

# Consolidation Starts with a Cup of Coffee



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Santa Cruz Regional 9-1-1

# Organization

- Serve Population of 320,000 in the Counties of Santa Cruz & San Benito
- Governance & User Agencies
  - Joint Powers Authority (JPA) formed in 1991
  - Communications Center Doors Opened in 1996
- 4 member Board of Directors
  - 24 User Agencies
- 500,000 phone calls; 310,000 calls for service annually
- 50 Employees
- \$6 million annual budget in 2008. FY 2011/12 budget \$4.7 million
- Commission on Accreditation for Law Enforcement Agencies (CALEA) for Public Safety Communications
- Dispatch Police, Fire, and EMS and provide EMD



# Coincidence or Opportunity?



# Journey to Consolidation



- May, 2010 - CAO & City Manager Inquiries
- June, 2010 - Initial Cost Estimates
- July, 2010 - Joint-meeting with two members of our Board and the CAO/City Manager
- August, 2010 - Feasibility Study by SCR911 (cost split between San Benito/Hollister)
- October, 2010 Presented drafts of Study to SCR911 Board
- January, 2011 - Study approved by SCR911 Board
- February, 2011 - Presented to SB County Board and Hollister City Council

# Journey to Consolidation



- April, 2011 - Town Hall Meeting
- May, 2011 - Presentation to Hollister City Council
- May, 2011 - SCR911 Board Approves Contracts and Directs GM to Negotiate with San Benito and Hollister
- June, 2011 - Presentation to SB Board and Hollister City Council with Contracts that are approved by each
- June, 2011 - SCR911 Board Ratifies Contracts
- July 1, 2011 – Begin the Project





## Technical Transition

- July, 2011 – Formed Law, Fire/EMS, Technical, Personnel, Fiscal Task Teams
- October 1, 2011 – SCR911 Assumes Dispatch Responsibility for SB County
- October 3, 2011 – SCR911 Begins Dispatching Fire/EMS for SB County out of Santa Cruz Center
- October 3, 2011 - SCR911 CAD Used at San Benito Center
- October 19, 2011 – 911, 7-Digit, and Remaining Radio Circuits Cut and all Dispatching Begins out of Santa Cruz Center

# Leadership Methods Used

- Helpful
- Honesty
- Active Listening
- Demonstrate Understanding
- Constant Communication in All Forms
- Involve People
- Be the Champion
- Communicate the Vision
- Always Be Available
- Admit Mistakes and Bring Solutions
- Attitude that it CAN be done! It is only a matter of HOW!
- Get the job done at ALL COST. Be willing to do the work!



# INFLUENCE

- Integrity
  - Nurturing
  - Faith
  - Listening
  - Understanding
  - Enlarging
  - Navigating
  - Connecting
  - Empowering
- builds relationships on trust  
cares about people as individuals  
believes in people/cause  
values what others have to say  
sees from their point of view  
helps others become bigger  
assists others through difficulties  
initiates positive relationships  
gives them the power to lead



*-John C. Maxwell, "The 360 Leader"*



# The Champion's Workload

- Be prepared to do the work yourself
- Delegate carefully
- Track progress on deliverables
- Meet deadlines
- Manage the project budget
- Build in contingencies (time/costs)
- Single point of contact
- Remaining positive and express “can-do” attitude (reassurance)

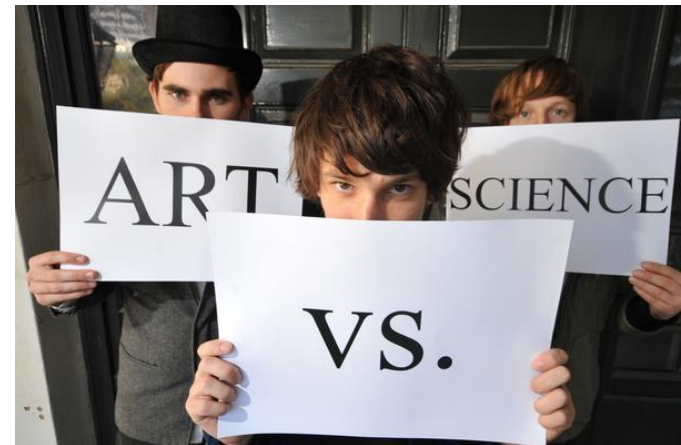
# Gaining Support of Electeds and Execs

- Do your own job well
- When you find a problem, provide a solution
- Tell the leaders what they **NEED** to hear, not what they **WANT** to hear
- Go the second mile
- Stand up for your electeds and execs whenever you can
- Stand in for them where appropriate/necessary
- Ask them how you can help them
- Be willing to do what others won't
  - Take the tough jobs
  - Put yourself on the line – accept the risk
  - Admit fault but never make excuses
  - Do more than the minimum



“Leaders must be good managers, but most managers are not necessarily good leaders” –Tom Mullins

- Leadership is:
  - People more than projects
  - Movement more than maintenance
  - Art more than science
  - Intuition more than formula
  - Vision more than procedure
  - Risk more than caution
  - Action more than reaction
  - Relationships more than rules
  - Who you are more than what you do



## Summary

- Never be a sales representative
- Offer to help in whatever way you can without compromising the mission
- If you don't know, find the answers - quickly
- Be supportive of the leadership
- Be inclusive at all levels
- Accept that it will not be perfect, but try your best
- Communicate as much as possible
- Accept responsibility for mistakes
- Do not take it personal
- Do not gossip
- Actively listen
- Do the work required and be detail oriented



## Questions/Comments