



**Kitsap 911 SPECIAL Board of Directors SPECIAL Meeting on
September 5, 2025
Via Virtual Meeting**

ATTENDING:

Board of Directors:

David Ellingson, Fire Commissioner (Chair)
Becky Erickson, City of Poulsbo Mayor
Russ Clithero, Kitsap County Sheriff's Office
Clarence Moriwaki, City of Bainbridge Island
Bob Muhleman, Fire Commissioner
Rob Putaansuu, City of Port Orchard Mayor
Christine Rolfes, Kitsap County Commissioner
Oran Root, Kitsap County Commissioner
Greg Wheeler, City of Bremerton Mayor (Vice Chair)
Dusty Wiley, Fire Commissioner
Eric Younger, City of Bremerton

Staff:

Maria Jameson-Owens, Executive Director
Brandon Wecker, Deputy Director
Barrie Hillman, Executive Assistant

Absent:

Jennifer Chamberlin, City of Bremerton
Katie Walters, Kitsap County Commissioner

Guests:

Gigi Smith, Mission Critical Partners
Kevin Bayer, Mission Critical Partners
Chief Rick LaGrandeur, North Kitsap Fire & Rescue
Chief Joe Clark, Bainbridge Police Department

Call to Order: Chair David Ellingson called the meeting to order at 1101.

Public Comment:

None.

Mission Critical Partners Presentation

Executive Director, Maria Jameson-Owens, introduced Gigi Smith and Kevin Bayer of Mission Critical Partners (MCP) who have been contracted to conduct a Board Effectiveness and Composition Study which is an important step for Strategic Initiative #1.

Ms. Smith introduced herself and indicated her familiarity with our region. She began as a telecommunicator, trainer, supervisor and was police operations manager. She has served as the President of APCO International and has been a Project Manager with MCP. Mr. Bayer indicated he has 25 years in public safety in three different dispatch centers. He has been liaison to the suburban fire chief's association. Has just started with MCP in the last year and will serve as a subject matter expert (SME).

Project Overview

Ms. Smith shared a [slide deck](#) and reiterated why MCP has been contracted, which is to assist Kitsap 911 in proactively assessing the composition and effectiveness of its Board of Directors, its mission and its objectives. A communications center's roles and relationships has changed with many partnerships. There will be four phases in the process. The first is Project Initiation with this introductory meeting and review desired outcomes and define success.

Phase 2 is Data Gathering and Discovery which would be gathering documents, minutes, bylaws and on-site interviews and focus group meetings as well as virtual interviews and listening sessions.

Phase 3 is Data Analysis where MCP digs into the information they have gathered up on current conditions and beginning to find foundations for the developing practical, executable recommendations and strategies. They will also do comparable analysis with other 911 Boards to compare apples to apples.

Phase 4 is the Draft and Final Composition of the Study. There will be a final report and presentation made to the Board. The group will never specifically quote anyone from Phase 3 so people feel comfortable sharing with them. We also want to applaud things that are going well and meeting best practices. MCP has a quality assurance and review team to make sure the report can be shared publicly with confidence.

Ms. Smith reviewed the project timeline with the goal of finishing Phase 4 by mid-December.

Defining Success

Ms. Smith asked the attendees to share what they imagine the success or outcome of this report would be.

Ms. Jameson-Owens shared that in 2016 Kitsap 911 became a stand-alone entity from Kitsap County and our Board Structure was not changed or reviewed at that time. She would love to see a thorough review that talks about how we are functioning, as well as comparables to what are the best practices. It is very important to have that done by an outside agency so there is no concerns of bias. The outcome she hopes for is that the board thoroughly reviews and considers recommendations and looks at making the best decisions for the Kitsap 911 Board.

Chair of the Board, Dave Ellingson, said his definition of success would be to review the overall effectiveness of the organization. We want to make sure that we are postured in a position so we can manage whatever comes our way in the future. We will have some, employee turnover and we ought to be in a position where we can have a seamless transition. Service delivery to our member agencies is really important. We serve agencies that are critical to the safety and security of the county, and we need to make sure that we're on our game all the time, meeting or exceeding those agencies' expectations of us as an organization. Employee success is part of that equation. We have an outstanding group of very dedicated employees that put their own lives as a secondary objective to serving the requirements of Kitsap 911. We have to encourage them to maximize their effectiveness in the organization and that they can invest their talents and be recognized as a result of that. We have to position the organization for the future. Employees and technology are going to revolutionize every 5 years, and we will have to look at the external environment to see what kind of influencers are coming our way and try to position ourselves to make sure that we are ready to counter or meet those changes.

Director Clarence Moriwaki wants to focus primarily on best practices. There are models out there for best practices of not just governmental organizations, but nonprofits, and Non-Government Organizations (NGOs). He has been on many boards, statewide and others, as well as governmental, and some of the best practices seem to be lacking. He wants an honest comparison of about what normal boards do and expect, and how they operate, how decision processes are made. He also would like discussion on board succession to make sure that there is an influx of new ideas and new perspectives, to avoid stagnation. There is value in continuity and institutional knowledge, but there is also the fear of being on too long that you become intransigent, and this is the way it's always been done. On most boards there is a term limit, just to ensure that you have enough people who have had enough years in the past for the institutional memory, but not enough that new ideas may not be welcome.

Director Christine Rolfes said she would hope that the end result will be summaries of things affirming what we are doing well and some actionable items that are things that we can discuss and work on early in 2026.

Director Rob Putaansuu said it is important that we do this body of work and analyze our organization for best practices and if our board is structured appropriately. At the conclusion of this process and whatever outcomes there are, we take those recommendations seriously and potentially implement them.

Director Greg Wheeler said he would like guardrails. Moving forward won't be a straight line. So we should make sure that we have guardrails to keep us in our swim lanes as the policy makers. With the high-level policies, when we do our hard work, we don't cross too far into the administration part and methods for correcting that if need be. For the future sustainability of our governance and the quality of this organization, it is important to have clear guidelines.

Director Becky Erickson said she is retiring at the end of December after 16 years on the Board. She has seen people work really hard to try to support the staff of this organization to provide great service for Kitsap County. She would like to encourage that the study of Board composition be done very carefully. There are four mayors and two County Commissioners, all of whom have huge jobs who manage large organizations from a business perspective totally transparently. She urged that we take into consideration the time constraints of the Board members. The people around this screen are very busy human beings, and we are trying to do the best we can with the information that is presented to us.

Next Steps

Ms. Smith indicated that if people wanted to share more thoughts after the close of the meeting, they are welcome to send those to Executive Assistant, Barrie Hillman.

Director Moriwaki commented that the stop light graphic on the slide deck was a good representation of all the suggestions the Board Members get on their social media.

Ms. Smith gave the Board an overview of the themes that would be discussed during the interviews in the following week including:

- Your perception of the mission, and what the alignment looks like with the board and Kitsap 911.
- governance and decision making.
- strategic visioning, Communication and relationships.
- Financial Oversight and resource allocation.
- The board's composition and the structure?
- Relationships.
- And then an overall assessment. If you can make one recommendation, what would that be?
- What's the greatest strength?

- Where's the biggest area for improvement?

They are asking everyone the same questions but also allow for the organic conversation as well.

Director Oran Root indicated he is looking forward to the results.

Good of the Order

None.

The Meeting adjourned at 1135.

***The next scheduled meeting of the Kitsap 911 Board of Directors is October 7, 2025, at 1230
Virtually or In-Person at Norm Dicks Government Chambers.***

Composition and Effectiveness Study

Kitsap 911 Board of Directors

September 2025

Agenda

- Introductions
- Project overview
- Defining success
- Open discussion
- Next steps

Your Mission Matters



Introductions

MCP Core Team

- Bret Hubbard, Client Services Director
- Bonnie Maney, Senior Advisor
- Gigi Smith, Project Manager
- Kevin Bayer, Governance SME

Your Mission Matters



Introductions

Kitsap County Core Team

- Maria Jameson-Owens, Executive Director
- Barrie Hillman, Executive Assistant

Your Mission Matters

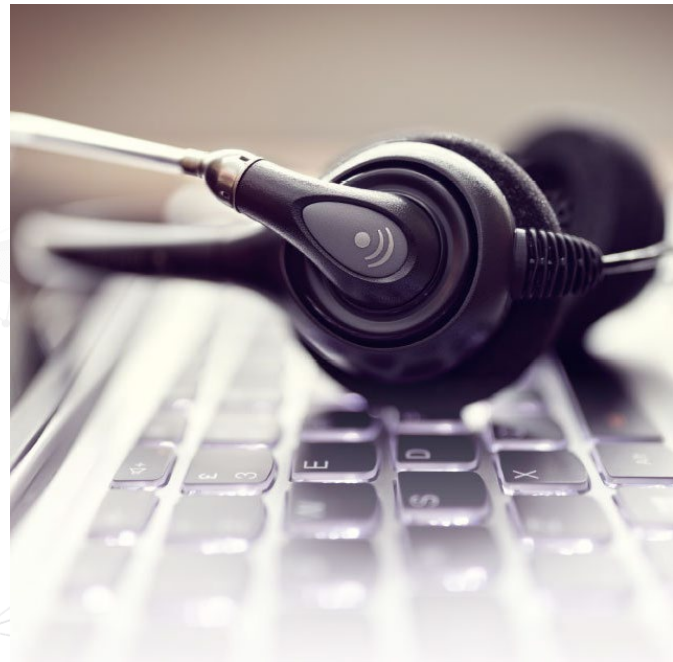


Project Overview

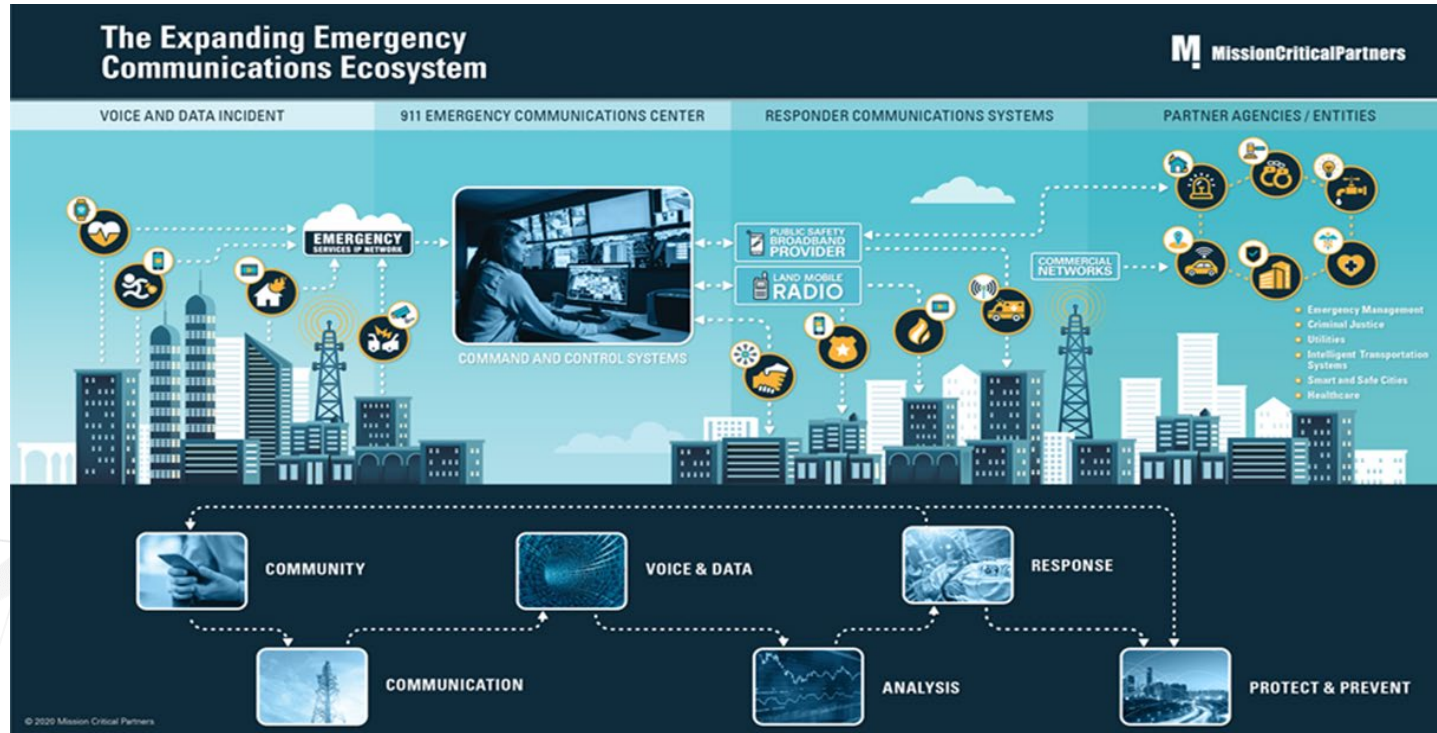
Composition and Effectiveness Study

Why We Are Here

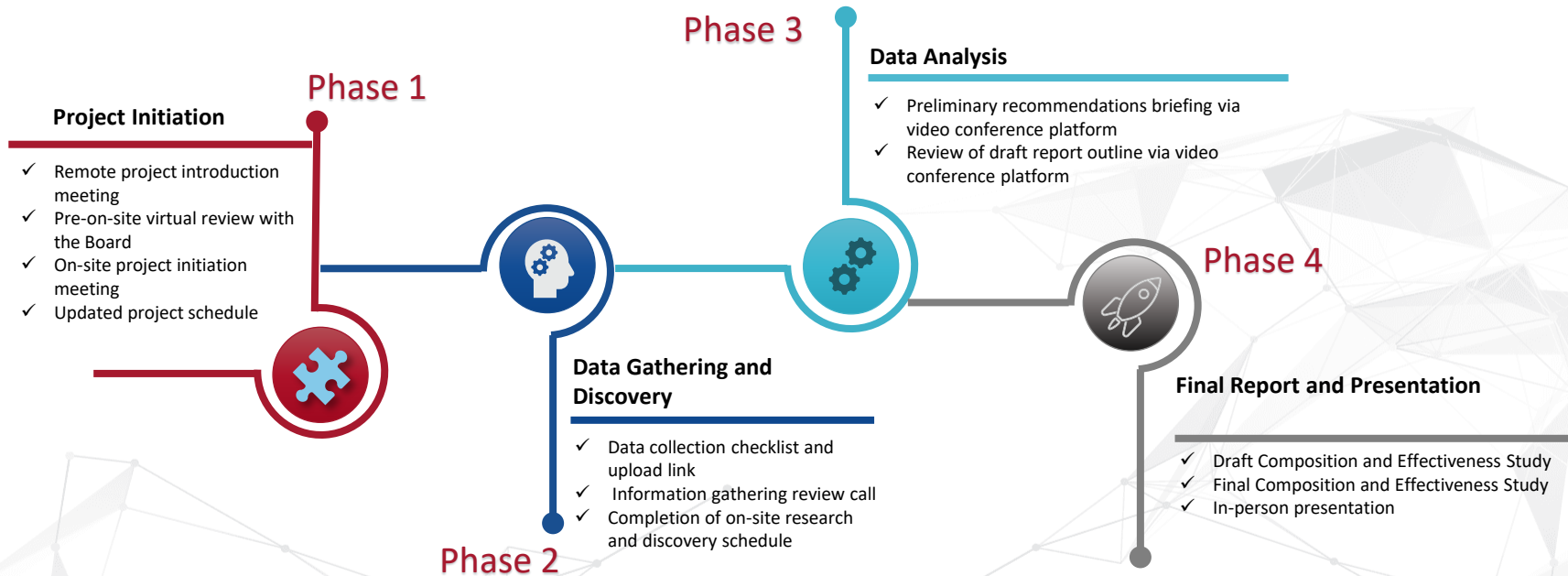
This strategic initiative voted on by the Board of Directors, is to assist Kitsap 911 in proactively assessing the composition and effectiveness of it's Board of Directors, it's mission and objectives.



The Expanding Emergency Communications Ecosystem

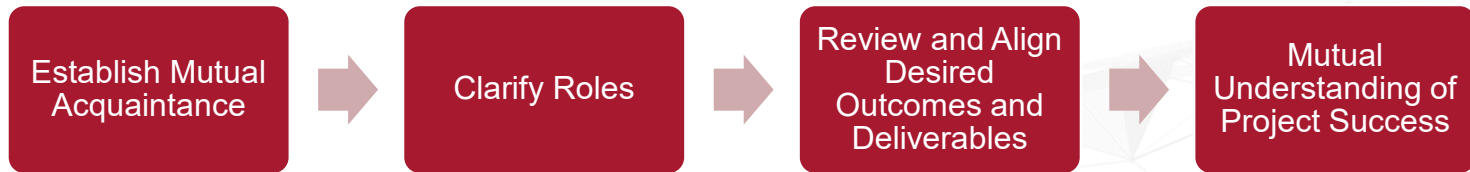


Composition and Effectiveness Study



Phase 1: Project Initiation

Virtual kickoff meeting with the designated project core team to:



Project Initiation

- ✓ Remote project introduction meeting
- ✓ Pre-on-site virtual review with the Board
- ✓ On-site project initiation meeting
- ✓ Updated project schedule

Phase 2: Data Gathering and Discovery

- ***Data information-gathering strategy and schedule***
 - A secure link will be provided for the data gathered
- ***On-site interviews and focus groups***
 - MCP's PM and select SME(s) will spend two days on-site conducting interviews, focus groups, and observation to gain an in-depth understanding of key issues.

Data Gathering and Discovery

- ✓ Data collection checklist and upload link
- ✓ Information gathering review call
- ✓ Completion of on-site research and discovery schedule

Phase 3: Data Analysis

Using the data collected MCP will review and assess the collected data to assess current conditions and lay the foundation for developing practical, executable recommendations and strategies that can serve Kitsap 911 and the Board into the future.

- Data Analysis:

- Governance Board makeup and structure
- Strategic Advisory Board makeup and structure
- Members' buy-in provisions and withdrawal provisions
- Service level benchmarks
- Governing documents
- Governance policies, agreements, and workflows
- Strategic initiatives and objectives



Data Analysis

- ✓ Preliminary recommendations briefing via video conference platform
- ✓ Review of draft report outline via video conference platform

Phase 4: Draft and Final Composition and Effectiveness Study

Item	Description
Draft Report	<ul style="list-style-type: none">• Compile and review the draft report• Answer questions and clarify recommendations and findings
Final Report	<ul style="list-style-type: none">• Provide a draft report to Kitsap 911 for feedback• Incorporate Kitsap 911's changes or clarifications into the report• Provide the final version of the report
Presentation	<ul style="list-style-type: none">• Make one in-person presentation to Kitsap 911• Address any final questions or clarifications• Discuss steps for adopting recommendations

Draft/Final Composition and Effectiveness Study

- ✓ Draft Composition and Effectiveness Study
- ✓ Final Composition and Effectiveness Study
- ✓ In-person presentation

Project Timeline



Phase	Description	Start	End	August 2025	Sept 2025	October 2025	Nov 2025	Dec 2025	January 2026
1	Project Initiation	August 2025	September 2025						
2	Data Discovery to Benchmark Current Conditions	September 2025	October 2025						
3	Data Analysis	September 2025	November 2025						
4	Delivery and Presentation of Report	November 2025	December 2025						

Defining Success

Your Mission Matters

M MissionCriticalPartners

integrity
care
leadership
mission
responsibility
inspiring
character
honesty
values
others
credibility
vision



Your Mission Matters

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Next Steps

Next Steps

- 30-minute project progress calls
 - Bi-weekly: TBD
- On-site dates: September 8-9
 - Virtual dates: Through September
- Identify any outstanding issues or expectations



Questions



Your Mission Matters

M MissionCriticalPartners



Thank You.

Questions, comments?

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