EMS dispatch "pod" (see *Evaluation of our Fiscal Year 2000/2001 Goals, page 23)* the vast majority of this team's time was spent evaluating and refining the methods used to make Fire/EMS dispatching more efficient.

✷ **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 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 past year. The team's priority was focus on updating policies, some of which had not been updated since 1996. To this end, the team reviewed updated and recommended approximately seventy-five (75) revised policies.

✷ **Emergency Medical Dispatch Quality Assurance (EMD QA)**

The EMD QA Committee is comprised of line level and management representatives from Emergency Medical Services User Agencies and SCCECC. The team met five (5) times this past year. This team reviews medical calls and provides assessment support to the dispatcher. This year the team focused on the future implementation of version 11.0 of the Emergency Medical Dispatching Protocols

Training Unit: This year marked the fifth 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).

✷ **Recruiting Team**

This was the first year a formal Recruiting Team was established. The team was charged with developing strategies, marketing plans, and materials for filling Authority positions. The team also represented the Authority in public recruiting forums, such as, but not limited to, job fairs, school presentations, and review boards. The team has made recommendations for short- and long-term solutions for filling Authority dispatcher positions. Staff has already approved and implemented some short-term solutions. The long-term solution of a Dispatcher Development Program has been approved and will be implemented next fiscal year.

✷ **Dispatcher Academy**

This year noted the streamlining of our entry-level Dispatcher Academy. Total Academy hours were reduced from 320 hours in FY 99/00 to 256 hours in FY 00/01. This was a 20% reduction accomplished by the development of agency-specific, CD-based training. CD-based training was implemented with the Dispatcher Academy on October 30, 2000.

The Dispatcher Academy continues to be taught in two consecutive blocks. The first block addresses the duties of the Dispatcher Assistant. The second block addresses the duties of the Public Safety Dispatcher. 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 included emergency call handling, critical incidents, radio procedures, User agency dispatching, and officer safety. Five (5) students successfully completed the first, Dispatcher Assistant block of training and the second, Public Safety Dispatcher I block of training.

Academy instructors met eight (8) times this year to update Academy curriculum, plan continuing education classes, and develop the CD-based training material. Instructors have consistently shown their dedication by teaching primarily on their days off. This minimizes the impact on staffing and keeps additional overtime burdens for instructional purposes at a minimum.

✷ **CPT (Continued Professional Training)**

Training occurs in many ways. On-site training includes entry-level and promotional academies, such as the Dispatcher Academy, CTO course, and Instructor Development Course. Off-site training is at the dispatcher's request or they may be assigned to attend by the supervisor. These classes are typically hosted by other agencies or organizations. Continuing education classes are mandatory in-service training classes for all dispatchers. Ride alongs are time spent with User agencies.

Continuing education classes occurred twice this year. The topics this year were First Aid/CPR certification and a 'Fire Fest' in preparation for fire season.

	CPT Hours			AVG Hours Per Employee		
Type of Training	**FY 98/99**	**FY 99/00**	**FY 00/01**	**FY 98/99**	**FY 99/00**	**FY 00/01**
On-Site Training	1,892.0	1,760.0	**1,792.0**	50.5	37.4	**41.7**
Off-Site Training	339.0	262.0	**68.0**	8.9	5.6	**1.6**
Continuing Education (CE)	1,143.0	960.0	**672.0**	30.0	27.4	**15.6**
Ride Alongs	277.5	130.5	**94.0**	7.3	2.8	**2.2**
Total Training Hours	3,651.5	3,112.5	**2,626.0**	96.7	73.2	**61.1**

✷ **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 CTO's also provide in-service training to incumbent dispatchers. CTO's 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 agency now has ten (10) CTO's. 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 CTO course authored by the APCO Institute. APCO is an international public safety communications professional organization and our CTO's have received APCO's international certification.

During the past fiscal year, 21 dispatchers have been assigned to the CTO Program for a total of 6,736 hours of training. We achieved an 81% success rate with only four (4) trainees failing to successfully complete the program.

	Total Training Hrs.	Trainees	Avg. Hrs./Trainee	Success Rate
FY 98/99	4,175	15	278	83%
FY 99/00	4,734	14	338	79%
FY 00/01	**6,736**	**21**	**321**	**81%**

✷ **Resource Library**

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

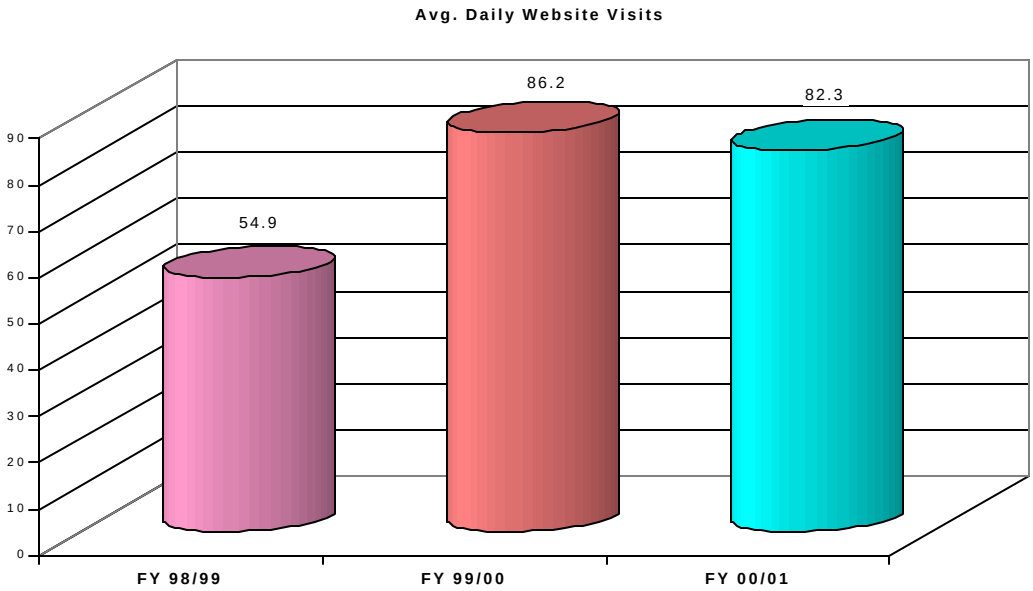
Resource	FY 98/99	FY 99/00	FY 00/01
Video Tapes	65	69	**93**
Audio Cassettes-Fire/EMD	30	61	**61**
Audio Cassettes-Law	35	34	**22**
Publications (Books/Magazines)	78	80	**111**
Reference Material (Courses/Class material)	198	198	**201**
Training Games	15	13	**16**
Total Resources	**421**	**455**	**504**

✷ **Public Education and Outreach**

Public education is a facet of the Training Unit. In FY 00/01, thirty-two (32) presentations and/or tours were conducted. Presentations were made to school and scout groups, as well as other agencies. This year, two (2) Citizen Academies for 9-1-1 were conducted.

Analysis of the activity on our web page indicates we hosted 30,059 visits this fiscal year. Of the hits received on our web page this year, 84.2% were users in the United States, 2.5% were international users, and 13.3% were unknown. The average visitor spent six (6) minutes at our web site.

	Avg. Daily Website Visits
FY 98/99	54.9
FY 99/00	86.2
FY 00/01	**82.3**

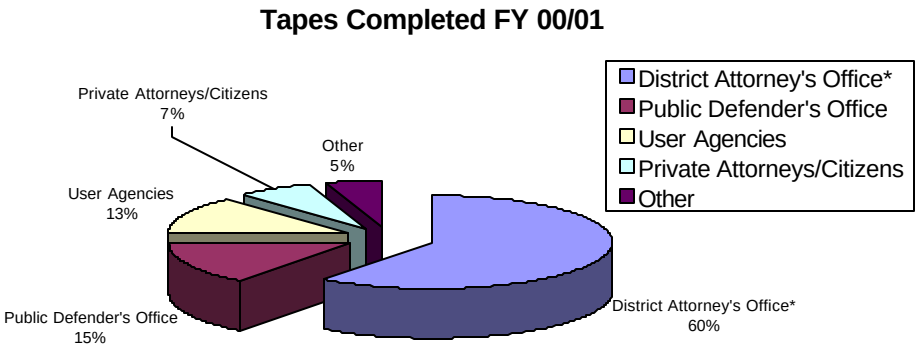


Records Unit: This Unit is responsible for processing tape requests for the Authority and the distribution of policies and procedures.

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. The Records Unit Administrative Assistant continues to perform duties associated with tape request reproduction.

AGENCY	FY 98/99	FY 99/00	FY 00/01
District Attorney's Office	178	329	**454**
Public Defender's Office	121	137	**113**
Sheriff's Office	57	36	**31**
Private Attorneys/Citizens	56	77	**54**
Santa Cruz Police	25	23	**21**
Watsonville Police	29	17	**29**
Santa Cruz Fire	8	5	**12**
Capitola Police	6	7	**3**
Other	15	12	**37**
Total Tapes Completed	495	643	**754**

From July 1, 2000 to June 30, 2001 seven hundred and fifty-four (754) tape requests were processed. The total revenue collected from the processing of those tapes was $14,443. Thirty-six (36) subpoenas were served to the Authority and six (6) 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:**

  Systems Unit staff members monitor the phone system for proper operation. Staff also adds, moves, changes, and troubleshoots features of the telephone system. The Unit also maintains reports on the number of 9-1-1 and seven-digit calls that come into the Center. Unit staff members interface with Pacific Bell regarding all telephone lines and circuits which support the 9-1-1 system, radio control, and data. The Systems Coordinator also performs the duties of County MSAG Coordinator.

  Additional upgrades of the ALI (location) portion of the 9-1-1 system were performed this year. These upgrades gave Unit staff members the ability to produce custom 9-1-1 and seven-digit ad-hoc management reports which more accurately delineate the call volumes and types received by the Center.

- **Radio/Console:**

  Systems Unit staff oversees the operation of the communications consoles, ancillary equipment, and their connections to User Agency radio systems. Unit staff also interfaces with User Agency service organizations to facilitate repairs.

- **Computer Aided Dispatch (CAD):**

  Systems Unit staff investigates problems that occur from time to time with the routine use of CAD. Unit staff interface with the CAD vendor to resolve problems, suggest enhancements, and address routine issues. Unit staff also troubleshoots system issues and performs minor maintenance on workstation hardware.

  Last year's major upgrade to the CAD system continues to be "fine-tuned" and enhanced this year. Those enhancements include additional memory capacity and a faster workstation at the Sheriff's radio position.

✷ **Geographic File (GeoFile):**

Under the direction of the Systems Coordinator Hatheway, Senior Dispatcher Melissa Walpole and Dispatcher II Don Maxcy perform GeoFile additions, correction, and modifications. This year will see the loss of both Melissa and Don from the GeoFile Team and the introduction of Senior Dispatcher Mike Krakowiak who has recently completed GeoFile Training. The Team will continue to make changes as User Agency requirements change and the County reassigns street names and address ranges.

The accuracy of the GeoFile has improved from 99.7% in July of 2000 to 99.8% in July of 2001. The ability to find a location when the address is given (rather than a common place name) is also currently at 99.8% for ambulance calls.

✷ **Performance Reporting**

The Systems Unit continues to design ad-hoc reports on an as-needed basis for our User Agencies and the Center. In addition, CAD data is now being saved in a more advanced format, which allows User Agencies to run reports by accessing the data directly across the network without having to transfer the relevant data files manually. AMR, County HSA, Watsonville PD, Capitola PD, and Aptos/La Selva Fire have all been successful in accessing the data in this more user friendly and time saving format. This new data saving system has also reduced the production time of monthly ambulance reports from four (4) hours to one-half (½) hour. This next year will see the conversion of more existing reports to the new format resulting in the ability for even more User Agencies to access relevant data for their report writing needs.

✷ **Santa Cruz Metro Records System (SCMRS)**

The Systems Unit provides management to support to Santa Cruz PD, Watsonville PD, Capitola PD, and Scotts Valley PD for their Records Management System (RMS) and the Wide Area Network that connects all four (4) participating agencies together. The Unit is responsible for database backups, equipment restarts, monitoring and optimizing the network, and performing all routine maintenance pertaining to SCMRS.

The Systems Units also troubleshoots, tracks, and reports RMS System issues to the RMS software vendor. In addition, the Unit coordinates, chairs, and facilitates meetings of the Chiefs Executive Users Committee and the Mid Management Group. When the Authority assumed responsibility for the SCMRS project there were forty-nine (49) open trouble tickets with Cyrun regarding the RMS system. Today there are only eighteen (18) open trouble tickets.

Three (3) employees have been hired in support of the SCMRS project. Scotty Douglass was the first to be hired in June of 2000 and his position as the Systems Supervisor was made official in April of 2001. Scotty is responsible for the coordination of the Systems Unit as it pertains to MDCs and the SCMRS project. Beth Ann Wann was the second to be hired in November of 2000. Her position as Senior Administrative Assistant is responsible for testing the RMS software, reporting issues/bugs to the vendor, and tracking all the Systems Unit work orders. She is also responsible for set up, configuration, troubleshooting, and replacement of pagers managed by the Authority. Beth Ann provides the full range of administrative support to the Unit including records and minutes for the user and management groups. Justin Keele was the last to be hired in May of 2001. As the Systems Unit Intern he is responsible for implementation, configuration, and troubleshooting MDC issues. Justin also assists in computer equipment replacement, installation, and configuration for the Center.

Twenty-four (24) individuals attended four (4) workshop/training classes conducted by the Systems Unit in support of the SCMRS project. The vendor provided instruction for one class on the Case Manager Module in Alliance.

✷ **Mobile Data Computer System**

The Systems Unit also oversees the MDC system for the law enforcement User Agencies. This includes installation, software configuration, and troubleshooting of MDCs and the MDC server. The Systems Unit conducted thirteen (13) MDC classes last year with a total attendance of one hundred and thirty-six (136) agency personnel.

Capitola Police officers have begun writing their own reports in the field using the new mobile reporting software and the recently installed Windows 2000. Once completed by the field units these reports can be electronically transmitted to the SCMRS system for processing. Next year will see the implementation of mobile reporting for all the SCMRS agencies. In addition, Scotts Valley will have MDCs on line as well.

Dispatch Unit: The Dispatch 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:

While dispatchers routinely handle thousands of calls for service each year, from barking dogs to murder, the actual numbers are sobering. This past year, dispatchers handled over 2,500 assaults, 3,400 domestic violence calls, 11,500 alarms, 7,200 vehicle accidents, 15,100 9-1-1 "hang-ups", 380 confirmed structure fires and thousands of medical emergencies and rescues. These numbers truly reflect the importance and the contribution of the Dispatch Unit to the community and the Users. Significant incidents within the past year that demonstrate the dispatcher's teamwork skills, dedication, and professionalism are as follows:

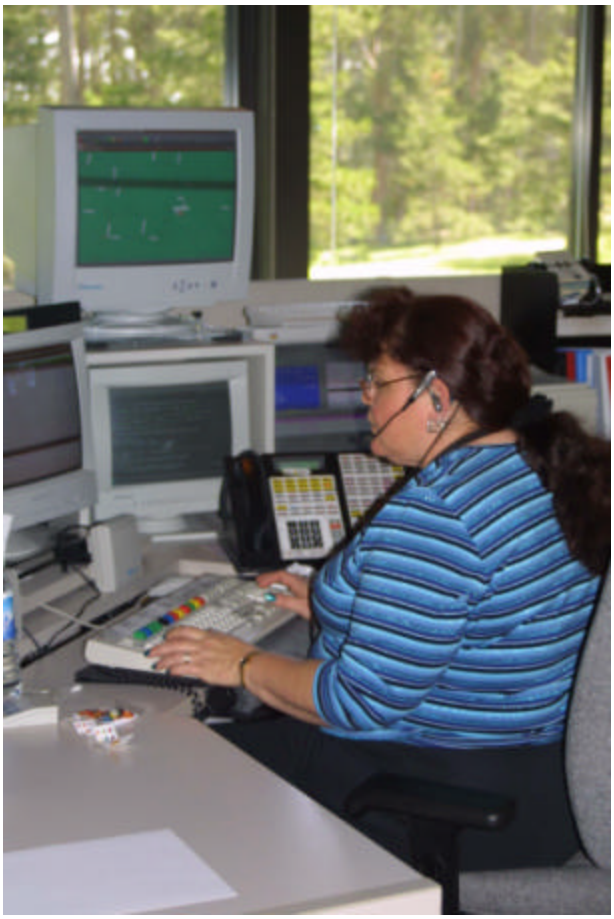
✷ **December 23, 2000**

At 7:30 in the morning, dispatchers received several calls from the public reporting heavy smoke coming from the rear of Positively Front Street restaurant. Within minutes the first Santa Cruz fire unit arrived on the scene, a third alarm was dispatched, including units from Central, Scotts Valley, Aptos/La Selva and Felton fire districts. Additionally, the Incident Commander requested that a member of Netcom's Incident Dispatch Team be dispatched to the scene. Within 15 minutes, the Incident Dispatcher arrived and assisted the Incident Commander with a variety of tasks, including resource call outs, logistical needs and scene management. Although there were no injuries, the long time local establishment suffered a total loss.

✷ **January 6, 2001**

Santa Cruz police officers responded to a report of a party causing a disturbance on Mission Street. Shortly after arriving, officers were met by hundreds of angry revelers including some armed with weapons. After an officer was injured by a bottle, emergency assistance was requested from any and all available allied units. Within minutes, units from the Sheriff's Office, the CHP, State Parks and UCSC Police Department responded from as far away as Boulder Creek and Watsonville. Eventually, officers were able to "rescue" the injured officer and restore peace.

✷ **January 12, 2001**



A distraught man called dispatchers to report that there was a shooting in progress at the Autorella Auto Paint shop on Soquel Avenue. The dispatcher speaking to the caller could actually hear the gunshots being fired while taking pertinent information on the phone. Simultaneously, another dispatcher broadcast the high priority call to Sheriff's units who arrived within one minute of the caller's plea for help. The deputy who arrived first discovered a man down and an employee struggling with the suspect, who was still armed with a handgun. After a brief struggle, the suspect was taken into custody. Unfortunately, the victim died of his injuries. The heroic deputy was later publicly commended for his brave apprehension of the suspect.

✷ **March 15, 2001**

A terminally ill (and suicidal) man called the Center to say that he was bleeding to death but didn't want any assistance, and in fact, refused to provide his location. The dispatcher who received the call quickly established a rapport with the man and, after gaining his trust and confidence, creatively used information that he had provided to secure a home address. With that address, emergency crews were dispatched to his home where, after a long standoff with police (including an exchange of gunfire), he was taken into custody and medically treated. During a subsequent investigation of the incident, the District Attorney's Office praised the dispatcher's handling of the call, which may have saved the caller's life.

✷ **April 24, 2001**

After a shooting on Uhden Street in Santa Cruz, on-scene officers immediately broadcast a suspect vehicle description and requested the activation of Project ROPE (Roadblock Observation Plan of Enforcement). After allied agencies heard the ROPE broadcast, a Watsonville unit spotted the suspect vehicle southbound on Highway 1 (the officer was northbound enroute to the jail with a prisoner); a Sheriff's Deputy positioned himself behind the

vehicle and affected a felony car stop with CHP officers. Ultimately, the suspects were taken into custody on Salinas Road within minutes of the shooting.

An armed rape, which occurred in March (in Santa Cruz), resulted in the immediate arrest of the suspect by Capitola officers after participating in ROPE.

These two incidents demonstrate the teamwork and effectiveness of ROPE, especially when initiated and broadcast by a consolidated center. ROPE is rapidly becoming an effective tool in locating suspects after a serious crime. It is being initiated more often and with impressive results, in part because the information and descriptions can be broadcast from a consolidated center to all law enforcement agencies in the county simultaneously, saving precious minutes.

✷ **June 13, 2001**

During the graveyard shift, a driver crashed his vehicle into a power pole and went over an embankment on Market Street in Santa Cruz, critically injuring his passenger. Leaving the passenger trapped and injured, the driver fled the scene on foot and ended up on Highway 17 near the Pasatiempo exit. While several officers were searching for the suspect, a Netcom dispatcher had ended her shift and was enroute home to San Jose when she spotted the bloodied suspect along side the highway. She used her cell phone to report the sighting and the CHP arrested the driver moments later. He was ultimately charged with felony drunk driving and hit and run.

VI. DISPATCHER OF THE YEAR

1997 – Anna Kiff

1998 – Scotty Douglass

1999 – Ben Saunders

2000 – Lori Barden

2001 – Zan Mendonca

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

Zan was hired in April 1999 as one of our first Dispatcher Assistants. Her first two years focused on handling the non-emergency calls for service. This year has seen a change in that the Dispatcher Assistant II position is answering 9-1-1 emergency calls for service and backing up radio dispatchers. Zan continues to blaze new trails in this position.

VII. EVALUATION OF OUR FISCAL YEAR 2000/2001 GOALS

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.

ACCOMPLISHED - Over 1,000 citizen users of 9-1-1 were randomly selected throughout the year to receive a customer satisfaction survey form. The results of our efforts in this regard are published on pages 7 thru 10 of this Annual Report. Overall, staff is very pleased with the return rate (23.3%) and the degree in which our citizen users are satisfied both with our service (95.7% satisfied) and their interaction with our dispatch staff members (98% positive).

Improve our law enforcement call taking and CAD documentation skills.

ACCOMPLISHED - While continuing staffing shortages prevented us from increasing classroom training hours during Fiscal Year 2000/01, it did not detract from our ability to make significant improvements in the area of law enforcement call taking and CAD documentation skills. Over the course of the year, each dispatcher (on average) received written feedback from their supervisor regarding their handling of approximately thirty (30) randomly selected law enforcement call taking events (in total, over 1,000 call taking events were reviewed). These reviews may include 1) specific coaching suggestions for improvement, 2) reinforcement of excellent performance, and/or 3) an overall score based upon published call taking standards. The scores attained by each dispatcher are then included within their monthly Quality Improvement feedback report, which has resulted a more meaningful and balanced reflection of their overall performance (which now includes both a speed and an accuracy measurement) and has allowed each dispatcher to monitor their own performance. This targeted improvement program began in August 2000 with average scores of 92%, and in ten (10) months, a 3% improvement in the average score per dispatcher has resulted.

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

ACCOMPLISHED - In August 2000, a Task Team comprised of EMS Users, Fire Users, and Dispatchers (the Fire EMS Reconfiguration Group, or FERG) convened to study this issue. In December, the Users Subcommittee approved the Group's recommendation to streamline the dispatch work flow in the "pod" by 1) consolidating initial event dispatching to one radio frequency, 2) reducing the number of primary frequencies, 3) assigning and staffing a Command Net for developing events, and 4) isolating phone and back-up functions from primary dispatch duties. A test period began in February 2001 and will continue through the summer of 2001, after which permanent changes will be implemented.

Respond to the industry-wide 9-1-1 dispatcher staffing crisis by developing 1) recruitment and retention plans 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.

PARTIALLY ACCOMPLISHED AND RESTATED FOR FY 2001/02 - Over the first four (4) years of operations, our overall turn-over rate had remained consistent at an annual average of ten (10) dispatchers per year (or 22.7%), of which an average of 1.3 dispatchers were certified as cross-trained (hence, more senior). In FY 1999/00, we were alarmed to note that while our turn rate continued at ten (10) dispatchers for the year, six (6) of those who left employment were certified as cross-trained (which has made replacement extraordinarily difficult). During FY 2000/01, significant efforts were made to replace, train, and retain staff including your Boards approval and funding of a comprehensive plan (which among other things) included: 1) doubling the number annual of entry level recruitments and academies, 2) expanding our Job Share Program, and 3) creating a new class of Dispatcher Assistant. Furthermore, staff doubled their efforts in the area of public education by increasing the number of Citizen Academies, public presentations, and Job Fair recruiting trips. In spite of a thorough implementation, these plans and other efforts did not result in maintaining staffing levels at our budgeted level (which reached 32 FTE qualified dispatchers entering the summer of 2001). Furthermore, our annual turn over rate increased to thirteen (13) dispatchers (however, none of those who left employment were certified as cross trained, we were at least successful in retaining our more senior staff members).

Provide system administration, technical maintenance, and management oversight for the SCMRS with a high degree of customer satisfaction

ACCOMPLISHED – Our Systems Unit assumed this responsibility at the beginning of the fiscal year, and at a time in which the new Records system was approximately 50% installed. At the time of transition, there were forty-nine (49) Open Trouble Tickets and five hundred and nine (509) Open Word Orders on file with the Vendor. By the end of the fiscal year, Staff had reduced Open Trouble Tickets to eighteen (18) and had closed/completed four hundred and eleven (411) Open Work Orders (an 81% closure rate). In addition to the progress made toward total implementation of the new Records system, Staff also successfully expanded the SCMRS Mobile Data Computer (MDC) System to all city patrol vehicles. Furthermore, the Police Chiefs serving on the Executive Group rated the overall service provided as "highly satisfactory" and each City has executed an independent three (3) year agreement with SCCECC to continue this service.

Increase training opportunities for our User Agency personnel.

ACCOMPLISHED - Our Training Supervisor and/or Instructors hosted fourteen (14) formal classes on various aspects of operational and technical public safety communications topics for our local User Agencies. Our Support Services and System Unit staff members continued to provide individual training to key User personnel on such topics as Fire CAD Configuration and Management Reporting. A Law Enforcement CAD Users Handbook was also produced, published, and distributed for use in every Agency's Patrol vehicle.

VIII. OUR GOALS FOR FISCAL YEAR 2001/2002

- ***Obtain accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) through application, self-assessment, independent audit, and formal CALEA Board review.***

- ***Continue to provide high quality system administration, technical maintenance, and management oversight for the Santa Cruz Metropolitan Records System Management Program, to include:***

  - Complete installation of Mobile Data Computers (MDC) in each patrol vehicle

  - Implementation of mobile report writing functionality in each patrol vehicle

  - Improving MDC radio network coverage and reliability in the South County

- ***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 address staffing levels falling lower than 34 qualified dispatchers as follows:***

  - Increase the number annual Academies and the number of trainees per academy

  - Successfully implement at *Dispatcher Development Program* (ROP)

  - Establish a Recruiting Team of journey level dispatchers

  - Implement a continuous candidate assessment process to include a formalize a peer review selection element

  - Continue to seek new and creative ways to staff and/or organize dispatch tasks

- ***Successfully implement Emergency Medical Dispatch (EMD) Version 11 protocols to ensure a level of compliance at least equal to the Agency's current Version 10 compliance level within six (6) months of start-up.***

- ***Capitalize upon staff development of emerging technology by 1) expanding the capability of Users to prepare their own customized Management Information (MIS) Reports, 2) expanding the IntraNet to include searchable data base(s) to provide on-line access to resources and reference materials, and 3) optimize our existing 9-1-1, Computer-Aided-Dispatch, and Tactical Mapping Systems in anticipation of plotting the location of wireless 911 callers ("Phase II cellular").***

ATTACHMENT ‘A’

ATTACHMENT 'B'

Community Survey Responses by Questions

1. When you called, what type of phone did you use?			
	a. Regular phone	129	96.3%
	b. Cellular phone	5	3.7%
2. When you called, how did you reach us?			
	a. 9-1-1	211	84.7%
	b. Phone book listing	27	10.8%
	c. Transferred from another Department	5	2.0%
	d. Other	6	2.4%
3. From the following phrases, select the one that best describes the dispatcher you spoke to.			
	a. Professional and courteous	205	83.3%
	b. Friendly and supportive	37	15.0%
	c. Inattentive and uncaring	2	0.8%
	d. Rude and cold	2	0.8%
4. How satisfied were you in your dealings with the dispatcher?			
	a. Very satisfied	170	68.8%
	b. Satisfied	67	27.1%
	c. Partially satisfied	8	3.2%
	d. Unsatisfied	2	0.8%
5. What was your relationship to the incident you were calling about?			
	a. Witness	68	28.2%
	b. Involved party	43	17.8%
	c. Victim	56	23.2%
	d. Other	74	30.7%
6. What part of our dispatch service did you appreciate the most?			
	The dispatcher	85	42.5%
	The field response	69	34.5%
	Calling one number	16	8.0%
	The officers/field personnel	12	6.0%
	Fast dispatch	8	4.0%
	All of it	4	2.0%
	Nothing	3	1.5%
	EMD	2	1.0%
	E9-1-1 call back	1	0.5%

7. What could the dispatcher have done better?

Nothing	110	63.2%
Faster field response	18	10.3%
Better follow up by officers/field	10	5.8%
Been better informed	9	5.2%
Keep doing more of the same	9	5.17%
Less time on the phone	6	3.5%
Been more supportive	5	2.9%
Explained the next step	2	1.2%
Field should contact RP	1	0.6%
Sent help to right location	1	0.6%
Traced my cell phone call	1	0.6%
Officers should have been nicer	1	0.6%
Call went to CHP first	1	0.6%