# 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.



















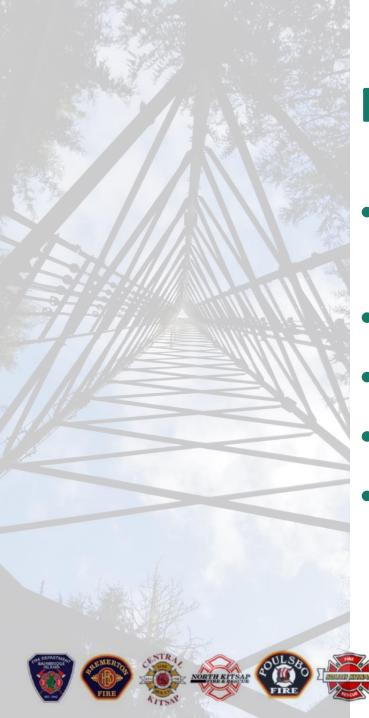










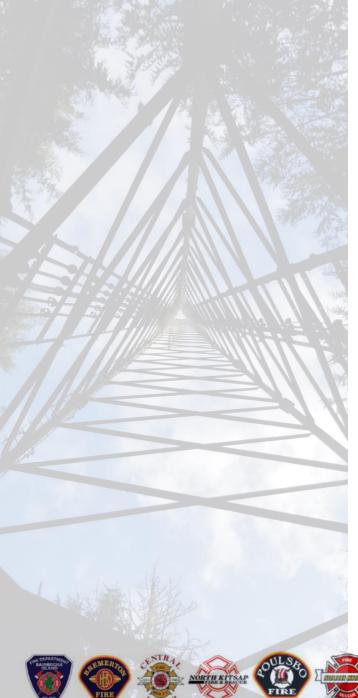


#### **Five Strategic Initiatives**

- 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.













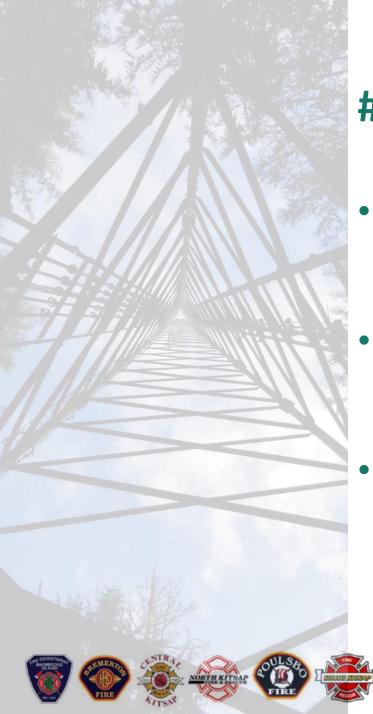












#### #2 - Review of Financial Philosophy

#### 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.





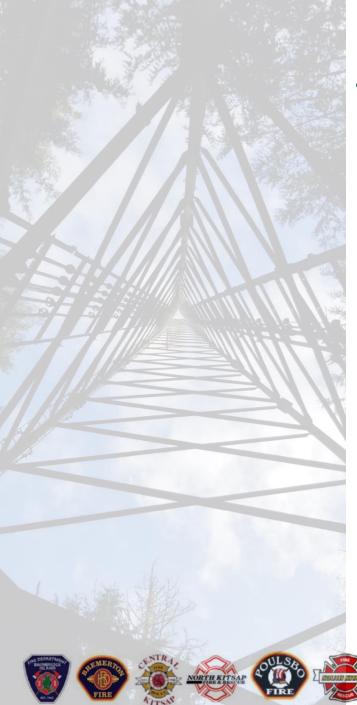










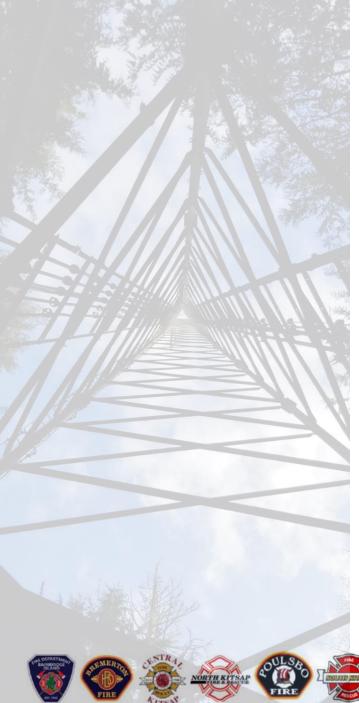


### #4 – Comprehensive Training & Development Plan

- 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 nonemergency 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.



























## We are Kitsap 911, providing exceptional public safety emergency communications services every day

For more information contact Executive Director, Maria Jameson-Owens 360-307-5800

mjameso@kitsap911.org



