

Cross-County Consolidation Lessons Learned



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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

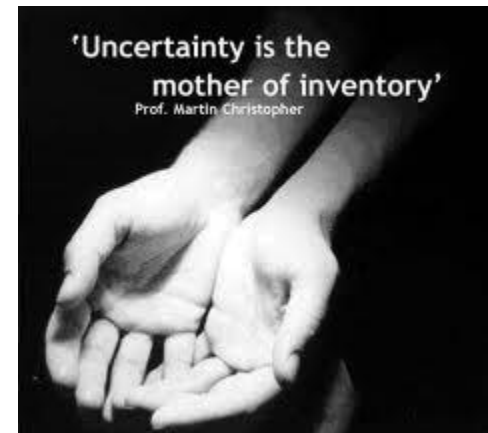


Technical Transition

- 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

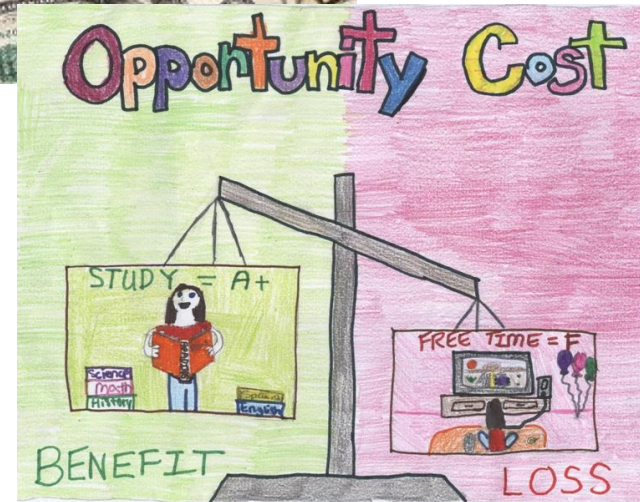
Are you sure...?

- you need to consolidate? Why?
- you have the staff, energy, support to be successful?
- the Board will support the merge?
- you can trust a consolidation to be fair?
- it is the right thing for the community?
- you have the expertise? Need a consultant?
- that the timeline is do-able?
- that the personnel calculations are correct?
- you will get the number of dispatchers you need?
- that you have thought of everything?



Costing Lessons

- Personnel estimates
- Cost estimates
- If too low, any increase would be grounds for uncertainty or mistrust



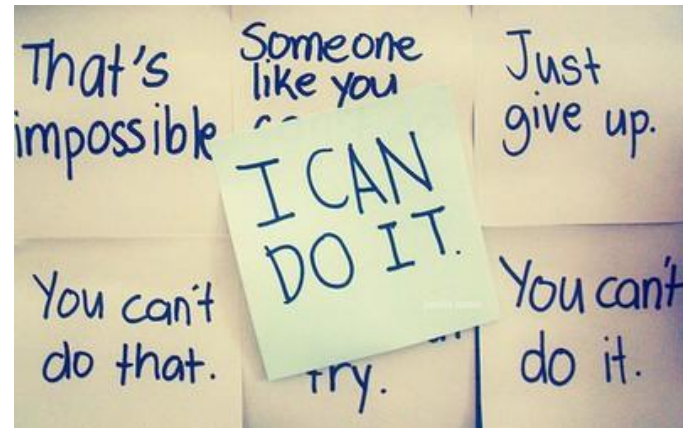
Operational Planning Lessons

- Task Teams – timing is everything
- Involve everyone – open invitation
- Document process and decisions carefully
- Communicate and advertise
- Connection between Task Teams
- Act as if you have time



Technical Planning Lessons

- No control over outside vendors
- Build in contingencies in costs and timeline
- Be flexible
- Can-do attitude
- How can technology *enhance* operational needs?
- Be okay with “good enough” at first and plan for final solutions
- Be ready to “punt”



Personnel Transition Lessons

New and Existing Employees

- Provide real choices
- Training
- Inform and support
- Reassurance
- Involvement in process
- Do not take it personal
- Be available
- Be welcoming
- Be real

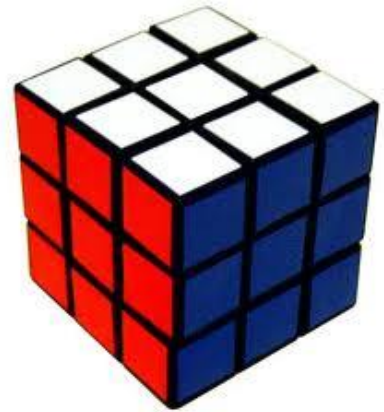


Journey Lessons

- Communicate
- Don't let people wonder "what is happening – where are we at?"
- Rumor control
- Get support of employees
- Celebrate often



When is it finished?



- Budget
- Training
- Transition
- Contingency (Alt-sites)
- Communication
- Celebration



Summary

- You can't over-plan
- You can't over-communicate
- You can't involve enough people
- You won't have enough time
- You won't have enough help

- You CAN do it!
- You CAN save money!
- You CAN make it successful!
- You CAN overcome opposition
- Don't give up!
- Consolidation CAN be better depending on the governance and through the assurance of fairness and advocacy



Questions/Comments



“The greatest barrier to success is the fear of failure”

-Sven Goran Eriksson