

Thurston 911 Communications



TCOMM 911

ANNUAL REPORT

2016

POLICE | FIRE | MEDICAL
Your Emergency – Our Priority

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The TCOMM Mission is:

To connect you to public safety responders during your emergency!

The TCOMM Vision is:

- To Deliver for the Present
- To Focus on the Future
- To Think Outside of the Box
- To Be Innovative
- To Be a Model Communications Center
- To Lead with Technology



The TCOMM Values are:

- Rapidly identify your emergency
- Accurately ensure your safety
- Professionally provide service with compassion
- Integrity by taking ownership in our performance and accomplishments
- Dynamic technology to stay on the leading edge

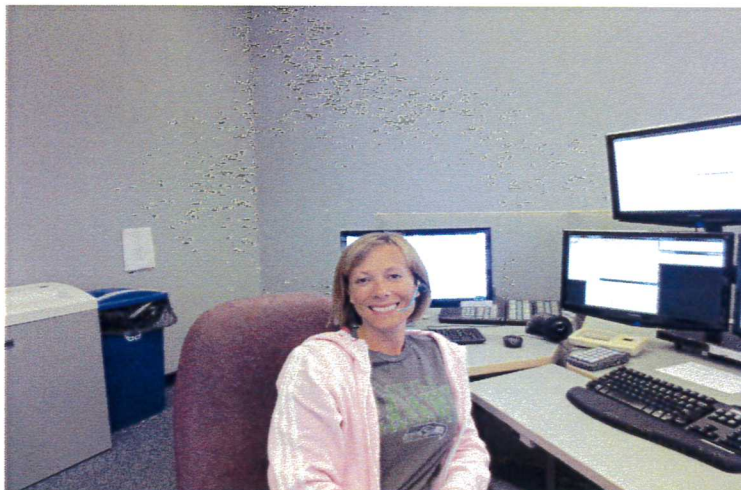
TCOMM911 ORGANIZATION

Since 1970, TCOMM911 has been the single-source 911 call and dispatch center in Thurston County. Thurston 911 Communications (TCOMM911 or TCOMM) provides three vital public service functions in Thurston County. First, TCOMM receives and records all 911 emergency calls for help from within the County. The second vital function is dispatching the appropriate public safety responders to the emergency – TCOMM provides dispatch services to all law enforcement (except Washington State Patrol), Fire Districts and Departments, and Medic One in the County. Third, TCOMM operates and manages the Thurston County Public Safety Radio Network.

TCOMM is an independent, non-profit governmental agency. Established by an intergovernmental agreement and incorporated as a 501(c)3 charitable organization, the agency is governed by an eight member Board of Directors known as the Administration Board. In addition to the Administration Board, a ten member Operations Board is established within the intergovernmental agreement.

TCOMM telecommunications professionals are available 24 hours a day, seven days week to receive and record both 911 and ten digit emergency calls from the public. These calls are dispatched at the appropriate level of public safety response based on protocols determined in conjunction with law enforcement, fire service and Medic One.

The agency is self-sufficient, funded by three revenue sources: a Thurston County 0.01% Sales/Use tax designated for emergency communications; excise taxes collected from carriers on all telecommunications equipment that are capable of accessing 911, and non-member fees. The sales/use tax contributes the largest portion of funding, with the excise tax making up the majority of the remaining expenditures. Prior to implementation of the sales/use tax in 2003, all member agencies contributed user fees to the agency. Since that time, member agencies do not contribute any user fees.



GOVERNANCE & MANAGEMENT

ADMINISTRATION BOARD

The **Board of Directors** is made up of eight elected officials representing the jurisdictions that are parties to the Intergovernmental Agreement. The Board's primary responsibilities include: fiscal responsibility and approval authority for the final budget, acquisition of new equipment recommended by the Operations Board, establishment of agency policies, the hiring authority and performance evaluation of the Executive Director, and reviewing and/or changing the funding formula.

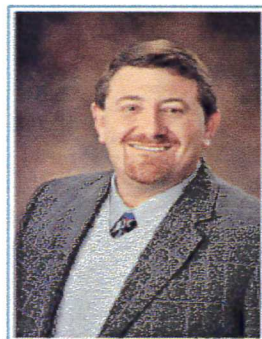


TCOMM 911

POLICE | FIRE | MEDICAL
Your Emergency – Our Priority



Judy Wilson - Chair
Lacey Fire District #3



Lenny Greenstein - V. Chair
City of Lacey



Bud Blake
Thurston Co. Commissioner



Julie Hankins
City of Olympia



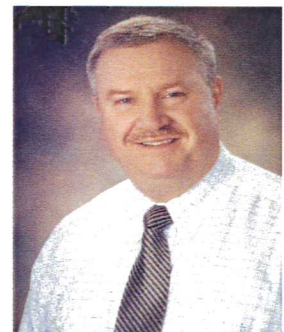
Ed Hildreth
City of Tumwater



Tracey Wood
South County Representative



John Snaza
Thurston Co. Sheriff

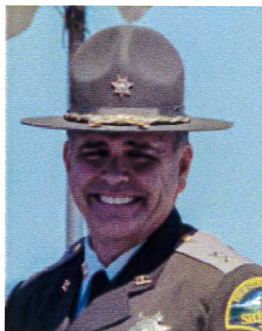


Gary Pearson
Thurston Co.
Fire Commissioner

GOVERNANCE & MANAGEMENT

OPERATIONS BOARD

A **ten member Operations Board** is comprised of appointed officials; the Undersheriff, Police Chiefs, Fire Chiefs and the Medic One Administrator that represent the County, large and small cities, towns, and the fire districts. The Board is primarily responsible for: developing operational priorities; developing policies and procedures that meet the needs of member agencies; reviewing requests for additional communication services to determine if such services should be provided; and ensuring the law enforcement data communications network and information received complies with the purposes in Chapter 10.97 RCW (Washington State Criminal Records Privacy Act).



Undersheriff Tim Braniff - Chair
Thurston County Sheriff's Office



Chief Mike Buchanan - Vice Chair
Olympia Fire Department



Chief Steve Brooks
Lacey Fire District #3



Chief Dusty Pierpoint
Lacey Police Department



Chief Scott LaVielle
Tumwater Fire Department



Kurt Hardin, Administrator
Medic One



Chief Ronnie Roberts
Olympia Fire Department



Chief Todd Stancil
Yelm Police Department



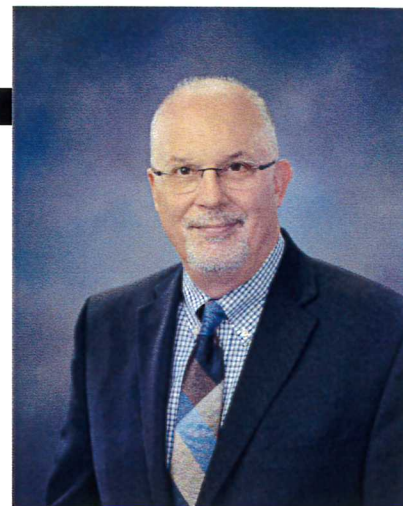
Chief John Wood
Thurston Co. Fire Chiefs Assoc.



Chief John Stines
Tumwater Police Department

Keith Flewelling

Executive Director



With a new Executive and Deputy Director 2016 was a year of adjustments... adjustments to the new management styles and cultural expectations. It is in times like these that organizations are able to closely examine the practices, policies, procedures and culture to make changes if necessary. TCOMM 911 is no exception; we have spent much of the past year reviewing, revising and setting expectations.

Much of the focus was directed, in a positive way, toward those who do the frontline job – the public safety telecommunicators. The year started by adding two additional operations employees. These two additions started the agency on a course to restore the staffing to pre-2013 levels, when budget cuts froze five telecommunicators and one supervisor in operations. In the last months of the year a “quiet room” was created for employee use – a space that is quiet with comfortable furniture and lighting. This space allows employees to take a meaningful break from the loud and high-pressure surroundings of the communications center. A very powerful message was received during the annual all-employee meetings this year. The message, delivered by a public safety chaplain and a fellow public safety telecommunicator, was about compassion fatigue. Compassion fatigue is a condition of callousness resulting from over exposure to repetitive experiences. We learned of the significant consequences that could occur when the condition effects the telecommunicators judgement in a negative way.

On the administrative side of the agency, management engaged in a modified budgeting process this year. The near zero-based budget process required managers to start from a nearly blank sheet and fill in detailed line-item expenses with justifications on all expenses within their areas of oversight. The resulting 2017 budget was held to a 5.9% expenditure increase considering operating expenses, debt service and capital expenses; with a 7.9% projected increase in revenue for the same period. It is increasingly important for the agency to build up the ending fund balances because there are major capital expenditures anticipated in coming years. Other 2016 accomplishments include:

- TCOMM 911 once again earned the WellCity award from the Association of Washington Cities, the agency's healthcare benefits provider. This award equates to a substantial discount in the rates the agency pays for the coverage. In order to earn the award, employees must meet or exceed thresholds of participation, throughout the year, in health and wellness promoting programs. This program is truly a win, win, win proposition for the agency, the employee, and the healthcare benefit provider.
- The majority of work reviewing and revising agency policies and procedures was completed.
- The agency website also enjoyed a total make-over, bringing it into this century and enabling much easier access to the most frequently used tools and information.

All of these accomplishments are directly linked to strategic planning items identified in the 2015 Strategic Plan. The plan extends five years into the future and is revisited every year during the annual budget process. Periodic progress reports are provided to the Administration Board.

DEPARTMENTS: ADMINISTRATION

ADMINISTRATION

The Administration Department is comprised of the Executive Director, Deputy Director, Financial Manager and Administrative Assistant. This department provides a wide range of functions for the agency, including developing and implementing policies and procedures, processing public records requests, and serving as staff to the Board of Directors, Operations Board, and various law enforcement and fire service subcommittees. The department is also responsible for coordinating large scale projects, developing, implementing and managing the agency budget, and maintaining legal compliance in all business-related matters.

In 2016 TCOMM received the AWC WellCity Award for the 4th year due to efforts of the Wellness Committee by providing positive worksite wellness activities to TCOMM employees. The WellCity Award qualifies TCOMM for a 2% reduction in Regence Blue Shield and Group Health health insurance premiums.

The Administration Department also embarked on a worksite beautification project, responsible for painting in the vestibule, a photo contest where employee pictures were framed in the hallways, as well as the creation of a quiet room, also noted in the Director's Report, where employees can go to "unplug" from the stressors of work during their breaks and lunches. New lunchroom furniture was also purchased to respond to the needs of our employees.

TCOMM employees were honored during Telecommunicator Week in April with fun activities, raffles and individual recognition. Staff was also invited to attend the TCOMM barbecue held in the summer and encouraged to participate in the 3rd annual employee garden.



2016 FINANCIAL STATEMENT

FINANCE

TCOMM uses cash basis accounting, which is an Other Comprehensive Basis of Accounting (OCBOA) that is prescribed by the Washington State Auditor's Office under the authority of Washington State law, Chapter 43.09 RCW. TCOMM is audited by the Washington State Auditor's Office biannually and has historically received clean audits.

Thurston 9-1-1 Communications Statement of Revenues, Expenditures, and Changes in Fund Balance

	2016
Revenue	
Emergency Communication Sales Tax	\$ 5,066,883
E911 Excise Tax	2,656,952
Communication Services	213,003
WA State E911 Funding	151,278
Rent/Leases	93,080
Law Enforcement Record Management System (LERMS)	131,888
Investment Interest	27,128
Grant Proceeds	34,249
Misc.	17,772
Total Revenue	\$ 8,392,233
Expenditures	
Administration	\$ 1,329,390
Information Technology	434,188
Radio Technology	533,952
911 Dispatch	5,125,365
LERMS	123,570
Grant Expenditures	26,029
Total Expenditures	\$ 7,572,494
Ending Fund Balance as of December 31st	\$ 3,840,691

DEPARTMENTS: RADIO SYSTEMS

RADIO SYSTEMS

The Radio Systems Department provides ongoing service and support for all of the twenty-one radio sites, 911 dispatch radio consoles, microwave backhaul solutions, infrastructure systems support, and all other aspects of the county-wide public safety radio system. Our goal is to maintain the highest degree of reliable communications possible and to make improvements to systems and operations that will allow the Thurston County public safety radio user the best communications that are possible. Together, the Radio Systems Manager and the Radio Systems Technician endeavor to first provide operations stability while at the same time working on an immense scope of dynamic capital improvements and ongoing replacement of legacy equipment.

2016 Accomplishments:

2016 was a busy year for the Radio Systems Department. Accomplishments include:

- The development and launch of the Radio System Steering Committee - This strategic planning committee includes TCOMM, Fire, Law, and EMS representatives and key stakeholders for the current public safety radio system in Thurston County. The goal is to evaluate the radio system in use and plan for future needs and goals of the next public safety radio system.
- We had a change in key staff - Our former Radio Systems Technician, Brad Cooper, retired after spending 7 years with TCOMM. Jeremy Prine was hired as his replacement in October, 2016.
- The Olympia Public Works and Washington State Patrol (WSP) TCOMM radio equipment was upgraded to digital radio communications to be compatible with their new systems.
- Olympia Fire Department's main station was moved from the Providence St. Peter Hospital to a more strategic location at the '8th and Fir' radio site. At the same time this was being accomplished, the rest of the radio site had a complete system rebuild.
- The Bald Hills main system generator that the site relies on for auxiliary power failed and was replaced.
- Other accomplishments include: Site security upgrades to Capitol Peak, Crawford and Bald Hills; a field backup generator with advanced controls for unmonitored operations was added to the backup equipment; Crawford Mtn. building 1 physical improvements; dispatch furniture systems doors and panels retention project was completed; as well as many other site and system projects.

DEPARTMENTS: INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY (IT)

The Information Technology Department is comprised of one IT Systems Administrator, one Geographic Information Systems (GIS) Administrator, one Records Management Systems (RMS) Administrator, and the IT Manager. The department focuses on maintaining system availability to support the mission of the 911 center and provide outstanding service to the community when they need us most. In an effort to achieve this goal, we strive to keep our staff cross-trained where possible to help eliminate knowledge “silos” that could be detrimental to the service we provide, implement technologies to help us be proactive with systems maintenance and health monitoring, look for ways to become more efficient, and maintain effective partnerships with our user agencies.

2016 Accomplishments:

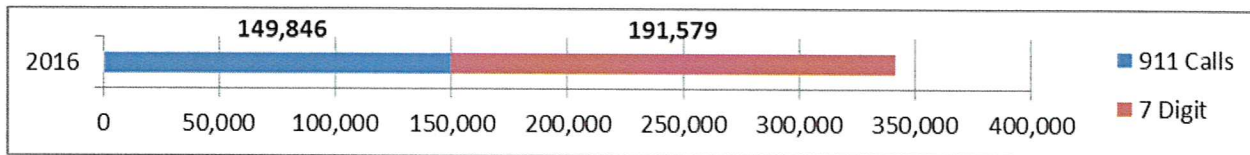
- Modernized TCOMM911.ORG website - IT successfully migrated the TCOMM911 website from an on premise static site to a more modern, professionally designed site that is easier to navigate, more user friendly for visitors, and is easier to maintain and update.
- Replaced cluster server hardware - TCOMM replaced the old iSCSi (Storage Area Network) that was having difficulty keeping up with heavy load periods with a new direct attached storage model with much higher performance. As a result, our file systems no longer lag when being accessed, virtual machines are performing at a much higher level, and storage access throughput has been greatly improved.
- Virtualized Computer Aided Dispatch server hardware - Replaced an aging, physical server with a Hyper-V® virtual server hosted on the direct attached storage cluster. As a result, the CAD server is now a high-available virtual server with fewer single points of failure, and because it is virtual, we can perform maintenance on the server with greatly reduced down time.
- Implemented Crystal Reports Server 2016 - IT was able to replace an outdated report scheduling application with Crystal Reports Server 2016. The updated software will allow us to more easily manage, automate, and distribute reports, as well as create dashboards for easy viewing of important operational data points.

DEPARTMENTS: OPERATIONS

OPERATIONS:

The primary mission of the Operations Department is to answer 911 calls and provide dispatch services for Thurston County. Overseen by the Deputy Director, the department consists of 42 Public Safety Telecommunicators, six Supervisors and one Training Supervisor. Our team of dedicated professionals is the first link between citizens and emergency police, fire and medical services 24 hours per day, 365 days per year. They are highly trained, ready to provide consistent help in every situation and continuously monitor the safety of emergency responders.

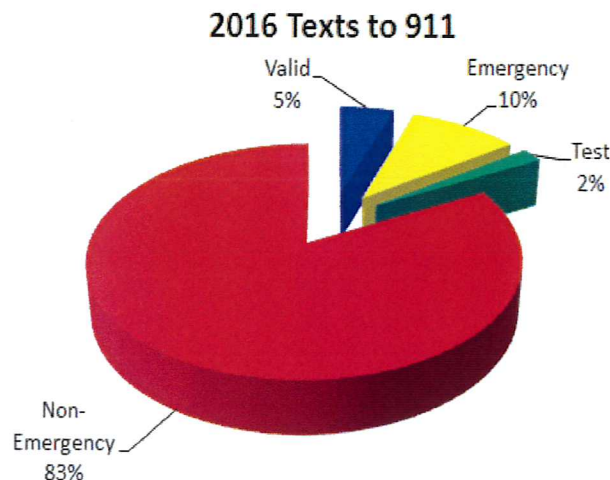
Emergency Calls Answered in 2016



TCOMM Supervisors are responsible for overseeing the work of the Telecommunicators and handling the daily administrative duties that arise within the communications center. They set expectations that mirror the Agency's mission and values, and provide guidance and leadership to staff. They conduct quality assurance assessments to review the performance of the Telecommunicators, recognizing exceptional work, looking for training trends, and identifying any areas of concern. Supervisors are often called upon to assist the Agency with special projects, based on their area of interest and expertise.

2016 Accomplishments:

In March 2016, TCOMM became the 7th County in Washington State to accept requests for emergency assistance via text. Text to 911 benefits people who may not be able to safely make a voice call in an emergency situation, or individuals that are deaf, hard of hearing, or have a speech disability. In 2016, TCOMM received 202 texts, broken down as follows:



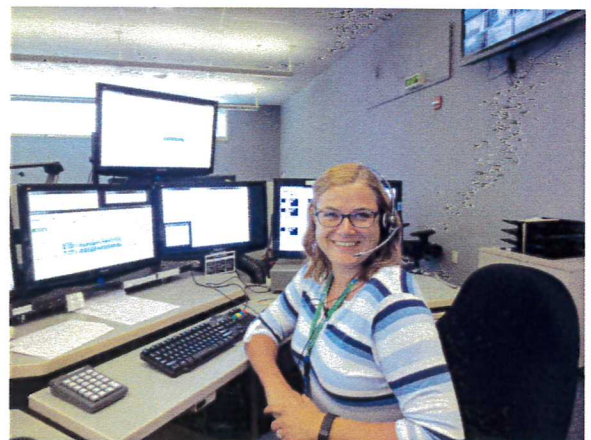
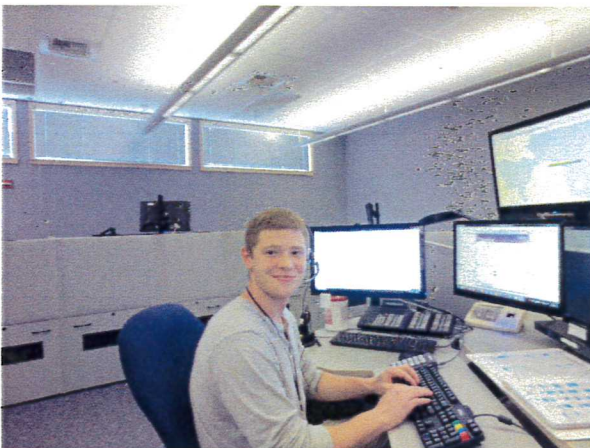
DEPARTMENTS: OPERATIONS

During the 2017 budget process, in which a zero-based budgeting tool was utilized by each department, funds were again secured to reinstate two FTEs that were frozen in 2013 due to the downturn in the economy. As TCOMM remains understaffed by three full-time equivalents (FTEs) according to the workload study of the Telecommunicator classification in 2015, a concentrated effort on increasing staffing in the communications center remains a priority for 2018 and beyond.

Training:

The TCOMM Training Supervisor administers the training program for the Agency, a critical component to reduce liability in a high risk profession. Ongoing training is also an integral part of the Agency's recruitment and retention strategy. Staff is cross-trained in all dispatch functions to enable them to assist in any sudden change in workload or large scale event. TCOMM complies with Washington State's voluntary certification standards, providing a minimum of 24 hours of continuing education every two years. The Training Supervisor ensures all training is up to date and certifications remain current with the Criminal Justice Training Commission's Telecommunicator 1 and Telecommunicator 2 Programs, and Washington State ACCESS. The Training Supervisor also oversees the Agency compliance with the Federal Criminal Justice Information Services (CJIS) Division.

TCOMM utilizes the in-house talents of operations staff to assist with training efforts. The Communications Training Officer (CTO) program consists of 16 certified training officers who provide valuable classroom, hands-on and continuing education to new employees as well as those who have been in the profession for longer periods of time. They are also called upon to provide training for neighboring agencies when the need arises. They are skilled in facilitating all types of adult learning, and are instrumental in guiding new employees during the active learning process.



TCOMM911 EMPLOYEE SPOTLIGHT

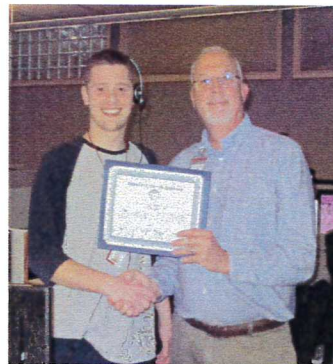
The Employee of the Year is selected from quarterly award recipients and is based on actions considered over and above the normal performance of job duties. The employee selected is presented with the award at the TCOMM Board of Directors meeting. Recognition for Employee of the Year also includes attendance at a major professional training conference.



1st Quarter
Emily Maxwell



2nd Quarter
Kelsey Loftness



3rd Quarter
Cole Buringrud



4th Quarter
Jason Guthrie

TCOMM911 2016 Employee of the Year Kelsey Loftness

Congratulations to Kelsey Loftness, the 2016 Employee of the Year. Kelsey exemplifies the values and mission of TCOMM911 in her service to our user agencies and the citizens of Thurston County.

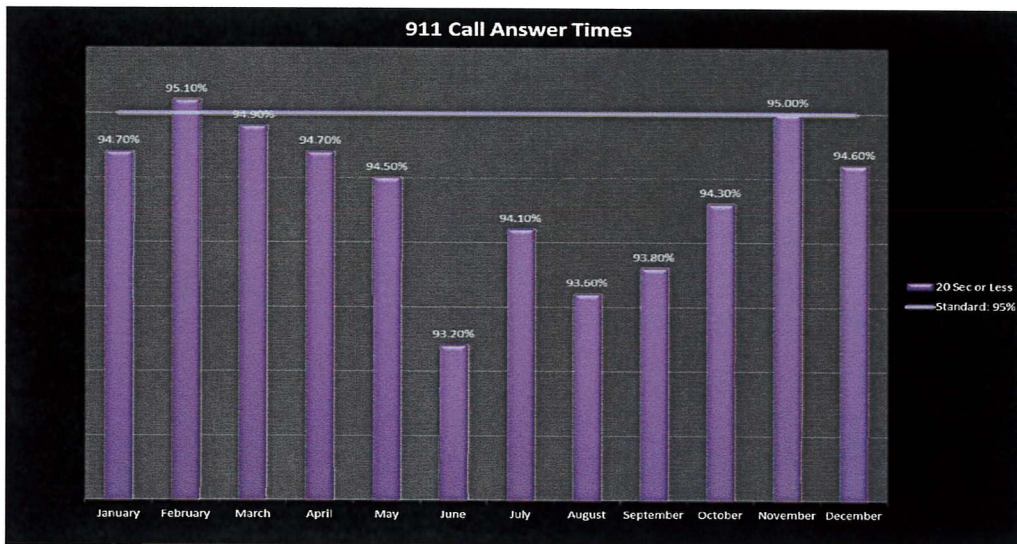


STATISTICS

Call Intake and Dispatch Standards and Guidelines:

National Emergency Number Association (NENA) standard for answering 911 calls:

"Ninety percent (90%) of all 911 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within ten (10) seconds during the busy hour (the hour each day with the greatest call volume, as defined in the NENA Master Glossary). Ninety-five [percent] (95%) of all 911 calls should be answered within twenty (20) seconds."

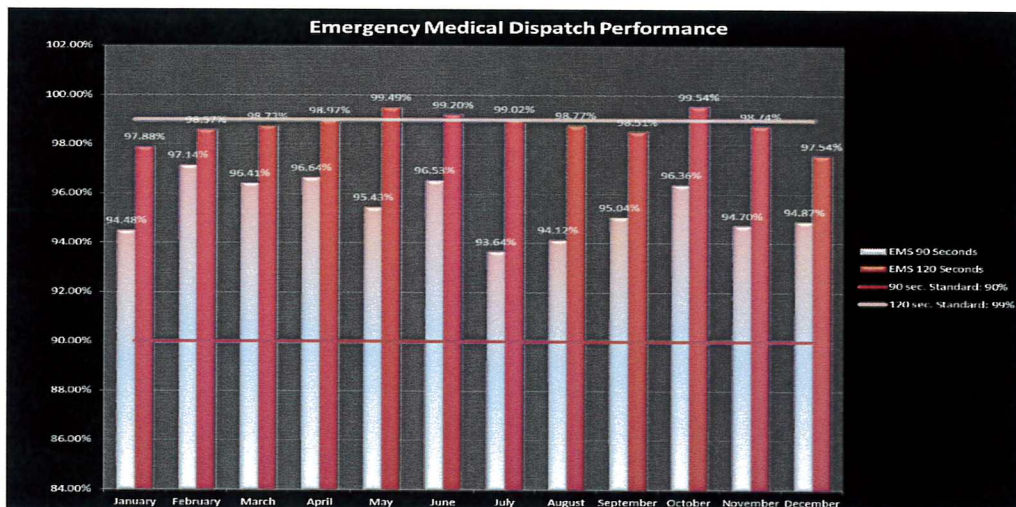


TCOMM Compliance:

National Fire Protection Association alarm processing standard for Emergency Medical Services (EMS):

Standard 7.4.2.2 "Emergency alarm processing...shall be completed within 90 seconds 90 percent of the time and within 120 seconds 99 percent of the time"

TCOMM Compliance:



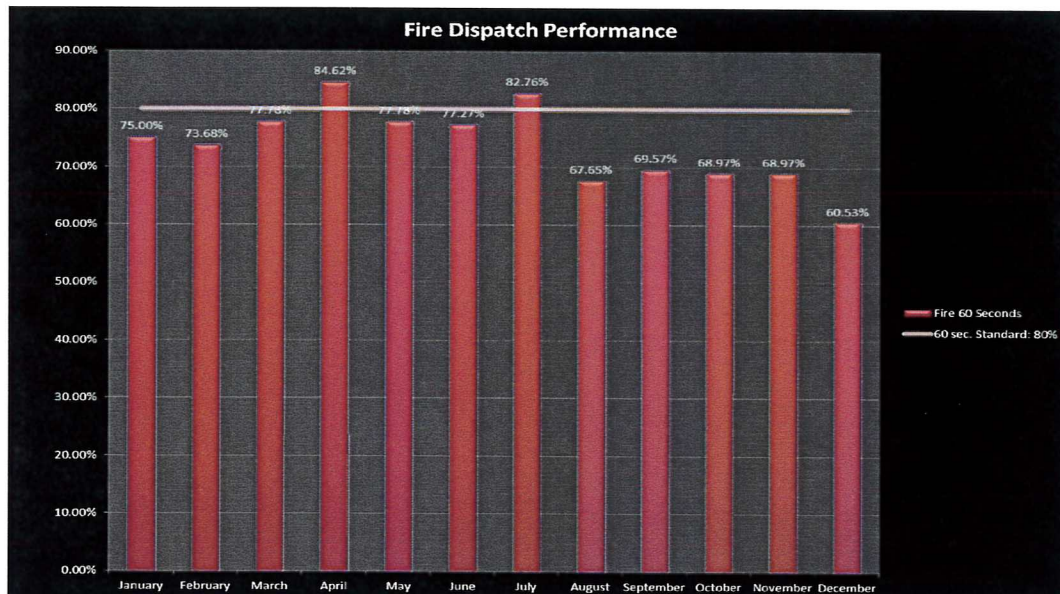
STATISTICS

Call Intake and Dispatch Standards and Guidelines cont'd:

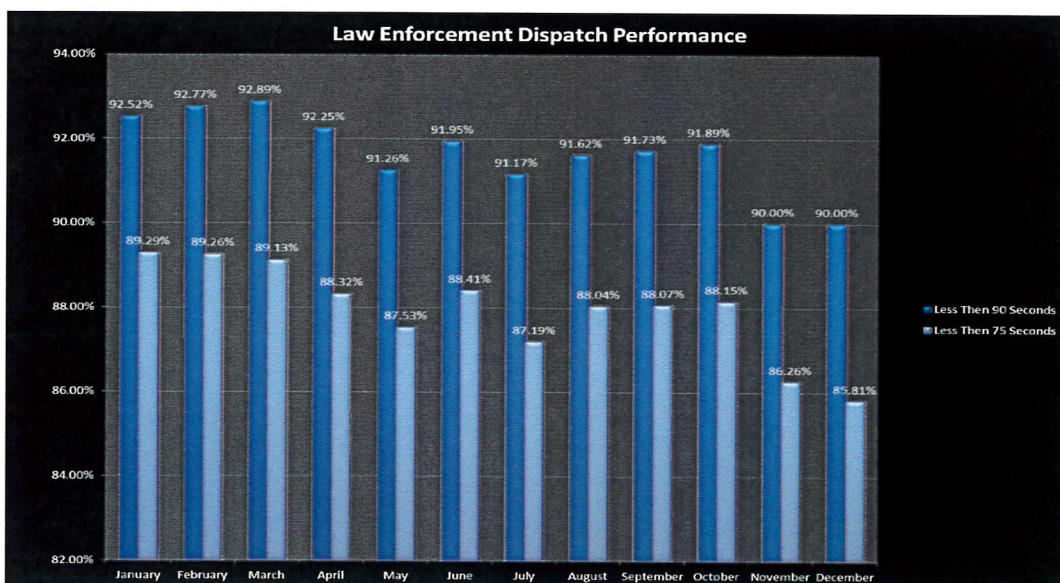
National Fire Protection Association alarm processing standard for all call types other than EMS:

Standard 7.4.2 "...80% of emergency alarm processing shall be completed within 60 seconds..."

TCOMM Compliance:



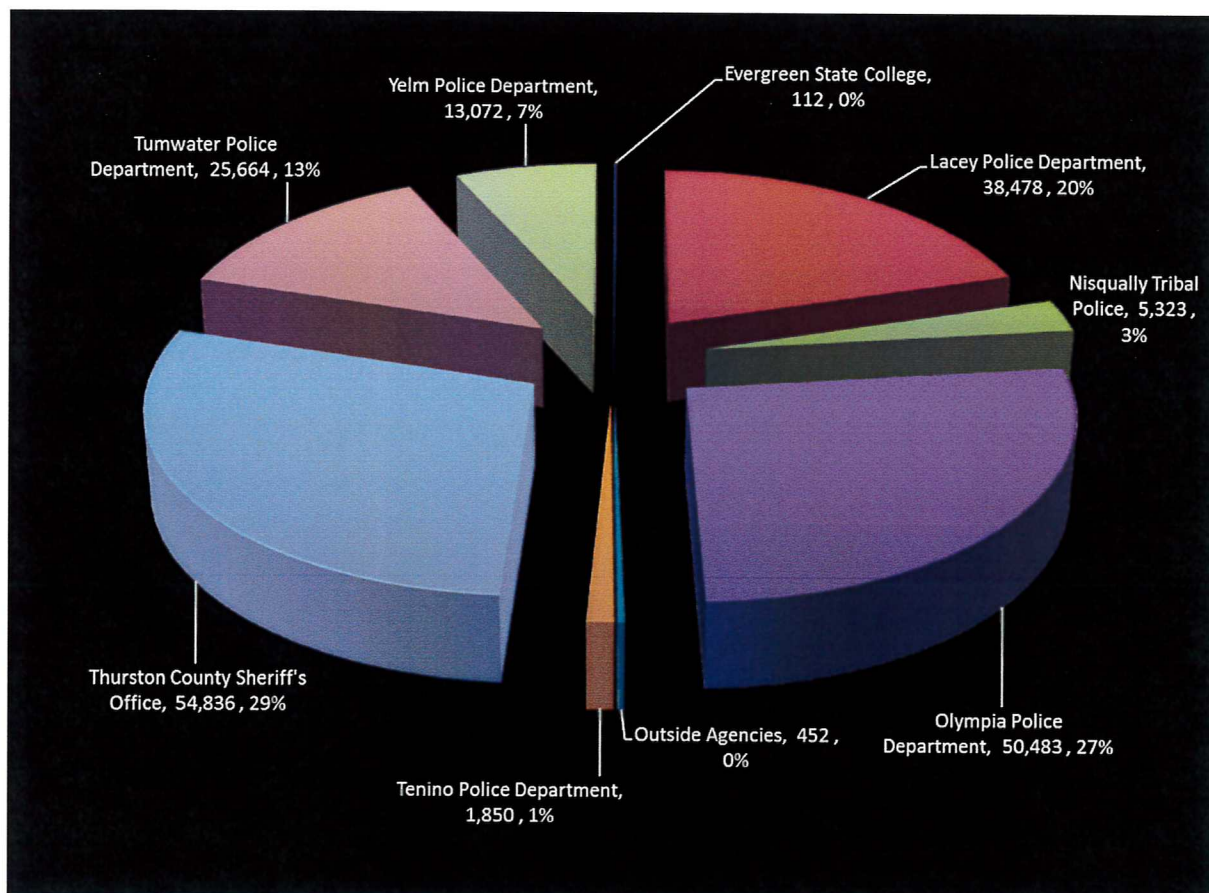
Law Enforcement Dispatch Performance:



STATISTICS

2016 Law Enforcement Events Dispatched:

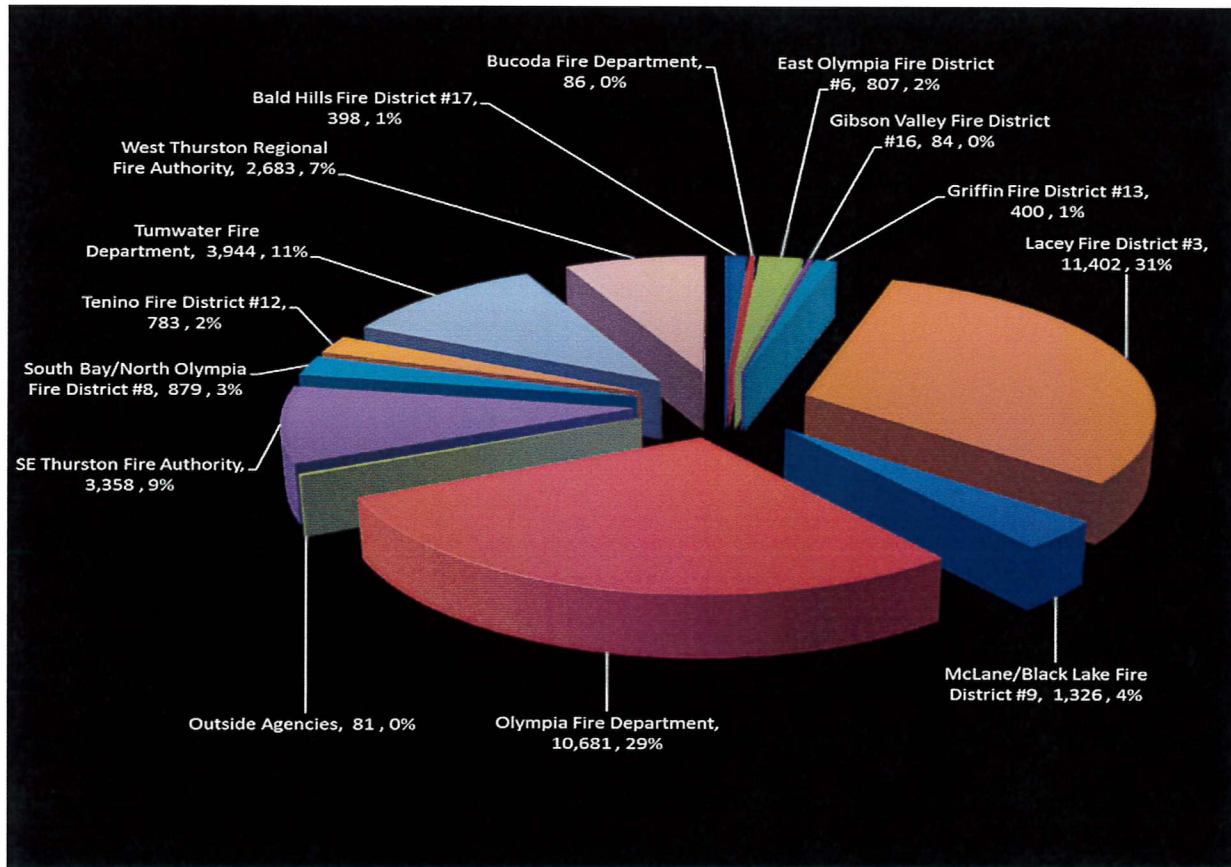
AGENCY	TOTAL DISPATCHED RESPONSES
Evergreen State College	112
Lacey Police Department	38,478
Nisqually Tribal Police	5,323
Olympia Police Department	50,483
Outside Agencies	452
Tenino Police Department	1,850
Thurston County Sheriff's Office	54,836
Tumwater Police Department	25,664
Yelm Police Department	13,072
Combined Total Dispatched Responses	190,270



STATISTICS

2016 Fire Service Events Dispatched:

AGENCY	TOTAL DISPATCHED
Bald Hills Fire District #17	398
Bucoda Fire Department	86
East Olympia Fire District #6	807
Gibson Valley Fire District #16	84
Griffin Fire District #13	400
Lacey Fire District #3	11,402
McLane/Black Lake Fire District #9	1,326
Olympia Fire Department	10,681
Outside agencies	81
SE Thurston Fire Authority	3,358
South Bay/North Olympia Fire District #8	879
Tenino Fire District #12	783
Tumwater Fire Department	3,944
West Thurston Regional Fire Authority	2,683
Combined Total Dispatched Responses	36,912



AGENCIES SERVED BY TCOMM911

FIRE SERVICE

Bald Hills Fire District #17
Bucoda Fire Department
East Olympia Fire District #6
Gibson Valley Fire District #16
Griffin Fire District #13
Lacey Fire District #3
McLane/Black Lake Fire District #9
Olympia Fire Department
Outside Agencies
SE Thurston Fire Authority
South Bay/North Olympia Fire District #8
Tenino Fire District #12
Tumwater Fire Department
West Thurston Regional Fire Authority

LAW ENFORCEMENT

Evergreen State College
Lacey Police Department
Nisqually Tribal Police
Olympia Police Department
Outside Agencies
Tenino Police Department
Thurston County Sheriff's Office
Tumwater Police Department
Yelm Police Department



NON-MEMBER THURSTON COUNTY DEPARTMENTS/AGENCIES

Amateur Radio Emergency Service (ARES)
American Medical Response
Animal Services
Lacey Public Works
Olympia Public Works
Olympic Ambulance
Search and Rescue
Thurston County Coroner
Thurston County Emergency Management
Thurston County Judges
Thurston County Public Works
Thurston County Roads and Transportation
Tow Companies (13)
Tumwater Public Works



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