

# CENCOM POLICY BOARD

July 7, 2015 (12:30 to 1:30)

Norm Dicks Government Center

## A G E N D A

12:30 (5)

*(Chair)*

1. Call to Order
2. Public Comment (limited to 2 minutes per speaker)
3. Adoption of Minutes
4. Additions to the Agenda

12:35 (55)

5. Adoption of 2016 Budget
6. MCT Replacement
7. Governance
8. 2<sup>nd</sup> Quarter Budget Report
9. 2<sup>nd</sup> Quarter Project Report
10. Good of the Order

*(Kirton)*

*(Kirton)*

*(Kirton)*

*(King)*

*(Kirton)*

*(All)*

**1:30 Adjourn**

*(Chair)*

# CENCOM POLICY BOARD

**Minutes**  
**April 7, 2015**

Norm Dicks Center  
Bremerton, WA

## **ATTENDING:**

**Kitsap County:** Commissioner Robert Gelder, Commissioner Ed Wolfe, Commissioner Charlotte Garrido and Sheriff's Office Gary Simpson  
**Mayors:** Port Orchard Mayor Tim Matthes, Poulsbo Mayor Becky Erickson, Bremerton Mayor Patty Lent and Bainbridge Island Mayor Anne Blair  
**Bremerton City Council Members:** Greg Wheeler  
**Fire Commissioners:** Bob Muhleman, Dusty Wiley and Dave Ellingson.  
**CENCOM/DEM:** Richard Kirton-Director, Maria Jameson-Owens-Deputy Director, Robin King-Financial Analyst, Stephanie Browning-Office Supervisor  
**Absent:** Bremerton Council Member Jerry McDonald

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**Call to Order:** Fire Commissioner David Ellingson called the meeting to order at 12:40 pm.

**Public Comment:** None

**Minutes:** A motion was made by Commissioner Charlotte Garrido and seconded by Bremerton Mayor Patty Lent to approve the minutes of January 6, 2015. Motion Carried.

**Additional Agenda Items:** None

## **Budget Report**

The CENCOM Policy Board was given an information paper regarding CENCOM budget through the end of February. CENCOM revenues are slightly above budget with expenditures slightly below. There are currently no significant outliers. No reserve funds have been used so far this year. There have been no risks identified and economic indicators for Kitsap County are positive.

## **Performance Measures Report**

In 2008 CENCOM began setting goals and develop the goals with the approval from the CENCOM Policy Board. In 2009 the data was collected and the first presentation was completed

in 2010. CENCOM looks at areas to gain efficiencies and ways to improve the process throughout the year. Deputy Director Maria Jameson-Owens presented the 2014 Performance Measures for CENCOM. She reviewed the training program, continued education, overtime/sick leave, employee retention, call answering standards, public records requests, and system reliability (document attached).

### **Board Work Study**

There will be a Board Work Study session on April 23<sup>rd</sup> from 12-5pm at the CENCOM building. This will relate to CENCOM Goals number 1D-Disucuss additional improvements/goals as part of ILA update and focus on governance. The Board will discuss what's working, what's not working, and the executive committee layout. This study session is the most important work session CENCOM has. Additionally, the first day of the Strategic Process took place last Wednesday and day two will take place on this Friday April 10<sup>th</sup> from 9-3. Director Kirton encouraged all Board Members to participate in this process.

### **2015 Goals and Tech Projects Report** (document included in packet)

CENCOM has worked with Executive Committee, Chiefs and CENCOM staff to reorder some of the projects in a way that make more sense as far as sequencing and timing. CENCOM has completed three goals related to Governance, one of which board meeting packets and agendas are now available on CENCOM website. The link for this information will be emailed to all members before the meetings. CENCOM has also completed the UPS batteries (project 6) and the price was a little less than originally requested. The MCT Hardware and selection (project 8) is in progress and the MCT Committee has looked at some options that are very appealing for functionality and costs. The recommendations from this group will be incorporated in the budget presentation. The Bainbridge Island Tower (project 8) is moving forward; Director Kirton has met with the Bainbridge City Manager and he has met with council members on the issue. They are evaluating whether this project can/should be combined with the proposed police station construction. The Backup center (project 16) is back on track, a meeting took place with the Silverdale Water District with a number of Chiefs and Commissioners present; the meeting went well and they are ready to talk details to get an agreement signed. The Reorganization Project (project 19) currently is making progress on one piece; the other parts are on hold awaiting Compensation Analysis the County is conducting. Text to 911 (project 21): CENCOM was the first County in the State to offer Text to 911. There was media coverage that took place on March 31<sup>st</sup>. CENCOM sent the letters to the carriers in December 2014 and was live with the first carrier on February 10<sup>th</sup> and last carrier on March 5<sup>th</sup>. This shows an excellent example of when everyone from the Board level down to the employees of CENCOM are on the same page and moving in the same direction; when working together we are able to accomplish amazing things. The National Center for Missing and Exploded Children (project 23): CENCOM is in the process of becoming a NCMIC partner agency. This means that CENCOM and Law Enforcement partners follow the industry best practice for missing and exploded children; this will be in place by the end of June.

### **Additional Items/Good of the Order**

Mayor Lent went to the Strategic Planning with Doctor Hicks and expressed it is a worthwhile exercise and appreciated being invited to attend.

Fire Commissioner Ellingson shared that there are Skylander Festivals being approved in the State. These festivals have bundles of fire lanterns they put in the air and you have no control over them once they are released. He recommends if someone comes before you and asked to have one of these events it's a good idea to say no.

The meeting was adjourned at 1:34 PM.

**The next regular scheduled meeting will be held on July 7, 2015  
At the Norm Dicks Building at 12:30 p.m.**

# CENCOM POLICY BOARD Budget Work Study

**Minutes**  
**June 12, 2015**

## CENCOM FACILITY Bremerton, WA

### **ATTENDING:**

#### **Kitsap County:**

**Mayors:** Port Orchard Mayor Tim Matthes and Bainbridge Island Mayor Anne Blair

**Bremerton City Council Members:** Jerry McDonald and Greg Wheeler

**Fire Commissioners:** Bob Muhleman, Dusty Wiley and Dave Ellingson.

**CENCOM:** Richard Kirton-Director, Maria Jameson-Owens-Deputy Director, Robin King-Financial Analyst, Stephanie Browning-Office Supervisor

**Guests:** Poulsbo Fire Chief Jeff Griffin

**Absent:** Commissioner Robert Gelder, Commissioner Ed Wolfe, Commissioner Charlotte Garrido, Poulsbo Mayor Becky Erickson, Bremerton Mayor Patty Lent, Sheriff Gary Simpson

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**Call to Order:** Fire Commissioner David Ellingson called the meeting to order at 12:17 pm.

**Public Comment:** None

**2016 Proposed Budget Presentation** (documents were distributed)

Director Kirton presented an overview on the 2016 Budget. Currently, CENCOM does not have final numbers from the County for services they provide and there is a chance CENCOM will not have final numbers when asking for approval of the budget. The budget approval schedule was moved earlier to help with all of the agency timelines. The budget being presented is constitutionally balanced but also structurally balanced in that operating revenues exceed the operating expenses.

CENCOM 2016 Budget Highlights:

#### **REVENUE**

\*Telephone Excise Tax is being budgeted the same as in 2015. These revenues are being watched closely as they are very unpredictable statewide. The reason for the unpredictability is that prepaid is now collecting at the point of sale. When this shift happened Department of Revenue said there will

now collecting at the point of sale. When this shift happened Department of Revenue said there will be a jump in compliance rate and this has not occurred.

\*User fees overall have not changed, some entities will increase and decrease based on units of use. There is a blank spot on the spreadsheet for the Mobile Computer Terminal (MCT) Replacement which will be discussed at this work study.

### **APPROPRIATIONS SUMMARY**

\*The County had refinance the bond loan and we are saving about 30K a year.

### **OPERATION EXPENDITURES (cost center 1032)**

\*Salaries and benefits has a 4% increase which includes a cola and a proposed increase to the full time employee level to help with overtime and improve CENCOM retention rate.

\*Supplies has a 21% decrease. The bulk of this decrease is items were moved.

\*The rent for the Gold Mountain Tower property, which is owned by Department of Natural Resources is increasing.

\*Maintenance fees have increased particularly with the CAD system

\*Interfund costs have a place holder of 3% for now until we get the figures back from the county, the only figures are from the Information Services. These are not final numbers either.

### **MCT SYSTEM (cost center 1033)**

\*There is a decrease in this cost center of 4.2% as this only pays for infrastructure and ongoing support of the subscriber units. With the units being upgraded there should not be as many issues. This does not include unit upgrade costs.

### **MINOR TECHNICAL ENHANCEMENTS (cost center 1034)**

\*This cost center includes a few carry forward projects from 2015 and new projects. The new projects are to improve data on the CENCOM map, tower site improvements, equipment maintenance, deploy camera and alarms at our tower sites and bring the ability to view at CENCOM.

### **BACKUP CENTER (cost center 1035)**

\*CENCOM is on track for having the building completed by the end of 2015. The remaining 100K budgeted for 2016 places all the equipment in the backup center. This backup center should be operational by middle of 2016.

### **ACOM REPLACEMENT (cost center 1036)**

\*This project will be used to replace the radio equipment the dispatchers use.

### **NEXT GENERATION 911 (cost center 1037)**

\*This cost center will upgrade our logging recorder, phone system, changing the MSAG (Master Street Address Guide) a tabular database to a Map or GIS based addressing and call routing system.

### **AGENCY ALLOCATIONS**

\*The user's fees are based on units of use. Mr. Kirton has met with the Chiefs and recommends a change in the units of use that will take effect retroactively to January 1<sup>st</sup> of 2015. Currently, if CENCOM cannot determine a cell phone call location the call is entered with the address of the cell

tower it comes from. If a true location is found the call is billed to the appropriate agency. Previously these calls were included in the agencies count for units of use. CENCOM will now remove these calls from the units of use count. The monthly report that provides the call count to the agency will have the cell phone calls removed from their counts.

\*The ILEADS surcharge is included in the agency allocations for law enforcement. This is not a CENCOM billing but a pass through from the County.

### **STAFFING PROPOSAL**

Deputy Director Maria Jameson-Owens completed a staffing review for operations and looked at several factors which included workload, call volume, radio volume, overtime, and retention. The dispatcher workload has changed dramatically over the last five years with a huge increase in officer safety. Supervisors in the dispatch center are often pulling double and triple times the normal duty. They not only supervise the floor but they are the break person everyday between 5am and 11am and act as a backup call receiver 24 hours a day. This puts a strain on their ability to monitor employees, and provide in the moment feedback. Additionally, CENCOM has been dealing with staffing shortages and the employees who are left pick up the additional hours and the additional workload. This wears on those employees and we are seeing those effects with an increase in sick leave and a decrease in retention rates. Ms. Jameson-Owens used the APCO project RETAINS staffing module that looks at current staffing levels, number of consoles in a center and hours needed to fill to coverage. Based on this information the module recommends adding 4.26 full time employees. CENCOM understands the financial impact that would take so at this time are only asking for 3 full time employees starting in September 2016. This information was also presented at the last CENCOM Executive Committee meeting and they were supportive of the staffing increase.

### **GOVERNANCE**

A draft of the CENCOM governance model recommendation and spreadsheets were distributed. The spreadsheets are a list of services and the costs that CENCOM gets from Kitsap County. Kitsap County currently acts as the internet provider by providing the security, bandwidth and connectivity. CENCOM does all other IT services in-house. The employee, medical benefits, Risk Insurance and Administrative functions are services that could possibly change if CENCOM changed the governance structure and the cost would be about \$964,147. CENCOM researched where they could get these services outside of the county department and what it would cost. They looked at other 911 centers budget levels, staffing levels, and tried to extrapolate. Mr. Kirton believes if he brought all of the services the county provides in-house and or contract with common providers of those services it would cost \$947,363. There is not a huge savings in dollar costs (about 83K over a 5 year period). Where the savings will be is in opportunity costs. Director Kirton reviewed the preliminary costs. The CENCOM Executive Committee will need to provide more support as currently they meet only one time a month for four hours; additionally we would need to form ad hoc or workgroup committees. Chief Griffin really endorsed the direction CENCOM is going and thinks this is a sound plan.

### **MCT Replacement**

The Strategic Advisory Committee endorsed the Total System ownership concepts of the MCT. Agencies will buy their MCT through CENCOM and CENCOM will support the infrastructure, the end user equipment and the software. CENCOM keeps ownership of the MCT so

if a MCT breaks they can replace it and fix the other MCT. The difference will be that there are more options added. The plan allows the agencies to choose one of four models and CENCOM will support all four models. CENCOM will provide refined numbers for installation costs very soon. The idea is before the end of the year the Chiefs will inform CENCOM what model they would like to purchase. CENCOM will then include this in their final budget that is adopted from the County. CENCOM plans to bill for the replacements as part of each agency's monthly bill starting in January. Starting in 2017 an MCT replacement fund needs to be started. An ER&R Fund could be set up that would require a vote from the board and the fund may only be used for MCT. Mayor Blair said they would be interested in this as long as the interest comes back to each invested agency.

#### **Additional Items/Good of the Order**

Fire Commissioner Ellingson will be hosting the Fire Commissioners Picnic on July 26th it will consist of steak and salmon. Everyone is invited to attend.

The meeting was adjourned at 2:28 PM.

**The next work study meeting is scheduled on September 4, 2015  
At the CENCOM Facility at 9:00 a.m.**

**Summary of CENCOM Executive Committee Actions and Executive Sessions  
(For more information about specific items see the CEC minutes for that date)**

<b>DATE</b>	<b>Topic</b>	<b>Summary</b>
7/24/13	ILA amendment	The committee reviewed and revised the proposed ILA and directed staff forward it to CENCOM's attorney for legal review and then to distributed to the full board and all participating agencies.
7/24/13	Labor relations and HR issues	The committee convened an executive session to discuss labor relations and HR issues. No action taken.
9/25/13	ILA amendment	The committee reviewed and approved changes to the draft ILA proposed by CENCOM's attorney. The committee recommends adoption by the CPB.
9/25/13	Labor relations and HR issues	The committee convened an executive session to discuss labor relations and HR issues. No action taken.
9/25/13	Legislative reception	The committee approved a plan for CENOM to host a reception or luncheon for the Kitsap County legislative delegation.
9/25/13	Personnel Issues	The committee convened an executive session to discuss personnel issues. No action taken.
10/16/13	Budget/ Finance Report	The committee received the budget report, approved the new format and requested additional changes.
10/16/13	Telephone Excise Tax	The committee reviewed and accepted the proposed Telephone Excise Tax Ordinance amendment and recommends the BOCC approve.
10/16/13	CEC Meeting	The committee rescheduled their final 2013 meeting from November 27 <sup>th</sup> to December 17 <sup>th</sup> , immediately following the Emergency Management Council meeting. The special meeting will be held at Mayor Lent's office rather than at CENCOM.
10/16/13	Labor relations and HR issues	The committee convened an executive session to discuss labor relations and HR issues. No action taken.
12/19/13	ILA Amendment	The committee discussed a legal opinion from the prosecutor's office and determined that the recently adopted ILA amendment does not need to be sent to each entity for signatures.
12/19/13	Meeting Schedule	The committee reviewed the proposed 2014 meeting schedule and proposed changes. The schedule will be presented to the Board for adoption at the January meeting.
2/26/14	Financial Analyst	The committee authorized the Director to move forward with the Financial Analyst Position
2/16/14	CEC Elections	The committee elected Dusty Wiley as Chair and Rob Gelder as Vice-Chair
	CEC Meetings	The committee changed the CEC meeting start time to 2:15 PM and the location to the Norm Dicks Gvt Center
3/26/14	CPB Agenda	The committee approved the agenda for the April CENCOM Policy Board meeting.
4/13/14	CENCOM Activity Report	The committee directed staff to incorporate the user agency fee corrections into the 2015 budget.
06/18/14	2015 Budget	The committee reviewed the 2015 Preliminary CENCOM Operations Budget, provided input and endorsed moving the budget forward to the full Policy Board for adoption.
6/18/14	Organization Structure	The committee authorized the Director to work with Kitsap County Human Resources to implement the proposed reorganization.
8/27/14	NG911 Project	The committee authorized the Director to move forward with a plan to create a temporary (approx. 2 years) FTE position in the NG911 Cost center specifically to work on the NG911 databases. Expenditure is within the 2015 budget appropriation adopted by the CENCOM Policy Board.
10/29/14	Emergency UPS Battery Replacement	The committee authorized the Director to expend up to \$150,000 from the reserve to replace the UPS batteries for the CENCOM facility.

**Summary of CENCOM Executive Committee Actions and Executive Sessions  
(For more information about specific items see the CEC minutes for that date)**

<b>DATE</b>	<b>Topic</b>	<b>Summary</b>
10/29/14	Special Meeting	The committee requested a special Policy Board Meeting be scheduled for November 4 <sup>th</sup> from 12:20 to 12:40 on November 4 <sup>th</sup> at the Norm Dicks Center.
01/28/15	CEC Elections	The committee elected Dusty Wiley as Chair and Rob Gelder as Vice-Chair
01/28/15	CEC Meetings	The committee approved the 2015 CEC meeting dates and changed the time to start at 1:30
02/25/15	Website	The committee reviewed the new CENCOM website and logo.
05/27/15	2016 Budget	The committee reviewed the 2015 Budget and made a motion to endorse the addition of 3 full time employees in the 2016 CENCOM Budget.
05/27/15	Recruitment Program	The committee made a motion to move forward with the recruitment plan for employees with a gift card up to \$25.00.

## 2016 BUDGET PROPOSAL CENCOM POLICY BOARD

### **SUBJECT: 3 FTE Positions**

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The 2016 budget proposal includes the addition of three FTEs for the Operations division. This informational paper is to outline the operational necessity for these positions.

CENCOM uses a variety of data to determine adequacy of staffing, including workload (considering call and radio volume), call abandonment rates, hold time averages, overtime, and retention rates. In addition, we must consider the agent occupancy rate, essentially a measure of time that employees are not busy but they are available to handle the unexpected. Agent occupancy rates vary widely based on the size of a center and the nature of the calls it processes, but all centers need to be mindful of staffing at a level that does not compromise public safety. A center where employees are busy all of the time cannot respond to the unexpected.

#### **Workload**

Since 2013, CENCOM's call volume has increased by 3% and our radio volume (dispatched events) has also increased by 4%. The busiest times of the day have shifted from 21-01 to 11-21 across the board. The call volume is typically between 14 to 32 calls per hour, with spikes varying throughout the day ranging anywhere from 52 to 66 calls per hour. Average call length is approximately 2.5 minutes. Call volume is more than current staffing of one Primary Call Receiver from 03 to 09 and two from 09 to 03 can handle efficiently. We are already seeing small signs of this through the rise in our call abandonment rates from 3.59% to 4.01% in 2014 and the increase of calls on hold longer than 30 seconds from 2.28% to 2.85%. Calls coming into the center at this rate transfer over to events to be dispatched. The radio volume is at a rate that even seasoned dispatchers find it difficult to keep up with traffic and requests.

#### **Productivity Levels**

We must consider productivity levels. The dispatcher workload has changed dramatically in the last five years. The focus on responder safety is always front and center, more so now than ever before. Dispatchers are expected to run vehicles, people, and previous history at addresses before an officer even asks. A typical data return is 15 pages, previously it was three. The dispatcher must quickly read through the information and accurately relay it to the officers while doing five other things.

Supervisors work double duty, sometimes triple duty. They are the on-shift supervisor responsible for overseeing the shift and providing direction to employees, but also act as a backup call receiver and as the radio break person from 05 – 11 every day. Their ability to manage a shift is certainly diminished when trying to balance all three roles simultaneously. It is essential that the supervisor be available to assist staff when needed. At current staffing levels that is not always an option.

If all of our dispatch staff are operating at peak productivity levels at all times, any non-routine event will immediately throw our center into overload. Imagine a rubber band stretched to the limit – if any additional tension is put on it, it breaks. That is not an option in a 911 center. Our resources have to be ready to handle the “big” event, at any time. If every employee is busy every minute of every shift, we are working over our capacity and our productivity is undeniably affected.

**Overtime and Retention**

Overtime and retention go hand and hand. CENCOM has had 10 employees leave employment for various reasons since January 2015. When CENCOM is dealing with staffing shortages, the employees who remain pick up the additional workload in a variety of ways: they work harder during their regularly scheduled hours and they work more overtime. CENCOM overtime costs in 2013 were \$334,619 and in 2014 were \$368,409. On average our employees worked 200+ hours of overtime per year. Mandatory overtime plays havoc on employees’ lives. When they feel they are losing control of their personal lives, they take steps to regain a measure of control. We have seen an increase in sick leave use (FMLA) and an increase in overall dissatisfaction. The strongest and best predictor of a high retention rate is having all authorized positions filled and being fully staffed. CENCOM’s 2014 non-probationary retention rate was 98%. In 2013 it was 90%. For 2015 this has already dropped to 87.7%. Reasons given for the departures have varied however the amount of mandatory overtime has been a concern in all four of those non-probationary employees who chose to leave prior to retirement.

The addition of three FTE’s at Step 1 is \$208,272, including benefits (\$69,424 each). Training costs for a fully qualified FTE is roughly \$161,000 each however this is spread out over an 18-month period. The long-range benefit of this investment is far greater than the outpouring of further overtime dollars that result in the burnout of current employees and lessen CENCOM’s ability to react effectively to unanticipated activity surges and events.

**Staffing Model**

APCO (Association of Public Safety Communications Officials) provides a resource to assist 911 centers in calculating staffing needs. This model relies on several key factors for calculations including number of consoles, turnover rate and net available work hours. The following charts reveal the results from CENCOM’s 2014 data.

Staffing Needed for Coverage Positions						
APCO Staffing Model Factors:	Radio Consoles	Hours per Year	Total Hours of Coverage	Available Work Hours	Turnover Rate	FTE Needed
2014 CENCOM Calculations	6.67	8736	58269.12	1532	0.19	45.26

Staffing Model Results		
	Dispatch/Supervisor - Coverage Positions	Delta
<b>CENCOM Current staffing</b>	41	
<b>Staffing Recommendations</b>	45.26	4.26

Data indicates the need for 4.26 additional FTE's. Understanding the fiscal impact, we are requesting 3 FTE's for the 2016 budget. We will review 2015 data to determine the necessity of an additional 1.25 FTE budget request in the 2017 or 2018 cycle. We currently have a pool of extra help employees that work a limited number of hours throughout the year. We will utilize these employees to subsidize the remaining 1.25 FTE as necessary.

### **Why September 2016.**

We are proposing the three FTE's be hired in September due to current staffing and training needs. There is a limit to the number of FTE's that can be trained at one time and each needs a minimum amount of training. We are also working to streamline the hiring or training time without decreasing the quality of our employees.

We are currently in the hiring process to hire 9 to 10 vacant positions. Working with our legal counsel we updated our criminal history and drug history standards. We have expanded our advertising program to include running in new venues to reach new and larger groups of our population. We created a recruitment brochure as well as recruitment cards for employees and member agency personnel to easily disseminate to individuals they encounter that display qualities that align with our job characteristics. Who better to recognize a good candidate than someone who does the job!

We are also currently evaluating our testing process as well as updating the profile of the 911 professional.

### **Requested Action**

Authorize the addition of 3 FTE's to the 2016 CENCOM budget.

# Spreadsheet 1

## Revenues - 1031

7/6/2015

Account Desc		Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Budget 2015	Proposed 2016 Proposed	\$ Delta	% Delta
3081.00	Estimated Beginning Fund Balance							2,715,731		
3130.16	Emergency Communications Sales Tax	3,169,065	3,222,556	3,271,347	3,409,131	3,639,600	3,511,404	3,785,184	273,780	7.8%
3170	Telephone Excise Taxes (Wireline, Wireless, and VoIP)	1,653,546	2,240,867	2,439,531	2,416,761	2,680,248	2,527,074	2,527,074	-	0.0%
3380.28	User Fees (Cities, Fire Districts, Tribes)	1,389,255	1,546,968	1,598,387	1,539,184	1,546,352	1,530,401	1,531,043	642	0.0%
4970.9251	User Fees (Kitsap County)	714,585	649,814	649,814	648,065	640,913	656,710	656,315	(395)	-0.1%
3490.21	MCT Reimbursements							35,000	35,000	0.0%
3380.90	Contract Revenues (Navy, BIAA and Humane Society)	23,260	24,433		111,904	54,902	50,020	50,020	-	0.0%
3620.50	Tower Leases	151,122	172,363	189,917	238,791	242,839	248,433	262,377	13,944	5.6%
3490.25	Other Interfund/Dept Chgs/DEM	30,448	33,099	66,948	70,078	59,785	62,974	57,478	(5,496)	-8.7%
3340.0184	State E911 CPD Contract KC (Wa State Military)	7,452	38,013	39,174	38,762	43,238	36,000	42,000	6,000	16.7%
3610.11	Investment Interest	29,011	15,830	15,716	13,657	17,779	15,000	15,745	745	5.0%
3490.19	Interfund from KCIS for PBX use	4,013	4,013	4,013	4,013	4,013	4,013		(4,013)	-100.0%
	Sub-Total (Operating Revenues)	7,171,756	7,947,955	8,274,846	8,490,347	8,929,668	8,642,029	8,962,236	320,207	3.7%
	Grants and Other One-Time Revenues	454,723	548,646	396	75,195	4,677			-	0.0%
3490.21	MCT Reimbursements			9,024	21,543	25,402	10,000		(10,000)	-100.0%
	Sub-Total (All Revenues)	7,626,479	8,496,601	8,284,266	8,587,086	8,959,747	8,652,029	8,962,236	320,207	3.6%
	<b>Total (All Revenues + Beg. Fund Balance)</b>							<b>11,677,967</b>		



# Spreadsheet 3

Fund Balance/ Earmarked Reserves			
Description	Projected	Adjustments	End Balance
	End Balance 2015	2016	2016
Stabilization Fund	\$ 1,000,000	\$ -	\$ 1,000,000
NG 911 Upgrade Fund	\$ 398,500	\$ (399,025)	\$ (525)
Essential Equip. Replacement	\$ 280,000	\$ (100,981)	\$ 179,019
Misc. Technical Enhancements	\$ 175,000	\$ (138,869)	\$ 36,131
Contingency	\$ 312,000	\$ (37,800)	\$ 274,200
Carry Forward	\$ 539,175	\$ (539,175)	\$ -
Unreserved	\$ 11,056	\$ 385	\$ 11,441
	2,715,731.00	\$ (1,215,465.20)	\$ 1,500,265.80

Rev. 7/6/15

Appropriations (1031- Debt Service)								
Account Des	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Budget 2015	Proposed 2016	Projected 2017
2911 Bond Debt Payn	504,276	\$ 503,250.00	\$ 502,000.00	\$ 500,000.00	\$ 502,250.00	\$ 503,500.00	\$ 470,733.00	

# Spreadsheet 4

## Appropriations - 1032 (911 Operations)

7/6/2015

Account Desc	2010	2011	2012	2013	2014	2015 (Budget)	2016	Delta \$	Delta %
5101 Regular Salaries	3,687,720	3,678,232	3,548,471	3,549,472	3,826,607	4,345,243	4,429,328	84,085	1.9%
5102 Overtime Pay	214,872	169,828	304,337	351,104	368,409	228,349	235,000	6,651	2.9%
5103 Longevity Pay	38,118	44,092	42,544	46,167	47,773	50,114	51,054	940	1.9%
5104 Sick Leave Payout	2,660	3,144	13,681	3,668	4,365		4,365	4,365	0.0%
5106 Annual Leave Payout	3,605	4,925	14,802	6,353	6,610	12,720	12,720		0.0%
5108 Shift Differential Pay	5,290	4,048	7,716	10,040	652	7,716	3,000	(4,716)	-61.1%
5109 Extra Help	10,599	8,938	2,974	2,594	3,068	10,220	57,375	47,155	461.4%
5110 Out of Class Pay	25,942	18,050	20,740	31,075	22,825	21,800	21,000	(800)	-3.7%
5140		3,144	(514)						0.0%
5190 Miscellaneous Pay	47,463	45,703	48,943	47,066	56,857	52,000	66,000	14,000	26.9%
5201 Industrial Insurance	47,872	72,700	58,653	59,726	63,215	86,975	92,504	5,529	6.4%
5202 Social Security	302,147	296,204	297,244	299,596	321,177	354,531	365,152	10,621	3.0%
5203 PERS Retirement	213,051	247,952	286,682	331,385	397,791	475,378	525,003	49,625	10.4%
5220 Unemployment Compensation	30,949	27,651	16,826	32,006	21,800	29,680	29,680		0.0%
5229 Benefits Bucket	626,071	748,051	688,235	759,514	756,000	756,000	866,250	110,250	14.6%
5299 Salary/Benefit Attrition						(191,242)	\$ (176,765)	14,477	-7.6%
<b>5100, 5200 Wages, Salaries, and Benefits Total</b>	<b>5,256,360</b>	<b>5,372,662</b>	<b>5,351,335</b>	<b>5,529,765</b>	<b>5,897,149</b>	<b>6,239,484</b>	<b>6,581,666</b>	<b>342,182</b>	<b>5.5%</b>
5311 Office/Operating Supplies	31,321	29,765	35,064	34,372	35,280	36,424	37,624	1,200	3.3%
5321 Fuel Consumed	10,105	6,856	11,792	7,144	7,398	13,248	9,924	(3,324)	-25.1%
5351 Small Tools & Equipment	18,167	11,289	5,242	7,707	5,745	9,587	10,354	767	8.0%
5352 Computer Software	7,003	16,176	9,612	28,661	16,384	19,978	16,385	(3,593)	-18.0%
5353 Small Computer Equipment	55,061	57,112	6,388	12,026	5,108	27,273	8,800	(18,473)	-67.7%
5354 Small Telephone Equipment	163	0	87	0	38	1,087	1,087		0.0%
<b>5300 Supplies Total</b>	<b>121,821</b>	<b>121,197</b>	<b>68,185</b>	<b>89,910</b>	<b>69,954</b>	<b>107,597</b>	<b>84,174</b>	<b>(23,423)</b>	<b>-21.8%</b>
5412 Engineering & Architectura	42,521	6,302	-	266	0	-	0	-	0.0%
5413 Applicant Medical Screening				4,030	3,255	3,700	5,000	1,300	35.1%
5415 Management Consulting	3,819	16,714	7,849	5,500	11,928	19,000	33,500	14,500	76.3%
5416 Special Legal Services				559	6,274		2,460	2,460	0.0%
5419 Other Professional Service	38,881	54,015	68,595	78,525	67,859	9,400	21,449	12,049	128.2%
5421 Telephone	38,120	36,027	34,788	30,056	30,088	31,523	34,176	2,653	8.4%
5422 Cellular Telephone	9,493	7,635	21,224	8,067	10,185	10,400	14,211	3,811	36.6%
5425 Postage	2,069	1,578	2,138	2,007	2,513	3,500	2,397	(1,103)	-31.5%
5431 Mileage	4,086	4,044	3,304	2,634	4,321	4,833	4,543	(290)	-6.0%
5432 Travel	22,069	23,318	18,409	13,145	37,275	22,880	26,591	3,711	16.2%
5433 Per Diem	7,645	5,574	6,759	4,632	10,035	8,346	8,809	463	5.5%
5438 Non-Employee Mileage				95	0		106	106	0.0%
5439 Non Employee Travel	320	641	841	-	198	400	500	100	25.0%
5441 Advertising	1,470	1,464	125	681	2,655	2,000	2,000	-	0.0%
5451 Operating Rentals & Leases	124,154	141,190	110,900	121,219	118,693	200,944	196,430	(4,514)	-2.2%
5472 Water	2,130	1,475	1,844	1,958	2,171	1,962	2,150	188	9.6%
5473 Sewer	2,535	2,723	3,039	3,244	3,332	3,527	3,461	(66)	-1.9%
5474 Electricity	100,078	119,592	105,188	104,559	112,108	117,500	121,077	3,577	3.0%
5475 Waste Disposal	2,559	2,824	2,926	12,957	3,110	3,216	3,216		0.0%
5476 Cable TV	0	0	-	-	2,599		936	936	0.0%
5481 Repairs & Maint-Building	74,502	77,203	96,248	139,852	86,690	89,388	90,670	1,282	1.4%
5482 Repairs & Maint-Improvement	1,500	23,893	2,887	-	2,219	31,376	0	(31,376)	-100.0%
5483 Repairs & Maint-Equipment	18,794	33,435	39,254	26,390	46,153	45,442	70,647	25,205	55.5%
5484 Repairs & Maint-Comp Equip	270,524	245,488	249,140	249,189	286,108	288,856	328,923	40,067	13.9%
5492 Dues/Subscriptions/Members	6,125	8,511	8,546	6,591	6,452	7,618	7,772	154	2.0%
5496 Printing & Binding	692	0	-	2,298	0	-	0	-	0.0%
5497 Registration & Tuition	8,075	11,354	7,918	7,400	13,881	15,291	12,553	(2,738)	-17.9%
5499 Other Miscellaneous	6,797	4,922	3,905	6,007	5,041	5,199	7,447	2,248	43.2%
<b>5400 Services Total</b>	<b>788,955</b>	<b>829,921</b>	<b>795,826</b>	<b>831,858</b>	<b>875,146</b>	<b>926,301</b>	<b>1,001,023</b>	<b>74,722</b>	<b>8.1%</b>
5620 Buildings & Structures	0	0	-	0	-	-	-	-	0.0%
5630 Other Improvements	0	0	-	0	-	-	-	-	0.0%
5641 Computer Equipment	0	7,423	-	0	-	-	-	-	0.0%
5642 Other Machinery & Equipmen	0	0	-	0	-	-	-	-	0.0%
<b>5600 Capital Outlay Total</b>	<b>0</b>	<b>7,423</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>
5912 I/F Info Ser Service Charge	25,136	29,436	19,536	20,220	19,846	19,736	10,705	(9,031)	-45.8%
5913 I/F Info Ser Prog Maint &	17,830	0	-	-8,432	-	-	-	-	0.0%
5914 I/F Info Serv Computer Mai	0	0	-	0	-	-	-	-	0.0%
5916 Special Legal Services	16,544	16,997	11,016	0	-	-	-	-	0.0%
5917 I/F GIS Service Charges							3,130	3,130	0.0%
5918 Mapping Services	118,618	69,011	63,892	55,917	58,019	45,873	48,794	2,921	6.4%
5919 Other I/F Professional Cha	0	0	-	0	-	-	-	-	0.0%
5921 I/F Communications	1,283	1,381	964	931	472	1,252	417	(835)	-66.7%
5922 I/S I.S. Projects							2,022	2,022	0.0%
5931 I/F Supplies	97	0	2,448	1,473	35	-	-	-	0.0%
5951 I/F Operating Rentals & Le	2,400	2,400	4,560	5,520	6,720	7,320	5,880	(1,440)	-19.7%
5961 I/F Insurance Services	25,664	28,285	29,407	29,383	29,383	21,176	21,567	391	1.8%
5981 I/F Repairs & Maintenance	665	0	3,033	688	432	-	-	-	0.0%
5993 I/F Training	0	0	-	320	0	250	-	(250)	-100.0%
5994 I/F Dues	0	0	-	0	-	-	-	-	0.0%
5996 I/F Indirect Cost Allocati	174,521	175,763	175,763	191,004	187,180	186,971	221,807	34,836	18.6%
<b>5900 Payments To Kitsap County Total</b>	<b>382,757</b>	<b>323,273</b>	<b>310,619</b>	<b>297,024</b>	<b>302,087</b>	<b>282,578</b>	<b>314,321</b>	<b>31,743</b>	<b>11.2%</b>
<b>Sub Total - Supplies, Svcs, Capital, I/F</b>	<b>1,293,533</b>	<b>1,281,890</b>	<b>1,174,630</b>	<b>1,218,792</b>	<b>1,247,187</b>	<b>1,316,476</b>	<b>1,399,518</b>	<b>83,042</b>	<b>6.3%</b>
<b>Total Appropriation Request for 1032 (Operations)</b>	<b>6,549,892</b>	<b>6,654,475</b>	<b>6,525,965</b>	<b>6,748,557</b>	<b>7,144,336</b>	<b>7,555,960</b>	<b>7,981,184</b>	<b>425,224</b>	<b>5.6%</b>

# Spreadsheet 5

## Appropriations - 1033 MCT System and I-Leads

7/6/2015

Account Desc	Actual* 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Budget 2015	Proposed 2016	Delta \$	Delta %
5311 Office Supplies		\$ 414	\$ 776	\$ 352	\$ 515			\$ -	0.0%
5351 Small Tools and Equipment		760.17	\$ 3,575	\$ 2,577	\$ 1,370	\$ 3,261	\$ 1,500	\$ (1,761)	-54.0%
5352 Computer Software		\$ 42,629	\$ 913	\$ 25,836	\$ 25,674	\$ 1,655	\$ 2,670	\$ 1,014	61.3%
5353 Small Computer Equipment	\$ 487	\$ 17,852	\$ 985	\$ 2,281	\$ 3,231	\$ 35,000	\$ 20,000	\$ (15,000)	-42.9%
5354 Small Telephone Equipment	\$ -	\$ -		\$ 956	\$ -	\$ 2,000	\$ -	\$ (2,000)	-100.0%
<b>5300 Supplies Total</b>	<b>\$ 160,262</b>	<b>\$ 61,655</b>	<b>\$ 6,249</b>	<b>\$ 32,002</b>	<b>\$ 30,790</b>	<b>\$ 41,916</b>	<b>\$ 24,170</b>	<b>\$ (17,747)</b>	<b>-42.3%</b>
5422 Cellular Telephone	\$ 159,834	\$ 163,140	\$ 147,687	\$ 148,082	\$ 151,973	\$ 160,000	\$ 155,000	\$ (5,000)	-3.1%
5483 Repairs & Maint- Equipment		\$ (16,115)	\$ 6,524	\$ 667	\$ -	\$ 32,610	\$ 20,000	\$ (12,610)	-38.7%
5484 Repairs & Maint-Comp Equip		\$ 60,943	\$ 66,507	\$ 80,955	\$ 61,574	\$ 122,627	\$ 125,674	\$ 3,048	2.5%
<b>5400 Services Total</b>	<b>\$ 250,860</b>	<b>\$ 207,967</b>	<b>\$ 220,718</b>	<b>\$ 229,704</b>	<b>\$ 213,547</b>	<b>\$ 315,237</b>	<b>\$ 300,674</b>	<b>\$ (14,562)</b>	<b>-4.6%</b>
5913 I/S I/Leads Passthrough	\$ 123,498	\$ 122,427	\$ 114,234	\$ 118,126	\$ 84,155	\$ 80,432	82,497	\$ 2,065	2.6%
5915 I/S MCT Network and Support	\$ 73,565	\$ 83,890	\$ 83,890	\$ 80,987	\$ 126,268	\$ 128,656	160,732	\$ 32,076	24.9%
5917							1,341	\$ 1,341	0.0%
5918 Mapping Services	\$ 17,691	\$ 2,698	\$ 14,591	\$ 9,572	\$ 22,361	\$ 19,659	20,912	\$ 1,253	6.4%
<b>5600 Payments To Kitsap County Total</b>	<b>\$ 225,497</b>	<b>\$ 209,015</b>	<b>\$ 212,714</b>	<b>\$ 208,685</b>	<b>\$ 232,784</b>	<b>\$ 228,747</b>	<b>\$ 265,482</b>	<b>\$ 36,735</b>	
<b>Total Appropriation Request for 1033 (MCT/Ileads)</b>	<b>\$ 636,620</b>	<b>\$ 478,637</b>	<b>\$ 439,682</b>	<b>\$ 470,392</b>	<b>\$ 477,121</b>	<b>\$ 585,900</b>	<b>\$ 590,326</b>	<b>\$ 4,426</b>	<b>0.8%</b>

# Spreadsheet 6

7/6/2015

## Appropriations - 1034 (Misc. Technical Projects & Major Equip Replacement)

Account Desc	2015 Carry Forward					New 2016 Projects						NPRV Reim& contingency Projects All Projects	Total 2016
	Cultus Bay Tower	BI Tower	Equip Maint & Repl	Tower Site Improvements	Map Enhancements	Tower Site Improvements	Equip Maint & Repl	2 Factor Authentication	Closest Unit Dispatch	Share Point Phase 2	Site Alarm Integration to Bldg Alarms		
5311 Office/Operating Supplies												\$ -	\$ -
5351 Small Tools & Equipment												\$ 5,846	\$ 5,846
5352 Computer Software			15,000									\$ -	\$ -
5353 Small Computer Equipment(MCT reimbursable)												\$ 35,000	\$ 35,000
<b>Total Supplies</b>	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,846	\$ 40,846
5412 Engineering & Architectural												\$ 5,000	\$ 5,000
5419 Other Professional Service	0	10,000										\$ -	\$ -
5432 Travel												\$ -	\$ -
5433 Per Diem												\$ -	\$ -
5451 Operating Leases												\$ -	\$ -
5481 Repairs & Maint-Building			35,000	\$ 2,000		\$ 2,000						\$ 3,500	\$ 5,500
5483 Repairs & Maint- Equipment			6,058	\$ 27,175							\$ 10,000	\$ -	\$ 10,000
5484 Repairs & Maint-Comp Equip							\$ 10,000					\$ -	\$ 10,000
5499 Other Miscellaneous												\$ 25,000	\$ 25,000
<b>Total Services</b>	\$ -	\$ 10,000	\$ 41,058	\$ 29,175	\$ -	\$ 2,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000	\$ 33,500	\$ 55,500
5620 Buildings & Structures												\$ -	\$ -
5641 Computer Equipment			1,957									\$ 4,500	\$ 4,500
5642 Other Machinery & Equipmen												\$ -	\$ -
<b>Total Capital</b>	\$ -	\$ -	\$ 1,957	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,500	\$ -	\$ 4,500
5918 Mapping Services					\$ 34,606							\$ -	\$ 34,606
6971 Operating Transfers Out (Interfund Contingency)												\$ -	\$ -
<b>Total Interfund</b>	\$ -	\$ -	\$ -	\$ -	\$ 34,606	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34,606
<b>Total Approp Request for 1034 (Misc Tech Proj)</b>	0	\$ 10,000	\$ 58,015	\$ 29,175	\$ 34,606	\$ 2,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 14,500	\$ 74,346	\$ 135,452

# Spreadsheet 7

Appropriations - 1035 (911 Backup Center)					Rev. 6/8/15
Account Desc	Original Budget	Total Expended	2015 Budget	BUDGET 2016	
5600 Capital Outlay Total				\$ 100,981	
tion Request for 1035 (Backup Ctr)	\$ 200,367	\$ 19,386	\$ 80,000	\$ 100,981	

# Spreadsheet 8

Appropriations - 1036 (ACOM Replacement)				
Account Desc	Original		Projected 2015	Proposed 2016
	Budget	Expended		
5600 Capital Outlay Total		0		500,000
<b>Total Appropriation Request for 1036</b>	500,000		0	500,000

Originally budgeted to begin in 2015. Rescheduled for full implementation in 2016. Carry forward funds already appropriated

# Spreadsheet 9

Appropriations - 1037 (Next Generation 911) <span style="float: right; font-size: small;">7/6/2015</span>						
Account Desc	Estimated Budget	Expended	BUDGET 2015	Projected 2016	Projected 2017	
5101 Regular Salaries				\$ 62,975		
5103 Longevity Pay				\$ 945		
5201 Industrial Insurance				\$ 1,063		
5202 Social Security				\$ 4,890		
5203 PERS Retirement				\$ 7,031		
5229 Benefits Bucket				\$ 11,550		
<b>5100, 5200 Wages, Salaries, and Benefits Total</b>			\$ 84,612	\$ 88,454		
<b>5300 Supplies Total</b>		\$ 19,903	\$ -	\$ 2,871	\$ -	\$ -
<b>5400 Services Total</b>		\$ -	\$ 25,000	\$ 25,000		
<b>5600 Capital Outlay Total</b>		\$ -	\$ 771,984	\$ 282,700		
<b>Total Appropriation Request for 1037 NG911</b>			\$ 1,300,000.00	\$ 19,903	\$ 881,596	\$ 399,025
			Logging Recorder Phone System Shortel & MSAG	MSAG CAD	Finish All	

# Spreadsheet 10 Agency Allocations

Rev 7/6/15

	Units of Use	Cost/Unit	Calls for Service	Surcharge/Unit	Surcharges	Agency Fee	2015 Allocations	2016 Allocations	
Kitsap County	100,282	\$ 6.0412	\$ 605,823.28	\$ 0.40	\$ 40,492.15	\$ 10,000.00	\$ 656,710	\$ 656,315	\$ (394.57)
Poulsbo PD	12,188	\$ 6.0412	\$ 73,632.24	\$ 0.40	\$ 4,921.45	\$ 5,000.00	\$ 87,824	\$ 83,554	\$ (4,270.31)
Bainbridge Island PD	12,423	\$ 6.0412	\$ 75,048.90	\$ 0.40	\$ 5,016.13	\$ 5,000.00	\$ 83,661	\$ 85,065	\$ 1,404.04
Port Orchard PD	22,394	\$ 6.0412	\$ 135,283.76	\$ 0.40	\$ 9,042.13	\$ 5,000.00	\$ 142,578	\$ 149,326	\$ 6,747.89
Suquamish PD	9,691	\$ 6.0412	\$ 58,544.33	\$ -		\$ 5,000.00	\$ 66,655	\$ 63,544	\$ (3,110.67)
Pt. Gamble PD	2,581	\$ 6.0412	\$ 15,592.35	\$ -		\$ 5,000.00	\$ 20,649	\$ 20,592	\$ (56.65)
Bremerton PD	57,024	\$ 6.0412	\$ 344,490.75	\$ 0.40	\$ 23,025.15	\$ 5,000.00	\$ 372,588	\$ 372,516	\$ (72.10)
Bremerton Fire	7,105	\$ 23.7859	\$ 168,990.94		\$ -	\$ 5,000.00	\$ 175,895	\$ 173,991	\$ (1,904.06)
North Kitsap F&R	2,186	\$ 23.7859	\$ 52,003.92		\$ -	\$ 5,000.00	\$ 59,509	\$ 57,004	\$ (2,505.08)
Port Gamble Fire	159	\$ 23.7859	\$ 3,774.03					\$ 3,774	
Central Kitsap F&R	6,831	\$ 23.7859	\$ 162,473.60		\$ -	\$ 5,000.00	\$ 164,839	\$ 167,474	\$ 2,634.60
South Kitsap F&R	8,509	\$ 23.7859	\$ 202,402.21		\$ -	\$ 5,000.00	\$ 206,116	\$ 207,402	\$ 1,286.21
Poulsbo Fire/FD18	3,228	\$ 23.7859	\$ 76,772.98		\$ -	\$ 5,000.00	\$ 82,250	\$ 81,773	\$ (477.02)
Bainbridge Island Fire	2,524	\$ 23.7859	\$ 60,027.70		\$ -	\$ 5,000.00	\$ 67,836	\$ 65,028	\$ (2,808.30)
<b>Totals</b>	<b>247,123</b>		<b>\$ 2,034,861.00</b>		<b>\$ 82,497.00</b>	<b>\$ 70,000.00</b>	<b>\$ 2,187,111.00</b>	<b>\$ 2,187,358</b>	

Note: NKFR responses to Port Gamble have been backed out of NKFR units and will be added to Port Gamble's bill

Police Units of Use	216,582
Fire Units of Use	30,541
leads Users	204,310

2015 Cost Per Unit	2016 Cost/Unit	Delta
\$ 6.10	\$ 6.04	\$ (0.06)
\$ 24.84	\$ 23.79	\$ (1.05)
\$ 0.41	\$ 0.40	\$ (0.01)

# MCT Hardware Replacement Recommendation Project – Phase I

## Recommended price levels – Final Recommendation

The Following Prices are approximate and DO NOT include: Microsoft Office Suite, Installation, Some/All mounting parts, S/H. Taxes, etc.

Level	Description	Detailed Pricing	PROS	CONS
1	<p><b>Panasonic CF31</b>  <b>5Year Life</b>                      (Fully Ruggedized, Full Laptops)</p> <p>*i5, 4GB RAM, 4G LTE,                      Standard Warranty Extension                      Years 4 &amp; 5, S/H, Taxes*</p>	<p>\$3697.98 *CF31 LAPTOP w/Integr modem 195, gps                      315 &amp; s/h 25 &amp; tax                      119.46 4G/GPS Antenna                      140.10 Lind 120 Watt Car Power Adapter                      w/Bracket  <b>\$3957.54 TOTAL (Use Existing Dock) [\$792.00 per                      year of life]</b></p> <p><b>ADD</b></p> <p>\$ 803.64 Dual Pass Through Dock (545) w/Ext                      Warranty (195) &amp; Interface plate &amp; tax  <b>\$4761.18 TOTAL (New Dock) [\$953/year]</b></p>	<p>*Larger Physical                      Keyboard                      *Larger Screen                      *Fully                      Rugged/Durable                      *Seamless docking                      solutions                      *Proven Reliability                      for                      Panasonic with                      Kitsap County                      *Screen Brightness,                      ease of                      adjusting                      *Solid state drives</p>	<p>*Size, takes up the most                      space in vehicle                      *Heaviest                      *Highest Price                      *Keyboard takes up space</p>
2	<p><b>Getac F110 Tablet</b>  <b>5Year Life</b>                      (Fully Ruggedized Tablet)</p> <p>*8GB Ram, 128GP SSD, 4GLTE,                      Barcode Reader*</p> <p><b>OR</b></p> <p><b>Panasonic CF19 Convert.Tablet</b>  <b>5Year Life</b>                      (Fully Ruggedized Convertible                      Laptop)</p> <p>*4GB Ram, 1500GP HD, 4GLTE                      5Yr protection plus warranty                      (no fault)*</p>	<p>\$4164 *Getac V110 Tablet, Includes:                      *Soft Handle                      *Bracket with hand strap                      *Havis Tri pass through                      vehicle Dock &amp; Replication                      *Lind DC Vehicle Adapter/ Charger                      with Cigarette plugin                      *GJ Dash Support Brace                      *GH Tall Tablet Display Mount Kit                      *Priority Care Plan–Fully Rugg 5yrs                      562.00 Bumper to Bumper Warranty, Yrs 4                      &amp; 5  <b>\$4726 TOTAL (F110) [\$945/year]</b></p> <p>*****</p> <p>\$3877.02 *CF19 Convertible Laptop (CF19 w/integr                      Modem, dedicated gps &amp; Tax)                      119.46 4G/GPS Antenna                      140.10 Lind 120 Watt Car Power Adapter w/Bracket  <b>\$4136.58 TOTAL (Use Existing Dock) [\$828/year]</b></p> <p><b>ADD</b></p> <p>\$ 789.52 Dual Pass Through Dock (528) w/Ext                      Warranty &amp; Interface plate (199) &amp; tax  <b>\$4926.10 TOTAL (New Dock) [\$986/year]</b></p>	<p>*Portability                      *Lower cost                      *More Versatility                      *Smaller Size                      *Connectivity Ease                      *Solid State Drives</p>	<p>*Smaller Screen</p>
3	<p><b>Surface Pro 3</b>  <b>2Year Life</b>                      (Non-Rugged, Consumer Grade                      Tablet)</p> <p>*i5,64bit,4GB Ram,128GB SSD*</p>	<p>\$974.99 *Surface Pro 3 Tablet                      137.39 2Yr Warranty w/Accidental Damage from handl                      50.00 Rugged Case                      50.00 Keyboard (standard usb)                      20.00 USB Hub (Non rugged)                      100.00 Ext. GPS Unit/Antenna                      350.00 Wireless Amplifier for Mifi w/antenna  <b>\$1682.38 TOTAL [\$842.00/year]</b></p>	<p>*Least Expensive                      Upfront                      cost                      *Light/Compact</p>	<p>*Less Durable (more repairs                      and replacements)                      *Wifi Only (no internal                      aircard, requiring mifi                      device attached)                      *No External Antenna                      option                      *Limited to no port access                      (in rugged case &amp;                      mounted)                      *Smallest Screen                      *Screen brightness, harder                      to adjust                      *Less docking solutions,                      constant                      unplugging/plugging                      *Devices replaced more                      often                      *Limited warranty repairs                      *Windows 8 only                      *No Internal GPS Receiver</p>

**MCT Hardware Replacement**  
**Estimated Agency Costs (Basic Hardware Only)**

Agency	Current Count	CF31 Existing Dock \$3958	CF31 New Dock \$4761	GETAC \$4726	CF19 existing Dock \$4137	CF19 new Dock \$4926	Surface Pro \$1682	Surface Pro (replaced once) \$2794
BFD	10	\$ 39,580	\$ 47,610	\$ 47,260	\$ 41,370	\$ 49,260	\$ 16,820	\$ 27,940
BIFD	12	\$ 47,496	\$ 57,132	\$ 56,712	\$ 49,644	\$ 59,112	\$ 20,184	\$ 33,528
BIPD	21	\$ 83,118	\$ 99,981	\$ 99,246	\$ 86,877	\$ 103,446	\$ 35,322	\$ 58,674
BPD	26	\$ 102,908	\$ 123,786	\$ 122,876	\$ 107,562	\$ 128,076	\$ 43,732	\$ 72,644
CKFR	17	\$ 67,286	\$ 80,937	\$ 80,342	\$ 70,329	\$ 83,742	\$ 28,594	\$ 47,498
Coroner	3	\$ 11,874	\$ 14,283	\$ 14,178	\$ 12,411	\$ 14,778	\$ 5,046	\$ 8,382
KAC	4	\$ 15,832	\$ 19,044	\$ 18,904	\$ 16,548	\$ 19,704	\$ 6,728	\$ 11,176
KCSO	103	\$ 407,674	\$ 490,383	\$ 486,778	\$ 426,111	\$ 507,378	\$ 173,246	\$ 287,782
NKFR	16	\$ 63,328	\$ 76,176	\$ 75,616	\$ 66,192	\$ 78,816	\$ 26,912	\$ 44,704
PFD	8	\$ 31,664	\$ 38,088	\$ 37,808	\$ 33,096	\$ 39,408	\$ 13,456	\$ 22,352
PGPD	12	\$ 47,496	\$ 57,132	\$ 56,712	\$ 49,644	\$ 59,112	\$ 20,184	\$ 33,528
POPD	25	\$ 98,950	\$ 119,025	\$ 118,150	\$ 103,425	\$ 123,150	\$ 42,050	\$ 69,850
PPD	16	\$ 63,328	\$ 76,176	\$ 75,616	\$ 66,192	\$ 78,816	\$ 26,912	\$ 44,704
SKFR	22	\$ 87,076	\$ 104,742	\$ 103,972	\$ 91,014	\$ 108,372	\$ 37,004	\$ 61,468
SPD	14	\$ 55,412	\$ 66,654	\$ 66,164	\$ 57,918	\$ 68,964	\$ 23,548	\$ 39,116

## “MCT Total System Ownership” support model talking points from 2009

The MCT system was deployed in 1998 with the limited functionality of being able to run ACCESS queries to check for warrants, stolen, and Department of Licensing information. A few years later the system was upgraded to allow basic information from the Computer Aided Dispatch System (CAD) to be displayed in the vehicles. Some departments have deployed 3<sup>rd</sup> party software applications to provide further functionality. The COPS grant will provide for system-wide upgrades, connection to records management systems and other department and regional databases.

When the system was deployed the CENCOM budget covered infrastructure costs while each agency covered their own hardware and software costs. This paper provides an analyses of the advantages and disadvantages of shifting the costs associated with the mobile units and responsibility for total MCT system management to CENCOM.

1. Hardware Upgrades – The planned software upgrade deploys Intergraph software to the MCTs. The mobile software is tied directly to the dispatch and law enforcement records software. Therefore the Mobile software will have to be upgraded concurrently with the I-CAD and I-LEADS software suites (typically every 2-3 years). Our experience with the CAD system is that the hardware becomes obsolete after two software upgrades, so we have implemented a 4 year hardware replacement plan. This allows us to keep the CAD system current without having to pay for all hardware and software upgrades in the same year. If the hardware was owned and managed by CENCOM, a hardware replacement plan could be applied to the entire system. If local agencies continue to manage their own mobile hardware an agency who chooses not to employ a hardware replacement plan could find themselves needing to replace a large portion of their fleet in a single year. Agencies that don't maintain a good inventory of their hardware's capabilities could experience unexpected failures after a software upgrade.
2. 3<sup>rd</sup> Party applications- Agencies can currently install any software they choose on their mobile computers as long as that software doesn't affect the core mobile functionality. Some agencies consult CENCOM before deploying 3<sup>rd</sup> party software applications, others do not. Some applications interface with the mobile's CAD software so upgrades to that system or changes to the data stream can cause these applications to fail. Often CENCOM has no idea that an upgrade or change they make will have an impact on user agency software. We then have to spend hours assisting an agency troubleshoot problems that could have been avoided if CENCOM had better information about what applications were being deployed and if these applications were tested by CENCOM prior to deployment. As the core applications become more complex we will likely see more incompatibility between the core software and the 3<sup>rd</sup> party applications. Left unmanaged this could have serious consequences for the entire system. The easiest way to accomplish this is for CENCOM to manage and support the entire system and

to implement strict standards for 3<sup>rd</sup> party applications. Obviously, the down side of such an approach to our user agencies is a loss of some flexibility and control. However, a side benefit is that solutions can be implemented system wide rather than via a piecemeal department by department approach.

3. Hardware Purchases- Each agency currently chooses which computer model they are going to deploy. If CENCOM were to manage the entire system that flexibility would be lost. However, the volume a consolidated purchasing/replacement plan would generate would result in better prices. Some flexibility could be maintained by CENCOM offering one "laptop" model and one "hardmount" model. One way to manage the impact to CENCOM's budget and still provide the economies of scale would be for CENCOM to pay for planned replacements and to bill agencies for unplanned replacements (ie damages not covered by warranty). Since most unplanned replacements would be covered by the agency's insurance this should not have a negative impact on the agency budget. New installations are usually planned well enough in advance they could be included in CENCOM's budget or billed back to the agency.
4. PDAs- If the software has an affordable PDA option, and enough agencies are interested in deploying PDA solutions then CENCOM should purchase the software. Agencies that want to use PDAs should purchase the PDA hardware on their own given that the CAD software would be a secondary use and that PDA selection should be driven by the core use not restricted because of a secondary use.
5. Mounting Hardware and Installation Costs- This is another area where diversity is required. In this case the vehicle's "core use" dictates lay out, which impacts mounting hardware. A one-size-fits-all approach simply would not work. Since agencies typically install other equipment at the same time as the MCT equipment in new vehicles they can achieve better prices by managing and paying for their own future installations.
6. Cellular Air Cards- Those agencies that have chosen to deploy cellular "air cards" pay the monthly charges associated with that service. The system upgrade will require more bandwidth than the current radio based system is capable of providing, however the cellular companies are 3-5 years away from being able to provide the coverage level necessary for us to abandon the radio based network. Therefore the all units will need to be equipped with the cellular air cards. Network encryption and firewalls must be provided to protect the system from unauthorized access. Again, the most cost effective and simplest way to provide this access is for a single contract with one provider through CENCOM.
7. Monthly/Annual maintenance and access costs- In addition to the cellular access charges described above agencies pay CENCOM an MCT Surcharge and pay a licensing fee to Radio Mobile (our mct radio system provider). Since CENCOM's fee structure is not currently based on use a "per MCT" charge has been the fairest way to insure each agency pays their share of the system costs. However, agencies that could afford to pay their own way deployed MCTs early

but all agencies enjoyed the tangential benefits provided by the MCT system (decreased radio congestion, increased dispatcher availability, etc). The MCT grant levels the playing field and provides MCTs for all primary response vehicles in the county. Accordingly, rolling all of these charges into the CENCOM Operations Budget will help insure the playing field remains level.

8. Fiscal Impact- Transferring ownership and management/ support responsibility of the entire MCT system to CENCOM will cause an increase to the CENCOM budget (see attached spreadsheet). The CENCOM budget increase will be offset by decreases to user agency budgets. Additionally, CENCOM can achieve cost savings that individual departments would not be able to realize on their own.
9. System Maintenance- The current system requires a technician to manually upgrade each mobile computer (some minor upgrades can be accomplished via wireless hot spots but the process is still primarily manual). The current upgrade plan includes deployment of software that will automate future upgrades, allowing CENCOM to manage the system with fewer resources than would otherwise be required.

2015

Proposed CENCOM Governance  
Model



## Executive Summary

**Background** - The Strategic Positioning Project resulted in several highly leveraged recommendations, chief among them being a concerted effort to iterate CENCOM's governance model so that the agency's Policy Board becomes the final, legal decision makers for the organization. Such a change would vest authority entirely in the hands of CENCOM's Board and result in greater effectiveness, flexibility, transparency, and stewardship. (Page 5)

**Proposed Organizational Structure** - The Strategic Positioning Project resulted in a recommendation of changing to a governance model where CENCOM becomes a distinct legal entity owned by our member agencies and the policy board is vested with final decision making authority. This change would allow us to leverage existing relationships and new opportunities to improve efficiencies. By replacing the current three layers of governance (BOCC, CPB, CEC) with a streamlined model that vests final authority in the Policy Board we can increase transparency to the board as a whole. (Page 5, 14-18)

**Board Structure** - Continue the model of having a larger Board made up of elected officials representing the county, cities, and fire districts (e.g. our current CENCOM Policy Board). This Board would continue to meet quarterly with occasional work studies or special meetings. The Board would retain final decision making authority for matters concerning: (1) adoption of the annual budget and funding, cost share distributions, and reserve funds; (2) amendment to the ILA; (3) strategic plan adoption; (5) appointment of the Executive Committee; and (4) appointment of the CENCOM Director. (Page 15)

**Executive/Working Group** - A smaller working group (IE our current CENCOM Executive Committee) would have standing delegated authority to act on the Board's behalf for all matters not specifically reserved for the full board. (Page 16). This committee may need to add a second monthly meeting to their schedule. If so, this could be accomplished via conference call or video conferencing. Additional authority would be delegated to the executive director by policy (for example the authority to sign certain contracts, approve warrants, etc.). The Board may also want to consider appointing one of its members to serve as the point person for fiduciary issues. This board member could review warrants, financial reports, etc. in advance of board/committee meetings, play a more active role in budget development, and assist with keeping the full board informed of the organization's financial health, helping to improve fiscal transparency. (Page 16).

**Legal Basis** - RCW 39.34 (Page 19) allows public agencies to create multiple types of separate legal entities including nonprofit corporations, limited liability corporations, etc. The primary requirement is that all "members," "partners" or "owners" must be public agencies. TCOMM (Thurston) and NORCOM (North-East King), two of the most recent 911 centers to transition to separate legal entities opted to organize as nonprofit corporations. Regardless of which type of structure is selected CENCOM will be subject to state audits, etc. The board should consider retaining outside legal counsel to advise us of the pros and cons to each approach and help draft ILA. TCOMM opted to give their board the authority to change the legal structure without amending their ILA in case they uncovered any problems with their planned approach during the transition. The Board may want to consider a similar approach. (Page 17).

**Additional Assumptions**- Regardless of the decisions made, a change in governance structure should not trigger an increase in user fees (Pages 11, 12, and attachment). Also, Board, Staff, Chiefs and other key stakeholders must commit to engaging in a 3-5 year continuous improvement process where we frequently evaluate what's working, what's not and adjust accordingly.

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### Attachment

- Cost analysis (2 pages)

## Background - the 2015 Strategic Positioning Project

Strategic Positioning is a rapid cycle planning process used by CENCOM and other complex organizations to create and prepare for high impact scenarios which are highly likely to occur in the next five to seven years. After identifying powerful and significant trends, scenarios were created that imagined the continuation and convergence of several drivers. The process yielded a narrative describing these challenges.

In the next few years CENCOM will continue to succeed at its mission in a rapidly changing and complicated environment. CENCOM's setting is characterized by profound changes in technology, regional and national policy, the impacts of military funding as well as changes in community health care delivery models. Citizens of Kitsap and surrounding counties will benefit from an exceptionally well-coordinated public safety net wherein reliable and effective emergency communications is the norm and leaders of various agencies function from vital, cooperative and successful working relationships.

CENCOM will face significant challenges as well as opportunities driven by technology, shifting finance and funding models and innovative partnerships. These opportunities will require rapid-cycle decision making in the context of a strategy arising from a supportive and responsive governance model.

Regionally, Fire Departments and Districts will become more intertwined with the health care of the populace. The expansion of the Fire profession's mission yet again will likely impact the daily logistical support CENCOM provides.

National and regional pressure on Law Enforcement will increase and likely create major impact on CENCOM as the public scrutinizes every use of force and calls for dramatic change.

Market driven communication technologies, along with all manner of connected technology, will drive CENCOM to rethink part of its services and incorporate a wider array of tools into, and alongside, its current platforms. The populace will at first request, then demand, services that fit ever more mobile and connected lifestyles. Such market driven technologies will continue to change the scope of public safety. The need for real-time video, voice and text communications will continue to press in on CENCOM and all public safety responders. This interest will become a minimum expectation and result in the need for significantly greater bandwidth for the agency.

Mission critical technology will continue to evolve. By 2020 all of CENCOM's critical systems will be replaced. Some technology systems will no longer be supported through their life cycle as vendors and providers respond to market pressures and change strategies. A likely failure of critical technology looms if funding cannot be secured to replace outdated systems. By 2020 or earlier, CENCOM, and all regional emergency communications systems, will support true Next Generation 9-1-1 technologies. And, employees will function in a new environment where multiple diverse communication media will flow in and out of the center. Increasingly, as communications have moved to I.P. based platforms, CENCOM will be exposed to cyber threats that, if coordinated with a significant public safety event, will have a profound impact. Natural disasters such as an earthquake or epic windstorm, along with an active shooter event, will likely occur in CENCOM's future.

In the foreseeable future, the cost of CENCOM's workforce will increase by one third while labor/management relations will be tested. CENCOM employees, functioning as Kitsap County employees, are public safety communications professionals and, as such, will have increasingly complex jobs and employment needs. Employment management approaches and systems, which work well for County employees, will become less well suited for high-tech/high-pressure emergency communications professionals. A significant breakdown in labor/management relations will occur with current philosophies and practices. Moreover, filling high-tech/high-pressure emergency communications professional jobs will become much more difficult in CENCOM's near future. Shortfalls in recruitment and hiring approaches that leave significant numbers of potentially qualified candidates outside of outdated initial screening models, will create continued staffing shortages. These shortages leave CENCOM team members with protracted overtime demands.

The profile of a dispatcher or call receiver has changed and will change again. Even higher professional standards will be the hallmark and the CENCOM employee of the future. Professionals will have experience, competencies and skill sets not currently built into recruitment and selection models. CENCOM will also experience turnover of at least half of its current staff in the planning period and may experience rapid turnover of much greater proportion.

Filling leadership positions in emergency communications centers is a national challenge. CENCOM will be no exception. This trend will have greater impact on CENCOM, due to its complexity and scope.

In the midst of this exceptionally complex and challenging future, CENCOM team members, leaders and stakeholders will benefit from an intentional culture that attains higher levels of commitment and professionalism resulting in exceptional levels of service. Relationships with Law Enforcement and Fire Leaders will continue to thrive even as local and regional political challenges grow in complexity.

## Highlight of Recommendations from the 2015 Strategic Positioning Project

The Strategic Positioning Project resulted in several highly leveraged recommendations, chief among them being a concerted effort to iterate CENCOM's governance model so that the agency's Policy Board becomes the final, legal decision makers for the organization. Such a change would vest authority entirely in the hands of CENCOM's Board and result in greater effectiveness, flexibility, transparency, and stewardship.

The recommendations are...

**RED 1<sup>st</sup> Point of Leverage**

Brown 2nd Point of Leverage (Intandem)

**(T) – Technology Team**

- Streamline Governance model
- Identify and remove obstacles to rapid cycle change internally & externally*
- Explore Decision-Making models that result in greater autonomy (DM) for Commission Board (Influence/Flexibility)
- Define CPB, Executive, SAB roles re: decision rights and timing to enhance rapid cycle decision-making
- Review and adapt recruitment approach
- Update ideal telecommunications profile
- Update ideal tech-professional profile
- Intentional focus on Labor Management relationships regardless of government structure
- Enhance internal leadership/professional development and create succession plan
- Emphasize CENCOM's significant mission
- Evaluate In-Building radio coverage in Kitsap County Schools and other critical facilities (mall, casinos)
- Study of technology to determine obsolescence
- Create a model allowing for applications evaluation
- Evaluate County wide radio coverage
- Create a sustained technology road map looking out 2-3 years – determine what to do with new technology

## Board Structure - Rationale for Change in the Governance Model

### Establishing the CENCOM Policy Board as the Responsible Body for Governance of the Agency

Combined emergency communications centers are highly complex, specialized agencies staffed by technical professionals pressured to perform perfectly every time. These agencies are wholly dependent on mission critical technologies that iterate regularly. The professionals provide a staggering array of services that connect members of diverse communities with public safety first responders in a fast, effective and efficient way. The work of the agency has become exceptionally intricate and hazardous. Regional and national trends suggest no ebbing of that tide.

Emergency communications centers are the hub of the public safety network. As such, they function best when their governance is forward looking, innovative, responsive and accountable directly to the users. Centers that remain a part of a larger governance and administrative model are less responsive and, over the long term, have higher over-all costs.

As CENCOM has grown in complexity and scope, its governance has become increasingly challenging. Layers of decision makers have resulted in delays in implementation of even the most widely supported directives from the Policy Board. Opportunities impacting potentially high leverage partnerships, capital improvements and labor/management relationships have been missed. Inordinately complex administrative structures have resulted in delays, missed opportunities, lack of alignment on decisions and redundant processes. Decisions made by the Policy Board have not been implemented because of competing County demands.

CENCOM's strategic planning process (called the Strategic Positioning Project) has repeatedly identified the creation of a simple and clear governance model as the leveraged solution to the intricate challenges it faces. A governance model wherein CENCOM is a distinct legal entity owned by User Agencies and the current Policy Board is vested with final decision making authority is the industry and professional best practice. Such a model is tested and proven across the region. Nearly all substantial agencies, having begun as departments of other governmental entities, have years ago moved to vest authority in their Policy Boards and structure the organization as a separate legal entity, defined by Inter Local Agreements.

## Recommended Steps

1. Consider and approve the findings and recommendations of the Strategic Positioning Project (2015) specific to governance.
2. Retain outside legal counsel.
3. Consider and approve amendment to the Inter Local Agreement stipulating the definition of CENCOM as a distinct legal entity (effective January 1, 2016)
4. Establish a Transition subcommittee to work on behalf of the Policy Board to implement changes.
5. Transition Subcommittee create a transition plan, along with deadlines, and report to the Policy Board at Fall 2015 meeting.

## Internal Services Addressed by the Governance Model

The central objective of this proposed change is to totally vest authority for governance of CENCOM in its Policy Board. Since CENCOM is an effective agency, significant changes to services are not anticipated. Under this streamlined structure users and stakeholders will not experience change in quality or level of service.

All of CENCOM's operations and services will remain the same with the exception of those efforts undertaken that require a high degree of interaction with some Kitsap County support services. Most notably, human resources/personnel services relating to recruitment, hiring and retention of CENCOM employees will be changed.

Other services to be considered and addressed in an administrative services plan would eventually include:

- Legal support services
- Purchasing and Contracting
- Budgeting and Budget management
- Payroll services
- Information Technology Services

## Implications for CENCOM Workforce

The stakeholders and leaders of CENCOM have long recognized the complexity of leading and managing an emergency communications professional workforce. Telecommunicators (including Call Receivers, Dispatchers, Supervisors, Technical professionals and support teams) are a unique profession with exceptionally complicated recruitment, hiring, training and retention challenges. Communications Centers across the Western United States have all experienced a significant shift in the core competencies profile of exceptional Telecommunicators. These professionals are becoming much more difficult to find, recruit and retain. The Communications Centers that have the greatest ability to directly manage their employment processes and philosophies, their labor relationships and compensation models are the most effective. Centers that are dependent on human resources departments outside their control experience chronic labor/management relations problems, understaffing and difficulty in recruitment and retention.

Many of the best candidates for employment also have other job offers and will not stay available for a long, complex hiring process. Therefore recruitment, hiring and training of highly sought after technical professionals must be fast, efficient, flexible and responsive.

Furthermore, labor/management relationships in a technical professional environment are most vital when managed directly.

Under this structure the workforce would become employees of CENCOM rather than of Kitsap County. The transition would preserve all agreements for the foreseeable future and enhance labor/management relationships as direct communication increases the organization's responsiveness to working conditions and contracts. Current positions would be preserved. Hiring for open positions would accelerate and compensation models would become more aligned with the profession.

## Suggested Approach to Management of Administrative Services

One of the findings and recommendations resulting from CENCOM's last two Strategic Positioning Projects, conducted over the past few years with the participation of over two dozen stakeholders, relates directly to the complexity and cumbersome way in which the agency receives some support services. The majority of CENCOM's administrative services are provided by Kitsap County. The manner in which those services are provided is designed to fit conventional county governmental departments and not a highly professional-technical, 24/7 emergency communications agency.

Stakeholders participating in Strategic Positioning Projects have repeatedly expressed the need to establish authority and accountability wholly within CENCOM's Policy Board to, among other challenges, ensure greater responsiveness of administrative and support services.

The services provided by Kitsap County would possibly continue but with one substantive change: If mutually agreeable, CENCOM would act as the customer and the County as contractor. Support would occur within the construct of a clearly defined, and adequately compensated, level of service agreement.

Information Technology services, some elements of finance, treasurer and revenue collection services, some elements of the human resources functions, legal services and elements of risk management are all candidates for such a customer service relationship with the County.

The Policy Board, or the Executive Committee of the Board, would decide on a multi-year plan to address each service in sequence and ensure the most flexible, cost effective and efficient operations for CENCOM while leveraging Kitsap County government's competencies. The administrative support services plan will identify the principles by which in-sourcing or outsourcing decisions would be made. It would also provide the methodology for a thorough cost/benefit analysis for each service.

## APPENDIX

### Model organizations in Washington State

*T-Comm (Thurston County)*

*Valley Communications Center (South King County)*

*Skagit 9-1-1 (Skagit County)*

*CRESA (Clark County)*

*RiverCom (Wenatchee, Douglas and Chelan Counties)*

*NorComm (North East King County)*

*SNOPAC (Snohomish County)*

*MACC (Grant County)*

### Cost and Opportunity Costs associated with Governance Model

A compelling trend CENCOM addresses is increasing costs and opportunity costs associated with its current governance model. Examples of those costs are:

- Delays in hiring
- Loss in well-trained professionals
- Increased overtime costs
- Turnover above industry and community standards
- Paying County for HR services while we have ½ time employees for recruitment
- Paying twice for HR work
- Paying for services we don't need (i.e. Training)
- Loss of efficiency in purchasing process
- Board's decisions are all made twice (E. Board)
- Finance decision made twice or more
- Required to get legal advice from County
- Partnerships i.e. Verizon radio tower/regionalization
- Entities who do not want to receive services from Kitsap County
- Delays in implementation of Policy Board decisions
- County's wage & employment philosophy of uniformity
- Recruitment incentives
- Layers in hiring process
- Cannot control legal costs
- Personnel actions are complex

## Philosophy of Finance

All effective, forward looking organizations create a clear and compelling Philosophy of Finance to be used by the Board, senior managers and the Director and even User Groups as a guide when making near and long-term decisions. CENCOM is no exception.

CENCOM's Philosophy of Finance, should be reviewed to insure the Board still agrees with each of the following elements:

Values

Mission

Stewardship of Public Trust

Approach to the Establishment of Long Term Debt

Communication with the Public

Decision Making Process and Approach to Budgeting

The Role of the Policy/Governing Board

## FAQs

Will CENCOM's services be impacted?

No. CENCOM's service will not be impacted by a change in governance model.

Will my employment with CENCOM change?

Yes. Employees will become employed by CENCOM rather than employees of Kitsap County. It is likely the only change you will experience will be in logos and branding of the Agency. There will be no impact on compensation, employment agreements or benefits.

Will Bargaining Unit relationships change?

Yes. The labor/management relationship will now be a direct one with the contracts established between labor and CENCOM.

Will Employment Contracts change?

No. Current employment contracts will remain in force until expiration.

What will the makeup of the Board be?

Board membership will remain the same for the foreseeable future. But Board membership will be stipulated in the ILA.

Who will own CENCOM's buildings?

CENCOM will own all of its buildings.

Who will own CENCOM's radio infrastructure?

CENCOM will own all of its radio infrastructure except those assets currently leased or co-owned.

What is an example of an ILA (Inter Local Agreement)?

See: [http://www.rivercom911.info/pdfs/RiverCom\\_Interlocal.pdf](http://www.rivercom911.info/pdfs/RiverCom_Interlocal.pdf) and <http://tcomm911.org/Governance/Governance%202011.pdf>

## DRAFT ILA EXCERPT- FOR DISCUSSION PURPOSES ONLY

This agreement is entered into among Bainbridge Island Fire Department, Central Kitsap Fire and Rescue, the City of Bainbridge Island, the City of Bremerton, the City of Poulsbo, the City of Port Orchard, North Kitsap Fire and Rescue, the Port Gamble S'Klallam Tribe, Poulsbo Fire Department, South Kitsap Fire Department, and the Suquamish Tribe, all of which are public agencies under the laws and statutes of the State of Washington.

### ARTICLE 1 RECITALS

Whereas, the parties are empowered to provide emergency communications services to the residents within their respective jurisdictions; and

Whereas, the parties recognize the benefits in terms of efficiency and economy as well as in the furtherance of the health, safety, and welfare of the public from a consolidated 911/emergency communications system; and

Whereas, Chapter 39.34 RCW, the Interlocal Cooperation Act, authorizes the Parties to enter into agreements with one another for joint or cooperative action; and

Whereas, the parties agree that it is in the public interest to form a new entity, Kitsap 9-1-1 (CENCOM), as a separate legal entity whose function and activities are subject to policy direction from the undersigned member agencies according to the provisions of this agreement, and

Whereas, the governing body of each party has resolved, agreed, or ordained that this Interlocal Agreement may be entered into;

NOW, THEREFORE, in consideration of the mutual covenants contained herein, it is hereby agreed as follows:

### ARTICLE 2 FORMATION, PURPOSE, and POWERS

2.1 Formation. The Parties hereby create Kitsap 911 (CENCOM), a separate legal entity organized as a nonprofit corporation organized pursuant to Chapter 24.06 RCW and as a tax-exempt organization under Section 115 and Section 501(C)3 of the Internal Revenue Code. The parties may reorganize the form of Kitsap 911 in any manner as may be permitted by law as described in Article XX or by amendment of this Intergovernmental Agreement in accordance with Article XX.

**BOARD QUESTION:** RCW 39.34 allows public agencies to create multiple types of separate legal entities including non-profit corporations, limited liability corporations, etc. The primary requirement is that all "members," "partners" or "owners" must be public agencies. TCOMM (Thurston) and NORCOM (North-East King), two of the most recent 911 centers to become separate legal entities opted to organize as non-profit corporations. **NOTE:** regardless of which type of structure is selected CENCOM will be subject to state audits, etc. Should CENCOM organize as a non-profit corporation or take advantage of one of the other options available under RCW 39.34? **Staff Recommendation:** Obtain outside legal counsel to advise the board of the pros and cons to each approach and help draft ILA.

2.2 Duration. The agreement shall remain in force and effect perpetually or until terminated in accordance with Article XX.

2.3 Purpose. The purposes of KITSAP 911 (CENCOM) shall include, but are not limited to financing, design, acquisition, construction, equipping, reequipping, operation, maintenance, remodeling, repair, and improvement of the 911/Emergency Communications System.

2.4 Powers. In furtherance of its purposes, Kitsap 911 (CENCOM) shall have the power to:

Acquire, construct, receive, own, manage, lease and sell real property, personal property, and intangible property;

Operate and maintain the System and related facilities;

Enter into contracts with public and private entities;

Sue and be sued;

Incur indebtedness and to issue bonds, notes, or other evidence thereof (through one or more of the member agencies unless and until; Kitsap 911 (CENCOM) has such power under applicable law);

Establish and collect fees in accordance with the funding formula;

Establish polices, guidelines or regulations to carry out its powers and responsibilities; and

To exercise all other powers that were within the statutory authority of and may be exercised by the member agencies with respect to the System.

### **ARTICLE 3 MEMBERSHIP AND GOVERNANCE**

3.1 Membership. Membership is established by execution of this agreement and payment of any required cost allocation as established in accordance with this agreement.

3.2 CENCOM Board of Directors: There shall be a Kitsap 911 (CENCOM) Board of Directors, (hereinafter called the Board), composed of thirteen (13) members as follows:

All three Kitsap County Commissioners;

The Bremerton Mayor and two City Council members;

The Mayors of Bainbridge Island, Port Orchard, and Poulsbo;

Three Fire Commissioners appointed by the Kitsap County Fire Commissioner's Association; and,

The Kitsap County Sheriff

**BOARD QUESTION: Do you want to change the makeup of the BOD? Appointing authority?**

The Board shall meet so often as necessary, to conduct its business. Annually, at the first meeting of the calendar year, the Board shall elect a chairperson, who shall preside over meetings, and a vice chairperson to serve in the absence of the chairperson.

BOARD QUESTION: Finance Officer? Staff Recommendation: Appoint a finance officer who sits as one of the five voting members of the Executive Committee. Responsible for reviewing warrants, contracts and quarterly budget reports prior to each Executive Committee and Board meeting. Reports to Board of Directors and Executive Committee.

The Board may appoint an Executive Committee to exercise certain, limited authority and make such decisions that are necessary to ensure the efficient operation of CENCOM. However, the Board shall retain final decision making authority for matters concerning: (1) the annual budget and funding, cost share distributions, and reserve funds; (2) amendment to the Agreement; (3) strategic plan adoption; and (4) appointment of the CENCOM Director.

3.3 CENCOM Executive Committee. There shall be a CENCOM Executive Committee, composed of seven (7) members as follows:

One Board Member from Kitsap County, appointed by the Kitsap County Commissioners and Sheriff;

One Board Member from the City of Bremerton, appointed by the Mayor of Bremerton;

One Board Member representing the Fire Commissioners, appointed by the Kitsap County Fire Commissioners Association;

One Board member representing the cities, appointed by the Board members from the cities of Bainbridge Island, Port Orchard, and Poulsbo collectively;

The Board Chair; and,

The Chair and Vice Chair of the CENCOM Strategic Advisory Board, as non-voting members of the Committee;

The Executive Committee shall make recommendations to the Board on matters reserved for Board action. The Committee shall have and exercise its limited authority, as provided by the Board, to make such decisions as are necessary to ensure the efficient operation of CENCOM. These actions may include, but are not limited to: (1) providing direction to, and managing the performance of, the Executive Director; (2) authorizing budget amendments, including expenditures from the reserves, provided such amendments do not change the amount due by any signer to the Interlocal agreement; and (3) providing direction to staff and oversight of labor agreements; staffing or personnel issues; excise tax levels; implementation of new programs and discontinuance of existing program and other such matters; and (4) providing recommendations to the Board of County Commissioners regarding excise and sales tax levels.

Any action taken by the Executive Committee shall be reported to the Board, at the Board's next regularly scheduled meeting, or at any special meeting convened for that purpose, and incorporated into the minutes thereof.

3.4 Other Agencies. The Board may provide emergency communications to other agencies. Such, agencies, if approved, shall enter into an Interlocal Agreement substantially similar to this agreement, or execution of a service contract with CENCOM.

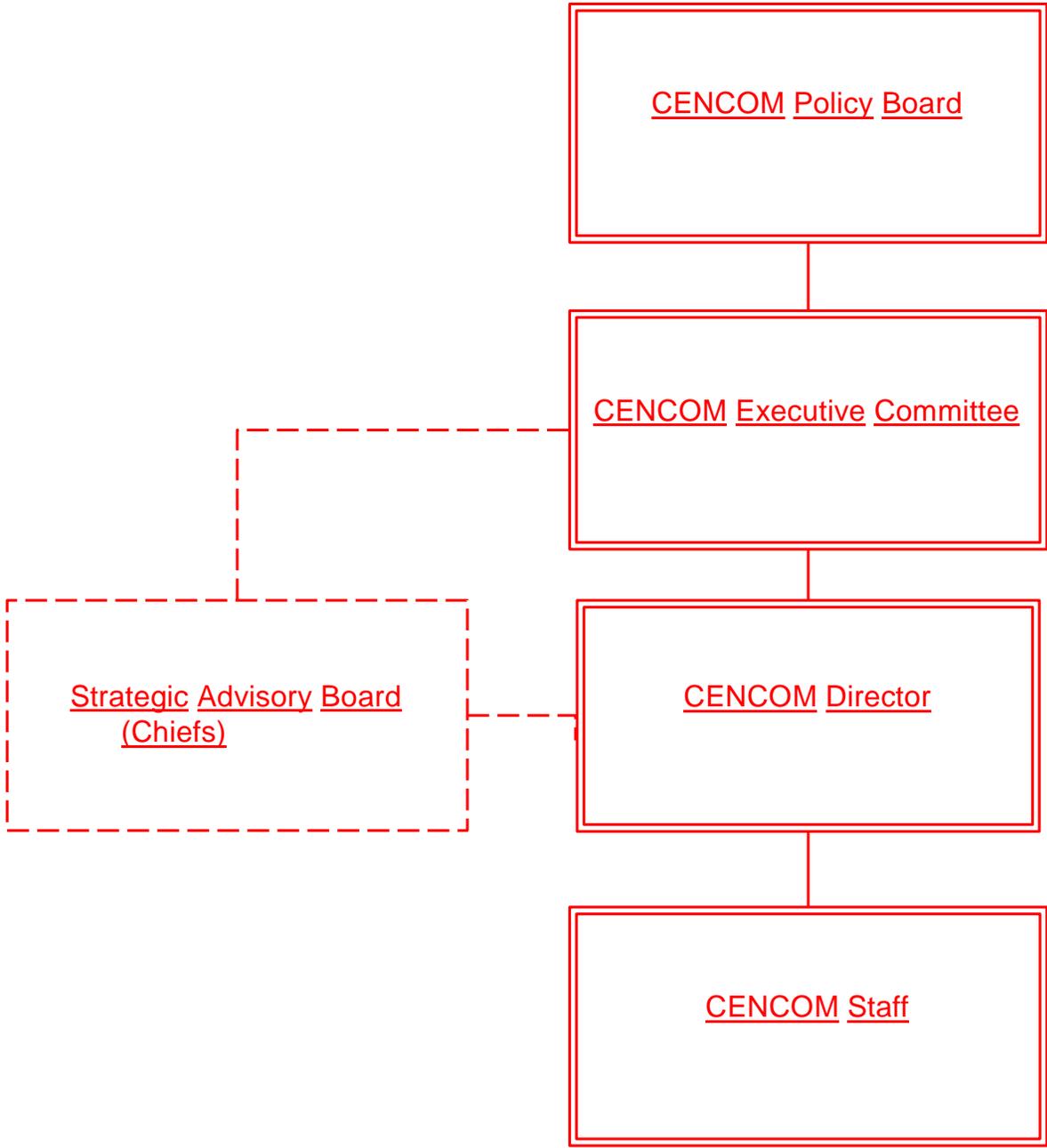
#### **ARTICLE 4 Executive Director**

The Board shall appoint an Executive Director who shall serve under the general policy guidelines of the Board.

Such Director shall be responsible for: (1) maintenance and operation of the emergency communications system; (2) hiring, firing, disciplinary actions, and other personnel matters; and (3) the accomplishment of directives from the Board and/or Executive Committee. The Director shall make regular reports to, and act upon recommendations received from the Board and the Executive Committee.

#### **Article 13 CHANGE IN CORPORATE FORM**

Notwithstanding anything in this Intergovernmental Agreement to the contrary, the Board of Directors may, by Supermajority Vote, approve conversion of Kitsap 911 (CENCOM) to a joint operating agency, municipal corporation, public corporation, limited liability corporation, limited liability partnership or other corporate form. The Member Agencies hereby acknowledge that the Board of Directors has the authority to elect to change the corporate form of Kitsap 911 (CENCOM) as set forth in this Article ## and to effect such change. Each Member Agency hereby consents to such change in corporate form.



## RCW 39.34.030

## Joint powers—Agreements for joint or cooperative action, requisites, effect on responsibilities of component agencies—Financing of joint projects.

(1) Any power or powers, privileges or authority exercised or capable of exercise by a public agency of this state may be exercised and enjoyed jointly with any other public agency of this state having the power or powers, privilege or authority, and jointly with any public agency of any other state or of the United States to the extent that laws of such other state or of the United States permit such joint exercise or enjoyment. Any agency of the state government when acting jointly with any public agency may exercise and enjoy all of the powers, privileges and authority conferred by this chapter upon a public agency.

(2) Any two or more public agencies may enter into agreements with one another for joint or cooperative action pursuant to the provisions of this chapter, except that any such joint or cooperative action by public agencies which are educational service districts and/or school districts shall comply with the provisions of RCW 28A.320.080. Appropriate action by ordinance, resolution or otherwise pursuant to law of the governing bodies of the participating public agencies shall be necessary before any such agreement may enter into force.

(3) Any such agreement shall specify the following:

(a) Its duration;

(b) The precise organization, composition and nature of any separate legal or administrative entity created thereby together with the powers delegated thereto, provided such entity may be legally created. Such entity may include a nonprofit corporation organized pursuant to chapter 24.03 or 24.06 RCW whose membership is limited solely to the participating public agencies or a partnership organized pursuant to chapter 25.04 or 25.05 RCW whose partners are limited solely to participating public agencies, or a limited liability company organized under chapter 25.15 RCW whose membership is limited solely to participating public agencies, and the funds of any such corporation, partnership, or limited liability company shall be subject to audit in the manner provided by law for the auditing of public funds;

(c) Its purpose or purposes;

(d) The manner of financing the joint or cooperative undertaking and of establishing and maintaining a budget therefor;

(e) The permissible method or methods to be employed in accomplishing the partial or complete termination of the agreement and for disposing of property upon such partial or complete termination; and

(f) Any other necessary and proper matters.

(4) In the event that the agreement does not establish a separate legal entity to conduct the joint or cooperative undertaking, the agreement shall contain, in addition to provisions specified in subsection (3)(a), (c), (d), (e), and (f) of this section, the following:

(a) Provision for an administrator or a joint board responsible for administering the joint or cooperative undertaking. In the case of a joint board, public agencies that are party to the agreement shall be represented; and

(b) The manner of acquiring, holding and disposing of real and personal property used in the joint or cooperative undertaking. Any joint board is authorized to establish a special fund with a state, county, city, or district treasurer servicing an involved public agency designated "Operating fund of . . . . joint board".

(5) No agreement made pursuant to this chapter relieves any public agency of any obligation or responsibility imposed upon it by law except that:

(a) To the extent of actual and timely performance thereof by a joint board or other legal or administrative entity created by an agreement made pursuant to this chapter, the performance may be offered in satisfaction of the obligation or responsibility; and

(b) With respect to one or more public agencies purchasing or otherwise contracting through a bid, proposal, or contract awarded by another public agency or by a group of public agencies, any statutory obligation to provide notice for bids or proposals that applies to the public agencies involved is satisfied if the public agency or group of public agencies that awarded the bid, proposal, or contract complied with its own statutory requirements and either (i) posted the bid or solicitation notice on a web site established and maintained by a public agency, purchasing cooperative, or similar service provider, for purposes of posting public notice of bid or proposal solicitations, or (ii) provided an access link on the state's web portal to the notice.

(6) Financing of joint projects by agreement shall be as provided by law. [2009 c 202 § 6. Prior: 2008 c 198 § 2; 2004 c 190 § 1; 1992 c 161 § 4; 1990 c 33 § 568; 1981 c 308 § 2; 1972 ex.s. c 81 § 1; 1967 c 239 § 4.

[2009 c 202 § 6. Prior: 2008 c 198 § 2; 2004 c 190 § 1; 1992 c 161 § 4; 1990 c 33 § 568; 1981 c 308 § 2; 1972 ex.s. c 81 § 1; 1967 c 239 § 4.]

## General Fiscal Policy

### Introduction

CENCOM's mission is to serve the citizens of Kitsap County through professional, timely, and effective 9-1-1 communications and the coordination of emergency services response. The CENCOM Policy Board<sup>1</sup> and CENCOM staff are accountable to the citizens of Kitsap County for the wise and most effective/efficient use of financial resources necessary to accomplish CENCOM's mission.

Sound budgeting and fiscal policies that adhere to the principles of transparency, stability, sustainability, stewardship, responsibility, and accountability help CENCOM's elected officials and managers protect public interests, ensure public trust, and to allocate and use resources more effectively. They enhance the quality of decision making by encouraging practices that illuminate the key issues and choices facing the organization. They also help the Board, public, auditors, and others evaluate how effective management is in achieving the goals of the organization.

Good budgeting is a broadly defined process that has political, managerial, planning, communication, and financial dimensions. Good budgeting practices have a long-range perspective and are not simply an exercise in balancing revenues and expenditures. They effectively involve all stakeholders (elected officials, managers, staff, user agencies, and the public), focus budget decisions on results and outcomes, and reflect the needs and priorities of all stakeholders.

These principles guide all decisions and practices at CENCOM, particularly those related to financial matters.

This directive is intended to provide the basic framework for managing revenues and expenditures and provide guidelines for evaluating both current activities and proposals for future services. It is not meant to include all the concepts, assumptions, conventions, principles, or rules upon which generally accepted accounting principles are based.

### Policy Statements

#### Governing Documents/ Regulations:

All business and accounting at CENCOM must conform to:

1. Washington State Law (i.e. RCW Chapter 43.09, Chapter 82, and associated chapters of the Washington Administrative Code) and Budgeting, Accounting, and Reporting System (BARS) Manual for Cities, Counties, and Special Purpose Districts (GAAP).
2. Kitsap County Ordinance,
3. Governing Directives, (Policies and Procedures) adopted by the CENCOM Policy Board,
4. Policies, Procedures, and recommendations of the Kitsap County Auditor, and

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<sup>1</sup>The abbreviations Board and CPB refer to the CENCOM Policy Board. The abbreviation BOCC refers to the Board of County Commissioners.

5. Generally Accepted Accounting Principles (GAAP) for Governmental Organizations as adopted by the Government Accounting Standards Board (GASB), and
6. Internal CENCOM Policies (developed in accordance with Communications Center standards of the Commission on Law Enforcement Accreditation and the Best Practices recommendations of the Government Finance Officers Association).

Except as provided herein, if any of the above disagree, their order of precedence is as listed above.

**Ethics and Conflicts of Interest:** Officials and employees involved in CENCOM’s fiscal oversight and accounting functions (including but not limited to investments, procurement, and accounts payable) shall refrain from personal business activity that may conflict with the proper execution of the program, or may impair their ability to make impartial decisions. Potential conflicts must be reported to the Director (for employees) or the CENCOM Executive Committee (for the director and elected officials).

**Basis of Accounting:** CENCOM uses the modified accrual basis of accounting as outlined in the BARS Manual (See Governing Documents #1).

**Budget Period:** CENCOM may establish either an annual or biennial budget with the calendar year(s) as the budget period.

**Balanced Budget:** The CENCOM budget will be balanced upon adoption, meaning the beginning fund balance plus revenues equals expenditures plus ending fund balance. The Operations Section should also be structurally balanced meaning operating revenues equal or exceed operating expenditures in the current budget period and over the long term.

**Ending Fund Balance(s):** The ending fund balance will be equal to (or greater than) the minimum reserve required by the Stabilization and Equipment Replacement Fund/Reserve Policies.

**Conservative Forecasts:** Projections of revenues and expenses should be conservative. When in doubt, staff will err on the low side for revenues and on the high side for expenses. CENCOM will not rely on a single source for sales tax revenue forecasts. Revenue forecast resources may include the Kitsap County Budget Office, the Washington State Economic and Revenue Forecast Council, the Bureau of Labor Consumer Price Index, and the budget offices of municipalities, other counties, 911 agencies, and special service districts. Staff will identify the sources used in the budget proposal. [See also- Evaluation of Revenue Stability in the Stabilization Policy]

**Fund Management:** All sums received by CENCOM from any source shall be placed into a fund managed by the Kitsap County Treasurer, and all sums disbursed by CENCOM shall be expended from this fund.

**Investments:** Kitsap County manages CENCOM’s investments according to the procedures and requirements specified in the County’s approved investment policy. Funds will be invested in a manner which provides the highest investment return with maximum security while meeting the daily cash flow requirements and conforming to all state and local statutes governing the investment of public funds.

**Reserves:** Reserves will be managed in accordance with the Stabilization and Equipment Replacement Fund/Reserve Policies.

**Debt:** Issuing debt commits revenues into the future and may limit the agency’s flexibility to respond to changing service priorities, revenues, and cost structures. Debt must be managed prudently in order to maintain a sound fiscal position and protect credit quality. Debt must not be used to pay operating expenses.

The use of short term credit (IE purchase accounts, credit cards, etc.) and petty cash accounts is governed by the policies of the Kitsap County Auditor's Office.

The use of long term credit must be approved by the Policy Board. In order to avoid the use of long term credit adequate funds should be saved or alternative revenue sources including low interest intergovernmental loans should be explored. Proposals to use long term credit should be limited to funding a specific project, capital improvement, or equipment replacement. Proposals to use long term credit must clearly identify the purpose and include a cost benefit analysis that evaluates the following:

- urgency of the project,
- useful life of assets to be purchased (lifespan should equal or exceed the maturity of the debt),
- structural features of the debt (payment schedule, interest rate, any provisions that restrict the liquidity of other CENCOM assets, etc.),
- comparison of total cost of completing the project with and without issuing debt,
- impact of the proposed debt on CENCOM's debt capacity,
- impact of the proposed debt on the strategic plan,
- impact of the proposed debt on future revenues (particularly user fees), and
- impact of the proposed debt on the long-range fiscal health of CENCOM.

Additionally, project proposals must comply with other relevant requirements of this policy.

**Grants (and other one-time revenues):** The use of grants and other one-time revenues must be sustainable and approved by the Board. Use should be limited to startup expenses, capital purchases, special projects, and early debt retirement. The use of grants and other one-time revenues to pay for ongoing expenditures must be approved by the Board and should be limited to stabilization (i.e. to cover approved expenditures that temporarily exceed revenues or allow for an orderly/incremental reduction in services) or situations compatible with the long term revenue plan.

A cost/benefit analysis will be performed for all potential grants. Grants opportunities should be considered if they would advance the CENCOM strategic plan or Board Priorities, or resolve a critical infrastructure problem. Careful attention must be paid to both financial and operational impacts of any proposed grant (for example: matching requirements, staff time, etc.). The revenue source to pay matching expenses and ongoing/support expenses not covered by the grant must be clearly identified. Grants will not be accepted if the impacts cannot be justified.

One-time revenues means any revenue that cannot be relied upon in future budget periods (for example, abnormal increases to regular revenue sources, sale of assets, temporary cost savings- including savings realized through refinancing of debt, etc.). One time revenues may be available for more than one year, but are expected to be non-recurring. [see also- Evaluation of Revenue Stability section of the Stabilization Policy]

**Staffing Levels:** Emphasis is placed in improving individual and work group productivity rather than increasing authorized staffing levels. CENCOM will request additional staff only after the need of such positions has been demonstrated and documented and when technical solutions or other tools to maximize productivity are unavailable or impractical. Staffing studies will be conducted regularly so that necessary increases can be implemented incrementally. The APCO Project RETAINS tool will be used to evaluate dispatch floor staffing requirements.

**Budgeting Personnel Expenses:** When appropriate, personnel expenses may be budgeted at less than 100% of authorized staffing levels. The Director or designee will evaluate retention trends, training schedules, and other relevant factors when preparing the budget and will inform the board of the justification for budgeting below 100%. In the event that retention exceeds budgeted levels, the Director may transfer funds to cover the overrun without additional authorization from the Board. The Board must be informed of such action no later than the next Policy Board Meeting. This section does not grant authority to exceed 100% of authorized staffing levels. “Authorized staffing” includes positions which are included on the budget document commonly known as “Schedule C1” minus any positions which have been temporarily defunded or permanently eliminated by the CENCOM Policy Board. Funds transferred from the Reserve for this purpose must be restored during the next budget period or as directed by the Board.

**Personal Responsibility:** CENCOM employees who exceed their designated purchasing authority and obligate CENCOM to a financial commitment which results in a financial loss may be held personally responsible and are subject to discipline. CENCOM is entitled to recover the full amount of such loss from the employee.

**Reimbursable Expenses:** CENCOM will reimburse employees for their necessary and reasonable travel and non-travel expenses incurred in the conduct of their official business for CENCOM (In accordance with RCW Chapter 42.24 and Kitsap County Policies). Expenditures must be pre-approved by the Director or designee. In all cases, the employee should be able to demonstrate the public purpose served by the expenditure for which the reimbursement is requested and provide reasonable documentation supporting the expenditure. Expenses incurred under this policy will be appropriate to the circumstances and consistent with the best interests of CENCOM.

#### **Budget Goals:**

1. To ensure diversified annual financial resources that are sufficient to provide for regular and ongoing operations plus enough additional reserves to ensure sufficient:
  - a. cash flow,
  - b. equipment replacement, and
  - c. stabilization/ contingency funding.
2. To balance recurring operating expenses and debt service to recurring operating revenue.
3. To provide adequate liquidity to provide for limited interruptions in revenues (natural disasters, unexpected loss of revenue source, etc.).
4. To maintain public trust and confidence by utilizing resources in the most efficient manner possible.
5. To ensure the legal use of public assets through an effective system of internal controls and to ensure that all local, state, and federal rules are followed.
6. To ensure responsible use of public assets through an operating philosophy of cost control and responsible fiscal management.
7. To maintain a budgetary control system to ensure compliance with the approved budget policy.
8. To provide budget and accounting reports demonstrating the status of financial activity and results on a timely basis to the Management Team, the Executive Committee, and the CENCOM Policy Board.
9. To develop the annual budget in a format that is clear and understandable to the Board and the general public and allows for year to year comparisons.

**Budget Schedule (and Instructions):** The Director or designee will develop and distribute the Budget Schedule to key staff and stakeholders.

The Budget Schedule should include:

- dates of key events and deadlines,
- a description of the overall budget and planning process
- roles, responsibilities, and assignments,
- a copy of (or instructions for locating) this and other applicable policies.

The draft budget will be:

- presented to the Strategic Advisory Board in May, and
- presented to the Executive Committee in June, and
- delivered to Policy Board Members at least two weeks prior to the July CPB meeting, and
- presented for Board action at the July CPB meeting.

Note: If a biennial budget has been adopted the above timeline will apply to the second year of the budget cycle, and the Board will conduct budget reviews as necessary during the biennium.

**Budget Organization:** CENCOM's budget will be organized into four sections:

- Revenues: Fund balance and revenues from all sources.
- Operations Expenditures: Expenditures necessary to maintain current operations for the budget period including personnel expenses, general operating supplies and services, and repair and replacement of existing equipment not associated with a special project and not funded through the Equipment Replacement Fund/Reserve.
- Capital and Technology Expenditures: expenditures associated with capital improvements, new technology initiatives, and equipment replacements funded through the Equipment Replacement Fund/Reserve. (Reported in project budget format, regardless of cost center, account code, etc.).
- Surcharges and Special Project Expenditures: expenditures associated with surcharges, pass-through charges (i.e. I-Leads), and situations when tracking associated expenses as part of a project budget will improve budget transparency or is necessary for fee-for-use/ surcharge based billing . (Reported in project budget format, regardless of cost center, account code, etc.).

Project Budgets that span multiple budget cycles will include the full appropriation necessary to implement the project along with an estimate of expenditures broken down for each budget cycle.

CENCOM's official budget submission to the Kitsap County Budget office will comply with the directives and fund management requirements of that office (IE Cost Center, Fund Accounting, Account Code, etc.). Although the "county's" budget documents may vary in form, the total appropriation authorized by the CENCOM Policy Board may not be exceeded.

**Budget Administration and Authority for Budget Adjustments:** Expenditures approved by the CENCOM Policy Board (Appropriations) define CENCOM's spending limits for the budget period. Beyond legal requirements, CENCOM will maintain an operating philosophy of cost control and responsible fiscal management.

For purposes of maintaining adequate internal control of expenditures, the budget will be administered at a greater level of detail than that at which it is legally adopted.

Failure to realize budgeted revenues may necessitate corresponding reduction of expenditures in order to maintain the integrity of the budget.

Appropriations will be controlled by the following expenditure categories.

1. Personnel Expenses (Salaries and Benefits)
2. Non-Personnel Expenses (Supplies, Services, and other non-personnel expenses)
3. Reserve

Except as provided in the Stabilization and Equipment Replacement/Reserve policies, transfer between these expenditure categories must be approved by the Board.

As long as expenditures do not exceed the total appropriation, the director may transfer line item appropriation authority within each of the above categories without further approval of the Board.

If a proposed budget adjustment changes the total authorized appropriation, or includes a transfer between the above expenditure categories, the Director will verify that sufficient resources are available in the budget for the adjustment and will present the proposal for consideration by the Board. The proposal will include the recommended funding source, an analysis of the fiscal impact and a review of all reserves and previously approved amendments since budget adoption. (The Board may delegate this authority to the Executive Committee or to the Board of County Commissioners.)

When necessary, budget amendments are completed on a quarterly basis. All budget amendments and transfers are subject to the procedural requirements of the Kitsap County Budget Office.

**Budget Monitoring and Reporting:** Each division supervisor is responsible for monitoring their assigned budget line items and reporting deviations to the Director.

The Director or designee will prepare fiscal status reports which will be distributed to the Board at least quarterly. The report will provide an overview of financial activities with comparison to the approved budget. For multi-year projects, the report will include budgeted and expended figures for both the current budget period and for the entire project.

At the end of each budget period, the Director or designee will report on the agency's financial status. The report will include a summary of performance measures. Once adopted by the Board the report will be posted on CENCOM's web page.

## Costs for Services Currently Received from Kitsap County

### Information Services and ER&R (Vehicles) [These services and charges probably would not change]

Account Desc	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Budget
5912 I/F Info Ser Service Charge	21,380	32,436	28,284	40,684	25,136	29,436	19,536	20,220	19,846	19,736	10,705
5913 I/F Info Ser Prog Maint &	3,092	62	0	197	17,830	0	0	-8,432		0	0
5914 I/F Info Serv Computer Mai	1,460	1,460	1,460	2,104	0	0	0	0		0	0
5915 I/F Management Consulting					69,001						
5917 Service Charges											4,471
5918 Mapping Services	0	44,171	62,232	65,522	118,618	69,011	63,892	55,917	58,019	45,873	
5919 Other I/F Professional Cha	0	0	0	356	0	0	0	0			2,022
5921 I/F Communications	0	173	2,965	8,061	1,283	1,381	964	931	472	1,252	417
5922 I/F I.S. Projects											
5931 I/F Supplies	329	226	46	133	97	0	2,448	1,473	35	0	0
5951 I/F Operating Rentals & Le	11,520	10,080	6,720	4,080	2,400	2,400	4,560	5,520	6,720	7,320	5,880
5981 I/F Repairs & Maintenance	195	695	280	455	665	0	3,033	688	432		
5993 I/F Training	0	840	0	90	0	0	0	320		250	
5994 I/F Dues	0	0	0	0	0	0	0	0		0	0
5913 I/S I/Leads Passthrough					\$ 123,498	\$ 122,427	\$ 114,234	\$ 118,126	\$ 82,388	\$ 80,432	\$ 82,497
5915 I/S MCT Network and Support					\$ 73,565	\$ 83,890	\$ 83,890	\$ 80,987	\$ 126,268	\$ 128,656	\$ 160,732
5918 Mapping Services					\$ 17,691	\$ 2,698	\$ 14,591	\$ 9,572	\$ 22,590	\$ 19,659	\$ 104,312
5918 Mapping Services										\$ 28,046	
5918 Mapping Services											
<b>Total</b>	<b>37,976</b>	<b>90,143</b>	<b>101,987</b>	<b>121,682</b>	<b>449,783</b>	<b>311,242</b>	<b>307,148</b>	<b>285,323</b>	<b>316,770</b>	<b>331,224</b>	<b>371,035</b>

### Administrative Services/Legal/HR/Medical Benefits [These services and charges may change]

5229 Employee Medical Benefits	497,797	469,204	541,619	580,582	729,337	748,051	688,235	759,960	756,000	756,000	877,800
5916 Special Legal Services					16,544	16,997	11,016	0		0	
5961 I/F Insurance Services	20,742	29,954	31,196	27,580	25,664	28,285	29,407	29,383	29,383	21,176	21,567
5996 I/F Indirect Cost Allocati	115,996	137,271	137,271	192,497	174,521	175,763	175,763	191,004	187,180	186,971	221,807
<b>Total</b>	<b>634,535</b>	<b>636,429</b>	<b>710,086</b>	<b>800,659</b>	<b>929,522</b>	<b>952,099</b>	<b>893,405</b>	<b>980,347</b>	<b>972,563</b>	<b>964,147</b>	<b>1,121,174</b>

Costs if CENCOM handled Finance and HR costs internally and contracted Legal, Medical Benefits, and Risk		2015	2016	2016 FT HR
HR Manager	Total cost of position including medical benefits	70,911	72,329	96,439
Finance Delta		8,000	8,160	8,160
State Auditor		50,000	50,000	50,000
Risk Pool/ Some Legal Services		49,000	49,000	49,000
Medical/Dental/Vision/Life		771,560	853,176	853,176
Legal Services not included in risk pool		11,000	11,000	11,000
Background Investigator		(12,807)	(12,807)	(12,807)
<b>Total</b>		<b>947,664</b>	<b>1,030,858</b>	<b>1,054,968</b>
<b>Net 5 Year Savings</b>		<b>82,413</b>	<b>451,577</b>	<b>331,028</b>

Assumptions:

.75 FTE for HR Manager

Upgrade Financial Analyst to Finance Manager

WCIA Risk Pool

Similar Medical Benefit Package from AWC as current county (self insured)

HR manager handles negotiations, final reviewed by contracted attorney

HR manager handles background investigations

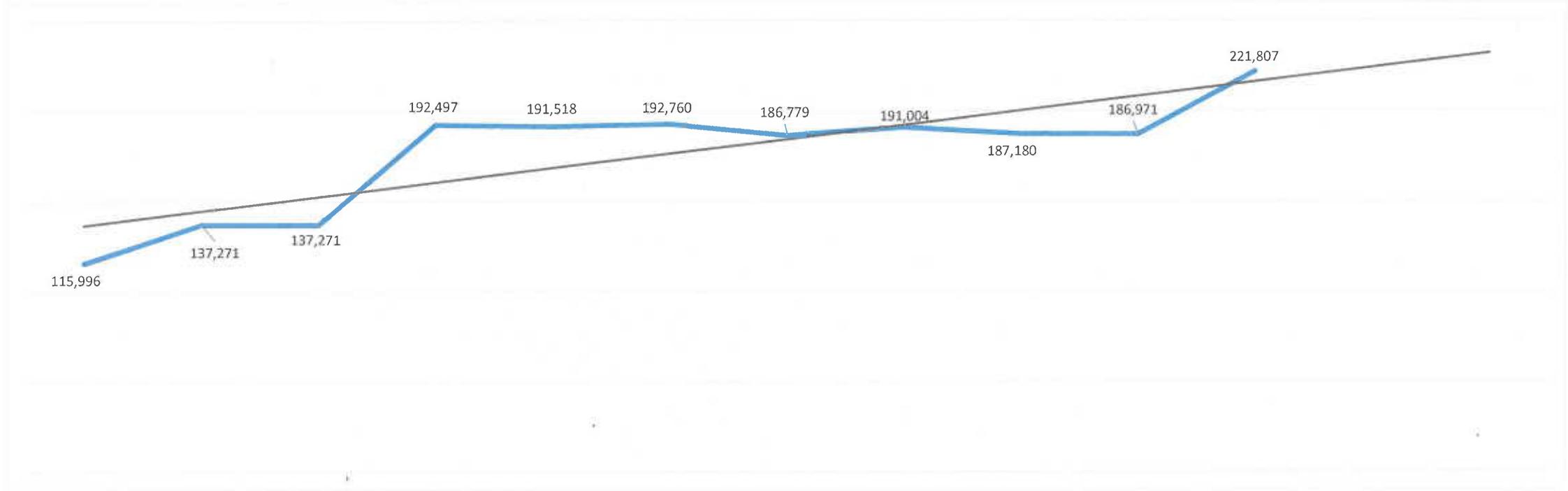
Current admin staff continues to support HR and Finance functions at current levels

Comparrison is of current (2015) rates

Over the long term costs of either option will increase at a similar rate

# Indirect Cost Allocations

Account Desc	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Indirect Cost Allocations with Legal	115,996	137,271	137,271	192,497	191,518	192,760	186,779	191,004	187,180	186,971	221,807



# Information Paper

## CENCOM Policy Board

**Subject: Budget Report (actuals as of June 30, 2015)**

**Summary:** For the period of January through June 2015, revenues were above budget and expenses were below budget, with no significant outliers.

**Revenues:** We have received 50.1% (\$4.3M) of budgeted revenues through June 2015, with a goal of 49.4%.

Our sales tax revenue is above projection for 2015, with our year to date total 8.2% above budget with 52.4% received (goal is 48.5%).

Our telephone excise tax revenues are below budget with 47.6% received of the 50% expected.

All other revenues are tracking just about on projection.

**Expenditures:** We have expended 39.6% (\$4.0M of \$10.3M) of our **total** appropriation with a goal of 50.7%. We have expended 44.4% (\$3.8M of \$8.6M) of our **operating** appropriation with a goal of 50.8% through June 2015.

Within the operating budget, Salaries and Benefits are 47% (\$2.9M of \$6.2M) expended and Supplies and Services are 37.5% (\$902K of \$2.4M) expended. The goals were 48.5% and 56.6%, respectively.

**Technical System Enhancements:** We have expended 14.1% (\$232k of \$1.6M) through June 2015, with a goal of 50%.

**Reserves:** We have not had to use any of our reserve funds so far this year.

**Risks:** None identified. The Puget Sound Economic Forecaster reports that the economy in the Puget Sound continues to strengthen, citing that employers are hiring, contractors plan to build more housing, unemployed workers are declining, and consumers are spending. They go on to say that the advance in the leading index, featuring strong contributions from housing and durable goods spending, combined with vigorous job creation, suggests that the near term prospects for the Puget Sound economy are the best in years. They have raised their job growth prediction for 2015 from 2.2 percent to 3.3 percent, the highest rate since the late 1990's. They have lowered the predicted unemployment rate down .4 percentage points to 4.9 percent, and have they have increased the taxable retail sales gain to 6.5 percent, up .9 percent from the original projection.

On a more local level, Kitsap County permits are at the highest level they have ever been at for the first five months of the year, up 10.7 percent over 2014.

# Summary

(As of 06/30/2015)

Description	Goal	Adopted 2015 Budget	Year-To-Date Actuals 2015	Delta	
<b>Total Revenues</b>	<b>49.4%</b>	<b>\$ 8,652,029.00</b>	<b>\$ 4,334,824.87</b>	<b>\$ (4,317,204.13)</b>	<b>50.1%</b>
Operating Salaries and Benefits	48.5%	\$ 6,239,484.30	\$ 2,935,353.95	\$ 3,304,130.35	47.0%
Operating Supplies and Services	56.6%	\$ 2,405,877.32	\$ 902,493.39	\$ 1,503,383.93	37.5%
<b>Total Operating Expenses</b>	<b>50.8%</b>	<b>\$ 8,645,361.62</b>	<b>\$ 3,837,847.34</b>	<b>\$ 4,807,514.28</b>	<b>44.4%</b>
Misc Technical Improvements		\$ 182,014.00	\$ 212,248.40	\$ (30,234.40)	116.6%
Backup Center		\$ 80,000.00	\$ 3,216.83	\$ 76,783.17	4.0%
ACOM Replacement		\$ 500,000.00			
NG911		\$ 881,596.00	\$ 16,840.00	\$ 864,756.00	1.9%
<b>Total Tech Improvements</b>	<b>50.0%</b>	<b>\$ 1,643,610.00</b>	<b>\$ 232,305.23</b>	<b>\$ 1,411,304.77</b>	<b>14.1%</b>
<b>Total Expenditures</b>	<b>50.7%</b>	<b>\$ 10,288,971.62</b>	<b>\$ 4,070,152.57</b>	<b>\$ 6,218,819.05</b>	<b>39.6%</b>

# Revenues

(As of 06/30/2015)

Description	Goal	Adopted 2015 Budget	Year-To-Date Actuals 2015	Delta	
Sales Tax	48.5%	\$ 3,511,404.00	\$ 1,841,469.96	\$ (1,669,934.04)	52.4%
Telephone Excise Tax	50.0%	\$ 2,527,074.00	\$ 1,203,581.58	\$ (1,323,492.42)	47.6%
State Grants	50.0%	\$ 36,000.00	\$ -	\$ (36,000.00)	0.0%
Other Revenues	50.0%	\$ 2,577,551.00	\$ 1,289,773.33	\$ (1,287,777.67)	50.0%
<b>Total Revenues</b>	<b>49.4%</b>	<b>\$ 8,652,029.00</b>	<b>\$ 4,334,824.87</b>	<b>\$ (4,317,204.13)</b>	<b>50.1%</b>

# Salaries & Benefits

(As of 06/30/2015)

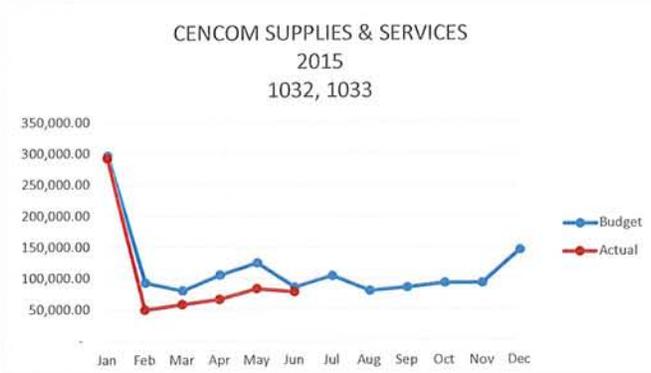
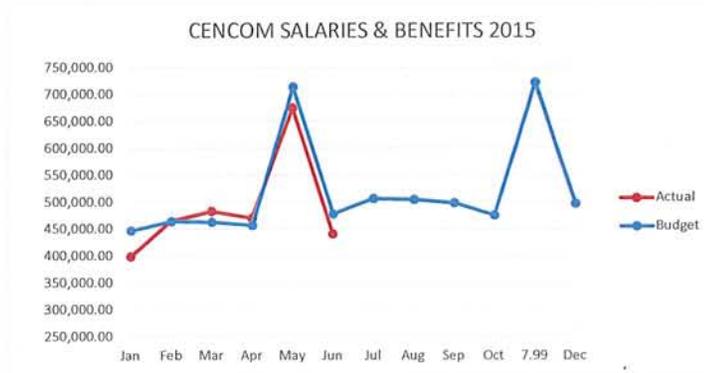
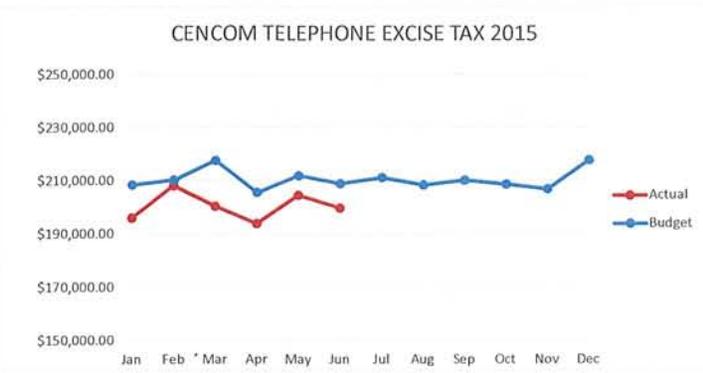
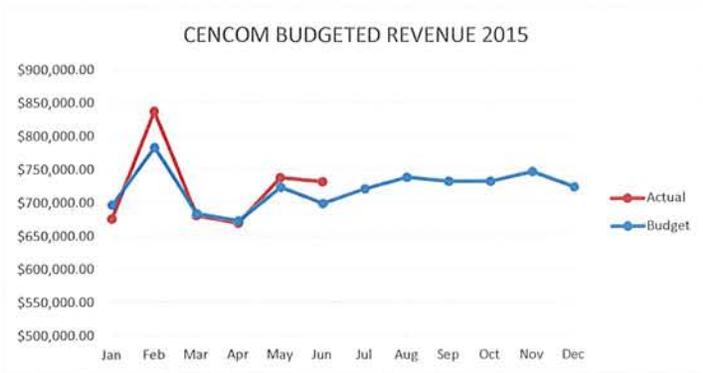
Object Account	Account Description	Adopted 2015 Budget	Year-To-Date Actuals 2015	Delta	
5101	REGULAR SALARIES	\$ 4,345,243.00	\$ 1,851,077.27	\$ 2,494,165.73	42.6%
5102	OVERTIME PAY	\$ 228,349.44	\$ 190,316.37	\$ 38,033.07	83.3%
5103	LONGEVITY PAY	\$ 50,114.00	\$ 28,862.57	\$ 21,251.43	57.6%
5104	SICK LEAVE PAYOUT	\$ -	\$ -	\$ -	0.0%
5106	ANNUAL LEAVE PAYOUT	\$ 12,720.00	\$ 12,386.65	\$ 333.35	97.4%
5108	SHIFT DIFFERENTIAL PAY	\$ 7,716.00	\$ 601.05	\$ 7,114.95	7.8%
5109	EXTRA HELP	\$ 10,220.40	\$ 14,812.91	\$ (4,592.51)	144.9%
5110	OUT OF CLASS PAY	\$ 21,800.00	\$ 32,521.79	\$ (10,721.79)	149.2%
5190	MISCELLANEOUS PAY	\$ 52,000.00	\$ 29,131.03	\$ 22,868.97	56.0%
5201	INDUSTRIAL INSURANCE	\$ 86,974.76	\$ 37,736.34	\$ 49,238.42	43.4%
5202	SOCIAL SECURITY	\$ 354,530.59	\$ 161,007.99	\$ 193,522.60	45.4%
5203	PERS RETIREMENT	\$ 475,378.11	\$ 195,764.05	\$ 279,614.06	41.2%
5216	DEPENDENT BENEFITS	\$ -	\$ -	\$ -	
5220	UNEMPLOYMENT COMPENSATION	\$ 29,680.00	\$ 3,135.93	\$ 26,544.07	10.6%
5229	BENEFITS BUCKET	\$ 756,000.00	\$ 378,000.00	\$ 378,000.00	50.0%
5299	Budgeted Attrition	\$ (191,242.00)		\$ (191,242.00)	
48.5%	Salaries and Benefits	\$ 6,239,484.30	\$ 2,935,353.95	\$ 3,304,130.35	47.0%

# Operating Expenditures (As of 06/30/2015)

Object Account	Account Description	Adopted 2015 Budget	Year-To-Date Actuals 2015	Delta	
6971	LTGO Bond 2005 Refdg	\$ 503,500.00	\$ 54,250.00	\$ 449,250.00	10.8%
5311	OFFICE/OPERATING SUPPLIES	\$ 36,424.28	\$ 10,978.51	\$ 25,445.77	30.1%
5321	FUEL CONSUMED	\$ 13,248.00	\$ 4,135.46	\$ 9,112.54	31.2%
5351	SMALL TOOLS & EQUIPMENT	\$ 9,587.30	\$ 9,347.32	\$ 239.98	97.5%
5352	COMPUTER SOFTWARE	\$ 19,977.97	\$ 13,954.20	\$ 6,023.77	69.8%
5353	SMALL COMPUTER EQUIPMENT	\$ 27,272.83	\$ 5,254.43	\$ 22,018.40	19.3%
5354	TELEPHONE EQUIPMENT	\$ 1,087.00	\$ -	\$ 1,087.00	0.0%
5412	ENGINEERING & ARCHITECTURAL	\$ -	\$ -	\$ -	
5413	PRE-EMPLOYMENT SCREENING	\$ 3,700.00	\$ 1,843.00	\$ 1,857.00	
5415	MANAGEMENT CONSULTING	\$ 19,000.00	\$ 11,262.50	\$ 7,737.50	59.3%
5416	COURT REPORTERS/legal svcs	\$ -	\$ -	\$ -	
5419	OTHER PROFESSIONAL SERVICES	\$ 9,400.00	\$ 5,463.30	\$ 3,936.70	58.1%
5421	TELEPHONE	\$ 31,523.00	\$ 14,049.82	\$ 17,473.18	44.6%
5422	CELLULAR TELEPHONES	\$ 10,400.00	\$ 4,898.04	\$ 5,501.96	47.1%
5425	POSTAGE	\$ 3,500.00	\$ 613.40	\$ 2,886.60	17.5%
5431	MILEAGE	\$ 4,833.00	\$ 2,628.78	\$ 2,204.22	54.4%
5432	TRAVEL	\$ 22,880.00	\$ 10,330.30	\$ 12,549.70	45.1%
5433	PER DIEM	\$ 8,346.00	\$ 4,799.98	\$ 3,546.02	57.5%
5438	NON-EMPLOYEE MILEAGE	\$ -	\$ 172.36	\$ (172.36)	
5439	NON-EMPLOYEE TRAVEL	\$ 400.00	\$ 427.64	\$ (27.64)	106.9%
5441	ADVERTISING	\$ 2,000.00	\$ 749.74	\$ 1,250.26	37.5%
5451	OPERATING RENTAL/LEASES	\$ 200,944.35	\$ 50,920.90	\$ 150,023.45	25.3%
5472	WATER	\$ 1,962.00	\$ 924.90	\$ 1,037.10	47.1%
5473	SEWER	\$ 3,527.00	\$ 1,837.69	\$ 1,689.31	52.1%
5474	ELECTRICITY	\$ 117,500.00	\$ 44,123.30	\$ 73,376.70	37.6%
5475	WASTE DISPOSAL	\$ 3,216.00	\$ 1,329.02	\$ 1,886.98	41.3%
5476	CABLE TV	\$ -	\$ -	\$ -	
5481	REPAIRS & MAINT-BUILDINGS	\$ 89,388.18	\$ 24,485.77	\$ 64,902.41	27.4%
5482	REPAIRS & MAINT-IMPROVEMENTS	\$ 31,376.26	\$ 3,191.44	\$ 28,184.82	10.2%
5483	REPAIRS & MAINT-EQUIPMENT	\$ 45,442.04	\$ 4,178.73	\$ 41,263.31	9.2%
5484	REPAIRS & MAINT-COMPUTER EQUIP	\$ 288,856.12	\$ 220,680.79	\$ 68,175.33	76.4%
5492	DUES/SUBSCRIPTIONS/MEMBERSHIPS	\$ 7,617.80	\$ 1,024.45	\$ 6,593.35	13.4%
5496	PRINTING & BINDING	\$ -	\$ -	\$ -	
5497	REGISTRATION & TUITION	\$ 15,291.00	\$ 7,416.65	\$ 7,874.35	48.5%
5499	OTHER	\$ 5,199.06	\$ 3,800.43	\$ 1,398.63	73.1%
5840	DEBT ISSUE COSTS			\$ -	
5912	I/F I.S. SERVICE CHARGES	\$ 19,736.00	\$ 9,517.50	\$ 10,218.50	48.2%
5913	I/F I.S. PROG MAINT & DEV CHGS		\$ -	\$ -	
5918	I/F GIS MAPPING SVS.	\$ 45,873.00	\$ -	\$ 45,873.00	0.0%
5921	I/F COMMUNICATION	\$ 1,252.00	\$ -	\$ 1,252.00	0.0%
5922	I/F I.S. PROJECTS		\$ 340.98		
5931	I/F SUPPLIES		\$ 190.60	\$ (190.60)	
5951	I/F OPER RENTAL & LEASES	\$ 7,320.00	\$ 3,050.00	\$ 4,270.00	41.7%
5961	I/F INSURANCE SERVICES	\$ 21,176.00	\$ 5,294.00	\$ 15,882.00	25.0%
5981	I/F REPAIRS & MAINTENANCE		\$ 1,269.23	\$ (1,269.23)	
5993	I/F TRAINING	\$ 250.00	\$ -	\$ 250.00	
5996	INDIRECT COST ALLOCATIONS	\$ 186,971.00	\$ 93,485.50	\$ 93,485.50	50.0%
	1033				
5311	OFFICE SUPPLIES		\$ -		
5351	OFFICE EQUIPMENT	\$ 3,261.00	\$ 447.69	\$ 2,813.31	13.7%
5352	COMPUTER SOFTWARE	\$ 1,655.49	\$ 300.00	\$ 1,355.49	18.1%
5353	COMPUTER EQUIPMENT	\$ 35,000.00	\$ 4,372.10	\$ 30,627.90	12.5%
5354	TELEPHONE EQUIPMENT	\$ 2,000.00	\$ -	\$ 2,000.00	0.0%
5422	CELLULAR TELEPHONES	\$ 160,000.00	\$ 76,455.85	\$ 83,544.15	47.8%
5483	REPAIRS & MAINT-EQUIPMENT	\$ 32,610.00	\$ -	\$ 32,610.00	0.0%
5484	REPAIRS & MAINT-COMPUTER EQUIP	\$ 122,626.64	\$ 84,153.15	\$ 38,473.49	68.6%
5913	I/F I.S. PROG MAINT & DEV CHGS	\$ 80,432.00	\$ 40,215.96	\$ 40,216.04	50.0%
5915	I/F MANAGEMENT CONSULTING	\$ 128,656.00	\$ 64,327.98	\$ 64,328.02	50.0%
5918	I/F GIS MAPPING SVS.	\$ 19,659.00	\$ -	\$ 19,659.00	0.0%
56.6%	Op. Supplies and Svcs (1031-1033)	\$ 2,405,877.32	\$ 902,493.39	\$ 1,503,383.93	37.5%

## Tech Expenditures (As of 06/30/2015)

Object Account	Account Description	Adopted 2015 Budget	Year-To-Date Actuals 2015	Delta	
5311	OFFICE SUPPLIES	\$ 380.00	\$ 605.86	\$ (225.86)	159.4%
5351	OFFICE EQUIPMENT	\$ -	\$ 938.45	\$ (938.45)	
5352	COMPUTER SOFTWARE	\$ 15,000.00			
5353	COMPUTER EQUIPMENT	\$ 10,000.00	\$ 7,331.26	\$ 2,668.74	73.3%
5412	ENGINEERING & ARCHITECTURAL		\$ 2,932.50	\$ (2,932.50)	
5415	MANAGEMENT CONSULTING		\$ 1,646.00	\$ (1,646.00)	
5419	OTHER PROFESSIONAL SERVICES	\$ 15,000.00	\$ 3,698.32	\$ 11,301.68	24.7%
5432	TRAVEL	\$ -	\$ 1,206.40		
5433	PER DIEM		\$ 673.44		
	OPERATING RENTAL/LEASES				
5481	REPAIRS & MAINT-BUILDINGS	\$ 48,398.00	\$ 10,838.56	\$ 37,559.44	22.4%
5483	REPAIRS & MAINT-EQUIPMENT	\$ 33,233.00	\$ 6,812.97	\$ 26,420.03	
5484	REPAIRS & MAINT-COMPUTER EQUIP	\$ -	\$ -	\$ -	
5499	OTHER	\$ 30,000.00	\$ -	\$ 30,000.00	0.0%
5641	COMPUTER EQUIPMENT	\$ 1,957.00		\$ 1,957.00	0.0%
5642	OTHER MACHINERY & EQUIPMENT	\$ -	\$ 175,564.64	\$ (175,564.64)	
5918	I/F GIS MAPPING SVS.	\$ 28,046.00	\$ -	\$ 28,046.00	0.0%
<b>Misc Tech Improvements (1034)</b>		<b>\$ 182,014.00</b>	<b>\$ 212,248.40</b>	<b>\$ (30,234.40)</b>	<b>116.6%</b>
5412	ENGINEERING & ARCHITECTURAL	\$ -	\$ -	\$ -	
5419	OTHER PROFESSIONAL SERVICES	\$ -	\$ 2,866.83	\$ (2,866.83)	
5642	OTHER MACHINERY & EQUIPMENT	\$ 80,000.00	\$ -	\$ 80,000.00	0.0%
5919	OTHER I/F PROFESSIONAL SERVICE		\$ 350.00	\$ (350.00)	
<b>Backup Center (1035)</b>		<b>\$ 80,000.00</b>	<b>\$ 3,216.83</b>	<b>\$ 76,783.17</b>	<b>4.0%</b>
5641	COMPUTER EQUIPMENT	\$ 500,000.00	\$ -		
<b>Acom Replacement (1036)</b>		<b>\$ 500,000.00</b>	<b>\$ -</b>	<b>\$ 500,000.00</b>	<b>0.0%</b>
5101	REGULAR SALARIES		13,059.20		
5102	OVERTIME PAY		\$ 22.48		
5190	MISC PAY		1,180.00		
5201	INDUSTRIAL INSURANCE		\$ 206.90		
5202	SOCIAL SECURITY		1,057.95		
5203	PERS RETIREMENT		\$ 1,313.47		
5352	COMPUTER SOFTWARE	0.00	0.00	\$ -	
5415	MANAGEMENT CONSULTING	84,612.00			
5419	OTHER PROFESSIONAL SERVICES	25,000.00	0.00	\$ 25,000.00	0.0%
5641	COMPUTER EQUIPMENT	771,984.00		\$ 771,984.00	0.0%
<b>Next Generation 911 (1037)</b>		<b>\$ 881,596.00</b>	<b>\$ 16,840.00</b>	<b>\$ 864,756.00</b>	<b>1.9%</b>



## CENCOM 2015 Goals (rev. 5/20/15)

Goal	Est. Compl.	Status
<b>Governance</b>		
1. Improve efficiencies and communications with Board	N/A	N/A
A. Make agendas and meeting packets available on the website	3/31/15	Complete
B. Distribute Executive Committee Agendas and Packets to the Entire Board	3/31/15	Complete
C. Distribute CEC Minutes to the Entire Board soon after the meeting.	3/31/15	Complete
D. Discuss additional improvements/goals as part of ILA Update (1Ba)	4/23/15	Complete
2. Update Interlocal Agreement	10/6/15	On Track
3. Update Strategic Plan	10/6/15	On Track
<b>Fiscal</b>		
4. Streamline Budget Process	7/7/15	Complete
5. Update equipment replacement funding plan	12/31/17	Pending
<b>Technical Projects</b>		
6. Replace UPS Batteries	3/31/15	Complete+
7. Complete Cultus Bay Implementation	3/31/15	Complete
8. MCT Hardware Evaluation/Selection	5/31/15	Complete
9. Secure funding for Bainbridge Island tower (Winslow area)	3Q2015	On Track/SP
10. Complete TRIS implementation	9/30/15	On Track/SP
11. Complete PTT-ID implementation	12/31/15	On Track
12. Deploy NG911 Phone System	4Q2015	On Track/SP
13. Deploy Logging Recorder	4Q2015	On Track/SP
14. Tower site improvements	1Q2016	On Track
15. Complete CAD/Mobile Software Upgrade	2Q2016	On Track
16. Backup Center	4Q2016	On Track/SP
17. Upgrade radio consoles	4Q2016	On Track
18. Deploy GIS Based MSAG	4Q2017	On Track
<b>Operations</b>		
19. Finish Reorg (partially completed 5/28/15, remainder on hold)	3/31/15	On Hold
20. Implement Mentoring Program	5/1/15	Complete
21. Implement Text to 911	6/30/15	Complete+
22. Implement Peer Support Program	6/30/15	Complete+
23. Complete NCMEC Partnership (Missing Kids Readiness Project)	6/30/15	Complete+
24. Improve Quality Assurance Program	12/31/2015	On Track
<b>Admin</b>		
25. CEC minutes complete within 2 days. All other minutes within 4 days of mtg	01/31/15	Complete
26. Begin providing increased administrative support to Tech Group	6/30/15	On Hold
27. Develop Contract tracking Process	4Q2015	On Hold
<b>CALEA</b>		
28. Complete internal mock	5/31/15	Complete
29. Schedule Final mock	4Q2015	On Track
30. Schedule Onsite assessment	4Q2015	On Track

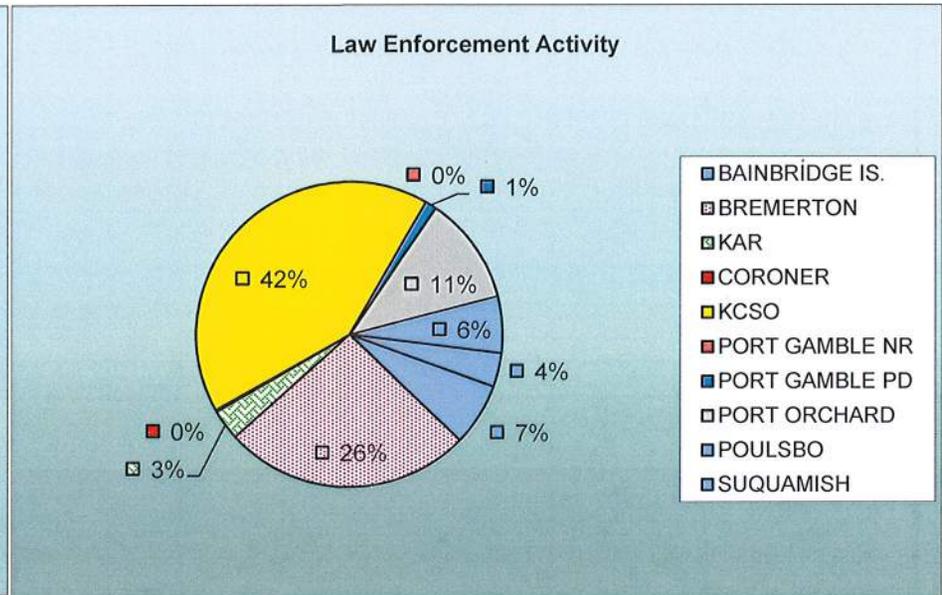
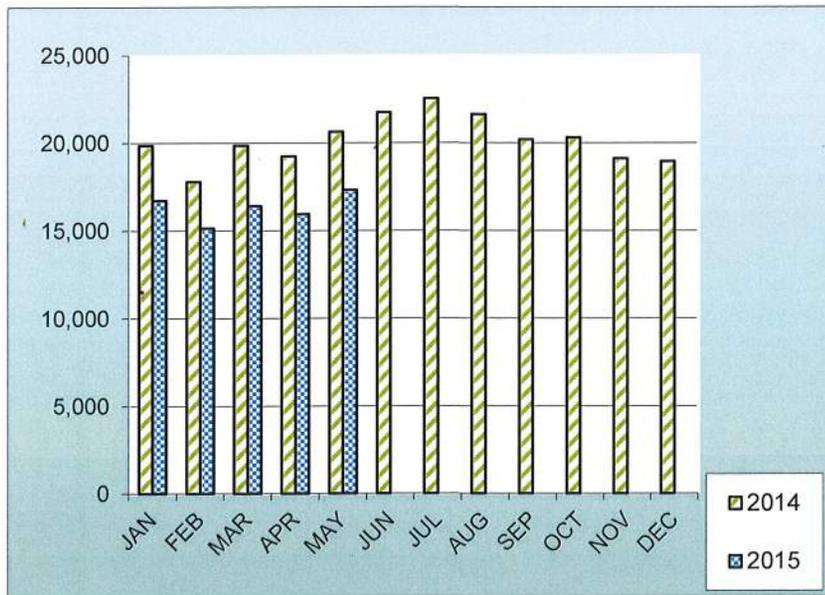
Pending= project has not started, no risks identified.

**On Track**= project has started, no risks identified. **On Track/SP**= Significant Progress/Ahead of Schedule/Under Budget.  
**Slight Risk**- risk factor that may impact completion date or budget. **At Risk**- significant or multiple risk factors likely to impact completion date or budget. Pending= project has not been started.

**Complete**= Completed On time/within budget. + Early and/or under budget. L= late O=Over budget

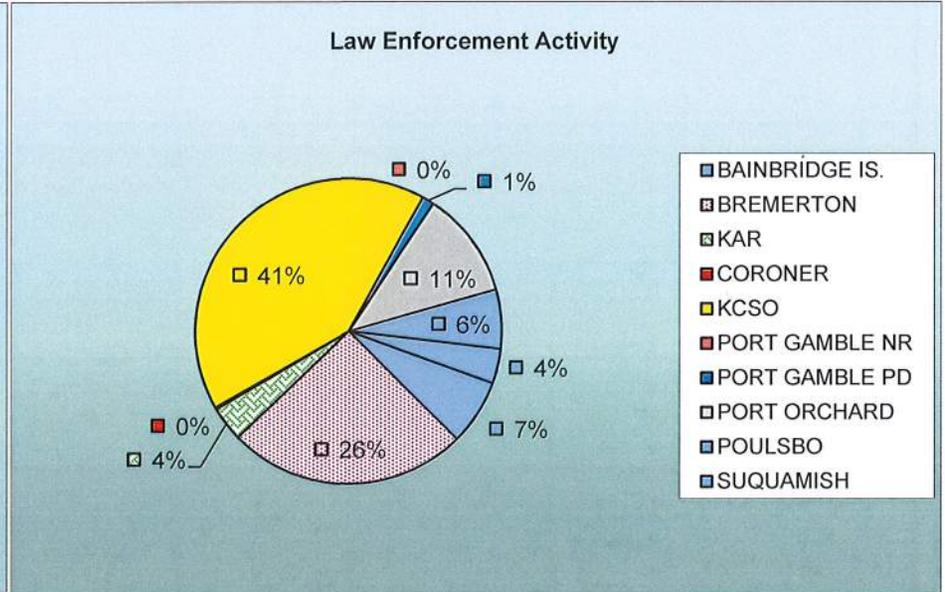
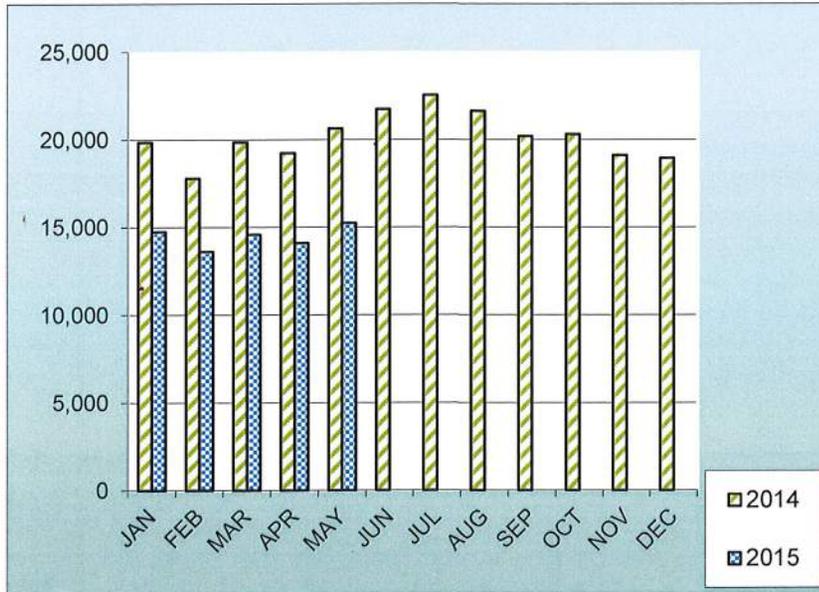
**KITSAP COUNTY CENTRAL COMMUNICATIONS**  
**2015 Law Enforcement Activity Report CELL Events Included**  
**MAY END OF MONTH**  
**June 4, 2015**

POLICE EVENTS *****													2015	2014	% change
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Y-T-D TOTAL	Y-T-D TOTAL	
BAINBRIDGE IS.	1,140	1,044	992	1,088	1,142								5,406	5,388	0.3%
BREMERTON	4,324	3,962	4,275	4,127	4,647								21,335	22,739	-6.2%
Kitsap Animal Control	437	475	543	588	609								2,652	2,658	-0.2%
Kitsap CORONER	52	22	40	38	32								184	171	7.6%
KCSO	6,983	6,306	6,966	6,455	7,139								33,849	36,299	-6.7%
PORT GAMBLE NR	0	1	2	1	2								6	11	-45.5%
PORT GAMBLE PD	213	184	208	193	165								963	1,180	-18.4%
PORT ORCHARD	1,962	1,682	1,883	1,844	1,965								9,336	9,292	0.5%
POULSBO	1,028	874	940	1,019	1,053								4,914	4,784	2.7%
SUQUAMISH	580	605	569	585	570								2,909	3,602	-19.2%
<b>Total Events</b>	<b>16,719</b>	<b>15,155</b>	<b>16,418</b>	<b>15,938</b>	<b>17,324</b>	<b>0</b>	<b>81,554</b>	<b>86,124</b>	<b>-5.31%</b>						



**KITSAP COUNTY CENTRAL COMMUNICATIONS**  
**2015 Law Enforcement Activity Report CELL Events Excluded**  
**MAY END OF MONTH**  
**June 4, 2015**

POLICE EVENTS *****	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2015	2014	% change
													Y-T-D	Y-T-D	
BAINBRIDGE IS.	1,077	965	915	1,022	1,031								5,010	5,388	-7.0%
BREMERTON	3,705	3,439	3,704	3,504	3,952								18,304	22,739	-19.5%
Kitsap Animal Control	437	475	543	588	609								2,652	2,658	-0.2%
Kitsap CORONER	52	22	40	38	32								184	171	7.6%
KCSO	6,184	5,667	6,116	5,658	6,235								29,860	36,299	-17.7%
PORT GAMBLE NR	0	1	2	1	2								6	11	-45.5%
PORT GAMBLE PD	200	169	200	181	155								905	1,180	-23.3%
PORT ORCHARD	1,609	1,508	1,665	1,629	1,731								8,142	9,292	-12.4%
POULSBO	957	807	870	944	968								4,546	4,784	-5.0%
SUQUAMISH	524	559	522	530	518								2,653	3,602	-26.3%
<b>Total Events</b>	<b>14,745</b>	<b>13,612</b>	<b>14,577</b>	<b>14,095</b>	<b>15,233</b>	<b>0</b>	<b>72,262</b>	<b>86,124</b>	<b>-16.10%</b>						



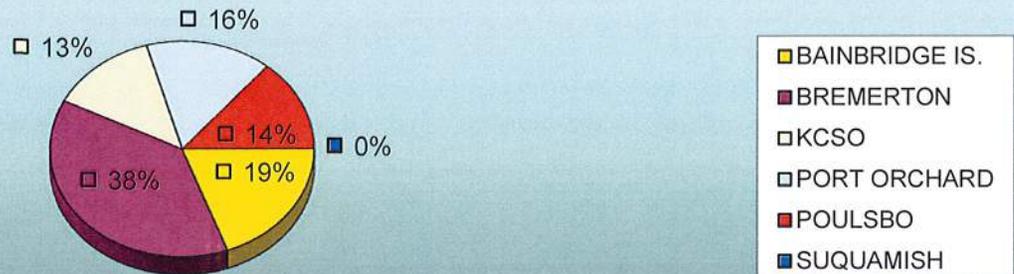
**KITSAP COUNTY CENTRAL COMMUNICATIONS  
2015 MONTHLY EMPHASIS REPORT  
MAY END OF MONTH**

June 4, 2015

**NUMBER OF EVENTS BY DATE:**

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	2015 YTD TOTAL
BAINBRIDGE IS.	15	111	0	332	0								458
BREMERTON	105	372	0	422	0								899
KCSO	29	148	0	83	52								312
PORT ORCHARD	80	190	0	97	0								367
POULSBO	25	193	0	110	0								328
SUQUAMISH	0	0	0	0	0								0
<b>Total Events</b>	<b>254</b>	<b>1,014</b>	<b>0</b>	<b>1,044</b>	<b>52</b>	<b>0</b>	<b>2,364</b>						

**Emphasis Activity**



**KITSAP COUNTY CENTRAL COMMUNICATIONS**  
**2015 MISCELLANEOUS ACTIVITY REPORT**  
**MAY END OF MONTH**  
**June 4, 2015**

**MISC ACTIVITY**  
\*\*\*\*\*

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	2015 Y-T-D TOTAL	2014 Y-T-D TOTAL	% change
Bangor (Fire)	7	4	8	6	6								31	35	-11.43%
BIAA	0	0	0	0	0								0	0	0.00%
DUI Emphasis	72	5	12	0	12								101	392	-74.23%
Kitsap Event Count	6	13	15	15	14								63	48	31.25%
Jackson Park (Fire)	7	6	7	8	10								38	34	11.76%
PSNS--LE/BFD Events.	4	0	5	6	3								18	37	-51.35%
<b>Misc. TOTAL</b>	<b>96</b>	<b>28</b>	<b>47</b>	<b>35</b>	<b>45</b>	<b>0</b>	<b>251</b>	<b>546</b>	<b>-54.0%</b>						

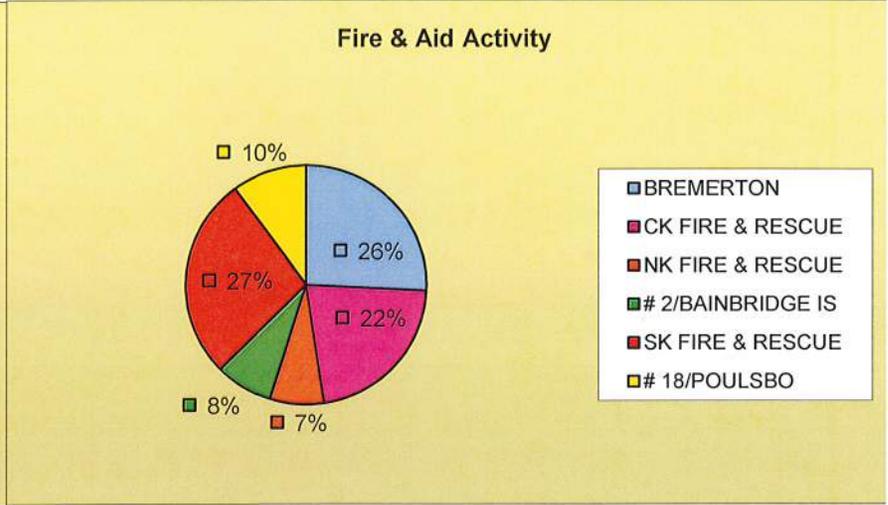
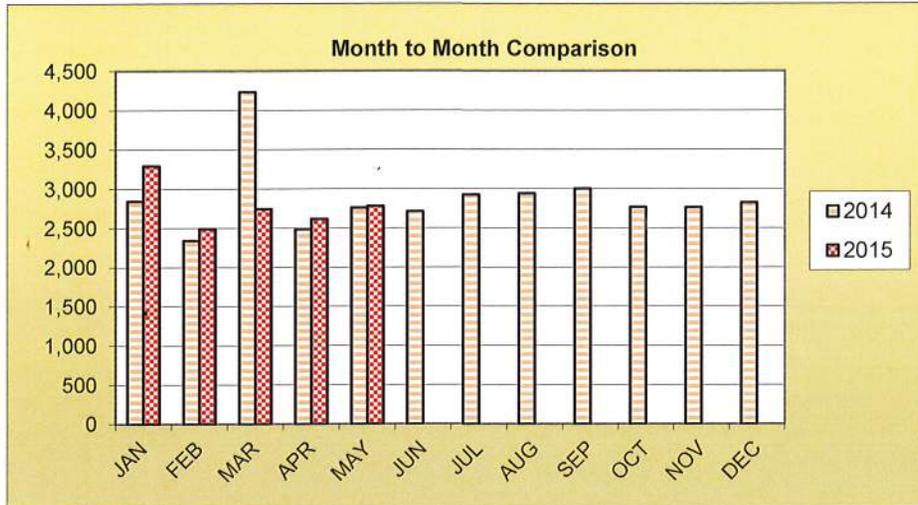
**KITSAP COUNTY CENTRAL COMMUNICATIONS**  
**2015 FIRE & AID ACTIVITY REPORT**  
**MAY END OF MONTH**

June 4, 2015

**FIRE DISTRICTS**

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	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2015 Y-T-D TOTAL	2014 Y-T-D TOTAL	% change
BREMERTON	750	643	706	649	688								3,436	2,970	15.69%
CK FIRE & RESCUE	670	551	565	549	577								2,912	3,122	-6.73%
NK FIRE & RESCUE	202	203	189	186	195								975	999	-2.40%
#2/BAINBRIDGE ISLAND	221	190	217	191	214								1,033	1,028	0.49%
SK FIRE & RESCUE	718	656	751	740	779								3,644	3,644	0.00%
#18/POULSBO	305	222	269	251	296								1,343	1,365	-1.61%
<b>Subtotal</b>	<b>2,866</b>	<b>2,465</b>	<b>2,697</b>	<b>2,566</b>	<b>2,749</b>	<b>0</b>	<b>13,343</b>	<b>13,128</b>	<b>1.64%</b>						
MISC (ALRTE, TONE, TESTF)	428	26	47	51	32								584	457	27.79%
<b>Total Events</b>	<b>3,294</b>	<b>2,491</b>	<b>2,744</b>	<b>2,617</b>	<b>2,781</b>	<b>0</b>	<b>13,927</b>	<b>13,585</b>	<b>2.52%</b>						
*****															
**NKFR/PORT GAMBLE	17	21	13	18	17								86	81	6%



# RESPONSE TIME AGENCY COMPARISON SUMMARY

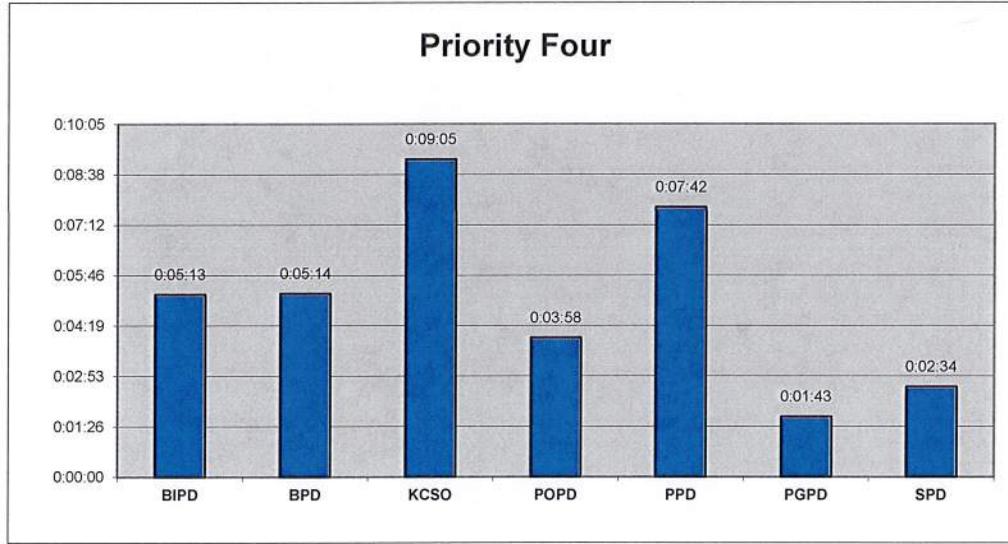
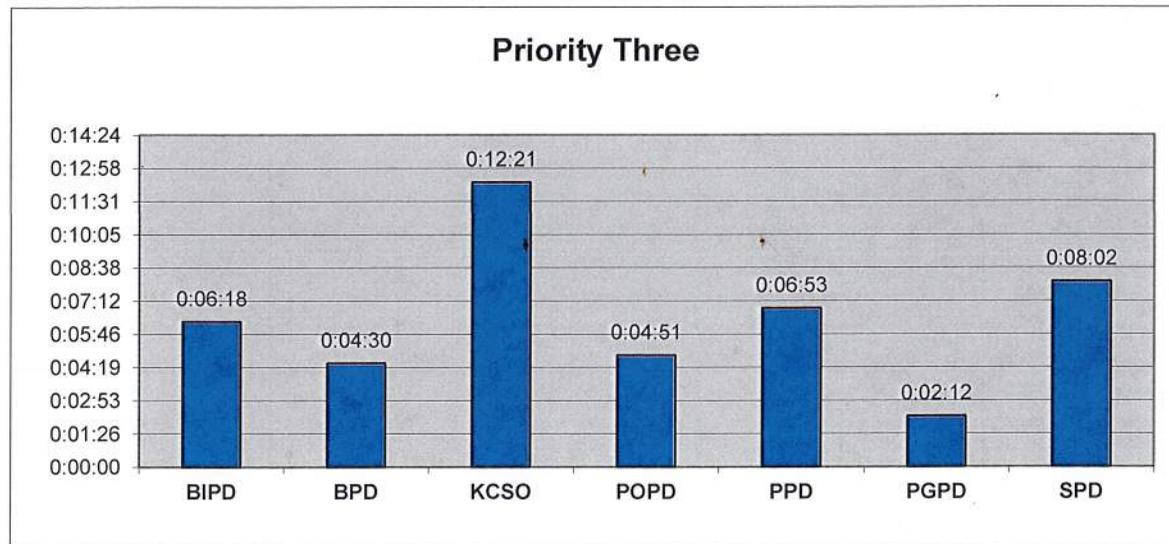
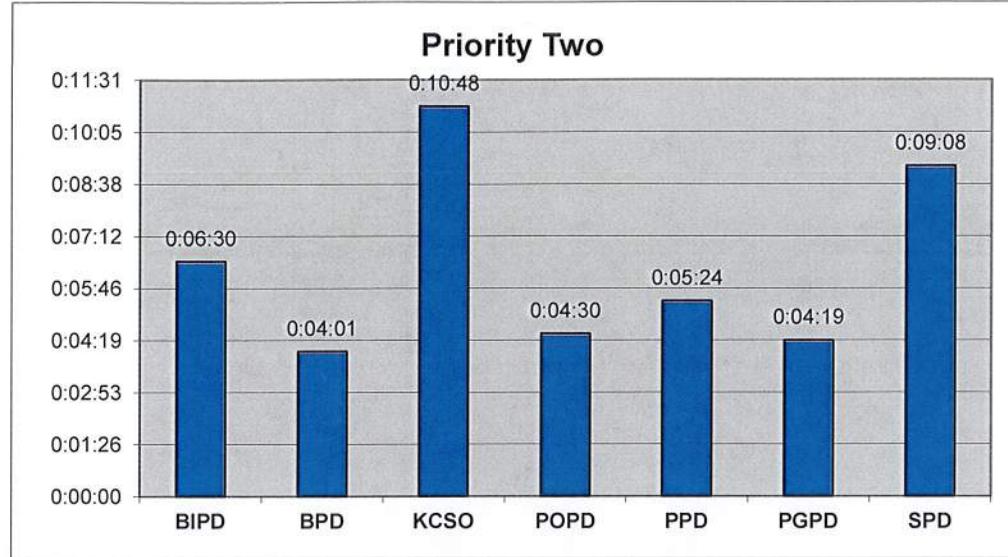
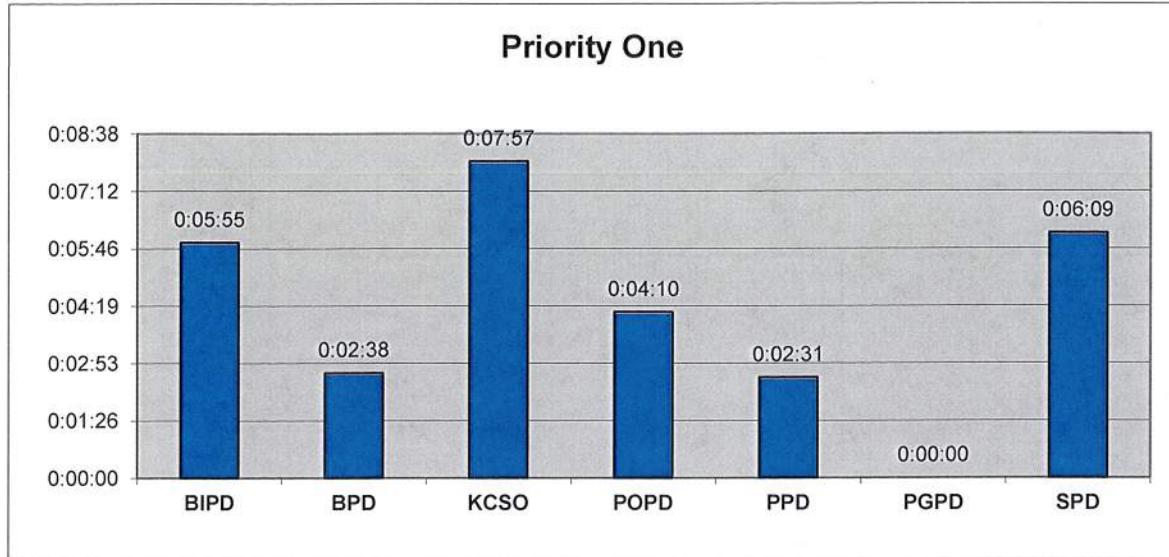
May 2015

## LAW ENFORCEMENT CALL PROCESSING & RESPONSE TIME AVERAGES

PRIORITY	BAINBRIDGE ISLAND			BREMERTON POLICE			KITSAP CO SHERIFF			PORT ORCHARD POLICE			POULSBO POLICE			PORT GAMBLE POLICE			SUQUAMISH POLICE		
	QTY	CALL PROCESS	RESPONSE TIME	QTY	CALL PROCESS	RESPONSE TIME	QTY	CALL PROCESS	RESPONSE TIME	QTY	CALL PROCESS	RESPONSE TIME	QTY	CALL PROCESS	RESPONSE TIME	QTY	CALL PROCESS	RESPONSE TIME	QTY	CALL PROCESS	RESPONSE TIME
1	5	0:00:19	0:05:55	29	0:00:27	0:02:38	50	0:00:27	0:07:57	2	0:00:21	0:04:10	9	0:00:17	0:02:31	0	0:00:00	0:00:00	1	0:00:44	0:06:09
2	22	0:01:06	0:06:30	158	0:00:52	0:04:01	227	0:00:59	0:10:48	43	0:00:50	0:04:30	26	0:00:50	0:05:24	1	0:00:32	0:04:19	18	0:00:43	0:09:08
3	220	0:01:13	0:06:18	943	0:01:32	0:04:30	1145	0:01:44	0:12:21	389	0:01:19	0:04:51	211	0:01:14	0:06:53	47	0:00:48	0:02:12	106	0:01:18	0:08:02
4	140	0:00:54	0:05:13	412	0:01:17	0:05:14	763	0:01:00	0:09:05	240	0:00:50	0:03:58	107	0:01:10	0:07:42	40	0:00:24	0:01:43	145	0:00:21	0:02:34
5	9	0:01:10	0:00:03	204	0:00:12	0:00:14	92	0:00:14	0:00:19	12	0:01:28	0:00:28	21	0:01:12	0:00:01	2	0:00:00	0:00:01	1	0:00:00	0:00:01
	396	TOTAL EVENTS		1746	TOTAL EVENTS		2277	TOTAL EVENTS		686	TOTAL EVENTS		374	TOTAL EVENTS		90	TOTAL EVENTS		271	TOTAL EVENTS	

# RESPONSE TIME AGENCY COMPARISON CHARTS

May 2015



# FIRE RESPONSE REPORT

May 2015

## CENCOM All-Agency Response Report

### CENCOM Performance Statistics

Total Count of All Incoming 911 Calls	<b>15,401</b>	<b>STANDARD</b>
911 Calls Answered within 10 Seconds	95.25%	90% CENCOM
911 Calls Answered within 15 Seconds	99.06%	95% NFPA
911 Calls Answered within 40 Seconds	99.94%	99% NFPA
911 Calls Greater Than 40 Seconds		
	0.06%	
Average Ring Time of Incoming 911 Calls	<b>5</b>	<b>Seconds</b>

### Total Processing Time (Pri 1 & 2 Fire)

	COUNT	%		Standard
TPT within 60 Sec.	33	66%	33	80%
TPT within 106 Sec.	14	94%	47	95%
TPT Over 106 Sec.	3	100%	50	
<b>Total</b>			<b>50</b>	
<b>CENCOM Averages</b>				
		<b>CPT</b>	<b>DPT</b>	<b>TPT</b>
		0:00:47	0:00:08	0:00:55

### Total Processing Time (Pri 1 & 2 Exempt)

	COUNT	%		Standard
TPT within 90 Sec.	487	92%	487	90%
TPT within 120 Sec.	25	97%	512	99%
TPT Over 120 Sec.	17	100%	529	
<b>Total</b>			<b>529</b>	
<b>CENCOM Averages</b>				
		<b>CPT</b>	<b>DPT</b>	<b>TPT</b>
		0:00:09	0:00:55	0:01:09

### Incident Exceptions

Total Calls	Pri Chng	Non Pri	No Answer	No Arrival	Clock Error	Re-Opened	QA Invest	QA Code	Other
<b>995</b>	87	239	39	32	11	2	6	<b>0</b>	32

**DEFINITIONS:**

CPT / Call Processing Time: *time from call answer to event entry*

DPT / Dispatch Processing Time: *time from event entry to dispatch (first tone/unit notified)*

TPT / Total Processing Time: *sum of call processing time and dispatch processing time (NFPA Standard 90% within 60 seconds)*

Combo - *all events with Law Enforcement attached*

Non Pri - *is all events with priority 3-6*

No Answer - *Events with no time stamp from ani/ali dump*

No Arrival /Enrt - *Events with no arrival and/or enroute time.*

Clock Error - *Events with clock errors between computer terminals in dispatch.*

Re-Opened - *Events that had been reopened which causes time errors.*

QA Investigation - *Events that need to be reviewed by CENCOM QA // QA Code - Not currently used.*

Other - *Is events used for test, toning, and alarm test.*