

KITSAP 911 VALUES STATEMENTS

KITSAP 911 • ALWAYS READY

As critical members of the public safety team, we are defined by the following attributes:

INTEGRITY

We are honest and consistent with colleagues and customers. We hold ourselves accountable to the highest standards of moral and ethical conduct.

SERVICE

We are dedicated to exceeding the standards set for our profession by providing excellent, professional, and responsive service. We provide high quality results on or ahead of schedule.

PRIDE

We take pride in ourselves, our profession, and our colleagues.

TEAMWORK

We promote partnerships with internal and external customers. We treat one another with respect and communicate openly. We foster collaboration while maintaining individual accountability.

OPEN COMMUNICATIONS

We discuss potentially contentious issues directly and quickly. We take responsibility for our own communication and conflict resolution. We do not gossip, triangulate, or spread rumors.

INNOVATION

We thrive on creativity and ingenuity. We seek the innovation and ideas that can change our profession and improve our service delivery. We are flexible and learn from our experiences. We encourage the best ideas to surface from anywhere within the organization.

DIVERSITY

We value our community's diversity and work to reflect and respect that diversity in our staff and in the delivery of our services.

POSITIVE WORK ENVIRONMENT

We maintain a positive work environment which supports our employees and enhances job quality. We embrace the principles of participative management and personal responsibility and accountability.



Photo by: William Jones

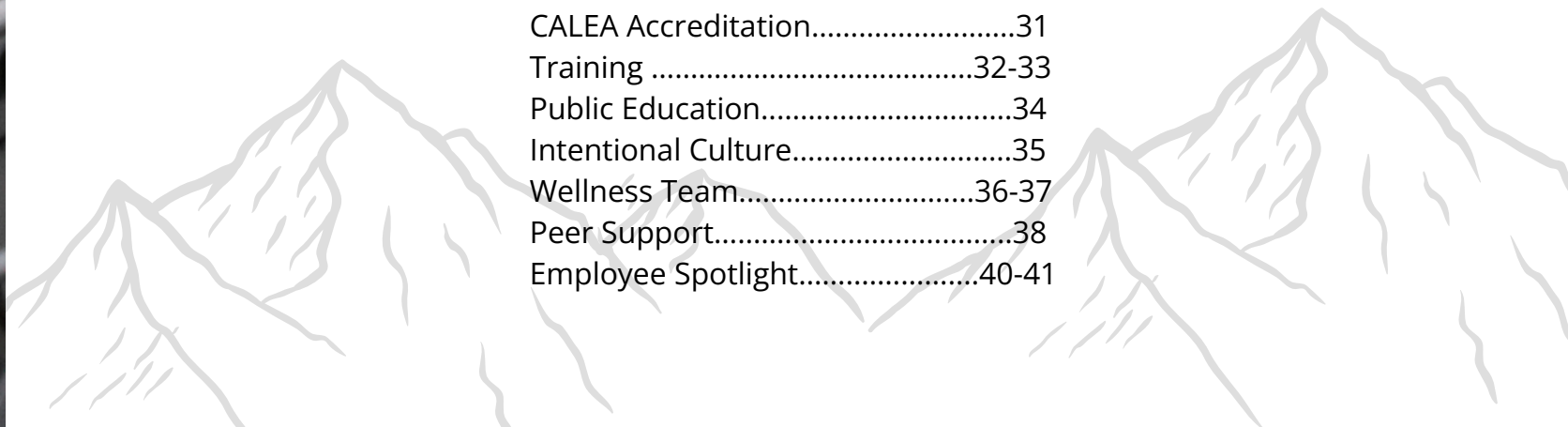
2025 Annual Report





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OUR MISSION

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

OUR VISION

“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.”

Partner Agencies

Police Departments

- Bainbridge Island Police Department
- Bremerton Police Department
- Kitsap County Sheriff's Office
- Port Gamble Police Department
- Port Orchard Police Department
- Poulsbo Police Department
- Suquamish Police Department

Kitsap County

- Community Development
- Code Enforcement & Fire Marshall
- Medical Examiner's Office
- Emergency Management
- Juvenile Corrections

Fire Departments

- Bainbridge Island Fire & Rescue
- Bremerton Fire Department
- Central Kitsap Fire & Rescue
- Poulsbo Fire Department
- North Kitsap Fire & Rescue
- South Kitsap Fire & Rescue

Other

- Department of Corrections
- Kitsap Animal Control
- United States Navy
- Port Gamble Natural Resources
- Olympic Ambulance

THE EVOLUTION OF KITSAP 911

Originally established as CENCOM in 1973, Kitsap 911 was created to improve emergency medical dispatching in Kitsap County. By 1976, it became Washington State's first consolidated police, fire, and EMS dispatch center. Early 911 service provided a single emergency number but lacked the advanced features available today. In 1983, CENCOM reached a major milestone by becoming the second dispatch center in the state to implement Enhanced 911, enabling dispatchers to automatically receive caller location information from landlines.

The system was designed to consolidate emergency communications countywide, reduce response times, eliminate dozens of separate emergency phone numbers, and improve coordination among public safety agencies.

At its inception, CENCOM operated with a small team providing 24/7 dispatch services. By 1993, 911 services expanded to serve the entire county and all public safety agencies, supported primarily through telephone tax initiatives. In the late 1990s, leadership approved the development of a multi-site radio system to improve fire, EMS, and law enforcement communications. Strategic agreements with wireless providers helped offset infrastructure and maintenance costs.

Technological growth continued in the early 2000s with the introduction of Mobile Computer Terminals (MCTs) in emergency response vehicles, reducing radio congestion and enhancing real-time communication. As reliance on this technology grew, Kitsap 911 expanded services to support and maintain MCTs for member agencies.

The 2001 Nisqually Earthquake highlighted the need for a more resilient facility. In response, voters approved a \$10.5 million property tax initiative to construct a seismically sound 911 and Emergency Operations Center, which became operational in 2005. Following completion of the project, Kitsap 911 was able to reduce agency fees while continuing to upgrade critical communications infrastructure.

Additional advancements included online crime reporting in 2008 and the construction of a new radio tower in southern Kitsap in 2012 through regional partnerships, improving coverage and interoperability without increasing user costs.

Innovation continued with the implementation of Text-to-911 in 2015—the first in Washington State—expanding access for the deaf and hard-of-hearing community and improving safety for callers unable to speak. In 2020, during the COVID-19 pandemic, Kitsap 911 again led the state by becoming the first center to remotely receive and dispatch 911 calls, ensuring uninterrupted service during an unprecedented public health emergency.

In 2021, voters approved Proposition 2, establishing a dedicated sales tax to support long-term radio and data communications for first responders. This funding supports the ongoing replacement of the radio system, scheduled to be fully operational by 2027.

In 2025, Kitsap 911 reached several key milestones, including approval of a new funding formula, completion of a strategic positioning process identifying five priority initiatives, implementation of a Radio-as-a-Service program for non-member agencies, and expanded public outreach through social media. These accomplishments reflect Kitsap 911's continued commitment to innovation, sustainability, and community engagement.

KITSAP 911 PUBLIC AUTHORITY

Kitsap 911 Public Authority Overview and Governance

In July 2015, the CENCOM Board unified leadership under a single structure to:

- Better respond to regional needs and demographics
- Manage resources more effectively
- Solve problems and seize opportunities efficiently
- Present plans and decisions clearly and transparently

As a result, the organization transitioned from a department within Kitsap County to the Kitsap 911 Public Authority, officially beginning operations on December 26, 2016.

Board of Directors

Kitsap 911 is governed by a Board of Directors composed of:

- The three county commissioners and the sheriff
- The mayors of Bainbridge Island, Bremerton, Port Orchard, and Poulsbo
- Three fire commissioners
- Two Bremerton City Council members

The Board provides full oversight of Kitsap 911 operations and finances, ensuring that goals outlined in the Ordinance and Charter are met. Key responsibilities include:

- Reviewing and adopting the annual and capital budgets, including amendments
- Managing funding, cost-sharing distributions, and the Enhanced 911 Tax Revenue Fund
- Approving the Five-Year Expenditure Plan and the Agency Capital Reserve Fund
- Establishing service fees for 911 emergency communications
- Approving capital expenditures exceeding \$50,000
- Appointing the Agency Executive Director
- Amending Bylaws and the Service Fee Formula
- Adopting the Strategic Plan
- Overseeing other significant operational or strategic matters

Strategic Advisory Board

Composed of police and fire chiefs from participating agencies, the Strategic Advisory Board provides guidance on:

- Administrative issues, policies, staffing levels, and funding
- Budget proposals, operational procedures, and day-to-day operations

Operations and Future Outlook

Today, Kitsap 911 is a modern, efficient emergency communications center, staffed by a dedicated management team, integrated IT and radio technical systems division, administrative unit, and supervisory and dispatch personnel ensuring 24/7 operations. Since its founding in 1973, Kitsap 911 has continually adapted to technological advancements and the growing demands of public safety. Kitsap 911 remains committed to innovation, sustainable funding, and long-term planning to enhance emergency response services.



2025 KITSAP 911 STRATEGIC ADVISORY BOARD

2025 KITSAP 911 BOARD OF DIRECTORS



Matt Brown
Port Orchard Police
Chief



Jason Christian
Central Kitsap Fire &
Rescue Fire Chief



Joe Clark
Bainbridge Island
Police Chief



Jeff Faucett
South Kitsap Fire &
Rescue Fire Chief



Jennifer Chamberlin
Bremerton City Council



Becky Erickson
Mayor of Poulsbo



David Ellingson
Fire Commissioner



John Gese
Kitsap County Sheriff



Brian George
Port Gamble Police
Chief



John Gese
Kitsap County Sheriff's
Office Sheriff



Jim Gillard
Poulsbo Fire Chief



Ronald Harding
Poulsbo
Police Chief



Rick Lagrandeur
North Kitsap Fire &
Rescue Fire Chief



Clarence Moriwaki
Bainbridge Island City
Council



Bob Muhleman
Fire Commissioner



Rob Putaansuu
Mayor of Port Orchard



Christine Rolfes
Kitsap County
Commissioner



Oran Root
Kitsap County
Commissioner



Pat McGanney
Bremerton
Fire Chief



Jared Moravec
Bainbridge Island
Fire Chief



Mark Williams
Suquamish
Police Chief



Tom Wolfe
Bremerton
Police Chief



Katie Walters
Kitsap County
Commissioner



Greg Wheeler
Mayor of Bremerton

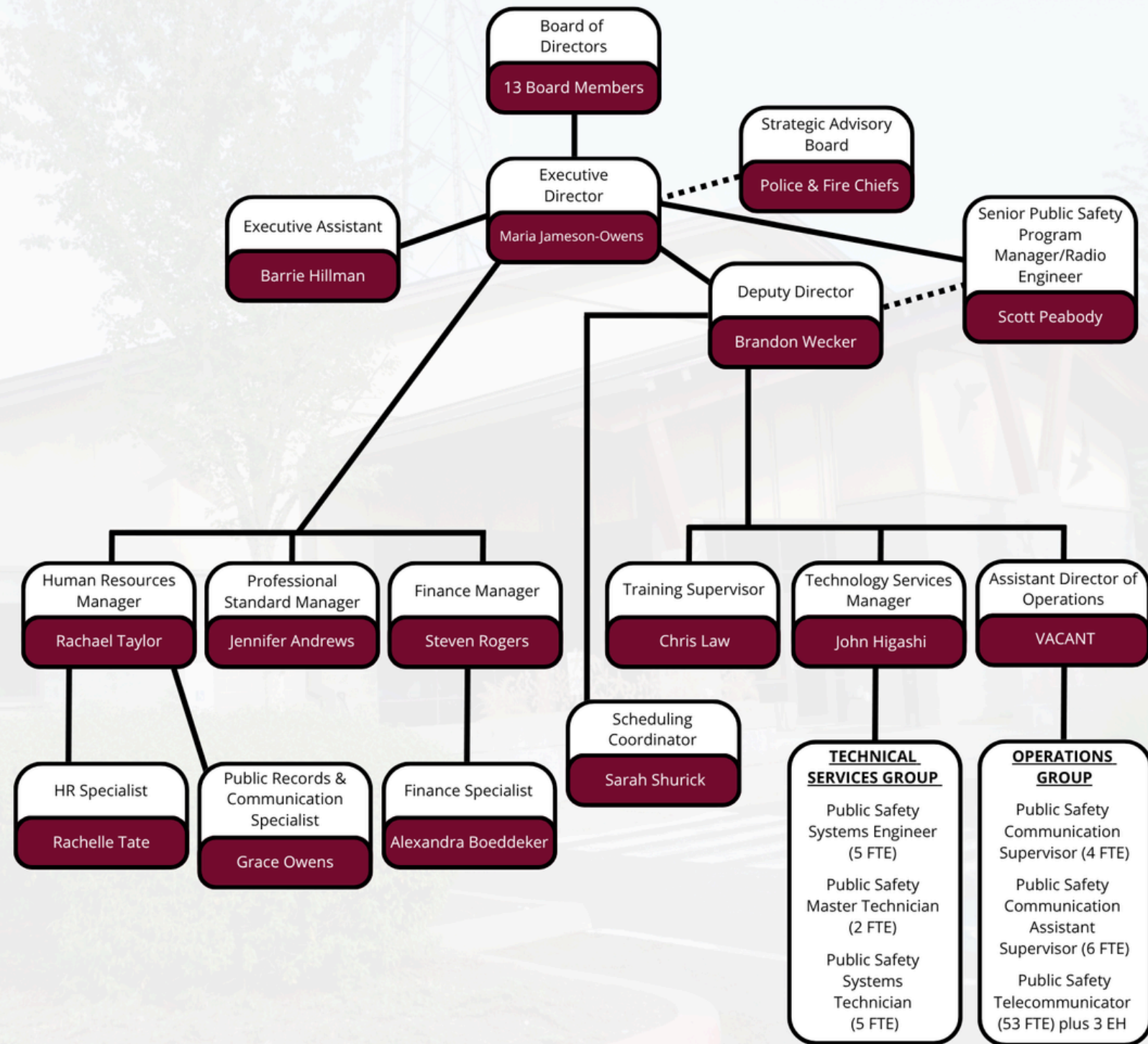


Dusty Wiley
Fire Commissioner



Eric Younger
Bremerton City Council

KITSAP 911 ORGANIZATION CHART



LEADERSHIP TEAM



Left-right: John Higashi, Rachael Taylor, Brandon Wecker, Maria Jameson-Owens, Jamie Donley, Chris Law, Jennifer Andrews

LETTER FROM EXECUTIVE DIRECTOR

2025 was a year of meaningful progress, innovation, and strengthened partnerships at Kitsap 911. Our focus on advancing strategic initiatives, enhancing technology, and supporting our exceptional team reinforced our ability to provide the highest standard of emergency communication services to the community. The dedication, expertise, and resilience of Kitsap 911 employees remain at the core of the agency's success. Their professionalism, adaptability, and commitment to service ensure the community has trusted, effective support in every critical moment. By fostering open communication, shared goals, and professional development, Kitsap 911 continues to strengthen operational cohesion and maintain the high standards the public relies on.

Kitsap 911 achieved significant milestones that strengthened its organizational foundation and positioned the agency for continued success. A three-day strategic planning process with more than 20 participants identified five priority initiatives to guide the agency over the next three years: Board Education, Alignment & Structure Review; Review of Financial Philosophy; Comprehensive Hiring & Retention Plan; Comprehensive Training & Development Plan; and Enhancing Service Management & Efficiency. Financial stability was reinforced through completion of an updated funding formula, including increased user fees, which received full support from member agencies and approval by the Board.

The agency also made substantial progress in technology and operational efficiency. The P25 Radio System implementation remained ahead of schedule, while CAD vendor selection and contract negotiations positioned the agency for a successful CAD upgrade in 2026–2027. Facilities and workplace improvements included a year-long dispatch floor remodel completed while maintaining high staff morale. Two collective bargaining agreements were successfully negotiated, preserving collaborative and constructive labor relations. Governance and accountability efforts included initiating a comprehensive review of the Board of Directors structure, which is on track for completion in early 2026.

Collaboration and community engagement were prioritized throughout the year. Partnerships with member agencies on joint training and shared services initiatives to generate cost savings and improved emergency response outcomes. Active engagement in professional networks ensured access to best practices and facilitated knowledge sharing.

Looking ahead to 2026, Kitsap 911 will continue to focus on continuous improvement, innovation, and community-centered service. Key priorities include completing the Board Structure Review and implementing recommendations to strengthen governance, continuing P25 Radio System implementation, enhancing workforce development and leadership training, expanding employee wellness programs, and driving operational excellence through technology upgrades, process improvements, and proactive stakeholder engagement.

These accomplishments would not be possible without the dedication and expertise of Kitsap 911 staff, the guidance of board members, and collaboration with public safety partners. Their collective effort ensures that Kitsap 911 remains a trusted lifeline for the community, ready to respond effectively in every critical moment.

Sincerely,



Maria K. Jameson-Owens
Executive Director

ADMINISTRATIVE TEAM



Left-right: Alexandra Boeddeker, Barrie Hillman, Rachelle Tate, Rachael Taylor, Grace Owens



Left-right: Barrie Hillman, Rachael Taylor, Grace Owens, Rachelle Tate, Steve Rogers, Alexandra Boeddeker

FINANCE



Drumroll, Please... Another Year of Strong Financial Management!

We once again received an excellent audit report from the Office of the Washington State Auditor. The 2024 audit resulted in clean opinions for both the Accountability and Financial Statement portions, and we also closed the year under budget with no recommendations for improvement. This marks the ninth consecutive year of clean audit results—a continued reflection of strong financial stewardship.

Steve Rogers Finance Manager
Alexandra Boeddeker Finance Specialist
Archer Boeddeker Finance Assistant

We don't want to brag but...

2016 - Clean 2017 - Clean 2018 - Clean 2019 - Clean 2020 - Clean 2021 - Clean 2022 - Clean 2023 - Clean

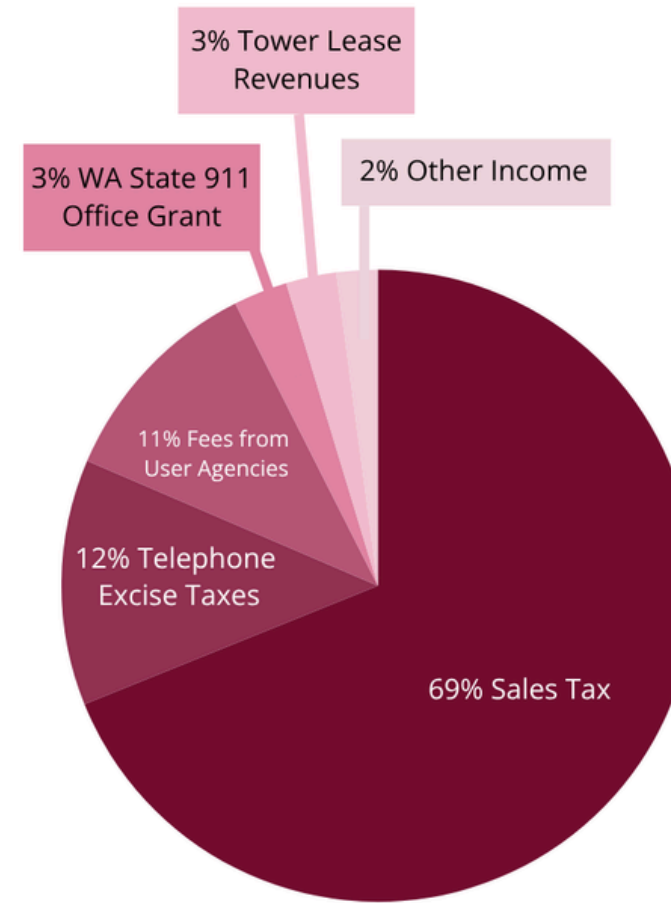
In addition to the audit, the Finance team focused on two major initiatives during the year. The first was the successful adoption of an amendment to the Kitsap 911 bylaws, specifically updating the Service Fee funding formula. Due to the complexity of the formula and the financial impact on partner agencies, the amendment required extensive analysis, discussion, and collaboration. Following a thorough and challenging process, the Board approved the amendment. While the final outcome did not address every desired change, it represents a significant step forward and provides the structure needed to support long-term financial sustainability.

The second major initiative was a comprehensive overhaul of the budget development process. This included reinstating a full budget workshop and expanding participation to the entire Board, following the dissolution of the Executive Committee. The broader involvement led to productive dialogue, valuable feedback, and improved alignment between the Board and management. As a result, the budget process is now more transparent and collaborative, setting the stage for continued refinement in 2026.

Looking ahead, work has already begun on the replacement of Kitsap 911's accounting system. While this is a large and complex project, advancements in financial technology over the past decade present an opportunity to adopt a system better aligned with organizational needs. This effort is expected to further strengthen financial operations and support continued excellence in fiscal management.

The Finance team extends sincere appreciation to the operations staff, IT team, and administrative personnel whose collaboration and trust make this work possible. The collective commitment across Kitsap 911 is essential to maintaining a strong financial foundation, and we are grateful for the continued partnership. We look forward to building on this momentum in 2026.

2025 KITSAP 911 REGULAR REVENUES



The primary source of regular revenues for Kitsap 911 is dedicated 911 taxes (i.e., sales tax, telephone excise taxes). In 2025, approximately 81% (\$17.80M) of our total annual revenues came from these sources, 85% of which came from sales tax alone. One half of our sales tax allocation can be used for any operating or non-operating purpose, while the other half is from "Proposition 2" and is assigned exclusively for use on our Radio Replacement Project and other non-operating tech initiatives.

We receive revenues for dispatching fire, law enforcement, and emergency medical calls. In 2025, we received approximately \$2.42M (11%) from our customer agencies for providing these services. This amount will increase in 2026, due to an amendment to our bylaws, which was approved by the Board in 2025 to modernize the methodology used to calculate these fees. The most significant change reflects the market's move toward ongoing costs (i.e., the "subscription model"), rather than outright ownership of a software license. A significant portion of each agency's cost is calculated at the agency level and is based on their specific equipment and what services they request and use.

Historically, state and federal grants and awards have played very minor roles in our revenue models, however, in 2025, we received approximately \$604K (3%) in the form of a reimbursement grant from the WA State E911 Program. This significant infusion paid for almost half of what we spent to replace our dispatch consoles, data logging recorder, and uninterrupted power supply - each a critical piece of a modern, secure 911 center.

We also receive revenues by leasing space on our radio towers. In 2025, we received approximately \$0.56M (3%) from these contract partners.

Other miscellaneous and one-time revenues primarily consist of investment income, as well as receipts from minor federal and state grants. In 2025, we received approximately \$0.46M (2%) from these sources.

2025 Regular Revenues

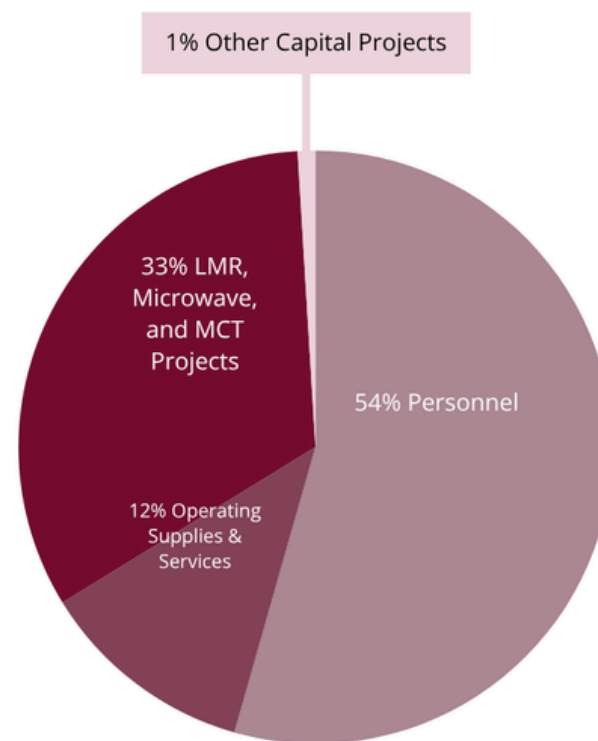
Sales Tax.....	\$15,052,731.87	69%
Telephone Excise Taxes.....	\$2,748,066.34	12%
Fees from User Agencies.....	\$2,424,641.27	11%
WA State 911 Office Grant.....	\$603,704.00	3%
Tower Lease Revenues.....	\$563,445.95	3%
Other Income.....	\$458,456.30	2%
Total 2025 Regular Revenues...	\$21,851,045.73	100%

2025 KITSAP 911 EXPENDITURES

In 2025, Kitsap 911 appropriated approximately \$18.12M in operating expenditures. Of this, we expended approximately \$15.78M (87%). Our initial budget forecasts were based on the expectation that the Radio Replacement project would go live during 2025, however, as the year progressed, the timeline was revised. The operating costs that will take effect once the system is complete were not incurred in 2025 as originally expected, which is the primary reason for the 13% variance from budget. The Project (and these costs) are now slated to go live sometime in Q1 2026.

As of December 31, we had 72 full-time, 1 part-time, and 4 Extra Help employees, for a total of 77 employees. In 2025, Kitsap 911's operating budget was \$18.1M (33%). Of this we expended approximately \$12.96M (54%) in personnel costs and \$2.9M (12%) in other operating supplies and services.

In 2025, capital expenditures and other non-operational expenditures totaled \$8.05M, \$7.82M of which was spent on the Radio Replacement and related tech projects, and were funded using Proposition 2 sales tax revenues. Capital and other non-operating expenditures accounted for approximately 45% of our budget overall.



2025 Expenditures

Personnel.....	\$12,960,549.23	54%
Operating Supplies & Services.....	\$2,816,483.76	12%
LMR, Microwave, and MCT Projects.....	\$7,816,467.22	33%
Other Capital Projects.....	\$229,081.91	1%
Total 2025 Expenditures.....	\$23,822,582.12	100%

HUMAN RESOURCES

The Human Resources Team experienced another successful and impactful year, supporting both organizational goals and employee engagement. Throughout the year, the team actively participated in 32 community outreach events, including high school career fairs, regional career fairs, and community events such as the Kitsap County Fair. These efforts strengthened our presence in the community and enhanced awareness of career opportunities within the organization.



Rachelle Tate
HR Specialist

Rachael Taylor
Human Resources Manager

In response to a significant shift in the workforce, Human Resources focused on strategic initiatives developed at the beginning of the year. These initiatives were designed to attract top talent, retain valued employees, and prepare for future leadership transitions in an increasingly competitive labor market.

Several key programs were introduced to support employee growth and long-term success. A new professional development program was launched to focus on individual career aspirations while equipping leaders with the tools needed to guide employees toward their short- and long-term goals. Additionally, an updated mentorship program was implemented to encourage and support organic mentor relationships grounded in best practices.

To further support workforce planning and employee engagement, Human Resources conducted quarterly check-ins with new employees to address needs, answer questions, and support a successful transition during their first year of employment.

The organization experienced a record number of applicants since becoming its own public authority. In response, the hiring process was adjusted to accommodate an increased volume of interviews while maintaining a positive and thorough candidate experience. Kitsap 911 hired 12 new employees in 2025, including 9 Telecommunicators, a Systems Technician, a Master Technician and a Technology Services Manager.

Human Resources remains committed to making this a great place to work for employees—our most valuable asset—while continuing to provide an outstanding experience for applicants and strengthening our connection with the community.

PUBLIC RECORDS



Grace Owens
Public Records and Communication Specialist

including law enforcement agencies, fire and EMS personnel, the Kitsap County Prosecutor’s Office, private attorneys, and members of the public.

In 2025, Kitsap 911 processed 3,038 public records requests—an increase of 14% from 2024’s total of 2,656. The majority of requests originated from the Kitsap County Prosecutor’s Office, accounting for 2,315 requests. Additional requests were submitted by law enforcement personnel (106), fire department personnel (42), private attorneys (168), and the general public (407). Along with increased volume, the complexity of requests has also grown. Despite these challenges, Kitsap 911 successfully completed 78% of requests within three business days.

Efficient public records management is essential not only for meeting legal requirements, but also for supporting transparency, accountability, and accessibility. Timely and accurate responses aid legal proceedings, support emergency service operations, and reinforce public trust in Kitsap 911. As demand continues to increase, the agency remains committed to refining internal processes and leveraging technology to enhance response times and service quality.

By proactively addressing workload challenges through dedicated staffing and streamlined workflows, Kitsap 911 continues to meet the rising demand for public records while maintaining a high standard of accuracy, responsiveness, and public service.

Meeting the Growing Demand for Public Records

Since 2020, public records requests at Kitsap 911 have increased by 247%, placing a significant and growing demand on our administrative staff. To effectively manage this surge and ensure timely, compliant responses, Kitsap 911 added a full-time Public Records Specialist to the administrative team in November 2023. This strategic addition has improved workflow efficiency, enabling staff to manage a higher volume of requests while maintaining full compliance with state regulations.

Under the Washington State Public Records Act (RCW 42.56), state and local agencies are required to provide access to government records upon request. These records include, but are not limited to, 911 audio recordings, text messages, computer-aided dispatch data, and radio traffic. Kitsap 911 receives public records requests from a wide range of stakeholders,

SOCIAL MEDIA

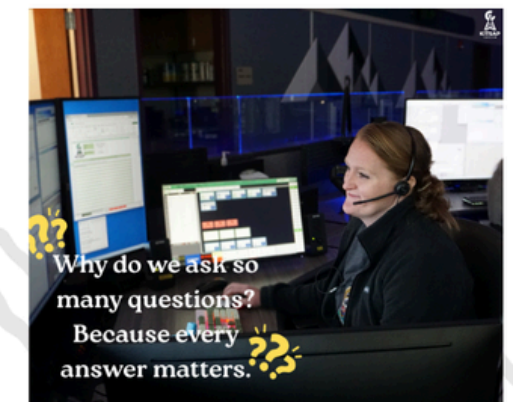
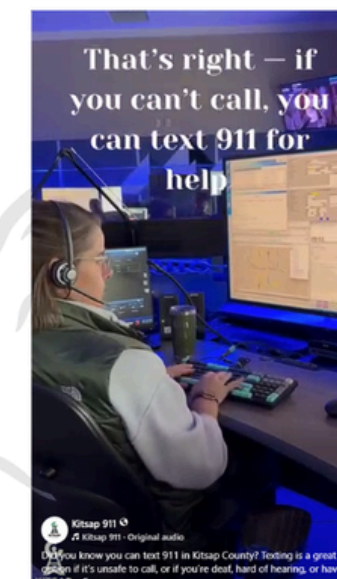
Strengthening Community Engagement Through Social Media

In recent years, Kitsap 911 has significantly expanded its social media presence to increase public awareness of who we are, what we do, and how we serve our community. Social media has also become a critical tool for promoting careers in emergency communications, particularly as 911 centers nationwide continue to face staffing challenges. By leveraging digital platforms, Kitsap 911 is able to engage with a broader audience both locally and beyond our region.

To support a consistent and strategic online presence, Kitsap 911 designated a Social Media Coordinator in April 2022 to oversee content creation and platform management. This focused approach has enabled intentional posting, analysis of engagement trends, and optimization of content timing and delivery. As a result, Kitsap 911 has experienced steady growth in followers, reach, and overall engagement across Facebook, Instagram, and LinkedIn.

In 2025, our Facebook page gained 1,008 new followers—a 19% increase over 2024—and our content was viewed more than 1 million times. Visits to our Instagram surged, with our page being viewed over 700 times representing a 13% increase from the previous year. Additionally, our LinkedIn content appeared on users’ screens more than 42,000 times. These metrics underscore the growing connection between Kitsap 911 and the community and demonstrate the vital role social media plays in enhancing public safety awareness.

Through continued growth on social media, Kitsap 911 has created new opportunities to educate the public, promote 911 career pathways, and strengthen relationships with the community we serve. Increased engagement allows us to share critical information, highlight the essential work of our team, and foster meaningful dialogue with our audience. We appreciate the ongoing support and interaction from our followers and look forward to expanding our outreach even further in 2026.



Posts from our social media accounts.

EXECUTIVE ASSISTANT

Executive Support & Operations

The Executive Assistant provides essential support to Kitsap 911's Executive Director, Board of Directors, leadership team, and overall agency operations. By managing administrative, strategic, and operational tasks, the Executive Assistant helps ensure smooth, reliable operations and strengthens the overall effectiveness of the agency.

In 2025, the Executive Assistant coordinated logistics, scheduling, and documentation for Board, Strategic Advisory Board, and Funding Committee meetings, including redesigning agendas and Board packets to improve clarity and efficiency. They also supported key initiatives, including the Board study, Strategic Positioning Process, and updates to the Service Fee Funding Formula, helping leadership make informed, timely decisions.



Barrie Hillman
Executive Assistant

Additionally, the Executive Assistant serves as contract manager and purchaser for the entire agency and as such, a goal in 2025 was to build more knowledge and understanding of the Technology Services Group's projects including the Land Mobile Radio project and Computer Aided Design (CAD) upgrade which are multi-year and highly complex improvements. By attending weekly meetings and collaborating closely with TSG team members, the Executive Assistant provides additional oversight and accountability for the proper use of public funds.

The Executive Assistant was also a key contributor to the remodel of the main operations floor, classroom, and former Emergency Operations Center, now a multipurpose space. Contributing to the well-being and support of telecommunicators while they spent several months displaced into a temporary call center room, the Executive Assistant facilitated the design and finishes of the operations floor and other rooms, creating a warm and welcoming place for all Kitsap 911 employees to work.

Through these efforts, the Executive Assistant helps Kitsap 911 operate efficiently, maintain accountability, and strengthen the agency's overall effectiveness in managing resources, projects, and operations.

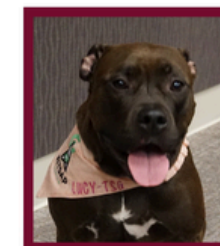
TECHNICAL SERVICES GROUP



Back row left-right: Scott Peabody, William Jones, Kyle Boeddeker, Jamie Hughes, John Sprague
Front row left-right: Katy Graham, Ryan Rorie, Eric Seda, Brian Denmark, Tim Simonson, Andrew Kouklis, Alvin Mathenge, Terese Ungren, John Higashi
Not pictured: Chad Bennett, Kristopher LaPlante



Brufus Denmark



Lucy Hughes



Reinhardt Jones

TECHNICAL SERVICES GROUP

The Technical Services Group at Kitsap 911 ensures the technology that supports emergency response is reliable, secure, and always ready when it's needed most. The team oversees a wide range of systems, from legacy equipment to modern technology, including the radio systems, IT infrastructure, cybersecurity, mapping systems, and the maintenance of Kitsap 911 facilities and radio tower sites. They are also heavily involved in planning and implementing technology projects, ensuring the agency adapts to an ever-changing technological landscape.

Below are some of the key projects the team completed in 2025.

Dispatch Center Remodel Completion

The remodel of the dispatch center, a project that began in 2023, was completed in mid-2025. The project redesigned the operations floor to add two additional dispatch consoles and one supervisor position, while modernizing the workspace for staff. Much of the technical infrastructure—including power circuits and equipment cabling—was installed beneath the floor and inside the new consoles. This careful, behind-the-scenes work ensures the workspace is safe, organized, and reliable, allowing staff to focus on emergency communications without distractions or interruptions. The remodel was successfully completed when dispatch operations returned to the updated space, leaving the temporary, cramped room behind.

Dispatcher Radio Console System Upgrade

To modernize the dispatcher radio system and prepare for a new county-wide radio network, the Technical Services Group upgraded the dispatch console from a single-core system to a redundant system with new workstations. This upgrade underwent extensive technical and operational testing to ensure readiness. The new redundant system allows updates, testing, and maintenance with minimal disruption to operations, significantly improving reliability and uptime.

Computer-Aided Dispatch Vendor Upgrade

Work began in 2024 to replace the legacy computer-aided dispatch platform. In 2025, Kitsap 911 thoroughly reviewed vendor proposals, conducted multi-day demonstrations, and completed technical discussions to select the best vendor. The selected vendor is contracted, and implementation will begin in 2026. This large and complex project will involve many internal and external users to ensure a smooth transition to the new platform.

New Backup Center

Kitsap 911 completed a major milestone on the new backup center, ensuring it has all essential services for operations, including internet, phones, radios, emergency power, and backup generators. Completed by the end of 2025, this facility enhances the agency's ability to maintain emergency communications when needed. Work will continue to improve redundancy and operational functionality.

TECHNICAL SERVICES GROUP

Fire Station Alerting Network

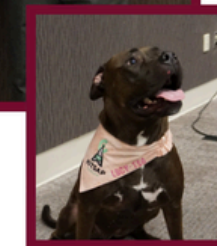
The agency's network engineer successfully coordinated a complex replacement of the equipment that alerts fire stations to emergency calls. This work was carefully planned to minimize impacts on ongoing operations and was completed on schedule. The project ensures continued secure and reliable alerting for all fire stations in the county.

Looking Ahead

Throughout 2025, the Technical Services Group at Kitsap 911 demonstrated dedication, expertise, and careful planning to ensure that the agency's technology and communications systems remain reliable, secure, and adaptable. From completing the dispatch center remodel to advancing critical system upgrades and expanding backup capabilities, the team's work supports both the safety of the community and the effectiveness of staff. These projects lay a strong foundation for continued improvements in 2026 and beyond, helping Kitsap 911 stay prepared for the evolving needs of public safety.



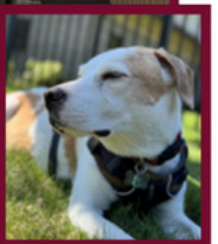
Radio
Not pictured: Chad Bennett and
Khristopher LaPlante



Lucy Hughes



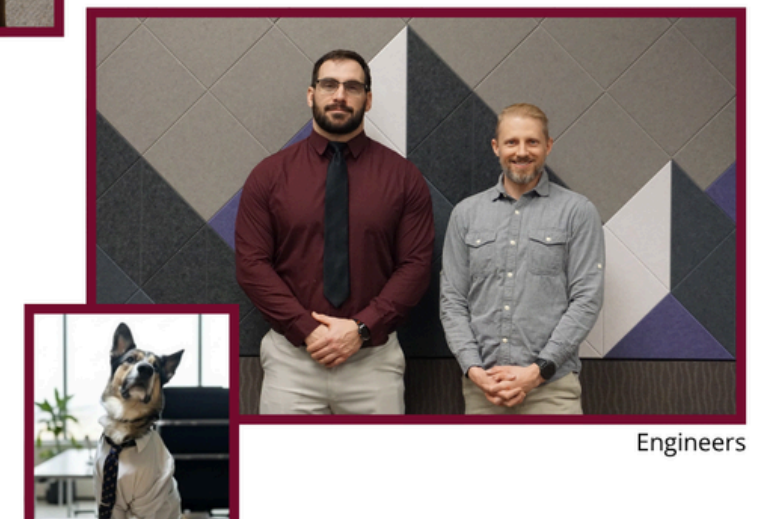
Helpdesk



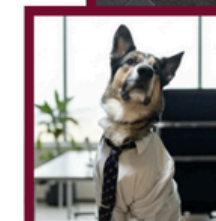
Brufus Denmark



CAD Admins



Engineers



Reinhardt Jones

RADIO REPLACEMENT PROJECT

The Radio Replacement Project posted another very good year in 2025, achieving many important milestones in the areas of end user radios, the dispatch console system, the radio system infrastructure, and microwave network connecting the radio tower sites. 2025 began with a limited number of mobile radio programmed and delivered to member agencies. The dispatch console system was installed, not tested, and not available for Dispatch Operations. The radio system and microwave system were partially installed.

Jumping ahead to December 2025, mobile radio replacements were ahead of plan with all law mobile radios replaced by the end of October, allowing fire mobile replacements to start two months early. South Kitsap Fire and Rescue and Bremerton Fire Department mobile radios were replaced in 2025. The Dispatch Console System was transformed from a single instance to redundant systems, improving resilience and enabling lower risk software updates. The Dispatch Console System went into production in October and is now ready to support the new digital radio system.

Not as visible to first responders and dispatchers, the progress on radio infrastructure and microwave systems was demonstrable. Started in 2024, the power systems underpinning all radio infrastructure were refreshed with the last site completed in April. The microwave system was expanded to link the remaining two sites, enabling 15 Stage 1 radio sites to be "on the air." New logging recorders were installed to replace the old, manufacturer discontinued logging recorder. The collection of millions of drive test data points was done to characterize the radio system coverage. The analysis of the data will be completed in early 2026, culminating in a written radio coverage report with a guarantee of the radio coverage.

Program Overview

As the existing radio system approaches two decades of reliable service, the underlying technologies of the legacy system, based on phone lines, have been replaced with digital data solutions like the computer/router systems in use every day in homes, home offices, and workplaces. The new radio system is based on the public safety standard APCO Project 25, P25 for short, and joins the growing list of nearly 3,000 installed P25 systems providing reliable and interoperable communications to first responders.

Maintaining 7x24 hour operation of the existing system while constructing another 7x24 system is a significant challenge for the program. The new system was constructed in parallel with the existing system at the towers. The connections between the towers maintained legacy connections and new connections. The new replacement user radios are programmed to simultaneously work on the old system and the new system.

The scope of the program further complicates the implementation. For radio users, all 1,700 mobile and portable radios are being replaced; a huge logistical challenge. The radio dispatch system used at Kitsap 911 was upgraded/replaced to support the new system and the technical support team is learning to operate and repair new equipment.

RADIO REPLACEMENT PROJECT

2026: Improved Coverage, Sound Quality, and Security

The new system has been designed to improve coverage, provide better sound quality, and improve security. In 2026, the radio coverage will be reported and the design of further tower sites to improve coverage will begin with an emphasis on better in-building signal levels. No system can guarantee 100% coverage, but the new system will improve the ability of our first responders to communicate. The old system also suffers from poor sound quality in many areas of the county. Digital signals are less susceptible to interference, resulting in noticeable sound quality improvements. Access control to the new system and encryption of sensitive communications are examples of ways the new digital P25 radio system will make radio communications more secure.



One of many radio trainings

OPERATIONS GROUP

Kitsap 911 serves as the critical connection between the community and emergency responders throughout Kitsap County. As the county's primary Public Safety Answering Point (PSAP), we operate 24 hours a day, seven days a week, ensuring fast, dependable communication when it matters most. We are honored to support seven law enforcement agencies, six fire districts, Kitsap Animal Control, and the Medical Examiner's Office, while also working closely with the Washington State Patrol, Military Police, the Department of Emergency Management, and Naval fire agencies.

Our highly skilled Operations team is composed of Call Receivers and Dispatchers who work seamlessly to support emergency response efforts. Call Receivers gather essential information from 911 callers and translate it into actionable details, while Dispatchers coordinate and support first responders in the field. In every emergency—large or small—our staff works tirelessly to ensure responders have the information and support they need to provide timely, effective service to the public.

Each Operations shift is staffed by one to three Call Receivers, one non-emergency Call Receiver (Monday through Friday), and five to seven Dispatchers. These teams are supported by strong leadership, including four Shift Supervisors—Mary Valerio, Brandy D'Intinosanto, Drew Tetrick, and Jana Parker—along with four Assistant Supervisors: Sarah Portrey, Jessica Jimerson, Randy Dasho, and Jason Meeder, and nine Acting Leads.



Mary Valerio
Supervisor



Sarah Portrey
Assistant Supervisor



Brandy D'Intinosanto
Supervisor



Jessica Jimerson
Assistant Supervisor



Drew Tetrick
Supervisor



Randy Dasho
Assistant Supervisor



Jana Parker
Supervisor



Jason Meeder
Assistant Supervisor

OPERATIONS GROUP

Operations employees typically work four 10-hour shifts each week. However, due to ongoing overtime demands, many regularly work 12-hour shifts or take on additional hours during their scheduled days off.

Current operational staffing includes 37 full-time Dispatchers, 12 full-time Call Receivers, six full-time Assistant Supervisors, and four full-time Supervisors. While vacancies remain a challenge, we averaged seven open positions in 2025—an improvement over previous years. We have successfully hired strong, qualified candidates and are doing better at retaining existing staff. This progress has helped reduce strain on the team and improve overall staffing stability.

In November 2024, Kitsap 911 launched a Customer Service Satisfaction Survey using text messaging to gather feedback from community members regarding their 911 experience. Surveys are sent to the cell phone number associated with a call for service. In 2025, 24,205 survey messages were sent, resulting in 6,889 responses—a 28.46% response rate. Of those who responded, 97.49% reported a positive experience.

We sincerely value the feedback received through our Customer Service Satisfaction Survey. Both positive and constructive comments help us understand our impact and identify opportunities for continued growth. This input is essential as we work to strengthen our services and remain a dependable, compassionate resource for the community.

In late January, Kitsap 911 invited agency chiefs from across Kitsap County, along with members of our Executive Board and Kitsap 911 leadership, to participate in Strategic Positioning sessions. From these discussions, five strong and attainable initiatives were identified. The initiative most relevant to Operations focuses on managing service complexity, enhancing call and workflow management, and expanding public education and alternative resources.

By advancing these interconnected strategies, Kitsap 911 will improve operational capacity, strengthen internal processes, and better serve the public. This initiative is critical to maintaining a responsive, sustainable, and trusted emergency communication system as we move into the future.

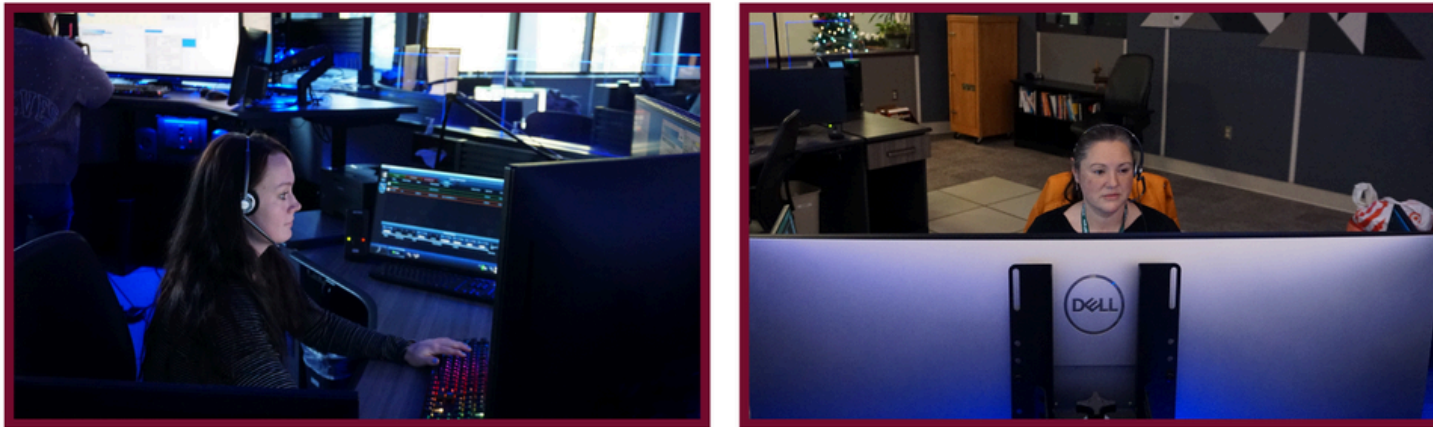


Jamie Donley
Former Assistant Director of Operations

OPERATIONS GROUP

In 2025, Operations achieved 14 CPR saves—an exceptional accomplishment that speaks directly to the skill and dedication of our Call Receivers. Each save represents a moment in which a call taker calmly guided a caller through CPR during one of the most stressful situations imaginable. Their steady guidance and quick decision-making directly contributed to lives being saved and serve as a powerful reminder of the profound impact our team has every day.

One especially meaningful example occurred during an early spring morning when a family member suffered a massive heart attack, and no one on scene knew CPR. The call taker immediately instructed the son to begin chest compressions, then guided the wife to take over while first responders were en route. The call taker remained on the line for more than 15 minutes, calmly coaching and reassuring the family throughout the ordeal. Days later, the family contacted Kitsap 911 to share that because of this guidance, their father survived.



Throughout 2025, Operations managed numerous major incidents, including an officer-involved shooting, serious domestic violence cases, fatal accidents, structure fires, and multiple suicide-related emergencies. These events are not only traumatic for the community but also for the 911 Call Takers and Dispatchers who manage them in real time. Despite these challenges, we continued to receive commendations from both partner agencies and the public.

Following a structure fire in the Poulsbo Fire District, management received the following message:

“I just want to take a moment to commend your dispatcher on the structure fire on 10/18/25. As I listened back to the radio traffic, she did a phenomenal job tracking needs and communications and relaying traffic that was otherwise missed. I credit her and the call receivers for recognizing this was much more than a chimney fire and prompting the upgrade. Getting resources en route early significantly helped limit the damage to the home.”

During the summer, a Fire Chief shared an appreciation email from a community member whose Apple Watch automatically called 911 after a fall. The individual expressed gratitude for the rapid response—first responders arrived within eight minutes—and concluded with:

“This is a long preface to a hearty THANK YOU to your team, the 911 staff, their procedures, and leadership.”

OPERATIONS GROUP

In June, an Operations Supervisor received a message from a Deputy following a particularly difficult infant death call:

“I obtained the 911 call from that baby death yesterday and was incredibly impressed with the call receiver. I know that wasn't an easy call, but she did a really good job. I hope she's doing okay.”

In May, a caller contacted Kitsap 911 to thank the call taker who assisted her after she discovered a deceased family member. Although devastated by the loss, the caller shared that the call taker was kind, compassionate, and supportive during an extremely difficult moment.

A key priority within Operations is tracking these significant incidents and identifying the team members involved. This allows leadership to proactively check in with staff and ensure they have access to appropriate support and resources following difficult calls. This practice reinforces our commitment to employee well-being and helps sustain a resilient, healthy workforce.

At Kitsap 911, we remain steadfast in our commitment to public safety, working behind the scenes to protect our community every minute of every day. As we look ahead, we will continue to grow our team with individuals who demonstrate compassion, calm under pressure, and a dedication to service.

If you know someone who embodies these qualities and is interested in becoming a Call Receiver or Dispatcher, please encourage them to visit the Kitsap 911 website and apply. We are always seeking exceptional people to join our mission.

“Sometimes the people who are on the phone saving lives are the real heroes.”

-Anonymous



PERFORMANCE MEASURES

Call Answering Performance

For call answering performance, we look at two goals.

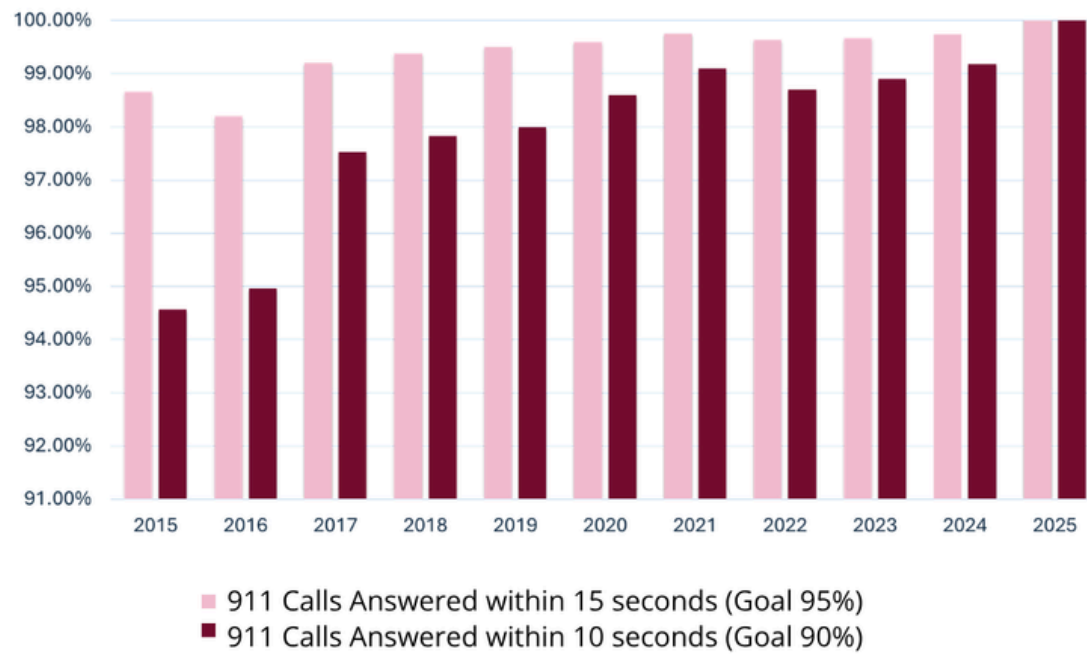
First, we look to the National Fire Protection Agency also known as NFPA and standard 1225 which is - 95% of all 911 calls are answered within 15 seconds.

We continued to exceed this standard in 2024 with 99.74% up from 99.67%

We also look at Kitsap 911's internal goal of all 911 calls answered within 10 seconds 90% of the time.

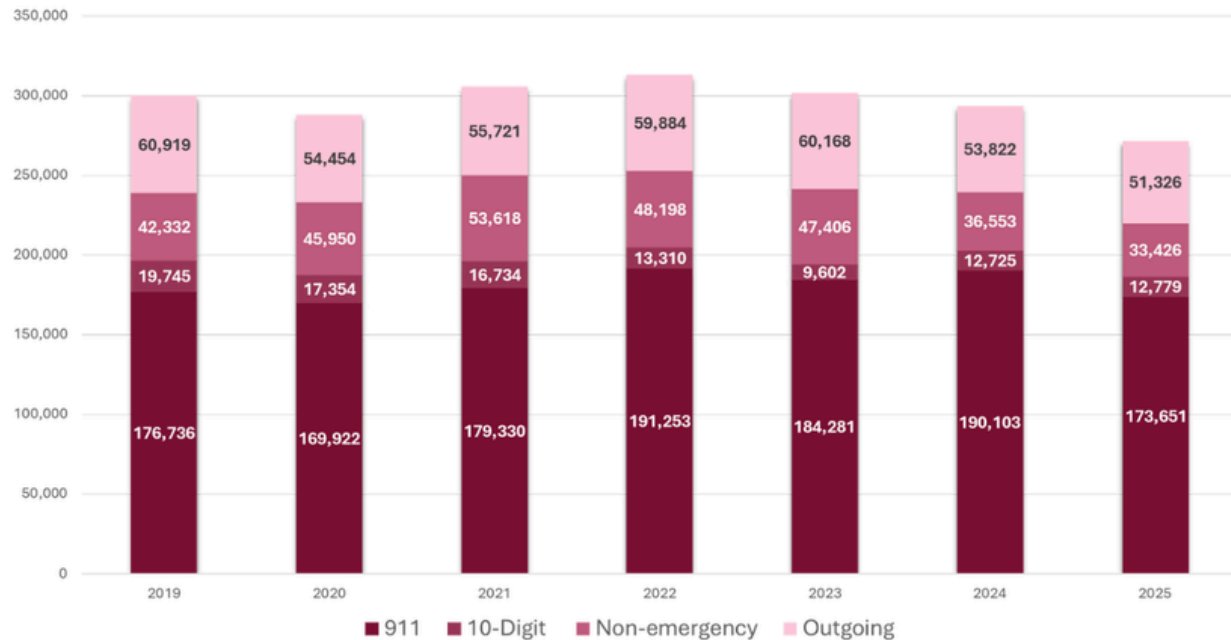
We also exceeded this goal with 99.18% up from 98.9%.

911 ANSWERING STATS



The average 911 call was answered in 2.9 seconds.

CALLS PROCESSED ON THE DISPATCH FLOOR



The dispatch floor processed 271,182 calls in 2025, down about 7.5% (293203) from 2024.

173,651 of them were 911 calls, down 8.65%

While overall call volume may have gone down the workload has not gone down due to the increased complexity of calls being handled.

PERFORMANCE MEASURES

DISPATCH PERFORMANCE STANDARDS

PRIORITY 1 LAW ENFORCEMENT	2019	2020	2021	2022	2023	2024	2025
Average Dispatch Time	:30	:26	:26	:26	:28	:26	:30
FIRE/EMS STANDARDS	2019	2020	2021	2022	2023	2024	2025
90% Dispatched Within 64 Seconds	81.5%	75.6%	78.2%	75.6%	69.1%	72.3%	69.5%
95% Dispatched Within 106 Seconds	96.6%	96%	96.5%	96%	95.5%	96.5%	95.5%
Answered to Dispatched in Seconds	:47	:52	:50	:52	:56	:54	:54

Our goal for priority 1 law enforcement events is to dispatch these events within 30 seconds of their appearance in the CAD system.

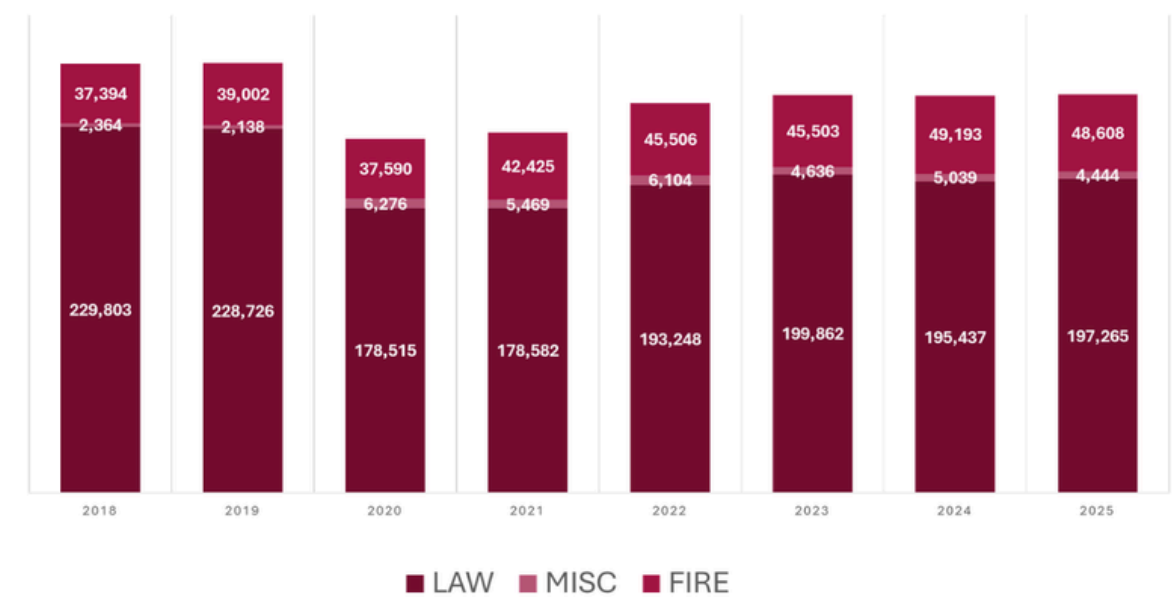
We met the goal in 2025 with a 30 second average.

For priority 1, 2, EMS, and Fire events we look at two categories:

The first category is 90% of events dispatched within 64 seconds, our average for 2025 was 69.5 % down from 72.3%. The second category, 95% of events dispatched within 106 seconds, our average was 95.5% a 1% decrease from 96.5%.

Our average answer to dispatch time for all fire and EMS events was 54 seconds, the same as 2024.

DISPATCH PERFORMANCE STANDARDS



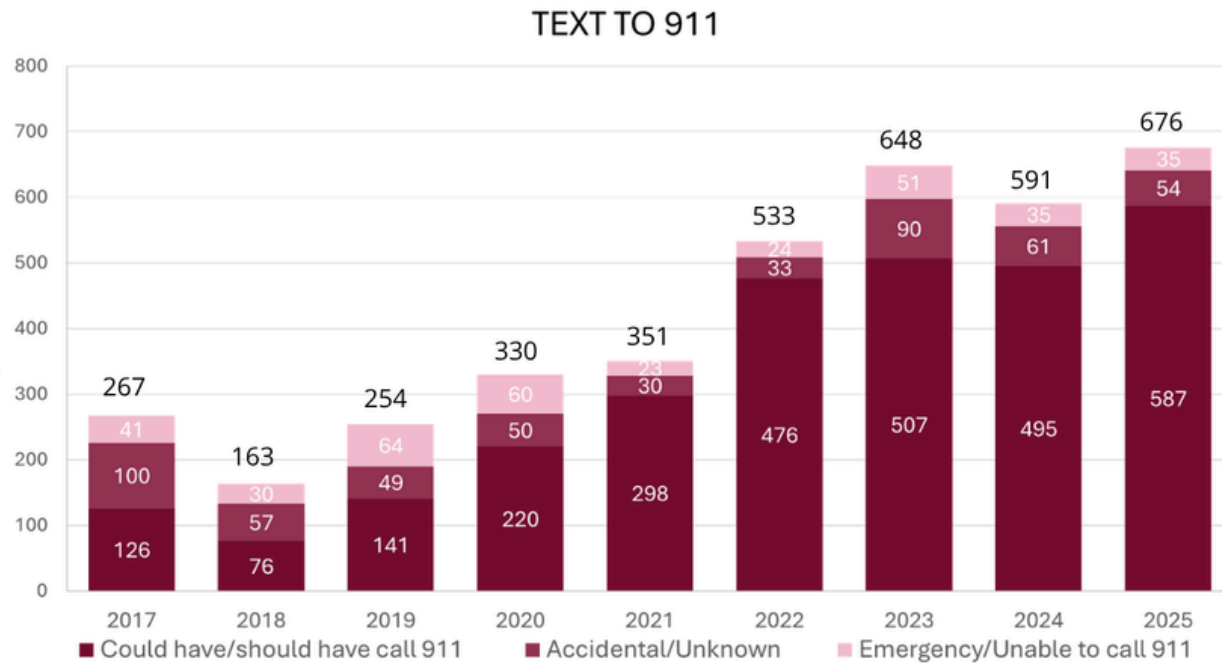
Kitsap 911 handled 250,317 events on the dispatch floor, an increase of .26% from 2024.

- Law accounted for 197,265, an increase of .93%
- Fire had 48,608 a decrease of 1.2%
- Other events such as callouts to other agencies, public works, water districts, roads etc totaled 4444 for a 11.81% decrease.

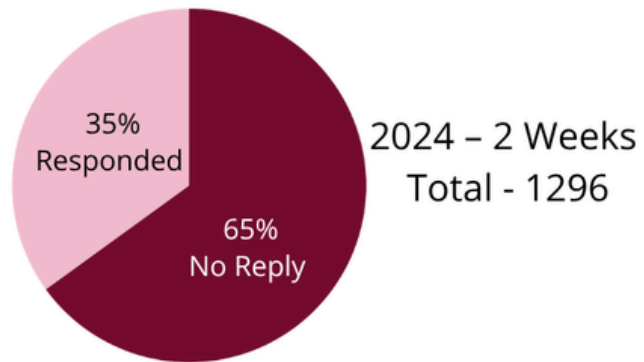
PERFORMANCE MEASURES

In 2025, Kitsap 911 processed 676 Text to 911 events, an increase of 14.4% from 2024.

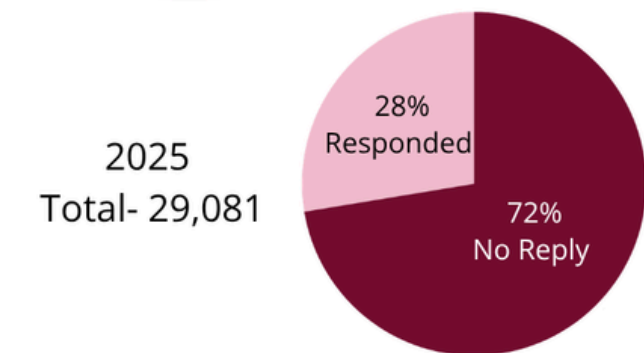
35 of these were for an emergency where the caller was unable to make a voice call, 54 were accidental, 587 would have been better as a voice call.



CUSTOMER SATISFACTION SURVEY RESULTS



In December 2024, Kitsap 911 implemented a new Customer Service Satisfaction Survey using text messaging to enhance community engagement and improve our emergency response services. Previously, we relied on mailed survey postcards, which were expensive and had a low return rate. By implementing this text-based survey system, we have significantly expanded our outreach, increasing response rates.



In the first two weeks of 2024 that this system was live, we sent out a total of 1,296 requests and received 457 back for a 35% response rate.

In 2025, this system sent a total of 29,081 survey requests and received 8,027 back for a 28% response rate. This is down 7% from the two-week sample rate in 2024, but we should be able to do a more exact year over year comparison next year.

We sincerely appreciate our community's feedback, as it helps us enhance our services and better serve Kitsap County. We also extend our gratitude to our dedicated employees for their commitment to providing professional and compassionate assistance every day.

CALEA ACCREDITATION

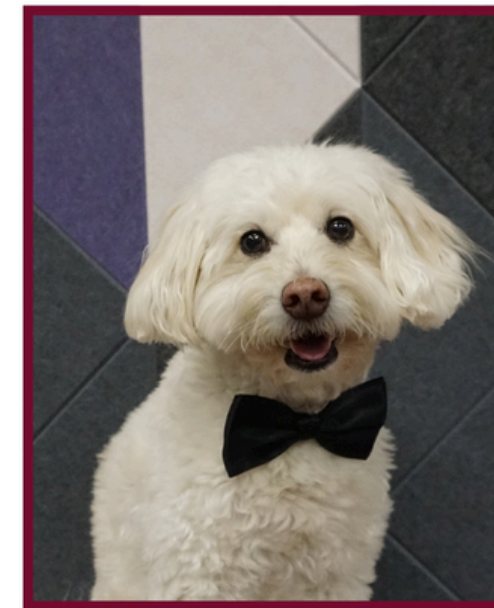
CALEA Accreditation: Commitment to Excellence

The Commission on Accreditation for Law Enforcement Agencies (CALEA) is an internationally recognized credentialing authority established in 1979 to promote excellence in public safety services. CALEA accredits law enforcement agencies, public safety training academies, communications centers, and campus public safety agencies by evaluating compliance with rigorous, professionally developed standards.

CALEA accreditation represents the gold standard in public safety operations. The accreditation process provides agencies with a structured framework to identify organizational risks, address service gaps, and implement effective mitigation strategies. Compliance with internationally accepted standards enhances transparency, strengthens accountability, and reinforces public trust.



Jennifer Andrews
Professional Standards Program Manager



Chewy Andrews
Employee Support Specialist

Accreditation also supports management by providing data-driven benchmarks that guide resource allocation, operational planning, and continuous improvement. Kitsap 911 has maintained CALEA accreditation since 2016 and is one of only four accredited public safety communications centers in Washington State. To retain accreditation, Kitsap 911 undergoes annual reviews of its policies, procedures, and operational practices and must demonstrate continued compliance with more than 200 CALEA standards. These standards span all functional areas of the organization, making accreditation a shared responsibility across every work group.

Through its ongoing commitment to CALEA accreditation, Kitsap 911 demonstrates a dedication to professional excellence, operational integrity, and the delivery of high-quality emergency communications services to the community.



TRAINING



Chris Law
Training Supervisor

To begin the year, all certified telecommunicators—including Call Takers, Dispatchers, Assistant Supervisors, and Operations Supervisors—successfully achieved Washington State Public Safety Telecommunicator (PST) certification. Effective January 1, 2025, Washington State law requires anyone working as a call taker or dispatcher, or anyone supervising staff at an operational console, to hold a PST certification in order to remain employed in a 911 center.

This certification requires a minimum of 24 hours of 911-related continuing education annually to remain active and is valid for three years prior to renewal. In addition to ensuring all telecommunicators were state certified, Kitsap 911 submitted its Training Program to the State Certification Board for approval to certify telecommunicators in-house, rather than sending staff to external training programs. This effort required extensive review, updates, and revisions to

our training program and academy materials to ensure full compliance with state certification requirements. A special shout-out to Professional Standards Manager Jennifer Andrews and Acting Lead and Senior Facilitator Emily Garner for their significant contributions in preparing our curriculum for state approval.



On average, operational staff completed 40 or more hours of continuing education related to their PST certification. Training, however, extends well beyond operational roles at Kitsap 911. Administrative staff dedicated several hours to human resources conferences, public records disclosure training, and education on updated financial and tax laws taking effect throughout the year. Meanwhile, our Technical Services team spent the year completing extensive training focused on the development, installation, and maintenance of hardware for the new P25 radio system, which is scheduled to go live in late 2026 or early 2027.

TRAINING

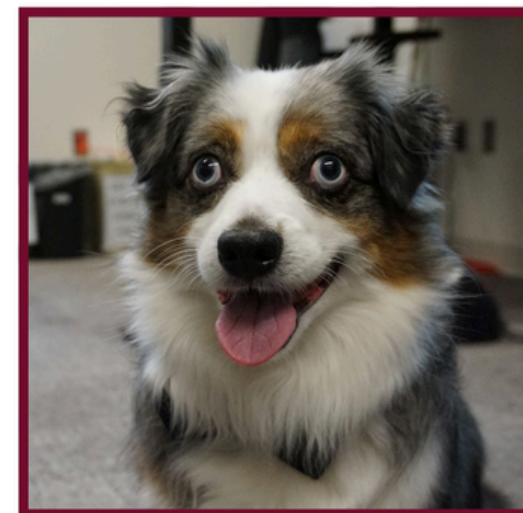


Emily Garner
Senior Facilitator

In addition to continuing education efforts, Kitsap 911 conducted significant entry-level and advanced training throughout the year. Three Primary Call Receiver Academies were held, resulting in nine new hires, with six successfully retained and continuing in the training pipeline. Two full Law Enforcement Dispatch Academies were completed with six students progressing through the program. To accelerate staffing readiness where appropriate, we also implemented fast-track training pathways, successfully training two students through the Fast-Track Law Enforcement Dispatch program and two students through Fast-Track Fire Dispatch training. These efforts reflect our commitment to maintaining adequate staffing levels while upholding high training standards and performance expectations.

Our Communications Training Officers (CTOs) participated in three workshops this year, focusing on delivering consistent training, improving one-on-one instruction, and enhancing feedback throughout the training process. Significant effort was also placed on streamlining training documentation and strengthening skills related to coaching adult learners. In addition, academy instructors attended a one-day workshop centered on creating engaging classroom presentations and interactive activities for new hires.

To close out the year, Kitsap 911 began partnering more closely with our user agencies to conduct joint training designed to improve operational efficiency. During October and November, staff participated in live fire drills with our fire agencies, and plans were made for our first collaborative training meeting with law enforcement agencies early in the following year. We look forward to expanding joint training opportunities as part of our annual continuing education program.



Baxley Garner
Training Support Specialist

Looking ahead, the coming year will bring a strong emphasis on technology-focused training, particularly in preparation for new radio equipment and an upgraded CAD system. We are excited about the positive impact continued collaboration and joint training with our user agencies will have in the year ahead. As always, we are deeply grateful to everyone who contributes their time, expertise, and dedication to the Kitsap 911 Training Program.

PUBLIC EDUCATION COMMITTEE

The Public Education Committee (PEC) is a dedicated team of Kitsap 911 employees focused on raising awareness and educating the community about the 911 emergency system. Through presentations, educational materials, event participation, and community engagement, PEC helps residents understand when to call 911, what information to provide, and other essential safety guidelines, empowering the public to respond effectively in emergencies.

Expanding Outreach and Engagement

In 2025, PEC continued to connect with the community through a variety of events, presentations, and tours. Committee members participated in career fairs, school events, safety and emergency preparedness programs, and public festivals across Kitsap County. A fun addition this year was Kitsap 911's new mascot, Riley the Retriever, which helped make messaging more engaging and accessible for residents of all ages. PEC also strengthened collaborations with police, fire, animal control, and emergency management partners, enhancing coordination and ensuring consistent public education across the county.



Highlights and Achievements

This year, PEC updated its general presentation materials, created educational resources featuring Riley the Retriever, and contributed content to Kitsap 911's social media to further public safety awareness. Feedback collected from the community and agency partners confirmed that presentations and materials are meeting educational goals and effectively supporting public understanding of 911 services.



Looking Ahead

In 2026, PEC will continue building partnerships with member agencies and community groups to expand outreach. Plans include developing additional education packets for local businesses, launching a public education campaign for Kitsap 911's non-emergency number, and creating a Public Safety Education group to further integrate 911 education into local outreach efforts. Through these initiatives, PEC aims to ensure that Kitsap County residents are informed, prepared, and confident in using emergency services.

INTENTIONAL CULTURE TEAM

At Kitsap 911, culture is intentionally built—not left to chance. Over the past several years, the agency has focused on fostering a workplace grounded in open communication, collaboration, and respect. As the organization continues to evolve, maintaining a strong and intentional culture remains a priority.

The work performed in a 911 center is inherently demanding. Employees routinely manage high-stress situations, are exposed to traumatic events, work challenging schedules, and often miss holidays and important personal milestones. These realities make a positive, supportive, and respectful work environment essential to employee well-being, teamwork, and retention.

In response, Kitsap 911 prioritizes an intentional approach to workplace culture that emphasizes purposeful, respectful, and timely communication. Addressing concerns early and constructively builds trust, improves efficiency, and strengthens working relationships. Since adopting this approach, employee feedback across all levels of the organization has become increasingly positive, reflecting stronger communication, improved collaboration, and a greater sense of connection.

Every employee plays a role in shaping the work environment through daily interactions and professionalism. To support this shared responsibility, Kitsap 911 established the Intentional Culture Team (ICT), a cross-agency group that promotes communication, teamwork, and collaboration. The ICT meets twice annually to assess what is working well and identify opportunities for improvement; however, responsibility for culture belongs to all employees.

By prioritizing open communication, accountability, and mutual respect, Kitsap 911 continues to strengthen its culture and reinforce its commitment to being a supportive and professional workplace.



WELLNESS TEAM

Kitsap 911's Wellness Team is composed of ten employee members dedicated to supporting the physical, emotional, and social well-being of their peers. The team works collaboratively to promote healthy habits, provide access to resources, and create opportunities for connection, recognizing that employee wellness is essential to sustaining high-quality emergency communications services. Supporting wellness helps retain talented employees and enables them to perform this critical work successfully over the long term while maintaining their health and mental well-being.

The Wellness Team held its first annual meeting in several years during the second quarter of 2025. This meeting generated strong engagement, with team members sharing ideas and establishing goals that guided activities throughout the remainder of the year and into 2026. Key accomplishments in 2025 included the creation of a new Wellness bulletin board, repurposing space previously used by the employee guild. The board serves as a central hub for wellness-related information, including peer support contacts, available resources, wellness challenges, and printable materials for easy access.

To encourage physical activity, the Wellness Team organized several challenges, including a walking raffle held in the employee parking lot. Six stations were set up with raffle tickets, allowing employees to collect entries while walking during breaks. Increased participation directly increased chances to win, reinforcing healthy habits in a fun and accessible way. The event saw strong participation, with three employees receiving wellness-related prizes.

Monthly wellness focus flyers addressed a range of topics, including heart health, chair-based exercises, oral health and proper brushing techniques, and the importance of quality sleep. The Wellness Team also introduced handheld Tetris games in the breakroom and quiet room, accompanied by educational materials highlighting the potential benefits of Tetris in supporting trauma processing.

Additional activities throughout the year emphasized connection and morale:

- In February, employees were encouraged to connect with loved ones through Valentine's cards, with Wellness providing cards and postage.
- October featured a Halloween costume contest, caramel apples, and hot chocolate.
- In December, Wellness Team members sponsored a child for the holidays by fulfilling gift requests.
- The annual "Secret Santa" event was reimaged as a book exchange, resulting in participation levels nearly three times higher than previous years.



WELLNESS TEAM

Also in December, the Wellness Team organized a fundraiser through the sale of Kitsap 911-branded sweatshirts. A portion of each sale supports the development of a Wellness Library. The sweatshirts have become a visible symbol of employee pride and connection to the organization.



In 2026, the Wellness Team will focus on supporting employee-identified New Year's resolutions. These goals will be shared anonymously on the Wellness bulletin board, with the team providing encouragement, challenges, and check-ins throughout the year.

Planned initiatives include:

- Developing wellness challenges aligned with employee resolutions
- Exploring systems that allow employees to receive automated reminders or encouragement related to personal wellness goals
- Coordinating additional wellness and team-building activities
- Promoting peer-to-peer support through partner challenges and shared accountability

The Wellness Team will also continue building a Wellness Library using fundraising dollars, with potential resources including books, wellness technology, and app-based tools. Ongoing collaboration with the Peer Support Group will remain a priority, including increased visibility through the Wellness newsletter, bulletin board, and SharePoint page.

Additional goals include refreshing the internal Wellness marketplace, increasing engagement with online resources, expanding first responder wellness discounts, and pursuing grant opportunities now available to Kitsap 911.

The Wellness Team gained meaningful momentum in the second half of 2025, with strong participation and growing interest across the organization. Building on that success, the team looks forward to expanding its efforts in 2026—continuing to challenge, support, and encourage employees who choose to invest in their health and well-being.

PEER SUPPORT TEAM

Carrying the emotional weight of working in a 911 center can feel a lot like hauling a backpack that grows heavier throughout the day. Most of what goes into it is manageable — routine calls, everyday tasks, the normal flow of life. But then something heavier is added: a difficult call, a personal stressor, a tough shift. One heavy moment may not seem like much, yet over time the accumulation becomes harder to carry alone. This is the quiet reality many telecommunicators face as the demands of both work and life steadily build.

For that reason, peer support remains a vital part of our agency's wellness framework. In 2025, three members completed a six-day Peer Support training course to earn full state certification. The Washington State 911 Coordination Office sponsored the training, and the 911 Training Institute provided the instruction. Expanding our certified team strengthens our ability to care for our own employees and to assist telecommunicators across the state whose agencies may not have similar resources.

Our Peer Support Team includes ten members — four of whom are state certified — representing call takers, dispatchers, supervisors, and administration. Together, they provide a trusted network of colleagues offering listening, empathy, encouragement, and guidance. Peer support is not a substitute for professional counseling, but it often serves as the first steadying hand when someone needs help finding their footing.

The need for this support continues to evolve. The team responded to 26 contacts in 2023, 49 in 2024, and 34 in 2025. This year, we also began anonymously tracking general categories of support requests. Nearly half involved stressors both inside and outside the workplace. This information helps identify where additional training and resources may be beneficial and underscores how interconnected these pressures can be.

A significant enhancement to our support offerings in 2025 was the introduction of ASAP (Acute Stress Adaptive Protocol), an EMDR-based early intervention designed to help employees process acute stress before it becomes entrenched. With three staff members now trained to facilitate ASAP sessions, the team has an additional evidence-informed tool to provide timely, structured support.

As we move into 2026, we will continue strengthening partnerships with the Wellness Team, the statewide Peer Support Network, and our internal teams while working toward a fully certified peer support group. Just as redistributing weight in a heavy backpack makes the load easier to carry, these combined efforts help ensure our team remains steady, connected, and resilient in the face of the challenges this work demands.

EMPLOYEE RECOGNITION

Veterans of Foreign Wars Post 2669 2025 VFW Dispatcher of the Year – Hannah Augustine

In recognition of her professionalism, dedication, and outstanding service to both colleagues and the community, Hannah was honored with the Veterans of Foreign Wars (VFW) Dispatcher of the Year Award. She sets a high standard for excellence and embodies the culture of service and commitment at Kitsap 911.



Citizen's Life Saving Award – Jon Niemi



Jon was recognized by South Kitsap Fire & Rescue for his extraordinary actions during a CPR emergency on July 29th. When a patient suffered a massive heart attack and no one on scene knew CPR, Jon calmly guided the patient's son and then the wife through lifesaving instructions over the phone for more than 15 minutes. Despite the chaotic and emotional scene, Jon maintained a steady, reassuring presence, providing precise guidance that ultimately saved the patient's life.

The patient's family later shared their gratitude, noting, "If it was not for him, our dad would not be alive."

In recognition of his skill, composure, and lifesaving impact, South Kitsap Fire & Rescue presented Jon with the Citizen's Life Saving Award alongside those who performed CPR and applied the AED, with the patient and family present. Kitsap 911 commends Jon for his exceptional service and the profound difference he made for this family.

2025 QUARTERLY AWARDS

Each quarter, Kitsap 911 recognizes employees whose professionalism, dedication, and service exemplify the agency's mission. The following individuals were selected in 2025 for their outstanding contributions to public safety, teamwork, and organizational excellence.

1st Quarter – Shelby Morris

Lead Public Safety Telecommunicator II



Shelby Morris was recognized as Employee of the Quarter for her exceptional work ethic, dedication, and commitment to service. A highly capable dispatcher and dependable team member, Shelby consistently steps forward to support her colleagues and ensure calls are handled efficiently and accurately. Known for her proactive approach, she regularly assists on busy lines, verifies critical information quickly, and contributes positively to team morale through her enthusiasm and collaborative spirit.

Shelby's impact was evident early in her career. During her first annual evaluation, she received an impressive number of commendations, including multiple performance praises and peer recognitions—an outstanding achievement, particularly for a dispatcher in their first year. In the first quarter of 2025 alone, she earned additional recognition for her role in a CPR save, managing simultaneous call-taking and fire dispatch during a critical homicide incident, and receiving repeated kudos from coworkers who highlighted her multitasking skills and reliability.

These accomplishments represent only a portion of Shelby's contributions. Her consistency, work ethic, and commitment to supporting those around her make a meaningful difference every day.

2nd Quarter & Employee of the Year – Hannah Augustine

Lead Public Safety Telecommunicator II



Hannah Augustine was selected as Employee of the Quarter for demonstrating exceptional professionalism, composure, and resilience during two officer-involved shootings that occurred just one week apart in May 2025. Such incidents are rare, and to experience them in close succession is extraordinary. During both events, Hannah remained calm and focused at her console while also fulfilling training responsibilities—successfully balancing high-stakes operational demands with mentorship.

Hannah's leadership extends beyond the dispatch floor. At a recent governing board meeting, she delivered a thoughtful and impactful address that captured the emotional complexity and unseen challenges of 911 work. Her remarks resonated deeply with those in attendance, offering meaningful insight into the human side of emergency communications.

Hannah consistently rises to meet challenges with confidence and integrity, setting a standard of excellence for her peers and the agency.

2025 QUARTERLY AWARDS



3rd Quarter – Tim Simonson and Alvin Mathenge

Public Safety Systems Master Technician and Public Safety Systems Technician

Tim Simonson and Alvin Mathenge were jointly recognized as Employees of the Quarter for their leadership during a major console upgrade and migration project. Selected for their attention to detail, organization, and technical expertise, they guided the agency through each phase of the transition with precision and care.

Throughout the project, Tim and Alvin managed complex tasks including hardware labeling, equipment relocation, wiring coordination, and real-time troubleshooting—all while maintaining adherence to a demanding schedule. Their foresight and adaptability allowed many phases of the project to be completed ahead of schedule, and they remained responsive to issues even after operations returned to the main dispatch floor.

The success of this large-scale transition was a direct result of their planning, teamwork, and commitment. Their efforts ensured minimal disruption to operations and demonstrated the high level of professionalism that supports Kitsap 911's critical infrastructure.



4th Quarter – Grace Owens

Public Records & Communication Specialist

Grace Owens was recognized as Employee of the Quarter for her exceptional leadership, initiative, and commitment to service following her promotion to Public Records and Communications Specialist. From the outset, Grace took ownership of her role, identifying opportunities to improve processes and ensure compliance with public disclosure laws. She updated and clarified the Public Disclosure Request (PDR) manual, streamlined workflows, and strengthened legal review practices, improving both the consistency and quality of agency responses.

Grace also played a key role in researching best practices for fee schedules, assisting Human Resources with evaluating the Public Disclosure Request index, and training a colleague to provide additional support—demonstrating foresight, collaboration, and a strong commitment to organizational resilience. Over the past year, she has become a subject matter expert in public records management.

In addition to her records responsibilities, Grace coordinates Kitsap 911's social media presence. Through strategic planning, goal-setting, and thoughtful content creation, she has significantly increased public engagement and follower growth. Her understanding of effective messaging, timing, and visual presentation has strengthened the agency's connection with the community.

Above all, Grace is known for her kindness and approachability. She makes a deliberate effort to welcome new employees and maintain connections across departments, embodying the intentional culture of care and professionalism at Kitsap 911.

