ANNUAL REPORT

2007

Santa Cruz Consolidated Emergency Communications Center

9-1-1 FIRE POLICE MEDICAL

PUBLIC SAFETY COMMUNICATIONS ACCREDITATION

February 11, 2008

TABLE OF CONTENTS

MISSION STATEMENT

The Santa Cruz Consolidated Emergency Communications Center is dedicated to serving as the vital link between the public and public safety organizations through *responsiveness* and *technical excellence* while in *partnership* with its Users and employees.

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

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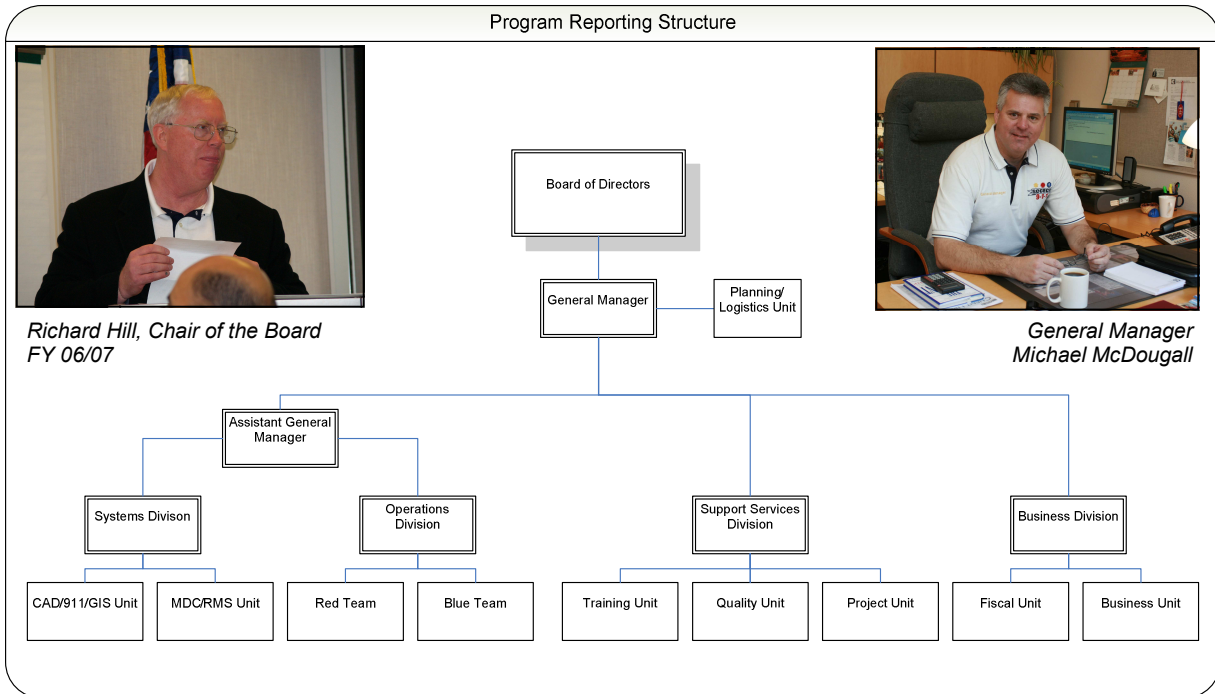City of Watsonville • City of Capitola

Law • Fire • Medical

Board of Directors

Richard Hill, City of Capitola
Susan Mauriello, County of Santa Cruz
Carlos Palacios, City of Watsonville
Richard Wilson, City of Santa Cruz

Contributors

Michael J. McDougall, General Manager
Scotty Douglass, Assistant General Manager
Dennis Kidd, Support Services Division Manager
Lola Crain, Operations Coordinator
Kevin Fink, Operations Supervisor
Margaret Parker, Acting Operations Supervisor
Anita Miller, Acting Administrative Supervisor
Sherry Paul, Senior Administrative Assistant
Anne Miller, Senior Administrative Assistant
Michael Krakowiak, Senior Administrative Dispatcher
Karen Clark, Dispatcher II

Organizational Chart

Santa Cruz Consolidated Emergency Communications Center

Board of Directors

Operations Coordinator

General Manager

Senior Admin. Assistant

Senior Admin. Assistant

Assistant General Manager

Support Services Manager

Systems Coordinator

Red Team Supervisor

Blue Team Supervisor

Admin. Supervisor

Senior Systems Technician

Senior Systems Technician

Senior Dispatcher (×9)

Systems Technician

Program Reporting Structure

Richard Hill, Chair of the Board
FY 06/07

Board of Directors

General Manager

Planning/ Logistics Unit

Assistant General Manager

Systems Divison

Operations Division

Support Services Division

Business Division

CAD/911/GIS Unit

MDC/RMS Unit

Red Team

Blue Team

Training Unit

Quality Unit

Project Unit

Fiscal Unit

Business Unit

General Manager
Michael McDougall

SCCECC Management Team

Michael J. McDougall, General Manager
Scotty Douglass, Assistant General Manager

Support Services Division
Dennis Kidd, Support Services Manager
Anita Miller, Acting Administrative Supervisor
Mike Krakowiak, Administrative Senior Dispatcher

Systems Division
Amethyst Uchida, Communications Systems Coordinator
Wolff Bloss, Senior Communications Systems Technician
Ralph Wilcox, Senior Communications Systems Technician
Nicola Garner, Systems Technician

Operations Division
Lola Crain, Operations Coordinator
Kevin Fink, Operations Supervisor
Margaret Parker, Acting Operations Supervisor

Business Division
Anne Miller, Senior Administrative Assistant
Sherry Paul, Senior Administrative Assistant
Yvette Smith, Administrative Assistant

SCCECC Dispatch Staff
Senior Dispatchers
Marsha Ayers, Kristine Ebersole, Dee Kenville,
Teresa Minogue, Benjamin Saunders

Dispatchers
Lyndsay Badial, Jodi Boles, David Brenner, Hilary Brighton, William Burnett, Karen Clark,
Valerie Conner, Meghan Dixon, Amanda Douglas, Michael Fairbanks, Blanca Garcia,
Adrienne Heebner, Daniel Hendrix, Abigail Hernandez, Ashley Hiles, Jo Irving,
Tracy Jernegan, Anna Kiff, Melody MacDonald, Catherine McAllister, Eric Mello,
Charles Minuti, Rosa Puga, Jim Rock, Cheryl Selden, Melanie Sherwood, Tammy Wright Spath,
Dave Sumner, Wendy Van Winkle, Beth Vogl, Lisa Yee, Stephanie Zube

Extra Help Staff
Steffen Andrews, Linda Friedlander, Rayne Marr

SUMMARY OF 2007 GOALS

Improve employee satisfaction in their continuing education and training (CE) program.

ACCOMPLISHED. In early 2007, a group of employees representing a cross-section of our staff met to consider relevant topics and instruction methods for annual staff training. In contrast to previous years, the group decided to limit the amount of "on-line" training to be conducted in favor of more direct classroom and/or small group training sessions, and to meet right before each training day to ensure that the topics presented were the most vital to current operations. In mid-2007, the Support Services Division implemented a new, automated policy and procedure training system which includes daily "e-briefings" for each employee. As a result of these efforts, a survey of our employees conducted in late October 2007 (upon completion of the final annual training day) found that 100% of those surveyed felt that the time allotted to the various topics was sufficient, and had improved from previous years. Eighty-eight percent felt that the topics covered were most pertinent to the current issues they face in their jobs as dispatchers.

Instill and create a culture of professional development for dispatch staff.

ACCOMPLISHED. A modification to the annual performance evaluation form and process was proposed and approved which created a special section devoted to professional development goals and a quarterly "check-in" process. Six senior-level employees completed a twenty-four hour "Women in Leadership" workshop sponsored by the Authority. A monthly newsletter focusing on "higher level lead dispatchers" was developed and distributed. Along with these efforts, opportunities were created for five dispatchers to join the Incident Dispatch Team (IDT), five dispatchers received training and certification as Communications Training Officers (CTO), two journey-level dispatchers were promoted to Senior Dispatchers, and two Senior Dispatchers were assigned as Acting Operations Supervisors at various times throughout the year.
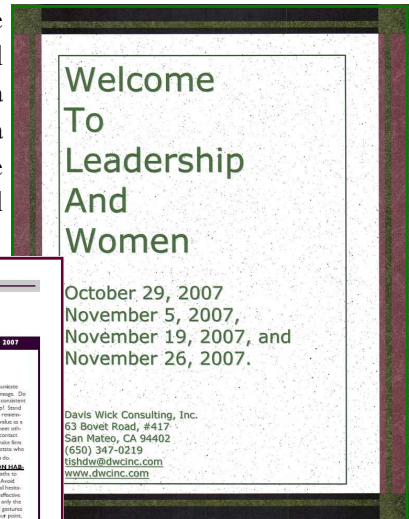
Improve consistency of supervision between the various Dispatch Teams operating 24 hours per day, 7 days per week.

PARTIALLY ACCOMPLISHED pending re-survey. In January 2007, in response to feedback received from the 2006 Employee Satisfaction Survey, a team comprised of one dispatcher from each team or work group and all three operations supervisors was formed to explore methods by which to improve the consistency of supervision across all work groups. Early in the year, the team met weekly while designing improvement strategies, some of which include 1) adoption and distribution of a "Constitution of Consistency" outlining the expectation of supervision for each dispatcher (regardless of group assignment), 2) adoption of a common deployment chart, 3) implementation of a "team-mate" feedback process to be incorporated into the annual employee evaluation process, 4) revision of the operations supervisors' work hours to increase common office hours, 5) involve both supervisors in every dispatcher's performance evaluations and 6) revision of the rewards and recognition program. The team plans to distribute a focused survey in early 2008 to determine whether or not the strategies implemented over the course of 2007 resulted in significant improvements in the consistency of supervision.

Improve the representation of minority group employees to reflect the proportional makeup of the available work force in Santa Cruz County.

ACCOMPLISHED. Personnel policy and procedure changes proposed by staff and approved by the Board in early 2007 facilitated a Spanish-English bilingual-only recruitment which was successfully conducted this summer. As a result of this recruitment, and other targeted recruitment efforts, our Agency's workforce demographics now exceed the county-wide percentage in the "Other" category and, while still below the county-wide percentage, our Agency's "Hispanic" category percentage has increased by nearly 50%.

2007 Workforce Demographics

	Male	Female	White	AA	Hisp	Other*
2006	33.9%	66.0%	84.9%	0.0%	11.3%	3.8%
2007	25.9%	74.1%	75.9%	0.0%	16.7%	7.4%
Percent change	-23.5%	+12.2%	-10.6%	0.0%	+47.7%	+94.7%

*Includes: Asian, Native American, Filipino

2005 Santa Cruz County Demographics
(Most Recent Statistics Available)

	Male	Female	White	AA	Hisp	Other*
2005	50.1%	49.9%	64.7%	1.2%	27.8%	6.3%

.

*Includes: Asian, Native American, Filipino

STATEMENT OF 2008 GOALS

Prepare the Authority to petition for Accreditation through the National Academy of Emergency Dispatch (NAED) as an emergency medical dispatch (EMD) "Center of Excellence" by:

- Updating and/or enhancing the individual certification of all Authority EMD personnel.

- Enhancing our Quality Improvement (QI) program to meet NAED requirements.

- Meeting or exceeding NAED standards by conducting quality reviews on 100 or more medical calls per month.

Constitution of Continuity

We, the Operations Supervisors of Santa Cruz Consolidated Emergency Communications Center, in order to form team continuity and equality within the Operations Division, do hereby ordain and establish this Constitution so that dispatch employees can expect . . .

- To be treated with respect, tact, diplomacy and fairness at all times.

- To have time off requests (submitted pursuant to policy and procedure) approved, if at all possible, in good faith.

- Supervisors will use a common, easy-to-read and interpret "Seating Chart".

- To sustain an on-going process to improve the interpretation of policy and procedure on both teams.

- To have "Acting Lead" assignments made based on qualifications, training, experience and professional development needs.

- To have their work performance evaluated regularly in an honest, candid, constructive and timely manner.

- To have all complaints and concerns investigated objectively and fairly.

- To have disciplinary and/or corrective action taken in response to poor performance, behaviors and/or conduct.

- Supervisors will make every effort to fill shift vacancies to bring staffing levels to "minimum" based on operational needs (or the lack thereof), dispatcher issues, fiscal responsibility or any other legitimate factors or circumstances.

- To be trusted to exercise good common sense and judgment within an appropriate range of discretion in every day operations.

- Supervisors will view the request of a dispatcher to talk as a priority.

Validate the efforts of the Supervisor Consistency Team through a re-survey of Operations Division employees with the expectation of improvement as follows:

- Increase employee satisfaction with the performance evaluations system and administration from 52% (April 2007) to 70%.

- Increase employee satisfaction with corrective action and/or individual performance improvement planning from 30% (April 2007) to 60%.

- Increase employee satisfaction in the consistent application and interpretation of operating policy and procedures from 47% (April 2007) to 70%.

Expand the role of the Authority's Awareness and Community Education (ACE) Team by:

- Partnering with the County's Office of Emergency Services (OES) to conduct community education and disaster preparedness presentations, participate in disaster exercises, and attend planning meetings.

WORKLOAD AND CALL VOLUME STATS

The Consolidated Emergency Communications Center began providing service from its new site on June 19, 1996. In its eleventh year of operation, the following workload and call volume statistics were recorded.
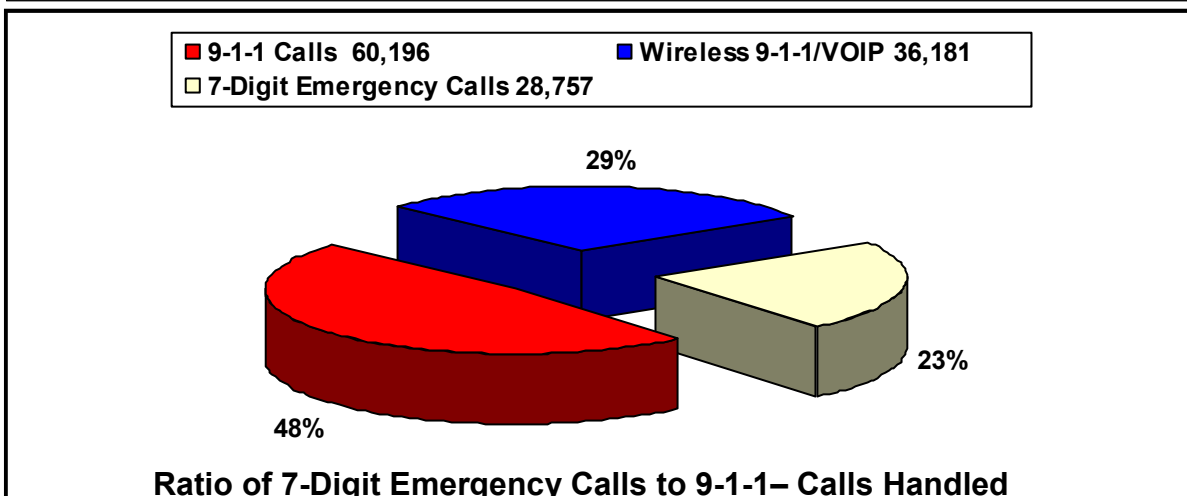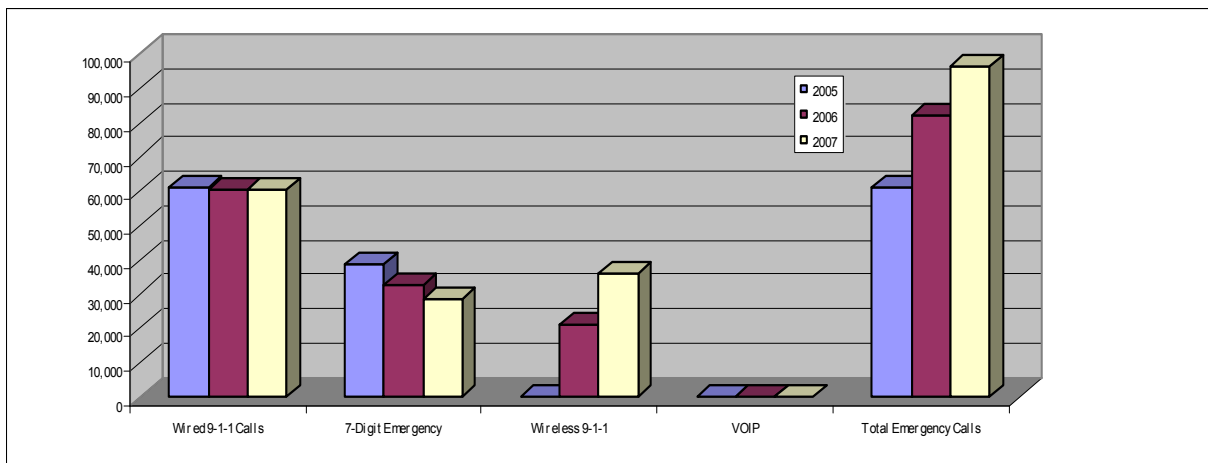
Calls for Service (CFS) Handled and Processed			
2006	**2007**	**Agency**	**% Annual Change**
82,666	84,249	Santa Cruz County Sheriff's Office (SCSO)	1.9%
67,932	72,601	Santa Cruz Police Department (SCPD)	6.4%
58,135	60,966	Watsonville Police Department (WPD)	4.6%
20,477	21,507	Capitola Police Department (CPD)	4.8%
19,956	21,306	County-Wide Fire	6.3%
15,521	16,741	AMR	7.3%
3,569	3,379	Other	-5.6%
268,256	**280,749**	**Total Calls For Service**	4.4%
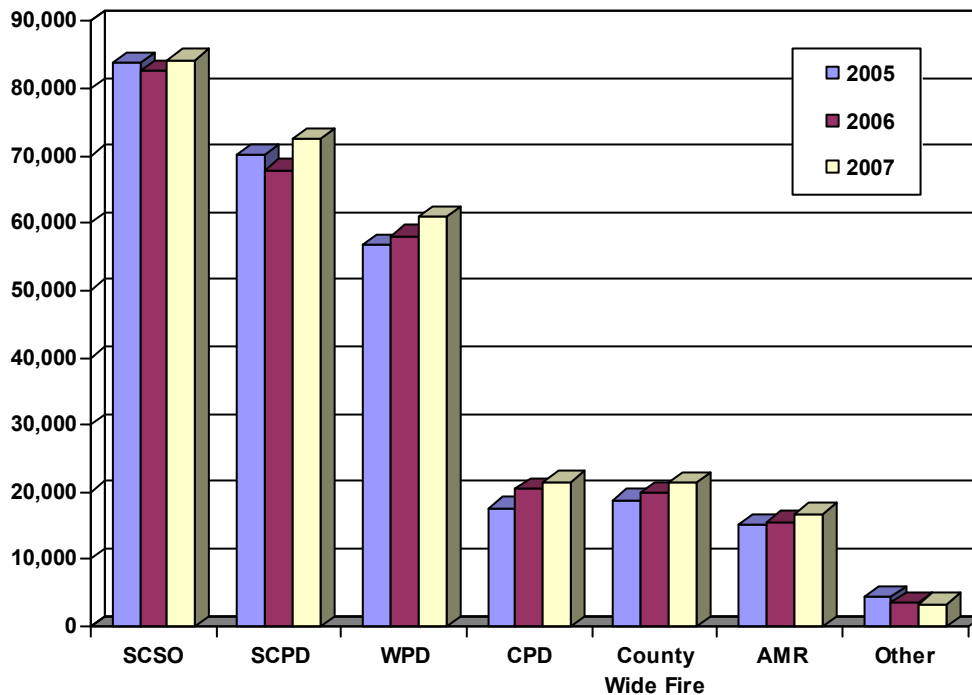
Calls for Service Agency Comparison

Total Phone Calls Handled and Processed

Type of Call	2005	2006	2007	06-07 % Change
Wired 9-1-1	60,888	60,533	60,196	-0.56%
Wireless 9-1-1	-	21,474	35,845	+66.92%
Voice Over Internet Protocol (VOIP) 9-1-1	-	116	336	+189.66%
Total 9-1-1	*60,888*	*82,123*	*96,377*	**+17.36%**
7-Digit Emergency	38,944	32,560	28,757	-11.68%
7-Digit Non-Emergency (Law)	137,709	138,660	134,098	-3.29%
7-Digit Other	179,562	191,158	191,361	+0.11%
Total 7-Digit Calls	*356,215*	*362,378*	*354,216*	**-2.25%**
Total Phone Calls	*416,135*	*444,501*	*450,593*	**+1.37%**

Emergency Phone Call Origin Comparison

9-1-1 Calls 60,196   **Wireless 9-1-1/VOIP 36,181**
7-Digit Emergency Calls 28,757

29%

48%

23%

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

BUSINESS DIVISION

*Yvette Smith, Administrative Assistant, Sherry Paul,
Senior Administrative Assistant, and Anne Miller,
Senior Administrative Assistant*

The Business Division manages and supports the Authority's administration by handling the day-to-day activities associated with a dynamic organization. Personnel assigned to the Business Division include the General Manager (.25 FTE), Operations Coordinator (.25 FTE), two Senior Administrative Assistants (.50 FTE each) and an Administrative Assistant (.25 FTE). The Business Division is divided into two units: Fiscal Unit and Business Services Unit.

FISCAL UNIT

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

Purchasing

The Authority issues and tracks its own purchase orders. In 2007, the Authority issued 121 purchase orders.

Payroll

Authority payroll is based on a 14-day reporting period for 55 employees in seven different benefit statuses. Administrative staff collect, verify and process time cards every two weeks. 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 which include payments to PERS for health and retirement benefits, state and federal tax withholdings, payments for Medicare taxes and unemployment insurance.

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

Accounting

Accounting is performed according to generally accepted accounting practices. All expenditures are tracked in sub-object accounts and reconciled with the County Auditor/Controller's FAMIS computer tracking system. Claims are generally submitted to the Fiscal Unit, where they are 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 audit for Fiscal Year 2005/2006 was presented on February 22, 2007. The Authority also maintains a certified inventory of all fixed asset equipment, which is presented to the Board of Directors annually.

Budget

The budget for each fiscal year is prepared and recommended by the General Manager. It is then approved by the Board of Directors in May of each year. The total budget includes three major objects: debt, capital, and operating.

The Fiscal Year 2007/2008 Budget has a separate index code and budget for the Santa Cruz Metro Records Management System (SCMRS). This budget unit experienced a 2.65% increase for fiscal year 2007/2008.

Fiscal Year	Total Budget	Percent of Change
2005/06	$5,128,734	2.87%
2006/07	$5,291,398	3.17%
2007/08	$5,495,564	3.86%

BUSINESS SERVICES UNIT

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

Records

The Business Services Unit is responsible for processing requests for dispatch recordings and CAD reports for the Authority. Authority staff continues to reproduce random tape samples for the Standards Team, and performs duties associated with records request reproduction.

In 2007, 792 tape requests were processed, 32 subpoenas were served to the Authority, and the Custodian of Records made four court appearances in support of reproduced tapes. The dramatic rise in requests from the district attorney's office relates to a change in the methodology of domestic violence investigations.

Records Requests Completed in 2007			
Agency	**2005**	**2006**	**2007**
District Attorney's Office	403	413	653
Public Defender's Office	29	21	26
Sheriff's Office	13	18	7
Private Attorneys/Citizens	17	18	35
Santa Cruz Police	27	27	29
Watsonville Police	14	13	19
Capitola Police	19	24	23
Fire Agencies and AMR	3	1	2
Other	8	2	1
Total Tapes Completed	**533**	**537**	**795**

The Business Services Unit also maintains and distributes new and revised policies and procedures. These are now distributed electronically to our User agencies, Board members, and the County Auditor's Office. In 2007, 54 revised and new policies were distributed.

Facilities

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

- Emergency power generator preventive maintenance, inspection, and servicing
- Custodial services
- Landscape maintenance
- HVAC repair and maintenance
- UPS maintenance
- Logging recorder maintenance and repair
- Printer maintenance and repair
- Computer Aided Dispatch (CAD) software and hardware maintenance
- Fire alarm and security camera maintenance and repair
- Fire Red and Yellow maintenance
- Radio maintenance

Personnel

During 2007 the Authority completed thirteen recruitments. These recruitments included seven internal promotional recruitments that resulted in the hiring of an Assistant General Manager, a Support Services Division Manager, an Operations Coordinator, a Systems Coordinator, a Senior Systems Technician, a Systems Technician, and two Senior Dispatchers. Also, our open recruitment process produced one Administrative Assistant, one Senior Systems Technician, two entry-level bilingual dispatchers, three lateral dispatchers, two interns, and two extra-help dispatchers.

The Authority is an Equal Opportunity Employer. The Authority maintains an interest list for all agency classifications, and advertises statewide during recruitments. Employment opportunities are also listed on the Authority's website at www.sccecc.org.

Safety and Wellness

In 2007 the Safety and Wellness Committee has continued a commitment toward developing and maintaining a culture of good health and fitness at SCCECC.

The Committee meets at least four times a year and the regular agenda always includes 1) any new ideas for Health and Wellness, 2) lighting, 3) security, 4) Safety Inspection Reports, 5) Employee Hazard Reports, 6) Accident Investigation Reports, and 7) any new business.

Our SCCECC Health Steppers program, which began in 2006, has continued to be a successful program with many dispatchers walking and running in races and marathons. These participating dispatchers have not only become healthier and stronger, but they have shed many pounds as well.

In July 2007, the Committee hired an Ergonomics Consultant to do an Ergonomics Risk Evaluation and give us recommendations, if necessary. We found that most of our equipment is ergonomically correct, but that some of our dispatchers needed assistance or training in knowing how to adjust it properly. This training will be provided at our January 2008 CE (Continuing Education) class. As a result of recommendations made by our consultant, we will also be seeking funding in 2008 for upgrading some of our chairs to a more ergonomically correct, fully adjustable model, and we are currently experimenting with a new monitor configuration that may be healthier for the eyes, arms and body altogether.

This year we rewarded several dispatchers for perfect attendance during 2007. These dispatchers worked a solid twelve months without ever calling in sick: **Anna Kiff, Lisa Yee, Adrienne Heebner and Amanda Douglas.**

Every month the committee updates the Wellness Board with current information about health concerns, diet, and how to avoid disease. In 2007 the topics included heart disease, breast cancer, cervical cancer, thyroid disease, glaucoma, and binge eating.

SCCECC is excited about making 2008 a healthy and safe year.

SUPPORT SERVICES DIVISION

The Support Services Division is organized into three units: Quality, Training, and Projects. Personnel assigned to the Division include the General Manager (.25 FTE), Support Services Division Manager, Administrative Supervisor, Administrative Senior Dispatcher, and a part-time Administrative Assistant (.25 FTE). This division is responsible for recruiting, hiring, training, quality assurance and improvement, and community education and outreach.

Support Services Division Manager Dennis Kidd, Acting Administrative Supervisor Anita Miller, Administrative Assistant Yvette Smith, and Administrative Senior Dispatcher Mike Krakowiak.

QUALITY UNIT

The Quality Unit is responsible for quantifying the Authority's performance; facilitating performance data analysis to determine equipment, procedural, and training needs; designing and proctoring the annual customer satisfaction surveys; guiding, 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 2007, the Quality Unit focused on three areas of quality measurements: compliance to performance standards, community satisfaction, and the implementation of an electronic document distribution system, as well as maintaining our CALEA substantiation.

Director Susan Mauriello with the CALEA accreditation award.

The Authority's quarterly Quality Assurance reports were modified to create a graph that is easier to read and understand which demonstrates our overall performance as it relates to total processing time (call taking plus radio dispatching).

COMPLIANCE TO PERFORMANCE STANDARDS

To paraphrase SCCECC's mission statement, we are dedicated to continually finding ways to work better, faster and more efficiently to improve our service to our User agencies 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 are measured in 13 different areas, with feedback provided to our dispatchers monthly, and published to our Users quarterly. 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 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 to Echo, with Echo being the most life threatening. EMD also provides dispatchers with the tools they need to administer pre-arrival medical directions via the phone.
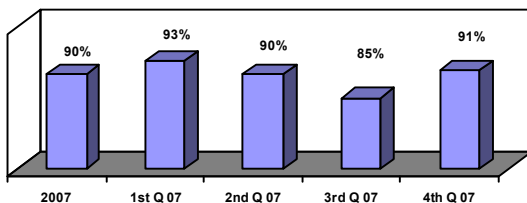
Echo Level Compliance
The highest priority medical emergencies involve a person not breathing or having severe respiratory distress (Echo level). Our goal: Create that detail within 60 seconds and dispatch responding units in 30 seconds. This gives our agency a total of 90 seconds from the time a phone is answered until the responders are notified of the location and severity of the emergency. This total time of 90 seconds is what we refer to as 'building time', the amount of time it takes us to answer the telephone, create the call for service and dispatch responding units. Our average building time for 2007 is 53 seconds. All Echo level calls that exceed the 60 second call taking standard are reviewed by the Operations Supervisors.

It is significant to mention that field "notification" is accomplished before the official dispatch time via Pre-Alerting. During the second, third, and fourth quarters of 2007 we measured a random sample of Echo level calls and have determined that our pre-alerts save an average of 28 seconds of the total response time. Combined with our 53 second average, if a responder reacted to the pre-alert, the total processing time would be reduced to 25 seconds.

Charlie and Delta Level Compliance
These levels of calls are urgent, but less so than Echo level medical calls. Our goal for this level of call is a building time of 120 seconds. During 2007 we were 83% compliant to this standard, with an average time of 90 seconds.

Echo Level Compliance
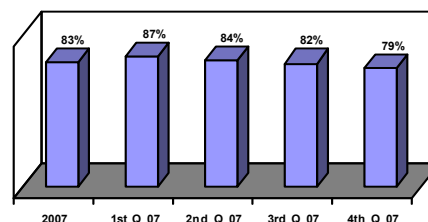
**Charlie and Delta Level Compliance**

FIRE

First Priority Fire Compliance

During 2007, our building time average for first priority fire calls was 67 seconds. This is 84% compliant to our 90-second standard. 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 content. Our average content compliance was 97%. This high level of accuracy allows our responding Users to configure their responses so that they are not over- or under-utilizing their emergency equipment.

First Priority Fire Compliance
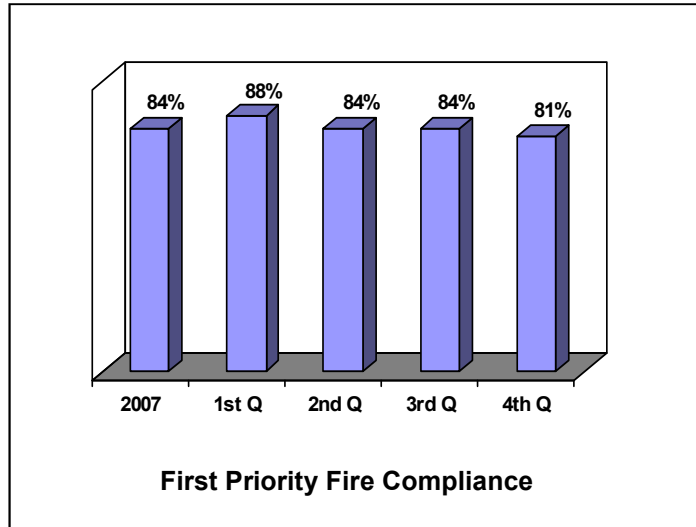
### *Pre-Alert Effectiveness*

During 2007, we began a new process for studying the effectiveness our pre-alerting system. A pre-alert occurs when a dispatcher alerts the field units that we are in the process of creating an incident. This happens prior to the completion of the call taking process. By notifying field units of a call that is in progress, they have an opportunity to begin responding to the call while the dispatcher is still on the phone, saving valuable seconds. For 2007, we averaged a pre-alert 46 seconds prior to the formal dispatch. For the most critical of Fire/EMS calls (confirmed structure fires (CONSTR) and Echo medicals) we saved 34 seconds and 35 seconds respectively.

Pre-Alert Compliance
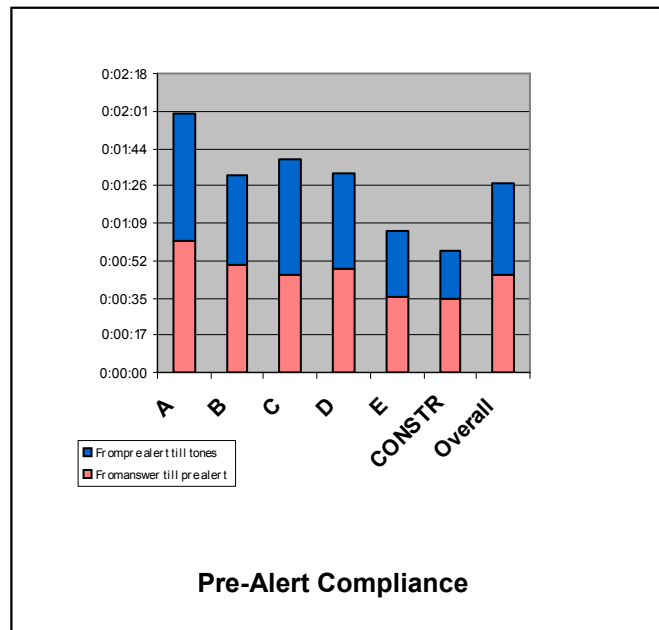
LAW

First Priority Law Compliance

SCCECC 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 two minutes. During 2007, we maintained an average compliance to the two-minute standard of 91%, and averaged 76 seconds. This is a critical measurement as it is vitally important to our community that we process these high priority calls in a timely manner allowing responding law enforcement units to arrive quickly.
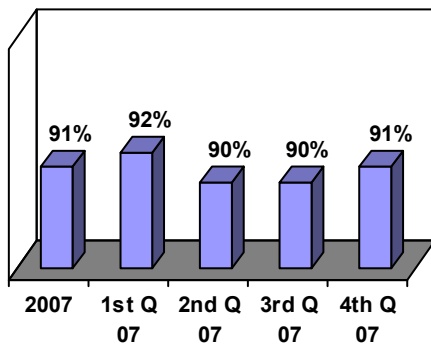
Random Call Review

Whereas processing high priority law calls in a timely manner is essential, without accuracy the process would be hindered. To measure accuracy, SCCECC conducts random reviews for call content. During 2007 the responsibility for this process was transferred from the Operations Supervisors to the Lead Dispatchers. This refinement will allow for more timely feedback and involve the dispatchers in a "peer-to-peer" process. The random review process is performed by viewing a call taker's comments and scoring them using a checklist developed by the Standards Team. In 2007, SCCECC dispatchers were 96% accurate in obtaining critical information needed to create a dispatchable call.
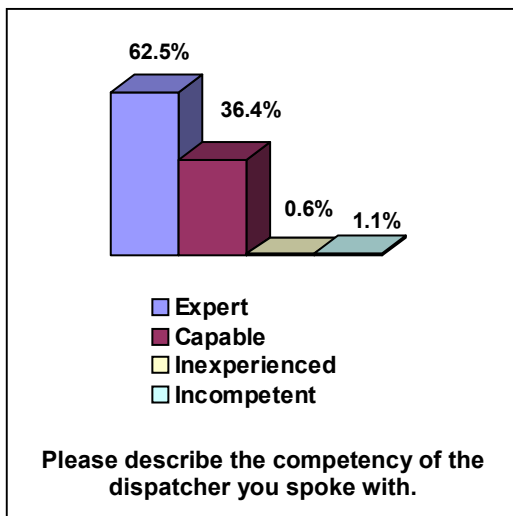
First Priority Law Compliance
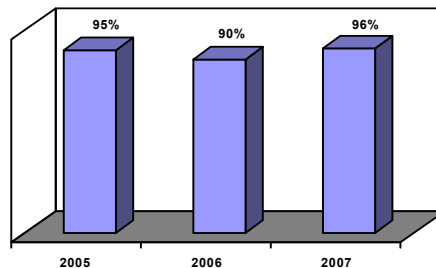
Supervisor Random Call Review
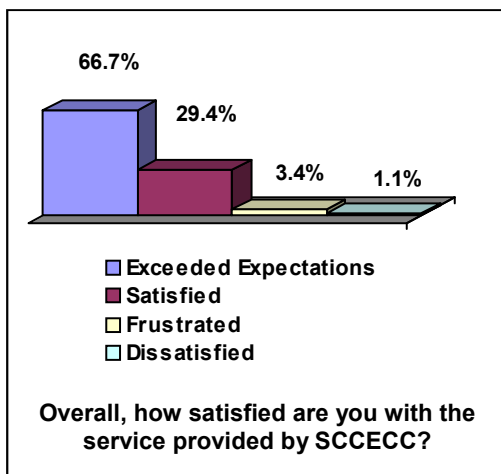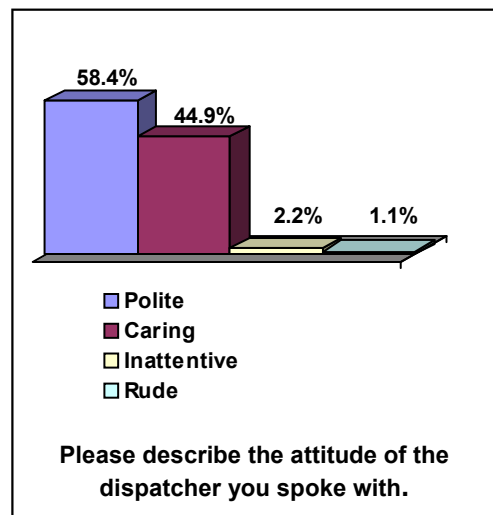
2007 COMMUNITY SATISFACTION SURVEY

Every three years different segments of our customer base are surveyed. During 2007, we conducted a survey of our community by randomly selecting citizens who had called us to create a call-for-service. The distribution of these surveys was based on the percentage of our overall call volume by discipline and agency. Citizens were mailed a survey to complete and return in a self-addressed stamped envelope. We mailed 981 surveys and had 179 returned for a return rate of 18%.

Survey questions were designed to measure satisfaction with the competency and attitude of SCCECC dispatchers. Community members were also asked how satisfied they were with the overall service provided by SCCECC. Some respondents checked multiple boxes, all of which are included in the figures.

62.5%

36.4%

0.6% **1.1%**

☐ **Expert**
☐ **Capable**
☐ **Inexperienced**
☐ **Incompetent**

Please describe the competency of the dispatcher you spoke with.

The survey showed 98.9% of the respondents indicated that they thought the dispatcher they spoke with was 'Expert' or 'Capable'.

An overwhelming number of citizens (184) describe the attitude of the dispatcher they spoke with as caring and polite with only 3.3% (6 people) saying their attitude was less than caring and polite.

58.4%

44.9%

2.2% **1.1%**

☐ **Polite**
☐ **Caring**
☐ **Inattentive**
☐ **Rude**

Please describe the attitude of the dispatcher you spoke with.

66.7%

29.4%

3.4% **1.1%**

☐ **Exceeded Expectations**
☐ **Satisfied**
☐ **Frustrated**
☐ **Dissatisfied**

Overall, how satisfied are you with the service provided by SCCECC?

Overall satisfaction from our community was very high with 95.1% of the respondents saying they were at least satisfied with the overall service provided by SCCECC dispatchers.

TASK TEAM PROCESSES

Standards of Excellence

A Quarterly Performance Report Prepared for the Fire/EMS Users Subcommittee

Standards Team

The primary responsibility for carrying out the functions of the Quality Unit is assigned to the Standards Team. The Standards Team is comprised of dispatchers representing a variety of operational functions such as day-to-day dispatching, emergency medical call taking, training, and Communications Center room coordination. The Standards Team members for 2007 were: **Mike Krakowiak, Dave Sumner, Dee Kenville, Anita Miller, Margaret Parker, Lola Crain, Dennis Kidd, and Kevin Fink.**

The Standards Team's biggest accomplishment during this reporting period was developing and conducting the tri-annual Community Satisfaction Survey. Surveys were mailed during the months of July, August and September to randomly selected citizens who had made calls to 9-1-1 within the previous week. The team achieved an 18% return rate on this survey with a high level of satisfaction being reported.

Team member **Anita Miller** coordinated the development of a Rewards and Recognition program to recognize exemplary employee performance and behavior. This addition to the QI program will be implemented in 2008.

The Team met eight times during this reporting period, and developed a new pre-alert report for Fire User agencies, updated the supervisor random review process for law enforcement calls by having Senior Dispatchers complete the reviews, and published the quarterly performance reports for 2007. The team worked on simplifying and shifting the focus of the quarterly performance reports to present call processing times - how long it takes from the time the call is answered to the time it is dispatched. This time is now being reported as 'building time'. The team will continue to refine the reports to provide User Agencies more information that will be more useful to them.

Fire/EMS Operational Policy Task Team

The role of this task team is to recommend and draft new policies and procedures, and to review existing operational policies and procedures to ensure they remain effective and up-to-date for the dispatching of the fire and EMS user agencies. The team includes representatives from the paid and volunteer fire service User agencies, American Medical Response, and line-level dispatchers from SCCECC. Task team members are: **Ron Whittle, SVFPD; Kathleen Lineberry, Cal Fire/County Fire; Steven Van Den Heuvel, CFPD; Jeff Terpstra, ALSFPD; Matt Tracy, SCFD; John Charcho, BLFD; Rudy Lopez, WFD; Todd Mayer, UCSC FD; Brenda Brenner, AMR; and SCCECC's Dennis Kidd, Terri Minogue, Ralph Wilcox, David Brenner, Chuck Minuti, Anita Miller, and Mike Krakowiak.**

In 2007, the team met on a monthly basis and helped establish and implement procedures for AMR's new Automatic Vehicle Locater (AVL) system. This new system will help SCCECC dispatchers automatically assign the closest available AMR unit to calls and alleviate the complexities of managing ambulance move-ups. The AVL system is also helping accomplish the team's longstanding goal of reducing radio traffic on the Fire Red dispatch channel. Progress on this goal was acknowledged by the team after the AVL system had been implemented and necessary training completed.

The task team also revised and implemented several policies. Policy 5785, Rescue Swimmers, was implemented, in which battalion chiefs and dispatchers update the unit information daily. A significant change was made to Policy 6410, Requests for Emergency Medical Assistance, by allowing only on-duty public safety personnel who are on-scene to have the ability to directly request EMS and circumvent the EMD program. Policy 5916, Incendiary Devices, was developed by the team to ensure the notification and appropriate response by fire agencies when these devices have been reported to law enforcement.

Monitor showing AMR unit locations.

Law Enforcement Operational Policy Task Team

2007 marked another productive year for the Law Enforcement Operations Policy Task Team. During their monthly meetings, the team reviewed 37 policies and procedures, and based on technological, operational, and statutory needs, made recommendations for certain revisions and updates. Those recommendations were then forwarded to the law Users group for consideration and final implementation. Additionally, several new polices were drafted by the team to address the latest and emerging operational and technological issues.

Since the team is comprised of both NetCom dispatchers and User Agency field personnel, they also addressed several other line-level communications issues, including specific technological and operational training needs.

This year's team members were **SCCECC dispatchers Anna Kiff, Stephanie Zube, Hilary Brighton and Meghan Dixon, Operations Supervisor Kevin Fink, Lt. Colleen McMahon, and Sgt. Tom Bailey, SCPD; Lt. Darren Thompson and Sgt. Mike Barnett, WPD; Sgt. Tom Held, CPD; and Lt. Gretchen Hurley, SCSO.**

Emergency Medical Dispatch Quality Assurance (EMD QA) Committee

The EMD QA committee is comprised of line-level and management representatives from emergency medical service User agencies and SCCECC. Members are **Dr. Kent Benedict, EMS Medical Director; Celia Barry, County EMS Manager; Brenda Brenner and Brad Cramer, AMR; Scott Vahradian, EMSIA; and Michael Krakowiak, SCCECC.**

The Committee provides oversight and local medical control to the Emergency Medical Dispatch (EMD) program, reviews high risk and unusual medical calls, and provides EMD program clarification to the dispatchers. The Committee met on a quarterly basis in 2007.

During 2007, the Committee undertook two significant projects. The first project addressed concerns from paramedics in the field that the Emergency Medical Dispatch system was under-coding EMS units to seizure calls. Under the guidance of Dr. Benedict, the committee performed an in-depth analysis on incidents in which EMS responded Code 2 to complaints of seizures on incidents processed through the National Academy Emergency Medical Dispatch (NAEMD) protocols. The team compared the information obtained by the EMD call taker to what was written in the Patient Care Report (PCR) by the EMS units that responded. It was concluded that the clinical documentation in the PCRs supported the Code 2 response that had been determined by the EMD call takers and that there was no clinical justification for a Code 3 response.

Another significant policy change undertaken by the committee was to require that EMS requests from doctors' offices be handled through the NAEMD protocols. The committee determined that there were some instances when an ambulance had been requested to respond Code 2 when it would have been advantageous for that unit to respond Code 3 to keep it committed to that call and not be subjected to possible diversion to a higher priority call. The committee considered the EMD process to be the best practice to handle these calls and implemented the policy change in August.

TRAINING UNIT

The Training Unit is responsible for providing initial training for the Authority's new dispatchers, providing continued professional training for experienced dispatchers, and conducting the Authority's community outreach activities. In addition to these responsibilities, the Training Unit maintains affiliations with the Association of Public Safety Communications Officers (APCO), California Association of Policy Training Officers (CAPTO), South Bay Regional Public Safety Training Consortium, and the Santa Cruz County Training Manager's Association.

Entry Level Training

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

Dispatch Academy

The Dispatch Academy is managed by Support Services Division Manager Dennis Kidd and staffed by five Academy Instructors are **Karen Clark, Kristine Ebersole, Mike Krakowiak, Melanie Sherwood and Ralph Wilcox.** These instructors prepare lesson plans and instructional material, and conduct classroom instruction. The academy staff meet monthly to update and refine all academy materials.
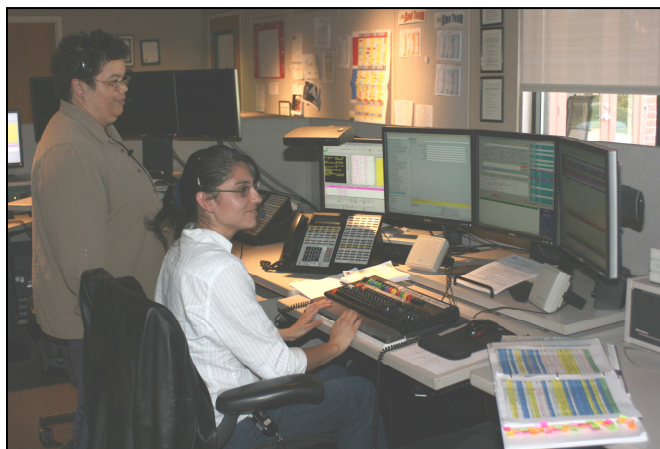
CTO Jo Irving and Dispatcher Trainee Wendy Van Winkle

The Dispatch Academy is taught in two segments. The first segment is a five-week course that teaches public safety dispatch call-taking and radio backup duties. The second segment is a two-week course that teaches public safety law radio dispatching. These two segments are taught months apart to allow our new dispatchers time to implement their initial call-taking and backup duties prior to learning radio dispatching.

We also offer a specialized two-week Fire/EMS Academy for dispatchers who are interested in pursuing professional development by becoming fire dispatchers.

EVALUATION OF THE TRAINING PROGRAM

The training program was evaluated in 2007 for its effectiveness in meeting the needs of dispatchers. The Training Unit, which includes Communications Training Officers (CTOs) and Academy Instructors, decided several modifications to the program were needed:

- *Address the Disconnection between CTOs and Instructors.*

This issue is being addressed by changing the regularly scheduled CTO meetings to always include instructors. Both instructors and CTOs will have the opportunity, as well as the responsibility, to provide input and feedback regarding academy topics. Adding, modifying, and/or deleting topics from the academy schedule is now a combined effort.

- *Academy students are not prepared to take actual calls when they begin CTO training.*

Previously, the academy did not put time constraints on students during scenario training. Beginning with the next academy, the review form that is used for our current dispatchers will be used during the academy process. The form will be modified to show the time spent creating the call during the scenario. Students will be informed as to what the average call processing time is, and how they compare to this time. Forms will be kept and reviewed with steady progress expected. This way, academy students will have a good understanding of the expectations of all dispatchers.

- *Academy students are not prepared for "floor life".*

Although the academy offers a wealth of knowledge, it is not realistic to the environment of the floor. The academy schedule has been modified to allow two hours of one-on-one training time per student per day. During this time, there will always be an instructor assigned to the student. This one-on-one time should be used to allow the student to experience the floor environment, but if specialized classroom training is indicated, it could be used for that also. Students should be introduced to the multitasking expectations of a NetCom dispatcher. When they begin the CTO portion of their training, there should be no surprises regarding the working conditions.

- *Find a better balance between CTO training and operational needs.*

Operations Supervisors should allow CTOs to "drive" the seating charts so that the training is as productive as possible.

- *Create more consistency between CTOs and their DORs.*

A completely redesigned Daily Observation Report (DOR) has been completed. The new version is straightforward and more efficient, and should allow CTOs to consistently complete them on a daily basis. Also, a new version of ADORE has been purchased and, when implemented, will include the new DOR. This is projected to be ready for the new hires following the next entry-level academy.

- *Establish a formal process for release to operations*

The last part of the CTO program will be a formal "check out" process. This would preferably be conducted by a CTO who had not been directly involved with the trainee's training. They will spend one to two weeks with the trainee and make a recommendation for release to operations or further training.

COMMUNICATIONS TRAINING OFFICER (CTO) PROGRAM

The CTO Program is designed to provide new dispatchers with on-the-job training, guided practice, and meaningful performance feedback. CTOs are selected from our dispatchers and must have 18 months of experience, as well as a recommendation from their supervisor. Every CTO must complete the CTO training course authored by the APCO Institute, and is an APCO-certified training officer. In 2007, six new dispatchers were certified as CTOs: **Marsha Ayers, David Brenner, Abby Hernandez, Jo Irving, Chuck Minuti and Stephanie Zube**.

During 2007, there were a total of 26 trainees assigned to the training program. Of these, 6 were entry level, 3 were lateral dispatchers from other agencies, and 17 were NetCom employees learning a new skill. Three entry level dispatchers did not complete their training.

CTO Program Performance					
		Entry Level	Lateral	EMD	Fire/EMS Pod
2007	Total Hours	1713	1217	275	90
	Number of Trainees	6	3	9	8
	Completed Training	---	2	9	3
	In-Progress Training	3	1	---	5

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 have been effected by changes in laws, policies, or other mandates. Off-site classes are voluntary training opportunities, usually hosted by another agency or organization, and attendance is based on individual dispatcher needs and interests.

One on-site CE session was conducted during 2007. The topics presented were: use of Power DMS, Policy and Procedure updates, using the Probation/TUBES software, identity theft and fraud, the General Manager's report of the employee survey results and plans for implementing changes, and an EMD quality review update.

CPT Program Performance						
	On-Site Training Hours	Off-Site Training Hours	CE Hours	Ride-Alongs	Total Hours	Avg. Hours/ Employee
2005	1,750	380	1,280	228	3,639	89
2006	1,632	498	1,611	56	3,797	93
2007	**1,543**	**375**	**1,503**	**48**	**3,469**	**65**

COMMUNITY OUTREACH

The Authority currently pursues partnership with the community mainly through the Awareness and Community Education (ACE) Team, the Citizens' Academy for 9-1-1, and the Authority's website.

Awareness and Community Education (ACE) Team

What was formerly known as the Recruiting Team has been changed to the ACE Team. The original focus was to improve the success of the Authority's entry-level dispatch recruits by developing recruitment strategies, marketing plans, and materials. Having contributed to the successful resolution of the Authority's staffing shortages, the Recruiting Team focus changed. Its responsibilities have evolved to include representing the Authority at public education and community outreach events. The ACE Team is facilitated by Administrative Lead Dispatcher **Mike Krakowiak** and the members are Public Safety Dispatcher II's **Jodi Boles, Abby Hernandez, Jo Irving, Melody MacDonald and Rosa Puga**. During 2007, the ACE Team met six times and continues to focus on recruiting and increasing the number of

Rosanna McKinney at National Night Out

public education presentations to improve the public's knowledge and understanding of the 9-1-1 process.

Public Education and Community Outreach

ACE Team member Rosa Puga at Strawberry Festival in Watsonville.

Public education is a facet of the Training Unit and one the ACE Team has diligently worked to address. In calendar year 2007, 18 presentations and tours of our facilities were conducted. Presentations were made to school and scout groups as well as other organizations. The ACE Team continues to expand their participation in more widely attended public events such as the Omega Nu's Ducky Derby, Watsonville's Strawberry Festival and National Night Out.

When presentations are made to specific groups, an invitation to complete a sit-along with a dispatcher is extended. This past year, 67 individuals participated in sit-alongs: 9 citizens (primarily Citizens' Academy participants), 38 dispatcher applicants, and 20 assigned by User Agencies.

Citizens' Academy for 9-1-1

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

This year, one Citizens' Academy for 9-1-1 was conducted. We also participated in three User Agency citizen academies, one of which was exclusively in Spanish. Since its inception in 1998, 233 individuals have successfully completed the Citizens' Academy for 9-1-1.

PROJECT UNIT

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

The unit implemented a policy and procedure accountability/tracking software program called Power DMS, and installed the upgrade to our EMD software. In addition, this unit also created and published three issues of our User newsletter, *NetCom News*, and two issues of our internal newsletter, *The NetCom Dispatch*.

For the 2007 reporting period, the Project Unit was responsible for reviewing and updating policies relating to Authority personnel's interactions with the news media. The Project Unit coordinated the recruitment and training of Dispatcher II's and Senior Dispatchers to become skilled with interacting with news reporters when they inquire about User agency incidents. It was decided that the media relations training would be required for all Senior Dispatchers and voluntary for other employees. A total of thirteen dispatchers trained: six Senior Dispatchers and seven Dispatcher II's. The training consisted of a thorough review of the Authority's media relations and press release policies and procedures; as well as a round table discussion which included newspaper reporters and User agency Press Information Officers (PIOs). The training encouraged employees to foster cooperative and friendly relationships with news media representatives while preserving specific confidential or classified 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. The Division is responsible for 24-hour, 7 days per week dispatch service. Personnel assigned to the Operations Division include the General Manager (.25 FTE), the Assistant General Manager (.25 FTE), the Operations Coordinator (.75 FTE), two Operations Supervisors, 10 Senior Public Safety Dispatchers, and 32 Public Safety Communications Dispatchers.

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

2007 has proven to be another busy year in Operations. Dispatchers processed hundreds of thousands of calls during the year, including but not limited to: **3,488 incidents of domestic violence, 2,583 reports of assault, and 5,089 reported burglaries**. Dispatchers also

Operations Division (from left to right) Scotty Douglass, Assistant General Manager, Margaret Parker, Acting Operations Supervisor; Kevin Fink, Operations Supervisor, and Lola Crain, Operations Coordinator
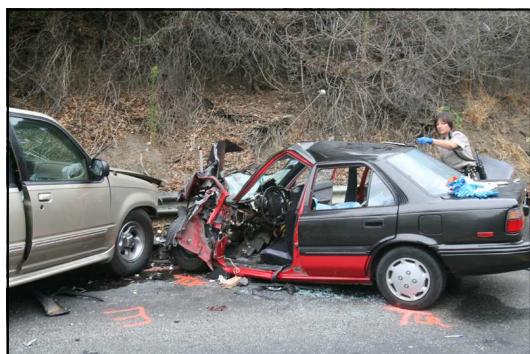
prioritized and dispatched paramedics to 16,553 medical emergencies while providing first aid "pre-arrival" instructions through the Emergency Medical Dispatch program.

Dispatchers processed and dispatched emergency equipment to **6,611 reported traffic accidents** during the year. Several of those accidents resulted in fatalities, including a single-vehicle rollover on Highway 1 in the early morning hours of **January 29** which resulted in the death of a 4-year-old child and severe injuries to seven others, many of whom were children ejected onto the roadway. The driver, who was uninjured and the mother of the deceased, was later convicted of felony drunk driving and manslaughter and is serving time in prison. Also tragic was the **June 27** death of a 3-year-old Texas girl who was struck by a motorist while attempting to cross Highway 1 in Davenport.

Photo by Tarmo Hannula.

This year also brought tragedy closer to Operations when dispatchers received several calls from hysterical citizens on the morning of **April 27** reporting a multiple shooting incident at the County's wastewater facility on Lode Street in Live Oak. Dispatchers quickly sent Sheriff's, fire and EMS units to the scene, and learned that a potential "active shooter" situation existed. Responding units found two fatally injured people on the scene and a third in grave condition. They also reported several witnesses had fled the area for their safety. Dispatchers immediately dispatched additional assistance from five different allied agencies. It was

later learned that the incident was a murder-suicide involving three county employees, and one of the victims was the brother of a NetCom dispatcher. Although this incident had impacted dispatchers on a very personal level, they acted professionally and expertly throughout the ordeal. The Sheriff later commended those on duty at the time for their "invaluable actions" that directly assisted the on-scene personnel.

On **November 11**, dispatchers received a call from UCSC police requesting emergency assistance with a civil disturbance and a crowd of 200-300 students. Within minutes, dispatchers sent more than 100 law units (with lights and sirens) from allied agencies throughout the county to assist the 30 units already on the scene in quelling the disturbance.

The Incident Dispatch Team (IDT) was also busy this year, responding to seven separate incidents to assist in field Command Post operations. Some of the incidents included missing and/or suicidal hikers, high risk warrant services, Fourth of July operations, and a barricaded suicidal subject. Additionally, the team drilled six times during the year, including participation in "Active Shooter/School Lockdown" scenarios, wildland fire operations and a training exercise involving the search of a downed aircraft.

During the year, dispatchers utilized GeoCast Web software at the request of User agencies to broadcast pertinent public safety information to 30,376 residents on 24 separate occasions. One of these broadcasts was issued on **March 29** to residents near San Lorenzo Valley High School in Felton. It provided the description of a possible assault suspect and asked area residents to be on the lookout after a student claimed she was stabbed by a stranger on campus. Her call prompted a school lockdown and an intensive search for the suspect. Although it was later determined that the student had fabricated the story, neighbors within the immediate area had been alerted quickly to the circumstances. Another broadcast was requested on **February 12** by Watsonville police to assist in their search of a missing 4-year-old girl. Shortly after the broadcast of the girl's description to neighboring residents, the technology proved its value when a woman called 9-1-1 in response to the message and said she had the girl at her house, safe and sound. It was later learned that she was the girl's grandmother and there had been a miscommunication with the mother.

Photo by Tarmo Hannula.

OUTSTANDING DISPATCHER PERFORMANCE

For dispatchers, "all in a day's work," sometimes means being there for people both at the beginning of life … and at the end.

Among the SCCECC dispatchers commended for extraordinary service in 2007 was **Ben Saunders**, who helped deliver a baby for the first time in his 20-plus-year career on the morning of **January 5.** At the other end of the 9-1-1 line was an off-duty California Highway Patrol officer, whose wife had gone into labor and was ready to deliver their second child. Ben expertly led the caller through the emergency medical protocols, helping deliver the baby before fire and ambulance arrived on scene. Ben calmly provided the baby's father the exact tools he needed to successfully accomplish the complicated task without incident.

The outcome was more tragic for the mother of a 6-month-old baby, who suffocated in her crib in early **November**. Dispatcher **Melody MacDonald** calmly provided CPR instructions for the understandably hysterical family, but, sadly, the child did not survive.

Two weeks earlier, on **October 24**, **Melody** handled another medical call where the patient wasn't breathing, this one the victim of an attempted suicide. Melody, who had only recently completed emergency medical dispatcher training, used her new skills to provide CPR instruction for the young woman, who survived in part thanks to Melody's calm assistance to the citizens on-scene and her expert use of ProQA.

Making sense out of chaos sometimes takes a team effort. That was the case late on the morning of **June 20** when dispatchers learned that a Capitola police officer was stopping a stolen vehicle in the area of Monterey and Washburn. Although the officer had the suspect at gunpoint, he fled the area, and the chase was on.

Dispatchers immediately sent Santa Cruz sheriff's units and the Santa Cruz police K9 to the area to help with the pursuit. Eight minutes later, the suspect hit one of the Capitola police officers with the stolen vehicle, injuring him. The suspect then fled toward the densely populated Capitola Village at 70 mph, quickly crashing the vehicle into a residence, which then caught fire. Some 30 minutes after the call started, the suspect ran out of the burning house, was chased down on foot and arrested.

Among those dispatchers singled out for the work they did on this call were **Suzie Daly and Adrienne Heebner**, who were calm, professional and never missed radio traffic on their very busy channels. **Chuck Minuti and Beth Vogl** coordinated the fire and ambulance response. The job was complicated by the fact the fire department didn't want to go into the burning house because of the possibly dangerous suspect, and the police units couldn't go in after the suspect because the house was on fire.

Every dispatcher in the room worked hard making phone calls for the primary dispatchers, and answering the many, many incoming lines (including calls from the press). Teamwork and professionalism ruled the day.

Sometimes, just being a calm, caring voice on the other end of the line is enough to help citizens through difficult experiences. A citizen called dispatcher **Anna Kiff** a "lifesaver" for her assistance on **January 23.** The frightened citizen was reporting a prowler, and said later that she was grateful for Anna's professional handling of the call … offering reassurance while obtaining pertinent information to get help on scene.

On the evening of **September 29,** the entire dispatch team earned a commendation for its handling of an assault with a deadly weapon call on Younglove in Santa Cruz. Dispatcher **Melanie Sherwood** did an outstanding job getting information from a hostile and uncooperative witness. **Meghan Dixon** was kind and reassuring to a woman who had children at a house near the scene of the shooting. **Adrienne Heebner, Ashley Hiles and Lyndsay Badial** earned commendation for their teamwork dispatching Santa Cruz police and keeping up with all associated radio traffic. **Jim Rock** dispatched fire and ambulance, while **Tammy Wright and Suzie Daley** handled other calls and assisted where needed.

A Successful NetCom Employee…

- *Treats Users, the public and peers with respect and care. Commits random acts of kindness by anticipating needs and lending a helping hand.*

- *Remains cheerful, upbeat and positive. Realizes that a "mood" can be contagious.*

- *Demonstrates a positive attitude about his/her job and organization. Continues to look for ways to improve.*

- *Uses humor to "lighten" the day, relieve stress, and support his/her colleagues.*

- *Takes a stand that "this is a part of my job" rather than, "That's not my job."*

- *Takes responsibility for his/her own performance and attitude.*

- *Is tolerant of others and open to different ideas, styles, approaches and opinions.*

- *Is willing to take on issues and work towards solving problems, and supports others who are doing the same.*

- *Is willing to work through conflict by understanding and accepting change and demonstrating collaboration and concession.*

- *Accepts mistakes and feedback as part of the learning experience.*

- *Brings complaints, concerns, suggestions and ideas to the attention of his/her supervisor in an appropriate, timely, and constructive manner.*

- *Understands, embraces and looks to enhance his/her role in the success of the public safety mission.*

DISPATCHER OF THE YEAR

"Dispatcher of the Year" is a highly esteemed and honorary title given to a single dispatcher for outstanding performance according to the characteristics identified in the SCCECC proclamation, "A Successful NetCom Employee. . ." (see page 32).

Early in 2007, the management team received Dispatcher of the Year nominations from the dispatch staff. From those nominees, the management team selected Adrienne Heebner as the recipient of the Dispatcher of the Year Award for 2007 in recognition of her professionalism and outstanding performance.

Adrienne began her career as a 9-1-1 Public Safety Dispatcher with the SCCECC in November 2001. During Adrienne's six-year career she has successfully balanced her work and family life while continuing her education. Adrienne has been praised by her supervisors and coworkers for her professional demeanor, strong work ethics, upbeat attitude and friendly personality. In addition to her duties as a Public Safety Dispatcher, Adrienne currently serves as a member of the Safety and Wellness committee, Emergency Response Team (ERT), and Consistency of Supervision task team.
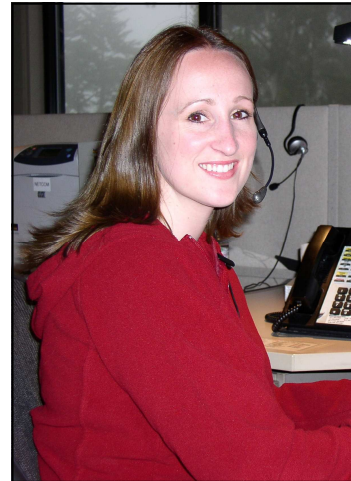
Adrienne Heebner on the job.

All of Adrienne's training, skills and abilities, coupled with her unique intuition, came to fruition on March 13, 2006, when she quickly and expertly solicited and obtained a recorded "dying declaration" from a mortally wounded gunshot victim who was able to name his assailant before expiring. Aside from being used as an investigative tool leading to the rapid identification of the suspect, the "dying declaration" will assist prosecutors in securing a murder conviction.

SCCECC's Board of Director's Chair (FY 07/08) Richard Wilson presents Adrienne with the Dispatcher of the Year award in July.

SYSTEMS DIVISION

Personnel assigned to the Systems Division include the General Manager (.25), the Assistant General Manager (.75), the Systems Coordinator, two Senior Communications Systems Technicians, and a Communications Systems Technician. The Division is comprised of three units: CAD/9-1-1, MDC, and SCMRS.

Over the course of 2007, Scotty Douglass was promoted to Assistant General Manager, Amethyst Uchida was promoted to Systems Coordinator, Ralph Wilcox was promoted to Senior Systems Technician, Wolff Bloss was hired as a Senior Systems Technician, and Nicola Garner was promoted to Systems Technician.

Systems Division (from left to right) Amethyst Uchida, Systems Coordinator; Wolff Bloss, Senior Systems Technician; Nicola Garner, Systems Technician; Mascot Wilson; Senior Systems Technician Ralph Wilcox; and Scotty Douglass, Assistant General Manager.

CAD/9-1-1 UNIT

The CAD/9-1-1 Unit of the Systems Division oversees the operations of the electronic systems within the Authority. These systems include: CAD, 9-1-1/Telephone, Radio/Console, and Geographic Information Services (GIS).

Computer Aided Dispatch (CAD)

Unit staff investigate problems that occur from time to time involving the routine use of CAD. Staff also interface between the Authority and the CAD vendor (Motorola) to resolve problems, suggest enhancements, coordinate and implement upgrades, and handle other routine matters. Unit staff perform system troubleshooting and minor maintenance on workstation hardware. Staff also maintain the Universal Data Transfer (UDT) database to which Crystal Reports are written and executed to provide statistics for in-depth performance analysis.

Three major CAD upgrades were performed over the course of this year. These upgrades addressed approximately 50 issues that were specific to our CAD system; however, some of the fixes were for bugs that were created as a result of the earlier upgrades. In November, the ProQA (Emergency Medical Dispatch Instruction) software was also upgraded. This upgrade improved functionality to our EMD software due to additional medical instructions provided by Priority Dispatch. Furthermore, new UDT and Intranet servers were installed replacing servers that were over six years old. With this replacement, these servers will now be much faster and more reliable.

When the UDT server was replaced, Motorola was contracted to perform an upgrade of the software and to the CAD database. This upgrade to the database had become an urgent need as Motorola no longer supported the UDT-3 format. Moreover, SCCECC Systems Division personnel were trained in how to establish data feeds to User agencies using the UDT-4 software.

In July, four large Advanced Tactical Mapping (ATM) monitors were installed at key radio positions in dispatch. One of the monitors is installed at the Fire/EMS dispatching position, allowing for easy view of Automatic Vehicle Location (AVL) of medical units. The other three monitors were installed at primary law radio positions to increase the accuracy of cross-streets given to units prior to their arrival on-scene. New monitor stands were also purchased to allow for at least three of the six monitors at each dispatch position to be ergonomically mounted in a horizontal line directly in front of the dispatcher.
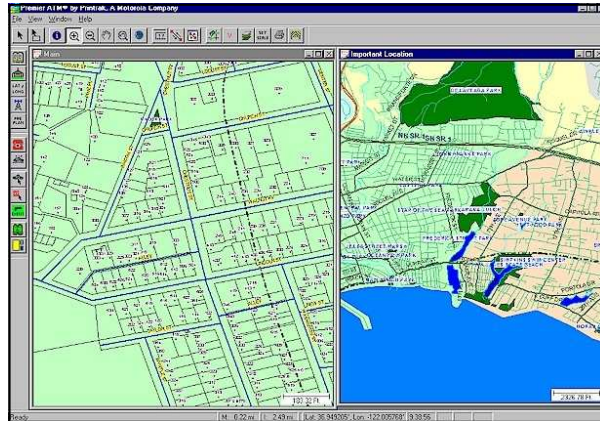
Advanced Tactical Mapping software.

9-1-1/Telephone

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

Due to a change in funding of PSAPs at the state level, SCCECC was able to send five representatives to the CalNENA conference in January. This was fully reimbursed by the state, and allowed staff members to participate in training courses in areas including tactical dispatching, public safety mapping, and Voice over Internet Protocol (VoIP) deployment. Additionally, staff members were able to see demonstrations of future 9-1-1 phone systems, modern dispatch furniture, and the latest radio console software.

Radio/Console

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

In 2005, SCCECC was directed by the Board of Directors to form the Narrow-banding Task Team due to the federally mandated narrow-banding of the VHF radio spectrum that is scheduled for full implementation by 2013. This would render the current radio systems obsolete and unusable in their current state. Therefore, all agencies are required to convert and narrow-band their current VHF wide-band systems. SCCECC continues to be at the center of this project in order to facilitate the next phase of the Narrow-banding Study performed by CTA Communications which is referred to as "Amendment 1". This phase of the project includes licensing assistance for VHF frequencies, a radio capacity analysis of the

participating agencies, and a detailed implementation schedule. Additionally, with the help of Systems Division staff, the Narrow-banding Task Team has developed a position document that makes recommendations that cover the technical approach, governance, project management, and funding. This portion of the study and the position document will be completed and presented to the Board of Directors on January 24, 2008.

Geographic Information Services (GIS)

New monitor

Last year, all fire districts, fire departments, and AMR (backed by County HSA) asked that SCCECC take on a pilot project to implement a Public Safety Mapping Program. This project required that a dedicated Geographical Information Systems (GIS) technician coordinate and generate updates to the Fire Run Books (FRB) for each agency, align the fire map grids on SCCECC's map system to the map page grids defined in the FRBs, develop and distribute large-scale pin-maps, and distribute map updates via the SCCECC Users' website. In addition to the above responsibilities, the Division will assist AMR in implementing electronic tactical mapping within their ambulances within the next year.

Due to the success of the pilot project (goals completed), all of the participating fire/EMS agencies elected to sign a 3-year renewal agreement with SCCECC in order to formalize public safety mapping services for their agencies. When the pilot project began in 2006, Nicola Garner, a Public Safety Dispatcher II, was assigned to the project and was trained in the use of ESRI ArcMap software. Now that the program is formalized, Nicola Garner has been reclassified as a Systems Technician, permanently assigned to the Systems Division.

Although the accuracy of the Center's Geofile has continued to remain constant at around 99.9% since July 2003, there are many updates performed routinely: common place name changes, street additions, and new addresses. A total of 227 Geofile related updates were performed during 2007, compared to 225 for 2006.

Performance Reporting

The Systems Division continues to design specialized reports on an as-needed basis for our User agencies and the Center. This past year saw the continued development of new reports to accommodate the new UDT-4 CAD data format. Although the database was sufficient for past reporting, the new data format is an improvement that will provide the CAD/9-1-1 Unit with a better ability to provide more detailed reports in the future. Furthermore, the new database format will increase the speed in which the reports are run from our UDT server. Although the goal to convert all UDT-3 reports to the UDT-4 format in 2007 was not completed, 60 reports were successfully converted, leaving 86 to be converted in 2008.

MOBILE DATA COMPUTER (MDC) UNIT

This year marks the implementation of Mobile Data Computers (MDCs), and a completely separate MDC system connected to CAD, with Automatic Vehicle Location (AVL) and digital mobile mapping in the ambulances (13 units, 10 with MDCs).   Thanks to the public safety mapping program, the medics no longer need to depend on Thomas Brothers Map Guides and instead receive GPS-based driving instructions on the electronic maps installed on their MDCs. While driving to an incident, the map will zoom as it tracks the movement of the ambulance ensuring even quicker arrival times. To ensure that the mapping product was fully used, over 60 medics were trained by the new Systems Technician assigned to GIS.

While mobile mapping is useful to the medics, AVL gives the dispatcher the ability to wirelessly dispatch ambulances based on the unit's availability and proximity to the incident. This not only provides better service to the public as the closest ambulance is accurately dispatched through digital technology, but it reduces radio traffic on the Fire Red channel, giving fire and EMS personnel a clearer voice channel.   Ambulance dispatching has been virtually automated through the use of AVL-based dispatched calls-for-service, electronic statusing, driving instructions, electronic messaging, and in-field incident recall.

ATM Mobile training session

The unit continues to oversee the Dataradio/Bio-Key Mobile Data Computer (MDC) systems for the following SCMRS User agencies: Santa Cruz Police Department, Watsonville Police Department, Capitola Police Department, Scotts Valley Police Department, Santa Cruz Fire Department, and Watsonville Fire Department. In addition, the MDC Unit continues to fully support the AMR MDC system. This MDC system uses a Verizon connection via a secure transport between Verizon's network and SCCECC's network. Moreover, the AMR MDC system was implemented with a Motorola Premier MDC solution. The Unit's responsibilities for all of the listed MDC systems include managing vendor installations, software configuration, and troubleshooting of MDC software, the MDC and Automatic Vehicle Location (AVL) servers, the wireless MDC infrastructures, and associated equipment.

AMR at the ready.

Mobile reporting continues to be used within the SCMRS User agencies. This tool allows police officers to write reports in the field and then transmit them to the SCMRS system for processing. The Watsonville police and fire departments, Santa Cruz police and fire departments, and Capitola Police Department continue to use an MDC infrastructure at a 43.2Kbs data rate. Furthermore, all of the law and fire units that have MDCs installed are able to perform status changes, receive calls, and send and receive electronic messages.

During 2007, the Unit continued the increased responsibility of maintaining the hardware of the MDCs for all of the User agencies mentioned above. This increase in responsibility has continued to be a direct benefit to the agencies in the way of decreased response times and increased availability of the MDC units in the field. By allowing the agencies to discontinue their existing hardware maintenance contracts, the agencies have continued to experience considerable savings for the past year without an increase to the cost of services from SCCECC. In 2007, the unit addressed 156 SCMRS-related MDC issues.

SANTA CRUZ METRO RECORDS SYSTEM (SCMRS) UNIT

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

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

During 2007, the SCMRS Unit has continued to operate efficiently, foregoing the need for software maintenance agreements with Bio-Key (MDC software vendor) and Cyrun (RMS software vendor).

The SCMRS Unit also assumed the maintenance of the Crossroads handheld traffic reporting and electronic citation program, and is in the process of implementing a wireless MESH network pilot project for each of the police agencies. Watsonville Police Department will be the first agency to use the MESH technology, and the pilot project will be completely installed for their agency by March 2008.

In July 2007, Santa Cruz Police Department increased support to the SCMRS program by adding a 0.5 FTE, assigned to their department. As a result, maintenance of the Mobile-Vision (MAV) wireless in-car video system was added, including all police-related hardware and software programs. Since July, 24 MAV issues were addressed specifically for SCPD by the Systems Division.

The SCMRS Unit continues to participate in the RMS Request for Proposal (RFP) process with the Santa Cruz County Information Systems Division and Sheriff's Office. The Sheriff's Office still seeks a new RMS/Detention Management System (DMS) for future replacement of their current system. Because of this, SCMRS remains interested in monitoring their progress and providing input when appropriate. The SCMRS Unit will continue to participate in this process in 2008.

SCMRS Completed Workorders

Category	Value
Alliance	142
MAV	24
Crossroads	4
MDC	156
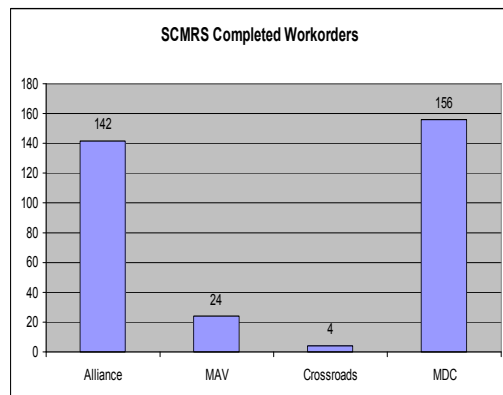
Lastly, the Unit upgraded the existing SCMRS frame-relay T-1 lines to full point-to-point T-1 lines and replaced all of the routers. As a result, SCMRS will experience an overall annual cost savings of approximately $8,000 and an increased data circuit capacity of up to 1,000%.

ADDENDUM A
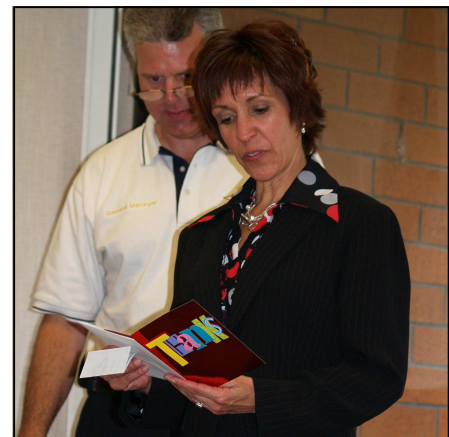
SANTA CRUZ PUBLIC SAFETY DISPATCHERS ASSOCIATION

The Dispatchers Association collects dues of $5 per pay period from each member dispatcher and management through voluntary payroll deductions. These dues fund the Justin Keele Memorial Scholarship, activities for National Dispatchers Week, and outreach projects. It is a great thing that dispatchers and managers can work together in this way.

Justin Keele Memorial Plaque installed on the deck in 2007.

Two scholarships of $1,000 each are awarded each year from the Justin Keele Memorial Scholarship Fund. This year Brittany Conrad, the daughter of an Aptos La Selva firefighter, received her second scholarship. Different people sit on the selection committee each year, so this says a lot about her achievements. She attends Cal State Fullerton and works at Disneyland. Dispatcher Terry Minogue and her husband delivered the scholarship check in person while vacationing at Disneyland. The other scholarship was awarded to Daniel Vahradian, the son of a Santa Cruz Fire EMS Coordinator, who will be attending Albertson College in Idaho.

This year the association contributed to recognition gifts for Support Services Manager Lisa Sullivan and Training Supervisor Rosanna McKinney when they departed SCCECC, sponsored dispatcher Nicola Garner in a marathon she participated in supporting the Leukemia and Lymphoma Society, helped dispatcher Lyndsay Badial with airfare following the tragic loss of a family member, donated to the Eric Koch Son-Rise Fund in memory of Andy Crain, and adopted families at Christmastime providing donations of money, clothing, and toys.

General Manager Michael McDougall and Lisa Sullivan, former Support Services Manager

Association Officers 2008
Meghan Dixon - President
Cheryl Selden - Vice President
Terri Minogue - Secretary
Bill Burnett - Treasurer
Rosa Puga - Sgt at Arms

ADDENDUM B
RETIREMENTS

MCKINNEY RETIREMENT

Rosanna McKinney retired from her position as Public Safety Communications Training Supervisor after nearly twelve years of dedicated service to the Authority and its User Agencies.

Rosanna began her career in public safety as an Emergency Services Dispatcher with the Fresno Police Department in July 1976 and was promoted to Communications Supervisor in May 1981. After a nineteen-year career with the Fresno Police, she was selected as one of the Authority's first operations supervisors in January 1996. Shortly after her arrival, she demonstrated superior training and administrative talents during the Center's start-up. In early 1998, Rosanna was permanently assigned to the Support Services Division as Training Supervisor, where she was able to utilize her credential as a Police Officers Standard and Training (POST) Master Instructor and fully apply her unique training skills.

Rosanna McKinney contributed much throughout her distinguished public safety career through hard work, long hours, and sincere devotion to her trainees and the organization as a whole.

General Manager Michael McDougall presents retiring Training Supervisor Rosanna McKinney with a recognition plaque.

Rosanna was instrumental in designing and implementing the Authority's in-house classroom training program which has served as a model for our industry. During her tenure, Rosanna personally trained thousands of students in various training classes and POST workshops and guided over one hundred Authority trainees through their day-to-day classroom activities. A partial list of Rosanna's many accomplishments include: training, certifying, and mentoring each of our existing Training Instructors; assisting in the design and implementation of the Authority's website to include valuable resources for the public, our Users, and our on-duty dispatchers; creation of a web-based Career Section designed to assist in recruitment efforts; and, "inventing", implementing, and administering our award winning *Citizen's Academy for 9-1-1*, which has been recognized by the Commission on Accreditation for Law Enforcement Agencies (CALEA) as an Exemplary Project and "first of its kind".

Rosanna has returned to Fresno to be near her family. She continues to teach on a part-time basis.

MARR RETIREMENT

This past October saw the retirement of another NetCom employee, Senior Public Safety Dispatcher Greg Marr. Greg began his career as a public safety dispatcher with the County of Santa Cruz in January 1991. During his 16 years of service, Greg has held many titles, including Emergency Medical Dispatcher, Certified Training Officer, Academy Instructor and Incident Dispatcher.

During his tenure, Greg has formed many positive relationships with our User personnel and has been commended many times for his operational expertise.

Greg's immediate plans include working on his home in Sacramento.

Dispatcher Greg Marr working in the pod.

Coworkers and friends give Greg a cheery send-off.

ADDENDUM C

RECOGNITION OF OUTSTANDING CONTRIBUTION
LISA SULLIVAN

After twelve years of dedicated service to the Authority, Lisa Sullivan left her position as Support Services Manager with the Santa Cruz Consolidated Emergency Communications Center to take the position of Director of Human Resources with the City of Santa Cruz.

In March 1995, she was selected as the Authority's Public Safety Communications Operations Coordinator after a nation-wide search. Shortly after her arrival, she demonstrated superior management and administrative talents during the Center's start-up and was quickly promoted to Support Services Manager in April 1998.

Lisa served NetCom with distinction as a progressive and skilled manager, administrator and trusted advisor to the General Manager, its Users Committee, and the Board of Directors. She was the cornerstone for many significant and challenging projects that resulted in programs which are now ingrained within the Center's culture, including the design and implementation of a groundbreaking Quality Improvement Program which serves as a model for other agencies, and successful implementation of a dispatcher recruiting and retention program which reduced turnover, stabilized staffing, improved service efforts, and focused national attention upon our Center as a model to be emulated. Lisa skillfully managed the Authority through two CALEA accreditation processes resulting in awards and recognition that no other Communications Agency in the state of California has accomplished.

Lisa Sullivan and her family enjoy a farewell luncheon in her honor.

Asst. General Manager Scotty Douglass and SCCECC Board Member Carlos Palacios.

ADDENDUM D
2007 COMMUNITY SURVEY RESULTS

Total Surveys Sent = 981
Total Survey Responses = 179
Return Rate = 18%

1. When you called, how did you reach us?

9-1-1 LandLine	9-1-1 Wireless	Phone Book	Transfer
75.8% (135)	*25.8% (46)*	*0 (0%)*	*0.6%*

2. From the following, please select the one that best describes the competency of the dispatcher you spoke with.

Expert	Capable	Inexperienced	Incompetent
62.5% (110)	*36.4% (64)*	*0.6% (1)*	*1.1% (2)*

3. From the following, please select the one that best describes the attitude of the dispatcher you spoke with.

Caring	Polite	Inattentive	Rude
44.9% (80)	*58.4% (104)*	*1.1% (2)*	*2.2% (4)*

4. How satisfied were you with the service provided by the 9-1-1 center?

Exceeded Expectations	Satisfied	Frustrated	Dissatisfied
29.4% (52)	*66.7% (118)*	*3.4% (6)*	*1.1% (2)*

5. How can we improve our dispatch service?

Great service/No improvement needed	*65% (75)*
Lack of response/slow response from agencies	*7% (8)*
Offer Estimated Time of Arrival	*5% (6)*
Don't know	*3.5% (4)*
Don't ask so many questions	*3.5% (4)*
Be better informed	*3.5% (4)*
Better follow up	*3.0% (3)*
Dispatchers should be nicer	*3.0% (3)*

Take callers more seriously	*3.0% (3)*
Improve cell phone issues	*1.7% (2)*
Hire more police officers	*1.4% (1)*
Track phone numbers for statistical purposes	*1.4% (1)*

6. What community concerns could the 9-1-1 center help address?

Improve police attention to citizens' concerns	*24% (10)*
None	*22% (9)*
Educate citizens about 9-1-1/disaster preparedness	*22% (9)*
Addressing issues that delay agency response	*7% (3)*
Answer cell phone 9-1-1 calls faster	*4.8% (2)*
Hire more police officers	*4.8% (2)*
Don't know	*2.4% (1)*
Tell people 9-1-1 is for emergencies only	*2.4% (1)*
Work closer with Neighborhood Watch groups	*2.4% (1)*
Noisy students	*2.4% (1)*
Animal Control issues	*2.4% (1)*
Gang activity	*2.4% (1)*

7. Have you ever visited our website?

Yes	No
5.7% (10)	*94.3% (166)*