

2010 ANNUAL REPORT

BOARD OF DIRECTORS

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Chairperson Susan Mauriello
County of Santa Cruz



Secretary Martín Bernal
City of Santa Cruz



Member Carlos Palacios
City of Watsonville



Vice Chairperson Jamie Goldstein
City of Capitola

MISSION STATEMENT

Santa Cruz Regional 9-1-1 is dedicated to serving as the vital link between the public and public safety organizations through *responsiveness* and *technical excellence* while in *partnership* with its Users and employees.

SCR911 provides 9-1-1 and public safety dispatch services for:

County of Santa Cruz Δ City of Santa Cruz Δ City of Watsonville Δ City of Capitola

Fire Δ Law Δ Medical

SANTA CRUZ REGIONAL 9-1-1

MANAGEMENT TEAM

Scotty A. Douglass, General Manager
Dennis Kidd, Acting Assistant General Manager
Amethyst Uchida, Systems Division Manager



Dennis Kidd and Kevin Fink

OPERATIONS AND SUPPORT SERVICES

Kevin Fink, Administrative Supervisor
Anita Miller, Administrative Supervisor
Marsha MillerAyers, Operations Supervisor
Stephanie Zube, Operations Supervisor



Amanda Douglass

PUBLIC SAFETY DISPATCH STAFF

Stacy Austin	Adrienne Heebner	Margaret Parker
Jodi Boles	Abigail Hernandez	James Rock
David Brenner	Ashley Hiles	Sean Schorovsky
Hilary Brighton	Jo Irving	Cheryl Selden
William Burnett	Dee Kenville (Extra Help)	Melanie Sherwood
Martha Chavez (Extra Help)	Anna Kiff	Lyndsay Sotelo
Kristy Cisco-Voorhees	Michael Krakowiak ³	Tammy Spath ³
Karen Clark	Gina Loftin	Michele Stevison
Valerie Conner	Melody MacDonald ³	David Sumner
Meghan Dixon	Catherine McAllister	
Amanda Douglas	Devon McMahan	
Kristine Ebersole	Eric Mello	
Michael Fairbanks	Teresa Minogue ³	
Joseph Guerrero	Lisa Oberdorfer	

³ denotes Senior Public Safety Dispatcher



Melanie Sherwood, Meghan Dixon, and Abby Hernandez

SYSTEMS DIVISION

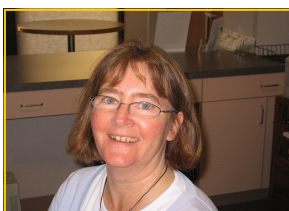
Wolff Bloss, Senior Systems Technician
Tom Ginsburg, Senior Systems Technician
Nicola Nelson, Systems Technician
Gilbert Oros, Systems Technician



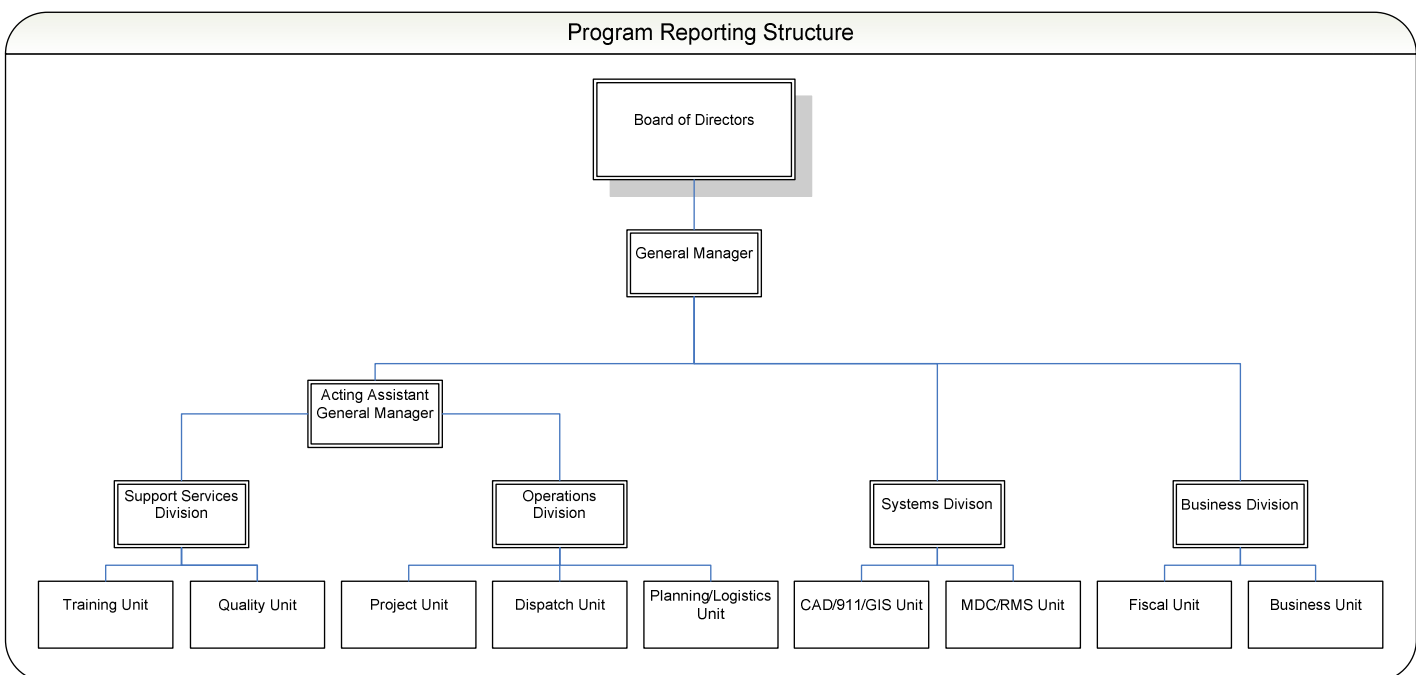
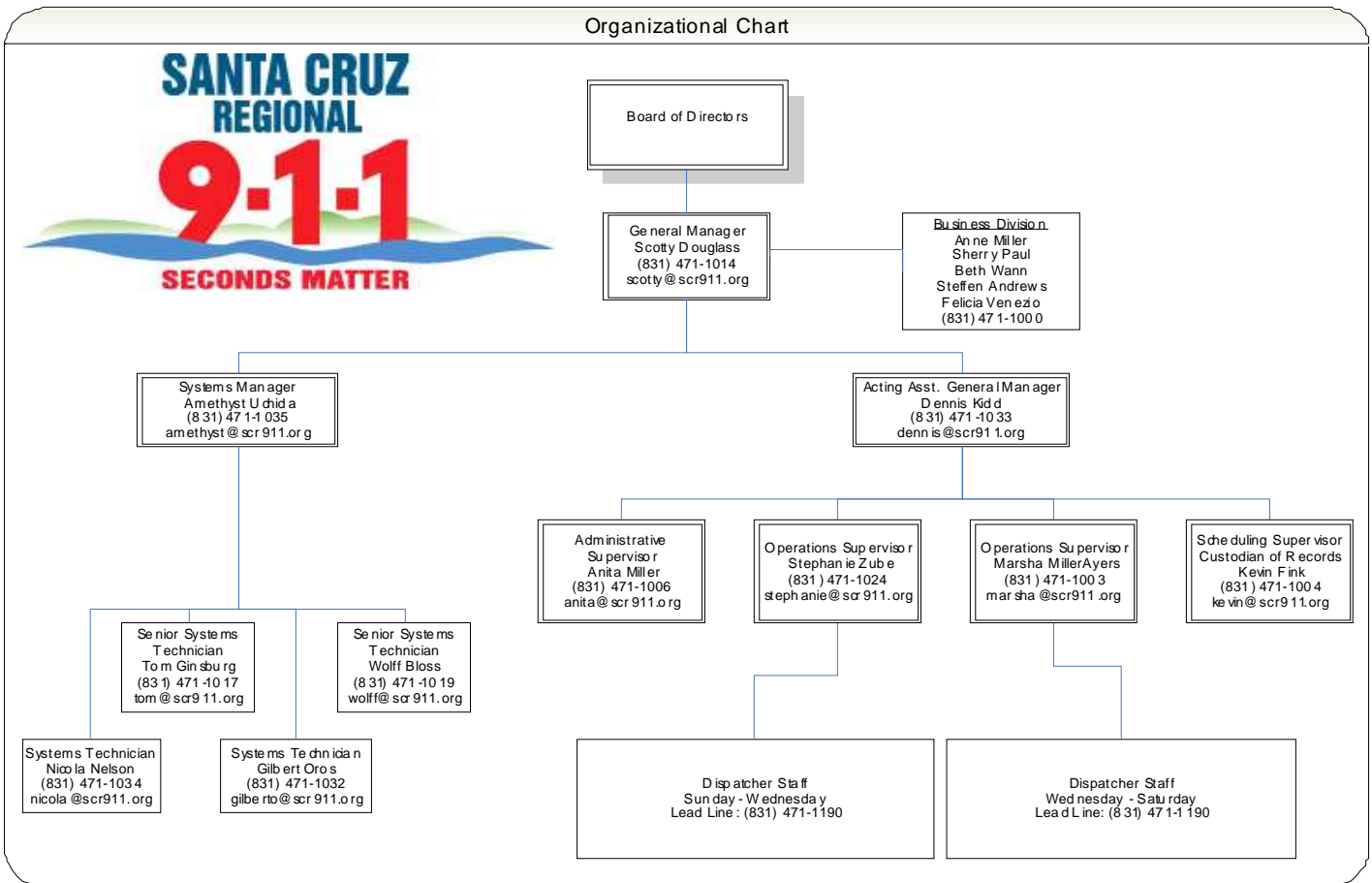
Amethyst Uchida

BUSINESS DIVISION

Anne Miller, Senior Administrative Assistant
Sherry Paul, Senior Administrative Assistant
Beth Wann, Senior Administrative Assistant
Steffen Andrews, Administrative Assistant (Extra Help)
Felicia Venezia, Administrative Assistant (Extra Help)



Anne Miller



REPORT FROM THE GENERAL MANAGER



Scotty Douglass, General Manager

2010 began with the changing of the authority's public image through our new logo and name, Santa Cruz Regional 9-1-1. The changing of our name has proven to be a positive experience when interfacing with our communities. Our communities have been able to better identify us through our new name at the events attended by our ACE (Awareness and Community Education) Team.

Due to the ongoing national and local economic downturn, the overall Authority budget has been reduced by \$1.2 million over the past 2 years. This has resulted in a reduced workforce and finding ways to continue providing a high level of service to our users and community. I am extremely proud of our employees and organization for stepping up to meet the challenge. As you will see in the Operations Division Report, there was noticeable improvement in dispatch response times as a result of revamping our Quality Improvement (QI) program. This is incredible as our telephone call volume has increased by 54,159, over 148 calls per day, on average.

In addition to the increase in telephone calls, the dispatch operation workload has increased as partner agencies have been forced to reduce their public lobby hours. When the public goes to a police agency and their lobby is closed, they pick up a telephone at the front door that rings to dispatch. Thank you to our troops for continuing to meet the daily challenges of increased workloads, less staffing, and reduced wages! This does not go unnoticed.

As we go into 2011, we look forward to new opportunities. Several projects are pending that will ramp up in the New Year.

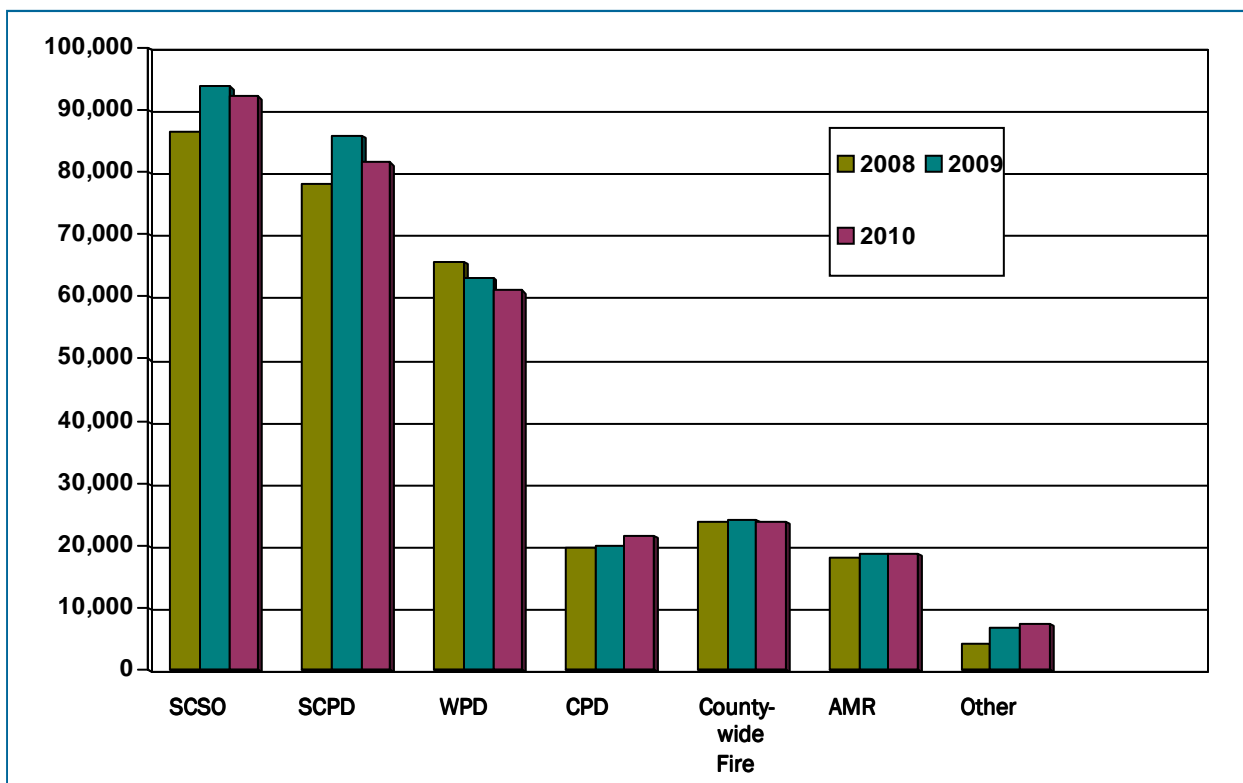
- The County of San Benito and the City of Hollister partnered with SCR911 in 2010 to create a consolidated dispatch feasibility study. Many hours have gone into this study and it is pending Board-level approval. In 2011, the SCR911 Board of Directors, San Benito County Board of Supervisors, and Hollister City Council will decide if the current San Benito County 9-1-1 dispatch operation will be consolidated with SCR911. The benefits will be mutual cost savings, an increase in dispatch staffing, and an increase in service to both counties involved.
- SCR911 is in need of a new Dispatch Radio Console as the Federal Communications Commission has mandated equipment changes that must take place prior to January 1, 2013. This will result in replacement of the dispatch radio console over the next two years. SCR911 is currently in the Request for Proposal (RFP) process for such a system.
- Bilingual (Spanish/English) dispatch staffing needs to be increased to meet the needs of our Spanish-speaking community. In 2010, three bilingual dispatchers were hired and two remain (for a total of three). It is one of our goals to increase the number of bilingual staff by three. This will require recruitment and hiring processes, dispatch academy, and on-the-job training—which will take approximately ten months to complete.

Finally, I'd like to thank our User agencies and public community for their continued partnership and support which makes our organization a success. I look forward to this coming year and the challenging opportunities that will become future accomplishments!

WORKLOAD AND CALL STATISTICS

CALLS FOR SERVICE AGENCY COMPARISON

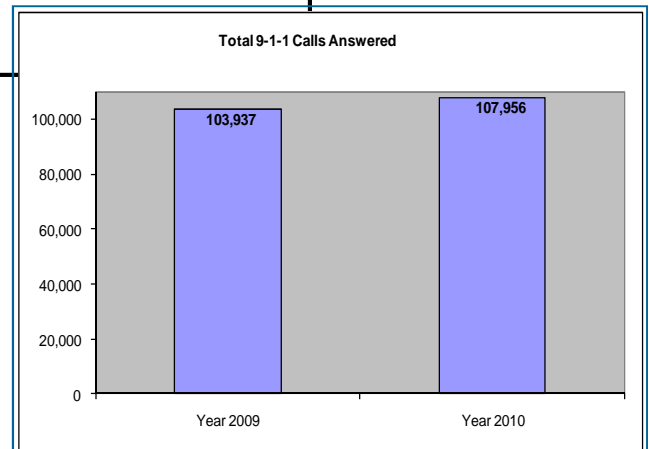
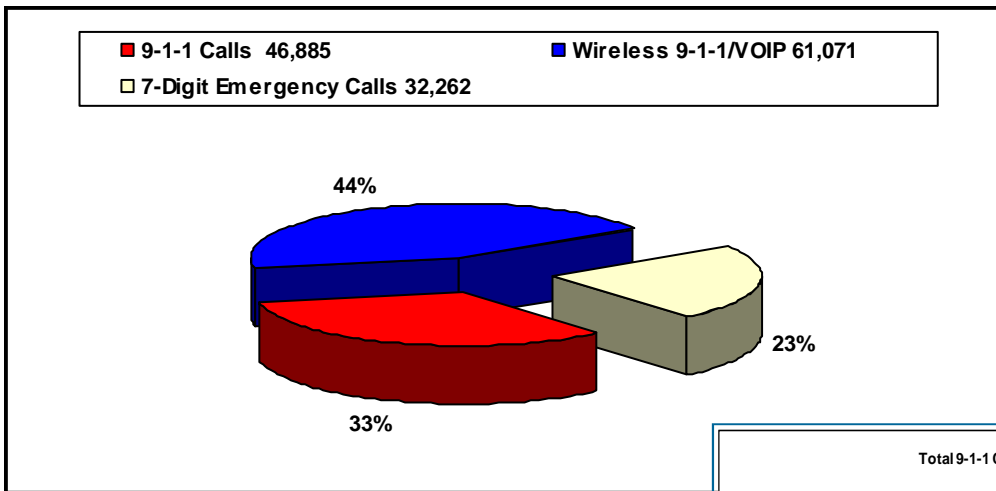
Calls for Service (CFS) Handled and Processed by SCR911			
2009	2010	Agency	% Annual Change
93,730	92,115	Santa Cruz County Sheriff's Office (SCSO)	-1.72%
85,774	81,496	Santa Cruz Police Department (SCPD)	-4.99%
62,985	60,921	Watsonville Police Department (WPD)	-3.28%
19,993	21,529	Capitola Police Department (CPD)	7.68%
24,128	23,794	County-Wide Fire	-1.38%
18,670	18,682	AMR	0.06%
6,641	7,330	Other	10.37%
311,921	305,867	Total Calls For Service	-1.94%



EMERGENCY PHONE CALL ORIGINS COMPARISON

Total Phone Calls Handled and Processed				
Type of Call	2008	2009	2010	% Change
Wired 9-1-1	58,553	55,620	46,885	-15.70%
Wireless 9-1-1	41,880	47,805	60,167	+25.86%
Voice Over Internet Protocol (VOIP) 9-1-1	897	512	904	+76.56%
Total 9-1-1	101,330	103,937	107,956	+3.87%
7-Digit Emergency	30,333	27,357	32,262	+17.93%
7-Digit Non-Emergency (Law)	132,422	129,526	140,092	+8.16%
7-Digit Other	181,905	180,496	214,625	+18.91%
Total 7-Digit Calls	344,660	337,379	386,979	+14.70%
Total Phone Calls	445,990	440,776	494,935	+12.29%

RATIO OF 7-DIGIT EMERGENCY CALLS TO 9-1-1 CALLS HANDLED



2010 GOALS REVIEW

OBTAIN CALEA RE-ACCREDITATION

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

ACCOMPLISHED

On March 27, 2010, CALEA awarded our center full

reaccreditation at their Southern Region conference in Dallas, Texas. The reaccreditation process involved a meticulous, three-year review of the Center's continuous compliance with 216 accreditation standards, and culminated in December of 2009 with an exhaustive, on-site audit conducted by a team of

independent assessors. This is our third consecutive accreditation and we remain the only communications center in California to be currently accredited.



Dennis Kidd, Anita Miller, and Scotty Douglass pictured with CALEA Executive Director Sylvester Daughtry, Jr. (R), and Commissioner Louis Dekmar (L)

DEVELOP AN ALL-HAZARDS PLAN

Develop a comprehensive All-Hazards Plan to better prepare the Authority to respond to catastrophic events such as natural disasters, acts of terrorism, pandemic diseases, and more.

ACCOMPLISHED

CALEA has added a new chapter in their Standards called "Critical Incidents and ICS". This section requires the center to meet standards that are specific to

response planning for various disasters that may render the center inoperable. The Authority was able to meet the standards as required by this new section; however, it was clear that efficiencies could be gained by developing an all-inclusive plan that brings various response duties and responsibilities to a central place of reference.

As a result, the center has developed a comprehensive all-

hazards plan that exceeds CALEA requirements and provides Authority personnel with clear guidelines in how to respond to all pre-planned emergencies. Additionally, the plan contains a section for generic catastrophic events so that the agency can send appropriate resources, notify essential personnel, and communicate to responding outside agencies about the conditions at the center.

REDEFINE THE QUALITY IMPROVEMENT PROGRAM

Redefine the Quality Improvement (QI) Program.

ACCOMPLISHED

In 2009, the Quality Improvement (QI) Program was reduced to the minimum required standards monitoring in order to meet budgetary reductions for Fiscal Years 08/09 and 09/10. Because this program was minimized and the dispatch workforce was reduced to lower operating costs, dispatch

processing times have increased slightly .

During 2010, the Authority's existing reporting systems were thoroughly reviewed by the Standards Task Team.

An in-depth analysis also was performed on the reporting capabilities resulting from the software upgrades to the Computer Aided Dispatch (CAD) and 9-1-1 telephone systems.

With the ability to drill down into more specific performance data, it was possible to provide better feedback to the employees. By establishing formal face-to-face feedback (in lieu of written feedback) and performance improvement process, dispatch performance was increased by 8% within two months.

With the ability to drill down into more specific performance data, it was possible to provide better feedback to the employees.

COMPLETE IMPLEMENTATION OF A NEW 9-1-1 PHONE SYSTEM

Complete the implementation of a new 9-1-1 telephone system and determine efficiencies gained by the new technology. **ACCOMPLISHED**

The implementation of a new 9-1-1 telephone system was completed in 2010. The new system interface consists of computers and keyboards where the previous system utilized conventional telephone sets and aging technology.

With the modern telephone technology, the following efficiencies have been gained:

- Ability to play back recent telephone calls from the phone computer instead of having to open a separate program and perform a lengthy search for the call.

- Ability for dispatchers to search for previous call history and/or look up recent calls from specific phone numbers.
- More reliable data reporting that is very easy to use in contrast to the previous telephone system.
- Ability for dispatchers to quickly see who is handling each telephone call.
- A detailed and easily accessed quick-dial database saves the dispatcher time in transferring emergency 7-digit calls.

Although the State 9-1-1 network does not currently support the technology, the Authority's current telephone system is Next-Generation

9-1-1 ready. In the future, this system will be able to provide the ability to accept text messages and other types of data from wireless and VoIP telephones.



Screen shot of new 9-1-1 phone system

CONDUCT AN EMPLOYEE SATISFACTION SURVEY

There was an excellent return rate of 94%, and an overall satisfaction rate of 87%.

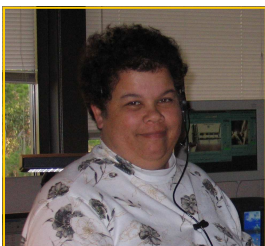
Conduct an Employee Satisfaction Survey, analyze and publish the results. **ACCOMPLISHED**

In June 2010, an extensive employee satisfaction survey was distributed to each employee. Over the summer, the results were quantified, analyzed, and published (see Appendix C)

by a task team consisting of dispatchers, managers and administrative staff. Of significant mention is an excellent return rate of 94% and an overall satisfaction rate of 87%. The detailed analysis of the data and associated comments have resulted in new agency goals designed

to improve access to professional development, increase management communications with line-level personnel, and creatively enhance the employee recognition program.

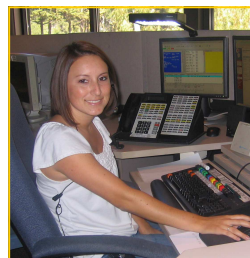
Jo Irving



Lisa Oberdorfer



Ashley Hiles



Bill Burnett



BEGIN RADIO CONSOLE REPLACEMENT PROJECT

Begin Radio Console Replacement Capital Project (\$750,000 - \$1,200,000) by :

1. Completing a Request for Proposal process and selecting a vendor,
2. Seeking grant funding, and
3. Developing a fiscal plan to procure a new radio console.

The current radio console dates back to the opening of the consolidated emergency communications center in 1996.

CONDUCT SURVEY OF USERS

Conduct a User-agency Satisfaction Survey, analyze and publish the results.

INCREASE BILINGUAL DISPATCHER STAFFING

Increase bilingual (Spanish/English) dispatcher staffing to better serve the Spanish-speaking community served by Santa Cruz Regional 9-1-1.

COMMUNITY OUTREACH

Focus on Community Outreach by:

1. Revising our on-site Citizen’s Academy for 9-1-1 for a targeted audience of High School/ROP aged youth.
2. Incorporating newly found resources from “9-1-1 for Kids” in school presentations developed by our ACE Team.

INCREASE INTERNET PRESENCE

Increase Digital Presence on the Internet through increased updates of our public and User websites, and the use of social networking tools to efficiently notify our Users and community of critical, time sensitive information.

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. In 2010 the Support Services Division was combined with the Operations Division to add an extra layer of support to the daily operations of the dispatch center, and redistribute the management tasks to be more efficient.

The Operations Division includes the General Manager (.25 FTE), the Acting Assistant General Manager, two Administrative Supervisors, two Operations Supervisors, four Senior Public Safety Communications Dispatchers, twenty-eight Public Safety Communications Dispatchers, three Public Safety Communications Dispatcher Trainees, and two extra help dispatchers.



Dennis Kidd, Anita Miller, Marsha MillerAyers, Kevin Fink and Stephanie Zube

DISPATCH UNIT

The Dispatch Unit is comprised of two separate teams. The Blue Team works alternating Wednesdays through Saturday, and the Red Team works Sunday through alternating Wednesdays. Two significant events stood out in 2010.

MAY 1, 2010—RIOT IN DOWNTOWN SANTA CRUZ

At around 2200 hours, we began receiving numerous calls about a large group gathering in the area of a coffee house at Cedar and Maple Streets. It was reported that they had torches and had begun lighting bushes on fire. Santa Cruz Police Department had only a few officers on duty at the time, and allied agencies were notified of the group's activities and the potential for Santa Cruz PD to request assistance. At 2230 hours the group had become unruly and vandalized a patrol vehicle with a paint filled water balloon, and had vandalized the front windows of a clothing store on Pacific Avenue. They moved North on Pacific towards the town clock, smashing store fronts and getting into physical

altercations with people in their way. Santa Cruz PD requested Code-3 (emergency) mutual aid from every available law enforcement agency in the county for crowd management teams. Units from every agency in the county responded and dispersed the crowd at Pacific Avenue and Water Street. One subject, a parolee, was taken into custody by Watsonville Police Department units.

After dispersing the riot, SCPD discovered a suspicious package at the town clock and called out the bomb team. The Sheriff's Office also had called out the Search and Rescue team and mutual aid tracking dogs to look for an elderly dementia patient who had walked away from a skilled nursing facility.

Coincidentally, there were several other high priority incidents that occurred as this event was starting to wind down. Watsonville had a drive-by shooting, and the sheriff's office had a sexual assault and an attempted murder. Additionally, there were the usual number of domestic violence calls, fights and altercations that were dealt with when units were available.

**NOVEMBER 29, 2010—
PRISONER ESCAPES**

At around 1154 hours, we received a 9-1-1 phone call which was the beginning of a five-hour ordeal that must be considered one of the most significant events for our Communications Center in recent memory. A prisoner had just escaped from a deputy after fighting, injuring her, and taking her handgun. The first 9-1-1 call was almost immediately followed by several other 9-1-1 calls reporting this event. Within 0:01:14 of the initial 9-1-1 call, the deputy transmitted on SCSO Blue her priority traffic of the events which had just occurred. Our center immediately and expertly repeated the deputy's traffic and provided very clear direction to the remaining field units. As the deputy continued to follow the suspect, we clearly and concisely controlled the radio channel ensuring help

would arrive as soon as possible. Soon after the initial reports, the suspect (brandishing the deputy's service weapon) broke into a daycare center and threatened the occupants. While SCPD and SCSO were developing a plan for the daycare center, we spent 27 minutes on the phone gathering information and comforting the daycare providers while determining the safety of all the occupants. When the officers entered the center, they were unable to locate the armed intruder. It was shortly after this that we received a secondhand report of an armed man entering an occupied residence in the area, creating a hostage situation. On-scene law enforcement personnel requested the activation of SCR911's Incident Dispatch Team to respond to the command post. Within minutes of the request, SCR911 had a dispatcher deployed and activated at the command post.

Approximately five hours after this event began, the suspect was taken into custody with no other people harmed. SCR911 staff has received praise from both the SCSO and SCPD for their performance during this highly critical and stressful event.

During this event, we coordinated a multi-jurisdictional response over two jurisdictional areas involving four radio channels and lasting nearly five hours.

The suspect (brandishing the deputy's service weapon) broke into a daycare center and threatened the occupants.

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 service satisfaction survey, guiding, staffing, and measuring 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 2010, the Quality Unit continued its focus on three areas: improvement of overall speed, revamping the recognition program, and

reviewing our processes associated with dead body calls. Following our successful reaccreditation with CALEA in March 2010, the Quality Unit returned to the process of maintaining our CALEA files.

STANDARDS TEAM

The primary responsibility for carrying out the functions of the Quality Unit is assigned to the Standards Team and is comprised of managers and dispatchers representing a variety of operational functions such as day-to-day dispatching, emergency medical call-taking, training, and Communications Center room operations. The Standards Team members for 2010 were: **Mike Krakowiak,**



Val Conner was recognized for 25 years of service as a dispatcher.

Terri Minogue, Tammy Spath, Dennis Kidd, Anita Miller, Margaret Parker, Lisa Oberdorfer, Marsha MillerAyers and Stephanie Zube.

As a result of the Employee Survey, one project taken on by the Standards Team this year was the revamping of the Recognition Program. The Recognition Program was designed to reward dispatchers for not only good performance, but also for good behaviors. Previously a coupon was given to an individual for exhibiting a

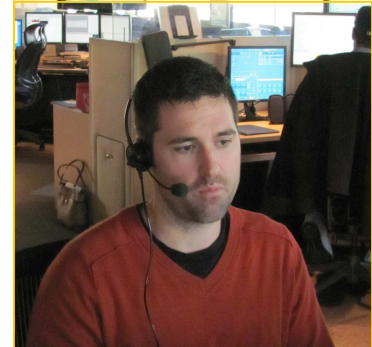
good behavior , i.e. volunteering to come in early, staying late, working short staffed, and exemplary customer service, which would qualify them for a random prize.

The new program includes all SCR911 employees, and utilizes the concept of a SCR911 Store. Rewards are given a value which can be 'purchased' with store bucks. Store bucks are earned for similar criteria as mentioned above. The team worked closely with dispatch staff to set the values of prizes and rewards. The SCR911 Store opened its doors in December 2010.

In August, the Standards Team recognized that our agency's average processing time for high priority law and fire incidents had slipped from two years ago. The team decided to tackle this decrease in performance by providing timely measurements and feedback to each "team" of dispatchers. Teams were ranked, and a team MVP was identified.

Measurements and feedback were provided weekly. The feedback allowed each dispatcher to see his or her times in relation to all other dispatchers without identifying anyone but themselves. They could, in essence, see how they stacked up compared to the entire dispatch staff. This individual attention, as part of a team competition, led to much esprit de corps amongst teammates; and as important, an increase of 9% in our agency's overall speed as measured from August through November 2010.

Late in 2010, it was discovered that there was some ambiguity in the way our staff processes dead body (DOA) and potential dead body calls. A comprehensive training program was developed and delivered, followed by one-on-one feedback for every DOA call. The result was an overall improvement of our compliance to our policy and less apprehension among the dispatchers when dealing with these difficult incidents.



Sean Schorovsky



Karen Clark



Dave Sumner



Melanie Sherwood and Abby Hernandez

3,978

The total number of party complaints for all jurisdictions in 2010

**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 SCR911. Members are **Dr. Kent Benedict, EMS Medical Director; Celia Barry, County EMS Manager; Brenda Brenner and Brad Cramer, AMR; Scott Vahradian, EMSIA; and Dennis Kidd, SCR911 Acting Assistant General Manager .**

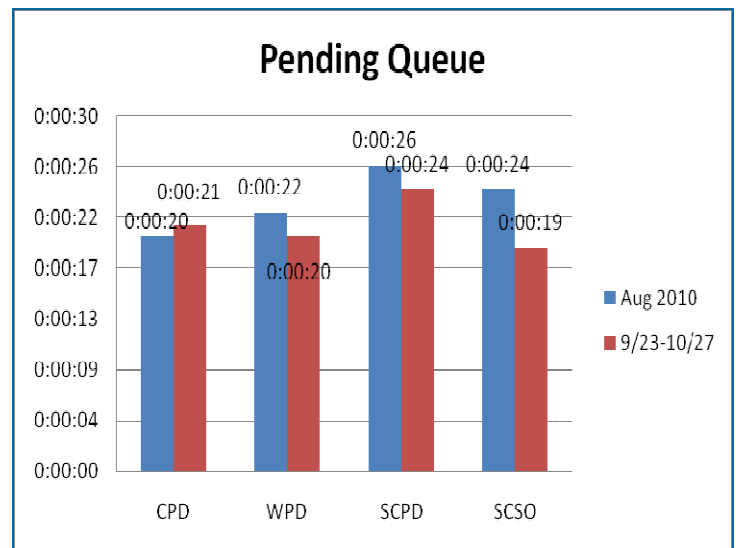
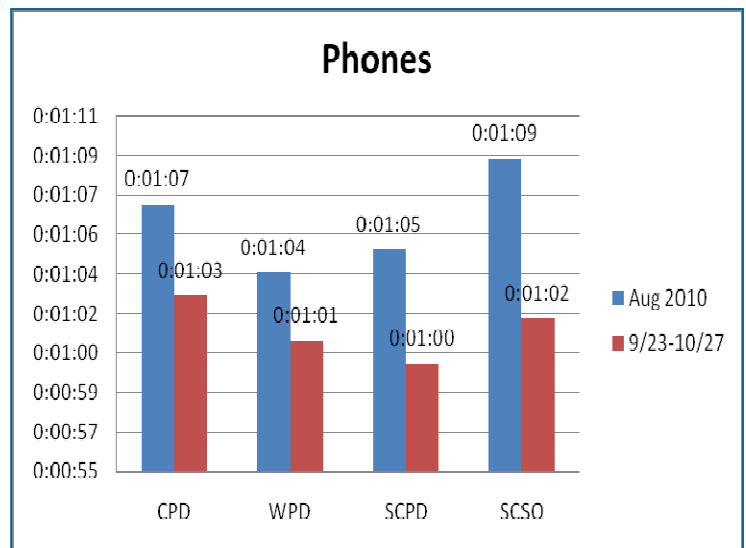
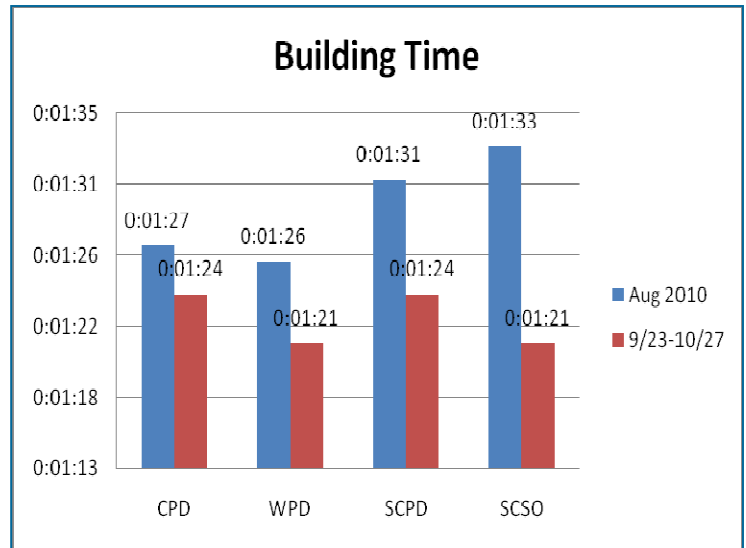
The committee provides oversight and local medical control to the Emergency Medical Dispatch (EMD) program, reviews high risk and unusual medical calls, and provides EMD program clarification to the dispatchers. The committee met twice in 2010 to review all calls that were given a Code 2 determinant through the EMD process but then were transported Code 3 to the hospital. These calls are deemed the most important and are reviewed to be sure the EMD system is working properly.

Compliance to Performance Standards

As mentioned previously, the Standards Team noticed a drop in our performance (when looking strictly at speed) for high priority law and fire events. Times were measured for August 2010 and compared to August 2008. Beginning in September 2010, we launched a team competition to focus on speed. The competition measured individual performance on a weekly basis. After five weeks, our performance had improved significantly, as shown in the charts.

13,767

The number of
Code 3 responses
by AMR in 2010



Emergency Medical Dispatch

Medical calls are processed using our computerized Emergency Medical Dispatch (EMD) system. The EMD program allows dispatchers to correctly determine the medically appropriate level of response, conserving resources needed to deal with other types of medical emergencies. EMD prioritizes medical calls into one of five levels, Alpha through Echo, with Echo being the most severe. EMD also provides dispatchers with the tools they need to administer pre-arrival medical instructions via the phone.

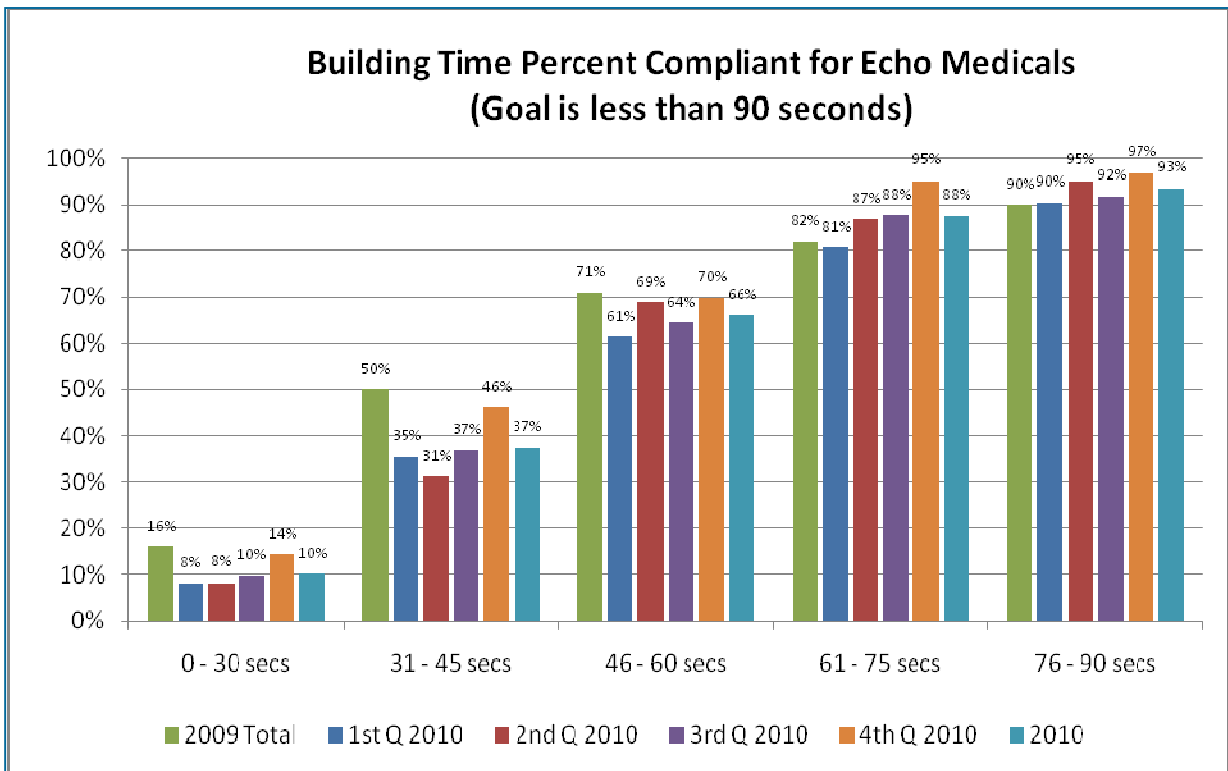
During 2010, we began providing EMD QA reviews and are currently at 96% compliance to the standards.

ECHO LEVEL COMPLIANCE

The highest priority medical emergency involves a person not breathing or having severe respiratory distress (Echo level). Our goal is to have these calls fully processed and dispatched to our Users within 90 seconds. This total time of 90 seconds is what we refer to as "building time" -- from phone answered to radio dispatched. Our average building time for 2010 was 54 seconds, and we completed the process in less than 90 seconds 93% of the time.

All Echo level calls that exceed the 60-second call taking standard are reviewed by the operations supervisors to help determine causes of the delay and develop associated training.

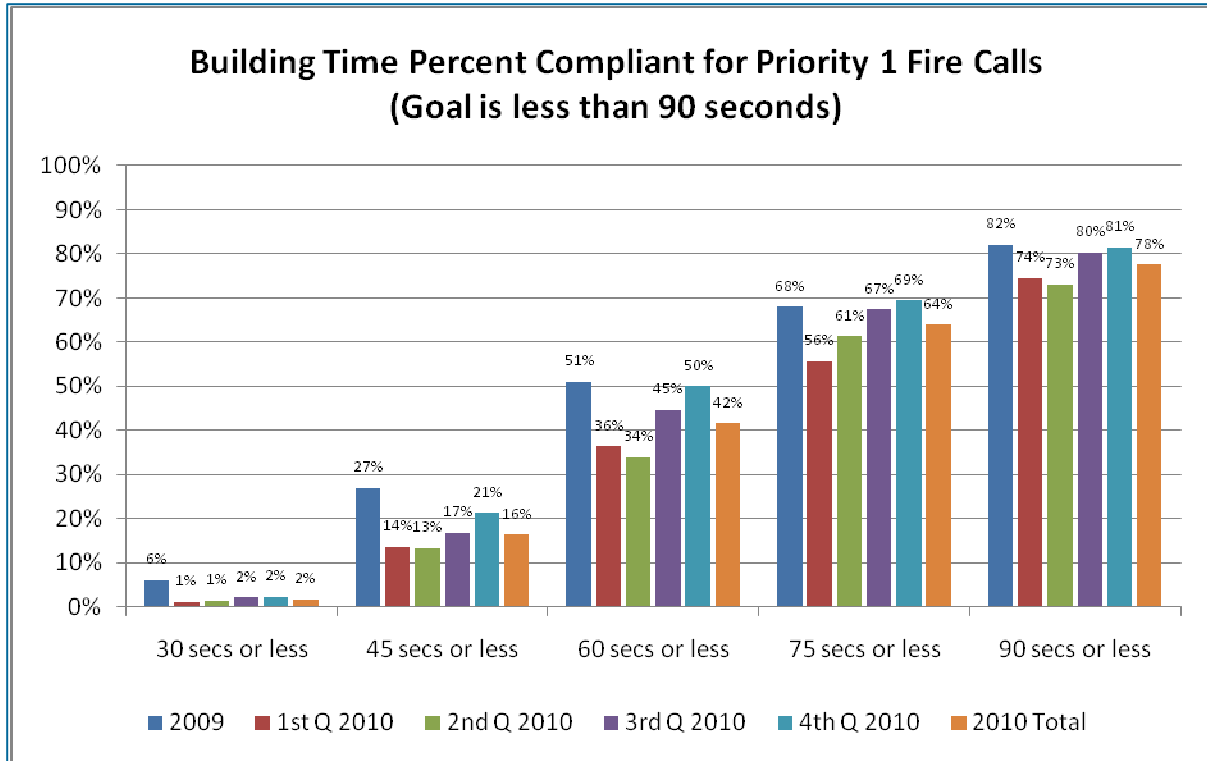
For 2010, we increased the QA Unit's participation in reviewing these calls, and focused on one-on-one review of all calls that were either a dead body call or suspected dead body call. Daily we would review the previous day's calls to determine if any of these incidents had occurred. The recording was monitored and measured and feedback was provided to the involved dispatchers. This process was based on the QA Unit's determination that the process was somewhat confusing to dispatchers and needed attention. There has been a significant increase in our protocol compliance, as well as an increase in the comfort level of our dispatchers in dealing with these difficult calls.



FIRE

First Priority Fire Compliance

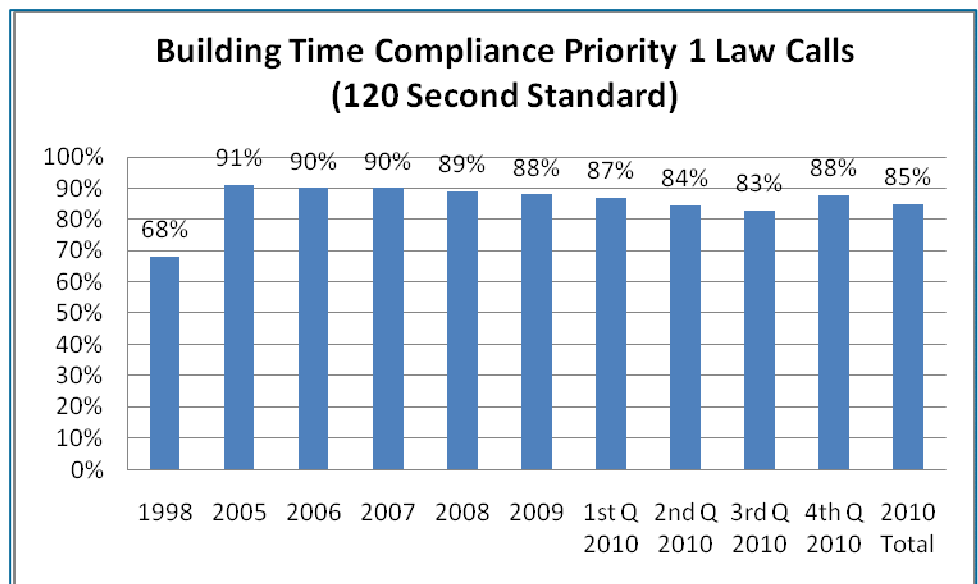
During 2010, our compliance to the 90-second building time was 78%, with our average processing time being 74 seconds.



LAW ENFORCEMENT

Time Measurements

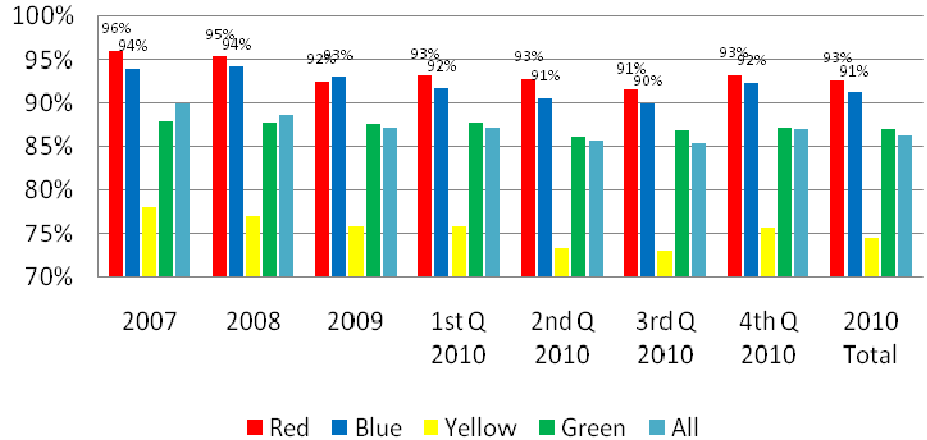
SCR911 measures the time it takes call-takers to process Priority One calls combined with the time it takes the radio dispatcher to assign a primary law enforcement unit. Our goal is to complete both of these tasks within 120 seconds. This year, we attained an average compliance to the 120-second standard of 85%, and averaged 84 seconds. This critical measurement is vitally important to our community – we process these high priority calls in a timely manner allowing responding law enforcement units to arrive quickly.



Management of Pending Calls

Once a call is created it is important that the dispatcher assign a law unit to the call as soon as possible. While on the surface this may seem an easy task, it is not. Dispatchers must be assertive in providing important information to officers in a timely manner. To measure this, we look at the time that calls remain undispached after they have been created. All law calls are given a priority – red, blue, yellow, or green – with red and blue calls being the most important, “in progress” types of incidents. During 2010, our compliance to our pending queue time-out for red and blue calls was 91% and 93%, respectively.

Pending Queue Time-Out Compliance All Law Agencies



FIRE/EMS TASK TEAM

The team is comprised of Fire/EMS User agency members and SCR911 staff. The 2010 members were **Supervisor Chris Jones**, AMR; **Division Chief Jeff Terpstra**, Aptos/La Selva Fire; **Chief Stacy Brownlee**, Ben Lomond Fire; **Chief Kevin McClish**, Boulder Creek Fire; **Battalion Chief Mike Borelli**, CAL FIRE ; **Battalion Chief Owen Miller**, Central Fire; **Chief Ron Rickabaugh**, Felton Fire; **Deputy Fire Marshal Mark Ramos**, Santa Cruz Fire; **Battalion Chief Ron Whittle**, Scotts Valley Fire; **Chief Mark Bisbee** and **Captain Rudy Lopez**, Watsonville Fire; and Santa Cruz Regional 9-1-1 staff **Tammy Spath**, **Stephanie Zube**, **Terri Minogue**, **Meghan Dixon**, **Nicola Nelson**, **Marsha MillerAyers**, **Anita Miller**, **Kevin Fink** and **Margaret Parker**.

The team established three goals for 2010:

Improve dissemination of information to the field.

In order to improve dissemination of information to the field, a newsletter was designed that could be sent out after each task team meeting to

keep line level personnel apprised of changes that are made at the task team.

Better the understanding/mutual operation between SCR911 and CAL FIRE.

The effort to improve the mutual operation between SCR911 and CAL FIRE was exceptionally successful. CAL FIRE Battalion Chief Michael Borelli made a concerted effort to be a regular presence at the task team meetings, and communicate face to face with SCR911 managers, as appropriate. SCR911 has in turn sent dispatchers to sit along with CAL FIRE so they may gain a better understanding of operations at the command center.

Begin involvement in “Higher Level” dispatcher training.

As part of their higher level training, a few dispatchers chose to do ride-alongs with fire agencies. Likewise, Santa Cruz Fire sent a group of Acting Captains to sit with SCR911 dispatchers. Other agencies are interested in participating in an “exchange program” and are looking for opportunities to invite dispatchers to multi-agency training days. Members of the task team thought that this goal was not carried through to its full extent and could be further

developed. This goal will be carried over to 2011, with more specific direction.



Boulder Creek Fire Chief Kevin McClish

LAW TASK TEAM

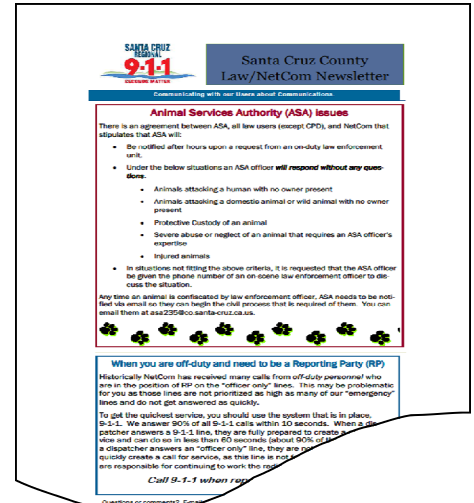
The Law Enforcement Operations Task Team met regularly (every other month) during 2010. The team discussed current events, issues between dispatch and patrol, and ways to make improvements. The team reviewed and updated law policies and procedures which were then forwarded to the Users Law subcommittee for approval.

The task team members were **Sergeant Darrell Harrison**, Capitola Police; **Lieutenant Colleen McMahon**,

Santa Cruz Police; **Lieutenants Gretchen Hurley and Bob Pursley**, Santa Cruz Sheriff's Office; **Lieutenant Ed Gluhan**, Watsonville Police; **Field Supervisor Todd Stosuy**, Animal Services; Santa Cruz Regional 9-1-1 dispatchers **Kristine Ebersole, Terri Minogue, Melanie Sherwood, Lyndsay Sotelo, Adrienne Heebner and Sean Schorovsky**; and Operations supervisors **Marsha MillerAyers, Anita Miller, Kevin Fink and Margaret Parker**.

The team chose not to set specific goals for 2010 but continued to accomplish tasks on an as-needed basis. The Law Task Team continued making the dissemination of information to line level personnel a priority. The SCR911 News continues

to be published, and every dispatcher had an opportunity to do a ride-along with a law agency. The team also made significant efforts to work with Animal Services Authority to clarify after-hours procedures and disseminate that information back to dispatchers and officers in the field. In May, the team embarked on a project to create code names for each of the Project ROPE locations, in order to make the locations less obvious to those with scanners and cell phone apps that enable them to listen to radio traffic. Project ROPE locations will now be divided into North, Central or South and identified by a number (i.e. North 2). As the team updated policies, they focused on those that dealt with Animal Services, as well as



updating all of the policies that deal with missing juveniles under the age of 16.

TRAINING UNIT

The Training Unit is responsible for conducting initial training for the Authority's new dispatchers, providing continued professional training for experienced dispatchers, and participating in the Authority's community outreach activities.

Our training program was reactivated in September 2010 in anticipation of an entry level Academy and future training on the dispatch floor by the Communications Training Officers. In October 2010, we were able to hire four new dispatchers and conducted our first entry-level academy in over two years.

ENTRY LEVEL TRAINING

Training for newly hired dispatchers is conducted in two phases: classroom training in our Academy and on-the-job training in the Communications Training Officer (CTO) program.

In October 2010, we began our Dispatch Academy with four newly hired dispatchers. In anticipation of this academy the criteria and schedule was evaluated and modified to streamline the classroom portion of our training to truly focus

on the most appropriate material for a classroom environment. This exercise enabled us to reduce the length of the academy from eight weeks to six weeks. By moving material from the classroom to the CTO portion we created a new, ultra-efficient training academy.

By moving material from the classroom to the CTO portion we created a new, ultra-efficient training academy.

During the academy we introduced our new hires to the real life world of emergency dispatching by having less scenario training (in the classroom) and more real life call-taking. Students would spend a portion of almost every

day working alongside a CTO and taking live calls. Whereas this innovative approach cannot be fully evaluated for a few months, early success is being seen in the satisfactory progress of our trainees.

Furthermore, this training academy incorporated both call-taking aspects and radio dispatching aspects. Based on the progress and skill of our students, we designed an academy that was suitable to this specific group of trainees. By being proactive and somewhat aggressive in our approach, we managed to reduce the training time significantly.



Joe Guerrero is congratulated by General Manager Scotty Douglass on his successful completion of the dispatcher academy.

ACADEMY INSTRUCTORS

The Dispatch Academy is managed by Acting Assistant General Manager **Dennis Kidd**. It is facilitated by Operations Supervisor **Anita Miller** and the five academy instructors: **Karen Clark, Kristine Ebersole, Mike Krakowiak, Melanie Sherwood, and Tammy Spath**. These instructors prepare lesson plans, educational material, and conduct the classroom training.

COMMUNICATIONS TRAINING OFFICER (CTO) PROGRAM

The CTO program is designed to provide new dispatchers (and dispatchers learning a new skill) with on-the-job training, guided practice, and meaningful performance feedback.

CTOs are selected from our dispatchers and must have 18 months' experience and his or her supervisor's recommendation. Every CTO must complete the CTO course authored by the APCO Institute and is an APCO Certified Training Officer.

Due to several internal promotions in 2010, positions became available for CTO. A recruitment was performed and

several new CTOs joined the ranks. Our CTO team this year consists of **Karen Clark, David Brenner, Amanda Douglas, Kristine Ebersole, Adrienne Heebner, Abby Hernandez, Ashley Hiles, Mike Krakowiak, Lisa Oberdorfer, Tammy Spath, and Dave Sumner**.

CONTINUED PROFESSIONAL TRAINING (CPT)

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

This year we continued practices that we implemented in 2009, focusing on-line training through PowerDMS, our document distribution system. This system was used for training purposes for a total of 33 training "sessions". PowerDMS is beneficial as it allows for follow-up quizzes for employees, ensuring their comprehension of the material.

2010 marked the second year of our innovative training system, SCR911 University (SCR911 U). This training is non-mandatory and typically includes topics that are "over and above". During 2010, SCR911 U offered one full course, *Civil Procedures and Dispatch*.

CITIZENS' ACADEMY FOR 9-1-1

A self-paced, on-line version of our Citizens' Academy for 9-1-1 is available on our web site.

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 Regional 9-1-1 Communication Center's role within the community.

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 on our web site.

Due to budget constraints, only the on-line version of the course was offered in 2010. Since its inception in 1998, 265 individuals have successfully completed the Citizens' Academy for 9-1-1, including 10 during 2010. In conjunction with our 2011 goal to increase our web presence, the on-line version of our Citizen's Academy will be updated next year.



Communications Training Officers
Mike Krakowiak (L)
and David Brenner (R)

PROJECT UNIT

During 2010 the Project Unit was responsible for the completion of seven recruitments, including one for entry level dispatchers — ending a two-and-a-half year hiatus. In 2010, our organization hired one Systems Technician, two entry-level dispatchers, two bilingual entry-level dispatchers, one bilingual extra help dispatcher, and one part-time Senior Administrative Assistant. We promoted three Senior Public Safety Dispatchers and two Operations Supervisors.

The Project Unit continues to produce *The SCR911 Dispatch*. This internal newsletter is produced by SCR911 employees for SCR911 employees. It provides information about recent activities undertaken and events experienced by SCR911 employees, work related tips, and fun facts. The newsletter has proven to be an all around morale booster for the dispatchers.

EMPLOYEE RECOGNITION PROGRAM

One of the themes noticed in the recent employee survey was that recognition for a “job well done” remains important to our employees and increases their job satisfaction. The survey respondents also pointed out that our current recognition program only rewards dispatchers. Another theme that was noticed throughout the survey was that the reward system was inconsistent, and the types of activities that were noticed and rewarded differed depending on the team assignment. The final theme was that the current available awards and prizes needed a change.

Since the awards and prizes were geared towards dispatchers and the new recognition program would include all employees, the whole concept was revamped. Thus, the development of the SCR911 Store and “store bucks”. Now, instead of a raffle ticket an employee can earn

“store bucks” for his or her exceptional performance. An individual’s store bucks bank is posted on the Recognition Board, keeping the recognition public. A value was placed on good behaviors and exceptional performance to maintain consistency across all teams and divisions.

COMMISSION ON ACCREDITATION FOR LAW ENFORCEMENT AGENCIES (CALEA)

Another project completed by the Project Unit was preparing for our on-site assessment by CALEA. According to the Standards for Public Safety Communications Agencies Manual dated 9-17-07,

The CALEA Public Safety Communications Accreditation Program provides a communications center... with a process to systematically review and internally assess their operations and procedures. ...the program has become the primary method for a communications agency to voluntarily demonstrate their commitment to excellence. The standards upon which the Public Safety Communications Accreditation program is based reflect the current thinking and experience of public safety communications executives and accreditation experts.

Part of the preparation involved providing three years of proofs of compliance to CALEA standards. Since there are more than 218 standards, this was a huge undertaking. Another aspect of the assessment was to ensure staff were trained in, knowledgeable of, and able to demonstrate how our policies and practices meet the high level of excellence CALEA requires.

Our on-site assessment was completed at the end of December 2009, and we were awarded our Re-Accreditation at the March 2010 CALEA conference in Dallas. For more information on CALEA, go to www.CALEA.org.

AWARENESS AND COMMUNITY EDUCATION (ACE) TEAM

The ACE Team is comprised of both lead- and line-level dispatchers. Team members are: **Anita Miller, Jodi Boles, Kristy Cisco, Kristine Ebersole, Abby Hernandez, Ashley Hiles, Mike Krakowiak, Melody MacDonald, Sean Schorovsky, Melanie Sherwood, and Lyndsay Sotelo**. This year, the ACE Team focused on both educating the community about our center and recruiting for anticipated job openings.

Due to budget constraints, the ACE Team was somewhat limited on the number of events they were able to attend this year. As it is important to our center to attract applicants that represent our diverse community, we elected to attend fewer but larger events. Some of these included Ducky Derby, a disaster awareness fair, several National Night Out venues with our User agencies, and the Job Fair at the Cocomanut Grove. We made presentations to three CERTs (Citizens Emergency Response Team) and were featured speakers at Santa Cruz Neighbors meetings.

The Center hosted tours and presentations to ROP classes from Pajaro Valley, Soquel and Aptos high schools, and several elementary schools. In all, 2,132 contacts were made this year.



Anita Miller and Melanie Sherwood at the 2010 Ducky Derby.

SAFETY AND WELLNESS

The 2010 Safety and Wellness Committee members were **Dennis Kidd, Adrienne Heebner, Abby Hernandez, Jo Irving, Nicola Nelson, Mike Krakowiak, and Melody MacDonald.**

During 2010, the Safety and Wellness Committee continued their efforts to focus on our employees' health. The "wellness board" continues to provide information that encourages employees to live a healthy lifestyle, and provides educational materials on topics such as stress reduction, healthy meals, and preventive health.

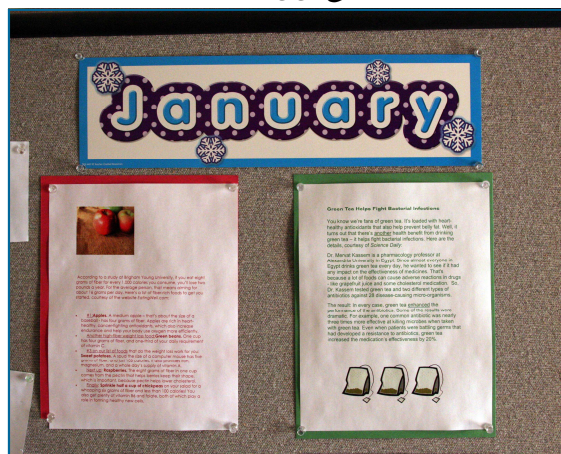
The Healthy Snack program collected \$581 in donations, allowing us to continue providing healthy snacks, which are available on the dispatch floor. The Healthy Snack program is designed to promote healthy eating and divert employees away from the vending machines. It continues to be financially self-sustaining.

An annual safety inspection was completed, and the Safety Plan was reviewed and approved by the Board of Directors.

In an ongoing effort to educate employees about workplace safety, monthly newsletters are distributed.

Five new chairs were purchased, two ergonomic keyboards were introduced as a trial, and monitors were replaced as necessary.

The Wellness Board



PEER SUPPORT TEAM

The Peer Support Team has been active since 2009. The team consists of the following members: **Amethyst Uchida, Marsha MillerAyers, Terri Minogue and Melody MacDonald.** The team is currently recruiting for an additional member.

The Peer Support Team exists to provide objective, non-judgmental and confidential support and assistance to SCR911 employees and their families. Peer Support Team members have been trained in Individual Crisis Intervention which includes skills in being effective listeners and

providing appropriate referrals to professional assistance when it is needed or desired. Team members also attend ongoing training meetings with a local professional organization, the Central Coast Critical Incident Team.

In 2010, the Peer Support Team hosted three critical incident stress debriefings (CISDs) and facilitated SCR911 staff attendance at two CISDs hosted by our User Agencies. Additionally, the members of the team have provided informal counseling and support services as well as referrals to additional

resources (such as our Employee Assistance Program) on more than 80 occasions during the calendar year.

At our Continuing Education training held in August, Melody MacDonald and Stephanie Zube presented information about compassion fatigue symptoms and strategies for managing this syndrome to all of the Operations Division personnel. The presenters encouraged staff to seek assistance from the Peer Support Team as needed for compassion fatigue or other life and work stresses.

The Peer Support Team provided informal counseling and support services ... on more than 80 occasions during 2010.

2010 ANNUAL SURVEY—EMPLOYEES

Every three years employees are surveyed to assess opportunities for improvement within the agency. The 2010 survey was sent to all employees, including extra help staff.

A total of 49 employees were invited to take the survey and 46 surveys were completed (a 94% response rate). Overall, 87% of survey respondents indicated they are satisfied with their jobs. The detailed findings of the survey were reported to staff during two Continuing Education forums held in August 2010.

The survey results enabled the management team to identify areas for improvement: communication between management and line-level personnel, employee recognition, concerns with discipline and morale issues, and employees feeling overworked and understaffed.

The Survey Team - **Amethyst Uchida, Amanda Douglas, Ashley Hiles, Nicola Nelson, Sean Schorovsky, Marsha MillerAyers, Scotty Douglass** and **Dennis Kidd** – was tasked with developing a plan to improve in these specific areas. The team focused initially on addressing the

issues of management communication and employee recognition.

A staff newsletter, <F4> Refresh was developed to give management a forum to publish regular updates about important topics. It was felt this would help people keep informed about activity at the agency without having to read every set of meeting minutes in detail.

Other improvements were delegated to appropriate groups for action. For instance, the Standards Team has been working on resurrecting and improving the Quality Improvement program and has considered feedback from the survey in the re-design.

The SCR911 Store was implemented as part of the Recognition Program and all employees are now included.

The Operations Division, responding to concerns in the survey, has implemented “Supe Talks” which include providing individuals with concrete suggestions for improvement, referrals to appropriate training, and specific feedback.

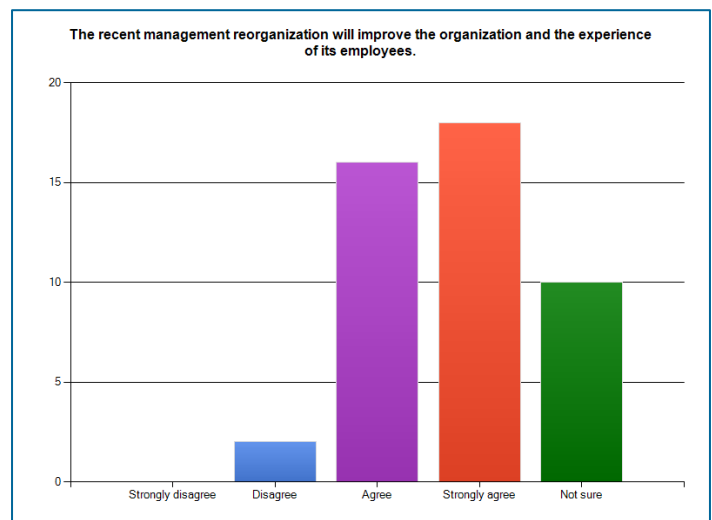
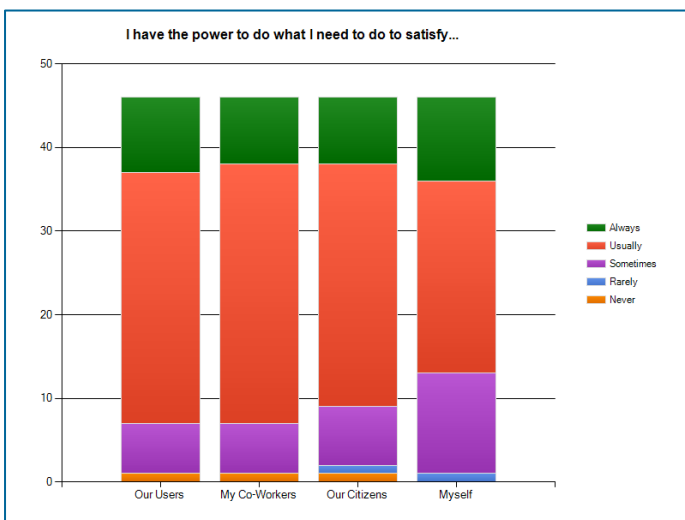
The survey results continually inform and affect discussions and decisions made at Staff meetings and within the Management Team.

The Survey Team will reconvene in 2011 to evaluate the actions taken so far. As a result of that meeting, the team will implement new ideas either to improve in the areas already in progress or to address some of the additional survey themes.

A follow-up survey in Spring 2011 will be distributed to assess whether employees have noticed improvement and/or increased job satisfaction as a result of these changes.



Wildlife seen on SCR911 premises.



FEBRUARY 11, 2010

Adrienne Heebner is commended by both her Operations Supervisor Margaret Parker and Assistant District Attorney Steve Drotter for



her skill and patience in handling a call from a suspect in a domestic violence situation. Adrienne kept the reluctant suspect on the phone for an extended period of time, eventually extracting all the details needed for the investigation.

APRIL 29, 2010

Stephanie Zube is commended by Operations Supervisor Marsha MillerAyers for her exemplary dispatching skills and her



compassion, both on the phone taking a call from a witness to a shooting, and dispatching officers on the radio to handle the call. Stephanie kept the officers updated immediately on the radio and on their MDC's, while simultaneously reassuring the caller and gathering information.

Stephanie commended her team of dispatchers who were on duty during this incident; **Sean Schorovsky, Adrienne Heebner, Val Conner, Ashley Hiles**, Acting Assistant General Manager **Dennis Kidd** and Operations Supervisor **Kevin Fink**. From Stephanie, "You all had a positive impact on this call through your teamwork and professionalism". This sentiment was echoed by Sgt. Morales of the SCSO and several of the responding deputies.

MAY 4, 2010

Operations Supervisor Marsha MillerAyers praised her entire team – **Jim Rock, Dee Kenville, Jodi**

Boles, Mike Fairbanks, Abby Hernandez and Mike Krakowiak – for their cooperation and teamwork during an especially busy shift. This team handled a riot in downtown Santa Cruz requiring Code 3 cover from all surrounding agencies, a bomb team call-out, several possible shootings, and a particularly violent domestic violence situation. Marsha wrote, "I have received several kudos for our performance from field officers to lieutenants. They all acknowledge the outstanding level of service they received, especially in light of the unusual number of high priority incidents."

AUGUST 24, 2010

Kevin Fink and Amethyst Uchida were commended by General Manager Scotty Douglass for their professionalism and diligence in completing a complex records request for the Santa Cruz City Attorney's office.

SEPTEMBER 20, 2010

Nicola Nelson was recognized by Amethyst Uchida for extraordinary work in realignment of the South County streets layer of our Geofile.



SEPTEMBER 29, 2010

Wolff Bloss was awarded a Certificate of Recognition from the Watsonville Police Department. He was recognized along with Watsonville's Network Administrator Ed Mitchell for his devotion to duty and outstanding performance in the Public Safety Wireless Area Network Project that went above and beyond the typical duties of an incumbent in his position.



NOVEMBER 16, 2010

Nicola Nelson was recognized by Amethyst Uchida and Central Fire Battalion Chief Owen Miller for her professional attitude and exceptional performance while working with Central Fire on special projects and assignment.

NOVEMBER 17, 2010

Tom Ginsburg was recognized by Amethyst Uchida for his extraordinary work in the implementation of our upgraded VoicePrint recording system.

NOVEMBER 18, 2010

Anita Miller and her team of dispatchers—**Adrienne Heebner, Bill Burnett, Kristy Cisco-Voorhees, Karen Clark, Anna Kiff, Mike Fairbanks, Meghan Dixon, Gina Loftin, Abby Hernandez and Amanda Douglas** – Were acknowledged by Interim Chief of Police Kevin Vogel for their assistance to Santa Cruz Police Department on Halloween night.



Abby Hernandez and Anna Kiff.

NOVEMBER 29, 2010

Val Conner, Amanda Douglas, Joe Guerrero, Jo Irving, Mike Krakowiak, Michele Stevison, Melanie Sherwood, Dave Sumner, Jim Rock, and Stephanie Zube were commended for the expert teamwork in assisting Santa Cruz Sheriff's Office and Santa Cruz Police Department with a manhunt for an escapee who had injured a deputy and, taking her handgun, fired a shot at a bystander, entered an occupied preschool, and broke into an occupied house and held the occupants hostage.



TAMMY SPATH

As part of the Authority's Employee Recognition Program, dispatchers, along with management staff, annually select a single dispatcher who best represents the values and qualities described in the creed *A Successful SCR911 Employee*. That dispatcher is then identified as the "Dispatcher of the Year."

The honorary title is bestowed upon the dispatcher for the fiscal year and is designed to publicly recognize and support all of the efforts and accomplishments of the dispatcher, including their contributions to the organization. For Fiscal Year 2010/2011, dispatcher Tammy Spath was awarded this recognition.

Tammy began her career as a 9-1-1 Public Safety Dispatcher with the Henderson Police Department (Nevada) in 1993 and joined our organization in July 2007. She was quickly promoted to the position of Lead Dispatcher in 2009. Tammy is also an Academy Instructor, a Communications Training Officer and acts as a representative of the dispatchers to the Technical Operations Advisory Committee. In the past, Tammy has been a

dispatcher representative to the Fire Task Team and the Standards Team.

Tammy sets a very high personal standard for her performance, and is able to consistently achieve her goals while helping others to higher achievements. She is constantly looking for ways to improve our processes and was instrumental in reactivating the Emergency Medical Dispatcher newsletter as a way to coach our EMDs and keep them up to date in the latest processes.

All of Tammy Spath's skills and abilities came to fruition in December 2008 when she quickly and expertly gave CPR instructions to a family member of a collapsed man, saving his life. Tammy was honored by the Santa Cruz County Board of Supervisors during National Emergency Medical Services Week for her lifesaving Emergency Medical Dispatch performance.

Tammy was selected by her peers and unanimously endorsed by the Authority's management team to receive this annual award, and as such, it serves as a statement of appreciation for the qualities she possesses from all those who work with her on a daily basis.



Tammy completes the Mud Run at CSUMB/Fort Ord, 2010.

A SUCCESSFUL SCR911 EMPLOYEE...

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

SYSTEMS DIVISION

INSIDE SYSTEMS:

CAD/9-1-1	25
SANTA CRUZ METRO RECORDS SYSTEM	27
FIRE TECHNOLOGY AND GIS	28
MOBILE DATA COMPUTERS	28

The SCR911 Systems Division consists of five full-time employees and is divided into four distinct areas of responsibility: CAD/9-1-1, GIS/Fire Technology, SCMRS, and MDCs.

Personnel assigned to the Systems Division in 2010 include the General Manager (.25), the Systems Division Manager, two Senior Communications Systems Technicians, and two Communications Systems Technicians.

The Systems Division had a busy and productive year. Systems personnel completed installation of our new 9-1-1 telephone system, replaced our administrative telephone system, and upgraded our long-term recording system. During this year Systems staff also



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

worked closely with Watsonville Police Department to finalize the broadband wireless access project in that city, and completed work allowing the Alliance Mobile Database to be deployed in patrol cars—something that has not been possible since 2007. Finally, Systems is hard at work on two new projects: to replace the dispatch center’s radio console system and to investigate possible replacements for the police departments’ records management system.

COMPUTER AIDED DISPATCH (CAD)/9-1-1

HIGHLIGHTED 2010 ACCOMPLISHMENTS:

- Installed new IP-based 9-1-1 phone system
- Completed wireless broadband project in Watsonville
- Deployed Alliance Mobile database in patrol vehicles
- Resolved 926 technical support tickets

A variety of systems and projects are included under the CAD/9-1-1 label. These systems are supported by a senior technician with assistance from a technician and the division manager. A primary purpose of this unit is to support the Computer Aided Dispatch application, Motorola’s Premier CAD Client, and related applications such as the ProQA software for emergency medical dispatch. This Unit also supports and manages the 9-1-1 telephone system and the hardware and software that integrates 9-1-1 into

the CAD applications, and provides support for the administrative computing needs of SCR911 personnel.

The 9-1-1 phone system that was selected in 2009 was installed in February 2010. Prior to the installation, a significant amount of work was completed by Systems and the Technical Operations Advisory Committee (TOAC) in programming the new telephones and training all Operations personnel in their use. Cutover to the new phone system was very smooth. The new phone

system represented a major change for dispatchers, and they did a really great job transitioning, and adapted quickly. A major upgrade of the phone system – to provide new features such as the ability to join an outgoing call and to repair some issues – was performed in November 2010.

Our administrative phone system was integrated with our old 9-1-1 equipment, necessitating an upgrade to the administrative phones. Integration with our new 9-1-1 equipment would have been costly, and therefore the

decision was made to purchase a hosted IP-based business phone solution from AT&T. This transition occurred in May 2010 with only a few minor issues.

The final piece of this project was the upgrade of VoicePrint, our call recording system. Systems personnel worked closely with the vendor to implement the new system, work through subsequent bugs, and regain critical functionality that was initially lost with the new feature set provided. A major software revision was delivered in August 2010. The new features provided in the upgrade include new reporting capabilities, additional tools to provide quality assurance for dispatcher interactions with both the public and our Users, and the ability to bundle simultaneous phone call and radio traffic in a single container for easy playback.

As the Authority's radio consoles are in similar condition to the telephone system prior to its upgrade, we are also planning for radio console replacement in 2011. To that end, SCR911 issued a Request for

Proposal (RFP) in December 2010 in hopes of identifying a suitable replacement to be purchased in Fiscal Year 2011/12 if funding allows.

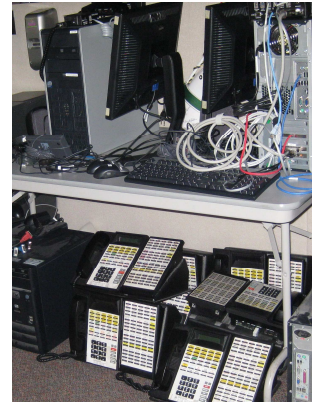
The California State 9-1-1 Office identified the need to more accurately route 9-1-1 cell calls to the appropriate agency to reduce the number of calls needing to be transferred. For their Routing on Empirical Data (RED) Project, SCR911 personnel analyzed data collected from 196 cell tower sectors in Santa Cruz County over a 15 month period. It was determined that wireless calls from 113 of those cell tower sectors should be routed directly to SCR911 instead of to CHP. That represents 57% of the reviewed cell tower sectors in Santa Cruz County, and is at least partially responsible for the increase in wireless 9-1-1 calls received by SCR911 (see Workload and Call Volume Statistics, page 6).

Many other smaller projects were completed in the CAD/9-1-1 area this year. Several of the software systems used by

our dispatchers were upgraded including the ProQA Medical and Advanced Tactical Mapping software. Some of our ancillary user agencies installed new software which required corresponding installations to be completed on SCR911's dispatch workstations.

In pursuit of cost-savings and efficiency, some older servers were decommissioned and their applications consolidated into a newer existing server. A virtual machine was implemented to allow multiple functions to be provided by a single workstation. This was very challenging as many of the software products we use are older and getting them to run properly in a virtual environment took a lot of research and work.

The CAD Unit resolved 333 Concern Forms in 2010. Of these, 74 were related to our new 9-1-1 phone system while the remaining issues were related to radios, our Voiceprint logging recorder, the dispatch computers, and various software applications used by Dispatch.



Outgoing and new telephone equipment at a staging area in the communications center on the day of the 9-1-1 phones upgrade.

As part of the State's RED Project, 113 additional cell tower sectors are now routing 9-1-1 calls directly to SCR911.

TECHNICAL OPERATIONS ADVISORY COMMITTEE (TOAC)

The TOAC team consists of operational and technical personnel who work together to identify technical solutions for operational functions in order to best meet the needs of both divisions. The 2008-10 team, **Amethyst Uchida, Marsha MillerAyers, Stephanie Zube, Margaret Parker, Tom Ginsburg, Mike Krakowiak, Tammy Spath** and **Nicola Nelson**, worked on the selection, implementation and configuration of the new 9-1-1 phone system. This team played a key role in the successful transition to this vital technology. The current team members, **Amethyst Uchida, Stephanie Zube, Tom Ginsburg, Mike Krakowiak, Tammy Spath, Nicola Nelson, Jodi Boles** and **Cheryl Selden**, will be responsible for selecting and implementing a new radio console system over the next two calendar years.



Dispatcher Dave Sumner answers the first 9-1-1 call received on the new phones.

FIRE TECHNOLOGY/GIS UNIT

SCR911 supports our Fire/EMS Users by maintaining our geo-database and supporting ancillary and related technologies as well as by producing complex and detailed reports on CAD data. This area is supported by a technician with assistance from a senior technician and the manager, and several projects were successfully completed this year.

Scotts Valley Fire Chief Mike McMurry sought our assistance to implement a pilot project to define Structure Protection and Evacuation Zones in late 2009. Although funding was not acquired in 2010, the GIS technician continued to work on this project as time permitted. To date,

protection zones for six of the ten local fire departments supported by SCR911 have been created in our geo-database.

Another important task was the correction of the placement of South County streets. This project took months to complete and both dispatch and Watsonville Fire were affected while the corrections were being made to the dispatch maps. Now that the streets are in the correct location on the map, AMR crews are able to use the Advanced Tactical Map for directions to incidents within the City of Watsonville and South County areas.

Scotts Valley Fire Department's Station 3 was renamed as Station 2 last year. Although this sounds like a minor change, in fact many of the fire zones in our geo-database for that district had to be re-named and merged to accommodate the name change.

In addition to these ad hoc projects, the GIS Unit resolved 208 geofile-related Concern Forms. Types of problems resolved by the GIS Unit include issues related to routing of ambulances using our automated vehicle locator (AVL) system, problems with street names or address ranges and updates to "common places" – common names that link to a specific address.

The correction of South County streets in the geo-database facilitates accurate routing of ambulances to emergency medical calls.

MOBILE DATA COMPUTERS (MDC) UNIT

There are two Mobile Data Computer (MDC) systems supported by the Systems Division. The first is the Packet Cluster system which is used by Capitola, Santa Cruz, Scotts Valley and Watsonville police departments as well as by the Santa Cruz and Watsonville fire departments. This system runs over an 800 MHz radio network. The second MDC system belongs to AMR and utilizes Verizon's infrastructure. The AMR MDC system includes GPS units and an Automated Vehicle Locator server which keeps track of where the ambulances are located and makes recommendations for emergency response based on current location.

Functionality of MDCs at the police agencies was a focus this year. As mentioned under RMS, new methods for writing reports in the field and accessing information were deployed this year with the return of Alliance Mobile and the introduction of Alliance Live on the SCMRS MDCs.

Santa Cruz Fire added connectivity to their MDCs via the Verizon Wireless network with the assistance of SCMRS Systems. This was added in order to provide access to additional resources from the Fire vehicles. The MDCs still connect to the radio network to maintain their connection to the Packet Cluster system for dispatching purposes.

AMR continues to fine-tune their vehicle routing system through technology modifications and improvements in the ambulances in conjunction with continual updates of the geo-database provided by the SCR911 Fire/GIS Unit.

In 2010, SCR911 Systems resolved 185 tickets related to repairs of MDCs. Of these, 124 were related to issues with the PacketCluster/Data Radio system and 61 were related to issues with the AMR/Itronix system.

SANTA CRUZ METRO RECORDS SYSTEM(SCMRS) UNIT

The SCMRS Unit was created in 2001 to provide support for the Capitola, Santa Cruz, Scotts Valley and Watsonville Police Departments' Records Management System (Alliance PD Central) and its Wide Area Network infrastructure. The SCMRS Unit also provides supplemental support for the Crossroads Traffic Reporting System, the High Speed Wireless MESH Access project in Watsonville, the L3 mobile video system and the Coplogic citizen reporting software. SCMRS is staffed by a senior technician, a technician and the division manager (.5 FTE).

In 2010, SCMRS personnel worked on a myriad of projects related to our Alliance Records Management System. Accomplishments of this unit with regards to RMS include:

- Production-level deployment of the Watsonville High-Speed Wireless Network to support Watsonville PD officers accessing computer resources at the Police Department (Mug shots, City Email, Probation, and "Alliance Live") from their patrol cars using their MDCs and the Wireless Network.
- Alliance Live - Making Watsonville PD's Alliance server available to mobile units via Microsoft Terminal Services. This permits WPD officers in the field to access current data in Alliance from multiple "hot spot" locations in the City of Watsonville.
- Alliance Mobile – Restored the ability of field units at all agencies to access a limited copy of the Alliance RMS from their patrol cars using their Mobile Data Computers (MDCs), with or

without access to any type of network. This functionality had been lacking since 2007 when the database grew too large to operate successfully in the vehicles.

- South Bay Regional Data Sharing – The Capitola, Santa Cruz and Watsonville Police Departments agreed to contribute data from our Alliance RMS into a COPLINK Data Warehouse which can be accessed by participating agencies throughout the southern San Francisco Bay Area. This initiative is expected to increase participating agencies' ability to solve criminal cases and reduce terrorism through the sharing of information.

While the SCMRS Unit celebrated many successes last year, it also saw its share of challenges. In May, on-call pagers beeping just before 1:00 a.m. was the first notification of a significant computer system outage at the Scotts Valley Police Department. The computer server which housed their RMS and CAD software suffered a failure which resulted in a total loss of data. SVPD had to operate with limited access to the software for five days while a copy of the database was restored from one of the other RMS servers. This incident resulted in implementation of a disaster recovery and backup solution for SVPD as well as server upgrades and replacements.

The fall of 2010 saw SCMRS Unit personnel expending significant resources researching problems with data importing into our Alliance RMS system. The Crossroads Traffic Reporting System and the Coplogic Online Citizen Reporting Software both

interface to the Alliance RMS so that data from Crossroads and Coplogic can be accessed and reported on using Alliance. However, both systems were having numerous issues in which data was failing to import successfully and a significant amount of staff time was being spent trying to identify missing information in order to maintain accurate records. After hours of investigation, data clean-up, and work with the affected vendors, these two software applications are now reliably updating the Alliance RMS.

A significant project for the unit in 2011 will be to research a possible replacement for the current records management system (Alliance PD Central). This software has been in place since 2000 and although the developer continues to provide updates and enhancements, the RMS Task Team was established in late 2010 to investigate alternate systems for RMS. The team is headed by SCMRS Senior Technician Wolff Bloss and includes representatives from all four SCMRS police agencies.

The SCMRS Unit resolved 200 support tickets in 2010. Of those, 88 were related to the Alliance RMS, 53 to L3's Mobile Audio Video system, 29 to Crossroads Traffic Reporting Software and 9 to the Coplogic Citizen Reporting Software.



Gilbert Oros and Wolff Bloss

BUSINESS DIVISION

The Business Division manages and supports the Authority's day-to-day administrative activities. The Business Division staff includes the General Manager, three part-time senior administrative assistants and two extra help administrative assistants.

FISCAL UNIT

The Fiscal Unit is responsible for accounting duties which include processing payroll and maintaining the associated records, tracking purchases and inventory, reconciling the general ledger with the County's FAMIS system, the annual audit, and budget preparation.

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

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

Administrative staff 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 is presented to the Board of Directors. The Authority also maintains a



Beth Wann, Sherry Paul, Steffen Andrews, Felicia Venezio, and Anne Miller.

certified inventory of all fixed asset equipment, which is presented to the Board of Directors annually.

The Authority tracks employee vacation accrual changes, step increases, holiday hours, ETO (Elective Time Off) hours and compensatory time accrued and taken.

RECORDS REQUESTS PROCESSED BY SCR911

District Attorney's Office	563
Public Defender's Office	18
Capitola PD	31
Santa Cruz PD	22
Sheriff's Office	18
Watsonville PD	15
Private Attorneys	45
General Public	36
Other	24

BUSINESS SERVICES UNIT

The Business Services Unit maintains employees' personnel and benefits records, including processing new and separating employees, salary adjustments, and CalPERS data. The unit is also responsible for maintaining the schedules, notices and meeting materials for the Board of Directors, Users, and other committees.

The unit provides general administrative support to the General Manager and the Operations and Systems Divisions, and

produces the Authority's annual report.

The Business Services Unit is responsible for processing requests for dispatch recordings and incident reports for the Authority. In 2010, 727 records requests were processed, 24 subpoenas were served to the Authority, and the Custodian of Records made five court appearances in support of evidentiary records.

APPENDIX

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The Association is made up of employees of SCR911, this includes dispatchers, and most recently Systems and Administration. Association dues of \$10 a month per member are used for recognition of annual events, i.e. birthdays, dispatcher week, holiday events, our scholarships, and assistance for an association member or family member who is ill or in need of support.

This year, the Association elected a new board. The new board members are energized to enhance existing programs such as scholarships and dispatcher week activities and recognitions, but also to look for ways of giving back to our community, while continuing to take care of our own SCR911 family.

The “Adopt-a-Family” for the holidays was successful in collecting clothes and gifts for the two families in need that were adopted from the Women’s Crisis Support /Defensa de Mujeres in Watsonville.

Our 5th annual gingerbread house competition was open to all divisions this year, and the Business Division participated for the first time.

In the beginning of January 2011, we will start planning for our annual Dispatcher Appreciation Week, a fundraiser, our scholarship program (watch for some changes in criteria after the new year) and participating in our larger 9-1-1 family, “Santa Cruz 9-1-1 Networks” which is comprised of our User Agencies and geared towards giving back to our community.

We would like to thank our outgoing board members: Megan Dixon, Terri Minogue, Bill Burnett, Cheryl Selden and Anna Kiff. Their dedication to our association has meant a lot to our members and has laid a great foundation for this new board to continue and strive to achieving our members and community needs.

**ASSOCIATION OFFICERS
2010/2012**

- **President—Melody MacDonald**
- **Vice President—Ashley Hiles**
- **Treasurer—Lisa Oberdorfer**
- **Secretary—Amanda Douglas**
- **Sergeant-at-Arms—Abby Hernandez**



Gingerbread House competition winner—“Silver Bells ”

CHUCK MINUTI

August 2010 saw the retirement of long-time Public Safety Dispatcher Chuck Minuti. Chuck began his career in public safety dispatching with Santa Cruz Police Department in 1987. In April of 1991, he began dispatching for San Mateo County Communications and then ultimately came to Santa Cruz Regional 9-1-1 in January of 1996; during the initial dispatcher recruitment

phase of the new consolidated communications project.

During his career, Chuck became an experienced and accomplished public safety dispatcher. He was certified in all disciplines, including Emergency Medical Dispatch (EMD). Additionally, he was an Incident Dispatch Team (IDT) member and Communications Training Officer (CTO). Both SCR911

and User personnel came to respect and rely on Chuck for his wealth of experience and knowledge, and his service record has seen many citations and recognitions for outstanding performance.

Although Chuck’s exact retirement plans are unknown, he will almost certainly be remembered by his SCR911 colleagues for years to come.



ROSA PUGA

Public Safety Dispatcher Rosa Puga retired in February after a combined 22 years of public safety service. Rosa began her career in public safety dispatching with Watsonville Police Department in 1988. She transitioned to the Authority in 1996 as a Public Safety Dispatcher II and was widely regarded as an expert in Watsonville geography and the surrounding community.

During her career, Rosa served on many task teams including the safety

committee and the Awareness and Community Education team. As a Spanish bilingual, Rosa assisted with the testing and training of newly hired bilingual dispatchers.

Over the years, Rosa has received several citations of merit and commendations from the public, her supervisors, and User personnel for her outstanding work performance. In 1997, Rosa stayed on the phone with a suicidal man, for 20 minutes. During that time,

she convinced him to go outside to talk to officers and seek medical help for his depression. The man later told officers that Rosa saved his life.

At the end of 1999, Rosa worked nine straight days in order to help prepare the 9-1-1 center for New Year’s 2000 (Y2K). Although Y2K was not the disaster it was expected to be, Rosa’s dedication to the disaster preparation was commended by the General Manager.



Please provide your gender.

Answer Options	Response Per-cent	Response Count
Man	26.1%	12
Woman	60.9%	28
Decline to State	13.0%	6
<i>answered question</i>		46

How long have you worked at Santa Cruz Regional 9-1-1?

Answer Options	Response Per-cent	Response Count
0 to 3 years	23.9%	11
4 to 7 years	28.3%	13
8 or more years	47.8%	22
<i>answered question</i>		46

What is your area of responsibility in the organization?

Answer Options	Response Per-cent	Response Count
Operations	58.7%	27
Administration	17.4%	8
Management	6.5%	3
Decline to State	17.4%	8
<i>answered question</i>		46

4. How satisfied are you with your job?

Answer Options	Response Per-cent	Response Count
Not satisfied	0.0%	0
Somewhat satisfied	13.0%	6
Satisfied	36.9%	17
Very satisfied	36.9%	17
Extremely satisfied	13.0%	6
What would increase your job satisfaction?		26
<i>answered question</i>		46

5. Please indicate your satisfaction with each of the following aspects of your job.

Answer Options	Not satisfied	Somewhat satisfied	Satisfied	Very satisfied	Extremely satisfied	NA	Count
Recognition of staff for quality work	4	14	17	5	6	0	46
Opportunities to participate in decisions that affect you	4	13	11	8	9	0	45
Quality of interactions with co-workers (work & social)	1	6	19	12	8	0	46
Quality of interactions with management	1	14	14	12	5	0	46
Quality of interactions with the general manager	1	14	8	12	11	0	46
Shift selection process used by SCR9-1-1	1	6	14	10	6	9	46
Shift schedule used by SCR9-1-1	3	8	9	13	3	10	46
Scheduled break times	1	3	19	7	6	10	46
Time off	1	7	16	13	9	0	46
The degree to which technology supports productivity	0	4	20	13	9	0	46
How well initial training prepared you to succeed at your job	1	6	16	10	9	4	46
Appropriateness of ongoing training	1	13	22	6	2	2	46
How management responds to employee errors	5	14	14	8	3	1	45
The interest management shows in creating good working conditions	2	12	15	12	5	0	46
Retirement benefits	0	5	16	12	6	7	46
Health care benefits	1	6	14	16	6	3	46
Salary (base pay)	0	8	24	8	6	0	46
Feel free to elaborate on any of the categories above.							20
answered question							46

6. My workload is manageable.

Answer Options	Response Percent	Response Count
Strongly disagree	8.7%	4
Disagree	8.7%	4
Agree	69.6%	32
Strongly agree	13.0%	6
What would you suggest to make your job more efficient?		21
answered question		46

7. I have the power to do what I need to do to satisfy...

Answer Options	Never	Rarely	Sometimes	Usually	Always	Response Count
Our Users	1	0	6	30	9	46
My Co-Workers	1	0	6	31	8	46
Our Citizens	1	1	7	29	8	46
Myself	0	1	12	23	10	46
How could this area be improved?						13
answered question						46

8. Do you think your work is appreciated by your:

Answer Options	Never	Rarely	Sometimes	Usually	Always	Response Count
Coworkers/Peers	0	1	13	23	9	46
Immediate Supervisor	1	3	9	22	11	46
Management	1	3	16	19	7	46
External Users	2	1	14	23	6	46
Board of Directors	5	3	15	13	7	43
The Public	3	10	17	14	1	45
Comments						14
<i>answered question</i>						46

9. Overall, my personal morale is...

Answer Options	Response Per-cent	Response Count
Poor	0.0%	0
Below Average	13.0%	6
Average	26.1%	12
Above Average	43.5%	20
Excellent	17.4%	8
Don't Know	0.0%	0
Why?		21
<i>answered question</i>		46

10. How satisfied are you with the management team?

Answer Options	Response Per-cent	Response Count
Not satisfied	2.2%	1
<i>Somewhat satisfied</i>	<i>26.1%</i>	<i>12</i>
Satisfied	43.5%	20
Very satisfied	19.6%	9
Extremely satisfied	8.7%	4
What can management do to increase your satisfaction?		17
<i>answered question</i>		46

11. The recent management reorganization will improve the organization and the experience of its employees.

Answer Options	Response Per-cent	Response Count
Strongly disagree	0.0%	0
Disagree	4.3%	2
Agree	34.8%	16
Strongly agree	39.1%	18
Not sure	21.7%	10
Other (please specify)		16
<i>answered question</i>		46

12. I have the opportunity to learn new skills.

Answer Options	Response Percent	Response Count
Never	0.0%	0
Rarely	10.8%	5
Sometimes	30.4%	14
Usually	32.6%	15
Always	26.1%	12
What opportunities do you wish were available?		11
<i>answered question</i>		46

13. Professional development is encouraged and there are opportunities to advance.

Answer Options	Response Percent	Response Count
Never	0.0%	0
Rarely	13.0%	6
Sometimes	34.8%	16
Usually	32.6%	15
Always	19.6%	9
How could mentoring and professional development at SCR9-1-1 be strengthened?		18
<i>answered question</i>		46

15-17. What do you think really needs attention at our agency? What aspect of how things are done around here does NOT work well? Where are the opportunities for improvement?	
NEEDS IMPROVEMENT	Total
General	4
Management	5
Morale/Discipline	10
Quality/Performance	12
Recognition	9
Recruiting/Selection	4
Salary/Benefits	5
<i>Schedule/Overtime</i>	7
Shift Selection Process	0
Shift Supervision	1
Working Conditions	5

18-20. What do you really appreciate about the way things are done in this center. What DOES work well?	
WORKING WELL	Total
General	8
<i>Management</i>	5
Morale/Discipline	2
<i>Quality/Performance</i>	5
Recognition	7
Recruiting/Selection	2
Salary/Benefits	2
Schedule/Overtime	2
Shift Selection Process	4
Shift Supervision	3
<i>Working Conditions</i>	5