SANTA CRUZ CONSOLIDATED
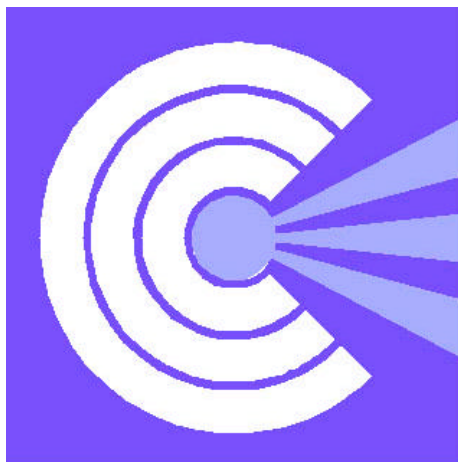
EMERGENCY COMMUNICATIONS CENTER

ANNUAL REPORT

FISCAL YEAR 2002/2003

Submitted July 24, 2003

Prepared By:

Michael J. McDougall, General Manager
Lisa M. Sullivan, Support Services Manager
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Lola Crain, Administrative Supervisor
Scotty Douglass, Systems Supervisor
Kevin Fink, Operations Supervisor
Dennis Kidd, Operations Supervisor
Rosanna McKinney, Training Supervisor
Alicia Bonnette, Senior Administrative Assistant
Melanie Sherwood, Dispatch Staff Representative

Photographs By:

Alicia Bonnette, Rosanna McKinney, and Ralph Wilcox

Board of Directors

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

SCCECC Management Team

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

Administrative Assistants

Anne Miller and Beth Ann Wann

SCCECC Dispatch Staff

Senior Dispatchers

Suzanne Daley, Dee Kenville, Michael Krakowiak, Gregory Marr,
Anita Miller, Teresa Minogue, Benjamin Saunders, David Sumner, and Ralph Wilcox

Dispatchers

Marsha Ayers, Jodi Boles, Hilary Brighton, William Burnett, Valerie Conner,
Graham Dittman, Shari Driscoll, Kristine Ebersole, Hannah Forbus, Wesley Grant,
Adrienne Heebner, Daniel Hendrix, Abigail Hernandez, Jo Irving, Anna Kiff,
Claudia Leon, Catherine McAllister, Charles Minuti, Nicola Nelson, Margaret Parker,
Marisa Petersen, Jim Phillips, Rosa Puga, Jim Rock, Cheryl Selden,
Melanie Sherwood, Beth Vogl, and Kate West

Dispatcher Assistants

Karen Clark, Todd Dale, Laura Kirkpatrick, and Kevin Melrose

Extra Help Employees

Elizabeth Baxter, Justin Keele, Kathryn McLeod, Melissa Walpole, and Jill Wowak
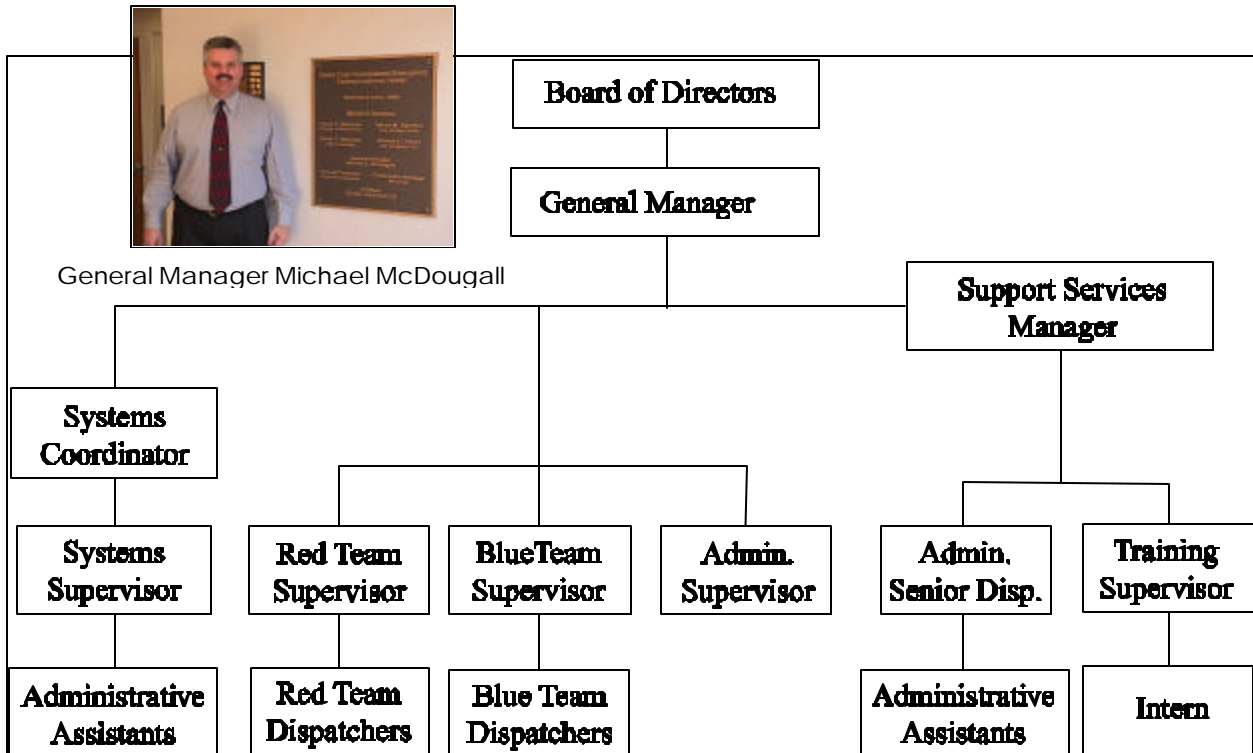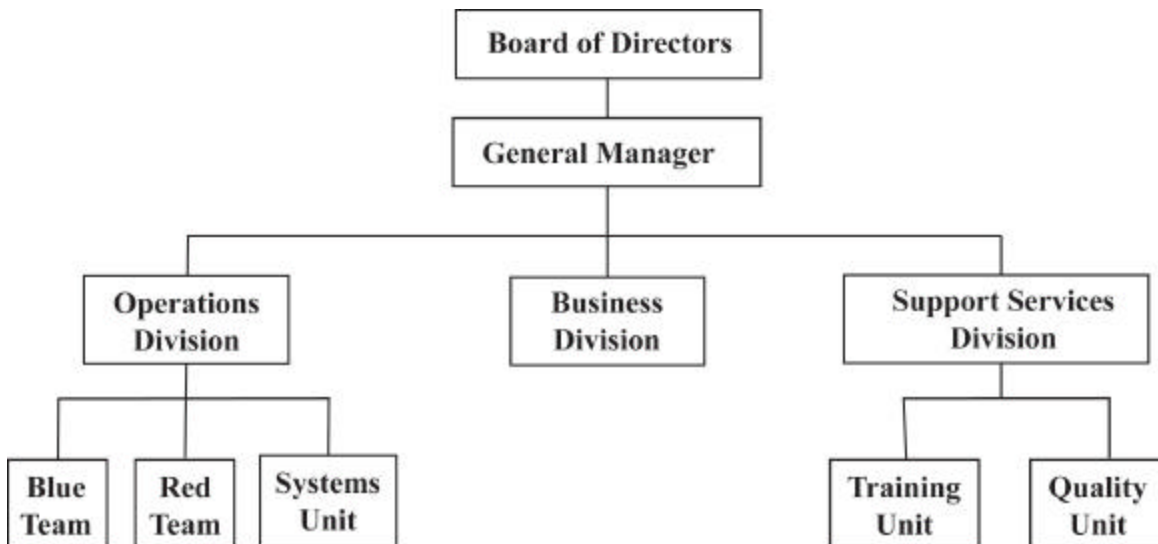
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MISSION STATEMENT

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.

I. ORGANIZATION

ORGANIZATIONAL REPORTING STRUCTURE

General Manager Michael McDougall

Board of Directors

General Manager

Support Services Manager

Systems Coordinator

| Systems Supervisor | Red Team Supervisor | BlueTeam Supervisor | Admin. Supervisor | Admin. Senior Disp. | Training Supervisor |

| Administrative Assistants | Red Team Dispatchers | Blue Team Dispatchers | | Administrative Assistants | Intern |

ORGANIZATIONAL PROGRAM STRUCTURE

Board of Directors

General Manager

| Operations Division | Business Division | Support Services Division |

| Blue Team | Red Team | Systems Unit | | Training Unit | Quality Unit |

II.   WORKLOAD AND CALL VOLUME STATISTICS

FISCAL YEAR 2002/2003

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

Calls for Service (CFS) Handled and Processed

FY 00/01	FY 01/02	FY 02/03	AGENCY	% Annual Change
75,017	74,228	**76,649**	SCSO	3.26%
68,105	72,771	**76,069**	SCPD	4.53%
55,659	57,183	**55,985**	WPD	-2.10%
21,071	19,580	**18,697**	CPD	-4.51%
18,066	19,022	**19,169**	County Wide Fire*	0.77%
14,037	14,975	**15,159**	AMR	1.23%
3,139	3,468	**3,694**	Other**	6.52%
255,094	**261,227**	**265,422**	**TOTAL CALLS FOR SERVICE**	**1.61%**

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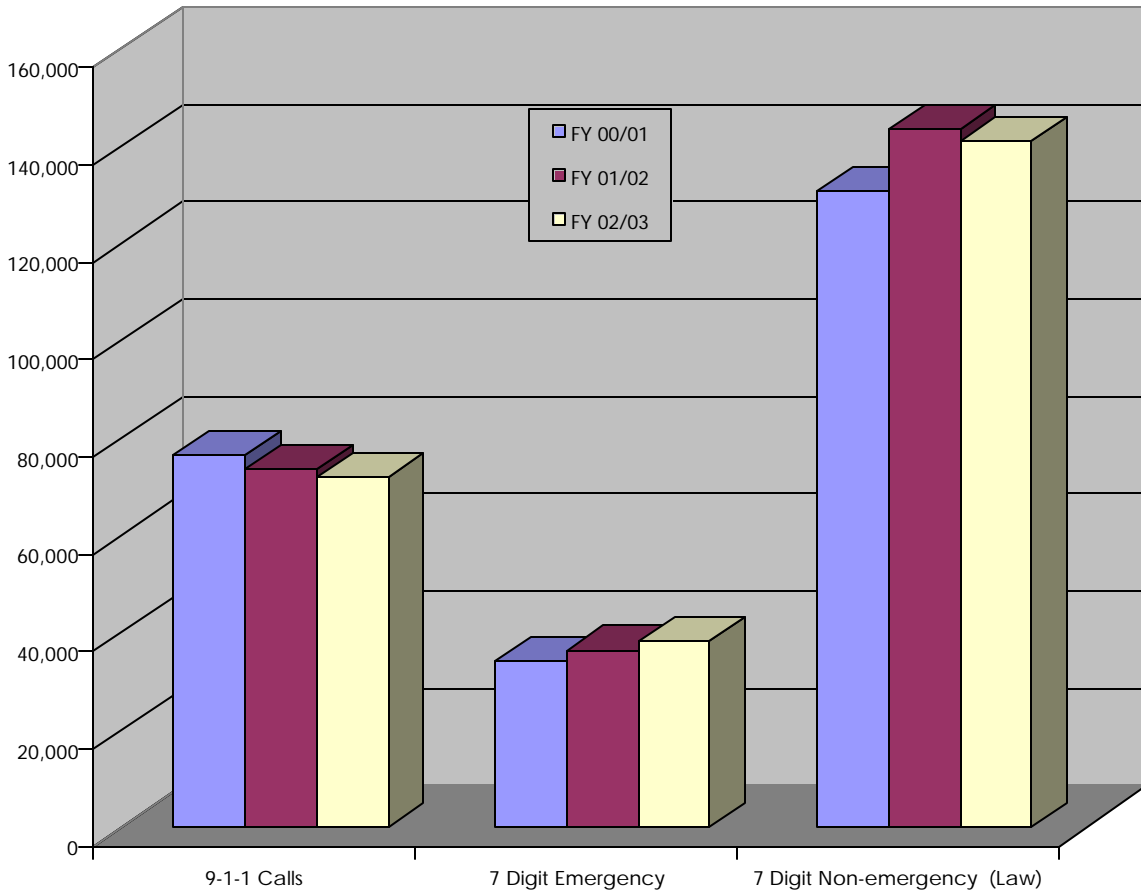 ** Combination of Animal Services and NetCom incidents

Agency Comparison
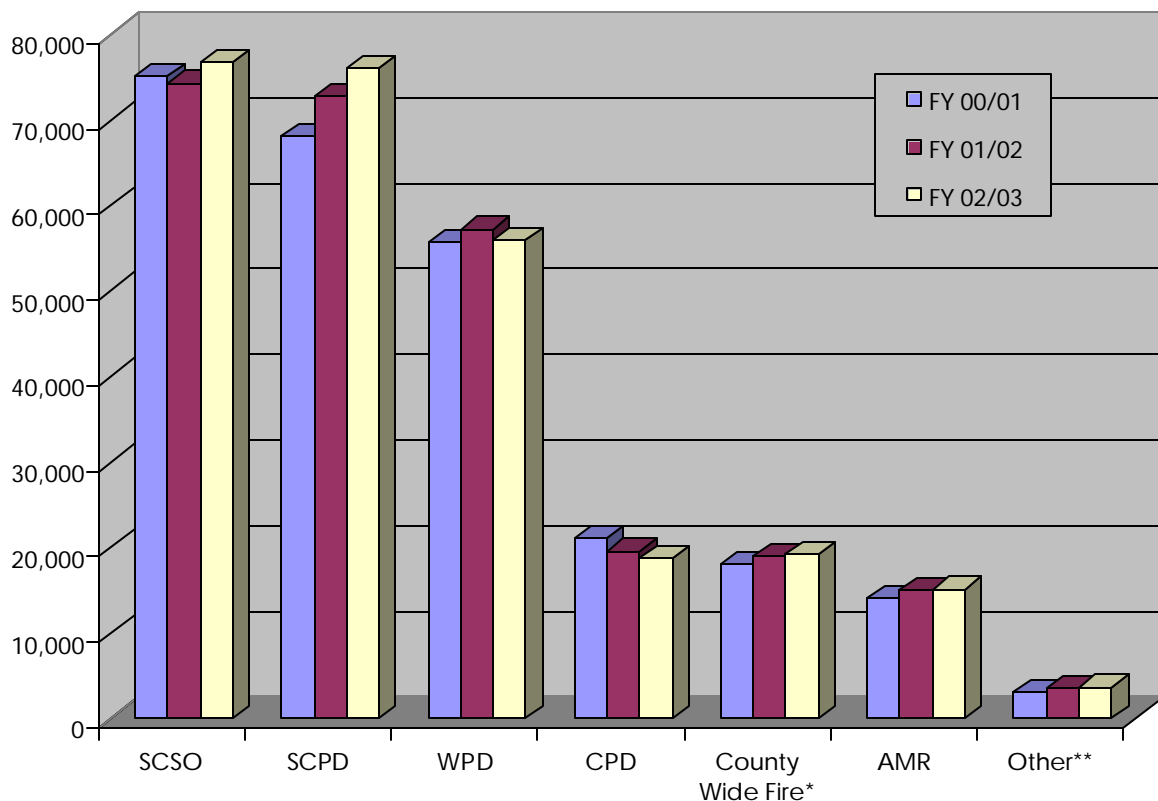
Incoming Telephone Calls Handled and Processed

Year	9-1-1 Calls	7 Digit Emergency	7 Digit Non-emergency (Law)	Total 7-Digit Calls	Total
00/01	76,731	34,342	130,989	398,836	475,567
01/02	73,891	36,497	143,689	423,962	497,853
02/03	**72,138**	**38,289**	**141,202**	**413,039**	**485,177**

Calls for Service Origin Comparison

Ratio of 7-Digit Emergency Calls to 9-1-1 Calls Handled

FY 02/03 Emergency Call Ratio
- 911 Calls 72,138
- Emergency 7-Digit 38,289

35%

65%
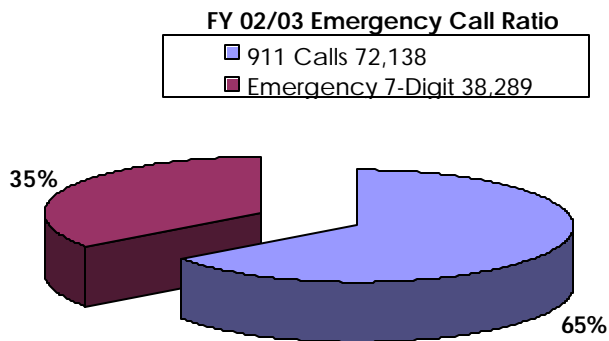
III.   BUSINESS DIVISION

The Business Division manages and supports the Authority's administration by handling the day-to-day activities associated with a dynamic organization.   Personnel assigned to the Business Division include the General Manager (.25 FTE), Administrative Supervisor (.25 FTE), Senior Administrative Assistant, and Administrative Assistant (.25 FTE).

Administrative Assistants Alicia and Anne

Purchasing

The Authority issues and tracks its own purchase orders. In our seventh year of operation the Authority issued sixty-eight (68) 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:

- Generator preventive maintenance, inspection, and servicing
- Custodial services
- Landscape maintenance
- HVAC repair and maintenance
- UPS maintenance
- Logging recorder maintenance and repair
- Printer maintenance and repair
- CAD
- Tandem software and hardware
- Fire alarm and security camera maintenance and repair
- Fire Red and Yellow maintenance
- Radio maintenance

Personnel

In FY 2002/2003 the Authority conducted eight (8) recruitments. Those recruitments resulted in the hiring of twelve (12) Dispatcher I's, four (4) Dispatcher II's, and one (1) Intern. Those recruitments also resulted in the internal promotion of one (1) Dispatcher II to Senior Dispatcher. 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 web site at **www.sccecc.org**.

Newest Senior Dispatcher, Dee

Payroll

Authority payroll is based on a fourteen (14) day reporting period for fifty-six (56) employees in seven (7) different benefit statuses. Administrative staff collect, verify, and process time cards every two (2) weeks. Time cards are submitted to and paychecks are issued by the Santa Cruz County Auditor/Controller's Office. Their Payroll Division then charges the Authority an annual service fee for services which include: payments to PERS for retirement benefits, state and federal tax withholdings, payments for Medicare taxes and unemployment insurance. Authority 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 prepare routine invoices and deposits revenue into appropriate sub object accounts identified in the Operating and Capital Budgets. The audit for Fiscal Year 2001/2002 was performed by the County Auditor/Controller's Office and presented to the Board of Directors on May 22, 2003. 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. It is then approved by the Board of Directors in May of each year. The Operating Budget for Fiscal Year 2003/2004 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
1999/00	$3,987,631	1.98%
2000/01	$4,277,057	7.20%
2001/02	$4,439,779	3.80%
2002/03	$4,571,975	2.90%
2003/04	$4,766,302	4.20%

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. The SCCECC Fiscal Year 2002/2003 Capital Budget funded several purchases, some of which were:

- ✍ A training simulator with a "live" practice module and a program that is specifically designed to address and improve multi-tasking, listening, and other key dispatch skills.
- ✍ An upgrade to the Alternate Site CAD workstations that fully automated the Alternate Site so that it is capable of providing full CAD services during activation periods.
- ✍ The purchase of wireless headsets that provide ease of maneuverability for the dispatchers and increased clarity of radio transmission quality through the elimination of "white noise" associated with hard-wired console jacks.

The Fiscal Year 2003/2004 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 fourteen (14) sub object categories that encompass all the expenditures of supplying and executing the SCMRS Agreement. Revenue from Users is collected to offset the entire budget each year. Employees in the Systems Unit continue to submit separate time cards to show the allocation of their time in the two (2) different budget indexes.

The SCMRS Fiscal Year 2002/2003 Capital Budget funded several purchases, some of which were:

- A mobile data computer workstation similar to those mounted in patrol vehicles (but mounted in the Authority's server rack) to provide a continuous data feed which allows Systems Unit staff the ability to trouble shoot MDC issues without taking a vehicle out of service.
- Network server upgrades for all seven (7) Alliance RMS servers that provided additional hard drive space to ninety-six (96) gigabytes and one (1) gigabyte of memory.
- An upgrade to the Santa Cruz and Capitola Police MDC units and base station to 19.2K that increased speed and performance.

Safety

The Authority had another safe year with no accidents and only one (1) Worker's Compensation claim. The Safety Committee met five (5) times in Fiscal Year 2002/2003 and discussed a myriad of topics. The members also analyzed the number of sick leave events to help further mitigate sick leave usage. A chair survey by the dispatchers resulted in the purchase of ergonomic chairs that suit a diversity of shapes and sizes. Some of the highlights in the area of safety this year were:

- Attendance by the General Manager at the annual SDRMA Conference
- Completion of the annual fire extinguisher service
- Modification of the Time Off Request Form to aide in the collection of wellness data
- Fire mitigation efforts that thinned surrounding eucalyptus trees and trimmed native grasses
- Wellness incentive awards for two (2) dispatchers with perfect attendance
- A wellness policy update approved by the Board of Directors that allows for the reimbursement of prescription medication for smoking cessation in conjunction with the second annual smoking cessation campaign
- The second annual flu campaign which included on site flu shots

The Authority also received fifteen (15) out of seventeen (17) credit incentive points from SDRMA in the Fiscal Year 2002/2003 program year. This will result in a credit/refund of $3,440 to reduce the cost of the property and general liability insurance in Fiscal Year 2003/2004. The Authority was trained in May on the use of an automatic external defibrillator (AED), which was purchased and installed in the Center in January 2003 (see story on Page 19).

Records

The Business Division is also responsible for processing tape requests and CAD reports for the Authority. The Division also distributes new and revised policy and procedure.

The majority of the records work performed remains routine in nature. Authority staff continues to reproduce random tape samples for the Standards Team, and perform duties associated with tape request reproduction.

From July 1, 2002 to June 30, 2003 five hundred and fifty-three (553) tape requests were processed. Fifty-seven (57) subpoenas were served to the Authority and the Custodian of Records made six (6) court appearances in support of reproduced tapes.

The Authority experienced a loss of revenue for tape reproduction services in Fiscal Year 2002/2003 due to changes in policy mandated by the User Agencies. The General Manager has worked with the District Attorney's Office to develop a base fee for tape reproduction that should renew that revenue source in Fiscal Year 2003/2004.

Tapes Completed in FY 2002/2003

AGENCY	FY 00/01	FY 01/02	FY 02/03
District Attorney's Office	454	293	430
Public Defender's Office	113	100	14
Sheriff's Office	31	33	34
Private Attorneys/Citizens	54	70	8
Santa Cruz Police	21	23	34
Watsonville Police	29	27	10
Santa Cruz Fire	12	16	4
Capitola Police	3	15	13
Other	37	25	6
Total Tapes Completed	**754**	**602**	**553**
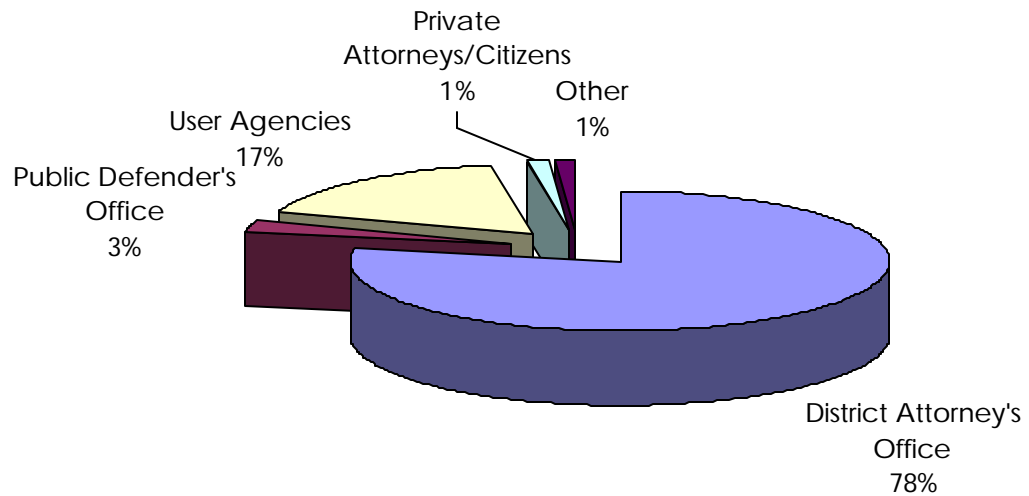
IV.   SUPPORT SERVICES DIVISION

The Support Services Division includes the Quality and Training Units. Personnel assigned to the Support Services Division include the Support Services Manager, Training Supervisor, an Administrative Senior, and a part-time Administrative Assistant (.25 FTE).

Quality Unit

The Quality Unit is responsible for assessing the quality of the Agency's performance; facilitating analysis of the quality data to identify equipment, procedural and/or training needs; and for facilitating policy and procedure development, approval and implementation. Beginning in December 2001 the Quality Unit also assumed responsibility for the Authority's accreditation effort.

Training Supervisor Rosanna, Administrative Assistant Anne, Support Services Manager Lisa, and Administrative Senior Terri

The Standards Team has primary responsibility for carrying out the functions of the Quality Unit. The Standards Team is composed of dispatchers representing a variety of operational functions such as day-to-day dispatching, emergency medical call taking, training, and large event coordination. The Standards Team members are: Anita Miller, Terri Minogue, Ralph Wilcox, and Jim Rock.

Last fiscal year, the Standards Team completed the customer satisfaction survey program. 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 was available in English and Spanish language versions. Upon completion of the survey program, we received five hundred forty-three (543) completed surveys and 96.7% of the respondents felt our dispatchers were "professional & courteous" or "friendly & supportive". Detailed results of the customer satisfaction survey program were published in the Fiscal Year 2001/2002 Annual Report. The customer satisfaction survey program will be repeated in Fiscal Year 2004/2005.

Having completed the customer satisfaction surveys, the Standards Team resumed measuring the time based criteria contained within the Standards of Excellence quality improvement program. The performance criteria are cooperatively developed with the User Agencies and performance measurements based upon that criteria are taken monthly. The monthly performance data is first provided to the individual dispatchers and then analyzed to identify areas with improvement potential.

Performance Measurements

The dispatch process is measured in two parts: 1) time spent on the phone determining the appropriate response, and 2) elapsed time to dispatch after response has been determined. The performance criteria for time spent on the phone varies depending upon the general category of the call. Certain types of calls require different information be obtained in order to determine the appropriate response. If more information is needed to determine the response, more time is needed on the phone.
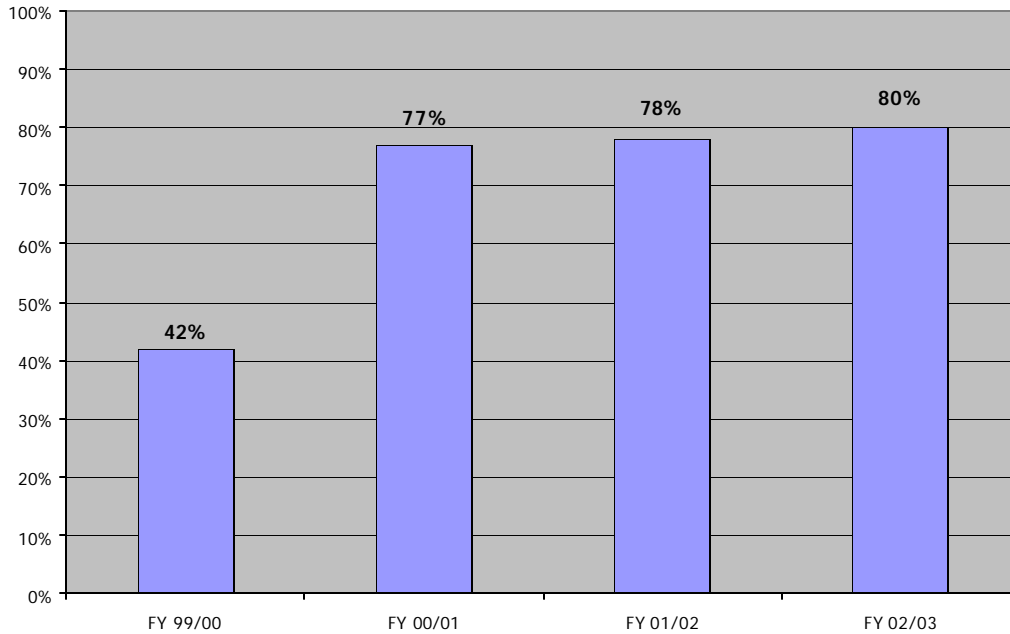
It is the goal of the Santa Cruz Consolidated Emergency Communications Center to **complete the call taking process for 90% of the highest priority medical emergencies (ECHO level), received on E9-1-1, within 60 seconds**. The ability to identify the highest priority medical emergencies is a recent addition to the emergency medical dispatch system.
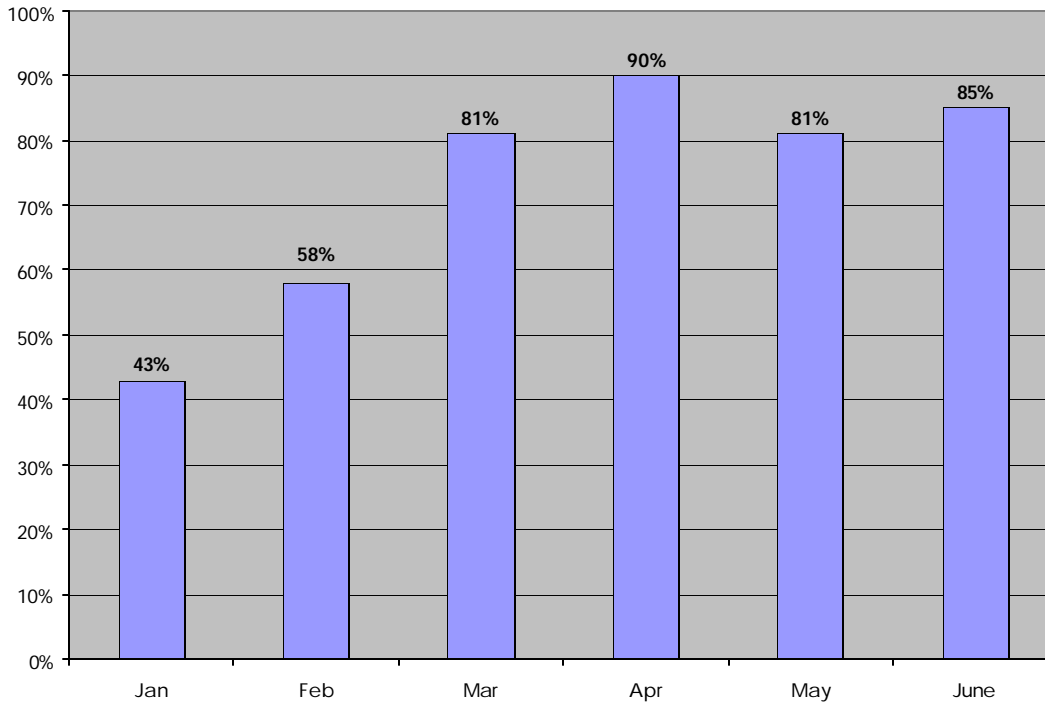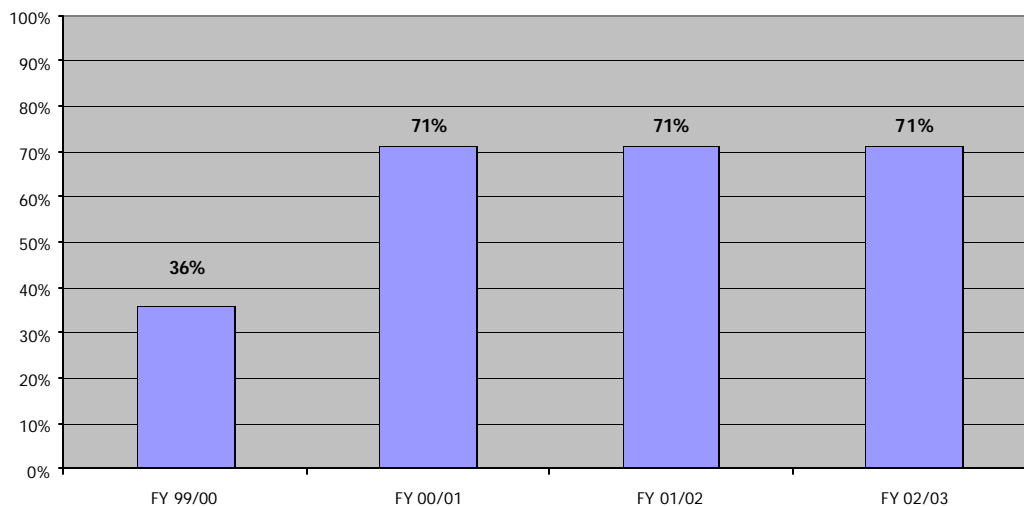

It is the goal of the Santa Cruz Consolidated Emergency Communications Center to **complete the call taking process for 90% of emergent medical emergencies (CHARLIE and DELTA levels), received on E9-1-1, within 90 seconds**. It is important to know that the call taking time for any medical emergency does not delay the fire and ambulance response. Using a technique called "pre-alerting", fire and ambulance responders are informed of the incoming emergency and its general location so the response can begin *while the dispatcher is on the phone with the caller.* At the same time the Agency has decreased the amount of time taken to process these calls, the quality of the call taking process has also improved as demonstrated by the upper chart on Page 11.
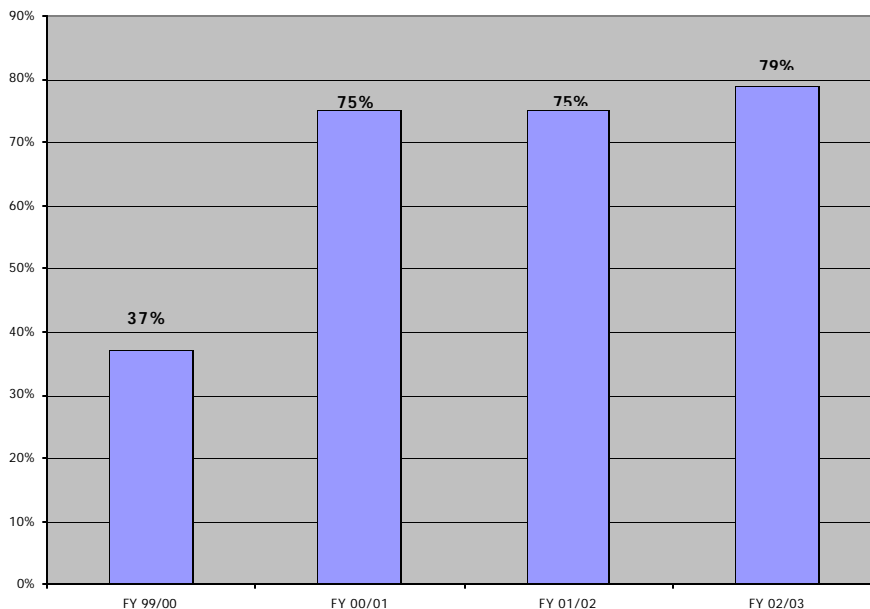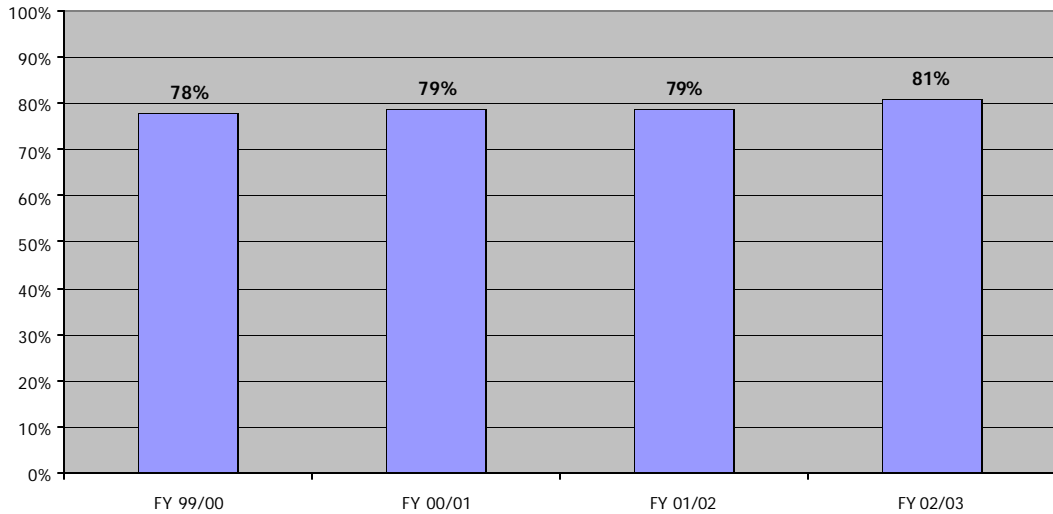
It is the goal of the Santa Cruz Consolidated Emergency Communications Center to **complete the call taking process for 90% of non-emergent medical emergencies (ALPHA and BRAVO levels), received on E9-1-1, within 120 seconds**. As with the emergent calls, responders begin their response while the dispatcher is on the phone with the caller. As the Agency has continued to decrease the time taken to process these calls, the quality of the call taking process has improved as demonstrated by the lower chart on Page 11.

It is the goal of the Santa Cruz Consolidated Emergency Communications Center to **complete the call taking process for 90% of all first priority fire emergency calls, received on E9-1-1, within 60 seconds**. These calls are the most infrequent calls received by the Agency. They represent approximately 6% of all calls received. The infrequency of these calls makes performance measurements extra sensitive.   It is worth noting that with the compliance percentage stable at 71%, these calls are handled, on average, within fifty-three (53) seconds. It can be inferred that the 19% of calls that do not meet the performance goal are barely over the 60-second mark.

The Santa Cruz Consolidated Emergency Communications Center uses a highly structured system for triaging emergency medical calls. This system helps the dispatcher to recognize the highest priority medical calls as quickly as possible. After a response is dispatched, the system also provides appropriate care instructions, which are relayed by the dispatcher to the caller. To determine how well the Agency is using this system, a random selection of emergency medical calls is selected for quality assurance review. It is the Agency's goal to **achieve an average compliance of 92.5% to these medical dispatch protocols**. In the upcoming year, the Agency will implement the computerized version of this system, which should result in a significant improvement in compliance.
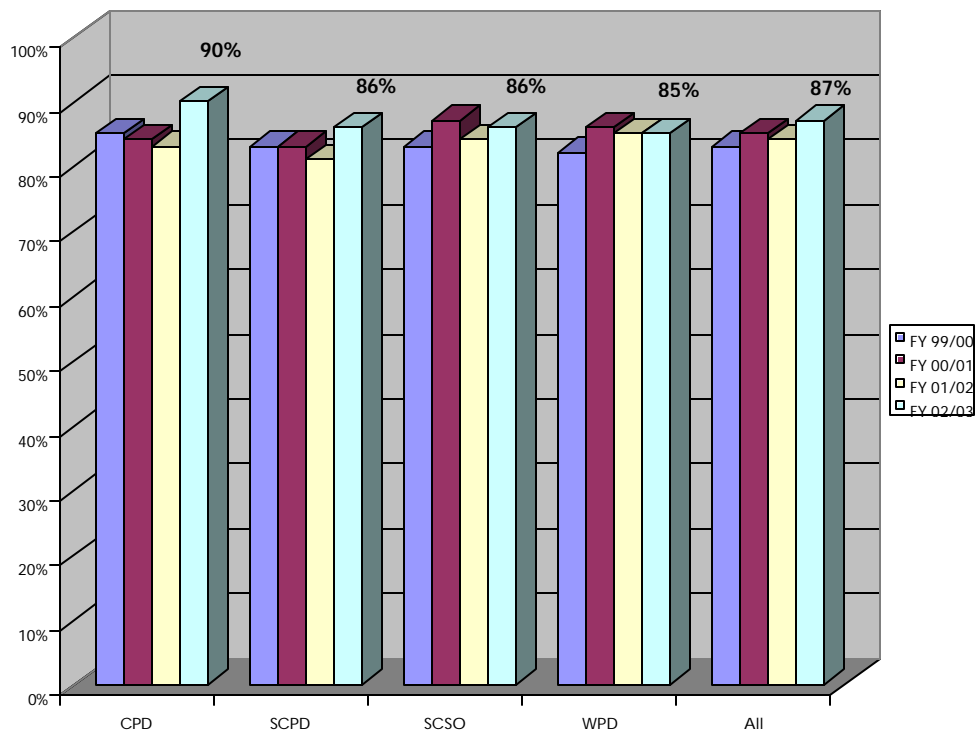

It is the goal of the Santa Cruz Consolidated Emergency Communications Center to **complete the call taking process for 90% of all first priority, E9-1-1 law enforcement calls for service within 90 seconds**.

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It is the goal of the Santa Cruz Consolidated Emergency Communications Center to **dispatch 90% of all first priority, E9-1-1 calls for service within 30 seconds**. The dispatch process for fire and ambulance is highly automated and time stamps are generated by the computer aided dispatch (CAD) system. Because of operational differences, the law enforcement dispatch process is less automated. The moment when the time stamp should be generated for dispatch of law enforcement units is defined by procedure but manually generated by the dispatcher. It is reasonable to infer that the voice dispatch of law enforcement units is completed within 30 seconds more frequently than 79%. The average time to complete a law enforcement dispatch is 23 seconds which affirms this interpretation.
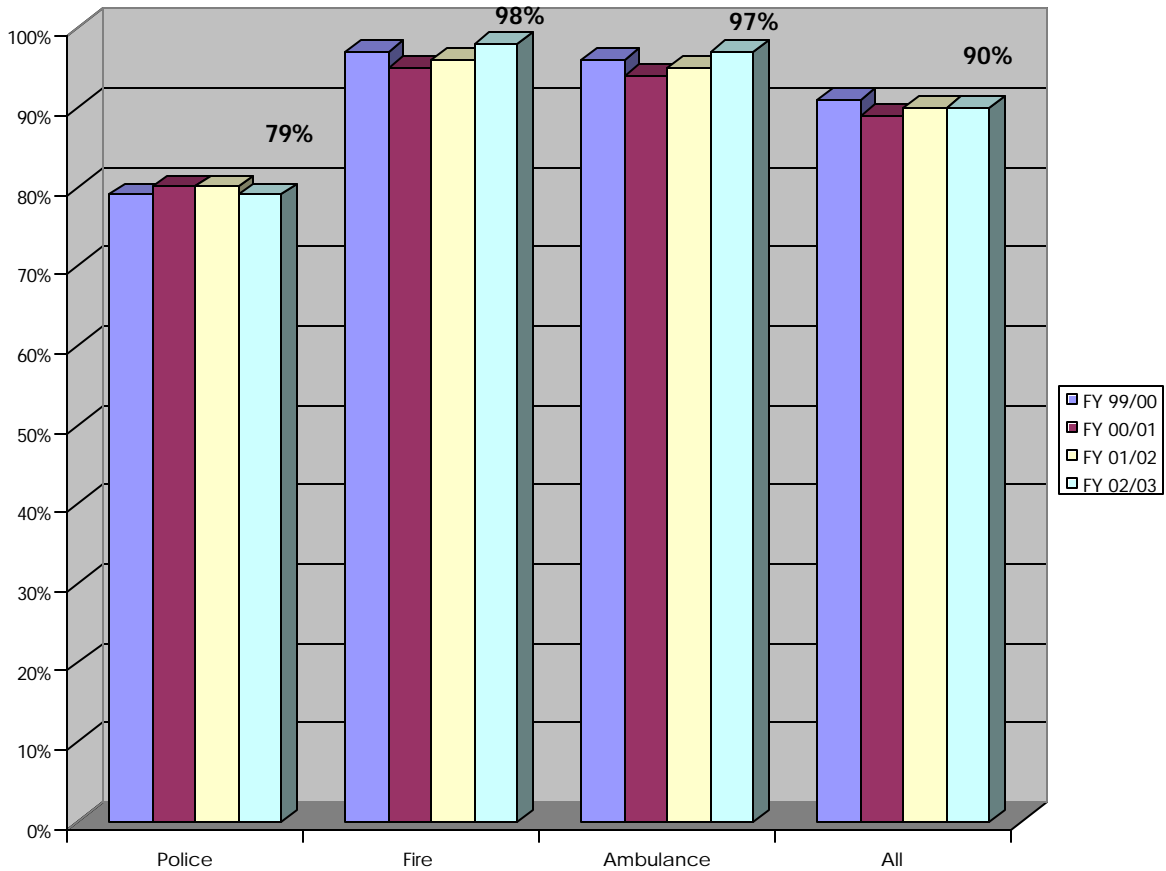
Accreditation

On December 18, 2001, the Authority entered into an accreditation agreement with the Commission on Accreditation of Law Enforcement Agencies (CALEA). CALEA accreditation is a coveted award that symbolizes professionalism and excellence. Accredited agencies represent the very best in public safety communications.

Public safety communications accreditation is achieved when an organization documents compliance with two hundred fourteen (214) accreditation standards. The compliance is verified by a four day, on-site assessment where CALEA assessors conduct a thorough audit of the documentation and the organization. Prior to the formal, on-site assessment, an agency usually conducts at least one mock assessment.

The Quality Unit is currently completing the self-assessment phase. This phase is where the compliance documentation is compiled and evaluated. Policies, procedures, routine practices and facility issues are critically examined. Photographs and screen captures are taken to provide additional documentation. Files are assembled in the specific format required by CALEA.

CALEA Standards

In Progress
35%
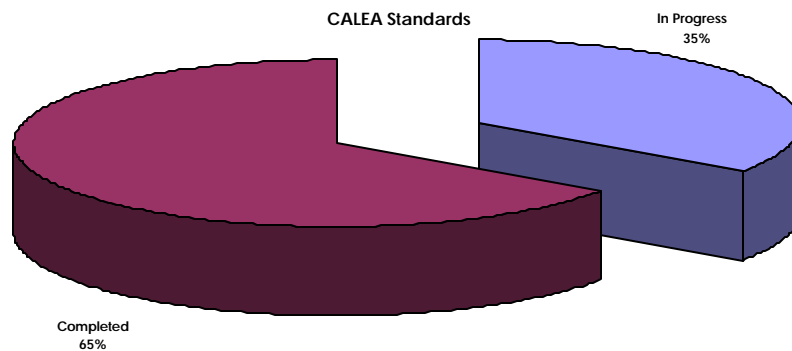
Completed
65%

Total Standards =   214

Completed =   140   65%
In Progress =   74   35%

The Authority has completed one mock assessment. The results were favorable and indicate accreditation is an attainable goal within this calendar year (2003). With this confirmation, the on-site assessment has been scheduled for December 2003. To prepare, two additional mock assessments will be scheduled, one in September and the final one in October.

Upon completion of the accreditation process, the Santa Cruz Consolidated Emergency Communications Center will be the *first 9-1-1 center in the State of California* to receive this award.

Standards Team

For this year, the Standards Team has been primarily responsible for the CALEA accreditation project. Each team member has been personally responsible for developing "proofs of compliance" for several accreditation standards. As we progress through the accreditation process, team members will accept additional responsibilities including making the presentations required during the on-site assessment.

The Standards Team met twelve (12) times this past year. Due to the workload created by our accreditation efforts, the Standards Team will forego their usual summer hiatus again this year.

Fire/EMS Operational Policy Task Team

The Fire/EMS Operational 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. The Team's membership includes representatives from the paid and volunteer Fire Service User Agencies, AMR, and line level dispatchers from SCCECC.

During this past year the Team met every month throughout the year. The Team's priority was to complete the process of reviewing and updating every Fire and EMS policy dated prior to 1996. This project has been in the works for a number of years and was finally

completed in Fiscal Year 2002/2003. A new electronic Policy and Procedure Manual was distributed to all of the Fire and EMS User Agencies. The electronic medium allows for easy searching, storing, and printing of the manual.

During this past year, the Team also developed two (2) significant changes that should dramatically streamline dispatch operations during extremely busy periods. One of the new procedures allows for each Fire Agency to take better control of non-priority incidents during heavy storms. The other allows for ease of mass notifications to all Fire/EMS agencies during emergency conditions. Both of these new procedures effectively utilize the CAD system to reduce the impact on the dispatchers at their busiest times.

Law Enforcement Operational Policy Task Team

The Law Operational 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 Operational Policy Task Team met eight (8) times this past year. The Team's priorities were: developing the Tactical Dispatch Team deployment guidelines; keeping current on technological improvements (like mobile data computers); recommending a check-in practice for Agency supervisors and law enforcement watch commanders; and updating policies.

Communications Training Officer (CTO) 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 Authority now has twelve (12) 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, twenty-three (23) dispatchers have been assigned to the CTO Program for a total of 8,128 hours of training. Our success rate was uncharacteristically low with only twelve (12) trainees successfully completing the program.

	Total Training Hrs.	Trainees	Avg. Hrs./Trainee	Success Rate	Retention Rate
FY 98/99	4,175	15	278	83%	50%
FY 99/00	4,734	14	338	79%	60%
FY 00/01	6,736	21	321	81%	50%
FY 01/02	4,032	12	336	75%	77%
FY 02/03	**8,128**	**23**	**353**	**52%**	**100%**

In contrast to the decreased success rate, the retention rate of newly trained dispatchers has improved to 100%. In past years, a high percentage of trainees resigned after successfully completing their training but before the Authority realized any benefit from their contribution to staffing. It appears that the CTO program has significantly improved its ability to identify trainees who are capable of long-term success. Analysis of CTO program performance in future years will determine the validity of this interpretation.

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 Committee reviews medical calls and provides assessment support to the dispatcher. The Committee met four (4) times this past year.

Training Unit

This year marked the sixth 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 is the second year for our Recruiting Team. The Team continues to develop strategies, marketing plans, and materials for filling Authority positions. The Team also represents the Authority in public recruiting forums, such as, but not limited to, job fairs, school presentations, and peer review boards.

Peer Review Board Members Rosa, Jo, and Laura

As staffing continues to improve, the Recruiting Team is focusing on the local job market as well as expanding into public education and community outreach. Working towards these goals, the Recruiting Team met twelve (12) times during the past fiscal year, participated in four (4) job fairs and hosted three (3) open house days. They also played a major role in tours and presentations as they relate to public education and community outreach.

Dispatch Academy

Academy Instructors continue to refine training to meet the needs of the Authority. The Dispatch Academy continues to be taught in two blocks. The first block focuses on the call-taking aspects and the second block focuses on the dispatching aspects. Examples of class topics for the call-taking block include SCCECC and User orientation, call handling, geography, CAD, resources and referrals. Examples of class topics for the dispatching block include emergency call handling, critical incidents, radio procedures, User Agency dispatching, and officer safety. Fifteen (15) students successfully completed the first, call-taking block of training and thirteen (13) students successfully completed the dispatching block during this fiscal year.

Academy Instructors met nine (9) times this year to update Academy curriculum, plan continuing education classes, develop the CD-based training material, and assist with the training of User Agency employees. This year instructors attended the statewide Public Safety Instructor Symposium in Fremont to refresh their teaching skills.

Training Supervisor Rosanna with Academy Instructors Greg, Ralph, and Dan

Instructors continue to show 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. Instructors provided training for two (2) entry-level academies, two (2) radio academies, one (1) Fire/EMS (Pod) academy, and conducted nine (9) classes for radio and/or CAD training for User Agencies.

Continued Professional Training (CPT)

Training occurs in many ways. On-site training includes entry-level and promotional academies, such as the Dispatch Academy, Fire/EMS (Pod) Academy, CTO course, and Instructor Development Course. Off-site training is at the dispatcher's request or they may be assigned to attend by their 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 occurred three (3) times this year. The topics were CPR/AED certification, Terrorism and the Public Safety Dispatcher, and a 'Fire Fest' in preparation for fire season.

Type of Training	CPT Hours			AVG Hours Per Employee		
	FY 00/01	FY 01/02	FY 02/03	FY 00/01	FY 01/02	FY 02/03
On-Site Training	1,792.0	1,892.0	2,112.0	41.7	49.8	46.9
Off-Site Training	68.0	293.0	315.0	1.6	7.7	7.0
Continuing Education (CE)	672.0	544.0	1,008.0	15.6	14.3	22.4
Ride Alongs	94.0	107.5	95.0	2.2	2.5	2.1
Total Training Hours	2,626.0	2,836.5	3,530.0	61.1	74.3	78.4

Training Day with SCPD Sgt. Sanders

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Resource Library

Resources are available to all employees and Users. This library currently includes videotapes, audiotapes, publications, training games, and reference material. Due to the relocation of the Training Supervisor's office, much of this material is in the process of being archived or converted to electronic formats.

Public Education and Outreach

Public education is a facet of the Training Unit. In FY 02/03, nineteen (19) presentations and tours of our facilities were conducted. Presentations were made to school and scout groups as well as other agencies. Four (4) presentations were made to schools off site.

This year, one (1) Citizen's Academy for 9-1-1 was conducted. We also participated in three (3) User Agency citizen academies, two (2) of which were for Spanish speaking citizens.


Training Supervisor Rosanna conducting a tour for an ROP Nursing Class

In February 2003, our website was given a complete overhaul, including a new look. The overhaul included more information and photos of our Center and an expanded public education section, including information that can be downloaded and distributed, and a local 9-1-1 "Heroes" page.

Analysis of the activity on our web page indicates we hosted 22,378 visits this fiscal year. Of the hits received on our web page this year, 75.3% were users in the United States, 22.4% were international users, and 2.3% were unknown.

The revision of our website in February 2003 included additional information available for downloading. This information included presentations made by management staff, job applications, and public education handouts. Of significant interest is nine hundred twenty-five (925) downloads of the *Quest for Excellence* presentation in the last six (6) months. *Quest for Excellence* was a quality improvement presentation made by General Manager Michael McDougall and Support Services Manager Lisa Sullivan at the August, 2000 APCO International Conference in Boston Massachusetts.

Web Site

	FY 00/01	FY 01/02	FY 02/03
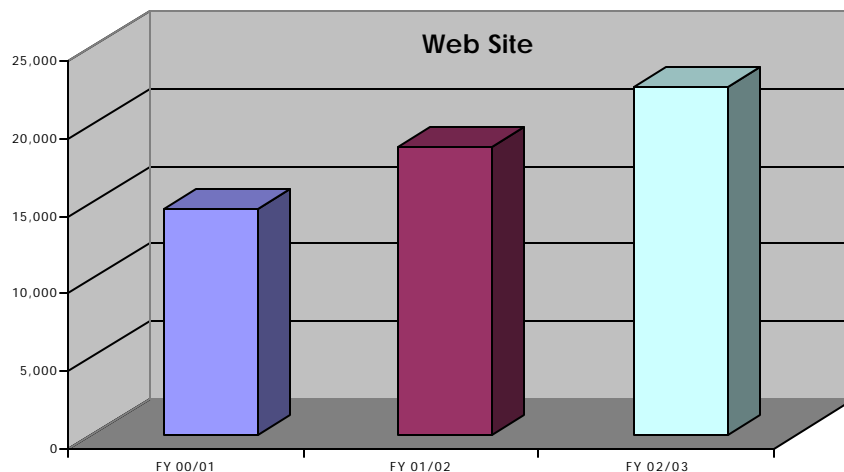
V.   OPERATIONS DIVISION

The Operations Division is responsible for providing emergency and routine public safety radio, telephone, 9-1-1 and computer-aided dispatching services to our User Agencies. The Division is divided into two (2) units (Systems and Dispatch) responsible for twenty-four (24) hour, seven (7) day per week service. Personnel assigned to the Operations Division include the General Manager (.50 FTE), the Systems Coordinator, Systems Supervisor, Administrative Supervisor (.75 FTE), two (2) Operations Supervisors, nine (9) Senior Public Safety Dispatchers, twenty-eight (28) Public Safety Dispatchers, four (4) Dispatcher Assistants, and one (1) Senior Administrative Assistant (.50 FTE).

Dispatch Unit

The Dispatch Unit is comprised of two (2) separate "teams", the Blue Team which works alternating Wednesdays through Saturday, and the Red Team which works Sunday through alternating Wednesdays.

Operations Supervisors Kevin and Dennis

Public Safety Dispatcher II, Graham

Dispatchers on both teams routinely handle hundreds of calls for service every day. Their dedication, professionalism, and experience provide them with the background to render aid and comfort to callers from our community. During this past fiscal year, dispatchers prioritized, coordinated, and dispatched several thousand calls for assistance, including (but not limited to) 4,814 assaults, 7,148 vehicle accidents, 978 structure fires, 12,595 alarms, and 7,470 cases of domestic violence. Additionally, dispatchers screened 12,781 9-1-1 hang-up calls to determine whether or not they were legitimate calls for service.

While each and every call for service is important, there are some specific incidents that stand out with both the Dispatch Unit and the Users that they serve. A few incidents that demonstrate teamwork, dedication, and professionalism are as follows:

December 15 to 17, 2002

The County experienced a strong winter storm system, which resulted in hundreds of calls for service. Over a three-day period there were reports of wires and trees down, flooding, and other storm related problems. A total of 4,080 calls were received in the Center. Six hundred sixty (660) were 9-1-1 calls and 3,420 were seven-digit calls, which were fielded by dispatchers who in turn created and subsequently dispatched 1,708 incidents to the User Agencies.

On December 17, 2002 at approximately 1705 hours the Center's telephone system (including 9-1-1 lines) suddenly and unexpectedly failed, causing citizens in the county to receive a busy signal when calling for assistance. The Alternate Site Team was instantly activated and prior to their arrival at the Watsonville site a Watsonville police officer, with previous dispatch experience, answered 9-1-1 calls and relayed them to the Santa Cruz Center. Within minutes members of the Team arrived at the Alternate Site and immediately assumed all telephone answering duties. They also relayed calls for service via the Santa Cruz Police and Watsonville Police Yellow radio channels to radio dispatchers in Santa Cruz. Simultaneously, Authority technical staff members were called in to troubleshoot the problem and notify Pacific Bell of the outage.

The actual 9-1-1 outage lasted approximately ten (10) minutes and the seven digit lines were out of service for nearly six (6) hours, which required "all hands on deck" at both Centers. Ultimately, it was determined that the outage was caused by a failure in the Pacific Bell fiber optics system. Thankfully, there were no reported injuries or property losses attributed to the outage and failure.

December 23, 2002

While dispatchers routinely deal with serious medical emergencies every day, it was personalized and far from routine when Dispatcher Jim Rock complained of chest pain and tingling in his hands. On-duty dispatchers immediately dispatched the Santa Cruz Fire Department and AMR to respond to the Center. They arrived on scene and began to assess Jim's condition when he suddenly collapsed and went into full cardiac arrest. AMR paramedics instantly "shocked" Jim's heart back into a normal rhythm and transported him to the hospital where he underwent emergency heart surgery. Jim has since made a full and complete recovery and is back to work dispatching, however; his ordeal convinced staff there was a real need to have an automatic external defibrillator (AED) available on site.

Dispatcher Jim

An AED device was purchased and installed in the Center and training on how to operate the unit was provided to Authority personnel by the Aptos/La Selva Fire Department. It's comforting to know that the device does save lives and is on hand if needed. Hopefully it will never have to be used. Jim's near tragedy reminded us that no one is impervious to emergencies.

January 11, 2003

After an unknown armed robber had plagued the City of Watsonville for several weeks, a sting operation was established and NetCom's assistance was requested. Watsonville Police developed a one-week plan to hopefully apprehend the suspect during an in-progress robbery. They planned to place unmarked police units and plainclothes personnel at specific locations during specified days and times for instant deployment. NetCom participated through a limited activation of the Alternate Site with a dispatcher on staff to provide a rapid response dispatch to any robbery reports during the sting operation period. On the first day of the sting operation a robbery was reported and a suspect was arrested without incident.

January 31, 2003

The Sheriff's Office was charged with transporting a high-risk inmate from the County Jail to the Court House for his appearance.

Because of the extreme risk in moving the inmate, including threats of an armed escape plan, several precautions were taken. These included a SWAT Team activation and the deployment of an Incident Dispatcher. The Incident Dispatcher was deployed with the SWAT Team on two (2) separate occasions over a two-week period. Both activations went smoothly and the inmate was moved without incident or injuries.

An Incident Dispatcher was also deployed to assist the Sheriff's Office and other allied agencies when several hundred students at Aptos High School staged an act of civil disobedience in protest of their "closed campus" restrictions. While the event did not rise to the level of a riot, law enforcement personnel were kept busy by students blocking roadways and causing other traffic related problems. The event ended several hours later after a few students were arrested and several citations were issued. The remaining students dispersed and no injuries were reported.

Systems Unit

Systems Coordinator Ben and Systems Supervisor Scotty with Administrative Assistants Justin and Beth Ann

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

9-1-1/Telephone

Systems Unit staff members monitor the phone system for proper operation and maintain reports of 9-1-1 and seven-digit calls to the Center. Unit staff members add, move, change and troubleshoot features of the telephone system. Staff also interfaces with Pacific Bell regarding all telephone lines and circuits, which support the 9-1-1 system, radio control, and data. In addition, the Systems Coordinator performs the duties of County MSAG Coordinator.

Radio/Console

System Unit staff members oversee the operation of the communications consoles, ancillary equipment, and their connections to Users Agency radio systems. Staff also interfaces with User Agency service organizations to facilitate repairs when necessary.

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Computer Aided Dispatch (CAD)

System Unit staff members investigate occasional problems involving the routine use of CAD. Staff interfaces 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.

During this year, the major upgrade to the CAD system installed in 2000 has been further improved and new workstations have been added at the Alternate Site.

Geographic File (Geofile)

Geofile accuracy is measured by the ability to find locations for addresses (rather than a common place name) given in ambulance calls. The accuracy of the Geofile has continued to remain constant at approximately 99.8% to 99.9% since July 2002 and the Authority expects to maintain that level.

Changes to the Geofile continue as User Agency requirements change and the County re-assigns street names and address ranges.

Performance Reporting

The Systems Unit continues to design ad-hoc reports on an as-needed basis for our User Agencies and the Center.

Santa Cruz Metro Records System (SCMRS)

The Systems Unit provides management support for Santa Cruz, Watsonville, Scotts Valley, and Capitola police departments as it pertains to their Records Management System (RMS) and Wide Area Network that connects all participating agencies together. The Systems Unit staff members are responsible for monitoring and optimizing the network, all database backups, equipment restarts, and other routine maintenance pertaining to SCMRS.

The Unit also troubleshoots, reports, and tracks RMS System issues and interfaces with the RMS software vendor. In addition, the Unit coordinates, chairs, and facilitates meetings of the Chief's Executive Group and the Mid Management/Users Group.

Opened and Closed SCMRS Work Orders
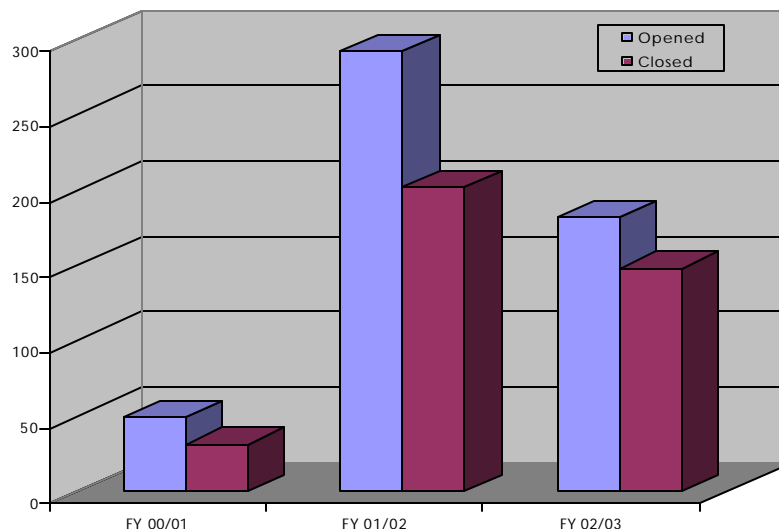
During this reporting period six (6) new versions of the RMS software have been released with many small "patches" added to each. The Unit has adopted a policy of evaluating each release in a "test environment" to identify and address any problems ahead of introducing and deploying the version to minimize problems that might be experienced by the User Agencies.

Outstanding SCMRS Work Orders
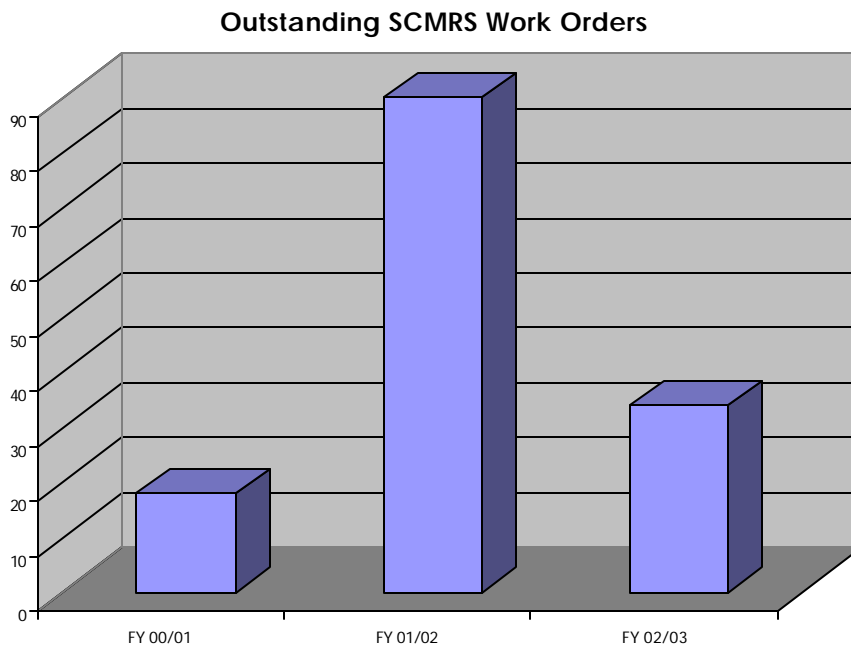
The Systems Unit offered four (4) workshop/training classes for the SCMRS User's Group with total attendance of approximately twenty-four (24) individuals. The average attendance was twelve (12) Users representatives per class. The Systems Unit also participated in a 9-1-1 and Technology Symposium hosted by the Santa Cruz Chamber of Commerce on February 26, 2003. Their video presentation was well received along with presentations from other law enforcement agencies and the District Attorney's Office.

Mobile Data Computer (MDC) System

The Systems Unit oversees the Mobile Data Computer (MDC) System for User Agencies. This includes managing vendor installations, software configuration, and troubleshooting of MDC software, the MDC Server, and associated equipment.

Mobile reporting continues to be used within all our User Agencies. This tool allows officers to write reports in the field and then transmit them to the SCMRS system for processing. In addition, MDC's have been installed, and are operational in, units of the Santa Cruz Fire Department and are used for status changes, receiving calls, and messaging.

Intranet

This past reporting period saw the continuing evolution of the Authority's Intranet. This web-based system allows paperless (on-line) access to information such as policies, procedures, contact numbers, training information, news, and reading board information.

In addition, the on-line Concern/Inquiry process has proven to be a vast improvement over the paper-based system. It has eliminated the need to fill out paper forms to report concerns and problems. It also allows all employees to view and track the current status of each reported concern or problem so the actions taken can be followed to resolution.

VI.   DISPATCHER OF THE YEAR

1997	Anna Kiff	2000	Lori Barden
1998	Scotty Douglass	2001	Zan Mendonca
1999	Ben Saunders	2002	Jo Irving

2003   Michael Krakowiak

The Management Team again received Dispatcher of the Year nominations from the dispatch staff. From those nominees, the Management Team selected Michael Krakowiak as the 2003 recipient of the Dispatcher of the Year Award in recognition of his continuously active role in the organization.

Mike joined the Authority in February 1998 as a lateral Public Safety Dispatcher II. He had previously worked for the City of Berkeley Police Department for three years. Mike quickly demonstrated a willingness to be an active member of this organization. In February 1999, he was promoted to the position of Senior Dispatcher and in October 1999 he accepted the role of Communications Training Officer.

Mike has not stopped there. He is one of the original members of the Fire Incident Dispatcher Team and has actively pursued expanding the program to Tactical Incident Dispatcher, which includes responding to law enforcement calls. Mike completed this intensive 40-hour course in November 2002.

Mike has played a major role in updating the Authority's Geofile and Advance Tactical Mapping Software by performing field address verifications to bring the database up to date. He has also been a member of the Law Enforcement Task Team and Dispatch Representative at bi-monthly Staff Meetings. He takes his role as a trainer seriously and can frequently be seen slipping in and out of Academy classes as he gets to know each and every trainee. He has also been a dispatch representative for a County Training Managers subcommittee consisting of representatives from each law enforcement agency in Santa Cruz County. This subcommittee was recently tasked with standardizing and updating the County's training policy and video for high-risk car stops.

Mike grew up on the island of Oahu, in Hawaii. After serving six (6) years in the Navy as a Cryptologic Technician, he attended college at San Francisco State University. He graduated Magna Cum Laude with a Bachelors of Arts degree in 1994. He lives in the Seabright neighborhood in the City of Santa Cruz and enjoys life with his wife Marni Pitt. As an avid surfer and vintage Volkswagen enthusiast Mike can usually be found in the ocean or performing some sort of maintenance on his 40 year-old Volkswagen, when he's not hard at work.

Mike surfing Cowell's in March 2003

VII. EVALUATION OF OUR FISCAL YEAR 2002/2003 GOALS

Continue with the second year of a three-year plan designed to respond to an industry-wide 9-1-1 dispatcher staffing crisis by continuing to: 1) increase annual Training Academies, including an increased number of trainees hired for each Academy, 2) use an expanded and continuous candidate assessment process, 3) target recruitment efforts aimed at local high school and college students, and 4) see new and creative ways to staff and/or organize dispatch tasks.

ACCOMPLISHED. Upon conclusion of the second year of the plan, full-time trained dispatchers reached a high of thirty-seven (37). Turn over of experienced dispatchers for the fiscal year was reduced to zero (from a three-year average of 7.3 per year). Over the course of the year, four (4) entry-level Academy classes were conducted (an increase of one class), one of which included a strategic, four (4) position over-hire which proved very effective. Changes in personnel rules (i.e., rule of the list) combined with a slow local job market have also increased the quality of entry level candidates, which has helped to increase our trainee retention rate to 100%. In past years, a high percentage of trainees (as many as 50%) resigned after successfully completing their training but before the Authority realized any benefit from their contribution to staffing. It appears that the CTO program has significantly improved its ability to identify trainees who are capable of long-term success. Additionally, changes to our on-the-job training program have allowed minimally trained newer dispatchers to function productively at the Assistant level prior to advancing, which has reduced costs and increased success rates. Overall, the total annual turn over (which includes trainees) was 10.0 dispatchers, compared to our most recent three-year average of 13.5.

✟   ✟   ✟   ✟   ✟

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

PARTIALLY ACCOMPLISHED. A mock, on-site assessment was completed in May, 2003. The results were favorable and indicated accreditation is attainable within Fiscal Year 2003/2004. Self-assessment will be completed and finalized in September and immediately followed by a second mock assessment. A final mock assessment to evaluate the readiness of the panel presentations will be conducted in October. The formal, independent audit will be in December, 2003 with the formal CALEA Board Review at the CALEA conference in Pasadena, California in March, 2004. Upon completion of the accreditation process, we expect to be the first 9-1-1 center in the State to receive this award.

✟   ✟   ✟   ✟   ✟

Continue to provide high quality system administration, technical maintenance, and management oversight for the Santa Cruz Metropolitan Records System Management (SCMRS) Program, to include: 1) optimization of the RMS network and servers to increase capacity and performance, and 2) upgrade the MDC radio system to increase speed and performance.

ACCOMPLISHED. All seven (7) SCMRS Alliance RMS Servers were upgraded with additional hard drive space and memory, which among other things, has reduced processing slow downs and provided enough space to accommodate three (3) to four (4) years of anticipated growth. All Santa Cruz, Capitola, and Scotts Valley MDC units and base stations have been upgraded to provide faster transmission speeds.

Capitalize upon staff development of emerging technology by: 1) enhancing our web site to include a citizen inquiry forum, a publication and educational section, and a "heroes" section, 2) continue to reduce or eliminate paper forms through enhancement of our local Intranet, and 3) expand our local Intranet to include an on-call data base.

> PARTIALLY ACCOMPLISHED. Additional enhancements also include 1) an electronic Shift Log to easily alert on-going/off-going personnel of significant events, 2) automation of policy and procedure distribution, 3) electronic access to the Agency Reading Board information including Agency correspondence, meeting notices, agendas, and minutes, and 3) automated Geofile correction forms.

<p align="center">✝   ✝   ✝   ✝   ✝</p>

Improve the functionality and radio transmission clarity of the Alternate Site by: 1) installing and implementing a radio antenna combining system, and 2) installing additional Computer-Aided-Dispatch workstations.

> PARTIALLY ACCOMPLISHED. A total of eight (8) Computer-Aided-Dispatch (CAD) workstations were installed. Five (5) new CAD workstations were installed at the primary radio positions along with three (3) of the aged workstations (from the original 1995 CAD purchase) being deployed at the dedicated call-taker positions. The functionality of the CAD workstations with the utilization of the cordless headsets at the radio positions and headset jacks at the call-taker positions were fully tested during our annual full activation of the Alternate Site on June 18, 2003. During the activation of the Alternate Site, this technical upgrade made the transition from one Center to the other appear seamless to field personnel. In addition, dispatcher efficiency improved thus making their job easier. The radio antenna combining equipment was ordered during this fiscal year. The installation will be completed as soon as this equipment is received from the vendor.

<p align="center">✝   ✝   ✝   ✝   ✝</p>

Improve the functionality and utility of our automated Tactical Mapping system by: 1) configuring and providing driving instructions, shortest route paths, and helicopter landing zones, and 2) drawing and displaying landmarks to include (among other things) lakes, rivers, railroads, and major building footprints.

> ACCOMPLISHED. An additional enhancement was completed this year, which will be most beneficial in the coordination of major events in the immediate, visual access to individual parcel and address information. Completion of this goal has dramatically increased the value and utility of our Tactical Mapping system during ongoing operations.

Senior Dispatcher Wilcox provides User orientation and CAD User training to Santa Cruz Fire Battalion Chiefs Lucchesi and Kleinheinz and Captain DiTano

VIII. OUR GOALS FOR FISCAL YEAR 2003/2004

Continue with the third year of a three-year plan designed to respond to an industry-wide 9-1-1 dispatcher staffing crisis by:

- Developing a recruitment and retention plan to maintain staffing at our budgeted level of 36 qualified dispatchers
- Developing a contingency plan to prevent staffing levels falling below 34 dispatchers
- Continuing to target the same staffing numbers as last year
- Continuing to develop and explore new, different, and creative ways of recruiting and maintaining staff
- Continuing a successive recruitment process in FY 2003/2004
- Repeating a continuous testing process in FY 2003/2004
- Continuing to have more/bigger academies if necessary

✝ ✝ ✝ ✝ ✝

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 Management System (SCMRS) Program, to include:

- Expanding report capabilities (Crystal reports)
- Self maintenance

✝ ✝ ✝ ✝ ✝

Implement PRO QA and AQUA through full automation of the Emergency Medical Dispatcher process, seamless interface with the Computer Aided Dispatch (CAD) software, and increase quality assurance call review to 100%.

✝ ✝ ✝ ✝ ✝

Implement new CAD network by:

- Creating custom AWW configuration lay outs and log-ons
- Building auto-aid first response zones
- Completing Geofile alignment with County and cities
- Implementation, configuration, and reporting for new SSM/EMS contract

✝ ✝ ✝ ✝ ✝

Develop and distribute a User customer satisfaction survey to include:

- Encourage dispatcher professionalism with Users
- Expand public education and outreach (target schools)

IX.   ADDENDUM

Santa Cruz Consolidated Public Safety Dispatchers Association

The Dispatcher Association was founded in July 2000.   The Association was originally formed to replace SEIU Local Union 415 and subsequently played a more active part in the day-to-day representation of the dispatch unit. Beginning in January 2003 their role shifted to more of a hospitality and fund raising group.

The new Association Officers took office in October 2002 and have held monthly meetings since that time. In December 2002 the Association headed up the annual Christmas Drive and was very successful in gathering contributions for several adopted families. In April 2003 the Association played a part in making National Dispatchers Week a success.   The Association coordinated several activities during the Week including Family Day, and the Firefighter Cook Off.

Family Day for Dispatcher Assistant Kevin Melrose meant a visit from 4-year old Hunter and 9-year old Cali Melrose

The Association looks forward to making future contributions to the Authority and will seek out community service projects in the next fiscal year. The Association will also strive to work more closely with User Agencies to support them the same way they support the dispatchers.

Association President Irving presents Central Fire with the 2003 Cook Off Award during National Dispatchers Week

Association Officers

President   Jo Irving
Vice President   Anna Kiff
Treasurer/Secretary   Cheryl Selden
Sergeant at Arms   Rosa Puga

Assistant Chief Miller with firefighters Ridpath and Tripodi accept the 2003 Cook Off Award for Central Fire