

KITSAP 911

VALUES 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

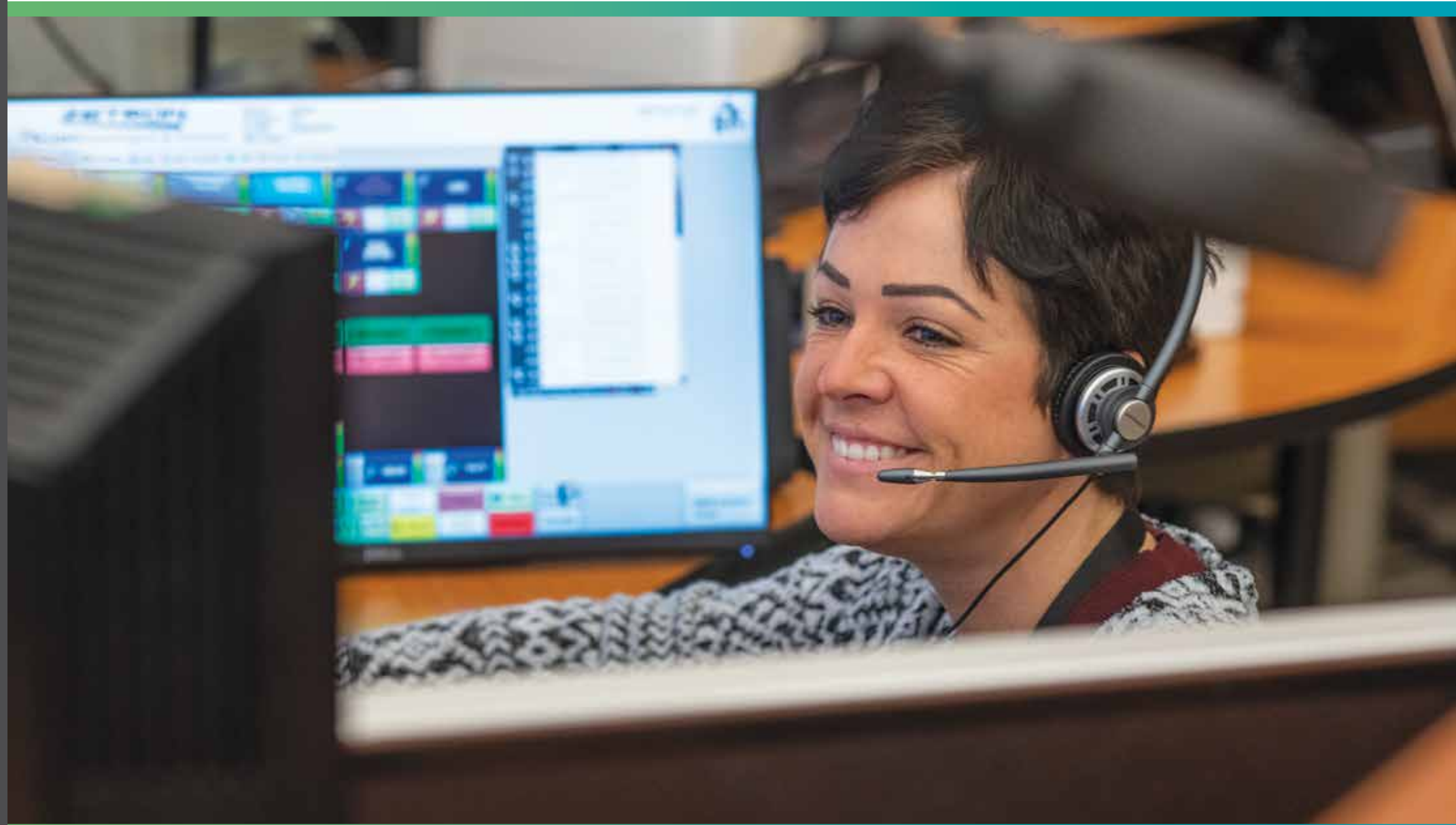
We thrive on creativity and ingenuity. We seek the innovation and ideas that can change our profession and improve our service delivery. We are flexible and learn from our experiences. We encourage the best ideas to surface from anywhere within the organization.

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.



2019 ANNUAL REPORT





2019 | ANNUAL REPORT

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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 employee friendly, 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
- Suquamish Police Department

KITSAP COUNTY

- Community Development
- Code Enforcement & Fire Marshall
- Coroner's 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 Association
- Department of Corrections
- Kitsap Animal Control
- United States Navy
- Port Gamble Natural Resources

45+ YEARS OF SERVICE

CENCOM was founded in 1973 as an effort to improve emergency medical dispatching within Kitsap County. In 1976, CENCOM went live as the first consolidated police, fire, and EMS dispatch center in Washington State. Callers dialed 911, but the system did not include any of the features associated with the 911 of 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;**
- **An expanded emergency communications network for centralized coordination of police, fire, and medical;**
- **A reduction of response time;**
- **Elimination of 29 seven-digit emergency numbers;**
- **Consolidation of 12 separate dispatch systems;**
- **The ability for emergency response agencies to exchange information; and**
- **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 a 24-hour, 365-day operation. Site design, facility construction, and formation of operational policy and procedures were completed by the end of 1976. This design also included installation of the electronics system, which included a “geofile,” the location information base file for emergency 911 CAD systems. By 1993, 911 had expanded to cover the entire county and dispatch function for all public safety agencies. Ongoing funding

originated from the passage of telephone tax initiatives.

In the late 1990s, 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 us with revenue, which offsets the cost of utilities and maintenance.

CENCOM began utilizing Mobile Computer Terminals or “MCTs” in emergency response vehicles to enhance communication while also lessening congestion on radio frequencies in the early 2000s. 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 for construction of a new 911 and County Emergency Operations Center. Fortunately, citizens recognized that the old 911 center was inadequate. In 2002, they passed a \$10.5 million, five-year property tax initiative. Voters approved another ballot measure in 2003 that enacted a dedicated 1/10th of 1% sales tax to provide a long-term, reliable funding source for CENCOM, eliminating 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 every one of CENCOM's current and future needs. Most importantly, the new building would be constructed to modern seismic code standards. The state-of-the-art building was commissioned on May 10, 2005.

It took a little over three years to construct and install the equipment on budget. On December 7, 2006, the final bond loan payment was made on the new facility. With the 2007 budget year, CENCOM reduced fees charged to cities, the county, and fire districts for 911 and dispatch services. The organization simultaneously upgraded critical communications equipment for police, fire, and emergency medical responders.

To further enhance services, on-line reporting was implemented in 2008 for all interested law enforcement agencies within Kitsap County. It allowed citizens to 1) submit their reports on-line for a pre-defined set of crimes with no suspect information, and 2) not have to wait for an officer to respond to their residence or need to call in.

In 2012, Kitsap County CENCOM saw the need for extra radio coverage in southern Kitsap. 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. They linked 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 provided better coverage and 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--a momentous step for 911 communications. This innovation allowed greater access to 911 for those within the deaf and hard-of-hearing community. It also provided more immediate response and protection for those in dangerous situations who could not 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 umbrella so that we could become more responsive to changing needs and demographics in the region; more effective at managing resources; more nimble in increasing the ability to quickly solve problems and take advantage of opportunities; and more transparent by presenting plans and decisions with clarity.

Since then, CENCOM has worked through a strategic transition, moving from Kitsap County Central Communication, a department of Kitsap County, to Kitsap 911 Public Authority. Kitsap 911 Public Authority began operations on December 26, 2016.

Kitsap 911 is governed by the Board of Directors, which is made up of the same elected officials who serve on the CENCOM policy board. Members include 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 per quarter. That schedule is located on our website at <http://www.kitsap911.org/governance/>.

Kitsap 911 Board of Directors appoints the Kitsap 911 Executive Committee to 1) exercise a certain limited authority, and 2) make decisions that are necessary for ensuring the efficient operation of Kitsap 911. However, the Board retains final decision-making authority for matters concerning the following:

- **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; and**
- **Any other matter of major importance.**

The Kitsap 911 Executive Committee consists of five Board members, plus the Chair and Vice-Chair of the 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. It also has limited authority, as provided by the Board, to make necessary decisions that 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 cover:

- **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.**

Today, Kitsap 911 staff includes a diverse management team, a combined IT and radio technical systems group, an administrative group, and 59 supervisory and dispatch personnel who manage the 24-hour, 365-day operation. The “Kitsap 911” of 2020 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.

2019 KITSAP 911 | BOARD OF DIRECTORS

2019 KITSAP 911 | STRATEGIC ADVISORY BOARD



LESLIE DAUGS
Bremerton City Council



DAVE ELLINGSON
*Fire Commissioner
Board of Directors Chair
Executive Committee*



BECKY ERICKSON
Poulsbo Mayor



CHARLOTTE GARRIDO
Kitsap County Commissioner



ROBERT GELDER
Kitsap County Commissioner



KOL MEDINA
Bainbridge Island Mayor



BOB MUHLEMAN
Fire Commissioner



ROB PUTAANSUU
*Port Orchard Mayor
Executive Committee*



GARY SIMPSON
*Kitsap County Sheriff
Executive Committee*



GREG WHEELER
*Bremerton Mayor
Executive Committee*



DUSTY WILEY
*Fire Commissioner
Executive Committee*



EDWARD WOLFE
Kitsap County Commissioner



ERIC YOUNGER
Bremerton City Council



MATT BROWN
Port Orchard Police Chief



JIM BURCHETT
Bremerton Police Chief



DOMINGO ALMIROL
Port Gamble Police Chief



JOHN GESE
Kitsap County Sheriff's Office Undersheriff



JIM GILLARD
Poulsbo Fire Chief



MIKE LASNIER
Suquamish Police Chief



JOHN OLIVER
Central Kitsap Fire Chief



DAN SCHOONMAKER
Poulsbo Police Chief



DAN SMITH
North Kitsap Fire Chief



HANK TERAN
Bainbridge Island Fire Chief



SCOTT WEISS
Interim Chief of Police



STEVE WRIGHT
*South Kitsap Fire Chief
Strategic Advisory Board Chair*

DIRECTORS



Maria Jameson-Owens, Deputy Director and Richard Kirton, Executive Director

During the past 45 years, Kitsap 911 has taken pursued opportunities for growth and development which has enabled us to push for greater and greater success across all departments. Our goal: to provide seamless Operations, cutting-edge Technology, superb Customer Service, comprehensive Coverage, and top Training and Staffing for the benefit of every family, visitor, and community who comprise Kitsap County.

Technology is an ever changing element of our organization. Our technology group managed a heavy workload throughout 2019, accomplishing goals of data security, system upgrades, and new technology rollouts.

Operations employees repeatedly amaze us with their ability to learn and then re-learn numerous policies, systems and programs necessary to complete their jobs successfully. Change is not easy but it is a huge element of working in a 911 environment.

Our Training group stepped up once again over the past year and made incredible things happen. Emphasizing Kitsap 911 's out-of-the-box solution for demands throughout the year delivered with new staffing configurations and flexible programs, like the Law Enforcement First Academy.

Human Resources also fortified its efficiency and effectiveness, making continuous improvements. Among them: a forward-thinking recruitment system called NEOGOV.

The Public Education Committee successfully delivered educational material for community events and activities and continued to expand and develop our public education program.

All of these initiatives have contributed to Kitsap 911 's being a stronger and faster 911 center that is more prepared for all the future holds. That does not mean we have not faced challenges, such as Operations staffing challenges, high overtime to backfill vacancies as well as training time. We continue to evaluate and re-evaluate our processes to combat these on-going concerns.

We find ourselves at a critical crossroads in terms of the ever-growing world of 911. Our current VHF radio system is far past its prime and no longer fulfills our needs. We have pushed this system as far as it can go and now must deal with how we finance a digital radio system capable of accomplishing the needs of Kitsap 911, local law and fire agencies, as well as provide interoperability with our neighboring counties. It is essential that Kitsap 911 address this issue in order to fulfill the demands of today as well as to provide efficient and effective communications during significant emergency situations. Such implementation requires a \$30 million-plus investment. How do we finance such an improvement in Operations and Technology? Go out for bonds? Implement a new tax? And what about competing interests?

A vital contributor to the county in which we all live and work, we find ourselves in 2020 at a critical crossroads within the ever-growing world of 911. Innovation, inspiration, and integrity make us a vital contributor to the county. But in the years ahead, we expect to encounter and must resolve many challenges in order to continue providing the exceptional level of service for which Kitsap 911 has become known.

Sincerely,

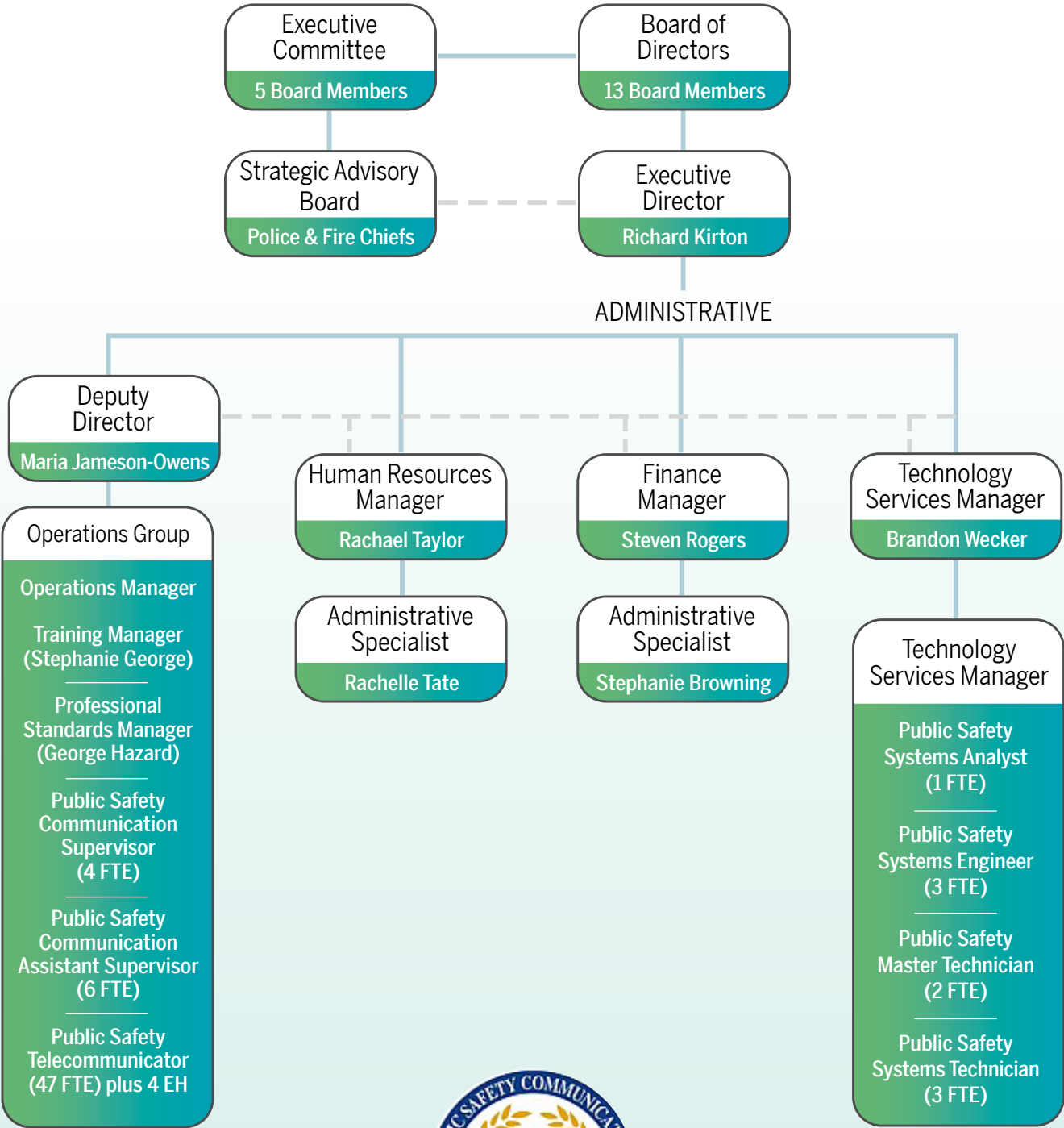
Richard Kirton
Executive Director

Maria Jameson-Owens
Deputy Director



George Hazard, Stephanie George, Richard Kirton, Maria Jameson-Owens, Steve Rogers, Rachael Taylor and Brandon Wecker

KITSAP 911 | ORG CHART



FINANCE

The year of 2019 resulted in measured success for Kitsap 911’s finance department. In its second annual audit by the Office of the Washington State Auditor (“SAO”) for the 2018 calendar year, Kitsap 911 received another clean audit report on both its Accountability and Financial audits. The department was not surprised by these results. It was still a significant accomplishment that confirmed the design and effectiveness of the organization’s controls, procedures, and policies related to the safeguarding of the taxpayer dollars entrusted to it.

In 2018, the department began its transition to a paperless filing system, introduced more robust documentation procedures, and implemented tighter controls regarding payroll processing, expenditures, and receipts. These efforts are perpetual and continued into 2019 with equal dedication. Most notably, internal audits were

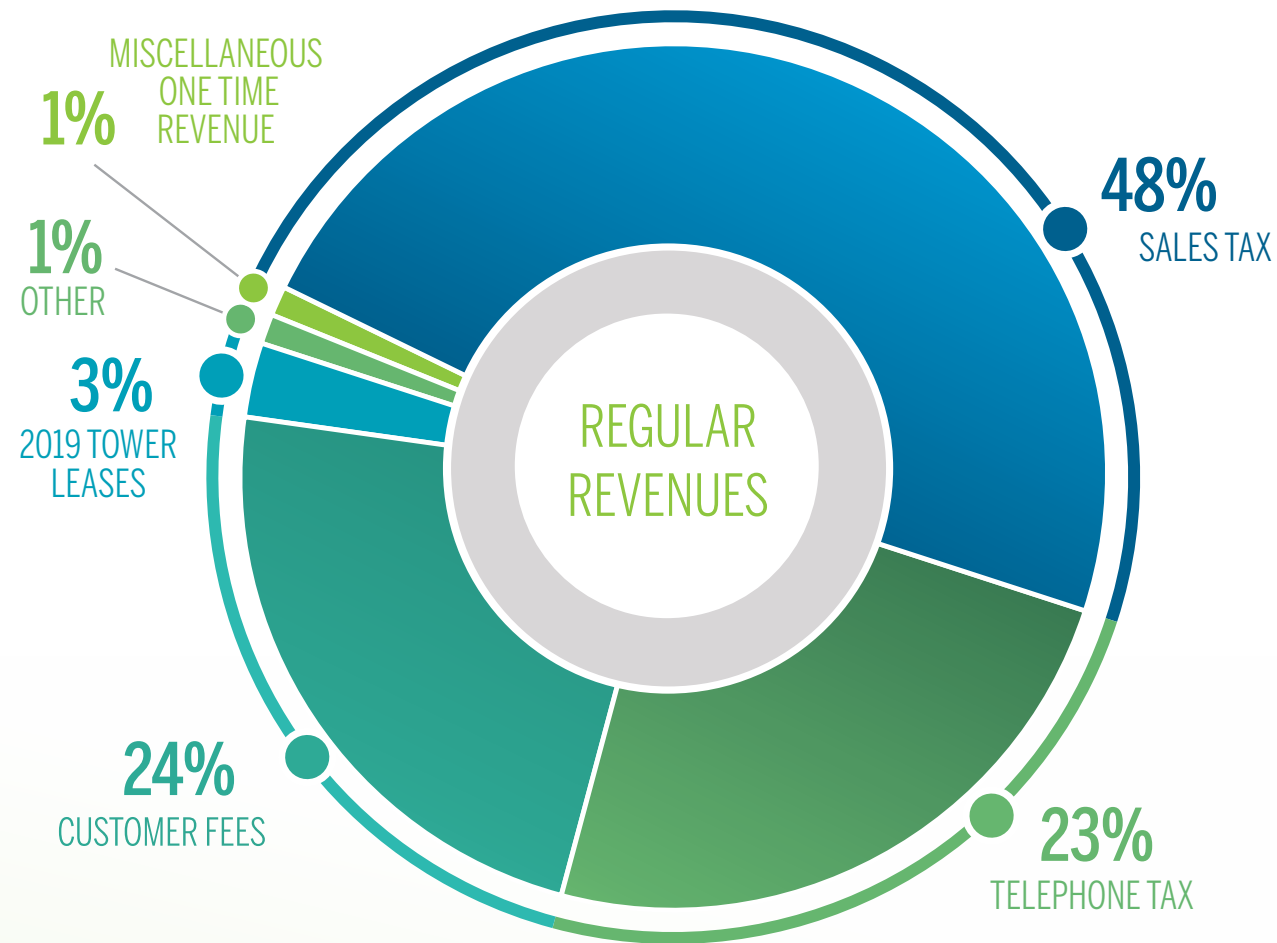
completed related to cash disbursements and inventory controls in order to increase transparency, improve internal and external reporting, and increase efficiency wherever possible. Additionally, a new job-costing methodology was implemented, which provided significantly better data related to capital projects and other areas of financial interest to the organization. This prepared Kitsap 911 for several large infrastructure and technological projects that are expected to begin in the coming years.

The Kitsap 911 finance department rounded out the decade on a positive note and looks forward to 2020 as another great year of process improvement for the benefit of our employees, vendors, and customers.



Stephanie Browning and Steve Rogers

2019 KITSAP 911 | REGULAR REVENUES



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

Customer fees account for 24%.

Miscellaneous and one time revenues 2%.

Tower leases 3%.

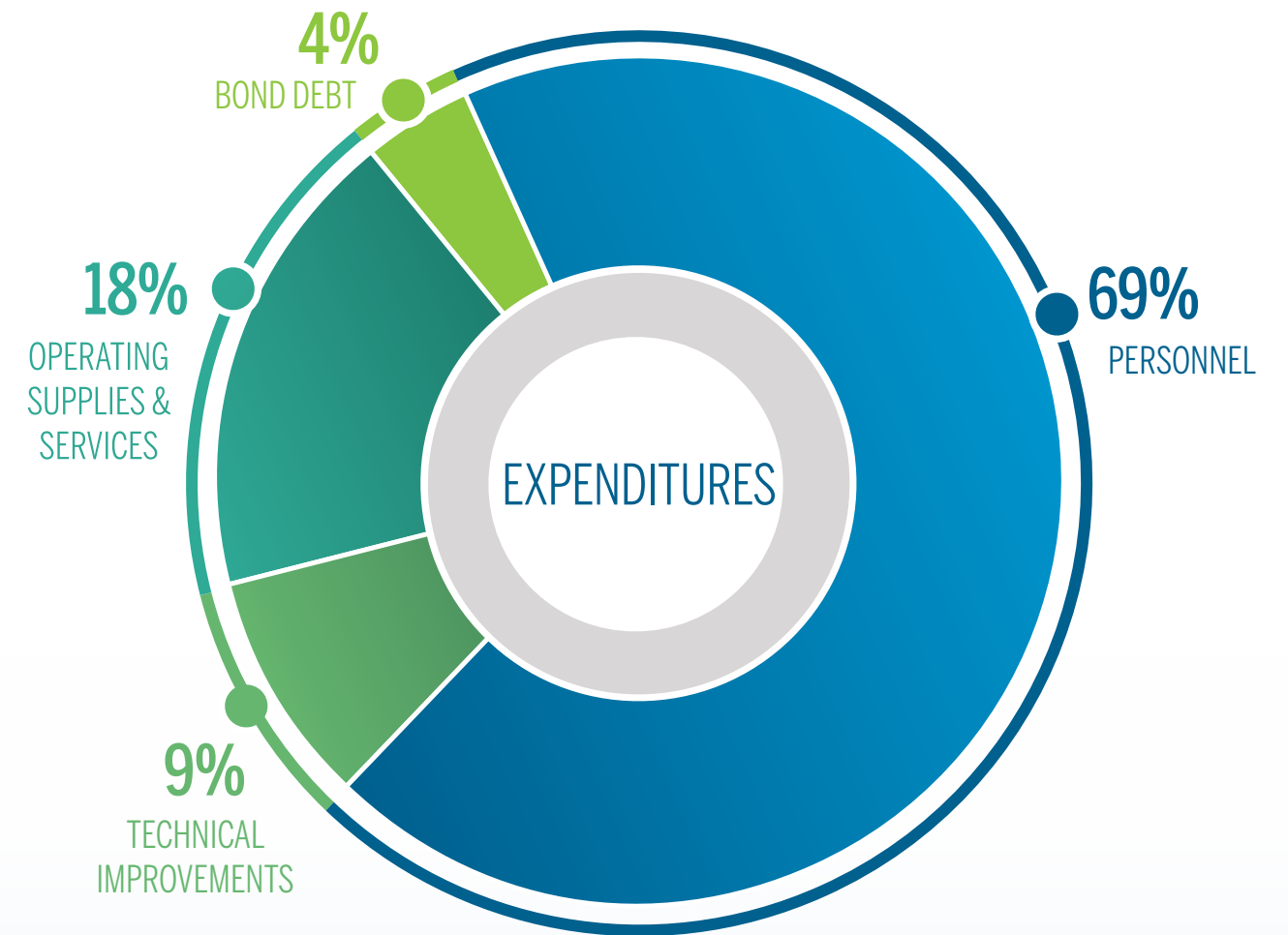
Tower Leases for 2020 Budget	\$312,215
Tower Leases for 2018	\$273,731

2019 REGULAR REVENUES

Sales Tax	\$5,382,569	48%
Customer Fees	\$2,723,414	24%
Telephone Tax	\$2,535,503	23%
Tower Leases for 2019	\$340,652	3%
Other.....	\$99,376	1%
Miscellaneous One Time Revenue.....	\$61,519	1%

Total 2019 Revenue **\$11,143,036 | 100%**

2019 KITSAP 911 | EXPENDITURES



Kitsap 911's operating supplies and debt service expenditure payments for 2019 constituted 22% of our budget.

Technical Improvements totaled 9%.

Kitsap 911's staff constituted the bulk of our expenditures at 69%.

2019 EXPENDITURES

Personnel.....	\$7,774,255	69%
Technical Improvements.....	\$941,013	9%
Operating Supplies & Services.....	\$2,056,224	18%
Bond Debt	\$442,555	4%

Total 2018 Expenditures **\$11,214,048 | 100%**

HUMAN RESOURCES

2019 proved to be another productive year for the Kitsap 911 Human Resources (“HR”) Team. Rachael Taylor, HR Manager, and Rachelle Tate, HR Administrative Specialist, tackled major projects, such as implementing best practices with our new recruitment system, NEOGOV, and updating and evaluating our hiring practices with the revised competencies that focused on preparing for Next Generation 911.

Our top priority in 2019 was to evaluate the results of our Next Generation 911 Telecommunicator project and to adjust our hiring processes where needed. The HR Team continued to use forward-thinking strategies to prepare for the next generation of 911, including hiring the right people with the right competencies to perform the Telecommunicator job at a high level.

As a result of the project, HR was able to hire 26 new employees, almost double the amount hired in 2018. We conducted a total of three Telecommunicator recruitments, resulting in 23 new Telecommunicators, a Systems Technician, a Systems Engineer, and a Systems Analyst.

During the summer of 2019, Kitsap 911 HR hosted our first Recruitment Open House. We invited the public to come in and learn more about what the job entails, the benefits of working at Kitsap 911, and the attributes that successful Telecommunicators possess. Over 25 potential applicants attended, and because the event was so successful, it will be added into our regular recruitment plan.

Kitsap 911 HR has continued efforts to maintain an efficient and effective HR department that supports our mission and values, and to make continuous improvements every year. In 2020, we will focus our efforts on recruiting an outstanding, diverse workforce--and on retaining our valuable employees. We are as focused as ever on delivering great customer service to our amazing staff so that they can continue to serve the community.



Rachelle Tate and Rachael Taylor

TECHNICAL SERVICES GROUP

The Technical Services Group (“TSG”) meets Kitsap 911’s needs for support, operation, maintenance, and repair of all technical systems and services. This includes all radio systems--both hardware, such as tower sites, and software, such as programming and monitoring. Additionally, the team supports all Information Technology (“IT”) systems, including networks, security, software, GIS, and hardware. The team also assists with the maintenance and operation of Kitsap 911’s facility and tower sites. Support ranges from building maintenance (both preventative and repairs) to card access systems and site security.

In addition to a few long-running projects carried over from 2018, a number of new projects were added in 2019. This work continued Kitsap 911’s effort to repair and improve the technology and systems, which are critical to providing high quality 911 service to the residents of Kitsap County. They also empower Kitsap 911’s member agencies to provide the best response possible.

SIGNIFICANT PROJECTS

Early in the year, Kitsap 911 saw significant issues with the 911 Radio System. This system is used by dispatchers to broadcast information from their consoles to units in the field. Due to stability issues with the aging hardware, Kitsap 911 completed an upgrade to the latest version of the system in April of 2019. The upgrade, providing enhanced reliability, came with the challenges of working with a new system. Over the course of the year, Kitsap 911’s technology team has been working tirelessly with the vendor to fine tune the product.

As Kitsap 911 has grown, the amount of technology housed in our equipment room has increased as well, leading to increased cooling requirements for the equipment room. A major project in 2019 was to evaluate the heat load in the equipment room and make necessary upgrades, including upgrading the HVAC systems at Kitsap 911 to better handle the increased load. This measure also ensured that we would be able to support additional equipment, which may be required in the future. In addition, the project involved upgrading two redundant 20-ton air conditioners to meet the current and expected needs.

Another project Kitsap 911 started in 2019 was the move to server virtualization. Reducing our physical server footprint should reduce the heat load in our equipment room. This endeavor also included upgrades to our equipment room HVAC system to exceed the projected lifespan. Converting to virtual servers will provide increased redundancy and backup capabilities. In 2019, over twenty new servers were created as virtual servers, and nine existing servers were converted to virtual servers. This project is expected to be completed in 2020 when all feasible servers will be converted to virtual servers. Any additional servers added in the future will be assessed as to whether they can be virtualized.

As part of Kitsap 911’s continuous improvement and maintenance process for tower sites, we identified all the sites that needed a battery replacement for the uninterruptible power systems. These batteries provide power during critical times when the site loses power, maintaining the site’s functionality until the generator starts up. The project was identified in 2018 and added to the 2019 project plan, completed prior to the beginning of the storm season in November. This improvement also specified that the battery size and type be the same at all the tower sites. This was done in order to maintain a standardized equipment build.

Due to changes in technology, Kitsap 911 needed to upgrade all computer systems, both in-house and in the field, to the latest operating system version, Windows 10. We were required to not only stay current on latest security improvements and bug fixes but also to maintain Criminal Justice information System (“CJIS”) compliance. This project involved upgrading over 200 mobile computers as well as 30 computers at the 911 center, including those used for 911 dispatch. As part of Kitsap 911’s efforts, the technology team also updated our computer-aided dispatch software and our clients to the most recent maintenance release that resolves bugs and improves functionality. The update of computers to Windows 10 was completed for all PCs prior to the end of life of Windows 7 in mid-January. The remainder of existing Windows 10 computers completed the computer-aided dispatch maintenance release in early 2020.

Kitsap 911 has been working closely with member agencies to shorten the time needed for dispatching units to calls. The long-term goal of this effort started this year with a vendor that was selected to implement a digital alerting system. Designed for nearly instantaneous alerting of member agency resources, it also provided a digital voice for dispatching calls. We will be working with the selected vendor in 2020 to complete the installation at all career fire stations in Kitsap County.



Back row - Chad Bennett, Brandon Wecker, Khris LaPlante, William Jones
Front row - Terese Ungren, Tom Wright, Jamie Ward, Katy Graham, Tim Simonson

We continued implementation of another significant effort to improve response times in 2019. Kitsap 911 has been working with member agencies to roll out Automatic Vehicle Location (“AVL”)-based deployments to calls. This project, known as Closest Unit Dispatch, would use the vehicles’ AVL location to determine the fastest response to calls within a given area. Significant work by the team was done in order to onboard additional agencies, which led to half the agencies in the county being completed in 2019 and the rest to follow in 2020.

Maintaining network security and CJIS compliance is a top priority for Kitsap 911. The technology team plays a pivotal role in this effort. As part of this improvement effort, Kitsap 911 is working to deploy multi-factor authentication to all Mobile Computer Terminals (“MCTs”). Due to a change in software vendors, this effort was restarted with a pilot roll out starting at the end of 2019. We’re preparing for further implementation in 2020.

Development and testing of Mobile Responder, a phone/tablet-based system that allows Fire/EMD/LAW partners to interact with the CAD system when away from their vehicle, saw a full-scale deployment in 2019. Kitsap 911 is continuing to work with the vendor to increase functionality of this product to expand its usability to Law Enforcement.

Previously, Kitsap 911 worked with ADCOM and representatives from its member agencies to work on a long-range technical plan. This solution was enhanced in 2019 Kitsap 911’s development of projects and tasks, based on the information in the plan.

TECHNOLOGY GROUP

This year continued our trend of significant changes to the make-up of Kitsap 911’s technology team. In the beginning of the year, Kitsap 911 was working to fill a vacant Public Safety System Engineer position. Filling this vacancy, which focused on Networks, Security, and Hardware administration, was a critical and challenging endeavor. A highly-qualified individual was found and hired in June, and he relocated to Kitsap County from another public safety agency in Louisiana.

Following the departure of our extra help Public Safety Systems Technician in July 2019, Kitsap 911 began searching for a full-time technician. A new and accomplished candidate was hired in September.

In order to meet the increasing support requests and to provide in-house GIS support and expertise, Kitsap 911 opened and filled a new Public Safety Systems Analyst position this past October.

THE OPERATIONS GROUP

Kitsap 911 is the primary public safety answering point in Kitsap County, WA. 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 comprised of call takers, dispatchers, and supervisors. Call receivers primarily handle incoming 911 lines. Dispatchers are responsible for dispatching events to law enforcement and fire/EMS, tracking assigned units, and answering incoming calls. Supervisors are responsible for the overall operations of the 911 center. The operations floor is staffed by oneto three call takers and five to seven dispatchers pershift. First-line supervision includes four shift supervisors (*Jenn Andrews, Brandy D’Intinosanto, Shawn Handel, and Mary Valerio*) and five assistant supervisors (*Chris Law, Jason Meeder, Jana Oliver, DrewTetric, and Tami Walthall*).

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 2019, operations employees worked a total of 14,798 overtime hours.

We have 39 full-time dispatcher positions and 12 full-time call receiver positions at Kitsap 911. In 2019, operations vacancies were as high as 12 positions. One of the largest struggles most 911 centers have is maintaining qualified, trained personnel who are capable of dealing with the uniquely challenging tasks required of an Emergency Telecommunicator. Kitsap 911 is no different.

In 2019, Kitsap 911 hired 23 operations employees to fill vacancies and plan for succession. Hiring 23 employees meant training 23 employees. This requires additional resources and time before these individuals are able to fulfill the role of a telecommunicator.

In order to accommodate this number of trainees, Kitsap 911 had to think outside the box and step away

“It is about finding the calm in the chaos.”

~ Donna Karan

from our norm. We split trainees into two paths-- one call receiving and the other dispatch. It took a village to make it work. Curriculum was rewritten to fit the need; trainers worked through a new process to train dispatch first; careful review of the schedule was necessary to ensure all required roles were filled but not overfilled for every shift; and the trainees had to be up for the challenge.

The process was new and oftentimes stressful for all involved but, because of the extreme dedication of our staff, it worked. That is one thing we can always depend on: When there is a challenge, our employees are not only up for it; they take it on head first.

At the end of 2019, we were down four vacant operations positions. Employee tenure at Kitsap 911 generally ranges from 33 years to three weeks. We have an 83% retention rate for non-probationary employees and 80% retention rate for probationary employees. We work hard to make Kitsap 911 a place where people want to work.

The vital role of the 911 Emergency Telecommunicator is often under-appreciated and misunderstood. This is perhaps most likely due to the lack of visibility surrounding what they do on any given shift. Dispatchers are often just a voice on the other end of the radio. At the same time, this group of employees is highly trained and an integral member of the Public Safety Team.

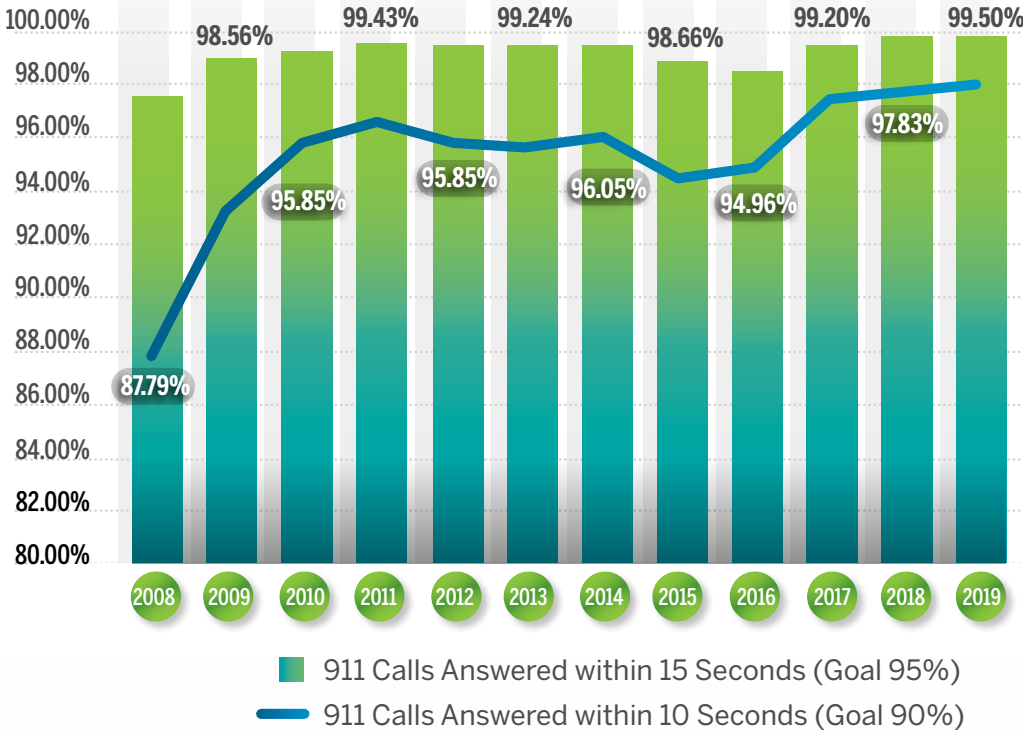
Emergency Telecommunicators must make sound decisions quickly and effectively, based on information they extract from various sources. They have information coming at them from all directions, from phone and text to radio and computer-based alerts. These employees must effectively manage numerous sources of information to efficiently and accurately provide the necessary resources for an emergency response. The job of an Emergency Telecommunicator is no easy task and takes a special kind of person to want to make a career of it.

Our Operations Group is truly the heart of our organization and the reason we are able to fulfill our mission.

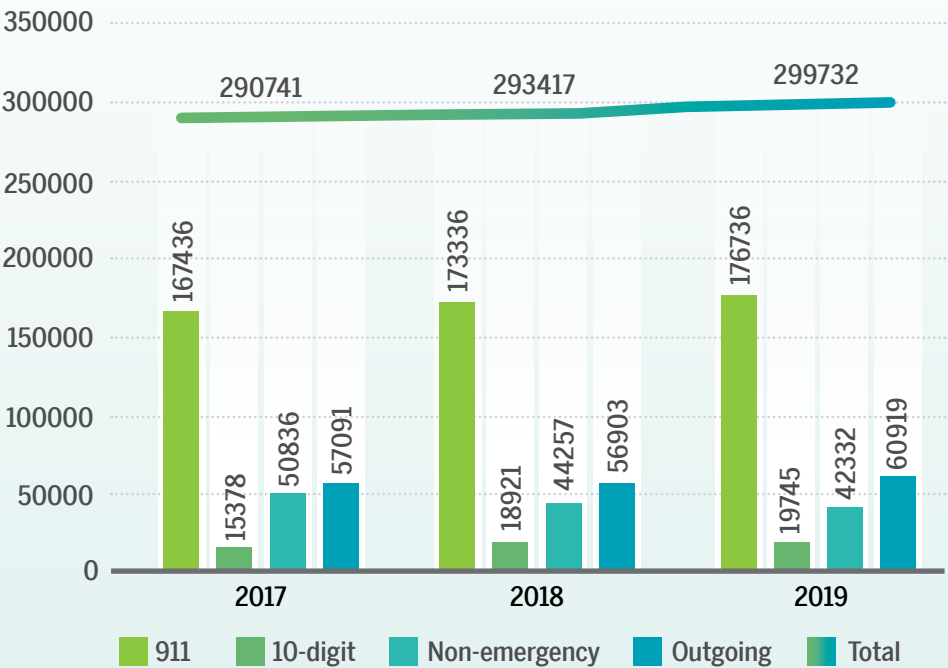
911 ANSWERING STATS

We will begin with CALL ANSWERING PERFORMANCE
First we look the NFPA1221 goal which means 95% of all 911 calls are answered within 15 seconds. **We continued to exceed this standard in 2019 with 99.5%, slightly higher than 2018’s 99.38%.**

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 98% up from 2018’s 97.83%**



CALLS PROCESSED ON THE DISPATCH FLOOR



Kitsap 911 handled 299,732 calls in 2019. This is a 2.15% increase over 2018.

176,736 of those were 911 calls. 19,745 were 10-digit emergency alarm lines.

42,332 were non-emergency – calls into the dispatch positions, ring downs from other agencies, etc.

60,919 were outgoing.

The dispatch floor processed 254 text-to-911 events

Actual emergency text events increased, as did those texts that would have been better as a call to 911. Accidental or unknown text events have continued to decrease since implementation in 2015.

OPERATIONS

RADIO CONGESTION INITIATIVE

2018

South averaged 75%

North and BPD at 50%

Implemented changes to dispatch processes for low priority events

2019

25% reduction in radio congestion on law enforcement channels

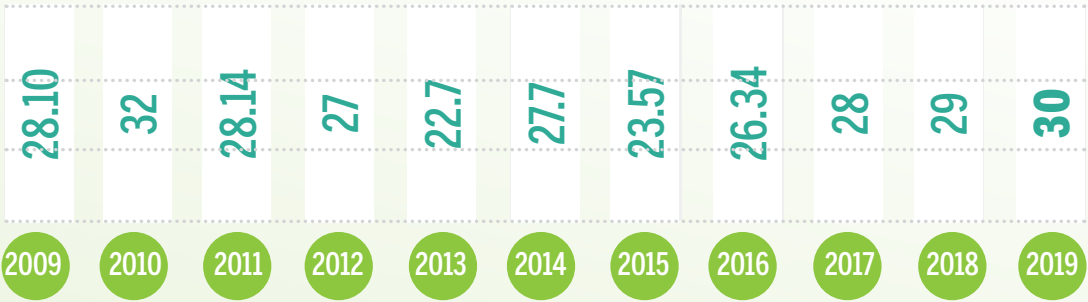
In May 2018, Kitsap 911 and law agencies implemented changes to dispatch processes to assist with diminishing radio congestion. A study on radio congestion showed:

- SOUTH 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.

Dispatch changes were reviewed and fine-tuned throughout 2019. Changes included the ability for field units to interact with the events via MCT rather than via radio for non-priority events. These changes have produced 25% reduction in radio congestion on law enforcement channels.

PRIORITY 1 LAW ENFORCEMENT

AVERAGE
DISPATCH TIME
PRIORITY 1
LAW EVENTS



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, a one second increase from 2017.

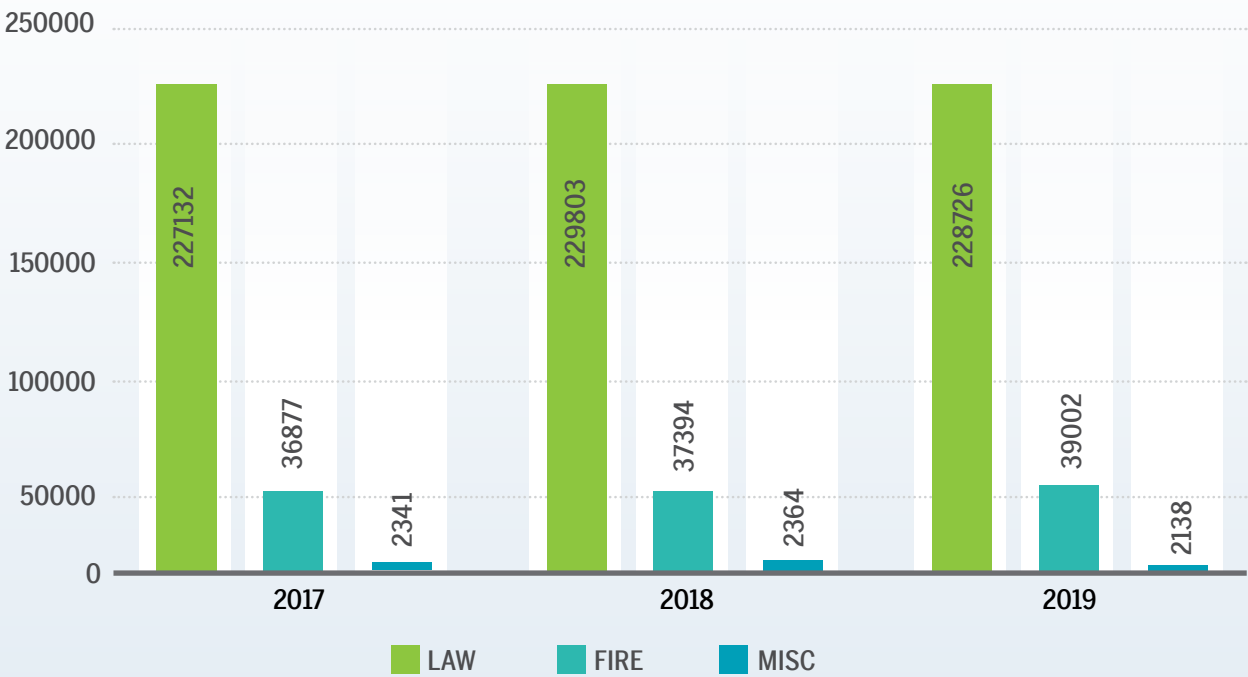
FIRE/EMS STANDARDS

FIRE/EMS STANDARDS	2017	2018	2019
90% Dispatched Within 64 Seconds	56%	84%	81.5%
95% Dispatched Within 106 Seconds	91%	96%	96.6%
Answered to Dispatched	1:07	:47	:47
Fire Agency Turnout Time Average	1:07	1:04	1:05
Fire Agency Dispatch to on Scene Average	6:45	6:50	6:51

The results of these operational changes are clear:
Kitsap 911 call processing times have improved in both NFPA categories:

- For the first category - 90% of events dispatched within 64 seconds, we went from 56% to 84%.
- For the 2nd category, 95% of events dispatched within 106 seconds, we went from 91% to 96%.

DISPATCHED EVENT HISTORY



Kitsap 911 handled 269,866 events on the dispatch floor.
A 0.1% increase over 2018.

Law accounted for 228,726 a slight decrease from 2018 (0.47%)
Fire 39,002 a 4.30% increase over 2018.
Other or 2,138 events came in about 225 events less than 2018.

KITSAP 911

CUSTOMER SATISFACTION SURVEY

In 2019, Kitsap 911 continued with the distributed customer satisfaction survey.

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

We asked callers to rate their satisfaction on seven questions:

- 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 employee's overall competence
- 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.



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 at: 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 to happen next.

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

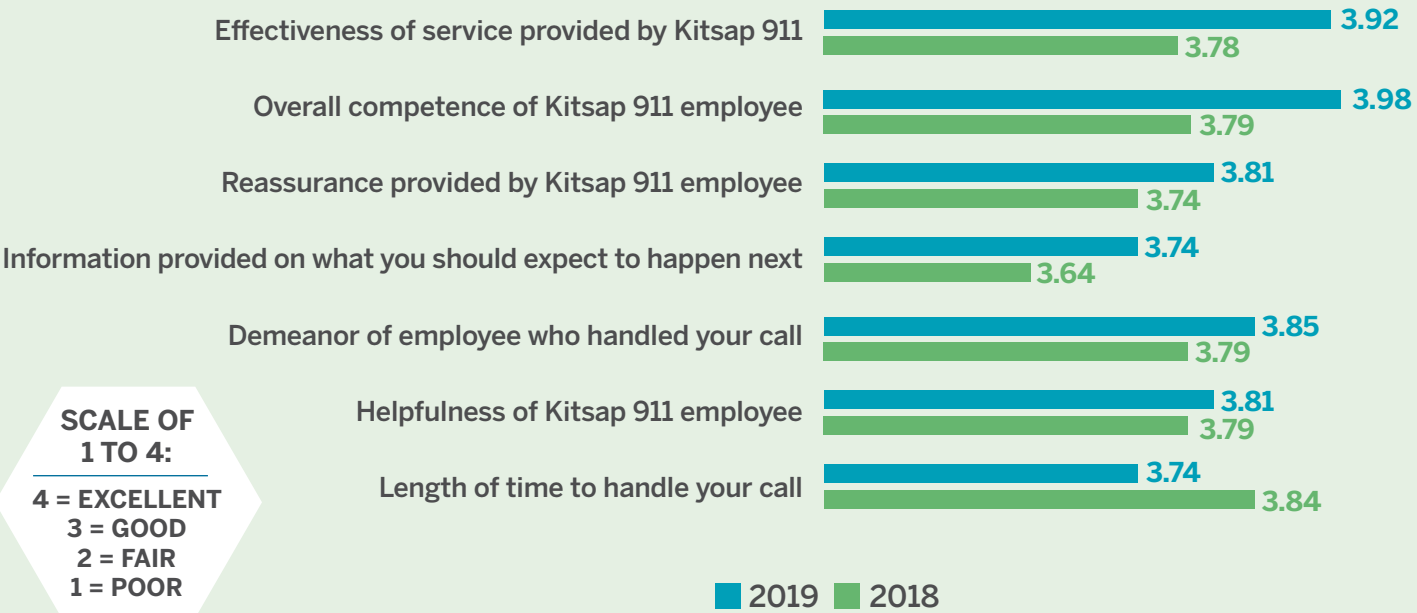
_____ Overall competence of the Kitsap 911 employee.

_____ 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:

Of the 400 or so surveys we sent out, 26 were returned and one was completed on line. This is too small of a response to gain much insight. We will be working in 2020 to increase participation.



On a 1 to 4 rating scale, with 1 being poor and 4 being excellent, our average rating came back between 3.74 and 3.93.

Our lowest score (3.74) was for length of time to handle the call and information provided to caller on what to expect to happen next.

Our highest score (3.93) was for overall competence of Kitsap 911 employee.

- The majority of returns had positive comments:
- Kitsap 911 is wonderful. Thank you so much for your help.
 - No suggestions, already perfect.
 - Two thumbs up.
 - So glad to know you are all around. I have only wonderful things to say about my experience with 911. It was the first time I've called and the team got me from home to the hospital with calm, sensitive, competent, reassuring care. Bravo and many thanks.

- A few comments showed that citizens do not differentiate Kitsap 911 from police or fire when filling out the survey:
- Law enforcement response time to my house was 30 minutes.
 - Create police report for all 911 animal control calls.
 - Continue public education on the link between 911, Fire and law is needed to help citizens understand the survey.

NEW & TENURED EMPLOYEE TRAINING

As our training accomplishments are reviewed each year, it is always with a shake of the head and a “Wow what a busy year of training!” moment. Upon reflection of 2019’s training accomplishments, it is easy to say it was another whirlwind year. However, that has become our standard, and we do it exceptionally well.

Thanks to our training cadre, we were able to accommodate three Primary Call Receiver (“PCR”) Academies for a total of twenty-one new hires. A record year, for sure, but the sheer number of trainees posed some interesting challenges that we were able to identify and address early on. The most interesting challenge was how to train a class of nine new hires. While we had enough qualified trainers to accommodate these trainees, we did not have the workspace or call volume to support nine PCR trainees.

Our solution was unique and included thinking outside of the box. We decided to train five of the employees as PCRs and train the remaining four as Law Enforcement dispatchers first. After ironing out the specifics, we implemented the Law Enforcement First, or LEF, training program. Kitsap 911 selected the four LEF dispatchers by reviewing their test scores and classroom performance. We then created a second training room for LEF training.

The LEF training ran concurrently with the PCR Academy so that the PCR and LEF trainees could still attend some of the same classes. At the conclusion of both classes, all nine trainees went out to begin their floor training, some as primary call receivers and some as dispatchers. In taking this approach, we were able to reduce overtime for employees, accommodating a higher number of trainees via better distribution of the training workload.

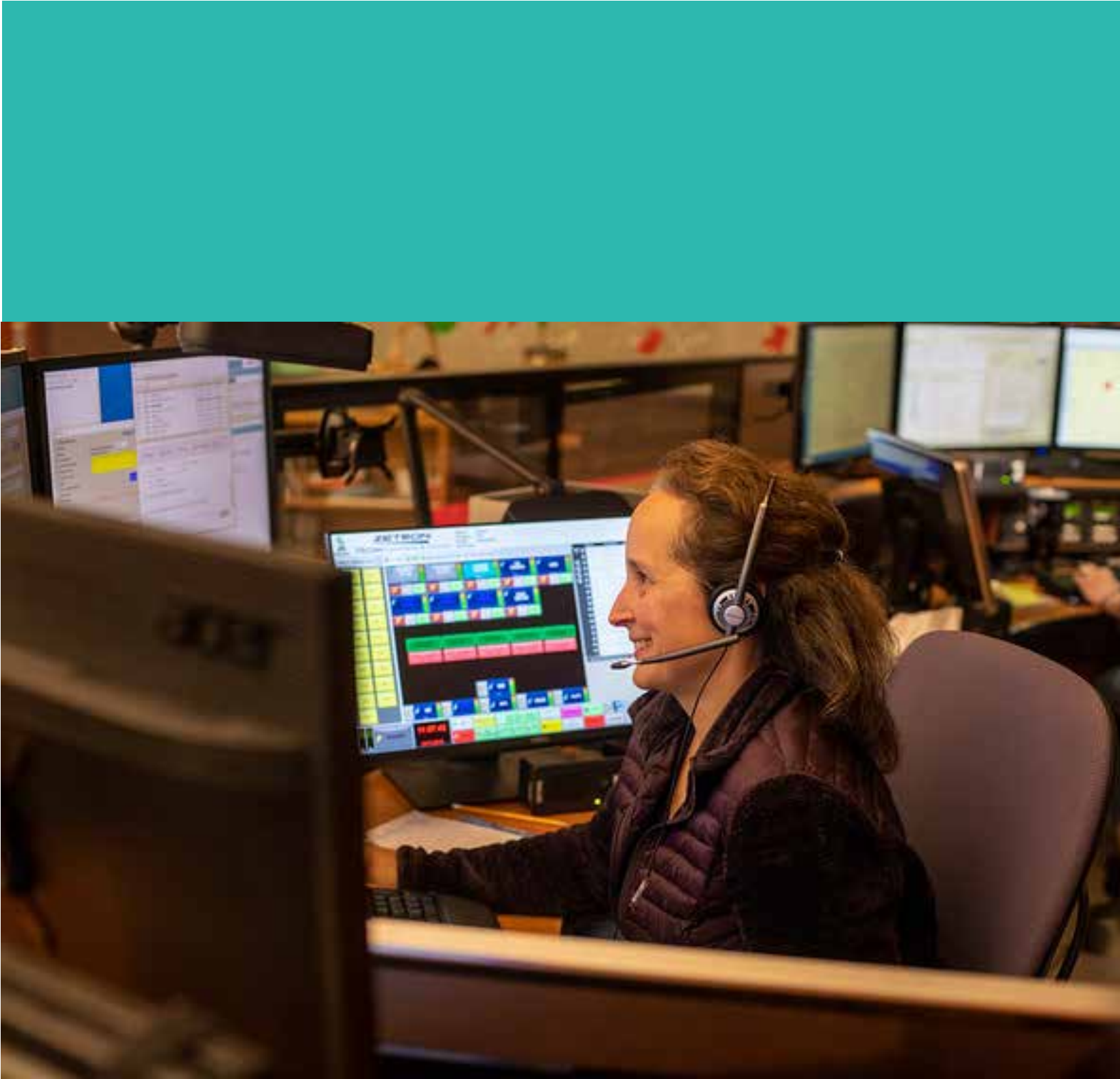
Along with the LEF Academy, we conducted a Law Enforcement Dispatch academy earlier in the year, producing four Law Enforcement dispatchers, as well as training new Fire Dispatchers.

Our continuing education for all employees included annual disaster prep and evacuation training. During the training, employees simulated an on-site disaster that required their quick thinking and response. They performed basic first aid on “injured” peers, put out fires, and evacuated the building. They then responded to and activated our backup center.

During third quarter training days, the Wellness Committee provided training on financial and mental wellness, and brought in subject matter experts to offer tips and resources to our employees. We also welcomed representatives from Behind the Badge Foundation and Code4 NW to provide training on how to avoid dispatcher burnout and stress, two of the pressing issues in our industry.

Finally, the Training Group completed and delivered a comprehensive Training Group manual. The manual came together thanks to members of Kitsap 911’s training group. They recognized the need to have a readily available resource for both new and tenured trainers in our organization.

In looking back over the year, it is easy to see that, once again, Kitsap 911’s training group stepped up and made incredible things happen. Training is not an easy task, as it requires patience, attention to detail, and hard work over an extended period of time. It is a special thing to have even one employee willing to take on such a task. At Kitsap 911, however, we are fortunate to have a whole team willing to do what it takes to produce the best employees in the industry.



Jamie Aumock

CTO SPOTLIGHT

*“Education is not the learning of facts, but
the training of the mind to think!”*

~ Albert Einstein

THE TRAINERS OF KITSAP 911 do not just teach our new hires the facts: that would be easy. Our trainers teach our new hires to think for themselves and problem solve life and death problems. They teach others to apply critical skills in serving our citizens in crisis, people who may be scared, injured, hysterical, or facing the worst moments of their lives.

These trainers teach others how to identify and address minute nuances of two seemingly identical events--and to respond appropriately. Whether it is the difference of one spoken word, a tone of voice,

or a faint noise heard in the background of a call, Kitsap 911 trainers teach others how to use their brains in getting the appropriate help to that caller or officer.

This year, we have chosen to introduce the phenomenal group of Certified Training Officers (“CTOs”) at Kitsap 911. We wish to recognize them for their contributions to the organization and to the training program, and for their willingness to teach others how to be successful and productive employees.

EMILY GARNER: Emily began her career with Kitsap 911 in 2006. Emily’s strong work ethic was seen early on with her commitment to responder and citizen safety and ability to handle critical and complex events flawlessly. Emily brings these same skills to her training, stressing the importance of safety, accuracy, and multi-tasking. Emily is a role model to new and tenured employees, teaching everyone who works with her what success looks like.

Along with being a Senior CTO, Emily is the Law Enforcement Dispatch Academy Facilitator, Classroom Instructor, an Acting lead, part of the Curriculum Development Group and serves on several committees. Emily’s dedication to the organization and industry was recognized by communications centers throughout the state of Washington when she received the Telecommunicator of the Year award for Sustained Performance in 2016.

CARMEN SEMIK: Carmen joined Kitsap 911’s team in 2008. Carmen is the current Primary Call Receiver Academy Facilitator and Classroom Instructor. Carmen shines in her ability to quickly flex and adapt to changing circumstances and competing needs, all while ensuring the students have a positive training experience. Carmen is seen as both a coach and cheerleader in her trainees’ eyes, each expressing the positive influence she had in their training. These are just a few of the attributes that earned Carmen the APCO International Trainer of the Year award for 2017.

In addition to her classroom facilitation and instruction, Carmen is a member of several committees and groups, such as the Curriculum Development Group, and serves as an Acting Lead and a Peer Support Team Member.

KYLE BOEDEKKER: A year and a half after starting with Kitsap 911 in 2013, Kyle found himself on stage accepting the Washington State APCO Telecommunicator of the Year award for a Critical Incident. Kyle’s quick thinking and ability to pick up on the unspoken from a caller in duress played the key role in getting that caller to safety and away from her abuser. Kyle’s strength as a trainer is in his ability to teach trainees how to work within the “gray”; meaning nothing we do here is black and white. He teaches new hires to treat every call as uniquely as that caller and their circumstances are.

Kyle is a Senior CTO, the Geography Classroom Instructor, and serves on the Tech Change Configuration Board.

SHAWNA BARCELONA: Since starting with Kitsap 911 in 2006, Shawna has been a role-model in teamwork and mentoring employees. Whether conducting one-on-one training, participating in a planning or group training, or providing feedback to a peer, Shawna does so with the agency’s mission, customer service, and teamwork in mind. Shawna is the CTO other CTOs turn to when they have questions or are in need of advice on how to help a trainee.

Shawna was one of the first to achieve the rank of Senior CTO and has trained countless employees who have, in turn, gone on to become trainers themselves. Shawna frequently assists with Role-Play in the academies and is always willing to assist with the training program.

JASON MEEDER: Jason came to Kitsap 911 in 2001. During that time, he has served in several roles, with his most current being Assistant Supervisor. Jason not only trains our new hires, but also our tenured employees and supervisory staff as he is recognized as our go-to for all things technical. Jason has a direct, yet encouraging, approach to training that has proven successful with multiple trainees. As a Senior CTO, Jason routinely assists newer trainers fine-tune their skills while mentoring newly signed-off dispatchers and call-takers. Jason is also a Classroom Instructor, and serves on several other groups and committees.

JAMIE AUMOCK: Jamie came to us from Jefferson County in 2009. As a lateral employee, Jamie quickly became a strong resource for other lateral employees, teaching them how Kitsap 911 operates. A trainee’s success is very important to Jamie, so she works to find new and innovative ways to train in order to meet individual trainee needs. Recognizing that learning does not stop after an employee is no longer in training, Jamie worked with the Training Manager to create Kitsap 911’s Mentor Program. This program ensures no employee is left on their own, and offers newer employees a resource to turn to in the months after sign-off.

When not training or mentoring employees, Jamie also serves as an Acting Lead.

JANA OLIVER: Jana began in 2014. As a result of Jana’s superior performance and attention to detail, she was asked to join the CTO group early on in her career, and has since worked her way to a Senior CTO. Jana has successfully trained multiple employees during her career and is not part of the Supervisor’s Group, serving as an Assistant Supervisor. In addition to her supervisory and CTO responsibilities, Jana also is a member of the Public Education Committee, TERT, and is an Instructor for the organization.

CTO SPOTLIGHT

Continued

RANDY DASHO: Randy, or “Dash”, joined Kitsap 911 in 2015. After being signed-off, Randy quickly became known for his speed in call-taking, usually beating out the most tenured employees, and his quick wit. When Randy joined the CTO group, he brought that same work ethic and instilled it in all of his trainees. When training, Randy stresses the importance of thorough and quality work, and does so by providing a safe and positive learning environment. Randy continues to move onward and upward, accepting any challenges put in front of him. Along with his role as a CTO, Randy is a member of the Public Education Committee.

TIM ROBRAHN: Time started with Kitsap 911 in 2004 and has worn many hats throughout his career and is the current Fire Dispatch Academy Facilitator. Tim is best known for his calm and laid-back training style, both in the classroom and during floor training. He has successfully trained employees as Call Receivers, Law Enforcement dispatchers, Fire dispatchers, Acting Leads, and even Supervisors. Tim is highly involved in the Primary Call Receiver Academy, spending over eighty hours in the classroom instructing on Criteria Based Dispatch and Event Types.

Tim is also an Acting Lead, and serves on the Curriculum Development Group.

HEATHER ROQUETA: Heather has been with Kitsap 911 since 2007, and is a Senior CTO and Acting Lead. Heather’s dedication to the training program is apparent. She is continually seeking ways to improve her training methods in order to meet the needs of her trainees. Heather is a highly intuitive trainer and is able to use that intuition to customize her training approach to create a training environment that best suits the individual trainee. She is also a member of the Peer Support, Wellness, and Mentoring groups at Kitsap 911; all which further demonstrate Heather’s level of commitment to employee and trainee well-being and success.

CHRIS LAW: Chris came to us from another communications center in Nevada in 1999, and has been a CTO longer than any other in the group! She loves training and will often say, “Give me whatever you got and I’ll do it.” This can-do attitude is exactly why she received the APCO International Telecommunicator of the Year award for Sustained Performance and the Washington State APCO Telecommunicator of the Year award for Sustained Performance, both in 2012. If one looked at Chris’s line of trainee’s, they would see that line turn into a Family Tree representing the organization; as she has trained multiple employees, who have gone on to train others, and so on.

Chris is an Assistant Supervisor, and a very active instructor in the academies. She is also part of the CBD and CAD testing committees.

DAWN PERRY: Dawn chose Kitsap 911 in 2016. She came to us with previous dispatching experience from a communications center in Sacramento and quickly found her place in our center and in the training group. Dawn takes a very direct, yet nurturing, approach with her trainees. This gives them a positive environment to learn as they know exactly where they are in their training and what they need to accomplish, but also trust that Dawn will be with them every step of the way.

Along with her work as a CTO, Dawn is also an active member with Kitsap 911’s Wellness Committee.

DREW TETRICK: Drew has been with Kitsap 911 since 2012, and is currently an Assistant Supervisor. Drew takes a very down-to-earth approach with his trainees, which allows them to immediately feel comfortable him and his direction. Every trainee that has had the opportunity to work with Drew has complimented his interactions with them as well as with everyone else in the organization. Drew is incredibly humble, however, and simply brushes off the compliment.

Drew also serves as the Supervisory Rep for the CAD Change Configuration Board, and Information Management Group, and will assist with Role-play in the academies.

JESSICA JABLONSKI: Shortly after coming to Kitsap 911 in 2017, Jess started asking, “What’s next?” Whether that meant becoming a CTO, training to become an Acting Lead, or looking to develop her skills to prepare her to become an Assistant Supervisor, Jess has done it. Just a couple of months after being signed off as a PCR, Jess handled a critical event. Her exemplary handling of this call resulted in her being awarded with the Washington State APCO Telecommunicator of the Year award for a Critical Event in 2017. In just a short amount of time, Jess has shown the organization what she is capable of, and what she will continue to do.

CHRISTINE COX: Kitsap 911 welcomed Christine in 2018. She came to us from Valley Communications Center in Kent, and was able to transfer her skills to our agency seamlessly. When recently asked about becoming a CTO, Christine was all in and said she was ready to start. She will begin her official CTO training in early 2020, and we are looking forward to seeing her shape our next generation of employees.

REBECCA STIPP: Rebecca also came to us in 2018 and has looked for every opportunity to get involved and give back to the organization since she started. Rebecca will also be starting her official CTO training in early 2020, but has had several opportunities to teach and mentor our new employees. Rebecca has also joined the Wellness Committee, and participates with other projects as they arise.

SHARICE CLARK: Sharice began her career with Kitsap 911 in 2016. She is known for her teamwork, willingness to help out her co-workers, and attention to detail. Sharice currently fills-in to assist other CTOs when they are out of the center, and does so with the same level of service she provides to our customers. She will be beginning her own CTO training in early 2020.

JOSHUA MASTERS: Josh started with Kitsap 911 in 2011 after serving in the United States Navy. After facing a CTO shortage with a large pool of new hires, Josh volunteered to train which allowed us to bring on another quality employee. Josh’s training style is direct and he coaches based on the trainee’s unique needs. This leaves his trainees feeling encouraged and supported in their learning style.

2019 | APCO/NENA WASHINGTON AWARD RECIPIENT

JENN ANDREWS

APCO INTERNATIONAL SUPERVISOR OF THE YEAR

Jenn is a calm, consistent force. She is respected by her peers, subordinates, management, and member agencies due to the exceptional skills she displays naturally. Jenn's relaxed, honest communication style, her willingness to step in when needed, and ability to step out when not--all these qualities build to a heightened trust level that not many can achieve. Jenn is confident in her role, exercising both common sense and solid critical thinking skills. When faced with a new situation, she works through it and comes to a wise and informed conclusion. As part of the supervisory team, Jenn recognizes that catching people doing it right or providing corrective feedback in the moment, regardless of whether it is her direct report or not, supports the supervisory team on consistency of desired performance and behavior. She approaches "problems" from an assistive and supportive place, fully intending that the employee succeeds.



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.

2019»

KITSAP 911 EMPLOYEE OF THE YEAR

RANDY DASHO



This award is chosen by Kitsap 911 employees from one of the quarterly award recipients.

QUARTERLY AWARDS

1ST QUARTER 2019 | CHAD BENNETT

Public Safety Systems Engineer – Radio

Chad worked tirelessly on the radio upgrade project for several months. He was always willing and ready to handle issues as they arose. Dedicated and committed to making our system work effectively, he came in early or stayed late whenever there was a problem. This project kept moving forward with Chad's momentum and initiative, and the dispatch floor commented several times about how thankful they were for his dedication.



2ND QUARTER 2019 | JASON MEEDER

Public Safety Assistant Supervisor

Jason demonstrated a high level of initiative and teamwork. Jason's efforts had a positive impact on all members of Kitsap 911. Jason took on any task asked of him, which he completed accurately and quickly. In addition, Jason provided support for newer floor employees, ready to step in with help even when he was working his own radio or answering phones. He was an exceptional mentor. As a key team member, he maintained this level of performance even while training two employees during the second quarter.



3RD QUARTER 2019 | RANDY DASHO

Public Safety Telecommunicator II

Randy was nominated for his continued initiative and task performance. He moved quickly through LEDA and FIRE training, and then went right into the CTO role, training a new PCR. Randy jumped at opportunities to expand his knowledge and skills. For example, he sought out opportunities to sit at the supervisor console to learn about the position, keeping the goal of Acting Lead in mind. A self-driven, highly motivated employee, management looks forward to seeing Randy grow and develop his career at Kitsap 911.



4TH QUARTER 2019 | KATY GRAHAM

Public Safety Systems Technician

Katy has an amazing work ethic, judgment and eagerness to learn. Katy has contributed to several projects, including updating 50 MCTs by herself in one day while still answering help desk calls. She takes a lot of pride in her work, and consistently delivers above-average results with no reminding or follow-up needed.



EMPLOYEE SUPPORT PROGRAMS

Emergency Telecommunicators deal with the harsh reality of what actually happens versus the “what could” happen of ordinary life. The hours we work are stressful on their own. We are away from our families and often work at odd times of the day. The added stress of events that occur while we are working can take a toll on both our mental and physical health. That is why we offer several different types of resources to our employees, helping them deal with these emotional and physical stressors.

Often, telecommunicators find it difficult to reach out or are afraid to ask for help in fear the supporter may not understand. Those who take the leap to ask will most often find that their problems are similar to those experienced by co-workers, allowing for deeper conversation.

The resources we offer include the Employee Assistance Program, the Wellness Committee, and Peer Support.

PEER SUPPORT is an in-house resource where employees can reach out to peers and ask for guidance without the requirement of notifying a supervisor. This allows the employee to speak openly about their issue, finding ways to improve the situation. One key benefit of our agency offering this program is the empathy and respect Peer Supporters show for the individuals involved. It also provides benefits for all such members as well, including improving self-esteem and confidence while also reinforcing positive feelings for the members who are making a difference.

THE EMPLOYEE ASSISTANCE PROGRAM is an outside resource. It offers our employees a confidential, quick reference to a counselor. Once the employee calls the assistance center, the answering service will ask a general question regarding what they need. Then the employee is transferred to a counselor, who dives deeper to find solutions and/or refers them to outside help.

OUR WELLNESS COMMITTEE offers a different perspective on mental and physical health for our team. We have multiple employees who participate and are passionate about different health aspects. While the committee is not specifically focused on one area, we do offer a plethora of knowledge when it comes to exercise plans, mental wellness, and emotional support. Similar to the Peer Support team, members who are passionate about specific areas of health have agreed to share their knowledge when it comes to their particular area of expertise.

These resources are available to help support our goal of fostering an environment that encourages all Kitsap 911 employees to be mindful of their own health and well-being.

Resources are available to help support our goal of fostering an environment that helps promote Kitsap 911 employees.



2019

PUBLIC EDUCATION COMMITTEE



important public safety education and treats to just over 1,000 visitors to the 911 center!

The committee will be focusing on building leadership within the group, as well as encouraging new membership in 2020. We have already begun development on our next Spectacular event and hope to continue attending both annual and new community events throughout the year.

Kitsap 911's Public Education Committee

("PEC") consists of eight employees who volunteer their time to develop and present educational material about 911 to the public. We attend several annual events throughout the year, as well as giving presentations to public and civic groups as requested.

PEC attended several annual community events this year, including National Night Out, Kids' Day and the Kitsap County Fair. Our message this year: focusing on the technology affecting 911 services, which included Text-to-911 and new cell phone applications, such as Pulse Point. We also presented materials and education about online incident reporting through COPLOGIC, available on the Kitsap 911 website.

We continued to improve our social media presence throughout the year, posting educational information along with invitations to our sixth annual Spooky Spectacular event that was held on October 26th. Event volunteers, including committee members and local Law Enforcement and Fire agencies, provided



KYLE THE CAT

KITSAP 911 FORMER MASCOT

