

Board of Directors



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representing the County of Santa Cruz



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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
- City of Santa Cruz
- City of Watsonville
- City of Capitola



Director Richard Wilson presents proclamation to Dispatcher of the Year recipient Lisa Yee.

Santa Cruz Regional 9-1-1 provides public safety dispatch services, including Fire, Law, and Medical.

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Report from the General Manager

This year marks a journey toward renewing the Authority's public image through the development of a new agency name and logo. On January 1, 2010, the Authority began using the new name of Santa Cruz Regional 9-1-1. When we first opened our doors to the public in 1996, our member and User agencies shared dispatching services for the first time. Our original name, Santa Cruz Consolidated Emergency Communications Center (SCCECC), was developed with that in mind, and served somewhat as a mission statement, creating a partnership between the member User agencies and SCCECC. On the other hand, it was challenging for the public to understand the nature of our Center through that name. Therefore, the Authority worked with the Board of Directors, our member and User agencies, employees of the Center, and members of our community to develop the new name and logo. We are proud and excited to reach out with our new image to our community while in continued partnership with our member and User agencies.

During 2009, the Authority faced many challenges that presented us with opportunities to learn, be creative, adapt, and implement solutions to become a more cohesive team of public safety professionals. Due to national and local economic crises, we were first faced with the challenge of reducing our overall budget by ten percent. Like many of our partners in local government, this was the first time that the Center has had to face this challenge. However, our staff understood the state of the economy and voluntarily collaborated on efforts to reduce the budget through reductions in wages and participation in work furloughs. Additionally, an in-depth study was conducted of the call volumes, resulting in adjustments to staffing levels during peak hours in the dispatch center.

Santa Cruz County experienced a major communications outage on April 9 that severely crippled 7-digit, wireless telephone, and Internet communications. After swift troubleshooting, it was determined that the problem was not from within our Center, but instead was with communication services supplied by the local telephone provider. Public safety agencies, in partnership with our Center, immediately and creatively notified the public of the outage. Communications were reduced to radio, 9-1-1 telephone, and in-person methods. Law enforcement agencies sent officers to make in-person notifications to radio and television stations for immediate broadcast to the public. In the end, it was determined that this outage was caused by an intentional act to cut several communications circuits.

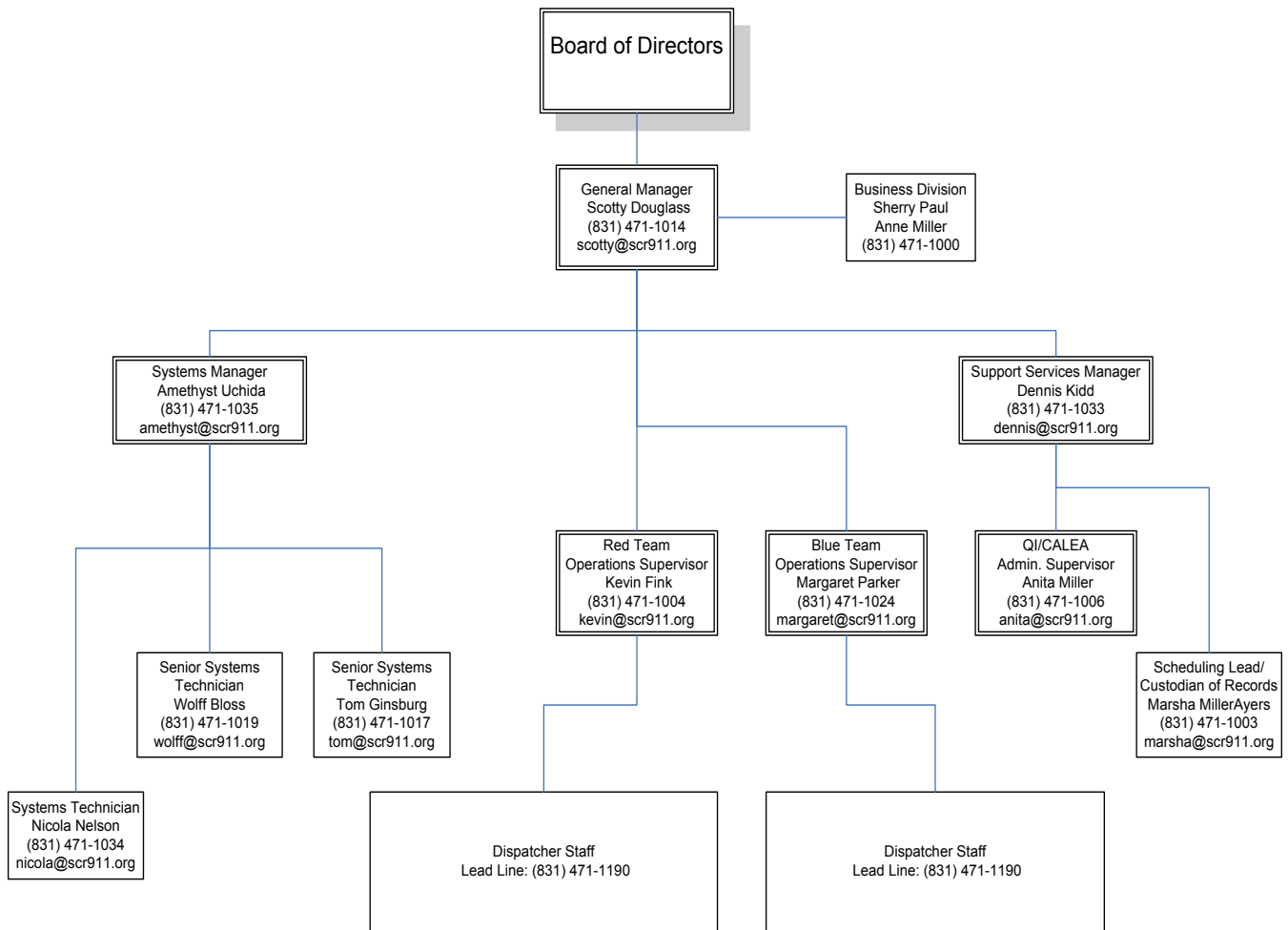


General Manager Scotty Douglass

The H1N1 influenza pandemic affected the 9-1-1 Center by creating issues in staffing levels during the fall and winter months. Fortunately, staff had prepared for the event with the assistance of the County Health Services Authority (HSA), and a comprehensive business continuity plan was developed. This plan provided methods to prevent the spread of viruses between co-workers, an emergency staffing schedule, education of staff members regarding the influenza virus, and the opportunity to be vaccinated against the H1N1 virus (as first responders).

Looking back at 2009, much was accomplished through the exploration of new opportunities for learning, as well through evaluating ways to become more efficient. Innovation and adaptation are key elements of our success as an organization. I am very proud of our accomplishments and equally as excited about our goals for 2010. As we look forward to the next decade, Santa Cruz Regional 9-1-1 will continue to strive to deliver the highest quality dispatch services to our customers, as well to be known as a leader in the industry— both to our partner agencies and to our community.

Organizational Chart



Santa Cruz Regional 9-1-1
495 Upper Park Road, Santa Cruz, California
Business Number: 831.471.1000
Fax: 831.471.1010
scr911.org

Santa Cruz Regional 9-1-1

Management Team

Scotty A. Douglass, General Manager

Support Services Division

Dennis Kidd, Support Services Manager
Anita Miller, Administrative Supervisor
Marsha MillerAyers, PSD III, Custodian of Records

Systems Division

Amethyst Uchida, Communications Systems Manager
Wolff Bloss, Senior Communications Systems Technician
Tom Ginsburg, Senior Communications Systems Technician
Nicola Nelson, Communications Systems Technician

Operations Division

Kevin Fink, Operations Supervisor
Margaret Parker, Operations Supervisor

Business Division

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

Extra Help Staff

Steffen Andrews
Felicia Venezia

Dispatch Staff

Senior Public Safety Dispatchers

Kristine Ebersole
Michael Krakowiak
Teresa Minogue
Melanie Sherwood
Tammy Spath
Stephanie Zube

Public Safety Dispatchers

Jodi Boles
David Brenner
Hilary Brighton
William Burnett
Kristy Cisco-Voorhees
Karen Clark
Valerie Conner
Meghan Dixon
Amanda Douglas
Michael Fairbanks
Adrienne Heebner
Abby Hernandez
Ashley Hiles
Jo Irving
Anna Kiff
Gina Loftin
Melody MacDonald
Cat McAllister
Eric Mello
Chuck Minuti
Rosa Puga
Jim Rock
Sean Schorovsky
Cheryl Selden
Lyndsay Sotelo
Michele Stevison
Dave Sumner
Lisa Yee

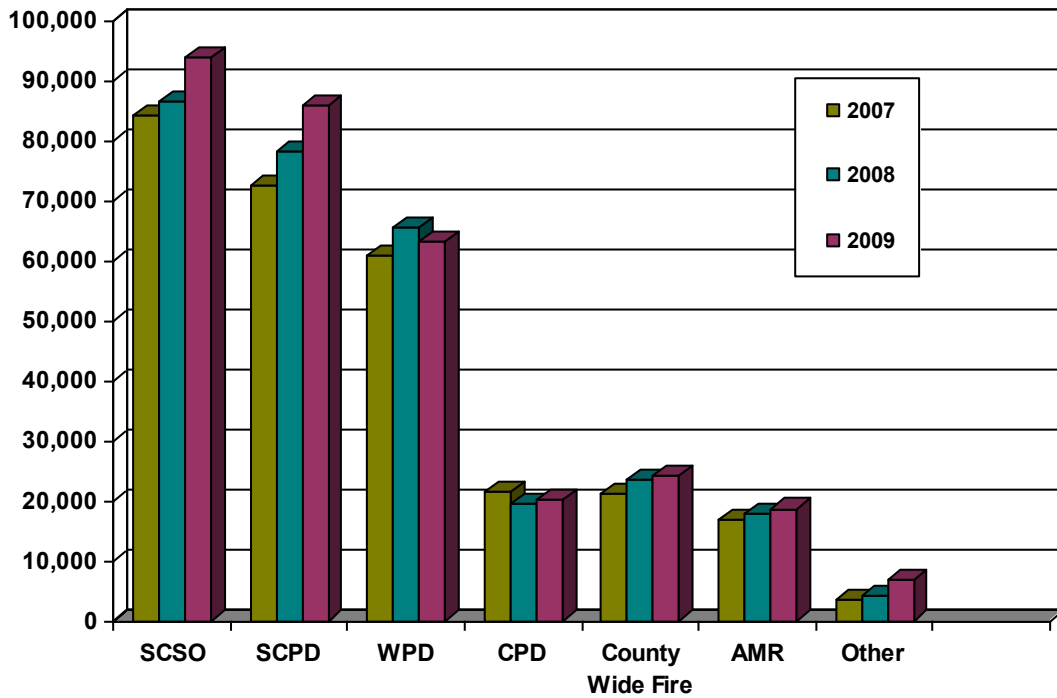


Justin Keele Memorial Deck

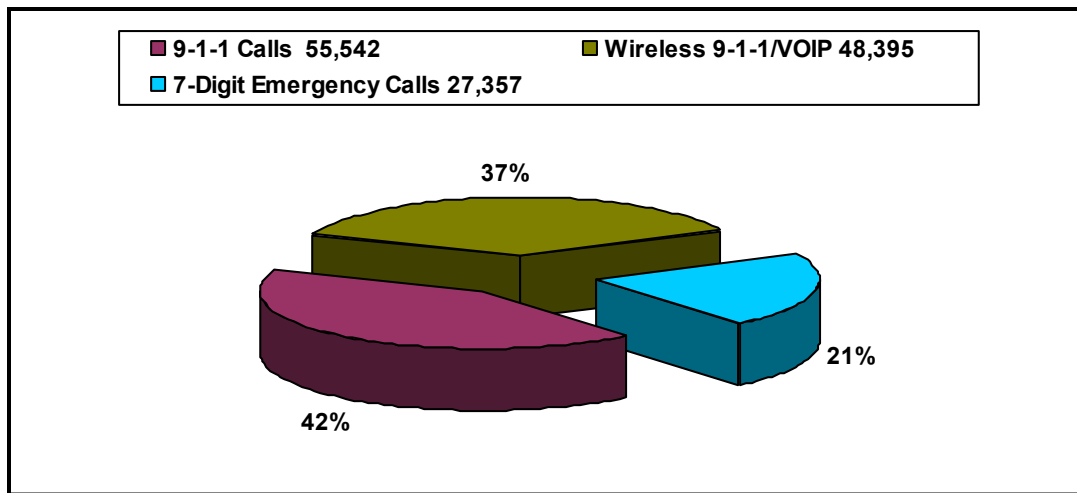
Workload and Call Statistics

Calls for Service (CFS) Handled and Processed			
2008	2009	Agency	% Annual Change
86,560	93,730	Santa Cruz County Sheriff's Office (SCSO)	7.6%
78,132	85,774	Santa Cruz Police Department (SCPD)	8.9%
65,568	62,985	Watsonville Police Department (WPD)	-3.9%
19,641	19,993	Capitola Police Department (CPD)	1.8%
23,642	24,128	County-Wide Fire	2.0%
17,975	18,670	AMR	3.7%
4,185	6,641	Other	37.0%
295,703	311,921	Total Calls For Service	5.2%

Calls for Service - Agency Comparison



Total Phone Calls Handled and Processed				
Type of Call	2007	2008	2009	08-09% Change
Wired 9-1-1	60,196	58,553	55,542	-5%
Wireless 9-1-1	35,845	41,880	47,805	+12%
Voice Over Internet Protocol (VOIP) 9-1-1	336	897	590	-35%
Total 9-1-1	96,377	101,330	103,937	+2.5%
7-Digit Emergency	28,757	30,333	27,357	-10%
7-Digit Non-Emergency (Law)	134,098	132,422	129,526	-2%
7-Digit Other	191,361	181,905	180,496	-1%
Total 7-Digit Calls	354,216	344,660	337,379	-2%
Total Phone Calls	450,593	445,990	441,316	-1%



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

Summary of 2009 Goals

Implement a Strategic Plan to address fiscal challenges facing the Authority in 2009. (ACCOMPLISHED)

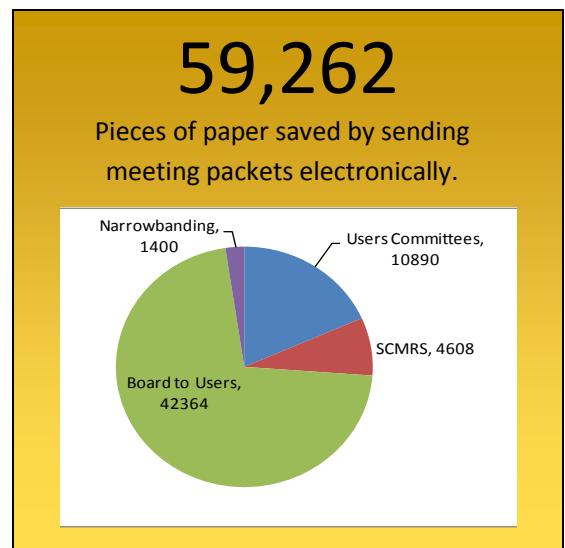
In mid-2008, the economic downturn resulted in the Authority having to make drastic reductions to the budget for Fiscal Year 2009/2010. Authority staff developed and implemented a plan to meet the budget requirements for FY 2009/2010, which has resulted in an overall savings of \$691,641 (a 10% reduction) from the previous fiscal year.

By assuming more responsibility (for example, increased call volume from police department lobby phones due to their closures) our agency was also able to provide an increase in service at a reduced cost. Additionally, the agency implemented an energy-saving awareness program that encouraged all employees to turn equipment and lighting off when not in use. Authority lighting was assessed and overall energy use was reduced, resulting in approximately \$2,400 in savings over the year. Operational expenses were reduced by approximately \$20,000 through cuts in purchases of paper, computer replacement equipment, and computer software.

In order to meet the Authority's goal to reduce costs, dispatch staffing has been reduced by seven positions and management was reduced by one through attrition, resulting in an overall reduction in the workforce by 15%. Additionally, management and administrative staff have participated in the Elective Time Off program offered by the Authority, voluntarily reducing their wages by 4.4% overall. The represented Public Safety Dispatchers voluntarily agreed to not be paid for 72 of their 104 hours of holiday time and to defer a negotiated fifty-cent increase, resulting in a reduction in wages of 4% overall. The Training Program has been temporarily decertified, resulting in the loss of a training premium to the Communications Training Officers and Dispatch Academy Instructors.

Develop employees' ability to work at a higher level by providing avenues for professional development. (ACCOMPLISHED/ONGOING)

Because all training academies and continuing education courses were cancelled in 2009, staff was challenged with developing a method to deliver training without additional cost in overtime and certify dispatch staff in specific areas of expertise. As a result, Systems Division staff installed and deployed a free web-based computer program that provided online training through existing computer equipment. This system is very similar to online training programs offered by state and local colleges. The Support Services and Operations Divisions have delivered a total of 96 hours of training through this program thus far, certifying 12 dispatchers in the use and administration of the emergency notification system provided by CityWatch. Dispatchers are now participating in the Civil Procedures and Dispatch course which will provide them with higher-level skills to assist the public with appropriate civil referrals, resulting in an approximate 30% (331) reduction of civil calls-for-service to our law enforcement agencies.



The Technical Operations Advisory Committee (TOAC), through collaboration with the Systems Division, will research, select, and replace the 9-1-1 phone system. (PARTIALLY ACCOMPLISHED)

The Authority's current 9-1-1 phone system has come to the end of its life and is in need of replacement. As a result, in December 2008 the State of California authorized the purchase of a new 9-1-1 phone system and provided the Center a Customer Premise Equipment (CPE) allotment in the amount of \$430,000. The Systems Division and the Technical Operations Advisory Committee (TOAC) spent the last year researching and comparing available systems. During that time they created a specifications document, invited vendors to demonstrate their products and visited sites with the products installed in order to choose the best system for the Authority. The Team unanimously chose the Positron VIPER voice over IP (VoIP) system as the system that best meets the Authority's needs and selected AT&T as the new 9-1-1 phone system vendor. December was a flurry of activity as AT&T delivered the system and installed it in our facility.

During the first six weeks of 2010, system installation will be completed, the software will be configured and training will be provided to agency personnel. The new system is currently scheduled to go live on February 9, 2010. The final stages of the project will require the participation of all personnel to successfully complete this transition. This will be the first time that the Authority has completely replaced its 9-1-1 phone system and will represent a significant change to operations as call handling transitions from traditional handsets to a computer system with on-screen call handling.



Positron Viper

Statement of Goals for 2010



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

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.

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

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

Redefine the Quality Improvement (QI) Program. This will be accomplished through the following:

- Thorough review of the Authority's existing reporting systems
- In-depth analysis of new reporting capabilities obtained by newly available data from our upgraded Computer Aided Dispatch (CAD) system and new 9-1-1 telephone system.

Operations Division

The Operations Division continues to be responsible for providing critical emergency and routine public safety services, including radio, telephone, 9-1-1, and Computer Aided Dispatch (CAD) functions to our Users and the public.

Thirty-five public safety dispatchers and two operations supervisors are assigned to the division, providing coverage 24/7. The division is comprised of two teams; the Blue Team staffs the Center Wednesday through Saturday and the Red Team staffs the Center Sunday through Wednesday.

2009 Significant Events

Although dispatchers processed and handled thousands of emergency calls-for-service during the past year, there were a few that had a greater impact on operations, dispatchers, Users, staff, and the community. Some examples of those significant events are highlighted here.

During the late night hours of **January 4**, dispatchers began receiving 9-1-1 calls of a fully involved structure fire in a business complex on 41st Avenue.

Responding fire units arrived on the scene to find a large furniture store engulfed in flames. On-scene personnel immediately upgraded the fire to a third alarm and began protecting nearby exposed buildings. NetCom's Incident Dispatch Team (IDT) was requested and dispatched to the scene to support commanders in the field. The fire was ultimately contained to the original structure, and extinguished after several hours with no injuries or further loss of property.

124
Number of confirmed structure fire details processed by dispatchers.

In the early morning hours of **April 9**, the Center experienced a catastrophic loss of telephone, 9-1-1, cellular, radio, and Internet communications throughout the county. On-duty Operations staff immediately began notifying key Systems staff to investigate the cause and develop a plan of action. Within minutes, it was determined that some 9-1-1 service remained intact and unaffected as call volume increased some 350%. Given the severity and scope of the emergency, all available NetCom personnel responded to the crisis and addressed the event with teamwork and professionalism. They began



Operations Supervisors Kevin Fink and Margaret Parker

coordinating with User and allied agencies, Office of Emergency Services, and media organizations, and activated the Alternate Site in Watsonville. A short time later it was determined that the Alternate Site was also affected by the outage and was not a viable means of telephone communications so it was deactivated.

Within hours, AT&T reported that critical fiber optic lines in Santa Clara County had been deliberately severed, causing widespread interruption in service throughout the Bay Area. Repair work continued throughout the day and service was ultimately restored by the early evening hours.

An after-action report later praised the Center's performance and teamwork (with local government agencies). It also was determined that there had been no known reports of any lost 9-1-1 calls to the Center, nor any known delays or failures to respond to emergencies within the County. The events of that day did, however, provide several learning opportunities for our agency, including the development of an Emergency Action Plan that will enhance the Center's performance during future crises.

On **August 12** at approximately 7:00 p.m., the Center was inundated with 9-1-1 calls reporting smoke in the area of Swanton Road in Bonny Doon. Within a short time, CAL FIRE units discovered a rapidly spreading wildland fire with heavy fuel loads. Ultimately, several fire agencies joined in the battle to extinguish the nearly 8,000 acre fire, known as the Lockheed Fire. Other allied agencies, including the Sheriff's Office and CHP, participated by assisting with the evacuations of residents in the area. NetCom personnel also supported on-scene personnel by assisting in the evacuation process with the use of the CityWatch reverse 9-1-1 system.

Although ten injuries were reported, the only property losses were a few out-buildings. Total containment was reached 11 days later at a cost of \$26.6 million. The County Board of Supervisors, Sheriff-Coroner, and CAL FIRE later commended the NetCom dispatchers for their teamwork and dedication.

At 6:10 p.m. on **August 18**, several callers reported that the famed Brookdale Lodge was on fire. Although dispatchers quickly dispatched fire units, the Center continued to receive 9-1-1 calls reporting that the fire was extending into wildland and other structures. Arriving units found the back portion of the lodge completely involved in fire with residents fleeing from the building. Within a few minutes, the incident was escalated to a third alarm structure fire and several additional fire and local government agencies were dispatched, including NetCom's IDT.

After several hours, the fire was extinguished and an investigation into the cause was opened. The fire chief later commended the performance of dispatchers and stated that he wished he would have asked for the incident dispatcher much sooner because he was so



Public Safety Dispatcher David Brenner at work on 'the floor'.

helpful. Although several families were displaced, there were no reported injuries.

The search for a suspect wanted for armed robbery in several counties came to a conclusion in the early morning hours of **September 17**. After dispatchers received a 9-1-1 call reporting an intruder armed with a gun, Sheriff's deputies were dispatched immediately. As deputies responded to the call, dispatchers maintained contact with the caller and relayed critical safety information to her while keeping deputies apprised. A few minutes later, the suspect was apprehended after being tazered during a brief struggle. It was later determined that he was wanted in several Bay Area counties for a string of armed robberies that occurred over several weeks. In the end, several dispatchers were praised by the Sheriff's Office for their teamwork and cooperation that no doubt led to the successful outcome of this incident.

In the very early hours of **October 25**, residents in the Mount Madonna Road area began calling 9-1-1 reporting smoke. Arriving CAL FIRE units quickly called for support after discovering a wildland fire in heavy brush and steep terrain. The Sheriff's Office also responded and conducted evacuations—again with the assistance of dispatchers using the CityWatch notification system. The fire, known as the Loma Fire, ultimately spread to approximately 500 acres and consumed one trailer and two outbuildings. In all, 1,499 firefighters extinguished the blaze, at a cost of \$2.7 million.



Ben Lomond Fire District works the Brookdale Lodge fire.

Citations of Merit

Every day dispatchers are tasked with doing a difficult and stressful job. Although the very nature of the job requires the highest level of standards, and errors can have serious consequences, NetCom dispatchers perform flawlessly. The following are examples of dispatchers who not only meet that daily challenge, but have been recognized by Users, the public or management staff for *exemplary* job performance.

- **Bill Burnett** for his expert guidance to help in the at-home delivery of a baby on January 2. Bill deftly juggled the EMD process and dispatch for this call, as well as another high priority call that came in at the same time.
- **Melanie Sherwood** for her rapid processing of a high priority medical emergency at Scotts Valley Middle School on February 27, possibly saving a student’s life.
- **Ashley Hiles** for her performance in handling a medical emergency (the birth of a baby) on March 21—during the last 15 minutes of her EMD “on the floor” training.
- **Jodi Boles, David Brenner, Kristy Cisco, Meghan Dixon, Amanda Douglas, Kristine Ebersole, Mike Fairbanks, Gina Loftin, Cat McAllister, Eric Mello, Marsha MillerAyers, Rosa Puga, Jim Rock, Sean Schorovsky, Melanie Sherwood, Lyndsay Sotelo and Stephanie Zube** during a major telephone and communications interruption on April 9.
- **Stephanie Zube** for her processing of a life-threatening medical emergency (a choking) to a successful outcome on April 17.

540
 Number of raffle tickets issued to dispatchers for a job-well-done — on or off the floor.

- Operations Supervisor **Margaret Parker** and the **Blue Team** for their teamwork during a fatal structure fire in Rio Del Mar on April 20.
- **Mike Krakowiak** for his compassionate customer service and empathy while handling a battery victim’s call for help on June 12.
- On July 1, **Jodi Boles, Kristy Cisco, Karen Clark, Amanda Douglas, Kristine Ebersole, Abby Hernandez, Eric Mello, Jim Rock, Lyndsay Sotelo and Michele Stevison** for their outstanding performance and teamwork during a routine traffic stop in Capitola that escalated to a high speed pursuit that ended when the car crashed and burst into flames.
- Operations Supervisor **Kevin Fink, David Brenner, Karen Clark, Mike Fairbanks, Ashley Hiles, Adrienne Heebner, Jo Irving, Mike Krakowiak, Gina Loftin, Marsha MillerAyers, Sean Schorovsky, and Dave Sumner** for dedicated teamwork and exemplary performance during the Lockheed Fire on August 12.
- On September 17, **Jodi Boles, David Brenner, Chuck Minuti, Rosa Puga and Michele Stevison** were commended for their teamwork in handling a high risk arrest call of an intruder armed with a gun.

Other examples of NetCom’s “successes” can be found on our website at www.scr911.org



PSD III Tammy Spath Recognized for Life Saving EMD Instructions

In June 2009, during EMS (Emergency Medical Services) Week, Senior Dispatcher Tammy Spath was recognized at the Santa Cruz County Board of Supervisors meeting for a life-saving call she performed in December of 2008.

Tammy answered a 9-1-1 call at 5:30 that morning to learn of a 58-year-old man who had collapsed. She was able to give CPR (Cardio Pulmonary Resuscitation) instructions to family members to assist in saving this man’s life, until emergency crews arrived on the scene.

At the Board meeting, Tammy was overjoyed to be able to meet the man and his family, which rarely happens for a 9-1-1 dispatcher. We are very proud of Tammy, and of all our Public Safety Dispatchers.



Dispatcher of the Year Lisa Yee

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 *A Successful NetCom Employee* creed. 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 2009/2010, dispatcher Lisa Yee was awarded this recognition. Lisa began her career as a public safety dispatcher with Santa Cruz Regional 9-1-1 in July 2005. Lisa has since become proficient in all aspects of public safety dispatching, including earning her Emergency Medical Dispatch (EMD) certification.

Operationally, Lisa has earned the respect of her peers, supervisors, User personnel, and the public. She has been praised by her supervisors and peers for her professional demeanor, superior work ethic, and friendly attitude.

Lisa has also volunteered for special projects and assignments, and served (or is serving) on special teams and committees including acting Lead dispatcher, Awareness and Community Education (ACE) Team, Standards Team, Certified Training Officer (CTO) program as a substitute trainer, and dispatcher representative at staff meetings.

In July, Lisa was publicly recognized by the Board of Directors for her esteemed accomplishment and her professional contributions to the Agency.



General Manager Scotty Douglass congratulates Lisa.

A Successful NetCom 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, up beat 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.
-

User Task Teams

The role of the Law and Fire/EMS Task Teams is to review existing operational policies and procedures, and to recommend and draft revisions or new policies and procedures to ensure these remain effective and reflect current practices for dispatching law, fire and EMS units. The teams include representatives from User agencies and SCR911 supervisory and line-level dispatchers.

Fire/EMS Task Team

The team is comprised of User agency (Fire/EMS) members and SCR911 staff. The 2009 members were: **Supervisor Chris Jones**, AMR; **Division Chief Jeff Terpstra**, Aptos/La Selva Fire; **Chief John Charcho**, 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 **Senior Dispatchers Tammy Spath** and **Stephanie Zube**, **Dispatcher IIs Hilary Brighton** and **Cheryl Selden**, **Systems Technician Nicola Nelson**, and **Operations Supervisors Kevin Fink** and **Margaret Parker**.

The team established four goals for 2009:

- Improve policy and procedure dissemination to the field.
- Improve team meeting attendance.
- Improve disaster communications.
- Create reporting workshops.

While the team has made significant progress in all of the stated goals, some work remains. Some of the team’s accomplishments include the following:

- Improved team attendance
- Improved disaster (interoperability) communications through policy/procedure modernization and technological acquisitions.
- Successful improvements and uniformity in reporting through Firehouse[®] system reconciliation.
- Improved understanding and implementation of CAD configuration issues through a cooperative workshop with the NetCom Systems Unit.

Law Task Team

The Law Enforcement Operations Task Team met regularly (every other month) during 2009. 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 Law Users subcommittee for approval.

The task team members are **Sergeant Darrell Harrison**, Capitola Police; **Lieutenant Colleen McMahon**, Santa Cruz Police; **Lieutenant Gretchen Hurley**, Santa Cruz Sheriff’s Office; **Lieutenant Ed Gluhan**, Watsonville Police; **Field Supervisor Todd Stosuy**, Animal Services; Santa Cruz Regional 9-1-1 **Senior Dispatchers Kristine Ebersole**, **Marsha MillerAyers**, **Terri Minogue**, and **Melanie Sherwood**, **Dispatcher IIs Ashley Hiles** and **Lyndsay Sotelo**; and **Operations Supervisors Kevin Fink** and **Margaret Parker**.

One goal for 2009 was to distribute a newsletter as a way for line-level field personnel to be advised of the work being accomplished at the Law Task Team meetings. This was achieved with the development of *NetCom News*, which highlights the issues

covered at the task team meetings. This year also included updating CAD (computer aided dispatch) and our policy as it relates to “In Progress Felony Calls” to be more consistent with notifying the sergeant and use of triple beeps for certain hot felony calls-for-service.




Law Task Team Meeting Highlights

Animal Services in CPD Jurisdiction: Margaret reviewed the jurisdictional agreement between CPD and the County. There was some confusion on the side of the SO, Capitola, and CHP on jurisdictional responsibilities when an animal is present in an accident/arrest. When there is an arrest in Capitola, the SO or CHP is supposed to call out ASA to take control of the animal.

CHP - Kevin wrote policy 7310 to memorialize our interactions with CHP. He hopes to eventually have procedures for all allied agencies NetCom communicates with. The complete policy can be viewed on our Users website by going to www.sccccc.org and clicking on “Users Website”.



Round Table Discussion: There is some feeling from the units in the field that there is an unnecessary delay by our call takers in creating a call for service and then dispatching it. Kevin said there have been attempts in the past to improve this by having dispatchers ask/report a specific time rather than x-number of minutes ago or ‘occurring now’. There was discussion about the difficulty and getting the information dispatchers will use “TFI” and tell officers and officers will be told to stand dispatching better, and beneficial if it took place after their first week, which is the current practice. Several Lead dispatchers have created more informative handouts and even a quiz!



Your NetCom Representatives are:
Margaret Parker, Operations Supervisor, Blue Team (Wed. through Sat.) 471-1024
Blue Team Lead Dispatchers: Tammy Spath, Mike Koskowiak, Kristine Ebersole 471-1190
Kevin Fink, Operations Supervisor, Red Team (Sun. through Wed.) 471-1004
Red Team Lead Dispatchers: Melanie Sherwood, Stephanie Zube, Terri Minogue 471-1190

Support Services Division

The Support Services Division is organized into three units: Quality, Training, and Projects. Personnel assigned to the division include General Manager **Scotty Douglass** (.25 FTE), Support Services Manager **Dennis Kidd**, Administrative Supervisor **Anita Miller**, and Administrative Senior Dispatcher **Marsha MillerAyers**.

This division is responsible for recruiting, hiring, and training; quality assurance and improvement; accreditation; community outreach; Human Resources for matters such as Family and Medical Leave, Safety, and labor negotiations. This year the division also took on the responsibilities of dispatcher scheduling and functions of the Custodian of Records.

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 2009, the Quality Unit continued its focus on three areas: compliance to performance standards, community satisfaction survey, and compliance to standards for Emergency Medical Dispatch (EMD). Also, as 2009 is the final year of our CALEA Accreditation, during the second half of 2009 the Quality Unit focused primarily on preparing the files for our on-site CALEA assessment in December 2009.



Standards Team

The primary responsibility for carrying out the functions of the Quality Unit is assigned to the Standards Team. Managers and dispatchers representing a variety of operational functions (e.g., day-to-day dispatching, emergency medical call-taking, training, and com center room operations) comprise the Standards Team. Members for 2009 were: **Dennis Kidd, Anita Miller, Kevin Fink, Margaret Parker, Tammy Spath, Lisa Yee, and Stephanie Zube.**

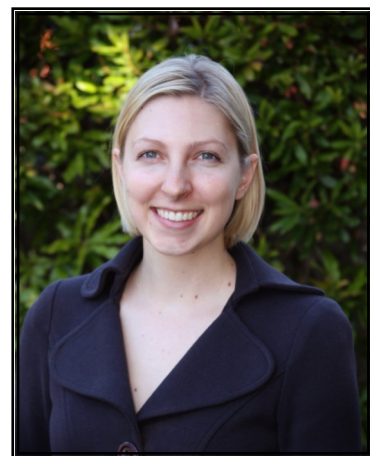


Division Manager **Dennis Kidd** and
Administrative Supervisor **Anita Miller**

One project the team took on was to re-evaluate the incident type codes used for law incidents where fire and ambulance personnel are also responding. The goal was to assist our User agencies and our dispatchers in better recognizing a call for service that required Immediately dispatching a law enforcement officer. In all, 37 incident types were changed to better reflect the details in the call-for-service.

Our compliance scores for our Random Reviews (any type of call for service created by a call taker) remained above 97% for the entire year of 2009.

In the last quarter of 2009, we decided to focus the call review process on "High Priority/Low Frequency" details. The



PSD III and Custodian of Records
Marsha MillerAyers

team reactivated the “Hot Felony” review process into our Quality Improvement program. Over 270 calls were reviewed in the last three months of 2009. After two months of this feedback process, our compliance score went up ten percent, and continues to improve.

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; Director of Operations **Brenda Brenner** and Supervisor **Brad Cramer**, AMR; **Scott Vahradian**, EMSIA; Senior Dispatcher **Kristine Ebersole** and Support Services Manager **Dennis Kidd**.

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 quarterly in 2009.

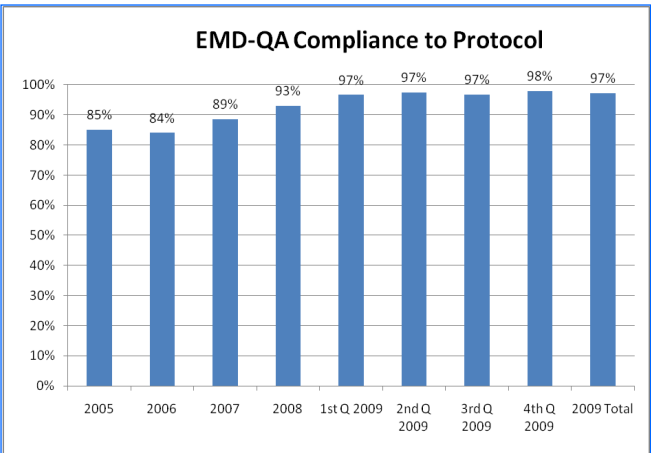
The EMD QA Committee met to review all calls that were given a Code 2 determinant through the EMD process but then transported Code 3 to the hospital. As a result of efforts directed at law enforcement units under-prioritizing their requests for medical response, the overall number of these types of calls under-prioritized during 2009 was significantly reduced.

The committee oversaw the newly approved EMD protocol for medical care facilities. These types of medical emergencies take place when doctors see a patient that they are not equipped to treat in their office. Previously, these types of incidents were treated exactly the same as if the doctor was not with the patient. With the implementation of the EMD protocol for medical care facilities, a much more appropriate level of response is now dispatched. The reduction in the number of emergency vehicles responding directly affects the safety of the responders as well as the community at large.

725 EMD cases were reviewed with a compliance rate of 96%

Compliance to Performance Standards

To paraphrase SCR911’s mission statement, we are dedicated to continually finding ways to work better, faster, and more efficiently to improve our service to our Users and our community. In partnership with our law, fire, and EMS 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 thirteen different areas, with feedback to dispatchers monthly, and reports to our Users biannually. Performance goals are typically stated as compliance percentages (i.e. 90% of a specific type of call was handled within the time threshold or contained appropriate content).



EMS

Emergency Medical Dispatch

Medical calls are processed using our computerized EMD system. The EMD program allows dispatchers to correctly determine the medically appropriate level of response, conserving resources that may be 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 the tools necessary for dispatchers to administer pre-arrival medical instructions to the caller over the phone.

During 2009, we continued our improvement of compliance to protocols. By providing consistent QI review feedback to dispatchers, we were able to drive our compliance rate up to 97% by the end of 2009.

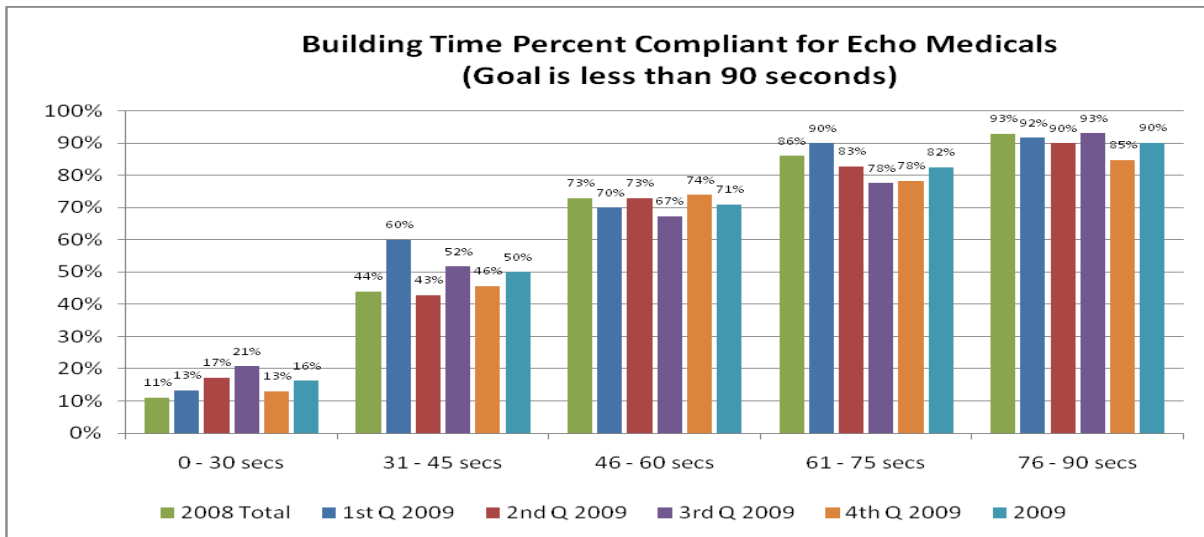
Echo Level Compliance

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 call taking (60 seconds) to radio dispatched (90 seconds). Our average building time for 2009 was 54 seconds, and 90% of the time we completed the process in less than 90 seconds.

three
of our “Echo” calls were created in less than 11 seconds.

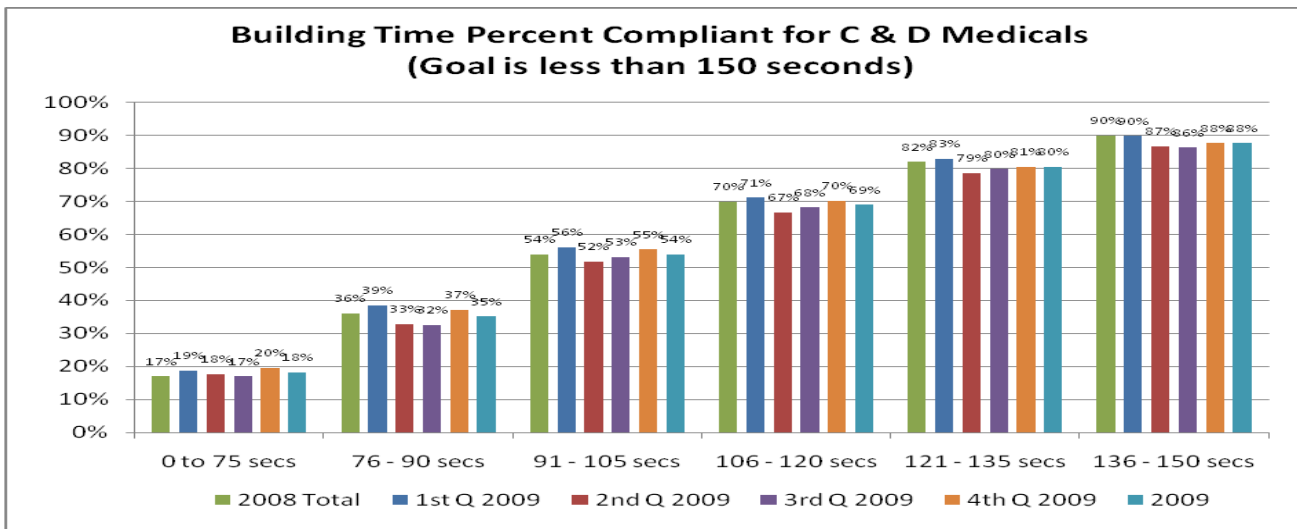
All Echo level calls that exceed the 60-second call taking standard are reviewed by the operations supervisors to help determine causes of the delay and develop associated training.

It is significant to mention that field “notification” is done before the official dispatch time through pre-alerting. During 2009, we measured a random sample of Echo level calls and have determined that our pre-alerts reduced the total response time by an average of 29 seconds. Combined with our 54-second average, if a responder reacted to the pre-alert, the total processing time would be reduced to 26 seconds.



Charlie and Delta Level Compliance

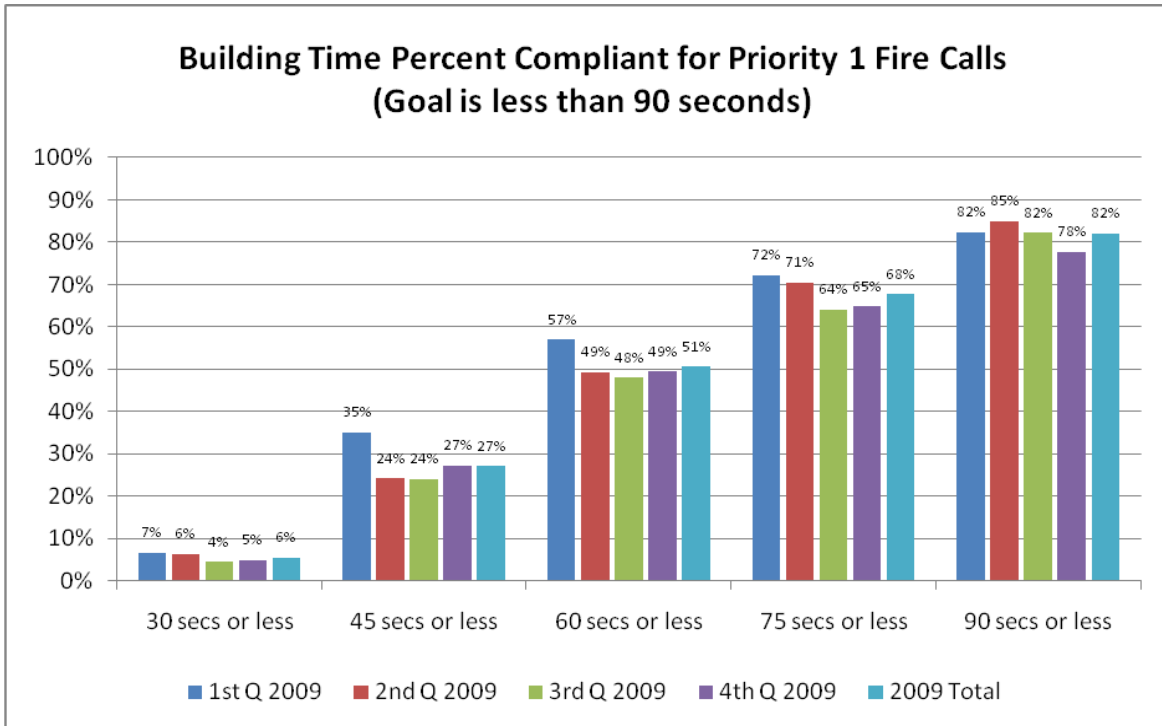
These call levels are urgent but less so than Echo level medicals. Our goal for these calls is a building time of 150 seconds. This year, we were 88% compliant to this standard, and averaged 67 seconds to process these calls.



Fire

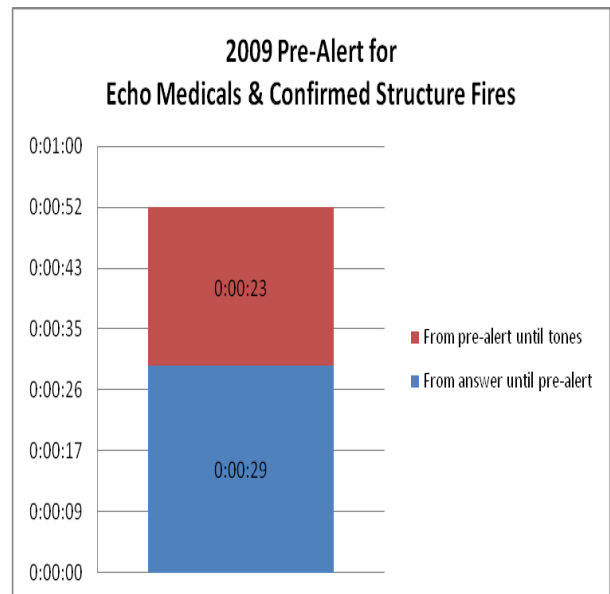
First Priority Fire Compliance

During 2009, our compliance to the 90-second building time was 82%, with an average processing time of 68 seconds. Along with measuring processing time, all High Risk/Low Frequency first priority fire calls are reviewed by an operations supervisor for content. This review determines if the call was created with the proper type code and contains the proper information. Our average content compliance was 91%. This high level of accuracy allows our responding Users to maximize their resources.



Pre-Alert Effectiveness

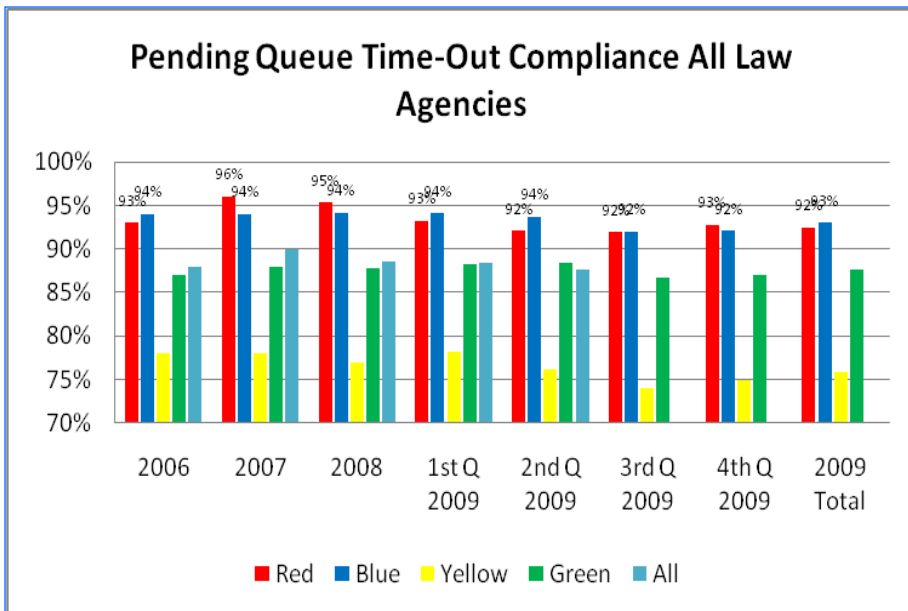
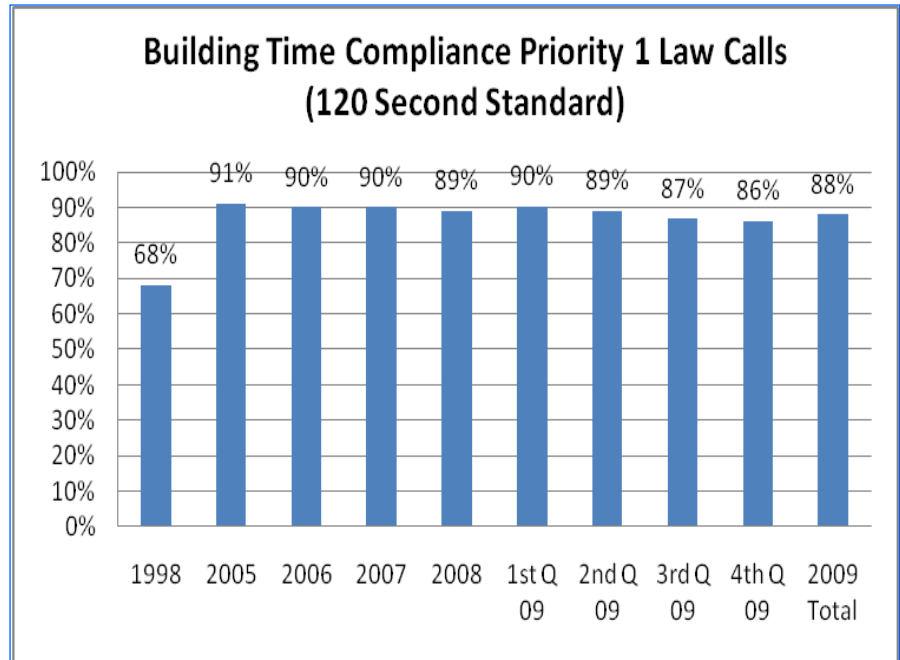
We continued to study the effectiveness of our practice of pre-alerting field units while in the process of creating an incident. By notifying field units of a call that is in progress, they have the opportunity to begin responding to the call while the dispatcher is still on the phone with the reporting party; thus saving valuable seconds responding to the incident. For the highest priority calls for Fire and EMS (Confirmed Structure Fires and Echo Medicals), we averaged a pre-alert 29 seconds after the call was answered, and 23 seconds before the call was dispatched. In essence, this allows responding units to arrive on scene 23 seconds sooner than without the pre-alert.



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. We attained an average compliance of 89% to the 120-second standard, and averaged 80 seconds. This critical measurement is vitally important to our community—we process these high priority calls in a timely manner which allows 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 un-dispatched 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 2009, our compliance to our pending queue time out for red and blue calls was 95% and 94%, respectively.

Review of 257 Hot Felony calls showed a compliance rate of over 90% in the last quarter of 2009.

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. In addition to these responsibilities, the Training Unit maintains affiliations with Association of Public Safety Communications Officers (APCO), California Association of Policy Training Officers (CAPTO), South Bay Regional Public Safety Training Consortium, and Santa Cruz County Training Managers Association.

Portions of our training program were suspended in 2009 based on the assumption that there would be no entry-level hiring during the year. With the current fiscal crisis, it was determined that our staffing would remain steady, until such time as it was essential that we undertake the expense associated with entry level training. Our philosophy regarding the process for entry level training has not changed and is summarized below.

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.

The Dispatch Academy is taught in two segments, incorporating a practical performance element between the two segments. The first segment is a five-week course that teaches public safety dispatch, call taking, and radio back-up duties. The second segment is a two-week course that teaches public safety law radio dispatching. Between these two segments, the trainees participate in 80 hours of live call taking in the classroom setting. The trainees answer the non-emergency business lines in the training lab under the supervision of academy instructors. This allows them to complete the non-emergency call taking segment of their training while still in the Academy, and when they enter the CTO program they are able to handle non-emergency calls.

The trainees then return to traditional classroom training for two weeks to learn high priority call taking. These academy sessions are followed by another 40 hours of live call taking on emergency lines. By incorporating actual phone calls, the trainees are better prepared for life on the communications floor.

Academy Instructors

The Dispatch Academy is managed by Support Services Manager **Dennis Kidd**. It is facilitated by the five academy instructors: dispatchers **Karen Clark, Kristine Ebersole, Mike Krakowiak, Melanie Sherwood, and Tammy Spath**. These instructors prepare lesson plans, instructional material, and conduct the classroom instruction.

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 at least 18 months' experience and his or her supervisor's recommendation. Every CTO must complete the CTO course authored by the APCO Institute and be an APCO Certified Training Officer. Our CTO team this year consisted of dispatchers **David Brenner, Karen Clark, Kristine Ebersole, Abby Hernandez, Marsha MillerAyers, Dave Sumner, and Stephanie Zube**.

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 usually voluntary training opportunities, often hosted by another agency or organization, and attendance is based on the individual dispatcher's needs and interests.

There was a concerted effort this year to maximize the efficiency of our continuing education program. Rather than incur the expense associated with overtime for classroom type training, we utilized online training through PowerDMS, our document distribution system. This system was used for training purposes roughly three times per month for a total of 39 training sessions. PowerDMS is beneficial as it allows for follow-up quizzes for employees, ensuring comprehension of the reading material.

In 2009, we embarked on a revolutionary, new means for offering “over and above” training that dealt with issues that were not considered mandatory training, thus NetCom University was born! NetCom U (as it has become known) consists of online courses on various topics that are available to any dispatcher who chooses to enroll. The topics are such that they will provide students with a “higher level” perspective leading to increased abilities for each enrollee.

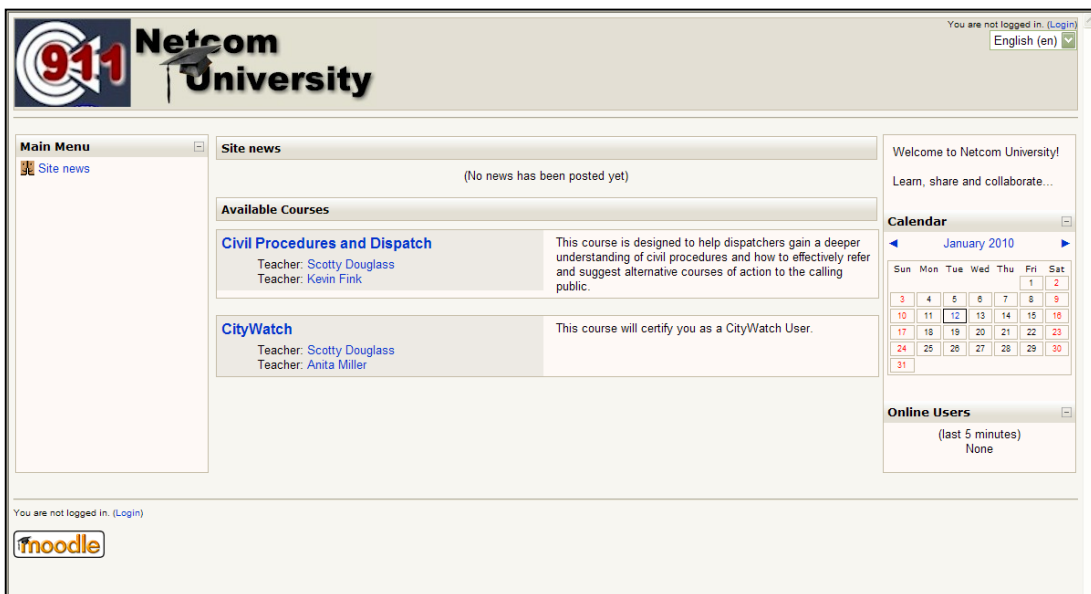
The inaugural course dealt with our reverse 9-1-1 system, CityWatch. The course allowed students to gain a deeper understanding of the history of Santa Cruz County’s reverse 9-1-1 capabilities, along with some behind-the-scenes information about our current product. The course lasted several weeks and provided the students with reading and practical exercises in which they were required to discuss (via

the online discussion forum) with other students. This resulted in an increased number of qualified CityWatch users. Future courses will include: Civil Procedures and Dispatch, Customer Service, Electronic Information, Public Relations , Schools, User Agencies, Auxiliary Users, CAD, and Systems. The knowledge gained from these classes will prepare students for future positions within our agency, and allow them to fulfill their individual goals for personal excellence.

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, Santa Cruz Regional 9-1-1’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, online version of our Citizens’ Academy for 9-1-1 is available for those whose schedules cannot accommodate the on-site version.

Due to budget constraints, only the online version of the course was offered in 2009. Since its inception in 1998, 251 individuals have successfully completed the Citizens’ Academy for 9-1-1, including 15 during 2009.



Project Unit

Between October and December, the Project Unit completed one of the largest recruitments ever. Three recruitments ran concurrently: Entry-Level, Bilingual, and Lateral. We received over 170 applications, and more than 140 applicants completed testing. The result of our efforts is a series of comprehensive lists of potential dispatchers from which we hope to hire in 2010.

Another project this unit completed 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 systemically 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 await the results at the March 2010 CALEA conference in Dallas. For more information on CALEA, go to www.CALEA.org.



ACE team members Ashley Hiles and Anita Miller at the "Disaster in Paradise" event.

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, 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 very 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, two disaster awareness fairs, several National Night Out venues with our User agencies, Santa Cruz County Fair and "Disaster in Paradise" with the Aptos/La Selva Fire Department commemorating the 1989 Loma Prieta earthquake. We also made presentations to Watsonville Police and Watsonville Fire cadets, two CERTs (Citizens Emergency Response Team), and graduating seniors at Pajaro Valley High School.

The Center hosted tours and presentations to groups of the Red Hat Society, Boy Scouts, Brownie Troops, ROP classes from Soquel and Aptos high schools, and several elementary schools. In all, we made 11,286 contacts this year.

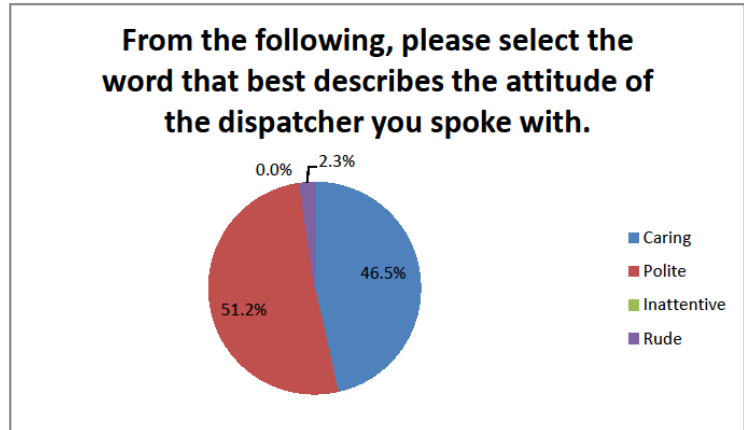
2009 Community Survey

Each year Santa Cruz Regional 9-1-1 surveys a different segment of our customer base. This year we conducted a survey of our community by soliciting input from randomly selected individuals who had called 9-1-1. A request to participate in the survey was sent within two days of their 9-1-1 call.

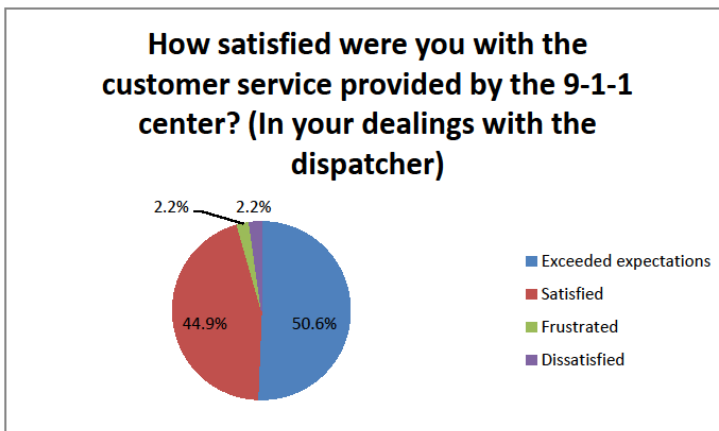
Survey questions were designed to have our community measure our ability to empathize, be efficient, and to provide excellent customer service. It also gave them an opportunity to provide input into how we can do things better.

As in past community surveys, public satisfaction remained very high. Over 95% of the respondents rated our service levels favorably.

“I felt I was in good hands. It was very reassuring.”



“[The dispatcher] put my mind at rest.”



“I would add that she was calm and professional in her voice and demeanor.”

“The dispatcher did a good job of getting details.”

“[The dispatcher] stayed with me until help arrived.”

Safety and Wellness Committee

During 2009, the world was hit with the H1N1 pandemic. As a leader in local government, our agency took many steps to help mitigate this virus from affecting our essential communications employees. The Safety Committee began thinking about this issue very early in the year as the pandemic was beginning to garner media attention. We were responsive to the needs of our Users and community, and began preparing our employees and facility for a possible outbreak of H1N1. During the year, our agency completed our annual offering of the seasonal flu vaccination. By working directly with County health officials, we were also able to secure doses of the H1N1 vaccine for all essential personnel. By staying in front of this virus, we have prepared our employees so that we can carry on with our important work in spite of the pandemic.

Along with medical intervention, we have delivered several educational documents that help employees learn about mitigation efforts of all disease spread. By educating our employees in proper hand washing, proper sneeze/cough covering, and alertness to symptoms, we feel our employees are able to prevent the spread of not only H1N1, but any contagion that may enter our building. With working conditions as such in a communications center, it is important that all employees take responsibility to ensure they are neither spreading an illness nor contracting one.

The Safety and Wellness Committee continues to strive for proper ergonomics among employees with regular replacement of worn out equipment including chairs, computer keyboard wrist pads, and mouse pads.

The 2009 Safety and Wellness Committee members were Coordinator **Dennis Kidd, Adrienne Heebner, Abby Hernandez, Jo Irving, Nicola Nelson, and Rosa Puga.**

Peer Support Team

NetCom's first Peer Support Team was formed in 2009, after many months of planning by Operations Coordinator Lola Crain. The 2009 team members were: Coordinator **Amethyst Uchida, David Brenner, Melody MacDonald, Marsha MillerAyers, and Teresa Minogue.** All members of the Peer Support Team have been trained in Individual Crisis Intervention and attend ongoing training meetings with a local professional organization, the Central Coast Critical Incident Team.

The Peer Support Team began actively identifying peer support needs immediately following their training in February 2009. Individuals and groups involved in incidents which necessitated Critical Incident Stress Debriefings (CISD) were contacted. The Peer Support Team hosted two CISDs and facilitated NetCom staff attendance at several CISDs hosted by our User agencies. Additionally, the members of the team have provided informal counseling and support services on an individual basis, which included referrals to other resources such as our Employee Assistance Program on dozens of occasions during the calendar year.



Peer Support Team: Amethyst Uchida, Marsha MillerAyers, Terri Minogue, David Brenner, and Melody MacDonald



Senior Systems Technician Wolff Bloss, Division Manager Amethyst Uchida, Senior Systems Technician Tom Ginsburg, Systems Technician Nicola Nelson and Extra Help Administrative Assistant Steffen Andrews

Systems Division

Personnel assigned to the Systems Division in 2009 included General Manager **Scotty Douglass** (.25), Systems Division Manager **Amethyst Uchida**, Senior Communications Systems Technicians **Wolff Bloss** and **Tom Ginsburg**, and Communications Systems Technician **Nicola Nelson**. One Communications Systems Technician position was vacant throughout 2009, but Extra-Help Administrative Assistant **Steffen Andrews** helped fill some of that void.

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

The Systems Division had a challenging and productive year in 2009, working on many critical projects as well as maintaining existing systems to meet the Authority's needs. A major focus of the Systems Division this year was to provide



New phone equipment, the Positron VIPER

leadership and project management towards the goal of replacing the Authority's 9-1-1 phone system. During 2009, this goal was pursued by meeting an aggressive timeline to analyze needs, review available products, and negotiate an acceptable contract with the selected vendor. All of these tasks were completed, and installation is in progress. The new phone system is expected to be operational in February 2010. Systems was also responsible for related projects, such as selecting a hosted business telephone system that will be installed in March 2010, arranging for electrical and air-conditioning upgrades, and upgrading our voice recording system.

Systems personnel contributed to the successful completion of another 2009 annual goal by installing and configuring the Moodle open-source software for online education. Many other significant tasks and major projects were also completed by the division in 2009.

Computer-Aided Dispatch (CAD)/9-1-1 Unit

The CAD/9-1-1 Unit of SCR911 manages a variety of systems and projects. The primary purpose of this Unit is to support the Computer-Aided Dispatch application, Motorola's Premier CAD, and related applications such as the ProQA software for emergency medical dispatch. This Unit also maintains the Authority's network infrastructure and supports and manages the Enhanced 9-1-1 telephone system including integration of E9-1-1 data into the CAD applications.

While certain technology at the Authority is modern, much of our technology is aging, both in terms of

software and hardware. Systems therefore performed upgrades to many of the systems in the CAD environment in 2009. Open Query, the software used to check criminal history, was running on a computer that was very old and extremely outdated. It was replaced with a new server which allowed the vendor to upgrade the Open Query software itself and perform maintenance on the system resulting in a faster, more reliable system. Last year, we completed conversion of 150 reports to work with the new data format, "UDT4," from our CAD system because the previous version was no longer supported. This year we were able to migrate wholly to the new data format.

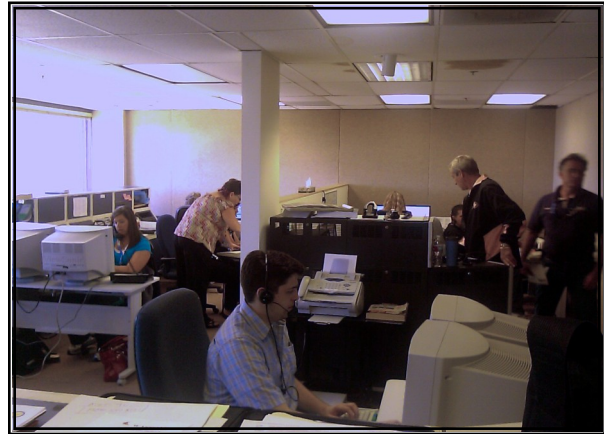
There were many other software upgrades in 2009, including Premier CAD, ProQA Medical, AMR's Advanced Vehicle Locator (AVL) software and SCR911's document management system, PowerDMS.

When the landlord for our alternate site remodeled their building, Systems worked with the contractors to identify the facilities needed to operate our alternate site. A plan was created that minimized risk to the Authority by reducing down-time of the space and equipment. Using allocated funds, Systems was able to upgrade all of the computer equipment at the alternate site later in the year.



Alternate Site remodel in progress.

The CAD/9-1-1 Unit processed over 300 concern-inquiry forms. These are the "trouble tickets" that can be submitted by dispatch personnel and other users to report problems with any of the technology supported by Systems at our main facility. This can include CAD, our telephones, desktop computers and



Alternate Site activation; remodel complete.

our local network. About half of the issues reported were related to CAD or to the CAD computers themselves.

We also experienced the usual miscellaneous issues with administrative workstations, the network and our voice recording solution, and saw an increase in the number of issues related to our aging 9-1-1 phone system.

Geographical Information Systems (GIS) and Fire Technology Unit

The GIS Unit worked on multiple projects this year. Work on the street costs project from 2008 continued through 2009. This project will ultimately result in optimizing our streets network to provide the best possible recommendations for dispatch from the AVL and MDC systems. A group consisting of Systems, Support Services, and representatives from AMR are working to create a classification system for streets in order to identify those streets or street segments which contain speed costs that are significantly different from actual driving reality. Identifying the street's attributes, such as speed limit, can help our computer systems select appropriate routes from locations throughout the county. This has already been implemented in many areas of the county and work will continue in 2010.

The GIS Unit labeled highway on- and off-ramps to use standard CALTRANS nomenclature. Because all highway entrances and exits throughout the county were named "ramp" in the past, it was almost

impossible to quickly describe the precise location of an incident using the on-screen map data. By renaming these access points to match the signage at each entrance and exit, Systems is helping dispatchers more accurately determine a caller's location, enabling us to direct first responders to the correct location quickly and easily.

Under the direction of the Fire/EMS Technology Committee, Systems began researching a new Patient Care Reporting solution which will involve selection of a new software system to be housed at NetCom. The GIS technician began work on development of a mobile application to integrate the GIS data information with outside data sources such as Firehouse®.

Scotts Valley Fire Chief Mike McMurry sought our assistance to implement a pilot project for Structure Protection and Evacuation Zones. The results of the pilot were presented to the Fire/EMS Technology Committee in November and forwarded to the rest of the County Fire Chiefs, who are now seeking funding to support continued work on this project in 2010. We therefore look forward to another busy and productive year in regard to GIS and Fire Technology.

More than 200 concern forms related to GIS were processed this year. The majority of the concerns dealt with making additions and changes to "common places" – names for businesses and locations that are associated with an address and/or point on the map – or with corrections to street data such as extension of address ranges associated with a particular street. The GIS Unit also addressed 24 concern forms about AVL routing in 2009. These reported issues usually help us identify areas of concern for our street costs project. Instances where the incorrect unit was recommended for a call are generally due to incorrect data about our streets.

Santa Cruz Metro Records System (SCMRS) Unit

The SCMRS Unit supports technology projects and systems for the SCMRS agencies: Capitola Police, Santa Cruz Police, Scotts Valley Police and Watsonville Police. This includes the Alliance PD Central Records Management System (RMS), the wide-area network which supports Alliance and the SCMRS MDCs, the Crossroads traffic reporting solution, the Santa Cruz PD mobile video deployment and their citizen-reporting software, Coplogic. In 2009, we began working towards the SCMRS agencies' participation in the South Bay Regional Data Sharing Project. This project will link databases at agencies from Santa Clara, San Benito, Santa Cruz and Monterey counties using a software solution called COPLINK. Access to data from all of these agencies should prove invaluable for our members as they seek to prevent crime and solve cases.

Early in 2009, there was a flurry of activity in SCMRS as Systems staff assigned to this unit participated in a process for setting up and capturing specialized data to support a staffing study commissioned by the Santa Cruz Police Department. In addition, the Coplogic software that Systems worked to implement and configure in the previous calendar year went live on January 1. This system allows the public to use an Internet-based program to report certain types of crimes to the police. Since this system's deployment, almost 1300 reports have been submitted by the public. This represents about ten percent of the caseload for the Santa Cruz Police Department.

868
Total number of trouble tickets handled by Systems Personnel in 2009

The largest project completed by the SCMRS Unit this year was to upgrade the database software used by the Alliance PD Central RMS. The database software, Microsoft SQL Server 7, had been in use since 1999 when the records system was first installed. Mainstream support for that version of the software ended in 2005. Because of the high cost of this

software, the upgrade project was not able to be funded until Fiscal Year 2008/09. In the spring and summer of 2009, Systems worked to perform all of the necessary prerequisites, including a major upgrade of the Alliance software. The actual upgrade of the databases and the SQL Server software took place in July 2009. The end result of this project was that we were able to reduce the size of these databases, resulting in the software running more efficiently.

There were a total of 165 Track-It tickets opened for SCMRS technology issues. Of those, the majority (91) were related to Alliance. These included requests to add or change operating data, such as offense codes, problems with entering data into reports or printing data, and requests to create or modify reports against the Alliance system. The other system that generated a lot of tickets was Santa Cruz PD's MAV (mobile audio-video) system. The majority of the trouble tickets related to MAV were problems with importing the video files onto the police department's server. Other issues with MAV were primarily problems with the hardware in the patrol vehicles.

Mobile Data Computing (MDC) Unit

There are two main types of MDCs supported by this unit of the Systems Division. The SCMRS agencies, along with Santa Cruz and Watsonville Fire Departments, share a solution that utilizes an 800 MHz radio network and a software application which interfaces to our Computer-Aided Dispatch system.



Senior Systems Technician Tom Ginsburg works on an AMR MDC.

The hardware consists of fixed mount computers, monitors, and radio modems installed in patrol vehicles and fire rigs. Using their MDCs, these agencies can receive updates from dispatch and provide their own status updates in return. In 2009, the base stations for the SCMRS radio network received a much-needed inspection. Besides providing an opportunity to perform maintenance on this equipment to keep it working at its best, the visit uncovered an issue with the Watsonville base station which was causing it to be underutilized. Thanks to this site visit, the Watsonville units are experiencing improved speed on their portion of the MDC network.

The Santa Cruz Fire Department is taking the lead amongst the SCMRS agencies to deploy additional networks for increased bandwidth. They have chosen to implement the Verizon network. Systems aided the IT department of the City of Santa Cruz with getting the network up and running and reconfiguring Santa Cruz Fire's MDCs to be able to utilize both the radio and Verizon networks.

Did you know that MDCs are involved in over **72,250 status updates per month?**

Meanwhile, Watsonville Police Department continues to expand its sophisticated wireless access points throughout the city with the intent of providing public safety "hot spots" for accessing higher-bandwidth applications such as the mug shots database. Ultimately, they will be attempting to implement enough access points to create a mesh network covering the majority of the city.

As the Watsonville Police Department's wireless network continued to expand; and as Santa Cruz Fire and other agencies began utilizing additional broadband solutions such as Verizon, Systems identified a new need and proposed a solution. The challenge is that as agencies add infrastructure, there is value in keeping older infrastructure active for its more complete coverage and reliability. Radio IP, a solution for a network tool to allow seamless roaming between networks, was proposed to the agencies for consideration.

Another MDC system supported by the MDC Unit is deployed in AMR's ambulances. These are removable laptop devices exclusively utilizing the Verizon network and Motorola software solutions for interfacing with CAD, including providing GPS data that allows CAD to make recommendations based on "closest available unit" and plotting their location visually on the maps in dispatch. The final phase of AMR's mobile data contract with Motorola was completed this year when Motorola engineers worked with Systems personnel to implement the Motorola MDC client on a handheld device. This is now deployed to a supervisor, giving greater flexibility and mobility than even the MDC can provide.



AMR unit at the ready.

In 2009, Systems handled 177 Track-It tickets related to MDCs. Of these, 115 were for SCMRs MDC equipment while the remaining tickets were related to AMR's units. The majority of tickets for MDCs are about hardware. For SCMRs MDCs, these tend to revolve around power issues and screen failures, whereas the AMR units have more trouble with failing network cards.



Dispatchers Jim Rock, Meghan Dixon, and Lisa Yee at the recently remodeled Alternate Site.

Business Division

The Authority's day-to-day administrative activities are the responsibility of the Business Division, which consists of General Manager **Scotty Douglass** (.25), part-time Senior Administrative Assistants **Anne Miller** and **Sherry Paul**, and Communications Intern **Felicia Venezia**.

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 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 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 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.



Senior Administrative Assistant Sherry Paul, Communications Intern Felicia Venezia, and Senior Administrative Assistant Anne Miller

Business Services Unit

The Business Services Unit maintains personnel and benefits records, processes new hires and separating employees, and CalPERS data entry. The Business Unit is also responsible for maintaining the schedules, notices and materials for meetings of the Board of Directors, Users, and other committees. This unit provides administrative support to the Support Services Division, and produces the Authority's annual report that is distributed to the Board of Directors and Users. The Authority's Policies and Procedures are maintained and distributed by the Business Unit.

The Business Services Unit is responsible for processing requests for dispatch recordings and incident reports for the Authority. During 2009, 892 records requests were processed, 37 subpoenas were served on the Authority; and the Custodian of Records made three court appearances in support of evidentiary records.

892
Number of requests for records processed in 2009.

Appendix

2009 Retirees

Dan Hendrix

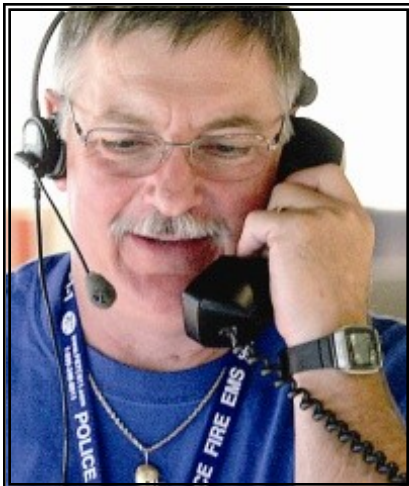
Dan retired in June after thirteen years of service with Santa Cruz Regional 9-1-1.

Dan was hired in June of 1996 and was a dedicated public safety dispatcher for our Center. During Dan's career at NetCom he was fully cross-trained to work all law radio channels. He was also an EMD (Emergency Medical Dispatcher) and fire dispatcher.



While our Communications Training Program was in effect, Dan was an active member, both as a Communications Training Officer and an Academy Instructor. Dan has been a part of training and mentoring over 40 newly hired dispatchers.

Over the years Dan has received many letters of commendation from supervisors and Users. In April 2000, Dan was commended for his professionalism while assisting a teenage girl through childbirth while home alone. On December 6, 2008 Dan was commended by Battalion Chief Lucchesi of the



Santa Cruz Fire Department for his exemplary performance handling several high priority/high risk details simultaneously — including three structure fires and a multiple vehicle injury accident. During this time period, Dan also dispatched a high priority medical call every 10 minutes for 10 hours! Per Battalion Chief Lucchesi - "He never missed a beat"!

Dan's photo was featured in a 2006 article about 9-1-1 dispatchers in a the Santa Cruz Sentinel newspaper.



Lola Crain

Lola retired from her position as Operations Coordinator after 13 years of dedicated service to the Authority, and 14 years of service to one of our User Agencies.

Lola began her career in public safety management as the Communications Supervisor of the Santa Cruz Police Dispatch Center in July 1987. In 1995, she was selected as the one of the Authority's Public Safety Communications Operations Supervisors after a nation-wide search. Shortly after her arrival, she demonstrated superior management and administrative talents during the Center's start-up and was essential to the successful "go-live" of SCR911's new communications center in June 1996.

Lola contributed much throughout her distinguished public safety career through hard work, very long hours, a consistent search for excellence, and a devotion to the organization as a whole. She was the cornerstone for many significant and challenging projects that resulted in programs which are now ingrained within the Center's culture. Lola's many accomplishments include: design and implementation of a competent and distinguished Incident Dispatcher Program which serves as a model for other agencies; successful implementation of an Emergency Response Team, and a fully operational Alternate Dispatch Center.

While Lola contributed much to the Authority and its User Agencies, she is best known for her personal dedication to the employees of the agency. Lola successfully mentored and nurtured many of the organization's current managers when they were dispatchers, including the General Manager and two Operations Supervisors. Lola was also responsible for developing and implementing the Authority's first Peer Support Team.

Lola demonstrated time and again superior managerial, supervisory and leadership qualities; and served the Authority loyally and distinctively as a most competent manager, administrator and trusted advisor to the General Manager.

Lola moved with her husband to Spring, Texas, where she is enjoying the retired lifestyle.



Family and friends gather to wish Lola a "Happy Retirement".

Dee Kenville

2009 saw the retirement of Senior Public Safety Dispatcher Dee Kenville in September after a combined 23 years of public safety service. Dee began her career in public safety dispatching with Santa Cruz Police Department in 1986. In 1991, she accepted a position with the County of Santa Cruz Communications, where she ultimately transitioned to the Authority in 1996 as a Public Safety Dispatcher II. In March 2003, Dee was promoted to the position of Senior Public Safety Dispatcher III.

During her tenure, Dee became proficient in all aspects of public safety dispatching. Aside from call taking and law dispatching, she was certified as an Emergency Medical Dispatcher (EMD) and trained as a fire dispatcher.

Over the years, Dee has received several citations of merit and commendations from the public, her supervisors, and User personnel for her outstanding work performance. Although Dee retired as a Senior Public Safety Dispatcher, she remained a steadfast supporter and advocate of the “line-level” dispatcher, always lending an ear and offering a helping suggestion. She has excellent “customer service” skills, and the unique ability to truly listen to a caller with a degree of empathy and understanding while simultaneously processing the call professionally. Dee could always be counted on to be in the top five of any quality improvement measurement, and was the “go to” person for those seeking to improve their performance. Dee won over 10 “Guaranteed Day Off” certificates for being the Quarterly Leader award winner.

Several factors influenced Dee’s decision to retire, including her new-found affection for horses and attachment to her grandchildren, but she remains “on-board” as an extra-help dispatcher following a lengthy vacation.



Public Safety Dispatchers' Association

By Meghan Dixon, Association President

The Dispatchers Association collects dues of \$5 per pay period from each member dispatcher and manager through voluntary payroll deductions. These dues fund Justin Keele Memorial Scholarships, National Dispatchers Week activities, and other outreach projects.

For the fourth year, two scholarships of \$1,000 each were awarded through the Justin Keele Memorial Scholarship Fund. This year our recipients were **Caitlin Baker**, daughter of Central Firefighter Robert Baker, and **Alaina Conrad**, daughter of Aptos/La Selva Firefighter Mike Conrad.

Caitlin is a graduate of Soquel High School and plans to major in biology at Santa Clara University; her goal is to become a medical doctor.

Alaina graduated from Gilroy High School and is majoring in marine biology at Texas A&M; her goal is to help preserve the oceans.

The Association contributed to recognition gifts of three retiring employees and our Dispatcher of the Year. Dispatcher III Dee Kenville and Dispatcher II Dan Hendrix were presented with gifts and custom photo albums created by Historian Anna Kiff. Operations Coordinator Lola Crain was presented with a photo album upon her retirement, as well as a gift for her new home in Texas. Our Dispatcher of the Year Lisa Yee was given a much enjoyed gift certificate.



Winner of the annual gingerbread house competition.

In April we celebrated National Dispatchers Week that included a Carnival Day with food and games and personalized bowls full of goodies for each dispatcher. We arranged a day for each team on duty to receive a meal cooked for them by their coworkers from the other team. We suspended the Cook-Off this year, but by popular demand we will be hosting the event again next year.

For National EMS and Fire Prevention weeks the Association sent thank you cards signed by dispatchers to our User agencies.

Again this year the Association adopted families through Women's Crisis Support/ Defensa de Mujeres. We received many generous donations from within our agency in support of this endeavor. The gifts were delivered to the Women's Crisis Support office in Watsonville in time for Christmas.

The annual gingerbread house competition resulted in four outstanding entries which were judged by management, who pronounced the 'little crooked house' the winner.

The Association will be electing new Board members to serve for the 2010-2012 term, and look forward to a new round of leaders with fresh ideas for the future of the Association.

Association Officers 2009



Meghan Dixon, President
Cheryl Selden, Vice President
Terri Minogue, Secretary
Bill Burnett, Treasurer
Rosa Puga, Sergeant at Arms
Anna Kiff, Historian

2009 Community Survey Results

When you called, how did you reach us?		
Answer Options	Response Percent	Response Count
9-1-1 Landline	56.2%	50
9-1-1 Wireless	27.0%	24
Transferred	3.4%	3
Other	13.5%	12
Comments		30
answered question		89
skipped question		1

From the following, please select the word that best describes the competency of the dispatcher you spoke with.		
Answer Options	Response Percent	Response Count
Expert	65.5%	57
Capable	33.3%	29
Inexperienced	1.1%	1
Incompetent	0.0%	0
Comments		21
answered question		87
skipped question		3

From the following, please select the word that best describes the attitude of the dispatcher you spoke with.		
Answer Options	Response Percent	Response Count
Caring	46.5%	40
Polite	51.2%	44
Inattentive	0.0%	0
Rude	2.3%	2
Comments		17
answered question		86
skipped question		4

How satisfied were you with the customer service provided by the 9-1-1 center? (In your dealings with the dispatcher)

Answer Options	Response Percent	Response Count
Exceeded expectations	50.6%	45
Satisfied	44.9%	40
Frustrated	2.2%	2
Dissatisfied	2.2%	2
Comments		23
<i>answered question</i>		89
<i>skipped question</i>		1

In viewing our website, were you able to find what you were looking for and what other information would you find helpful in the future?

Answer Options	Response Percent	Response Count
Yes	88.9%	56
No	11.1%	7
Comments		32
<i>answered question</i>		63
<i>skipped question</i>		27

Have you had the opportunity to see our Community Outreach Team at functions such as the County Fair, Ducky Derby, Strawberry Festival, Disaster Preparedness, etc.

Answer Options	Response Percent	Response Count
Yes	22.1%	19
No	77.9%	67
Comments		18
<i>answered question</i>		86
<i>skipped question</i>		4

Would you be interested in a tour of our center or in sitting along with a 9-1-1 dispatcher?

Answer Options	Response Percent	Response Count
Yes	25.6%	22
No	74.4%	64
Comments		23
<i>answered question</i>		86
<i>skipped question</i>		4