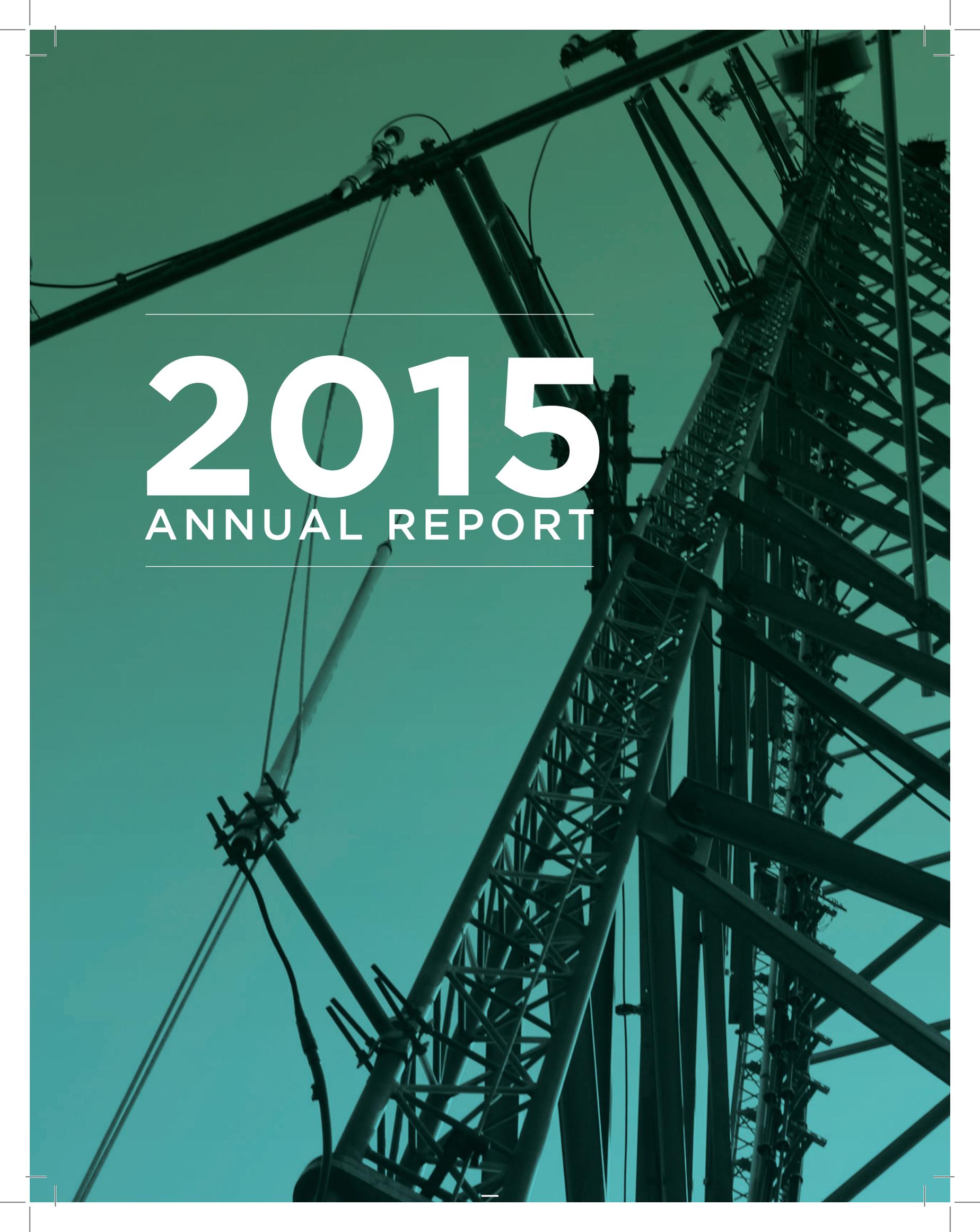




# 2015

ANNUAL REPORT



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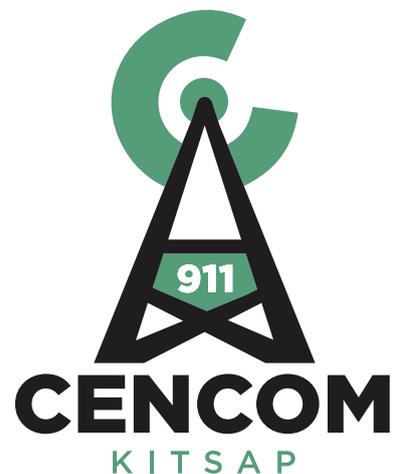
# 2015

ANNUAL REPORT

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# OUR MISSION

*“To serve the citizens of Kitsap County through professional, timely, and effective 911 communications and coordination of emergency services response.”*

CENCOM is a leader in Public Safety Emergency Communications. Over the next 5-7 years we will strengthen our reputation as the Northwest’s premier 911 dispatch center. We will be a self-sufficient and fiscally-stable agency known for good stewardship, strong partnerships, and innovation. We will employ and develop highly effective professionals in an employee friendly, service focused environment.

## PARTNER AGENCIES

### POLICE DEPARTMENTS

- Bainbridge Island Police Department
- Bremerton Police Department
- Kitsap County Sheriffs Office
- Port Gamble Police Department
- Port Orchard Police Department
- Poulsbo Police Department
- Suquamish Police Department

### KITSAP COUNTY

- Community Development
- Code Enforcement & Fire Marshall
- Coroners Office
- Emergency Management
- Juvenile Corrections

### FIRE DEPARTMENTS

- Bainbridge Island Fire & Rescue
- Bremerton Fire Department
- Central Kitsap Fire & Rescue
- Fire District 18 (Poulsbo fire)
- North Kitsap Fire & Rescue
- South Kitsap Fire & Rescue

### OTHER

- Bainbridge Island Ambulance Assn.
- Department of Corrections
- Kitsap Animal Control
- United States Navy
- Port Gamble Natural Resource

# 40+ YEARS OF SERVICE

CENCOM was founded in 1973 as an effort to improve emergency medical dispatching within Kitsap County. In 1976 CENCOM went live as the first consolidated police, fire, and EMS dispatch center in Washington State. Callers dialed 911 but the system did not include any of the features associated with 911 today. In 1983 CENCOM became the second dispatch center in Washington State to deploy "Enhanced 911" which included a display of the caller's address for the dispatcher.

- A single emergency reporting number (911) for all Kitsap County citizens
- Expanded emergency communications network for centralized coordination of police, fire, and medical
- A reduction of response time
- Elimination of 29 seven digit emergency numbers
- Consolidate 12 separate dispatch systems
- The ability for emergency response agencies to exchange information
- Enhancement of overall public safety functions

## **THE ABILITY TO MEET INCREASED DEMAND FOR SERVICES**

The first staff included a director, supervisor, administrative staff, and 20 dispatchers to manage the 24-hour, 365-day operation. Site design, facility construction, formation of operational policy and procedures were completed by the end of 1976, as well as installation of the electronics system, which included implementation of a "geofile". By 1993, 911 had expanded to provide coverage to the entire county and dispatch function for all public safety agencies. Ongoing funding came from the passage of telephone tax initiatives.

In the late 1990's CENCOM's Policy Board supported a funding methodology and development of a multiple site radio system to improve service for Kitsap County's Fire / EMS and Law Enforcement agencies. The radio towers, electronic equipment, buildings and ground space are supported by reliable commercial and back-up generator power. These facilities continue to attract wireless service providers who have agreements with CENCOM to use the facilities and provide CENCOM with revenue, which offsets CENCOM's cost for utilities and maintenance.

CENCOM began utilizing Mobile Computer Terminals or "MCT's" in emergency response vehicles to enhance communication while lessening congestion on radio frequencies in the early 2000's. Since that time the fleet of mobile computers has tripled and CENCOM has taken on maintenance and repair for all member agencies.

Shortly after the Nisqually Earthquake in April of 2001, CENCOM asked the voters of Kitsap County to support a property tax lid lift to construct a new 911 and County Emergency Operations Center. Fortunately, the citizens of Kitsap County recognized that the old 911 center was inadequate and in 2002 they passed a \$10.5 Million five-year property tax initiative. In 2003, voters approved another

ballot measure that enacted a dedicated 1/10th of 1% sales tax to provide a long-term, reliable funding source for CENCOM and eliminate the remaining three years of the property tax lid lift.

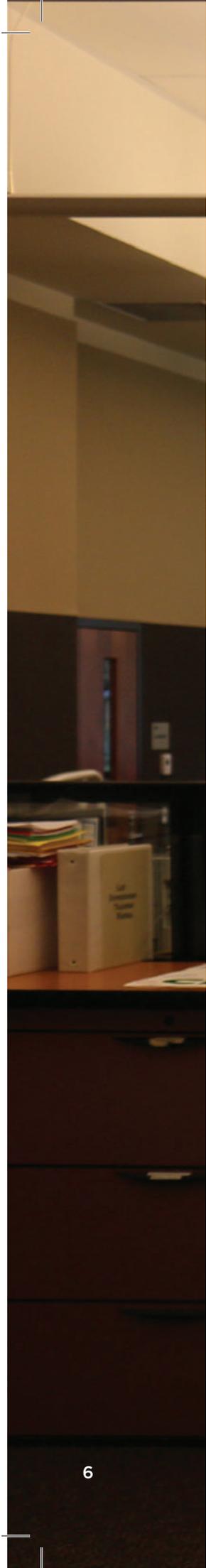
Planning for the new facility began in early 2002. The goal was to construct an all-new facility that would meet all of CENCOM's and Department of Emergency Management's current and future needs. Most importantly, the new building would be constructed to modern seismic code standards. The state-of-the-art new building was commissioned on May 10, 2005. It took a little over three years to get the facility constructed and all the equipment installed, and it was done within budget. On December 7, 2006, the final bond loan payment was made on the new facility, and with the 2007 budget year CENCOM reduced fees charged to cities, the county and fire districts for 911 and dispatch services and upgraded critical communications equipment for police, fire and emergency medical responders.

To enhance services, on-line reporting was implemented in 2008 for all interested law enforcement agencies within Kitsap County. This allowed citizens to submit their reports on-line for a pre-defined set of crimes with no suspect information instead of having to wait for an officer to respond to their residence or call them on the telephone.

In 2012 Kitsap County CENCOM saw the need for extra radio coverage in the South end of Kitsap County. At the same time Pierce Transit was looking for a site in the same area to get better coverage for them and for Pierce County 911. Pierce Transit, Pierce County Emergency Management, and CENCOM ultimately partnered to build this tower and link it to CENCOM's existing Gold Mountain tower site. This arrangement allowed each agency to place their equipment on the other's tower rent-free which allows for better coverage as well as improved interoperability. CENCOM's portion of the project was funded through CENCOM's Operations fund without any user fee or tax increases.

In 2015, CENCOM began taking Text-to-911 events. This was a momentous step for 911 communications which allows greater access to 911 for those within the deaf and hard of hearing community as well as to those in dangerous situations in which they are unable to speak freely. CENCOM was proud to be the first 911 center in the State of Washington to offer Text-to-911.

The CENCOM staff today includes a diverse management team, combined IT and radio technical systems group, administrative group, and 59 supervisory and dispatch personnel that manage the 24-hour, 365-day operation. The CENCOM of today is vastly different from the CENCOM of 1973. Continued exploration into ever changing technology and broader funding mechanisms along with proactive long term planning continue to remain the mainstay of the organization.



# GOVERNANCE+ MANAGEMENT

CENCOM is governed by a board of thirteen elected officials representing Kitsap County, the Cities of Bainbridge Island, Bremerton, Port Orchard, and Poulsbo, and the Kitsap County Fire Commissioners Association.

The CENCOM Policy Board provides fiscal, strategic, and managerial oversight for CENCOM. The Board has final decision making authority for matters concerning: (1) the annual CENCOM Operations budget and funding, cost share distributions, the Enhanced 911 Tax Revenue Fund and Five Year Expenditure Plan, and the accumulated CENCOM Capital Reserve Fund; (2) amendment to the Agreement; (3) strategic plan adoption; (4) appointment of the CENCOM Director; and, (5) any other matter of major importance.

The CENCOM Executive Committee (Five Policy Board members plus the Chair and Vice Chair of the CENCOM Strategic Advisory Board, as non-voting members) meets every other month. The Committee exercises limited authority to make such decisions as are necessary to ensure the efficient operation of CENCOM. These actions may include, but are not limited to: (1) providing direction to, and managing the performance of, the CENCOM Director; (2) authorizing budget amendments, including expenditures from the reserves, provided such amendments do not change the amount due by any signer to the Interlocal agreement; and (3) providing recommendations to the Board of County Commissioners regarding labor agreements; staffing or personnel issues; excise tax levels; and other such matters.

Any action taken by the Executive Committee is reported to the Board, at the Board's next regularly scheduled meeting, or at any special meeting convened for that purpose, and incorporated into the minutes thereof.

CENCOM's interlocal agreement also delegates some oversight responsibilities and duties to the Kitsap County Commissioners.

The Policy Board appoints the CENCOM Director, who is responsible for running the agency. Internally, CENCOM is divided into three primary divisions: Administrative (Admin), Operations (Ops), and Technical Systems (Tech).

The Strategic Advisory Board, a group of police and fire chiefs, provides advice and input to the CENCOM Policy Board and the CENCOM Director on policy, technical, and operations issues as well as with intra-agency coordination.



**BOB MUHLEMAN**  
Fire Commissioner



**CHARLOTTE GARRIDO**  
Kitsap County  
Commissioner



**DAVE ELLINGSON**  
Fire Commissioner  
Executive Committee



**DUSTY WILEY**  
Fire Commissioner  
Executive Committee



**ANNE BLAIR**  
Bainbridge Island  
Mayor



**GREG WHEELER**  
Bremerton City Council



**JERRY MCDONALD**  
Bremerton City Council



**PATTY LENT**  
Bremerton Mayor  
Executive Committee



**TIMOTHY MATTHES**  
Port Orchard Mayor  
Executive Committee



**ROBERT GELDER**  
Kitsap County  
Commissioner



**GARY SIMPSON**  
Sheriff  
Executive Committee



**ED WOLFE**  
Commissioner Council



**BECKY ERICKSON**  
Poulsbo Mayor

**CENCOM POLICY BOARD MEMBERS 2015**

# CENCOM EMPLOYEES

CENCOM has 74 employees (including full time, regular part time, extra help, and contract staff) primarily divided into three divisions.

01

The Admin Group maintains CENCOM's records, handles all administrative needs, public disclosure requests, and processes purchases and contracts.

02

The Technical Systems Group implements new technologies while maintaining and operating all of the technologies and CENCOM. The group consists of Operations Support Technicians, Communications Technicians, a Programmer Analyst, a Data Systems Engineer/Assistant Supervisor, and a Technical Systems Supervisor.

03

CENCOM's largest division, Operations, handles all emergency and non-emergency calls and events within CENCOM's jurisdiction. Operations includes 911 Call Receivers (PCR), Emergency Telecommunicators (ET aka Dispatchers), Assistant Supervisors, Shift Supervisors, and Operations Manager.

The CENCOM management team works with each division at varying levels and includes the Director, Deputy Director, Operations Manager, Training Manager, Professional Standards Manager, Technical Systems Supervisor and Financial Analyst.



## CENCOM LEADERSHIP

**Back Row:** Mark Nelson, Technical Systems Supervisor, Richard Kirton, Director, Robin King, Financial Analyst, George Hazard, Professional Standards Manager.

**Front Row:** Stephanie Browning - Office Supervisor, Stephanie Trueblood - Training Manager, Maria Jameson-Owens - Deputy Director

**Not Pictured:** Mary Valerio - Operations Manager



This letter comes at a time of key transition for our organization. As you review this annual report you will see that we have accomplished a number of key initiatives within the last year. Concurrently, we have been spending a great deal of time working on the future of CENCOM, aligning our organization to make strategic and timely decisions.

During 2015 we began the implementation process for our E9-1-1 "Next Generation" telephone system and logging recorder as well as a new administrative phone system. All will continue into the first quarter of 2016. Our Technical Systems group made several improvements to radio coverage throughout Kitsap County with improvements to existing tower sites as well as the addition of CENCOM equipment on a Cultus Bay tower on Whidbey Island.

On the Operations side, we implemented peer support and mentoring programs to assist employees struggling with various aspects of the job. A work group of supervisors and dispatch staff worked together to improve our quality assurance program utilizing our new logging recorder software.

In early 2015, the CENCOM Policy Board along with members of our Strategic Advisory Board worked with CENCOM staff on our strategic position process. Strategic Positioning is a rapid cycle planning process used by CENCOM and other complex organizations to create and prepare for high impact scenarios which are highly likely to occur in the next five to seven years. After identifying powerful and significant trends, scenarios were created that imagined the continuation and convergence of several drivers. The Strategic Positioning Project resulted in several highly leveraged recommendations, chief among them being a concerted effort to iterate CENCOM's governance model so that the agency's Policy Board becomes the final, legal decision makers for the organization. Such a change would vest authority entirely in the hands of CENCOM's Board and result in greater effectiveness, flexibility, transparency, and stewardship. After thorough research and discussion, the CENCOM Policy Board took action to approve moving forward with the process to change the CENCOM governance model to a separate legal entity. This process will continue into 2016.

As our agency has grown in scope and complexity, we remain fiscally responsible and transparent with our financial obligations. We continue to maintain strong relationships with our partner agency stakeholders and citizens throughout the community. Our employees are creative, have a passion for their profession and continue to live by the mission, vision and values of the agency.

We hope you will take the time to review this annual report and become more familiar with our Policy Board, the dedicated and committed employees here at CENCOM, and the outstanding services that we provide to our public safety partners and the citizens of Kitsap County.

We are honored to be working with a dedicated group of managers and committed employees at CENCOM as we continue to face the challenges and opportunities in the future.

To learn more about our organization or if you have any questions visit us online at:

[Kitsap911.org](http://Kitsap911.org) | [Twitter @CENCOM911](https://twitter.com/CENCOM911) | [facebook.com/cencomkitsap911](https://facebook.com/cencomkitsap911)



**RICHARD A. KIRTON**  
Director



**MARIA K. JAMESON OWENS**  
Deputy Director

# ADMINISTRATIVE TEAM

The Administrative Group, Office Supervisor Stephanie Browning and Office Assistant Rachelle Tate, provides office support to the entire agency and non-dispatch related services to the public and CENCOM's partner agencies. They maintain all CENCOM files and process and manage CENCOM's contracts, purchase orders, Inter-local agreements and other documents.

The Administrative team assists in many different roles. They are the voice you hear during office hours when you call the business or Help Desk lines. They assist the Financial Analyst with processing CENCOM payroll, accounts receivable and accounts payable as needed. They also process Department of Emergency Management (DEM) payroll, accounts receivable and accounts payable.

The Administrative team provides clerical support and retains all public information for the CENCOM boards and committees. The CENCOM Policy Board and Executive Committee minutes are all now available to the public on the Kitsap911 webpage.

As the Record Custodians they maintain all public records and respond to public disclosure requests from member agencies, the prosecutor's office, media and private citizens. The requests are typically for audio recordings and computer logs related to 911 calls, police, fire, animal control and EMS responses. These requests continue to steadily increase each year. In early 2015 CENCOM implemented an online public disclosure request option available on our website at [kitsap911.org](http://kitsap911.org). This has provided a smoother process both for citizens to submit requests as well as internally tracking requests. Public disclosure time lines are dictated by law. In order to stay abreast of changes, the administrative group annually attends the Washington Association of Public Records Officers (WAPRO) Fall Conference.

In 2015 the Administrative Group assisted in two hiring processes for primary call receivers, hiring of Data System Engineer, and assisted with the supervisory promotional process. Each process takes several months of preparation to complete with participation from a variety of different personnel at CENCOM as well at Kitsap County Human Resources.

2015 was a busy and exciting year for the Administrative Group and they look forward to the changes that are ahead for CENCOM.



# TECHNICAL SYSTEM GROUP

2015 brought technology enhancements to CENCOM and its Fire / EMS and police agencies. While implementing new technologies the Technical Systems Group diligently maintained and operated all of the technologies and facilities that provide vital service to the public.

CENCOM continues to identify opportunities to improve service and reduce costs by using technology. Two telephone systems were replaced in 2015. The 9-1-1 system equips CENCOM to accept requests for assistance from people in many new forms. CENCOM's 9-1-1 telephone system accepts traditional voice telephone calls, messages sent by text, and is ready to receive information from Intelligent Transportation Systems that are becoming increasingly popular in vehicles.

CENCOM also replaced its administrative telephone system. The new administrative system will provide one of several levels of back up to the 9-1-1 telephone system. The system will also allow members of the CENCOM team to be connected and providing service whether at CENCOM or another location. The new telephone bridges traditional wired telephones, wireless telephones and computer and tablet technology allowing the CENCOM technical team and leadership to be instantly accessible.

## PROJECTS SPOTLIGHT

**Locating Callers** to 9-1-1 Knowing exactly where callers to 9-1-1 are located speeds the dispatch of emergency service providers. CENCOM is continuing its work to verify and synchronize Kitsap County GIS (Geographic Information System) data with CENCOM's CAD, telephone and logging systems. The work will continue during 2016. Coordination with other counties, especially those that abut Kitsap County, is ongoing with an objective of completing a uniform, statewide database during 2017.

**Logging Recorder** In addition to the two new telephone systems, CENCOM replaced its audio logging recorder. The technology will record all 9-1-1 telephone and radio audio. The audio is available to prosecutors, CENCOM trainers, law enforcement fire and emergency medical service providers, the media and members of the public. The new recorder will allow CENCOM to capture audio and other forms of information as new technologies are introduced.

**Text to 911** Kitsap County was the first county in Washington to implement Text to 911. This technology allows people to send text messages to CENCOM when they may be unable to speak. CENCOM promotes this technology with the message 911: Call if You Can, Text (Only) if You Can't.

**PTT ID** CENCOM and its user agencies started implementation of Push-to-Talk Identification. This technology, which is made possible by use of advanced radios, allows radio dispatchers

to know which radio is transmitting whether or not the user is able to speak. This technology increases the safety of users and provides dispatchers with increased efficiency.

**MCT Enhancements** Mobile Computer Terminals used by Kitsap County emergency service providers will be upgraded in 2016. MCTs are used to speed the flow of information from dispatchers to units in the field. Evaluation of current technologies has revealed that upgraded equipment with faster speeds and contemporary operating systems provides increased functionality and will be compatible with Microsoft's Windows evolution strategy.

## PROTECTING AND PRESERVING ASSETS

CENCOM's technology is located in four counties. Preserving the assets requires an agile team to routinely monitor performance and resolve service outages and degradation. Much of CENCOM's technology is monitored and members of the technical team are notified of service impediments on office computers and wireless devices. Other degradation, like trees across access roads and fences, are identified and corrected during routine visits to the radio sites. Kitsap County's frequently changing weather requires that generator fuel supplies are sufficient and generators and access roads are well maintained. Often, radio sites are without commercial power for several days and operating on generator power. As trees continue to grow, access for fuel trucks is affected and microwave radio paths are impeded. The CENCOM technology team is responsible for identifying and correcting these conditions.

## TECHNOLOGY PIONEERS

During 2015, two pioneers of CENCOM's technology, facilities and implementation of 9-1-1 and computer-aided-dispatch retired.

Dean Heistand, who started at CENCOM before computers were used, retired after successfully leading the design, implementation and operation of CENCOM's current facility on Carver Street and the radio system. Dean remains as a resident of Kitsap County and is a welcome and always available resource to the entire CENCOM team.

Phil Seratt, CENCOM's computer-aided-dispatch (CAD) technology expert retired and has relocated to a warmer climate. Phil occasionally checks-in with the CENCOM team. When he does, he graciously shares his recollections of the history of CAD implementation and muses with his former colleagues concerning his current adventures.

Phil and Dean are both important contributors to CENCOM's technology implementation and operation, and we wish them both all the best



# OPERATIONS

The Operations Group makes up the largest group at CENCOM. The group is comprised of 6 call takers, 33 dispatchers, 1 part-time dispatcher, and 3 extra-help employees who are qualified as dispatchers. This group is commonly referred to as “the floor”, referring to the emergency operations room in which “the floor” works. This group of awesome employees are the calm voices citizens hear when they call 9-1-1. It is also the same calm voices law enforcement and EMS/fire personnel hear on the other end of the radio. To all 9-1-1 callers and our user agency personnel, these voices are their lifeline.

One of the largest struggles most 9-1-1 centers have is maintaining qualified, trained personnel capable of dealing with the uniquely challenging tasks required of an Emergency Telecommunicator. CENCOM is no different. We went into 2015 knowing we would need to have two hirings this year, which meant anywhere from 6-8 new employees in each class. We pride ourselves on transparency between Management and all the other groups at CENCOM and we developed a plan we coined “All Hands on Deck.” The plan addressed the staffing levels and our plan to hire and retain qualified personnel. The plan was discussed at each of our Summer Training Days, which is mandatory attendance for every CENCOM employee. We believe in open communications, so we openly discussed the Operations Group staffing and let each CENCOM employee know what CENCOM as a whole would be doing to hire, train, and retain new employees. We also met with the Employees’ Guild to discuss other factors that could help the staffing issue; such as scheduling adjustments, to reduce unnecessary overtime. The Guild and Management also launched a pilot program in which call takers could voluntarily train as a fire dispatcher in order to help offset shortages and overtime. This pilot program has proven to be successful thus far and was scheduled to expire in January, 2016, but because of its success, the trial period has been extended. CENCOM addressing the staffing levels as a whole is a great example of our dedication and commitment to our employees. We support our employees and work to enhance job quality, which is a value of this organization. We are abiding by our plan by putting all hands on deck in order to reach our goal of a fully staffed Operations Group.

Change is not new to 9-1-1 and 2015 was no different, especially for Operations. We went through several large scale changes ranging from policy changes to technology changes that help to make CENCOM a leading 9-1-1 center in the Northwest.

In February, we were the first Primary Safety Answering Point (PSAP) in Washington to go live with the ability for

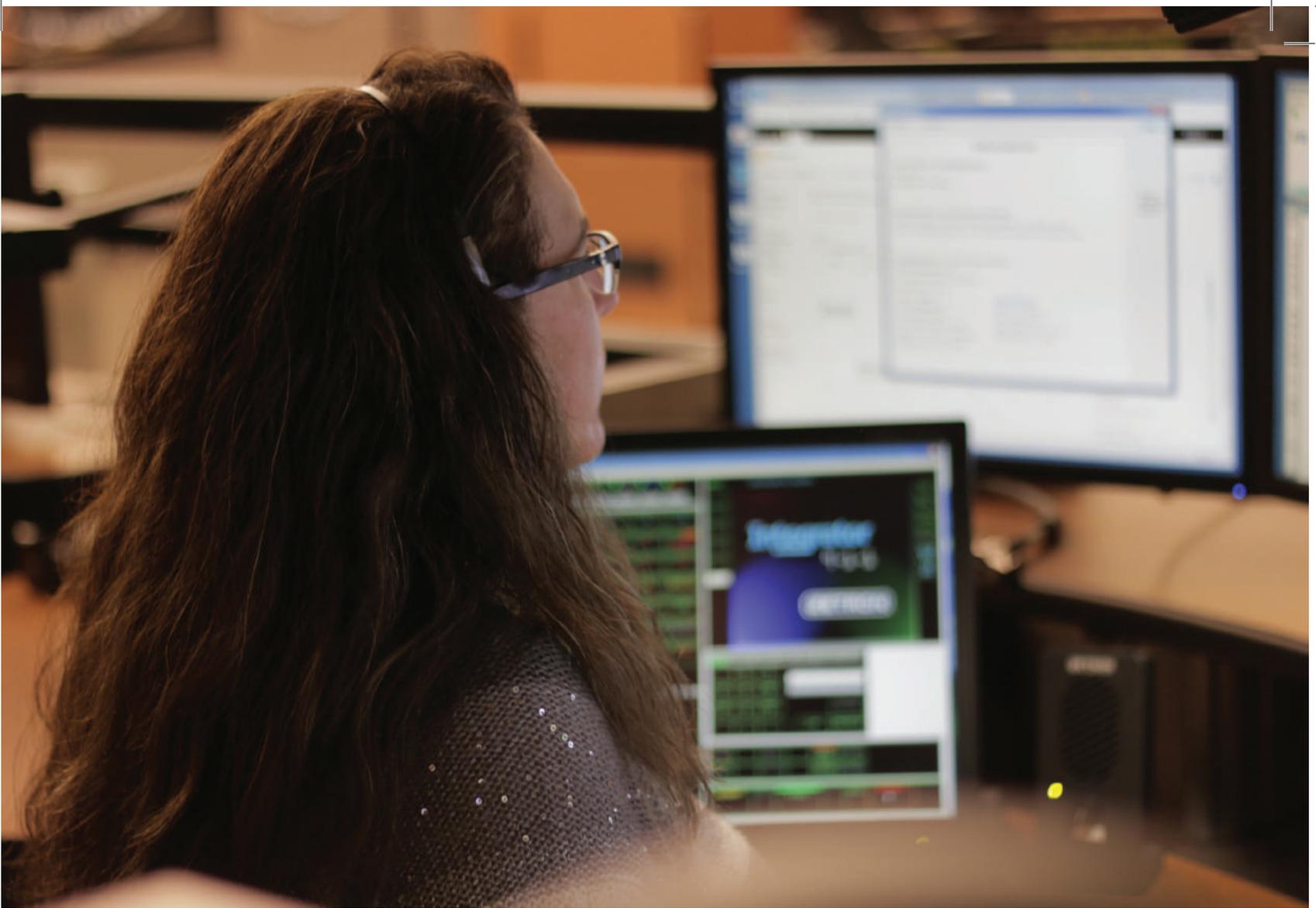
citizens to send text messages to 9-1-1. This was a major accomplishment for our center. Allowing a citizen to text information to 9-1-1 is a critical service. It is intended to benefit people that may not be able to speak due to an emergency such as a home invasion robbery, or abusive partner, as well as individuals that are deaf, hard of hearing, or have speech disabilities. We have had several successful outcomes in which suicidal callers have reached out to us via text messaging and we were able to get them the help they needed. The statewide campaign slogan for text to 9-1-1 is “Call if you can, text (only) if you can’t.” The slogan appears to be working, as we haven’t seen a significant increase in citizens choosing to text 9-1-1 instead of making a voice call.

***“Emergency Telecommunicators - the most important people you will never see.”***

Our center also became part of the Tri-Regional Interoperability System (TRIS). This allows our center to effectively communicate via the radio, by patching our radio frequency with a surrounding jurisdiction’s frequency during a high scale event. With the amount of water surrounding Kitsap County, this system could be used in the event of a commercial boat fire or act of terrorism.

We also identified a need to enhance our Quality Assurance (QA) Program. We currently QA our Operations Group to ensure our telecommunicators are delivering excellent service, as well as adhering to published policies and procedures. We strive for excellence, a core value of the organization, and QA is one way we can ensure we are meeting that goal. A Quality Assurance Committee was assembled to look into our current program and evaluate its integrity. We are in the final stages of developing a new process that will help us collect data from our QA’s that will in turn help us with Quality Improvement (QI) as well.

Efficient emergency communications would not be possible without our Operations Group. This group of employees are highly trained and are an integral member of the Public Safety Team. They carry a responsibility unlike any other job. They must make sound decisions, often within seconds, with little to no information. The job of an emergency telecommunicator is no easy task and takes a special kind of person to want to make a career of it. Our Operations Group is a core part of the CENCOM team.



***“YOU SAVE A LIFE YOU ARE A HERO. YOU SAVE A LIFE EVERYDAY, YOU ARE AN EMERGENCY TELECOMMUNICATOR.”***

## **OPERATIONS EMPLOYEE FOCUS**



### **NANCY LEMAY**

Nancy attended the APCO Fall Forum in October 2015 and was presented a Letter of Recognition from the President of the Washington State Chapter APCO-NENA for her outstanding performance of duty while serving in Washington State’s first official deployment of the Telecommunicator Emergency Response Taskforce (TERT).

### **TERT**

TERT is the concept of communications-specific mutual aid between PSAPs to provide trained PSAP personnel during emergency situations. Unlike most contingency plans prepared by individual PSAPs to address specific threats to their own PSAPs, TERT involves providing qualified

communications personnel to work in another PSAP and requires coordination among PSAPs, mutual aid consortiums, and Emergency Management Agencies (EMA) from different municipalities, states and regions. When possible, the TERT members’ skill sets should match those of the Requesting Agency. This coordination must take into account that while each agency is unique in its resources and operations, the basic duties and responsibilities re-main the same.

Nancy served as a member on Team 1. They were deployed on August 20th, to assist the Okanogan Emergency Operations Center (EOC). The team supplemented a small group of civilian ad-hoc volunteers in the EOC call center whom had taken approximately 1,400 calls the previous day. The call center was established to relieve some of the burden on the 911 system in Okanogan County. The team worked long hours, efficiently handling thousands of inquiry calls coming into the EOC with empathy and courteous professionalism.

# PUBLIC EDUCATION COMMITTEE

## YEAR IN REVIEW 2015

CENCOM's Public Education Committee (PEC) consists of nine employees who have volunteered their time to develop and present education about 911 to the public. We attend several annual events throughout the year, as well as give presentations to public and civic groups when requested. In 2015, our members donated over 200 hours to the committee's activities.

### 2015 OBSERVERS:

We had 54 citizen and user agency observers visit CENCOM. Each observed floor operations with a primary call receiver and a law enforcement and/or fire dispatcher, to better understand how 9-1-1 serves the community.

### 2015 ANNUAL EVENTS ATTENDED:

BIPD Citizens' Academy - Feb 28th and Mar 14th  
CKFR Kids' Day - June 6th  
SKFR Safety Fair - June 13th  
Fred Meyer Safety Fair - June 13th  
National Night Out - KCSO - Aug 4th  
National Night Out - POPD - Aug 4th  
National Night Out - BIPD - Aug 4th  
Kitsap County Fair - Aug 26th thru Aug 30th  
EPO Read with a Hero - Sept 25th  
Spooky Spectacular - Oct 24th

### 2015 PRESENTATIONS AND TOURS:

CKFR New Recruit Tour - Jan 1st  
BI NAMI Support Group - Feb 9th  
SKHS Special Education Class Tour - Feb 26th  
Leadership Kitsap - Mar 13th  
SKHS Community Transition Class - Mar 18th  
KCSO Job Shadow - Mar 25th  
EMT Class - April 15th  
BIFD Frenzie - May 27th, June 3rd, and June 9th  
Childtime Learning Center - Summer Program - July 9th  
Kingston Community Open House - Sept 29th

### 2015 COMMUNITY FEEDBACK:

Committee members provided feedback forms to citizens at several events and presentations in 2015 to solicit input about the public education program. Committee members were also tasked with noting any common questions or concerns from citizens about 9-1-1, to be used in future education efforts, using the

event log during the Kitsap County Fair. The event log was also used to note any citizen complaints about CENCOM performance after the citizen was referred to the Shift Supervisor.

We did not receive any feedback in 2015 from the community indicating the need to change the PEC standard presentations or identifying customer service problems to be forwarded to CENCOM management.

### 2015 EMPLOYEE/MEMBER AGENCY FEEDBACK:

We did not receive any feedback from employees or member agency personnel regarding current public education materials and presentations, or towards development of future public education campaigns.

### 2015 GOALS ACHIEVED:

- Project plan developed for overall committee activities and goals for the year.
- Recruited 2 new members for the Public Education Committee.
- Incorporated document sharing via SharePoint committee page.
- Hosted the 2nd annual CENCOM Spooky Spectacular.

### 2016 GOALS AND PROJECTS:

- Develop project plan for overall committee activities and goals for 2016.
- Increase committee communication through meeting minutes
- Recruit new members for the Public Education Committee.
- Partner with our Member Agencies to incorporate 9-1-1 education into local outreach efforts.
- Host the 2nd annual CENCOM Spooky Spectacular. Develop 9-1-1 education packets and presentations for local business use. Use social media for public education.



**SUMMARY:**

The Public Education Committee branched out by getting involved in several new events this year! In March, we were invited to speak during the Public Safety Day for Leadership Kitsap, which is an exciting program for developing new community leaders throughout Kitsap County. In September, we headed out to Kingston for the Kingston Community Open House. We also attended all three National Night Out events, for KCSO, POPD, and BIPD, thanks to the awesome volunteer efforts of our committee members.

Kitsap County was the first county in Washington State to accept Text-to-911. Our education goal as a committee was to educate our citizens on the proper use of this new technology. Committee members participated in both the development of the press release and media talking points, as well as volunteered to represent CENCOM at the press

conference held on March 31st. The press exposure helped deliver our education message to the public and increased community interest in our facility. We also developed a new Text-to-911 education board that was displayed at the Kitsap County Fair in August.

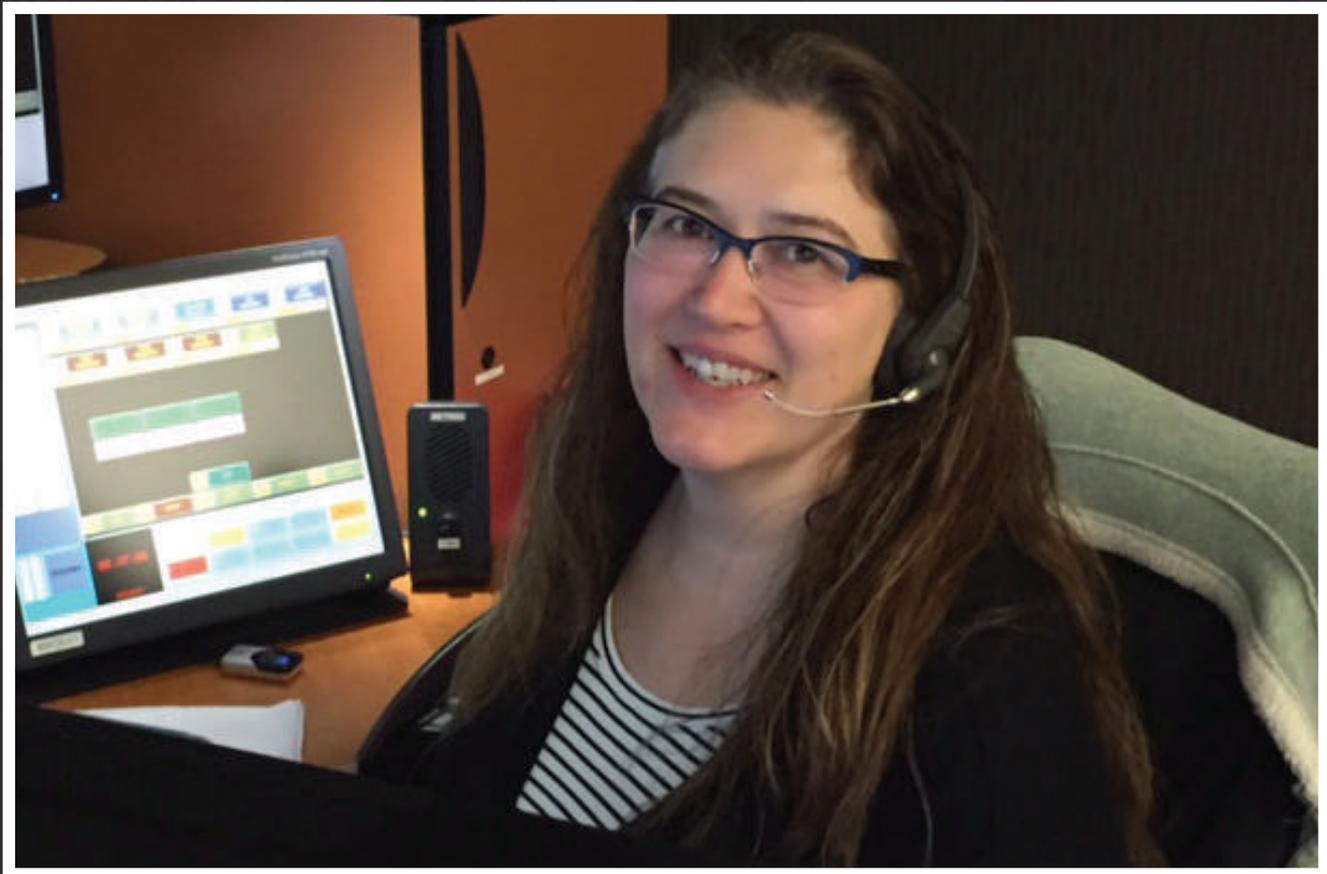
The 2nd annual Spooky Spectacular was held on October 24th. This year, we invited the 1st through 3rd graders and their families from West Hills Elementary along with our Member Agencies. The Public Education Committee turned the hallways and rooms of CENCOM into various scenes from the classic movie "The Wizard of Oz". Volunteers from the committee, as well as from Operations and the Technical Services Departments, participated in the event by decorating and staffing candy stations throughout the evening. We also had a volunteer making balloon animals, which was a smashing success. Our attendance doubled at this year's event and the committee is already looking ahead towards the 2016 Spectacular!



# 2015 EMPLOYEE OF THE YEAR

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This award is chosen from the quarterly award recipients. These two we could simply not decide between. Their contributions were just too great. Congratulations Brandon Wecker and Bonnie Almirol, our CENCOM Employee of the Year recipients.

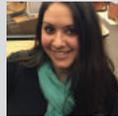
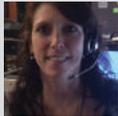


# QUARTERLY AWARDS



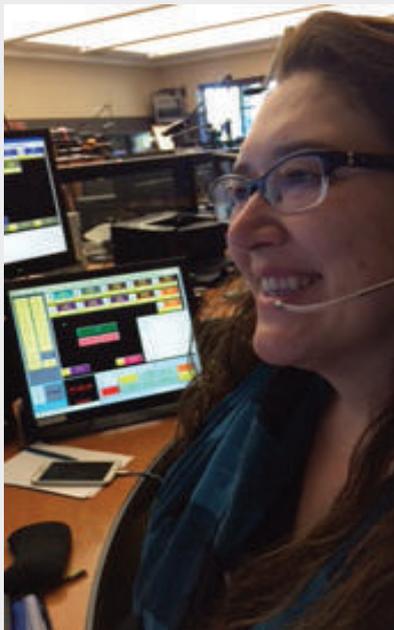
## 1ST QUARTER JOSH MASTERS

Josh was nominated by his supervisory team for his work on an overtime mandate manual. Josh volunteered to create a document that would spell out the mandate process, including even-day mandates, fair share, last-minute mandates and mandate refusals. This project took a lot of time and effort to complete. He also involved the Operations employees by asking for assistance in finding policy and procedure that spoke to different sections. Thank you, Josh



### ALSO NOMINATED:

- 01. Tonya S. for her handling of a multi-agency pursuit.
- 02. Carmen B. for her positive influence on the dispatch floor.



## 2ND QUARTER BONNIE ALMIROL

Bonnie was nominated by her supervisory team for being a fantastic dispatcher who exceeds standards for the position every day. She is a professional and provides excellent customer service to everyone. Bonnie is a team player who is willing to help out her coworkers, often without having to be asked, and she is willing to take on extra tasks and last minute projects. Thank you, Bonnie, for all of your hard work and for contributing to a better work environment for all of us. Congratulations!



### ALSO NOMINATED:

- 01. Jamie S. for her efforts in helping newer employees and making them feel welcome.
- 02. Sarah S. for all of her schedule work and for continuing to promote a positive work environment.
- 03. Tim R. for his work in the Acting Lead position and for his work on the crisis intervention training.
- 04. Sarah P. for her handling of an aid call involving an elderly caller and providing great customer service.
- 05. Carmen B. for sustained superior performance.

# QUARTERLY AWARDS



### 3RD QUARTER BRANDON WECKER

Brandon was nominated by the supervisory group and floor employees for his forward thinking and his initiative to improve the center which allows us to work smarter and more efficiently. On top of that, Brandon is quick to promote "happiness and a cheery atmosphere." He creates this atmosphere organically from making balloon statues, crowns, and tractors to brighten someone's day to relaying stories of his latest video game adventures. He is a welcome party to any group setting and radiates good energy. Brandon brings an incredible amount of wisdom, yet strives to learn new areas of expertise when it comes to CAD and dispatch operations, often asking floor employees to explain what they mean so he can speak our language and offer solutions or troubleshoot errors. Congratulations Brandon and thank you!



### ALSO NOMINATED:

- 01. Stacey B. for her continuous dedication to her team and her sustained work performance.
- 02. Heather R. for her positivity and leadership on the dispatch floor.



### 4TH QUARTER CHRISTY ANDERSON

Christy was nominated by an employee for her consistently-positive attitude and great supervisory skills. This was seconded by the supervisory group which also added recognition for the work she put in while her supervisor was away for an extended period, for her help with a detailed, long term project on engagement and morale, and her assistance with the phone upgrade training. Thank you, Christy! We appreciate you.



### ALSO NOMINATED:

- 01. Emily G. was recognized by a citizen for her handling of a CPR call
- 02. Stacey B. was nominated for consistently helping her peers with phones and data
- 03. Carla A. was nominated for jumping into the CTO program so early in her career and doing a great job at it.
- 04. Jana O. was nominated for jumping into the CTO program so early in her career and doing a great job at it.

## EMPLOYEE RECOGNITION



### **APCO WASHINGTON TELECOMMUNICATOR OF THE YEAR FOR CRITICAL INCIDENT**

This award recognizes the Telecommunicator who handled a critical incident in an exemplary manner that positively affected its outcome. CENCOM's nominee and the APCO 2014 Telecommunicator of the Year for Exemplary Handling of a Critical Incident award recipient:

**KYLE BOEDDEKER**



### **APCO NOMINEE FOR TELECOMMUNICATOR OF THE YEAR FOR SUSTAINED SUPERIOR PERFORMANCE**

This award recognizes the Telecommunicator who has maintained work performance far beyond what is normally required during the year. CENCOM's nominee for this award:

**CARMEN B**

# EMPLOYEE RECOGNITION

## APCO INTERNATIONAL

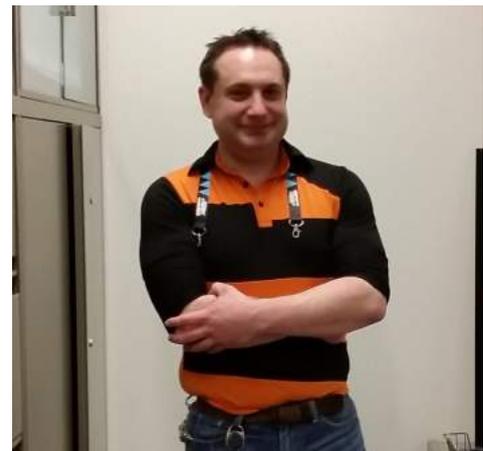
Presents awards to public safety communications personnel who have demonstrated the highest levels of personal and professional conduct and performance in the line of duty. CENCOM's nominees for APCO International recognition included:



**SUPERVISOR OF THE YEAR NOMINEE**  
**JENNIFER A.**



**TRAINER OF THE YEAR NOMINEE**  
**DONNA K.**



**IT TECHNICIAN OF THE YEAR NOMINEE**  
**BRANDON WECKER**



### **2015 PSAPS' FINEST TECHNICIAN OF THE YEAR**

PSAPs' Finest Awards recognize individuals for their exceptional performance and contributions to the field of Public Safety communications. Award recipient CENCOM Communication Technician

**TIM S.**

### **APCO NOMINEE FOR TECHNICIAN OF THE YEAR**

This award recognizes Technicians in all technological aspects of the communications center, including but not limited to radio, computers, phones, etc., who has maintained work performance far beyond what is normally expected or required during the year, or he/she has taken extreme measures to install or restore communications under adverse conditions. CENCOM's nominee for this award:

**TIM S.**

# TRAINING HIGHLIGHTS

## FOR 2015:

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This was a busy training year for CENCOM! We started our year with a Primary Call Receiver Academy in February, with five new employees. What made this particular academy unique was that, at the same time, we were training a new academy facilitator. Our long-time facilitator, Donna, retired from CENCOM in June. Before leaving Donna was busy at work ensuring all of her projects, tasks, and academies were taken care of, and that she had trained her replacements.

With our new facilitator ready to go, we held our second PCR academy in November, with a class of eight. Their training will continue through most of 2016, and we are looking forward to having them work alongside us on the dispatch floor.

We hosted one Law Enforcement Dispatch Academy and one Fire Dispatch Academy in 2015. Both academies were very successful, and, as a result, produced five qualified dispatchers.

Another exciting accomplishment this year was that we added five Certified Training Officers to our existing group of CTOs. The new CTOs attended the Training Officer classes offered by the Criminal Justice Training Commission or the Association of Public Safety Communications Officials. These classes take a strong commitment from the student as they are very challenging and require additional study time outside of class instruction. The student must also pass a final exam in order to become certified. We are very proud of our new and existing CTOs. Without them, our program would not be what it is today!

This year, the entire Operations group was trained in Crisis Intervention. Each employee attended an 8-hour, in-house course on various mental health illnesses, and how to diffuse callers in crisis. CENCOM is part of a larger group of first responders within Kitsap County, whose purpose is to assist those in crisis in an effort to best serve the mental health community.

The training group is now focused on 2016. We have an aggressive training year planned with multiple academies, workshops, conferences, and projects to ensure our training program remains progressive, ahead of the technology curve, and the model 911 center within Washington State.

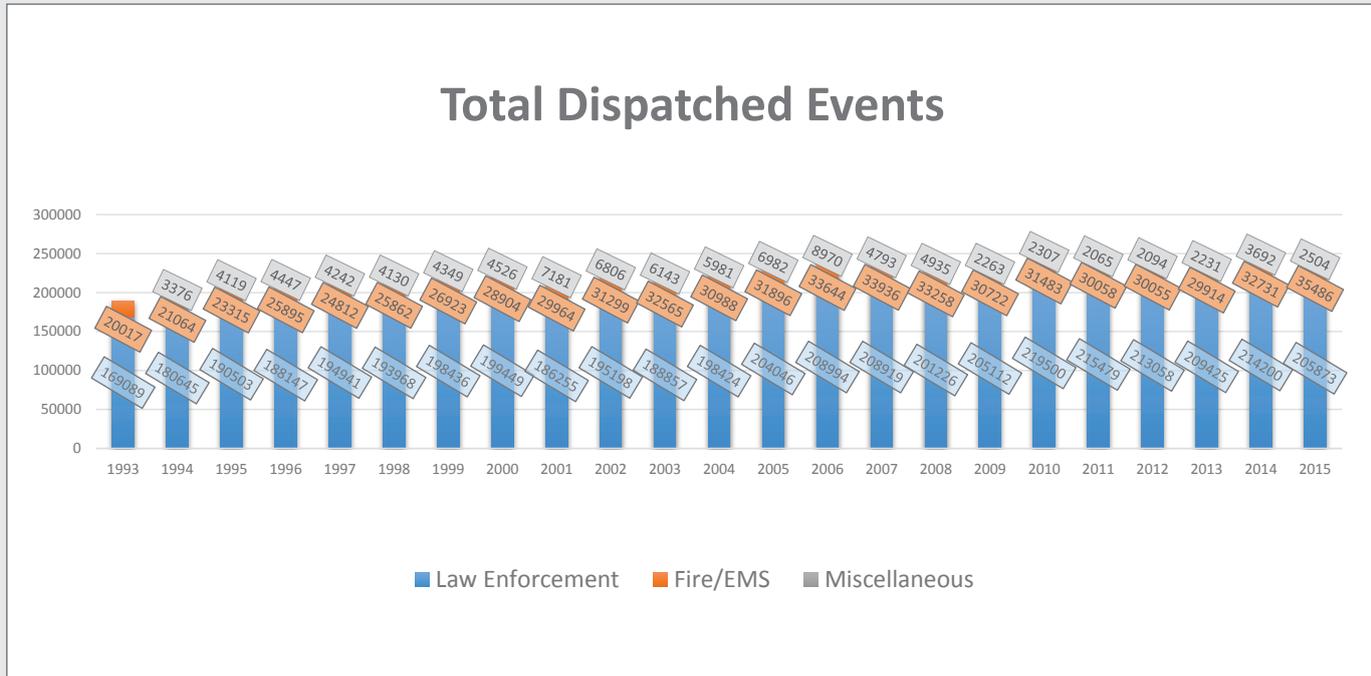


**STATISTICS +  
PERFORMANCE  
MEASURES**

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**2015**

# STATISTICS + PERFORMANCE MEASURES



## TEXT EVENTS 2015

### Total Texts (Excluding tests): 273

Texts with emergencies and unable to call (due to safety, hearing and/or speech impairment): 41 (15% of total texts)

Texts with emergencies but could/should have called: 103 (38% of total texts)

Accidental, Prank, and or Automated texts: 91 (33%)

Unknown : 38 (13% of total texts)

*The texts counted as unknown were either ended abruptly or were never asked if they could call 911.*

## NFPA 1221 - FIRE/EMS CALL PROCESSING TIMES

	2013	2014	2015
80% within 60 seconds	69.50%	66.00%	70.17%
95% within 106 seconds	91.91%	88.66%	94.25%
90% within 90 seconds	91.50%	91.66%	93.33%
99% within 120 seconds	97.00%	97.25%	97.91%

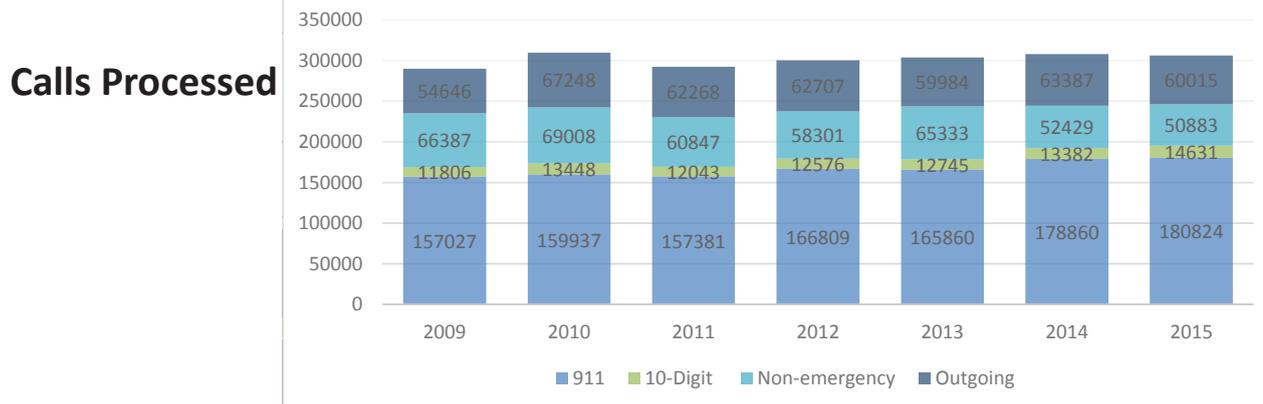
80 percent of emergency alarm processing shall be completed within 60 seconds and 95 percent of alarm processing shall be completed within 106 seconds except for:

- Calls requiring emergency medical dispatch questioning and pre-arrival medical instructions
- Calls requiring language translation
- Calls requiring the use of a TTY/TDD device or audio/video relay services
- Calls of criminal activity that require information vital to emergency responder safety prior to dispatching units
- Hazardous material incidents
- Technical rescue events which shall be completed within 90 seconds 90 percent of the time and within 120 seconds 99 percent of the time.

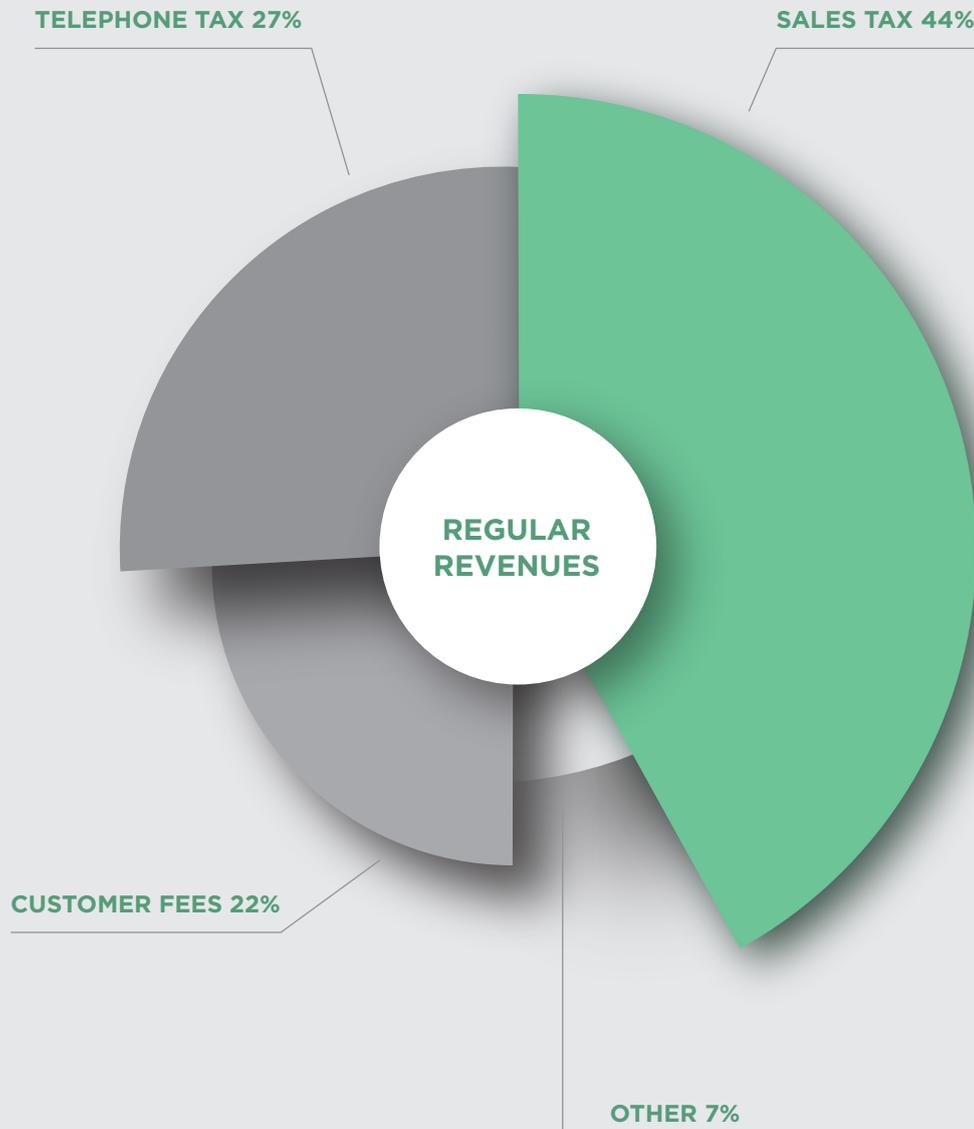
### GOAL: MEET OR EXCEED NATIONAL AND LOCAL TIME STANDARDS FOR 911 CALL PROCESSING

	2008 ACTUAL	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL
Answer 95% of all 911 calls within 15 seconds or less (nfpa 1221)	97.25%	98.56%	98.97%	99.43%	99.21%	99.24%	99.18%	98.66%
Answer 90% of all 911 calls within 10 seconds or less (CENCOM goal)	87.79%	93.34%	95.85%	96.66%	95.85%	95.72%	95.05%	94.56%

## TOTAL CALLS PROCESSED ON THE DISPATCH FLOOR



# CENCOM BUDGET

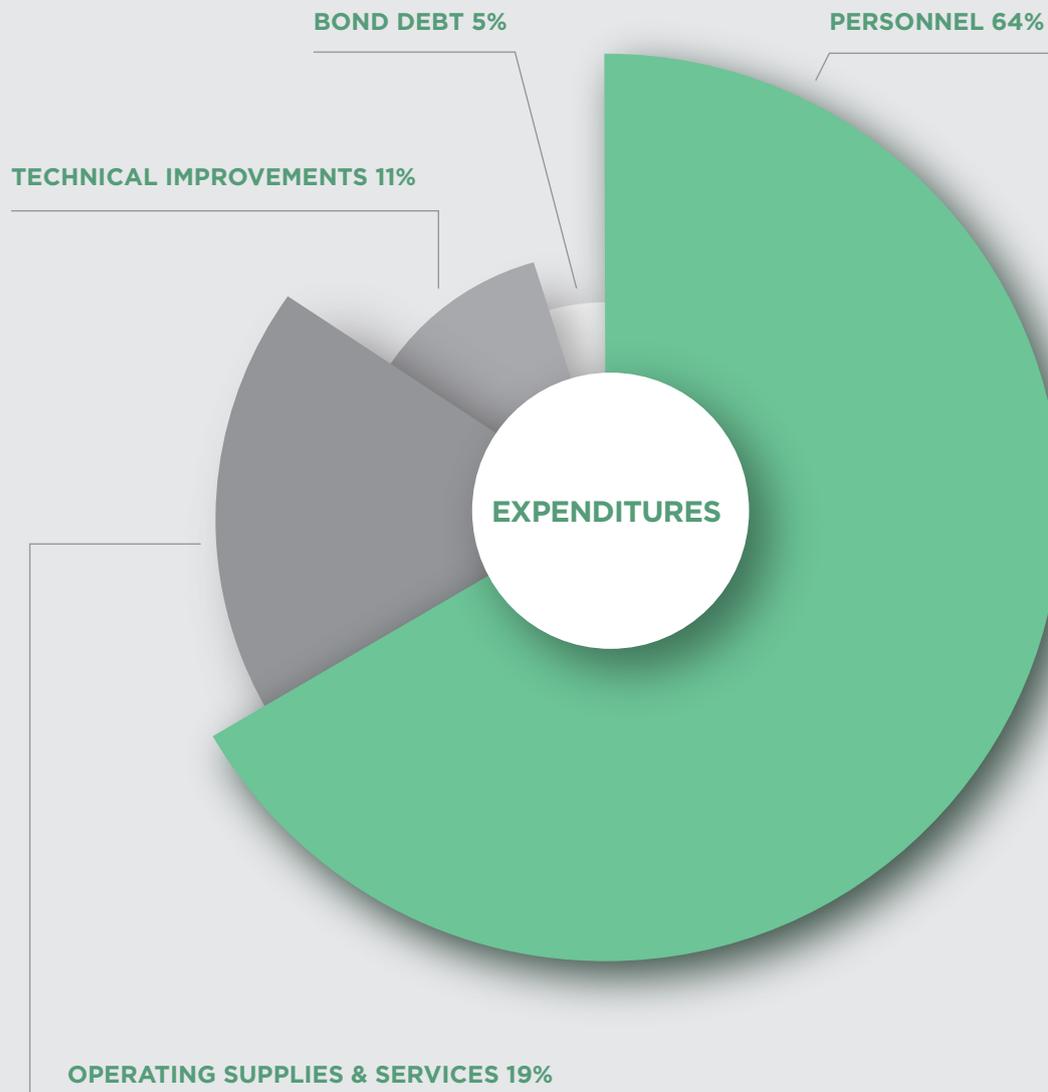


Seventy-one Percent (71%) of CENCOM's regular funding comes from dedicated 911 taxes (the 1/10th of 1% sales tax and 911 excise tax on wireless, wireline, VoIP, and Prepaid Wireless telephone services).

We also receive revenues from our customer agencies, contract partners, grants and other miscellaneous sources.

In 2015, we received \$257,737 by leasing unused space on our radio towers.

# CENCOM BUDGET



CENCOM'S 2015 operations expenditures and debt service payments total \$8,163,305.

CENCOM's Technical Improvements total \$1,034,704.

CENCOM's staff of 73 FTE (Full Time Employees) constitutes the bulk (64%) of our expenditures. The supplies & services (19%) categories contain our day to day operating expenses.

CENCOM pays Kitsap County for providing support services such as payroll, contract review, etc. If CENCOM did not receive these services from Kitsap County, we would have to contract with another agency or perform these functions internally.

# VALUE STATEMENTS

As critical members of the public safety team we are defined by the following attributes:

## INTEGRITY

We are honest and consistent with colleagues and customers. We hold ourselves accountable to the highest standards of moral and ethical conduct

## SERVICE

We are dedicated to exceeding the standards set for our profession by providing excellent, professional, and responsive service. We provide high quality results on or ahead of schedule.

## PRIDE

We take pride in ourselves, our profession, and our colleagues.

## TEAMWORK

We promote partnerships with internal and external customers. We treat one another with respect and communicate openly. We foster collaboration while maintaining individual accountability.

## OPEN COMMUNICATIONS

We discuss potentially contentious issues directly and quickly. We take responsibility for our own communication and conflict resolution. We do not triangulate or spread rumors.

## INNOVATIONS

We thrive on creativity and ingenuity. We seek the innovation and ideas that can change our profession and improve our service delivery. We are flexible and learn from our experiences. We encourage the best ideas to surface from anywhere within the organization.

## DIVERSITY

We value our community's diversity and work to reflect and respect that diversity in our staff and in the delivery of our services.

## POSITIVE WORK ENVIRONMENT

We maintain a positive work environment which supports our employees and enhances job quality. We embrace the principles of participative management and personal responsibility and accountability.