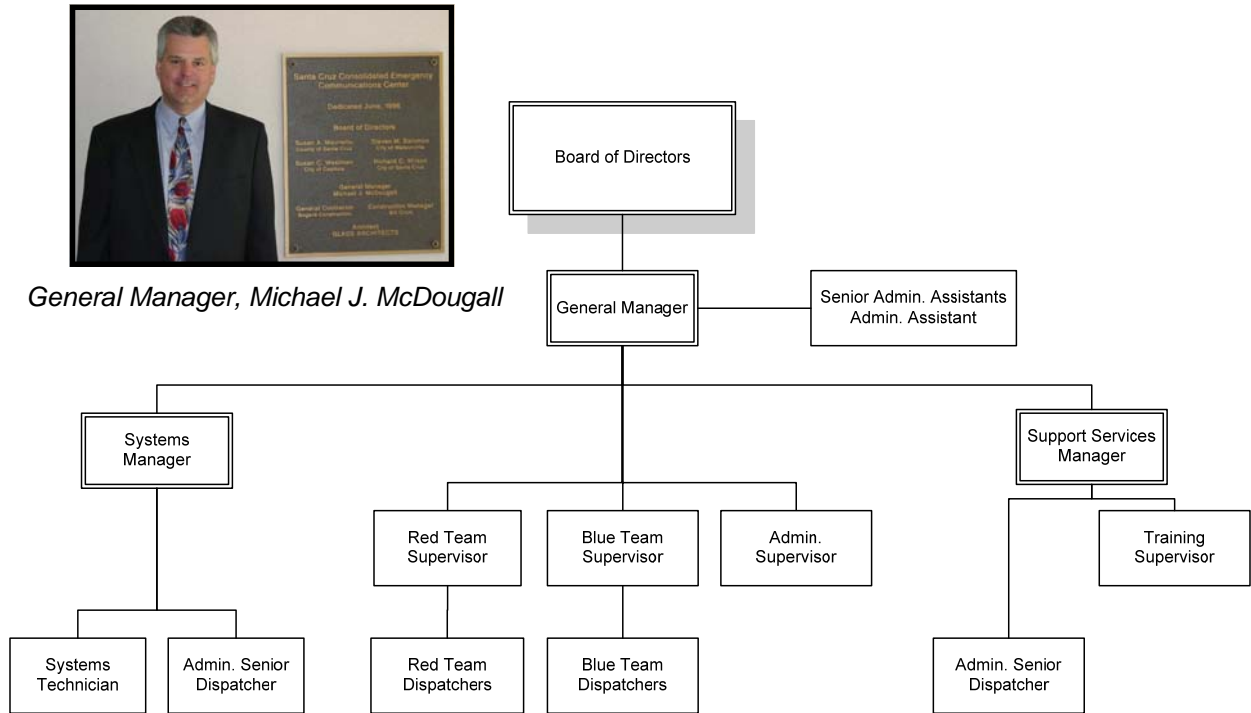
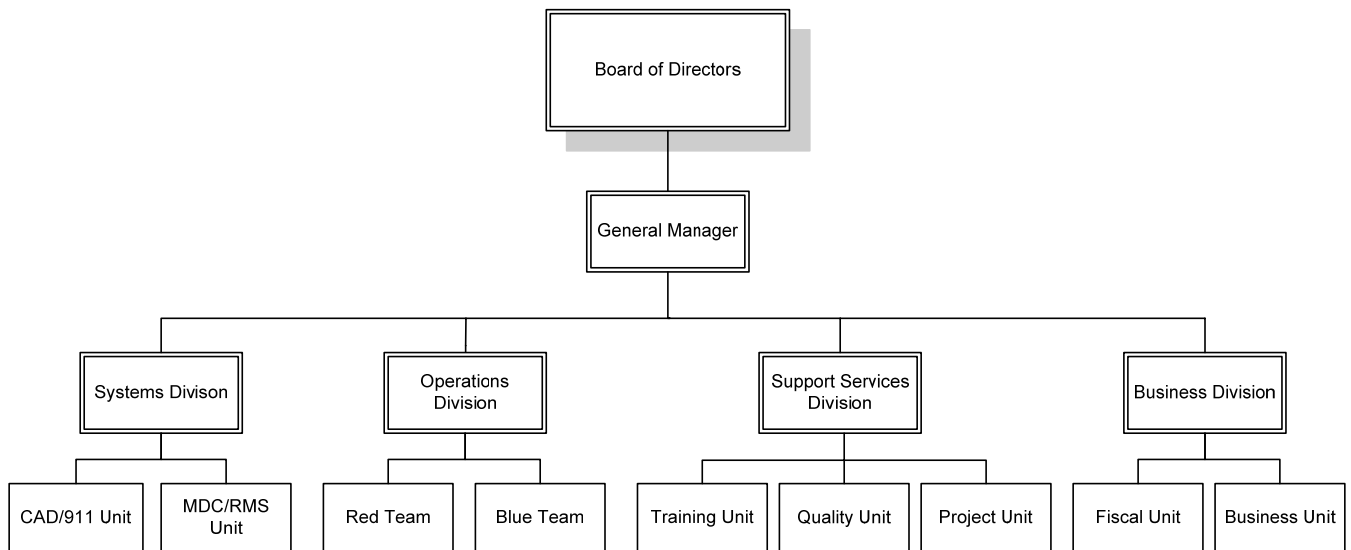


# ORGANIZATION

## ORGANIZATIONAL REPORTING STRUCTURE



## ORGANIZATIONAL PROGRAM STRUCTURE



## 2005 GOAL SUMMARY

**Improve the *operational performance* of our dispatching staff in the more advanced areas of their trade through training and program development. ACCOMPLISHED**

Armed with feedback gleaned from the 2004 Field User surveys, efforts were focused upon establishing and communicating more accurate *time elements, managing radio traffic and pending call volumes*, and *handling “low frequency, high risk” incidents*.

To address *time elements*, two specific law enforcement policies were recommended to (and approved by) the Users Committee, several supporting procedures were developed, dispatcher training was administered, and a performance monitoring system was implemented. In early 2005, and shortly after implementing these program changes, it was determined that our dispatching staff accurately established time elements for 73% of the calls they handled. By November of 2005, and as a result of our efforts, *dispatching staff had improved to 96% in their ability to accurately establish and communicate time elements* to our field Users.

Formally designing “channel split” procedures in collaboration with Sheriff’s Office personnel, conducting shift drills, and establishing a new CAD incident type category (BLUE calls) were a few of the specific steps taken in an effort to *improve dispatcher skill and ability to manage primary radio frequencies and CAD “pending queues”*. Through these efforts (and others), average “queue” time has reduced from 57 seconds in January, 2004 to 30 seconds by January, 2005 (with “hot felonies” at *an average “queue time” of less than 23 seconds* as measured in July, 2005).

Specific performance standards were developed and communicated to dispatching staff as it relates to the proper handling of *“high risk, low frequency” incidents*, which included proper alerting procedures, notification protocols, and incident classification guidelines. Given the nature of these emergencies, compliance reviews are performed on 100% of these calls and specific CAD prompting has been implemented. Over the course of the past year, staff have improved their ability to meet the applicable standards *from 83% in February, 2005 to 91% in October, 2005*. Specifically, through these efforts; **1) Confirmed Structure Fires have been more accurately classified (which resulted in a 32% annual decrease in “over responses”); 2) Compliance to hot felony call reviews which reached 92% (see page 15); and 3) Fire/EMS “pre-alerts” have increased in quality and quantity (reaching 99% compliance in the third quarter of 2005).**

**Increase partnerships in the organization among our User Agencies and Community. ACCOMPLISHED**

Over the course of the year, staff members have participated in joint training exercises, which included multi-casualty table-top drills, law enforcement “Scenario Days”, and Incident Dispatcher (IDT) training events (including Fire, Search and Rescue, HazMat scenarios and State-sponsored classroom training). Our IDT team handled nine activations including a large structure fire in Watsonville and a significant HazMat in the Central Fire/County area. Efforts to expand our dispatcher “ride-a-long” program resulted in an *increase in the number of annual*

**participation hours from 201 in FY 2003/04 to 348 in FY 2004/05.** A new section of our Intranet was established to provide dispatch staff with daily updated information regarding community-policing activities involving our Law Users, which also include direct participation in project including public inebriates, lock-down facilities, Santa Cruz Downtown Association, and homeless issues.

**Improve community outreach. ACCOMPLISHED**

In late 2004, the Recruiting Task Team changed it's name to the Awareness and Community Education (ACE) Team and redirected it's efforts accordingly. The ACE team conducted 13 community group tours, hosted 74 citizen "sit-a-longs", and participated in several community events, a few of which included the Strawberry Festival, Tip-A-Cop, School Safety Days, and National Night Out. The Team also applied for a grant to expand School Safety Days to include additional schools, but were unable to identify a grant source. Also during the past year, a random community satisfaction survey of citizen callers to our Center was conducted and a detailed analysis of results are discussed on pages 38-39. Of 2,060 surveys distributed, 291 were returned (14.1%). Overall, **98% of those citizens returning surveys reported positive experiences while interacting with our dispatching staff members.** The survey also identified 109 citizens who are potentially interested in participating in a 9-1-1 Citizens Advisory Committee (see 2006 Goals).



ACE team members Kristine Cisco and Greg Marr presenting at the Linscott School Safety Day

**Continue to pursue technical excellence. ACCOMPLISHED**

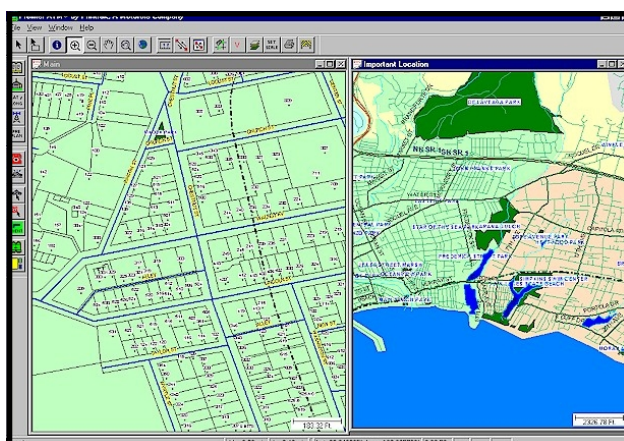


In December, 2005, and after significant joint development efforts by our Support Services and Systems Division personnel, a dedicated and extensive User link was added to our [www.scecc.org](http://www.scecc.org) website. User features include Task Team meeting agendas and minutes, automated concern and/or suggestions forms, our electronic Newsletter, County-wide Policy and Procedures, reference material to assist Users with both CAD and MDC functionality, commonly used phone numbers, and training bulletins. In January 2005, our established 9-1-1 computer/telephone system was

successfully upgraded to include GIS plotting of wireless 9-1-1 callers (pending State implementation). Also during the past year, SCMRs services were expanded to include complete maintenance responsibilities of approximately 88 installed mobile data computers, resulting in a **90% reduction in service calls and a 30% increase in customer satisfaction based upon "before and after" survey data obtained from our Field Users.**

## 2006 GOALS

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



***Improve the operational and technical utility of our Geographical Information systems (GIS), maps and databases by:***

- training dispatchers in the advanced functionality and capabilities of their available GIS systems and mapping tools in order that they may better assist responding field units
- aligning the Computer Aided Dispatch (CAD) Geofile with county and city GIS base maps
- expanding GIS and mapping services to our Fire and EMS Users

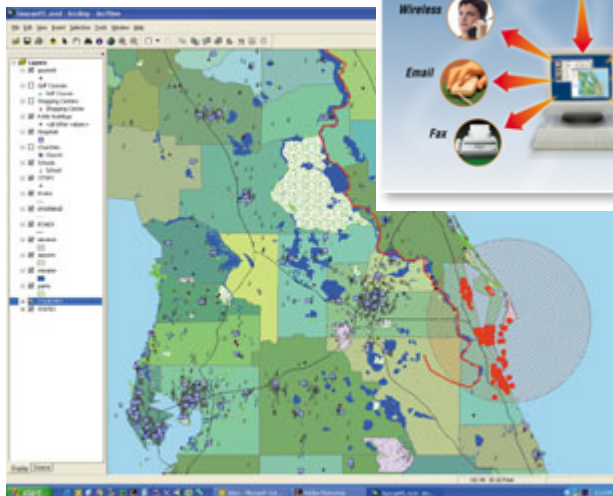
***Develop and improve upon the level of customer service provided to our citizens by:***

- providing advanced customer service training to our staff
- increasing our awareness and sensitivity to specific community issues
- handling our citizen callers with care and compassion, providing explanations when possible, and follow up when needed
- helping to improve public understanding of the field's response to their concerns





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



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

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

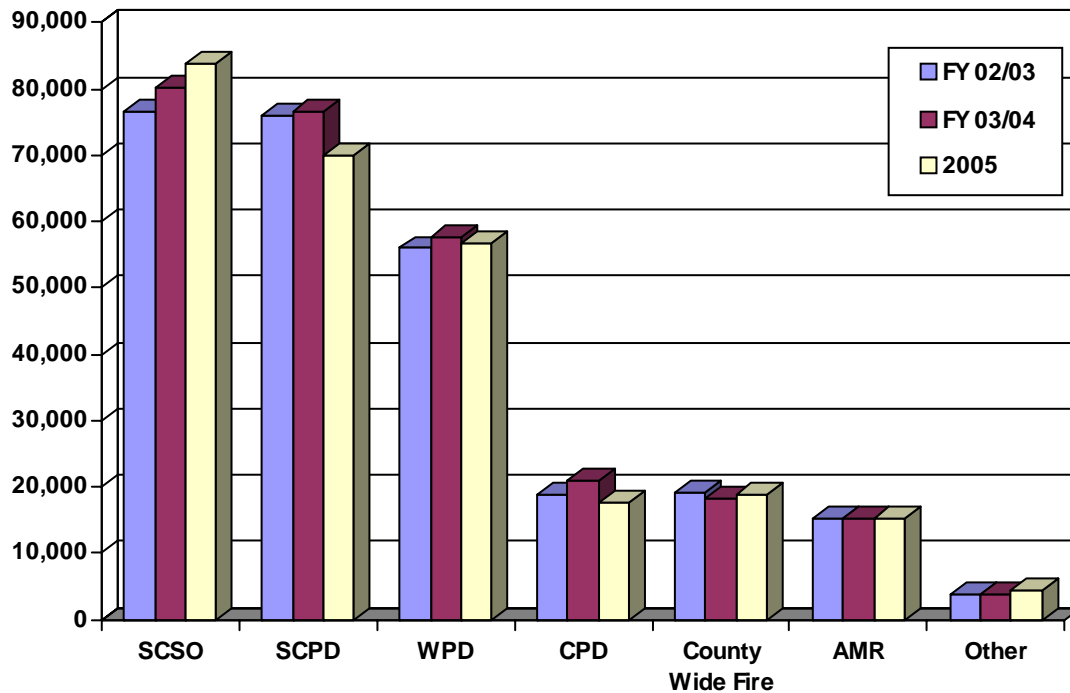


## WORKLOAD AND CALL VOLUME STATISTICS

### 2005

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

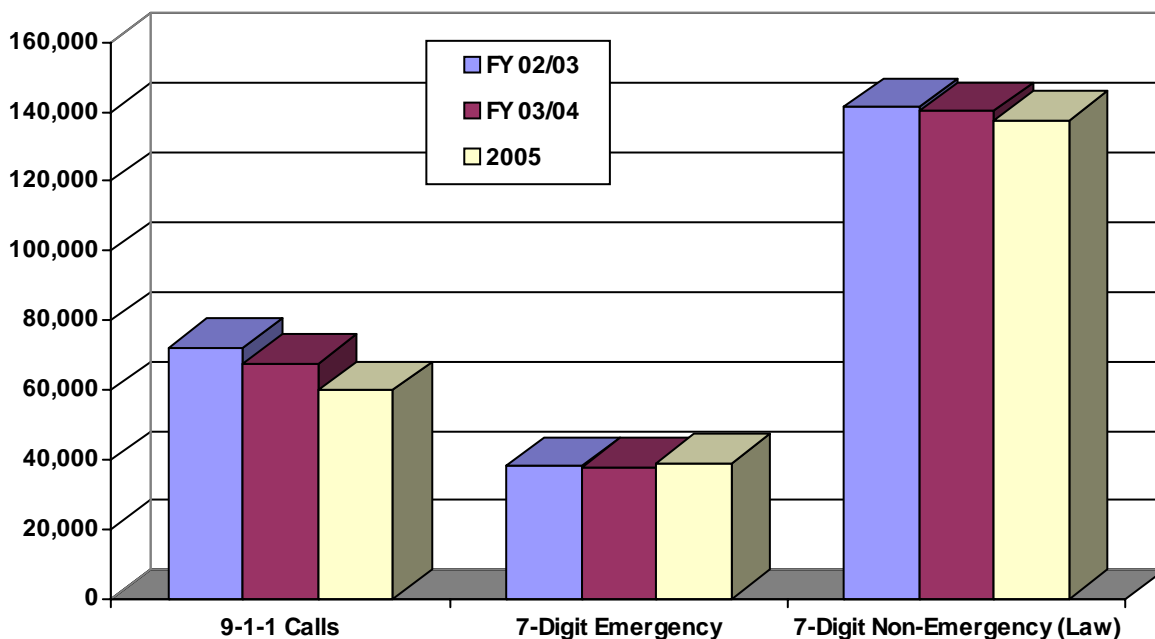
Calls for Service (CFS) Handled and Processed				
FY 02/03	FY 03/04	2005	Agency	% Annual Change
76,649	80,174	83,976	Santa Cruz County Sheriff's Office (SCSO)	4.6%
76,069	76,498	70,065	Santa Cruz Police Department (SCPD)	-8.4%
55,985	57,667	56,795	Watsonville Police Department (WPD)	-1.6%
18,697	20,808	17,689	Capitola Police Department (CPD)	-5.0%
19,169	18,344	18,808	County Wide Fire	2.5%
15,159	15,084	15,142	AMR	0.7%
3,694	3,745	4,487	Other	16.6%
<b>265,422</b>	<b>272,320</b>	<b>266,962</b>	<b>Total Calls For Service</b>	<b>-2.0%</b>



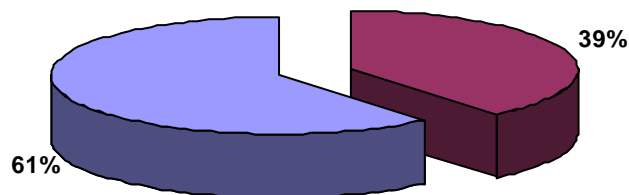
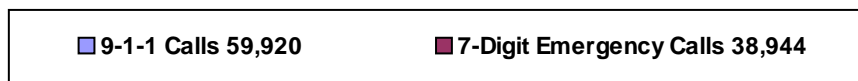
Calls for Service Agency Comparison

**Incoming Telephone Calls Handled and Processed**

Year	9-1-1 Calls	7-Digit Emergency	7-Digit Non-Emergency (Law)	Total 7-Digit Calls	Total
FY 02/03	72,138	38,289	141,202	413,039	485,177
FY 03/04	67,731	37,806	140,159	396,295	464,026
<b>2005</b>	<b>59,920</b>	<b>38,944</b>	<b>137,709</b>	<b>356,215</b>	<b>416,135</b>



**Calls for Service Origin Comparison**



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

## BUSINESS DIVISION

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



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

### FISCAL UNIT

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

#### Purchasing

The Authority issues and tracks its own purchase orders. In our ninth year of operation the Authority issued 58 purchase orders.

#### Payroll

Authority payroll is based on a 14 day reporting period for 56 employees in seven different benefit statuses. Administrative staff collect, verify, and process time cards every two weeks. Time cards are submitted to and paychecks are issued by the Santa Cruz County Auditor/Controller's Office. Their Payroll Division then charges the Authority an annual fee for services which include: payments to PERS for retirement benefits, state and federal tax withholdings, payments for Medicare taxes, and unemployment insurance. The Authority's Fiscal Unit tracks employee vacation accrual changes, step increases, holiday hours, ETO (Elective Time Off) hours and compensatory time taken and accrued.

#### Accounting

Accounting is performed according to generally accepted accounting practices. All expenditures are tracked in sub object accounts and reconciled with the County Auditor/Controller's FAMIS computer tracking system. Claims are generally submitted to the Fiscal Unit, where they are reviewed and submitted to the County Auditor/Controller's Office for payment using the "Blue Claim" process. Administrative staff also prepare routine invoices and deposit revenue into appropriate sub object accounts identified in the Operating and Capital Budgets. The audit for Fiscal Year 2003/2004 was performed by the County Auditor/Controller's Office and was presented to the Board of Directors on September 22, 2005. 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 Operating Budget for Fiscal Year 2005/2006 is divided into two major pieces: Salary and Benefits, and Services and Supplies. The Salary and Benefits section consists of nine sub-object categories that are directly applicable to salary and benefits. The Services and Supplies section consists of 28 sub-object categories that encompass all the expenditures of supplying, maintaining, and operating the facility.

Fiscal Year	Total Budget	% of Change
2001/02	\$4,439,779	3.80%
2002/03	\$4,571,975	2.90%
2003/04	\$4,766,302	4.20%
2004/05	\$4,985,813	4.60%
<b>2005/06</b>	<b>\$5,128,734</b>	<b>2.87%</b>

The Capital Budget is primarily comprised of sub-object accounts that are directly related to payment of lease revenue bonds and the procurement of fixed assets. The SCCECC Fiscal Year 2004/2005 Capital Budget funded the final payment on the HP Series S mini-mainframe and ProQA software as well as the upgrade/replacement of the 9-1-1 System. This upgrade modernized the user components and provided for enhanced, Phase II wireless capability. This enhancement allows cellular callers to be routed directly to our Center, which eliminates multiple phone transfers.

The SCCECC Fiscal Year 2005/2006 Capital Budget funded office furniture for the Administrative Supervisor's office and the tape room, replacement of the mapping plotter, and six dispatch chairs. Ongoing projects under the Fiscal Year 2005/2006 Capital Budget include the first phase of a multi-year building upgrade and maintenance project, the Geofile Alignment Project, and CAD system upgrades.

Under direction by the County of Santa Cruz Auditor's Office, the Debt Service Budget was created for FY 2005/2006. This budget unit includes expenses and revenues associated with the Authority's long-term debt (lease revenue bonds), which were previously a part of the Capital Budget.

The Fiscal Year 2005/2006 Budget has a separate index code and budget for the Santa Cruz Metro Records Management System (SCMRS). This budget is also divided into two pieces: Salary and Benefits, and Services and Supplies. The Salary and Benefits section consists of eight sub-object categories that are directly applicable to salary and benefits. The Services and Supplies section consists of 16 sub-object categories that encompass all the expenditures of supplying and executing the SCMRS Agreement. Revenue from Users is collected to offset the entire budget each year. Employees in the Systems Division continue to submit separate time cards to show allocation of their time in two different budget indexes.

## BUSINESS SERVICES UNIT

The Business Services Unit provides support for Grounds and Building Maintenance, Personnel, Safety, and Records.

### Grounds and Building Maintenance

During this reporting period the Authority continued to administer specific professional service agreements with 11 vendors that provided the following services:

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

### Personnel

From July 2004 to December 2005, the Authority completed six recruitments. Those recruitments resulted in the hiring of six Trainee Dispatchers, a Senior Administrative Assistant, an Administrative Assistant, and a Systems Technician. Those recruitments also resulted in the internal promotion of a Systems Coordinator to Systems Manager and an Administrative Assistant to Sr. Administrative Assistant. The Authority maintains an interest list for all agency classifications and advertises statewide during Dispatcher II and III recruitments. Employment opportunities are also listed on the Authority's website at [www.scecc.org](http://www.scecc.org).

### Safety

The Authority had another safe year with only one Worker's Compensation claim. Three new members were recruited for the Safety Committee, which met four times in 2005. During the flu season months of January – March, the number of sick hours related to the



*Safety Coordinator Kathryn Redfield at the Authority's Wellness Board*

flu were reduced by 27% over last year. Some of the other highlights in the area of safety this year were:

- Conducted four workplace inspections
- Conducted a dispatcher chair survey to determine ergonomic chair selection and had 87% participation
- Realized a 50% increase in participation in the Wellness Program's support component, in-house flu shots
- 2005 Perfect Attendance Awards were issued to: David Brenner, William Burnett, Ralph Wilcox, and Anita Miller

## Records

The Business Services Unit is responsible for processing tape requests and CAD reports for the Authority. The Unit also distributes new and revised policies and procedures.

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

In 2005, 533 tape requests were processed, 26 subpoenas were served to the Authority, and the Custodian of Records made four court appearances in support of reproduced tapes.

<b>Tapes Completed in 2005</b>			
<b>Agency</b>	<b>FY 02/03</b>	<b>FY 03/04</b>	<b>2005</b>
District Attorney's Office	430	523	403
Public Defender's Office	14	32	29
Sheriff's Office	34	27	13
Private Attorneys/Citizens	8	13	17
Santa Cruz Police	34	51	27
Watsonville Police	10	14	14
Capitola Police	13	31	19
Fire Agencies and AMR	4	25	3
Other	6	1	8
<b>Total Tapes Completed</b>	<b>553</b>	<b>717</b>	<b>533*</b>

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

## SUPPORT SERVICES DIVISION

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



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

## QUALITY UNIT

The Quality Unit is responsible for: quantifying the Authority's performance; facilitating quality data analysis to determine equipment, procedural, and training needs; guiding and staffing the Authority's participative Task Team processes; maintaining the Authority's accreditation efforts; and coordinating the development, approval, and distribution of the Authority's policies and procedures.



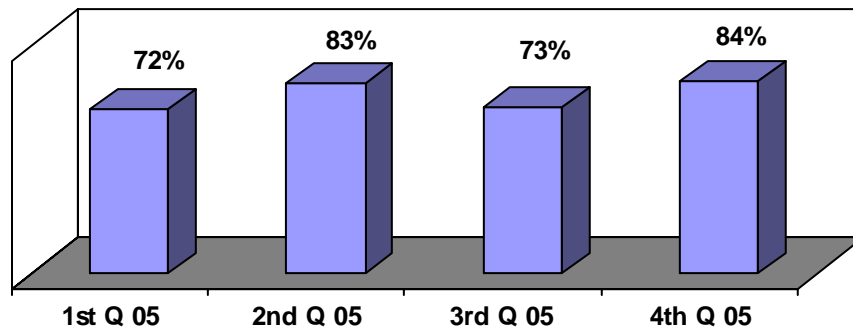
From July 1, 2004 through December 31, 2005, the Quality Unit focused on three areas of quality measurements: community satisfaction, compliance to performance standards, and implementation of the computerized version of the Emergency Medical Dispatch (EMD) protocols.

*Senior Dispatcher Ralph Wilcox and Dispatcher II Margaret Parker in the communications center*

## Compliance to Performance Standards

To paraphrase SCCECC's Mission Statement, "We are dedicated to constantly seeking ways to work better and faster to enhance our service to both the public and our User agencies. In partnership with our law and fire agencies, time and quality standards were developed for the highest priority calls for service that dispatchers create and broadcast. Agency and individual dispatcher performance is measured in 13 different areas and published on a monthly basis. The time goal established has always been that 90% of high priority calls will be created or dispatched within a specified time period. SCCECC's quality goal is also 90% or higher.

The highest priority medical calls involve a person not breathing (Echo calls). The goal is to create that detail within 60 seconds and dispatch responding units in 30 seconds. While "fast" is vital, quality is of equal importance. Support Services personnel measure compliance to EMD protocols through a call review form. Effectively helping patients means giving them proper medical directions developed from years of research by doctors. Correctly determining the *level* of response conserves resources needed to deal with the next emergency. Since implementing a computerized software system for triaging medical calls called ProQA, our employee compliance to dispatching the correct type of response and giving the best advice has steadily improved.



Echo Level Compliance

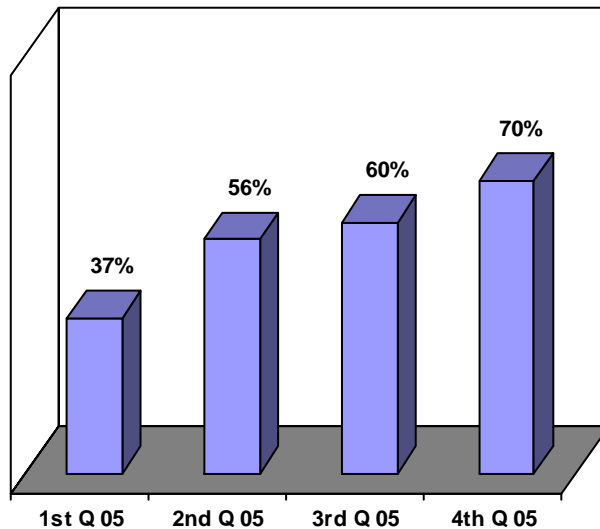
In November of 2005, SCCECC surpassed their goal of being 90% compliant to a 60-second time standard for creating Echo Level medical calls for service. **Our score for 26 details involving patients that were verified "not breathing" was 100%, with an average of 29 seconds!**

Operations Supervisors review every Echo level response call that is over 60 seconds to ensure there was a compelling reason for the slight delay. The Authority's average for 2005 is 46 seconds for call creation plus 11 seconds to pre-alert and dispatch responding units.



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

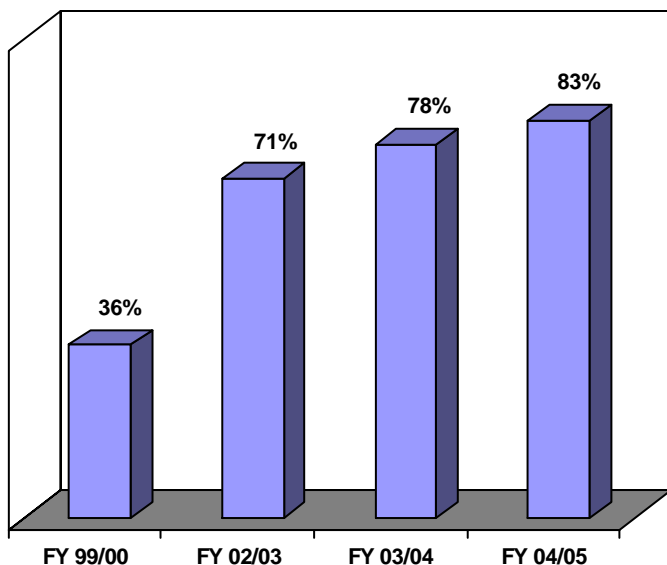
Although an anticipated learning curve using ProQA impacted our compliance to our time standards, the division was frustrated with the “slow but steady” increases in the compliance results. After the Standards Team examined the raw data, several tweaks to the EMD process were implemented using hint sheets and visual aids. The Standards Team has taken on the project of completely overhauling the C and D medical time standards .



**Charlie and Delta Level Compliance**

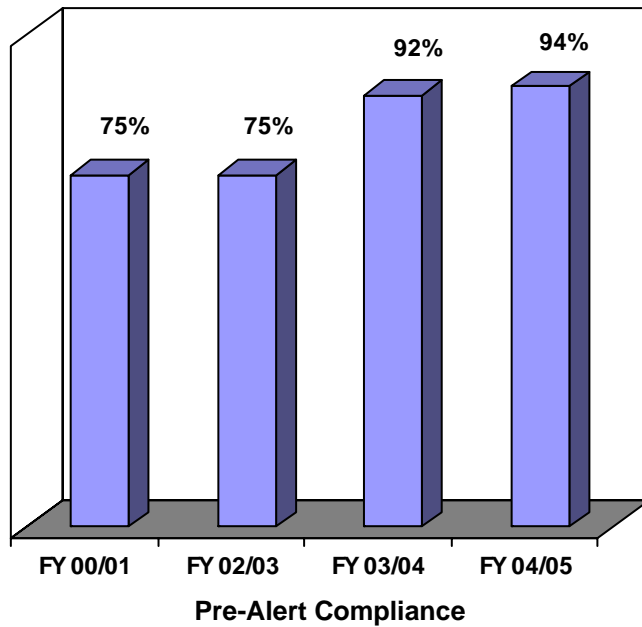
SCCECC added four new EMD’s in 2005. These dispatchers trained through the summer and helped bring our compliance levels up 10% from August to November.

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



**First Priority Fire Compliance**

Through the Fire/EMS Task Team, the types of fire calls used as data for time and quality compliance were refined. It currently takes dispatchers an average of 41 seconds to create a high priority fire call and 11 seconds to pre-alert and dispatch it. We are within 7% of our 90% goal. In response to the needs of our fire agencies, a call review score sheet was developed and implemented to make sure the right questions were being asked of people calling for help. The Authority’s compliance to this goal has progressively increased to an average of 89%.

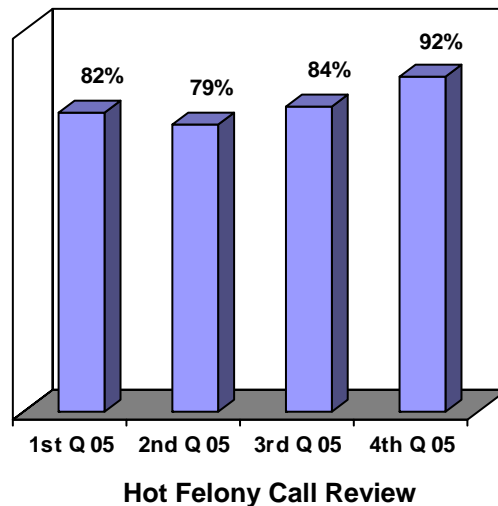


It is the goal of the Authority to **provide pre-alerts for 90% of all fire and medical incidents received on 9-1-1.**

By using the technique called "pre-alerting", fire and ambulance responders are informed of incoming emergencies and their general locations so they can begin responding *while the dispatcher is still on the phone with the caller*, thus saving valuable seconds.

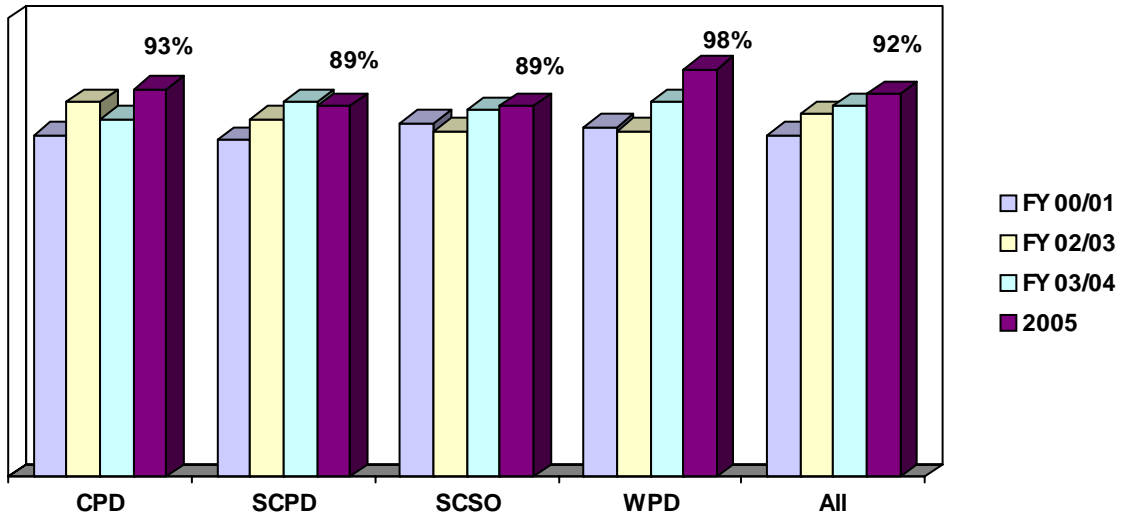
For 2005, SCCECC met or exceeded the 90% goal with a yearly average of 94%.

SCCECC has always been highly compliant to the time standards set for law enforcement details. An average of 70 seconds in 2005 is all it takes a dispatcher to create and dispatch a high priority call for service. Our agency performance has always remained at 90% or higher for all of 2005 in our ability to gather vital information from a person reporting a situation in which the timely arrival of an officer could make a huge difference in the outcome.



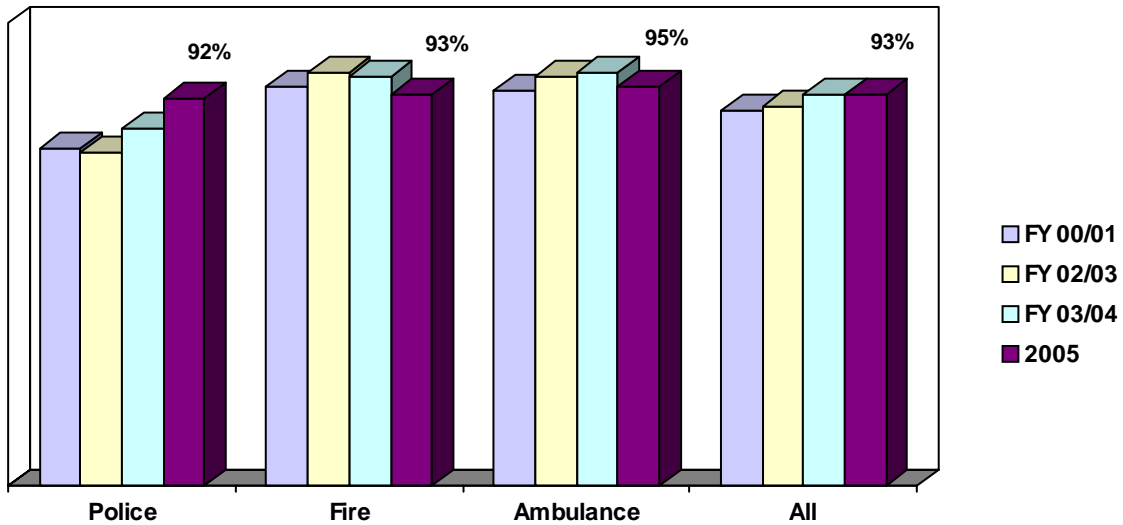
In response to law enforcement supervisors' requests, a SCCECC Operations Supervisor created a "Hot Felony Call Review" checklist that ensures units in the field are quickly alerted to high priority crimes in progress. Our agencies' compliance to this protocol remained in the 80% range until our supervisors added a visual cue in CAD for the radio dispatchers. Our compliance level quickly shot up to over 90% in just one month!

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



**First Priority Law Enforcement Compliance**

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



**First Priority Dispatch Compliance**

The dispatch process for fire and ambulance is highly automated and time stamps are generated by the Computer Aided Dispatch (CAD) system. Because of operational differences, the law enforcement dispatch process is less automated. The moment when the time stamp should be generated for dispatch of law enforcement units is defined by procedure but manually entered by dispatchers. It is reasonable to infer that the voice dispatch of law enforcement units is completed within 30 seconds more frequently than 82%. The average time to complete a law enforcement dispatch is 20 seconds which affirms this interpretation.

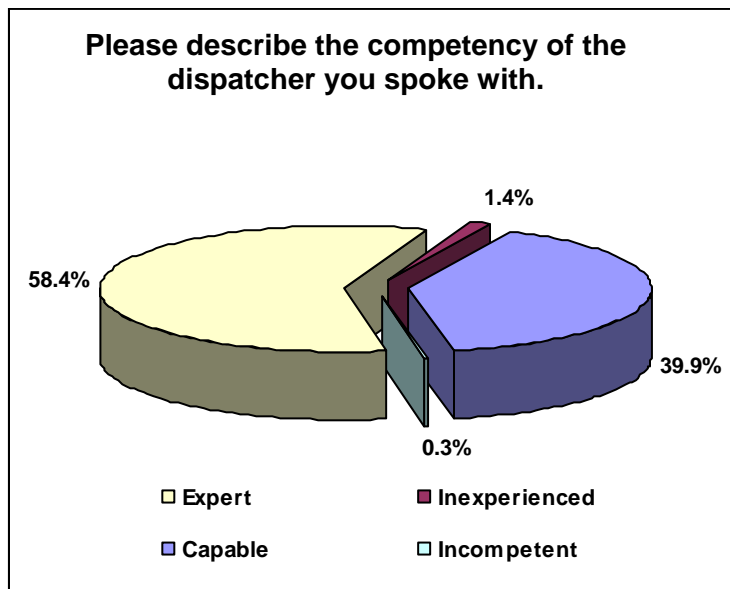
## 2005 COMMUNITY SURVEY

In an effort to evaluate how well the Authority is providing service to our community, a community survey was conducted. Using the California Lottery winning numbers as a random number generator, questionnaires were mailed to randomly selected callers in proportion to our calls for service ratios by discipline and agency. Survey participants responded by returning their completed surveys via mail or by completing the survey on our website, [www.scecc.org](http://www.scecc.org). Surveys were distributed in English and Spanish language versions. 2,060 surveys were distributed and 291 were returned for a 14% return rate.

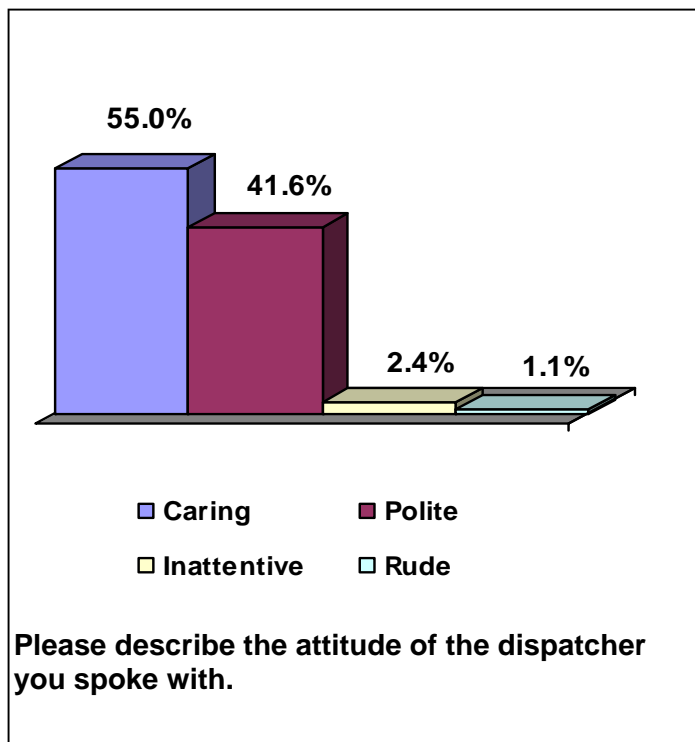
Community Surveys Distributed and Returned			
	Distributed	Returned	Return Rate
Law	1,582	181	11.4%
Capitola Police	213	33	15.5%
Santa Cruz Police	509	75	14.7%
Sheriff's Office	481	42	8.7%
Watsonville Police	379	31	8.2%
Fire	252	67	26.6%
EMS	226	43	19.0%
Total	2,060	291	14.1%

Survey questions were designed to measure satisfaction with the competency and attitude of Authority dispatchers. Participants were also asked how satisfied they were with the overall service provided by the Authority and if there were any ways by which we could improve our dispatch services. Suggestions for ways the Authority could help address community concerns were also solicited.

Survey questions were designed to measure satisfaction with the competency and attitude of Authority dispatchers. Participants were also asked how satisfied they were with the overall service provided by the Authority and if there were any ways by which we could improve our dispatch services. Suggestions for ways the Authority could help address community concerns were also solicited.



98.2% of survey participants rated dispatcher competency as expert or capable. Only 1.7% described our dispatchers as less than capable.

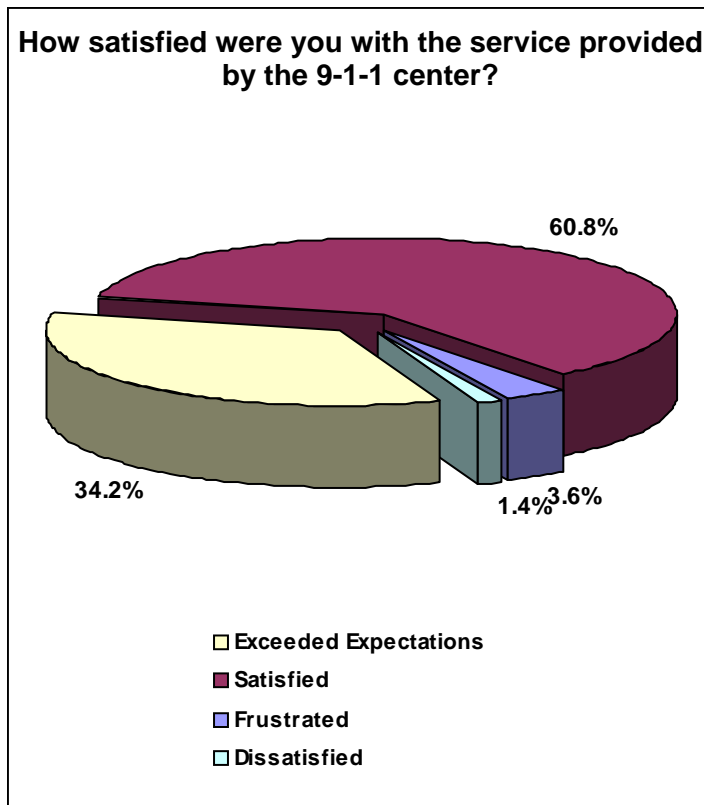


96.6% of survey participants rated dispatchers' attitudes as being caring or polite. Only 3.5% characterized their interaction with dispatchers as being less than polite. This is consistent with the previous community survey results (completed in 2002) where 97.6% of respondents rated dispatchers as "professional and courteous" or "friendly and supportive" and 2.5% rated dispatchers as "inattentive and uncaring" or "rude and cold".

The minor differences between the two survey results are most likely attributable to changes made in the survey tool. However, because the changes are not favorable, it will be important to be alert for continuing changes in future surveys.

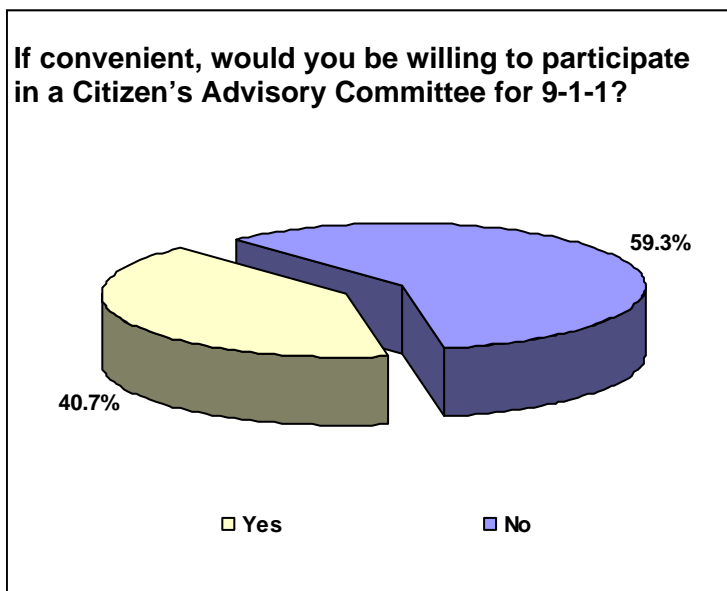
95.1% of survey participants were at least satisfied with the service they received from the 9-1-1 center; 5% were less than satisfied with the 9-1-1 center's service. This is an improvement over the 2002 community survey where 93.8% of respondents were satisfied and 6.2% were less than satisfied by the 9-1-1 services provided.

Always looking for opportunities to improve, survey respondents were asked (in a separate question) for suggestions on how to improve dispatch service (Addendum A, page 38). The responses to this question, as well as the results of the entire community survey, will be incorporated into setting future goals for the Authority.





In support of the Authority's goal to improve community outreach by creating an industry leading Citizen's Advisory Committee, survey participants were asked if they would be interested in participating. 40.7% responded affirmatively and the Authority will continue to work at establishing what we believe to be the first Citizen's Advisory Committee for 9-1-1 in the nation.



## TASK TEAM PROCESSES

### The 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 are: Suzie Daley, Mike Krakowiak, Anita Miller, Dave Sumner, Lola Crain, and Kevin Fink.

The Standards Team's biggest accomplishment during this report period was the successful completion of the Authority's community survey. The Team members were crucial in all aspects of the survey project. They conducted research about 9-1-1 industry survey tools and processes, analyzed previous survey results to identify meaningful survey topics, and established survey methodology including random sample identification.

The Team met ten times during this report period, recommended and implemented performance standards for measuring the Authority's pending queue performance for law enforcement calls for service, improved the quality improvement performance feedback to dispatchers, and began benchmarking the Authority's current performance level.

### Fire/EMS Operational Policy Task Team

The Fire/EMS Operational Policy Task Team's role is to draft and recommend new policies and procedures and to review existing operational policies and procedures to ensure they remain effective and up-to-date for the dispatching of the Fire and EMS User Agencies. The Team's membership includes representatives from the paid and volunteer Fire Service Users Agencies, AMR, and line level dispatchers from SCCECC.

During this past 18 months, the Fire/EMS Task Team's focus has been on "taking it to the next level" of Fire/EMS dispatching. The team has targeted a few areas to concentrate on in order to achieve success, including:

- Completing a Supervisor Review of all confirmed structure fire calls. This is in an effort to allow fire agencies to send the appropriate amount of resources to the correct calls. With safety in mind, over-sending of units can be as much of a problem as under-sending. By reviewing every call that results in a confirmed structure response, we have been able to assist our dispatchers in choosing the most appropriate incident type.
- We have developed protocols that allow us to communicate quickly and efficiently with Monterey County Fire Dispatch. This allows for our southern communities to utilize resources that are closer resulting in better response times.
- We reviewed approximately 40 policies/procedures, most notably, the policy that pertains to field unit safety. This clarifies responsibility for notification of responding units of known safety issues on the scene of an emergency (wires down, fuel spills, large holes).
- We developed a daily distribution, via email, of important reports allowing Fire/EMS users to quickly and accurately monitor the activities of their personnel.

COMMUNICATIONS OPERATIONS EMERGENCY MEDICAL SERVICE POLICY			
Policy No.	6010	Date Issued:	June 1, 1996
Section:	6000 - Index	Date Revised:	February 15, 2005
Accreditation Standards: None			
SUBJECT: POLICY/PROCEDURE NUMBERING PLAN			
All Emergency Medical Service policies and procedures are contained in Policy and Procedure Manual Section 6000. Each policy and procedure will receive a unique policy number consistent with the following numbering plan.			
Series - Topic			
6000 - Index			
6100 - CAD Procedures			
6200 - Field Unit Safety			
6300 - Radio Procedures			
6400 - Telephone Procedures			
6500 - System Status Management			
6600 - Notification and Call-Out Procedures			
6700 - Emergency Medical Dispatch (EMD) Procedures			
6800 - Specific Procedures			
6900 - Specific Procedures, continued			

The Fire/EMS Task Team Members are Ron Whittle, Scotts Valley Fire Protection District; Loreen Borelli, CDF/County Fire; Steve Van Den Heuvel, Central Fire Protection District; Jeff Terpstra, Aptos/La Selva Fire Protection District; Matt Tracy, Santa Cruz Fire Department; Ron Rickabaugh, Felton Fire Protection District; Chris Johnson, Watsonville Fire Department; Todd Meyer, UCSC Fire Department; Dave Zenker, AMR; Melanie Sherwood, Dispatcher II; Anna Kiff, Dispatcher II; Ralph Wilcox, Dispatcher III; Facilitator - Dennis Kidd

### Law Enforcement Operational Policy Task Team

The Law Enforcement Operational Policy Task Team is comprised of a representative from each of the Law Enforcement User Agencies as well as line-level dispatchers from SCCECC. The team's role is to make operational recommendations to the Users groups primarily through new and revised policies and procedures; however the team routinely addresses issues common to line-level law User personnel and dispatchers, provides dispatch-related data and reports of interest, promotes a technical and operational understanding of CAD and MDC functions, and considers any relevant criticism or suggestions.



During the year the team focused on:

- Reviewing each policy and procedure for accuracy and relevancy; with a specific interest in those policies and procedures that have been out-dated due to technological and operational advances in both the field and dispatch.
- Providing law Users with continuing progress reports of improved dispatcher compliance to SCCECC standards and stated goals and objectives.
- Reviewing and revising those policies and procedures that are directly related to the safety of the field deputy/officer; such as "hot" felony calls for service, BOL's, time elements and other specific officer safety related radio procedures.

The Law Enforcement Task Team Members are: Marsha Ayers, Dispatcher II; Beth Vogl, Dispatcher II; Karen Clark, Dispatcher II, and Anita Miller, Dispatcher III, SCCECC; Lt. Gretchen Hurley and Sgt. James Hart, Santa Cruz Sheriff's Office; Sgt. Tom Bailey, Lt. Colleen McMahan, and Lt. Steve Clark, Santa Cruz PD; Sgt. Tom Held, Capitola PD; Sgt. Darren Thompson and Capt. Kim Austin, Watsonville PD; and Supervisor Kevin Fink, SCCECC.

### **Emergency Medical Dispatch Quality Assurance (EMD QA)**

The EMD QA Committee is comprised of line level and management representatives from Emergency Medical Services User Agencies and SCCECC. Members are Dr. Kent Benedict, EMS Medical Director; Celia Barry, County EMS Manager; David Zenker and Brad Cramer, AMR; Scott Vahradian, EMSIA; and Rosanna McKinney and Margaret Parker, SCCECC. The Committee reviews medical calls and provides assessment support to the dispatchers. The Committee met four times during the 2005 calendar year.

## TRAINING UNIT

The Training Unit is responsible for: providing initial training for the Authority's new dispatchers; providing continued professional training for experienced dispatchers; and conducting the Authority's community outreach activities. In addition to these responsibilities, the Training Unit maintains affiliations with the Association of Public Safety Communications Officers (APCO), California Association of Police Training Officers (CAPTO), South Bay Regional Public Safety Training Consortium Advisory Committee, Santa Cruz County Training Manager's Association, the Master Instructor Association of California, and the International Law Enforcement Educators and Trainers Association (ILEETA).



### Entry Level Training

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

### Dispatch Academy

The Dispatch Academy is managed by Training Supervisor Rosanna McKinney and staffed by four Academy Instructors: Senior Dispatchers Greg Marr and Ralph Wilcox; and Dispatcher IIs Dan Hendrix and Kristine Ebersole. These individuals prepare lesson plans, instructional material, and conduct classroom instruction. The Academy Staff met five times in Calendar Year 2005.

The Dispatch Academy continues to be taught in two segments. The first segment focuses on teaching new dispatchers the basics of public safety call-taking and the second segment focuses on the basics of radio dispatching. During Calendar Year 2005, six students successfully completed the first, call-taking segment of the Dispatch Academy and three students successfully completed the second, radio dispatching segment.

In addition to providing entry level training, Academy Staff also conducted a 40-hour training class for Santa Cruz County Public Works employees who will soon be using CAD for entering and dispatching Public Works calls for service. An additional four presentations were made for User Agencies including SCSO Volunteer training and Watsonville Police Cadet 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. Communications Training Officers (CTO's) are experienced dispatchers with no less than 18 months experience and a recommendation by their Supervisors to take on additional training responsibilities. Every CTO has successfully completed the CTO course authored by the APCO Institute and has received APCO's international certification. (APCO is an international public safety communications professional organization.) The Authority currently has 10 CTO's: Dispatcher II's Kristine Ebersole, Dan Hendrix, Margaret Parker, Melanie Sherwood, Dave Sumner, and Karen Clark, and Senior Dispatchers Suzie Daley, Mike Krakowiak, Anita Miller, and Terri Minogue. The Program is managed by Support Services Manager Lisa Sullivan.

During Calendar Year 2005, 10 trainees were assigned to the CTO Program for a total of 3,176 hours of training. Our success rate (trainees who succeeded through training) for this year is higher than previous years and our retention rate (dispatchers who remain employed after one year) has remained extraordinarily high at 100% which supports the conclusion that the CTO Program has significantly improved its ability to identify trainees who are capable of long term success.

#### CTO Program Performance

	Total Training Hrs.	Trainees	Avg. Hrs/ Trainee	Success Rate	Retention Rate
FY 99/00	4,734	14	338	79%	60%
FY 00/01	6,736	21	321	81%	50%
FY 01/02	4,032	12	336	75%	77%
FY 02/03	8,128	23	353	52%	100%
FY 03/04	3,277	10	328	60%	100%
<b>2005</b>	<b>3,176</b>	<b>10</b>	<b>317.6</b>	<b>80%</b>	<b>100%</b>

### Continued Professional Training (CPT)

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

CE classes were conducted three times during 2005 Calendar Year. The topics presented were Technology Update, Countywide Scenario Training, CPR and First Aid re-certifications.

**CPT Program Performance**

	<b>On-Site Training Hours</b>	<b>Off-Site Training Hours</b>	<b>CE Hours</b>	<b>Ride Alongs</b>	<b>Total Hours</b>	<b>Avg. Hours/Employee</b>
FY 99/00	1,760	262	960	130.5	3,112.5	73.2
FY 00/01	1,792	68	672	94	2,626	61.1
FY 01/02	1,892	293	544	107.5	2,836.5	74.3
FY 02/03	2,112	315	1,008	95	3,530	78.4
FY 03/04	1,800	482	1,601.5	200.5	4,084	97.2
<b>2005</b>	<b>1,750</b>	<b>380.5</b>	<b>1,280.5</b>	<b>228.25</b>	<b>3,639.25</b>	<b>88.7</b>

**Community Outreach**

The Authority currently pursues partnership with the community via three main activities and/or processes: the Awareness and Community Education (ACE) Team, the Citizens' Academy for 9-1-1, and the Authority's 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 recruitments by developing recruitment strategies, marketing plans, and materials. Having contributed to the successful resolution of the Authority's staffing shortages, the Recruiting Team was renamed. Its responsibilities have evolved to include representing the Authority at public education and community outreach events. The ACE Team is facilitated by Training Supervisor Rosanna McKinney and the members are Public Safety Dispatcher IIs Kristy Cisco, Nicola Garner, Rosa Puga, and Cheryl Selden. During Calendar Year 2005, the ACE Team met nine times and focused on developing a presentation library for any team member or employee to draw from and increasing the number of public education presentations to improve the public's knowledge and understanding of the 9-1-1 process.

**Public Education and Community Outreach**

Public education is a facet of the Training Unit and one the ACE Team has diligently worked to address. In calendar year 2005, **36** presentations and tours of our facilities were conducted. Presentations were made to school and scout groups as well as other organizations. This year the ACE Team expanded their presentations by participating in more widely attended public events such as the 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 fiscal year, **82** individuals participated in sit-alongs: **16** citizens (primarily Citizens' Academy participants), **43** dispatcher applicants, and **23** assigned by User Agencies.

### Citizens' Academy for 9-1-1

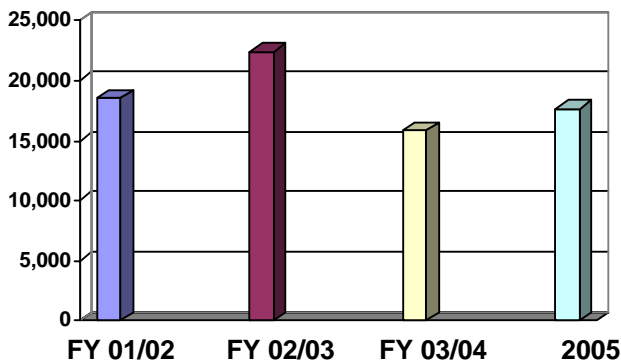
The primary goal of our Citizens' Academy for 9-1-1 is to provide a forum for informing and educating the public about 9-1-1 and, specifically, the Santa Cruz Consolidated Emergency Communications Center's role within the community. It also provides a means for making positive connections with the media. Since we are a consolidated communications center, it is important to explain our organizational structure as our Center differs greatly from a communications center that serves a single jurisdiction. Individuals who are not able to attend a class may complete the on-line course through the Authority's website.



Students in the 2005 Citizen's Academy

This year, two Citizens' Academies for 9-1-1 were conducted. We also participated in two User Agency Citizen Academies, one of which was exclusively in Spanish. To date, 190 individuals have successfully completed the Citizens' Academy for 9-1-1.

### Website Activity



Analysis of the activity on our web page indicates we hosted **19,860** visits this year. Of the hits received on our web page this year, 78.4% were users in the United States, 1.9% were international users, and 19.7% were unknown.

This year's improvement to the website was to separate the Users section from our public website, creating two completely separate websites. This

change was completed and introduced to our Users at their November 14, 2005 meeting. The Users website can be accessed through a link from our public website at [www.sccecc.org](http://www.sccecc.org).



## PROJECT UNIT

The Project Unit, within the Support Services Division, is responsible for all projects assigned to the Division that are not clearly within the scope of the Quality or Training Units. During this reporting period, the Project Unit was responsible for implementing the computerized version of the Emergency Medical Dispatch (EMD) protocols. This program is called ProQA and the project's goal was to improve the Authority's performance in handling emergency medical calls as measured by existing time and content-based performance standards.

The project was managed by Support Services Manager Lisa Sullivan and a Project Team was assembled. ProQA Project Team members were: Dispatcher II Wesley Grant, Communications Systems Technician Justin Keele, Operations Supervisor Kevin Fink, Administrative Supervisor Dennis Kidd, Administrative Senior Greg Marr, and Training Supervisor Rosanna McKinney. The Team met approximately every three weeks for the duration of the project.

At the start of the project, baseline performance measurements were established and quantifiable objectives were identified. The ProQA software was successfully installed and configured during the 3rd quarter of 2004 and Emergency Medical Dispatchers (EMDs) received training on the new system in early August 2004. ProQA was successfully implemented in mid-August 2004.

The project was considered successfully completed by the end of 2004 when the project objective was accomplished. At the project's end, the Authority had realized a **9.3%** reduction in the average call processing time for the highest priority medical emergencies and an **11.9%** increase in call taking quality for all emergency medical calls. The performance metrics used for this project were borrowed from the Authority's Quality Improvement program thus ensuring on-going measurement of the project's effectiveness even after the project was officially completed.

### Project Results

**Objective One:** Reduce the average call processing time of the highest priority medical emergencies by 5%.

**Result:** Produced a **9.3%** reduction in the average call processing time, from 43 seconds at project start to **39** seconds at project end.

**Objective Two:** Improve the call taking quality of all emergency medical calls, as measured by average quality assurance scores, by 10%.

**Result:** Produced an **11.9%** improvement in call taking quality, from an average quality assurance score of 78.1 at project start to **87.4** at project end.

## OPERATIONS DIVISION



*Administrative Supervisor Dennis Kidd, Blue Team Supervisor Lola Crain, and Red Team Supervisor Kevin Fink*

The Operations Division is responsible for providing emergency and routine public safety radio, telephone, 9-1-1 and computer-aided dispatching services to our User Agencies. The Division is responsible for 24-hour, 7-day per week dispatch service. Personnel assigned to the Operations Division include the General Manager (.25 FTE), an Administrative Supervisor (.75 FTE), two Operations Supervisors, eight Senior Public Safety Dispatchers, and 33 Public Safety Communication Dispatchers.

## DISPATCH UNIT

The Dispatch Unit is comprised of two separate “teams”, the Blue Team which works alternating Wednesdays through Saturday, and the Red Team which works Sunday through alternating Wednesdays. Significant events that occurred throughout the year were:

### January 5, 2005 — Structure Fire

At 0158 hours in the morning, SCCECC dispatchers received several reports of flames seen on the fourth floor of the Wall Street Inn, a large residential hotel in Watsonville. Dispatchers immediately dispatched fire equipment and personnel who arrived on the scene and reported a well-involved upper floor of the structure. Ultimately, incident commanders ordered a fifth alarm assignment which resulted in the dispatch of 150 firefighters representing 13 different agencies from both Santa Cruz and Monterey counties.

Additionally, SCCECC dispatched two IDT (Incident Dispatch Team) members that responded directly to the scene and assisted commanders in the field. The fire was contained within hours; however, the entire structure was gutted.

Although the fire was described as one of the largest structure fires in Santa Cruz County’s history and was occupied with 50 elderly sleeping residents, everyone was evacuated safely and there were no fatalities, although one firefighter was injured during the operation.



### March 8, 2005 — Structure Fire

At 2104 hours, dispatchers received several 9-1-1 calls reporting that the famous Antonelli Brothers Begonia Gardens was on fire. Arriving units soon reported that the massive structure was fully involved and that additional resources were needed. Complicating the operation was the discovery of a large amount of pesticides within the structure, raising concerns for the firefighter's safety while fighting a fire in the midst of a Hazmat. After incident commanders requested SCCECC's IDT, three members were dispatched to the scene and assisted in coordination and logistics efforts while approximately 35 firefighters battled the blaze into the early morning hours. In the end, the complex was completely gutted and the cause of the fire was deemed "suspicious".

### April 19, 2005 — Rape Suspects Captured

At approximately 2250 hours, two suspects wanted in connection with the rape of a disabled woman in Capitola ten days earlier, were spotted in a stolen truck by a Watsonville police unit in the city. After waiting for cover units, the units attempted to stop the truck on Highway one near Mar Monte; however, the suspects fled northbound at speeds up to 90 MPH.

SCCECC dispatchers coordinated several law agencies that assisted in the pursuit, including the Sheriff's Office, Scotts Valley PD, Santa Cruz PD and CHP with both patrol units and a helicopter. After a lengthy chase and several dangerous maneuvers, the suspects crashed in Santa Cruz and attempted to ram a (California Highway Patrol) CHP unit. Officers immediately fired on the suspects to end the assault. Ultimately, one suspect was taken into custody at the scene with a minor gunshot wound, and the other fled on foot. He was captured after a 90 minute search by police dogs and the helicopter. Four officers also suffered minor injuries.



*Dispatcher II David Brenner dispatching at the Sheriff's Backup Position*

### May 31, 2005 — Hazardous Material Spill

At 0924 hours, a large delivery truck loaded with chemicals overturned on Rodeo Gulch Road injuring the driver and spilling liquid nitrogen and liquid oxygen into a nearby creek and roadway.

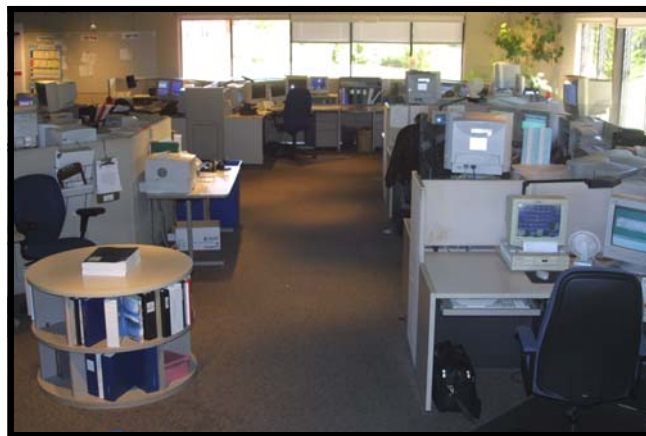
Due to the hazardous materials, several agencies were dispatched to contain the spill and mitigate the impact on the neighboring residential area. While fire crews closed the road to assist the injured driver and remove the chemicals, the Sheriff's Office evacuated several nearby residents. SCCECC also dispatched an IDT dispatcher to the scene to assist the Incident Commander with operations in the field.

Eventually, the driver was transported to the hospital and the Hazmat was cleaned up. The road was re-opened approximately eight hours later and residents were allowed to return.

#### July 4, 2005 — Telephone System Failure

At 1945 hours, on one of the busiest shifts at SCCECC, dispatchers experienced a sudden and unexpected total failure of the telephone system (including 9-1-1) in the Center.

Immediately, like any life-threatening event, dispatchers confronted the emergency as a team. While dispatchers paged the ERT (Emergency Response Team) to respond to the Alternate Site in Watsonville, the Systems Division began troubleshooting the failure.



*Communications Center during Alternate Site activation drill*

Within minutes, five off-duty ERT members began arriving in Watsonville and established a “Remote Call Center” and relayed emergency calls to on-duty dispatchers in Santa Cruz for dispatch.

Ultimately, the Systems Division resolved the emergency and restored the telephone system in Santa Cruz. Since the failure went virtually undetected by the community, there were no injuries or property losses attributed to the event.

Dispatchers, including those who quickly and selflessly responded to the emergency on the holiday from their homes, were later praised and cited for their professional conduct and teamwork. Additionally, after editors from a national trade publication, *9-1-1 Magazine*, learned of the emergency, they were so impressed that they featured a “how to” article titled Surviving a 9-1-1 Crash in the August 2005 edition for other centers to review.

#### October 31, 2005 — Halloween Night

Dispatchers experienced one of the most violent Halloween nights on record when they fielded more than 248 Calls for Service for the city of Santa Cruz alone. A downtown party attended by more than 20,000 people was marred when dispatchers received calls for five different stabbings and numerous fights and assaults. Several victims were airlifted to area trauma centers as dispatchers coordinated with law enforcement and fire/EMS agencies. Additionally, 40 people were arrested for public intoxication.

Although SCCECC staffing levels were increased to cope with the busy Halloween shift, dispatchers demonstrated great professionalism and teamwork throughout the night while dealing with both citizen callers and coordinating field units. Additionally, an IDT member was deployed in the field with the Sheriff’s Office Command Post to assist in coordinating “special event operations” within the county.

# OUTSTANDING PERFORMANCE

DISPATCHER CITATIONS OF MERIT

2004/2005

Part 1

## ARMED STANDOFF, INTRUDER, C-3 COVER, & HALLOWEEN NIGHT

While every employee strives to meet or exceed the Authority's goals and objective every day, there are examples of extraordinary efforts and performance by employees that remind us that our mission is to provide the very best in public safety service to our 'customers'; our Users and the public.

The following examples highlight those instances where our professionalism, dedication and teamwork, truly made a difference.

**Senior Dispatchers Krakowiak and Daley, and Dispatcher French** received a commendation from Santa Cruz Police Department for their "professionalism and teamwork" while coordinating several agencies during

an armed standoff with a wanted parolee on June 10, 2004.

**Senior Dispatcher Miller** was cited by Santa Cruz Police Department for demonstrating exemplary performance and "calm" while managing two simultaneous high priority calls on August 31, 2004. After a patrol unit requested "code three cover" on a priority call, one of the responding police units collided with another vehicle occupied by three teenagers. Miller quickly solicited cover from allied agencies to assist in the original call for help while managing the appropriate response to the collision.

**Dispatchers Phillips, Leon, Garner, Selden, and**



*Dispatcher II Claudia Leon*

**Dispatcher Leon** was praised by Santa Cruz Police Department for her "excellent service" and assistance while working as the primary dispatcher on a very busy Halloween Night 2005.

**Parker and Senior Dispatchers Krakowiak, Saunders and Daley** received a commendation from Santa Cruz Police Department for their "exceptional performance" during a two-hour armed standoff with a suspect who was holding a seven year old girl at knife-point after kidnapping her on December 3, 2004. The suspect was later arrested and the girl was released unharmed.

**Dispatcher Sumner** was recognized by Operations Supervisor Fink after a citizen wrote a letter commending his "patience and empathy" following a call for help reporting an intruder in her home on October 9, 2004.



## FATAL FALL, SCENARIO TRAINING, IDT DRILL

**Senior Dispatchers Daley and Krakowiak, and Dispatchers Brenner, French, Heebner, Irving, Rock, Selden and Sumner** were commended by Operations Supervisor Crain after demonstrating "exemplary teamwork" while coordinating several agencies responding to the fatal fall of a teenager from a cliff in Davenport on July 29, 2005.



*Dispatcher II Kristine Ebersole*

**Academy Instructors Ebersole and Hendrix** were praised by Training Supervisor McKinney for their "exemplary performance" while planning and conducting county-wide Scenario Training Days on October 12 and 19, 2005.

**Supervisor Kidd and Senior Dispatchers Daley and Krakowiak** were commended by Central Fire

Protection District after they participated as Incident Dispatch Team members and "flawlessly met their objectives head-on" during a mass-causality drill on June 30, 2005.



## 10851, HALLOWEEN, LOST PERSON, SUICIDE ATTEMPT

**Dispatcher Puga** received praise from Operations Supervisor Crain and Watsonville Police Department for her “diligent and expeditious” work performance on October 11, 2004 after she was able to quickly and effectively interrogate a Spanish-speaking citizen who reported that his vehicle had just been stolen. Within six minutes officers had recovered the stolen vehicle and taken the suspect into custody.

**Emergency Response Team (ERT) members Saunders, Sherwood, Marr, Vogl and McAllister** were commended by Operations Supervisor Fink after responding from their homes on the evening of the Fourth of July to staff the Alternate Site during a sudden 9-1-1 failure at the Santa Cruz Center.



Left to Right: Senior Dispatcher Greg Marr, Dispatcher II Anna Kiff, and Dispatcher II Wes Grant

**Senior Dispatcher Sumner** was recognized by Operations Supervisor Fink after Santa Cruz Fire Department praised his performance while handling twenty-five separate incidents, including the activation of several medical helicopters on a busy Halloween night.

**Dispatcher Grant** was recognized by Operations Supervisor Fink after his senior dispatcher praised his “understanding and empathy” on February 19, 2005, while dealing with a distraught young motorist on a cell phone who was lost in the middle of the night.

**Dispatchers Sherwood and Kiff** were commended by Operations Supervisor Crain December 6, 2004, after a citizen (in a letter to a local newspaper) praised their “professionalism and compassion” while handling a medical emergency that was the result of a suicide attempt.

## PURSUIT, WANTED FUGITIVE ATTEMPTS TO EVADE ARREST



Dispatcher II Valerie Conner

Senior Dispatcher Mike Krakowiak

**Senior Dispatcher Krakowiak** and **Dispatchers Sumner and Parker** received a commendation from Watsonville Police Department citing their “professionalism and experience” while handling a high speed pursuit of an armed and dangerous suspect in a stolen vehicle on December 23, 2004.

**Dispatchers Conner and Hendrix** received a Letter of Appreciation from Santa Cruz Police Department after “going beyond the call of duty” to identify a wanted fugitive that had initially provided false information in an attempt to evade arrest on June 6, 2005.

## SYSTEMS DIVISION

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

### CAD/9-1-1 UNIT

The CAD/9-1-1 Unit of the Systems Division oversees the operation of the electronic systems within the Authority. These systems include:

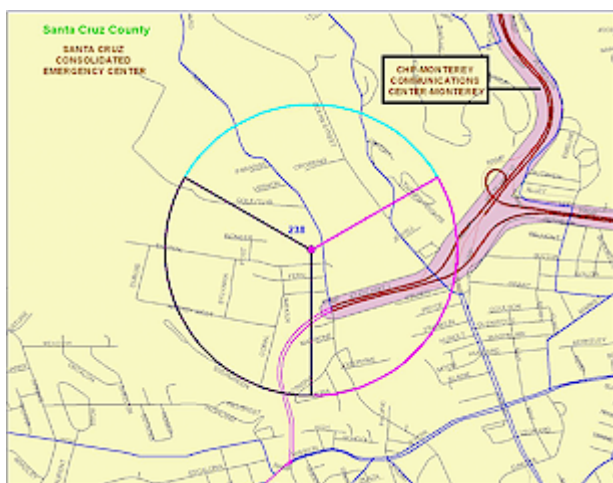


*Administrative Senior Dispatcher Ralph Wilcox, Systems Manager Scotty A. Douglass, and Communications Systems Technician Amethyst Uchida*

### Computer Aided Dispatch (CAD)

Unit staff investigates problems that occur from time to time involving the routine use of CAD. Staff also interfaces between the Authority and the CAD vendor (Motorola) to resolve problems, suggest enhancements, and handle other routine matters. Unit staff performs system troubleshooting and minor maintenance on workstation hardware.

In March, 2005, all of the dispatch CAD workstations and monitors were completely replaced with state-of-the-art high-performance equipment. This has improved CAD performance as well as reduced eye strain for the dispatchers. Furthermore, a new GPS based time synchronization clock has been installed to better track and coordinate dispatch timing as it relates to all CAD related systems as well as voice recording.



### 9-1-1/Telephone

Unit staff perform additions, moves, changes, and trouble-shooting of telephone sets and features. Staff also monitors the system for proper operation and maintains reports of 9-1-1 and seven-digit calls to the Center. Unit staff interfaces between the Authority and SBC regarding all telephone lines and circuits supporting 9-1-1, radio control, and data. The Systems Manager performs the duties of County Master Street Address Guide (MSAG) Coordinator. The

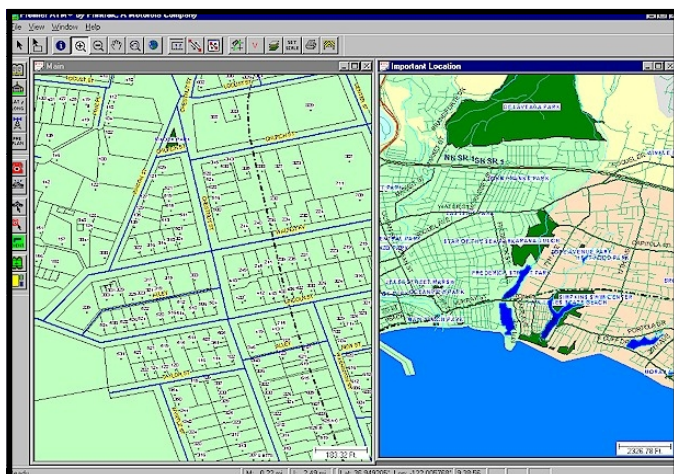
Coordinator reconciles SBC and Verizon records against actual subscriber address information to assure that the 9-1-1 calls are answered at the correct Public Safety Answering Point (PSAP) 9-1-1 Center.

The Unit has also implemented the technical ability to receive wireless 9-1-1 calls directly from cell callers without having to be transferred from the California Highway Patrol (CHP). Although the Center has the ability to receive these calls directly from citizens along with GPS coordinates that map directly for the dispatchers, implementation has been slow from the wireless providers. It is expected that the providers will be implemented soon after the beginning of 2006.

## 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.

## Geographic File (Geofile)



The accuracy of the Geofile has continued to remain constant at around 99.9% from July, 2003 to December, 2005. The accuracy, when considering raw accuracy (the ability to find a location when the address is given, rather than a common place name), measured by ambulance calls remains at 99.9%

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

Moreover, the Dispatcher is in charge of regular updates and maintenance of this system, which guarantees a high level of confidence in the Geofile.

## Performance Reporting

The Systems Division continues to design ad-hoc reports on an as-needed basis for our User Agencies and the Center. This past year saw the development of new reports to accommodate the new UDT-4 CAD data format. Although the database was sufficient for past reporting, the new data format is an improvement that will provide the Unit with a better ability to provide more detailed reports in the future. Furthermore, the new database format will increase the speed in which the reports are run from our UDT server. Since July 2005, approximately 20 reports have been converted from UDT-3 format to UDT-4. It is one of the goals of this Unit to completely convert the remaining UDT-3 based reports in 2006.



## SANTA CRUZ METRO RECORDS SYSTEM (SCMRS)/MDC UNIT

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

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

During this reporting period, SCCECC has continued to operate efficiently under lower-cost versions of the Software Maintenance Agreements with Bio-Key (MDC Software Vendor) and Cyrun Corporation (RMS Software Vendor). Bio-Key continues to provide User Agencies with software updates throughout the next fiscal year. As for Cyrun Corporation, the Agencies continue to receive software patches within the current version for another year. Also, the Agencies continue to be a Beta Site for current versions. The Unit will continue to follow their previously adopted policy of evaluating each release in a "test environment" to identify and address any problems before introducing and deploying the version to minimize problems that might be experienced by the User Agencies.



The Alliance Users Group (AUG) conference was attended by Scotty Douglass in October 2004. He presented three training sessions at the conference which were well received. Scotty Douglass continues as the President of the AUG for 2005. This opportunity has maintained a strengthened relationship with not only Cyrun Corporation, but with the participating AUG agencies as well. The next AUG conference is set for October 2006, and will be held in Santa Cruz.

A major version of Alliance was also implemented during 2005 by Communication Systems Technician Amethyst Uchida. It has been

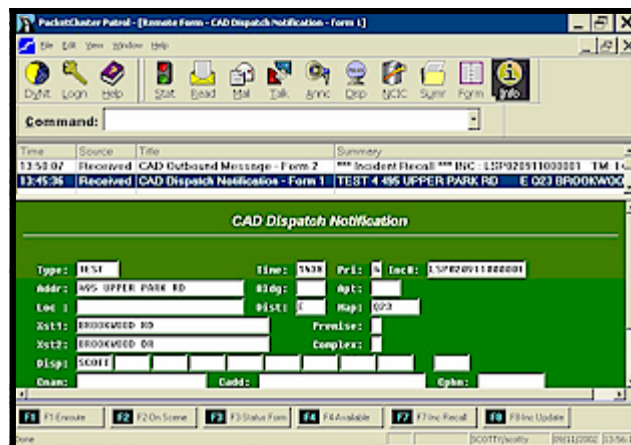
almost a year since the last major software update for RMS and this latest implementation took place in October 2005. Because of the preparation and testing, the upgrade was very successful and the Users were able to see many improvements and enhancements over the last version of Alliance.



## Mobile Data Computer (MDC) System

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

Mobile reporting continues to be used within all our User Agencies. This tool allows police officers to write reports in the field and then transmit them to the SCMRs system for processing. This year, the Watsonville Fire Department implemented MDCs in five of their fire vehicles giving them an increased capability to interface with the CAD system. In addition, MDCs continue to be operational in units of the Santa Cruz Fire Department. Furthermore, all of the fire units that have MDCs installed are able to perform status changes, receive calls, and send/receive electronic messages.



*MDC maintenance in progress on six police vehicles simultaneously*

Over the course of 2005, the Unit took on the increased responsibility of maintaining the hardware of the MDCs for all of the User agencies participating in SCMRs. This increase in responsibility has been 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 also experienced a considerable amount of savings for the past year without an increase to the cost of services from SCCECC.

## DISPATCHER OF THE YEAR

1997	Anna Kiff	2000	Lori Barden	2003	Michael Krakowiak
1998	Scotty Douglass	2001	Zan Mendonca	2004	Wesley Grant
1999	Ben Saunders	2002	Jo Irving		

### 2005 Stephanie French

“Dispatcher of the Year” is a highly esteemed and honorary title given to a single dispatcher for their outstanding performance according to the characteristics identified in the SCCECC proclamation, “**A Successful NetCom Employee...**” (see page 37).

Toward the beginning of 2005, the Management Team received Dispatcher of the Year nominations from the dispatch staff. From those nominees, the Management Team selected Stephanie French as the 2005 recipient of the Dispatcher of the Year Award in recognition of her professionalism.



*Stephanie French receiving her in-person “congratulations” by Management Staff in June 2005*

Stephanie began her career as a 9-1-1 Public Safety Dispatcher with SCCECC in July 2003, and quickly learned all aspects of 9-1-1 call taking and law dispatching during her two-year career. She is a quick learner and has consistently ranked within the “top” performers in the Quality Improvement program. Stephanie consistently performs her duties as a Public Safety



*Stephanie French receiving the Dispatcher of the Year Award from SCCECC's Board of Directors in July 2005*

Dispatcher in a dedicated, professional, and competent manner. Moreover, she has received four separate and distinct citations for outstanding performance. Stephanie exemplifies a high level of professionalism and enthusiasm, because she truly loves her work. Furthermore, Stephanie continues to earn a great deal of respect and admiration from both her supervisors and her peers that sets a high standard for both new and veteran employees.

## ***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, up beat 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.

## ADDENDUM A 2005 Community Survey Results

*Total Surveys Sent = 2,060*  
*Total Survey Responses = 291*  
*Return Rate = 14.1%*

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

9-1-1	Phone Book	Transferred	Other
<b>62.9% (183)</b>	<b>21.3% (62)</b>	<b>6.2% (18)</b>	<b>9.6% (28)</b>

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

Expert	Capable	Inexperienced	Incompetent
<b>58.3% (168)</b>	<b>39.9% (115)</b>	<b>1.4% (4)</b>	<b>0.3% (1)</b>

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

Caring	Polite	Inattentive	Rude
<b>55.0% (157)</b>	<b>41.6% (119)</b>	<b>2.4% (7)</b>	<b>1.1% (3)</b>

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

Exceeded Expectations	Satisfied	Frustrated	Dissatisfied
<b>34.2% (96)</b>	<b>60.9% (171)</b>	<b>3.6% (10)</b>	<b>1.4% (4)</b>

5. How can we improve our dispatch service?

No improvement needed/great service	<b>55.2% (74)</b>
Don't know	<b>10.5% (14)</b>
Better follow up	<b>5.2% (7)</b>
Offer Estimated Time of Arrival	<b>5.2% (7)</b>
Don't ask so many questions	<b>5.2% (7)</b>
Dispatchers should be nicer	<b>4.5% (6)</b>
Lack of response/slow response	<b>3.0% (4)</b>
Take calls/callers more seriously	<b>3.0% (4)</b>

<b>More dispatchers</b>	<b>3.0% (4)</b>
<b>Implement enhanced 9-1-1</b>	<b>1.5% (2)</b>
<b>Be more accurate</b>	<b>1.5% (2)</b>
<b>Be better informed</b>	<b>1.5% (2)</b>
<b>Make call history data accessible</b>	<b>0.8% (1)</b>

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

<b>None</b>	<b>26.4% (23)</b>
<b>Don't know</b>	<b>21.8% (19)</b>
<b>Improve Police attention to citizens' concerns</b>	<b>17.2% (15)</b>
<b>Encourage use of 9-1-1 system</b>	<b>6.9% (6)</b>
<b>Graffiti/gangs</b>	<b>5.8% (5)</b>
<b>Addressing issues that delay response</b>	<b>4.6% (4)</b>
<b>Tell people 9-1-1 is only for emergencies</b>	<b>3.5% (3)</b>
<b>Homeless/mental health issues and processes</b>	<b>2.3% (2)</b>
<b>Faster/better ambulance response</b>	<b>2.3% (2)</b>
<b>Animal control issues</b>	<b>2.3% (2)</b>
<b>More children/teen programs</b>	<b>2.3% (2)</b>
<b>Answer cell phone calls faster</b>	<b>2.3% (2)</b>
<b>UCSC/unruly students</b>	<b>1.2% (1)</b>
<b>Youth in crisis</b>	<b>1.2% (1)</b>

7. If convenient, would you be willing to participate in a Citizen's Advisory Committee for 9-1-1?

<b>Yes</b>	<b>No</b>
<b>40.7% (109)</b>	<b>59.3% (159)</b>



## ADDENDUM B

### Retiree: Benjamin Hatheway

After committing 11 years of his life to SCCECC, Ben has retired to the cozy city of Florence, Oregon where he is enjoying his continued involvement in the art of Amateur Radio (HAM Radio).

Soon after retiring in April 2005, Ben moved to Florence where he and his wife, Diana, settled down in a nice quiet neighborhood. What Ben didn't know was that he would be very close to the Florence Police Department. While this may seem somewhat harmless, or even comforting, what Ben didn't realize, at first, was that they are using the same CAD system that we use here at SCCECC.



While on a tour of the police department with his friends from the HAM Radio Club in Florence, Ben saw a computer screen that looked all too familiar. He struck up a conversation with the dispatcher about their CAD system, during which the dispatcher conveyed her extreme dissatisfaction with the CAD software. Ben asked her to elaborate on her dissatisfaction. She then proceeded to show him how difficult it was to dispatch a call with the CAD system. Being very cordial, Ben asked her to press her <F9> button on her keyboard. At first, the dispatcher asked him what that would do. He said, "trust me, please just press your <F9> button on your keyboard". She then followed his instruction and pressed the button. Voila!

The next call in the dispatcher's pending queue popped up on her screen ready for dispatch. The dispatcher's eyes lit up in amazement and couldn't believe that a member of the HAM Radio Club would know such a thing. After a short while, Ben was asked to volunteer at the police department so as to assist them with CAD training and configuration, to which he agreed.

Ben started as a Communications Technician for the City of Costa Mesa in 1975 and was selected as the



*Radio Equipment Room*

Authority's first Public Safety Communications Systems Coordinator in 1994 after a nation-wide search. He contributed much throughout his distinguished career through hard work, long hours, and a consistent search for technical knowledge, a devotion to the job at hand, and the Communications Center as a whole. His many accomplishments include: development and successful implementation of a transition plan to integrate existing communications equipment from four local communications centers to the new, consolidated center; selection, management and configuration of the Authority's Computer Aided Dispatch (CAD) and 9-1-1 systems which, through his expertise and persistent pursuit of improvements, remain as state-of-the-art models for the industry; and design of a comprehensive management reporting system which supports sophisticated monitoring of the County's Paramedic Transport Contract and the Authority's Performance Improvement Program.



*Communications Center*



*Kevin Fink and Ben Hatheway at Ben's Retirement*

Ben has been a valuable mentor and trainer for User representatives and Authority employees interested in the technical aspects of their jobs. Always devoted to the Center, Ben served loyally and distinctively as a most competent and capable technical expert and trusted advisor to the Authority's General Manager, Users Committee, and the Board of Directors. Our thanks and well-wishes go out to Ben and his wife, Diana as they enjoy their retirement.



## ADDENDUM C

### Memorial: Justin Keele

Justin Keele suffered an unfortunate accident which resulted in his untimely death on October 3, 2004. Justin was a key part of SCCECC while assigned to the Systems Division. He started as a Communications Systems Intern working in the RMS/MDC Unit. As a student of Information Systems Management (ISM) at UCSC, Justin was able to directly apply his education to the systems maintained by SCCECC.

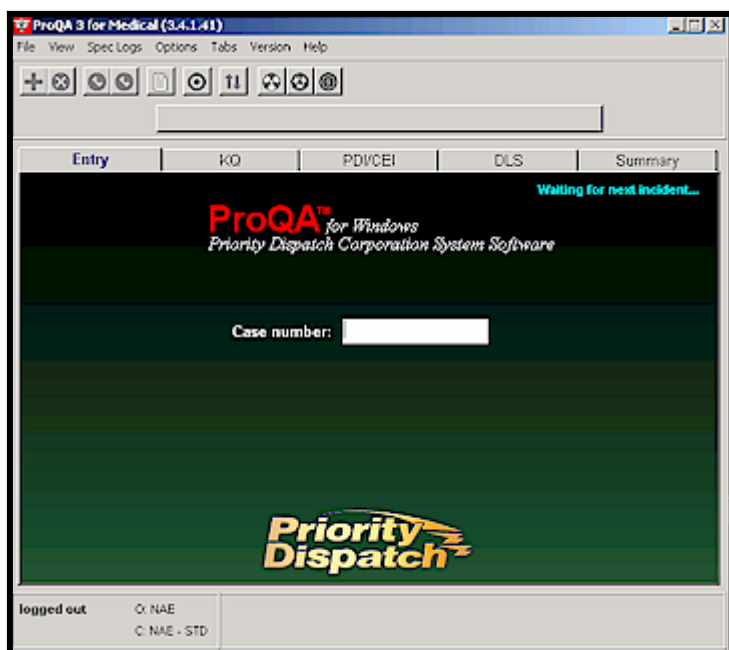


Justin showed a specific interest in the Mobile Data Computers (MDC) in the police vehicles and was a natural when it came to troubleshooting and repairing these units. To those individuals who knew Justin well, they saw his enthusiasm on a daily basis. He was excellent with people and was a natural when it came to customer service. He would go above and beyond to help anyone with systems issues and was excellent at communicating with the Users. There were many occasions that we received very positive feedback on Justin's performance.

After serving approximately two years in Systems as an Intern, Justin was promoted to a permanent full time position of Public Safety Communication Systems Technician and assigned to the Systems Division. Shortly thereafter, Justin graduated from UCSC and obtained his Bachelor's Degree in Information Systems Management. After he became a permanent employee, Justin was given primary responsibility for the Santa Cruz Metro Records System (SCMRS) MDC system which included approximately 88 MDC units and three MDC base stations. This system interfaced with mission critical databases and systems, and Justin was completely dedicated to this work.



In June 2004, Justin played an important role in troubleshooting and repairing the Santa Cruz MDC base station. The base station had gone down taking out over 60% of the MDC system for which there were no spare parts to immediately repair the system. However, Justin (teaming with Day Wireless) was able to put in the extra time necessary to bring the system back up on a temporary basis where it continued to perform in a degraded state for over four months. Without Justin's involvement with this solution, the MDCs would most likely have been down during that four month period.



Shortly before Justin passed away, he was assigned to the implementation of the ProQA (Emergency Medical Dispatch) software project with Support Services Manager Lisa Sullivan. Justin was key to the success of this project as he was the technical representative to the group. He was in charge of installing, testing, and troubleshooting the software as well as configuration and training on the product. Justin's involvement was deeply appreciated, not only by those involved with the project, but by the dispatchers as well.

Justin is deeply missed here at SCCECC, not only because Justin was extremely pleasant to work with, but because he was an up-and-comer at the Agency who would have gone very far.



*Justin and his dog, Charlie*

## ADDENDUM D

### Santa Cruz Public Safety Dispatchers Association

The Dispatcher Association was founded in July 2000 and a new Association Board took office in January 2004. The Association recently adopted revised by-laws and a new motto to reflect the Association's goal to strive in bettering the working lives of the dispatchers through workplace support and community charity activities.

This year, the 42 member Santa Cruz Public Safety Dispatchers Association established the Justin Keele Memorial Scholarship fund, which now has raised \$3,500 through donations and fundraising. We hope to award scholarships this coming year.

Association Officers	
Kristine Ebersole	President
David Sumner	Vice President
Nicola Garner	Treasurer
Terri Minogue	Secretary
Rosa Puga	Sergeant at Arms
Marisa Peterson	Historian



*Dispatcher II's Anna Kiff, Margaret Parker, Kristine Ebersole, and Senior Dispatcher Dee Kenville*

Led by the six member Board, the Association hosted an awards dinner for National Dispatchers Week and a BBQ lunch at the Countywide Scenario Day in October 2005.

The Association also reached out as far as the Gulf Coast in 2005. Members donated cash, clothing and other essentials through the 9-1-1 Cares project to the 9-1-1 employees devastated by Hurricane Katrina.

Closer to home, we donated backpacks and cash to the County School District for underprivileged kids. We also adopted two families in an effort to brighten their holiday season.

Members will finish out the year with elections of a new board to serve the next two years. Lastly, the purchase of some new Christmas decorations will help to put us in the holiday spirit.