

# 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.

# KITSAP 911 • ALWAYS READY



# 2021 ANNUAL REPORT





911

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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	KITSAP COUNTY	FIRE DEPARTMENTS	OTHER
<ul style="list-style-type: none"><li>• Bainbridge Island Police Department</li><li>• Bremerton Police Department</li><li>• Kitsap County Sheriff's Office</li><li>• Port Gamble Police Department</li><li>• Port Orchard Police Department</li><li>• Poulsbo Police Department</li><li>• Suquamish Police Department</li></ul>	<ul style="list-style-type: none"><li>• Community Development</li><li>• Code Enforcement &amp; Fire Marshall</li><li>• Coroner's Office</li><li>• Emergency Management</li><li>• Juvenile Corrections</li></ul>	<ul style="list-style-type: none"><li>• Bainbridge Island Fire &amp; Rescue</li><li>• Bremerton Fire Department</li><li>• Central Kitsap Fire &amp; Rescue</li><li>• Fire District 18 (Poulsbo Fire)</li><li>• North Kitsap Fire &amp; Rescue</li><li>• South Kitsap Fire &amp; Rescue</li></ul>	<ul style="list-style-type: none"><li>• Bainbridge Island Ambulance Association</li><li>• Department of Corrections</li><li>• Kitsap Animal Control</li><li>• United States Navy</li><li>• Port Gamble Natural Resources</li></ul>

**KITSAP 911** was founded in 1973 as an effort to improve emergency medical dispatching within Kitsap County. In 1976, Kitsap 911 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, Kitsap 911 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 24hour, 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, Kitsap 911'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 Kitsap 911 to use the facilities and provide us with revenue, which offsets the cost of utilities and maintenance.

Kitsap 911 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 Kitsap 911 has taken on maintenance and repair for all member agencies.

Shortly after the Nisqually Earthquake in April of 2001, Kitsap 911 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 Kitsap 911, 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 Kitsap 911'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, Kitsap 911 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 Kitsap 911 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 Kitsap 911 ultimately partnered to build this tower. They linked it to Kitsap 911'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. Kitsap 911's portion of the project was funded through Kitsap 911's Operations fund without any user fee or tax increases.

In 2015, Kitsap 911 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. Kitsap 911 was proud to be the first 911 center in the State of Washington to offer Text-to-911.

In 2020 Kitsap 911 was the first 911 center in the State of Washington to begin taking and dispatching 911 calls remotely. This allowed Kitsap 911 to maintain service levels during the COVID pandemic. Employees were able to work in isolation either at a location within our facility, in an emergency response trailer on our property, or at their own home if they met the requirements to do so. Had we not had this technology available, we would not have been able to maintain staffing levels necessary to provide our standard level of service.

In 2021 voters approved Proposition 2 that enacted a dedicated 1/10th of 1% sales tax to provide long-term, reliable funding to ensure safe an effective radio and data communications for first responders in Kitsap County. The collection of these additional sales taxes begins April 1, 2022. Planning for the radio replacement project has already begun with the entire process expected to be complete and the system online by 2027.

# Thank You!

## FOR YOUR SUPPORT

In November of 2021, Proposition 2 was passed by the voters in Kitsap County.

Proposition 2 provides funding for the \$41 million project to modernize the entire emergency radio system including equipment on the county's many radio towers, mobile computer terminals, and radios used by first responders in the field across the county, as well as the computer-aided dispatch equipment and software used at Kitsap 911. It also provides for on-going operations and maintenance costs into the future – all, for just one penny per ten-dollar taxable purchase.

We appreciate the voters trust in our plan to utilize this sustainable funding source to modernize and maintain our county's 911/ public safety communications system.

Planning for and replacing a radio system in a process that takes time. We want to do this right to ensure that we provide for the emergency communication needs of the citizens and responders living in and responding into Kitsap County. With that said, we fully expect to have the new system online as projected by the end of 2026 or early 2027.

## KITSAP 911 PUBLIC AUTHORITY

In July 2015, the Kitsap 911 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, Kitsap 911 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 that served on the Kitsap 911 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 in 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 and 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, combined IT and radio technical systems group, administrative group, and 59 supervisory and dispatch personnel that manage the 24-hour, 365-day operation. The Kitsap 911 of today is vastly different from the Kitsap 911 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.



# 2021 KITSAP 911 BOARD OF DIRECTORS



**LESLIE DAUGS**  
Bremerton City  
Council



**JOE DEETS**  
Bainbridge Island  
Representative



**DAVE ELLINGSON**  
Fire Commissioner  
Executive Committee



**BECKY ERICKSON**  
Poulsbo Mayor  
Executive Committee



**CHARLOTTE GARRIDO**  
Kitsap County  
Commissioner



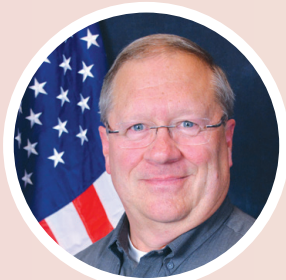
**ROBERT GELDER**  
Kitsap County  
Commissioner



**SHERIFF JOHN GESE**  
Kitsap County Sheriff



**KEVIN C. GORMAN**  
Bremerton City Council



**BOB MUHLEMAN**  
Fire Commissioner



**ROB PUTAANSUU**  
Port Orchard Mayor



**GARY SIMPSON**  
Kitsap County Sheriff  
Retired



**GREG WHEELER**  
Bremerton Mayor  
Executive Committee



**DUSTY WILEY**  
Fire Commissioner  
Executive Committee



**EDWARD WOLFE**  
Kitsap County  
Commissioner



**HANK TERAN**  
Bainbridge Island  
Fire Chief



**JOE CLARK**  
Bainbridge Island  
Police Chief



**PAT MC GANNEY**  
Bremerton  
Fire Chief



**TOM WOLFE**  
Bremerton  
Chief of Police



**JIM BURCHETT**  
Bremerton  
Police Chief Retired



**JOHN OLIVER**  
Central Kitsap  
Fire Chief



**STEVE DUCKWORTH**  
Kitsap County Sheriff's  
Office Undersheriff



**DAN SMITH**  
North Kitsap Fire & Rescue  
Fire Chief



**DOMINGO ALMIROL**  
Port Gamble  
Police Chief



**MATT BROWN**  
Port Orchard  
Police Chief



**JIM GILLARD**  
Poulsbo  
Fire Chief



**RON HARDING**  
Poulsbo  
Police Chief



**JEFF FAUCETT**  
South Kitsap Fire & Rescue  
Fire Chief

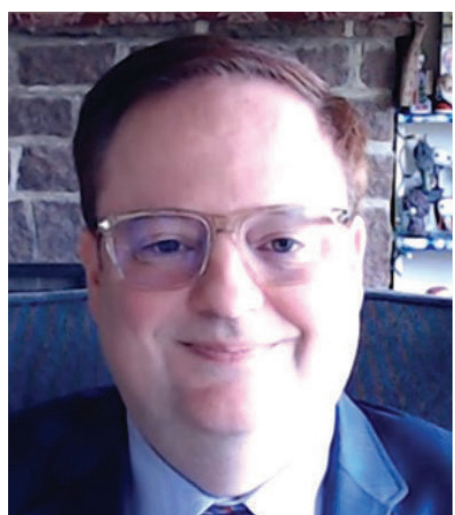


**MIKE LASNIER**  
Suquamish  
Police Chief

# 2021 KITSAP 911 STRATEGIC ADVISORY BOARD



# DIRECTORS



Richard Kirton, Executive Director



Maria Jameson-Owens, Deputy Director



**2021 was a significant year for Kitsap 911.** We continued to adapt to the changing landscape of living in a pandemic. Our admin and tech people primarily worked remotely while our telecommunicators and a core support staff primarily worked at the 911 center. We continued to develop our remote 911 solution, being one of only a few 911 centers in the country with a remote option. Moving forward remote 911 will not only allow our telecommunicators to work remotely in certain circumstances it will allow us to geodiversity our backup and continuity of operations plans.

Other accomplishments in 2021 included achievement of multiple continuous improvement project goals by each of our workgroups, an update to our long-range plan, focusing on the Radio system, and significant progress on our countywide fire alerting system implementation. We also completed implementation of “ASAP to PSAP” software which allows alarm companies to send alarm events to us electronically, keeping our Public Safety Telecommunicators available for incoming 911 calls. Read more about these and our other 2021 accomplishments throughout this report.

None of this would have been possible without our amazing staff. As each of 2021’s challenges arrived our staff met them head on. Our staff have demonstrated their commitment, resiliency, and creative problem-solving skills time and again. They have navigated the changing operational requirements and protocols brought about by COVID-19, police reform measures, technology challenges and changes with a level of skill that amazes me every day. Simply put, they are the elite of the industry.

In November the voters of Kitsap County approved Proposition 2, a ballot measure that adds 1 cent to every 10-dollar taxable purchase. These funds will be used to modernize our public safety communications system and will provide a sustainable funding source for ongoing operations, maintenance, and replacement costs into the future. We appreciate the voter’s trust in our plan and our Board’s vision for sustainable funding, robust infrastructure, and stable, professional staffing that is competitively recruited and retained.

For many years we’ve been working to advance the Telecommunicator Profession in our state. Public Safety telecommunicators in our state do not have a minimum training or certification requirement. Kitsap 911, one of only four (out of about fifty) fully accredited communications centers in the state is a model agency. Our staff undergo rigorous and comprehensive training. It’s time for them and our colleagues around the state to be recognized with certification and be designated as first responders at the state and federal level. Like many industries today, Kitsap 911 is short staffed, recognizing our telecommunicators as first responders is an important step in addressing staffing issues faced by Kitsap 911 and by 911 centers around the nation.

In 2022 we will finalize our plans and begin implementation of the new microwave and radio systems, and we will undertake several continuous improvement goals designed to increase transparency and sustainability, improve our technology, provide the best end user technical support possible, streamline our hiring and training processes, and improve staffing and retention levels.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Kirton".

Richard Kirton  
Executive Director

A handwritten signature in black ink, appearing to read "Maria Jameson-Owens".

Maria Jameson-Owens  
Deputy Director



# MANAGEMENT TEAM



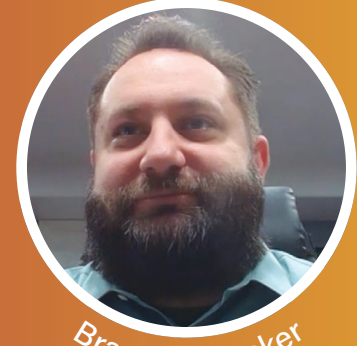
Richard Kirton



Maria Jameson-Owens



Jamie Donley



Brandon Wecker



Rachael Taylor

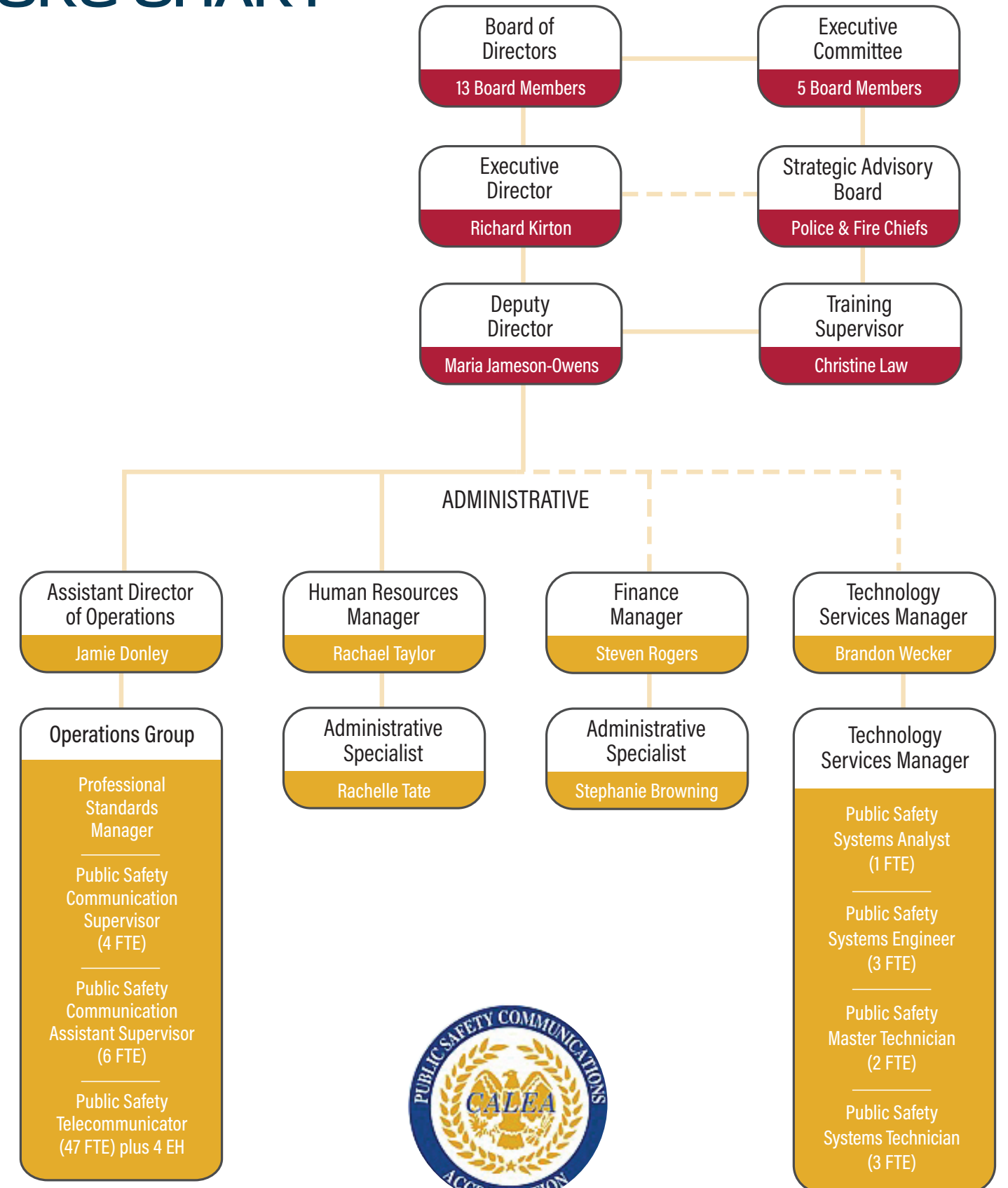


Steve Rogers



George Hazard

# KITSAP 911 ORG CHART





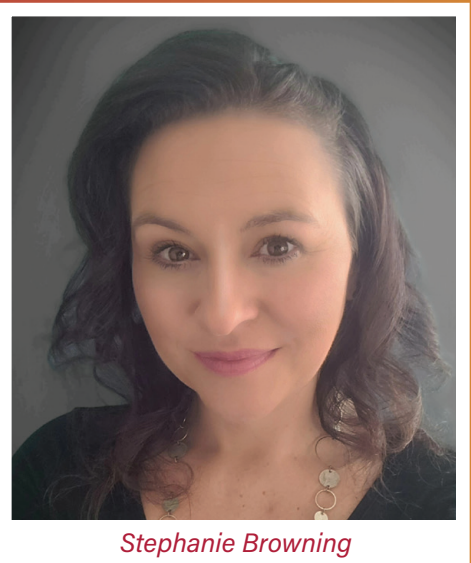
FINANCE

2021 was another surprising year in the world of finance. Our original forecast for the year predicted a decline in sales tax revenues, our primary source of revenues, however we were relieved to see a stronger local economy than we expected. This was fortunate because at the same time, we saw supply chain disruptions, price increases due to inflation, and other unique elements that kept us on our toes this year. All things considered though, we performed well, have continued to make improvements to our processes, and are optimistic about the coming year.

In September 2021, the Office of the Washington State Auditor notified us that due to Covid-19, they would not be able to complete either its Accountability and Financial audits of Kitsap 911 in 2021. Instead, they will conduct a two-year audit in the Fall of 2022, so while we are disappointed that we cannot report another clean audit report

to you quite yet, we continue to safeguard the public funds entrusted to us in the same way we always have.

In November 2021, the majority of voters in Kitsap County approved Proposition 2, which provides Kitsap 911 with an additional 1/10th of 1% of sales tax. This increased allocation provides us with the funding needed to replace and upgrade our emergency communications systems and facilities, including the replacement of an aging radio communications system. In order to increase the transparency and accountability for all of the financial components of this project, the finance group focused on enhancing its paperless, multi-year budgeting, and expense tracking processes.



Stephanie Browning

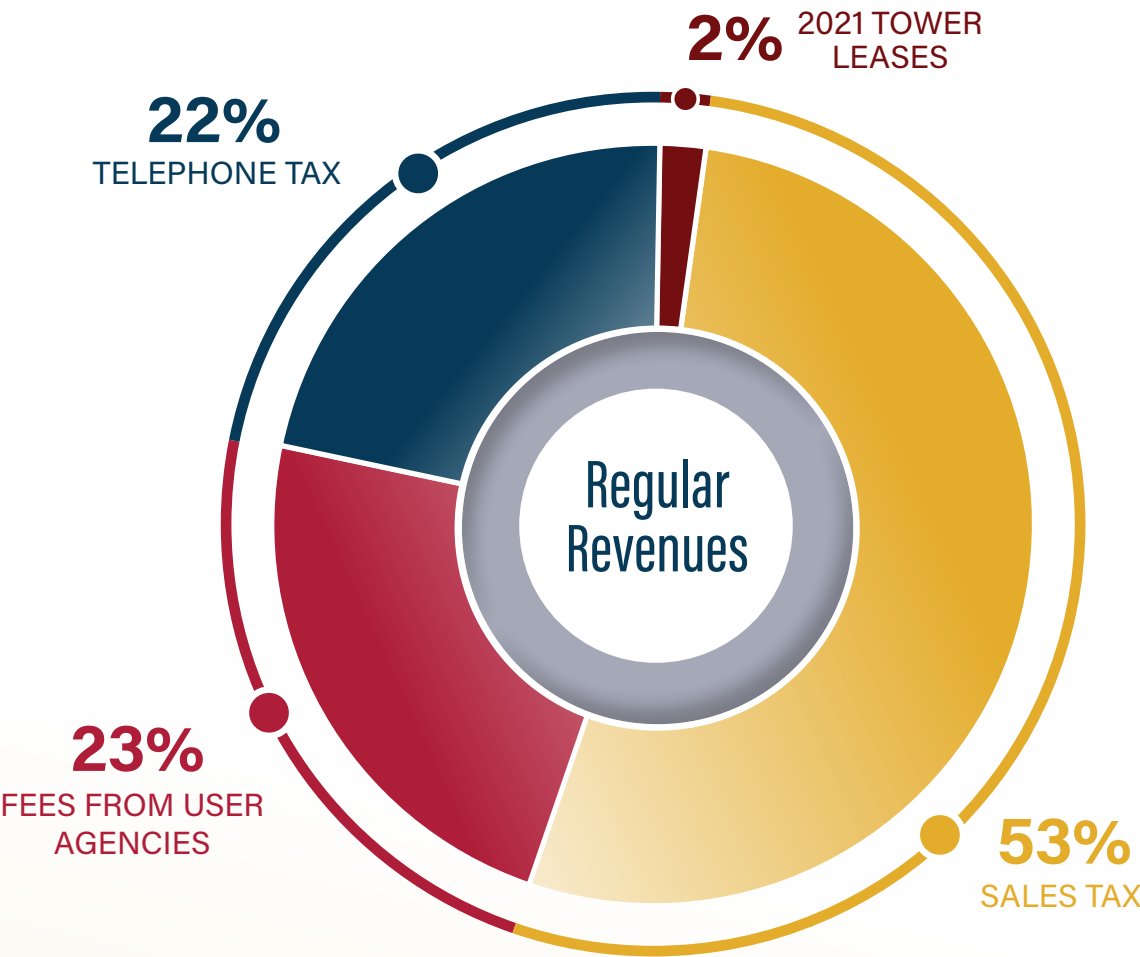


Steve Rogers





2021 KITSAP 911  
REGULAR REVENUES



The primary source of regular revenues for Kitsap 911 is dedicated 911 taxes (e.g., the 1/10th of 1% sales tax and 911 excise tax on wireless, wireline, VoIP, and prepaid wireless telephone services). In 2021, we received approximately \$9.0M (75%) from these sources, 71% of which came from sales tax alone.

We receive revenues for dispatching fire, law enforcement, and emergency medical calls. In 2021, we received approximately \$2.8M from our customer agencies for providing these services.

Miscellaneous, one time revenues primarily consist of receipts from Federal, State, and DUI grants. In 2021, we received approximately \$73K from these sources.

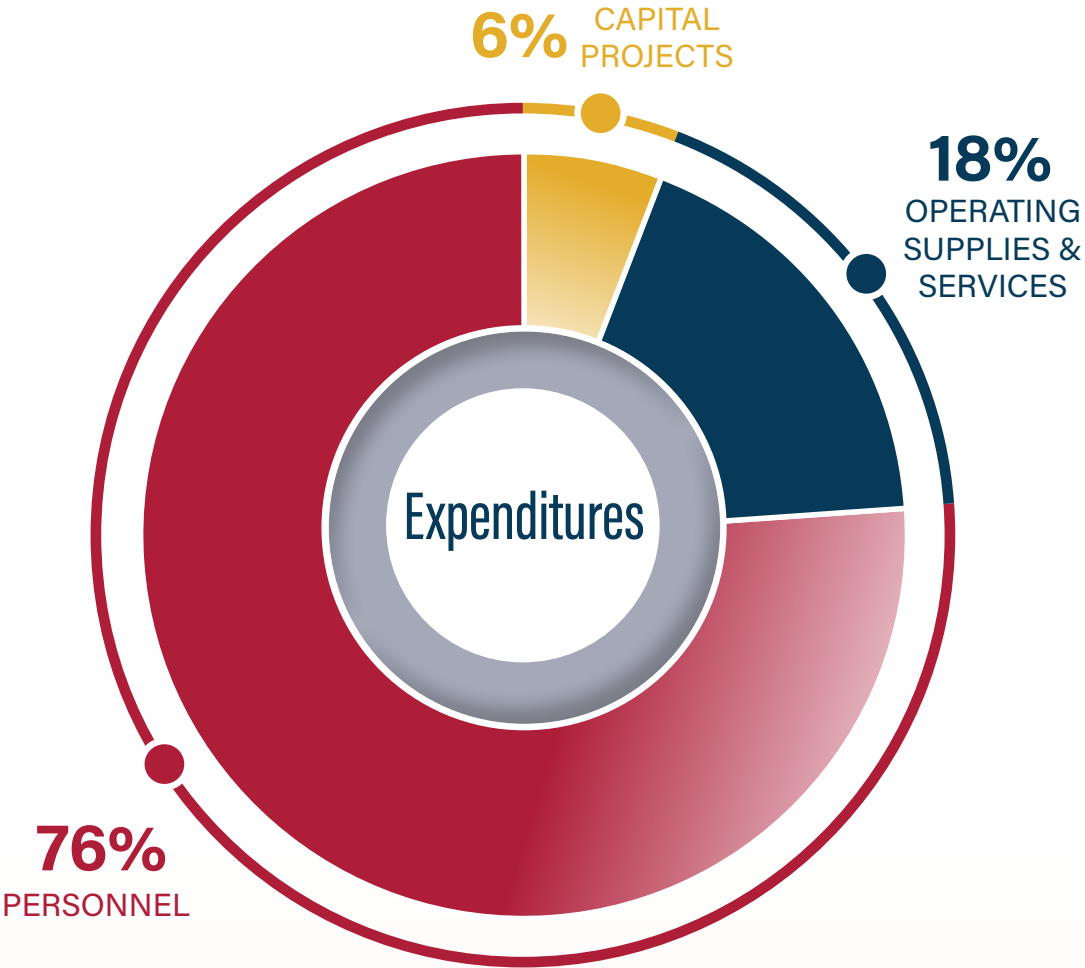
We also receive revenues by leasing unused space on our radio towers. In 2021, we received approximately \$0.2M from these contract partners.

2021 REGULAR REVENUES

Sales Tax .....	\$6,420,836.15	53%
Fees from User Agencies .....	2,759,901.64	23%
Telephone Taxes.....	2,610,874.07	22%
Tower Lease Revenues.....	247,768.84	2%
Misc. One-Time Revenues .....	57,952.44	0%
Other Income.....	15,385.55	0%

**Total 2021 Regular Revenues ..... \$12,112,718.69 | 100%**

2021 KITSAP 911  
EXPENDITURES



In 2021, Kitsap 911 appropriated approximately \$12.1M in operating expenditures. Of this, we expended approximately \$11.1M.

Approximately \$8.4M (or 80% of our total operating expenditure budget) of our 2021 operations expenditures was from personnel costs. Labor from our 65.5 FTEs comprised approximately 76% of our total appropriation.

Operating supplies and services expenditures totaled approximately \$2.0M for 2021.

Capital expenditures and other non-operational expenditures totaled \$0.8M for 2021.

2021 EXPENDITURES

Personnel.....	\$8,384,842.35	76%
Operating Supplies & Services .....	\$2,040,297.20	18%
Capital Projects .....	\$717,879.54	6%

**Total 2021 Expenditures ..... \$11,143,019.09 | 100%**



## HUMAN RESOURCES

The Kitsap 911 Human Resources Team had another successful year in 2021. Still working remotely from home, Rachael Taylor, HR Manager and Rachelle Tate, Administrative Specialist continued to adapt to this new environment, which seemed to change daily.

In 2021, HR focused on continuous improvement projects such as streamlining our paperless processes and providing a stellar experience for our applicants and new employees. Almost everything we do is now paperless, including the entire application and onboarding process and internal processes. Additionally, we have reduced our time-to-hire process significantly over the last 5 years by overlapping testing and communicating more effectively and often with our job candidates.

The HR Team had a busy year with hiring and promotions. We successfully conducted a total of three Telecommunicator recruitments and two assessment centers. We hired a total of seventeen new employees, includ-

*"Success is no accident.  
It is hard work, perseverance,  
learning, studying, sacrifice and  
most of all love of what you are  
doing or learning to do."*

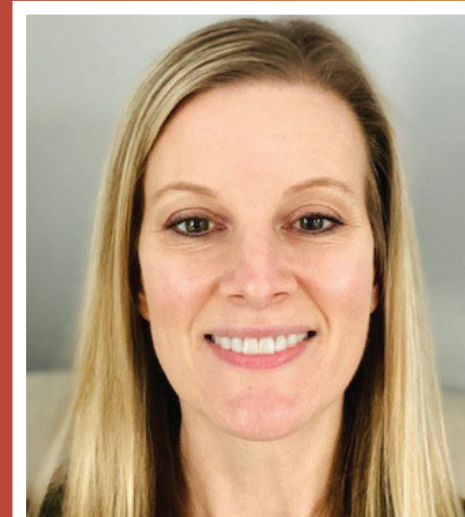
*~ Pele*

ing fourteen Telecommunicators, and promoted three existing employees including two Assistant Supervisors and a Training Supervisor.

Our goal as Kitsap 911 Human Resources continues to be to maintain an efficient and effective HR department that supports Kitsap 911's mission and values, and to make continuous improvements every year. Our top priority is to support the incredible first responders in our organization. In 2022 we will continue to focus our efforts on recruiting an outstanding, diverse workforce and on retaining our amazing employees. Our goals for the coming year are to reach a larger audience with our recruitment efforts, fill every new hire academy, and find people who love the job as much as we do. We are a proud HR Team and will continue our success in the new year.



*Rachelle Tate*



*Rachael Taylor*





# TECHNICAL SERVICES GROUP

The Technical Services Group 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 systems such as networks, security, software, GIS, and hardware. The team also assists with the maintenance and operation of Kitsap 911's facility and tower sites, with support ranging from building maintenance (both preventative and repairs) to card access systems and site security.

This year laid the groundwork for an upcoming long-range project to replace Kitsap 911's aging radio and microwave system. Significant time and resources were put into planning this project and securing funding. Alongside this we undertook projects to improve our ability to adapt to the changing pandemic landscape and completed one of our longer running projects to enhance the ability to process calls from alarm companies. This work continued Kitsap 911's effort to improve the technology and systems critical to providing high quality 911 service to the residents of Kitsap County and adapt appropriately to the required changes in working conditions due to the COVID-19 pandemic.

## SIGNIFICANT PROJECTS

All the projects completed in 2021 contributed in one way or another towards making Kitsap 911 a safer working environment and more resilient in the event of a workforce disruption due to COVID-19. We also focused on projects that reduced the amount of time/work dispatchers are required to perform and began long range planning for replacement of critical systems.

ASAP to PSAP was one of the longer ranging projects that Kitsap 911 has been working on with Washington State, various telecom vendors, and alarm companies for the past couple years. The goal of this project was to allow alarm companies to automatically create calls in our dispatch system when an alarm triggers and improve the bidirectional communication between our center and alarm vendors. This work was completed and went live in the fall of 2021. At the time of go live we had 13 alarm companies using the system and that number has continued to grow as the system has remained in place.

Two of the process improvement projects we completed in 2021 were evaluation of replacement software for both our helpdesk and inventory systems. Currently that need is met by a single piece of software, however with recent changes in the way we have had to do inventory and innovations in

the technology field we felt it was essential to evaluate new options to see if we could improve our systems. These evaluations were completed on time with recommendations for new software that will be purchased and deployed in 2022.

In early 2021 we rolled out the feature of Automatic Call Distribution to our 911 phone system. This rollout was completed ahead of schedule and ensures calls are distributed evenly and quickly between multiple call takers and 911 dispatchers.

Another critical project that continued into 2021 was the documentation and evaluation of our current radio coverage and cellular service coverage. This work was completed both in the spring and a partial second drive test in the fall of 2021. During these drives the vehicle was outfitted with multiple monitoring systems to take radio and cellular coverage measurements. Once the drives were complete the data was reviewed, and the information gathered added as supporting evidence for upcoming upgrades to the current radio and microwave systems. Based on the results we did sweeps on our antennas at all our tower sites and worked to repair issues identified.

Going along with this was the simulcast tuning work where we worked with our radio vendor to evaluate signal levels in known problem areas and adjust the strength of our transmissions to improve radio quality. This did not remove the need to replace our radio system, however the improvements made will help keep the system functioning until the replacement work can be completed. We will continue to evaluate and tune the system alongside the work on developing the replacement.

Regarding the replacement of our microwave and radio system we completed several key milestones this year. We researched and subsequently secured funding for the replacement via our Prop 2 initiative. We also put together a stakeholders committee comprised of individuals from our member agencies, governance board, and internal staff to guide our replacement. We also created the first of two Requests for Proposal for the replacement and published it for response in 2021. The first RFP is for replacement of the microwave system and the results will be evaluated and a vendor selected early in 2022.

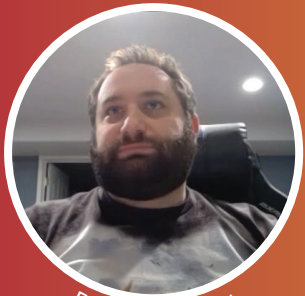
We continued to further enhance our remote 911 capabilities this year. We received grant funding to improve the back-end infrastructure of our Remote 911 system for use with NG911 call taking. We upgraded the core servers which manage and maintain our virtual positions and worked with another 911 center in Washington to fail over call routing from their center into our system. These items were received, and the work was completed in time to meet the funding requirements and further improve Kitsap 911's ability to support the changes to work brought about during the pandemic.

In order to better support our staffing levels, we purchased a mobile trailer for use with 911 dispatch. This trailer is outfitted with all the amenities needed to be a self-contained 911 call taking and dispatching environment. Complete with heating/cooling, sink, bathroom, and enough workspace for up to two dispatch consoles. Initially this trailer was purchased to provide a place for employees needing quarantine or isolation to work that is not in our building. Once it is no longer needed for a pandemic related response it will be incorporated into our backup strategy for use as a mobile dispatching unit. It also will be used for public education at local events to give the public a view of what all goes into answering and dispatching a 911 call.

Another project which provided significant improvement to Kitsap 911 and its member agencies is the rollout of a digital alerting system. In 2021 Kitsap 911 and its member agencies worked diligently to roll out this solution completing the installation for all agencies in 2021. We are currently completing a couple of punch list items to fine tune the system and expect it to be completed in early 2022.

## TECHNOLOGY GROUP

This year the makeup of Kitsap 911's technology team stayed constant without any significant changes to staffing. Team members cross trained to improve their skillsets and improved in their overall knowledge and skill in their respective positions. The largest change was when we identified a need for additional staffing. We opened two new positions at the end of 2021 one for a Program Manager to assist with the Microwave and Radio replacement and the other for a Public Safety Engineer focused on Networks and Security. We are actively working to fill these positions and hope to have them filled in early 2022. We also retained a Technology Services Intern throughout 2021 who provided essential support to our Technical Services group by completing COVID related technical work.



Bandon Wecker



Terese Ungren



Khris LaPlante



Eadie Kaltenbacher



Kyle Boeddeker



Ryan Rorie



Chad Bennett



Katy Graham



Tim Simonson



William Jones



Grace Owens



# 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 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, five to seven dispatchers, and a minimum of one supervisor per shift. Our busiest hours of the day are between 10 and 1800. Between those 9 hours we take 52% of our calls and 42% of our priority one events. Our average talk time per call ranges from 2.5 minutes to just over 3 minutes and fluctuates depending on the details of the call and the workload occurring at the time of the call. Our busiest days of the week are Friday and Wednesday. Our least busy days are Sunday and Saturday.



The calls and events continued to increase and become more complex and intense. Operations employees worked through a tornado warning! This was a fast-paced, whirlwind of non-stop activity. While the alert only lasted 45-minutes, wow, what a 45-minutes it was! Even what starts as a simple vehicle fire is no longer what it seems. This quickly turned to a structure fire, a shooting, and threats to fire personnel on scene. Four incidents at one scene makes for a chaotic environment at best, yet our dispatchers did an amazing job of keeping all the details straight and everyone safe.

The increase in the complexity and intensity of the events has an impact on our telecommunicators. They are masters at controlling their emotions when taking and/or dispatching an event, but that is psychologically draining. While they are not physically on scene of an event, that does not mean they are not affected. Our employees ride a roller coaster non-stop, all day, every day, never knowing what the next call or event will bring. Add to that our employees work long hours and a lot of over-time to fulfill minimum staffing requirements. Our employees are our greatest asset.

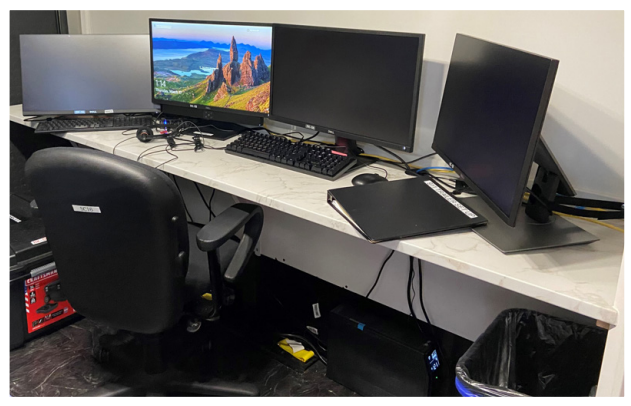
*"You guys are just incredible, and I am so thankful. I called not long ago for my wife, and I was talked through CPR and she's doing well now!"*

*"I am always grateful for the team of professional first responders at CENCOM because they know the officer/deputies on the street and know when something is wrong and they take action immediately and I for one absolutely APPRECIATE it! Yesterday was an example of why CENCOM dispatchers are #1!"*

We are working diligently to support their well-being and to provide a better work-life balance.

One thing consistent about working in a 911 dispatch center is change and 2021 did not disappoint. From the impacts of COVID to upgraded technology to changes in the types and frequency of calls, 2021 was full of new and unheard-of experiences in 911.

COVID continued to rear its ugly head throughout the year however we persevered due to our resilient staff and excellent preplanning. We maintained staffing levels and all services by utilizing remote 911 kits in isolation and quarantine areas located within Kitsap 911 as well as in the Kitsap County Emergency Command motorhome and our newly acquired Kitsap 911 command RV located in our parking lots, and in numerous employee's homes.



Continued on page 22



Our supervisory team quickly adapted to managing this new hybrid environment, which required flexibility and innovation. The ability to answer 911 calls and dispatch from a remote location with an almost identical set up as what is at Kitsap 911 is a huge step forward for 911.

In November, Kitsap 911 was the first agency on the west coast to go live with ASAP to PSAP. This technology allows alarm companies to automatically enter events into our Computer Aided Dispatch system otherwise known as CAD. This cuts down on call entry times and response times. It also, frees up our call receivers to take other priority in progress events. Dispatchers can send messages back to the alarm company if there are further questions that need to be answered. Currently there are approximately 15 alarm companies that have the capability to enter alarm events.

When people call 911, they usually don't think much about the person on the other end of the line — after all, callers have other things on their minds. But the voice answering the phone can often hold life and death in their hands. The same is true for the dispatcher on the other side of the radio. Our telecommunicators are ready to handle whatever comes their way quickly and efficiently. Kitsap 911 operations group is a resilient, hardworking, incredible team.

*"Thank you for what you do."*

*"...she walked me through the compressions needed until the aid car arrived. I cannot thank her enough as my father is making a remarkable comeback."*



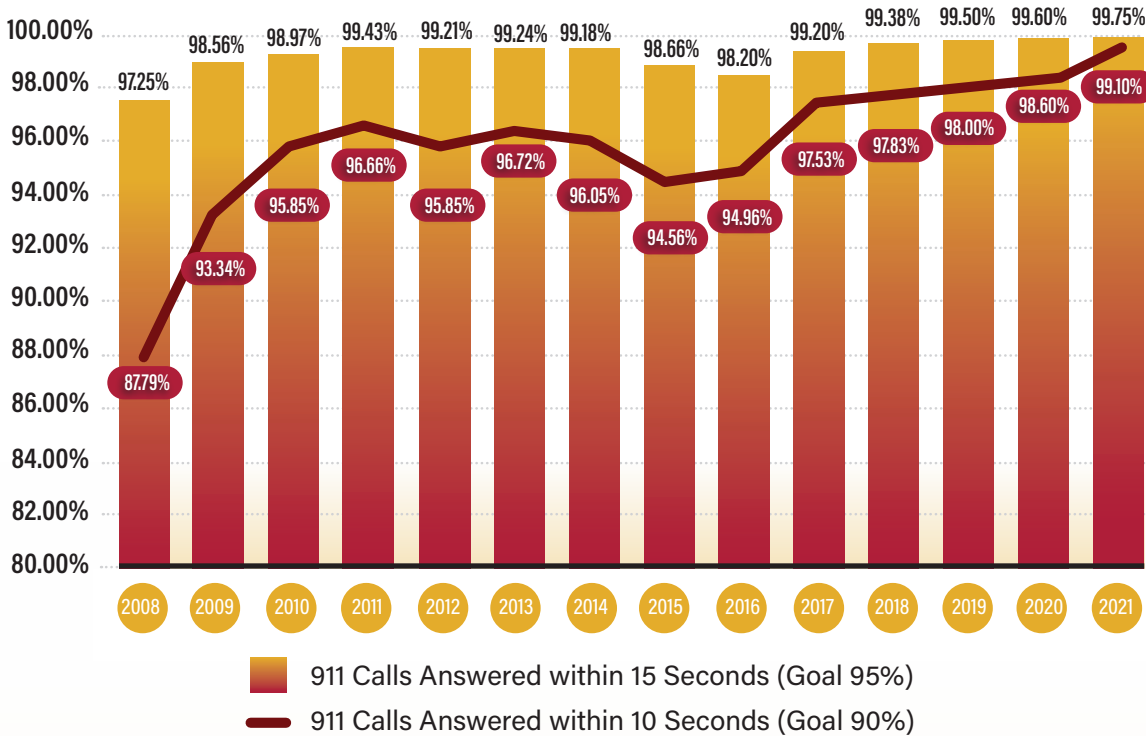
Call Answering Performance

The NFPA1221 goal is that 95% of all 911 calls are answered within 15 seconds.

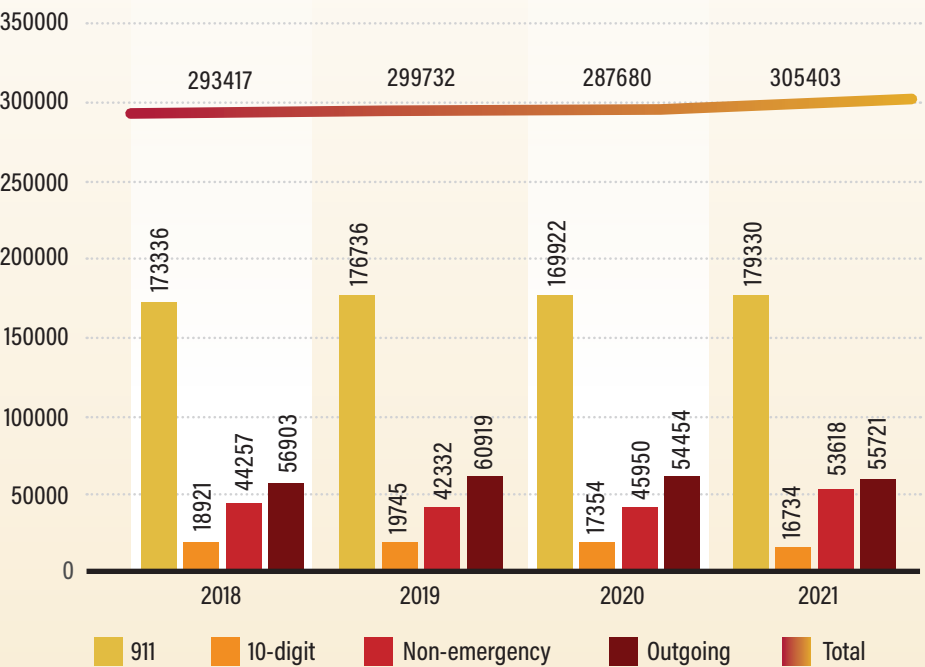
We also look at Kitsap 911's internal goal of all 911 calls answered within 10 seconds 90% of the time. We also exceeded this goal with 99.1% up from 98.6%.

The average 2021 911 call was answered in 3 seconds, down from 3.1.

911 ANSWERING STATS



CALLS PROCESSED ON THE DISPATCH FLOOR



Kitsap 911 handled 305,403 calls in 2021, up from 287,680 calls in 2020. About 6.2% increase in call volume.

179,330 of those were 911 calls, up from 169,922 in 2020, 5.5% increase. 83% of those were from cell phones; 17% from a landline.

16,734 were from 10-digit emergency lines/alarm lines, this is down from 17,354. This is expected to continue to drop with the implementation of ASAP to PSAP at the end of 2021, the computer integration that allows alarm companies to enter alarm calls directly into the CAD system without having to call into the center.

53,618 were non-emergency calls, were non-emergency – calls into the dispatch positions, ring downs from other agencies, etc. This was up about 16.5% (45,950) from 2021.

55,712 were outgoing calls, up just slightly from 2020's 54,454.



# OPERATIONS

## DISPATCH PERFORMANCE STANDARDS

PRIORITY 1 LAW ENFORCEMENT	2018	2019	2020	2021
90% Dispatched Within 64 Seconds	29	30	26	26

FIRE/EMS STANDARDS	2018	2019	2020	2021
90% Dispatched Within 64 Seconds	84%	81.5%	75.6%	78.2%
95% Dispatched Within 106 Seconds	96%	96.6%	96%	96.5%
Answered to Dispatched	:47	:47	:52	:50

Dispatch performance standards for law enforcement and fire

Our processing times for priority 1 law enforcement events has remained steady the last few years.

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

We met the goal in 2021 with a 26 second average.

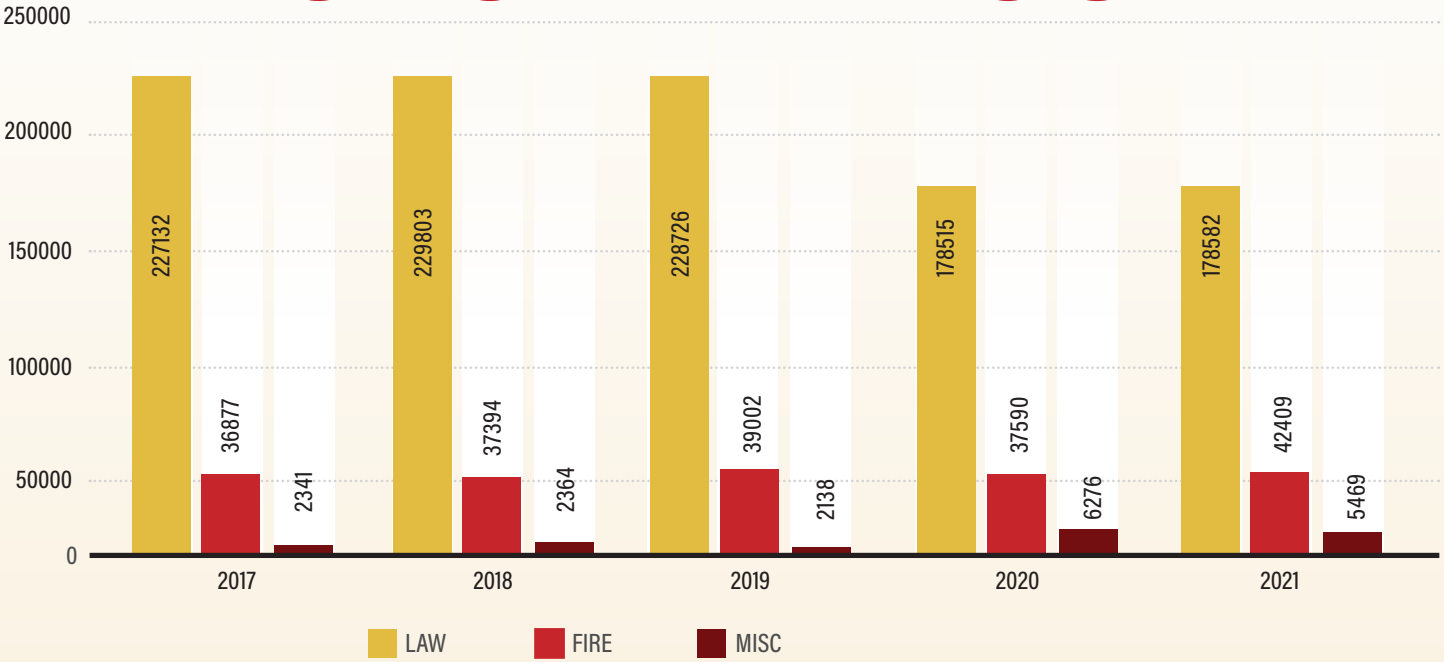
For priority 1, 2, and BLS fire/EMS events there are two categories:

The first category, 90% of events dispatched within 64 seconds, our average for 2021 was 78.2% up from 75.6%.

The second category, 95% of events dispatched within 106 seconds, our 2021 average was 96.5% a slight increase from 2020's 96%.

Our 2021 average for all fire and EMS events, from answer to dispatch, was 50 seconds, a slight decrease from 52 seconds in 2020.

## DISPATCHED EVENT HISTORY

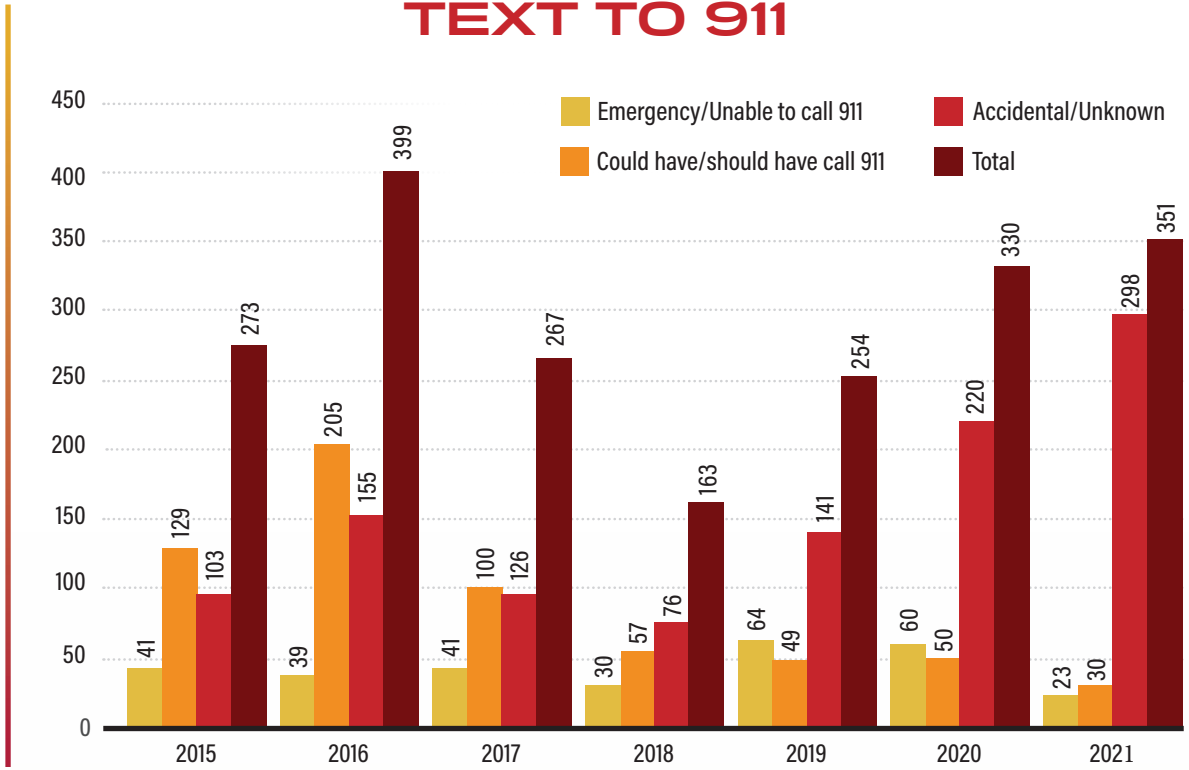


Kitsap 911 handled 226,460 events on the dispatch floor in 2021. This was a 1.8% increase.

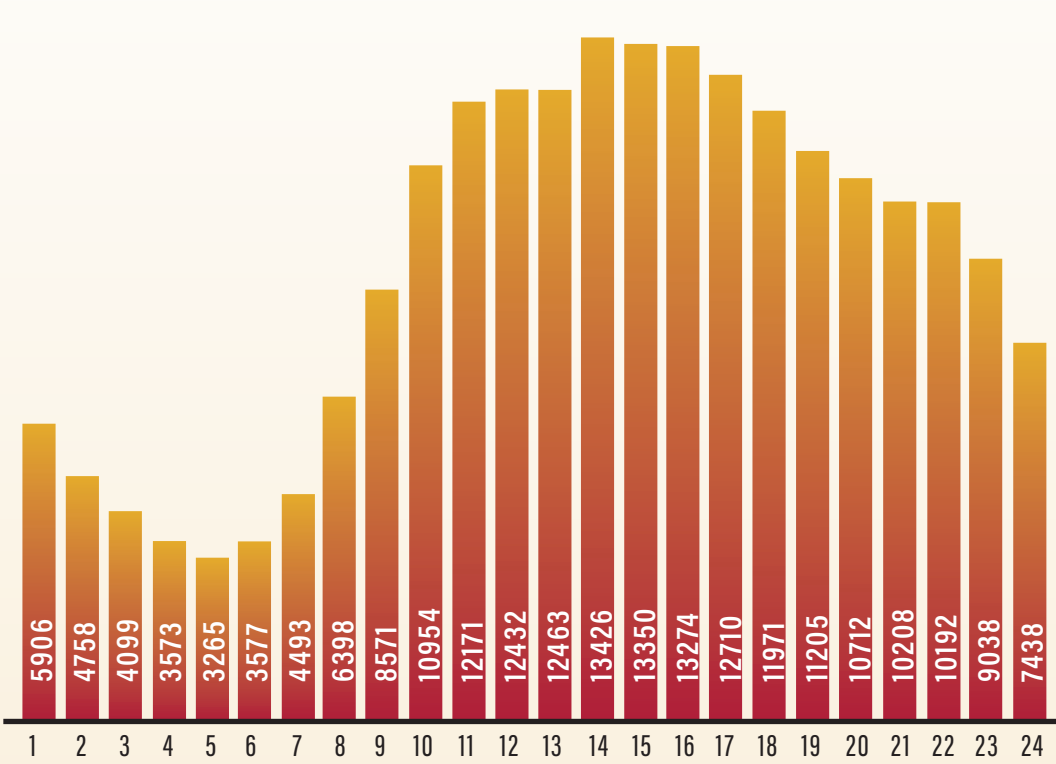
- Law accounted for 178,582 up 67 events
- Fire 42,409 up from 37,590, about 12.8%
- Other events totaled 5,469, down from 6,276 about 12%

## TEXT TO 911

The dispatch floor processed 351 text to 911 events in 2021 up from 230. Texts for emergencies dropped from 60 to 23, accidental texts dropped from 50 to 30, and texts that would have been better as a call to 911 increased from 220 to 298.



## BUSIEST DAYS AND TIMES



Our busiest hours of the day were between 10 and 1800. Between those 9 hours we took 52% of our calls and 42% of our priority one events.

Our busiest days of the week were Friday, followed by Wednesday. Our least busy days were Sunday followed by Saturday.

Our average talk time ranged from 2.5 minutes to just over 3 minutes and fluctuated depending on the details of the call and the workload occurring at the time of the call.



# PEER SUPPORT TEAM

KITSAP 911 Peer Support Team (PST) consists of eight members who volunteered their time to provide support to their peers.

For the year 2021, our Peer Support Team continued to support employees at Kitsap 911 in person and remotely. The members of this team provided confidential help to those who reached out or those who showed signs that help was needed. Our team offered their time, experience and understanding to help their peers going through a rough day or traumatic event either inside or outside of work.

Peer support provides a personal level of knowledge by sharing similar life experiences. These common personal experiences can foster meaningful connections and a deeper sense

of understanding and empathy between peers who may otherwise feel misunderstood. People don't understand what exactly dispatchers see, hear, and go through. Having someone who is accessible at their crazy hours, who actually "gets" what they are feeling is so important. It helps to build strong supportive relationships in which coworkers feel comfortable going to one another for support and assistance when they need it.

Our biggest goal for 2022 is to create an online training packet so that members can continue to educate themselves on the ins and outs of being a Peer Support Member.

# WELLNESS TEAM

KITSAP 911 Wellness Team consists of ten members who have volunteered their time and knowledge to helping their peers with their journey to improve their wellness. The main goal of our internal, employee-driven committee is to help build and sustain a wellness culture at our agency.

In 2021, our Wellness Team was very active and accomplished several successful activities with the assistance of many volunteers from within Kitsap 911. The team worked monthly to focus on the needs of our center and to assist our employees to turn their focus on personal wellness. Some activities ran throughout the year such as the quarterly wellness newsletter to educate our employees about current wellness strategies that they can apply to their own lives, employee of the week, the brag board, and a monthly focus topic that targets risk behaviors and the wellness needs and interests of our employees.

The mental health of our employees was a focus for the Wellness Team in 2021. To provide some much-needed fun, the team planned and executed a Halloween costume contest and an ugly sweater contest during the holidays, complete with prizes for the winners. We hosted a sock exchange to promote engagement and even gathered recipes from employees to put together a cookbook full of healthy recipes for our employees to enjoy.

As a committee, we have two goals for 2022. The first is to apply for a Wellness Grant to assist in activities, which will help our employees to change unhealthy behaviors, to adhere to healthy behaviors, and to increase participation rates in our wellness program. The second is to create a remote training program that will break down topics such as compassion fatigue and ways to overcome it.





# TRAINING PROGRAM

What a whirlwind of a training year for Kitsap 911! With COVID social distancing rules still in place, we needed to continue hiring to staff vacancies while complying with the guidelines of the pandemic. Our training room was too close quarters to accommodate six students safely, thus our classroom meeting area and the Kitsap DEM Emergency Operations Center became our new classroom for two 10-week academies. Members of our Technical Services Group built remote CAD kits and desktops in our classroom, allowing for training to be completed like no pandemic had ever occurred. This was a huge success!

We started the year with a call receiving academy scheduled to begin in January, however, did not obtain enough qualified candidates to hold this academy. This left us facilitating two academies for the year, one in April and one in August. We were several positions short in the dispatch center, including a shortage of trainers, causing our agency to get creative on how to fill those positions and train the students who successfully completed the classroom portion of training. The solution was developing and delivering training as a combination class that would encompass both call taking and dispatching curriculum.

We hired six students for each academy, knowing ahead of time, we would identify students who had demonstrated an organic aptitude for 911 operations and have them not only attend the call receiving portion of training but then move them onto 3 weeks of classroom time learning how to dispatch a law enforcement frequency as well. The call receiving students started training one-on-one with a floor trainer as soon as they completed the PCRA, while the LEDA students moved into three more weeks of classroom prior to hitting the dispatch floor for training.

Our CTO Group is made up of nine Trainers and three Assistant Supervisors. These folks have spent the entire year trading off trainees and were often training new hires back-to-back. They



spent countless hours filling out daily evaluations and getting creative to sometimes train two people at once to cover vacations and staff shortages. These folks work tirelessly to get us up to staffing and ensure that our people know how to do the job correctly and make sure we deliver the best product out the door to our citizens and member agencies!

Kitsap 911 staff participated in quarterly training, learning, and refreshing knowledge of topics such as Mental Health and Wellness of our employees, Emergency Operations, Building Evacuation drills, Cultural Diversity, Implicit Bias, CPR recertification, building healthy cultures, and much more. This is a good way for all Kitsap 911 staff to remain up-to-speed on how to make sure we are happy, healthy, and ready for any event that comes our way.

In areas aside of Operations, we had several members of our Finance Group, Technical Services group, and Human Resources attend training to maintain all the background workings of our Emergency Communications Center. Without these folks, we would have a real hard time working as efficiently as we do.

To end the year, we are getting all our projects for next year finalized and identifying the development training needed to accomplish those tasks. Our Call taker and Dispatch trainers are finally getting a little bit of a much-needed break before the next Call Receiving Academy starts in January 2022!

# PUBLIC EDUCATION

Kitsap 911's Public Education Committee (PEC) consists of nine employees who volunteer their time to develop and present educational material about 911 to the public. We attend community events throughout the year, as well as give presentations to public and civic groups when requested. We also assist with the hiring process, educating potential applicants about 911 and Kitsap 911's role in providing emergency services to our county.

## Summary:

This year the Public Education Committee continued to focus on developing educational content that can be shared virtually and through social media for Kitsap County residents. An Adult Care Facility program was created, to provide training and education for employees of adult care facilities on how to work efficiently with Kitsap 911. We also developed a social media map, to schedule and share educational posts on Facebook and Twitter for the month of April which included information about our new partnership with Community Connect in Kitsap County. We provided virtual observations for applicants going through the hiring process for Kitsap 911 as well virtual as observations for our member agency new hires.

We were invited to attend a few events such as National Night Out and the Kitsap County Fair in August. Our message focused on Kitsap 911's new

partnership with Community Connect and the ongoing challenge of technological impacts to 911 services, including Text-to-911 and cell phone apps.

## 2021 Events, Presentations, and Tours:

**Church Scouting Group** • Presentation

**Pierce County College** • Career Fair

**National Night Out** • Public Event

**Kitsap County Fair** • Public Event

## 2021 Community feedback:

Kitsap County citizens can provide feedback about Kitsap 911 services and public education programs in many ways, including in person discussions and through customer service surveys on the Kitsap 911 website. Committee members are tasked with noting any questions or concerns from citizens about 911 during events attended through the year using an event form. This information is used to develop future education efforts. The event log is also used to note any citizen complaints about Kitsap 911 service as well as a referral for the citizen to contact the on-duty Shift Supervisor.

We did not receive any feedback in 2021 from the community indicating the need to change the PEC standard presentations or identifying any customer service problems.

## 2021 Employee/Member Agency feedback:

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

## 2021 Goals achieved:

- Social Media plan developed for April 2021 National 911 Public Education Month.
- Replenish promotional education supplies.
- Organize storage areas.

## 2022 Goals and Projects:

- Develop project plan for overall committee activities and goals for 2022.
- Partner with our Member Agencies to incorporate 9-1-1 education into local outreach efforts.
- Develop 9-1-1 education packets and presentations for local business use.
- Use social media for public education.







# 2021 KITSAP 911 EMPLOYEE OF THE YEAR

## HANNAH FRY



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

## APCO AWARDS

*These awards recognize individuals who have demonstrated work performance that exceeds what is normally required in a year. The nominee demonstrates exemplary performance, attitude, and skill set that is outside the standard requirements.*



**CHRISTINE LAW**  
APCO International  
Trainer of the Year



**SHAWN HANDEL**  
WASHINGTON APCO-NENA  
Supervisor of the Year



**MARY VALERIO**  
WASHINGTON APCO-NENA  
Telecommunicator of the Year  
for a Critical Incident



**SHARICE CLARK**  
WASHINGTON APCO-NENA  
Telecommunicator of the Year for  
Sustained Superior Performance



**WILLIAM JONES**  
WASHINGTON APCO-NENA  
Technician of the Year

## QUARTERLY AWARDS

### HANNAH FRY • 1ST QUARTER

*Public Safety Telecommunicator II*

Hannah is an exceptional employee in both her performance and conduct. She is constantly assisting with small projects and is willing to assist the team. Two callers took the time to recognize her during the first quarter of 2021. The first thanked Hannah for being kind and polite; adding her compassion and help aided a very anxious mother. The second caller was impressed with how efficient, fast, and friendly Hannah was during her 911 call.

Not only do our callers recognize the value of Hannah, but our responders see this as well. A Bremerton Sergeant advised, "Nice work on the radio...couple of folks kept stepping on you. Outstanding job!" The day after, Hannah was part of the team who handled a collision that turned into an MCI. Hannah was working FIRE2 and jumped in to take over FIRE1 when she realized her partner was talking the 911 call about the collision. Hannah was a valuable resource to her fire partner by working two fire frequencies and processing several requests. While she was not the dedicated dispatcher who worked the MCI event, she was able to see firsthand how this type of call is processed, making it a learning moment.

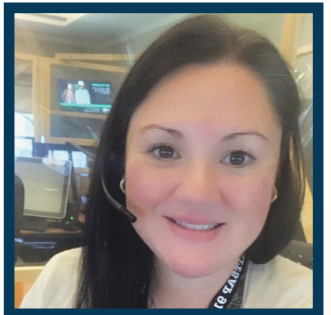
While work comes first for Hannah, she finds a balance with piecing in humor and fun on every shift. Her laugh is infectious. Hannah performs above the agency standard in her overall work. She is a model employee, making her an asset to Kitsap 911.



### HEATHER ROQUETA • 2ND QUARTER

*Lead Public Safety Telecommunicator II*

Heather was nominated for Employee of the Quarter for her handling of the FIRE frequency and a CPR event. While working FIRE, her partner took over a fire event, which left Heather working FIRE 1 and 2. The fire console was steady during the time Heather had both frequencies. E31 called in and said the fire dispatchers were doing an amazing job, and that he wasn't sure how we keep it "all together." They were speaking about Heather's handling of both frequencies while working through multiple events on her channel. She also received accolades for identifying quickly that CPR was needed for a patient who had overdosed on narcotics. Her quick actions saved this patient's life.



### VINCE DICE • 3RD QUARTER

*Public Safety Telecommunicator I*

Vince was nominated by two different supervisors for his helpful, positive attitude, particularly when it comes to new employees. He is often asked to have observers sit with him, and he always agrees with a smile. Observers have come away saying that they got a lot of great information from Vince and really enjoyed his laid-back style. Vince also consistently helps out by reviewing and providing feedback on draft policies when they're out for staff review, as well as proofing the Wellness Committee newsletter.



### KIM HADDENHAM • 4TH QUARTER

*Public Safety Telecommunicator II*

She was nominated for the positive presence she brings to the Operations floor with her upbeat, cheerful attitude. She is also a team player. She consistently volunteers to help out co-workers with data work, monitoring Omnixx, making phone calls, etc. In addition, she brings in great food to share!





# 2021 PETS AT WORK

Several studies have shown that animals offer social support, are able to reduce stress, increase cognitive abilities and social interaction and counteract depression and anxiety in people. Not only do the owners benefit from this, but also non-owners who share their work environment with the animals of their co-workers and ultimately also the companies themselves. The reason is obvious: work-related stress can decrease concentration and work motivation, create a tense work environment, reduce the work performance of employees, lead to burnout, and increased absenteeism/sick leave. In contrast, the presence of an animal around the work environment can bring significant benefits to the health and performance of employees, which could help to increase productivity and efficiency.

A research team compared three groups of employees. One group brought their dogs to work, the second left their dogs at home, the third did not have dogs. The study focused on the following factors: stress, job satisfaction, organizational commitment, and social support. The results showed that the presence of dogs at work made a meaningful difference. For the group who had their dogs with them there was a significant reduction in stress during the workday compared to the other groups. The presence of the dogs also ensured more positive interaction (dog-related conversations) that would not have existed without them, and thus a more relaxed work environment.

A few years ago, Kitsap 911 adopted cats to fulfill two needs: to provide rodent control around our facility and to provide comfort and stress relief to our employees. Currently we have two cats, Chief and Sergeant. They live on the Kitsap 911 property and come and go as they please from their cat condo. They often walk along the dispatch floor windows and wait by the breakroom door for employees to come out so they can proudly show off what they have caught. The cats are spoiled and well loved.

Early in the pandemic, Kitsap 911 began allowing employees to bring their well-behaved dogs to work. To say this has been well-received would be an understatement. The dogs that come to work are part of the Kitsap 911 family. We have seen all the positive impacts that the studies above discuss. The dogs provide a huge amount of comfort and stress relief. They promote interaction and spark a lot of laughter. Dogs at work was one of the best decisions we have ever made at Kitsap 911.



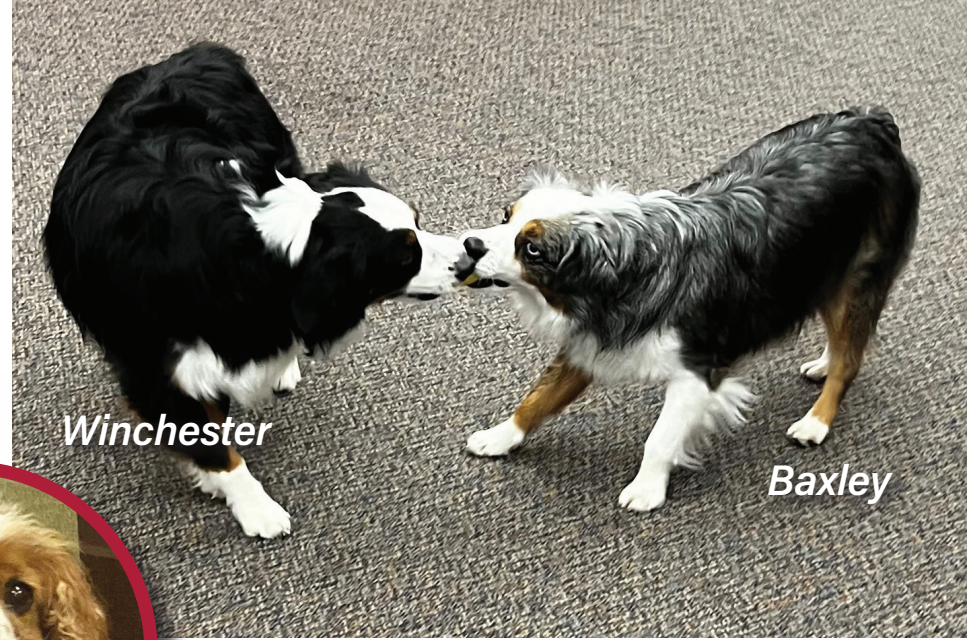
Chief



Sargent



Leela



Winchester

Baxley



Lucy



Finn

Corrine



Minerva



Rico



Puppies



Aramis



Whiskey



Pippin



Lucy



Penny



Uthgerd



Luna