



Kitsap 911 Board of Directors Annual Retreat

February 10, 2026 (12:30 to 4:30)

In-Person at Kitsap 911, 911 Carver Street W, Bremerton, WA 98312

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

The public can view the retreat meeting via live stream in the lobby of Kitsap 911. There will be no public comment taken at this meeting and no online virtual meeting.

AGENDA

- | | | |
|---|-------------------------|-----------|
| 1 | Call to Order | (Chair) |
| 2 | Additions to the agenda | (Chair) |
| 3 | Ice Breaker – 5 min | (Hillman) |

Discussion Items

- | | | | |
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| 4 | Board Effectiveness & Composition Study | (Jameson) | Page 2 |
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Additional Items as Time Allows

- | | | |
|----|-------------------------------------|-----------|
| 5 | Board Self-Review | (Jameson) |
| 6 | 2025 Year End Financials Review | (Rogers) |
| 7 | Board Work Plan | (Jameson) |
| 8 | 2025 & 2026 Tech Goals and Projects | (Higashi) |
| 9 | Good of the Order | (All) |
| 10 | Adjourn | (Chair) |

Adopted Board Expectations

Collaboration and Communication: Engage in open, honest, and constructive dialogue with fellow board members, agency staff, and stakeholders. Foster a culture of collaboration, active listening, and mutual respect.

Active Engagement: Thoroughly review materials in advance, consistently attend meetings, participate in discussions, and make informed contributions to decision-making.

Integrity & Ethics: Uphold the highest ethical standards and act in the best interests of the agency.

Accountability & Growth: Hold oneself, peers, and agency staff accountable while seeking continuous improvement and professional development.

Advance Assignment:

Prior to the retreat, please reflect on your individual and the whole Board's performance and contributions using these prompts:

- **Collaboration & Communication:** Do I foster a culture of teamwork, constructive dialogue, and respectful communication among board members and staff?
- **Active Engagement:** Am I consistently attending meetings, participating in discussions, and making informed contributions to decision-making?
- **Integrity & Ethics:** Do I uphold the highest ethical standards and act in the best interests of the agency?



Board Composition and Effectiveness Study

Final Report

January 2026

Kitsap 911, Washington



Table of Contents

- Background 1**
- Leading with Purpose 2**
- Insights 3**
- Governance, Strategy, and Stewardship..... 4**
 - Board Structure, Composition, and Roles..... 4
 - Governance and Decision-Making 6
 - Strategic Vision 7
 - Financial Oversight and Resource Allocation 9
 - Communication and Relationships..... 10
- Summary 11**
- Appendix A: Board Structure Examples 13**

Background

In the summer of 2025, Kitsap 911 contracted with Mission Critical Partners® (MCP) to proactively assess the composition and effectiveness of its Board of Directors (Board). Aligning with the Strategic Initiatives adopted by Kitsap 911 and the Board, this assessment focused on the Board's obligations and responsibilities to oversee Kitsap 911's operations and funds, address any deficiencies, and assure that the purposes described in the Ordinance and Charter are reasonably accomplished.

This study provides an account of MCP's learned insights, observations, research, experience, and best practices. The recommendations and anticipated outcomes found in this report are intended to build upon the Board's current foundation so that, together, Kitsap 911 and the Board can continue their recent successes, strengthen partnerships, and effectively represent the communities they serve, while allowing leadership to make targeted changes in key areas.

At the onset of this project, stakeholders shared their definitions of success, which identified current challenges and highlighted desired outcomes:

- A review and comparison of best practices for board composition and effectiveness
- Actionable items for discussion and implementation
- Tools to move strategically into the future
- Best practices to aid in preventing stagnation and encouraging new ideas
- Recommendations based on best practices
- Clear guidelines to keep the board from drifting off-mission and how to course correct
- Consideration of the Board's time constraints and busy schedules

MCP conducted both on-site and virtual listening sessions with Board members, Strategic Advisory Board (SAB) representatives, Kitsap 911 leadership, staff, and supporting division(s). During each listening session, stakeholders were asked a set of questions encompassing six elements:

1. Role of the Board and mission alignment
2. Board composition and structure
3. Governance and decision-making
4. Strategic visioning
5. Financial oversight and resource allocation
6. Communication and relationships

As a result of the information-gathering process—which included listening sessions, a cadence of biweekly meetings, research of external board compositions, and a review of Kitsap 911's governance documents—MCP formulated recommendations for improvement where warranted.

MCP's analysis found that stakeholders recognize a need to make changes to areas such as the Board's makeup and current processes to improve efficiency, procedures, and relationships. While some of the Board's current decisions and activities are the result of past situations, MCP emphasizes a forward-looking approach only, with recommendations focused on future improvements outlined in this report.

Leading with Purpose

The role of a board of directors includes setting the organization's overall strategic objectives, selecting top executive(s), and protecting the interests of its stakeholders.¹ Additionally, duties such as managing potential conflicts of interest, adhering to fiduciary duties, and safeguarding transparency necessitate that a board of directors takes proactive measures, including maintaining a regular cadence for reviewing governing documents, prioritizing education and training, and fostering a culture of open communication. When roles and responsibilities are clearly understood, the organization's mission is supported, and the seven characteristics of good governance² are followed, the success of both the board of directors as the governing body and the organization as the operational entity can be attributed to these vital elements.

While the Board itself does not have a mission statement, Kitsap 911's vision statement contains guiding principles with which the Board can align itself:

Kitsap 911 will be the benchmark provider of public safety emergency communications services in the state as evidenced by innovation, professional excellence, reliability and customer service. We will be a self-sufficient and fiscally stable agency known for good stewardship and transparency. We will employ and develop highly effective professionals in an employee-friendly, service-focused environment.

The current composition of the Board has existed before Kitsap 911³ was formally established. In 2016, the original Kitsap County ordinance⁴ creating Kitsap 911 identified the following *minimum* five-member Board:

ONE COUNTY COMMISSIONER

ONE FROM THE CITY OF BREMERTON (MAYOR, COUNCIL MEMBER, FIRE CHIEF, OR POLICE CHIEF)

ONE FROM EITHER PORT ORCHARD, POULSBO, OR BAINBRIDGE ISLAND (MAYOR, COUNCIL MEMBER, CITY ADMINISTRATOR, CITY MANAGER, OR POLICE CHIEF)

ONE FIRE COMMISSIONER (APPOINTED BY THE FIRE COMMISSIONERS ASSOC), AND THE SHERIFF

Currently, as documented in the Charter, the Board has 13 members. The Charter and Bylaws also identify two subcommittees of the Board:

- *Executive Committee*, whose purpose was to exercise certain limited authority and make decisions necessary to ensure the efficient operation of Kitsap 911, and
- *Strategic Advisory Board (SAB)*, whose purpose is to advise the Board and Kitsap 911 Executive Director.

¹ <https://www.investopedia.com/terms/b/boardofdirectors.asp>

² Follows rule of law, transparency, responsiveness, consensus oriented, equal and inclusive, accountability, and participation

³ Cencom

⁴ <https://mrsc.falcon-software.com/getmedia/5b53e7a1-beaf-4b29-be14-1c8b2816f433/k54o532-2016.pdf>

In the spring of 2025, the Executive Committee was dissolved, and its powers and duties were absorbed by the full Board, resulting in the need to meet monthly rather than quarterly. The SAB remains in place and is composed of police and fire chiefs from Kitsap 911's participating agencies.

Insights

Strengths

- Board members are professionals with strong knowledge of their respective positions and organizations.
- Members demonstrate self-awareness and acknowledge the need for change and improvement.
- The Board exhibits situational agility; while often reactive, the increased meeting frequency has resulted in positive outcomes.
- The Board has adopted five strategic initiatives guiding Kitsap 911 through 2027.
- Strategic initiatives are consistently included in Board discussions.
- The SAB has a standing place on the monthly Board agenda.
- Fully utilizing the SAB has the potential to provide objective oversight, external insights and subject-matter expertise—leading to enhanced decision-making and informed, mission-aligned guidance.

Limitations

- Although new leadership is in place, trust has not yet been fully reestablished. This reflects the impact of past events rather than a judgment of current leadership and will require intentional trust-building actions moving forward.
- Board deliberations may prioritize municipal cost impacts, which can limit advancement of initiatives proposed by 911 leadership.
- Board members have time constraints due to service on multiple boards, which may hinder preparedness and availability for Kitsap 911.
- Meeting discussions can become contentious and are occasionally perceived as personal rather than issued-focused.
- Board members have general knowledge of public safety but limited experience specific to 911 operations.
- The current size of the Board presents challenges for efficient discussion and decision-making.

Governance, Strategy, and Stewardship

Board Structure, Composition, and Roles

A common challenge in board governance is outdated board composition⁵. Optimally, a board should include forward-thinking, collaborative, and action-oriented leaders committed to both the near- and long-term goals of the entity they serve. Boards that are overly large and/or stagnate risk diminished effectiveness, inefficiencies, and slowed decision-making.

While there is no national standard for the size or makeup of a governmental board of directors, MCP found that boards consisting of five to eleven members are most common. Best practices indicate that effective boards are composed of members who:

- Are agile, well-informed, and prepared to make timely decisions
- Offer diverse perspectives, experience, and knowledge
- Balance the needs of their primary roles while prioritizing the organization they serve

Recommendations

- Restructure the Board to seven members.
- Amend the Charter and Bylaws to *require* Board members to appoint an alternate and utilize such alternate when unavailable. The alternate should be prepared to vote and act on behalf of the absent member.
 - Retain the existing requirement that alternates' names be submitted to the Board in writing.
- Hold Board meetings at Kitsap 911's center, and on a day other than Super Tuesday.
- Develop a policy that authorizes the Chair to remove members from the Board under defined circumstances.
- Consider establishing term limits for Board members.
- Amend the election cycle for the Chair and Vice Chair from annual to biennial.
 - Implement an "immediate past chair" position.
 - Mandate rotation of Vice Chair position every two years.
- Implement a mandatory onboarding program for new Board members and Kitsap 911 executives.
- Continue scheduling the annual Board retreat.

Supportive Insights

Without exception, all individuals interviewed by MCP advocated for reducing the Board's size. MCP repeatedly heard that the current structure is not equally weighted and that both the size and makeup of the Board hinder effective governance and strategic thinking.

⁵ <https://natlawreview.com/article/board-directors-101-roles-responsibilities-and-best-practices>

To reduce the perception of unbalanced representation, promote a unified strategic focus, and improve efficiency and decision-making, MCP recommends reducing the Board from thirteen members to seven members:

- One representative from Kitsap County
- One representative from Bremerton
- One representative from Poulsbo
- One representative from Bainbridge Island
- One representative from Port Orchard
- One fire commissioner or the Fire Chair or Vice Chair of SAB
- Law Chair or law Vice Chair of the SAB

The current Bylaws allow Board members to appoint alternates with full voting authority when unavailable; however, MCP found this practice to be infrequently utilized. As a result, absenteeism is more noticeable, leading to inefficiencies such as delayed votes and repetitive discussions. While quorum has not been an issue, the operational impacts of inconsistent attendance were frequently noted.

MCP calculated average Board attendance and alternate usage from 2023 to present:

Year	Attendance	Alternate Attended
2023	86%	Twice
2024	81%	Twice
2035	85%	Once

While some members expressed that their Board role is meaningful, others indicated that competing responsibilities often take precedence. MCP acknowledges these time constraints; however, they do not negate Board responsibilities to Kitsap 911 or the communities⁶ served. Regular attendance and active participation are essential for effective governance.

Accordingly, MCP recommends amending the Charter and Bylaws to require members to appoint and utilize alternates when unavailable, with the expectation that alternates are prepared to vote and act on their behalf.

The concept of “Super Tuesday,” where multiple meetings occur consecutively, generated mixed feedback. While some viewed it as efficient, others found it exhausting and counterproductive. To reduce meeting fatigue and enhance engagement, MCP recommends holding Board meetings on a different day at the Kitsap 911 center. This approach may increase operational visibility and strengthen relationships between the Board and 911 staff. Positioning the Director closer to the Chair during Board meetings, if logistically feasible, may further demonstrate a strong, supportive working relationship by facilitating immediate communication and visually conveying partnership and unity.

⁶ Public safety, residents and/or visitors

MCP further recommends implementing a policy empowering the Chair to maintain order and decorum, including removing members who are consistently disruptive, frequently absent, or engage in personal attacks.

Strong meeting governance and mutual accountability require a chair who does more than just moderate the agenda—one who actively enforces meeting discipline, ensures boards of directors are prepared, and addresses gaps in attention, attendance, or familiarity with materials.

Term limits can balance continuity with the introduction of new perspectives, prevent stagnation, and reduce burnout. MCP recommends the Board explore term limits, reflect any changes in the Bylaws, and review effectiveness on a regular basis.

MCP also recommends extending Chair and Vice Chair terms to two years, allowing Chairs to serve consecutive terms if re-elected, and implementing an “immediate past chair” role when the Chair transitions to a new member. Mandating Vice Chair rotation every two years supports succession planning and shared leadership experience.

To support effective governance, MCP recommends implementing a mandatory on-boarding program for new Board members. This program should include operational exposure to Kitsap 911 (staff and technologies), governance education, strategic context, and relationship-building activities.

Recognizing the significant demands on Board members’ time, MCP recommends continuing the annual Board retreat as a focused opportunity to conduct governance training, strategic planning, and education without increasing meeting frequency. Retreat agendas should balance refreshers with forward-looking topics, including 911 operational funding, emerging technologies, regulatory changes, and future growth impacts. Continuing to invite internal leadership, external experts, and regional partners will further enhance learning, collaboration, and strategic alignment.

Governance and Decision-Making

It is important for a board of directors to find the proper balance between being overly involved and too removed from the organization, while remaining responsible for ensuring that the 911 Director and the agency are functioning appropriately. A board of directors should be aware of and follow best practices for board management.⁷ Additionally, it is important that all voices are heard during meetings, allowing each member to contribute meaningfully and add value. This must be balanced with another pervasive sentiment MCP heard throughout the listening sessions—that Board members may prioritize the financial interests of their home jurisdictions over the needs of Kitsap 911, at times creating representational bias⁸.

Recommendations

- Manage overlapping duties through clearly defined expectations.
- Identify timelines for making decisions on complex issues to balance thorough consideration with timely outcomes.

⁷ https://www.ibabs.com/en/board-management/best-practices/#Foster_diversity_and_inclusion

⁸ Occurs when a Board member’s obligation to their jurisdiction materially influences Board decisions.

Supportive Insights

Throughout the listening sessions, participants conveyed a general understanding of the Board's governance role and their responsibilities as members. The most prevalent theme was the challenge of balancing Kitsap 911 obligations with loyalty and fiduciary responsibilities to their respective jurisdictions.

MCP found Board members to be open and candid, particularly in acknowledging that decision-making is often influenced by how actions may affect their primary entity rather than what is best for Kitsap 911. Several members noted that prioritizing their own budgets and organizational needs may inherently hinder Kitsap 911's objectives. As a result, MCP concluded that this "two-hats" challenge often shifts focus toward jurisdictional financial concerns rather than a cohesive strategic vision for Kitsap 911.

To address overlapping duties, MCP recommends proactive steps, including aligning the Charter review cadence⁹ with Kitsap 911's strategic visioning process and prioritizing education and training on public safety needs—specifically 911 equipment, processes, personnel, and standards, and their associated impacts.

Separating these "two hats" can be challenging. Success begins with recognizing the inherent tension and collectively developing an understanding of the needs and expectations of all parties involved.

To enhance transparency and accountability, Board members could briefly articulate how their votes align with Kitsap 911's mission, initiatives and strategic objectives. Documenting these rationales may help track and analyze decisions against established governance expectations, building trust, strengthening collaborations, and reinforcing fiduciary responsibilities that prioritize the organization's mission over individual interests.

MCP also noted that email is the primary method of communication between the Board and Kitsap 911 leadership. Limited interpersonal communication outside of meetings may contribute to extended discussions, repeated questions, and, at times, perceived disengagement during meetings. MCP recommends standardizing how initiatives are presented, including clearly identifying how each proposed action aligns with Kitsap 911's mission, vision, values, and goals. A standardized format may streamline analysis and improve decision efficiency.

Establishing timelines for complex decisions requires balancing thorough reviews with timely outcomes. MCP learned that current practice involves presenting an initiative one month and voting the next month. While intended to allow time for review, this approach has reportedly resulted in delays, redundancy, and duplicated efforts due to absenteeism and packed agendas.

MCP recommends that the Chair and Executive Director increase their collaboration on planning and preparing for each meeting—such as a standing meeting prior to each Board meeting. In addition, each Board member should review the meeting materials in advance and seek additional clarification or information from the Executive Director during or outside of the meetings, if necessary. The Executive Director, in turn, should continue to provide additional information and/or resources after the meetings to the whole Board.

Strategic Vision

A strategic vision serves as a guide for understanding what a board of directors stands for and where it is going.¹⁰ It requires a clear, actionable plan to become a reality¹¹ and should define the organization's long-term impact on stakeholders, while aligning short-term priorities with long-term goals. An effective vision guides

⁹ Kitsap Charter 6.09.(r). Review the charter no fewer than every 10 years with the assistance of legal counsel.

¹⁰ <https://thestrategy.com/blog/strategic-vision-explained-with-examples/>

¹¹ <https://www.consciousgovernanceinsights.com/blog/what-board-directors-need-to-know-about-strategic-planning>

decision-making, supports growth and improvement, promotes excellence, aligns with organizational values, is clear and easy to understand, and motivates members to invest their best efforts in achieving it.¹²

Recommendations

- Adapt how returns on investment (ROIs) are presented to the Board to assure a better understanding.
- Maintain a monthly cadence to review the status of the current strategic initiatives.

Supportive Insights

A consistent theme emerging from MCP's discussions on strategic visioning was the need for the Board's vision to address Kitsap County's substantial growth, rapid technological advancements in public safety, and associated fiscal constraints.

Specifically, anticipated challenges over the next five years include:

- Population growth, resulting in increased call volume, the need for additional staff, and potential integration with response alternatives such as 988
- Technological change, creating both opportunities and the need to integrate new systems (e.g., artificial intelligence), manage equipment replacement, and plan for staff succession
- Fiscal constraints and funding, as current mechanisms are not keeping pace with growth and rising costs, creating budget pressures and challenges in meeting public expectations without increasing user fees
- Workforce management, including recruiting and retaining skilled staff amid heavy workloads, turnover, evolving technology, succession planning, and workforce stress

Successfully navigating these challenges requires a unified and strategic Board that prioritizes Kitsap 911's long-term sustainability and operational needs over the specific interests of individual jurisdictions. As fiduciaries, Board members are expected to distinguish governance responsibilities from the budgetary concerns of their home agencies. As an equal arm of public safety (law enforcement, fire, EMS, and 911), Kitsap 911 leadership should continue to be included in strategic planning and proactively identify and communicate future operational needs, supported by researched recommendations.

This approach can help establish a clear roadmap that directs decisions toward achieving both short- and long-term goals, rather than remaining reactive to unforeseen events. Reporting and demonstrating ROI is as vital as the initial request, as it confirms alignment with strategic objectives, fosters accountability, supports data-driven decision-making, and validates financial benefits for stakeholders.

Standardized ROI reporting can also provide data consistency, streamline audits, and enhance the Board's ability to assess investment prudence and resource allocation.

¹² <https://thestrategystory.com/blog/strategic-vision-explained-with-examples/>

MCP commends the Board and Kitsap 911 for adopting five strategic initiatives through 2027, whereas the absence of a shared strategic vision between the Board and Kitsap 911 could have hindered collective buy-in for future initiatives, even when supported by data.

Hence, MCP recommends maintaining a monthly cadence for reviewing the status of current strategic initiatives. These reviews should assess progress, relevance to Kitsap 911 and partner agencies, and support the development of the next strategic vision before the current one concludes. MCP also recommends including Kitsap 911 senior leadership and the SAB in an advisory capacity during vision development, fostering a concise, inspiring, and future-oriented strategic vision aligned with the needs of the organization rather than individual jurisdictions.

STRATEGIC INITIATIVES

1. Board education, alignment, and structure review
2. Financial philosophy review
3. Comprehensive hiring and retention plan
4. Comprehensive training and development plan
5. Service management and efficiency enhancements

Financial Oversight and Resource Allocation

An effective board of directors supports rigorous financial oversight and aligns organizational spending with clearly defined strategic priorities. Financial stewardship is a core governance responsibility and is central to maintaining long-term organizational stability.

Boards should establish and maintain comprehensive financial management systems, including structured budgeting processes, transparent financial reporting, and routine performance monitoring. Clear oversight supports accountability and helps directors fulfill their fiduciary duty to safeguard organizational assets.¹³

In managing resource allocation, boards of directors benefit from structured evaluation frameworks that promote consistency and clarity in decision-making. Boards of directors should remain attentive to cost structures, future financial obligations, and long-range sustainability needs. Through disciplined oversight, informed analysis, and proactive financial planning, boards of directors reinforce organizational resilience and uphold financial integrity.

Recommendations

- Regularly work with the SAB and 911 leadership to explore funding models and cost-saving innovations.
- Maintain a consistent and transparent reporting framework with a philosophy of continual improvement.

Supportive Insights

While financial oversight is the Board's primary responsibility, MCP heard repeatedly that expenditures are heavily scrutinized due to concerns about budget impacts on members' respective jurisdictions. Two common themes emerged that may contribute to delays in financial decision-making. First, some Board members have limited understanding of 911 operational requirements due to insufficient familiarity with public safety operations.

¹³ <https://www.nacdonline.org/all-governance/governance-resources/governance-research/director-handbooks/getting-behind-numbers/>

Second, there is a perception that financial scrutiny may at times reflect residual impacts from past interactions with previous leadership rather than objective oversight of current organizational needs.

MCP recognizes that funding 911 operations presents challenges for both user agencies and the governing body. During listening sessions, participants expressed frustration with receiving large invoices from Kitsap 911 and concerns regarding fund utilization. MCP also heard that the current funding model struggles to keep pace with growth and public expectations because additional tax levies are not feasible, as Kitsap 911 is at the maximum allowed by law.

MCP agrees with the sentiment that “nothing should come as a surprise” and recommends that the Board routinely explore funding models and cost-saving innovations with the SAB and 911 leadership. Regularly reviewing the current funding model and exploring alternatives can strengthen financial oversight, improve understanding of 911 operational needs, and build upon Board members’ existing fiduciary expertise. This consistent review cadence allows the Board to proactively address future requirements and assures that any funding adjustments are informed by a thorough evaluation of available options.

Exploring funding models and cost-saving innovations that address fiscal constraints may also serve as a focused workshop topic during the annual Board retreat, assuring discussions occur in advance of any changes to funding mechanisms and formulas. Including the SAB Chair or Vice Chair on the Board can further support these discussions by providing operational context and articulating the practical impacts of funding decisions on 911 services. Given that SAB members are composed of public safety chiefs, this perspective can help bridge understanding between governance and operations, strengthen support for initiatives, and promote informed mission-aligned decision-making.

In addition to ongoing communication, MCP recommends continuing the consistent and transparent reporting framework. Reports presented to the Board should use standardized chart styles and layouts for all statistical, financial, and date-driven materials. This standardization establishes clear expectations, facilitates comparisons with historical data, and streamlines decision-making by eliminating the need to reinvent presentation formats. MCP recommends continuing the cadence of budget reviews and monthly reports as a way to support financial stewardship and keep served agencies apprised of how they are tracking.

Communication and Relationships

Advancing the purpose of Kitsap 911 requires a healthy culture of inquiry both inside and outside the boardroom and monthly meetings. Protecting the integrity of the organization is part of the Board’s role as stewards of the mission; therefore, questioning assumptions, seeking information, and testing perceptions against realities can reinforce strengths or reveal opportunities for improvement. This type of engagement should be expected; the key is doing so transparently, thoughtfully, and without personal attacks. Both the Board and the Executive Director share responsibility for promoting trust and maintaining strong relationships.

Recommendations

- Continue to collaborate with other regional 911 governing boards.
- Establish a structured protocol for communication and information-gathering between meetings.
- Hold standing monthly meetings between the Chair and Executive Director.
- Identify opportunities for Board engagement with staff outside of Board meetings.

Supportive Insights

To enhance communication effectiveness and efficiency, MCP determined that it is not necessary to create entirely new methods. Several nearby 911 centers operate under similar governance structures¹⁴, presenting opportunities for collaboration. MCP recommends the Board engage with the governing boards of these centers to better understand how they address shared challenges. Activities such as hosting a regional 911 board workshop—potentially during the annual retreat—or attending other boards’ public meetings (in person or virtually) could facilitate the exchange of lessons learned, leverage diverse expertise, and increase visibility for both Kitsap 911 and the Board.

While MCP heard positive feedback regarding recent improvements in communication from Kitsap 911 leadership, an equal number of comments reflected ongoing concerns about communication gaps and trust between the Board and leadership, with perceived impacts extending throughout the organization. MCP noted that communication between the Board and Kitsap 911 leadership primarily occurs via email, with limited in-person interaction outside scheduled meetings. While it is unclear whether this contributes directly to extended discussions and repeated questions during meetings, MCP recommends that during major projects (e.g., the new radio system) implementing a newsletter and/or hosting a virtual Q&A workshop to serve as proactive communication and change-management tools. By providing consistent, contextual information outside of formal meetings during periods of change or when introducing new initiatives, this approach supports transparency, builds shared understanding of operational realities, and enables more focused and efficient Board discussions.

To cultivate increased personal interaction and strengthen trust, MCP recommends scheduled one-on-one meetings between the Board Chair, who acts as a representative for the full Board, and the Executive Director. The Chair’s role would include gathering input from other Board members prior to these meetings and subsequently relaying outcomes back to them. This consistent engagement provides an opportunity for a more comprehensive evaluation¹⁵ of the Director that extends beyond Board meeting performance. These meetings can also address the Director’s individual goals separate from Kitsap’s 911’s broader objectives and support a more detailed annual appraisal.

MCP heard that Kitsap 911 employee awards are presented during Board meetings and applauds this practice. MCP recommends continuing this approach while also considering presenting awards at the 911 center and identifying additional opportunities for Board members to engage directly with staff on the operations floor. Small activities, such as observing in the 911 center or acknowledging Telecommunicator Week with a small note may further increase Board visibility among staff and reinforce a shared sense of organizational purpose.

Summary

The Board, Kitsap 911, and partner agencies are integral to the communities they serve, and their collective effectiveness directly impacts residents, workers, and visitors who rely on emergency services in Kitsap County. MCPs recommendations are intended to reduce delays, redundancy, and duplication of effort.

Organizational change, even when self-initiated, can be challenging. The Board’s decision to objectively assess its structure, efficiency and adaptability—consistent with its Ordinance, Charter and Bylaws—demonstrates a high level of institutional self-awareness. While such reflection may require redefining roles and relationships, it

¹⁴ South Sound 911, Valley Com, MACECOM 911, and JeffCom 911.

¹⁵ Refer to Bylaws, Section VI, Executive Committee, Paragraph D (1).

creates opportunities for improved accountability, streamlined decision-making, stronger governance, and more effective use of time.

Although the Board has generally supported Kitsap 911's needs, competing demands from members' primary roles and full schedules have at times affected preparedness and meeting efficiency. A collaborative, trust-based relationship between the Board and the Executive Director is essential to serving the community and guiding the organization. This approach depends on clear authority, transparency, mutual respect, accountability, and responsible stewardship of public resources.

The recommendations in this report encourage the Board to consider adjustments to its composition, strengthen education on 911 operations, and enhance communication and relationships both within the Board and with the 911 center. Together, these measures aim to build trust, improve efficiency, increase preparedness, and establish focused, productive, and effective governance aligned with best practices. Collectively, these recommendations position the Board to strengthen its effectiveness, adapt to future challenges, and continue providing sound, mission-focused governance in service to the communities of Kitsap County.

Appendix A: Board Structure Examples

Organization	Board Makeup	Term Limits
JeffCom 911¹⁶ (Jefferson County 911)	Five Members <ul style="list-style-type: none"> • Jefferson County Sheriff • City of Port Townsend representative (selected by the City) • Jefferson County Fire Commissioner’s Association representative • Jefferson County Fire Chief’s Association representative • One County Commissioner representing county residents (appointed by the other County Commissioners) 	Two years
MACECOM 911¹⁷ (Mason County Emergency Communications)	Nine Members <ul style="list-style-type: none"> • Mason County Commissioner • Mason County Sheriff • City of Shelton Commissioner • Fire Protection District #5 Commissioner • Fire District Commissioner • City of Shelton Police Chief • Chief of Fire Protection District #5 • Fire Chief from a participating agency • Police Chief representing the two participating tribal police departments 	None listed
South Sound 911¹⁸	Eleven Members <ul style="list-style-type: none"> • City and County contract agencies (8) • Fire District contract agencies (3) 	Three years Successive appointments not restricted
Valley Com¹⁹ (South King County)	Eight Members <ul style="list-style-type: none"> • Mayors of each member city (or their designee): Auburn, Federal Way, Kent, Renton, and Tukwila • One Police representative • One Regional Fire Authority representative • One Medic One representative 	Two years (for the Chair position)

¹⁶ <https://jeffcom911.us/wp-content/uploads/2025/10/2012-JeffCom-Interlocal-Agreement.pdf>

¹⁷ <https://dms.masoncountywa.gov/WebLink/DocView.aspx?id=491612&dbid=0&repo=mason&cr=1>

¹⁸ <https://cms.tacoma.gov/cityclerk/Files/CityCouncil/Agreements/IntAgr-regardingSouthSound911.pdf>

¹⁹ [January Revision - Valley Communications Center - PowerDMS](#)

Organization	Board Makeup	Term Limits
Kitsap Public Health	Ten members <ul style="list-style-type: none"> • City Mayors (4) • County Commissioner (1) • Tribal Representatives (2) • Non-elected members (3, appointed by County Commissioners) 	Four years (non-elected)
Poulsbo Public Development Authority²⁰	Seven members <ul style="list-style-type: none"> • Mayor of Poulsbo (1) • Poulsbo City Council (3) • One Education Service District No. 114 (1) • Port of Poulsbo (1) • Resident of Poulsbo (1) 	None listed

²⁰ [Poulsbo, WA Ordinance Nos. 90-05, 91-03, leases and ILA - Poulsbo Public Development Authority](#)