

KITSAP 911 VALUES STATEMENT



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



2022 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

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 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, 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.

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 and 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.

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 that served 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 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.

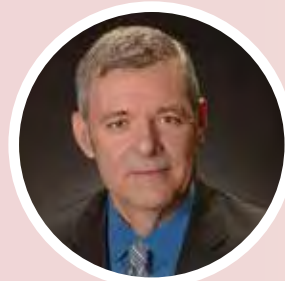
Today, Kitsap 911 staff includes a diverse management team, combined IT and radio technical systems group, administrative group, and 59 supervisory and dispatch personnel that manage the 24-hour, 365-day operation. The Kitsap 911 of today is vastly different from the CENCOM of 1973. Continued exploration into ever-changing technology and broader funding mechanisms, along with proactive long-term planning, continue to remain the mainstay of our organization.

2022 KITSAP 911 BOARD OF DIRECTORS

2022 KITSAP 911 STRATEGIC ADVISORY BOARD



LESLIE DAUGS
Bremerton City Council



JOE DEETS
Bainbridge Island City Council



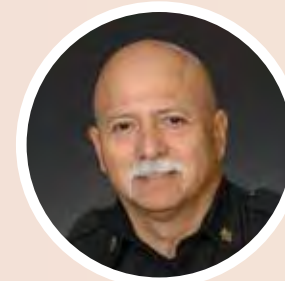
DAVE ELLINGSON
Fire Commissioner



BECKY ERICKSON
Poulsbo Mayor



DENISE FRYE
Bremerton City Council



HANK TERAN
Bainbridge Island Fire Chief



JOE CLARK
Bainbridge Island Police Chief



PAT MCGANNEY
Bremerton Fire Chief



TOM WOLFE
Bremerton Police Chief



JAY CHRISTIAN
Central Kitsap Fire & Rescue



CHARLOTTE GARRIDO
Kitsap County Commissioner



ROBERT GELDER
Kitsap County Commissioner



SHERIFF JOHN GESE
Kitsap County Sheriff



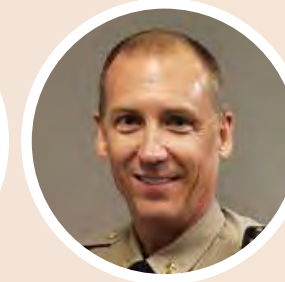
MICHAEL GOODNOW
Bremerton City Council



BOB MUHLEMAN
Fire Commissioner



JOHN OLIVER
Central Kitsap Fire Chief - Retired



STEVE DUCKWORTH
Kitsap County Sheriff's Office Undersheriff



DAN SMITH
North Kitsap Fire & Rescue Fire Chief



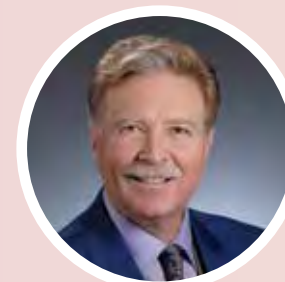
DOMINGO ALMIROL
Port Gamble Police Chief



MATT BROWN
Port Orchard Police Chief



ROB PUTAANSUU
Port Orchard Mayor



GREG WHEELER
Bremerton Mayor



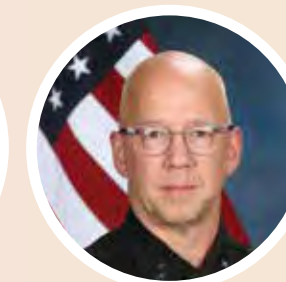
DUSTY WILEY
Fire Commissioner



EDWARD WOLFE
Kitsap County Commissioner



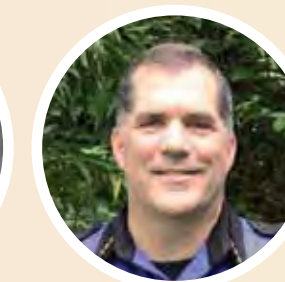
JIM GILLARD
Poulsbo Fire Chief



RON HARDING
Poulsbo Police Chief

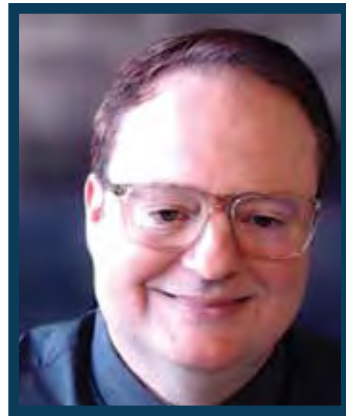


JEFF FAUCETT
South Kitsap Fire & Rescue Fire Chief



MIKE LASNIER
Suquamish Police Chief

DIRECTORS



Richard Kirton, Executive Director



Maria Jameson-Owens, Deputy Director



*"The future is not something we enter.
The future is something we create."*

~ Leonard I. Sweet

2022 was a progressive year for Kitsap 911. We continued to review internal processes to identify areas we could be more nimble and more innovative with the momentum from the past couple years when working in the COVID pandemic environment. We were able to change the way we do business in a variety of areas to make us more efficient and to better serve our member agencies, the public, and our employees.

Kitsap 911 employees are our biggest asset. Kitsap 911 operations is regularly understaffed. Being a call receiver and dispatcher is a difficult job on its own. Adding umpteen hours of overtime on top of that makes the job less desirable. Throughout 2022 we implemented numerous policy changes and incentives to help encourage current employees to stay as well as encourage others to apply. We have also shortened our hiring and training processes to better fit the needs of the organization.

Even with staffing shortages, Operations has continued to successfully meet and exceed call answering, processing, and dispatching standards. We are thankful for our employees who consistently step up to support our organization, demonstrating dedication, resiliency, and flexibility.

Our Profession Standards Managers completed our 6th CALEA reaccreditation review in July 2022. Accreditation is a process by which a program, organization, or institution is evaluated by recognized experts in the profession and is measured against the established standards and best practices of that profession. Kitsap 911 is one of four communications centers accredited in Washington State and one of 134 in the United States.

After Proposition 2 passed in November of 2021, our technical staff dove in to planning the Land Mobile Radio project. This is an important, expensive, and lengthy process. The first element of the project, replacing the microwave system, is well under way. We value the trust voters placed in Kitsap 911 by approving this increased sales tax. We will demonstrate that we are strong stewards of public funds by making smart, informed decisions to build a radio system that better serves and protects the public and member agencies.

As we close 2022, Kitsap 911 wishes everyone a happy, safe, and productive new year.

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
Executive Director



Maria Jameson-Owens
Deputy Director



Jennifer Andrews
Professional Standards Program Manager



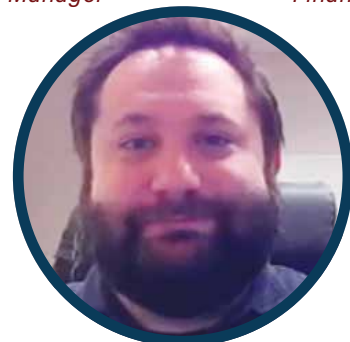
Jamie Donley
Assistant Director of Operations



Rachael Taylor
Human Resources Manager

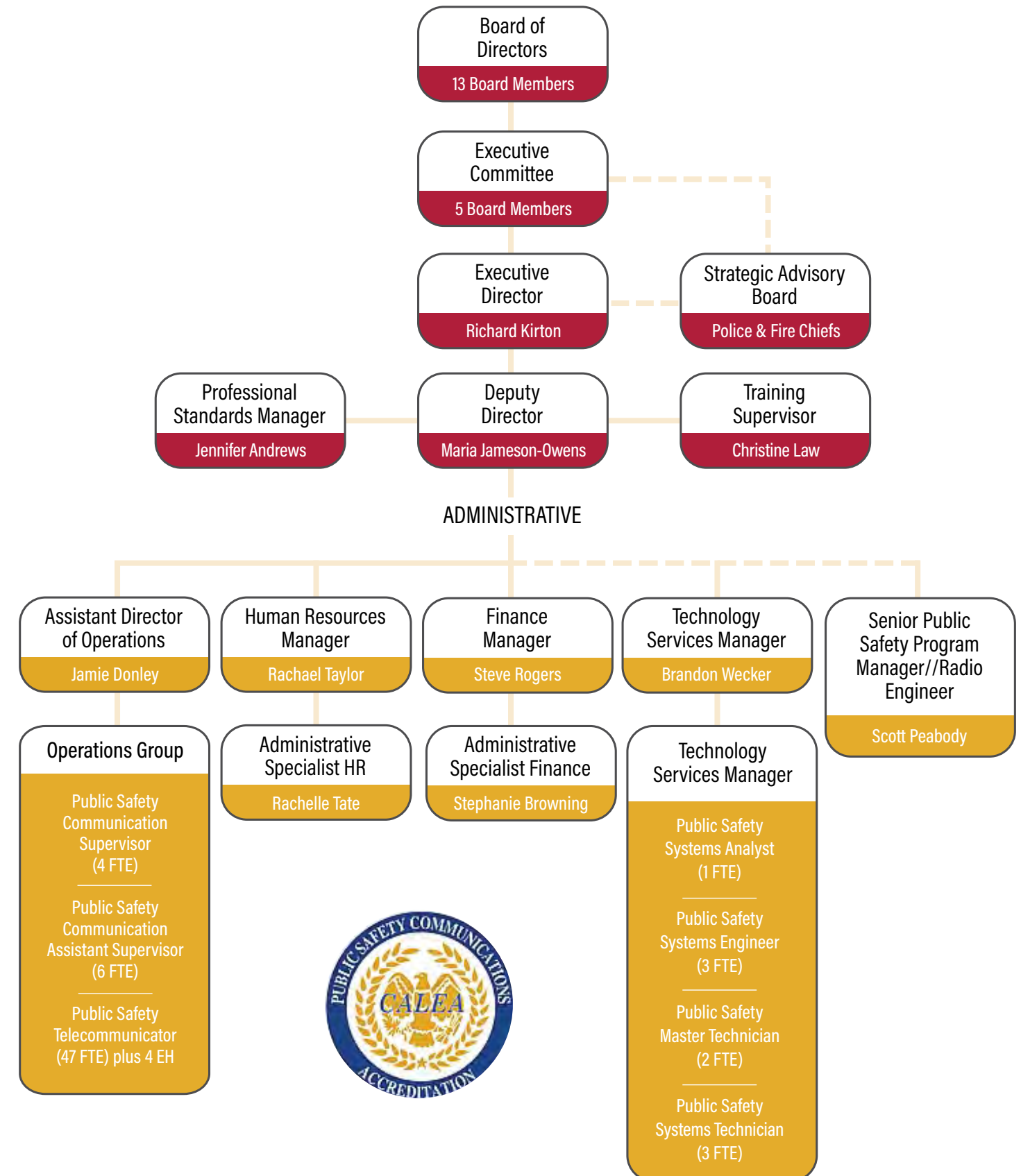


Steve Rogers
Finance Manager



Brandon Wecker
Tech Manager

KITSAP 911 ORG CHART



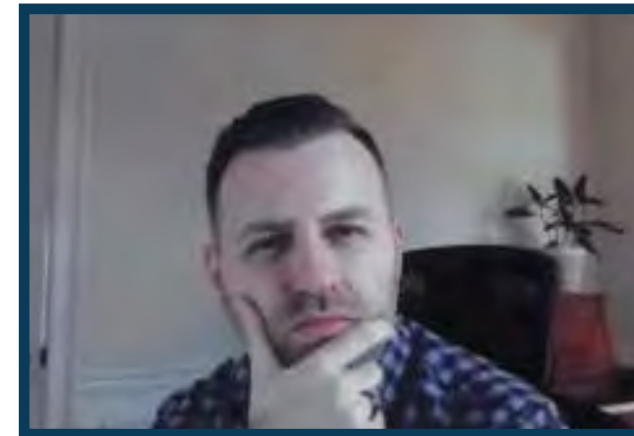
FINANCE

After the financially tumultuous time that was 2020 and 2021, it was a relief to see what appeared to be the beginnings of a return to stability in 2022. Revenues across the board were all exceptionally boring, coming in right in-line with expectations without much deviation; along with the additional sales tax allocation we began receiving thanks to Proposition 2 passing in November 2021, this helped us end the year with a good amount in our coffers - and that is a good thing because in addition to all of the other projects that we have coming up, our massive \$41M Radio Project is now in full-swing. In light of the big-ticket tasks in front of us in 2023, our focus in the finance group will be continue along the path that we've been on for the past several years: maintain our financial stability, improve processes, and increase our transparency to the public.

In January 2023, the Office of the Washington State Auditor completed their 2020 and 2021 Accountability and Financial audits of Kitsap 911 and we are pleased to report that we have received yet another clean audit report! This is the crowning achievement for us in the finance group, and is one that we strive to earn every year but it is not something we can accomplish by ourselves - without the help and commitment to excellence from each and every employee here, especially the Technology Services Group (that spends so much of our money), it just wouldn't be possible. So, thank you, everyone! And here's to another great year in 2023!



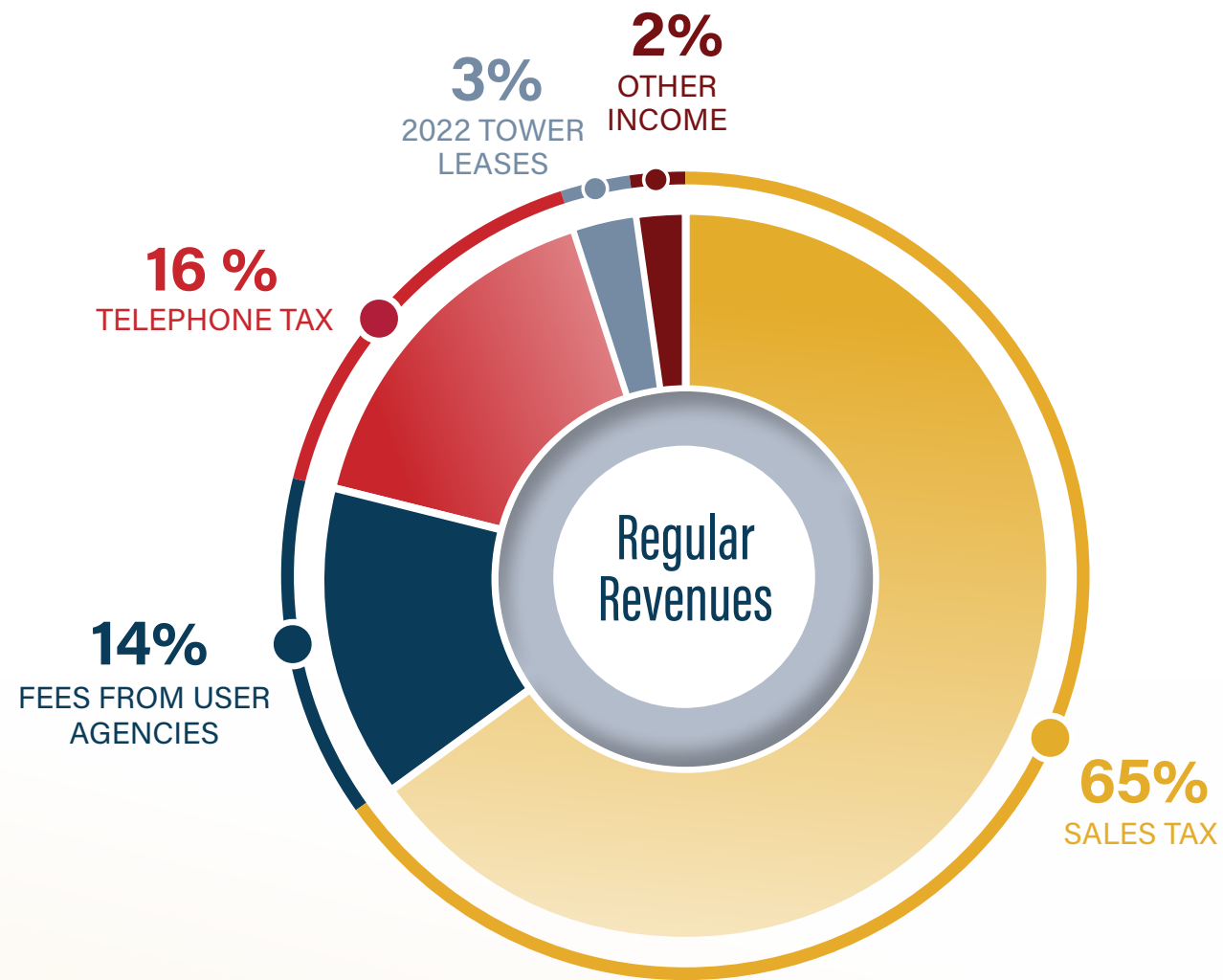
Stephanie Browning
Administrative Specialist



Steve Rogers
Finance Manager



2022 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 pre-paid wireless telephone services). In 2022, we received approximately \$13.7M (81%) from these sources, 65% of which came from sales tax alone. Additionally, in June, we began receiving the additional sales tax allocation from Proposition 2, which was passed by the voters in November 2021; these revenues accounted for approximately \$4.2M of the total taxes received, and have been set aside for the Radio Replacement and other capital projects.

We receive revenues for dispatching fire, law enforcement, and emergency medical calls. In 2022, we received approximately \$2.4M from our customer agencies for providing these services.

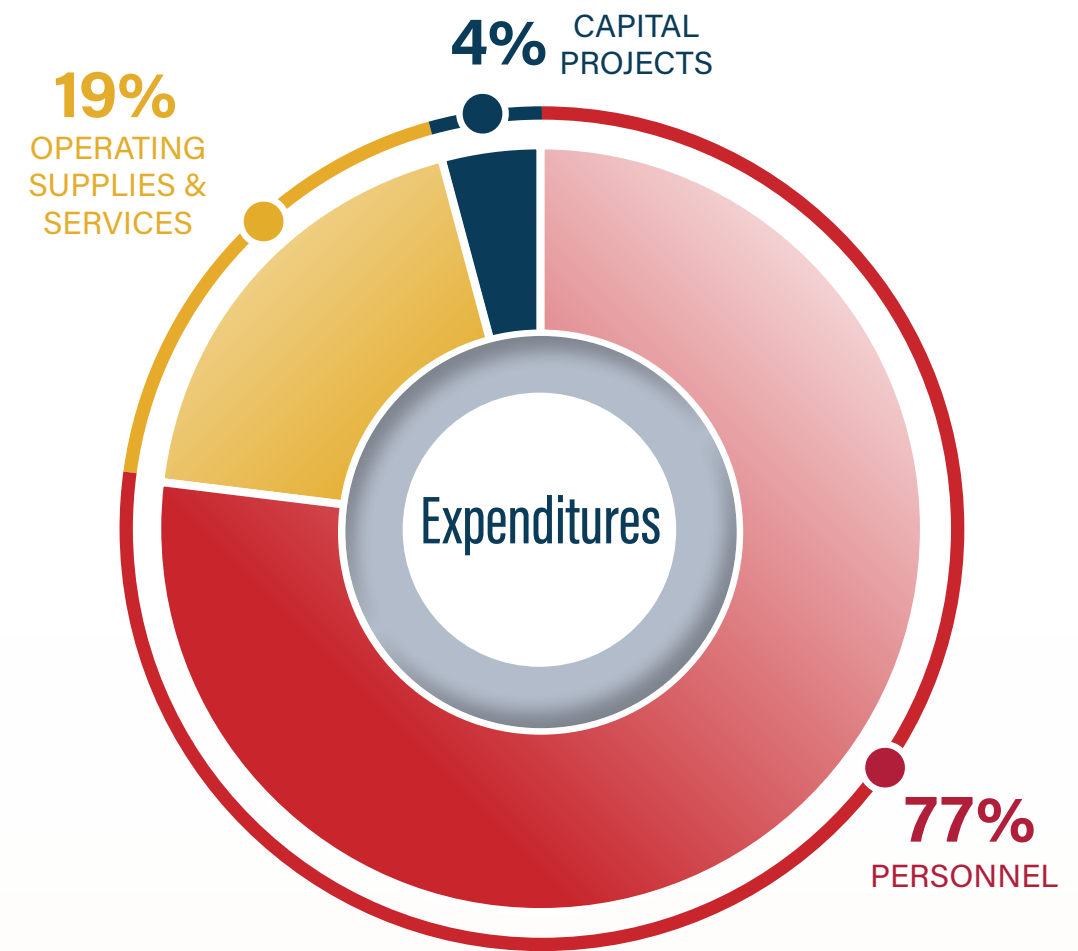
We receive revenues by leasing unused space on our radio towers. In 2022, we received approximately \$0.4M from these contract partners.

Other miscellaneous and one-time revenues primarily consist of receipts from Federal, State, and DUI grants, as well as investment income. In 2022, we received approximately \$0.4M from these sources.

2022 REGULAR REVENUES

Sales Tax	\$11,072,562.07	65%
Fees from User Agencies	\$2,438,904.32	14%
Telephone Taxes	\$2,653,080.93	16%
Tower Lease Revenues	\$412,914.28	3%
Other Income	\$404,846.66	2%
Total 2022 Regular Revenues	\$16,982,308.26	 100%

2022 KITSAP 911 EXPENDITURES



In 2022, Kitsap 911 appropriated approximately \$12.5M in operating expenditures.

We expended approximately \$9.6M (77%) in personnel costs related to them; labor costs comprise approximately 80% of our total operating budget.

Operating supplies and services expenditures totaled approximately \$2.4M for 2022.

Capital expenditures and other non-operational expenditures totaled \$0.6M for 2022.

2022 EXPENDITURES

Personnel	\$9,586,176.30	77%
Operating Supplies & Services	\$2,393,488.70	19%
Capital Projects	\$551,610.43	4%
Total 2022 Expenditures	\$12,531,275.43	 100%

HUMAN RESOURCES

The Human Resources Team's focus in 2022 was to recruit and retain our most valuable assets, our employees. Rachael Taylor, HR Manager, and Rachelle Tate, Administrative Specialist, completed multiple projects throughout the year to recruit talent and continue to make Kitsap 911 a great place to work.

After watching our applicant numbers and retention rates fall in 2021, we decided that we needed to try new and innovative ways to attract, train, and recruit our workforce. For the first time, Kitsap 911 kept our Public Safety Telecommunicator Trainee position continuously open in an effort to attract more candidates, rather than keeping it open for one month at a time. This also allowed the HR Team to attend more job fairs and community events to recruit and educate

the public about the careers we offer. This proved to be successful, as we hired and retained 15 new trainees and 3 new TSG employees in 2022.

In addition to hiring, our HR Team implemented eForms through NEOGOV, converting our paper personnel files to electronic. This makes files more easily accessible to employees and increases the efficiency in Human Resources, eliminating the need to print and file. Our HR Team's goal is to make continuous improvements every year to support the incredible first responders we get to work with every day.

Overall, 2022 was a very successful year for the HR Team at Kitsap 911. In the new year, we will continue to focus our efforts on recruiting a diverse workforce and on retaining our valuable employees.



Rachelle Tate
Administrative Specialist



Rachael Taylor
Human Resources Manager



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 we made significant progress towards replacing our microwave system and laid the ground work for another upcoming long range project which will be to replace Kitsap 911's aging radio system. We also planned, secured funding, and ordered replacements for our entire fleet of mobile computer terminals. Alongside this we undertook projects to expand our ability to operate remotely and also completed a number of necessary proactive repairs to our facility and our tower sites. This work continued Kitsap 911's effort to proactively replace and upgrade its technology and systems in order to continue providing high quality 911 service to the residents of Kitsap County.

SIGNIFICANT PROJECTS

A large number of the projects in 2022 built upon the long range planning from previous years. We began the necessary work on many multi-year projects while at the same time undertook smaller projects to maintain and improve the technology we currently have in place.

Replacing the fuel tank at our Gold Mountain site was one of the longer ranging proactive replacement projects that Kitsap 911 has been working. This project was a proactive replacement of the fuel tank at one of our most critical sites. Gold Mountain provides a large range of radio coverage to Kitsap County due to the elevation and location of the site. However, due to the elevation it is subject to more extreme weather and as such, keeping the backup generator in peak working condition is of high importance. When we noticed issues with the tank in 2021, we evaluated replacement of the tank versus a full conversion of the generator. Ultimately, we found replacing the tank to be the better option. However, due to long lead times and supply chain issues, the replacement did not complete until spring of 2022.

We undertook two process improvement projects which were completed in 2022. The first of them was the replacement of our helpdesk software. Based on the analysis done in 2021 and subsequent recommendation of new software we replaced our helpdesk software with a cloud based ticketing system. This new system allowed for improved reporting, better distribution and routing of requests, and made numerous improvements to the communications between our support technicians and the end users requesting assistance. The second was also based on a needs analysis done in 2021 where we acted upon the recommendation to replace out inventory and asset management system. We completed the migration at the end of 2022 and will be using the new system for all new equipment purchases as well as our annual inventory audit in 2023.

We completed a couple of facility related repairs in 2022 which were needed to ensure the continued quality of our site. These including replacing both of our vehicle gates, restriping the parking lot, and replacing our roof. We received the bids for the roof replacement in winter of 2022 and have the work scheduled to complete in early 2023. We also refreshed the quotes to replace our building UPS and expect to complete the replacement in 2023. We also began the much needed replacement of our card access and building security system. We completed a needs analysis and vendor selection in 2022 and based on the current project plan expect the project to conclude in summer of 2023.

Another project which provided significant improvement to Kitsap 911 and its member agencies is the rollout of a digital alerting system. In 2022 Kitsap 911 and its member agencies worked diligently to complete a number of punch list items to fine tune the system and achieved final project acceptance in the fall.

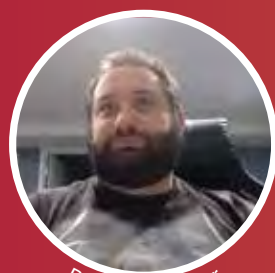
Finally, we have two large scale multi-year projects which began in 2022. The first of which is the replacement of our Microwave system. The work for this began in 2021 with the writing of our RFP which concluded with vendor selection 2022. Once a vendor was selected we worked out the details of the statement of work and negotiated the contract. We also began procuring equipment in 2022 and expect factory acceptance to occur in early 2023, with the project potentially closing out before the end of 2023.

The second large scale project is the replacement of our current UHF/VHF radio system with an upgraded

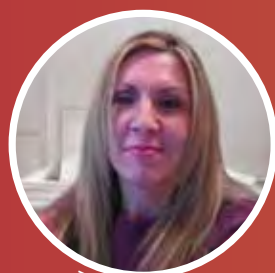
P25 system. This includes all the equipment at our tower sites as well as all end user radios for our police and fire agencies. This project started in 2022 with developing a very lengthy RFP complete with system specifications and needs analysis. This RFP was opened in the Fall of 2022 and closed shortly before the end of the year. We received 4 qualified and complete responses to the RFP and have begun the intensive process of reviewing and analyzing the responses. We will be conducting vendor demonstrations in early 2023 and then will follow with a recommendation to our strategic advisory board, executive leadership committee, and will ultimately seek approval of our full board to award the contract in 2023.

TECHNOLOGY GROUP

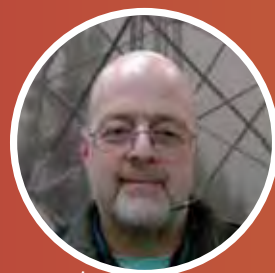
This year the makeup of Kitsap 911's technology team changed considerably. We hired a Radio Program Manager in the early part of the year to assist with the RFPs and radio and microwave replacement projects. We also hired an extra help technical consultant to further assist with the microwave and radio replacement. As far as the core team makeup we added a Network and Security Engineer position which was filled by an employee previously filling the role of our Computer Aided Dispatch Engineer. We then filled our Computer Aided Dispatch Engineer position with an employee previously filling one of our System Technician roles. Then we filled the vacant System Technician role with an employee new to Kitsap 911. We started a staffing study at the end of 2022 and expect it to be complete in early 2023. Completing this study is crucial to determining our current and future staffing needs.



Brandon Wecker



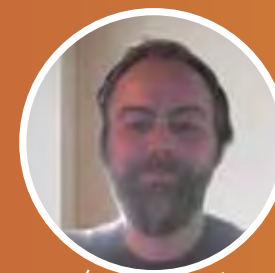
Terese Ungren



Khris LaPlante



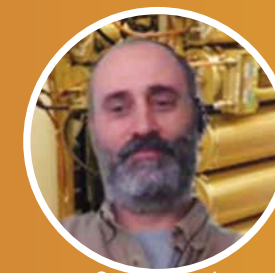
Eadie Kaltenbacher



Kyle Boeddeker



Ryan Rorie



Chad Bennett



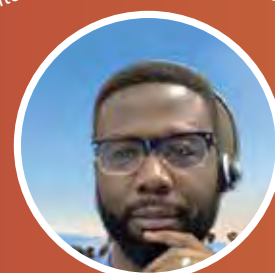
Tim Simonson



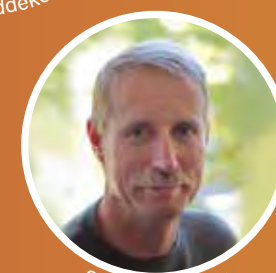
William Jones



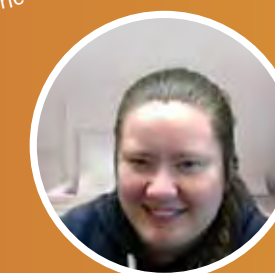
John Sprague



Eric Seda



Scott Peabody



Katy Graham



Grace Owens

RADIO REPLACEMENT PROGRAM

The Radio Replacement Program got off to a good start in 2022 by adding resources, ordering the foundational replacement microwave system, and beginning the radio vendor selection. Strategic hiring benefited the program with the addition of a technical leader and a former Kitsap County Sheriff's Lieutenant with decades of combined relevant experience. RACOM, a system integrator and network operator, with a big presence in Washington state was awarded the microwave replacement contract. Working with Kitsap 911, RACOM ordered the equipment before the end of 2022. In December, Kitsap 911 opened four responses to its detailed Request for Proposals.

In 2023 the program will continue to build momentum with the vendor selection, construction of the replacement microwave system, and early deployment of a limited number of user radios. In addition to analyzing the response, Kitsap 911 has scheduled hands on demonstrations for users of the radios and dispatch consoles to assist with the selection of the radio system vendors. The microwave system will be assembled and tested before the system is shipped and installed at sites

throughout the county. A limited number of mobile radios will be installed in new and replacement vehicles purchased by fire and law enforcement agencies.

PROGRAM OVERVIEW

As the existing radio system approaches two decades of reliable service, the underlying technologies of the legacy system, based on phone lines, have been replaced with digital data solutions like the computer/router systems we use every day at home, in home offices, and workplaces. The new radio system will be based on public safety standard APCO Project 25, P25 for short, and join the growing list of nearly 3,000 installed P25 systems providing reliable and interoperable communications to first responders.

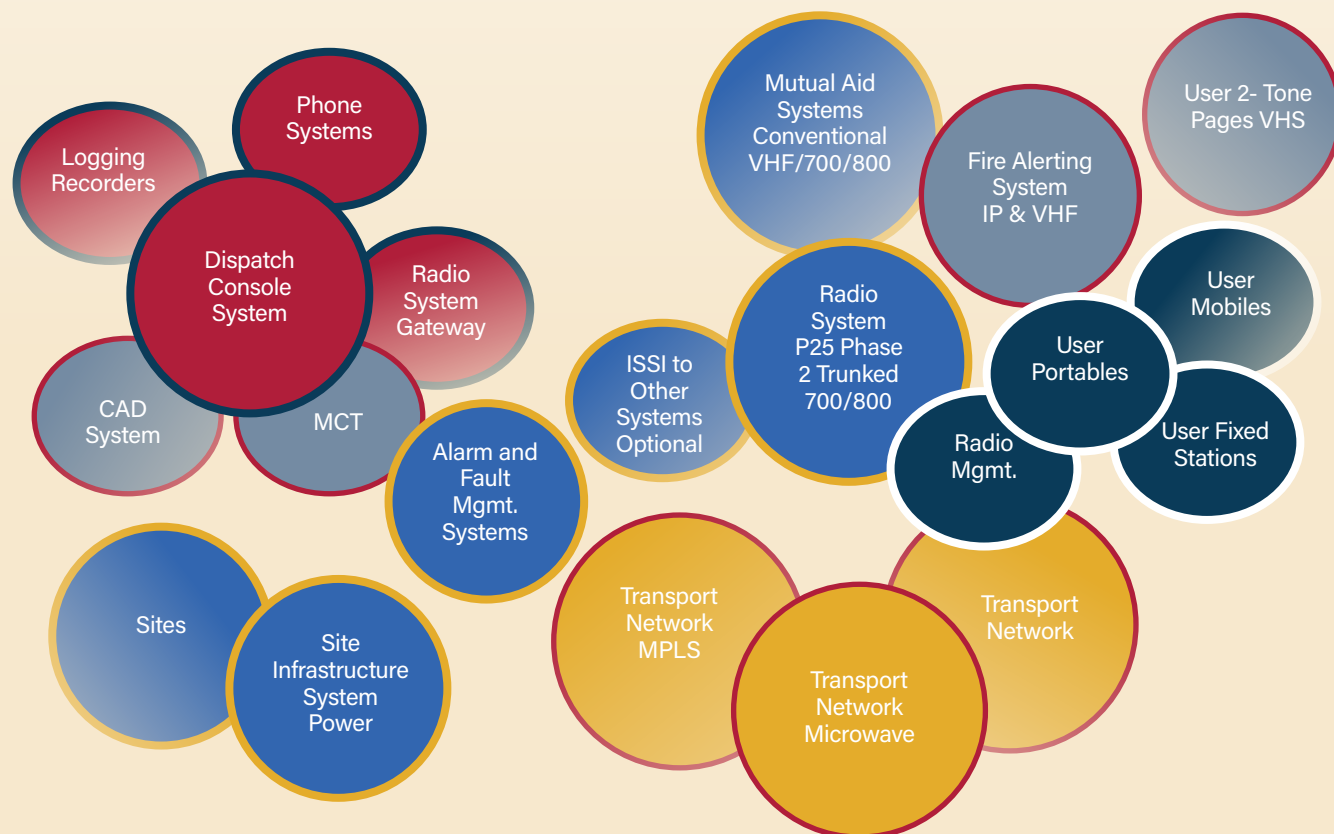
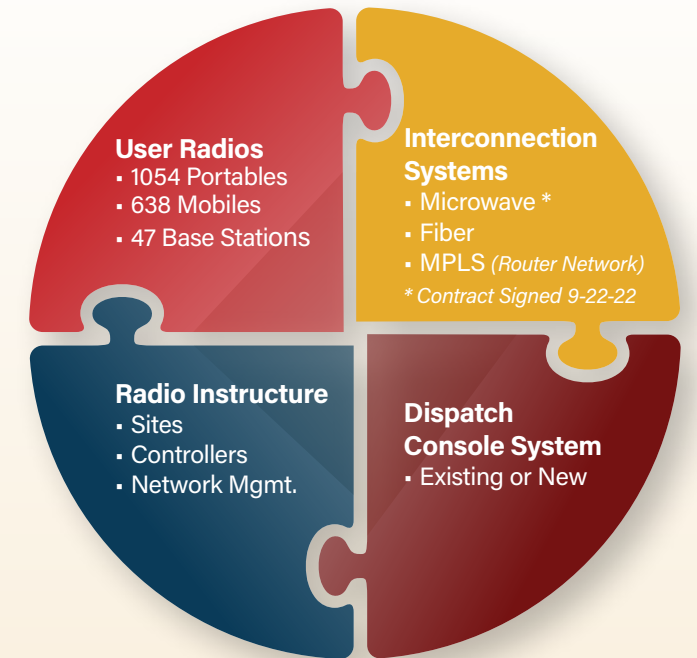
Maintaining 7x24 hour operation of the existing system while constructing another 7x24 system is a significant challenge for the program. The new system must be constructed in parallel with the existing system at the towers. The connections between the towers must maintain legacy connections and new connections and the new user radios will be programmed to simultaneously work on the old system and the new system.

The scope of project further complicates the implementation. For radio users, all 1,700 mobile and portable radios must be replaced, a huge logistical challenge. The radio dispatch system used at Kitsap 911 must be upgraded/replaced to support the new system and the technical support team must learn to operate and repair new equipment.

IMPROVED COVERAGE, SOUND QUALITY, AND SECURITY

The new system has been specified to improve coverage, provide better sound quality, and improve security. The design criteria and coverage testing have been developed to improve mobile and portable coverage in the county. No system can guarantee 100% coverage, but the new system will improve coverage. The old system also suffers from poor sound quality in many areas with adequate coverage. Digital signals are less susceptible to interference resulting in noticeable sound quality improvements. Security will be improved through radio authentication and encryption. Today's radio system does not authenticate user radios and does not support encryption. Access control to the system and encryption of sensitive communications are examples of ways to make radio communications more secure.

Radio Program Four Subsystems



REMOTE 911 AT KITSAP 911

ORIGIN

Remote 911 started in early 2020 in response to growing concerns over the COVID-19 pandemic. It was one of the options Kitsap 911 was looking into in our continuity of operations plan. At the time, this included training our team members that are part of different work groups such as Administration and Technical groups in basic Dispatch operations. The goal being to be able to continue providing 911 support to our county in the event of one or more COVID outbreaks at our center.

Originally the goal was to get an operations employee access to the three essential functions of their job in the following priority order:

1. 911 Phone Lines
2. Computer Aided Dispatch (CAD)
3. UHF/VHF Radio system for receive and transmission

This challenge was undertaken using only the software and systems currently available to Kitsap 911 as we did not have anything budgeted to pursue a more advanced solution. Using our Remote Monitoring and Maintenance solution (RMM) powered by ConnectWise, we were able to leverage a tool the Technical Services Group had been using to remotely assist users as a means to access virtual dispatch consoles. We also were able to tap into our administrative phone system to connect remote phones to accept transferred 911 calls. Communication with the dispatch floor and supervisor was done through Microsoft Teams or CAD messaging. Finally, we provided access to the radio using a portable radio and/or Radio Over IP (ROIP) solutions such as ESChat which we bridged with our existing channels at the center for improved voice quality. This was achieved with dedicated hardware for each function. We had a separate laptop for CAD, Teams, a hard phone for taking calls and a portable radio for dispatching. We made incremental quality improvements to this system until we did a major overhaul later in the year thanks to our CARES Act grant funding.



Initial setup with our Training Supervisor, Chris Law, who took one of the first remote 911 calls from her house.

SYSTEM UPGRADE AND IMPROVEMENT

In late 2020, we received a sizable amount of funds from our CARES Act Grant to be used to upgrade and improve our remote 911 system. A lot of this was spent building the back end architecture. We purchased multiple VXRail servers to house all the virtual computers that would serve as the workstations for remote 911 operators. We also upgraded our 911 phone system to improve its reliability, redundancy, and extend its usable lifespan. At the same time, we worked closely with our phone and radio console vendor (Zetron) to create virtual consoles for both of their unique systems and establish a concurrent licensing model.

Once we had the back end of the system in place and upgraded, we also set out to improve, standardize, and streamline the remote worker's console experience. We specked out a variety of hardware we would need including a new PC, multiple (4) monitors, speakers, USB devices including a push to talk foot pedal, and a storage solution for these kits. When we were done determining what a "complete" kit would need, we placed an order with our vendors to be able to create 45 complete kits. A considerable amount of time was spent putting these kits together, labeling all the components for easy installation, and creating comprehensive installation instructions. All of the above equipment had to arrive and be put into use within the grant time window, which I am proud to say we accomplished.



45 of the kits being staged at our 911 center.

Adding all this new hardware both to the back-end infrastructure and end user kits was not without challenges. Our technology engineers spent considerable time working out solutions. This often required extensive research and testing of different features, options, and settings offered by the variety of software that all goes into a remote kit. Many times, we had to reach out to one or more vendors and have in depth conversations about software to discuss what we were trying to accomplish and then working with the vendors' engineers to pioneer innovative solutions.

CURRENT STATE OF REMOTE 911 (END OF 2022)

Currently we are completing our beta testing and roll out of Remote 911. We have been using it since completing the upgrade in late 2020/early 2021. We have made a number of improvements to the kits since their original upgrade, some of which improved connectivity while others expanded the features originally provided by the kits. The goal is to bring these remote kits to working as closely to the workstations at the center as possible all while balancing complexity, ease of setup, and stability. We continue to adjust the connectivity methods back to the virtual terminals hosted at Kitsap 911. We are working to expand and diversify this to our backup location to provide better redundancy as part of our technology improvements in the coming years. We have implemented a more robust system for allowing remote workers to monitor a larger selection of our radio channels and afford them the ability to listen in to channels in an ad-hoc manner. During 2022 we had nine Remote 911 workers active for a number of hours with 1 working fully remote from home since July. During the 4th of July weekend in 2022 (one of our busiest times of the year) we had 911 operators effectively "on-call" able to connect into their remote kit and provide staffing support in the event of a surge in activity. This was a huge benefit to planning for staffing for this time of year.

In addition to employees working out of their homes to cover shifts, we have also deployed remote kits around Kitsap 911 to aid in quarantine and isolation. This has allowed operations staff to continue to work even when they needed to be separate from the dispatch floor. We purchased a trailer and outfitted it with a remote kit which allows for a mobile remote 911 location. Currently it is located on the back lot of our center separate from our building and allows operators, who would normally not be allowed to work in the building, a place to continue working when they would otherwise have had to call out and create a shortage.

An added benefit to these kits is that they have also improved our ability to test new changes and train new users. We have created a subset of virtual positions and assigned them kits specifically to aid in our dispatch and call receiving academies. This affords new hires the opportunity to train in our training environment on a system much more similar to our live system from Day 1; instead of having to wait until they could have hands on floor training which would usually occur weeks into training. This has helped us shorten our academies and ensure new hires have more experience when they begin training on the floor.

As part of APCO's fall conference, Kitsap 911 brought two remote kits to the venue in Kennewick Washington. This location is almost completely on the opposite side of the state from our main location and the furthest we have done remote 911 operations. These remote kits were setup and connected to the internet at the convention center. We had our dispatch staff onsite attending the conference connect and remotely answer and dispatch 911 calls. During these work periods the calls were Kitsap County residents calling 911 from within Kitsap County and they were answered by a dispatcher working remote from Kennewick Washington. We processed calls, dispatched aid, and assisted these residents without issue.



Training Supervisor, Chris Law, using the newest remote kit in Kennewick WA in 2022.

FUTURE OF REMOTE 911

We are currently still working to resolve some issues with stability before deploying the system for widespread usage. We have had considerable success with it and will be incorporating it into our future backup and disaster preparedness strategies. We are continually looking for improvements that can be made to enhance the end user experience, reduce setup time complexity, and bring the system as close as we can to working in our 911 center while at a remote location.

THE OPERATIONS GROUP

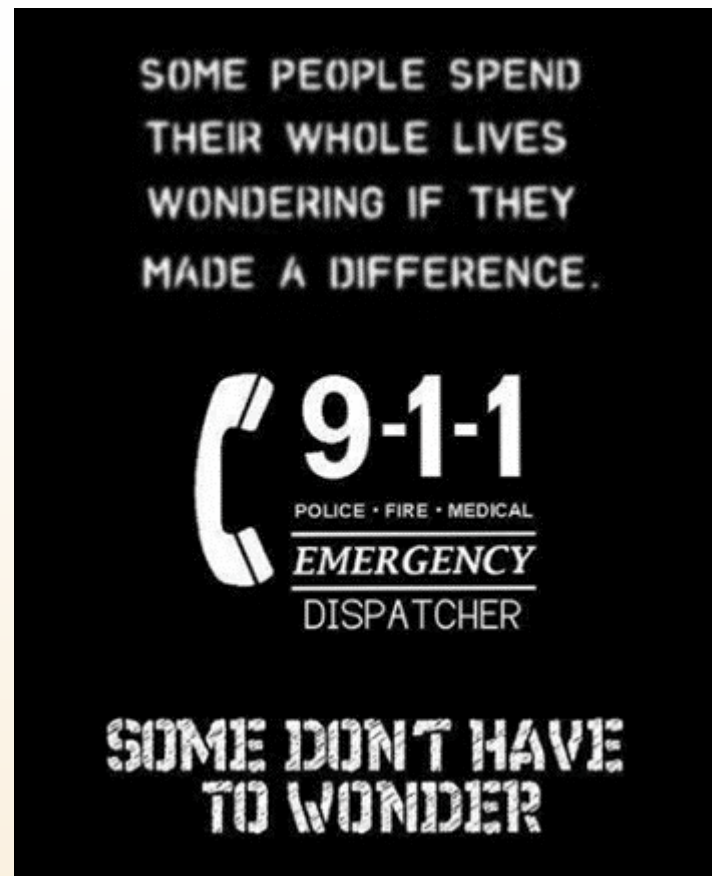
Kitsap 911 is the primary public safety answering point in Kitsap County, WA. We are the unseen partner of emergency services, ALWAYS READY, providing services to seven law enforcement agencies, six fire districts, Kitsap Animal Control, and the Coroner's Office. We also work closely with Washington State Patrol and Military Police.

Kitsap 911 runs 24 hours a day, every day of the year. The Operations staff is composed of two primary types of positions. Call takers, who are responsible for answering 911 lines and translating gathered information into actionable intelligence for member agencies, and dispatchers, who coordinate directly with responders. Dispatchers track and monitor law enforcement, fire, and EMS units and their radio transmissions. They are also responsible for assisting with answering 911 lines when call receivers are dutifully occupied with emergency 911 lines. The Operations floor is staffed with one to three call takers, one non-emergency call receiver (*Monday through Friday*), and five to seven dispatchers per shift. First-line supervision includes three shift supervisors (*Mary Valerio, Brandy D'Intinosanto, and Jana Oliver*), and four assistant supervisors (*Drew Tetrick, Jason Meeder, Randy Dasho, and Shelia Ring*).

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 their days off. Operations employees worked about 18,700 hours of overtime in 2022.

We have 37 full-time dispatch positions, 12 full-time call receiver positions, 6 full-time assistant supervisor positions, and 4 full-time supervisor positions at Kitsap 911. On average in 2022, we had 16.75 vacant positions throughout the year. One of our continu-

ous improvement goals for 2022 was to collaborate with Human Resources on innovative retention and recruitment methods. Kitsap 911 implemented a collaborative practice of Intentional Culture which encourages positive growth of community within the group and professional development, while gently correcting behaviors and actions that negatively affect the workplace. We are continuing this effort into 2023 by cultivating a culture of acceptance, flexibility, and teamwork. Throughout the year, management will conduct "Stay Interviews" with each employee to keep communication open and listen to what we are doing right and what we can do better to make this an agency where people not only want to work, but also want to stay for long term.



FROM A FIELD UNIT - "idk who the dispatcher was for the pursuit today, but I wanted to say thank you and great job. That was excellent"

FROM A CITIZEN "We just wanted to thank you for your help on the worst night of our lives. You kept us focused when it would have been easy to panic and flounder and helped us give our loved one the best chance possible."

Kitsap 911 hired a dedicated Non - Emergency Call Receiver in 2022 as well. This position responds to the growing demand of calls for service for events that are not currently in progress but still require processing for a response. This innovative, load- balancing approach allows call receivers and dispatchers to focus on emergency phone calls and radio transmissions, especially during higher call volume. This helps to mitigate common call center problems regarding fatigue and burnout while providing excellent customer service.

In 2022, Operations saw an uptick in vehicle thefts, violent crimes, and behavioral health calls. In May, Bremerton responded to an assault involving up to 200 people which escalated to shots fired just prior to law enforcement arriving on scene. Numerous 911 calls were coming in and police reported people and vehicles headed in every direction. In July, Operations worked a high priority event in Bremerton, which spanned the course of several hours and included the coordination of air support, drones, and nine different departments. The intense scope of these incidents demanded a high level of professionalism, focus, and teamwork. Our operations floor rose to the challenge in the moment flawlessly.

The Kitsap 911 operations group is a resilient, hard-working, incredible team, often working most effectively amid times of major crisis. They have grit and dedication to the public and member agencies. If you know of anyone who demonstrates the skill set to be a call taker or dispatcher, refer them to the Kitsap 911 website. We are always looking to expand our team!

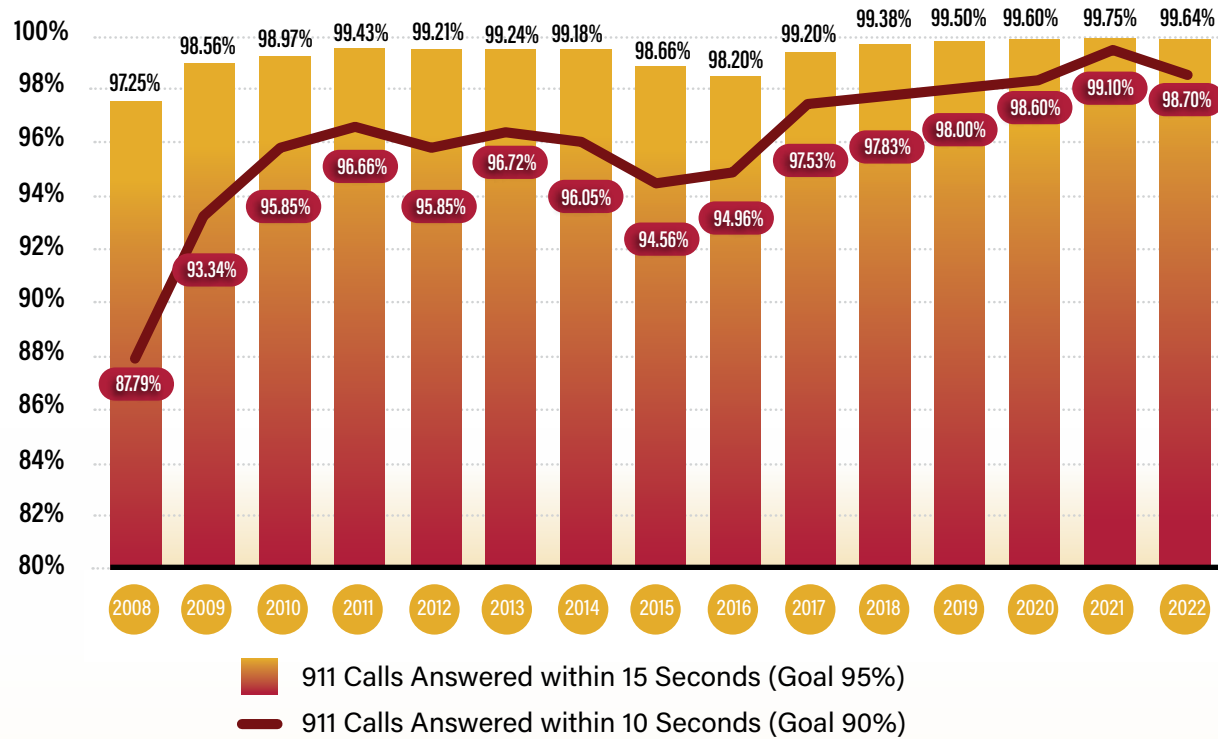
Dispatchers represent this thin Yellow line.

- We come in on our only day off.*
- We stay over when it's time to go home.*
- We dedicate our lives to being the calm voice at the other end of the line.*
- We know the real definition of a "bad" day at work.*
- We have mastered the working lunch.*
- We are the first to take the call, yet the last to know the outcome.*
- We are not seen but we deserve to be heard.*

From a Citizen - called today to express her appreciation for the caller taker who handled her medical call on Monday 7/11/22. She said she was having trouble breathing and started to decline very quickly. She was very appreciative of the call taker who helped keep her calm during this very stressful and scary time.

OPERATIONS

911 ANSWERING STATS



Call Answering Performance

NFPA1221 goal which 95% of all 911 calls are answered within 15 seconds. We continued to exceed this standard in 2022 with 99.64%.

Kitsap 911's internal goal of all 911 calls answered within 10 seconds 90% of the time. We also exceeded this goal with 98.7%.

The average 911 call was answered in 3 seconds.

DISPATCH PERFORMANCE STANDARDS

PRIORITY 1 LAW ENFORCEMENT	2018	2019	2020	2021	2022
90% Dispatched Within 64 Seconds	29	30	26	26	26
FIRE/EMS STANDARDS	2018	2019	2020	2021	2022
90% Dispatched Within 64 Seconds	84%	81.5%	75.6%	78.2%	75.6%
95% Dispatched Within 106 Seconds	96%	96.6%	96%	96.5%	96%
Answered to Dispatched in Seconds	:47	:47	:52	:50	52.1

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 2022 with a 26 second average.

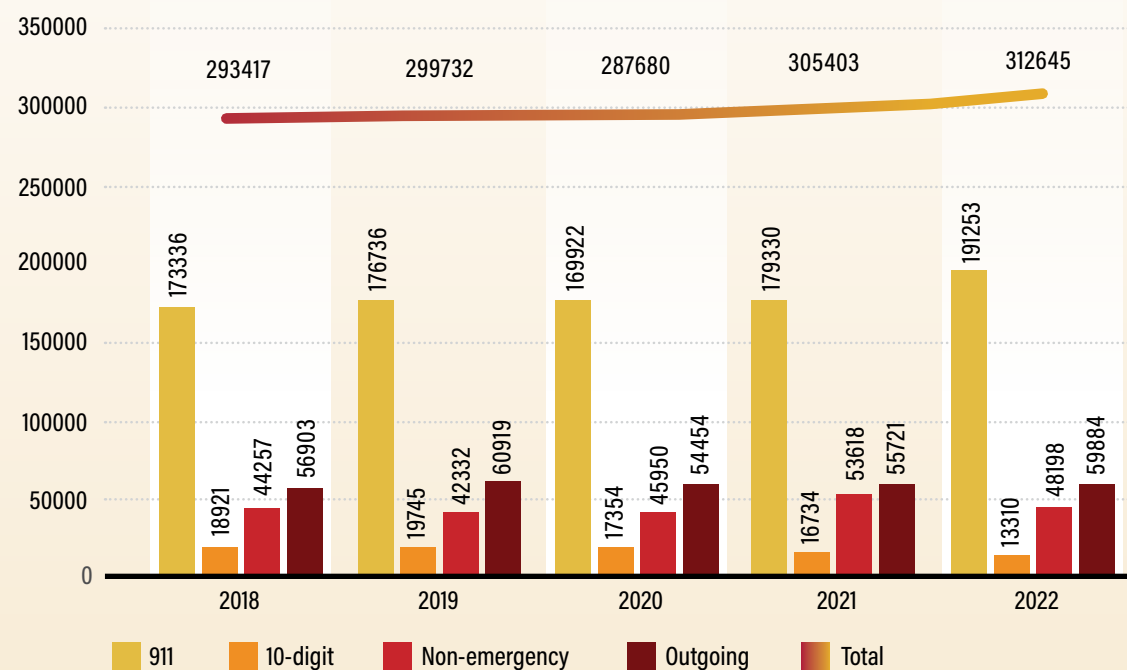
For priority 1, 2, and BLS fire/EMS events there are two categories:

For the first category - 90% of events dispatched within 64 seconds, our average for 2022 was 75.6%, down from 78.2%. For the second category, 95% of events dispatched within 106 seconds, our 2022 average was 96% a slight decrease from 2021's 96.5%. Our 2022 average answer to dispatch time for all fire and EMS events was 52.1 seconds, a small increase from 50 seconds in 2021.

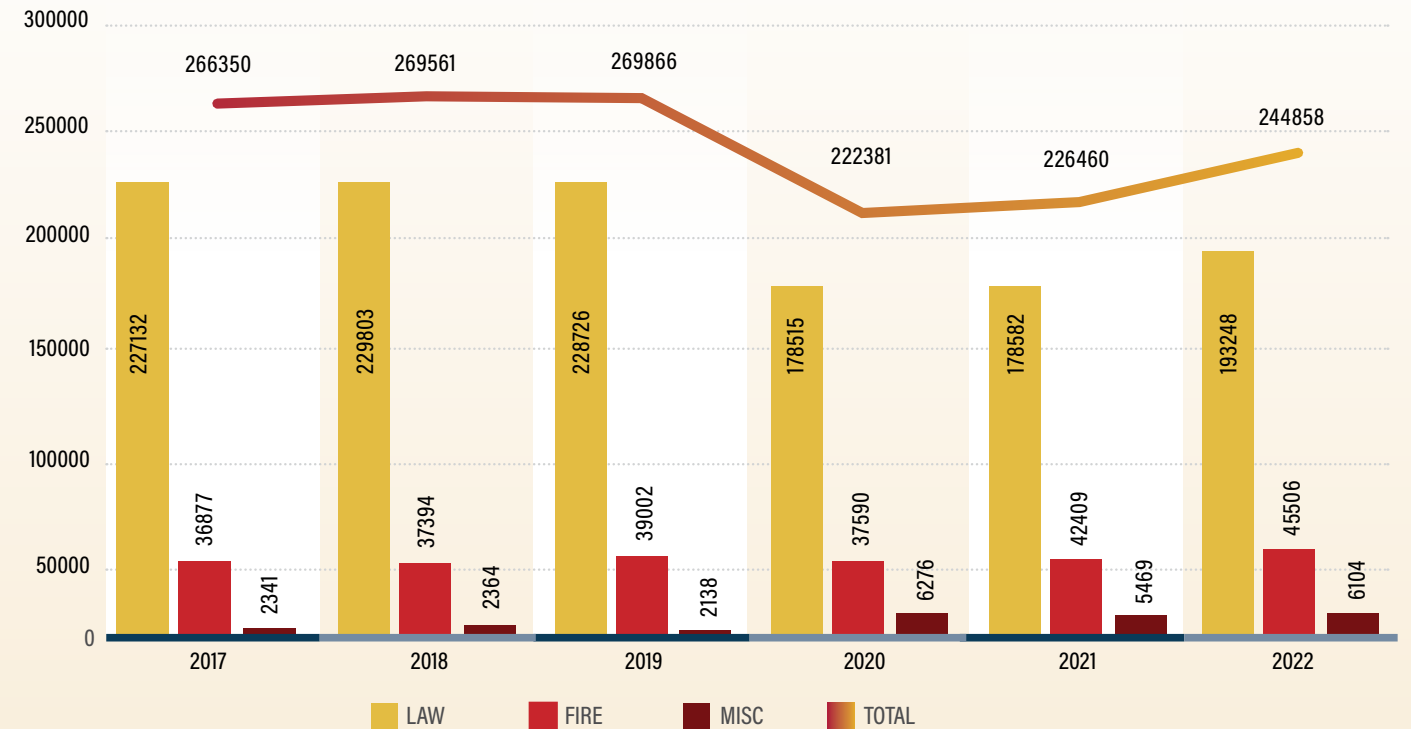
CALLS PROCESSED ON THE DISPATCH FLOOR

The dispatch floor processed 312,645 calls in 2022, up 2.3% from 2021.

- 191,253 of those were 911 calls, up 6.6%
- 13310 were 10 -digit emergency calls, down 20.5%
- 48,198 were non-emergency calls, down 10%
- 59,884 were outgoing calls, up 7.5%



DISPATCHED EVENT HISTORY

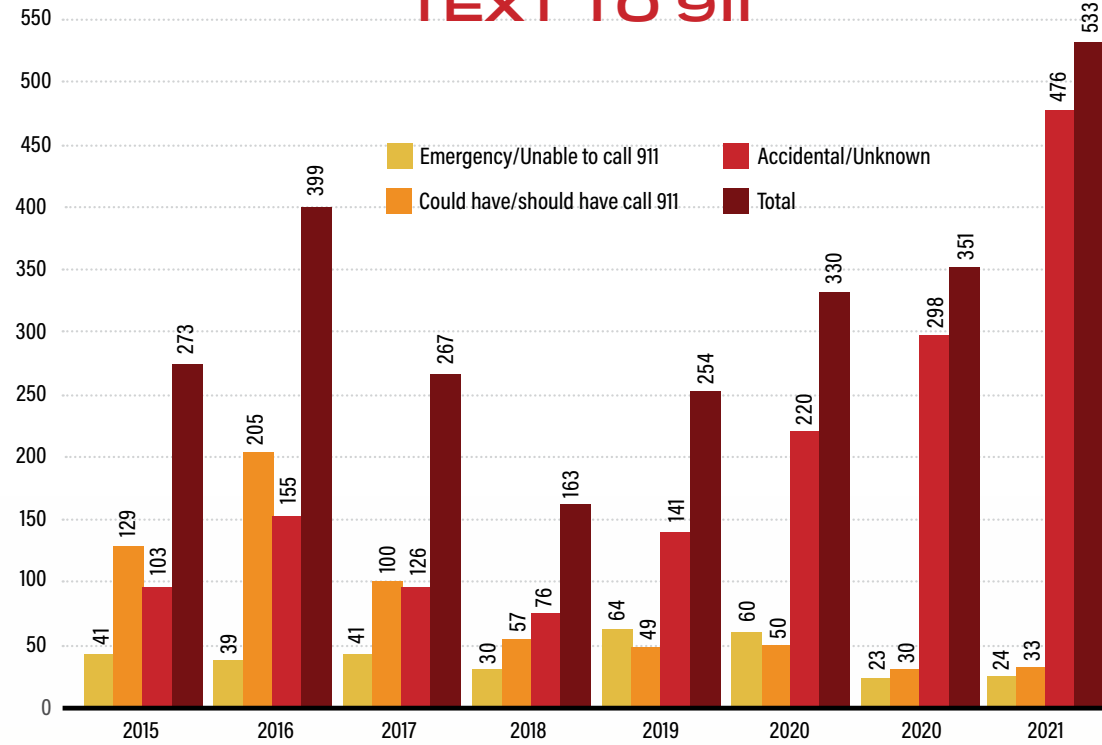


Kitsap 911 handled 244,858 events on the dispatch floor, up about 8% from 2021.

- Law accounted for 193,248 events also up 8%
- Fire 45,506 up 7%
- Other events totaled 6104 up 12%.

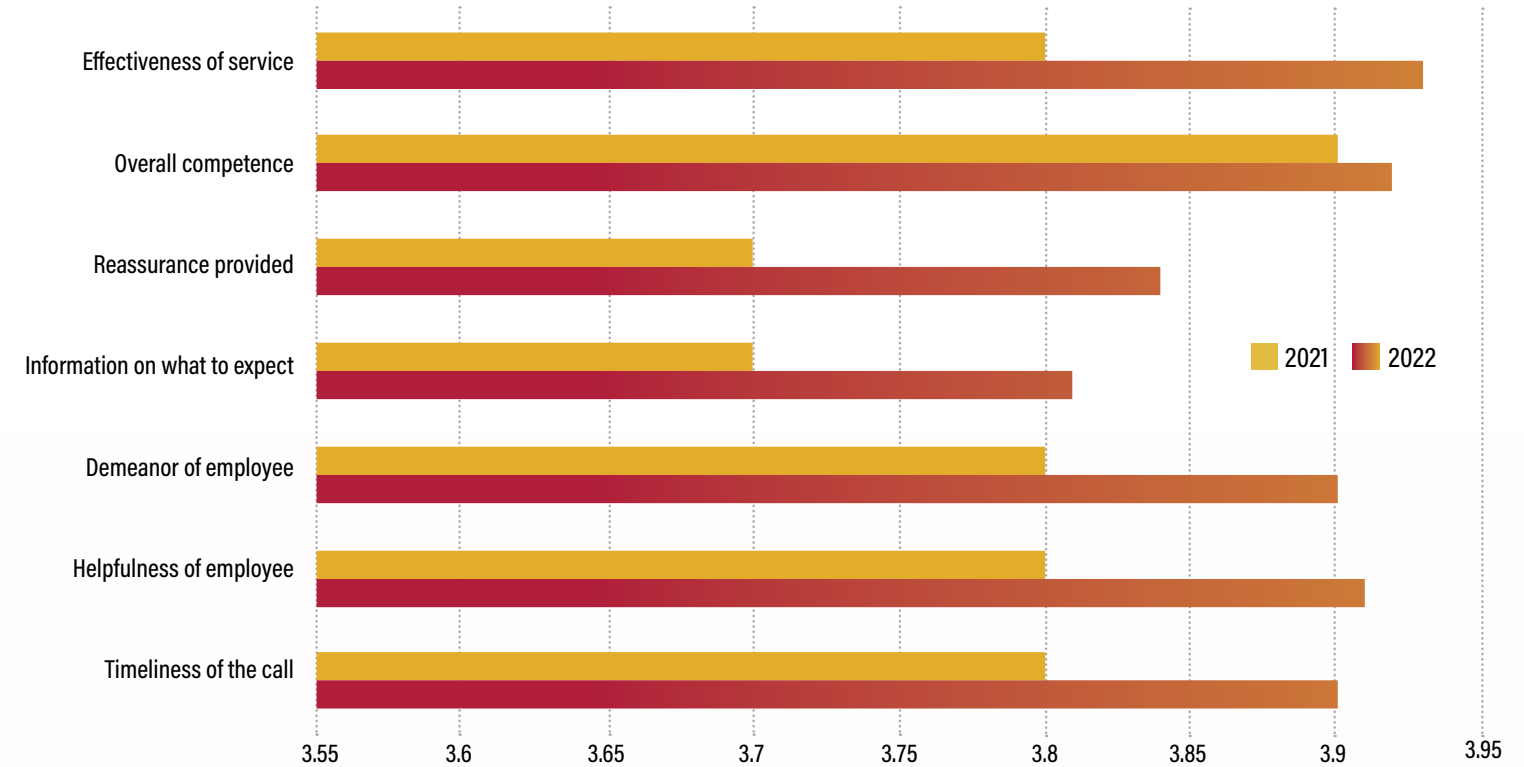
OPERATIONS

TEXT TO 911

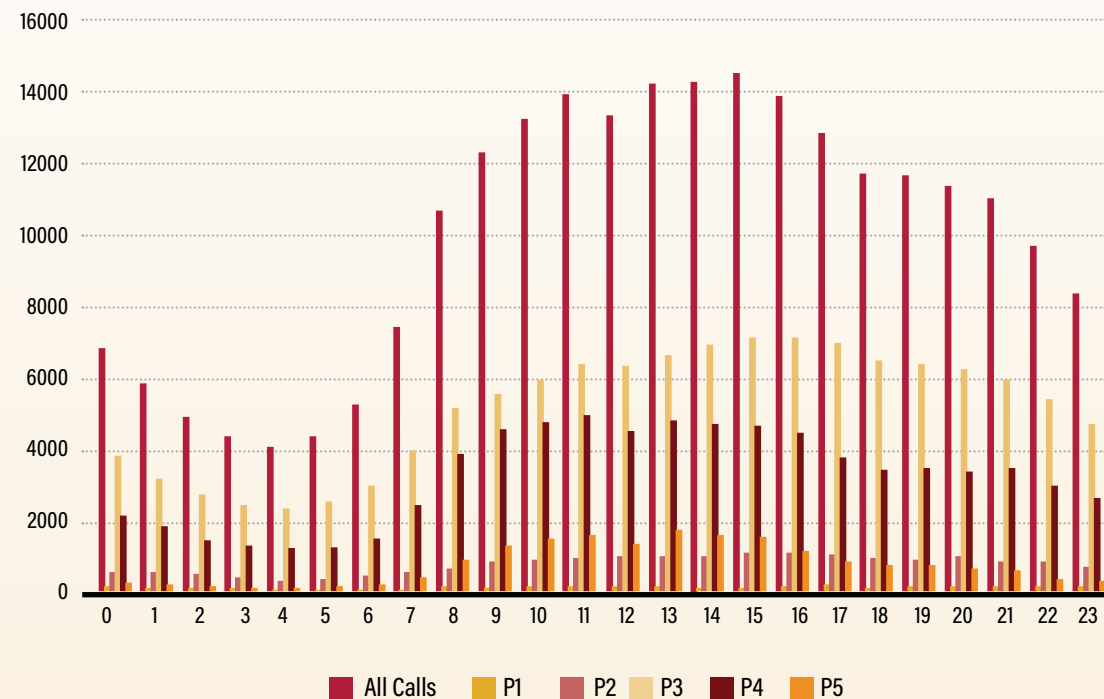


In 2022, Kitsap 911 processed 533 Text to 911 events, up 52% from 2021. Texts for true emergencies increased by 1, accidental texts increased by 3, and texts that would have been better as a 911 call increased by 178.

CUSTOMER SATISFACTION SURVEY RESULTS



BUSIEST HOURS BY PRIORITY



In 2022, our busiest hours of the day were between 09 and 1700. During these 8 hours we took 46% of our calls.

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

The 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.

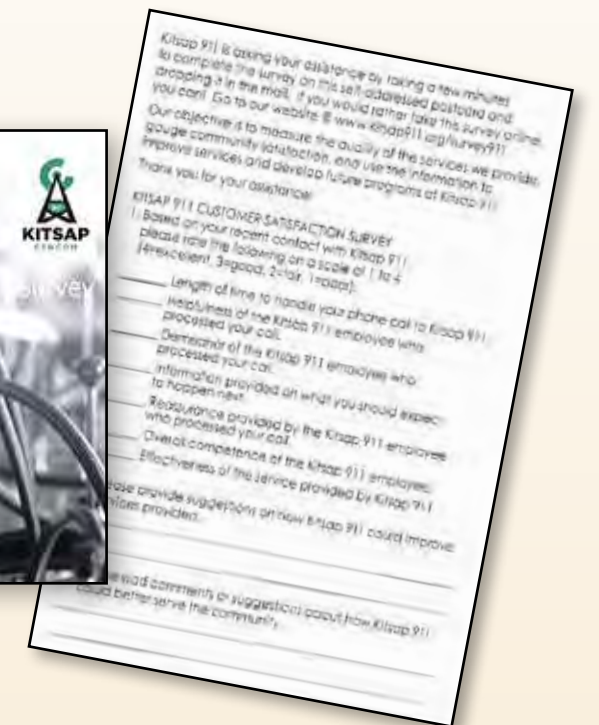
Our highest priority calls, those that present an immediate or imminent threat to life or property, occurred most often between 15 and 2200. These accounted for 9% of our calls.

Calls that presented a potential risk to life or property, accounted for 51% of our calls and occurred most often between 11 and 20.

Calls with no risk to life or property accounted for 32% of our calls and occurred most often between 08 and 1700 along with our lowest priority administrative events that accounted for 8% of our calls.

We mail monthly Customer Satisfaction postcards to random 911 callers. Our objective is to measure the quality of the services we provide, gauge community satisfaction, and use the feedback to improve services.

We received 362 customer survey responses in 2022 up from 90 responses in 2021. There are seven categories that range from timeliness of the call to overall competence of the 911 call taker. These are rated from 1 to 4, with 1 being poor and 4 being excellent. Our average scores ranged from 3.8 to 3.9.



TRAINING RECAP FOR THE YEAR!

For the first time in Kitsap 911 history, January 2022 brought an all virtual 10-week Primary Call Receiving Academy (PCRA.) We hired four students who attended class each day from their homes with remote kits, which could VPN into the Kitsap 911 training database, so our agency could keep hiring for staffing shortages yet maintain healthy social distancing rules. After all, we had just seen an uptick in ending 2021 with the new Delta variant of COVID-19 and we still needed to maintain a healthy 911 center yet fill some vacant positions. These four students did not meet any of their co-workers (aside of instructors virtually during class) until they set foot in the building for their first day of live 911 call taking training. Talk about resiliency and managing stress!

Like many 911 communication centers nationwide, the continued Covid-19 pandemic left many centers with staffing shortages. Employees looking for different jobs that allowed them to work remotely from home or anywhere with a WiFi signal, meant a struggle to find not only qualified applicants but people willing to work long shift hours still in the workplace. This meant getting creative and bold with hiring as many students as possible coming into the fall and winter months. We also needed to look at how long we were spending in class and identifying whether we could shorten the classroom time, without losing the integrity of the curriculum learned, to get students on the floor training and certified in a shorter amount of time. With some creativity, we shortened the 10-week academy time to 6-weeks, without losing vital education materials needed to be an effective 911 employee. Kitsap 911 hired seven students in August, then on the heels of that class, four more in October. All 11 of these trainees successfully completed their now 6-week academies and are still training to date.



We hired more trainees than we had trainers through the August and October academies. We asked for tenured, high-performing employees to temporarily help with training new hires, which they did. Now that we had all trainers tapped coming into the end of the year, we still had to figure out how to get a couple law enforcement dispatcher only employees fully certified to help with call taking and fire dispatching, and we had one call taker that could fast-track train on LE dispatching. We accomplished these three full certifications by having those employees come in on days off for overtime and Supervisors giving up some of their off-the-floor desk time to help with this training. It truly takes a village, and this Kitsap 911 team came together and made it happen. That's what we do! And, if this still wasn't enough to push the envelope in training for this 2022 year, we created a new position titled "Non-Emergency Call Receiver," to help with handling the routine and less priority type calls flooding the 911 call center each day. We filled that position in February and noticed an immediate relief with not continually having dispatchers balance phones simultaneously with radio traffic.

We hired 17 new employees in 2022 and retained 14 of those to date. We have outstanding trainers who have been shaping the skill sets of new telecommunicators non-stop all year. They are the backbone of the agency and without them we would not have seen such a high retention rate with our hiring this year. We could not ask for a better crew to help create amazing new call takers and dispatchers. It's been a crazy and taxing training year (insert Ozzy "All Aboard" chant here,) but when we need to get the job done, we most certainly do! Now, cheers to all our employees and trainers ending the year and we are amped and ready to tackle whatever our 2023 training season has in store for Kitsap 911!



Chris Law, Training Supervisor

PUBLIC EDUCATION COMMITTEE

Kitsap 911's Public Education Committee (PEC) consists of several employees who volunteer their time to develop and present educational material about 911 to the public. Our goal is to attend several events throughout the year, as well as provide presentations to public and civic groups when requested.

Some of the events attended in 2022 included safety fairs, national night out, career fairs at local high schools, and participation in the criminal justice program at West Sound Tech.

This year our Public Education Committee continued to focus on developing alternative means of providing 911 public education, including ready programs for use at care facilities and schools, virtual observations, tours, and promoting our social media content.

Committee members were offered the opportunity to attend virtual training this summer, through the National Public Education Forum. Classes were offered on a wide range of topics, such as how to make virtual training interactive, public speaking, and building a public education program from scratch. This training provided valuable insight and new ideas to be used in refreshing and updating our education program in the growing digital market.

Kitsap 911 also took on a leadership role within the Washington E911 State Public Education Subcommittee, to help facilitate and guide state wide public education efforts. Washington State is working towards statewide Text to 911 access as well as training certification for Public Safety Telecommunicators.

In 2022, PEC recruited two new committee members, increased the use of social media for public education and developed education packets and presentations for adult care facilities.

Goals for 2023 include building partnerships with our member agencies to incorporate 9-1-1 education into local outreach efforts and developing additional 9-1-1 education packets and presentations for local business use.

WHY IS PUBLIC EDUCATION SO IMPORTANT?

9-1-1 has served as the vital link between the public and emergency services for decades. Public education and awareness initiatives throughout the years have contributed in large measure to the incredible and ongoing success of the emergency communications system as a whole. An informed caller is 9-1-1's best caller. It's important that the public know how to help 9-1-1 help them. In an emergency, seconds matter, so being knowledgeable and prepared can make all the difference.



PEER SUPPORT TEAM

2022 was a transitional year for PEER Support. With the many changes, societal changes, and dynamics at Kitsap 911, Peer Support has shown to be a resource to be relied upon by employees. At Kitsap 911, the culture has been cultivated to have multiple resources and establish a support system within our work family. PEER support is just a step further allowing employees another resource for empathy, listening, and understanding from trained peers. The purpose of the PEER Support group is to provide listening support, referral information, and emotional assistance for peers who have been involved in a critical incident, job related stress and/or are suffering a personal crisis.

We have eight Peer Support team (PST) members. The PEER Support team continues to be available for their peers. We had over 28 contacts, both initiated contacts (employees reached out for PEER Support) and self-dispatched (PEER support members reached out to employees). The awareness of PST members is vital for our program. Several times, there were incidents where supervisors requested PST to be available and reach out to employees involved.

In September 2022, our Peer Support Team connected with other agencies from across Washington State to share ideas and develop a state Peer Support program. The goal is to eventually have the ability to deploy peer support resources between agencies across Washington when needed.

In December of 2022, Kitsap 911 contracted with a local Psychologist to conduct Peer Support training for our team members. These trainings will consist of two hour blocks each quarter in person in order to get the best result.

We are looking forward to a wonderful 2023 and growing our Peer Support and getting more involved with the Peer Support Network.

WELLNESS TEAM

Kitsap 911's Wellness Team consists of nine employee members working to assist their peers, and themselves, in finding improved wellness in all aspects of their lives.

2022 was a particularly busy year as staffing issues kept every employee very busy, including our Wellness Committee members. We worked to keep employees engaged in their wellness with discussion, newsletters, creative outlets, and information sharing.

In 2022, the team distributed newsletters with information about various wellness categories including financial, mental, and physical health. We also hosted an art showcase to highlight our incredibly talented employees, and a holiday bazaar featuring items made by our employees.

The overall goal for 2023 is real, accessible, and achievable wellness in all areas, tapping into our greatest resource - our employees. We have an outstanding group of employees with widely varying experiences, so we will look to tap into those that can share ideas, give answers, guidance, and solutions.

Additionally in 2023, the team will:

- Research and apply for Wellness Grants to assist in budgeting for wellness events, supplies, and equipment.
- Create a remote training that breaks down compassion fatigue and ways to overcome it in our work and in our lives.
- Prepare and distribute a quarterly newsletter.
- Plan realistic challenges for each month beginning in February, encouraging employees to make small changes in their lives. Examples: Clutter control, increased water intake, increased number of steps, etc.
- Combine resources with the Peer Support Team to achieve a combined goal.

We're looking for 2023 to be a turning point for the Wellness efforts at Kitsap911. Our employees will realize that our committee is not just creating background noise, but are working to encourage all employees to share, grow, and improve our lives together.



2022 KITSAP 911 EMPLOYEE OF THE YEAR

TIM ROBRAHN



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

2022

APCO AWARDS

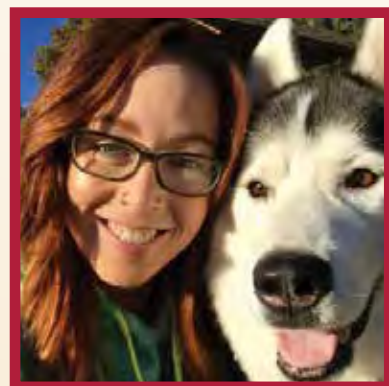
These awards recognize individuals who have demonstrated work performance that exceeds what is normally required in a year. The nominee demonstrates exemplary performance, attitude, and skill set that is outside the standard requirements.



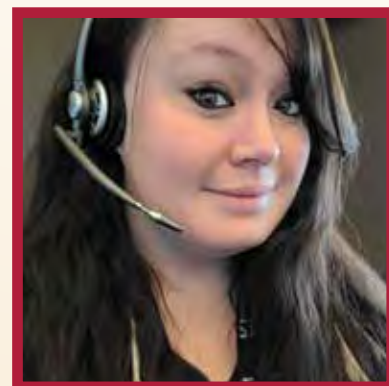
KYLE BOEDEKER
APCO INTERNATIONAL
Technician of the Year



JANA OLIVER
APCO WASHINGTON
Trainer of the Year



SHARICE CLARK
WASHINGTON AMERICAN LEGION
Operator of the Year



NICOLE BURRELL
WASHINGTON APCO-NENA
Telecommunicator of the Year for a Critical Incident

QUARTERLY AWARDS

TIM ROBRAHN - 1ST QUARTER

Public Safety Telecommunicator II

Tim has been a steadfast employee over his many years of service. He's always willing to help in any way he can. Need someone to take a trainee last minute? Tim. Need someone to lead the shift? Tim. Need someone to help with CBD? Tim. Need someone to take an observer? Tim. Technical problem? Tim. Need a spider disposed of? Tim.

He gives so much to our organization and never expects any praise or recognition for it. In addition to being an Acting Lead and a trainer, he's also on the Safety Committee and in the CBD group. Tim works his fair share of overtime and accepts mandates with a great attitude. He is always open to discussion about policy and helps employees work through when there's confusion to figure out the most current version of policy, even if that means acknowledging his own error. Tim is a great resource to everyone on the floor!



JESSICA JIMERSON - 2ND QUARTER

Public Safety Telecommunicator II

Jessica is a great example of what right looks like when we talk about what teamwork is on the dispatch floor. Jessica consistently goes above and beyond to assist her co-workers with phone calls, data entries, and data verifications. She also has great room awareness and keeps an ear out for her co-workers to help whenever she can. Jessica comes in to work with an open mind, an upbeat attitude, and is consistently flexible about moving around and adjusting as needed to accommodate for shortages on the floor.



BEN WOODRUFF - 3RD QUARTER

Non-Emergency Call Taker

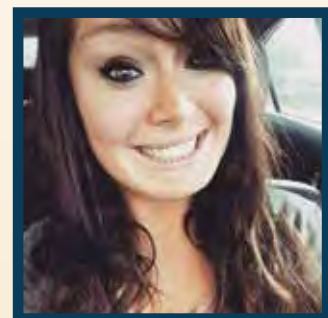
Ben demonstrates the very essence of what it means to promote "an intentional culture." Every morning he signs into CAD, he sends a "Good Morning" or "have a great day" message to everyone in the room. When new employees start their training, Ben immediately introduces himself and conveys his high opinion of our leadership, Supervisors, and Trainers, and how amazing Kitsap 911 is. He routinely helps with data, is seen checking the fax machine several times a day, and he is so quick to answer the phone, you never even hear it ring. He does this all with a smile on his face. He is truly great at fostering and promoting a healthy work culture.



NICOLE BURRELL - 4TH QUARTER

Public Safety Telecommunicator II

Nicole is a solid, dependable dispatcher. When she comes to work, she is focused on work. She is a high performer with a low error rate. Nicole has volunteered to work on a variety of projects and completes them timely with valuable feedback. She is often the first to pick up business lines and overrings. She is a team player and consistently volunteers to assist her co-workers by verifying data, making phone calls, and handling any task that may come up. Nicole makes a chaotic day just a little bit easier.



2022 PETS AT WORK



Our Kitsap 911 pets are valued members of our team.

Sergeant, the cat, lives at Kitsap 911 fulltime. He is a night owl and a great hunter. Many of our employees bring their dogs to work. They are all well behaved and friendly. The animals provide a huge amount of comfort and stress relief to our environment.

Sargent



Puppies



Rootie



Uthgerd



Chewy



Loki



Finn & Rinn



Koda



Leela



Penny



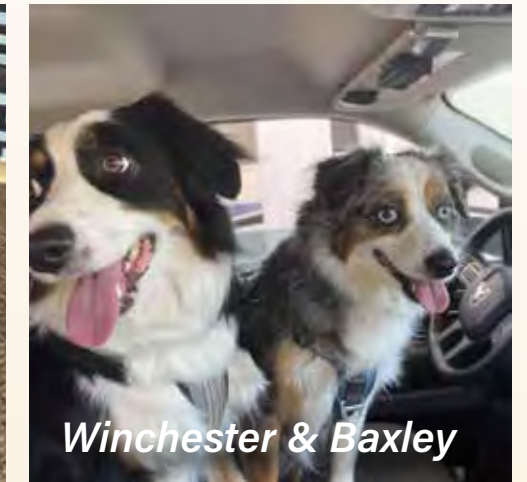
Lucy



Loki



Murphy



Winchester & Baxley



Lucy



Buster

