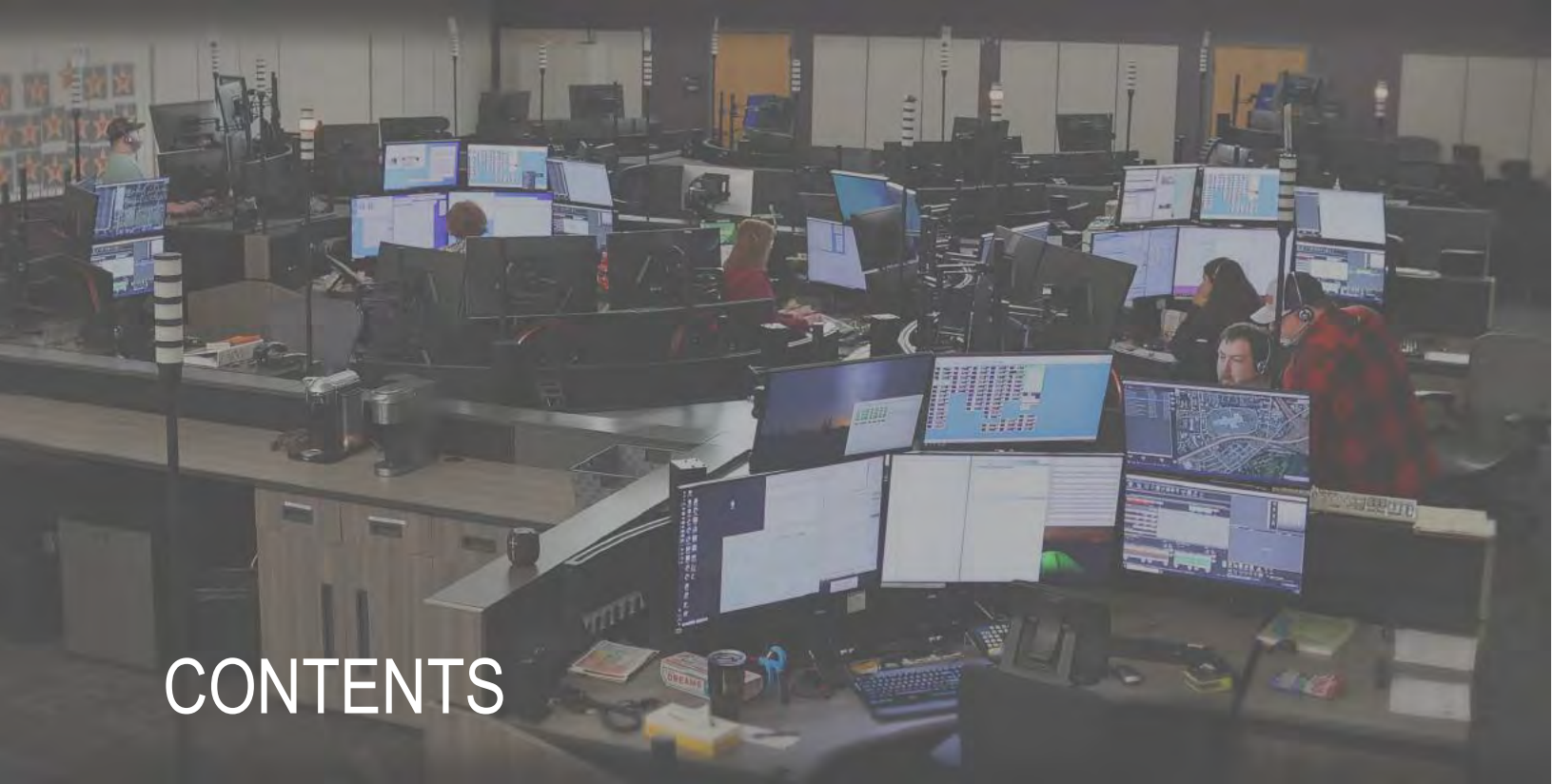


CLARK REGIONAL EMERGENCY SERVICES AGENCY



2024 ANNUAL REPORT





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FROM THE DIRECTOR

2024 was a year of growth, progress, and continuing to meet challenges head on. Our dedicated team worked tirelessly to enhance emergency communications and public safety while addressing key challenges and setting the stage for future advancements.

Public Outreach

CRESA participated in 43 community outreach events, dedicating over 560 hours to educating residents on 911 services and emergency preparedness. Through partnerships with neighborhood associations, civic groups, schools, and fire districts, we emphasized the importance of signing up for Clark Public Alerts, ensuring our community stays informed and prepared.

Staffing & Operational Enhancements

Our team grew significantly, ending the year just four positions shy of our increased targeted headcount. With a 90% trainee retention rate, our highest in years—we were able to expand our dispatch services. Notably, our FIRECOM position transitioned to a dedicated 24/7 role allowing that position to focus on fire response. We also upgraded our dispatch floor, increasing our workstation from 16 to 22, ensuring increased capacity and better training workflow.

Technology & Infrastructure Upgrades

While not initially planned for 2024, we embarked on a major project to separate CRESA's network from the county's infrastructure, an effort requiring extensive collaboration, new equipment procurement, and the establishment of our own ISP. These advancements will enhance system reliability and security for both CRESA and the County for years to come.

Strategic Planning & Performance Tracking

Guided by our 10-year Strategic Plan, we implemented structured quarterly goals ("Rocks") to ensure steady progress. Regular leadership reviews kept initiatives on track, fostering accountability and adaptability in achieving our mission.

Innovation in Community Feedback

In June, we launched a 90-day trial of Axon My90, a text-based community feedback tool. We fully implemented this program in September. By year end, the response rates skyrocketing from an average of 10 to

486 surveys per month. This initiative reinforces our commitment to transparency and continuous improvement in emergency response services.

Emergency Management & Disaster Preparedness

CRESA became the first county in Washington to submit a Disaster Response Fuel Plan to the State Department of Commerce, ensuring better resource allocation during crises. Additionally, we addressed key gaps in large animal evacuation, collaborating with community groups to develop a comprehensive plan. Our emergency preparedness efforts also strengthened, with over 30 CERT volunteers now fully trained to support assembly areas, distribution points, and shelters.

Looking Ahead

As we move into 2025, we remain committed to enhancing emergency communications, expanding community partnerships, and leveraging innovative solutions to improve public safety. Our success is made possible by the dedication of our employees, volunteers, and stakeholders, and we look forward to building on this momentum in the years ahead.

Thank you for your continued support and trust in CRESA. Together, we are making Clark County safer and more resilient.



Dave Fuller
Director

OVERVIEW AND GOVERNANCE

Clark Regional Emergency Services Agency (CRESA) was originally established in 1976 under the Interlocal Cooperation Act of the State of Washington (RCW 39.34). CRESA provides 911 dispatch services, public safety radio system and services, and emergency management services for all incorporated and unincorporated areas of participating jurisdictions in Clark County, Washington. For a full list of agencies served, please see page 27 of this report.

CRESA is governed by an Administrative Board comprised of nine board members serving indefinite terms. The CRESA Administrative Board has the authority and responsibility to provide policy and legislative direction for CRESA and its administration. The CRESA Administrative Board convenes monthly in regular meetings open to the public in accordance with RCW 42.30 Open Public Meetings Act.

CRESA ADMINISTRATIVE BOARD



Chair
Representing Fire Chiefs' Association
John Nohr
Chief, Clark-Cowlitz Fire Rescue



Vice Chair
Representing Clark County Sheriff's Office
John Horch
Sheriff of Clark County



Representing Vancouver Fire Dept.
Brennan Blue
Chief, Vancouver Fire



Representing City of Vancouver
Lisa Brandl
Deputy City Manager, City of Vancouver



Representing regional law enforcement
Zane Freschette
Chief, City of Washougal Police



Representing Clark County
Kathleen Otto
County Manager, Clark County



Representing public EMS providers
Shaun Ford
Division Chief of EMS, Camas-Washougal Fire



Representing Cities of Battle Ground, Camas, La Center, Ridgefield, Washougal and Yacolt
David Stuebe
Mayor of Washougal

MANAGEMENT TEAM



Dave Fuller
Director

Oversees all CRESA Divisions and Programs



Jason Fritz
Deputy Director of Operations

Oversees 9-1-1 Dispatch Operations Division and IT/CAD Technical Support Services.



Scott Johnson
Emergency Management Division Manager

Oversees Emergency Management Division including the WA Region IV Homeland Security Office



Rachael Young
Finance Division Manager

Oversees Finance Division including budget, accounts payable/receivable, payroll, financial statements and audits, and public records



Greg Rossmiller
Operations Manager

Oversees 911 Supervisors, Dispatch Leads and all 911 Operations staff



Leslie Chapman
Human Resources Manager

Manages human resources including recruitment, labor relations, performance management and HR training



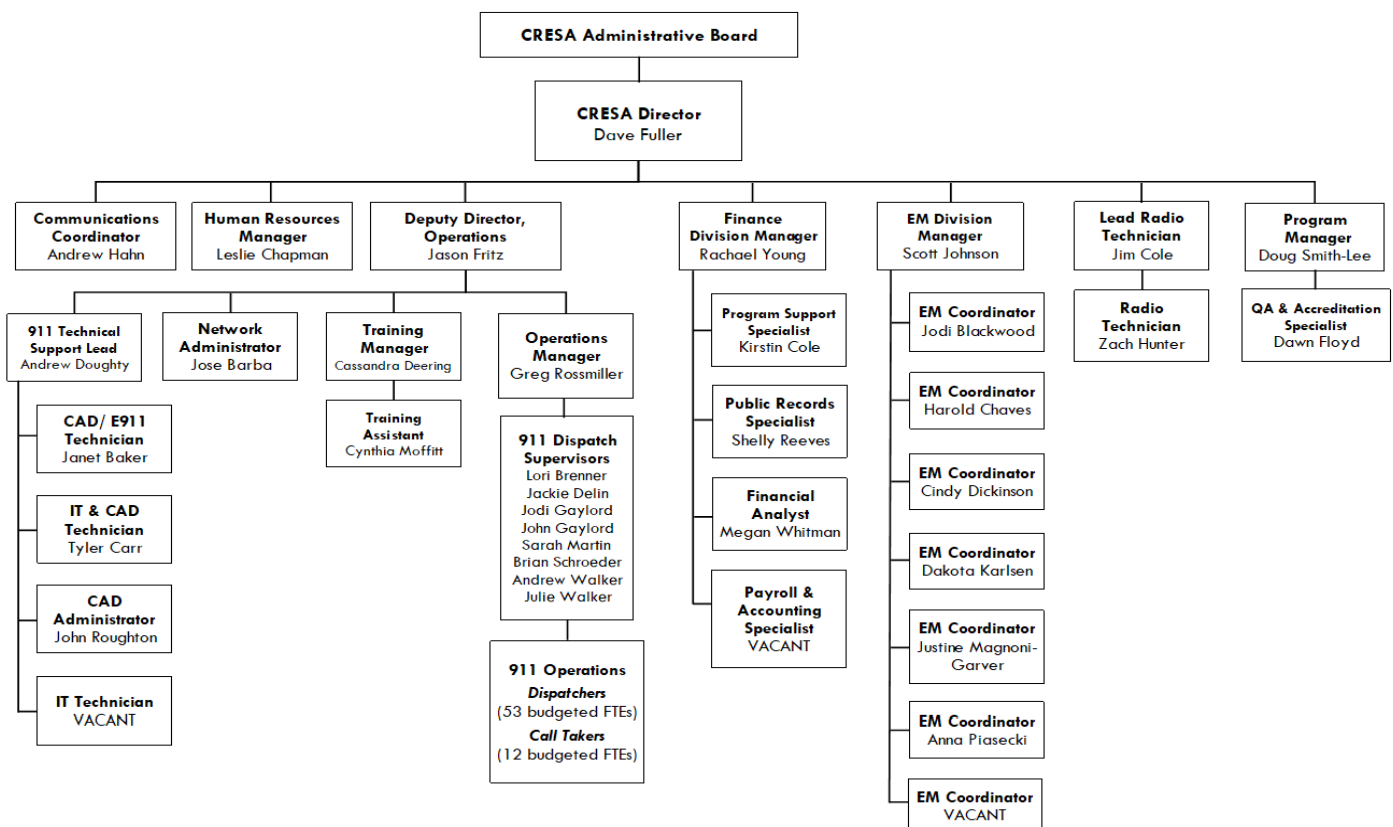
Doug Smith-Lee
Program Manager

Manages planning and quality driven projects within five categories: Quality, Compliance, Innovation, Funding and Strategic Plan implementation



Cassandra Deering
Training Manager

Manages the dispatch operations training program including development and implementation of on-going training and new hire academies



COMMUNITY OUTREACH

CRESA is committed to building strong community relationships through public education and outreach. By collaborating with local agencies and organizations, we have expanded our engagement efforts, supporting events where community members gather.

CRESA dedicated 564 hours in 2024, participating in 43 community outreach and public education events. These hours include staff and volunteer time and encompass preparation, execution, and follow-up with community members.

Through these efforts, CRESA strengthened its connection with the community, ensuring residents are informed, prepared, and supported in times of need.

Key outreach activities in 2024 included:

- **Race for Warmth Partnership:** CRESA continued its partnership with Clark PUD for the annual Race for Warmth, providing items for participants. This popular event drew 1,600 attendees, over 90% of whom reside in Clark County.
- **Fourth of July Call Center Activation:** To assist community members experiencing fireworks-related issues, CRESA activated a dedicated Call Center during the Fourth of July period. From July 1 to July 6, the center handled 961 calls.
- **National Night Out Participation:** CRESA hosted informational tables at National Night Out events in Ridgefield, Battle Ground, Vancouver, and Washougal. Additionally, CERT volunteers visited six neighborhood gatherings, distributing materials on emergency preparedness and wildfire safety.
- **Clark County Fair:** In collaboration with the Clark County Sheriff's Office, CRESA shared a booth for 10 days at the Clark County Fair, engaging with residents on public safety topics.
- **Community Presentations:** Throughout the year, CRESA delivered informative presentations on 911 services and emergency preparedness to neighborhood associations, church groups, civic organizations, and local schools. We also participated in Open House events and Safety Fairs hosted by area fire districts, emphasizing the importance of signing up for Clark Public Alerts.
- **Senior Community Outreach:** Partnering with the Clark County Commission on Aging, CRESA provided a series of educational presentations tailored to the specific emergency preparedness needs of older adults. This effort led to additional discussions and engagements with senior-focused organizations.
- **Social Media & Website Outreach:** CRESA leveraged digital platforms throughout 2024 to share critical public safety information, with a special focus on wildfire awareness and Clark Public Alerts registration.
- **National Telecommunications Week:** In April, CRESA celebrated National Telecommunications Week by sharing social media posts, videos, and messages about the importance of 911 services.
- **Job Fairs & Recruitment:** CRESA participated in multiple job fairs across the county, aiming to recruit new call takers and dispatchers.
- **EOC Support Efforts:** Outside of scheduled outreach events, CRESA's Emergency Operations Center staff provided assistance during severe weather incidents. Additionally, we worked with the Council for the Homeless, using social media to amplify their messaging and connect people with necessary resources.



National Night Out Event—Washougal

911 OPERATIONS

DIVISION OVERVIEW

CRESA continued to make progress in staffing throughout 2024, ending the year just four positions short of our budgeted headcount. Trainee retention reached its highest level in several years, surpassing 90%. Our primary focus remains on increasing staff and reducing dispatcher workload, enabling us to enhance services and improve efficiency.

With increased staffing, we successfully transitioned our primary fire dispatching position, FIRECOM, away from the responsibility to answer 911 or 311 calls. This change significantly improved service levels for fire agencies, allowing the position to focus solely on fire incidents 24 hours a day, 7 days a week. Additionally, we also made adjustments which allows our Operations (OPS) dispatcher to dedicate more time to specialized channels, providing increased support for field responders during critical incidents. As staffing continues to grow, CRESA aims to further transition radio positions away from call-taking responsibilities, enhancing service for both emergency responders and the public.

DISPATCHERS ON DEMAND

Following success in 2023, CRESA again utilized Dispatchers on Demand (DOD) in 2024 to help address staffing shortages during the summer and early fall. We deployed four DOD personnel, providing immediate relief to the dispatch floor and reducing overtime pressure. While CRESA has budgeted for DOD support in 2025, our goal is to minimize reliance on this resource as internal staffing levels improve.

EXPANSION & RENOVATION

Recognizing the need for additional workspace, we completed a major dispatch floor expansion in February 2024, increasing from 16 to 22 positions. During construction, dispatch staff temporarily relocated to the Emergency Operations Center (EOC). Despite working in a more confined space with limited tools, they adapted and continued delivering exceptional 911 and dispatch services.

CRESA partnered with Russ Bassett for this project, and their team executed a seamless installation. The newly designed workstations, while slightly smaller to accommodate the increased number of positions, provide an efficient and functional layout tailored to our call takers, dispatchers' and supervisor's needs.

NETWORK SEPERATION PROJECT

In 2024, CRESA initiated a network separation project from the county, led by our Technical Services Division. This complex undertaking involved:

- Procuring new equipment and transferring existing assets.
- Installing servers, switches, and firewalls.
- Establishing an independent Internet Service Provider (ISP).
- Provisioning new VPNs for user agencies.

The final step, migrating to our new domain CRE-SA.WA.GOV, is scheduled for 2025, completing our transition to an independent network infrastructure.

HEALTH & WELLNESS INITIATIVE

To help alleviate the stress of staffing shortages, CRESA introduced the Summer Healthy Meals program in 2024. From June through August, we provided call takers, dispatchers and supervisors with a nutritious meal each month, featuring soups, salads, and protein-rich options.

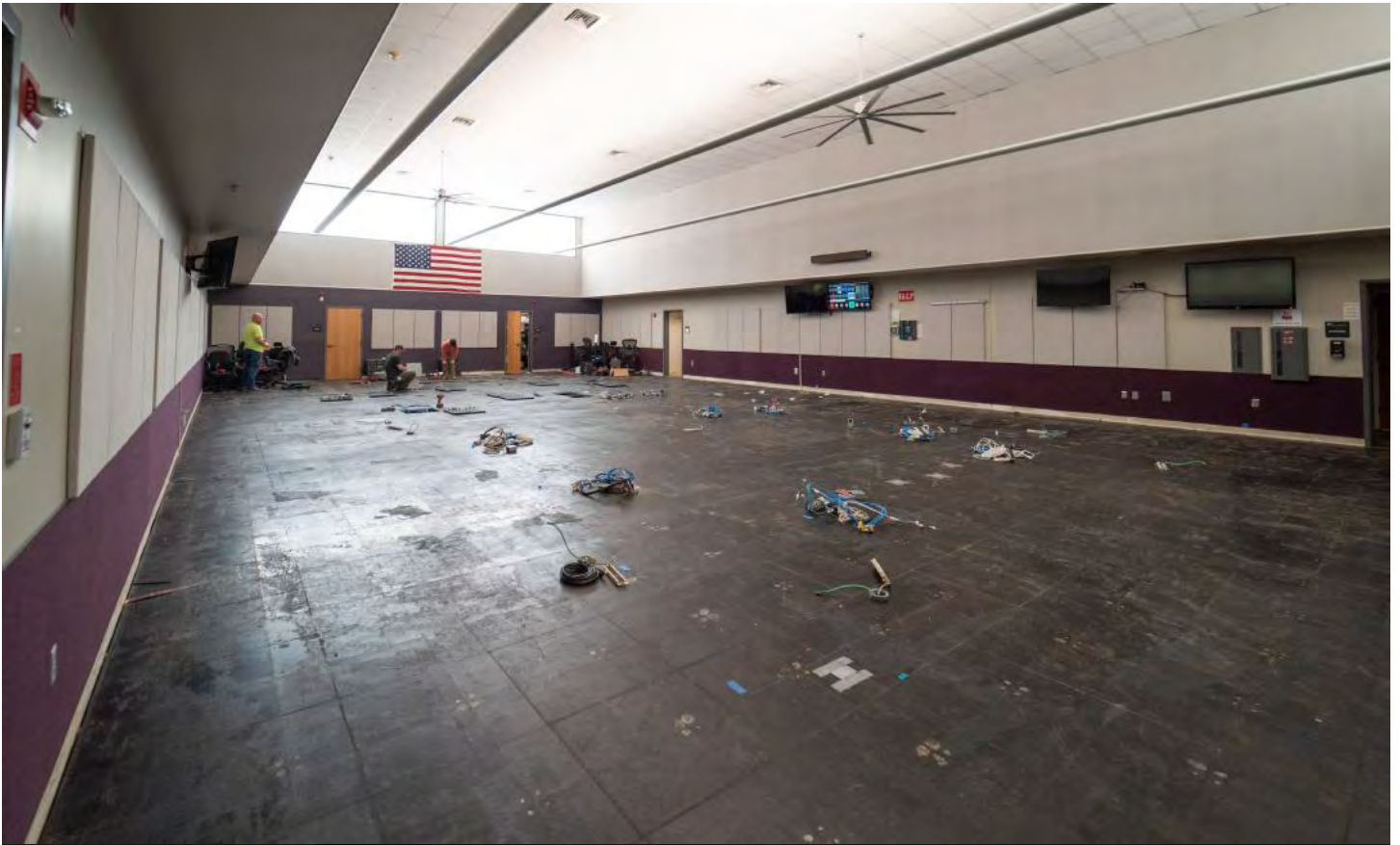
Additionally, dispatch staff were allowed to allocate 10 elective training hours toward health and wellness activities such as hiking, biking, water activities, and yoga sessions. Supporting first responders' well-being remains a priority across Washington State and the nation, and we consider this program a great success. We look forward to continuing it in 2025.

LOOKING AHEAD

As we enter 2025, CRESA remains committed to:

- ✓ Increasing staffing and reducing dispatcher workload.
- ✓ Enhancing service levels for fire and law enforcement agencies.
- ✓ Expanding dispatcher support and operational efficiency.
- ✓ Prioritizing staff well-being and professional development.

Through these efforts, we continue to strengthen our ability to serve our community with excellence.



Dispatch floor remodel—during & after

2024 BY THE NUMBERS

265,642 calls to 911

164,642 calls to 311 & Administrative Line

430,477 total incoming calls

83,350 outbound calls

513,827 total calls (incoming and outgoing calls)

1,408 calls handled per day on average

527,400 estimated population served

2,249 calls utilized language interpretation

26 identified languages spoken

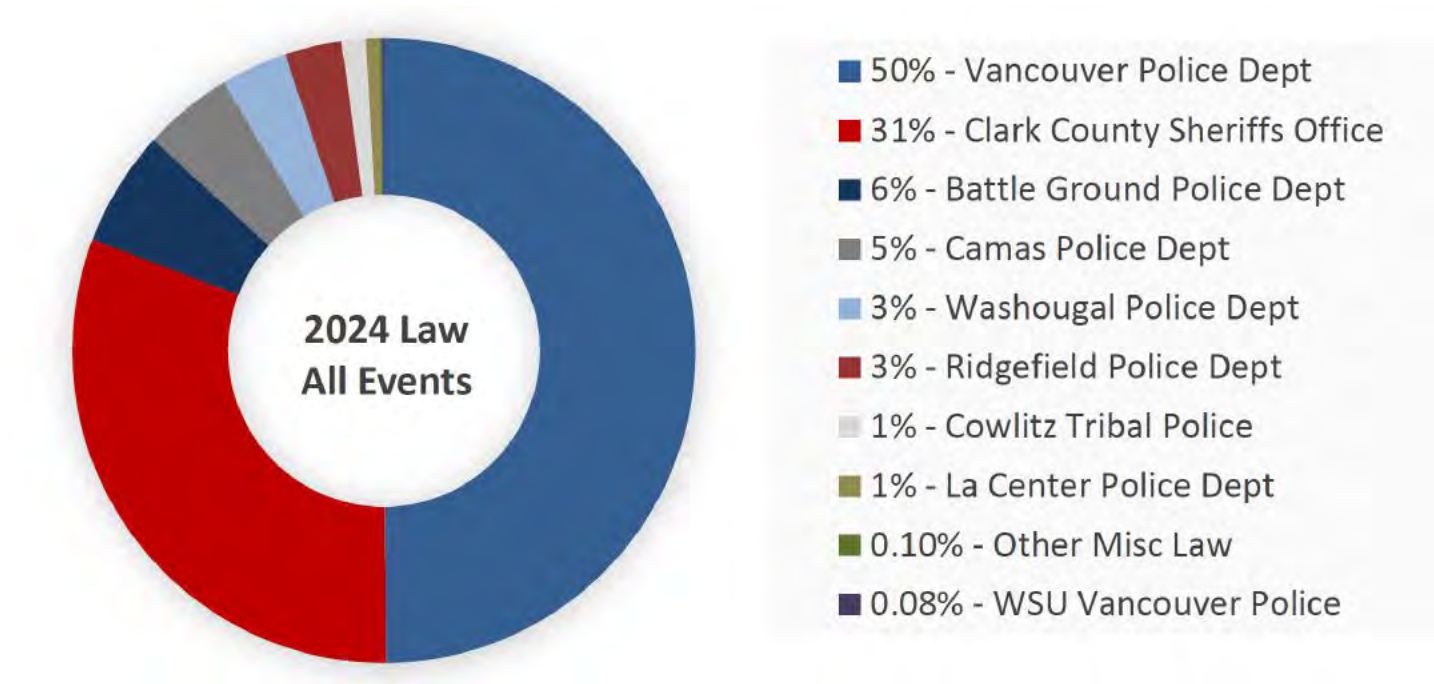
70% of events Law Enforcement related

30% of events Fire / Emergency Medical related

2024 OPERATIONS STATISTICS - LAW

Agency	All Events Created	% of Total	Dispatched Events	Field Initiated	Field Created	Cancelled Events	Referred Events
Vancouver Police Dept	170,928	50%	82,874	13,956	20,247	46,611	7,240
Clark County Sheriffs Office	105,770	31%	46,039	12,969	10,400	29,578	6,785
Battle Ground Police Dept	20,441	6%	5,548	5,933	6,534	2,226	200
Camas Police Dept	15,914	5%	6,095	5,541	1,564	2,430	284
Washougal Police Dept	11,855	3%	5,560	2,445	1,869	1,771	210
Ridgefield Police Dept	10,100	3%	3,036	3,915	1,584	1,279	286
Cowlitz Tribal Police	4,221	1%	1,315	1,156	1,290	417	43
La Center Police Dept	2,606	1%	887	639	240	697	143
Other Misc Law	338	0.10%	10	2	1	159	166
WSU Vancouver Police	275	0.08%	48	4	0	216	7

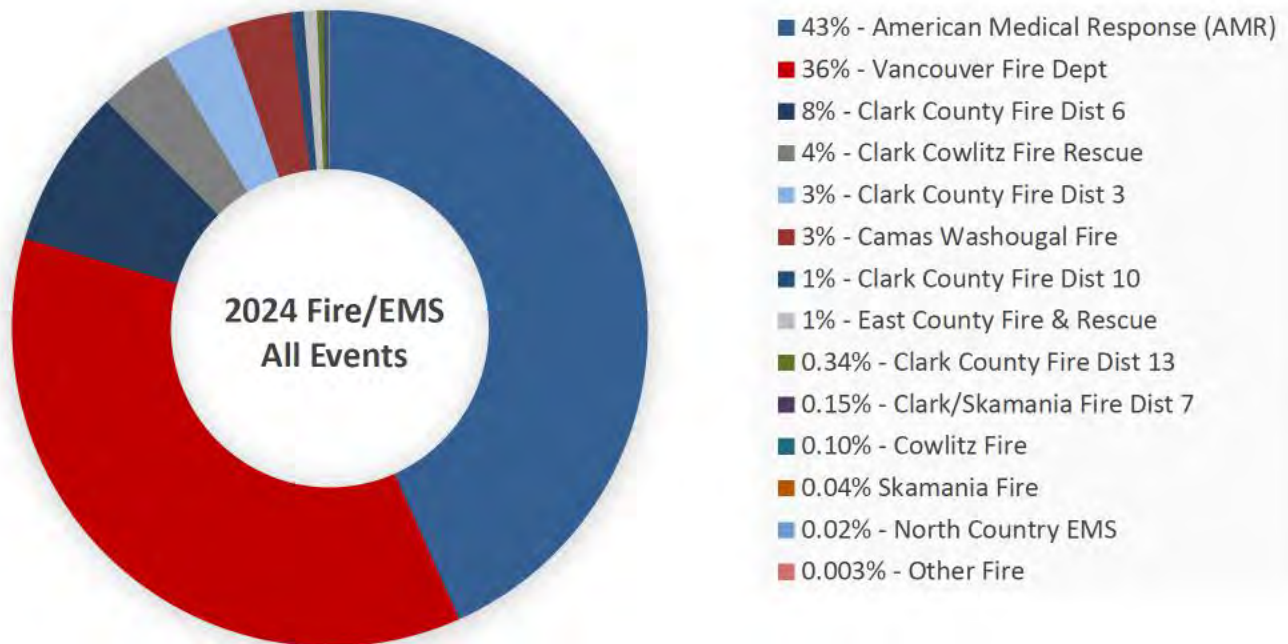
342,448



2024 OPERATIONS STATISTICS - FIRE / EMS

Agency	All Events Created	% of Total	Dispatched Events	Field Initiated	Field Created	Cancelled Events	Referred Events	Camas Amb Evts*	NCEMS Amb Evts*
American Medical	63,413	43%	56,657	522	2	5,959	273	0	0
Vancouver Fire Dept	52,989	36%	38,385	215	15	13,893	481	109	1
Clark County Fire Dist 6	11,814	8%	10,061	60	7	1,619	67	1	1
Clark Cowlitz Fire Rescue	5,478	4%	5,041	73	2	327	35	0	73
Clark County Fire Dist 3	5,012	3%	4,754	59	1	170	28	0	178
Camas Washougal Fire	4,668	3%	4,405	68	0	180	15	3,415	0
Clark County Fire Dist 10	1,017	1%	955	17	3	36	6	1	808
East County Fire & Rescue	959	1%	897	3	1	52	6	678	0
Clark County Fire Dist 13	504	0.34%	464	13	0	26	1	0	377
Clark/Skamania Fire Dist 7	220	0.15%	205	4	0	6	5	1	170
Cowlitz Fire	153	0.10%	63	0	0	46	44	0	2
Skamania Fire	56	0.04%	46	1	0	8	1	10	23
North Country EMS	25	0.02%	14	8	0	3	0	0	16
Other Fire	5	0.00%	0	0	0	2	3	0	0
	146,313							4,215	1,649

*Camas Ambulance and/or North Country EMS responded as mutual aid for lead agency



911 RECOGNITION & AWARDS

The following employees were recognized with [Life Saving Awards](#) in 2024. This is achieved through providing cardiac/respiratory arrest instructions to a 911 caller that directly result in a life being saved.

CRISA (02/09/24)
CRISA (02/09/24)
MALLARY (02/17/24)
KIM E. (04/12/24)
KIM E. (04/13/24)
SHAYLENE (04/21/24)
JOSHUA (04/26/24)
JOSHUA (05/15/24)
LUCINDA (07/12/24)
JACKIE P. (10/19/24)

The following employees were recognized with [EMD Excellence Awards](#) in 2024. This is achieved through providing excellent Emergency Medical Dispatch ProQA life support instructions.

DELANEY (01/04/24)
KAYLA (01/12/24)
JOSHUA (01/16/24)
KIM E. (04/13/24)
JAKE (05/24/24)
TERRY (06/02/24)
BRIAN (07/11/24)

The following employees were recognized with [Childbirth Awards](#) in 2024. This is achieved through providing pre-arrival instructions that directly result in the successful birth of a child:

SUZIE (04/11/24)
KIM E. (09/28/24)
NIC (11/02/24)



QUALITY ASSURANCE & ACCREDITATION

PROGRAM OVERVIEW

The Quality Assurance and Accreditation (QA&A) Program oversees the agency's strategic planning and quality-driven initiatives across five key areas: Quality, Compliance, Innovation, Funding, and Strategic Plan Implementation. The program is managed by the Program Manager and the QA & Accreditation Specialist.

In 2024, the QA&A Program administered the following agency programs:

- Strategic Planning
- IAED Accreditation
- CALEA Accreditation
- Agency Emergency Operations Planning
- Special Projects

STRATEGIC PLANNING

On June 1, 2023, the CRESA Administrative Board approved the 2023–2033 Strategic Plan developed by Mission Critical Partners (MCP). This plan emerged from a six-month comprehensive assessment and a two-day workgroup involving CRESA representatives and Board members. The Strategic Plan is designed to help CRESA achieve its mission:

"Making a difference in peoples' lives with highly trained staff who are passionate about their work and use state-of-the-art technology to connect people with the resources they need."

The Strategic Plan outlines a roadmap for achieving the following key objectives within five years:

- Staffing capable of carrying out a strategic training program plan
- Implement organizational structure to meet the volume and complexity of operations
- Staffing within 5% of authorized strength
- Adopt and maintain relevant agreed upon standards
- Increase baseline for employee engagement within 20% of the national average
- Adopted growth plan for facility and technology upgrades
- Establish CRESA as an integrated part of the alternative response framework
- Administrative and information technology (IT) services strategy implemented
- Governance documents finalized

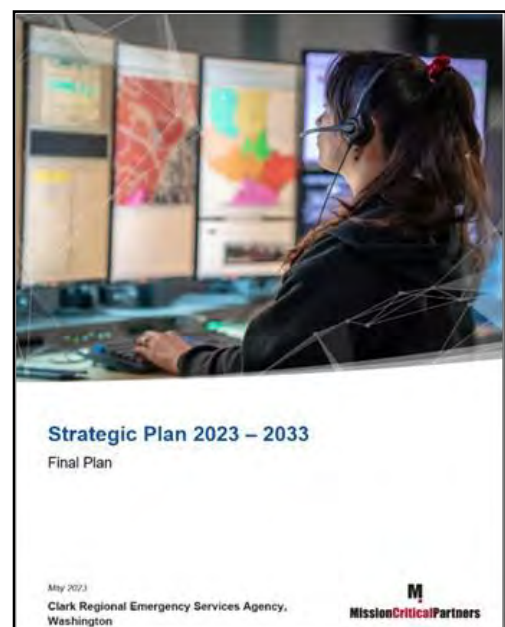
These nine key targets are essential to achieving CRESA's **long term goal** of:

"By 2033, CRESA will serve a population of 700,000 to accredited industry standards through effective leadership, funding, staffing, and infrastructure."

To achieve this, the Strategic Plan sets annual commitments broken down into quarterly "Rocks" - short term projects assigned to leads who report progress biweekly. The management team reviews progress quarterly, adjusting priorities as necessary. A comprehensive one-page summary of the Strategic Plan is updated quarterly.

Rocks completed in 2024 include:

- ✓ Onboarded 18 new full-time employees for 911 operations
- ✓ Implemented 24/7 staffing for Fire Communications
- ✓ Utilized trainees in call-taking positions post-training
- ✓ Continued the "Dispatchers on Demand" program
- ✓ Hired a Communications Specialist for internal and external communications
- ✓ Completed a 911 operations floor remodel, expanding from 16 to 22 positions
- ✓ Renovated the agency kitchen
- ✓ Procured licensing and hired a Network Administrator to transition off the county network



CALEA ACCREDITATION

The Commission on Accreditation of Law Enforcement Agencies (CALEA) was created in 1979 as a private, non-profit credentialing authority to develop a body of public safety standards of best practices and recognize professional excellence. To meet accreditation, public safety communication centers must meet over 200 standards covering: recruitment and selection; management and supervision; human resource practices, training and operations. CRESA was first awarded CALEA Accreditation in 2002.

CRESA is currently working on its 8th consecutive CALEA re-accreditation. These re-accreditations are on 4-year cycles that involve an annual review of standard proofs and an on-site review at the end of proof year 4. On November 8, 2024, CRESA successfully completed the proof year 3 review. .

IAED ACCREDITATION

The International Academy of Emergency Dispatch (IAED) was established in 1988 as a private non-profit standard setting body for emergency call-taking protocols, training, certification and accreditation. CRESA's Emergency Medical Dispatch (EMD) Accredited Center of Excellence by the IAED ensures the agency's 9-1-1 dispatchers determine appropriate emergency response and provide quality patient care over the phone. This is accomplished through an independent evaluation of CRESA meeting the IAED's "20 Points of Excellence" that are further broken down by over 60 specific standards.

CRESA originally received IAED Accreditation in 1993, becoming the 4th emergency dispatch center to do so in the world. Earning IAED Re-Accreditation demonstrates not only to each individual within the 91-1 center, but also the community that CRESA is committed to the international practice standards for emergency medical dispatch.

The table below shows CRESA's EMD protocol compliance to the random case reviews for 2024:

2024	IAED Standard	CRESA Performance	Number of Cases
High Compliance		55%	711
Compliant		27%	347
Partial Compliance	≤ 10%	7%	90
Low Compliance	≤ 10%	4%	56
Non-Compliant	≤ 7%	7%	96
Total		100%	1,300



2024 SPECIAL PROJECTS

Benchmarking Study

The objectives of the Public Safety Communication Centers' (PSCCs') Survey (Survey) focused on a few of the PSCCs' KPIs and establish a framework that allows for: 1) comparison of different public safety communications systems; 2) provide a foundation of best practices in how Key Performance Indicators (KPIs) are defined; and 3) develop future performance standards for the profession.

The retrospective PSCC KPI online Survey reached out to over 375 centers with only 18 who ended up participating. The Survey was designed to include similar groupings for comparison by obtaining demographic information such as service area population, area square miles, service demand and finance. The Survey also identified Production Methods including for example, specialized or cross-trained staff. The Survey defined how various performance metrics were measured, then recorded actual levels of performance of those metrics including: call processing times, protocol compliance, customer satisfaction, turnover rates and cost per call. Finally, various quality indicators were recorded in the Survey such as accreditation, training, certification, protocols and technology. Those participating in the Survey were assigned a number known only to them and those collecting and analyzing the data.

Updated Medical Response Configurations

As a result of continued work by our partner EMS agencies and Medical Program Director, the medical response configurations assigned to the medical determinant codes were updated. These updates included: additional calls that qualified for transfers to Nurse Navigation; and medical calls that are appropriate for BLS ambulance response; and calls appropriate for fire only or ambulance only response.

911 and 988 Interoperability

Throughout the year, CRESA has worked with our 988 provider, Volunteers of America Western Washington (VOAWW) and University of Washington to develop a process to better integrate a behavior health and substance use disorder (SUD) crisis response system that meets the needs of the community in Clark County, Washington. A key component for an integrated system is building 911 and 988/Crisis Line interoperability,

whose goals include: 1) reducing overreliance on emergency responders, jails and hospital emergency departments; and 2) improving treatment interventions for persons experiencing behavioral health and SUD crises. A key component of the integration of crisis services is that all relevant responders can coordinate in real-time, sharing information to ensure efforts are not duplicated and resources are used effectively. This kind of integration would be exactly like the crisis intervention collaboration called for in "air traffic control".



FINANCE DIVISION

FINANCE DIVISION OVERVIEW

The Finance Division provides vital support services for the agency in the areas of finance, budget, accounts payable/receivable, public records management, payroll and employee retirement plans. The program also provides staff support for the CRESA Administrative Board and the CRESA Management Team.

CRESA is audited annually by the Washington State Auditor's Office in accordance with auditing standards generally accepted in the United States and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States.

CRESA's finances are reviewed by a five-member Finance Committee. The Finance Committee consists of financial representatives from Clark County, the City of Vancouver, other cities in Clark County, fire districts within the County, and CRESA management staff. The group meets several times each year to review CRESA's long-range financial plan, funding resources, equipment replacement, and ongoing operations. The Committee, in turn, submits their recommendations to the CRESA Administrative Board for consideration. In 2024, members of the Finance Committee were:

Mark Gassaway, Clark County Finance Director

Cathy Huber-Nickerson, City of Camas Finance Director

Natasha Ramras, City of Vancouver Officer CFO

Scott Sorenson, Chief of Clark County Fire District 3

PUBLIC RECORDS

The Finance Division responds to all requests for 911 call records and other CRESA public records from user agencies, attorneys, media outlets, and the public. The most commonly requested records are CAD information and 911 call audio recordings.

Over the past decade, CRESA has seen a significant increase in public records requests, rising from 2,705 requests in 2012 to more than 7,700 in 2023 and exceeding 8,400 in 2024 - a 10% increase in just the past year. Given statewide trends and ongoing technological advancements in the 911 industry, we anticipate continued growth in public records requests in the coming years.

2024 Public Records Highlights:

- **Total Requests:** CRESA processed 8,420 public records requests in 2024, reflecting a 10% increase from 2023.
- **Average Processing Times:**
 - * Administrative Services: 4 business days
 - * GIS Services: 12 business days
 - * Technical Services: 2 business days
- **Public Records Schedule Fee Implementation:** In August 2024, CRESA implemented a new PRA schedule fee.
- **Subpoenas:** An average, 200 subpoenas for court are received per month.
- **Court Testimony:** Staff are required to testify in court an average of 1 to 3 times per month, though the frequency may vary.
- **Online Public Records Request Portal:** Continued to enhance accessibility and streamline the request process.
- **Collaboration with State and other 911 Centers:** In June 2024, a 911 Center PRA support group was started to encourage networking and support to other 911 Center in Washington State. This also led to a collaboration with MRSC to assist in statewide trainings for 911 Centers.
- **WAPRO Certification:** Requires 30 hours of Public Records Act (PRA) training.



CITIZEN SURVEY

Previously, the Finance Division conducted a monthly satisfaction survey by mailing questionnaires to approximately 50–60 randomly selected individuals who had contacted 911 or 311 for service. In 2023, the response rate was down to 15% which equates to roughly 10 returned surveys monthly, with 97% of respondents indicating a positive interaction with 9-1-1.

In June 2024, CRESA initiated a 90-day trial of **Axon My90**, a community feedback and engagement tool designed to collect anonymous survey responses regarding interactions with our 9-1-1 centers via text messaging. This platform enables CRESA to gain valuable insights into public perceptions, improve service quality, and enhance transparency. Due to the significant increase in response rates with text-based surveys, CRESA fully implemented its partnership with **Axon My90** in September 2024.

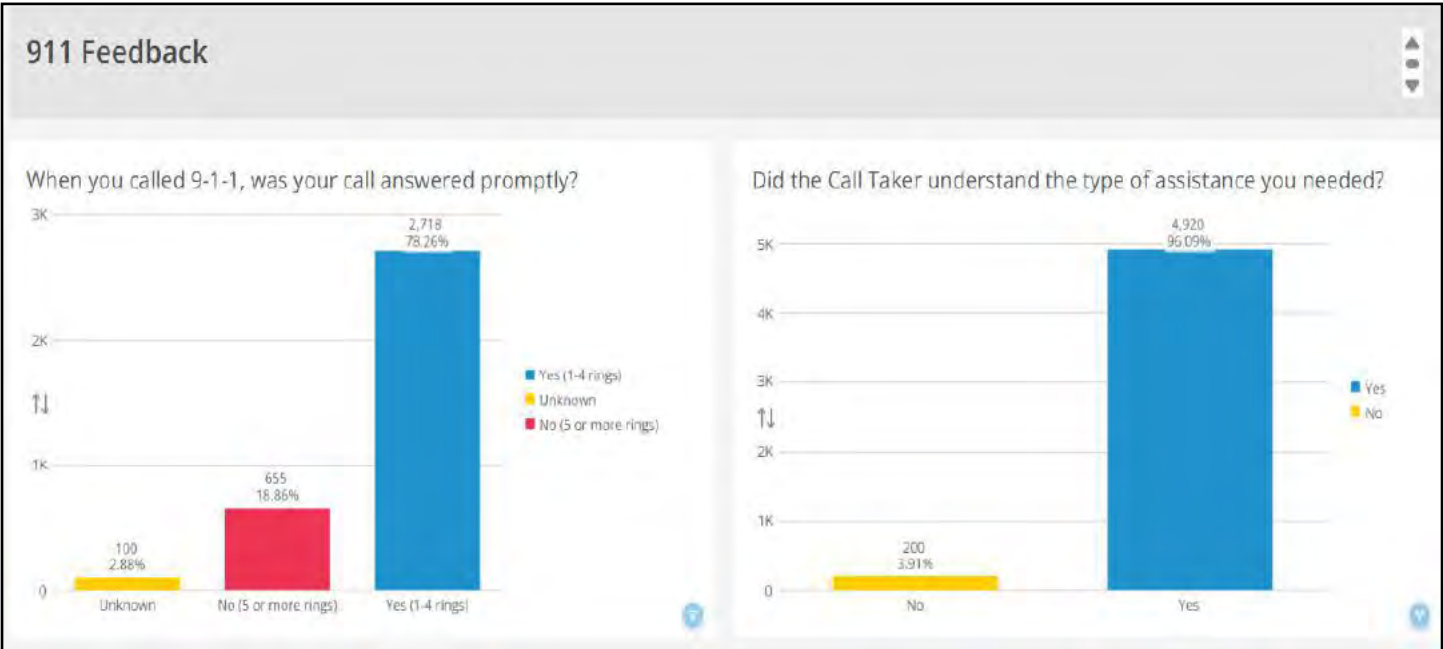
Key Features of Axon My90 Surveys:

- **Anonymous Feedback:** Surveys are sent via text message to community members following their interactions with 911 dispatchers and call takers, ensuring candid and confidential feedback.

- **Customized Questions:** CRESA tailors survey questions to assess key areas such as call handling, type of services requested, professionalism, and overall satisfaction.
- **Real-Time Data & Analytics:** Aggregated feedback data helps identify trends and opportunities for improvement.
- **Community Engagement:** Enhances trust and accountability by demonstrating CRESA’s commitment to continuous service enhancement.
- **Administrative Review:** At the beginning of each month, an automated report is generated and shared with CRESA administrative staff for review.
- **My90 Dashboard:** Provides an **All-Time Summary**, currently reflecting **70,380** survey texts sent, **6,706** responses received, and a **9.5% response rate**.

Although the response rate percentage using Axon My90 is lower, the total number of completed surveys has significantly increased, rising from an average of 10 per month with mailed paper surveys to 486 per month through text-based surveys.

By leveraging Axon My90, CRESA continues to prioritize transparency, community engagement, and service excellence in emergency communications.

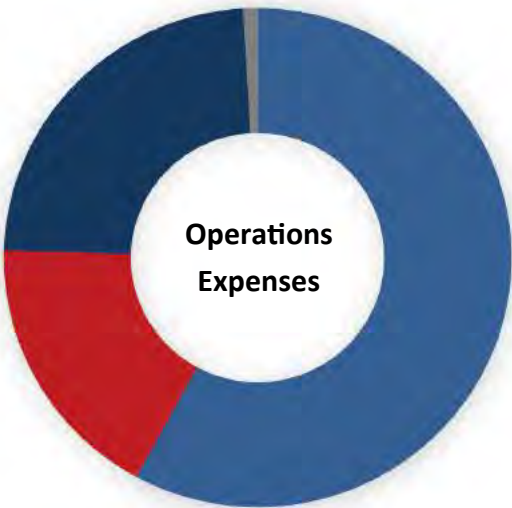


Example My90 Dashboard - Citizen Survey Results in 2024

2024 FINANCIAL SNAPSHOT - 911 Operations

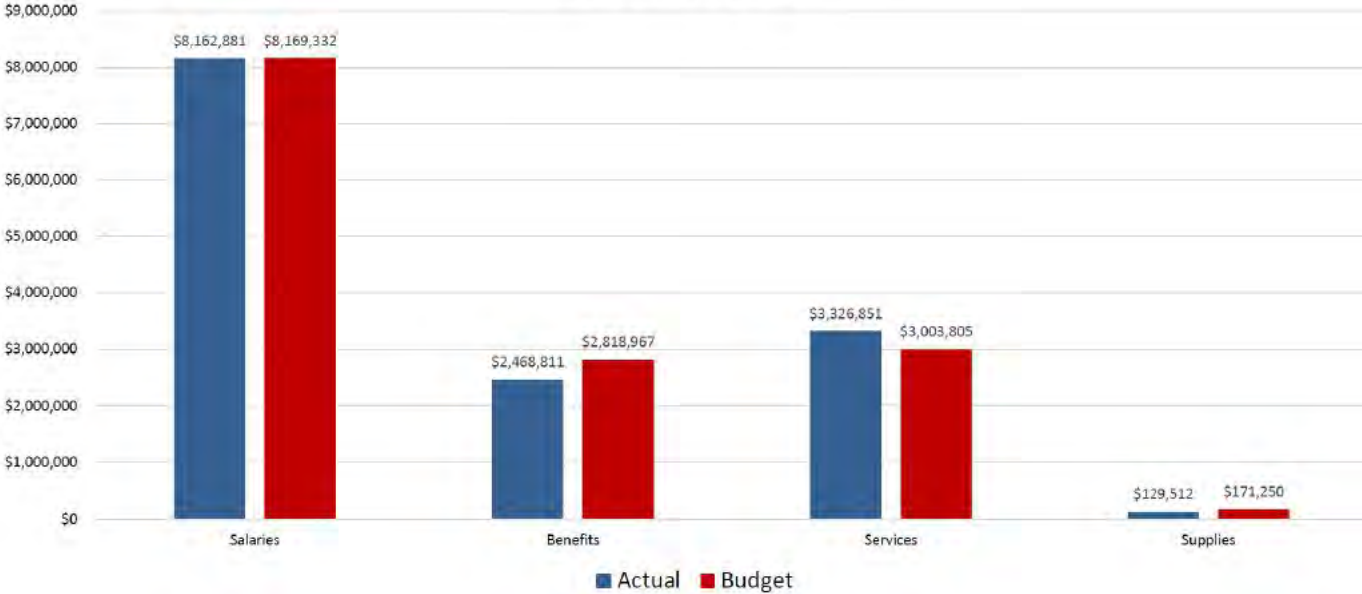


- 36% - E911 Excise Tax: \$5,214,155
- 49% - Dispatch Fees: \$7,058,434
- 12% - Radio System & Equipment Fees: \$1,654,270
- 1.1% - Interest Earnings: \$162,137
- 0.8% - Radio Site Leases: \$109,857
- 0.6% - Grants: \$86,910
- 0.3% - Pass Thru/Other: \$37,064

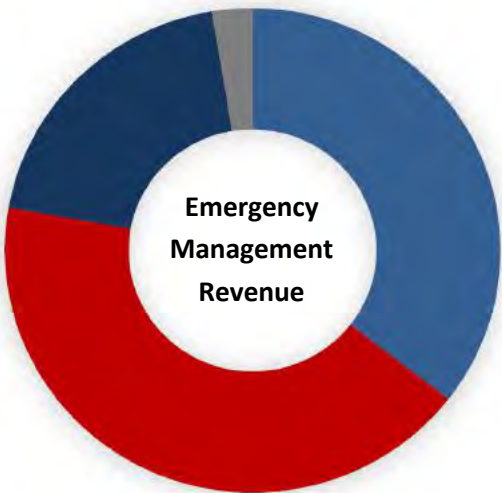


- 58% - Salaries: \$8,162,881
- 18% - Benefits: \$2,468,811
- 24% - Professional Services: \$3,326,851
- 1% - Materials & Supplies: \$129,512

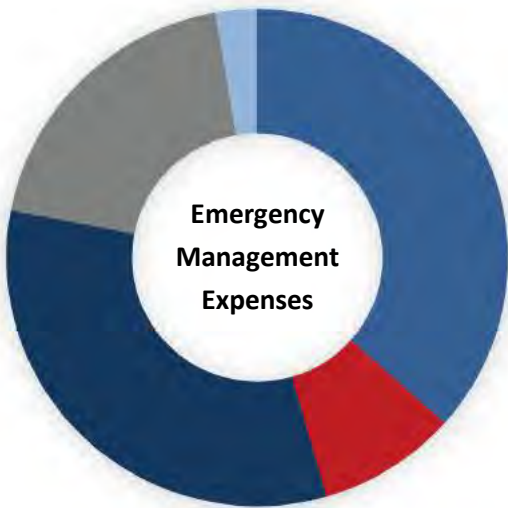
2024 Actuals to Budget



2024 FINANCIAL SNAPSHOT - Emergency Management

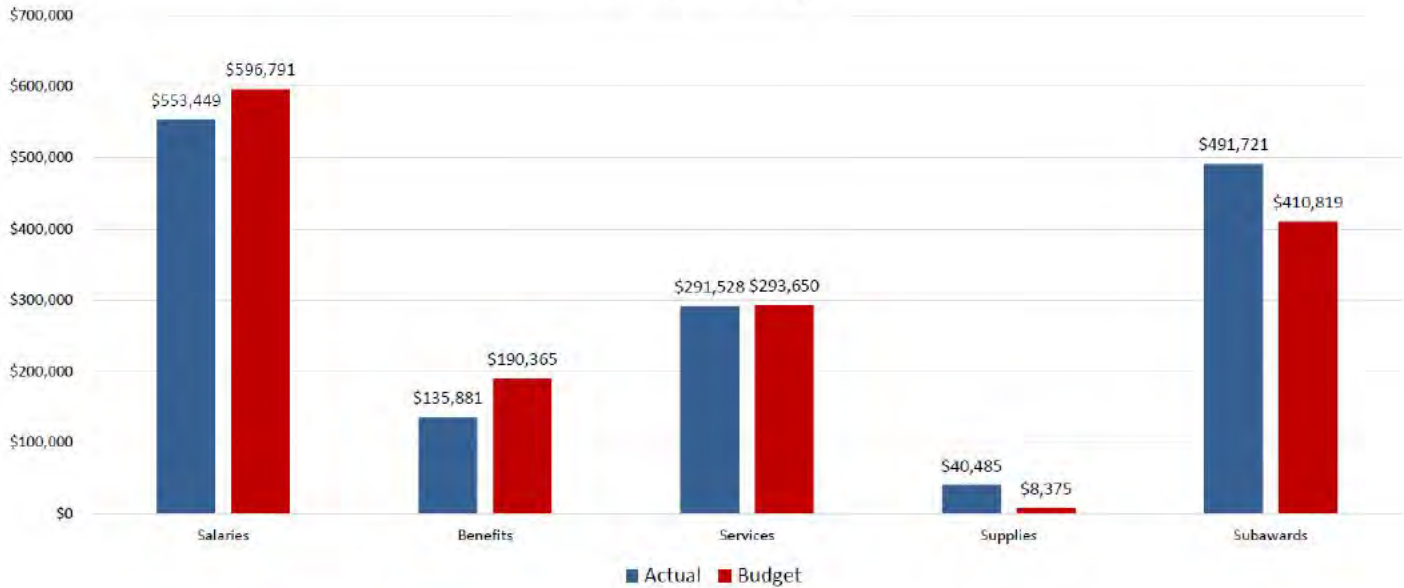


- 36% - SHSP/UASI Grants: \$508,835
- 42% - Emg Mgt Per Capita Fees: \$606,412
- 20% - EMPG Grant: \$279,767
- 3% - Interest Earnings/Other: \$37,658



- 37% - Salaries: \$553,449
- 9% - Benefits: \$135,881
- 32% - Grant Subrecipient Pass Through: \$491,721
- 19% - Professional Services: \$291,528
- 3% - Materials & Supplies: \$40,485

2024 Actuals to Budget



HUMAN RESOURCES

HUMAN RESOURCES PROGRAM OVERVIEW

CRESA’s Human Resources is responsible for a recruitment, compensation, benefits, leave programs, employee relations, labor relations, performance management, training and leadership development. Human Resources also supports our employee engagement and recognition programs and committees.

ACCOMPLISHMENTS & HIGHLIGHTS

Recruitment

The following recruitments were successfully completed in 2024:

Position	# of Applicants	Internal / External	Positions Filled
911 Call Taker Dispatcher Trainee (Laterals)	56	External	4
Emergency Management Coordinator – T & E	169	Internal / External	1
911 Dispatch Supervisor	56	Internal / External	1
Communications & PIO Coordinator	58	External	1
Network Administrator	105	External	1
911 Call Taker Dispatch Trainee	1417	External	15

Labor Relations

We have two Collective Bargaining Agreements with the Clark County Dispatcher Guild and the Clark County Dispatch Supervisor Guild. Negotiations for the next guild contracts began at the end of 2024 and will continue into 2025.

Employee Recognition

Telecommunicator’s Week was celebrated April 9-15, 2024 with a combination of internal activities and external recognition. Social media posts highlighted our dedicated Dispatch staff, featuring the various shifts that work 24/7.

Health & Wellness

Health and wellness for our staff is very important, not just physically but mental and emotional health. Our peer support team has been educating and sourcing resources and training for staff. HR continues to support staff with tools, resources and communicating how to better utilize Benefits and Employee Assistance Program in these areas to support employee specific needs. CRESA employee engagement crew helps bolster engagement morale activities along with facilitating fitness and weight loss challenges. The agency has provided two quiet rooms, fitness room, ergonomic stations, balance balls, balance boards, desk cycle and treadmill to support physical well being.



Recruitment efforts in 2024 included attending multiple job fairs

2024 EMPLOYEE RECOGNITION



MEMORIE - EMPLOYEE OF THE YEAR

Dispatcher

Memorie consistently exemplifies CRESA's core values, demonstrating integrity, professionalism, and accountability in all she does. Her dedication shines through her three years as a trainer, where she patiently guides trainees to success. One trainee shared, "She is chef's kiss when it comes to trainers," while another praised her passion for helping others grow.

Beyond training, Memorie steps up as an Acting Supervisor, committee member, and E-board contributor, always seeking professional growth and workflow improvements. Whether mentoring, dispatching, or call-taking, she leads with empathy, resilience, and an unwavering commitment to others—an inspiration to all.



JODI - EMPLOYEE OF THE YEAR

Emergency Management Coordinator

Jodi Blackwood has significantly advanced the Citizen Emergency Response "CERT" program, training hundreds of volunteers and strengthening community resilience. She keeps volunteers engaged through monthly meetings, hands-on training, and collaboration with fire departments.

Beyond her organizational role, she actively educates the public, representing CRESA at events and fostering community goodwill. Since joining CRESA full-time in 2023, her dedication remains unwavering. As part of the Emergency Management team, she supports colleagues, stays positive under pressure, and makes decisions that benefit the agency, public, and volunteers.



SHELLY - EXEMPLARY SERVICE AWARD

Public Records Specialist

Shelly joined the Finance Division in February 2024 as the Public Records Specialist and quickly transformed public records management and citizen engagement. She led the development and adoption of a new public records fee schedule, integrating an online payment system with GovQA for seamless processing.

Shelly also spearheaded the transition to the My90 text-based citizen survey platform, increasing responses from 10 to hundreds per month while reducing staff workload. She created comprehensive job manuals, earned Public Records Officer (PRO) certification, and founded the PSAP Public Records Support Group, connecting over 20 public records specialist from 911 centers statewide. She has brought in expert training and continues to enhance best practices in public records management.

Beyond these achievements, Shelly is a joy to work with and a valuable asset to our team. Thank you, Shelly!



JUSTINE - EXEMPLARY SERVICE AWARD

Emergency Management Coordinator

In 2024, Justine achieved a historic milestone by completing Washington's first countywide Disaster Fuel Management Plan. She streamlined three incomplete plans into one comprehensive strategy, optimizing resources while preserving prior efforts. Justine also trained partners to collect essential data, ensuring accuracy and long-term collaboration. Her work not only saved time but also created a dynamic plan that enhances disaster resilience. Through innovation, leadership, and teamwork, Justine has significantly strengthened community preparedness and safety.

RYAN - EXEMPLARY SERVICE AWARD

Dispatcher

During the year, Ryan served as the primary dispatcher for two critical incidents: a CPD officer-involved traffic accident and reports of an active shooter at Vancouver Mall.

In September, when a CPD officer was seriously injured in a crash and struggling to communicate, Ryan relied on his eight years of experience and quick thinking to dispatch immediate aid. The Camas Police Chief later expressed deep appreciation for his support and reassurance during the crisis. Then on Halloween, Ryan was the lead dispatcher when CRESA was flooded with calls about an active shooter at Vancouver Mall. Amid the chaos, he efficiently coordinated units, ensuring they had the best available information. While the situation was ultimately a targeted shooting, Ryan's calm leadership helped manage a high-stakes response.

These are the calls that test a dispatcher's skill and composure. Ryan met both with professionalism and dedication, embodying CRESA's mission to serve our communities and partner agencies when it matters most.



TECHNICAL SERVICES AND RADIO DEPARTMENTS - EXEMPLARY SERVICE TEAM AWARD

The Technical Services and Radio team did an outstanding job in 2024 during the dispatch floor remodeling project. This included designing and implementing a fully functional temporary dispatch center in the EOC, ensuring CRESA could continue serving Clark County seamlessly. They swiftly reassembled dispatch positions in the newly remodeled floor and training room, executing both moves with precision and zero service interruptions.

Their dedication, coordination, and problem-solving turned a complex remodel into a success, exceeding expectations despite challenges. Working long hours, they handled every detail with professionalism and grace. A huge thank you to **Janet, Tyler, Jim, Kirstin, Andrew, Zach, and John** for exemplifying CRESA's core values: Dedication, Integrity, Creativity, Passion, Communication, and Concern.

TRAINING TEAM - EXEMPLARY SERVICE TEAM AWARD

In 2024, CRESA's Training Program earned APCO's Project 33 recertification while meeting ACE and CALEA standards. Despite staffing challenges, our CTOs have tirelessly trained 18 new hires, adapting innovative teaching methods and collaborating across departments to maximize learning opportunities.

Beyond instruction, our trainers provide unwavering support, helping trainees build confidence and resilience under high-pressure conditions. Balancing personal and professional demands, they demonstrate exceptional dedication, coaching trainees through major events while fostering a culture of growth and excellence.

Many trainers also serve as EMD-Qs and Peer Support, reinforcing their commitment to CRESA's mission. They don't just teach—they inspire, adapt, and lead, ensuring a strong foundation for the future of 911.

The Training Team includes:

Jennifer, Sarah J, Crisa, Nate, Jamika, Derek, Holly, Kim, Memorie, Ayumi, Marcy, Janeen, Cynthia, Jackie P, Cassandra and Kayla.

OPERATIONS TEAM - EXEMPLARY SERVICE TEAM AWARD

On December 8, 2024, Jackie answered a call that initially seemed like a mental health issue, but her intuition told her something was wrong. With no clear name, address, or request for police, fire, or EMS, Jackie took the initiative, opting to send medical help. She worked tirelessly to pinpoint the caller's location using RapidSOS and other resources.

Her teammates - Jodi, Robyn, Suzie, Amber, and Carrie, immediately stepped in, using creative problem-solving to support the effort. Thanks to their teamwork and persistence, responders located the caller, who was suffering from a stroke. Their swift actions ensured she received critical care without delay, preventing a far worse outcome.

Recipients: **Jackie P, Jodi, Suzanne, Robyn, Carrie and Amber**

TECHNICAL SERVICES DIVISION

DIVISION OVERVIEW

The Technical Services Division manages the agency's technology systems and equipment. Major systems include the Computer Aided Dispatch (CAD) system, Public Safety 800 MHz and VHF radio systems, Region IV radio system, NG911 telephone system, and voice logging recording system. The division also supports numerous other technical and software systems and all hardware and software components for the 911 dispatch operations center, back-up center, the EOC and administrative offices.

PROJECT UPDATES

CAD System

CRESA went through a dispatch floor remodel, adding an additional six (6) workstations to the dispatch floor. During the remodel, Tech services was able to stand up a temporary dispatch floor in the space occupied by Emergency Management. This allowed for the smooth installation of the new furniture, with no downtime to dispatch operations.

Network Separation & Upgrade

CRESA worked closely with Clark County over the course of 2024 to separate network services between CRESA and Clark County. CRESA has stood up our own domain (CRESA.WA.GOV), Active Directory, O365 services (including exchange services), CrowdStrike antivirus, remote network connectivity, ISP (Xfinity as primary, and Starlink as secondary). This project will continue into 2025.

Phone System Project

CRESA is part of a consortium of 911 centers, which includes TCOMM in Thurston County, Wahkiakum County 911 and RIVERCOM in Wenatchee, that shares components of a geo-divers, host/remote phone handling system.

Starting in 2023, selection for a new phone system began by determining those vendors that could support system requirements for all consortium members. Three vendors were invited to make in-person presentations to the Consortium in October of 2023 in Wenatchee in conjunction with the Washington APCO-NENA fall conference. The Consortium then invited the three vendors to give on-site demonstrations at TCOMM, CRESA and RIVERCOM where users could have hands on experience. Following the demonstrations, the Consortium sent a cadre of Subject Matter

Experts, Supervisors and Managers to other similarly sized PSAPs using the three vendors' solutions.

During the entire process, the Consortium sought input from call taking users, technicians, supervisors and the PSAP Directors to help identify requirements and determine a final scoring methodology. This methodology was used to make the final preferred vendor selection, which is Central Square. In 2024, final contracts with Central Square were signed, and the project progressed with system design and development of a testing environment. CRESA anticipates cutover to the new phone system sometime in 2025.

IT Service Metrics - Help Desk

CRESA's help desk system allows for categorization and prioritization of technology issues and requests tied to service levels and reporting. CRESA Help Desk Requests created by category in 2024 as follows:

IT Service Metrics: 2024 Help Desk Ticket Summary

Category	2024 Count	% of Total
CAD (I/Dispatcher, Map, ProQA, Response Plans etc.)	1,894	38%
Not Categorized/Misc	946	19%
Applications (PulsePoint, Equature, etc.)	1010	20%
User Accounts	318	6%
Radio Projects/System	75	2%
Telephone	434	9%
Computer	201	4%
Network	93	2%
Total	4,971	100%

EMERGENCY MANAGEMENT DIVISION

DIVISION OVERVIEW

CRESA's Emergency Management Division is the local comprehensive emergency management organization for Clark County and the cities of Battle Ground, Camas, La Center, Ridgefield, Vancouver, Washougal and the Town of Yacolt, as required under RCW 38.52 and WACs 118-09 and 118-30.

In 2023, the Emergency Management Division experienced a significant personnel turnover of 60%. Key departures included the Operations Coordinator and the PIO/Public Education Coordinator, both of whom transitioned into regional managerial roles, as well as the retirement of the Grants Coordinator. In response to user feedback and the findings, the division restructured its five positions to focus on the following key areas:

- Internal/EOC Operations Coordination
- Partner Planning Coordination
- Continuity of Operations (COOP) Coordination
- Mitigation and Recovery Coordination
- Volunteer and Grants Coordination

By the end of 2024, the division was fully staffed and operational under this new structure.

EOC OPERATIONS - SIGNIFICANT EVENTS

February Ice Storm

On February 14th, the EOC activated to an Enhanced Operations Level to manage an increased number of resource requests by the Severe Weather Task Force. This included appointing a Logistics Section Chief, coordinating volunteers, and facilitating requests for additional shelter supplies.

Thompson Road Fire (Yacolt)

On April 19th, a Level 1 "Be Ready" wildfire evacuation warning was issued to 125 contacts surrounding the Town of Yacolt due to a 10-acre brush fire. The EOC also requested a spot forecast from the National Weather Service to support fire response efforts.

Vancouver Waterfront Bomb Threat

On August 9th, a Shelter-in-Place warning was issued to 1,493 contacts in downtown Vancouver, including Vancouver City Hall, following a bomb threat. After a thorough investigation by the Vancouver Police Department, an All-Clear message was issued over two hours later.

DIVISION PROJECTS & HIGHLIGHTS

Volunteer Coordination and Public Outreach

In 2024, significant advancements were made in volunteer readiness. Lessons learned from the Nakia Creek and Jenny Creek incidents led to the full training and preparedness of over 30 CERT volunteers. These volunteers are now equipped to manage Assembly Areas, Points of Distribution, and Emergency Shelters in disaster scenarios.

As part of continued efforts to engage hard-to-reach communities, CRESA partnered with the Clark County Commission on Aging in the first two quarters of the year. A series of disaster preparedness workshops were conducted, receiving highly positive feedback.

Continuity of Operations Planning (COOP)

Substantial progress was made in supporting local jurisdictions with COOP planning:

- In Ridgefield, multiple tabletop exercises familiarized EOC members with their roles.
- In La Center and Camas, COOP planning initiatives were launched to educate key leaders on processes and outcomes.
- In Vancouver, support continued for the City Emergency Manager's efforts.
- In Battle Ground, a revitalization plan was established for its existing COOP/EOC structure.
- Outreach initiatives for Washougal and Yacolt are scheduled for the upcoming year.

Response Partner Planning

Building on lessons from the Nakia Creek and Jenny Creek incidents, the division addressed gaps in large animal evacuation and sheltering. Through collaboration with community groups, CRESA developed a comprehensive evacuation plan for horses, llamas, alpacas, and goats. Additionally, a communications framework was established, incorporating coordinators for the Clark County Fairgrounds and the Clark County Saddle Club.

Mitigation and Recovery Planning

In 2024, CRESA became the first county in Washington to develop and submit a Disaster Response Fuel Plan to the State Department of Commerce. This plan, created through over a year of focused collaboration, integrates three existing frameworks and input from Clark County's four largest fuel consumers. It will not only enhance post-impact fuel management but also serve as a foundation for broader scarce resource planning.

DUTY OFFICER PROGRAM

CRESA Emergency Management staff members serve as Duty Officers for the Agency. Duty Officers monitor hazardous situations, conduct notifications as outlined in the emergency response plans and provide coordination assistance for hazmat, search and rescue, weather-related situations and any other emergency situation as requested.

Duty Officer Annual Recap:

	2024	2023	2022
Search And Rescue			
Within Clark County	15	9	18
Mutual Aid	10	22	17
Dive Team	1	0	3
Police/Evidence	5	5	1
Total	30	36	35
HAZMAT Response			
Within Clark County	23	30	39
Outside Clark County	0	0	3
Total	23	30	41
Severe Weather Events			
Flooding	1	1	2
High Winds/Storm	1 (Bomb Cyclone)	1	2
Heat/Fire	3	0	1
Other Severe Weather	1	0	0
Winter/Cold	2	1	3
Total	8	3	8
Other Calls			
Public Health Support	2	0	2
Community Notification (Alert & Warning)	20 (18 LE, 2 Fire)	8	7
Power Outage	0	0	0
Earthquake/Tsunami Debris	0	0	0
Volcano	1 (Mt Adams unrest)		
Landslide	1	1	0
Critical Infrastructure Support	1	0	1
Fire Support/Smoky/Burn Ban	6	8	8
9-1-1 Outage/Support	4	3	3
Law Enforcement Support	0	5	6
Communications/IT	0		0
Other	1 (Regional UNK Odor)		0
Total	36		27
Grand Total	97	94	111
Significant Events			
	February Ice Storm & Cold Thompson Rd Fire (Yacolt) Vancouver Waterfront Bomb Threat The Great Stink Bomb Cyclone	I-5 Woodland Slide Burnt Bridge Creek Fire TumTum Fire Jenny Creek Fire Evergreen School Incident Tornado Warning	Nakia Creek Fire

OUR MISSION

We serve as the vital link between our community and our public safety partners in providing reliable 9-1-1 call-taking and dispatch, regional public safety radio and emergency management.

OUR VISION

Always here, always ready for our community and partner agencies, delivering excellent and innovative 9-1-1 and emergency services.

OUR VALUES

*Dedication, Integrity, Creativity, Passion,
Communication, Concern*

AGENCIES SERVED

American Medical Response
Battle Ground Police
Camas Ambulance
Camas Police
Camas Washougal Fire Dept.
City of Battle Ground
City of Camas
City of La Center
City of Ridgefield
City of Vancouver
City of Washougal

Clark County Fire District #10
Clark County Fire District #13
Clark County Fire District #3
Clark County Fire District #6
Clark County Fire Marshal
Clark County Sheriff
Clark-Cowlitz Fire Rescue
Cowlitz Tribal Police
Cowlitz/Skamania Fire District #7
East County Fire and Rescue
La Center Police

North Country EMS
Ridgefield Police
Skamania County Fire District #6
Town of Yacolt
Vancouver Code Enforcement
Vancouver Fire Department
Vancouver Police
WA State Dept. of Corrections
Washougal Police
Woodland Fire Department
WSU Vancouver Police