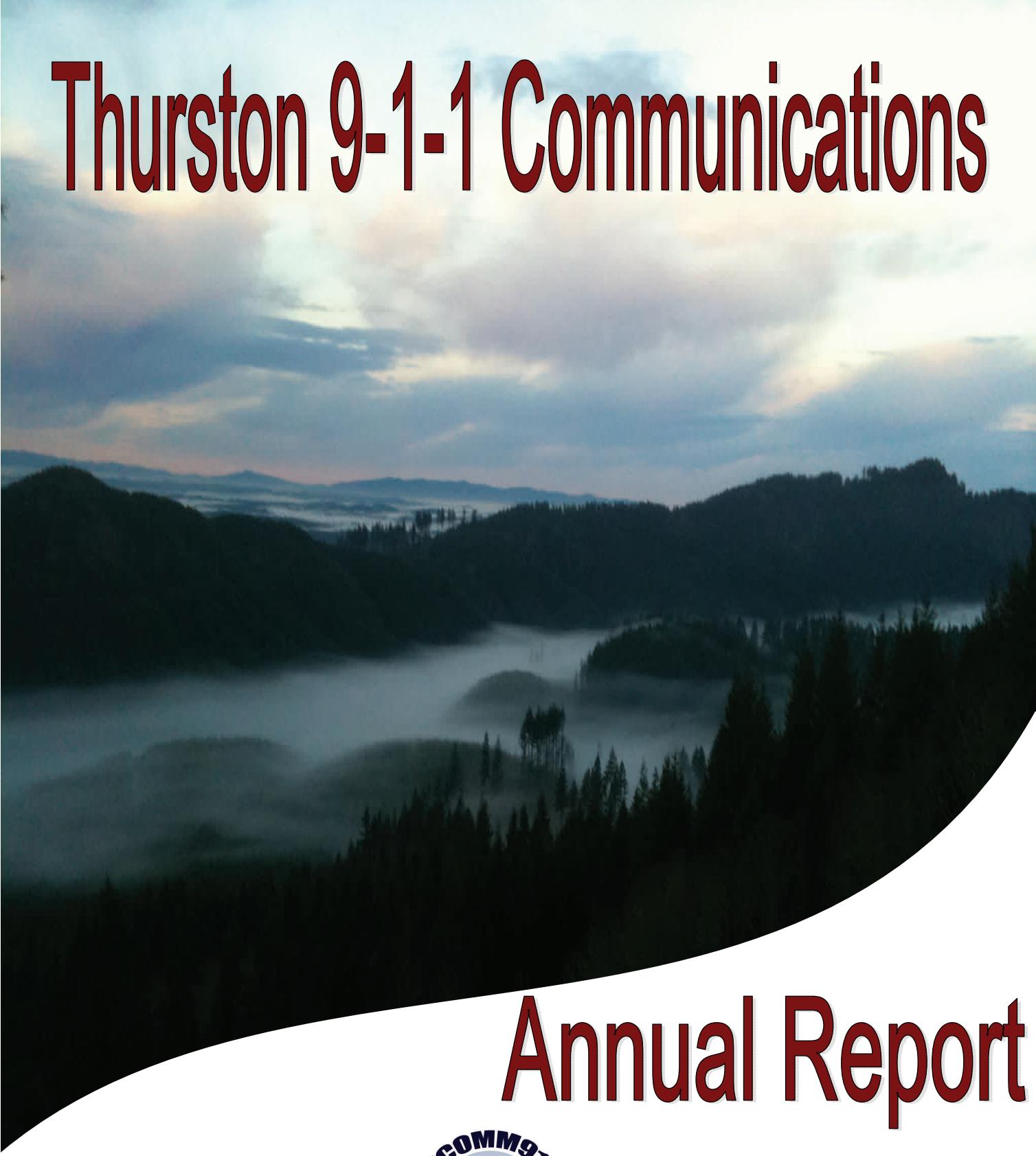


Thurston 9-1-1 Communications



Annual Report

2015



Thurston County Law Enforcement and Fire Agency Areas



POLICE • FIRE • MEDICAL
Your Emergency—Our Priority

4/19/2016

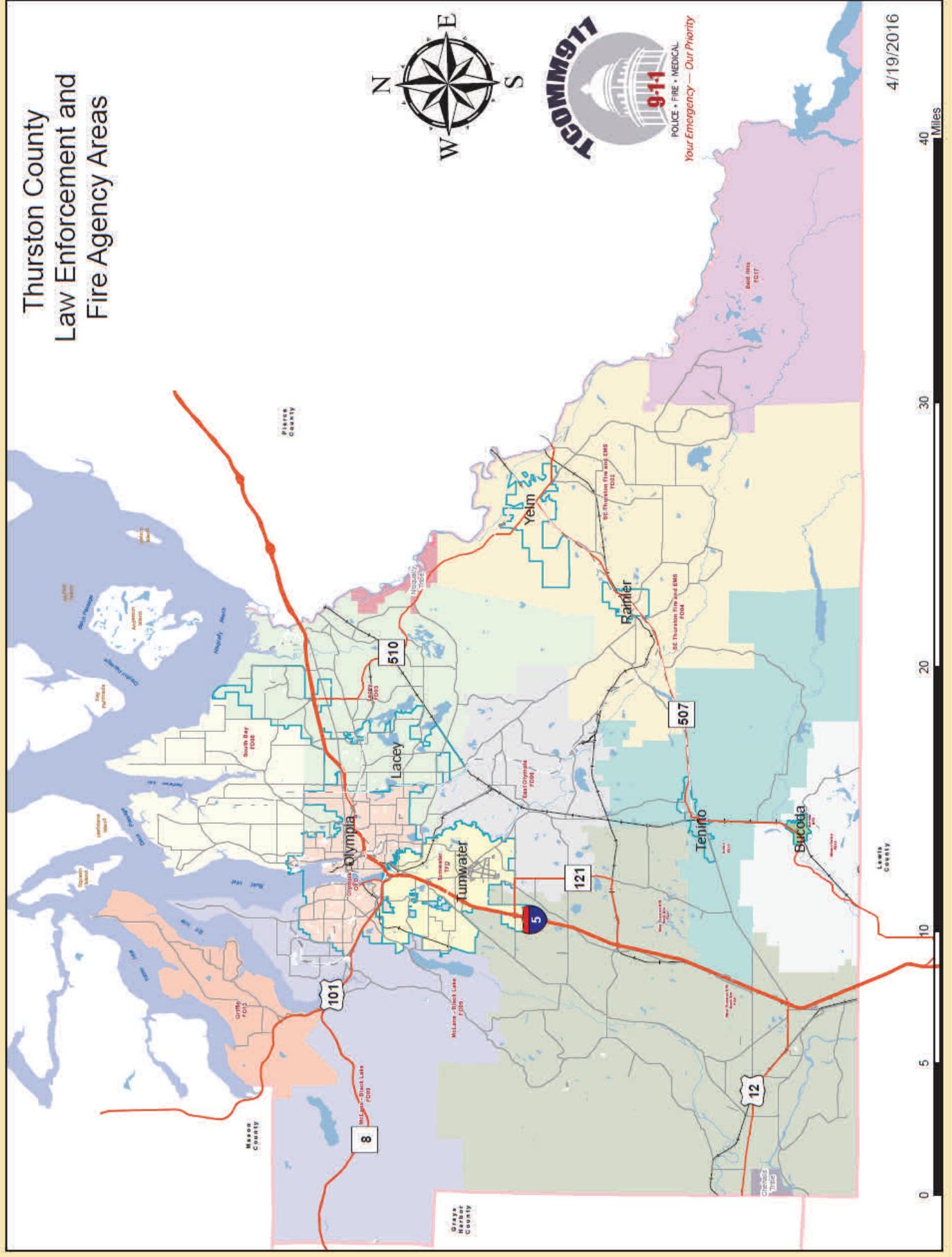


Table of Contents

Mission and Values.....	Page 2
TCOMM911 Organization.....	Page 3
Governance and Management - Administration Board.....	Page 4
Governance and Management - Operations Board.....	Page 5
Executive Director Message.....	Page 6
Departments - Administration.....	Page 7
Departments - Radio Systems.....	Page 10
Departments - Information Technology.....	Page 12
Departments - Operations.....	Page 13
TCOMM Employee of the Year.....	Page 15
Statistics - Call Intake and Dispatch.....	Page 18
Next Generation 911 Implementation.....	Page 22
Agencies Served by TCOMM911.....	Page 23



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 of 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 9-1-1 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.



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).



Chief John Wood - Chair
Thurston Co. Fire Chiefs Association



Chief Ronnie Roberts - Vice Chair
Olympia Police Department



Chief Steve Brooks
Lacey Fire District #3



Chief Dusty Pierpoint
Lacey Police Department



Chief Scott LaVieille
Tumwater Fire Department



Chief John Stines
Tumwater Police Department



Asst. Chief Mike Buchanan
Olympia Fire Department



Chief Todd Stancil
Yelm Police Department



Undersheriff Tim Braniff
Thurston County Sheriff's Office



Steve Romines, Administrator
Medic One

Keith Flewelling

Executive Director

2015 was a year of change for TCOMM. The agency ended the year with the retirement of the long-time Executive Director, Jim Quackenbush, who had worked 28 years for the agency. Jim oversaw many accomplishments during his tenure; most notable among them was:

- ◆ Implementation of four 911 telephone systems,
- ◆ Remodeling and the physical move to the current facility,
- ◆ Implementation of a new computer aided dispatch application,
- ◆ Led the charge with the legislature to enact the enhanced 911 legislation in Washington State,
- ◆ First 911 center in the state to connect to the next generation 911 system,
- ◆ Successfully orchestrated the first and only geographically diverse 911 telephone system with TCOMM and Clark County Regional Emergency Services Agency,
- ◆ Seventh County in the state to implement Text to 911, and
- ◆ Mentored and coached many industry leaders.



Jim's many accomplishments at TCOMM and throughout the state validate that he was a leader among leaders in the State of Washington 911 profession. He has left a very impressive legacy at TCOMM.

Following Jim's retirement announcement, the Administration Board took action to ensure a smooth transition of leadership at the agency. Working with staff, they developed a plan to replace the Director, enacted the plan and put the new Director in-place to allow several months of overlap for Jim to once again mentor and coach prior to his departure. As the new Director, I was both honored and humbled to be selected to continue the work that, in many ways, started with Jim at TCOMM.

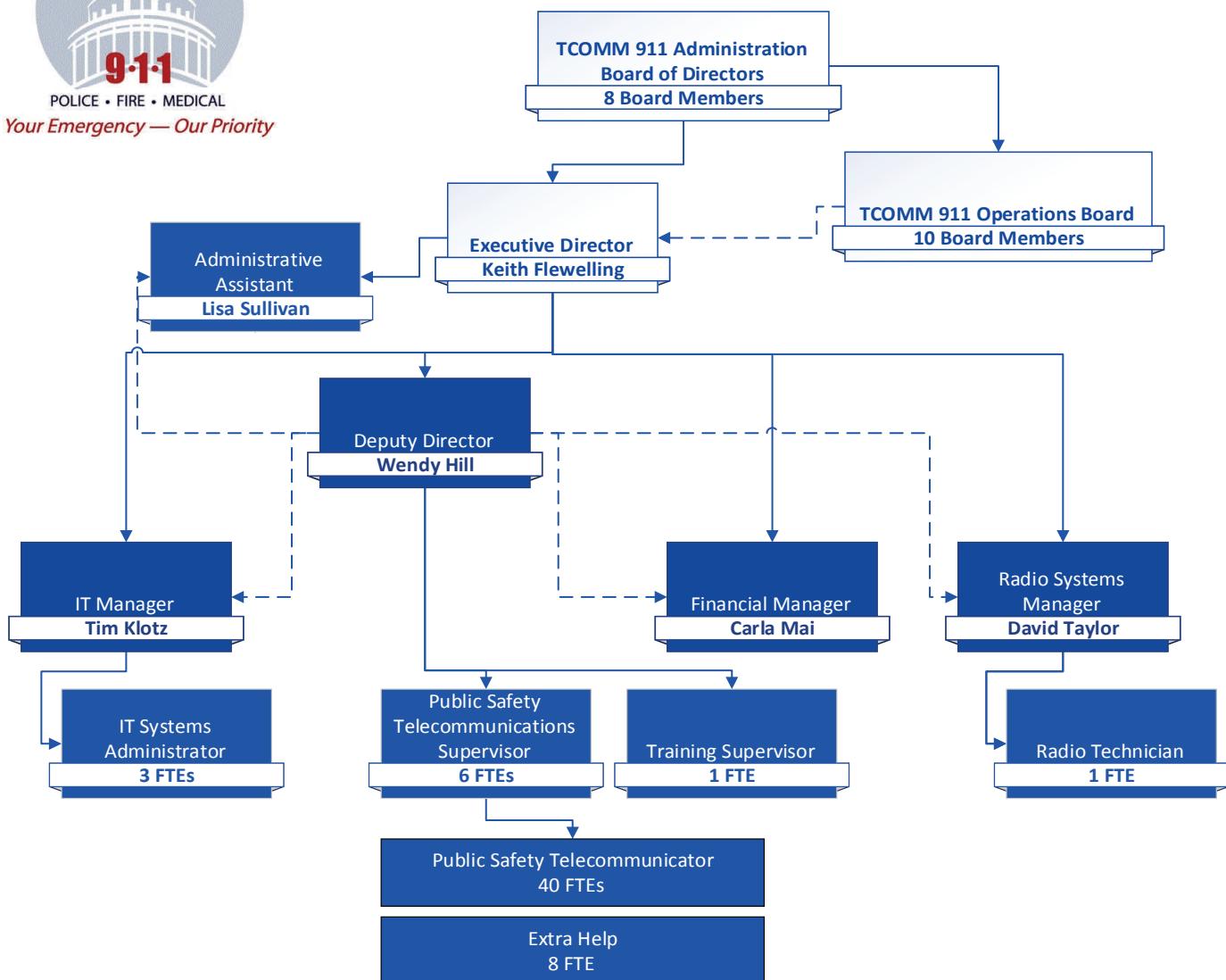
Transitioning the leadership of the agency presented opportunity to update and refresh various documents and organizational structures. The agency completed a strategic positioning and planning process that outlined goals and objectives for the next three to five years. Filling the Executive Director position left the Deputy Director's position vacant. An organizational change to fill the vacancy merged the duties of the Human Resources Manager into the Deputy Director's responsibilities, thus the agency was able to combine two positions into one and allocate the savings towards frontline staffing.

Sales/use tax revenue is highly susceptible to market economic forces, which took a major downward turn starting in 2008-2009. In 2013, the agency reduced force and froze five unfilled Telecommunicator positions in order to meet budget goals for the year. In 2015, the improving economy started to reflect in TCOMM's revenue collections. These improvements, in conjunction with expense savings, lead to the restoration of two of the five frozen operations positions. TCOMM starts 2016 with 57 authorized fulltime positions and up to eight extra help (on call) operations positions. The 2016 TCOMM organizational chart:



TCOMM 911 Organization Chart

January 2016



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 addition to regular day to day responsibilities in 2015, the department worked with the Administration Board and the out-going and incoming Executive Directors to ensure a smooth transition of leadership. The staff members of this department were also instrumental in providing a memorable and fitting retirement celebration for the former Executive Director.

In May, 2015, the department organized and managed the strategic positioning and strategy planning processes. The end result was a three to five year plan for every department within the agency.

Some very important transition and planning activities within the strategic plan will begin in 2016:

- ◆ An agency-wide staffing analysis and plan.
- ◆ Review, update and centralize all agency contracts, leases, and agreements.
- ◆ Completion of a zero-based budget process and revision of the agency budget documents.
- ◆ Restructure of the public information request and delivery system.



DEPARTMENTS: ADMINISTRATION

FINANCE

The Financial Manager performs and manages all accounting functions for the agency including grants management, accounts payable, accounts receivable, capital asset accountability, payroll, budget and financial statement preparation, internal controls, forecasting, and financial policies and procedures.

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.

2015 Statement of Revenues, Expenditures, and Changes in Fund Balance

	2015
Beginning Fund Balance as of January 1st	\$ 2,416,863
Revenue	
Emergency Communication Sales Tax	4,654,005
E911 Excise Tax	2,642,446
Communication Services	215,097
WA State E911 & NG911 Funding	251,613
Rent/Leases	86,209
Law Enforcement Record Management System (LERMS)	125,230
Misc.	34,994
Total Revenue	\$ 8,009,594
Expenditures	
Administration	1,484,577
Information Technology	409,181
Radio Systems	499,208
Operations	4,894,759
LERMS	117,781
Total Expenditures	\$ 7,405,506
Ending Fund Balance as of December 31st	\$ 3,020,951
Reserve Accounts as of December 31st	
Restricted microData Consortium Reserve	6,752
Operating Reserve	859,395
Equipment Reserve	2,154,804

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.

2015 Radio Projects

- ♦ Continuous Tone Coded Selective Squelch (CTCSS) Exchange Project - Completion of the project to reprogram all radios in Thurston County to change the receiver lock codes (CTCSS) to eliminate interference and improve reception. Over 2000 pieces of equipment were reprogrammed with multiple radio channels being affected. Since the completion of the project, self-generated “bleed-over” interference has been reduced to zero occurrences.
- ♦ Alphanumeric Paging System Decommissioned - With reduced subscribership and other technologies superseding the benefit, the system was deemed not cost effective.
- ♦ FIRE 5 Channel and DATA Channel coverage receivers added to the “Bucoda Reservoir” site.



Crawford Mountain, TCOMM911 Radio Site



Tower Maintenance & Repair

DEPARTMENTS: RADIO SYSTEMS

2016 Expectations

2016 is marked with a significant amount of critical infrastructure replacements. HVAC and power systems dating all the way back to the early 1990's are being replaced at multiple sites. While these systems have operated well for many years, the serviceability and reliability due to age and capacity are falling short of standards. Two critical microwave links will soon be replaced that will both increase capacity and reliability. Other 2016 projects and improvements include:

- ◆ Bush Mountain will be added/completed as the twenty-first radio site in the system.
- ◆ Olympia Fire Departments' "FIRE 2" radio station will be relocated to the "8th and Fir" site for better downtown radio coverage.
- ◆ Radio staff will begin developing an interim plan to improve a critical power system at the Bald Hills radio site.

A continued focus on site operational readiness and equipment maintenance is paramount to ensure radio communications. While capital improvements and designated projects work towards a common goal, the vast majority of management and technician time is spent on repairs, maintenance, Federal licensing, training, in-building International Fire Code (IFC) compliance issues, administrative processes, system design and documentation, and other facets of operating a county-wide radio department.



TCOMM's David Taylor, Radio Systems Manager and Brad Cooper, Radio Systems Technician, review system designs with Motorola Solutions for the Simulcast System. The Simulcast System forms the basis for unified county-wide, two-way public safety radio communications.

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.

2015 IT Projects

- ◆ Successful migration of the in-house email system to Office 365 hosted on the Government Cloud network provided by Microsoft. The transition helped reduce costs by eliminating costly on site servers and archiving systems, reducing maintenance workload, and increase availability of our email solution to staff.
- ◆ Successful migration of the Law Enforcement Records Management System (LERMS) from physical servers to highly-available host virtual machines running on a a high-speed Storage Area Network (SAN) in a clustered environment. This migration was performed with minimal down time to our law enforcement user agencies and helped us improve system availability.
- ◆ Implementation of a Geo-Diverse Next Generation 911 phone system with hosts geographically separated to help prevent any local failure or event from impacting 911 telephone operations. Our Partner PSAP in this endeavor is Clark Regional Emergency Services Agency (CRESA) located in Clark County, Washington.

2016 Expectations

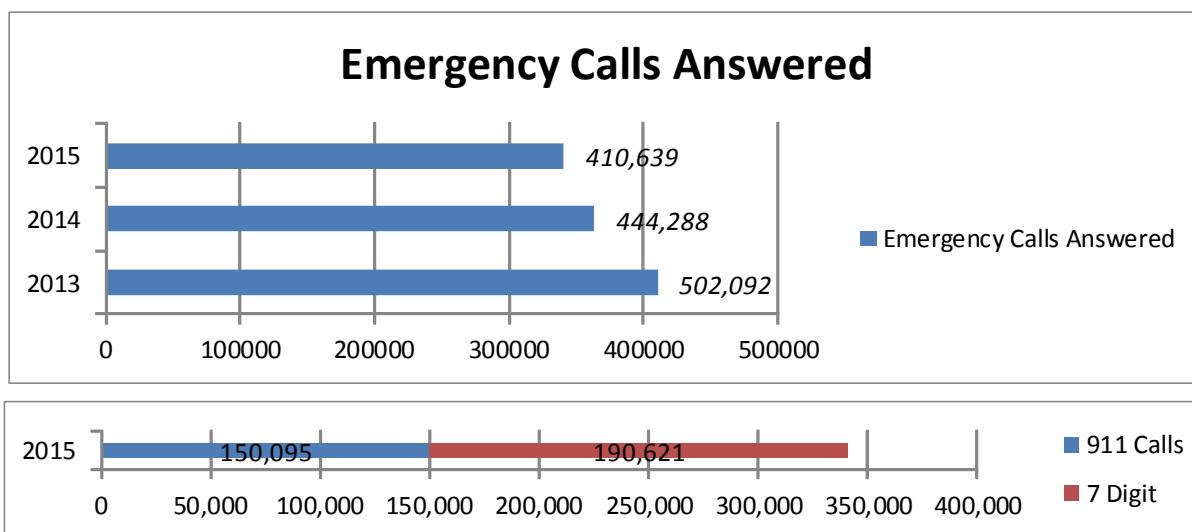
2016 will bring new challenges as well as see the implementation of some exciting new technologies, like single sign-on for our dispatchers, replacement of the computer aided dispatch (CAD) system servers with highly available virtual servers, new CAD workstations, improvements to the network infrastructure and security, and Text-to-911 implementation.

As a measure of our high standards, IT strives to meet 99.999% system availability of our mission critical systems, while maintaining service levels at or above industry standards. We strive to accomplish 90% of our trouble tickets in 24 hours or less, and 80% of our work orders in 72 hours or less.

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 40 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.



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.

In 2015, a workload study of the Telecommunicator classification was completed by Supervisor Randall S. Ross. This comprehensive project entailed a detailed review of all positions (call receiver, law enforcement, fire/EMS) and the number and type of workload each presents. A key result of the study showed the agency understaffed by seven full-time equivalents (FTEs). Data from the study was used during the 2016 budget process to secure funds to reinstate two FTEs.

DEPARTMENTS: OPERATIONS

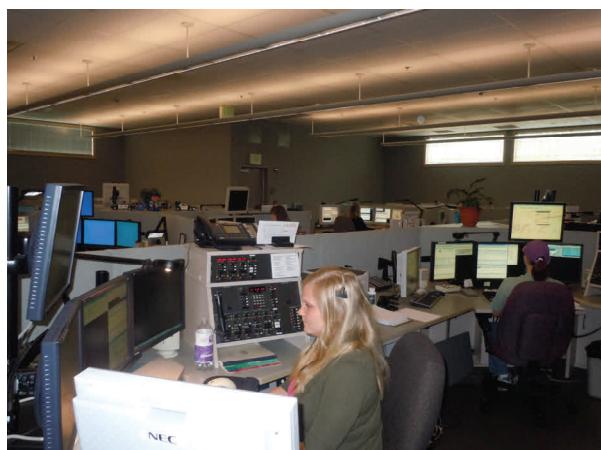
Training

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, with a five year average retention rate of 88%. Staff are 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 Programs TI and TII, 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.

2016 Expectations

In 2016, while a state-wide certification effort continues for the profession of Public Safety Telecommunicators, Operations staff will work towards expanding TCOMM's Quality Assurance and Quality Improvement Program, adopting APCO/NENA's American National Standard for a Quality Assurance/Quality Improvement program within a public safety communications center. The program, designed to evaluate the performance of public safety communications staff, will put in place best practices for the agency and provide personnel with meaningful, structured feedback on their work performance.

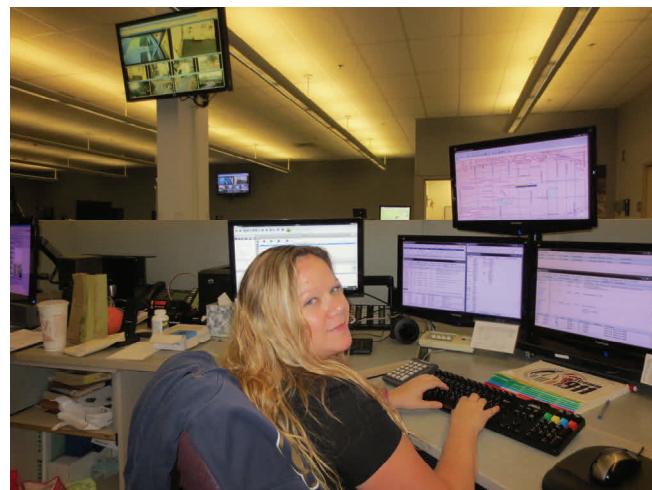
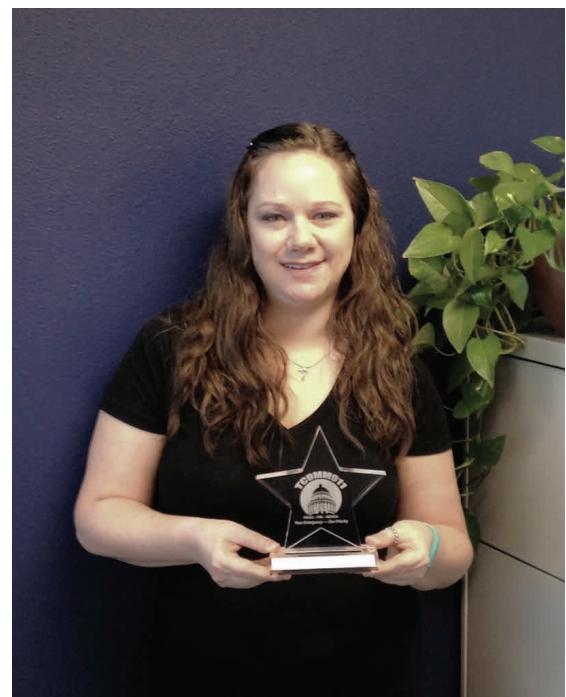


TCOMM EMPLOYEE OF THE YEAR

The Employee of the Year is selected from monthly 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.

Congratulations to Karen Arrowsmith 2015 Employee of the Year

Karen Arrowsmith was selected as TCOMM's Employee of the Year for 2015. She earned the Employee of the Month award for three separate months in 2015 for her calm and compassionate skills while call receiving, and her dispatching during an officer involved shooting. She was voted by her peers for the annual award based on her hard work, diligence, and high quality performance. Karen has worked for the agency for over seven years. Great job Karen!

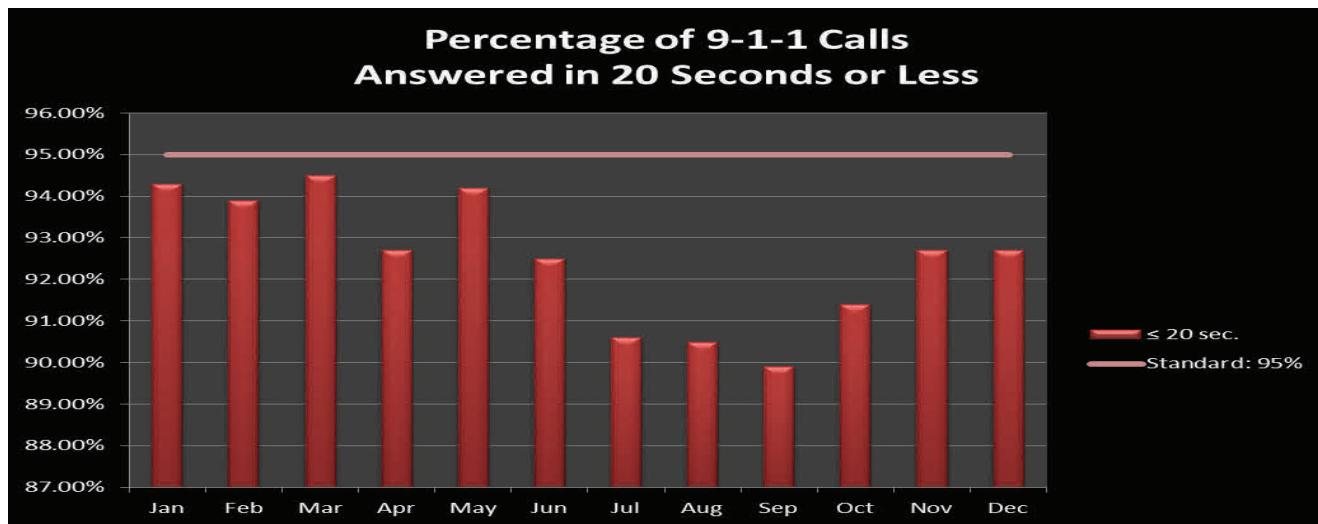


STATISTICS

Call Intake and Dispatch Standards and Guidelines:

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

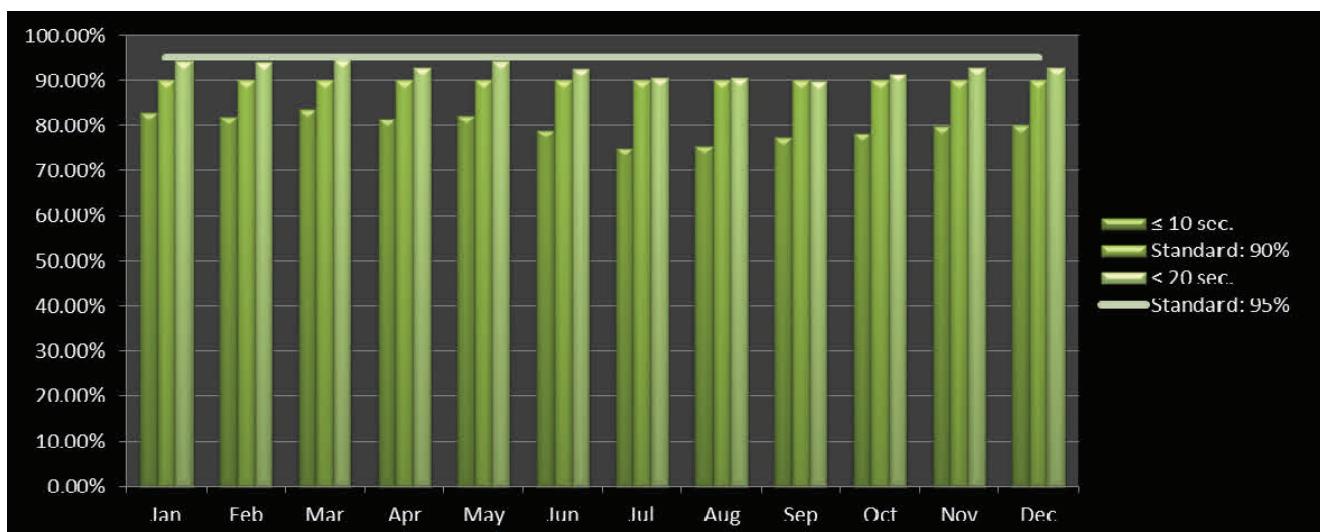
"Ninety percent (90%) of all 911 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within ten (10) seconds during the busy hour (the hour each day with the greatest call volume, as defined in the NENA Master Glossary). Ninety-five [percent] (95%) of all 911 calls should be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



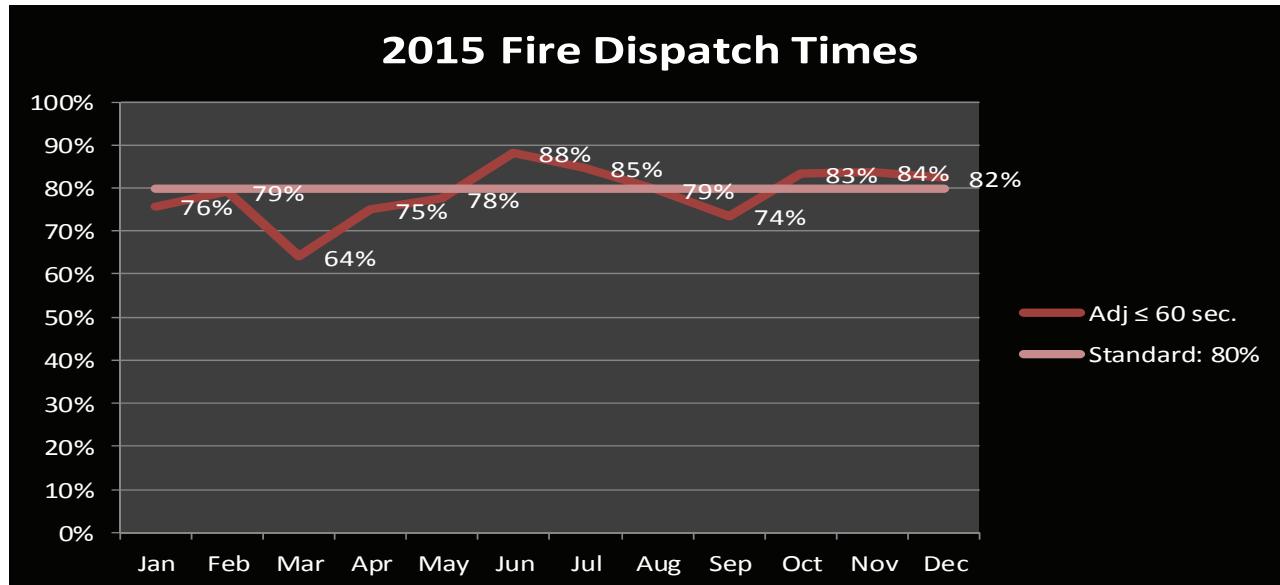
STATISTICS

Call Intake and Dispatch Standards and Guidelines cont'd:

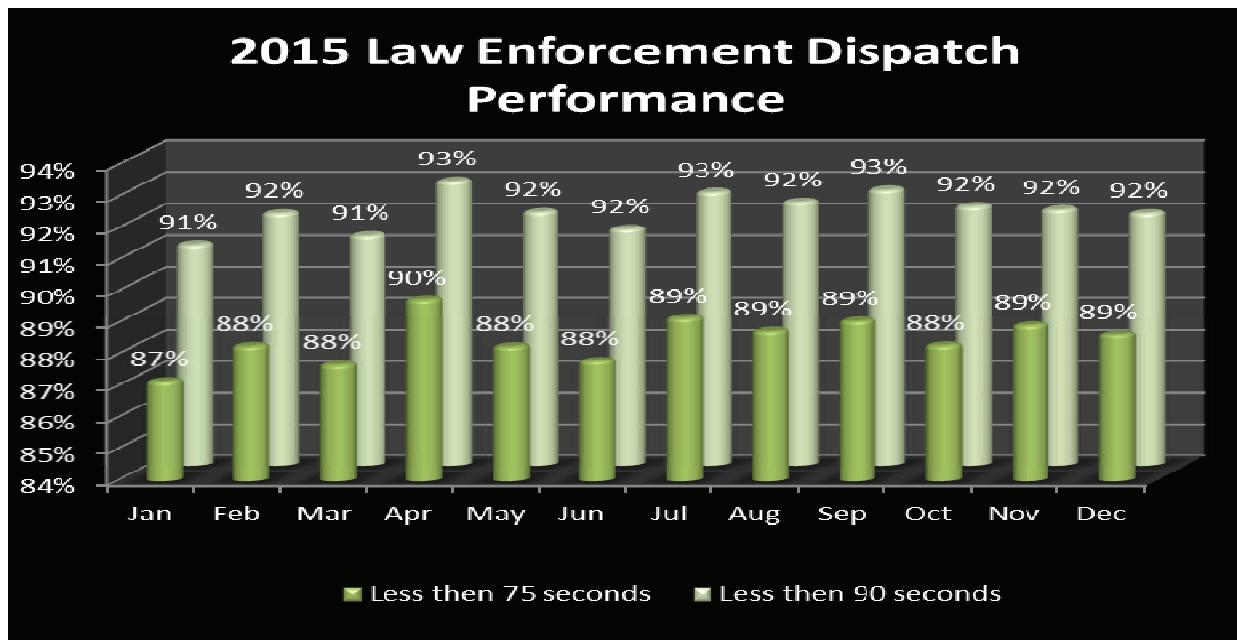
National Fire Protection Association alarm processing standard for all call types other than EMS:

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

TCOMM Compliance:



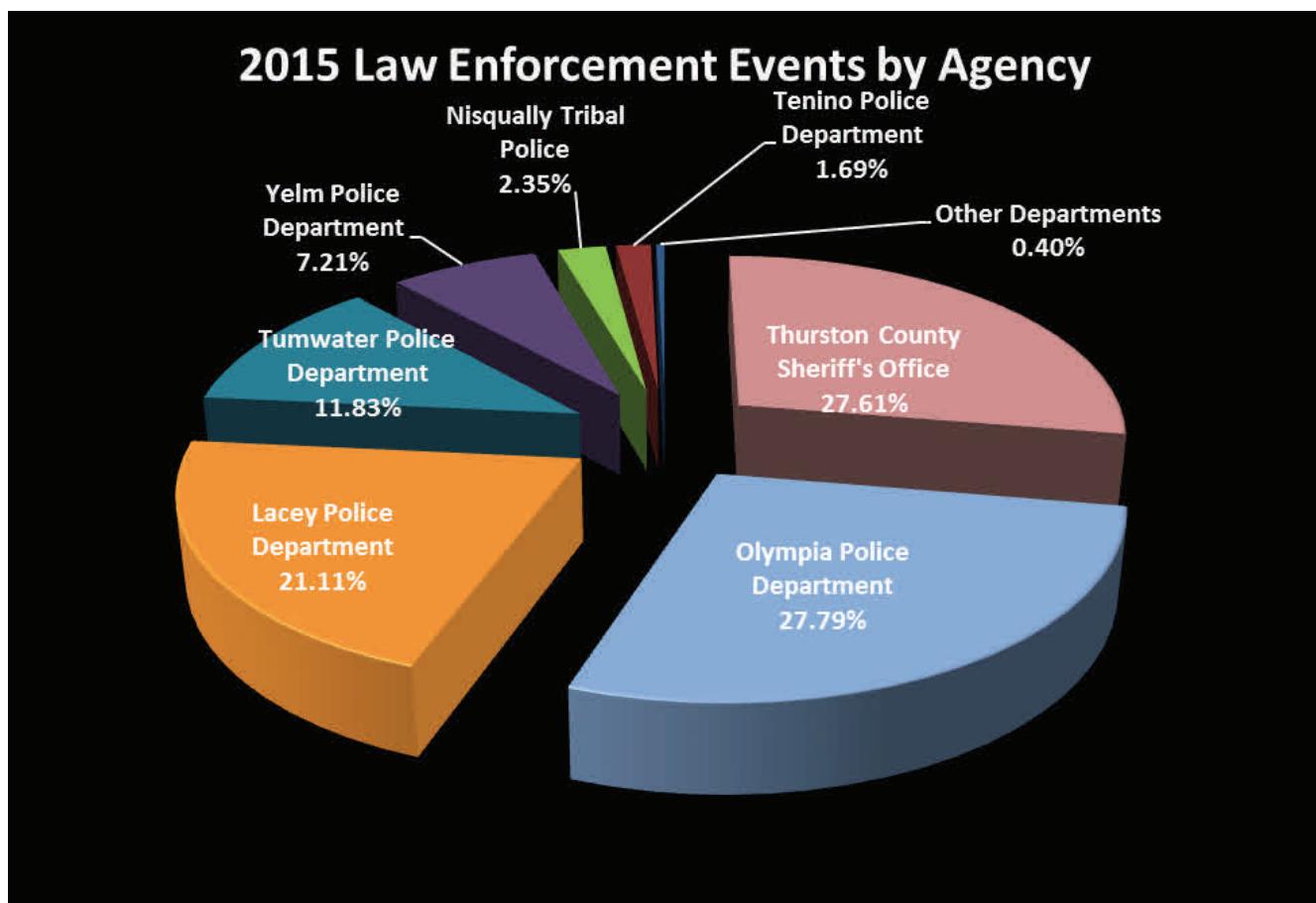
Law Enforcement Dispatch Performance:



STATISTICS

2015 Law Enforcement Events Dispatched:

AGENCY	TOTAL DISPATCHED RESPONSES	MONTHLY AVERAGE	DAILY AVERAGE
Thurston County Sheriff's Office	54,898	4,575	152.49
Olympia Police Department	55,242	4,604	153.45
Lacey Police Department	41,970	3,498	116.58
Tumwater Police Department	23,522	1,960	65.33
Yelm Police Department	14,341	1,195	39.83
Nisqually Tribal Police	4,663	389	12.95
Tenino Police Department	3,361	280	9.33
Other Departments	802	67	2.22
Combined Total Dispatched Responses	198,799	16,567	552.21

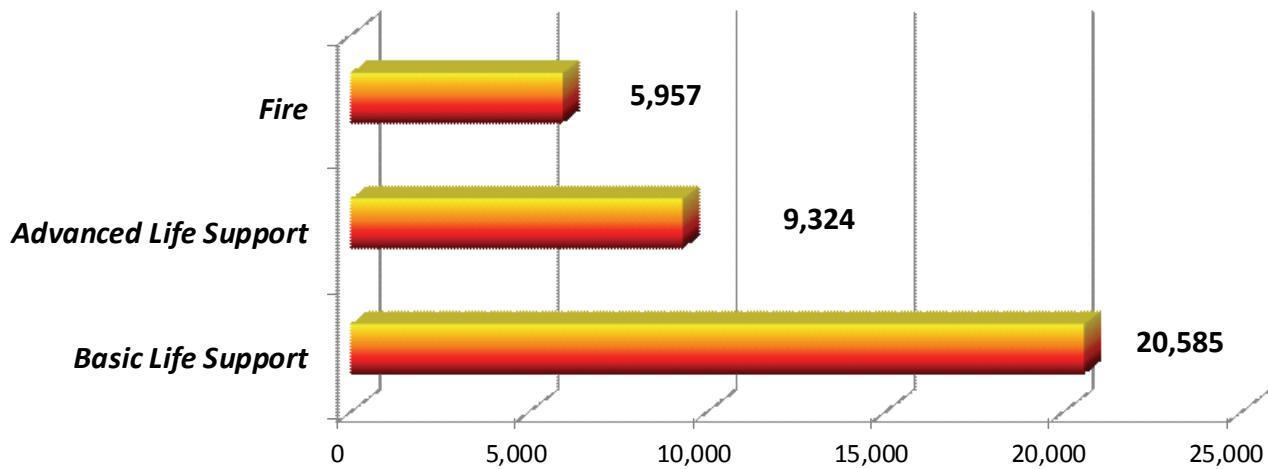


STATISTICS

2015 Fire Service Events Dispatched:

AGENCY	TOTAL DISPATCHED RESPONSES	MONTHLY AVERAGE	DAILY AVERAGE
Olympia Fire Department	10,233	853	28.42
Tumwater Fire Department	3,562	297	9.89
Bucoda Fire Department	59	5	.16
West Thurston Regional Fire Authority	2,644	220	7.34
SE Thurston Fire Authority	3,378	282	9.38
Lacey Fire District #3	11,192	933	31.08
East Olympia Fire District #6	846	71	2.35
South Bay/North Olympia Fire District #8	936	78	2.60
McLane/Black Lake Fire District #9	1,322	110	3.67
Tenino Fire District #12	742	62	2.06
Griffin Fire District #13	467	39	1.29
Gibson Valley Fire District #16	67	6	.18
Bald Hills Fire District #17	397	33	1.10
Other Departments	21	2	.05
Combined Total Dispatch Responses	35,866	2,989	99.62

2015 FIRE & EMS CALLS FOR SERVICE BY TYPE



NEXT GENERATION 911 IMPLEMENTATION

Thurston 911 Communications and Clark Regional Emergency Services Agency (CRESA) cooperatively bought, installed, and implemented a geographically diverse next generation 911 (NG911) IP telephone network. The network enables backup and alternate routing of 911 calls between the two primary public safety answering points, which are about 100 miles apart.

Washington State enhanced 911 systems have been migrating to NG911 IP technology since 2012, when the State completed installation of an emergency services internet network (ESInet). Once the ESInet was in-place and routing emergency 911 calls across the private IP network, conversion of the customer premise equipment located at 65 public safety answering points (PSAP) in 39 counties began. The technology migration presented opportunities to improve reliability and reduce expenses, as agencies considered consolidation across and within counties, centralized equipment serving multiple PSAPs, cloud-based solutions, and status quo configurations.

Within this environment, TCOMM and CRESA explored the possibility of sharing a single telephone controller with servers located in at least two different physical locations separated by significant mileage. The model envisioned increased redundancy, improved reliability, and enhanced disaster recovery, and provided positive financial impacts for all participants.

TCOMM made the cut over to the new NG911 telephone application in June 2014. CRESA joined the network in May 2015, completing the initial proof of concept. In 2016, the consortium's first remote PSAP partner, Wahkiakum County 911, will connect to the network.

One of the primary measures of effectiveness will be cost savings. This geo-diverse model for centralizing infrastructure hardware and software has great potential to create cost savings through efficiencies. Efficiencies such as:

- ◆ Reductions of network connectivity paths and costs to the statewide ESInet;
- ◆ Reductions in purchases of infrastructure hardware and software at every PSAP - remotes will only purchase customer premise equipment; and
- ◆ Reductions in overall on-going maintenance costs by having less mission-critical infrastructure hardware and software to support.

In addition to the geo-diverse NG911 project, TCOMM completed the necessary steps to implement Text-to-911. Text-to-911 enables vulnerable populations such as the deaf and hard of hearing and sight impaired to access 911 through texting rather than voice communications. TCOMM was the seventh county in the State to launch the capability in early 2016.

AGENCIES SERVED BY TCOMM911

FIRE SERVICE	LAW ENFORCEMENT	NON-MEMBER THURSTON COUNTY DEPARTMENTS/ AGENCIES
Olympia Fire Department	Thurston County Sheriffs Office	Thurston Co Emergency Mgmt.
Tumwater fire Department	Lacey Police Department	Amateur Radio Emergency
Bucoda Fire Department	Olympia Police Department	Search and Rescue
West Thurston Regional Fire Authority	Tumwater Police Department	Thurston Co Judges
SE Thurston Fire Authority	Tenino Police Department	Thurston Co. Coroner
Lacey Fire District #3	Yelm Police Department	Thurston Co Roads & Transportation
McLane/Black Lake Fire District #5	Nisqually Tribal Police	Thurston Co. Public Works
East Olympia Fire District #6	Evergreen Police Department	Animal Services
South Bay/North Olympia District #8		Tow Companies (13)
Tenino Fire District #12		
Griffin Fire District #13		
Gibson Valley Fire District #16		
Bald Hills Fire District #17		

