Santa Cruz Consolidated Emergency Communications Center

9-1-1 FIRE POLICE MEDICAL

PUBLIC SAFETY COMMUNICATIONS ACCREDITATION

ANNUAL REPORT

FISCAL YEAR 2003/2004

Submitted July 22, 2004

BOARD OF DIRECTORS

Carlos J. Palacios, City of Watsonville   Chair, Richard Wilson, City of Santa Cruz

Richard Hill, City of Capitola   Susan A. Mauriello, County of Santa Cruz

SCCECC Board Members Palacios, Hill, Mauriello, and Wilson at local CALEA Award Ceremony
June 28, 2004

SCCECC Management Team

Michael J. McDougall, General Manager
Lisa M. Sullivan, Support Services Manager
Benjamin C. Hatheway, Systems Coordinator
Scotty Douglass, Systems Coordinator
Lola Crain, Operations Supervisor
Kevin Fink, Operations Supervisor
Dennis Kidd, Administrative Supervisor
Rosanna McKinney, Training Supervisor
Alicia Bonnette, Senior Administrative Assistant

Administrative Assistants

Anne Miller, Beth Ann Wann, and Kathryn Redfield

Communications Systems Technician

Justin Keele

SCCECC Dispatch Staff

Senior Dispatchers

Suzanne Daley, Dee Kenville, Michael Krakowiak, Gregory Marr,
Anita Miller, Teresa Minogue, Benjamin Saunders, David Sumner, and Ralph Wilcox

Dispatchers

Marsha Ayers, Jodi Boles, David Brenner, Hilary Brighton, William Burnett,
Kristine Cisco, Karen Clark, Valerie Conner, Graham Dittman, Shari Driscoll,
Kristine Ebersole, Hannah Forbus, Stephanie French, Wesley Grant, Adrienne
Heebner, Daniel Hendrix, Abigail Hernandez, Jo Irving, Anna Kiff, Laura Kirkpatrick,
Claudia Leon, Catherine McAllister, Charles Minuti, Nicola Nelson, Margaret Parker,
Marisa Petersen, Jim Phillips, Rosa Puga, Jim Rock, Cheryl Selden,
Melanie Sherwood, and Beth Vogl

MISSION STATEMENT

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

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

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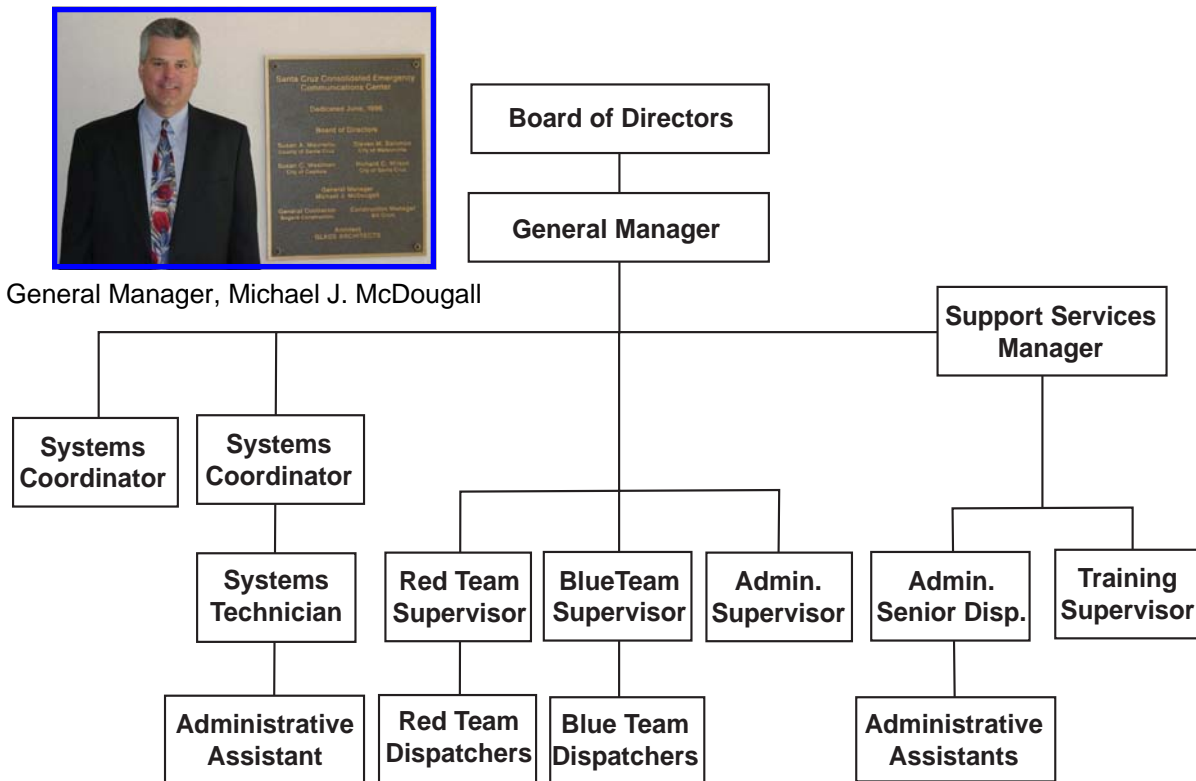City of Watsonville • City of Capitola

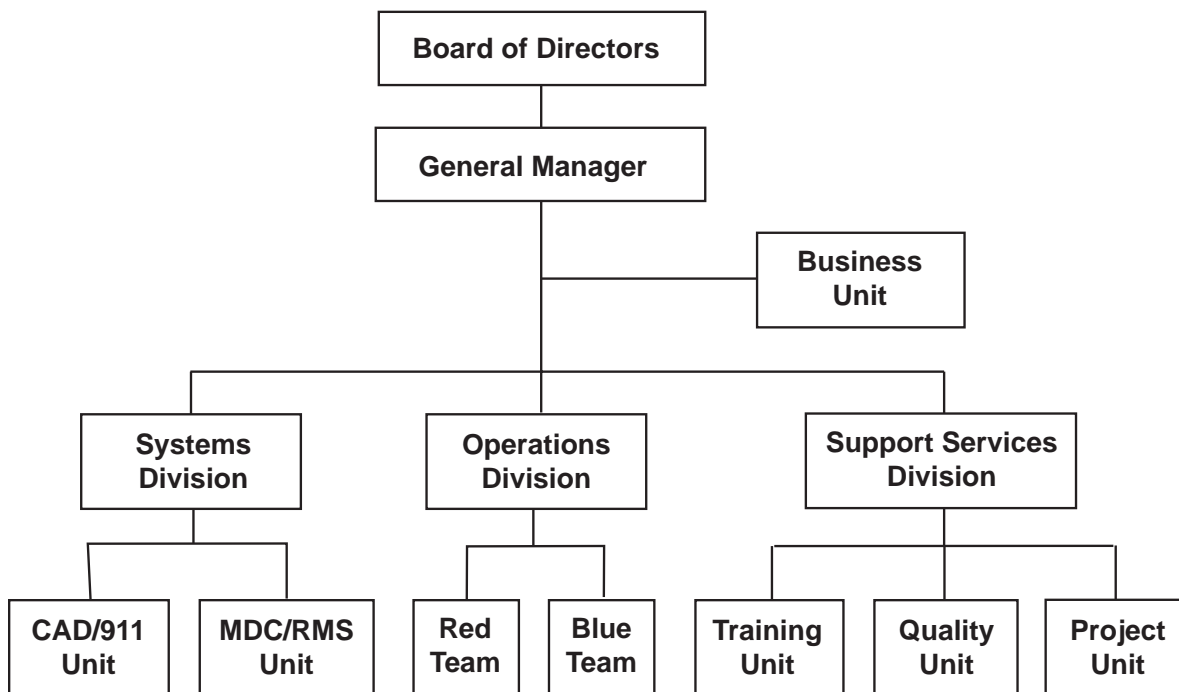Law • Fire • Medical

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Board of Directors

General Manager

Support Services Manager

Systems Coordinator

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Systems Technician

Red Team Supervisor

BlueTeam Supervisor

Admin. Supervisor

Admin. Senior Disp.

Training Supervisor

Administrative Assistant

Red Team Dispatchers

Blue Team Dispatchers

Administrative Assistants

ORGANIZATIONAL PROGRAM STRUCTURE

Board of Directors

General Manager

Business Unit

Systems Division

Operations Division

Support Services Division

CAD/911 Unit

MDC/RMS Unit

Red Team

Blue Team

Training Unit

Quality Unit

Project Unit

II. WORKLOAD AND CALL VOLUME STATISTICS

FISCAL YEAR 2003/2004

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

| Calls for Service (CFS) Handled and Processed				
FY 01/02	FY 02/03	FY 03/04	Agency	% Annual Change
74,228	76,649	80,174	Santa Cruz County Sheriff's Office (SCSO)	4.59%
72,771	76,069	76,498	Santa Cruz Police Department (SCPD)	0.05%
57,183	55,985	57,667	Watsonville Police Department (WPD)	3.00%
19,580	18,697	20,808	Capitola Police Department (CPD)	11.29%
19,022	19,169	18,344	County Wide Fire*	-4.35%
14,975	15,159	15,084	AMR	-0.04%
3,468	3,694	3,745	Other	1.38%
261,227	**265,422**	**272,320**	**Total Calls For Service**	**2.59%**

*   Includes Watsonville City Fire, Santa Cruz City Fire, and all County fire districts
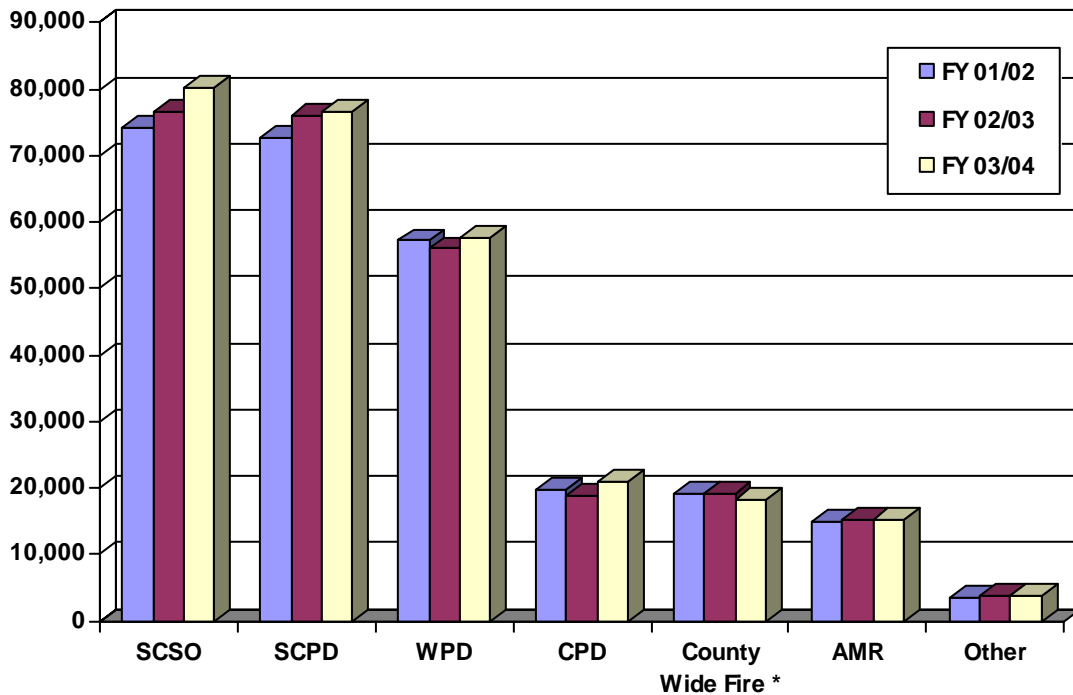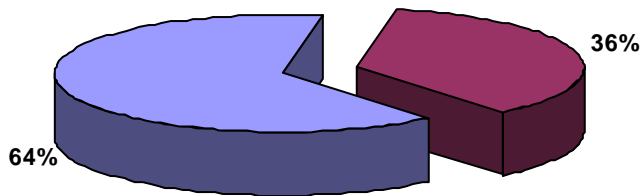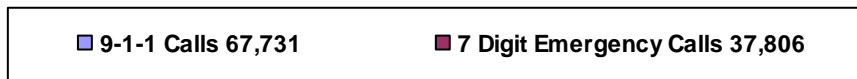

Calls for Service Agency Comparison

Incoming Telephone Calls Handled and Processed

Year	9-1-1 Calls	7 Digit Emergency	7 Digit Non-Emergency (Law)	Total 7 Digit Calls	Total
01/02	73,891	36,497	143,689	423,962	497,853
02/03	72,138	38,289	141,202	413,039	485,177
03/04	**67,731**	**37,806**	**140,159**	**396,295**	**464,026**
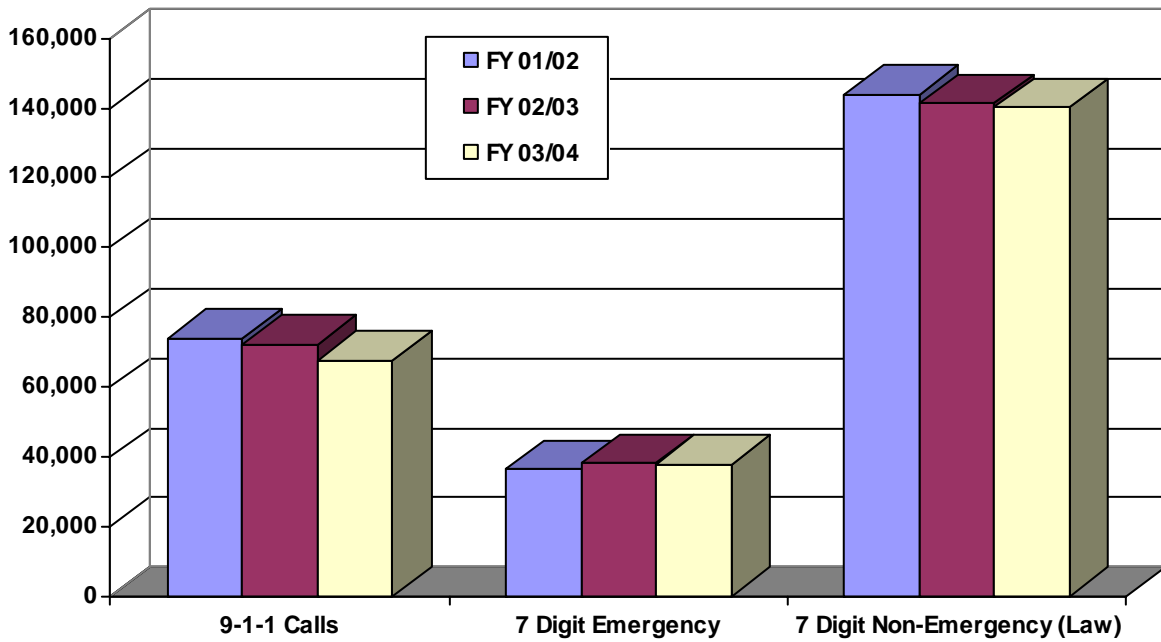
Calls for Service Origin Comparison

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

3

III. BUSINESS UNIT

The Business Unit manages and supports the Authority's administration by handling the day-to-day activities associated with a dynamic organization. Personnel assigned to the Business Unit include the General Manager (.25 FTE), Administrative Supervisor (.25 FTE), Senior Administrative Assistant, Administrative Assistant (.25 FTE), and a Communications Intern.

Purchasing

The Authority issues and tracks its own purchase orders. In our eighth year of operation the Authority issued 59 purchase orders.

Senior Administrative Assistant Alicia Bonnette, Communications Intern Katie Ortiz, and Administrative Assistant Anne Miller

Grounds and Building Maintenance

During this reporting period the Authority continued to administer specific professional service agreements with eleven (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

In FY 2003/2004 the Authority completed four (4) recruitments. Those recruitments resulted in the hiring of five (5) Trainee Dispatchers, one (1) Lateral Dispatcher II, and two (2) Communications Interns. Those recruitments also resulted in the internal promotion of one (1) Systems Supervisor to Communications Systems Coordinator and one (1) Administrative Assistant to Communications Systems Technician. The Authority maintains an interest list for all agency classifications and advertises statewide during Dispatcher II and III recruitments. Employment opportunities are also listed on the Authority's web site at **www.sccecc.org**.

Payroll

Authority payroll is based on a 14 day reporting period for 56 employees in seven (7) different benefit statuses. Administrative staff collect, verify, and process time cards every two (2) 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 Business Unit tracks employee vacation accrual changes, step increases, holiday hours, and compensatory time taken and accrued.

Accounting

Accounting is performed according to general government accounting practices. All expenditures are tracked in sub object accounts and reconciled with the County Auditor/Controller's FAMIS system. Claims are generally submitted to the Business 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 2002/2003 was performed by the County Auditor/Controller's Office and was presented to the Board of Directors on July 22, 2004. 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 2004/2005 is divided into two (2) major pieces: 1) Salary and Benefits, and 2) Services and Supplies. The Salary

Fiscal Year	Total Budget	% of Change
1999/00	$3,987,631	1.98%
2000/01	$4,277,057	7.20%
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%**

and Benefits section consists of nine (9) 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.

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 2003/2004 Capital Budget funded several purchases, some of which were:

♦ Equipment for the Incident/Tactical Dispatcher Program for five (5) Dispatchers specially trained and certified to perform communication duties in the field and at the scene of major fire and/or law enforcement tactical events. The expenditures for this equipment were off-set by funding from the State of California Homeland Security Grant.

Incident Dispatcher Mike Krakowiak participating in the
Capitola Wharf Coastal Incident Response Drill, June 30, 2004

♦ The purchase of a new master recording system utilizing modern technology with remote and web-based capabilities. Funding for the recorder was completely offset by excess/retained revenues jointly held by AMR and the County in accordance with the current Paramedic Service Agreement that requires remote review and duplication of time sensitive data for performance measuring and Quality Assurance.

The Fiscal Year 2004/2005 Budget has a separate index code and budget for the Santa Cruz Metro Records Management System (SCMRS). This budget is also divided into two (2) pieces: 1) Salary and Benefits, and 2) Services and Supplies. The Salary and Benefit section consists of eight (8) 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 (2) different budget indexes.

6

Safety

The Authority had another safe year with only one minor accident and two (2) Worker's Compensation claims. The Safety Committee met four (4) times in Fiscal Year 2003/2004 and discussed a myriad of topics. The Safety Committee Members analyzed the number of sick leave events to help further mitigate sick leave usage. Dispatchers participated in a chair survey that resulted in the purchase of ergonomic chairs that suit a diversity of shapes and sizes. Some of the other highlights in the area of safety this year were:

♦ Attendance by the General Manager McDougall and Operations Supervisor Fink at the annual SDRMA Conference

♦ Attendance by Operations Supervisor Fink at the spring SDRMA Claims Education Day and Workshop

♦ Completion of the annual fire extinguisher service

♦ On site Safety and Health Program Review conducted by SDRMA Safety Consultant Bob Lapidus

♦ On Site Occupational Safety and Health Hazard Identification Survey conducted by SDRMA Safety Consultant Bob Lapidus

♦ The fourth annual upper respiratory campaign focusing on spring allergies and sinusitis

♦ Continued efforts in reducing upper respiratory related illnesses resulted in a reduction in sick leave usage by 233 hours from FY 2002/2003

♦ Wellness incentive awards given to ten (10) dispatchers with perfect attendance

♦ The annual Safety Plan was updated and incorporated format recommendations from SDRMA

♦ The fourth annual flu campaign including on site flu shots

Safety Coordinator Kathryn Redfield at the Authority's Wellness Board

Records

The Business 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.

From July 1, 2003 to June 30, 2004, 717 tape requests were processed, 67 subpoenas were served to the Authority, and the Custodian of Records made six (6) court appearances in support of reproduced tapes.

The General Manager worked with the District Attorney's Office and developed a base fee for tape reproduction that has renewed some of the revenue source initially lost in Fiscal Year 2002/2003.

Tapes Completed in FY 2003/2004			
Agency	**FY 01/02**	**FY 02/03**	**FY 03/04**
District Attorney's Office	293	430	523
Public Defender's Office	100	14	32
Sheriff's Office	33	34	27
Private Attorneys/Citizens	70	8	13
Santa Cruz Police	23	34	51
Watsonville Police	27	10	14
Capitola Police	15	13	31
Fire Districts (19) and AMR (6)	16	4	25
Other	25	6	1
Total Tapes Completed	**602**	**553**	**717**

IV. SUPPORT SERVICES DIVISION

The Support Services Division is organized into three (3) units: Quality, Training, and Project. Personnel assigned to the Division include the General Manager (.25), Support Services Manager, Training Supervisor, Administrative Senior, part-time Administrative Assistant (.25), and a Communications Intern.

Administrative Senior Greg Marr, Support Services Manager Lisa Sullivan, Administrative Assistant Anne Miller, and Training Supervisor Rosanna McKinney

QUALITY UNIT

The Quality Unit is responsible for: quantifying the Authority's performance; facilitating quality data analysis to determine equipment, procedural, and training needs; and for guiding and staffing the Authority's participative Task Team processes. Beginning in December 2001, the Quality Unit also assumed responsibility for the Authority's accreditation effort.

During Fiscal Year 2003/2004, the Quality Unit focused on three areas of quality measurements: accreditation, customer satisfaction, and compliance to performance standards.

Accreditation

On December 18, 2001, the Authority entered into an accreditation agreement with the Commission on Accreditation of Law Enforcement Agencies (CALEA). CALEA accreditation is a coveted award that symbolizes professionalism and excellence. Accredited agencies represent the very best in public safety communications.

Accreditation is a two (2) year process culminating in an exhaustive, four (4) day, on-site audit conducted by two (2) CALEA assessors. The Authority was audited December 13-17, 2003, and was recommended for full accreditation. In the assessors on-site assessment report, they commended the Authority for its "excellent system of performance appraisal", internal communications processes, "emphasis on providing the highest levels of service", and the Standards of Excellence quality improvement program.

On March 20, 2004, the Authority received full accredited status from the CALEA Board of Commissioners at their conference in Pasadena, California. The Authority's "Citizens' Academy for 9-1-1" was also given an "Exemplary Project" award for its uniqueness and positive impact on the community.
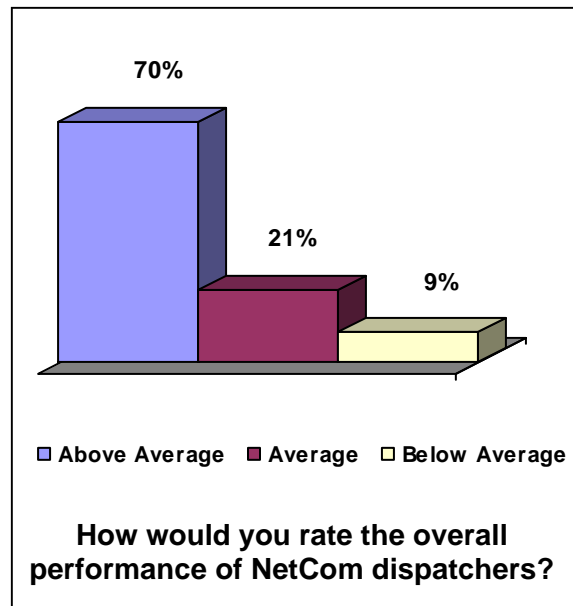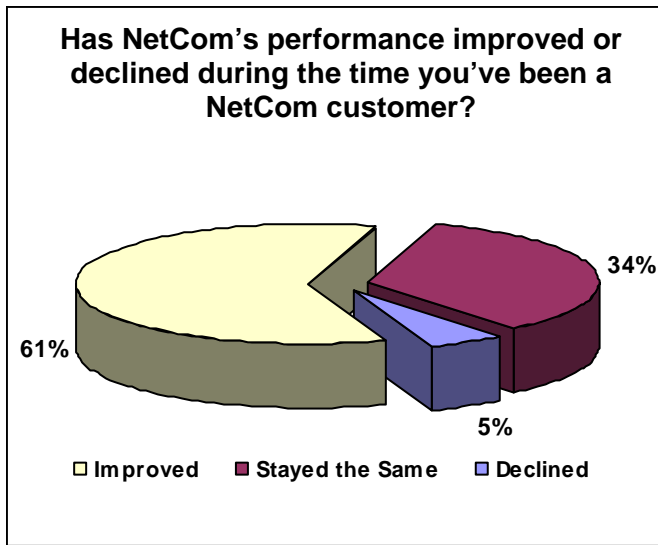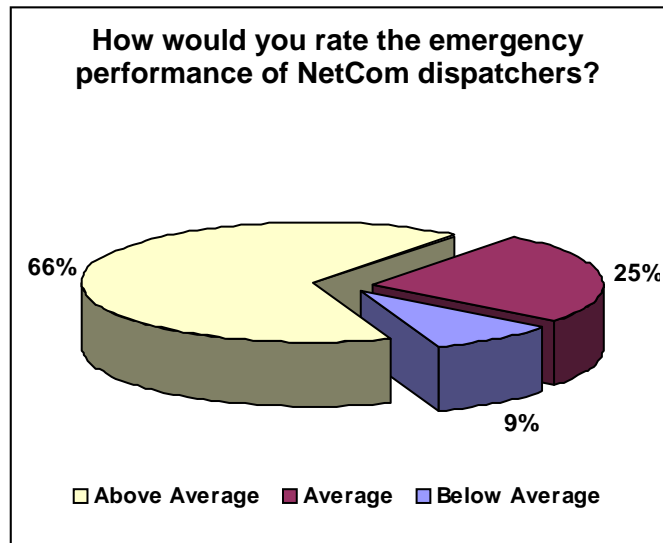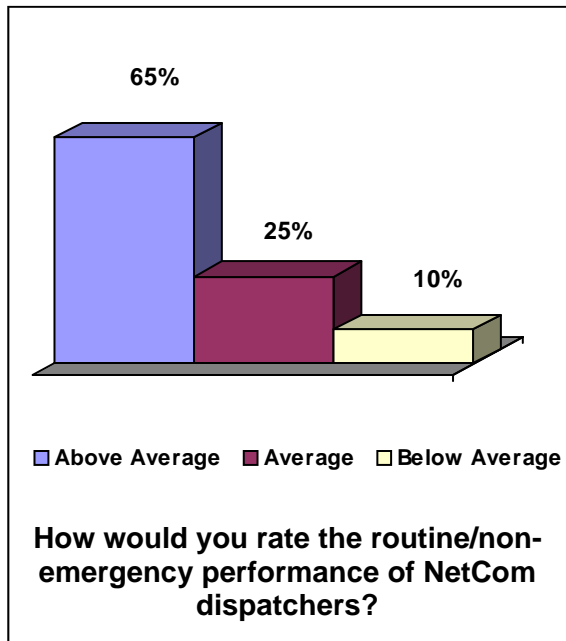
Customer Satisfaction

In an effort to evaluate the satisfaction of its User Agency customers, the Authority conducted a customer satisfaction survey of its User Agency supervisory personnel. The survey was cooperatively developed by User Agency and Authority personnel via the Operational Policy Task Team process. The

Customer Satisfaction Surveys Distributed and Returned			
	Distributed	Returned	Return Rate
Law	77	39	51%
Capitola Police	9	5	56%
Santa Cruz Police	21	13	62%
Sheriff's Office	33	8	24%
Watsonville Police	14	13	93%
Fire	107	41	38%
EMS	4	4	100%
Total	188	84	45%

surveys were distributed at the March Task Team meetings and collected at the April meetings. 188 surveys were distributed and 84 were returned for a 45% return rate.
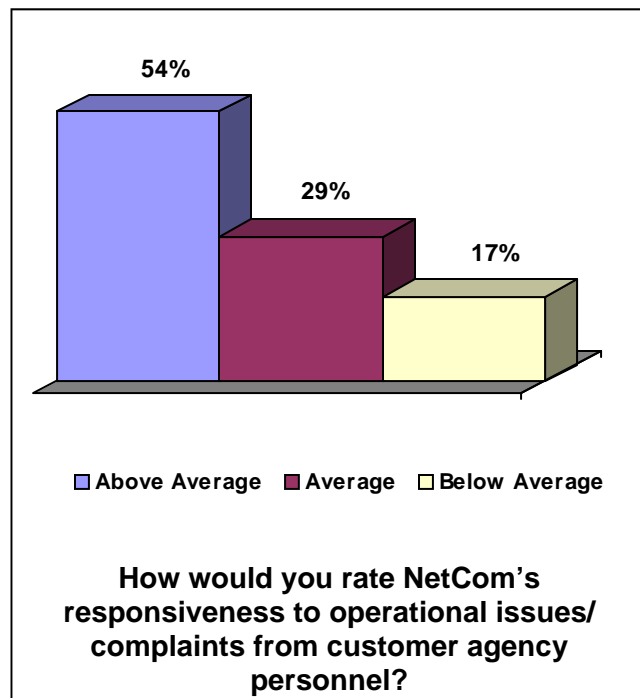
Survey questions were designed to measure satisfaction with Authority performance in operational and administrative areas. To measure satisfaction with operational performance, customers were asked if Authority performance had improved or declined and to rate dispatch performance in three categories: overall performance, routine/non-emergency calls, and emergency calls. 61% of respondents felt NetCom performance had improved; 70% rated overall performance above average; 64% rated routine/non-emergency performance above average; and 66% rated emergency performance above average.

Has NetCom's performance improved or declined during the time you've been a NetCom customer?

34%

5%

61%

☐ Improved ■ Stayed the Same ☐ Declined

70%

21%

9%

☐ Above Average ■ Average ☐ Below Average

How would you rate the overall performance of NetCom dispatchers?

65%

25%

10%

☐ Above Average   ■ Average   ☐ Below Average

How would you rate the routine/non-emergency performance of NetCom dispatchers?

How would you rate the emergency performance of NetCom dispatchers?

66%

25%

9%

☐ Above Average   ■ Average   ☐ Below Average

To measure satisfaction with administrative performance, customers were asked to rate the Authority's responsiveness to operational issues or complaints from customer agency personnel, how well the Authority supported their mobile data computer (MDC) system, and if they found the Authority website useful.   54% of respondents rated the Authority's responsiveness above average; 64% rated the Authority's support of MDC systems above average; and 39% found the Authority's website somewhat useful.

54%

29%

17%

☐ Above Average   ■ Average   ☐ Below Average

How would you rate NetCom's responsiveness to operational issues/ complaints from customer agency personnel?

Do you find NetCom's website, www.sccecc.org, useful?

35%

39%

26%

☐ Yes ■ No ☐ Somewhat

78%

18%

4%

☐ Above Average ■ Average ☐ Below Average

**How well has NetCom supported your MDC system?**
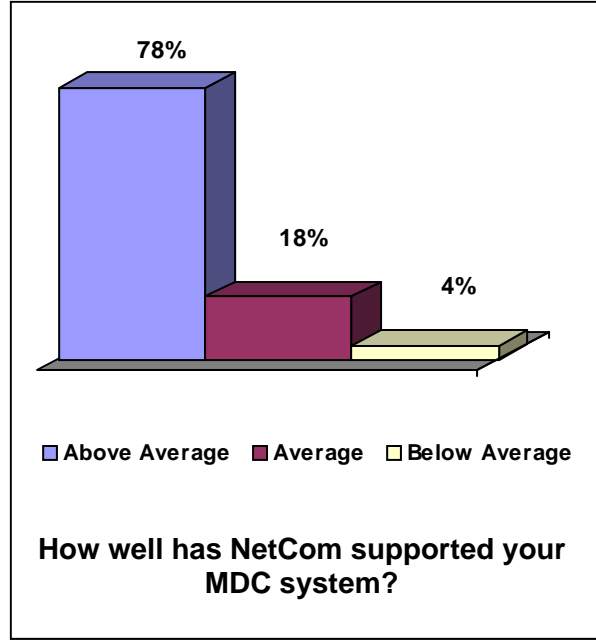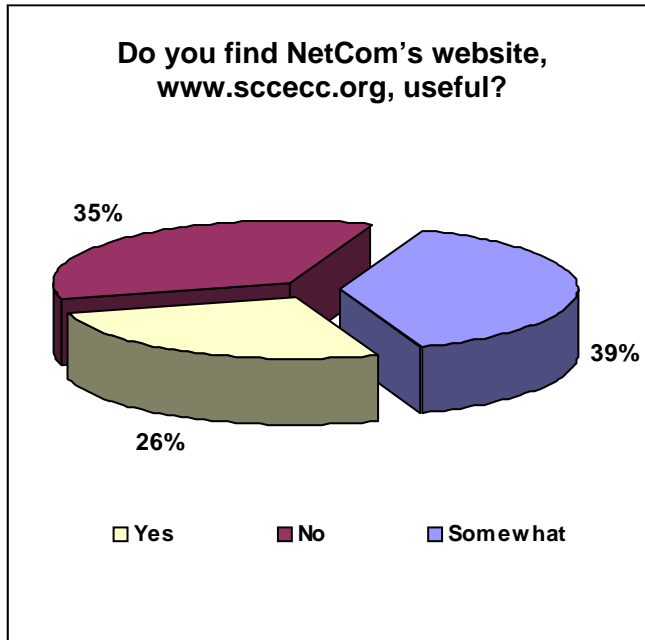
The survey results were tabulated and published for Authority staff in May and the information was used to help establish Authority goals for Fiscal Year 2004/2005 (Page 36). The responses by survey question are included as Addendums to this report: Law Enforcement responses are Addendum A (Page 37) ; Fire Service/EMS responses are Addendum B (Page 40).

Compliance to Performance Standards

The dispatch process is measured in two parts: 1) time spent on the phone determining the appropriate response, and 2) elapsed time to dispatch after response has been determined. The performance criteria for time spent on the phone is dependent upon the general category of the call. Certain types of calls require different information be obtained in order to determine the appropriate response. If more information is needed to determine the response, more time is spent on the phone.

61%

85%

90%

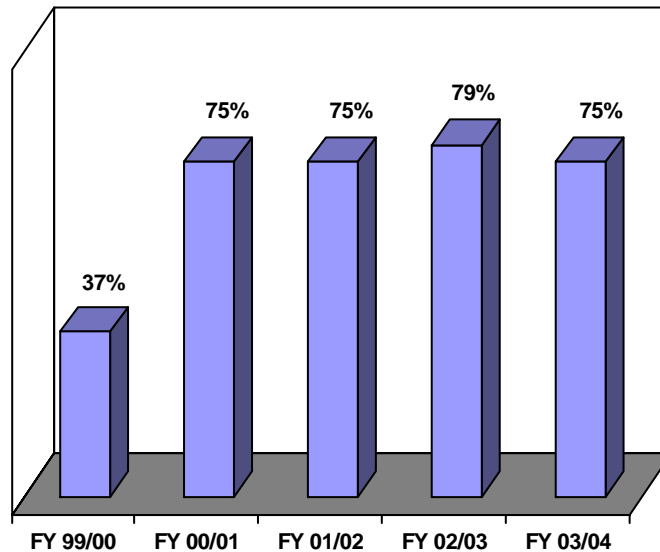| 1st Q 03 | 2nd Q 03 | 1st Q 04 |

Echo Level Compliance
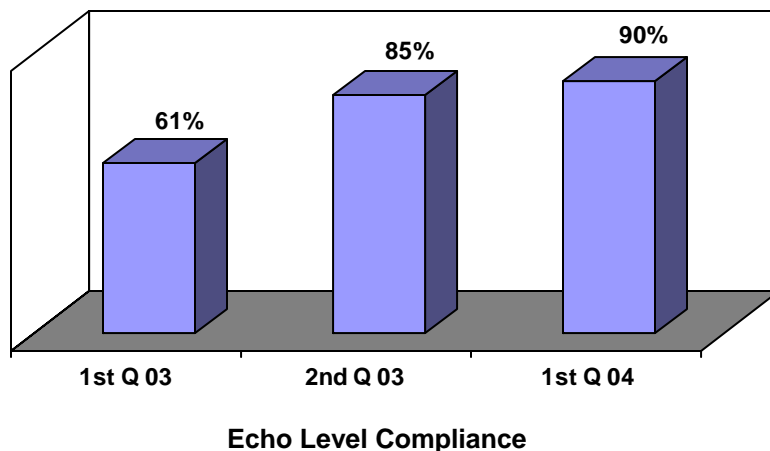
It is the goal of the Authority to **complete the call taking process for 90% of the highest priority medical emergencies (ECHO level) received on E9-1-1, within 60 seconds**.

The ability to identify the highest priority medical emergencies is a recent addition to the emergency medical dispatch system.

It is the goal of the Authority to **complete the call taking process for 90% of emergent medical emergencies (CHARLIE and DELTA levels) received on E9-1-1, within 90 seconds**.

It is important to know the call taking time for any medical emergency does not delay the fire and ambulance response. Using a technique called "pre-alerting", fire and ambulance responders are informed of the incoming emergency and its general location so the response can begin *while the dispatcher is still on the phone with the caller.* The Authority's pre-alert performance is illustrated by the upper left chart on Page 14. At the same time the Authority has decreased the amount of time taken to process these calls, the quality of the call taking process has also improved as demonstrated by the lower right chart on Page 14.

Charlie and Delta Level Compliance

It is the goal of the Authority to **complete the call taking process for 90% of all first priority fire emergency calls received on E9-1-1, within 60 seconds.**
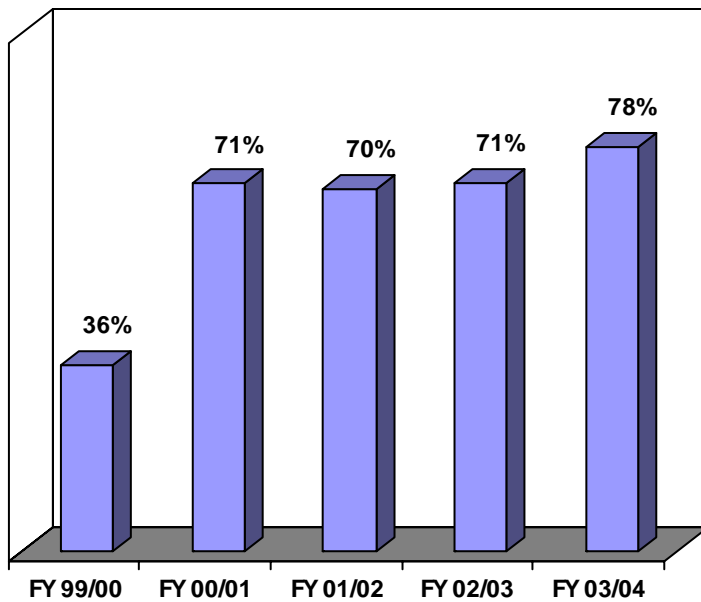
First Priority Fire Compliance

These calls are the least frequent calls received by the Authority. They represent approximately 6% of all calls received. The infrequency of these calls makes performance measurements extra sensitive. It is worth noting that with the compliance percentage at 78% these calls are handled, on average, within 51 seconds. It can be inferred that 22% of calls that do not meet the performance goal are barely over the 60-second mark.

Pre-Alert Compliance
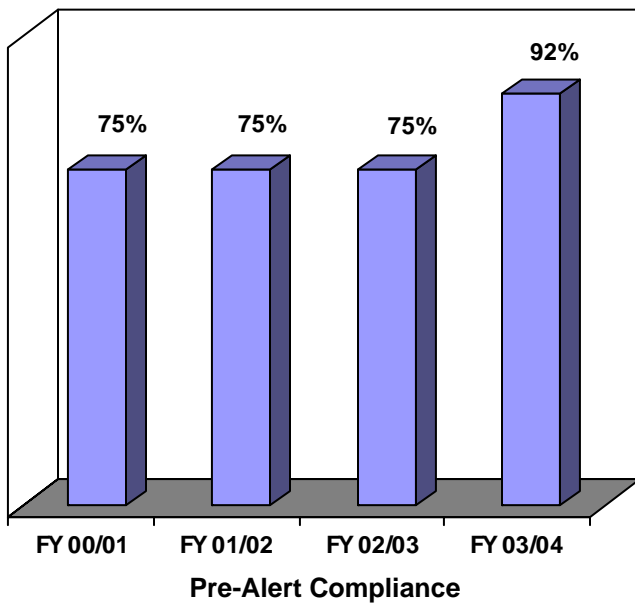
It is the goal of the Authority to **provide pre-alerts for 90% of all fire and medical incidents received on E9-1-1.**

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.

The Authority uses a highly structured system for triaging emergency medical calls. This system helps dispatchers recognize the highest priority medical calls as soon as possible. After a response is dispatched, the system also provides appropriate care instructions which are relayed to callers by dispatchers. To determine how well the Authority is using this system, a random sampling of emergency medical calls is selected for quality assurance review. **It is the Authority's goal to achieve an average compliance of 92.5% to these medical dispatch protocols.**

The emergency medical dispatch system is the last manual system within the Communications Center environment. In an effort to improve performance in this area, the Authority is implementing the computerized version of this system. Successful implementation should result in a significant improvement in compliance and an improvement in call processing times. The implementation project is described in greater detail on Page 22 of this Report.

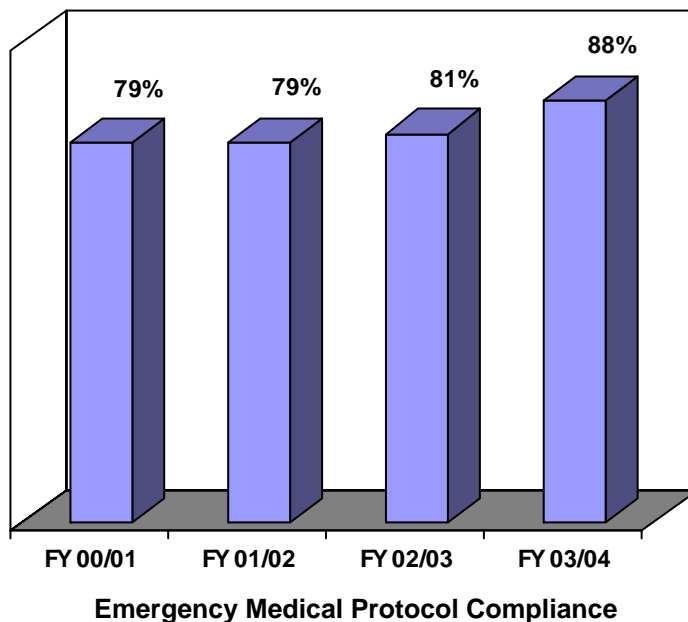**Emergency Medical Protocol Compliance**

It is the goal of the Authority to **complete the call taking process for 90% of all first priority, E9-1-1 law enforcement calls for service within 90 seconds.**

First Priority Law Enforcement Compliance
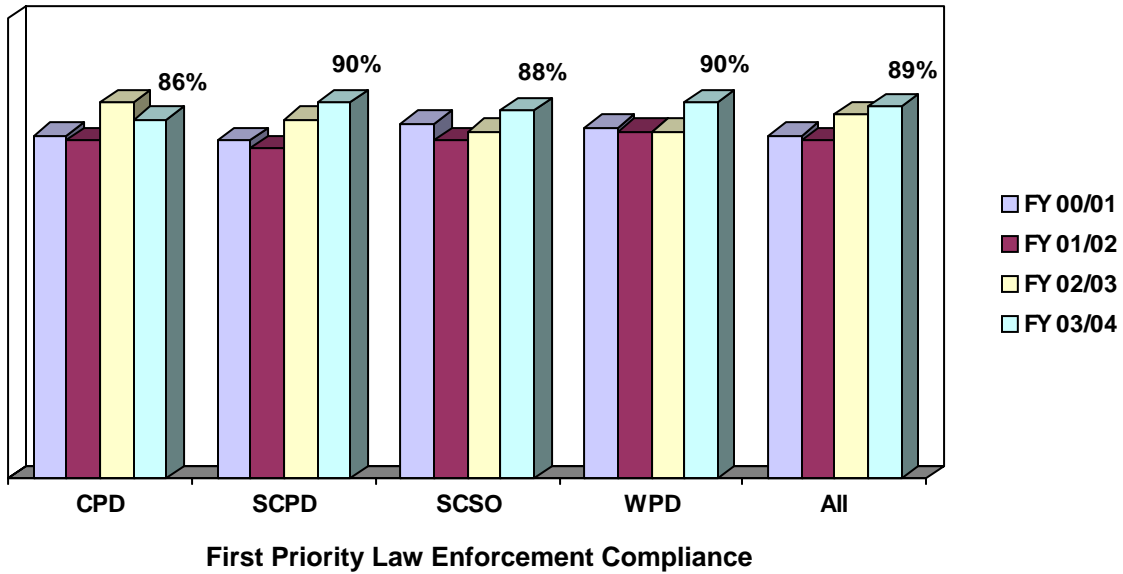
It is the goal of the Authority to **dispatch 90% of all first priority, E9-1-1 calls for service within 30 seconds** of completion of the call taking process.

First Priority Dispatch Compliance
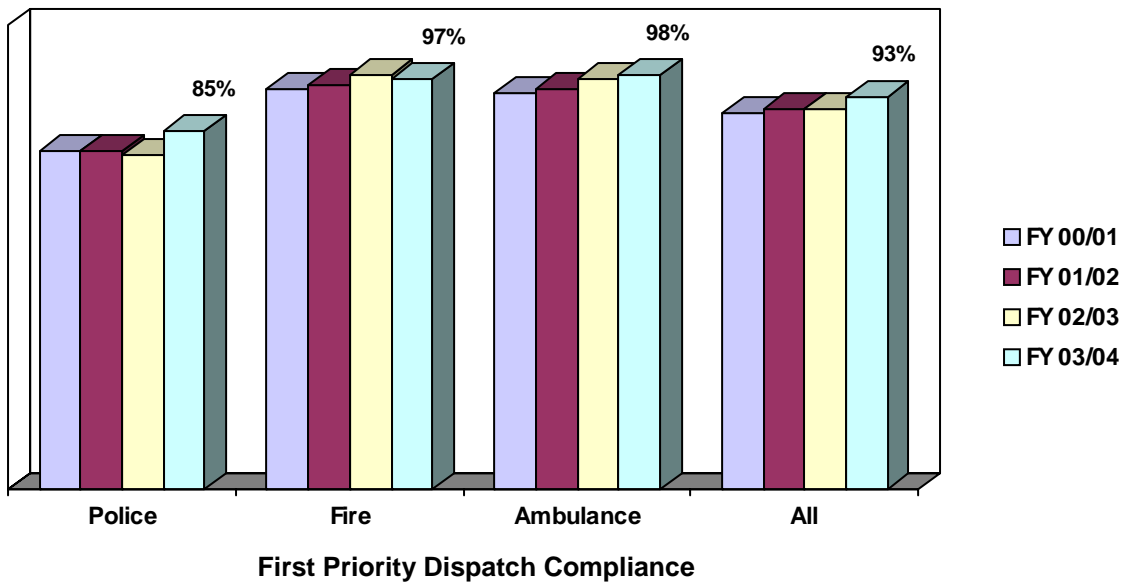
The dispatch process for fire and ambulance is highly automated and time stamps are generated by the Computer Aided Dispatch (CAD) system. Because of operational differences, the law enforcement dispatch process is less automated. The moment when the time stamp should be generated for dispatch of law 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 79%. The average time to complete a law enforcement dispatch is 23 seconds which affirms this interpretation.

Task Team Processes

<u>The Standards Team</u>

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, Anita Miller, Terri Minogue, Ralph Wilcox, and Jim Rock.

The Standards Team's biggest accomplishment during Fiscal Year 2003/2004 was the successful completion of the Authority's accreditation efforts. The Team members were crucial in all aspects of the accreditation project. They collected documentation to prove compliance, gave presentations and answered questions from the CALEA auditors on a variety of Authority topics, and participated in the formal award ceremony at the CALEA conference in Pasadena, California.

Standards Team and Management Staff at CALEA Conference Award Ceremony

The Team met nine (9) times during the fiscal year, participated in three (3) mock accreditation assessments, and hosted a statewide meeting for the California Police Accreditation Coalition.

<u>Fire/EMS Operational Policy Task Team</u>

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 year the Team's primary focus, along with the regular reviewing of policies, was to concentrate on improving the efficiency of the primary radio channel. With the growing number of responses, increased number of on-duty units and inclusion of all Fire/EMS units on one radio channel, the channel has become very active. The Task Team recommended several changes be made including:

♦ More accurate responses to structure fires, pedestrian traffic accidents, and reset fire alarms. This is in an effort to minimize response changes after an incident has been dispatched.

♦ A formal quality assurance program to critique high risk, low frequency incidents.

♦ A "roll call" technique that allows dispatchers to manage the radio channel more effectively during incidents involving several pieces of apparatus responding simultaneously.

♦ More effective utilization of tactical channels resulting in less radio traffic on the primary dispatch channel.

It should be noted that these changes were made with no fiscal impact to any of the agencies.

Also during this fiscal year, AMR implemented a new and improved System Status Management plan. The new plan included an increased number of units on-duty during the busiest periods. While the new plan has been effective in improving response times to emergency medical calls, it added radio traffic to an already busy radio channel. To streamline the radio traffic, technology was put to use in the form of alphanumeric pagers. Much of the non-essential radio traffic has been replaced with simple paging of post movement instructions to AMR units.

Administrative Supervisor Dennis Kidd participating in the Santa Cruz County Fire Chief's Mid/High Rise Exercise, May 25, 2004

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 draft new policies and procedures and review existing ones to ensure they describe and support highly effective dispatching techniques.

During Fiscal Year 2003/2004 the Team focused on:

♦ Improving the use of "silent dispatching" of low priority events to the Mobile Data Computers.

♦ Providing police department employees with training on the SCCECC Computer Aided Dispatch (CAD) system to facilitate the assigning of routine case numbers by records technicians.

♦ Clarifying and adding several incident types to more accurately reflect the given situation.

♦ Concentrating on reducing the number of times on-duty officers call (via cell phone) SCCECC in lieu of using their radio. By providing a monthly report to each agency, the overall number of phone calls by officers has been reduced by 17%.

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. The Committee reviews medical calls and provides assessment support to the dispatchers. The Committee met twice this past 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 American Society of Law Enforcement Trainers (ASLET), 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 (2) 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 supervised by Training Supervisor Rosanna McKinney and staffed by three (3) Academy Instructors: Senior Dispatchers Greg Marr and Ralph Wilcox; and Dispatcher II Dan Hendrix. These individuals prepare lesson plans and instructional material and conduct classroom instruction. The Academy Staff met six (6) times in Fiscal Year 2003/2004 and in April, 2004 attended the Public Safety Instructor Symposium in Long Beach, California to refresh their teaching skills.

The Dispatch Academy continues to be taught in two (2) 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 Fiscal Year 2003/2004, six (6) students successfully completed the first, call-taking segment of the Dispatch Academy and three (3) students successfully completed the second, radio dispatching segment.

During this reporting period, Academy Staff provided training for one (1) entry-level academy and one (1) radio academy. In addition to providing entry level training, Academy Staff also conducted one (1) Fire/EMS (Pod) Academy and 16 training classes for User Agencies. The 16 classes conducted for User Agencies provided instruction in radio use or the Computer Aided Dispatch (CAD) system and is nearly double the number of similar classes conducted during Fiscal Year 2002/2003.

<u>Communications Training Officer (CTO) Program</u>

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 12 CTO's: Dispatcher II's Kristine Ebersole, Dan Hendrix, Laura Kirkpatrick, Margaret Parker, Melanie Sherwood, and Karen Clark, and Senior Dispatchers Suzie Daley, Mike Krakowiak, Greg Marr, Anita Miller, Terri Minogue, and Dave Sumner. The Program is managed by Support Services Manager Lisa Sullivan.

During Fiscal Year 2003/2004, ten (10) dispatchers were assigned to the CTO Program for a total of 3,277 hours of training. As in Fiscal Year 2002/2003, our success rate for this year is lower than previous years. However, our retention rate 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**	**327.7**	**60%**	**100%**

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 focused 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 dispatchers' needs and interests.

CE classes were conducted three (3) times during Fiscal Year 2003/2004. The topics presented were: System Status Management, CALEA Assessment, a domestic violence update, and fire season preparation (Fire Fest).

CPT Program Performance						
	On-Site Training Hrs.	Off-Site Training Hrs.	CE Hours	Ride Alongs	Total Hours	Avg. Hrs./ Employee
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**

Community Outreach

The Authority currently pursues partnership with the community via three (3) main activities and/or processes: the Recruiting Team, the Citizens' Academy for 9-1-1, and the Authority's website.

Young recruit Mitchell Stelling with Senior Dispatcher Suzie Daley

Recruiting Team

The Recruiting Team was originally created 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's responsibilities have evolved to include representing the Authority at public education and community outreach events. The Recruiting Team is facilitated by Training Supervisor Rosanna McKinney and the members are: Public Safety Dispatcher II's Rosa Puga, Graham Dittman, and Laura Kirkpatrick. During Fiscal Year 2003/2004, the Recruiting Team met seven (7) times and focused on identifying target groups, developing materials, and implementing strategies 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 Recruiting Team has diligently worked to address. In Fiscal Year 2003/2004, 23 presentations and tours of our facilities were conducted. Presentations were made to school and scout groups as well as other organizations.

When presentations are made to specific groups, an invitation to complete a sit-along with a dispatcher is extended. This past fiscal year, 114 individuals participated in sit-alongs, 63 were citizens (primarily Citizens' Academy participants), 20 were Regional Occupation Program (ROP) students, and 31 were 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.

This year, two (2) Citizens' Academies for 9-1-1 were conducted. On May 15, 2004, this Citizens' Academy was made available on-line and our third "class" was presented. We also participated in two (2) User Agency Citizen Academies, one (1) of which was exclusively in Spanish. To date, 165 individuals have successfully completed the Citizens' Academy for 9-1-1.

Senior Dispatcher Dave Sumner works a channel while Dispatcher II Abby Hernandez explains the dispatch process and Tactical Mapping to participants in a Spanish Citizens' Academy

Website Activity

Analysis of the activity on our web page indicates we hosted 15,820 visits this fiscal year. Of the hits received on our web page this year, 78.1% were users in the United States, 1.9% were international users, and 20% were unknown.

This year's improvement to the website was the availability of our Citizens' Academy for 9-1-1 on-line. The first distance learning class had ten (10) participants register and six (6) completed the training program.
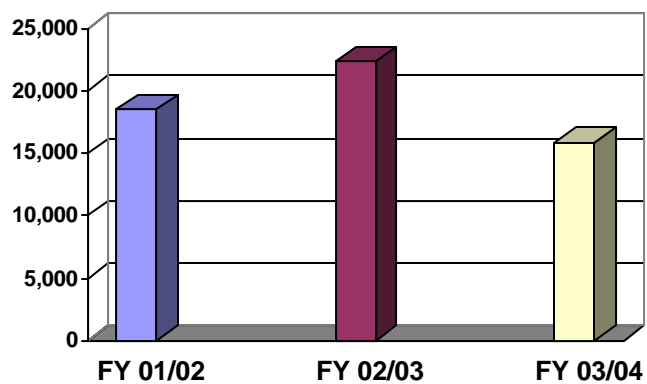
PROJECT UNIT

The Project Unit is a new unit within the Support Services Division responsible for all projects assigned to the Division that are not clearly within the scope of the Quality or Training Units. The primary project for Fiscal Year 2004/2005 is the implementation of the computerized version of the Emergency Medical Dispatch (EMD) protocols. This program is called Pro QA and the project's objective is to improve the Authority's performance in handling emergency medical calls as measured by existing time and content based performance standards.

The project is managed by Support Services Manager Lisa Sullivan and a Project Team has been assembled. Pro QA Project Team members are: 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 will meet approximately every three (3) weeks for the duration of the project to ensure its timely and efficient implementation.

Baseline performance measurements have been established and a project timeline has been created. The Pro QA software has been installed and the Computer Aided Dispatch (CAD) system interface has been successfully tested. The system is ready for configuration and dispatch staff will receive their training August 3-5, 2004. Implementation is scheduled for mid-August and performance measurements are expected to reflect the resulting improvements by November, 2004.

V. 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 twenty-four (24) hour, seven (7) day per week dispatch service. Personnel assigned to the Operations Division include the General Manager (.25 FTE), Administrative Supervisor (.75 FTE), two (2) Operations Supervisors, eight (8) Senior Public Safety Dispatchers, and 33 Public Safety Dispatchers.

Red Team Operations Supervisor Lola Crain

Blue Team Operations Supervisor Kevin Fink

DISPATCH UNIT

The Dispatch Unit is comprised of two (2) 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:

July 11, 2003 @ 1328 Hours — Multi-Casualty Vehicle Accident

One of the worst traffic accidents in recent history occurred when a "big rig" truck lost its brakes and rear-ended a passenger vehicle on Highway 17 at the fish-hook during heavy summer beach traffic congestion. A chain reaction crash of approximately 20 vehicles followed with several people critically injured including one infant fatality. Fortunately, Scotts Valley Fire Chief McMurry was on the scene when the accident occurred and was able to extinguish a fire consuming a vehicle with several occupants.

Dispatchers were extremely busy as several agencies responded to the Multi-Casualty Incident including: Scotts Valley Fire, Santa Cruz Fire, Felton Fire , Central Fire , Zayante Fire, Aptos/La Selva Fire, CHP, Calstar, and AMR. A NetCom Incident Dispatcher also responded directly to the scene to handle Incident Command communication needs.

December 1, 2003 @ 1114 Hours — Armed Bank Robbery and Pursuit

Dispatchers received a call from an employee of Wells Fargo Bank in Aptos reporting an armed robbery that had just occurred. As dispatchers relayed information to responding Sheriff's deputies, it was learned that several suspects were armed with military type assault rifles and had fled the bank with money. Simultaneously, dispatchers were also dealing with multiple bomb threats at Aptos High School, Cabrillo College, and Soquel High School. It was later learned that the bomb threats were a "diversionary tactic" used by the robbers.

After a description of the suspects and the suspect vehicle was broadcast, a Cabrillo College deputy, investigating the bomb threat, observed the suspect vehicle and gave chase (after the suspects made a wrong turn). Minutes later, the suspects abandoned their stolen vehicle and fled on foot where they were subsequently captured after a dramatic foot chase.

Ultimately, several suspects were arrested without incident. Several accomplices, including a former bank employee, were arrested in the following days. All are currently in custody and awaiting trial.

March 24, 2004 @ 1911 Hours — Search for Missing Four Year Old

Frantic parents in Boulder Creek called 9-1-1 and told dispatchers that their four year old son and his dog were missing from their yard and hadn't been seen in over an hour. Dispatchers immediately sent several Sheriff's deputies to assist in what would be one of the largest search efforts in recent memory. Since it was almost dark in the heavily wooded neighborhood, deputies were obviously anxious and eager to find the child.

As the night progressed, additional deputies were called to assist and a NetCom Incident Dispatcher was activated to assist the Incident Commander (IC) with on-scene logistics and coordination of the Search And Rescue (SAR) teams.

Within hours, the deputies established a Command Post and were joined by several allied agencies, including CHP (with a helicopter), area fire departments, Scotts Valley Police, State Fish and Game, San Jose Police, Santa Clara County Sheriff's Office, San Mateo County Sheriff's Office, and specialized police canine units from as far away as Napa. In addition to the allied agencies, several local volunteer civilians assisted in the search. NetCom also staffed the Command Post with two (2) additional Incident Dispatchers for the duration of the search.

The search ended the following afternoon when the child was located not far from his home, hungry and scared, but otherwise unharmed.

Incident Dispatch Team

Senior Dispatcher Ralph Wilcox, Senior Dispatcher Suzie Daley, Administrative Senior Greg Marr, Senior Dispatcher Dave Sumner, Administrative Supervisor Dennis Kidd, and Senior Dispatcher Mike Krakowiak

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April 10, 2004 @ 0055 Hours — High Speed Pursuit and Gunfight

An unmarked Sheriff's unit advised dispatchers that he began surveillance on a motel room in Watsonville where a suspected armed fugitive/parolee was believed to frequent. The suspect was then observed in a white Ford Explorer and the unmarked unit attempted a traffic stop which quickly turned into a pursuit. Dispatchers then called CHP dispatch to request assistance. Within two (2) minutes, a nearby CHP unit was in position and took over the pursuit which was headed into the City of Watsonville.

Minutes later, the CHP officer reported that the suspect vehicle had collided with another vehicle and a pedestrian. He then frantically radioed NetCom dispatchers that shots had been fired and that he (the officer) was hit. Dispatchers immediately activated "officer down" procedures and every local allied law enforcement agency was alerted.

Although the suspect fled on foot after the gunfight, the area was immediately saturated with officers from every agency, and a massive manhunt began. While officers went door-to-door in Watsonville, the media alerted the public by broadcasting the suspect's name and description. As a result NetCom dispatchers fielded several reported "sightings" from the public and several hundred inquires. Off-duty dispatchers were called back to assist in the Center and a NetCom Incident Dispatcher was sent to the Command Post.

The Command Post remained activated for several days as over 100 officers on the ground and in the air searched for the suspect. It was believed that suspect was contained in the immediate neighborhood so dispatchers, both at NetCom and at the Command Post, followed the incident closely, fielded numerous tips, and handled approximately 100 media inquiries.

Ultimately, the suspect was sighted in Visalia a few days later, where he again engaged in a gunfight with officers and was killed.

NetCom Incident Dispatchers participating in the Tactical Dispatcher Training Scenarios in May 2004

<u>May 17, 2004 @ 2146 Hours — Suicidal Woman Saved</u>

A distraught man called dispatchers during the evening hours to report his wife was missing, that she had called him from her cellular phone to say "goodbye", and was threatening suicide. When dispatchers asked the man where his wife was located, he could only tell them "in a motel somewhere in Santa Cruz."

Several dispatchers set aside lower priority calls and immediately began an extraordinary "team campaign" to find the woman. The search began by calling the woman's cellular phone provider. As a result of that inquiry dispatchers were able to determine the cell site and general area of her last call. Then, using the only tool they had, they began calling every motel and hotel within the Santa Cruz area cell site on the hopes that the woman had registered under her real name. After tediously contacting 22 motels, dispatchers located the motel where the woman had registered.

Officers and paramedics were immediately dispatched to the scene where the woman was discovered unconscious but breathing after an apparent drug overdose. She was immediately transported to the hospital where she recovered.

Clearly, had these dispatchers only "followed policy" and not taken the extraordinary initiative and efforts as a team, the woman probably would not have survived.

Communications Center during
Alternate Site activation drill

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

Outstanding Performance By Dispatchers in FY 2003/2004

Ralph Wilcox and Chuck Minuti received praise from the Users Committee on their exceptional performance coordinating resources and anticipating User needs during the multi-casualty vehicle accident on Highway 17 on July 11, 2003.

Bill Burnett received a commendation from Operations Supervisor Kevin Fink for his handling of an in-progress theft on September 30, 2003 where his teamwork and professionalism contributed to the apprehension of four (4) suspects.

Laura Kirkpatrick received praise from County Child Support Services Lead Investigator Danette Glabb on how helpful, nice, attentive, and professional she was when Glabb reported a theft.

Commendations were given to Cat McAllister, Marisa Petersen, and Melanie Sherwood by Operations Supervisor Dennis Kidd for their handling of a call on October 14, 2003 regarding a 19-year old gun shot victim. All three (3) dispatchers showed extreme composure, an ability to coordinate a multi-agency response, and professionalism during the tragic event.

Anita Miller was thanked by Santa Cruz Police Chief Howard Skerry for her assistance and effort in providing service to their department as their designated dispatcher during the 2004 New Years Eve First Night Celebration.

Marsha Ayers and Dave Sumner were commended by Santa Cruz Police Deputy Chief Patricia Sapone for their exceptional performance during an ordeal on January 10, 2004 regarding the location of a violent parole offender who had kidnapped and shot a person.

Stephanie French, Suzie Daley, Greg Marr, and Ralph Wilcox received praise from Sheriff Mark Tracy for their tremendous professional assistance in locating a missing 4-year old on March 24, 2004. They also received a heartfelt thanks from 5th District Supervisor Mark Stone for their team efforts during the search for the missing child.

VI. SYSTEMS DIVISION

Personnel assigned to Systems Division include the General Manager (.25), two (2) Systems Coordinators, a Communications Systems Technician, a Senior Administrative Assistant (.50), and a Communications Intern. The Division is comprised of two (2) separate units: CAD/9-1-1 and SCMRS/MDC.

CAD/9-1-1 Systems Coordinator
Ben Hatheway

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:

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/Printrak) to resolve problems, suggest enhancements, and handle other routine matters. Unit staff performs system troubleshooting and minor maintenance on workstation hardware.

In September, 2003, a major upgrade to the CAD system was installed. In May, 2004 a new VoicePrint logging recorder was installed with remote access features allowing selected workstations at off-site locations the ability to access authorized voice logging recorder channels for playback.

9-1-1/Telephone

Unit staff performs additions, moves, changes, and trouble-shooting of telephone sets and features. Staff also monitors the system for proper operation and maintains reports of 9-1-1 and seven-digit calls to the Center. Unit staff interfaces between the Authority and SBC regarding all telephone lines and circuits supporting 9-1-1, radio control, and data. The CAD/9-1-1 Systems Coordinator 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.

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 problems.

Geographic File (Geofile)

The accuracy of the Geofile has continued to remain constant at around 99.9% from July, 2003 to July, 2004.   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 99.8% to 99.9%

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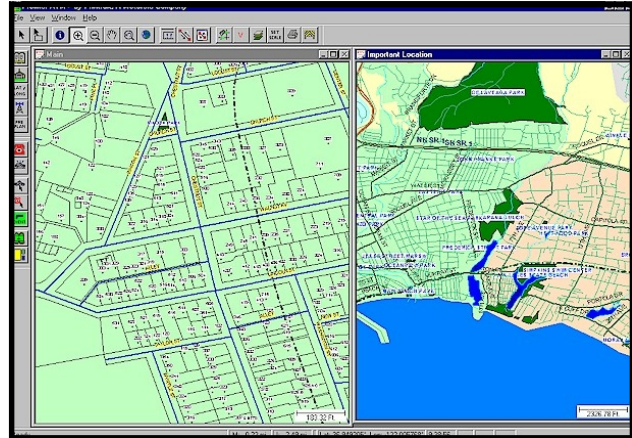
Performance Reporting

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 ambulance contract between AMR and the County of Santa Cruz and enhancements contained therein, among them, the inclusion of fire agencies in the performance reporting process.

Server Rack in Computer Room

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MDC/RMS Systems Coordinator Scotty Douglass,
Senior Administrative Assistant Beth Ann Wann,
and Communications Systems Technician Justin Keele

SANTA CRUZ METRO RECORDS SYSTEM (SCMRS)/MDC UNIT

The Systems Division's SCMRS/MDC 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. 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 successfully negotiated lower-cost versions of the Software Maintenance Agreements with Aether Mobile Government (MDC Software Vendor) and Cyrun Corporation (RMS Software Vendor). Aether Mobile Government will provide User Agencies with software updates throughout the next fiscal year. As for Cyrun Corporation, the Agencies will receive software patches within the current version for a year. Also, the Agencies will be a Beta Site for current versions over the next year. The Unit will continue to follow their previously adopted policy of evaluating each release in a "test environment" to identify and address any problems ahead of 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 and Beth Ann Wann in October, 2003. They presented three (3) training sessions at the conference which were well received. While at the AUG conference, Scotty Douglass was elected President of the AUG for 2004. This opportunity has further strengthened our relationship with not only Cyrun Corporation, but with the participating AUG agencies as well. The next AUG conference is set for October 2004, and will be held in Santa Cruz.

In October of 2003, the Unit began the process of entering all identified Wanderers into RMS. Wanderers are Alzheimer/Dementia patients that have been identified and registered (by family or caretakers) as Wanderers with the Alzheimer's Association. This enables dispatchers and officers to have one centralized database to search should a Wanderer be located. Lastly, the SCMRS/MDC Unit facilitated the implementation of electronically submitting police reports to the District Attorney's Office, Victim Witness, Child Protective Service, and Adult Protective Service.

Mobile Data Computer (MDC) System

The 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 officers to write reports in the field and then transmit them to the SCMRS system for processing. In addition, MDCs continue to be operational in units of the Santa Cruz Fire Department and are used for status changes, receiving calls, and messaging. Lastly, the Print Function was enabled in the police MDCs allowing them to send NCIC returns to printers at their individual departments.

Santa Cruz Fire Captain Brett Taylor

Communications Systems Technician Justin Keele troubleshooting
a Santa Cruz Police MDC unit

Help Desk Intranet

This past reporting period saw the continuing evolution of the Authority's Intranet. This web-based system allows paperless (on-line) access to information such as policies, procedures, contact numbers, training information, news, and Reading Board information. A feature enabling Authority employees to search by a single word or phrase was added, along with an internal e-mail system, and on-line dispatcher work schedules.

In addition, the on-line Concern/Inquiry process has proven to be a continued improvement over the paper-based system. It allows all employees to view and track the current status of each reported concern or problem so the actions taken can be followed to resolution. As word about this electronic system of submitting Concern/Inquiries spread to our participating agencies, they asked for demonstrations of this system. As a result, the electronic Concern/ Inquiry system was installed at the Watsonville Police Department for use on their Intranet.

In a successful attempt to increase the level of service offered by the MDC/RMS Unit, a separate Help Desk Intranet was developed. This new Intranet offers instant access to the Help Desk Work Order System called Track-It as well as on-line MDC/RMS Unit calendars, Help Documents, and an on-line version of Crystal Reports. The on-line version of Crystal Reports empowers the SCMRS Users in running their own Crystal Reports without having to be in the Alliance RMS System. Moreover, this system allows the agencies to create reports to their own databases and place them in this area. Since the implementation of this new Intranet, SCMRS Users have been able to obtain Help Desk assistance after hours as well as during normal business hours.
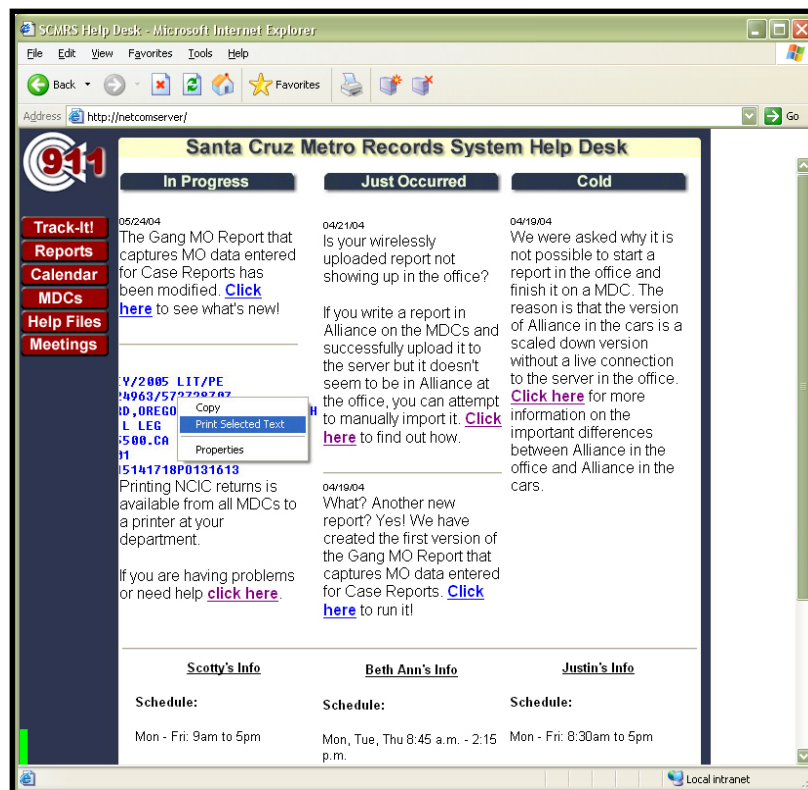
VII.   DISPATCHER OF THE YEAR

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

2004   Wesley Grant

The Management Team again received Dispatcher of the Year nominations from the dispatch staff. From those nominees, the Management Team selected Wesley Grant as the 2004 recipient of the Dispatcher of the Year Award in recognition of his professionalism.

After a string of part-time jobs, Wes joined the Authority in November of 2001, at the age of 19. He had originally hoped to become a law enforcement officer but was too young to qualify at that time. Wes thought that dispatching would be a way to learn about law enforcement and prepare for a career in that discipline.   Now Wes can't see himself being anywhere else and believes that 9-1-1 dispatching fits him perfectly.   Wes has achieved a level of respect from both his supervisors and his peers. Co-workers describe him as a "natural dispatcher" who is enthusiastic and talented beyond his years.

Wes continues to set a high standard for new employees. He has learned a great deal in his two and a half year career and continues to stretch himself above and beyond what is required. Wes is also a trained Emergency Medical Dispatcher (EMD) and a member of the ProQA Project Team (see Page 22). Wes has achieved a level of respect that is quite extraordinary and he exemplifies a level of professionalism that comes from a true love of his work. Like his co-workers, Wes understands how important dispatchers are in providing quick response to law, fire, and medical emergencies. Wes said "We are the first line of help for the public and make a difference when we do our job right."

Wes is a Santa Cruz native who was born in the old Santa Cruz Community Hospital and grew up in Live Oak, in the same house where his parents, Liz and Steve Grant, still live. He graduated from Soquel High School in 2000 and attended Cabrillo College for a year. Wes recently bought his first home in Watsonville and spends his free time riding dirt bikes and playing drums and guitar.

VIII. EVALUATION OF OUR FISCAL YEAR 2003/2004 GOALS

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

ACCOMPLISHED.   On March 20, 2004, and after an extensive two (2) year work effort, the Authority became the first California 9-1-1 Center to receive Public Safety Communications accreditation.   While the process was difficult, it was also rewarding in that: 1) it directly involved nearly one-third of our Dispatch staff in self-assessment and documentation, 2) it ensured that all practices were sound and within industry standards, and 3) our final report received high praise from assessors and public safety leaders throughout the country. In addition, the Authority's Training Unit was specially honored when our "Citizens' Academy for 9-1-1" received recognition as an Exemplary Project (the first such award bestowed to a 9-1-1 Center).

Continue to provide high quality system administration, technical maintenance, and management oversight for the Santa Cruz Metropolitan Records Management System (SCMRS) Program.

ACCOMPLISHED. There were approximately eighteen (18) new management reports developed for SCMRS agencies, which included (among others) "Missing Cases", "Gang MO", and "Active Case Assignment" reports. In addition, Systems Division personnel developed a new method which increases and simplifies the Users ability to access management reports at their local workstation.   The Authority also successfully assumed software "self-maintenance" of both the MDS and RMS software without incident, thereby providing an increased level of support at a significantly reduced cost.   Plans to expand and augment this approach to include software subscription agreements and hardware maintenance are in place for next fiscal year (see Goal on Page 36).

Develop and distribute a User customer satisfaction survey.

ACCOMPLISHED. The Support Services Division successfully conducted a User Satisfaction Survey which targeted first-line field supervisors and managers in April and May 2004. The survey resulted in an excellent return rate (45%) and provided Authority staff with quality feedback which was used to establish our goals for Fiscal Year 2004/05. The survey results are summarized throughout the Report beginning on Page 10 and the numerical analysis is included as Addendum A (Page 37) and Addendum B (Page 40).

Implement PRO QA and AQUA through full automation of the Emergency Medical Dispatcher process, seamless interface with the Computer Aided Dispatch (CAD) software, and increase quality assurance call review to 100%.

PARTIALLY ACCOMPLISHED. The ProQA software was successfully installed and tested as part of the CAD network upgrade. A project plan has been completed which includes a comprehensive implementation and training schedule, measurable objectives, and contingency plans calling for project completion by August 2004. Upon full implementation of ProQA, the AQUA quality assurance software will be installed and utilized to determine the Authority's compliance to Medical Protocol, which is expected to improve by at least 5% within three (3) months.

Implement new CAD network.

HP Mainframe

ACCOMPLISHED. Our new CAD and network were successfully implemented in September 2003, bringing a significant increase in speed and memory to the call-taking and radio dispatch workstations. In addition, Systems Division personnel have: 1) customized dispatcher log-on screens to allow viewing of more detail and information regarding working calls for service, 2) partially aligned the CAD Geofile with those in use at the cities and County, and 3) developed Fire Auto Aid areas in support of custom fire department/district response recommendations. Systems Division personnel also successfully completed the modification of approximately 100 EMS management reports in support of the new County Paramedic Transport contract which also took effect in September 2003.

Continue with the third year of a three-year plan designed to respond to an industry-wide 9-1-1 dispatcher staffing crisis.

ACCOMPLISHED. Upon conclusion of the third and final year of this pressing goal, the Authority has experienced unprecedented success. Through the use of targeted recruitments, over-hire training academies, job-based testing, a streamlined hiring process, and improvements in the manner in which shift schedules are assigned, the Authority has seen it's annual turnover rate reduce from a three (3) year average of 17% (FY99/00 – FY01/02) to an **new two (2) year average of less the 1% (FY02/03 – FY03/04)**. The Authority now enjoys a full staff of qualified dispatchers, capable of providing adequate staffing with little or no overtime. The next anticipated hiring phase for new recruits is tentatively scheduled for July of 2005, a full year away.

IX.   OUR GOALS FOR FISCAL YEAR 2004/2005

Improve the *operational performance* of our dispatching staff in the more advanced areas of their trade through training and program development with emphasis on the following:

- ♦ establishing and communicating accurate time elements
- ♦ effectively controlling and managing traffic loads on primary radio frequencies
- ♦ "pending queue" management
- ♦ handling high risk, low frequency emergencies

Increase *partnerships* in the organization among our User Agencies and community by emphasizing:

- ♦ participation in integrated training events
- ♦ dispatcher "ride-alongs" and User "sit-alongs"
- ♦ sensitivity to community policing and specific neighborhood issues
- ♦ development of professional relationships with our Users

Improve *community outreach* by:

- ♦ establishing an industry leading Citizens Advisory Committee
- ♦ conducting School Safety Days
- ♦ distributing community surveys

Continue to pursue *technical excellence* by:

- ♦ developing and improving the usefulness of our web site for our User Agencies
- ♦ assuming responsibility for mobile data computer (MDC) hardware maintenance for SCMRS Users
- ♦ implementing a 9-1-1 telephone system upgrade to include Phase II Wireless capability

ADDENDUM A
Law Enforcement Customer Satisfaction Survey Responses

Total Survey Responses = 39

1. How long have you been a NetCom customer?

   Less than 1 year   **1 to 3 years**   **4 to 7 years**   **More than 7 years**
                            (1) (3%)   *(5) (15%)*   *(28) (82%)*

2. What is your rank? (circle one)

Sergeant	**Lieutenant**	**Captain**	**Other**
(27) (69%)	*(7) (18%)*	*(3) (8%)*	*(2) (5%)*

3. What is your current assignment?

Patrol/Field Operations	**Traffic**	**Investigations**
(27) (69%)	*(1) (3%)*	*(5) (13%)*
Administration	**Training**	**Other**
(3) (8%)		*(3) (8%)*

4. In general, has NetCom's performance improved or declined during the time you've been a NetCom customer?

Improved	**Stayed the Same**	**Declined**
(15) (41%)	*(18) (47%)*	*(4) (11%)*

5. On a scale of 1 to 10 (10 being the best), how would you rate the overall performance of NetCom dispatchers?

1	2	3	4	4.5	5	6	7	7.5	8	9	10
Dreadful	**Needs Improvement**				**Average**			**Above Average**			**Perfect**
	2	*4*	*1*	*9*	*4*	*5*	*1*	*9*	*2*		
	5%	*11%*	*3%*	*24%*	*11%*	*14%*	*3%*	*24%*	*5%*		

   Average Score = 6.2

6. On a scale of 1 to 10, how would you rate the performance of NetCom dispatchers on routine/non-emergency calls?

1	2	3	4	4.5	5	6	7	8	9	10
Dreadful	**Needs Improvement**				**Average**			**Above Average**		**Perfect**
	3	*3*	*1*	*10*	*6*	*5*	*6*	*3*		
	8%	*8%*	*3%*	*27%*	*16%*	*14%*	*16%*	*8%*		

Average Score = 6.0

7. On a scale of 1 to 10, how would you rate the performance of NetCom dispatchers on emergency/hot calls?

1	2	3	3.5	4	5	6	7	8	9	10
Dreadful	**Needs Improvement**				**Average**			**Above Average**		**Perfect**
	4	*1*	*2*	*8*	*8*	*6*	*4*	*4*		
	11%	*3%*	*5%*	*22%*	*22%*	*16%*	*11%*	*11%*		

Average Score = 6.0

8. On a scale of 1 to 10, how would you rate NetCom's responsiveness to operational issues/complaints from customer agency personnel?

1	2	3	4	4.5	5	6	7	7.5	8	9	10
Dreadful	**Needs Improvement**				**Average**			**Above Average**			**Perfect**
	2	*5*	*1*	*5*	*5*	*6*	*1*	*4*	*6*		*1*
	6%	*14%*	*3%*	*14%*	*14%*	*17%*	*3%*	*11%*	*17%*		*3%*

Average Score = 6.1

9. Have you needed to contact an Operations Supervisor in the past 6 months?

Yes   **No**
(29) (74%)   *(10) 26%)*

10. If yes, were you able to easily contact the Supervisor?

Yes   **No**
(30) (86%)   *(5) (14%)*

11. Have you visited NetCom's website www.sccecc.org?

	Yes	No
	(7) (23%)	*(24) (77%)*

12. If yes, did you find it useful?

	Yes	No	Somewhat
	(4) (29%)	*(8) (57%)*	*(2) (14%)*

13. On a scale of 1 to 10, how useful is your mobile data computer (MDC)?

1	2	3	4	5	6	7	8	8.5	9	10
Dreadful	**Needs Improvement**			**Average**			**Above Average**			**Perfect**
1	*1*	*1*	*2*	*6*	*6*		*11*	*1*	*3*	*3*
3%	*3%*	*3%*	*6%*	*17%*	*17%*		*31%*	*3%*	*9%*	*9%*

Average Score = 6.7

14. What function of your MDC do you find most useful?

Receive Dispatch Info	**Run Warrants/Plates/DL's**	**Report Writing**
(29) (88%)	*(4) (12%)*	
Records System Access	**Messaging**	**Other**

15. On a scale of 1 to 10, how well has NetCom supported your MDC/RMS system?

1	2	3	4	5	6	7	7.5	8	9	9.5	10
Dreadful	**Needs Improvement**			**Average**			**Above Average**				**Perfect**
	1	*1*		*5*	*5*	*9*	*1*	*8*	*5*	*1*	
	3%	*3%*		*14%*	*14%*	*25%*	*3%*	*22%*	*14%*	*3%*	

Average Score = 6.9

Thank you for taking the time to participate in our survey. Your responses will be used to help set goals and objectives for our organization that are meaningful to our customers

ADDENDUM B
Fire Service/EMS Customer Satisfaction Survey Responses

Total Survey Responses = 45

1.   How long have you been a NetCom customer?

Less than 1 year	**1 to 3 years**	**4 to 7 years**	**More than 7 years**
	(3) (7%)	*(5) (13%)*	*(36) (82%)*

2.   What is your rank?

Captain	**Battalion Chief**	**Division Chief**	**Other**
(27) (60%)	*(10) (22%)*	*(1) (2%)*	*(7) (16%)*

3.   What is your current assignment?

Field Operations	**Prevention**	**Training**
(33) (73%)	*(1) (2%)*	*(1) (2%)*

Administration	**Other**
(5) (11%)	*(5) (11%)*

4.   In general, has NetCom's performance improved or declined during the time you've been a NetCom customer?

Improved	**Stayed the Same**	**Declined**
(31) (69%)	*(14) (31%)*	

5.   On a scale of 1 to 10 (10 being the best), how would you rate the overall performance of NetCom dispatchers?

1	2	3	4	5	6	7	8	9	10
Dreadful	**Needs Improvement**			**Average**		**Above Average**			**Perfect**
			1	*1*	*3*	*14*	*20*	*3*	*3*
			2%	*2%*	*7%*	*31%*	*44%*	*7%*	*7%*

Average Score = 7.6

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6. On a scale of 1 to 10, how would you rate the performance of NetCom dispatchers on routine/non-emergency calls?

1	2	3	4	5	6	7	8	9	10
Dreadful	Needs Improvement			Average		Above Average			Perfect
		1	1	1	3	11	19	8	1
		2%	2%	2%	7%	24%	42%	18%	2%

Average Score = 7.6

7. On a scale of 1 to 10, how would you rate the performance of NetCom dispatchers on emergency calls?

1	2	3	4	5	6	7	8	8.5	9	10
Dreadful	Needs Improvement			Average		Above Average				Perfect
			1	2	2	15	12	1	9	3
			2%	4%	4%	33%	27%	2%	20%	7%

Average Score = 7.7

8. On a scale of 1 to 10, how would you rate NetCom's responsiveness to operational issues/complaints from customer agency personnel?

1	2	3	4	5	6	7	8	9	10
Dreadful	Needs Improvement			Average		Above Average			Perfect
		1	4	11		7	6	7	2
		3%	11%	29%		18%	16%	18%	5%

Average Score = 6.6

9. Have you needed to contact an Operations Supervisor in the past 6 months?

Yes   No
(12) (27%)   *(33) (73%)*

10. If yes, were you able to easily contact the Supervisor?

Yes   No
(11) (92%)   *(1) (8%)*

11. Have you visited NetCom's website www.sccecc.org?

	Yes	**No**
	(12) (29%)	*(30) (71%)*

12. If yes, did you find it useful?

	Yes	**No**	**Somewhat**
	(2) (22%)		*(7) (78%)*

13. Has your agency implemented mobile data computers (MDC's)?

	Yes	**No**
	(11) (24%)	*(34) (76%)*

14. If yes, on a scale of 1 to 10, how useful is your mobile data computer (MDC)?

1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
Dreadful	**Needs Improvement**			**Average**			**Above Average**		**Perfect**
1	*3*				*1*	*4*	*1*		
10%	*30%*				*10%*	*40%*	*10%*		

Average Score = 5.3

15. If yes, on a scale of 1 to 10, how well has NetCom supported your MDC system?

1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
Dreadful	**Needs Improvement**			**Average**			**Above Average**		**Perfect**
	1			*1*	*2*	*3*		*2*	
	11%			*11%*	*22%*	*33%*		*22%*	

Average Score = 6.6

Thank you for taking the time to participate in our survey. Your responses will be used to help set goals and objectives for our organization that are meaningf

ADDENDUM C

Santa Cruz Consolidated Public Safety Dispatchers Association

The Dispatcher Association was founded in July 2000 and a new Association Board took office in January of 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.

Association Officers

Kristine Ebersole — President
David Sumner — Vice President
Nicola Nelson — Treasurer
Terri Minogue — Secretary
Rosa Puga — Sergeant at Arms
Marisa Peterson — Historian

In December 2003 the Association again headed up the annual Christmas Drive. Many generous donations made the holiday season much brighter for the two (2) adopted families.

In April 2004 the Association coordinated several events in celebration of National Dispatchers Week. These events included games and the Third Annual Firefighters Cook Off. Dispatchers received new on-duty T-shirts and the Association, with the Authority, awarded service pins. Association members also delivered home baked cookies to neighboring communications centers.

In May 2004 the Association, coordinated a show of appreciation to our County fire departments and paramedics by delivering more home baked cookies during EMS Appreciation Week.

Dispatcher II Jo Irving with her three year Service Pin

General Manager McDougall presenting Dispatcher II Karen Clark with her three year Service Pin

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Third Annual Firefighters Cook Off

Chief Justice of the Food Richard Wilson
and Watsonville Police Chief Terry Medina

**Watsonville Fire Chief Ben Evans accepts
The 2004 Cook Off Award from Association
President Kristine Ebersole**

Scotts Valley Police Captain Harry Biddleman,
Santa Cruz City Manager Richard Wilson,
and Sheriff Mark Tracy

Branciforte Fire

Dispatcher Hilary Brighton
and
AMR Director of Operations
Dave Zenker

Central Fire

Scotts Valley Fire

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ADDENDUM D

Retiree: Alicia Bonnette

After spending nearly 30 years in Santa Cruz, Alicia is ready to go home to Santa Barbara in hopes of turning a lifelong love of photography into a business.

"It's like going full circle," said Alicia, who will retire from the Authority at the end of July, 2004. "I'm going back to my childhood home to concentrate on my photography."

Alicia moved to Santa Cruz from Santa Barbara in 1975 to be closer to her mother. She had just graduated from Santa Barbara City College, after studying field geology, but decided that career just wasn't for her. Her first job in Santa Cruz was gluing wetsuits for O'Neills which kept her close to another lifelong passion: surfing.

Alicia began her "real" career with Santa Cruz County in October 1985. It was while working for the General Services Department, as a Payroll/Personnel Clerk, that Alicia took part in a department reorganization that moved her downstairs into the basement of the Government Center in 1986. The move made her part of the newly formed Emergency Services Department, which included the dispatchers. The fit was perfect and she flourished there, gaining new insight and respect for the incredible work of emergency dispatchers.

And then came talk of "consolidation." Alicia watched the project develop from consultants, to studies and meetings, then more meetings and, finally, formation of the Joint Powers Authority. When the JPA was in its infant stages, Alicia volunteered to serve as the Clerk to the Board of Directors for the Authority. She had seen a glimpse of the future and wanted to continue her career alongside the dispatchers. In fact, she couldn't imagine working anywhere else.

When General Manager McDougall was hired in 1992, Alicia continued to provide staff support, and in March of 1994, she was hired permanently. Alicia has been a integral fixture at the consolidated emergency center ever since, staffing its office since the building was occupied in 1996. For ten (10) years, Alicia has overseen the day-to-day operation of the Authority's Business Unit, providing support to management staff and dispatchers.

Alicia, now 50, however, is ready for new challenges, which she hopes will be in the form of a successful photography business, where she will focus on landscape and surf related greeting cards. "It's not easy leaving this job", said Alicia "but I'm ready for a change."

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