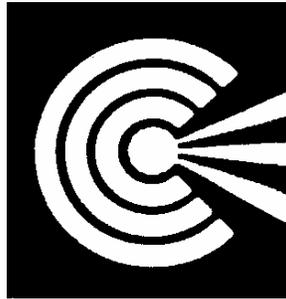


**SANTA CRUZ CONSOLIDATED
EMERGENCY COMMUNICATIONS CENTER**



ANNUAL REPORT

FISCAL YEAR 2001/2002

Submitted July 25, 2002

Prepared by:

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

Board of Directors

Susan A. Mauriello, Chair, County of Santa Cruz
Carlos J. Palacios, City of Watsonville
Richard C. Wilson, City of Santa Cruz
Richard Hill, City of Capitola

SCCECC Management Team

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

SCCECC Dispatch Staff

Dispatcher III's

Suzanne Daley, Mike Krakowiak, Greg Marr, Anita Miller, Terri Minogue, Ben Saunders,
Dave Sumner, and Ralph Wilcox

Dispatcher II's

Marsha Ayers, Jodi Boles, Hilary Brighton, Valerie Conner, Graham Dittman, Shari Driscoll,
Hannah Forbus, Wesley Grant, Adrienne Heebner, Daniel Hendrix, Jo Irving, Dee Kenville,
Anna Kiff, Claudia Leon, Kathy McLeod, Kristine Nichol, Margaret Parker,
Jim Phillips, Rosa Puga, Cheryl Selden, Melanie Sherwood, and Beth Vogl

Dispatcher Assistants

Karen Clark, Todd Dale, and Laura Kirkpatrick

Administrative Assistants

Anne Miller and Beth Ann Wann

Extra Help Employees

Elizabeth Baxter, Justin Keele, Angela Lackey, Melody MacDonald, Chuck Minuti,
Cyndi Shockey, Lyndsay Sotelo, Melissa Walpole, and Jill Wowak

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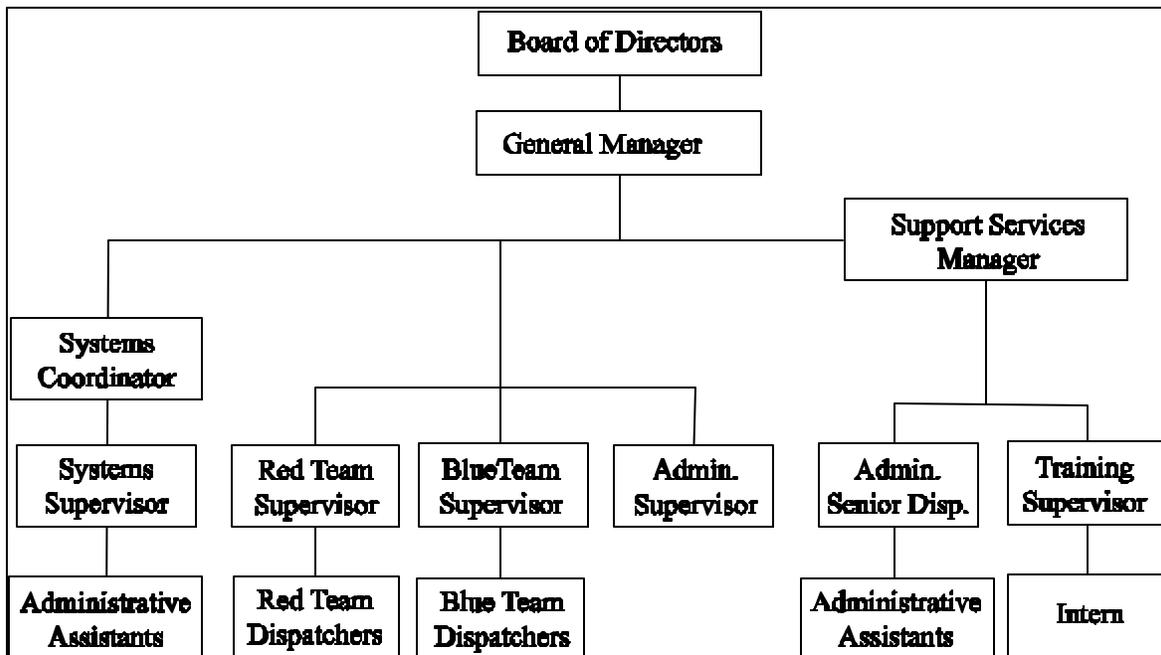


I. MISSION AND ORGANIZATION

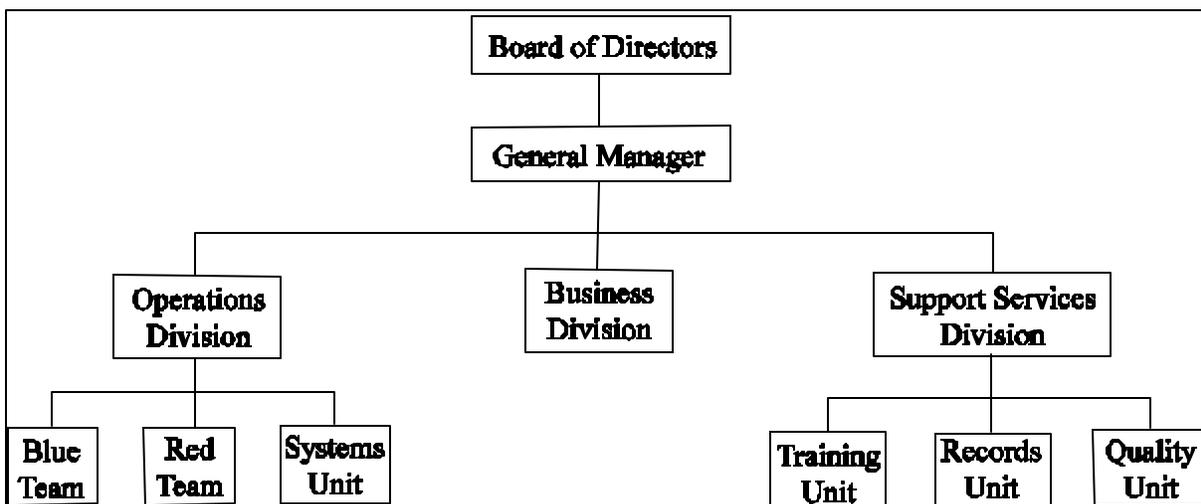
MISSION STATEMENT

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.

ORGANIZATIONAL REPORTING STRUCTURE



ORGANIZATIONAL PROGRAM STRUCTURE



II. WORKLOAD AND CALL VOLUME STATISTICS

FISCAL YEAR 2001/02

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

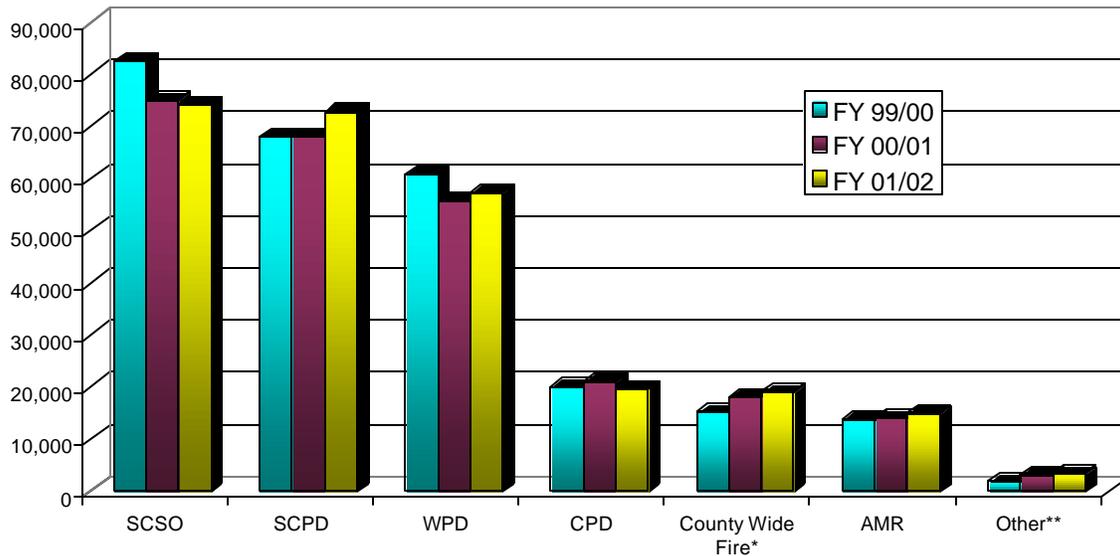
CALLS FOR SERVICE (CFS) HANDLED AND PROCESSED

<u>FY 99/00</u>	<u>FY 00/01</u>	<u>FY 01/02</u>	<u>AGENCY</u>	<u>% Annual Change</u>
82,629	75,017	74,228	SCSO	-1.05%
68,050	68,105	72,771	SCPD	6.85%
60,717	55,659	57,183	WPD	2.74%
20,041	21,071	19,580	CPD	-7.08%
15,247	18,066	19,022	County Wide Fire*	5.29%
13,809	14,037	14,975	AMR	6.68%
1,872	3,139	3,468	Other**	10.48%
262,365	255,094	261,227	TOTAL CALLS FOR SERVICE	2.40%

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

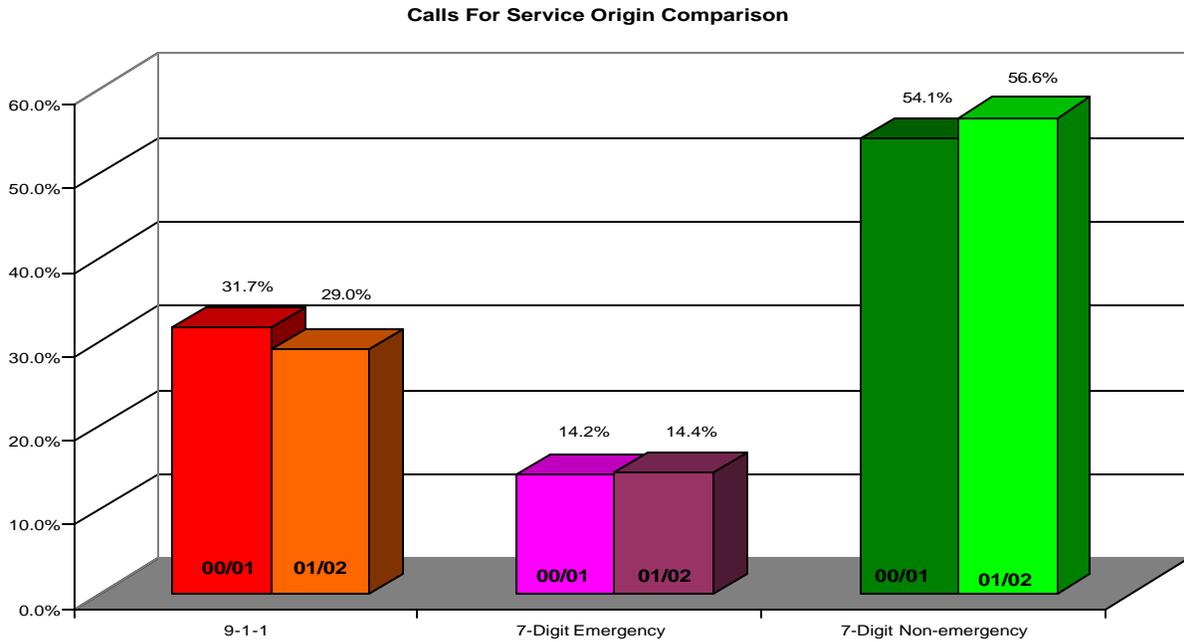
** Combination of SPCA and NetCom incidents

Agency Comparison

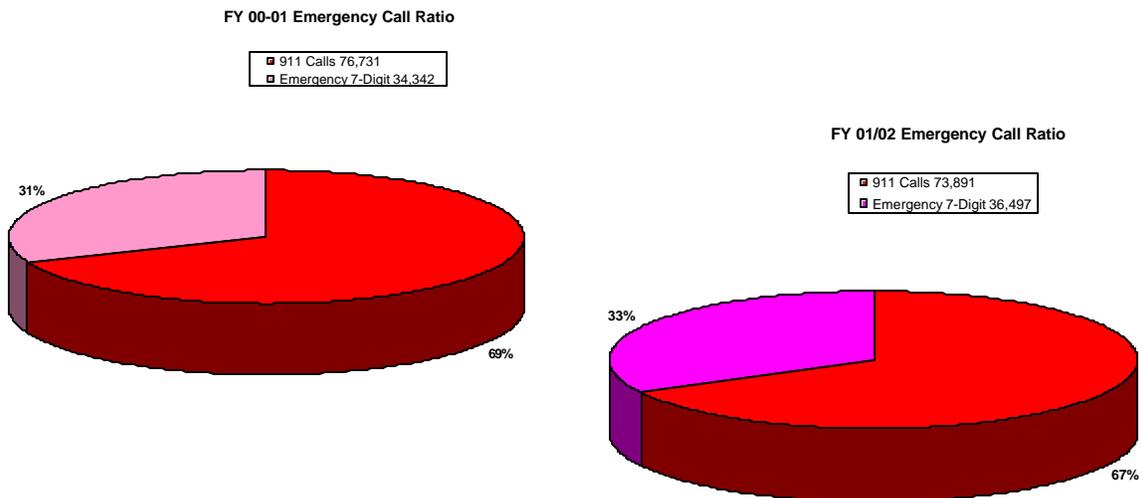


INCOMING TELEPHONE CALLS HANDLED AND PROCESSED

Year	9-1-1 Calls	7 Digit Emergency	7 Digit Non-emergency (Law)	Total 7-Digit Calls	Total
99/00	75,438	NA	NA	382,986	458,424
00/01	76,731	34,342	130,989	398,836	475,567
01/02	73,891	36,497	143,689	423,962	497,853



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



III. BUSINESS DIVISION

The Business Division manages and supports the Agency's administration by handling day-to-day business activity. Personnel assigned to the Business Division include the General Manager (.25 FTE), Administrative Supervisor (.25 FTE), Senior Administrative Assistant, and half-time Administrative Assistant (.50 FTE).



Administrative Assistants Alicia and Anne

* **Purchasing**

The Authority issues and tracks its own purchase orders. In our sixth year of operations, the Authority issued fifty-three (53) purchase orders.

* **Maintenance**

During this reporting period the Authority administered specific professional service agreements with eleven (11) vendors that provided the following services: a) generator preventive maintenance, inspection, and servicing, b) custodial services, c) landscape maintenance, d) HVAC repair and maintenance, e) UPS maintenance, f) logging recorder maintenance and repair, g) printer maintenance and repair, h) CAD, i) Tandem software and hardware, j) fire alarm and security camera maintenance and repair, and k) Fire Red and Yellow and radio maintenance.

* **Personnel**

In FY 01/02 the Authority conducted twelve (12) recruitments. Those recruitments resulted in the hiring of ten (10) Dispatcher I's, one (1) Dispatcher II, and one (1) Intern. One (1) open and promotional recruitment resulted in the promotion of two (2) Dispatcher II's to Senior Dispatcher. 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.

* **Payroll**

Authority payroll is based on a fourteen (14) day reporting period for fifty-four (54) employees in seven (7) different benefit statuses. Administrative staff collect, verify, and process time cards every two (2) weeks. The time cards are submitted to the County Auditor/Controller's Payroll Division that issues paychecks and charges the Authority an annual fee for payroll services. Those services include payments to PERS for retirement benefits, state and federal tax withholdings, payments for Medicare taxes, and unemployment insurance. Administrative staff track employee vacation accrual changes, step increases, holiday hours, and compensatory time taken and accrued.

*** Accounting**

Accounting is performed according to general government accounting standards. All expenditures are tracked in sub object accounts and reconciled with the County Auditor/Controller's FAMIS system. Claims are generally submitted to the Administrative Division, where they are reviewed and submitted to the County Auditor/Controller's Office for payment using the "Blue Claim" process. Administrative staff also prepares routine invoices and deposits revenue into appropriate sub object accounts identified in the Operating and Capital Budgets. The audit for Fiscal Year 2000/01 was performed by the County Auditor/Controller's Office and presented to the Board of Directors on May 23, 2002. The Agency also maintains a certified inventory of all Authority 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 then approved by the Board of Directors in May of each year. The Operating Budget for FY 02/03 is divided into two (2) major pieces: 1) Salary and Benefits, and 2) Services and Supplies. The Salary and Benefit section consists of nine (9) sub object categories that are directly applicable to salary and benefits. The Services and Supply section consists of twenty-eight (28) sub object categories that encompass all of the expenditures of supplying, maintaining, and operating the facility.

<u>Fiscal Year</u>	<u>Total Budget</u>	<u>% of Change</u>
1998/99	\$3,910,164	1.29%
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%

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. A capital equipment outlay fund is also present in the Capital Budget.

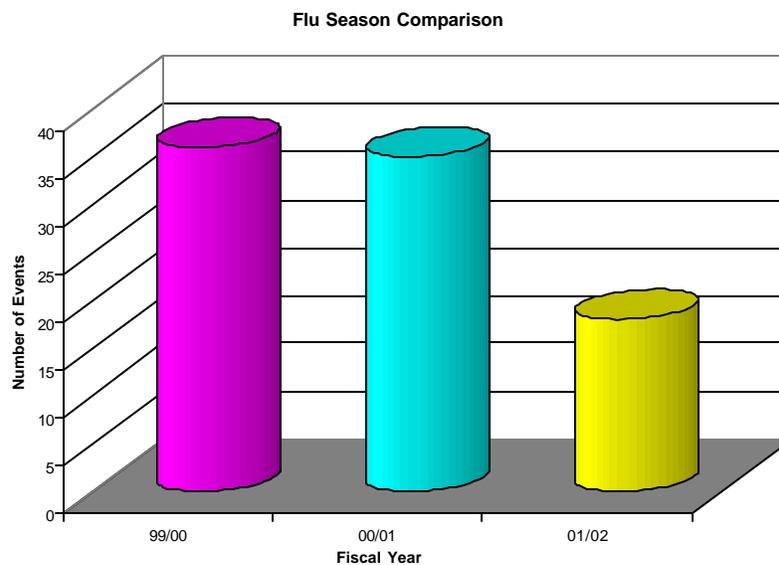
The Fiscal Year 2002/03 Budget has a separate index code and budget for the Santa Cruz Metro Records Management System (SCMRS). This budget is also divided into two (2) pieces: 1) Salary and Benefits, and 2) Services and Supplies. The Salary and Benefit section consists of eight (8) sub object categories that are directly applicable to salary and benefits. The Services and Supply section consists of fourteen (14) sub object categories that encompass all the expenditures of supplying and executing the SCMRS Agreement. Revenue will be collected to offset the entire year's budget of \$324,410. Employees in the Systems Unit will continue to submit separate time cards to show the allocation of their time in the two (2) different budget indexes.

*** Safety**

The Authority had another safe year, with only two (2) accidents reported and one (1) Worker's Compensation claim. Some of the highlights in the area of safety this year were:

- The Safety Committee met six (6) times in FY 01/02
- The General Manager attended an SDRMA Conference
- Our annual fire extinguisher service was completed
- The workplace violence policy was created
- Wellness incentive awards were handed out to three (3) dispatchers for perfect or near perfect attendance
- All disaster policies were reviewed and updated as needed
- A detailed analysis of sick leave events and hours was studied to further mitigate sick leave

The first fall flu campaign was held and flu shots were provided on site. There was a 50% reduction in flu incidents compared to the previous flu season. Studies from October through February show thirty-five (35) flu incidents in 2000/01 and only eighteen (18) flu incidents in 2001/02.



IV. SUPPORT SERVICES DIVISION

The Support Services Division includes the Quality Unit, Training Unit, and the Records Unit. Personnel assigned to the Support Services Division include the General Manager (.25 FTE), Support Services Manager, Training Supervisor, two part-time Administrative Seniors, and a Communications Intern.

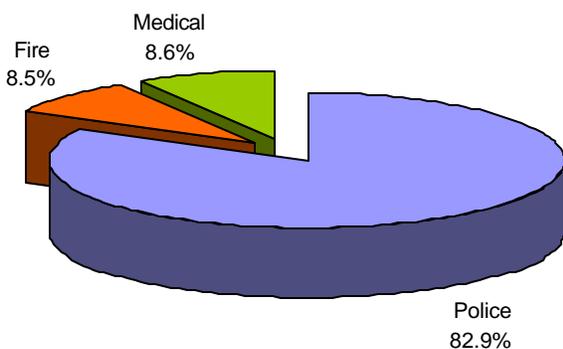
Quality Unit: The Quality Unit is responsible for assessing the quality of the agency's performance. In previous years, the Quality Unit measured the agency's performance using time based criteria contained within the *Standards of Excellence* program and community satisfaction surveys. In previous Annual Reports, dramatic improvements were displayed in average call taking and dispatching times. Agency performance in these criteria has stabilized at the improved levels and last year the focus shifted to content based performance measurements. High performance dispatch centers are fast *and* thorough.



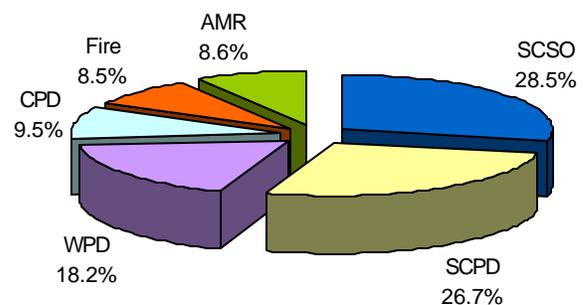
Training Supervisor Rosanna and
Support Services Manager Lisa

Last fiscal year, our *Standards of Excellence* team members gathered data regarding the agency's performance from our community. Customer satisfaction surveys were mailed to randomly selected callers representing the same agency and discipline ratio as our calls for service. Survey recipients responded by mailing the completed survey or by completing the survey on our web site, www.scecc.org. The survey is available in English and Spanish language versions. Our initial goal was to receive five hundred (500) completed surveys and analyze the data to determine what, if any, improvements need to be made to our customer service. By the end of Fiscal Year 2000/2001, we had received two hundred forty-nine (249) completed surveys. We continued the survey process and have reached our goal. To date, two thousand ninety-two (2,092) surveys have been mailed and five hundred sixty-seven (567) were returned (a 27.1% return rate).

Survey Distribution by Discipline



Survey Distribution by Agency

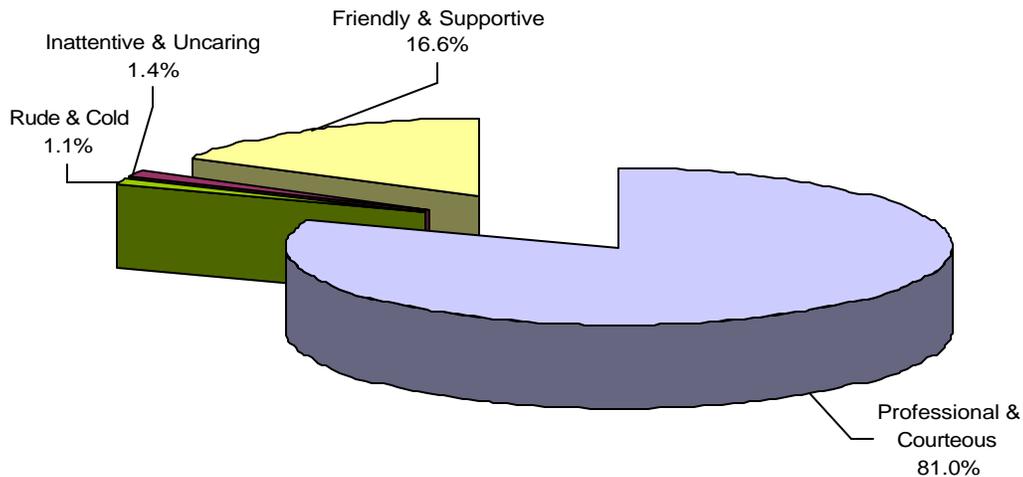


Community Surveys Distributed and Returned

English language surveys sent	2,016	96.4%
Spanish language surveys sent	76	3.6%
Total surveys sent	2,092	
English language surveys returned	558	27.7%
Spanish language surveys returned	9	11.8%
Total surveys returned	567	27.1%
Sheriff's Office surveys sent	597	28.5%
Santa Cruz Police surveys sent	558	26.7%
Watsonville Police surveys sent	380	18.2%
Capitola Police surveys sent	199	9.5%
Fire surveys sent	177	8.5%
AMR surveys sent	180	8.6%

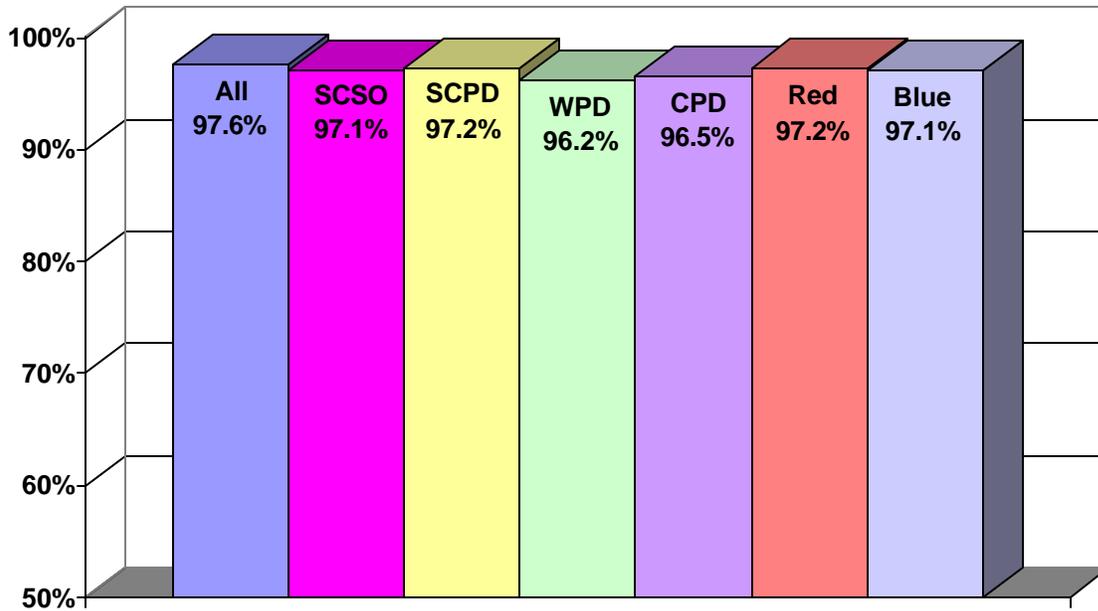
Last year, 98.4% of respondents (242 individuals) felt our dispatchers were “professional & courteous” or “friendly & supportive”. Two individuals each felt that our dispatchers had been “inattentive & uncaring” or “rude & cold”. After collecting over five hundred (500) returned surveys, the level of community satisfaction indicated by the preliminary survey results has remained constant. 96.7% of respondents (548 individuals) felt our dispatchers were “professional & courteous” or “friendly & supportive”. Fourteen (14) individuals felt our dispatchers had been “inattentive & uncaring” or “rude & cold”. All surveys with one of the latter two responses are forwarded to an Operations Supervisor for review.

Community Survey Results Phrase that best Describes the Dispatcher



In Fiscal Year 2000/2001, when comparing satisfaction levels by Agency, WPD survey respondents expressed less satisfaction than other Agencies (89.3% for WPD, 95.2% for all other law enforcement Agencies). At the halfway point of data gathering, this was noted as an interesting observation that would bear watching when the data gathering was completed. With the data sampling completed, the level of satisfaction for WPD survey respondents is consistent with all other survey respondents.

Community Survey Results Satisfaction by Agency



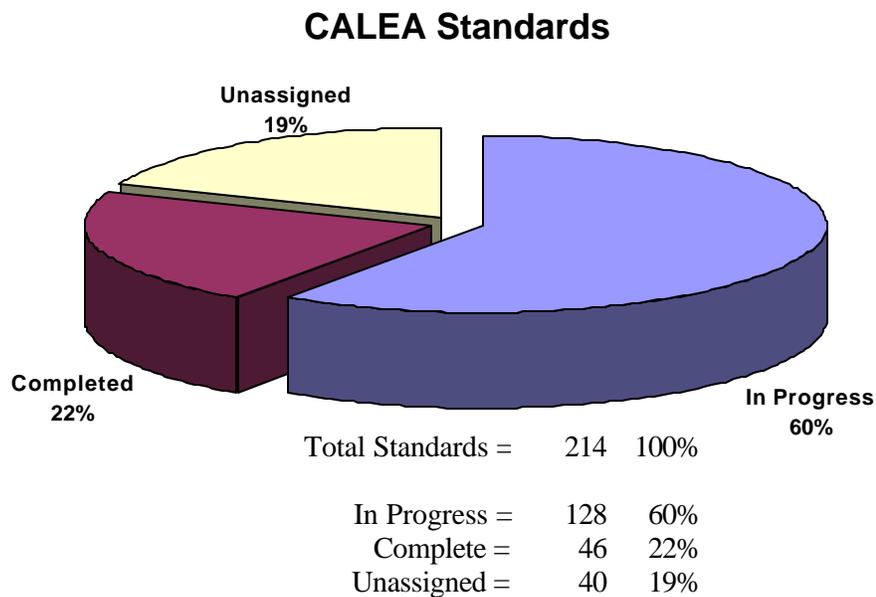
With the community survey process completed, the data indicates our community is highly satisfied with the services provided by their consolidated 9-1-1 center. As the Quality Unit's primary focus has shifted to achieving Public Safety Communications Accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA), our first community satisfaction survey is complete. The community satisfaction survey will be repeated periodically to ensure that our community remains highly satisfied with our service. Specifically, CALEA Accreditation Standard 2.6.5 requires a community survey be completed no less than once every three years.

On December 18, 2001, the Santa Cruz Consolidated Emergency Communications Center entered into an Accreditation Agreement with CALEA. Accreditation is a coveted award that symbolizes professionalism and excellence. Accredited agencies represent the very best in public safety communications.

Public Safety Communications Accreditation consists of two hundred fourteen (214) standards. The process is organized into five phases: application, self assessment, on-site assessment, commission review, and maintaining compliance and reaccreditation.

The Quality Unit has completed the first phase of the accreditation process and is currently in the self-assessment phase. Self-assessment involves a thorough examination to determine whether the Agency complies with the two hundred fourteen (214) accreditation standards. The Standards Team must prepare forms, develop “proofs of compliance”, and assemble the forms and “proofs” in a manner that will facilitate review by Commission assessors. Plans must also be developed for accomplishing the public information requirements, the mock assessment, and the on-site assessment.

There are two hundred fourteen (214) accreditation standards organized into six topic areas. These standards reflect the best professional requirements and practices for a public safety communications agency. The accreditation process requires a thorough examination of the organization, its facilities, and its policies, procedures and practices.



A project timeline has been developed. Self-assessment will be completed by December 1, 2002, and the mock assessment will immediately follow. The on-site assessment will be in April, 2003, and the accreditation hearing should occur at the CALEA conference in July, 2003.

Upon completion of the accreditation process, the Santa Cruz Consolidated Emergency Communications Center will be the *first 9-1-1 center in the State of California* to receive this award.

* **Standards Team**

For the first six months of this year, the Standards Team continued developing the *Standards of Excellence* program by reviewing and analyzing the data gathered by the program. The team developed forms and processes necessary to gather the data used to measure the Agency’s performance. Once the data was gathered, the Standards Team reviewed and

analyzed the data and recommended system and/or procedural changes to continually improve Agency performance. The team consists of up to eight (8) members representing the various other teams and programs already in place.

After December, the Standards Team became primarily responsible for the CALEA accreditation project. Each team member has been personally responsible for developing “proofs of compliance” for several accreditation standards. As we progress through the accreditation process, team members will accept additional responsibilities including making the presentations required during the on-site assessment.

The Standards Team met nine (9) times this past year. Due to the workload created by our accreditation efforts, the Standards Team will work through their usual summer hiatus.

* **Fire/EMS Operational Policy Task Team**

The Fire/EMS Operations 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. With the implementation of the *Standards of Excellence* program, the team’s role was expanded to include assessing performance data and co-authoring the quarterly report prepared for the Fire/EMS Users Subcommittee. The team’s membership includes representatives from the paid and volunteer Fire Service User Agencies, AMR and dispatchers from SCCECC.

The Fire/EMS Operations Policy Task Team met nine (9) times this past year. The team’s priority was updating policies, many of which had not been updated since 1996. To this end, the team reviewed, updated, and recommended approximately eighty (80) policies.

* **Law Enforcement Operational Policy Task Team**

The Law Operations Task Team is comprised of line level and management representatives from all four (4) Law Enforcement User Agencies and dispatchers from SCCECC. This team also drafts and recommends new policies and procedures and reviews existing operational policies and procedures to ensure they remain effective and up-to-date. This team’s role was also expanded to include assessing the performance data generated by the *Standards of Excellence* program and co-authoring the quarterly report prepared for the Law Enforcement Users Subcommittee.

The Law Operations Policy Task Team met eight (8) times this past year. The team’s priority was focus on updating policies, some of which had not been updated since 1996. To this end, the team reviewed, updated and recommended approximately thirty-three (33) revised policies.

Training Unit: This year marked the sixth full year of operations for the Training Unit. The Training Unit continued to maintain 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, and the American Society of Law Enforcement Trainers (ASLET).

* **Recruiting Team**



This was the first full year of efforts by the Recruiting Team. The team met a total of seven (7) times. Three (3) job fairs and two (2) Law Enforcement Career Days were attended by members of the Recruiting Team. Arrangements were made with recruiting team members of User Agencies to carry and distribute our job announcements if our team members were unable to attend job fairs.

The Recruiting Team also hosted three (3) Open Houses with a total attendance of fifty-two (52) people. Two (2) Citizen's Academies for 9-1-1 were held with a total attendance of thirty-five (35) students.

This fiscal year also marked the beginning of the first ROP Public Safety Dispatcher Program. This school-year-long program began with twelve (12) students. Two (2) students graduated from the program and both are in the application process to become dispatchers.

* **Dispatcher Academy**

Two (2) entry-level Dispatcher Academies were conducted this year. Last year, the academy was taught in two separate blocks – Dispatcher Assistant and Public Safety Dispatcher. This year noted the modification of those blocks. The Academy is now divided into a block for Call Taking and a second block for Dispatching. This adjustment has allowed the training to follow a more logical sequence without increasing the training time. Examples of the class topics for the Call Taking block included SCCECC and User orientation, emergency and non-emergency call handling, geography, CAD, resources and referrals. Examples of the class topics for the Dispatching block included additional User Agency orientation, dispatching strategies, officer safety, and CAD. Ten (10) students successfully completed the Call Taking block and five (5) students successfully completed the Dispatching block.

Academy instructors met seven (7) times this year to update Academy curriculum and plan continuing education classes. Instructors continued to show their dedication by teaching primarily on their days off, minimizing the impact on staffing and keeping additional overtime burdens for instructional purposes at a minimum.



Academy Instructors: Ralph, Terri, Dan

*** Continued Professional Training (CPT)**

Training occurs in many ways. On-site training includes entry-level and promotional academies, such as the Dispatcher Academy and CTO course. Off-site training is at the dispatcher’s request or as assigned by the supervisor. These classes are typically hosted by other agencies or organizations. Continuing education classes are mandatory in-service training classes for all dispatchers. Ride-alongs are time spent with User Agencies.



Continuing Education (CE) classes occurred twice this year. The topics this year were CPR certification and a ‘Fire Fest’ in preparation for fire season. The ‘Fire Fest’ required considerable involvement from our User Agencies.

Type of Training	CPT Hours			AVG Hours Per Employee		
	FY 99/00	FY 00/01	FY 01/02	FY 99/00	FY 00/01	FY 01/02
On-Site Training	1,760.0	1,792.0	1,892.0	37.4	41.7	49.8
Off-Site Training	262.0	68.0	293.0	5.6	1.6	7.7
Continuing Education (CE)	960.0	672.0	544.0	20.4	15.6	14.3
Ride Alongs	130.5	94.0	107.5	2.8	2.2	2.8
<i>Total Training Hours</i>	3,112.5	2,626.0	2,836.5	66.2	61.1	74.6

*** Communications Training Officer (CTO) Program**

The purpose of the CTO Program is to provide all newly hired dispatchers with on-the-job training, guided practice, and evaluations. The CTO’s also provide in-service training to incumbent dispatchers. CTO’s meet to develop and discuss CTO Program policies and procedures; discuss training ideology and techniques; discuss training and personnel issues as they relate to training; assist in guiding the development of the training program; and make recommendations on issues of organizational concern as they relate to training.

The agency now has seven (7) CTO’s. Each CTO has no less than eighteen (18) months of public safety dispatch experience and was recommended by his/her supervisor. Each has successfully completed the CTO course authored by the APCO institute. APCO is an international public safety communications professional organization and our CTO’s have received APCO’s international certification.

During the past fiscal year, twelve (12) dispatchers have been assigned to the CTO Program for a total of 4,032 hours of training. We achieved a 75% success rate with only three (3) trainees failing to successfully complete the program.

	Total Training Hrs.	Trainees	Avg. Hrs./Trainee	Success Rate
FY 98/99	4,175	15	278	83%
FY 99/00	4,734	14	338	79%
FY 00/01	6,736	21	321	81%
FY 01/02	4,032	12	336	75%

*** Resource Library**

Resources are available to all employees and Users. The library receives extensive use during the training academies. This fiscal year, efforts were made to increase the number of audio cassettes for law training. The majority of audio tapes have been converted to wav files so they can be incorporated in computer-based training material.

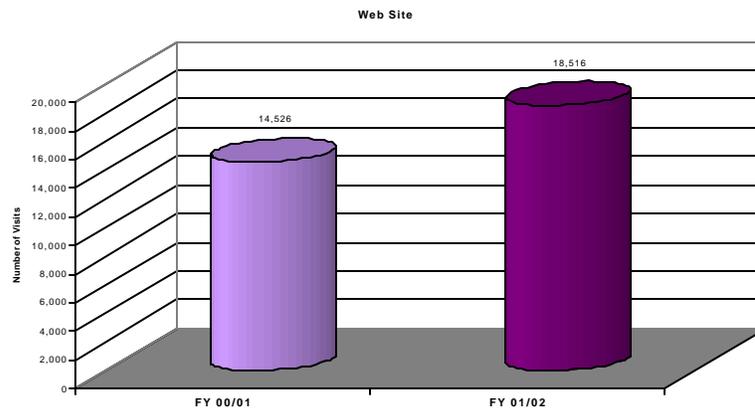
The resource library contains a variety of video tapes, audio tapes for police, fire and EMD, books, magazines, course and class material and training games. The library is inventoried each year to make sure materials are kept current.

*** Public Education and Outreach**

Public education is a facet of the Training Unit. In FY 01/02, thirty-one (31) presentations and/or tours were conducted. Presentations were made to school and scout groups, as well as other agencies and organizations. This year, two (2) Citizen’s Academies for 9-1-1 were conducted and we participated in two Citizen’s Academies for Santa Cruz Police Department.



Analysis of the activity on our web page indicates we hosted 19,593 visits this fiscal year, an average of 64 visits per day. This figure is 5,067 visits more than last year’s 14,526 visits.



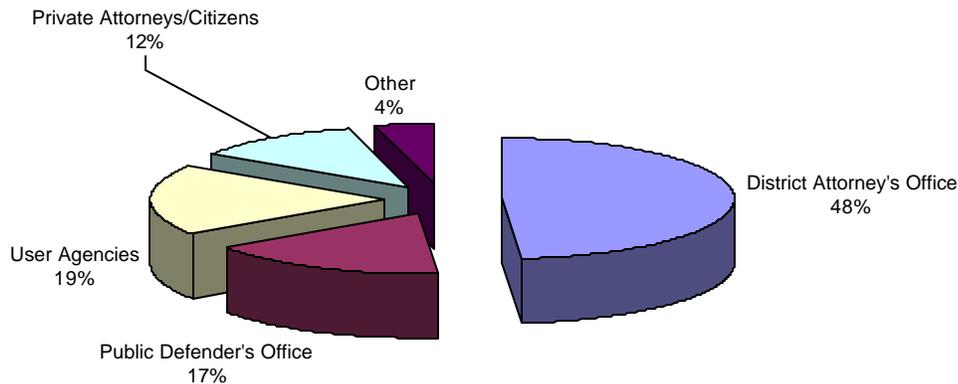
Records Unit: This Unit is responsible for processing tape requests and CAD reports for the Authority and the distribution of policies and procedures.

The majority of the work performed by the Unit continues to be routine in nature. The Unit continues to reproduce random tape samples for the Standards Team. The Records Unit Administrative Assistant continues to perform duties associated with tape request reproduction.

AGENCY	FY 99/00	FY 00/01	FY 01/02
District Attorney's Office	329	454	293
Public Defender's Office	137	113	100
Sheriff's Office	36	31	33
Private Attorneys/Citizens	77	54	70
Santa Cruz Police	23	21	23
Watsonville Police	17	29	27
Santa Cruz Fire	5	12	16
Capitola Police	7	3	15
Other	12	37	25
<i>Total Tapes Completed</i>	643	754	602

From July 1, 2001 to June 30, 2002 six hundred two (602) tape requests were processed. The total revenue collected from the processing of those tapes was \$13,566. Sixty-six (66) subpoenas were served to the Authority and six (6) court appearances were made by the Custodian of Records, in support of reproduced tapes.

Tapes Completed FY 01/02



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 divided into two (2) Units (Systems and Dispatch) responsible for twenty-four (24) hour, seven (7) day per week service. Personnel assigned to the Operations Division include the General Manager (.50 FTE), the Systems Coordinator, Systems Supervisor, Administrative Supervisor (.75 FTE), two (2) Operations Supervisors, nine (9) Senior Public Safety Dispatchers, thirty-one (31) Public Safety Dispatchers, five (5) Dispatcher Assistants, and one (1) Senior Administrative Assistant (.50 FTE).



Systems Coordinator Ben, Systems Supervisor Scotty, and Administrative Assistants Justin and Beth Ann

Systems Unit: The Systems Unit oversees the operation of the electronic systems within the Agency. These systems include:

* **911/Telephone:**

Systems Unit staff members monitor the phone system for proper operation. Staff also adds, moves, changes and troubleshoots features of the telephone system. The Unit also maintains reports on the number of 9-1-1 and seven-digit calls that come into the Center. Unit staff interface with Pacific Bell regarding all telephone lines and circuits which support the 9-1-1 system, radio control, and data. The Systems Coordinator also performs the duties of County MSAG Coordinator.

With last year's upgrade of the ALI (location) portion of the 9-1-1 system, this year saw more production of custom 9-1-1 and seven-digit ad-hoc management reports which delineate more accurately the call volumes and types received at the Center.

* **Radio/Console:**

System Unit staff oversees the operation of the communications consoles, ancillary equipment, and their connections to User Agency radio systems. Unit staff also interfaces with User Agency service organizations when necessary to facilitate repairs.

* **Computer Aided Dispatch (CAD):**

Systems Unit staff investigates problems involving the routine use of CAD that occur from time to time. Unit staff interfaces with the CAD vendor to resolve problems, suggest enhancements, and address routine issues. Unit staff also troubleshoots system issues and perform minor maintenance on workstation hardware.

During this year, the major upgrade to the CAD system installed in 2000 has been further improved and new workstation computers have been added at all radio dispatch positions.

* **Geographic File (Geofile):**

The accuracy of the Geofile has continued to improve from 99.8% in July 2001 to 99.9% in July 2002. The accuracy, when considering the ability to find a location when the address is given rather than a common place name, is currently at 99.8% to 99.9% as measured by Ambulance calls.

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

* **Performance Reporting**

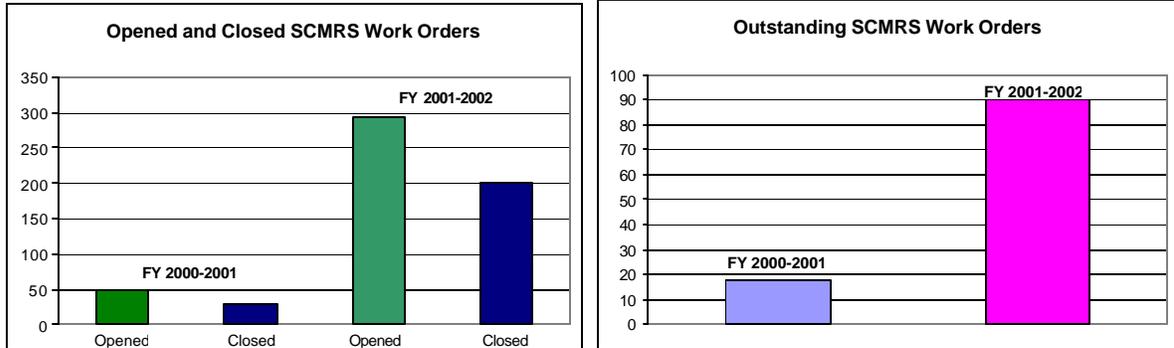
The Systems Unit continues to design ad-hoc reports on an as-needed basis for our User Agencies and for the Center. In addition, since the last reporting period, all User Agencies that run their own administrative reports are now using the new "SQL" data format by accessing the data directly across the network without having to transfer the relevant data files manually. As a result, the old style "DBF" data feed ceased on June 1, 2001. All saved data from the beginning of our operation through May 2002 will be placed on compact disks and distributed to each agency.

* **Santa Cruz Metro Records System (SCMRS)**

The Systems Unit provides management support for Santa Cruz PD, Watsonville PD, Scotts Valley PD, and Capitola PD as it pertains to the Records Management System (RMS) and the Wide Area Network that connects all these participating agencies together. The Unit is responsible for monitoring and optimizing the network, all database backups, equipment restarts, and other routine maintenance pertaining to SCMRS

The Systems Unit also troubleshoots, reports, and tracks RMS system issues to 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, ten (10) new versions of the RMS software have been released with many small “patches” added to each. The Unit has adopted a policy of testing each release in a “test environment” to identify any problems introduced with a version ahead of its deployment to minimize problems that may be experienced by the User Agencies.



The Systems Unit offered four (4) workshop/training classes for the SCMR User's Group with total attendance of approximately twenty-five (25) individuals. The average attendance was five (5) Users representatives per class.

*** Mobile Data Computer (MDC) System**

The Systems Unit oversees the Mobile Data Computer (MDC) system for User Agencies. This includes overseeing vendor installation, software configuration, and troubleshooting of MDC software, the MDC Server, and associated equipment.



Mobile reporting in all User Agencies is continuing. This is a process by which officers can write reports in the field and transmit them to the SCMR system for processing. In addition, MDC's have been installed, and are operational in, units of the Santa Cruz Fire Department and are used for status changes, receiving calls, messaging, etc.

*** Intranet**

This past reporting period saw the creation and implementation of an agency Intranet. This web-based system allows paperless access to information such as policies, procedures, contact numbers, training information, and news, all available on-line.

In addition, the Concern/Inquiry process has been moved to an on-line system, obviating the need to fill out paper forms to report concerns and problems. This allows those who report concerns to view the status of each concern or problem thus showing them that it is being addressed and allows more accurate tracking of a concern.

Dispatch Unit: The Dispatch Unit is comprised of two (2) separate “teams” of dispatchers, the Blue Team which works alternating Wednesday through Saturday and the Read Team which works Sunday through alternating Wednesdays.



Operations Supervisors Lola, Dennis, and Kevin

While dispatchers routinely handle thousands of calls for service each year, from barking dogs to violent crimes, the actual numbers are sobering. During the past fiscal year Dispatchers prioritized, coordinated and dispatched several thousand calls for assistance in our communities, including, but not limited to, 4,778 assaults, 7,278 vehicle accidents, 987 structure fires, 12,533 alarms, and 7,312 cases of domestic violence. Additionally, Dispatchers screened 13,388 “9-1-1 hang-up” calls to determine whether they were legitimate calls for service or not.

While each and every call for service is important, there are some specific incidents that stand out with both the Dispatch Unit and the Users that they serve. Incidents that demonstrate teamwork, skills, dedication, and professionalism are as follows:

* ***July 1, 2001***

While SCPD Officers had a bank robbery suspect’s vehicle under surveillance for several hours in a busy shopping complex, the suspect, responsible for several recent bank robberies, returned to the vehicle. After several minutes of failed negotiating, the armed suspect was shot by officers. The mortally wounded suspect then climbed to the rear of the vehicle out of view, causing officers, who believed the suspect was still a threat, to close several major surface streets during rush hour traffic. The Communications Center coordinated the response of the Sheriff’s Office SWAT Team, District Attorney Investigators and the FBI. Officers, fearing the armed suspect was a significant risk, evacuated all of the businesses in the complex. After a long standoff and several attempts to contact the suspect failed, it was determined that he had expired of his injuries in the back of the vehicle, and no one else was injured.

* ***August 31, 2001***

Dispatchers received several calls from citizens who reported hearing an explosion and seeing a fire in a remote area of Watsonville near the railroad tracks. As responding units were coordinated using several frequencies, they could hear someone screaming for help. Due to the darkness and thick fog, it took several minutes to discover the scene where an airplane had crashed while on approach to Watsonville Airport. The person screaming for help was the critically injured pilot suffering from severe burns in the post-crash fire. Significant coordination with multiple agencies led to the pilot’s transportation from the crash site along the railroad tracks by foot and vehicle to a waiting ambulance on the road.

Despite the coordination by the Communications Center and heroic efforts of all responders that night, the pilot expired several weeks later at a burn unit in San Jose.



* ***September 11, 2001***

Although the tragic events of 9-11 did not have a direct effect on our community, there was a large impact on our agency. With the citizens of our neighborhoods on high alert, the immediate days following 9-11 were filled with calls for service regarding suspicious persons, suspicious circumstances, and suspicious packages. Just as the volume of those types of calls began to subside, the anthrax scare commenced. During the months following 9-11, our agency received seventy-four (74) calls for service involving some type of suspicious white powder. As a result of the growing “anthrax scare” a County Wide Biological Hazard First Responder Protocol was established creating a *Biological Agent Questionnaire*. The protocol was intended to assist first responders in determining the appropriate level of response.

* ***September 22 and 23, 2001***

Beachfest, a festival style Evangelical event, was held on the main beach in Santa Cruz for two days, attracting thousands of visitors each day. Several weeks of planning ensured adequate Communications Center staffing, police officers tactically deployed, and fire and EMS units had sufficient resources to cope with the massive influx of people. Additional coordination with non-public safety agencies was needed to ensure proper street closures, public transportation routes, out-of-area parking and access routes for first responders and/or evacuations. The event was further complicated by a double fatal accident that required additional coordination.

* ***October 30-31, 2001***

October 30, 2001 - 0112 hours: An unidentified male calls 9-1-1 via a cell phone and stated there was some type of explosive device in the area of ‘Fresh Field and Green Valley’. The caller hangs up before the call can be successfully transferred by CHP to NetCom. Knowing that a street name ‘Fresh Field’ does not exist, the NetCom dispatcher believes the correct location is ‘Litchfield and Green Valley.’ The Sheriff’s Office conducts an area search and is unable to locate any type of device.

October 30, 2001 - 1027 hours: An unidentified male calls 9-1-1 via a cell phone advising there were explosive devices at Rolling Hills Middle School in Watsonville. The call is received at NetCom via a CHP transfer, however the caller hangs up. Less than a minute later, another call is received from a male via a 7-digit telephone line warning to send the police to Rolling Hills School immediately. An immediate search of the school resulted in

no explosives being found. However, after receiving the second call, a review of the dispatch tape of both calls revealed the male also mentioned Freedom School and it appeared the two calls were made by the same person. An immediate response and investigation conducted by Watsonville Police Department revealed the janitor had found two suspicious devices believed to be pipe bombs. The school was immediately evacuated. An off duty dispatcher, who lives in the area, assisted with the evacuation of students and control of the anxious parents. This dispatcher received a letter of commendation for her calm and professional assistance.

Later that day during a shift briefing with the graveyard Lead dispatcher, the Operations Supervisor is advised of the call received at 0112 hours. An immediate review of the dispatch tape reveals that all three calls appear to have been made by the same male and Watsonville Police Department was notified.

October 31, 2001 1029 hours: Two different calls are received from a male reporting a bomb at Watsonville Hospital and the Cross Roads Shopping Center in Watsonville. During the investigation and search of both of these locations, an unidentified male called to advise that the two Watsonville Police Department officers near the motorcycle shop at the shopping center 'were close' and then hangs up. Within fifteen (15) minutes of receiving that call, Tropicana Travel on Freedom Boulevard was held up by a male wearing a mask, dark clothing and brandishing a gun.

Over the next few days, Watsonville Police Department continued to investigate all the bomb-related calls with a subsequent arrest of two male suspects. The investigation also revealed the suspects had staged the robbery at Tropicana Travel.

* ***January 11, 2002***

During the early morning hours, Dispatchers received a call from UCSC reporting a structure fire in one of the labs. Within minutes, the Santa Cruz Fire personnel were on the scene and confirmed a well involved multi-story complex fire. Even though the incident was UCSC jurisdiction, the entire event was coordinated by our dispatch staff. An Incident Command Post was quickly established and the fire eventually upgraded to a third alarm. Several fire agencies throughout the county were called to assist including a Hazmat Team. Additionally, two members of our Incident Dispatch Team were requested and responded to the scene where they assisted crews for eight (8) hours.



VI. DISPATCHER OF THE YEAR

1997 – Anna Kiff

1998 – Scotty Douglass

1999 – Ben Saunders

2000 – Lori Barden

2001 – Zan Mendonca

2002 – Jo Irving

Again, dispatchers nominated individuals for this recognition award. From the list of nominees, management staff selected Jo Irving as the Dispatcher of the Year. The Management Team based their selection in recognition of her positive attitude. Her peers nominated her based on the fact she goes out of her way to assist people.

Jo was hired on October 3, 2000, as a lateral Public Safety Dispatcher II. Jo previously worked for Monterey County Emergency Communications at the Salinas and Monterey Centers. She is a great example of a person who came from somewhere else and had to learn a new workplace culture. She is an amazingly flexible and helpful person.

Jo grew up on the Monterey Peninsula and graduated from Seaside High School in 1979. She commutes from Salinas where she lives with her husband, Larry, and two of their three sons, Daniel, 14, and John, 7. Her eldest son, Larry Jr., is a senior at St. Mary's College and plans to be a medical doctor.



VII. EVALUATION OF OUR FISCAL YEAR 2001/2002 GOALS:

Capitalize upon staff development of emerging technology by: 1) expanding the capability of Users to prepare their own customized Management Information (MIS) Reports, 2) expanding the IntraNet to include searchable data base(s) to provide on-line access to resources and reference materials, and 3) optimize our existing 9-1-1, Computer-Aided-Dispatch (CAD), and Tactical Mapping System in anticipation of plotting the location of wireless 911 callers ("Phase II Cellular")

ACCOMPLISHED – 1) The Systems Unit has successfully implemented a data conversion process which has simplified and streamlined the ability of our User Agencies to prepare and run their own customized reports. By the end of FY 2001/02, all User Agencies had converted and were regularly using the new process, 2) a collaborative effort between the Training and Systems Units has resulted in a dramatic expansion of on-line resources available via the SCCECC IntraNet to the extent that most paper lists, forms and other documents have been replaced, and 3) our CAD and Mapping Systems have been prepared and are ready to plot wireless 911 call data, pending FCC implementation of the mandate upon local vendors.

Respond to the industry-wide 9-1-1 dispatcher staffing crisis by developing: 1) recruitment and retention plans to maintain staffing at our budgeted level of 36 qualified dispatchers, and 2) a contingency plan to prevent and/or address staffing levels falling lower than 34 qualified dispatchers as follows:

ON-GOING AND RESTATED FOR FY 2002/03 – Since presenting our three (3) year Recruitment and Retention Plan in July 2001, we experienced a slight increase in our turnover rate (from an average of 23% over the past six (6) years to 31% in FY 2001/02), as nine (9) dispatchers and five (5) trainees left our employment during FY 2001/02. In spite of this turnover rate (which included two planned retirements), qualified dispatcher FTE did not reduce in the first year of the three (3) year plan. Furthermore, many of the significant changes implemented during this first year will likely result in long-term improvements which will be measured and reported in future years. Examples include 1) increasing the number of entry-level Training Academies to three (3) per year (which has amounted to "year-round" training), 2) the creation and regular deployment of a team of journey level dispatchers (Recruiting Team) to attend job fairs and local recruiting events (the Team attended ten events in FY 2001/02), and 3) a continuous candidate assessment process involving a larger pool ("rule of the list") and a formal peer review conducted by currently employed dispatchers. In addition, operational dispatch tasks have been re-organized in such a way as to "carve out" certain tasks for new dispatchers in training and/or Dispatcher Assistants to handle, thereby reducing the number of on-duty dispatchers required during certain times of the day and/or days of the week.

Successfully implement Emergency Medical Dispatch (EMD) Version 11 protocols to ensure a level of compliance at least equal to the Authority's current Version 10 compliance level within six (6) months of start-up.

ACCOMPLISHED – Medical Priority Dispatch Systems, Inc. (MPDS) has provided and supported our manual EMD protocol cards since being adopted by the County Health Services Agency in the late 1980's. Over the years, newer versions have been provided as changes were approved. Version 11 (which was implemented by our Center in September 2001) included significant changes in format, color coding, symbols, and decision-making methodology (including an "immediate launch protocol"). Prior to implementation, a quality review of our compliance to protocol revealed an 81% compliance rate, whereas, since implementation our rate of compliance has increased to 82%. The next step towards providing improved service of delivery of EMD will be to move from manual manipulation of the Version 11 protocols to full automation and interface with our Computer Aided Dispatch (CAD) system, which will dramatically improve compliance

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

ACCOMPLISHED – Over the course of FY 2001/02, the Systems Unit opened and closed 192 Trouble Tickets involving the on-going maintenance and administration of the mobile data and law enforcement records systems on behalf of SCMRS. In addition, staff assisted in successfully implementing 1) mobile report writing in each patrol vehicle, 2) enhancements to the south county radio infrastructure to improve coverage and reliability, and 3) an expansion of the mobile data computer software to include Fire dispatch (which has since been implemented by Santa Cruz Fire Department). Furthermore, administrative staff successfully negotiated and deferred maintenance costs during the fiscal year, which resulted in a savings of approximately \$70,000.

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

PARTIALLY ACCOMPLISHED AND RESTATED FOR FY 2002/03 – In FY 2001/02, the Authority 1) executed an agreement with CALEA to proceed with the Accreditation process, 2) attended Executive and Accreditation Manager training, and 3) partially completed the self-assessment phase (22% completion and 60% in-progress). The revised project time line now calls for completion of 1) self-assessment in December 2002, 2) on-site audit in April 2003, and 3) accreditation in July 2003.

VIII. OUR GOALS FOR FISCAL YEAR 2002/2003

- * ***Continue with the second year of a three year plan designed to respond to an industry-wide 9-1-1 dispatcher staffing crisis by continuing:***
 - the use of increased annual Training Academies, including an increased number of trainees hired for each Academy
 - the use of an expanded and continuous candidate assessment process
 - targeted recruitment efforts aimed at local high school and college students
 - to seek new and creative ways to staff and/or organize dispatch tasks

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

- * ***Continue to provide high quality system administration, technical maintenance, and management oversight for the Santa Cruz Metropolitan Records System Management (SCMRS) Program, to include:***
 - optimization of the RMS network and servers to increase capacity and performance
 - upgrading the MDC radio system to increase speed and performance

- * ***Capitalize upon staff development of emerging technology by:***
 - enhancing our web site to include a citizen inquiry forum, a publication and educational section, and a “heroes” section
 - continuing to reduce or eliminate paper forms through enhancement of our local IntraNet
 - expanding our local IntraNet to include an on-call data base

- * ***Improve the functionality and radio transmission clarity of the Alternate Site by:***
 - installing and implementing a radio antenna combining system
 - installing additional Computer-Aided-Dispatch workstations

- * ***Improve the functionality and utility of our automated Tactical Mapping system by:***
 - configuring and providing driving instructions, shortest route paths, and helicopter landing zones
 - drawing and displaying landmarks to include (among other things) lakes, rivers, railroads, and major building footprints

**Final Results
Survey Responses by Questions**

1. When you called, what type of phone did you use?		
a. Regular Phone	427	94.9%
b. Cellular phone	23	5.1%
2. When you called, how did you reach us?		
a. 9-1-1	459	81.0%
b. Phone book listing	70	12.4%
c. Transferred from another Department	15	2.7%
d. Other	23	4.1%
3. From the following phrases, select the one that best describes the dispatcher you spoke to.		
a. Professional and courteous	455	81.0%
b. Friendly and supportive	93	16.6%
c. Inattentive and uncaring	8	1.4%
d. Rude and cold	6	1.1%
4. How satisfied were you in your dealings with the dispatcher?		
a. Very satisfied	390	69.4%
b. Satisfied	137	24.4%
c. Partially satisfied	26	4.6%
d. Unsatisfied	9	1.6%
5. What was your relationship to the incident you were calling about?		
a. Witness	157	28.2%
b. Involved party	118	21.2%
c. Victim	117	21.0%
d. Other	165	29.6%
6. What part of our dispatch service did you appreciate the most?		
The dispatcher	187	40.2%
The field response	126	27.1%
Fast dispatch	56	12.0%
Calling one number	27	5.8%
All of it	25	5.4%
The officers/field personnel	21	4.5%
Nothing	9	1.9%
E9-1-1 call back	6	1.3%
EMD	5	1.1%
Bilingual ability	3	0.7%

7. What could the dispatcher have done better?

Nothing	283	68.0%
Fast field response	25	6.0%
Better follow up by officers/field	23	5.5%
Keep doing more of the same	20	4.8%
Been more supportive	16	3.9%
Been better informed	14	3.4%
Less time on the phone	13	3.1%
Explained the next step	9	2.2%
Field should contact RP	5	1.2%
Officers should have been nicer	3	0.7%
Been bilingual	2	0.5%
Traced my cell phone call	1	0.2%
Call went to CHP first	1	0.2%
Sent help to right location	1	0.2%

RETIREES

Don Maxcy



Don Maxcy made his home in Santa Cruz twenty-eight (28) years ago. On April 21, 1987, Don began work as a dispatcher for the County of Santa Cruz.

He ended his career after fifteen (15) years of dedicated service and retired on May 3, 2002. He has enjoyed having the opportunity to help people over the years.

Don and his wife Barbara will settle into retirement in Taos, New Mexico, where Don plans to devote more time to his music. He also has a beach house in Baja California where he will enjoy spending time.

Kathryn McLeod

Kathy began her career on July 31, 1979 and retired June 18, 2002 after twenty-three (23) dedicated years of tragic calls and happy endings. Kathy’s ability to empathize with callers in their time of crisis benefited the residents of Santa Cruz County when they needed it most.

Her career has come full circle. Kathy has worked nearly every position in the Communications Center during her twenty-three (23) year career.

Kathy will remain in Santa Cruz with her new husband, Steve. She will attend Cabrillo College full-time and has agreed to continue to provide us with administrative assistance and act as the Authority’s Safety Coordinator.



Best Wishes for our Retirees!