



2017
ANNUAL REPORT





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OUR MISSION

We are Kitsap 911 providing exceptional public safety emergency communications services every day.

“Kitsap 911 will be the benchmark provider of public safety emergency communications services in the state as evidenced by innovation, professional excellence, reliability and customer service. We will be a self-sufficient and fiscally stable agency known for good stewardship and transparency. 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 Resources

40+ YEARS OF SERVICE

CENCOM was founded in 1973 in 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.

The initial intent was to provide:

- 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.

KITSAP 911 PUBLIC AUTHORITY

In July 2015 the CENCOM Board decided to bring our leadership under a single organization, with the goal of being more responsive to the changing needs and demographics of our region, more effective at managing our resources, as well as more nimble (able to act more quickly to solve problems) and transparent (making plans and decisions more visible). Through the remainder of 2015 and 2016, CENCOM worked through transition plans to move from Kitsap County Central Communication, a department of Kitsap County, to Kitsap 911, Public Authority. Kitsap 911 Public Authority began operations on 12/26/2016.

Kitsap 911 is governed by the Board of Directors which is made up of the same elected officials that served on the CENCOM policy board. The board consists of three county commissioners and the sheriff; the mayors of Bainbridge Island, Bremerton, Port Orchard, and Poulsbo; three fire commissioners; and two Bremerton City Council members. The Board meets at least once per quarter. The meeting schedule may be located on our website at <http://www.kitsap911.org/governance/>.

Kitsap 911 Board of Directors appoint the Kitsap 911 Executive Committee to exercise certain, limited authority and make such decisions that are necessary to ensure the efficient operation of Kitsap 911. However, the Board shall retain final decision making authority for matters concerning the follow in g:

- The annual Kitsap 911 Operations budget and funding, cost share distributions, the Enhanced 911 Tax Revenue Fund and Five Year Expenditure Plan, and the accumulated Kitsap 911 Capital Reserve Fund;
- Amendments to these Bylaws;
- Strategic Plan Adoption;
- Appointment of the Kitsap 911 Executive Director;
- Any other matter of major importance.

The Kitsap 911 Executive Committee is comprised of five Board members and the Chair and Vice-Chair of Strategic Advisory Board as non-voting members. This committee meets twice per month. The Executive Committee makes recommendations to the Board on matters reserved for Board action. The Executive Committee has limited authority, as provided by the Board, to make decisions as are necessary to ensure the efficient operation of Kitsap 911. These actions may include, but are not limited to the following:

- Providing direction to and managing the performance of the Executive Director;
- Authorizing budget amendments, including expenditures from the reserves;
- Providing advice and recommendations to the Executive Director regarding labor agreements, staffing, or personnel issues; and
- Providing recommendations to the Board of County Commissioners regarding excise tax levels and other such matters.

The Strategic Advisory Board is composed of police and fire chiefs of Kitsap 911 participating agencies. This board provides advice and input to the Kitsap 911 Board of Directors, Executive Committee, and the Executive Director on topics that may include:

- Significant administrative issues and policies, staffing and service levels, and funding.
- Budget proposals, operational procedures, and other matters related to day-to-day operations; and
- Any other duties delegated by the Board or Executive Committee.

CENCOM

2017 KITSAP BOARD OF DIRECTORS



VAL TOLLEFSON
Bainbridge Island Mayor



BECKY ERICKSON
Poulsbo Mayor
Executive Committee



BOB MUHLEMAN
Fire Commissioner



CHARLOTTE GARRIDO
Kitsap County
Commissioner



DAVE ELLINGSON
Fire Commissioner
Policy Board Chair
Executive Committee



DUSTY WILEY
Fire Commissioner
Executive Committee



GARY SIMPSON
Kitsap County Sheriff
Executive Committee



GREG WHEELER
Bremerton City Council



JERRY McDONALD
Bremerton City Council



PATTY LENT
Bremerton Mayor
Executive Committee



ROBERT GELDER
Kitsap County
Commissioner



ROB PUTAANSUU
Port Orchard Mayor



EDWARD E. WOLFE
Kitsap County
Commissioner



2017 was Kitsap 911's first year as a Pubic Authority. It was a year of development, growth, and progress. Kitsap 911 today is healthier, more flexible, and better able to meet rising customer needs than ever before. We have continued our focus on efficient, innovative service delivery to our customers, while making strides to become an employer of choice.

Throughout 2017 Kitsap 911 implemented a number of new processes necessary to function as a separate legal entity. Our previous Inter-local Agreement was terminated and new User Agreements signed. Property was transferred and contracts were reassigned to Kitsap 911. Our Governing Directives, including Purchasing and Contracting, Equipment Replacement, Stabilization, and the General Fiscal Policy, were developed and approved by the Kitsap 911 Board of Directors. Our Governing Directives follow the principles of transparency, stability, stewardship, responsibility, accountability, and public value.

Kitsap 911, working with local fire agencies, developed a proposal to reduce the time between when a 911 call is received to the alerting of the first fire agency personnel. This proposal contained an Operations component that included changes to how calls and dispatches occur within the call center as well as a Technical component that recommended changes to technology that is currently used. Fire agency personnel and Kitsap 911 staff worked together to diagram exactly how a 911 call flows through the system and where a potential delay could occur. This process was successful due to the dedication of all parties involved. The proposal was unanimously approved by all Kitsap County Fire Agencies. All of the Operations recommendations have been implemented as of mid-February and research is currently under way for the best technology solution.

Kitsap 911 employees are the best of the best. Our Technology Group continues to impress with their innovative ideas to resolve complex issues and their forward thinking that keeps Kitsap 911 ahead of where we need to be. Human Resources has made Kitsap 911 more competitive in recruitment and hiring with the improvements made to these processes. Kitsap 911 Training underwent a number of changes based on research of the newest workforce and the job as it is today. These changes have shown positive results in new hire retention rates. Operations, the heart of Kitsap 911, has handled more traumatic, priority events in 2017 than ever before. They handled each with exceptional skill and teamwork.

Kitsap 911 employees remain committed and flexible. This has been a year of change and they have stepped up to learn every new process, every new piece of information, and every new piece of equipment thrown at them. While we worked through the dynamic of being a separate legal entity, our employees remained the steady force staffing the dispatch floor, fixing and implementing technology, and completing countless administrative tasks. We are lucky to have the high quality, dedicated employees that we do.


RICHARD A. KIRTON
Director


MARIA K. JAMESON OWENS
Deputy Director

KITSAP 911 LEADERSHIP

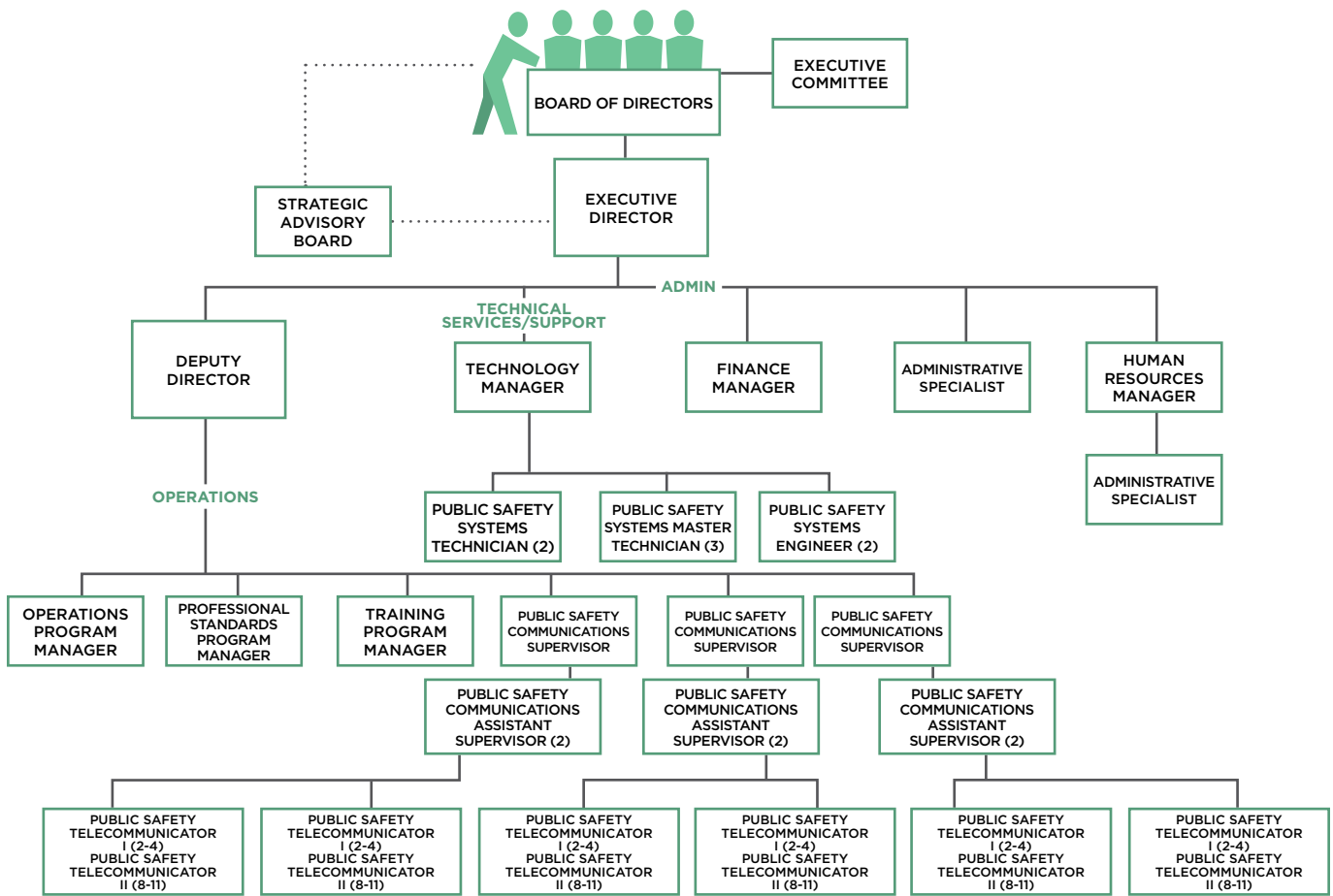


Kitsap 911 Leadership Group: (Back) Paul Cocus, Maria Jameson-Owens, Richard Kirton, George Hazard. (Front) Stephanie George, Rachael Taylor, Mary Valerio

Today, Kitsap 911 has 80 employees including full time, regular part-time and extra-help. Our staff includes a diverse management team, combined IT and radio technical services group, administrative group, and highly technical supervisory and dispatch personnel that manage the 24-hour, 365-day operation. The Kitsap 911 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 our organization.

KITSAP 911 ORG CHART

CALEA 1.1.1 TO 1.1.4



ADMINISTRATIVE TEAM

The Administrative Specialist role for the Admin Group has undergone some change since our transition as well. The person in this position now manages procurement of all equipment, services and supplies for Kitsap 911. This process includes soliciting quotes from MRSC roster, awarding bids, maintaining compliance with Kitsap 911 Purchasing Directives and WA State Purchasing rules as well as auditing BAR Codes and Budget expenditures of purchases. She also manages all Kitsap 911 contracts, working with our legal advisors directly on contract review and continually monitoring all phases of the contracts thereafter. She supports the Kitsap 911 Board of Directors, Executive and Strategic Advisory Committees by organizing meetings, staying in compliance with Public Meetings Act, updating board calendars and documents online, managing approved resolutions, providing historical board information and meeting minutes, and acting as a clerk for the Board.

HUMAN RESOURCES

In 2017, change was a constant in the Human Resources department at Kitsap 911. In April, Kitsap 911's HR Manager, Julee Murphy, passed the baton to Rachael Taylor to continue to create and develop the Human Resources department. Rachael came with 12 years of HR experience and is committed to continuing Julee's mission to create a dynamic, forward-thinking HR department at Kitsap 911.

The Human Resources department had a busy year of recruiting, with 9 total employees hired for 4 different jobs. We began the year by hiring three managers to complete the leadership team. Along with the new HR Manager, we hired a Technical Services Manager and a Finance Manager in 2017.

Kitsap 911 Human Resources orchestrated three recruitment sessions in 2017, hiring a total of six Public Safety Telecommunicator Trainees. Efforts were made to think outside the box for recruitment strategies, resulting in job postings on billboards, comic book stores, WA State Ferries, and more. The HR team attended several job fairs, including community colleges and Navy.

In 2017 we continued our focus on decreasing the amount of time from the date a job application is received to the hire date. We reduced the time by approximately 1 month, going from a 4.5 month average in 2016 to 3.5 months in the final recruitment of 2017. Our goal was to accelerate the hiring process in order to retain quality applicants without sacrificing the integrity of our process.

Human Resources developed and conducted an expanded new hire onboarding process in 2017. The goal of this project was to start the onboarding process at the offer letter stage for the candidate. This includes a welcome letter signed by everyone on the Operations floor, and a new and improved new hire orientation, which includes an overview of all policies, procedures, and benefits related to employment. We even scheduled time at the end of the orientation for a meet-and-greet with staff members so we can welcome them to the team.

Not only did Human Resources work to develop new and improved processes, we also took steps to ensure that Kitsap 911 is in legal compliance with our policies, procedures, and compliance training. HR also conducted the first annual open enrollment for benefits in late 2017. HR used a strategy of continuous communication to ensure our employees were prepared to make the right decision for their 2018 benefits.

Rachelle Tate, HR/ Finance Administrative Specialist, continued to expand her role in 2017. In mid-2017, due to Rachelle's interest in the Human Resources field, we decided that it would be beneficial to have her report to the Human Resources Manager instead of the Finance Manager. Rachelle will continue to take on new duties and work closely with Rachael Taylor to gain knowledge and experience in all areas of HR.

Kitsap 911 Human Resources is taking huge strides to continue to build an efficient and effective HR department that supports Kitsap 911's mission and values. In 2018 we will focus our efforts on our ability to recruit qualified individuals and retain our valuable employees. We are as focused as ever on delivering quality customer service to our staff so that they can continue to serve the public in the best way possible.



Stephanie Browning, Administrative Specialist, Admin. Rachael Taylor, Human Resources Manager. Rachelle Tate, Administrative Specialist, Finance & HR



TECHNICAL SERVICES GROUP

The Technology Services Group's principle role is supporting the operation, maintenance and repair of all technology and systems in use by Kitsap 911. This includes all radio, antenna systems and supporting infrastructure as well as Information Systems, networks and facility systems.

2017 continued the trend of upgrading existing systems to stay on the leading edge of 911 technology while maintaining the existing systems. In addition, work began to enhance the tools available to our Fire/EMS/Law Enforcement users in the field.

Significant Projects

As part of Kitsap 911's transition to becoming a separate legal entity, the Technology group implemented our own email domain, moving our email to the cloud via Microsoft

Office 365. The team also implemented Skype for Business, a messaging, meeting and collaboration tool, and OneDrive, a cloud based storage solution.

The Computer Aided Dispatch (CAD) system required a major update this year to stay current with the latest version and provide improvements to the software. This update was applied to all systems at Kitsap 911 and deployed remotely via automated scripts written by Kitsap 911's Technical Systems Group to over 300 mobile computers across Kitsap County.

The 911 call taking system (Zetron Max) was also upgraded this year. This update provided several improvements from the old version, including enhanced location capabilities on cell phones, using a system called RAPID SOS. Currently, this system requires an application on the cell phone in

order to provide the enhanced location data. This capability will be improved in the coming years when RAPID SOS enhancements are implemented in the actual cell phone operating system.

This year the Technology Group designed, tested, and implemented the 911 re-route system called Condition X. If an equipment failure of the primary 911 call taking system occurs, Condition X allows for the re-routing of 911 calls through the administrative phone system. This allows the 911 operators to stay in place and not abandon the building to the backup center.

Additionally, Kitsap 911 performed intensive testing on the redundancy and reliability of the Computer Aided Dispatch (CAD) system. As a result of this testing Kitsap 911 improved the back-up CAD system which provides call entry and unit recommendations in the event of a primary CAD system wide outage.

Significant work was completed toward rolling out Mobile Responder, a phone/tablet based system that allows our Fire/EMS/Law Enforcement partners to access critical data while away from their car. Deployment will continue into 2018.

Maintaining our remote tower sites is an ongoing effort. This year, in addition to routine maintenance, we replaced

the aging battery stack at the Gold Mountain tower location, significantly enhancing the reliability of that site.

Significant work was completed to maintain the Kitsap 911 building. This included an overhaul of the existing Security System, increasing reliability while postponing the need to replace it. Repair and maintenance of the building's HVAC system was also completed.

Finally, continuing the effort to position Kitsap 911 for the future, significant work was completed in preparation for GeoSpatial Routing in support of Next Generation 911. This work will continue in 2018.

Technology Group

This year, one of the team's longtime members retired. Tom Powers had been part of Kitsap 911 since 2006, first as a dispatcher, then as a Technology Group member. Tom played a significant role in preparing Kitsap 911 for Next Generation 911 and assisted with the address correction effort across Kitsap County.

In March of this year, a new Technology Services Group Manager was hired, filling the leadership need in this area.

T O P E R A T I O N S

A M W O R K

“YOU GOT ME HELP WHEN I NEEDED IT. THANK YOU. THE DRIVER TRIED DRIVING OFF WITH ME ON THE PASSENGER DOOR. IT COULD HAVE TURNED OUT WAY WORSE, AND THE FACT YOU WERE ON YOUR A-GAME MEANS THE WORLD TO ME...AND MY FAMILY. SO THANK YOU.”

The Operations Group is the largest group at Kitsap 911. We ended 2017 with 3 Communications Supervisors, 5 Communications Assistant Supervisors, 22 full time Telecommunicators 2 (aka dispatchers), along with 1 part-time and 3 extra help dispatchers, 12 Telecommunicators 1 (aka call takers), and 2 Telecommunicator Trainees.

The core function of the Operations Group is to answer incoming 911 calls, determine the nature and geographic location of the emergency, enter calls for service, then dispatch those events and track the responding units. We hold citizen and responder safety as a high priority and work to ensure their welfare.

Our base schedule is 4 days working, 4 days off, 4 days working and 3 days off. While that seems like a dream schedule, we also have mandatory overtime. Our Operations Group worked an average of 973.25 overtime hours a month in 2017. We are a dedicated group of people!

We are the voices behind the scenes. The unsung heroes. The people who tell law enforcement and firefighters where to go. We are the first link in the chain to emergency services. We work in a high stress, demanding profession that can take a toll. Stress is a word that runs synonymous with 911 employees. Call takers answer calls from citizens who are usually living one of their worst days. Dispatchers are subject to the high stress of priority events such as officer involved shootings or CPR events. Our Operations Group experience continual and overwhelming volumes of emotionally charged calls that affect the body, mind and spirit.

In turn the body responds in ways to protect and help the employee cope. Kitsap 911 strives to help our employees cope with stress. Soon after our employees are hired, they are required to attend a Stress Management Class. The curriculum candidly discusses the different types of stress, how to identify it and students must create a stress management plan for themselves. Kitsap 911 strives to help our employees cope with stress in other ways as well. We have an exercise room available to our employees 24/7 to encourage and promote physical activity as a way to release stress. We also have a room coined the “Quiet Room”. The room is designed to allow employees a quiet place, away from other employees, where one can relax, meditate, lie down, and decompress from the chaos. We also have our in-house Peer Support Team. The primary responsibility of the Peer Support Team is to provide listening support, referral information and emotional assistance for peers who have been involved in a critical incident, job related stress and/or are suffering a personal crisis.

Our profession is driven by technology. We conducted our first upgrade to our phone system in 2017. In 2016, we went from an analog phone system to a digital phone system in preparation for our NG911 implementation slated for 2019. This meant we would have to perform maintenance upgrades to our existing phone software for enhancements. A software upgrade of this type was a first for us so we were unaware of what to expect. Lots of planning, researching and time went into this upgrade, not only on the technological side, but also to Operations. The upgrade consisted of the entire 911 phone system being off-line which meant we had to bring in what we coined “Condition X phones”. These backup 911 phones are much more limited in their capabilities, so our Operations employees had to work much differently to meet our mission. While the upgrade took longer than expected, overall it was a success. During the planning process, we actually happened upon filling a need to build a third layer of redundancy to our 911 back up phone system, so it was win, win all around! This redundancy will allow us to have another routing option which will allow our current 911 lines to come in via our administrative lines.

In November of 2017, our Operations Group had a major procedural change implemented to our call processing and dispatching of fire/EMS events. The change was made after a comprehensive review was conducted to become more efficient

September 52% October 68%
November 87%

“THANKS FOR NOTICING HE GAVE THE WRONG LOCATION. I REALLY APPRECIATE THAT YOU ARE WATCHING OUT FOR MY GUYS.”

The employees that make up our Operations Group are INCREDIBLE. We are a well-oiled machine that functions as a team, and is most efficient when working through a crisis. Kitsap 911's Operations Group's dedication to serving the public is a top priority.

If you know of anyone who demonstrates the skill set to be a call taker or dispatcher, refer them to Kitsap 911! Our next hiring cycle is scheduled for: We are ALWAYS looking to expand our TEAM!

CPR saves lives! On November 26, 2017, PCR Casey White answered a call for a 4-year-old boy who was not breathing. The child's mother, Stephanie Lentell, was performing CPR on her son, Michael when the 911 call was placed. Casey entered a call for service and reassured the family that

help had been dispatched. Casey stayed on the line with Michael's father, Brion, until South Kitsap Fire and Rescue (SKFR) units arrived, while coaching Stephanie and counting the compressions to ensure the correct pace was kept. On January 16, 2018, Casey got to meet Michael and his family.



She was also given a certificate of appreciation by SKFR. Michael went into cardiac arrest due to a cardiac abnormality called Long QT Syndrome. It affects the heart's rhythm and can be fatal. “Miracle Michael” is alive today because of CPR.

Kitsap County has the highest save rate in the state!

Fun Fact – Did you know Kitsap 911 fosters cats? The Humane Society approved Kitsap 911 to be a “barn cat” home early in 2017. Initially, the Humane Society gave us two cats who were rescued from a hoarding situation from Pierce County. Sadly, one of them escaped, but “Kyle Braxton” is now our resident barn cat and is no longer “feral.” He has learned to yell for his food and he spends his days lounging around in his heated cat-condo.

Shortly afterwards, 10 week-old kittens, “Jo Jo” and “Tony” came to stay with us during the summer of 2017. Initially, they were not able to be handled, but by the end of the summer, they were adopted into an inside-forever home to one of our animal-loving employees.

Having the cats allows employees to snuggle with them, and help feed and care for them. The stress relief we get from hanging out with our furry friends is wonderful. Many folks just go out there and sit with a cat in their lap to de-stress after a tough call. Kyle has his forever home here at Kitsap 911, and we're hoping that we will be able to help many more cats in need as we go forward!

TRAINING HIGHLIGHTS

Our operations new-hire training focus of 2017 was on the quality of new-hire training vs. the quantity of new trainees. We took steps to accomplish this by hiring a fewer number of trainees for each class, which allowed the training group to provide more individual and focused training to each new employee. We then set our sights on creating floor training phases, with each phase gradually building upon the previous. This restructure allows trainees to first learn how to process lower priority calls, before jumping into the handling of non-screened emergency calls for service.

Another goal of taking this approach was to assist in reducing some stress reported by new hire trainees with “not knowing what the next call could be” while trying to remember all of the aspects of processing a 911 call. While this is the reality of answering 911 lines, allowing trainees to begin on lower priority calls allows them a chance to focus on aspects of the job such as the computer and phone systems, call interrogation techniques, call narratives, and the culture of the dispatch floor before adding in the stress of an unknown type call in an urgent situation, which can prove challenging for the most experienced employee. These new phases were implemented in early November. While those trainees are still in their floor training, they are performing well and we are looking forward to having them join our team as qualified employees.

To continue our efforts in ensuring Kitsap 911 leads the industry with our training program, members of our Curriculum Development Group participated in a forty-hour workshop this year with the goal of updating our Primary Call Receiver training manual, syllabi, presentations, and schedule. This was the first of what will be many steps in our continuous improvement process ensuring our training program remains effective and up to date with changing and emerging technologies, while also evolving just as the role of a telecommunicator evolves. In addition, the group restructured the first week of academy to serve any new employee,

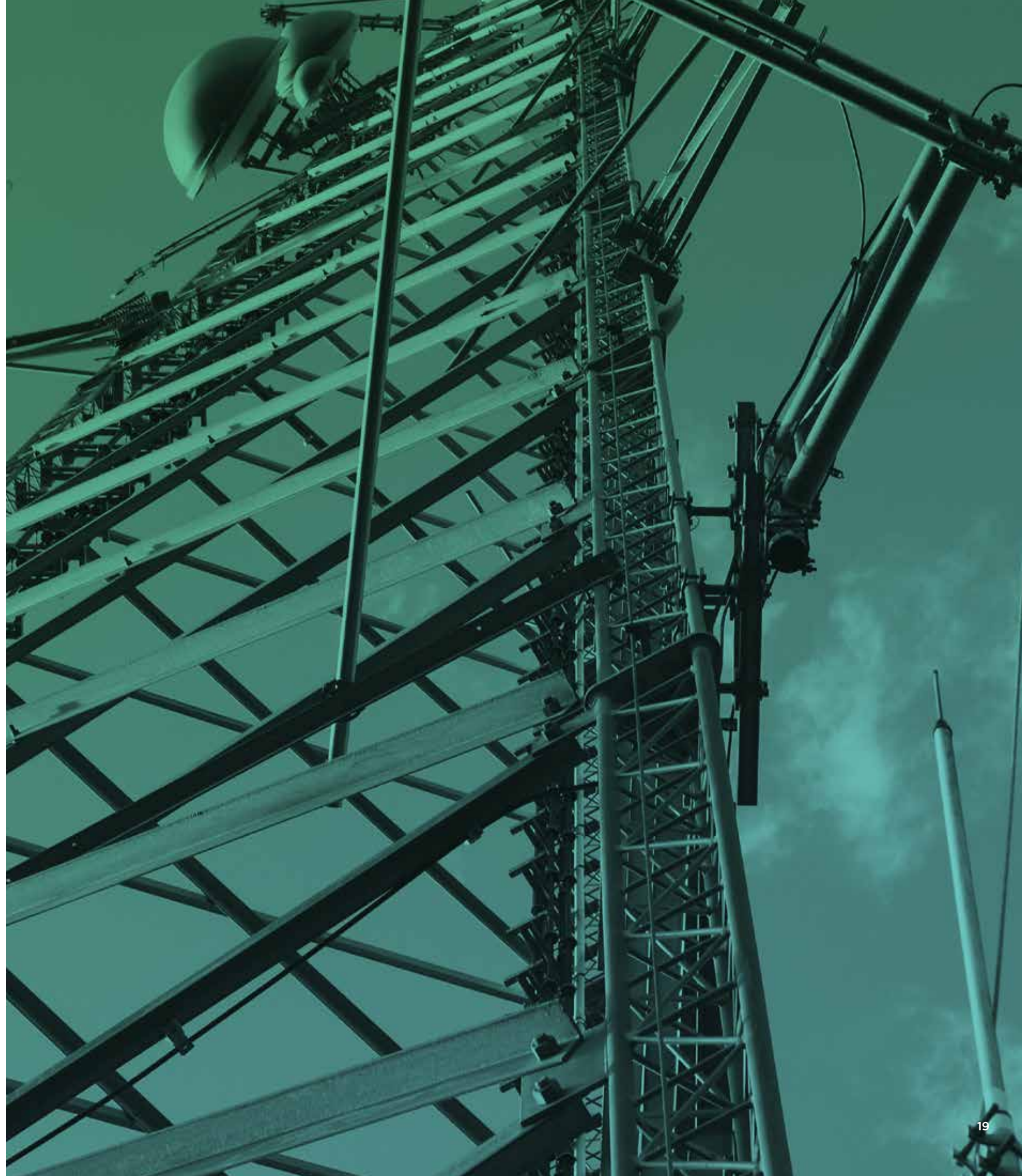
not just new operations employees. This change will allow all new employees within Kitsap 911 to participate in the classroom together, learning about our organization and what it means to be a Kitsap 911 employee.

Throughout 2017, Kitsap 911's training group completed two eight-week Primary Call-Receiver academies and one Law Enforcement Dispatch academy. They also successfully trained two Fire dispatchers and “fast-tracked” another new Law Enforcement dispatcher. Those newly signed-off employees continue to fine-tune and hone their skills, with the help of members from the Mentor program, their supervisory team, and co-workers.

All Operations employees received approximately thirty hours of continuing education, as well as quarterly reviews and quizzes, exceeding the state requirement of twenty-four hours annually. Their continuing education covered topics such as Low-Frequency/High-Risk events, Active Shooter and Officer Involved Shooting tabletop exercises, Criteria-Based Dispatch (EMS) and data refresher training, group-dynamics/team-building, and harassment prevention training. Employees in the Administrative and Technical groups attended various conferences, seminars, and on-line trainings related to their specific roles to remain current and effective in their positions.

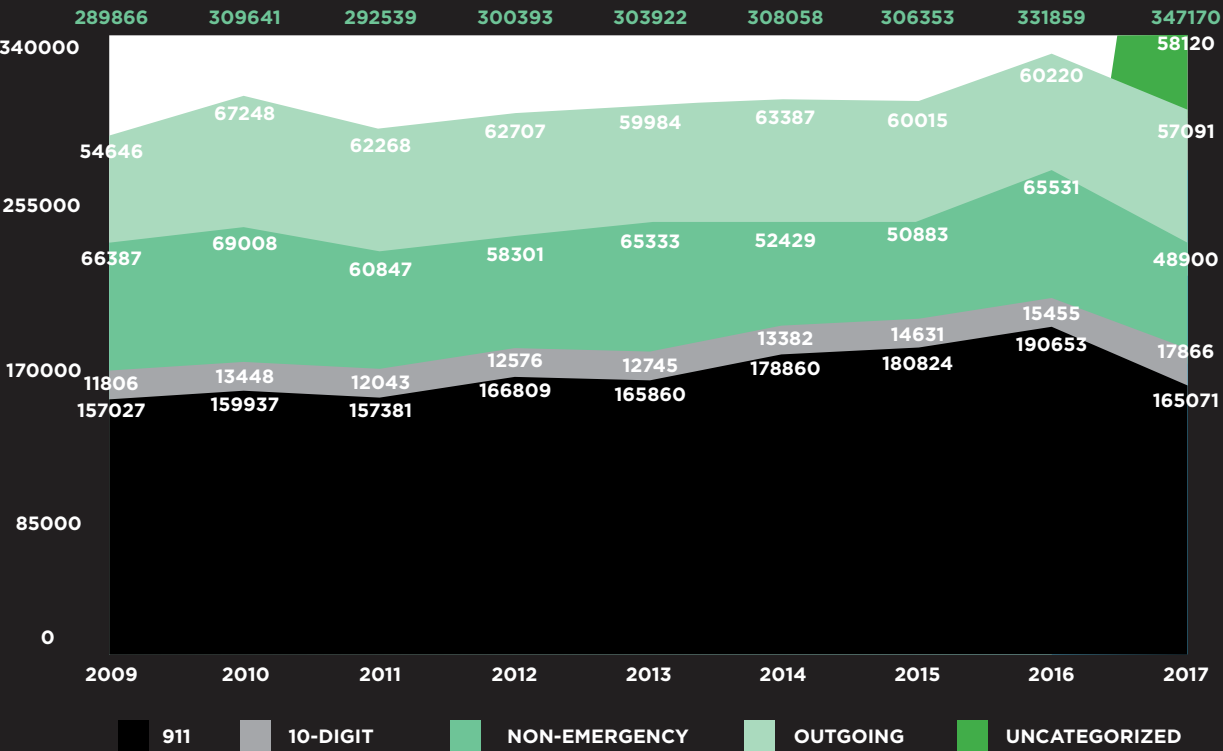
Planning for the 2018 training year is already in full swing as we anticipate three Primary Call Receiver academies, a Fire Dispatch Academy, and at least one Law Enforcement Dispatch academy. In addition, we have forty hours of continuing education in the works and several conferences, workshops, projects, and online training ahead, all while we continually review and evaluate our processes and effectiveness.

If this looks like a lot, it is. If this looks like it will take a lot of work and commitment to complete, it will. But that's what we do – exceed the standards and the expectations... every day.

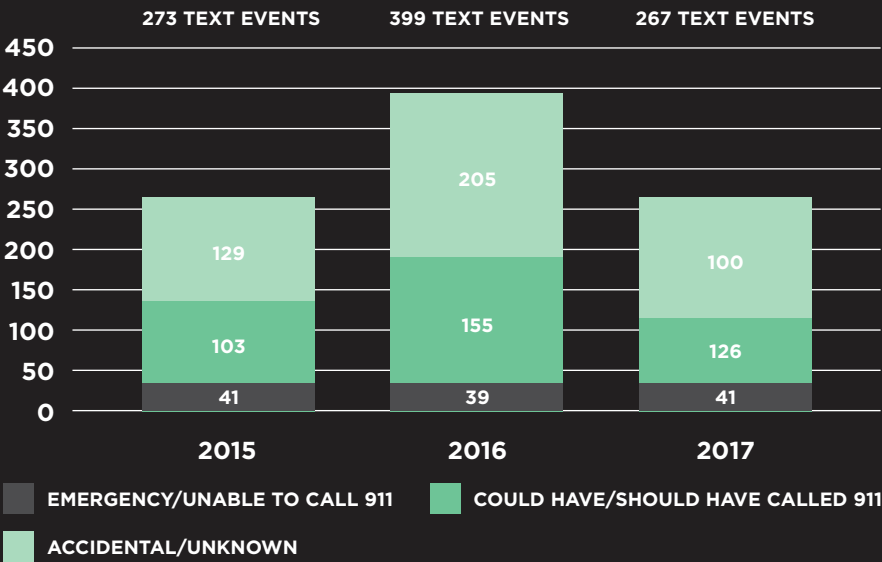


STATISTICS +
PERFORMANCE MEASURES

CALLS PROCESSED ON THE DISPATCH FLOOR



TEXT TO 911 EVENTS

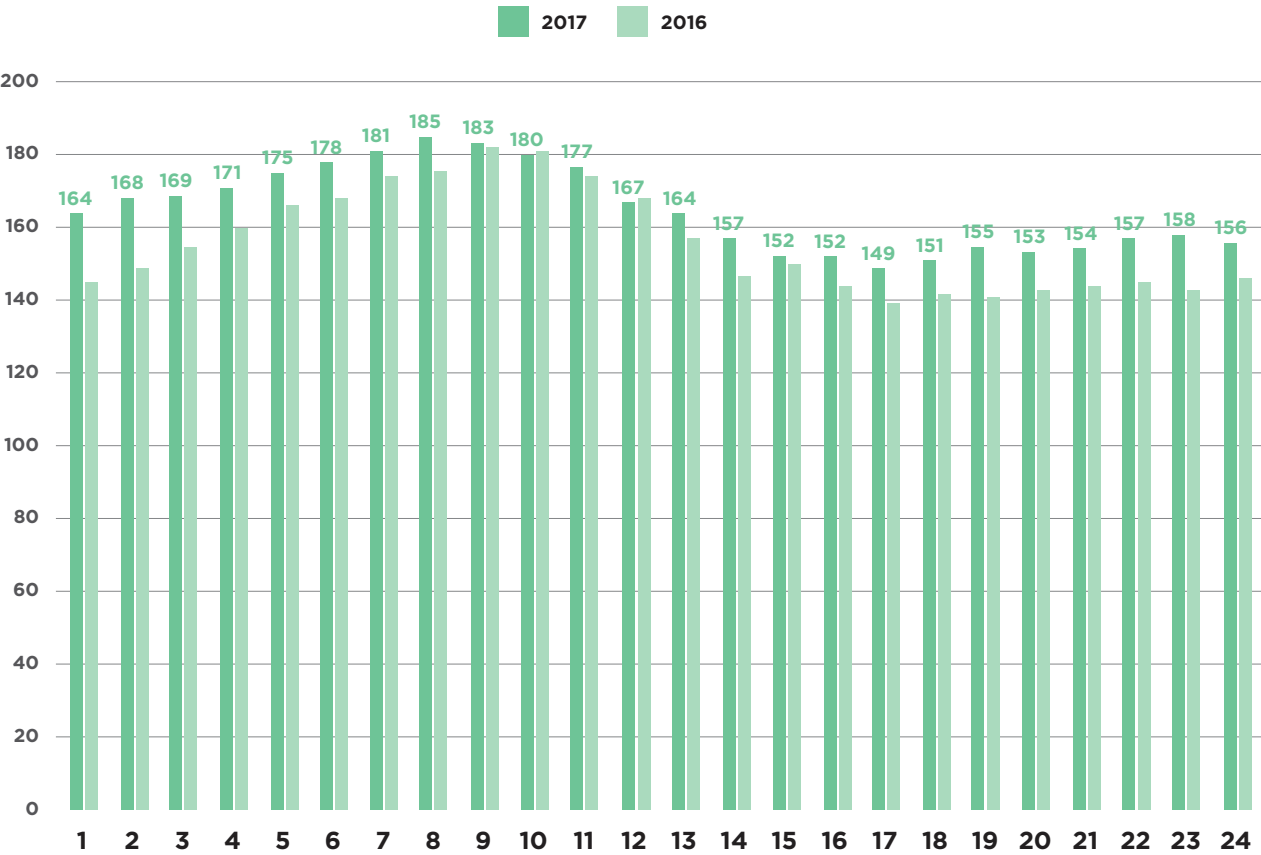


STATISTICS +
PERFORMANCE MEASURES

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	2016 ACTUAL	2017 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%	98.20%	99.20%
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%	94.96%	97.5%

AVERAGE TALK TIME

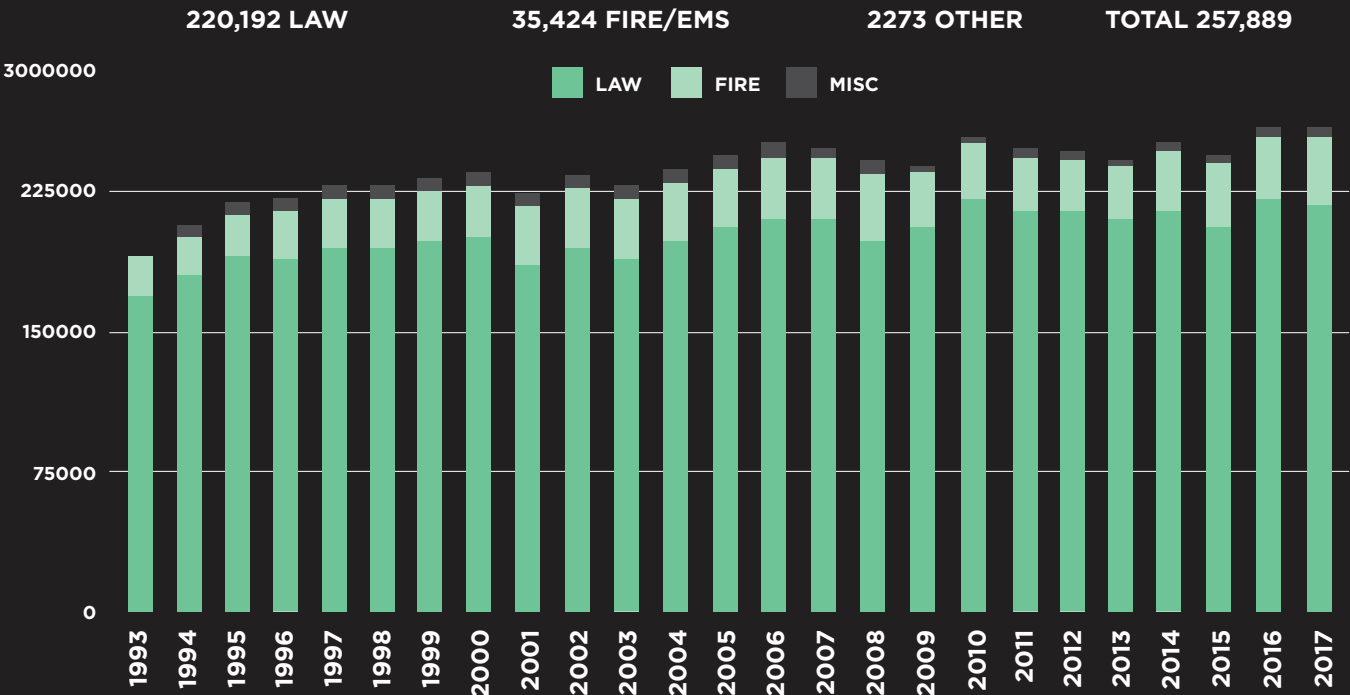


Average talk time for all calls taken in 2017 was 164 seconds, this is up from 156 seconds in 2016.

Depending on the time of day, average call time fluctuates about 20 seconds either direction; from 1300 to 0000 calls take less than average time to complete, while from 0100 to noon they take longer to process.

1300 to 0000 are our busiest hours and include our highest priority events, while call volume drops off most mornings after 0200.

DISPATCHED EVENT HISTORY 1993 - 2017



NFPA 1221 - FIRE/EMS CALL PROCESSING TIMES

	2013	2014	2015	2016	2017
80% within 60 seconds	69.50%	66.00%	70.17%	62.17%	61.58%
95% within 106 seconds	91.91%	88.66%	94.25%	95%	89.25%
90% within 90 seconds	91.50%	91.66%	93.33%	88.58%	82.47%
99% within 120 seconds	97.00%	97.25%	97.91%	96.25%	95.75%

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.

2017 FIRE & EMS INITIATIVE

In early 2017 Kitsap County's Fire and EMS service providers requested that Kitsap 911 review the call processing and technology used to alert responders of calls for service. From the results of that research two focus groups were formed, Operations and Technical. There groups were a collaboration of both Kitsap 911 management, technology and operations staff along with Kitsap County Fire personnel. These groups were

tasked to review every element of their assigned area, identify short-comings, and recommend improvements. The results of this initiative are already being observed. Operations changes were implemented in November, 2017, these included policy and process changes on the dispatch floor. Further changes are expected in early 2018. The recommended technology improvements are currently in the product review phase.

TOTAL TIME: ANSWERED TO
DISPATCHED FIRE/EMS EVENTS
FEBRUARY 2018

Answered to Dispatched Within 64 Seconds	81.30%
Answered to Dispatched Within 106 Seconds	96.31%
Answered to Dispatched Over 106 Seconds	3.69%

AVERAGE RESPONSE TIME: DISPATCH TO ON SCENE
COUNTY OVERALL AVERAGE

NOV 2017	DEC 2017	JAN 2018	FEB 2018
07:09	06:59	07:03	06:51

We are now seeing the benefits of this initiative.

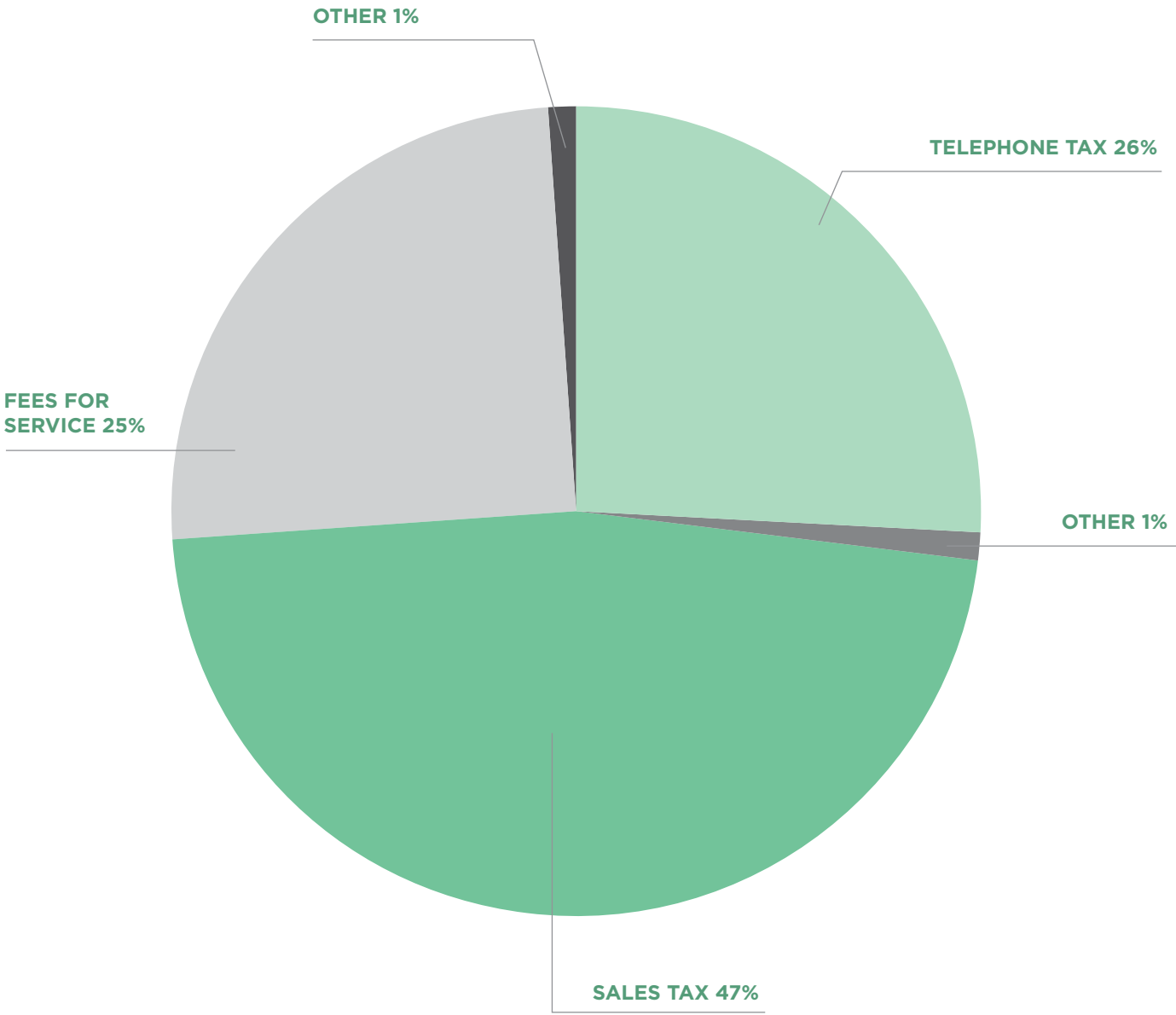
Call Processing times for February 2018 have exceeded NFPA standards with 83% of calls meeting the 64 second standard and 96% of calls meeting the 106 second standard.

Response times across the county have deceased from 7 minutes 9 seconds in November 2017 to 6 minutes 51 seconds as of the end of February 2018.

The recommended technology improvements will further decrease response times. These are currently in the product review phase.

KITSAP 911

REGULAR REVENUES



In 2017 73% of Kitsap 911's regular funding came from dedicated 911 taxes. This is up from 62% in 2016 (1/10th of 1% sales tax and 911 excise tax on wireless, wireline, VoIP, and prepaid wireless telephone services).

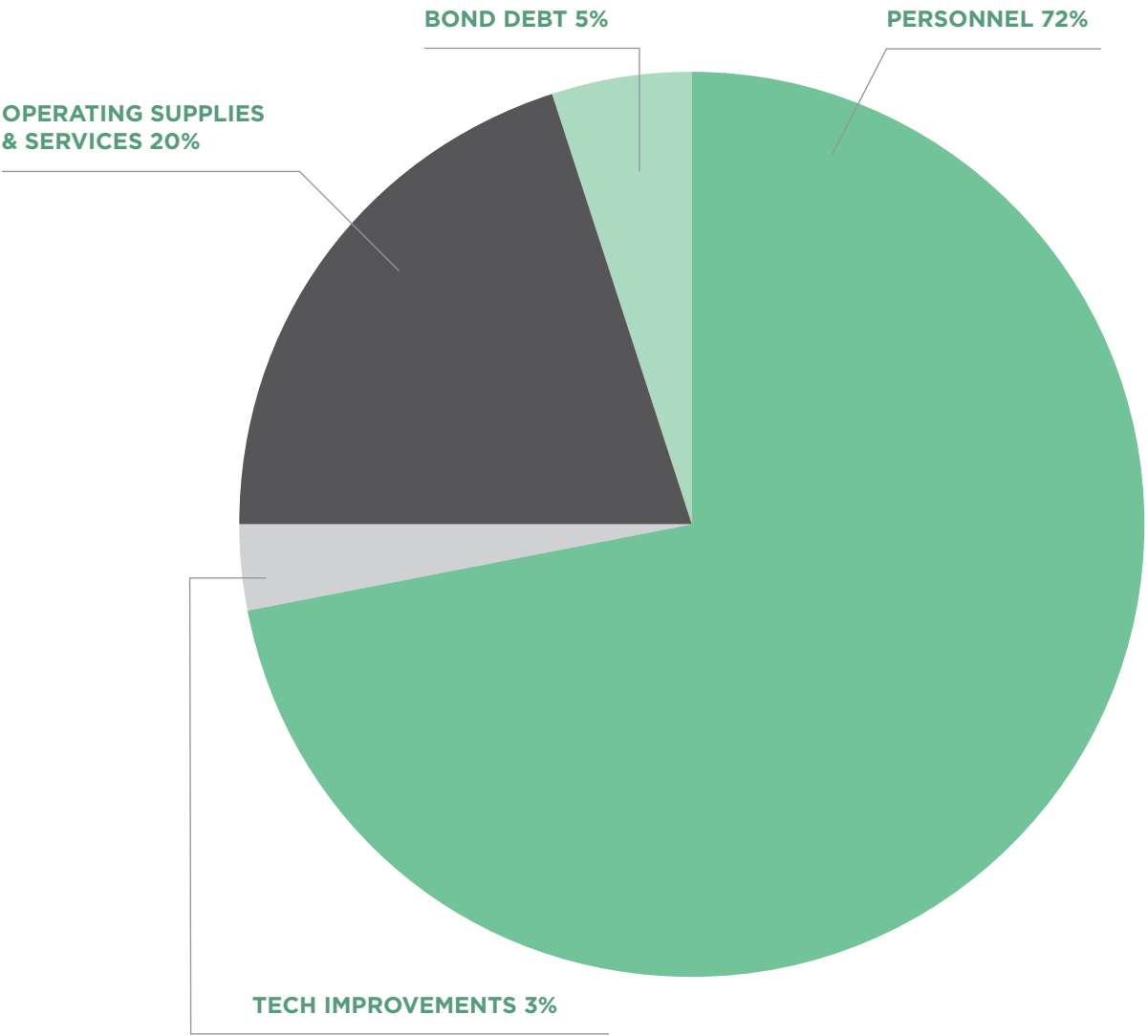
25% of revenues received came from Fee's for service, up from 19% in 2016.

1% from miscellaneous one time revenue, which consisted of payments for State Grants, down from 2016's 3% which consisted of payments for new MCT's.

1% from investment interest, down from, 6% in 2016.

KITSAP 911

EXPENDITURES



Kitsap 911's staff of 76 Full Time Employees constituted the bulk of our expenditures in 2017 at 72% as it did in 2016 at 60%.

Technical Improvements accounted for 3%, down from 4% in 2016.

The supplies & services category contains our day to day operating expenses. This represented 20% of the expenses in 2017, up from 17% in 2016.



PUBLIC EDUCATION COMMITTEE

Kitsap 911's Public Education Committee (PEC) consists of nine employees who have volunteered their time to develop and present education about 911 to the public.

The Public Education Committee attended several annual community events this year, including all three National Night Out events, Kids' Day, and the Kitsap County Fair. We also reached out and attended several events with Crisis Clinic of the Peninsulas, which allowed us to provide education for communities and families impacted by those in crisis.

Our 5th annual Spooky Spectacular was held on October 28th. The committee did an amazing job networking with our Member Agencies and other resources in our

community to bring in new partners for the event, including the Department of Emergency Management and Walmart. We boosted our social media presence for the event and posted invitational flyers around the area, which tripled attendance for the event over the previous year. We had approximately 400 visitors to the center for the event!

The committee will be focusing on building leadership within the group as well as encouraging new membership in 2018. We have already begun development on our next Spectacular event and hope to continue attending both annual and new community events throughout the year.

2017 Observers:

We had 50 citizen and member 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 911 serves the community.

2017 Goals achieved:

- Increased use of SharePoint committee page to facilitate communication within the committee.
- Hosted the 4th annual CENCOM Spooky Spectacular with additional involvement from several Member Agencies and increased public attendance.

2018 Goals and Projects:

- Develop project plan for overall committee activities and goals for 2018.
- Increase committee communication and project completion through SharePoint
- 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 5th annual CENCOM Spooky Spectacular.
- Develop 9-1-1 education packets and presentations for local business use.
- Use social media for public education.



KITSAP 911
2017

EMPLOYEE OF THE YEAR

JAMIE SILLER

This award is chosen by Kitsap 911 employee's from one of the quarterly award recipients.



QUARTERLY AWARDS



1ST QUARTER JANA OLIVER

Jana was nominated for a couple of things. The first one was the great job she did on a critical incident in which a homeowner shot the burglary suspect. She was the dispatcher from start to finish and did everything per policy and at an above-standard level. She was also recognized for the different groups/committees in which she's actively involved, to include TERT, PEC, CTO, and Acting Lead. She has shown a lot of initiative for a newer employee.

QUARTERLY AWARDS



3RD QUARTER HEATHER ROQUETA

Heather was nominated for several reasons, including her efforts in promoting a positive work environment, volunteering for projects, offering to take observers and providing console familiarization to employees considering dispatching. She also has excellent attention to detail and provides great customer service to citizens and user agency members.



2ND QUARTER JAMIE SILLER

Jamie has consistent, above-average performance. She was recognized for her efforts in two BACKUP calls, a HELP call, and a priority event where a suspect attempted to drive away while Law Enforcement was holding onto their passenger side door. In all of these events, she exhibited above-average performance, remaining calm and professional. Her transmissions were brief and contained all relevant information. This is typical of Jamie's performance. She can always be counted on to work her radio at a high standard.

In addition to working her own frequency, Jamie remains highly involved with the activity on the floor. She was given an applause by a supervisor for being a credible reference for any data questions that arise while she is working. A peer submitted a kudos for Jamie for assisting with training by providing scenario-based questions that were relevant, led the employee to look up policies and taught the employee new things they had not experienced yet in training. Jamie also readily accepts any projects that come up and regularly checks the weekly mandates. On one occasion, she was able to identify schedule work that saved four hours of overtime from being mandated.



4TH QUARTER JASON MEEDER

Jason was nominated for his solid performance and for receiving several kudos for stepping in to help co-workers who were having radio issues without being asked and while working his own radio. Jason is also active in several committees and does a lot of behind-the-scenes work for Kitsap 911.

EMPLOYEE RECOGNITION

Annual Awards are presented by Associations of Public Safety Communications Officials – APCO. There are awards presented from both the state and international APCO organizations. Kitsap 911 personnel were honored to have received recognition from both entities.



2017 APCO WASHINGTON 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.

EMILY GARNER



2017 APCO INTERNATIONAL COMMUNICATIONS CENTER DIRECTOR OF THE YEAR

**KITSAP 911 EXECUTIVE
DIRECTOR RICHARD A.
KIRTON**

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.



2017 APCO INTERNATIONAL LINE SUPERVISOR OF THE YEAR KITSAP 911

**LINE SUPERVISOR
SHAWN HANDEL**





TAMI WALTHALL

30 YEARS & COUNTING

2017 marked a poignant year for a member of our Operations Group. Assistant Supervisor Tami Walthall reached her 30-year mark! To commemorate her anniversary day, the Operations Group threw her a magnificent Mickey bash, keeping in line with her favorite theme of Disney! 30-years at any job is a feat, but to work 30 years at a 911 center, means she has seen LOTS of changes. Those changes include watching the industry become more technologically advanced, training standards improve, and the profile of a call taker and dispatcher become more challenging. Tami is the type of person who sees the good in everyone. She can be heard cheerfully coming onto shift as early as 0100, singing a tune or spreading her infectious smile and laugh. Thankfully Tami is not quite ready to leave Kitsap 911, but when she does, she will have definitely left her mark on not only the community she served, but the co-workers she came to know as her family. As one of her co-workers said, “we are thankful, grateful, and blessed” to have Tami as part of our team.

Tami has provided a few words on her past 30 years.

“I started working at CENCOM in 1987. Back then, we had hand-held phones, our resources were paper copies of information, cell phones were just becoming “a thing”, and all the work we did with first responders was documented on cards. We did not have “E-911” until November of 1987. In 1990, we switched to a DOS computer system. Most of the employees survived the transition.

I have seen numerous technological changes from cell phones to texting 9-1-1. Alarm monitoring companies did not exist “back in the day”. The supervisor monitored several alarm systems from their console.

This “job” was thought to be of a clerical nature. Since I started, it has become its own profession. Many advances have occurred recognizing that dispatchers are first responders, experience a large amount of stress much like police officers, and need to care for their mental and physical health. Not everyone can hear a mother grieve when her child takes their last breath, or be the last person a patient spoke with before their death, or give CPR instructions for one of our own family members.

I have seen many people come and go in this profession. Each brought unique experiences and insight. No one person can be successful in this career without the support, camaraderie, and teamwork of his or her co-workers. This is not a career that can be left at the door when we head home at the end of our shift. This career is stressful, demanding, heart wrenching, and one of the most rewarding anyone could have.”



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.

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.

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.

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.

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.

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.

PRIDE

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

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.

