

TABLE OF CONTENTS

- OUR MISSION
- HISTORY
- PUBLIC AUTHORITY
- 10 LEADERSHIP
- MANAGEMENT TEAM
- FINANCES
- BUDGET
- HUMAN RESOURCES
- 20 TECHNICAL GROUP
- OPERATIONS
- CUSTOMER SATISFACTION
- EMPLOYEE TRAINING
- EMPLOYEE SPOTLIGHT
- PUBLIC EDUCATION COMMITTEE
- PEER SUPPORT

OUR MISSION

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

OUR VISION

"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 employeefriendly, service-focused environment."

PARTNER AGENCIES

POLICE DEPARTMENTS

- Bainbridge Island Police Department
- Bremerton Police Department
- Kitsap County Sheriff's Office
- Port Gamble Police Department
- Port Orchard Police Department
- Poulsbo Police Department
- Suguamish Police

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

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.

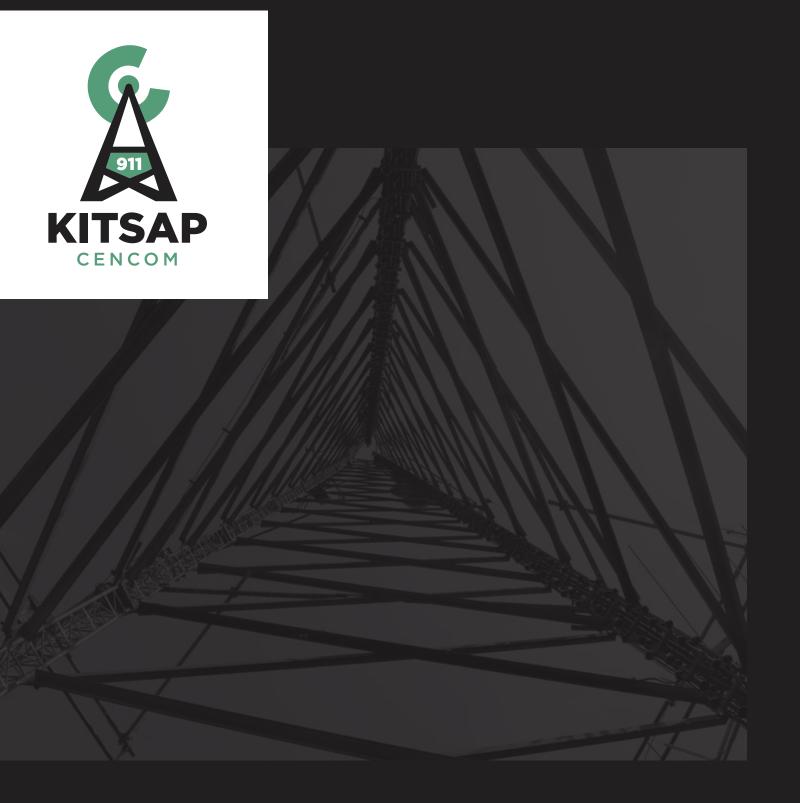
Planning for the new facility began in early 2002. The goal was to construct an all-new facility that would meet all of CENCOM's and Department of Emergency Management's current and future needs. Most importantly, the new building would be constructed to modern seismic code standards. The state-of-the-art 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. The 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

Department



KITSAP 911 **PUBLIC AUTHORITY**

In July 2015 the CENCOM Board decided to bring our Strategic Advisory Board as nonvoting members. This leadership under a single organization to make it more committee meets twice a month. The Executive Committee responsive to the changing needs and demographics of our makes recommendations to the Board on matters reserved for region; more effective at managing resources; more nimble Board action. (increasing our ability to quickly solve problems and take advantage of opportunities); and more transparent (making The Executive Committee has limited authority, as provided our plans and decisions more visible). At that time CENCOM been working through a transition plan to move from Kitsap operation of Kitsap 911. These actions may include but are County Central Communication, a department of Kitsap not limited to: County, to Kitsap 911, a Public Authority. Kitsap 911 Public Authority began operations on December 26, 2016.

consists of the same elected officials serving on the CENCOM policy board: The 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 a guarter. The meeting schedule is posted on the website at http://www.kitsap911.org/governance/.

Kitsap 911 Board of Directors appoint the Kitsap 911 Executive and fire chiefs of Kitsap 911 participating agencies. This Committee to exercise certain, limited authority and make such decisions to ensure the efficient operation of Kitsap 911. The Board retains final decision-making authority for these on topics that may include:

- The annual Kitsap 911 operations budget and funding, costshare distributions, the Enhanced 911 Tax Revenue Fund and Five-Year Expenditure Plan, and the accumulated Kitsap 911 Capital Reserve Fund:
- Amendments to the 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 the

by the Board, to make decisions ensuring the efficient

- Providing direction to and managing the performance of the executive director;
- Kitsap 911 is governed by the Board of Directors, which Authorizing budget amendments, including expenditures from reserves:
 - Providing advice and recommendations to the executive director regarding labor agreements, staffing, or personnel
 - Providing recommendations to the Board of County Commissioners on excise tax levels and other such matters.

The Strategic Advisory Board is composed of the police Board provides advice and input to the Kitsap 911 Board of Directors, Executive Committee, and the executive director

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

Kitsap 911 today is vastly different from the CENCOM of 1973. Continued exploration into ever- changing technology and broader funding mechanisms, along with proactive longterm planning, remain the mainstay of our organization.

CENCOM

2018 KITSAP BOARD OF DIRECTORS

CENCOM

2018 KITSAP STRATEGIC ADVISORY BOARI



KOL MEDINABainbridge 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



HANK TERAN Bainbridge Island Fire Chief



JEFF HORN
Bainbridge Island
Interim Police Chief



MATTHEW HAMNER
Bainbridge Island
Police Chief
(predecessor)

JIM BURCHETT
Bremerton
Police Chief



DAVID SCHMITT

Bremerton

Fire Chief

(predecessor)



PAT MCGANNEY
Bremerton Interim
Fire Chief



DUSTY WILEYFire Commissioner
Executive Committee



GARY SIMPSONKitsap County Sheriff
Executive Committee



RICHARD HUDDY Bremerton City Council



LESLIE DAUGSBremerton City Council



GREG WHEELERBremerton Mayor
Executive Committee



JOHN OLIVER Central Kitsap Fire Chief



SCOTT WENINGER
Central Kitsap
Fire Chief (retired)



JOHN GESEKitsap County Sheriff's
Office Undersheriff



DAN SMITH North Kitsap Fire Chief



Port Gamble
Police Chief



GEOFFREY MARTI
Port Orchard
Police Chief

9



ROBERT GELDER
Kitsap County



ROB PUTAANSUUPort Orchard Mayor
Executive Committee



EDWARD E. WOLFEKitsap County
Commissioner



JIM GILLARDPoulsbo Fire Chief



DAN SCHOONMAKER
Poulsbo Police Chief



JEFF GRIFFIN
Poulsbo Fire Chief
(retired)



STEVE WRIGHT South Kirsap Fire Chief



MIKE LASNIER Suquamish Police Chief



2018 has been an exceptionally busy year for Kitsap 911. We made progress on many of our long-term initiatives, particularly the transition to Next Generation 911 with phone and recording system upgrades and a transition to the new Washington State Emergency Services Internet Protocol Network (ESINET 2). We completed most of the major milestones necessary before we can begin accepting Next Generation 911 calls and data. We updated the call-receiver training program and the public safety telecommunicator recruiting process, both elements of a Training, Recruiting, and Retention Continuous Improvement Process started in 2016.

We also made progress on our project to reduce the time between receiving a 911 call for a fire or medical emergency to alerting the responding units, plus the transition to a GPS-based fire dispatching for emergency events. These were pieces of a larger fire-service initiative to get units on scenes when seconds count.

We began the process of updating our technology plan in 2018 by holding brainstorming sessions and focus groups with stakeholders. In 2019 we will work with police and fire chiefs to create a list of prioritized initiatives to be presented to the Board for adoption. Much of our radio infrastructure and technical systems have been in place since the mid-90s and early 2000s and are nearing end of life.

As we prepare for replacement, we will look for ways to maximize our investment by deploying new systems that take advantage of newer technologies but have been proven to have the longest life spans, lowest maintenance costs, and highest stability and redundancy. These are fundamental principles that have been the bedrock of CENCOM and Kitsap 911 since our founding. One of the ways we accomplish this is by having a dedicated team of technicians on staff who focus on keeping our systems well-maintained. Through their efforts, we have been able to extend the life of many of our systems beyond the industry norm.

On the topic of people, we are so proud of ours. Public safety communications is one of the best careers in the world without a doubt, but it's also a remarkably tough job. Not only is the work itself very complex, but the job takes a physical and emotional toll- shiftwork and overtime, a relationship toll- weekends, holidays, birthdays, and a mental toll- constant stress, emotionally difficult calls... . The pace of change continues to accelerate, in fact with the move to Next Generation 911, the very nature of the job is changing. . Even so, we have a dedicated group of employees who face these challenges and excel, each and every day.

RICHARD A. KIRTON

Director

MARIA K. JAMESON OWENS

Deputy Director

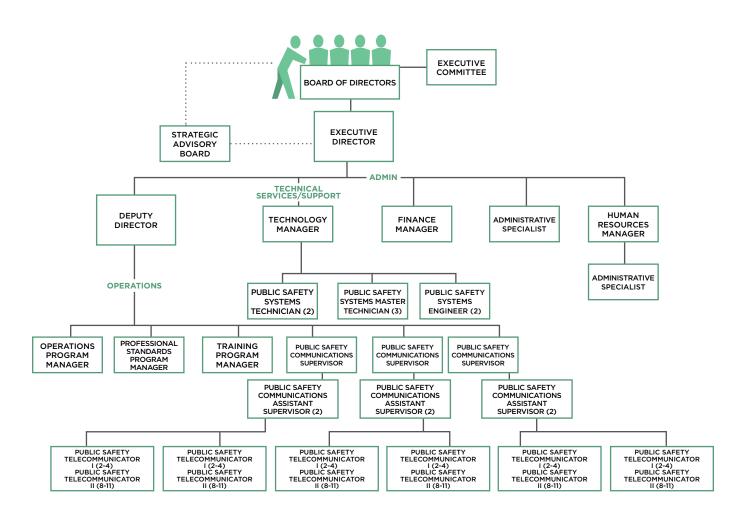
MANAGEMENT TEAM



Today, Kitsap 911 staff includes a diverse management team, a combined IT and radio technical systems group, administrative group, and 62 supervisory and dispatch personnel that manage the 24-hour, 365-day operation.

KITSAP 911 ORG CHART

CALEA 1.1.1 TO 1.1.4





ADMINISTRATIVE GROUP

FINANCE

2018 was a year of change and a number of firsts for Kitsap 911's Finance Department. In March, Steve Rogers exited Seattle's corporate sector and joined the Kitsap 911 team as finance manager with three specific goals in mind: To tighten internal controls; improve financial processes; and navigate through our first annual audit as an independent governmental authority.

Since breaking away from Kitsap County in December of 2016, Kitsap 911 had to consider certain elements of internal control they were not previously responsible for in order to effectively safeguard and appropriately expend its tax dollars.

To accomplish this, the Finance Department took a thorough look at existing processes, maintained those that functioned as intended; modified those that required it; and created ones that did not previously exist. The department also began a transition to a paperless filing system; introduced more robust documentation procedures; and implemented tighter controls over payroll processing, expenditures, and receipts.

Following these changes, Kitsap 911 began its first annual audit by the Office of the Washington State Auditor (SAO). As part of Kitsap County, Kitsap 911 was barely involved in the audit process, and only a handful of its elements were ever selected for testing. However, as an independent authority, it was (and will continue be) reviewed in its entirety with much more scrutiny than previously experienced.

Ultimately, on December 06, 2018, the SAO published a clean audit report for Kitsap 911 on both the accountability and financial portions of the 2017 audit, confirming that the hard work that had gone into a smooth transition had paid off.

The Kitsap 911 Finance Department looks forward to 2019 as another great year of improvement for the benefit of all of our employees, vendors, and customers. Our goals for this year will be to improve expense tracking for our larger infrastructure and development projects; a more detailed and efficient budgeting process; and another clean audit report.



KITSAP 911

KITSAP 911

EXPENDITURES

REGULAR REVENUES

• 73% of Kitsap 911's regular funding came from dedicated 911 taxes (the 1/10th of 1% sales tax and 911 excise tax on wireless, wireline, VoIP, and Prepaid Wireless telephone services). The is the same percentage as 2017.

- Miscellaneous, one time revenues consist of payments for DUI and State Grants.
- We also receive revenues from our customer agencies, contract partners, grants and other miscellaneous sources including \$273,732 by leasing unused space on our radio towers.

Tower Leases for 2019 Budget - \$307,425.00 Tower Leases for 2018 - 273,731.87 Tower Leases for 2017 - 301,396.95

2018 Regular Revenues

Sales Tax - \$5,138,299.96 - 49% Customer Fees - 2,560,696.82 - 25% Other - 81,870.54 - 1% Telephone tax - 2,562,640.82 - 24% Rounding Misc. One Time Revenue - 49,598.99 - 1%

Total 2018 Revenue - \$10,666,839.00 - 100%

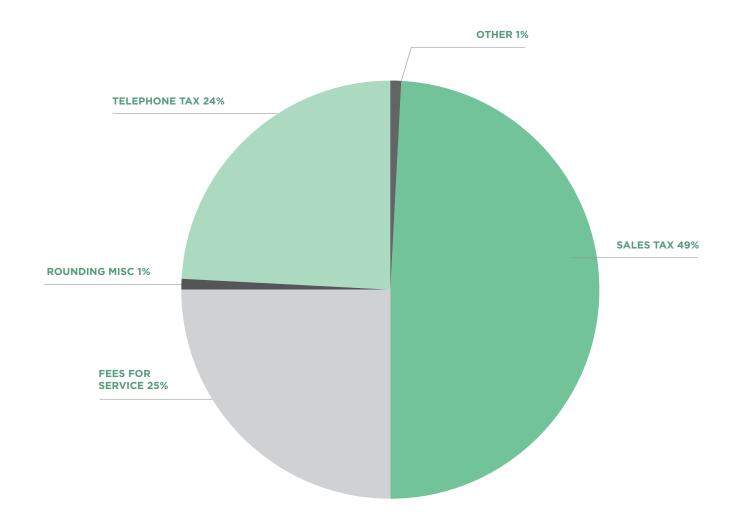
- Kitsap 911's staff constitutes the bulk (76%) of our expenditures up from 72% in 2017.
- The supplies & services category contains our day to day operating expenses.
- The technical improvement category includes our capital projects.
- Together these account for 20% of our expenditures.

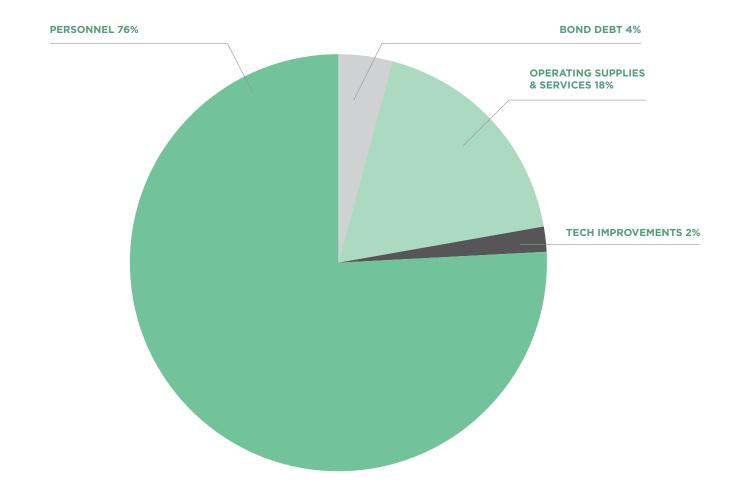
2018 Expenditures

Personnel - \$7,583,922.00 - 76% Technical Improvements - 154,310.00 - 2% Operating Supplies & Services - 1,765,814.00 - 18% Bond Debt - 444,116.00 - 4%

17

Total 2018 Expenditures - \$9,948,162.00 - 100%





REGULAR REVENUES EXPENDITURES

ADMINISTRATIVE GROUP

HUMAN RESOURCES

2018 was another productive year for the Kitsap 911 Human Resources team. Both Rachael Taylor, Human Resources Manager, and Rachelle Tate, Administrative Specialist, supervised major projects such as implementing a new recruitment system and updating the competencies of a telecommunicator to prepare for Next Generation 911.

After much research, HR decided on NEOGOV as the best recruitment solution to hire qualified candidates and successfully onboard them onto our Kitsap 911 team. NEOGOV implementation began in June and was ready to use for our third recruitment of the year. During this recruitment period, we had three times the amount of candidates than we did at the same time the year before.

To support our mission to hire top talent, the HR team also focused on examining our selection process during recruitment and making the necessary adjustments to ensure we are hiring telecommunicators with the qualifications to be successful now and after implementing Next Generation 911. The result was to replace the existing telecommunicator competencies with 11 new ones, revising the interview process, and making other necessary adjustments to the hiring process.

The HR team had a busy year with hiring and promotions. We conducted a total of three telecommunicator recruitments and an assessment center for assistant supervisors. We hired a total of 13 new employees, including 11 telecommunicators, a systems technician, and a finance manager; and promoted four existing employees, including two assistant supervisors, a public safety systems engineer, and a technology services group manager.

Our strategy to recruit a diverse workforce remained a top priority. The HR team attended many job fairs, including fairs at community colleges and naval bases, and even attended an APCO conference as a sponsor to recruit lateral candidates. Additionally, we utilized job boards to extend our candidate reach and hung a banner outside of our facility to promote open positions. The HR team's new strategies for recruitment nearly doubled the number of telecommunicator new hires than the year before.

Finally, in 2018 the HR team started a Wellness Committee to support overall health and wellness for our most valuable asset - the employees of Kitsap 911. The committee consists of members from each group, and encourages and supports our employees to live happier, healthier lives financially, physically, mentally, and socially.

Kitsap 911 has budgeted 76 full-time positions and 3 extra-help employees.

- Of these positions, 62 are dedicated to the operations group.
- Vacancies include 7 operations positions and 1 technology position.

Our average tenure is now 9.43 years - down from 9.78 in 2017.

- Nonprobationary retention rates are 85.19 percent, down from 88.5 percent in 2017.
- Probationary retention rates are 81.5 percent, up from 67 percent in 2017.

Average sick leave per employee for 2018 rose to 74.16 hours from 45.39 hours in 2017 (a 63.38 percent increase).





TECHNICAL SERVICES GROUP

The Technical Services Group is responsible for support, Several long-term projects were started in 2018, many of them operation, maintenance, and repair of all technical systems and services for Kitsap 911. TSG's support system encompasses These projects demonstrate Kitsap 911's ongoing mission a wide area of equipment and technology. This includes to maintain and improve the technology and systems that the hardware and software components of all equipment, are critical to providing quality 911 service to the residents including radio, telephone, monitoring, and ancillary systems. These essential systems reside at our main facility at 911 Carver Street, at our 15 tower sites, and in over 300 vehicles and buildings throughout the county. The technology team also supports all information technology systems, networks, SIGNIFICANT PROJECTS software, and hardware, plus the maintenance and operation of Kitsap 911's facility and tower sites. This support ranges Early in the year Kitsap 911 saw significant issues with the from building maintenance (both preventative and repairs) to current Uninterruptable Power Supply (UPS), which caused card-access systems and site security.

with expected completion dates well into this year and next. of Kitsap County and to Kitsap 911's member agencies in delivering the best response possible.

an outage at the 911 center. The UPS system keeps the center online during a commercial power outage until the site generator comes online to provide backup power. The UPS system is a critical component in the stability of the center. A good deal of time and effort was spent troubleshooting. repairing, and testing the system. Once all issues were repaired, the team planned a number of short-term improvements to improve power redundancy. Additionally, the team has begun planning what a system replacement would look like and what additional improvements to the current system are available to improve redundancy and reliability.

Kitsap 911 has been working closely with member agencies to shorten the time needed to dispatch units to calls. As part of this process a number of smaller efforts were completed. The operations floor modified procedures to get calls placed into the Computer-Aided Dispatch (CAD) system faster. The technology team also worked to shorten the length of tones used to alert units. The long-term goal of this effort is to implement a digital alerting system for near instantaneous alerting of member agency resources and provide a digital voice for calls. We have narrowed the choice down to two vendors by working with our member agencies on the needs assessment process and conducting hosted vendor presentations. The final vendor selection will be made and implementation will begin in 2019.

Another significant effort to improve response times was started last year by implementing Automatic Vehicle Location (AVL)-based deployments. Known as closest-unit dispatch, this uses a vehicle's AVL location to determine the fastest response to calls in a given area. Significant work was necessary to begin implementation. South Kitsap Fire & Rescue volunteered to be the first agency to go through the process and switch to AVL deployments as the pilot agency. In October 2018, after hundreds of hours of behindthe-scenes work. South Kitsap Fire & Rescue began using AVL deployments on their responses. While this was a large milestone, the team continued to evaluate responses and make necessary changes. The team continues to fine-tune the system as the next fire agency prepares for implementation.

As part of the Washington state conversion to the new Emergency Services Information Network (ESINET 2) Kitsap 911 assisted Columbia County with their cutover to the new system in spring 2018. This benefitted both counties as Kitsap was able to lend significant technical resources to Columbia County while documenting the process and absorbing lessons learned from Columbia's cutover. This allowed Kitsap 911 to cutover to the ESINET 2 system at the end of August. This was no small undertaking, and took effective coordination and collaboration between Kitsap 911 and multiple vendors. Armed with the lessons learned from Columbia County, the cutover was completed with minimal downtime and few fixes. The conversion positioned Kitsap 911 to make use of upcoming Next Generation 911 technologies as they become available.

Developing and testing Mobile Responder, a phone/tabletbased system, which allows Fire/EMD/LAW partners to interact with the CAD system while away from their vehicles. was completed in 2018. A pilot group found the product so useful that many have continued to use the system even after the pilot ended. A full-scale deployment of this solution will happen in 2019.

Kitsap 911 worked with ADCOM and representatives from its member agencies on a long-range technical plan. This plan was completed in 2018 and presented to the Board at the December meeting. The proposal was approved and Kitsap 911 will be developing projects and tasks based on the plan over the course of 2019.

TECHNOLOGY WORK ORDERS

TOTAL # OF WORK ORDERS IN 2017	TOTAL # OF WORK ORDERS RESOLVED	RESOLVED WITHIN 72 HOURS	RESOLVED WITHIN 48 HOURS	RESOLVED WITHIN 24 HOURS
2486	2209	1222	669	505
TOTAL # OF WORK ORDERS IN 2018	TOTAL # OF WORK ORDERS RESOLVED	RESOLVED WITHIN 72 HOURS	RESOLVED WITHIN 48 HOURS	RESOLVED WITHIN 24 HOURS
2467	1697	941	565	416

TECHNOLOGY GROUP

In 2018, there were some significant changes in Kitsap 911's technology team. Ken Sala, who had been part of Kitsap 911 since 2006, retired. Ken was a public safety master technician who played a significant role in maintaining Kitsap 911's microwave, radio, and security system. He was rumored to be able to fix nearly anything. This role was filled with a public safety systems engineer focusing on radio maintenance and design.

To meet increasing support requests, a temporary public safety systems technician was hired in May. In June the CAD administrator was promoted to role of technology manager following the departure of the existing manager in April. Filling the previous CAD system administrator position was critical. That position was filled in August by a dispatch assistant supervisor with previous CAD administration experience. This provided much-needed support and fully staffed the technology team.



OPERATIONS

"BTW IF NO ONE HAS TOLD YOU LATELY....
YOU ARE ALL DARN GOOD AT YOUR JOB."

Kitsap 911 is the primary Public Safety Answering Point (PSAP) for Kitsap County. The Operations Group is the epicenter of Kitsap 911 and our purpose is to provide exceptional public safety communication services every day. We are the unseen partner of emergency services, providing services to seven law enforcement agencies, six fire districts, Kitsap Animal Control, and the Coroner's Office. We also work closely with Washington State Patrol and Military Police.

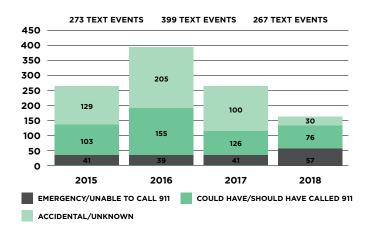
Kitsap 911 runs 24 hours a day, 365 days a year. The operations staff is composed of call takers who answer 911 calls and dispatchers who are responsible for not only answering 911 calls but also dispatching and tracking law enforcement and fire/EMS units. The operations floor is staffed by one to three call takers and five to seven dispatchers per shift. First-line supervision includes three shift supervisors (Brandy D'Intinosanto, Shawn Handel, and Jenn Andrews) and five assistant supervisors (Chris Law, Tami Walthall, Christy Anderson, Drew Tetrick, Jason Meeder, and Jana Oliver.

At the end of 2018, the team included 27 full-time dispatchers, 2 part-time dispatchers, 3 extra-help dispatchers, and 11 call-takers. This dedicated group has tenure from less than three months to 31 years, ensuring a group of employees bringing diverse experience and knowledge to the team.

Operations employees have a base schedule of four 10-hour shifts a week. With mandatory overtime, it is not uncommon for most operations employees to work 12-hour shifts, along with overtime shifts on days off. In 2018, operations employees worked a total of 13,929 overtime hours.

This group answers, triages, and processes incoming 911 and nonemergency lines. The national standard for PSAP callanswering times is to answer 90 percent of all 911 calls in 10 seconds or less. In 2018, we exceeded this standard with a 97.8 percent rate.

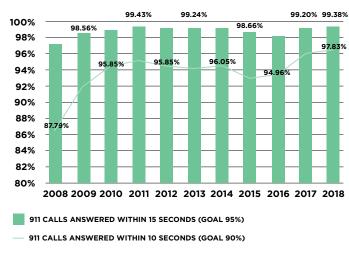
TEXT TO 911 EVENTS



The dispatch floor processed 163 text to 911 events in 2018. This was a 39% decrease from the 267 text events in 2017

Although texting is being used less often overall, there is more frequent use for the right reason.

911 ANSWERING STATISTICS



CALL ANSWERING PERFORMANCE

First we look the NFPA1221 goal which - 95% of all 911 calls are answered within 15 seconds.

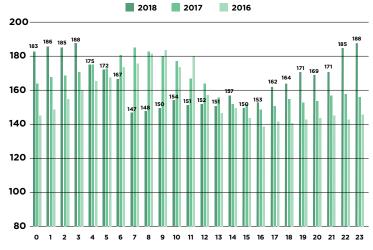
We continued to exceed this standard in 2018 with 99.38%. Up slightly from 99.2% in 2017.

We also look at Kitsap 911's internal goal of all 911 calls answered within 10 seconds 90% of the time.

We also exceeded this goal with 97.83%, up from 97.5% in 2017.

The average 911 call was answered in 3.42 seconds, down from 3.58 seconds in 2017 and 4.2 seconds in 2016. Our Average talk time for all calls taken in 2018 was 166 seconds, this is up from 164 seconds in 2017.

AVERAGE TALK TIME



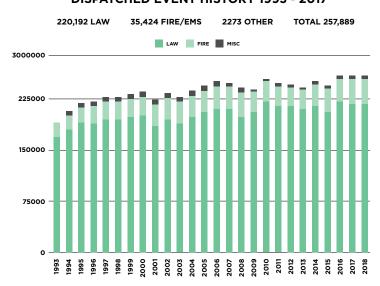
Our Average talk time for all calls taken in 2018 was 166 seconds, this is up from 164 seconds in 2017.

Depending on the time of day, this fluctuates about 20 seconds either direction;

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

Operations employees are responsible for dispatching police, fire, and medical services for our partner agencies. On average, the Operations Group dispatches 766 calls a day. They also query, enter, modify, and clear data for partner agencies. Kitsap 911 also handles after-hour callouts for all Public Works Departments within Kitsap County.

DISPATCHED EVENT HISTORY 1993 - 2017



In 2018 Kitsap 911 handled 269,561 broken down between law, fire, and other events.

This is just over a 1% increase over 2017 (266,350).

- Law enforcement accounted for 229,803 of our total events (2017's 227,132).
- Fire/EMS accounted for 37,394 (36,877 events).
- Other events accounted for 2364.

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
AVERAGE DISPATCH TIME PRIORITY 1 LAW EVENTS	28.10	32	28.14	27	22.7	27.7	23.57	26.34	28	29

Looking at our processing times for priority 1 law enforcement events.

The goal in to dispatch these events within 30 seconds of their appearance in the CAD system.

We met this goal for 2018 with an average of 29 seconds, this was a 1 second increase from 2017.

In 2018 Kitsap 911 conducted a radio congestion study to review the amount of radio traffic on the three law enforcement channels and associated workload.

SOUTH showed to be our most congested channel with an average of 75% usage, with NORTH and BPD at 50%. Highs on SOUTH were the most concerning ranging from 85% utilization 36% of the time to 100% utilization 7% of the time.

Productivity is impacted at this rate of work.

This performance measure is an indicator of this impact. Over the last several years, the seconds have continued to increase as to how long it takes for a dispatcher to dispatch a priority 1 event.

A workgroup was formed to developed recommendations to decrease traffic and workload. The first round of recommendations has been approved by the Chiefs and will be implemented by May 2018.

RESULTS OF 2017/2018 FIRE/EMS OPERATIONAL CHANGES	2017	2018	
90% Dispatched within 64 Seconds	56%	84%	
95% Dispatched 106 Seconds	91%	96%	
Answered to Dispatched	1:07	:47	
Fire Agency Turnout Time Average	1:07	1:04	
Fire Agency Dispatch to On-Scene Average	6:45	6:50	

In 2017 Kitsap County's fire chiefs asked Kitsap 911 to review call processing and the technology used to alert responders to calls for service, and potentially reduce the time between when a call to 911 is received and when responders are alerted to respond.

In 2017 and 2018 operational changes were implemented to reduce these response times:

- Condensed the initial dispatch.
- Created a new fire macro to assist dispatchers to more quickly dispatch fire/emergency medical service (EMS) events.
- Updated call-processing policies.
- Held fire refresher training for all operations personnel.
- Shortened the length of tones for each agency.
- Changed medical event processing.

Not all of these changes worked perfectly. Some were implemented, then tweaked a bit or reverted back, but fire agencies and Kitsap 911 were committed to the process and worked to implement changes that made sense and decreased the time it took to get from the 911 call to ems personnel being able to respond.

"WHEN WE ARRIVED TO THE LOCATION, WE COULD HEAR THE CALL TAKER GIVING GREAT CPR INSTRUCTIONS TO THE CALLER."

"YOUR DISPATCHER WAS WONDERFUL."

Operations employees are required to make life-and-death decisions with speed and accuracy. Many employees consider their work to be a calling. We are entrusted with the safety and well-being of over 266,000 Kitsap citizens plus others who are passing through. Our actions and decisions are highly visible and closely scrutinized and employee attitudes and actions while performing this profession have a direct effect on our citizens. We give them our best.

A constant in our industry is change. From change in policy and procedure, as well as technology, 2018 continued with this trend. An impactful change to Operations were changes made to the overtime process. As the year went on, staffing levels fluctuated, and the request was made to have an ongoing review process. That request was honored and Kitsap 911 Management worked with the Kitsap 911 Guild to review current overtime processes. Adjustments were made throughout the year to address the current state of staffing levels. This was done over numerous meetings scheduled throughout the year in which members from each group openly discussed the concerns and the group worked through processes in order to reach a consensus.

A major technology change was completed behind the scenes with our 9-1-1 lines. The change had major impact to how the Operations Group processes during times when our 9-1-1 lines are unavailable. We now have different options of rerouting our 9-1-1 lines depending on the type of situation. This allows us a second layer of redundancy when previously we had to route our 9-1-1 lines to our backup center. With the new rerouting options, we can now route 9-1-1 lines to our administrative phones.





OUR ENDING TO 2018 WAS ONE WORTH REMEMBERING!

In a matter of two days, the Operations floor was challenged At this time, staff was still not sure of the reason for the workload dramatically.

December 18, 2018. It was business as usual for Operations until just before 1400, when Kitsap 911 received a high number of 911 calls from an isolated area of Port Orchard. not know the magnitude of the events, made a request for in the background eluded to something major occurring. assigned and command established.

with two weather-related incidents that increased the increase in call volume. The events we were processing (downed power lines, downed trees, trees into power lines, trees into homes with people trapped, roofs being torn off of buildings) led us to believe the cause was wind-related. The Operations Group worked feverishly to process the emergency calls. We were not aware of the true magnitude The call volume quickly overwhelmed resources and of the event until about eight minutes after the initial rash of staffing levels. A few minutes after the first several fire calls, when we were told by first-arriving fire units that the calls were dispatched, an employee, who at the time did affected area was hit by a tornado, Evacuation orders were given for homes hit the worst. Some citizens were told to all available staff to respond to the Operations floor. The shelter in place until further orders could be given and the panic in the employee's voice and the phones heard ringing damage assessed. Some citizens were bused to a church for shelter. Schools transporting students home were redirected Employees from Management, Technical Systems, Admin, to different locations so that children could be reunited with and Human Resources Groups all jumped in to assist. After their families. Roads were closed and search-and-rescue conferring with the shift supervisor, tasks and duties were efforts commenced to look for potential victims. Law enforcement assisted fire in cordoning off roads, redirecting traffic, searching for victims, and reuniting families.

911 CALLS PER HOUR 12/18/2018 TORNADO



In the hours that followed, the team processed double the amount of calls for a Tuesday afternoon. While the majority of the 911 calls were related to the tornado, we were still receiving calls from other parts of the county that also needed a response. Operations employees volunteered to come in and work to help alleviate the heavy workload. Notifications and requests were made to the Department of Emergency Management (DEM), Red Cross, Kitsap Transit, Puget Sound Energy (PSE), Cascade Natural Gas, the Federal Aviation Administration (FAA), Pierce County Firecomm. Public Works Department, and numerous media

The tornado, rated an EF-2 with wind speeds up to 120-130 mph, damaged 50 buildings, many of them homes. Thankfully, no major injuries were reported. The Kitsap 911 team worked together during this rare weather event carrying out our core mission.

Kitsap County frequently has severe winter storms and other events that could overwhelm fire, medical, law enforcement. and Kitsap 911 resources. Such an event would require enhanced operations and/or changing response priorities to avoid a disaster. During a time like this, our goal is to properly

allocate resources during periods of high demand or low resource availability. Just like changing gears on a bicycle, Kitsap 911 and our user agencies must "change gears" or modify operations to adapt. Out of this need, Kitsap 911, in partnership with all six fire districts and the DEM, developed the Changing Gears Plan.

We used this plan on December 20, 2018, when Kitsap County was hit with a windstorm. Forecasts leading up to the day was for south to southeast winds 25-40 mph with gusts up to 60 mph. The on-duty supervisor opted to pre-emptively move to Level 3 of the plan at 0900 in preparation for the storm. When the storm arrived, different parts of the County experienced winds that knocked down trees and power lines. We moved from Level 3 to Level 2 of the plan at 1130. After the storm was over and the workload more manageable, we moved from Level 2 back to Level 3 at 1500 and returned to normal operations at 1700. The workload surge was 5 hours, and we were still answering, processing, and dispatching calls not related to the storm. The Operations floor answered 1.063 calls during this event - a 202 percent increase (from 352 calls) during the same timeframe in 2017

KITSAP 911 CUSTOMER SATISFACTION SURVEY



SCALE OF 1 TO 4: 4 = EXCELLENT, 3 = GOOD, 2 = FAIR, 1 = POOR

Kitsap 911 is asking your assistance by taking a few minutes to complete the survey on this self-addressed postcard and dropping it in the mail. If you would rather take this survey online, you can! Go to our website @ www.kitsap911.org/survey911.

Our objective is to measure the quality of the services we provide, gauge community satisfaction, and use the information to improve services and develop future programs at Kitsap 911.

Thank you for your assistance!

KITSAP 911 CUSTOMER SATISFACTION SURVEY 1. Based on your recent contact with Kitsap 911, please rate the following on a scale of 1 to 4 (4=excellent, 3=good, 2=fair, 1=poor):

Length of time to handle your phone call to Kitsap 911.

Helpfulness of the Kitsap 911 employee who processed your call.

Demeanor of the Kitsap 911 employee who processed your call.

Information provided on what you should expect

Reassurance provided by the Kitsap 911 employee who processed your call.

Overall competence of the Kitsap 911 employee. _Effectiveness of the service provided by Kitsap 911.

2. Please provide suggestions on how Kitsap 911 could improve services provided:

3. Please add comments or suggestions about how Kitsap 911 could better serve the community:

In 2018 Kitsap 911 created and distributed a customer satisfaction survey.

We posted the survey on our website, social media sites and sent self-addressed postage paid return postcards to randomly selected callers from the previous 6 months asking for their assistance with our survev.

We asked callers to rate their satisfaction on 7 auestions:

- Length of time to handle your call.
- How helpful they thought we were.
- The demeanor of the employee that helped them.
- The information that was provided on what would happen with their call.
- The reassurance provided by the employee who handled their call.
- The employees overall competence.
- Lastly the effectiveness of service provided by Kitsap 911.
- They also had an opportunity to leave comments on how we could improve our service and how we could better serve the community.

On a 1 to 4 rating scale with 1 being poor and 4 being excellent, our average rating came back between 3.64 and 3.85.

Our lowest score (3.64) was for satisfaction of information that was provided on what would happen with their call.

We are limited with what we can share with callers, such as expected response times, so this may explain some level of unmet expectations, yet this is an area we will continue to watch with continued surveys.

Our highest score (3.85) was for the Length of time it took to handle the 911 call.

Previously reviewed call handling and processing measures are in-line with these responses. We meet and exceed response and processing goals.

In 2019, postcard surveys will be sent quarterly.



NEW & TENURED EMPLOYEE TRAINING

This year, Kitsap 911 continued to focus not only on training new-hire employees but also on investing in continuing education for tenured employees.

We began the year with a fire and EMS call-taking refresher, with an emphasis on seizure patients and those in need of CPR. While employees already provide excellent service to callers in crisis, refresher training offers an opportunity to their skills.

Since natural and man-made disasters can hit close to home, we conducted an agency-wide evacuation and emergency operations table-top exercise so employees are prepared should an emergency affect Kitsap 911 personnel and/or resources.

In March, Washington State hosted the annual Association of Public Safety Communications Officials (APCO) Western Regional Conference. Several Kitsap 911 employees attended the conference, along with other professionals from the Western Region of the United States. During this multi-day conference, employees attended classes on Next Generation 911 technology; coping with the effects of telecommunicator stress and compassion fatigue; recent studies on training successful telecommunicators; peersupport groups; and workplace mentoring. In addition, three Kitsap 911 employees made presentations at the conference and received high accolades.

As much as we would love to send every employee to a conference, it simply cannot happen when teams are needed in the center to respond to our customer needs 24/7. To offer all employees a chance to attend a conference and learn the latest in telecommunicator information, Kitsap 911 decided to "Bring the Conference to the Com Center" for Second Quarter training days. Run in a similar fashion as a conference, with all attendees registering to attend various workshops. Telecommunicators from adjacent agencies and the Washington State Patrol were also invited to attend so employees could network with others in the industry.

August brought another opportunity for training when four Kitsap 911 employees attended the APCO International Conference in Las Vegas, Nevada. Not only were we excited to send employees for high-level training, three of those employees were honored to receive international awards for their professionalism and dedication to the industry.

Later that same month, we conducted "Summer Training Days." Employees look forward to these trainings all year because they involve learning more about the different departments and responsibilities of the member agencies. While we know the ins-and-outs of dispatching for a K-9 track; detectives investigating a crime scene; or officers conducting a felony stop; we rarely get to see what it looks like on the other side of the radio dispatch. This year the learn the latest in CPR save-rate statistics and to fine-turn training included the Kitsap County Sheriff's Office drone program. We learned situations in which they would be deployed and the benefits of a drone program and a K-9 track demonstration presented by Officers Faidley and Esco from the Bremerton Police Department.



K-9 OFFICER C. FAIDLEY #470 **BREMERTON POLICE DEPARTMENT**

Our Fourth Quarter trainings involved more continuing education, including interrogating callers who are potential suspects in a violent crime. Since employees are often the first to talk to a suspect, even before any law enforcement contact, it is important for them to obtain solid information that may be of value to officers before and after their initial

Our New-Hire Training Program remained busy in 2018. We conducted two Primary Call-Receiver academies with a total of nine trainees in combined classes. We welcomed a lateral employee who was successfully "fast-tracked" with a Certified Training Officer.

2019 will bring new employees and training opportunities to Kitsap 911. We have scheduled three Primary Call Receiver Academies, a Law Enforcement Dispatch Academy, and a Fire Dispatch Academy. The training department remains committed to welcoming new employees and providing excellent training opportunities



EMPLOYEESPOTLIGHT

On July 7, 2018, Shift Supervisor Shawn Handel answered a 911 call for an adult female who was not breathing. Shawn immediately recognized the urgency of the call. After she asked for the address, she immediately asked relevant questions about the patient's consciousness level and breathing status. Shawn quickly ascertained that CPR was necessary and was direct in her instructions, yet her voice and tone conveyed empathy and compassion. Shawn continued to ask for updates about the patient's status and also gave pre-arrival instructions for a head wound suffered when the patient collapsed. Shawn reassured the caller about doing a good job and encouraged applying compressions until aid took over.

Operations employees don't always know the outcome of a call they had a part in. We learned afterwards that the caller and patient were both known to our work family through our partner agencies. The patient had suffered a massive cardiac arrest following her daughter's wedding reception. As her daughter and son-in-law applied compressions, CKFR (Central Kitsap Fire and Rescue) arrived seven minutes later and provided medical attention. The patient was shocked several times by a defibrillator and after 17 minutes, a pulse registered. At the hospital, her husband learned from emergency room doctors at Harrison Medical Center that, had compressions not begun immediately, his wife would not have survived. Shawn and the CKFR team met with the patient and her family after her recuperation. Lots of hugs and thanks were exchanged. We know seconds count and CPR saves lives. This event is a testament to those two statements.



Comments from Supervisor Shawn Handel

"When I received the notification to meet the family I assisted over the phone, I was ecstatic. 911 employees don't often get to meet or hear about the outcome of a call after-the-fact. It was a great reminder as to why I continue to promote being a dispatcher. I was very humbled by the experience to be able to meet this great family and the patient who I had a part in saving."

QUARTERLY AWARDS



1ST QUARTER RANDY DASHO

Randy Dasho was nominated by his supervisor team for his dedication and drive. He had made it a goal to become a CTO and worked diligently to develop the necessary skills. He meets every challenge head-on and with a great attitude. When asked to be a mentor for a newer employee, Randy jumped at the opportunity because he has a strong desire to help others and to be a resource whenever possible.



2ND QUARTER KHRIS LAPLANTE

Khris LaPlante was nominated for his consistent support of the dispatch floor. Several times, he was asked to check radio interference, and he immediately got to the root of the problem. He proactively monitors the radio frequencies. If he hears anything out of the ordinary, he checks in with the floor. Overall, we know any challenge we bring to him will be handled quickly and expertly.



3RD QUARTER DAWN PERRY

Dawn was nominated for her positive influence on the dispatch floor. She has a friendly attitude and is happy to help anyone. She is able to quickly come up with something positive about almost anything.



4TH QUARTER JAMIE WARD

Jamie Ward was selected for her assistance during the Port Orchard tornado event on December 18, 2018. This was an uncommon occurrence for our area, and calls were coming in faster that they could be answered or dispatched. Jamie came to the dispatch floor after hearing the overhead page for assistance. When she realized there was no need for technical assistance, she grabbed her headset and signed in to assist with answering phones. Jamie worked the dispatch floor for several hours, taking calls and handling call-out requests. Her willingness to jump in and do what was needed was a great example of teamwork, dedication, and leadership.

2018 APCO/NENA WASHINGTON AWARD RECIPIENTS





TELECOMMUNICATOR OF THE YEAR FOR HANDLING OF A CRITICAL INCIDENT

This award recognizes the telecommunicator who handled a critical incident in an exemplary manner that positively affected its outcome.

JESSICA JABLONSKI



PUBLIC SAFETY COMMUNICATIONS INFORMATION TECHNICIAN OF THE YEAR

This award recognizes technicians in all technological aspects of the communications center -- including but not limited to radio, computers, and phones -- who have maintained work performance far beyond what is normally expected or required during the year or have taken extreme measures to install or restore communications under adverse conditions.

BRANDON WECKER

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.



2018
TELECOMMUNICATOR
OF THE YEAR

JAMIE SILLER



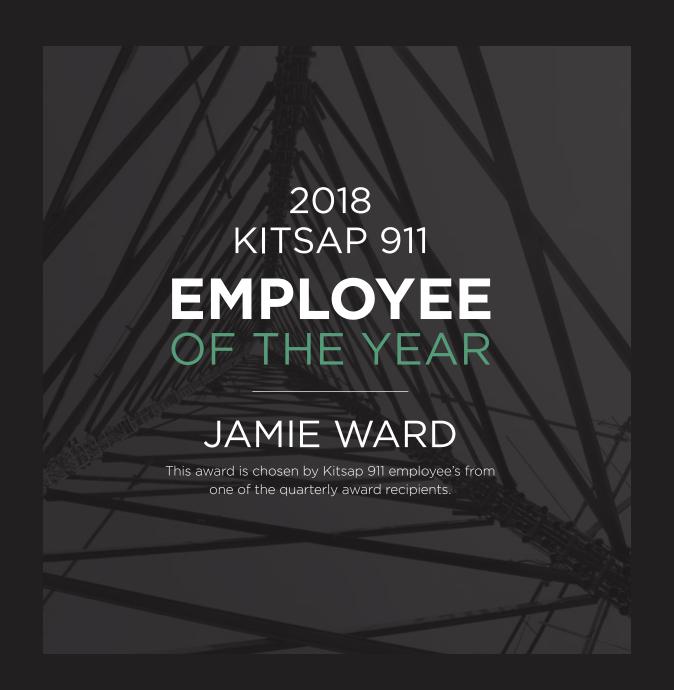
2018 INFORMATION TECHNOLOGIST OF THE YEAR

BRANDON WECKER



2018 TRAINER OF THE YEAR

CARMEN BOWER







The committee will be focusing on building leadership within the group as well as encouraging new membership in 2019. We have already begun developing the next Spectacular event and hope to continue attending both annual and new community events throughout the year.

2018 Public Education Statistics

Events Attended:

South Kitsap Job Fair - May 2 & May 9 Bike Rodeo - May 19 Central Kitsap Fire & Rescue Kids' Day - June 2 National Night Out Events with Bainbridge Island Police, Kitsap County Sheriff's Office, and Port Orchard Police - August 2 Kitsap County Fair - August 22 -28 Spooky Spectacular - October 27

Presentations and Tours:

Story Walk - February 10 BI Citizen Academy - March 3 & 4 NAMI (National Alliance on Mental Illness) - Multiple locations and dates Kitsap F2F Support Group - May 29 West Sound Tech Fire Services Summer Session - June 28 Neighborhood Block Watch Groups - Multiple locations and dates

Community Feedback:

Committee members provided feedback forms to citizens at several events and presentations in 2018 to solicit input about the public education program. Committee members also were tasked with noting any common questions or concerns from citizens about 911 using the event log during the Kitsap County Fair to be used in future education efforts. The event log was used to note any citizen complaints about Kitsap 911 performance after the citizen was referred to the shift supervisor.

We did not receive any feedback from the community indicating the need to change standard presentations or identifying customer service problems to be forwarded to Kitsap 911 management.

Employee/Member Agency Feedback:

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

and adults to call 911 in an emergency since the beginning of 911 services. With new technologies becoming available public education efforts continues to grow.

Kitsap 911's Public Education Committee consists of eight employees who develop and present educational material about 911 to the public. Members attend several annual events throughout the year, as well as give presentations to public and civic groups when requested.

Kitsap 911 had 112 citizen and member agency observers during 2018. This is twice as many as our 2017. Each of 911 floor operations with a primary call receiver and a center for the event. law enforcement and/or fire dispatcher. These observation periods provide a view into how 911 operates and a better understanding of how 911 serves the community.

Public education has been successful in teaching children The Public Education Committee attended several community events this year, including all three National Night Out events, Kids' Day, and the Kitsap County Fair. rapidly, most recently text-to-911, the need for structured We also attended several events with Crisis Clinic of the Peninsulas, which allowed us to provide education for communities and families impacted by crises.

Our Fifth Annual Spooky Spectacular was held on October 27. The committee did an amazing job of networking with our member agencies and other resources in the 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, observer had the opportunity to witness the inner workings tripling our attendance and bringing 570 visitors to the

2018 Goals achieved:

- Increased use of SharePoint Committee Page to facilitate communication within the committee.
- Hosted the Fifth Annual CENCOM Spooky Spectacular with additional involvement from several member agencies and increased public attendance.

2019 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 member agencies to incorporate 911 education into local outreach efforts.
- Host the Sixth Annual CENCOM Spooky Spectacular.
- Develop 911 education packets and presentations for local business use.
- Use social media for public education.

How to Contact 911 in Kitsap County

- If you are reporting an emergency or need a police, fire, or emergency medical response, and you are calling from within Kitsap County, please call 911.
- If you need to reach the dispatch floor and you are not reporting an emergency and do not need a police, fire, or emergency medical response, you can call 360-308-5400.
- Most of the time, even if there is a telephone service disruption, you should be able to use a different type of phone to reach us by dialing 911. For example, if you have a CenturyLink landline phone that is not working, you may be able to call 911 on your cell phone. You should also be able to text 911.
- If there is a service interruption and you are not able to reach 911, or if you are outside of Kitsap County but reporting an emergency in Kitsap County, the best number to call is 360-307-5844.

PEER SUPPORT

Peer support teams occupy a support niche that cannot be readily filled by employee- assistance programs, health-plan provisions, or a staff psychologist because of peer understanding of common stressors.

The primary responsibility of Kitsap 911's Peer Support Team is to provide listening support, referral information, and emotional assistance for those who have been involved in a critical incident, job-related stress, or suffering a personal crisis.

Kitsap 911 started a Peer Support Team in 2015. Team members were selected by nomination of their peers. Each member received peer-support training that included group interventions, Critical Incident Stress Management (CISM), and carefully developed specifications for team roles and responsibilities.

Kitsap 911's Peer Support Team consists of eight members who have volunteered their time to provide emotional and physical support to their peers.

The 2018 Employee/Member Agency goals were to:

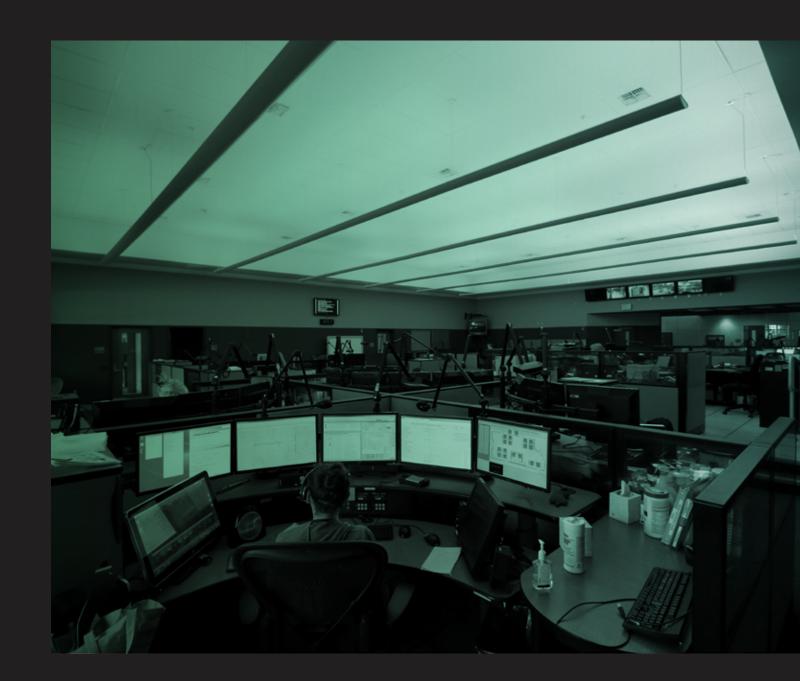
- Increase the use of the team by self-initiating contact.
- Increase training for team members.

The 2019 goals and projects are to:

- Research options for training.
- Increase organic interaction between team members and our peers by self-initiating contact.
- Be more accessible to employees.
- Reach out to user agencies to see if we can contact their chaplains for our employees when needed.

The Peer Support Team is an important step to supporting our personnel. This team is dedicated to providing confidential help to those who need it, when they need it. Members offer their time, experience, and understanding to help peers going through a rough day or traumatic event.

The team will be focusing on building rapport with peers throughout Kitsap 911 so they will not hesitate to use this resource.



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 gossip, triangulate, or spread rumors.

INNOVATION

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.

