

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: Khristopher LaPlante

2024 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

Kitsap 911, originally known as CENCOM, was established in 1973 to improve emergency medical dispatching in Kitsap County. By 1976, CENCOM became Washington State's first consolidated police, fire, and EMS dispatch center. Initially, callers could dial 911, but the system lacked the advanced features available today. A major milestone came in 1983 when CENCOM became the second dispatch center in the state to implement Enhanced 911, allowing dispatchers to view a caller's address when they called from a landline phone.

The system was designed to:

- Provide a single emergency reporting number (911) for all Kitsap County residents.
- Establish a centralized emergency communications network for police, fire, and medical coordination.
- Reduce response times and eliminate 29 separate seven-digit emergency numbers.
- Consolidate 12 independent dispatch systems.
- Improve interagency communication and enhance overall public safety.

Growth and Technological Advancements

At its inception, CENCOM operated with a small team consisting of a director, supervisor, administrative staff, and 20 dispatchers working 24/7. By 1993, 911 services had expanded to cover the entire county and dispatch for all public safety agencies, with funding supported by telephone tax initiatives.

In the late 1990s, CENCOM's Policy Board endorsed the development of a multi-site radio system to improve communication for fire, EMS, and law enforcement. The infrastructure, including radio towers and electronic equipment, was designed for reliability with commercial and backup generator power.

Agreements with wireless service providers to use these facilities helped offset maintenance costs. By the early 2000s, CENCOM introduced Mobile Computer Terminals (MCTs) in emergency response vehicles, reducing congestion on radio frequencies and enhancing communication.

As usage grew, CENCOM expanded its role to maintain and repair mobile computers for all member agencies.

Expanding Infrastructure and Funding

Following the 2001 Nisqually Earthquake, it became clear that the existing 911 center was inadequate. In response, Kitsap County voters approved a \$10.5 million, five-year property tax initiative in 2002 to construct a new, seismically sound 911 and Emergency Operations Center. The facility, designed to meet present and future needs, was commissioned on May 10, 2005. A year later, the final bond payment was made, and in 2007, CENCOM reduced fees for cities, the county, and fire districts while upgrading critical communications equipment.

To further enhance services, online crime reporting was introduced in 2008, allowing citizens to submit reports for specific crimes without waiting for an officer. In 2012, CENCOM collaborated with Pierce Transit and Pierce County Emergency Management to build a new radio tower in southern Kitsap, improving coverage and interoperability without increasing user fees or taxes.

Innovations in Emergency Communication

In 2015, CENCOM became the first 911 center in Washington State to implement Text-to-911, providing greater access for the deaf and hard-of-hearing community and improving safety for those unable to speak during emergencies.

Amid the COVID-19 pandemic in 2020, Kitsap 911 became the first center in the state to remotely receive and dispatch 911 calls. This innovation ensured uninterrupted emergency services by allowing staff to work from secure locations, including emergency response trailers or their own homes.

Long-Term Funding and Future Planning

In 2021, voters approved Proposition 2, establishing a dedicated 1/10th of 1% sales tax to support safe and effective radio and data communications for first responders. This additional funding, starting April 1, 2022, supports the ongoing radio system replacement project, set to be operational by 2027.

KITSAP 911 PUBLIC AUTHORITY

In July 2015, the CENCOM Board decided to bring its leadership under a single umbrella to become more responsive to changing needs and demographics in the region; more effective at managing resources; more agile in solving problems and seizing opportunities; and more transparent in presenting plans and decisions with clarity.

As a result, CENCOM transitioned from Kitsap County Central Communications, a department within Kitsap County, to Kitsap 911 Public Authority, which officially began operations on December 26, 2016.

Kitsap 911 is governed by a Board of Directors composed of the following elected officials:

- 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's primary role is to oversee Kitsap 911's operations and finances, address deficiencies, and ensure that the goals outlined in the Ordinance and Charter are achieved. Some of the actions requiring Board approval include:

- Reviewing and adopting the annual budget, capital budget, and amendments
- Establishing service fees for 911 emergency communications provided to other public agencies
- Approving capital expenditures exceeding \$50,000
- Appointing the Kitsap 911 Executive Director
- Establishing and amending the Service Fee Formula
- Amending the Bylaws
- Adopting the Strategic Plan

Until the end of 2024, the Board appointed the Kitsap 911 Executive Committee to make critical operational decisions. However, the Board retained final authority over key matters, such as:

- The annual operations budget, funding, cost-sharing distributions, the Enhanced 911 Tax Revenue Fund, the Five-Year Expenditure Plan, and the Kitsap 911 Capital Reserve Fund
- Amendments to the Bylaws
- Adoption of the Strategic Plan
- Appointment of the Kitsap 911 Executive Director
- Any other significant matters

At the end of 2024, Kitsap 911 underwent a significant governance restructuring with the elimination of the Executive Committee following the adoption of Resolution 2024-010. This decision aimed to enhance operational efficiency and simplify decision-making processes. With the removal of the Executive Committee, Kitsap 911 shifted to a more streamlined administrative structure, allowing for more direct oversight by the Board of Directors. This change reflected the agency's ongoing efforts to adapt to evolving public safety needs, improve collaboration among stakeholders, and provide more responsive emergency communication services.

The Strategic Advisory Board consists of police and fire chiefs from Kitsap 911's participating agencies. This Board provides advice and input to the Kitsap 911 Board of Directors and the Executive Director on topics such as:

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

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



2024 KITSAP 911 BOARD OF DIRECTORS

2024 KITSAP 911 STRATEGIC ADVISORY BOARD



Jennifer Chamberlin
Bremerton City Council



Becky Erickson
Mayor of Poulsbo



David Ellingson
Fire Commissioner



Charlotte Garrido
Kitsap County
Commissioner



Domingo Almirol
Port Gamble
Police Chief Retired



James Beck
Port Gamble
Police Chief



Matt Brown
Port Orchard
Police Chief



Jason Christian
Central Kitsap Fire &
Rescue Fire Chief



Joe Clark
Bainbridge Island
Police Chief



John Gese
Kitsap County Sheriff



Michael Goodnow
Bremerton City Council



Clarence Moriwaki
Bainbridge Island City
Council



Bob Muhleman
Fire Commissioner



Rob Putaansuu
Mayor of Port Orchard



Jeff Faucett
South Kitsap Fire & Rescue
Fire Chief



John Gese
Kitsap County Sheriff's
Office Sheriff



Jim Gillard
Poulsbo
Fire Chief



Ronald Harding
Poulsbo
Police Chief



Christine Rolfes
Kitsap County
Commissioner



Katie Walters
Kitsap County
Commissioner



Greg Wheeler
Mayor of Bremerton



Dusty Wiley
Fire Commissioner



Rick Lagrandeur
North Kitsap Fire & Rescue
Fire Chief



Pat McGanney
Bremerton
Fire Chief



Jared Moravec
Bainbridge Island
Fire Chief

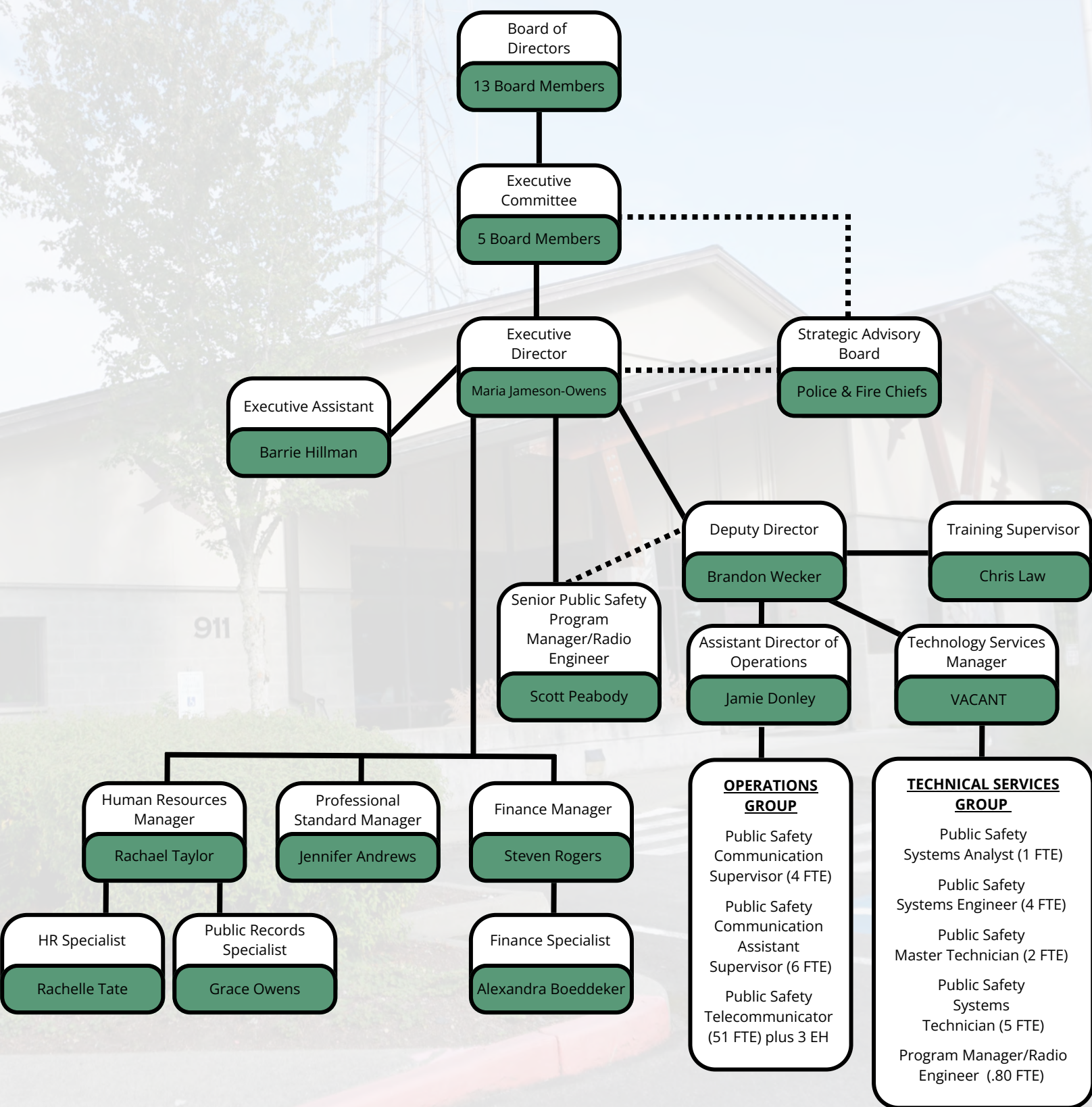


Mark Williams
Suquamish
Police Chief

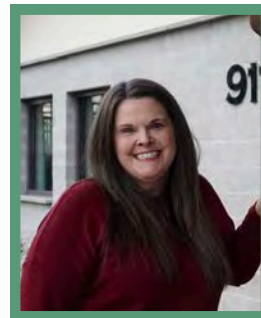


Tom Wolfe
Bremerton
Police Chief

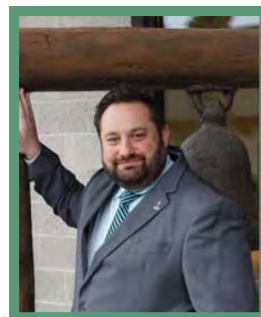
KITSAP 911 2024 ORGANIZATION CHART



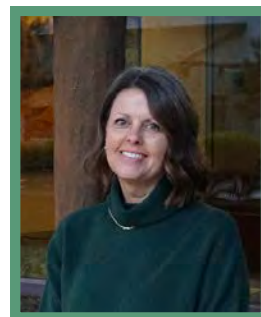
LEADERSHIP TEAM



Maria Jameson-Owens
Executive Director



Brandon Wecker
Deputy Director



Jennifer Andrews
Professional Standards Manager



Jamie Donley
Assistant Director of Operations



Rachael Taylor
Human Resources Manager



Steve Rogers
Financial Manager

DIRECTORS



Maria K. Jameson-Owens
Executive Director

Brandon S. Wecker
Deputy Director

LETTER FROM EXECUTIVE DIRECTOR

As we reflect on the past year at Kitsap 911, we recognize 2024 as a time of transformation, progress, and resilience. This year has brought significant changes in leadership, advancements in technology, and strategic staffing efforts that have strengthened our ability to serve our community with excellence.

2024 brought a significant leadership change at Kitsap 911. Our longtime Executive Director, Richard Kirton, resigned in January, and Maria Jameson-Owens was appointed as the new Executive Director in June. Additionally, in October, our former Technology Manager, Brandon Wecker, was promoted to Deputy Director.

As part of this transition, our leadership team has focused on fostering a culture of collaboration and adaptability. Through open communication and a commitment to shared goals, we have navigated this period of change with unity and purpose. The new leadership has prioritized transparency and inclusivity, ensuring that every team member has a voice in shaping the future of Kitsap 911. This approach has strengthened trust within our organization and reinforced our commitment to delivering exceptional emergency services.

One of the most significant projects that continued in 2024 was the development of a new digital radio system, funded by sales tax revenue. This major infrastructure upgrade will enhance communication reliability and efficiency for first responders across Kitsap County. The new system will ensure that emergency personnel have access to clear and secure communication channels. By leveraging this dedicated funding source, we have been able to invest in long-term solutions that will serve our community for years to come.

Recruitment and retention remained a top priority in 2024, as we focused on strengthening our workforce to meet the increasing demands of emergency response services. We continued to focus on new ways to attract top talent, including enhanced training programs, competitive compensation, and a focus on employee wellness. Through these efforts, we have bolstered our team's readiness and resilience, ensuring that Kitsap 911 remains a trusted lifeline for the community.

As we step into 2025, Kitsap 911 remains dedicated to continuous improvement, collaboration, and community engagement. We are committed to further advancing our technology, refining our operational strategies, and supporting our exceptional team. Together, we will continue to uphold our mission of providing exceptional emergency communication services to Kitsap County.

On behalf of the entire leadership team, I extend my deepest appreciation to our staff, board members, public safety partners, and community. Your support and dedication make our success possible, and we look forward to another year of excellence in service.

Sincerely,

Maria K. Jameson-Owens
Executive Director

FINANCE TEAM



Steve Rogers
Financial Manager



Alexandra Boeddeker
Finance Specialist

FINANCE

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

In December 2024, the Office of the Washington State Auditor once again gave us a resounding thumbs-up in their Accountability and Financial Audit report for 2023! That's right—Kitsap 911 has maintained its spotless audit record for the 8th consecutive year.

We don't want to brag but...

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

This achievement is more than just a point of pride—it's a testament to our commitment to strong financial management and rigorous financial controls. While the Finance Group plays a key role in keeping our financial house in order, this success wouldn't be possible without the unwavering diligence of the Technology Services and Administrative Groups. Their meticulous attention to detail ensures that every contract, invoice, and expenditure meets the highest standards of accountability.

A major focus of this year's audit was our \$46 million radio and microwave replacement projects. With contracts spanning over 800 pages, the auditors examined every detail with a fine-tooth comb—and once again, we earned top marks. This confirms what we already knew: Kitsap 911 continues to uphold the highest levels of transparency, fiscal responsibility, and operational efficiency. Most importantly, it allows us to confidently report back to our stakeholders and the voters of Kitsap County that their investments are being managed wisely and in full compliance with financial best practices.

A huge thank you to everyone—our operations floor staff, IT and administrative teams, vendors, and customers—for your dedication and hard work. Together, we made 2024 another exceptional year for Kitsap 911!

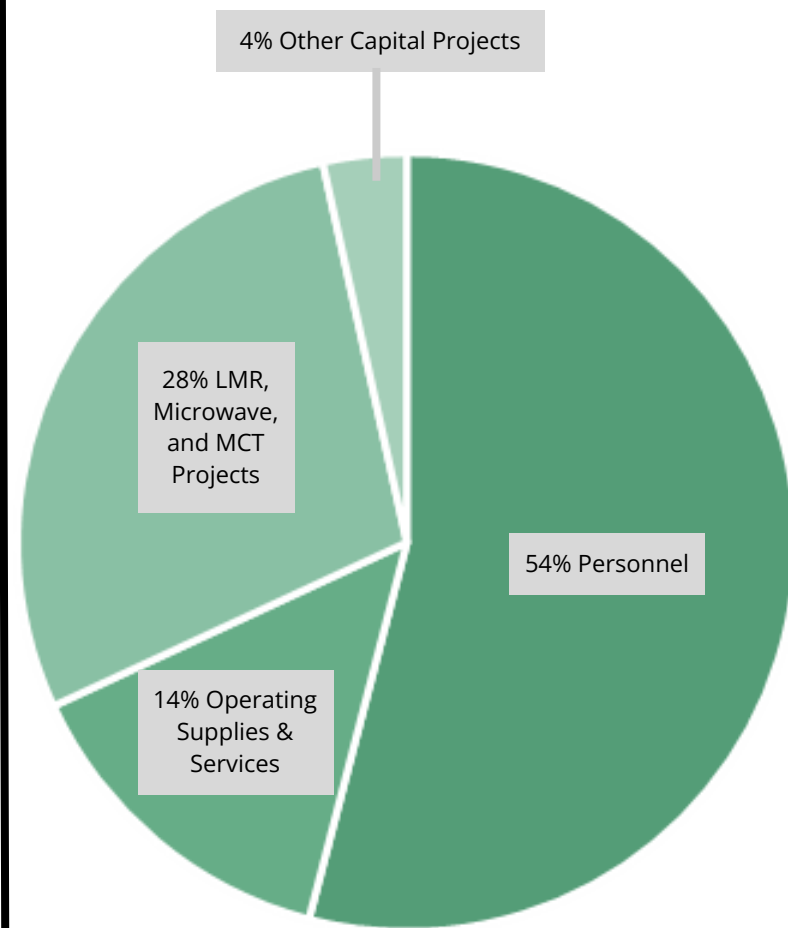
2024 KITSAP 911 EXPENDITURES

In 2024, Kitsap 911 appropriated approximately \$15.2M in operating expenditures. Of this, we expended approximately \$14.9M (98%).

As of December 31, we had 70 FTEs and 3 "Extra Help" employees, and in 2024, we expended approximately \$11.8M in personnel costs related to them; labor costs comprise approximately 78% of our operating budget and 54% of our budget overall.

In 2024, operating supplies and services expenditures totaled approximately \$3.1M, which was approximately 22% of our operating budget and 14% of our budget overall.

In 2024, capital expenditures and other non-operational expenditures totaled \$7.0M; this includes the \$6.2M spent on the Land Mobile Radio ("LMR"), Microwave, and radio replacement projects, which were funded using Proposition 2 sales tax revenues. Capital and non-operating expenditures accounted for approximately 31% of our budget overall.



2024 Expenditures

Personnel.....	\$11,792,670.15	54%
Operating Supplies & Services.....	\$3,065,476.18	14%
LMR, Microwave, and MCT Projects.....	\$6,201,412.37	28%
Other Capital Projects.....	\$757,951.15	4%
Total 2024 Expenditures.....	\$21,817,509.85	100%

2024 KITSAP 911 REGULAR REVENUES

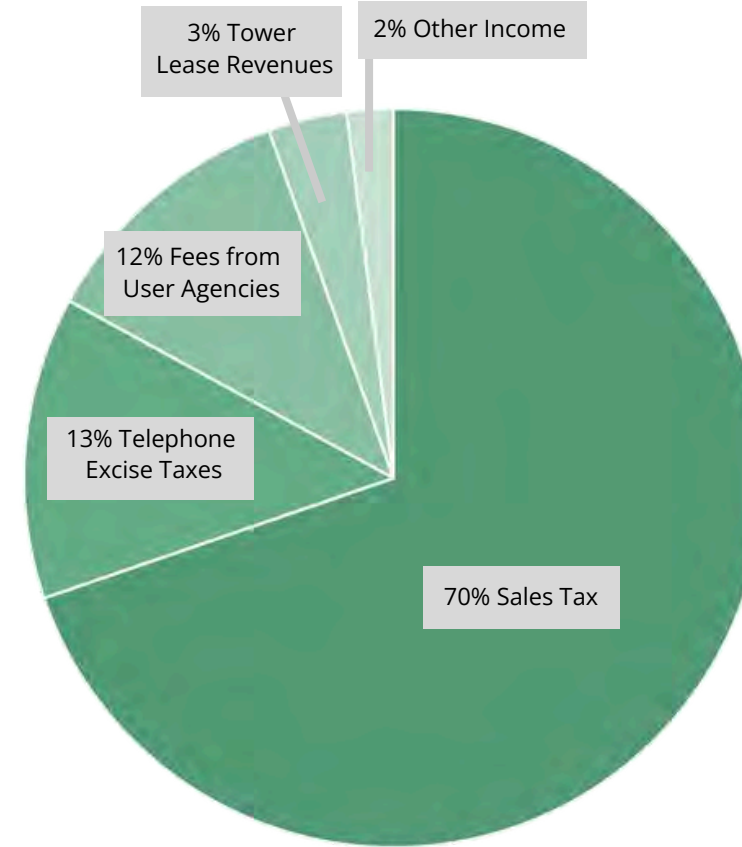
The primary source of regular revenues for Kitsap 911 is dedicated 911 taxes (i.e., sales tax allocations and the 911 excise tax on wireless, wireline, VoIP, and prepaid wireless telephone services). In 2024, we received approximately \$17.1M (83%) from these sources, 70% of which came from sales tax alone.

In June 2022, we began receiving a second 1/10th of 1% allocation of sales tax through Proposition 2, which Kitsap County voters passed in November 2021; these funds are accounted for separately from our other sources of revenue. During 2024, we received approximately \$7.2M from Proposition 2, and its ending cash balance of approximately \$7.9M has been assigned for future use on the LMR and Radio Replacement projects.

We receive revenues for dispatching fire, law enforcement, and emergency medical calls. In 2024, we received approximately \$2.4M (12%) from our customer agencies for providing these services.

We also receive revenues by leasing space on our radio towers. In 2024, we received approximately \$0.7M (3%) from these contract partners.

Other miscellaneous and one-time revenues primarily consist of receipts from Federal and State grants, as well as investment income. In 2024, we received approximately \$0.4M (2%) from these sources.



2024 Regular Revenues

Sales Tax.....	\$14,330,782.96	70%
Telephone Excise Taxes.....	\$2,720,217.01	13%
Fees from User Agencies.....	\$2,375,714.61	12%
Tower Lease Revenues.....	\$707,105.88	3%
Other Income.....	\$417,811.71	2%
Total 2024 Regular Revenues...	\$20,551,632.17	100%

HUMAN RESOURCES TEAM



Rachelle Tate
HR Specialist

Rachael Taylor
Human Resources Manager

HUMAN RESOURCES

The Human Resources Team at Kitsap 911 had another great year in 2024. Our team focused on recruiting and hiring successful candidates, retaining our incredible first responders, and maximizing efficiencies. Another focus was to educate the public about choosing 911 dispatching as a career, and we accomplished this by attending over 20 community events, including local fairs, job fairs, and high school career fairs.

We strive to create an environment at Kitsap 911 where our employees are paid a competitive wage, have outstanding benefits for themselves and their families, and truly enjoy coming to work. In 2024, we put into place quarterly check-ins with our new employees to be proactive and address their concerns, and our efforts paid off. This addition to our process, along with many other things we've put in place over the last few years, raised our 2024 new hire retention rate to 72% from 56% in 2023.

Human Resources had another year packed full of hiring and promotions. We hired 11 new telecommunicators, including two laterals from other agencies. One of our goals in 2024 was to fill each call receiver academy, and we were able to fill 92% of the positions, which is up from 75% in 2023. We also hired an Executive Assistant and Finance Administrative Specialist and promoted a new Deputy Director and Systems Engineer. We are continuing to utilize recruitment methods that produce a high number of applicants, including our robust social media presence and employee referral program. Feedback we've received on social media, at job fairs, and talking with citizens has indicated that our agency is known in the community as a great place to work.

We continued to utilize our applicant tracking system to create efficiencies for the agency and our applicants. In 2024, we eliminated the use of email when requesting documents from our applicants by using NEOGOV's new feature that allows applicants to upload their materials to the website. This has resulted in freeing up our administrative specialist to focus on other projects and has made our communications with applicants more secure. We also eliminated our pre-employment testing fees, which has not only made testing more accessible for candidates, it has resulted in more candidates testing overall.

The HR Team is celebrating our successes in 2024 and will continue our focus in 2025 to maintain our efficient and effective department for our amazing employees and to provide an outstanding experience for our applicants and community. We are dedicated to recruiting a high-performing, diverse workforce and retaining Kitsap 911's most valuable asset, our employees.

PUBLIC RECORDS



Grace Owens
Public Records Specialist

fire/EMS personnel, the prosecutor's office, private attorneys, and the public.

In 2024, we processed 2,656 public records requests—a 104% increase from 2023's total of 1,296. The largest share of requests came from the Kitsap County Prosecutor's Office, accounting for 1,865 requests. Other request sources included law enforcement personnel (100), fire department personnel (57), private attorneys (188), and the public (446). Despite the sharp increase in volume, our improved processes and additional staffing enabled us to complete 98% of these requests within three business days.

Managing public records efficiently is not just about meeting legal requirements—it's about ensuring transparency, accountability, and accessibility for our community and public safety partners. The ability to quickly provide accurate records supports legal proceedings, assists emergency services, and reinforces public trust in our operations. As requests continue to grow in complexity and volume, Kitsap 911 remains committed to refining our processes and leveraging technology to improve response times and maintain our high standard of service.

By proactively addressing workload challenges with dedicated resources and efficient workflows, Kitsap 911 continues to meet the growing demand for public records while maintaining a high standard of responsiveness and accuracy.

Enhancing Efficiency in Public Records Management

Since 2019, public records requests at Kitsap 911 have surged by 200%, significantly increasing the workload on our administrative team. To efficiently manage this growing demand and ensure timely responses, Kitsap 911 added a full-time public records specialist to our administrative group in November 2023. This addition has streamlined operations, allowing us to handle requests more effectively while maintaining compliance with state regulations.

In Washington State, public records requests grant access to government records, including 911 calls, text messages, computer data, and radio traffic. Under the Washington State Public Records Act (RCW 42.56), state and local agencies must provide these records upon request.

Kitsap 911 receives inquiries from various sources, including law enforcement,

SOCIAL MEDIA

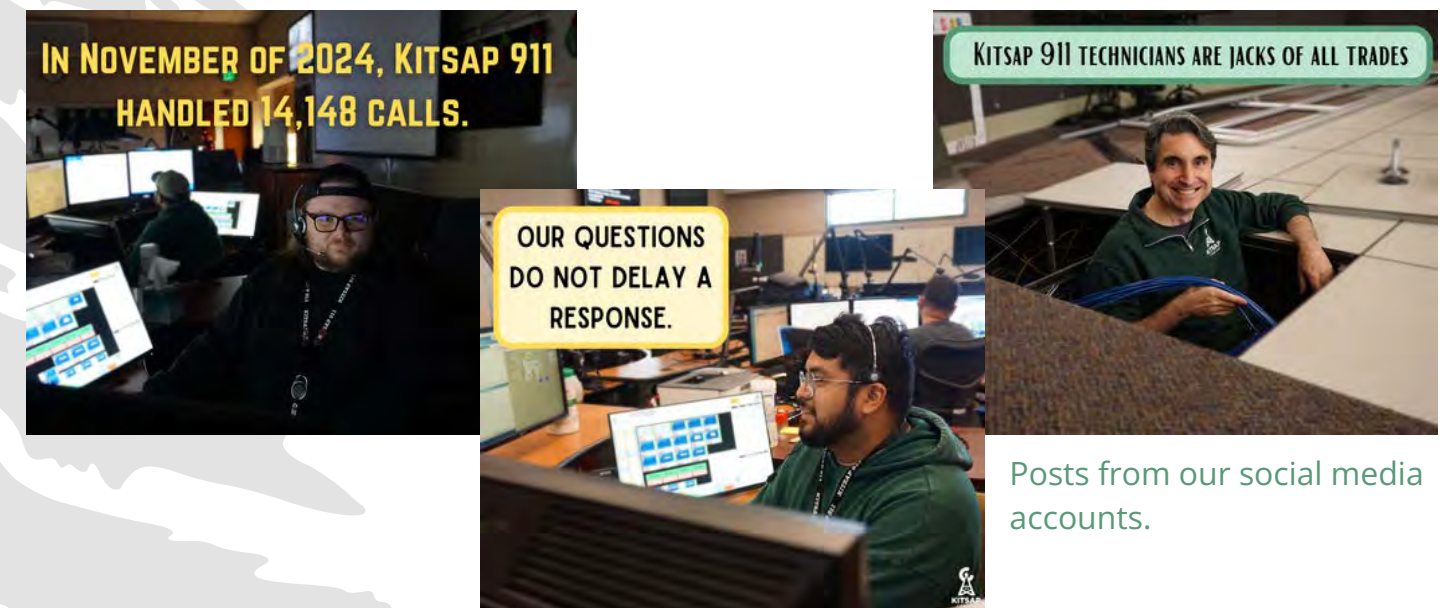
Strengthening Community Engagement Through Social Media

Our Public Records Specialist also creates and maintains the social media accounts for the agency. In recent years, Kitsap 911 has significantly enhanced its social media presence to raise public awareness about who we are, what we do, and how we operate. Social media has also become a vital tool for expanding interest in 911 careers, especially as emergency communication centers nationwide face staffing shortages. By leveraging digital platforms, we can engage with a broader audience both locally and across the country.

Recognizing the importance of a strong and consistent online presence, Kitsap 911 designated a social media coordinator in April 2022 to manage content creation and oversee our social media platforms. This dedicated approach has allowed us to strategically post content, analyze engagement trends, and optimize when and how we share information. The results have been outstanding, with a steady increase in followers, reach, and community engagement across Facebook, Instagram, and LinkedIn.

In 2024 alone, our Facebook page grew by 1,189 followers—a 40% increase over 2023—helping us reach approximately 193,468 accounts. Our Instagram reach surged by 144% from the previous year, while our LinkedIn presence skyrocketed by 458%, engaging over 8,310 accounts. These numbers highlight the increasing community engagement with our mission and the essential role social media plays in enhancing public safety awareness.

By expanding our social media presence, we've created new opportunities to educate the public, promote 911 career opportunities, and build stronger connections with our community. Increased engagement allows us to share critical information, highlight the vital work of our team, and encourage meaningful interactions with those we serve. We are grateful for the continued support and feedback from our followers and look forward to growing our outreach even further in 2025!



Posts from our social media accounts.

EXECUTIVE ASSISTANT

Established in 2024, the Executive Assistant position is essential to the efficiency and effectiveness of Kitsap 911. By providing critical support to the Executive Director, Leadership Team, and Board of Directors, this role helps streamline operations and enhance overall productivity.

As the agency's purchasing professional and contract manager, the Executive Assistant ensures responsible financial stewardship through competitive bidding, accountable contracting, and efficient resource management. This role involves working closely with vendors to secure quality goods and services that support Kitsap 911's mission while maintaining transparency and fiscal responsibility.

Beyond administrative and financial responsibilities, the Executive Assistant supports major projects that enhance Kitsap 911's facilities and operations. In 2024, this included collaborating with the Technology Services Group to successfully manage the interior painting and carpet replacement project—minimizing disruptions while improving the work environment.

By anticipating needs, coordinating complex initiatives, and supporting key decision-makers, this new position helps ensure the seamless operation of Kitsap 911, allowing the agency to provide the highest level of support to public safety communications.



Barrie Hillman
Executive Assistant

ADMINISTRATIVE TEAM



TECHNICAL SERVICES GROUP



Back row left-right: Terese Ungren, Eric Seda, Khristopher LaPlante, William Jones.
Front row left-right: Tim Simonson, Andrew Kouklis, Chad Bennett, Ryan Rorie, Kyle Boeddeker, Alvin Mathenge, Katy Graham

Kitsap 911's Technical Services Group plays a vital role in ensuring the long-term stability, efficiency, and effectiveness of all technology systems supporting emergency communications. This team manages operations, maintenance, repairs, and upgrades for a wide range of software and hardware systems utilized by Kitsap 911 and its member agencies. Their responsibilities include overseeing radio systems, IT infrastructure, network security, GIS services, and the maintenance of Kitsap 911's facilities and tower sites.

Sustained Project Development and Impact

In 2024, Kitsap 911 continued progress on several multi-year initiatives aimed at modernizing infrastructure, enhancing emergency response capabilities, and improving operational efficiency. These projects not only address immediate technological needs but also ensure long-term sustainability and reliability for emergency services across Kitsap County.

Major Project Milestones

Microwave System Replacement

The completion of the microwave system replacement significantly strengthened communication reliability across 14 tower sites. By enhancing stability, capacity, and performance, this upgrade ensures the longevity and resilience of Kitsap 911's communication backbone, supporting first responders in the years to come.

TECHNICAL SERVICES GROUP

Advanced Deployment Plans with AVL Technology

Updates to our Automated Vehicle Location (AVL)-based deployment plans have optimized emergency response efficiency. By integrating real-time positioning data, emergency services can dynamically adjust responses based on call volume and evolving situations, ensuring that the closest available resources are deployed quickly, even during large-scale events or severe weather conditions.

CAD-to-CAD Interface with South Sound 911

The successful implementation of a CAD-to-CAD interface with South Sound 911 has significantly improved inter-agency coordination. This integration enhances response times and resource sharing between the two emergency centers, reinforcing collaboration and increasing the overall efficiency of dispatch operations.

Uninterruptible Power Supply (UPS) System Upgrade

To enhance power reliability, Kitsap 911 replaced its aging UPS system, improving stability and redundancy. This system ensures seamless power filtering on a continual basis and provides backup power during outages while transitioning to Kitsap 911's generator. It is essential to safeguarding critical operations and minimizing disruptions to emergency communication services. An additional battery expansion in early 2025 will further bolster this capability, ensuring sustained efficiency during power fluctuations.

New Backup Emergency Operations Center

After overcoming supply chain and pandemic-related delays, Kitsap 911 achieved a major milestone by securing a new backup center. This facility will provide enhanced redundancy, allowing for seamless operational transitions in emergency scenarios. Once fully equipped in 2025, the center will support both emergency dispatch operations and radio installations, ensuring sustainable service continuity.

Workforce and Operational Enhancements

To support increasing technological demands, Kitsap 911 has strategically expanded and restructured its Technical Services Group. Staffing enhancements included the promotion of a helpdesk lead to a new System Engineer role, the hiring of a Technical Services Manager with expertise from King County Sheriff's Office, and ongoing recruitment to fill key technical positions. Additionally, workspace renovations improved the work environment by expanding collaborative areas for the helpdesk team and creating dedicated workspaces for engineers. These changes support employee productivity and well-being, ensuring the team can efficiently manage growing workloads while maintaining high service standards.

Commitment to Future Sustainability

Kitsap 911 remains dedicated to advancing technology solutions that enhance emergency response, improve efficiency, and ensure long-term sustainability. Through strategic infrastructure investments, workforce development, and operational improvements, Kitsap 911 is well-positioned to support the evolving needs of first responders and the communities they serve well into the future.

RADIO REPLACEMENT PROJECT

2024 Radio Replacement Project: A Year of Major Milestones

The Radio Replacement Project made significant strides in 2024. In January, critical radio traffic transitioned to the new microwave system, marking a key step forward. Over the course of the year, design and development of the radio and dispatch console systems progressed rapidly. At the beginning of 2024, contracts were in place, but there were no finalized design plans, no equipment on order, and no FCC licenses secured. By December, the program had achieved remarkable milestones at an accelerated pace compared to neighboring radio systems in the Puget Sound region, including:

- Partial installation of the new radio system, with two towers actively transmitting signals.
- Installation of the Dispatch Console System, now ready for testing.
- Approval of all required FCC radio licenses.
- Programming and delivery of over 80 mobile radios to member agencies.

Program Overview

As the current radio system nears two decades of reliable service, its underlying technology—originally based on phone lines—has been replaced with modern digital data solutions, similar to those used in homes and offices today. The new system is built on the APCO Project 25 (P25) public safety standard, joining nearly 3,000 other P25 systems nationwide that provide first responders with reliable, interoperable communications.

Maintaining 24/7 operation of the existing system while simultaneously constructing a new one is a complex challenge. The new infrastructure is being installed alongside the legacy system, requiring both old and new network connections to coexist. To ensure a seamless transition, new user radios are programmed to function on both systems during the changeover.

The scope of this project adds another layer of complexity. Every one of the 1,700 mobile and portable radios in use must be replaced—a massive logistical effort. Additionally, the radio dispatch system at Kitsap 911 requires upgrades to support the new technology, and technical support teams must be trained to operate and maintain the new equipment.



John Sprague
Radio Program Assistant



Scott Peabody
Senior Public Safety Program
Manager/Radio Engineer

RADIO REPLACEMENT PROJECT

2025: Enhancing Coverage, Sound Quality, and Security

The new radio system is designed to deliver significant improvements in coverage, sound quality, and security. In 2025, predicted coverage models will be validated, and planning for additional tower sites will begin, with a focus on enhancing in-building signal strength. While no system can guarantee 100% coverage, the new infrastructure will greatly improve first responders' ability to communicate. Sound quality will also see a noticeable boost.

The current system suffers from poor sound quality in many areas of the county. Digital signals are less susceptible to interference resulting in noticeable sound quality improvements. Additionally, the new system enhances security through improved access control and encryption of sensitive communications, strengthening the protection of critical information.

As we move into 2025, the Radio Replacement Project remains on track to provide Kitsap County's first responders with a more reliable, secure, and high-performing communication system—one that will serve the community for years to come.

Pictured to the right are the new radios.



Fire's Portable Radio



Law's Portable Radio



Mobile Radio

DISPATCH CENTER REMODEL

Dispatch Center Renovation: Investing in Sustainability and Employee Well-Being

In 2024, Kitsap 911 launched a series of essential facility upgrades to create a more sustainable and comfortable work environment for our dispatchers, who work long and demanding shifts under high-stress conditions. After two decades of constant use, the dispatch center required modernization, not only to enhance operational efficiency, but also to support the well-being of our employees. These improvements prioritize sustainability, ergonomics, and functionality, ensuring our team has a workspace that meets their needs today and in the future.

This multiyear initiative began in 2023 with research into new dispatch console furniture designed for durability, comfort, and energy efficiency. In 2024, we expanded our focus to include fresh paint, upgraded carpeting, improved soundproofing, enhancements to the building's audio-visual system, and installation of new, ergonomically designed dispatch consoles. The painting and soundproofing were completed in 2024, while the remaining upgrades are set to be finalized in 2025.



Kyle helping move wires in the dispatch floor



Eric removing old soundproofing

One of the core improvements in this initiative was the selection of new dispatch consoles. Kitsap 911 carefully evaluated vendors, visited other agencies, and hosted on-site demonstrations to gather staff input. After thorough analysis, Russ Bassett was chosen as the preferred vendor due to their high-quality, ergonomic designs built for 24/7 use. During this process, Kitsap 911 opted to expand the number of consoles on the dispatch floor to account for future growth. Working with the vendor, we not only improved the layout of the room but were able to add two more dispatch consoles and one additional supervisor console to the existing dispatch floor. Additionally, a new monitor configuration was implemented, replacing multiple small screens with a single, high-resolution primary display and a vertically-mounted secondary screen for supporting applications. Larger monitors provide more screen real estate, reducing the need to squint or strain your eyes.

DISPATCH CENTER REMODEL

To accommodate the installation of new consoles, the entire dispatch floor had to be temporarily relocated. Fortunately, the previously vacated Emergency Operations Center within our building provided a suitable alternative workspace. Originally, the move was estimated to take five days per console, but thanks to the expertise of our Technical Services Group, the transition was completed in just one day per console. This efficiency allowed the dispatch team to be fully relocated by the end of September; well ahead of schedule. This made additional renovation tasks on the dispatch floor both easier to accomplish and able to be scheduled earlier than expected. While operating from the temporary location, several additional improvements were



Heather using the last console before the move.

made to the main dispatch center. New carpeting was installed, worn ceramic tiles were replaced, and a fresh coat of paint was applied to create a brighter, more inviting space. A section of the wall was removed to expand the floor area, allowing for better workflow. To address sound management, outdated acoustic panels were replaced with modern sound-dampening materials, including a visually striking mountain-themed acoustic wall, which enhances both noise control and aesthetics.

Beyond the dispatch floor, the entire facility underwent a much-needed refresh to enhance both sustainability and comfort. New laminate flooring was installed in non-carpeted areas, while upgraded carpeting was added to all other sections. Additionally, we modernized the building's audio-visual system, installing large-screen displays for better presentations and remote meeting capabilities. Meeting Owl devices, which feature 360-degree cameras and microphones, were added to improve hybrid meeting experiences. The training room was also upgraded with these technologies, enhancing the learning environment for new dispatch staff.

These renovations go beyond aesthetics—they are designed to create a workspace that supports physical and mental well-being, helping employees stay comfortable and alert during long shifts. By prioritizing sustainability and ergonomic design, we are investing in the long-term success of our team and ensuring they have the best possible environment to perform their critical work.

This project required careful coordination across all departments, and we greatly appreciate the patience and flexibility of our staff throughout the process. Many offices and common areas, including the breakroom, were temporarily relocated, but the result will be a modernized, more sustainable, and employee-focused workspace. As we complete the final updates and transition back to the newly renovated dispatch floor in 2025, we are confident that these changes will improve both the efficiency of our operations and the well-being of our dedicated team.

OPERATIONS GROUP

Our employees are the foundation of Kitsap 911's success. Their dedication and willingness to take on leadership roles ensure we continue to grow, improve, and provide the highest level of service. Their commitment strengthens our organization and helps us fulfill our mission.

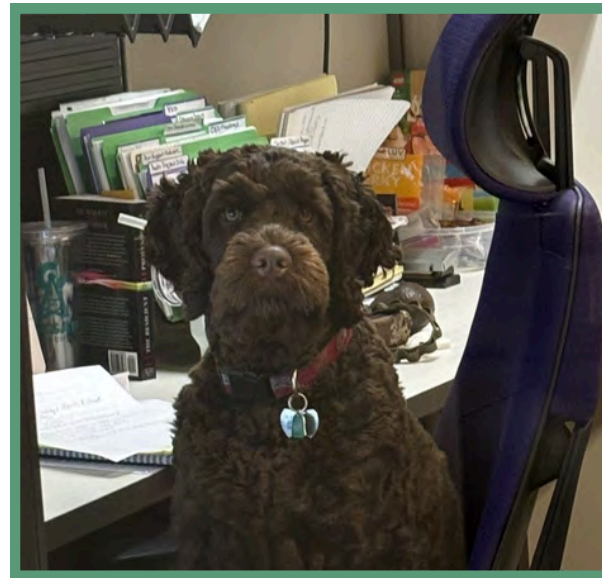
Major Incident Response

In 2024, Kitsap 911 managed several major incidents across the county. However, the most significant challenge came from within—an internal power outage on August 19th. During scheduled maintenance on our Uninterruptible Power Supply (UPS) system, we initiated a planned transfer from commercial power to generator backup. During this transition, the UPS unexpectedly failed, triggering a failure in the main power breaker and resulting in a complete loss of power to the building. This outage impacted critical systems, including radio, phone, CAD, internet, and network infrastructure. Our team responded immediately, shifting to manual processes to maintain operations. Calls for service were written on cards, and emergency agencies were notified via cell phones. Public messaging was issued on social media. While the full system outage lasted approximately 12 minutes, restoring all systems took over four hours. This incident represented a worst-case scenario for any 911 center, yet

Kitsap 911's rapid response demonstrated the strength of our team. Every department mobilized to support the operations floor, ensuring continued service to our community and reinforcing the importance of preparedness, teamwork, and resilience in emergency communications.

“We know people we’ve never seen, addresses we’ve never been, the impact of every call, and we help those we will never meet. We are 911 dispatchers.”

-Anonymous



Kevin Donley
Assistant



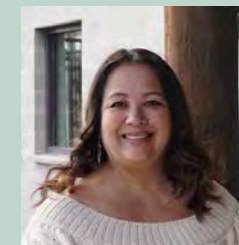
Jamie Donley
Assistant Director of Operations

OPERATIONS GROUP

Kitsap 911 serves as the critical link between the community and emergency responders throughout Kitsap County, WA. As the county's primary public safety answering point, we operate 24/7, ensuring rapid and reliable communication for those in need. We proudly provide dispatch services for seven law enforcement agencies, six fire districts, Community Development, Code Enforcement & Fire Marshall, Medical Examiner's Office, Emergency Management, Juvenile Corrections, Kitsap Animal Control, United States Navy, Port Gamble Natural Resources, Olympic Ambulance

Operations and Staffing

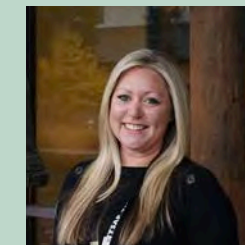
Our highly-trained Operations staff includes Call Receivers, who answer 911 calls and translate critical information into actionable intelligence for our user agencies, and Dispatchers, who coordinate and track first responders in the field. When emergencies arise, our team ensures that help arrives quickly and efficiently. Each shift is staffed by one to three Call Receivers, one non-emergency Call Receiver (Monday through Friday), and five to seven Dispatchers. Leading these dedicated teams are 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 eight Leads who supervise shifts in the absence of a supervisor or assistant supervisor.



Mary Valerio
Day Shift Supervisor



Drew Tetrick
Day Relief Supervisor



Jana Parker
Swing Shift Supervisor



Brandy D'Intinosanto
Graveyard Supervisor

Kitsap 911 Operations employees typically work four 10-hour shifts per week. However, due to mandatory overtime, many regularly work 12-hour shifts and additional shifts on their days off. In 2024, Operations employees logged a total of 16,809 overtime hours, a 5.6% decrease from the 17,806 hours worked in 2023. Our staffing includes 37 full-time Dispatch positions, 12 full-time Call Receiver positions, six full-time Assistant Supervisor positions, and four full-time Supervisor positions. Staffing vacancies remain a challenge, with an average of nine unfilled positions in 2024, impacting workload and scheduling.

Continuous Improvement and Professional Development

Since 2022, Kitsap 911 has prioritized continuous improvement initiatives to drive positive change and strengthen organizational culture. In 2024, we focused on fostering a positive work environment and supporting professional development. Efforts included structured career discussions, succession planning, and clear development pathways. As a result, four employees joined the Instructor Group, leading in-house training for the Primary Call Receiver Academy, Law Enforcement Dispatch Academy, and Fire Dispatch Academy. Additionally, four employees became Certified Training Officers, providing one-on-one training for academy graduates. Nine employees also joined various committees and working groups within Kitsap 911.

OPERATIONS GROUP

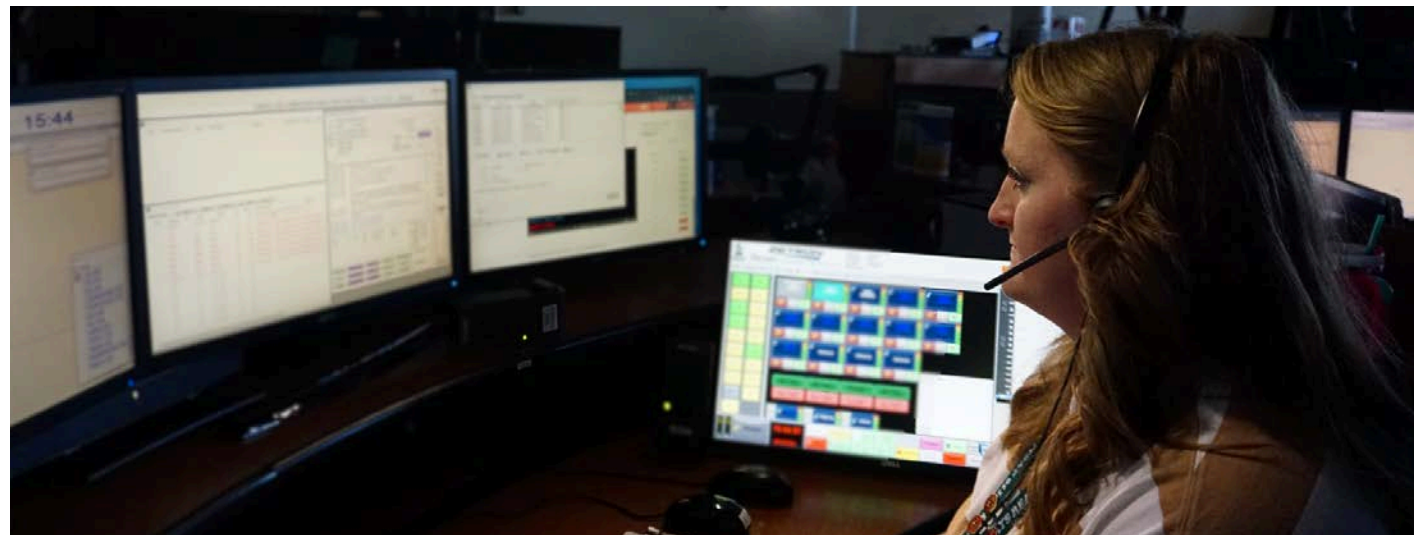


Recognizing Excellence

Working in 911 comes with challenges, from handling critical incidents and medical emergencies to navigating weather-related events such as flooding and snowstorms. Despite these challenges, our team consistently rises to the occasion, earning recognition from citizens and member agencies. Some notable acknowledgments include:

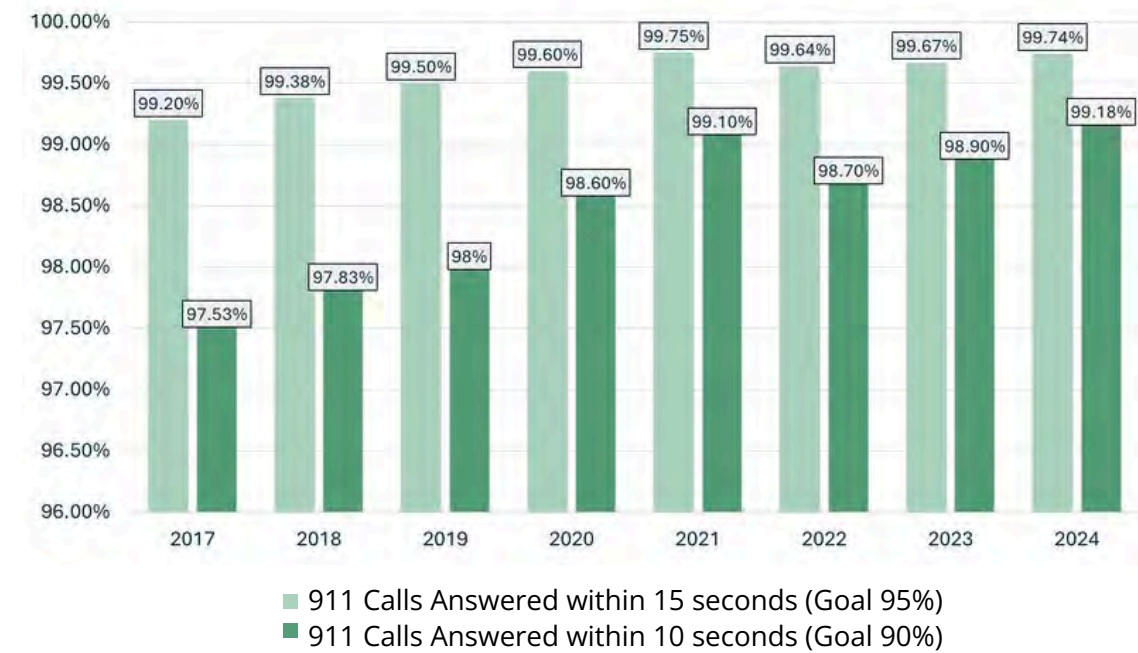
- A CPR event where a caller thanked a Call Receiver for saving her roommate's life during an overdose emergency.
- A cardiac arrest case at the Bremerton YMCA, where swift actions by a Call Receiver and YMCA personnel led to a positive outcome, with the individual conscious by the time first responders arrived.
- A high-pressure incident requiring both medical and law enforcement response, where a Deputy praised the Call Receiver for maintaining composure and efficiency throughout the chaotic event.

At Kitsap 911, we remain steadfast in our commitment to public safety, working behind the scenes to keep our community safe every minute of every day. If you know someone with the skills and dedication to become a Call Receiver or Dispatcher, refer them to the Kitsap 911 website to apply. We are always looking for exceptional individuals to expand our team!



PERFORMANCE MEASURES

911 ANSWERING STATS



The average 911 call was answered in 2.9 seconds.

Call Answering Performance

For call answering performance, we look at two goals.

First, we look at NFPA1225 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.

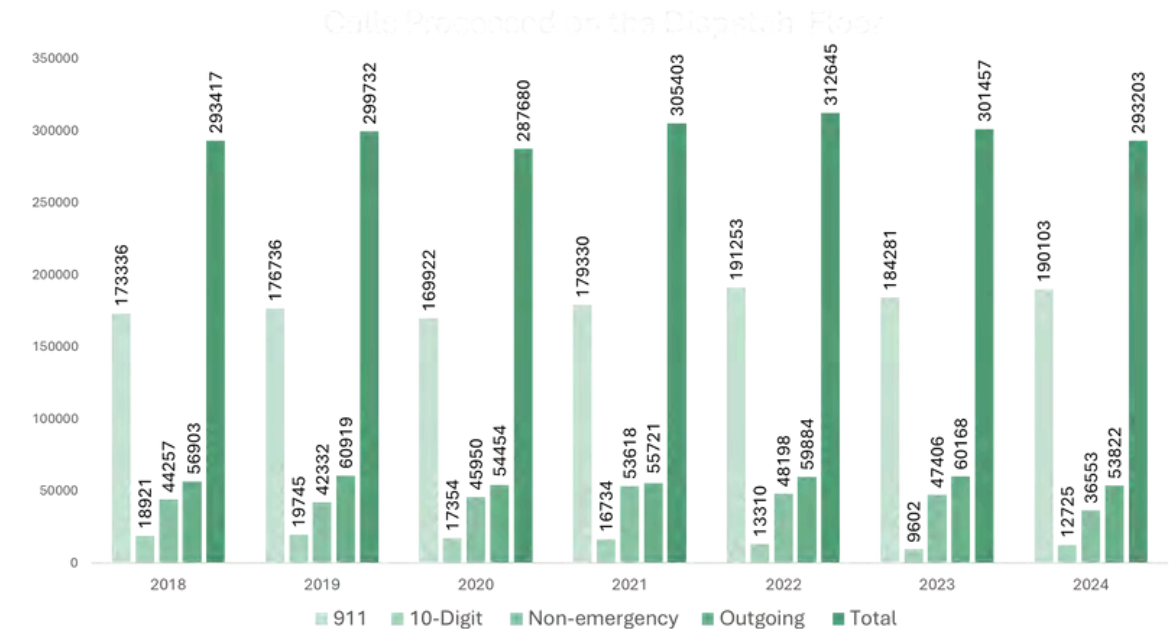
We also exceeded this goal with 99.18% up from 98.9%.

CALLS PROCESSED ON THE DISPATCH FLOOR

The dispatch floor processed **293,203** calls in 2024, down about **2.7%** from 2023.

190,103 of them were 911 calls, up 3.2%

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



PERFORMANCE MEASURES

DISPATCH PERFORMANCE STANDARDS

PRIORITY 1 LAW ENFORCEMENT	2018	2019	2020	2021	2022	2023	2024
Average Dispatch Time	:29	:30	:26	:26	:26	:28	:26

FIRE/EMS STANDARDS	2018	2019	2020	2021	2022	2023	2024
90% Dispatched Within 64 Seconds	84%	81.5%	75.6%	78.2%	75.6%	69.1%	72.3%
95% Dispatched Within 106 Seconds	96%	96.6%	96%	96.5%	96%	95.5%	96.5%
Answered to Dispatched in Seconds	:47	:47	:52	:50	:52	:56	:54

Our processing times for priority 1 law enforcement events has remained steady the last several years.

Our goal for P1 law enforcement events is to dispatch these events within 30 seconds of their appearance in the CAD system.

We met the goal in 2024 with a 26 second average.

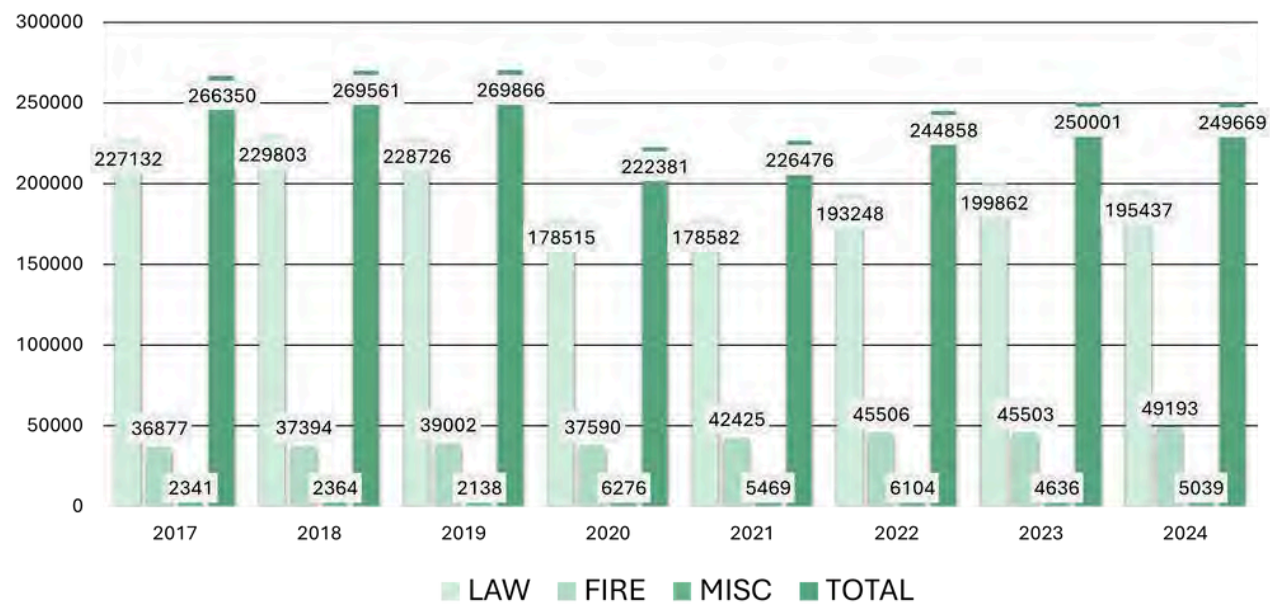
For priority 1, 2, EMS, and Fire events we look at two categories:

For the first category, 90% of events dispatched within 64 seconds, our average for 2024 was 72.3% up from 69.1%.

For the second category, 95% of events dispatched within 106 seconds, our average was 96.5% a 1% increase from 2023's 95.5%.

Our average answer to dispatch time for all fire and EMS events was 54 seconds, a decrease from 56 seconds in 2023.

DISPATCH PERFORMANCE STANDARDS



Kitsap 911 handled 249,669 events on the dispatch floor, a decrease of .1% from 2023.

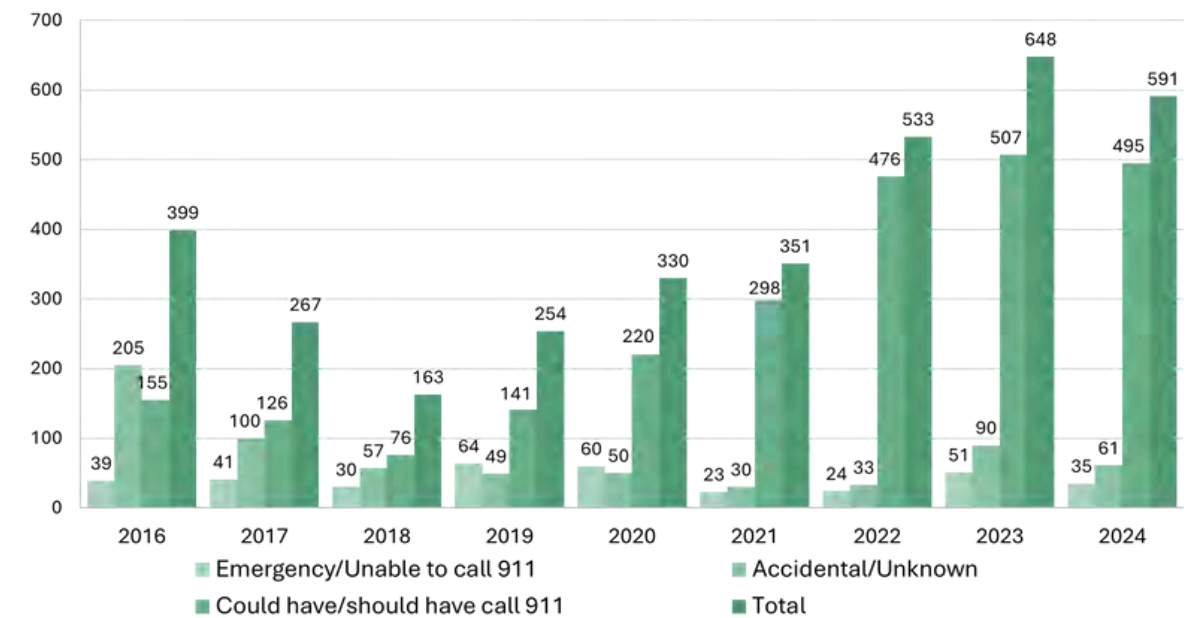
- Law accounted for 195,437, down by 2.2% from 2023.
- Fire had 49,193 an increase of 8.1%
- Other events such as callouts to other agencies, public works, water districts, roads etc. totaled 5039 for a 8.7% increase.

PERFORMANCE MEASURES

TEXT TO 911

In 2024, Kitsap 911 processed 591 Text to 911 events, a decrease of 8.8% from 2023.

35 of these were for an emergency where the caller was unable to make a voice call, 61 were accidental, 495 would have been better as a voice call.



CUSTOMER SATISFACTION SURVEY RESULTS

Question 1 of 4 - How satisfied are you with the way the 911 call taker handled your call?

Question 2 of 4 - Please provide any feedback you have about the 911 call taker.

Question 3 of 4 - Please rate the overall effectiveness of the service provided by Kitsap 911.

Question 4 of 4 - Please provide any suggestions about how Kitsap 911 could better serve the community.

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 to an average of 35%.

97% of the feedback received has highlighted positive interactions with Kitsap 911. Some examples of the responses we've received are:

- "Keep doing what you're doing. The few interactions I've had with your department have been excellent. Your department is an example of how to do things right."
- "Kitsap 911 is doing an excellent job based on my personal interaction today. Thank you!"

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



Jennifer Andrews
Professional Standards Program Manager

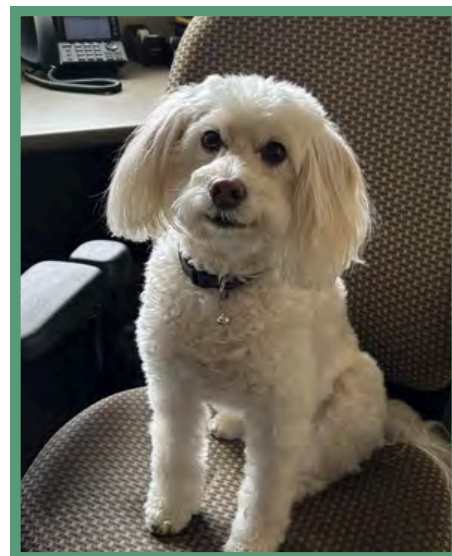
CALEA Accreditation

The Commission on Accreditation for Law Enforcement Agencies (CALEA) is an international credentialing authority established in 1979 to accredit public safety agencies. Beyond law enforcement, CALEA also accredits training academies, communications centers, and campus public safety agencies.

Kitsap 911 has proudly maintained CALEA accreditation since 2016. CALEA accreditation is a mark of excellence, demonstrating Kitsap 911's commitment to the highest standards in public safety communications. As one of only four accredited communications centers in Washington state, Kitsap 911 upholds rigorous industry best practices, ensuring superior service to the community.

Accreditation enhances operational efficiency, promotes accountability, and fosters a culture of continuous improvement. By adhering to over 200 established standards, Kitsap 911 strengthens public trust, improves emergency response coordination, and supports professional development for staff. This commitment to excellence leads to better outcomes for both first responders and the public they serve.

Maintaining CALEA accreditation is a team effort, reflecting the dedication of Kitsap 911 personnel to professionalism and high-quality service. In 2024, this commitment was recognized at the CALEA Summer Conference in Jacksonville, Florida, where Kitsap 911 proudly earned reaccreditation for another four-year cycle.



Chewy Andrews
Assistant

TRAINING

Elevating Excellence: 2024 Training Year in Review

The 2024 training year was another busy and productive one, focused on onboarding new telecommunicators and new Kitsap 911 staff. In addition to filling open dispatch positions, we provided extensive training for our non-dispatch staff, ensuring they were prepared for the many technology projects set to be completed in 2025.

Over the year, we successfully conducted three Primary Call Receiving Academies and two Law Enforcement Dispatch Academies. While we did not have enough students at one time to hold a Fire Dispatch Academy, we adapted by fast-tracking fire dispatch training for individuals as they became ready to complete that portion of their certification.

To support our trainers, we hosted three Communication Training Officer (CTO) workshops, helping them refine their skills in training adult learners and maintaining consistency across training cycles. Additionally, we held our first Instructor Workshop in quite some time, bringing together internal instructors to focus on delivering academy curriculum, engaging students, and facilitating effective training exercises.

Our staff also participated in quarterly training sessions covering a variety of important topics, including working with speech and hearing-impaired callers, reviewing fire dispatch techniques, remote work procedures, annual building evacuation and emergency operations training, and more. A highlight of our summer training days was a visit from members of the Kitsap County Sheriff's Office, who provided valuable instruction on officer safety, high-risk stops, total station reconstructions, and insights into recent major cases. We always appreciate the opportunity to learn from our member agencies and gain a better understanding of their work on the other side of the radio!

Our administrative staff completed sessions on Public Disclosure Requests, social media management, internal record-keeping, and other key topics. Meanwhile, our Technical Services Group underwent extensive training on cybersecurity and the new digital radio system set to go live in 2026.

Training is a continuous effort at Kitsap 911. By constantly seeking new ways to expand our employees' knowledge and skills, we ensure that we continue to provide exceptional service to our community and our member agencies.



Chris Law
Training Supervisor

"Training is not just about learning skills; it's about unlocking potential, building confidence, and preparing for greatness." — Unknown

PUBLIC EDUCATION COMMITTEE



Strengthening Community Awareness Through Public Education

The Public Education Committee (PEC) is a dedicated team of Kitsap 911 employees committed to raising awareness and educating our community on the 911 emergency system and its effective use. By developing and presenting educational materials, PEC helps ensure the public understands when to call 911, what information to provide, and other crucial safety guidelines. Through outreach, public presentations, educational content development, and community engagement, PEC plays a critical role in improving emergency response awareness and fostering a safer, more informed community.

Enhancing Community Preparedness

A major highlight of the year was PEC's participation in the Until Help Arrives FEMA course, alongside the Emergency Management and Community Health Director of the Suquamish Tribe and the North Kitsap Fire and Rescue Community Service Specialist. This training was designed to equip the public with essential skills to assist individuals with life-threatening injuries until professional responders arrive. Key objectives included:

- Effectively communicating with 911 call takers
- Ensuring personal safety in emergency situations
- Stopping life-threatening bleeding
- Properly positioning injured individuals
- Providing emotional support to those in distress

In addition to discussing the chain of survival and different types of incidents, participants gained practical knowledge and understanding through various group activities. This collaboration with the Suquamish Tribe and North Kitsap Fire and Rescue demonstrated a unified effort to improve community preparedness, ensuring residents are equipped with the knowledge and tools to act effectively in emergency situations.

Looking Ahead

As PEC continues its efforts, the focus remains on strengthening the connection between 911 services, emergency response agencies, and the community. By expanding outreach initiatives, fostering collaboration, and enhancing public education, PEC aims to ensure that individuals are well-informed and confident in using emergency services effectively. Moving forward, the committee will explore new opportunities to engage with the public, develop innovative educational programs, and reinforce the importance of 911 awareness in promoting overall safety and preparedness.



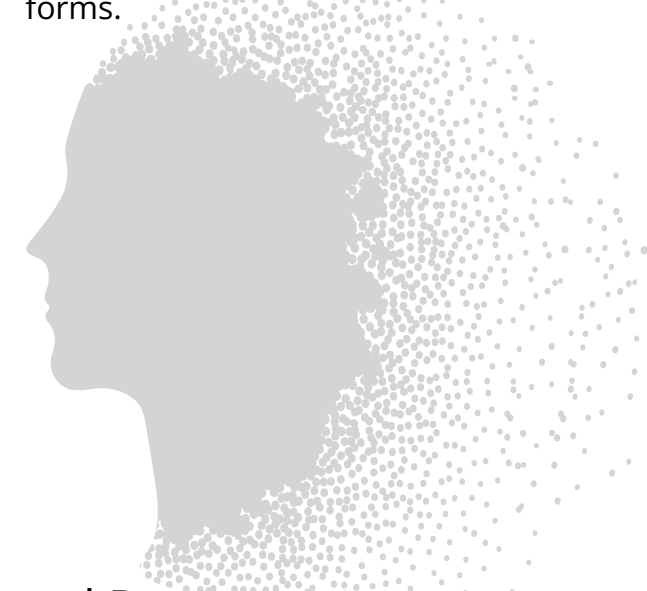
WELLNESS TEAM

Kitsap 911's Wellness Team is dedicated to supporting employees in achieving holistic well-being. Comprising nine team members, the group works to create pathways that enhance wellness for both their colleagues and themselves.

In 2024, the team launched a wellness newsletter featuring valuable insights into financial, mental, and physical health. They also expanded on-site resources by providing pamphlets and information on critical topics such as suicide prevention and Alzheimer's awareness. Additionally, the team introduced engaging challenges designed to promote small but impactful lifestyle changes. Events like Bring a Cup, Take a Cup and a recycling and donation drive encouraged decluttering, donating, and recycling to reduce landfill waste.

Looking ahead to 2025, the focus will be on fostering joy, connection, learning, and movement among employees. Planned activities include skill-sharing sessions where coworkers can teach one another new hobbies—such as crocheting, bowling, or working out—as well as a scavenger hunt designed to encourage fun and active breaks.

The Wellness Team will continue collaborating closely with the Peer Support Team to align efforts, maximize impact, and avoid duplication. Additionally, we will keep expanding the Wellness page on SharePoint, ensuring it remains a valuable hub for resources and inspiration. Our goal is to make this a go-to destination for employees seeking to enrich their lives through wellness in all its forms.



PEER SUPPORT TEAM

Stronger Together: The Power of Peer Support

Imagine a calm swimming pool on a sunny day. Sunlight filters through the water, and gentle waves create shifting patterns on the pool's surface. Just as waves can vary in size, so can the challenges we face—some causing only small ripples, while others create bigger disruptions. In this analogy, the pool represents the mind, and the waves symbolize the everyday stresses and demands of the job.

For telecommunicators, certain calls, personal stresses, or past experiences can create "larger waves" of emotional strain. Over time, these waves can overlap, amplifying the effects of vicarious trauma—the emotional toll of processing others' pain. While this is part of the job, predicting every stressor is impossible. This is why strong support systems, like peer support, are essential.

At Kitsap 911, our Peer Support Team provides employees with a trusted network of colleagues who offer encouragement, empathy, and resources. Much like lifeguards in the pool metaphor, they help employees navigate difficult moments and stay balanced. While not a replacement for professional counseling, they can offer guidance and connect employees with additional support when needed.

In 2023, our Peer Support Team responded to 26 events. By 2024, that number increased to 49, as we focused on offering proactive support during times of change and transition. Whether adjusting to new procedures, team dynamics, or unexpected challenges, Peer Support has been there to help employees navigate these moments while maintaining stability and focus.

To become a Peer Support member, employees must be nominated by a peer and approved by leadership. Currently, our team has eight members who can be reached voluntarily, by self-referral, or through third-party recommendations. Recognizing that some employees may hesitate to seek help from coworkers, we are building a statewide Peer Support Network. This allows employees to connect with peers from other agencies, providing additional privacy and comfort. Participation in this network requires state certification, which we aim to achieve for all members in 2025 and 2026.

Additionally, our Peer Support Team collaborates with the Wellness Team, providing an extra layer of assistance for employees in need—like a flotation device in rough waters. We are committed to strengthening these efforts and ensuring our team has the support they need to navigate the challenges of the job.

KITSAP 911 MASCOT

To enhance community engagement, increase public awareness, and foster a stronger connection between Kitsap 911 and the public we serve, we are implementing a company mascot. This provides a friendly, recognizable figure to represent our organization at public events, school visits, and social media campaigns.

Meet Riley

Here are some attributes about her:

- **Calm and Supportive:** Riley is a beacon of calm in tough situations. Her reassuring presence and friendly smile will put children at ease, reminding them that everything will be okay.
- **Attentive Listener:** Riley is always listening! She's quick to understand what's going on, making sure the right help—whether it's police, fire, or medical—arrives as fast as possible.
- **Reliable and Resourceful:** Riley teaches children how to stay calm, know their location, and speak clearly when calling for help. She's always ready to respond with a wagging tail and a wealth of knowledge! She's a lovable golden retriever with soft, golden fur, and she proudly sports a teal vest emblazoned with the Kitsap 911 logo. Her friendly expression and wagging tail are guaranteed to bring comfort and confidence to anyone she meets.



Meet Riley's Creators



Grace Owens
Public Records Specialist

Randy Dasho
Communications Assistant Supervisor

Kitsap 911's beloved mascot, Riley, was brought to life through the creativity and dedication of Grace and Randy, with the invaluable input of our telecommunicators. The idea stemmed from a shared vision: to create a friendly and engaging figure that would help educate the community about 911 services while representing the heart and mission of our organization.

Riley will be a key feature used on Kitsap 911 social media as well as public education.

2024 APCO AWARDS

APCO stands for the Association of Public-Safety Communications Officials. These awards recognize individuals who have demonstrated work performance that exceeds what is normally required in a year. The nominee demonstrates exemplary performance, attitude, and skill set that is outside the standard requirements.

Randy Dasho



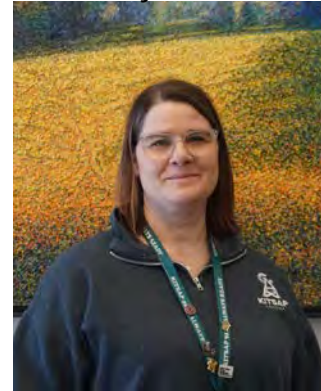
APCO Washington
Supervisor of the Year

Drew Tetrick

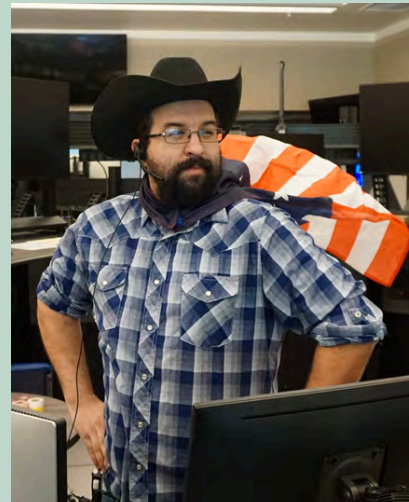


APCO International &
APCO Washington
Trainer of the Year

Emily Garner



APCO Washington
Telecommunicator
of the Year for
Exemplary Handling
of a Critical Incident



2024 KITSAP 911 EMPLOYEE OF THE YEAR

RANDY DASHO

This award is chosen by Kitsap 911 employees from one of the quarterly award recipients.

2024 QUARTERLY AWARDS

1st Quarter – Barrie Hillman

Executive Assistant



In her first quarter at Kitsap 911, Barrie made an impressive and meaningful impact. From day one, she jumped in to support our Executive Director and Deputy Director, managing meeting minutes, planning, and scheduling – all while quickly familiarizing herself with the organization. Barrie also took charge of a major, complex project involving extensive proposal evaluations, vendor selections, and preparatory work. Amidst a fast-paced and demanding environment, she remained the steady force keeping everything on track. Her ability to manage the many moving pieces minimized disruptions to daily operations and ensured the project’s progress stayed on course. Barrie’s contributions in her first quarter at Kitsap 911 were nothing short of outstanding, and her dedication has already made a lasting difference.

2nd Quarter – Hannah Augustine

Public Safety Telecommunicator II



Hannah embodies dedication, teamwork, and a strong work ethic. She arrives each shift with a positive, can-do attitude, ready to take on any challenge. Always proactive, she consistently picks up ringing lines, assists coworkers, makes necessary calls, and takes on tasks before anyone even has to ask. Her accountability and eagerness to learn make her a standout team member, continuously striving to develop her skills and provide exceptional service to our agencies and the citizens of Kitsap County. At Kitsap 911, intentional culture is a core value, and Hannah is a shining example of that. She takes the time to connect with her peers, leads by example, and provides guidance and mentorship to newly signed-off employees. Her support and encouragement uplift those around her, fostering a positive and collaborative work environment. We are incredibly fortunate to have Hannah on our team!

3rd Quarter – Emily Garner

Public Safety Telecommunicator II Lead



Emily was nominated by two supervisors for her unwavering dedication and invaluable contributions to the training program. As the facilitator for our Law Enforcement Dispatch Academy, she plays a crucial role in preparing our team for success. Additionally, she leads annual training for all employees on building evacuation and emergency operations, ensuring everyone is equipped for disaster preparedness. This year, Emily took on an even greater responsibility by facilitating multiple sections in our Primary Call Receiving Academy—all while continuing her duties as a dispatcher on the operations floor. She is widely respected by her peers as a role model for dispatching excellence. Her involvement in numerous groups, committees, and behind-the-scenes initiatives makes her one of our most knowledgeable and well-rounded employees. Kitsap 911 is incredibly fortunate to have her expertise, leadership, and dedication on our team.

4th Quarter – Randy Dasho

Public Safety Communications Assistant Supervisor



Randy was nominated by two supervisors for his exceptional work ethic and unwavering dedication. His commitment to the team is evident in everything he does. A true workhorse, Randy took on several key initiatives during the fourth quarter, including tasks like creating a new resource guide, improving supervisory training materials, updating and organizing records, optimizing tracking systems, and mapping out key resources—just to name a few. What makes Randy’s contributions even more impressive is that he accomplished all of this while fulfilling his responsibilities as an assistant supervisor, often working 14-hour shifts on the radio. He takes his role seriously, demonstrating efficiency, dependability, and a willingness to take on any challenge. His focus on productivity and attention to detail ensures that every task he completes meets the highest standards. Randy is always looking for ways to improve processes and make the job easier for everyone around him. His dedication, hard work, and positive impact make him an invaluable asset, and we are fortunate to have him on our team.