
Kitsap 911 Strategic Initiatives 2025-2027

Five initiatives that Kitsap 911 has adopted as goals to remain responsive, proactive and nimble to impactful trends expected over the next three years.

Mission Statement: We are Kitsap 911 providing exceptional public safety emergency communications services every day.



Five Strategic Initiatives

- Board Education, Alignment & Structure Review
- Review of Financial Philosophy
- Comprehensive Hiring & Retention Plan
- Comprehensive Training & Development Plan
- Enhance Service Management & Efficiency



#1 – Board Education, Alignment & Structure Review

- Education:

- Equip Board members with essential knowledge on Kitsap 911 operations, challenges, and industry trends through training, tours, and regular updates.

- Alignment:

- Foster a shared vision and strategic direction via annual workshops and ongoing engagement.

- Structure Review:

- Assess Board composition and governance to ensure fairness, efficiency, and adaptability.



#2 – Review of Financial Philosophy

- Financial Principles:
 - Reinforce transparent, accurate, and efficient financial practices.
- Funding Formula:
 - Assess and refine the formula for fairness and long-term stability.
- Communication:
 - Clearly convey our financial philosophy to stakeholders.



#3 – Comprehensive Hiring & Retention Plan

- **Attracting Talent:**
 - Developing a robust recruitment process that actively targets qualified candidates with the skills necessary to meet the evolving needs of Kitsap 911.
- **Retention:**
 - Creating an environment that fosters employee satisfaction, growth, and commitment, ensuring that high-performing employees are supported and encouraged to stay with the organization long-term.
- **Succession Planning:**
 - Identifying key roles and responsibilities within the organization and preparing for potential leadership transitions, ensuring that talent pipelines are well-established and ready to fill vacancies as needed.



#4 – Comprehensive Training & Development Plan

- New Hire Training:
 - Streamline onboarding to accelerate skill acquisition and operational efficiency.
- Ongoing Development:
 - Building a culture of continuous learning, leadership growth, and career progression.
- Agency Collaboration:
 - Aligning training programs with partner agencies to ensure consistent procedures and effective coordination.



#5 – Enhance Service Management & Efficiency

- **Manage Service Complexity:**
 - Aligning service level expectations with workforce capacity and available resources.
- **Enhance Call and Workflow Management:**
 - Implementing strategies to efficiently manage non-emergency calls, refine call triage, explore smart call routing, and streamline workflows through process improvements and technology enhancements.
- **Enhance Public Education & Alternative Resources:**
 - Expanding outreach efforts to educate the public on 911 alternatives, self-service resources, and the role of Kitsap 911.



Kitsap 911 will complete these deliverables in the next 18-24 months:

- MJ- Host annual in-depth strategy workshops to align Board members around a shared vision and mission, address emerging challenges, external factors, and refine the Board's strategic direction, ensuring effective decision-making.
- MJ - Complete a third-party analysis of the current Board Structure and respond to the recommendations with the goal of continual improvement in meeting the Board's adopted expectations.
- SR - Review financial processes and policies to improve efficiency, accuracy, and transparency including upgrading the current accounting software.
- In progress – MJ Revise the Funding Formula to better align with current economic conditions.
- RT - Implement a mentorship and career development program for all staff, aimed at enhancing retention and professional growth.
- MJ - Hire a new Executive Director for retirement replacement.
- JD - Launch a non-emergency call line.
- JD - Complete a new Public Education Awareness campaign on self-service and non-emergency options.
- JD - Investigate AI technology to assist with call volume.
- CL - Revise and standardize the training curriculum and timeline for call-receivers and dispatchers to improve speed to proficiency and training outcomes.
- MJ - Identify and evaluate opportunities for service or infrastructure consolidation with member agencies to improve efficiency and reduce costs.



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