

# SANTA CRUZ CONSOLIDATED EMERGENCY COMMUNICATIONS CENTER



## ANNUAL REPORT 2006

Prepared By:

Michael J. McDougall, General Manager  
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Lola Crain, Administrative Supervisor  
Kevin Fink, Operations Supervisor  
Dennis Kidd, Operations Supervisor  
Rosanna McKinney, Training Supervisor  
Rayne Marr, Senior Administrative Assistant  
Anne Miller, Senior Administrative Assistant  
Sherry Paul, Administrative Assistant

February 22, 2007



## BOARD OF DIRECTORS



Richard Hill,  
Capitola City Manager



Carlos Palacios,  
Watsonville City Manager



Richard Wilson,  
Santa Cruz City Manager



Susan Mauriello,  
County Administrative Officer

## 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.

SCCECC provides 9-1-1 and public safety dispatch services for:

County of Santa Cruz • City of Santa Cruz  
City of Watsonville • City of Capitola

Law • Fire • Medical



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## SCCECC Management Team

Michael J. McDougall, General Manager

### Support Services Division

Lisa M. Sullivan, Support Services Manager  
Rosanna McKinney, Training Supervisor  
Anita Miller, Administrative Senior Dispatcher  
Sherry Paul, Administrative Assistant

### Systems Division

Scotty A. Douglass, Systems Manager  
Amethyst Uchida, Senior Communications Systems Technician  
Ralph Wilcox, Senior Dispatcher; Nicola Garner and David Brenner, Dispatchers

### Operations Division

Lola Crain, Administrative Supervisor  
Kevin Fink, Operations Supervisor  
Dennis Kidd, Operations Supervisor

### Business Division

Anne Miller, Senior Administrative Assistant  
Rayne Marr, Senior Administrative Assistant  
Sherry Paul, Administrative Assistant

### SCCECC Dispatch Staff

#### Senior Dispatchers

Marsha Ayers, Suzanne Daley, Dee Kenville, Michael Krakowiak,  
Gregory Marr, Anita Miller, Teresa Minogue, Margaret Parker,  
Benjamin Saunders, Ralph Wilcox

#### Dispatchers

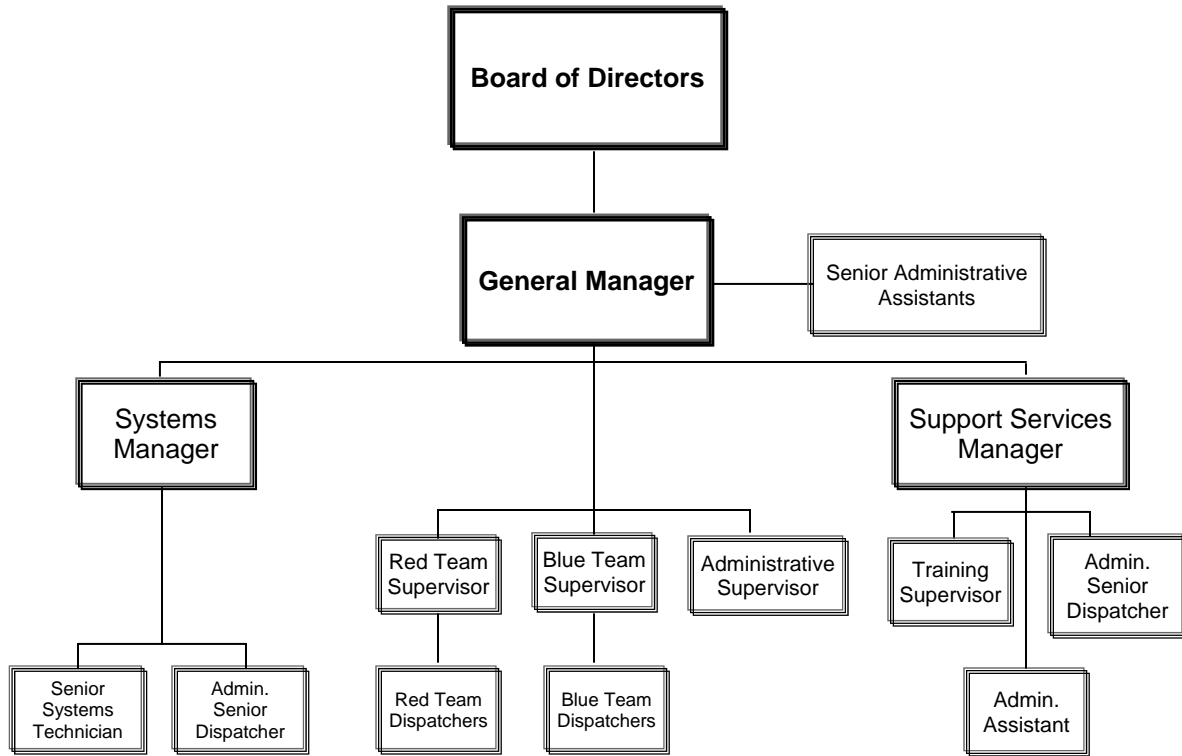
Lyndsay Badial, Jodi Boles, David Brenner, Hilary Brighton, William Burnett,  
Kristine Cisco, Karen Clark, Valerie Conner, Meghan Dixon,  
Amanda Douglas, Kristine Ebersole, Nicola Garner, Adrienne Heebner, Daniel Hendrix,  
Abigail Hernandez, Ashley Hiles, Jo Irving, Anna Kiff, Claudia Leon, Melody MacDonald,  
Catherine McAllister, Charles Minuti, Rosa Puga, Jim Rock, Cheryl Selden,  
Melanie Sherwood, Dave Sumner, Beth Vogl, Lisa Yee, Stephanie Zube

#### Extra Help Staff

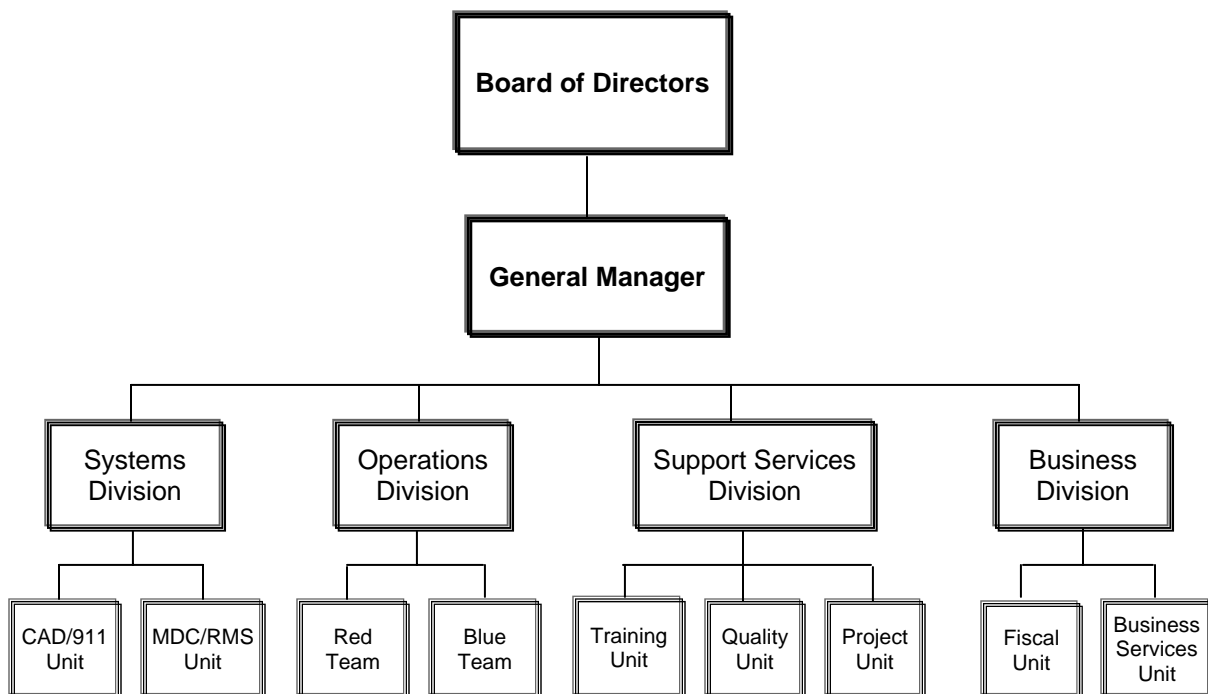
Alicia Bonnette, Linda Friedlander, Kathryn Redfield

# ORGANIZATIONAL REPORTING STRUCTURE

## ORGANIZATIONAL REPORTING STRUCTURE



## ORGANIZATIONAL PROGRAM STRUCTURE







## GENERAL MANAGER'S REPORT

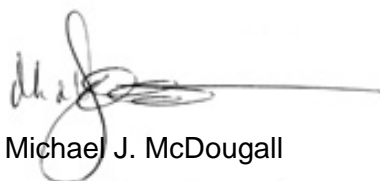


This year marked a number of significant events and milestones for our Agency, as we celebrated our ten-year anniversary and attained reaccreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). As we reflect upon the past ten years, we are proud of how our organization has grown. We find ourselves among the nation's best in our ability to provide our citizens and users

with outstanding service, which can be measured and demonstrated in ways we never thought possible ten years ago. We design and implement cost effective technology and information systems in cooperation with our users which makes the service we provide (and the service our users provide) more efficient and productive.

We have a stable staff of extraordinary public safety professionals, with annual turnover rates and trainee success rates that are the envy of our industry. And perhaps most noteworthy is the reality that these accomplishments (and others you will read about in the 2006 Annual Report) are only obtained through the hard work and dedication of our employees — who, when surveyed, overwhelmingly ninety-one percent described themselves as “highly satisfied” or “satisfied” with their jobs.

While milestones such as ten-year anniversaries cause us to pause and reflect, 2006 was also a time for looking ahead. I am very proud of our accomplishments, but equally excited about our goals for 2007, and the work that lays before us. As we continue to enjoy a highly motivated staff, the support of our users, and the guidance of our Board Members, there is no limit to the heights we may reach in the next ten years.



Michael J. McDougall



*CALEA Conference in Reno, Nevada on November 18, 2006. From left: CALEA Executive Director Sylvester Daughtry, Jr., Rayne Marr, Anita Miller, Greg Marr, Suzie Daley, Marsha Ayers, Lola Crain, Rosanna McKinney, Kevin Fink, Melanie Sherwood, Dennis Kidd, Lisa Sullivan, Michael McDougall, CALEA Commission Chair James O'Dell.*

## SUMMARY OF 2006 GOALS

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

**ACCOMPLISHED.** On November 18, 2006, the Commission on Law Enforcement Accreditation (CALEA) awarded our center full reaccreditation at their West Coast conference in Reno, Nevada. The reaccreditation process involved a meticulous, three-year review of the Center's continuous compliance with 216 accreditation standards, and culminated in late August (8/26/06-8/30/06) with an exhaustive, on-site audit conducted by a team of independent assessors. During their visit, the assessment team noted that our center exceeded the accreditation standards in 22 areas. Those areas of distinction included 1) our commitment to quality service as demonstrated through our Quality Improvement program and our highly evolved performance measurement and reward system; 2) our organizational climate which was described as "excellent" and "positive" throughout; and 3) the observed skill, ability, and professionalism of our dispatch staff.

*Develop and implement all aspects of our grant-funded Emergency Notification System.*

**ACCOMPLISHED.** After winning a grant to develop and implement an Emergency Notification System for Santa Cruz County in late 2005, administrative staff spent the early months of 2006 installing equipment, building data bases, and training our Senior Dispatchers in all aspects of the system. Since full implementation in May 2006, the DCC Emergency Notification System has been utilized several times, the most significant of which included 1) a June 2006 notification of 2,438 residents in Watsonville to *be-on-the-look-out* and to take precautions relative to increased auto burglaries in a specific area of the city; 2) in September 2006, 5,211 residents were notified to contact the Sheriffs Office with information regarding a murder victim's lost property, to which a response was received within 30 minutes of the notification; and 3) on July 4, 2006, an "on-scene" incident dispatcher, operating with the Sheriff's Office tactical command unit, notified 5,176 residents in the Live Oak area of the hazards associated with illegal fireworks. (Calls-for-service for this eventful evening were reduced by 5.7% as compared to previous years).

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*Conduct an Employee Satisfaction Survey, analyze it, and publish the results.*

**ACCOMPLISHED.** In April 2006, an extensive employee satisfaction survey was distributed to each employee. Over the summer, the results were quantified, analyzed, and published (see Addendum B). Of significant mention is an excellent return rate of nearly 70% and an overall satisfaction rate of 91%. The detailed analysis of the return data and associated comments have resulted in agency and division goals designed to improve professional development, consistency of supervision between teams, and continuing education programs (see Page 5, *2007 Goals*).

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*Assist County Emergency Medical Services (EMS) and American Medical Response-West (AMR) in their efforts to implement a Mobile Data Computer (MDC) system to reduce radio traffic on the Fire Red radio system.*

**PARTIALLY ACCOMPLISHED.** In March 2006, after a lengthy contract development process, Santa Cruz County EMS and AMR executed an agreement with Motorola, Inc. for the system components of a wireless mobile data computer and automatic vehicle location system designed to reduce voice communications on the over-crowded Fire/EMS radio system. Since that time, Systems Division staff has assisted AMR and County EMS with the installation of in-unit laptops and on-site servers, the design and configuration of the user interface, and installation of the network connection to the commercial "backbone". In December 2006, system testing began and implementation is expected in March 2007.

*Improve the operational and technical utility of our Geographical Information System (GIS) maps and databases by: training dispatchers in the advanced functions and capabilities of their available GIS systems and mapping tools in order that they may better assist responding field units; aligning the Computer Aided Dispatch (CAD) Geofile with County and city GIS base maps; and expanding GIS and mapping services to our fire and EMS users.*

**PARTIALLY ACCOMPLISHED.** On July 1, 2006, our Systems Division assumed Geographical Information System and mapping responsibilities for our Fire and EMS responder agencies. After just six months on the job, the division has gained approval of a detailed work plan and completed several significant tasks including 1) alignment of our CAD geofile with existing Fire/EMS maps in order to provide more accurate map pages upon dispatch; 2) updating of the county-wide, in-unit maps utilized by American Medial Response; and 3) implementation of a Web-based map page distribution system. Additionally, an extensive “map fill-in” training program for our dispatching staff was administered and “advanced tactical map” training was provided. An elaborate “road rally” is planned for 2007.

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*Develop and improve upon the level of customer service provided to our citizens by: providing advanced customer service training to our staff; increasing our awareness and sensitivity to specific community issues; handling our citizen callers with care and compassion, providing explanations when possible and follow-up when needed; and helping to improve public understanding of the field’s response to their concerns.*

**ACCOMPLISHED.** Over the course of the year, members of the Operations Division staff developed and presented three short training programs (“Flashes” and/or “Shorts”) designed to increase customer service awareness. The operations staff also developed “Ten Commandments of Customer Service,” designed to augment and clarify our long-standing “Customer Bill of Rights.” In late August 2006, management staff approved a policy and program recommended by operations staff members whereby random customer service tape reviews will be conducted by peers. The reviews began in December 2006. Even as these programs were first being introduced, improvement this year has been noted as the number of written user and citizen *commendations have increased from 18 in 2005 to 48 in 2006.*

## 2007 GOALS

### *Improve our continuing education training by:*

- Tasking our Training Committee with meeting in advance of each continuing education (CE) class to plan topics, methodology, and definition of the learning dimension.
  - Mandating that our CEs be relevant and contain no fillers.
  - Providing for online training to be done off the floor except between 0300-1000 hours.
- 

### *Create a culture of professional development by:*

- Increasing opportunities for participation within our CTO and academy instructor programs.
  - Crafting a module for the Radio Academy in which the agency organizational system and professional development opportunities will be presented by the General Manager.
  - Discussing professional development goals as part of employee evaluations, and documenting the discussion in a new section of the evaluation form entitled "Professional Development."
- 

### *Improve consistency of supervision by:*

- Adopting a "Constitution of Continuity" which defines the expectations dispatchers should have of their Operations Supervisors.
  - Establishing weekly "consistency meetings" involving all levels of operations personnel.
  - Clarifying the role of the leads and empowering them to exercise the full scope of their responsibilities.
- 

### *Improve the representation of minority group employees to reflect the proportional makeup of the available work force in Santa Cruz County by:*

- Consulting other agencies and local human resource professionals about their Equal Employment Opportunity (EEO) recruitment successes and updating our EEO plan accordingly.
  - Creating fresh marketing strategies for the annual entry-level dispatcher recruitment.
  - Supplementing the annual entry-level dispatcher recruitment with targeted recruitments for under-represented minority groups.
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## OPERATIONS DIVISION



*Operations Supervisor Dennis Kidd, Administrative Supervisor Lola Crain, and Operations Supervisor Kevin Fink.*

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 responsible for 24-hour, 7-days per week dispatch service. Personnel assigned to the Operations Division include the General Manager (.25 FTE), an Administrative Supervisor (.75 FTE), two Operations Supervisors, ten Senior Public Safety Dispatchers, and 30 Public Safety Communication Dispatchers.

The Operations Division is comprised of two separate teams. The Blue Team works alternating Wednesdays through Saturday, and the Red Team works Sunday through alternating Wednesdays.

### 2006 SIGNIFICANT EVENTS

**MARCH 13:** At 2051 hours, dispatchers began receiving calls describing a man down, covered in blood, on the side of the roadway on Larkin Valley Road in Watsonville. After Sheriff's units were dispatched, one dispatcher was able to learn from a cooperative citizen that the victim had been shot several times, but was still conscious and talking. At the request of the dispatcher, the citizen handed the cell phone to the victim, who was able to talk directly with the dispatcher. Without hesitation, and knowing the severity of his wounds, the dispatcher immediately asked the victim who had shot him. The victim provided the dispatcher with the suspect's name — before responding deputies arrived on the scene, and only moments before he expired. Using intuition and training, other dispatchers were then able to quickly access computer records and obtain full identifying and address information of the suspect. Because of the dispatcher's insight and quick action, a "Dying Declaration" was obtained and recorded which resulted in the identification of the prime suspect in a homicide. Although the suspect remains at large, the evidence gathered will no doubt prove invaluable to investigators and the District Attorney when the case is prosecuted.

**MAY 1, 27, 28, AND 29:** During the month of May, there were several spontaneous rallies by protesters opposing federal immigration policies. Dispatchers were required to respond to several calls for assistance and support from law enforcement officials throughout the County. Dispatchers were tasked with prioritizing non-related calls-for-service while simultaneously supporting and coordinating teams of peace officers deployed to the rallies. Additionally, SCCECC deployed Incident Dispatch Team (IDT) members in the field to assist allied agency watch commanders with command post operations.

**JULY 16:** During the evening hours, dispatchers received several 9-1-1 calls from frantic citizens reporting a shooting on Riverside Avenue in Santa Cruz, which was gridlocked with traffic leaving the beach area. Callers reported that a gunman had walked up to a vehicle and fired into the car, killing the driver and critically injuring his passenger. Despite several callers and conflicting information, dispatchers relayed pertinent descriptions to several police units, who responded and searched the area for the gunman. Dispatch coordination of first responders was complicated by traffic congestion and conflicting reports of the victims' location. Ultimately, after an investigation, the suspects were identified and arrested.

**JULY 24:** In the early evening hours, dispatchers received several 9-1-1 calls from residents of a large apartment complex reporting that their roof was on fire on Pennsylvania Drive in Watsonville. Within moments, fire units arrived on the scene to find the complex well involved in fire. Additionally, several residents were still inside their apartments, unaware that the building was on fire. The on-scene incident commander immediately requested dispatchers to send a second alarm response. Additionally, police units were dispatched to assist with evacuation of several residents. After the evacuation, the response was again upgraded to a third alarm. A SCCECC IDT member was dispatched to the scene to assist the incident commander with scene communications and coordination. When the fire was finally contained and controlled, several residents were left homeless and one firefighter was injured.

**NOVEMBER 30:** Dispatchers were alerted to a report of two people who failed to return from a day hike and were presumed lost in Castle Rock State Park. Within a short time dispatchers notified Sheriff's deputies who responded and began a search. Due to inclement nighttime temperatures and the rugged terrain, deputies were assisted by search and rescue personnel from Santa Clara County and State Parks rangers. Early in the search a command post was established and several allied agencies were deployed within the park to search for the pair. At the request of the Sheriff's Office, an IDT member was dispatched to the scene and staffed the command post to assist with the coordination of resources. After missing for five days and nights, the hikers were finally located within the park and extricated. They were transported, cold and hungry, to Good Samaritan hospital to recover.

In addition to these significant events, there were several noteworthy commendations:

**Dispatcher Dave Sumner** was acknowledged by Watsonville Police Department for his extraordinary efforts and teamwork while assisting field officers in a vandalism incident that resulted in three felony arrests on January 16.

**Dispatcher Adrienne Heebner** was cited by her supervisor for skillfully applying her training and intuition when she secured a tape recorded "Dying Declaration" from a homicide victim on March 13.

**Senior Dispatcher Greg Marr** was given a "million gold stars" by a citizen who called for help when her husband was having a heart attack on April 30.

**Dispatchers Claudia Leon and Jo Irving** were both commended by Santa Cruz Police Department for their extraordinary teamwork on August 16 while handling an "armed and barricaded suspect" call.



## **OPERATIONAL POLICY TASK TEAMS**

### **FIRE/EMS OPERATIONAL POLICY TASK TEAM**

The role of this task team 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 includes representatives from the paid and volunteer Fire Service user agencies, American Medical Response, and line-level dispatchers from SCCECC. Task team members are: Ron Whittle, SVFPD; Loreen Borelli, CDF/County Fire; Steve Van Den Heuvel, CFPD; Jeff Terpstra, ALSFPD; Matt Tracy, SCFD; John Charcho, BLFD; Rudy Lopez, WPF; Todd Meyer, UCSC FD; Dave Zenker, AMR; and SCCECC's Dennis Kidd, David Brenner, Chuck Minuti, Ralph Wilcox, Melanie Sherwood, Anna Kiff, and Anita Miller.

In 2006, the team was instrumental in creating a pre-alert system for a non-SCCECC user agency (Pajaro Valley Fire). The team created a way for each fire agency, as well as AMR, to customize their Crystal Reports and automatically receive them, via email, on a daily basis. They created a new pre-alert practice for Volunteer Fire Agencies that utilizes their pagers, as well as the Fire Red Radio, to notify them of a call sooner than in the past. They updated several Fire/EMS policies with specific attention paid to safety, including Fire/EMS personnel requesting law enforcement while on-scene; and how SCCECC dispatchers handle an unreachable Fire/EMS unit while they are on-scene of a call. They also updated several Fire/EMS policies to make operations smoother, including SCHMIT call-out, fire investigator call-out, and zone coordinator call-out.

They have completed a policy, not yet approved by the Users, that will allow dispatchers to change a unit's attributes on a daily basis so that CAD can be utilized to find the closest personnel with a special skill, i.e., rescue swimmers.

### **LAW ENFORCEMENT OPERATIONAL POLICY TASK TEAM**

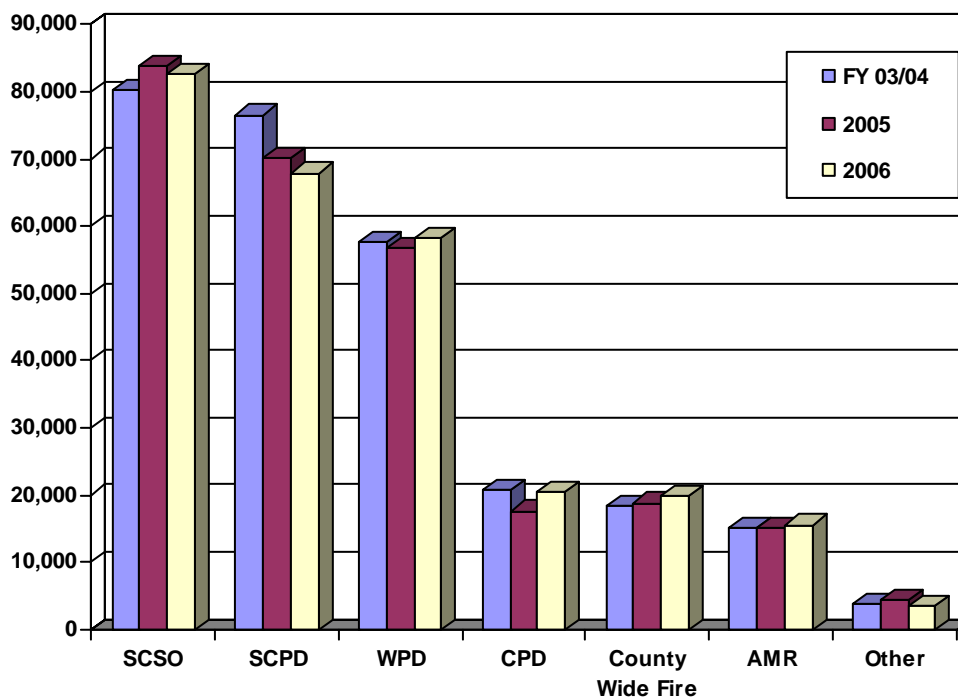
The team is comprised of a representative from each of the law enforcement User Agencies, as well as line-level dispatchers from SCCECC. Members are: Sgt. Tom Held, CPD; Lt. Colleen McMahon and Sgt. Tom Bailey, SCPD; Lt. Gretchen Hurley and Lt. Jim Hart, SCSO; Cpt. Kim Austin and Sgt. Mike Barnett, WPD; Teri Taylor, UCSC; and SCCECC's Kevin Fink, Marsha Ayers, Stephanie Zube, and Anna Kiff. The team's role is to make operational recommendations to the Users Committee, primarily through new and revised policies and procedures. The team routinely addresses issues common to line-level law user personnel and dispatchers, provides dispatch-related data and reports of interest, promotes a technical and operational understanding of CAD and MDC functions, and considers any relevant criticism or suggestion.

During 2006, the Law Enforcement Operational Policy Task Team met eight times and, once again, reflected a high participation level from both our user and dispatch representatives. To meet modernization objectives and CALEA standards, the team individually reviewed and updated 66 policies. Of the policy revisions that the team recommended, all were approved by the Users. Additionally, the team addressed several other operational issues throughout the year, including the establishment of uniform operational practices and the creation of new policies to address technological, operational, and statutory changes.

## WORKLOAD AND CALL VOLUME STATISTICS

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

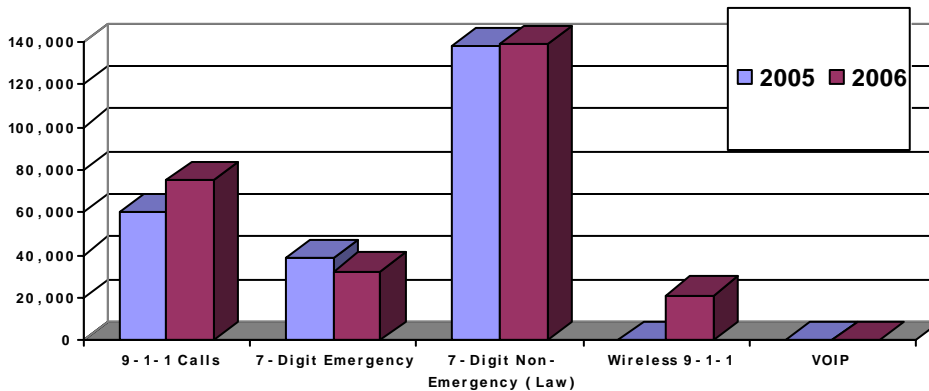
Calls for Service (CFS) Handled and Processed			
2005	2006	Agency	% Annual Change
83,976	82,666	Santa Cruz County Sheriff's Office (SCSO)	-1.5%
70,065	67,932	Santa Cruz Police Department (SCPD)	-3.0%
56,795	58,135	Watsonville Police Department (WPD)	2.3%
17,689	20,477	Capitola Police Department (CPD)	13.6%
18,808	19,956	County-Wide Fire	5.8%
15,142	15,521	AMR	2.4%
4,487	3,569	Other	-20.0%
<b>266,962</b>	<b>268,256</b>	<b>Total Calls For Service</b>	<b>0.4%</b>



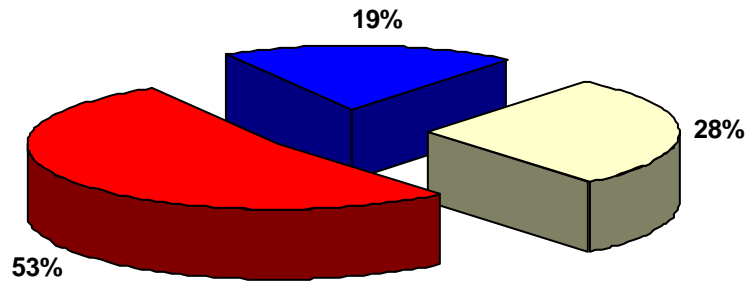
**Calls for Service Agency Comparison**

Calls for Service (CFS) Handled and Processed			
Type of Call	2005	2006	% Change
Wired 9-1-1	60,888	60,533	-0.58%
Wireless 9-1-1	-	21,474	
Voice Over Internet Protocol (VOIP) 9-1-1	-	116	
<i>Total 9-1-1</i>	<i>60,888</i>	<i>82,123</i>	<i>+34.88%</i>
7-Digit Emergency	38,944	32,560	-16.39%
7-Digit Non-Emergency (Law)	137,709	138,660	+0.69%
7-Digit Other	179,562	191,158	+6.46%
<i>Total 7-Digit Calls</i>	<i>356,215</i>	<i>362,378</i>	<i>+1.73%</i>
<i>Total Phone Calls</i>	<i>416,135</i>	<i>444,501</i>	<i>+6.57%</i>

### Calls for Service Origin Comparison



■ 9-1-1 Calls 60,533      ■ Wireless 9-1-1/VOIP 21,590  
■ 7-Digit Emergency Calls 32,560



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

## 2006 DISPATCHER OF THE YEAR

### TERRI MINOGUE

“Dispatcher of the Year” is a highly esteemed and honorary title given to a single dispatcher for outstanding performance according to the characteristics identified in the SCCECC proclamation, “A Successful NetCom Employee...”

Early in 2006, the management team received Dispatcher of the Year nominations from the dispatch staff. From those nominees, the management team selected Terri Minogue as the recipient of the Dispatcher of the Year Award for 2006 in recognition of her professionalism.



*Terri Minogue receiving her in-person congratulations from management staff in April 2006.*

Terri began her career as a police dispatcher with the Santa Cruz Police Department in 1990. Terri joined SCCECC in the 1996 consolidation, and was later promoted to Senior Public Safety Dispatcher. In addition to her duties as a Senior Public Safety Dispatcher, Terri is currently certified as a Communications Training Officer (CTO), Emergency Medical Dispatcher (EMD), Emergency Response Team member (ERT), and a California Law Enforcement Teletype System (CLETS) trainer.

In 2003, Terri was appointed Assistant Accreditation Manager, where her contributions were instrumental in the Center’s successful bid to become nationally recognized as the first 9-1-1 center in California to be accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) in March 2004.



*Terri Minogue receives the Dispatcher of the Year Award from SCCECC’s Board of Directors Chairperson Rich Hill in July 2006.*

Terri is married and resides in Santa Cruz where she has volunteered as a cheerleading coach for Pop Warner football for the past ten years. She enjoys living and serving in her community and is committed to the safety of its citizens.

### *A Successful NetCom Employee...*

- Treats Users, the public and peers with respect and care. Commits random acts of kindness by anticipating needs and lending a helping hand.
- Remains cheerful, upbeat and positive. Realizes that a "mood" can be contagious.
- Demonstrates a positive attitude about his/her job and organization. Continues to look for ways to improve.
- Uses humor to "lighten" the day, relieve stress, and support his/her colleagues.
- Takes a stand that "this *is* a part of my job" rather than, "That's not my job."
- Takes responsibility for his/her own performance and attitude.
- Is tolerant of others and open to different ideas, styles, approaches and opinions.
- Is willing to take on issues and work towards solving problems, and supports others who are doing the same.
- Is willing to work through conflict by understanding and accepting change and demonstrating collaboration and concession.
- Accepts mistakes and feedback as part of the learning experience.
- Brings complaints, concerns, suggestions and ideas to the attention of his/her supervisor in an appropriate, timely, and constructive manner.
- Understands, embraces and looks to enhance his/her role in the success of the public safety mission.



## SUPPORT SERVICES DIVISION

The Support Services Division is organized into three units: Quality, Training, and Projects. Personnel assigned to the division include the General Manager (.25 FTE), Support Services Manager, Training Supervisor, Administrative Senior Dispatcher, and a part-time Administrative Assistant (.25 FTE).



*Administrative Assistant Sherry Paul, Training Supervisor Rosanna McKinney, Administrative Senior Dispatcher Anita Miller, and Support Services Manager Lisa Sullivan.*

### QUALITY UNIT

The Quality Unit is responsible for quantifying the Authority's performance; facilitating performance data analysis to determine equipment, procedural, and training needs; designing and proctoring the annual customer satisfaction surveys; guiding and staffing the Authority's participative Task Team processes;

maintaining the Authority's accreditation efforts; and coordinating the development, approval, and distribution of the Authority's policies and procedures.

During 2006, the Quality Unit focused on three areas of quality measurements: compliance to performance standards, employee satisfaction, and reaccreditation from the Commission on Accreditation for Law Enforcements Agencies (CALEA).

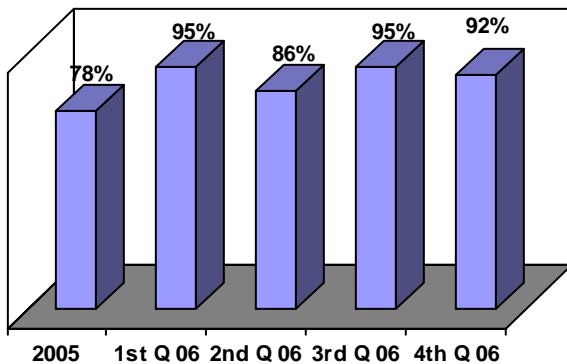
Standards Team members were crucial in all aspects of the employee satisfaction survey project. They conducted research about 9-1-1 and private industry survey tools and processes, analyzed previous survey results to identify meaningful survey topics, and established survey methodology and timelines.

### COMPLIANCE TO PERFORMANCE STANDARDS

To paraphrase SCCECC's mission statement, we are dedicated to continually finding ways to work better and faster to improve our service to our community and User Agencies. In partnership with our law and fire agencies, time and content performance standards were developed for the highest priority calls-for-service created and broadcast by our dispatchers. Agency and individual dispatcher performance is measured in 13 different areas, with feedback to dispatchers every month, and published to our users on a quarterly basis. Performance goals are typically stated as compliance percentages, i.e., 90% of a specific type of call will be handled in a defined amount of time or contain a certain, minimum amount of information.

### Echo Level Compliance

The highest priority medical emergencies involve a person not breathing (Echo calls). The goal is to create that detail within 60 seconds and dispatch responding units in 30 seconds. While “fast” is vital, quality is of equal importance. Support Services personnel measure compliance to emergency medical dispatch (EMD) protocols by listening to a recording of the call and completing a case review. Using the EMD program, dispatchers effectively help patients by giving them proper medical directions developed from years of research by doctors. The EMD program also helps dispatchers correctly determine the medically appropriate *level* of response, conserving resources needed to deal with the next emergency. Operations Supervisors review every Echo level response call exceeding the 60-second performance standard to ensure there was a compelling reason for any delay. The Authority’s average for 2006 is 40 seconds for call creation plus 11 seconds to pre-alert and dispatch responding units.

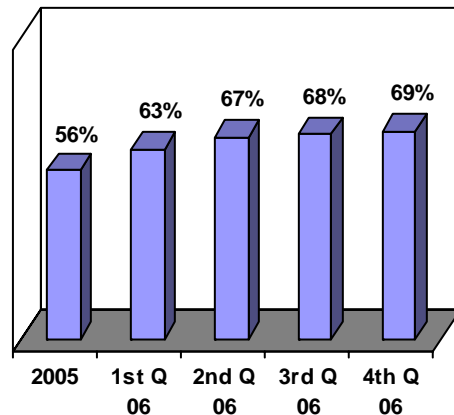


*It is the goal of the Authority to **complete the call taking process for 90% of the highest-level medical emergencies (ECHO level) received on 9-1-1 within 60 seconds.***

### Charlie and Delta Level Compliance

While our compliance to the C and D medical time standard has improved since 2005, there is still room for improvement. The Standards Team spent most of 2006 analyzing our performance in this area and we have compiled enough data to recommend a few changes.

The EMD program creates a medical call for dispatch at different points in the questioning process. For some C and D priority medical calls, as many as seven questions must be asked and answered before a call is created for dispatch. We are using historical data to determine an achievable goal for these calls, and our findings will be presented to our Task Teams and User Committees for their consensus and approval.

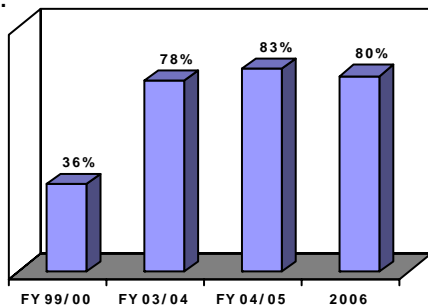


*It is the goal of the Authority to **complete the call taking process for 90% of high-level medical emergencies (CHARLIE and DELTA levels) received on 9-1-1 within 90 seconds.***



### First Priority Fire Compliance

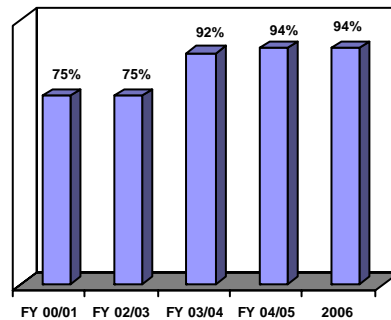
It currently takes dispatchers an average of 47 seconds to create a high priority fire call and 14 seconds to pre-alert and dispatch it. We are within 10% of our 90% goal. All Low Frequency/High Risk fire calls are reviewed by a supervisor to insure we are delivering *quality* service as well as *fast* service. The Authority's compliance to this content-based goal has progressively increased to an average of 96%.



*It is the goal of the Authority to **complete the call taking process for 90% of all first priority fire emergency calls received on 9-1-1 within 60 seconds.***

### Pre-Alert Compliance

By using the technique called "pre-alerting", fire and ambulance responders are informed of incoming emergencies and their general locations so they can begin responding *while the dispatcher is still on the phone with the caller*, thus saving valuable seconds. For 2006, SCCECC met or exceeded the 90% goal with a yearly average of 94%.

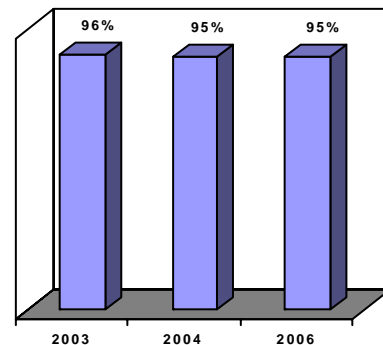


*It is the goal of the Authority to **provide pre-alerts for 90% of all fire and medical incidents received on 9-1-1.***

### Law Enforcement Call Taking Performance

#### Time Measurement

SCCECC has always been highly compliant to the time standards set for law enforcement details. An average of 76 seconds in 2006 is all it takes a dispatcher to create and dispatch a high priority call-for-service. Our agency performance has remained near 90% for all of 2006 in our ability to gather vital information from a person reporting a situation in which the timely arrival of an officer could make a huge difference in the outcome.



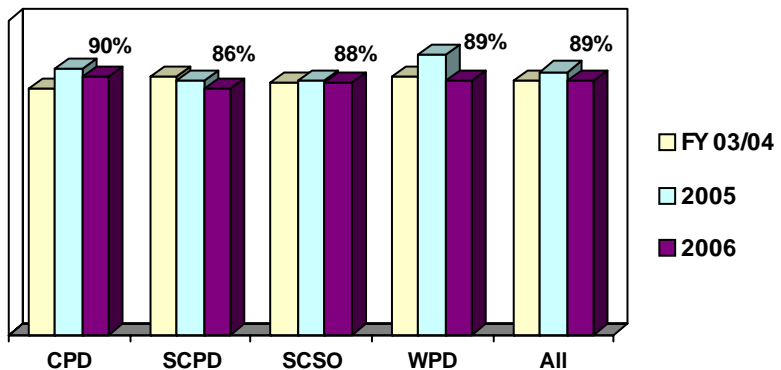
**Content Review Compliance**

#### Supervisor Random Call Review

In order to ensure *continuous* quality improvement, and at the recommendation of the Standards Team, call content reviews are performed for every dispatcher on the floor. Operations supervisors randomly select four calls per dispatcher each month and use a checklist to ensure vital information was entered in the incident. The completed checklist is delivered to the dispatcher as part of our monthly performance feedback process. *Note: random call reviews were suspended in 2005 while we focused on hot-call reviews.*

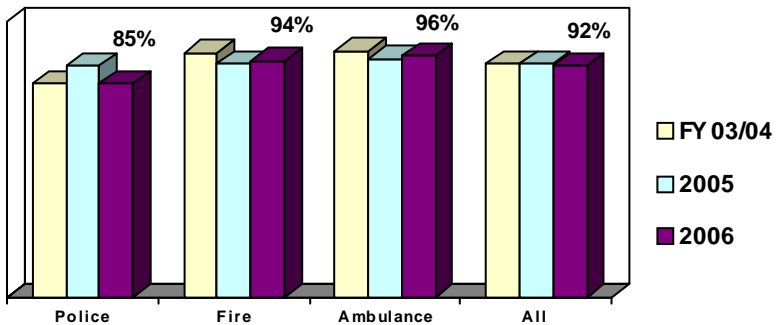
### First Priority Law Enforcement Compliance

*It is the goal of the Authority to **complete the call taking process for 90% of all first priority, 9-1-1 law enforcement calls-for-service within 90 seconds.***



### First Priority Dispatch Compliance

*It is the goal of the Authority to **dispatch 90% of all first priority, 9-1-1 calls-for-service within 30 seconds of completion of the call taking process.***



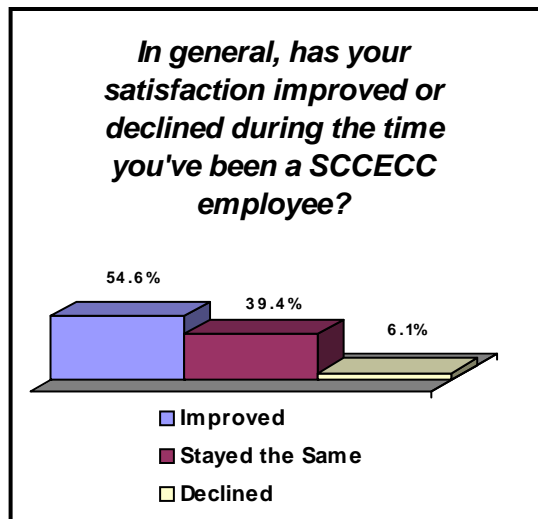
The dispatch process for fire and ambulance is highly automated and time stamps are generated by the Computer Aided Dispatch (CAD) system. Because of operational differences, the law enforcement dispatch process is less automated. The moment the time stamp should be generated for dispatch of law enforcement units is defined by procedure, but manually entered by dispatchers. It is reasonable to infer that the voice dispatch of law enforcement units is completed within 30 seconds more frequently than 85%. The average time to complete a law enforcement dispatch is 20 seconds, which affirms this interpretation.

## 2006 EMPLOYEE SATISFACTION SURVEY

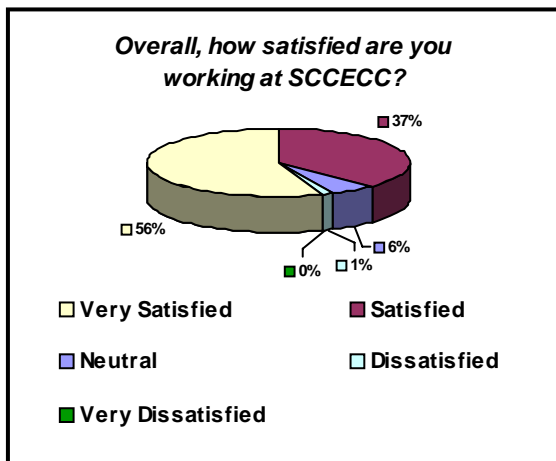
Every year we survey the different segments of our customer base. Last year we surveyed the community, the year before, our users; and this year we surveyed our employees. The employee satisfaction survey was designed to gather demographic data and measure employee satisfaction in several areas: overall satisfaction, service quality, organizational support, and organizational climate. Employees were encouraged to write comments in all areas of the survey and were asked for their thoughts on future challenges, desired changes, and the best things about working at SCCECC.

	Distrib-uted	Re-turned	Return Rate
Dispatcher I/II	28	18	64.3%
Senior Dispatcher	10	7	70%
Administrative	4	4	100%
Supervisor/Manager	7	4	57.1%
Total	49	33	67.4%

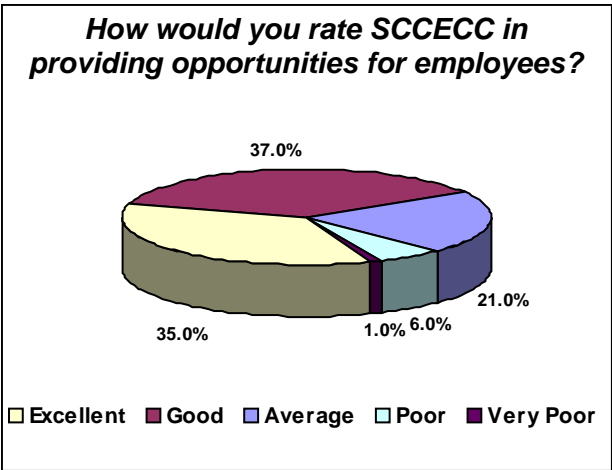
Surveys were distributed to all employees in June and 67% were completed and returned. Once the survey results were tabulated and summarized, an ad-hoc Survey Team was formed to analyze and interpret the responses. The Survey Team members were: Senior Dispatcher Marsha Ayers, Dispatcher Rosa Puga, Dispatcher Dan Hendrix, Supervisor Dennis Kidd, and General Manager Michael McDougall. Senior Administrative Assistant Rayne Marr provided administrative support. The findings and conclusions of the Survey Team were used to formulate agency goals for 2007 (Page 5).



Ninety-one percent of responding employees are very satisfied or satisfied working at SCCECC. Only 1% described themselves as dissatisfied and no employees reported being very dissatisfied. Ninety-four percent of responding employees stated their satisfaction has improved or stayed the same during their employment. Only two employees characterized their satisfaction as declining.



The Survey Team found that 70% of our 9+ year employees reported improved satisfaction while the satisfaction level of our 4-8 year employees has stayed the same. The atmosphere of constant change (in response to evolving technology) and continuous improvement is unsettling for some of our employees.

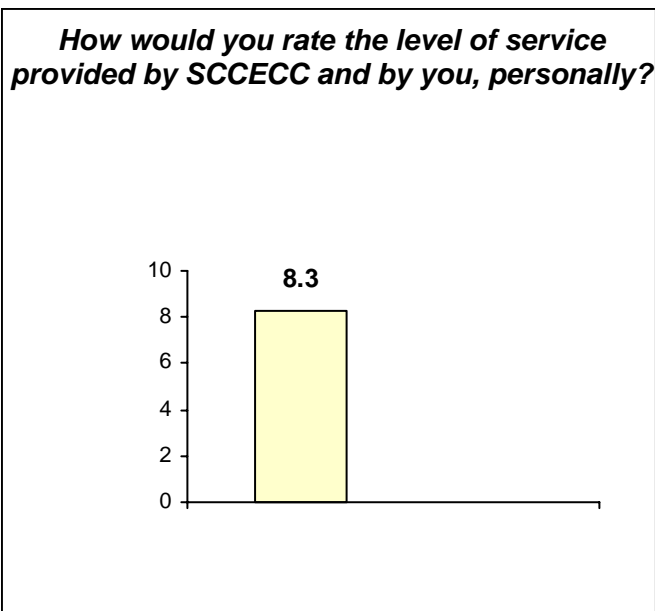
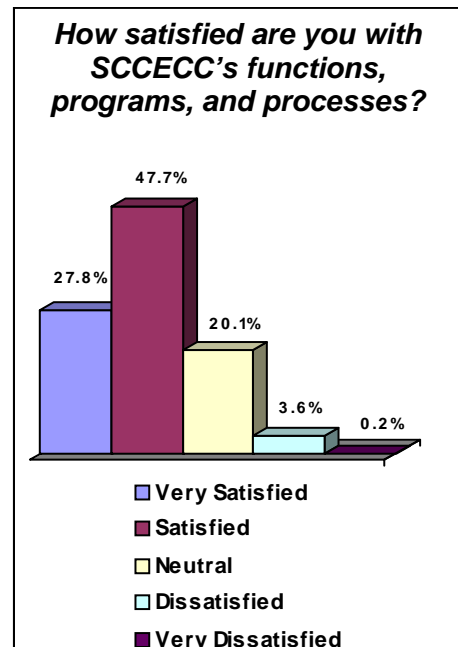


In general, 72% of responding employees rated SCCECC as being “good” or “excellent” in providing opportunities for professional development, advancement, and for employees to have an impact. An additional 21% felt SCCECC was “average” in this area. Only 7% indicated SCCECC was “poor” or “very poor” in providing opportunities to its employees.

75.5% of responding employees are “very satisfied” or “satisfied” with the functions, programs, and processes currently in place at SCCECC. Only 3.8% are “dissatisfied” or “very dissatisfied”.

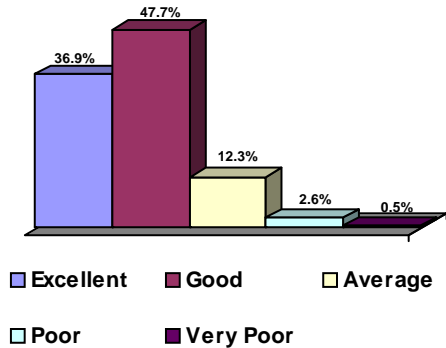
Upper management, technology, scheduling, recruitment and hiring, front office, flow of information, concern/inquiries, and the intranet and electronic reading board were all rated highly by employees.

Areas of greatest dissatisfaction are continued professional training and consistency of supervision. The Survey Team also concluded that quality improvement and accreditation programs require more education regarding their value.



When asked to rate the level of service on a scale of 1 to 10, employees scored the organization and themselves as providing a high level of service.

**How would you rate SCCECC in providing organizational support?**

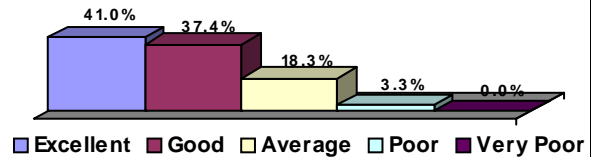


Of responding employees, 84.6% rated SCCECC as “excellent” or “good” at providing organizational support. Only 3.1% rated SCCECC as below average.

SCCECC was rated highest in providing the equipment and/or systems, initial training, information, and facilities our employees need to do their jobs.

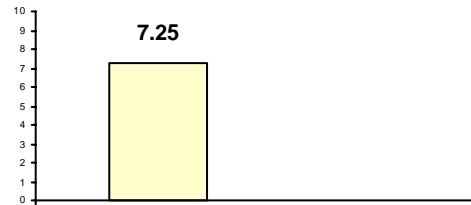
As one measurement of organizational climate, employees were asked to rate their level of trust in others and the level of trust others have in them. 78.4% of responding employees rated their levels of trust as “excellent” or “good”. Only 3.3% characterized their trust levels as below average. The Survey Team found that dispatchers rated their supervisors higher than their peers by a 2:1 ratio.

**How would you rate the level of trust you have in others and the level of trust others have in you?**



When asked to use a scale of 1 to 10 to rate how well SCCECC listens and responds to their ideas, concerns, and complaints, employees gave SCCECC a 7.25.

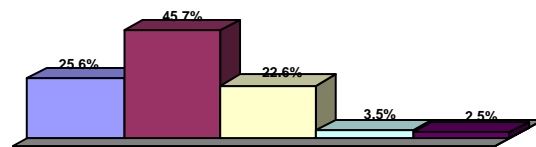
**How well does SCCECC listen and respond to your ideas, concerns and complaints?**



The Survey Team concluded that employees may not understand how much their input is desired or how their ideas are moved through the system.

When asked to evaluate SCCECC’s leadership in a variety of areas, overall 71.3% of employees characterized it as “excellent” or “good”. Only 6% of employees felt the leadership is “poor” or “very poor”. The leadership was rated highest for its ability to address external issues.

**How would you rate the leadership of SCCECC?**



## **THE STANDARDS TEAM**

The Standards Team's primary responsibility is to perform the functions of the Quality Unit. Team members are dispatchers who represent various operational functions such as day-to-day dispatching, emergency medical call taking, training, and coordination of the communications center floor. The Standards Team members for 2006 were Suzie Daley, Mike Krakowiak, Anita Miller, Dave Sumner, Marsha Ayers, Lola Crain, Dennis Kidd, and Kevin Fink.

The Standards Team's biggest accomplishment during this report period was obtaining reaccreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Santa Cruz Consolidated Emergency Communications Center is one of only 47 accredited communications centers in North America, and the first center in California to obtain the award twice.

The Team met ten times this year, accomplishing the following:

- Benchmarked agency performance on Charlie and Delta priority medical calls.
- Designed and implemented a self-review process for Emergency Medical Dispatchers (EMDs).
- Monitored the impact of wireless 9-1-1 calls on agency performance.
- Updated and reinstated the Supervisor Random Review process for law enforcement calls.
- Published the quarterly performance reports for 2006.

## **EMERGENCY MEDICAL DISPATCH QUALITY ASSURANCE (EMD QA) COMMITTEE**

The EMD QA Committee is comprised of line-level and management representatives from emergency medical service User Agencies and SCCECC. Members are Dr. Kent Benedict, EMS Medical Director; Celia Barry, County EMS Manager; David Zenker and Brad Cramer, AMR; Scott Vahradian, EMSIA; and Rosanna McKinney and Margaret Parker, SCCECC.

The Committee provides oversight and local medical control to the Emergency Medical Dispatch (EMD) program, reviews high risk and unusual medical calls, and provides EMD program clarification to the dispatchers. The Committee met three times during 2006.

## TRAINING UNIT

The Training Unit is responsible for: providing initial training for the Authority's new dispatchers; providing continued professional training for experienced dispatchers; and conducting the Authority's community outreach activities. In addition to these responsibilities, the Training Unit maintains 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, the Master Instructor Association of California, and the International Law Enforcement Educators and Trainers Association (ILEETA).

### ENTRY LEVEL TRAINING

Training for newly hired dispatchers is conducted in two phases: classroom training in the Dispatch Academy and on-the-job training in the Communications Training Officer (CTO) program. On average, the entry-level training program takes 21 weeks to complete.

### DISPATCH ACADEMY

The Dispatch Academy is managed by Training Supervisor Rosanna McKinney and staffed by six Academy Instructors: Senior Dispatchers Ralph Wilcox and Mike Krakowiak; and Dispatchers Dan Hendrix, Kristine Ebersole, Jim Rock and Melanie Sherwood. These individuals prepare lesson plans, instructional material, and conduct classroom instruction. The Academy staff met eight times in 2006.

The Dispatch Academy continues to be taught in two segments. The first segment focuses on teaching new dispatchers the basics of public safety call-taking and the second segment focuses on the basics of radio dispatching. During 2006, six students successfully completed the first (call-taking) segment of the Dispatch Academy and four students successfully completed the second (radio dispatching) segment.



*Communications Academy instructor Jim Rock teaching Dispatch Academy students, July 2006.*



In addition to providing entry-level training, Academy staff also provides training for our User Agencies when requested. An additional 22 presentations were made for User Agencies including Santa Cruz Sheriff's Office Volunteer training, Crystal Reports training, Watsonville Police Cadet training, and MDC refresher training for Capitola police officers.

*Dispatch Academy students Melody MacDonald and Ashley Hiles, July 2006.*

## COMMUNICATIONS TRAINING OFFICER (CTO) PROGRAM

The CTO Program is designed to provide new dispatchers with on-the-job training, guided practice, and meaningful performance feedback. CTOs are experienced dispatchers with no less than 18 months' experience and a recommendation by their supervisors to take on additional training responsibilities. Every CTO has successfully completed the CTO course authored by the APCO Institute and has received APCO's international certification. (APCO is an international public safety communications professional organization.) The Authority currently has eleven CTOs: Dispatchers Kristine Ebersole, Dan Hendrix, Margaret Parker, Melanie Sherwood, Dave Sumner, and Karen Clark, and Senior Dispatchers Suzie Daley, Mike Krakowiak, Anita Miller, Greg Marr, and Terri Minogue. The program is managed by Support Services Manager Lisa Sullivan.

During 2006, six trainees were assigned to the CTO Program for a total of 2,864 hours of training. Our success rate (trainees who succeeded through training) for this year is lower than previous years, and our retention rate (dispatchers who remain employed after one year) has remained extraordinarily high at 100%, which supports the conclusion that the CTO program has significantly improved its ability to identify trainees who are capable of long term success.

### CTO Program Performance

	Total Training Hrs.	Trainees	Avg. Hrs Per Trainee	Success Rate	Retention Rate
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%
FY 03/04	3,277	10	328	60%	100%
2005	3,176	10	317.6	80%	100%
<b>2006</b>	<b>2,864</b>	<b>6</b>	<b>477.3</b>	<b>50%</b>	<b>100%</b>

## CONTINUED PROFESSIONAL TRAINING (CPT)

The Training Unit provides continued professional training for experienced dispatchers via on-site and off-site classes. Continuing Education (CE's) are on-site classes, typically required for all dispatchers, and focus on updating skills and knowledge — particularly in areas that may have been effected by changes in laws, policies, or other mandates. Off-site classes are voluntary training opportunities, usually hosted by another agency or organization, and attendance is based on individual dispatcher needs and interests.

CE classes were conducted five times during 2006. The topics presented were EMD version updates, technology update, excited delirium, employee survey results, county-wide scenario training, CPR and first aid recertification, homeland security, and federally-mandated National Incident Management System (NIMS).

There is a clear shift this year in training hours. Ride-along hours have decreased while continuing education hours have increased to account for new shift training and drills.



<b>CPT Program Performance</b>						
	<b>On-Site Training Hours</b>	<b>Off-Site Training Hours</b>	<b>CE Hours</b>	<b>Ride- Alongs</b>	<b>Total Hours</b>	<b>Avg. Hours per Employee</b>
FY 00/01	1,792	68	672	94	2,626	61.1
FY 01/02	1,892	293	544	107.5	2,836.5	74.3
FY 02/03	2,112	315	1,008	95	3,530	78.4
FY 03/04	1,800	482	1,601.5	200.5	4,084	97.2
2005	1,750	380.5	1,280.5	228.25	3,639.25	88.7
<b>2006</b>	<b>1,632.0</b>	<b>498.0</b>	<b>1,611.0</b>	<b>56.0</b>	<b>3,797.0</b>	<b>92.6</b>

## COMMUNITY OUTREACH

The Authority currently pursues partnership with the community via three main activities and/or processes: the Awareness and Community Education (ACE) Team, the Citizens' Academy for 9-1-1, and the Authority's Web site.

### AWARENESS AND COMMUNITY EDUCATION (ACE) TEAM

What was formerly known as the Recruiting Team has been changed to the ACE Team. The original focus was to improve the success of the Authority's entry-level dispatch recruitments by developing recruitment strategies, marketing plans, and materials. Having contributed to the successful resolution of the Authority's staffing shortages, the Recruiting Team was renamed. Its responsibilities have evolved to include representing the Authority at public education and community outreach events. The ACE Team is facilitated by Training Supervisor Rosanna McKinney and the members are Public Safety Dispatchers Amanda Douglas, Abby Hernandez, Rosa Puga, and Lisa Yee. During 2006, the ACE Team met six times and focused on recruiting and increasing the number of public education presentations to improve the public's knowledge and understanding of the 9-1-1 process.

### PUBLIC EDUCATION AND COMMUNITY OUTREACH

Public education is a facet of the Training Unit and one the ACE Team has diligently worked to address. In calendar year 2006, 37 presentations and tours of our facilities were conducted. Presentations were made to school and scout groups as well as other organizations. The ACE Team continues to expand their presentations by participating in more widely attended public events such as the St. Francis Festival, Strawberry Festival and National Night Out.

When presentations are made to specific groups, an invitation to complete a sit-along with a dispatcher is extended. This past year, 73 individuals participated in sit-alongs: 38.4% citizens (primarily Citizens' Academy participants), 9.5% dispatcher applicants, and 52.1% assigned by User Agencies. While there were fewer sit-alongs this year than the 84 last year, it should be noted the 52.1% assigned by User Agencies is a significant increase over the 28% last year.

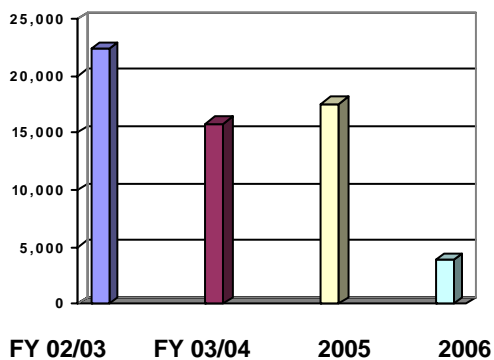
## CITIZENS' ACADEMY FOR 9-1-1

The primary goal of our Citizens' Academy for 9-1-1 is to provide a forum for informing and educating the public about 9-1-1 and, specifically, the Santa Cruz Consolidated Emergency Communications Center's role within the community. It also provides a means for making positive connections with the media. Since we are a consolidated communications center, it is important to explain our organizational structure as our Center differs greatly from a communications center that serves a single jurisdiction. A self-paced, on-line version of our Citizens' Academy for 9-1-1 is available for those whose schedules cannot accommodate the on-site version.



Students in the 2006 Citizen's Academy.

This year, two Citizens' Academies for 9-1-1 were conducted. We also participated in three User Agency citizen academies, one of which was exclusively in Spanish. To date, 220 individuals have successfully completed the Citizens' Academy for 9-1-1.



The Users' Web site is password protected and can be accessed through a link from our public Web site at [www.sccecc.org](http://www.sccecc.org). The Users' Web site received 4,840 visits this year, an average of 403 each month.

## WEB SITE ACTIVITY

Analysis of the activity on our Web page indicates we hosted 3,837 visits this year. This is a significant decrease from the 19,860 visits last year. This is partly due to the separation of the public and Users' Web site. It is speculated the decrease is also due to the fact Authority managers did not present at the APCO conference this year.



## PROJECT UNIT

The Project Unit, within the Support Services Division, is responsible for all projects assigned to the Division that are not clearly within the scope of the Quality or Training Units.

During this reporting period, the Project Unit conducted internal, promotional recruitments for Senior Dispatcher and Senior Systems Technician, implemented an upgraded version of our emergency medical dispatch (EMD) software, published three issues of the *NetCom News* electronic newsletter, conducted the annual trainee Dispatcher I and lateral entry Dispatcher II recruitments, anticipated the operational impacts of receiving wireless 9-1-1 calls and provided training to mitigate those impacts, and planned and co-hosted the ten-year anniversary celebration of SCCECC.



*Board Chairperson Richard Hill speaking at the ten-year anniversary celebration September 24, 2006.*

*Employees, friends, and families enjoying the activities at the ten-year anniversary celebration.*

# NetCom News

Communicating with our Users about Communications

### **New Senior Dispatchers**

For the first time in several years (since 2002 to be more precise), NetCom has completed an internal, promotional recruitment for Senior Dispatchers. After a highly competitive selection process, we're pleased to introduce you to our recently promoted Senior Dispatchers: Margaret Parker and Marsha Ayers.

Margaret is one of our original dispatchers having made the transition from the Santa Cruz Police Department to NetCom in 1996. Margaret wanted to become a Senior Dispatcher so she could work towards bridging gaps between dispatchers and management and making things work better on the dispatch floor. She has a good sense of humor, great customer service skills, and her supervisors see her as an excellent, all-around dispatcher (she's cross-trained in all dispatch positions, law, fire, and EMS). Margaret is currently assigned to the Blue Team (Wednesday through Saturday, day shift).

Marsha was originally hired in 2002 as a lateral-entry dispatcher. She was an Air Traffic Controller in the U.S. Army and a law enforcement dispatcher in Tennessee. She has participated in many of our Task Teams and committees and is also fully cross-trained in all dispatch functions. If anyone is volunteering to make a Starbucks run, she prefers Breve Vanilla Lattes. Marsha is currently assigned to the Red Team (Sunday through Wednesday, day shift).

**Save the Date!**

**NetCom to All Units and Stations, Stand By to Copy "Save the Date" Information.**

Suspect: SCCECC, aka "NetCom".

DOB: 6/19/96

On Sunday, 9/24/06, SUSPECT (NetCom) will be celebrating it's 10 year anniversary. Intel is that the celebration will begin at 1400 hrs. (2pm) and last until 1900 hrs. (7pm).

All accomplices and known associates (User Agency employees, Board members, NetCom employees) and their families are invited to join in the festivities.

Please mark your calendars and save the date. Further to follow...

**Hot Tip**      **Entering Addresses on MDC's**

Address verification is an important step when entering incidents in your MDC's. Most important, it's a good way to make sure you've entered your location correctly and secondarily, it allows for consistent, retrievable information for investigations and research.

The easiest way to enter a street address is to leave off the street suffix (i.e., St., Ave., Blvd., etc.) Also, less is more in the address verification world. The address numbers and first four letters of the street name will, 99% of the time, get you a reasonable number of verifiable addresses to pick from.

Go ahead, try it!

Questions or comments? E-mail us at [isa@sccecc.org](mailto:isa@sccecc.org) or call 831-471-1003.





## SYSTEMS DIVISION

Personnel assigned to the Systems Division include the General Manager (.25 FTE), the Systems Manager, a Senior Communications Systems Technician, a Senior Dispatcher, and two Dispatcher II's (.5 FTE). The Division is comprised of three separate units: CAD/911, MDC, and SCMRS.

### CAD/9-1-1 UNIT

The CAD/9-1-1 Unit of the Systems Division oversees the operations of the electronic systems within the Authority. These systems are described here.

### COMPUTER AIDED DISPATCH (CAD)

Unit staff investigates problems that occur from time to time involving the routine use of CAD. Staff also interfaces between the Authority and the CAD vendor (Motorola) to resolve problems, suggest enhancements, coordinate and implement upgrades, and handle other routine matters. Unit

staff performs system troubleshooting and minor maintenance on workstation hardware. Staff also maintains the Universal Data Transfer (UDT) database to which Crystal Reports are written and executed to provide statistics for in-depth performance analysis.

In January 2006, the CAD and ProQA (Emergency Medical Dispatch Instruction) software were upgraded. This upgrade was mandated by Priority Dispatch (makers of ProQA) in order for our center to have continued vendor support. Additionally, an LED sign was mounted in dispatch which keeps the dispatch staff informed of changing information such as policy updates and special events.

The dispatch consoles were reconfigured in June to allow for four dispatchers in the Sheriff's and Santa Cruz PD's PODs. This was essential to keep up with an increasing need for expansion during high traffic incidents and dispatch events such as Independence Day, Halloween, and New Year's Eve. The phone and computer equipment, as well as the desk consoles, were moved by Systems personnel.



*Systems Manager Scotty A. Douglass, Dispatcher II Nicola Garner, Senior Communications Systems Technician Amethyst Uchida, Administrative Senior Dispatcher Ralph Wilcox, and Dispatcher II Dave Brenner.*

## **9-1-1/TELEPHONE**

Unit staff performs additions, moves, changes, and trouble-shooting of telephone sets and features. Staff also monitors the system for proper operation and maintains reports of 9-1-1 and seven-digit calls to the Center. Unit staff interfaces between the Authority and AT&T regarding all telephone lines and circuits supporting 9-1-1, radio control, and data. The Systems Manager performs the duties of County Master Street Address Guide (MSAG) Coordinator. The Coordinator reconciles AT&T and Verizon records against actual subscriber address information to assure that the 9-1-1 calls are answered at the correct Public Safety Answering Point (PSAP) 9-1-1 Center.

In February, the Unit successfully implemented the technical ability to receive wireless 9-1-1 calls directly from cell callers without having to be transferred from the California Highway Patrol (CHP). The Center is now able to receive these calls directly from citizens along with GPS coordinates that map directly to the CAD system. When the dispatcher answers the 9-1-1 phone, the latitude and longitude of the caller's location is displayed on the phone screen and simultaneously this information automatically displays on the Advanced Tactical Mapping (ATM) software. The Center has directly received over 16,000 wireless calls since the system was implemented.

## **RADIO/CONSOLE**

The Unit oversees the operation of the communications consoles and ancillary equipment, and their connections to Users' radio systems. The Unit also interfaces with User Agencies' service organizations when necessary to facilitate repair of radio issues.

Additionally, SCCECC has been directed by the Board of Directors to form the Narrow-banding Task Team. This is because the narrow-banding of the VHF radio spectrum is federally mandated and is scheduled for full implementation by 2013. This would render the current radio systems obsolete and unusable in their current state. Therefore, all agencies are required to convert and narrow-band their current VHF wide-band systems. SCCECC is at the center of this particular project in order to facilitate the narrow-banding study performed by CTA Communications. The study will be completed by January 25, 2007 and will be presented to the Board of Directors at that time.

## **GEOGRAPHIC FILE (GEOFILE)**

This year, all fire districts, fire departments, and AMR (backed by County HSA) have asked that SCCECC take on a pilot project to implement the Public Safety Mapping Program. It is the responsibility of the Systems Division to have a dedicated Geographical Information Systems (GIS) technician who will coordinate and generate the updates to the Fire Run Books (FRB) for each agency, align the fire map grids on SCCECC's map system to the map page grids defined in the FRBs, develop and distribute large-scale pin-maps, and distribute map updates via the SCCECC Users' Web site. In addition to the above responsibilities, the Division will be assisting AMR in implementing electronic tactical mapping within the next few months. So far, the grid alignment and electronic distribution via the Users' Web site has been completed, and the distribution of large-scale pin maps is in progress.

The accuracy of the Center's Geofile has continued to remain constant from July 2003 to December 2006. The accuracy, when considering raw accuracy (the ability to find a location when the address is given, rather than a common-place name) measured by ambulance calls, remains at 99.9%.

Changes continue to be made as User Agency requirements change and the County reassigns street names and address ranges. Moreover, the Systems Division is in charge of regular updates and maintenance of this system, which guarantees a high level of confidence in the Geofile.

## **PERFORMANCE REPORTING**

The Systems Division continues to design reports on an as-needed basis for our User agencies and the Center. This past year saw the development of new reports to accommodate the new UDT-4 (Universal Data Transfer) CAD data format. Although the database was sufficient for past reporting, the new data format is an improvement that will provide the Systems Unit with a better ability to provide more detailed reports in the future. Furthermore, the new database format will increase the speed in which the reports are run from our UDT server. Since January 2006, approximately ten reports have been converted from UDT-3 format to UDT-4. It is a major goal of this unit to completely convert the remaining UDT-3 based reports in 2007.

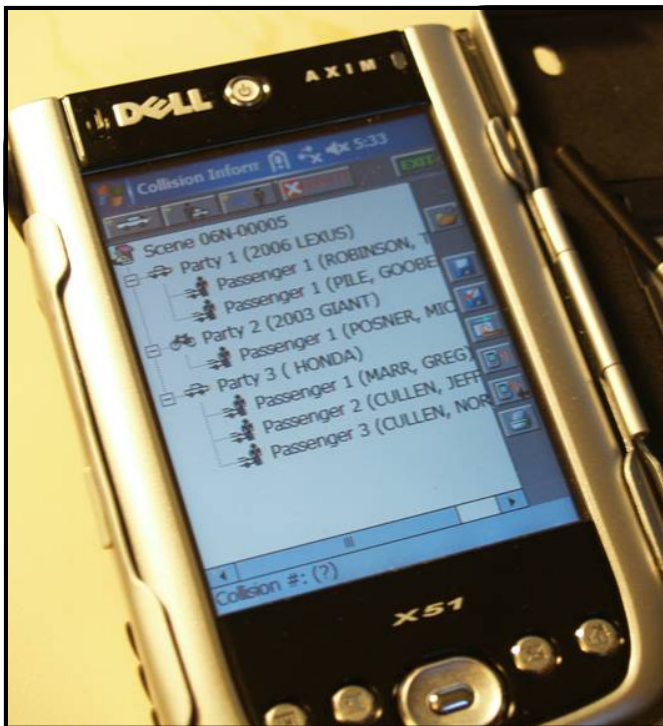
## SANTA CRUZ METRO RECORDS SYSTEM (SCMRS) UNIT

The Systems Division's SCMRS Unit provides management support for Santa Cruz, Watsonville, Scotts Valley, and Capitola police departments as it pertains to their Records Management System (RMS) and the Wide Area Network that connects all participating agencies together. The SCMRS 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 issues and interfaces with the RMS software vendor (Cyrun). In addition, the Unit coordinates, chairs, and facilitates meetings of the Chief's Executive Group and the Mid-Management/Users Group.

During this reporting period, SCCECC has continued to operate efficiently without the need to contract Software Maintenance Agreements with Bio-Key (MDC Software Vendor) and Cyrun Corporation (RMS Software Vendor).

The Alliance Users Group (AUG) conference was attended by Scotty Douglass and Amethyst Uchida in November 2006. Amethyst completely coordinated the successful event. The Santa Cruz Police Department contributed staff assistance and the use of their Community Room. Several break-out sessions that covered topics such as *Cyrun RMS*, *Coplink* data systems, *Crossroads* traffic software, and *Windows 2003* networking were presented and well received.



*Dell Axim handheld unit for Crossroads handheld traffic reporting and electronic citation program.*

The SCMRS Unit also assisted Watsonville Police Department in implementing the *Crossroads* handheld traffic reporting and electronic citation program, and is in the process of implementing a wireless MESH network pilot project for each of the police agencies.

Lastly, the SCMRS Unit has been participating in the RMS Request for Qualification (RFQ) process with the Santa Cruz County Information Systems Division and Sheriff's Office. The Santa Cruz County Sheriff's Office is seeking a new RMS/Detention Management System (DMS) for future replacement of their current system. Because of this, SCMRS is interested in monitoring their process and providing input where appropriate. The SCMRS Unit will continue to participate in this process in 2007.



## MOBILE DATA COMPUTER (MDC) UNIT

The Systems Division also oversees the Dataradio/Bio-Key Mobile Data Computer (MDC) Systems for the following SCMRS User Agencies: Santa Cruz Police Department, Watsonville Police Department, Capitola Police Department, Scotts Valley Police Department, Santa Cruz Fire Department, and Watsonville Fire Department.

In addition, the MDC Unit took on the added responsibility of implementing the American Medical Reponse (AMR) MDC system. This new MDC system will have a Verizon connection using a secure transport between Verizon's network and SCCECC's network. Moreover, the AMR MDC system is being implemented with a Motorola Premier MDC solution. The responsibilities for all of the listed MDC systems include managing vendor installations, software configuration, and troubleshooting of MDC software, the MDC and Automatic Vehicle Location (AVL) Servers, the wireless MDC infrastructures and associated equipment.

Mobile reporting continues to be used within the SCMRS User Agencies. This tool allows police officers to write reports in the field and then transmit them to the SCMRS system for processing. This year, Santa Cruz Police Department, Capitola Police Department and Santa Cruz Fire Department upgraded their MDC infrastructure from 19.2 Kbs to 43.2 Kbs data rates. This has effectively more than doubled their data transfer capacity. In addition, MDCs continue to be operational in units of the Santa Cruz Fire Department. Furthermore, all of the law/fire units that have MDCs installed are able to perform status changes, receive calls, and send/receive electronic messages.



*SCCECC's Ralph Wilcox transporting AMR's new MDC laptops (patients) on a gurney.*

Over the course of 2006, the Unit maintained the increased responsibility of maintaining MDC hardware for all of the User agencies mentioned above. This increase in responsibility has continued to be a direct benefit to the agencies in the way of decreased response times and increased availability of the MDC units in the field. By allowing the agencies to discontinue their existing hardware maintenance contracts, the agencies have continued to experience a considerable amount of savings for the past year without an increase to the cost of services from SCCECC.



## 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), two Senior Administrative Assistants (.50 FTE ea.), and an Administrative Assistant (.25 FTE). The Business Division is divided into two units: Fiscal Unit and Business Services Unit.

### FISCAL UNIT

The Fiscal Unit is responsible for keeping track of the Authority's purchasing, payroll, accounting, and budget.

### PURCHASING

The Authority issues and tracks its own purchase orders. In our tenth year of operation the Authority issued 81 purchase orders.

### PAYROLL

Authority payroll is based on a 14-day reporting period for 53 employees in seven different benefit statuses. Administrative staff collect, verify, and process time cards every two 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 fee for services which include: payments to PERS for retirement benefits, state and federal tax withholdings, payments for Medicare taxes, and unemployment insurance. The Authority's Fiscal Unit tracks employee vacation accrual changes, step increases, holiday hours, ETO (Elective Time Off) hours and compensatory time accrued and taken.

### ACCOUNTING

Accounting is performed according to generally accepted accounting practices. All expenditures are tracked in sub-object accounts and reconciled with the County Auditor/Controller's FAMIS computer tracking system. Claims are generally submitted to the Fiscal Unit, 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 deposit revenue into appropriate sub-object accounts identified in the Operating, Capital, Debt Service, and SCMRs Budgets. An annual audit is performed by the County Auditor/Controller's Office and presented to the Board of Directors. The audit for Fiscal Year 2004/2005 was performed by the County Auditor/Controller's Office and was presented to the Board of Directors on March 23, 2006. The Authority also maintains a certified inventory of all fixed asset equipment, which is presented to the Board of Directors annually.



*From left: Senior Administrative Assistant Rayne Marr, Administrative Assistant Sherry Paul, Senior Administrative Assistant Anne Miller.*

## 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 total budget includes three major objects: debt, capital, and operating.

The Fiscal Year 2006/2007 Budget has a separate index code and budget for the Santa Cruz Metro Records Management System (SCMRS). This budget unit experienced a 0% increase for FY 06/07.

Fiscal Year	Total Budget	Percent of Change
2003/04	\$4,766,302	4.20%
2004/05	\$4,985,813	4.60%
2005/06	\$5,128,734	2.87%
<b>2006/07</b>	<b>\$5,291,398</b>	<b>3.17%</b>

## RECORDS

The Business Services Division is responsible for processing requests for dispatch recordings and CAD reports for the Authority. The unit also maintains and distributes new and revised policies and procedures.

The process for providing records was updated this year – the recordings and incident reports are now sent electronically to the offices of the district attorney and public defender, and to user agencies. This has reduced the time it takes to process a request, and has improved the turnaround time considerably.

Authority staff continues to reproduce random tape samples for the Standards Team, and performs duties associated with records request reproduction.

In 2006, 537 tape requests were processed, 28 subpoenas were served to the Authority, and the Custodian of Records made 4 court appearances in support of reproduced tapes.

Requests Completed in 2006			
Agency	FY 03/04	2005	2006
District Attorney's Office	523	403	413
Public Defender's Office	32	29	21
Sheriff's Office	27	13	18
Private Attorneys/Citizens	13	17	18
Santa Cruz Police	51	27	27
Watsonville Police	14	14	13
Capitola Police	31	19	24
Fire Agencies and AMR	25	3	1
Other	1	8	2
<b>Total Tapes Completed</b>	<b>717</b>	<b>533*</b>	<b>537</b>

*\*This reduction is a result of implemented technology which reduces the need to create tape recordings of dispatch radio and phone traffic. Some users now have the ability to listen to calls directly from SCCECC's new digital call recorder over the computer network.*

## **BUSINESS SERVICES UNIT**

The Business Services Unit provides support for Facilities and Systems, Personnel, Safety and Wellness, and Records.

### **FACILITIES AND SYSTEMS**

During this reporting period, the Authority continued to administer specific professional service agreements with eleven vendors that provided the following services:

- Emergency power 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.
- Computer Aided Dispatch (CAD) software and hardware maintenance.
- Fire alarm and security camera maintenance and repair.
- Fire Red and Yellow maintenance.
- Radio maintenance.

### **PERSONNEL**

From January 2006 to December 2006, the Authority completed four recruitments. Those recruitments resulted in the internal promotion of two Public Safety Dispatcher II's to Public Safety Dispatcher III's, and a Systems Technician to Senior Systems Technician. Those recruitments also resulted in the hiring of five Trainee Dispatchers, and rehiring of one Public Safety Dispatcher II.

The Authority is an Equal Opportunity Employer, and updated its Equal Employment Opportunity Plan in April 2006. 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.scecc.org](http://www.scecc.org).

## SAFETY AND WELLNESS COMMITTEE

In 2006, the Safety and Wellness Committee decided to target obesity as the number one health issue for the year, as it is well known that obesity leads to many critical disease processes including diabetes and heart disease. The following are strategies and incentives that the committee developed to support the effort of all who were working to combat obesity:

- Utilized the “Wellness Board” to provide information about obesity and what we can do about it, citing numerous sources.
- Provided bathroom scales for both the women’s and men’s restrooms.
- Offered an Extra Break coupon for every five pounds lost.

In addition to the above efforts, and after reading an article about a competitive fitness program that a Communications Center in Coeur D’Alene, Idaho had started, the Committee developed and distributed a survey asking the dispatch staff if they had an interest in a step program, citing the Japanese model of a goal of 10,000 steps a day to increase health and vitality, and provide weight loss (along with a sensible diet). Subsequent to the survey, the SCCECC Health Steppers program was formed.

SCCECC Health Steppers has been a very successful program. There is a core group of approximately fifteen dispatchers and administrative staff who have incorporated walking into their lifestyle. Our results are impressive — a total of 11,451,958 steps! The weight loss and improved muscle tone of some Steppers is very evident. To support this program, the Authority provided inexpensive pedometers and small incentive gifts (i.e. power bars, journals, etc.), along with lots of praise and affirmations from the Safety Committee members.

We are also proud to say that some our Health Steppers are planning to participate in upcoming marathons next year.



*The SCCECC Wellness Board, created and maintained by Kathy Redfield.*

This year the Safety and Wellness Committee decided to reward not only the dispatchers who maintained perfect attendance throughout the previous year, but in addition, the dispatchers who had made the *most improvement* in attendance. Three dispatchers had 70% improvement in attendance from the previous year and were rewarded with one guaranteed day off. Two dispatchers, Bill Burnett and Dave Brenner, each had perfect attendance and were given two guaranteed days off.

The Safety and Wellness Committee continues to monitor cleanliness in the kitchen, and strives to provide the best clean-up tools to ensure proper dish washing and counter cleaning. Hand sanitizer and disinfectant surface wipes are provided at every console position, all in an effort to minimize cross contamination, keeping sick calls to a minimum. The result (we *are* taking some of the credit) has been that we have had a great year in terms of wellness. Since last year:

- Flu events have improved by 32%, hours of missed work reduced by 40%
- Upper Respiratory improved by 36%, hours of missed work reduced by 36%

We continue to provide free, on-site flu shots, campaigning for everyone to participate with reminders and information on the Wellness Board. Twenty employees received flu shots.

The Safety Coordinator facilitated repairs of the alternate access road which has been made ready for the winter, according to City Parks Superintendent Steve Hammick.

The Safety and Wellness Committee has also been involved in working toward compliance with the SDRMA Incentive Point program, reduces our premium if we participate in their programs. There will be an upcoming weekend safety tape review billed as a "Night at the Movies" — complete with popcorn — that will garner the Authority an incentive point, with represents 1% of the total insurance bill. Last year SCCECC saved approximately \$8,000 on the total bill.

In 2006, the Safety and Wellness Committee continued a commitment toward developing and maintaining a culture of good health and fitness at SCCECC.





## ADDENDUM A

### SANTA CRUZ PUBLIC SAFETY DISPATCHERS ASSOCIATION

The Dispatchers Association started the year with an election of new board members. Our membership and participation continue to grow as we work to refine our by-laws and activities. Our ultimate goal is to improve the working lives of the dispatchers through workplace support and charitable community activities.

This year we celebrated National Dispatcher's Week April 9<sup>th</sup>–15<sup>th</sup>. Each team had an awards dinner where dispatchers were acknowledged for their quality assurance scores, received service pins, and learned some fun facts about our more unusual calls.

In 2005 the association established the Justin Keele Memorial Scholarship in honor of our friend and co-worker who passed away after a tragic accident. The scholarship is set up to provide two candidates \$1,000 each to assist with the cost of obtaining a higher education. We proudly announced our first recipients in May: Brittany Conrad, who is attending Cal State Fullerton; and Jennifer Bailey, who is interested in child development.

Kristine Ebersole stepped down after serving as our president from April 2004 to August 2006. Kristine is currently going through the Master Instructor Development Program and wanted more time to dedicate herself to school. Kristine was instrumental in establishing the Justin Keele Memorial Scholarship, and has greatly contributed to the progression of our association. When Kristine stepped down in August, Rosa Puga (previously our Sergeant-at-Arms) was elected to fill the position.

In September, we contributed to the building of the Justin Keele Memorial Deck. Scotty Douglass worked closely with the Keele family to organize the plans and the construction of the deck, which provides employees with a much-needed bit of tranquility during their breaks. The deck was dedicated by Justin's parents at SCCECC's ten-year anniversary celebration. The association assisted in the celebration by providing the decorations, game prizes, and soliciting donations for door prizes and food.

During the Christmas Season we sponsored two families through Women's Crisis. We also contributed gifts and clothing to the KSBW Holiday Drive.

#### Association Officers

Rosa Puga — President  
Cheryl Selden — Vice President  
Bill Burnett — Treasurer  
Terri Minogue — Secretary  
Meghan Dixon — Historian



## ADDENDUM B

### 2006 Employee Satisfaction Survey Results

**Total Surveys Sent = 49**  
**Total Survey Responses = 33**  
**Return Rate = 67.4%**

1. How long have you been a NetCom employee?

Less than 1 yr	1 to 3 years	4 to 8 years	9 years or more
<b>6.3% (2)</b>	<b>15.6% (5)</b>	<b>31.3% (10)</b>	<b>46.9% (15)</b>

2. What division do you currently work in?

Operations	Systems	Administration	Support Services
<b>65.7% (23)</b>	<b>14.3% (5)</b>	<b>17.1% (6)</b>	<b>2.9% (1)</b>

3. What is your job title?

Dispatcher I/II	Dispatcher III	Administrative	Supervisor	Manager
<b>54.8% (17)</b>	<b>19.4% (6)</b>	<b>16.1% (5)</b>	<b>3.2% (1)</b>	<b>6.5% (2)</b>

4. What is your gender?

Male	Female
<b>32.3% (10)</b>	<b>67.6% (21)</b>

5. Overall, how satisfied are you working at NetCom?

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
<b>54.6% (18)</b>	<b>36.4% (12)</b>	<b>6.1% (2)</b>	<b>3.0% (1)</b>	

6. In general, has your satisfaction improved or declined during the time you've been a NetCom employee?

Improved	Stayed the Same	Declined
<b>54.6% (18)</b>	<b>39.4% (13)</b>	<b>6.1% (2)</b>

7. How would you rate NetCom in the following areas?

a. Providing opportunities for professional development

Excellent	Good	Average	Poor	Very Poor
27.3% (9)	51.5% (17)	15.2% (5)	6.1% (2)	

b. Providing opportunities for advancement

Excellent	Good	Average	Poor	Very Poor
27.3% (9)	33.3% (11)	30.3% (10)	9.1% (3)	

c. Providing opportunities for employees to have an impact

Excellent	Good	Average	Poor	Very Poor
50.0% (17)	26.5% (9)	17.6% (6)	2.9% (1)	2.9% (1)

8. How satisfied are you with the following functions, programs, or processes?

a. Upper Management

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
30.3% (10)	45.6% (15)	21.2% (7)	3.0% (1)	

b. Supervision

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
18.2% (6)	39.4% (13)	30.3% (10)	12.1% (4)	

c. Technology

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
36.7% (11)	60.0% (18)	3.3% (1)		

d. Training

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
21.2% (7)	42.4% (14)	21.2% (7)	15.2% (5)	

e. Quality Improvement

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
32.3% (10)	35.5% (11)	29.0% (9)	3.2% (1)	

8. How satisfied are you with the following functions, programs, or processes?

f. Scheduling

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
24.2% (8)	54.6% (18)	18.2% (6)	3.0% (1)	

g. Recruitment & Hiring

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
38.2% (13)	50.0% (17)	11.8% (4)		

h. Front Office

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
46.9% (15)	53.1% (17)			

i. Dispatch Room Coordination

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
19.4% (6)	48.4% (15)	29.0% (9)	3.2% (1)	

j. Flow of Information

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
25.0% (8)	56.3% (18)	15.6% (5)	3.1% (1)	

k. Concern/Inquiries

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
22.6% (7)	56.3% (18)	15.6% (5)	3.1% (1)	

l. Intranet & Electronic Reading Board

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
36.7% (11)	43.8% (14)	25.0% (8)	6.3% (2)	3.1% (1)

m. Accreditation

Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
25.0% (8)	34.4% (11)	40.6% (13)		

9. On a scale of 1 to 10 (10 being the best), how would you rate the quality of service NetCom provides to our Users and community?

**Average Score = 8.25**

1	2	3	4	5	6	7	8	9	10
				3.1%	6.3%		46.9%	40.6%	3.1%
				1	2		15	13	1
Dreadful	Needs Improvement			Average		Above Average			Perfect

10. On a scale of 1 to 10, how would you rate the quality of service you, personally, provide to our Users and community?

**Average Score = 8.25**

1	2	3	4	5	6	7	7.5	8	8.5	9	10
					3.1%	14.5%	3.1%	31.3%	3.1%	40.6%	3.1%
					1	5	1	10	1	13	1
Dreadful	Needs Improvement			Average		Above Average			Perfect		

11. How important is it that NetCom is considered a leader in the industry?

<b>Very Important</b>	<b>Important</b>	<b>Neutral</b>	<b>Unimportant</b>	<b>Very Unimportant</b>
51.5% (17)	33.3% (11)	9.1% (3)	3.0% (1)	3.0% (1)

12. How would you rate NetCom in each of the following areas?

a. Providing the equipment and/or systems you need to do your job.

<b>Excellent</b>	<b>Good</b>	<b>Average</b>	<b>Poor</b>	<b>Very Poor</b>
35.4% (12)	60.6% (20)			

b. Providing the initial training you need to do your job.

<b>Excellent</b>	<b>Good</b>	<b>Average</b>	<b>Poor</b>	<b>Very Poor</b>
40.6% (13)	40.6% (13)	15.6% (5)	3.1% (1)	

c. Providing the on-going training you need to do your job.

<b>Excellent</b>	<b>Good</b>	<b>Average</b>	<b>Poor</b>	<b>Very Poor</b>
30.3% (10)	39.4% (13)	18.2% (6)	9.1% (3)	

12. How would you rate NetCom in each of the following areas?

d. Providing the supervision you need to do your job.

Excellent	Good	Average	Poor	Very Poor
30.3% (10)	45.5% (15)	21.2% (7)	3.0% (1)	

e. Providing the information you need to do your job.

Excellent	Good	Average	Poor	Very Poor
36.4% (12)	51.5% (17)	12.1% (4)		

f. Providing the facilities you need to do your job.

Excellent	Good	Average	Poor	Very Poor
46.9% (15)	46.9% (15)	6.3% (2)		

13. How would you rate your level of trust in others in the following areas?

a. The authenticity of your supervisor.

Excellent	Good	Average	Poor	Very Poor
37.5% (12)	21.9% (7)	31.3% (10)	6.3% (2)	

b. The authenticity of your peers.

Excellent	Good	Average	Poor	Very Poor
19.4% (6)	58.1% (18)	22.6% (7)		

c. The reliability of your supervisor.

Excellent	Good	Average	Poor	Very Poor
36.4% (12)	36.4% (12)	18.2% (6)	6.1% (2)	

d. The reliability of your peers.

Excellent	Good	Average	Poor	Very Poor
37.5% (12)	40.6% (13)	18.8% (6)	3.1% (1)	

e. The honesty of your supervisor.

Excellent	Good	Average	Poor	Very Poor
43.8% (14)	25.0% (8)	25.0% (8)	6.3% (3)	

13. How would you rate your level of trust in others in the following areas?

f. The honesty of your peers.

Excellent	Good	Average	Poor	Very Poor
26.7% (8)	46.7% (14)	26.7% (8)		

14. How would you rate the level of trust others have in you in the following areas?

a. Your authenticity.

Excellent	Good	Average	Poor	Very Poor
38.7% (12)	48.4% (15)	9.7% (3)		

b. Your reliability.

Excellent	Good	Average	Poor	Very Poor
60.7% (17)	25.0% (7)	3.6% (1)	3.6% (1)	

c. Your honesty.

Excellent	Good	Average	Poor	Very Poor
63.3% (19)	26.7% (8)	3.3% (1)		

15. On a scale of 1 to 10, how well does NetCom listen to your ideas, concerns, and complaints?

**Average Score = 7.4**

1	2	3	4	5	6	7	8	9	10
		6.3%	3.1%	3.1%	15.6%	15.6%	28.1%	18.8%	9.4%
		2	1	1	5	5	9	6	3
Dreadful	Needs Improvement		Average			Above Average		Perfect	

16. On a scale of 1 to 10, how well does NetCom respond to your ideas, concerns, and complaints?

**Average Score = 7.1**

1	2	3	4	5	6	7	8	9	10
		6.3%	3.1%	12.5%	18.8%	6.3%	25.0%	18.8%	9.4%
		2	1	4	6	2	8	6	3
Dreadful	Needs Improvement		Average			Above Average		Perfect	



17. How would you rate the leadership of NetCom in the following areas?

a. Establishing a feeling of common purpose.

Excellent	Good	Average	Poor	Very Poor
30.3% (10)	42.4% (14)	21.2% (7)	3.0% (1)	3.0% (1)

b. Keeping you informed.

Excellent	Good	Average	Poor	Very Poor
27.3% (9)	54.6% (18)	15.2% (5)	3.0% (1)	

c. Caring about employees.

Excellent	Good	Average	Poor	Very Poor
23.5% (8)	50.0% (17)	20.6% (7)	2.9% (1)	2.9% (1)

d. Serving as role models.

Excellent	Good	Average	Poor	Very Poor
18.2% (6)	33.3% (11)	33.3% (11)	12.1% (4)	3.0% (1)

e. Addressing internal issues.

Excellent	Good	Average	Poor	Very Poor
24.2% (8)	45.5% (15)	27.3% (9)		3.0% (1)

f. Addressing external issues.

Excellent	Good	Average	Poor	Very Poor
30.3% (10)	48.5% (16)	18.2% (6)		3.0% (1)