

CENCOM EXECUTIVE COMMITTEE (CEC)

March 30, 2016 ~ 1:00 PM to 3:00 PM

CENCOM

A G E N D A

1. Call to Order (Chair)
2. Approval of Minutes (Chair)
3. Additions to Agenda? (Chair)
4. Public Comment (limited to 2 minutes per speaker) (Chair)
5. Governance (Kirton)
 - a. PDA- draft ordinance, charter, and bylaws
 - b. HR
 - c. Risk Insurance
 - d. Finance
 - e. Purchasing
6. Budget Report (King)
7. April Board Meeting (Kirton)
8. Staffing Report (Jameson-Owens)
9. Goals and Tech Project Updates (Kirton)
10. Additional Agenda Items *(If any)*
 - a. _____
 - b. _____
 - c. _____
 - d. _____
11. Good of the Order

KITSAP COUNTY, WASHINGTON ORDINANCE NO. _____

AN ORDINANCE creating the KITSAP 911 Public Authority; approving a charter therefor; establishing a Board of Directors to govern the affairs of Kitsap 911; and providing how Kitsap 911 shall conduct its affairs.

WHEREAS, since 1991 certain governmental entities situated in Kitsap County have been a party ("Parties") to an interlocal agreement establishing a joint board, known as "Cencom," providing for the joint and cooperative provision of 911 emergency communications services to citizens within the Parties' respective jurisdictions;

WHEREAS, since 1991, and subject to the oversight and consent of the Parties, the Cencom Policy Board has been the overall governing authority of the joint and cooperative undertaking, establishing policy, systems, and programs for Cencom's operations, developing Cencom's annual budget, funding, and cost share distribution, and determining staffing levels and supervising the Cencom director;

WHEREAS, since 1991, Kitsap County has served as the administrator for the Cencom joint board, equipping, operating, staffing, and maintaining facilities necessary to provide 911 communication services, issuing Limited Tax General Obligation Bonds to finance and refinance construct, equip, acquire, and improve 911 facilities and systems in furtherance of the joint and cooperative undertaking; and

WHEREAS, the Parties desire to continue to provide a county-wide operation of 911 emergency communications services by reorganizing and re-establishing Cencom as a Public [Development](#) Authority, changing the name of the new organization from "Cencom" to "Kitsap 911," transferring all Cencom assets and liabilities to Kitsap 911, and transferring all administrative functions heretofore performed by Kitsap County to Kitsap 911.

THE KITSAP COUNTY BOARD OF COMMISSIONERS ORDAINS AS FOLLOWS:

New Section. Section 1. A new Chapter 2.110 "Kitsap 911 Public Authority" is added to the Kitsap County Code as follows:

Chapter 2.110 – Kitsap 911 Public Authority

Sections:

- 2.110.010 – Purpose
- 2.110.020 – Definitions
- 2.110.030 – General Powers
- 2.110.040 – Liability
- 2.110.050 – Limitation of Powers
- 2.110.060 – Charter
- 2.110.070 – Effect of Issuance of Charter
- 2.110.080 – Board of Directors
- 2.110.090 – Quorum
- 2.110.100 – Meetings of the Board
- 2.110.110 – Bylaws
- 2.110.120 – Board Review and Approval

2.110.130 – Charter Amendments

2.110.140 – Treasurer

[2.110.150 – Funding](#)

2.110.160 – Audits, Inspections, and Reports

2.110.170 – Fidelity Bonds

2.110.180 – Insurance

2.110.200 – Trusteeship

2.110.220 – Dissolution

2.110.240 – Construction and Order of Precedence

2.110.010 – Purpose. As authorized by RCW 35.21.730 through RCW 35.21.759, a public authority, to be known as “Kitsap 911,” is hereby created exclusively to undertake, assist with, and otherwise facilitate the public function of providing a countywide enhanced 911 emergency communications system, and perform any other public function relating to providing a countywide enhanced 911 emergency communications system. For the purpose of receiving the same immunities or exemptions from taxation as that of the County, Kitsap 911 constitutes a public agency and an authority and instrumentality of the County (within the meaning of Article VII, Section I of the Constitution of the State of Washington and within the meaning of those terms in regulations of the United States Treasury and rulings of the Internal Revenue Service prescribed pursuant to Section 103 of the Internal Revenue Code of 1986, as amended).

2.110.020 – Definitions. Unless the context clearly requires otherwise, the definitions in this section apply throughout this chapter.

(1) “Board of directors” or “board” means the governing body of Kitsap 911.

(2) “Director” means a member of the board.

(3) “Bylaws” means the rules adopted for the regulation or management of the affairs of Kitsap 911 and all subsequent amendments thereto.

(4) “Charter” means the articles of organization of Kitsap 911 adopted by this ordinance and all subsequent amendments thereto.

(5) “County” means Kitsap County, [acting through the Kitsap County Board of Commissioners](#).

(6) “~~County~~ Clerk” means the clerk of Kitsap County Board of Commissioners or a person authorized to act on her or his behalf.

(7) “Public authority” or “authority” means the authority created under this ordinance.

(8) “Public agency” means any agency, political subdivision, or unit of local government of this State including, but not limited to, municipal corporations, quasi municipal corporations, special purpose districts, and local service districts; any agency of the State government; any agency of the United States; any Indian tribe-recognized as such by the federal government.

(8) “Resolution” means a final action of a quorum of the board, evidenced by a written instrument signed by the chair of the board of directors.

(9) "State" (when used as a noun) shall mean the State of Washington.

(10) "Property" shall have the same meaning as in Article VII, Section 1 of the Washington State Constitution, and includes real and personal property, equipment and furnishings, cash, accounts receivable, and anything tangible or intangible that is capable of being owned or controlled to produce value or generate cash flow.

(11) "Final action" of the board of directors means a collective positive or negative decision or an actual vote by a majority of the board of directors then in office, upon a motion, proposal, or resolution.

(12) "Service Fees" means fees charged to public agencies for enhanced 911 emergency communications system services provided by KITSAP 911.

2.110.030 – General Powers. Except as limited by the State constitution, laws, regulations, charter, or this ordinance, Kitsap 911 shall have and may exercise all lawful powers necessary or convenient to effect the purposes for which Kitsap 911 is organized, including the powers listed in this section.

(1) Acquire, construct, own, sell, lease, exchange, encumber, improve, use, transfer, or grant security interest in property.

(2) Contract with public and private entities.

(3) Employ and terminate personnel, with or without cause, and contract for personnel and services with public and private entities.

(4) Accept transfers, gifts, or loans of funds or property.

(5) Sue and be sued.

(6) Incur indebtedness and issue bonds and other instruments evidencing indebtedness.

(7) Transfer funds, property, property interests, or services.

(8) To exercise any other powers that are consistent with the purpose for which Kitsap 911 is organized, and are within the express or implied authority of and may be exercised by the County.

2.110.040 - Liability. Kitsap 911 is an independent legal entity exclusively responsible for its own debts, obligations and liabilities. All liabilities incurred by the authority shall be satisfied exclusively from the assets and credit of Kitsap 911, and no creditor or other person shall have any recourse to the assets, credit, or services of Kitsap County on account of any debts, obligations, liabilities, acts, or omissions of Kitsap 911.

2.110.050 - Limitation of Powers. In all activities and transactions, Kitsap 911 shall be limited as provided in this section.

(1) Kitsap 911 shall have no power of eminent domain or any power to levy taxes or special assessments.

(2) Kitsap 911 shall have no power to incur or create any liability that permits recourse by any party or member of the public to any assets, services, resources, or credit of the County. All liabilities incurred by Kitsap 911 shall be satisfied exclusively from the assets and credit of Kitsap 911, and no creditor or other person shall have any recourse to the assets, credit, or services of the County on account of any debts, obligations, liabilities, acts or omissions of Kitsap 911.

(3) The powers, authorities, or rights expressly or impliedly granted to Kitsap 911 shall not exceed Kitsap County's express or implied powers.

(4) Kitsap 911 is subject to all general laws regulating Kitsap County and its officers and officials, including, but not limited to:

- (a) Audits by the State auditor and accounting requirements in chapter 43.09 RCW;
- (b) Open public record requirements in chapter 42.47-56 RCW;
- (c) Open public meetings and other public process laws in chapter 42.30 RCW;
- (d) Preservation and destruction of public records in chapter 40.14;
- (e) Public works requirements in chapter 39.04 RCW;
- (f) Competitive bidding and prevailing wage laws in chapter 39.04 RCW;
- (g) Local government whistleblower laws in chapter 42.41 RCW;
- (h) The prohibition on using public facilities for campaign purposes in chapter 42.17A RCW;
- (i) The Code of Ethics for municipal officers in chapter 42.23 RCW;
- (j) Payments and advancements in chapter 42.24 RCW; and
- (k) The provisions of chapter 4.96 RCW for actions against 911 and its directors, officers, employees, and volunteers.

2.110.060 – Charter. The charter of Kitsap 911, Exhibit A of this ordinance, is hereby approved. The charter shall be issued in duplicate originals, each bearing the signature of the Kitsap County board of commissioners and attested by the ~~County e~~Clerk. One original shall be filed with the ~~County e~~Clerk; a duplicate original shall be provided to the authority. The charter shall not be codified.

2.110.070 - Effect of Issuance of Charter. Kitsap 911 shall commence its existence effective upon issuance of its charter. Except as against the State or the County in a proceeding to cancel or revoke the charter, ~~delivery of a duplicate original charter shall conclusively establish that~~ Kitsap 911 has been established in compliance with the procedures of this ordinance. A copy of the charter, and any amendments thereto, shall be provided to the State auditor.

2.110.080 - Board of Directors. All corporate powers of Kitsap 911 shall be exercised by or under the authority of the board of directors; and the business, property and affairs of Kitsap 911

shall be managed under the supervision of the board of directors, except as may be otherwise provided by law, this ordinance, or the charter.

(1) Board ~~members~~directors. The members of the board of directors shall be as provided in the charter. The board of directors shall include, at a minimum, the following five directors:

(a) One Kitsap County commissioner;

(b) The mayor, city council member, fire chief, or chief of police of the City of Bremerton;

(c) A mayor, city council member, ~~city administrator, city manager,~~ or chief of police of either the City of Port Orchard, the City of Poulsbo, or the City of Bainbridge Island;

(d) A fire commissioner or fire chief appointed by the Kitsap County Fire Commissioners Association; and

(e) The Kitsap County Sheriff.

(2) Alternates. Each director may appoint an alternate to serve in the event of the director's unavailability. Each alternate may vote and act on behalf of the unavailable director. The names of alternates shall be provided in writing to the chair of the board of directors.

(3) Conditions. A director may only serve for such time that he or she is the duly appointed, acting, or elected official of the County or city. All directors shall serve without compensation from Kitsap 911.

2.110.090 - Quorum. At all meetings of the board of directors, a majority of the board of directors then in office shall constitute a quorum.

2.110.100 – Meetings of the Board. The board shall meet as provided in the charter, but not less than quarterly ~~and within the boundaries of Kitsap County.~~ Minutes shall be kept in accordance with chapter 42.32 RCW.

2.110.110 – Bylaws. Within ~~30~~thirty days after issuance of the charter, the board of directors shall hold an organizational meeting, appoint a chair and vice chair, and adopt bylaws. The bylaws shall be consistent with the charter. In the event of a conflict between the bylaws and this ordinance or the charter, this ordinance or the charter, as the case may be, shall control. The power to alter, amend, or repeal the bylaws or adopt new ones shall be vested in the board except as otherwise provided in the charter.

2.110.120 – Board Review and Approval.

(1) At least quarterly, the board of directors shall review monthly statements of income and ~~expenses which compare budgeted expenditures to actual expenditures.~~ The board of directors shall review all such information at regular meetings, the minutes of which shall specifically note such reviews and include such information.

(2) Review and approval of the board of directors by resolution shall ~~be~~ necessary for any of the following transactions:

(a) Transfer or conveyance of an interest in real estate other than release of a lien or satisfaction of a mortgage after payment has been received and execution of a lease ~~for a term less than one year.~~

(b) Contracting of debts, issuance of notes, debentures or Bonds, and mortgaging or pledging of Kitsap 911 assets or credit to secure the same.

(c) Donation of money, property, or other assets belonging to Kitsap 911.

(d) Action by Kitsap 911 as a surety or guarantor.

(e) Adoption of an annual budget and a separate capital budget, and amendments thereto.

(f) Certification of annual reports and statements to be filed with the Clerk as true and correct in the opinion of the board of directors and of its members except as noted.

(g) Adopting and amending the charter and bylaws.

(h) Consistent with chapter 4.96 RCW, adopt policies and procedures for managing actions against Kitsap 911, directors, officers, employees, and volunteers.

(i) Instituting legal proceedings in Kitsap 911's name.

(j) Dissolution of Kitsap 911, upon approval by two-thirds of a quorum of the board.

(k) Amending Service Fees.

2.110.130 – Charter Amendments.

(1) Proceedings Preliminary to Amending the Charter. Any director may propose to amend the charter. Whether to consider a proposal to amend the charter requires final action by resolution of the board of directors adopted at a regular or special meeting of which ~~30~~thirty days² advance written notice was given to each director. If the board of directors approves consideration of the proposal to amend the charter, information about the proposed charter amendment, including a copy of the proposed amendment in a format that strikes over material to be deleted and underlines new material and a statement of the amendment's purpose and effect, shall be provided to each member of the board of directors and to the Clerk ~~of the Board of County Commissioners~~ at least ~~30~~thirty days prior to the meeting at which a vote will be taken on a resolution amending the charter.

(2) Action Amending the Charter. After the preliminary proceedings described in Section 2.110.130(1) have occurred, final action upon approval by two-thirds of a quorum of the board may be taken amending the charter. If the amendment differs materially from the proposed amendment considered during preliminary proceedings, then the preliminary proceedings described in Section 2.110.130(1) shall be repeated. After final action amending the charter, the amended charter shall be issued in duplicate originals, each bearing the signature of the board of directors. One original shall be filed with the Clerk ~~of the Kitsap County Board of Commissioners~~ and a duplicate original shall be retained by the authority.

2.110.140 – Treasurer. The treasurer for Kitsap 911 shall be the Kitsap County Treasurer, and a special fund with the County Treasurer shall be established and designated “Operating fund of Kitsap 911.”

2.110.150 – Funding. Funding of Kitsap 911 operations and activities will include funds revenue generated by enhanced 911 sales, use, and excise taxes as allowed under RCW 82.14B.030 and RCW 38.52.500 et seq., and revenue generated from Service Fees received for services provided by Kitsap 911 as consistent with the Charter, the bylaws, and Section 2.110.010. Revenue collected by Kitsap County pursuant to RCW 82.14B.030 and RCW 38.52.500 et seq., shall not be used to provide enhanced 911 emergency communications services beyond the boundaries of Kitsap County.

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2.110.160 – Audits, Inspections, and Reports. Local government accounting laws, RCW 43.09.200 through RCW 43.09.2855, shall apply to Kitsap 911, and copies of all reports filed with the State auditor shall be filed contemporaneously with the Clerk. At any reasonable time and as often as the Board of County Commissioners or State Auditor deem necessary, Kitsap 911 shall make available for inspection, examination, auditing, and copying all of its records, including but not limited to contracts, invoices, payrolls, personnel records, inventories, and financial records. The Kitsap County board of commissioners may require Kitsap 911 conduct a performance audit consistent with auditing standards adopted by the U.S. Government Accountability Office.

2.110.170 – Fidelity Bonds. Each official of Kitsap 911 responsible for handling accounts and finances shall file a fidelity bond in an amount determined by the board of directors to be adequate and appropriate, and may hold office only as long as such a bond continues in effect.

2.110.180 – Insurance. Kitsap 911 shall maintain in full force and effect public liability insurance in an amount sufficient to cover potential claims for bodily injury, death, or disability and for property damage, which may arise in connection with the acts or omissions of Kitsap 911, naming Kitsap County as an additional insured.

2.110.200 – Trusteeship. The County may, after a public hearing with notice to Kitsap 911, petition the Superior Court to impose a trusteeship over Kitsap 911. Any trustee appointed by the Superior Court shall take such actions as necessary during the trusteeship to achieve the object thereof as reasonable, including suspend and/or remove Kitsap 911 officials, manage the assets and affairs of Kitsap 911, exercise any and all Kitsap 911 powers as necessary or appropriate to fulfill outstanding obligations, restore the capability of Kitsap 911, and, if so authorized by the Superior Court, to oversee its dissolution in accordance with RCW 35.21.750,

2.110.220 - Dissolution.

(1) The board of directors may propose to the County that Kitsap 911 be dissolved. Such proposal must be made by resolution adopted by two-thirds of a quorum of the board of directors at a regular or special meeting of which thirty days advance written notice was given to each director, the Clerk, every city and fire district situated within the boundaries of Kitsap County, and any other entity as prescribed in the bylaws. Information about the proposed dissolution, including the grounds for dissolution and distribution of Kitsap 911 property, shall be provided to each member of the board of directors, the Clerk, every city and fire district situated within the

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boundaries of Kitsap County, and any other entity as prescribed in the bylaws at least fourteen days prior to the meeting at which a vote will be taken on the resolution. Within thirty days of adoption of a resolution approving dissolution of Kitsap 911, a copy of the resolution shall be delivered to the Clerk. The County may, after a public hearing, dissolve Kitsap 911. Upon dissolution, all Kitsap 911 property, net of all outstanding liabilities, shall be distributed as set forth in an agreed plan of distribution adopted by two-thirds of a quorum of the board of directors and used only for enhanced 911 emergency communications systems consistent with chapter 82.14B RCW and RCW 38.52.500 et seq.

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(2) The County may, after a public hearing with notice to Kitsap 911, petition the Superior Court to dissolve Kitsap 911 in accordance with RCW 35.21.750. Upon dissolution of Kitsap 911 and the winding of its affairs, and as determined by order of the Court, any remaining rights, assets, and property may be transferred to a qualified public entity or entities which will fulfill the purposes for which Kitsap 911 was chartered ~~as determined by order of the Court.~~ Otherwise, all remaining rights, assets, and property shall vest in the County. Upon completion of dissolution proceedings, the County eClerk shall indicate such dissolution by inscription of "charter cancelled" on the charter of Kitsap 911, and the existence of Kitsap 911 shall cease. The County eClerk shall give notice thereof to the State auditor and to other persons as provided in the dissolution statement.

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2.110.240 – Construction and Order of Precedence. This ordinance shall be liberally construed so as to effectuate its purposes and the purposes of RCW 35.21.730 through RCW 35.21.759. In the event of an inconsistency between the charter and this ordinance, the inconsistency shall be resolved by giving precedence to this ordinance.

ADOPTED this _____ day of _____ 2016.

ATTEST:

BOARD OF COUNTY COMMISSIONERS
KITSAP COUNTY, WASHINGTON

Dana Daniels, Clerk of the Board

EDWARD E. WOLFE, CHAIR

APPROVED AS TO FORM:

CHARLOTTE GARRIDO, Commissioner

Deputy Prosecuting Attorney

ROBER GELDER, Commissioners

**CHARTER
of the
KITSAP 911 PUBLIC AUTHORITY**

ARTICLE I: NAME

Name. The name of Kitsap 911 shall be Kitsap 911.

ARTICLE II: AUTHORITY AND LIMIT ON LIABILITY

Section 2.01. Authority. Kitsap 911 is a public corporation organized pursuant to RCW 35.21.730 through 35.21.759, and Ordinance No. _____ (the "Ordinance") of Kitsap County, Washington (the "County").

Section 2.02. Limit on Liability. All liabilities incurred by Kitsap 911 shall be satisfied exclusively from the assets, credit, and properties of Kitsap 911, and no creditor or other person shall have any right of action against or recourse to the County, its assets, credit, or services, on account of any debts, obligations, liabilities or acts or omissions of Kitsap 911.

ARTICLE III: DURATION

The duration of Kitsap 911 shall be perpetual except as provided in the Ordinance.

ARTICLE IV: PURPOSE

As authorized by RCW 35.21.730 through RCW 35.21.759, Kitsap 911 is established exclusively to undertake, assist with, and otherwise facilitate the public function of providing a countywide enhanced 911 emergency communications system, and perform any other public function relating to providing a countywide enhanced 911 emergency communications system. Kitsap 911 shall have no purpose other than the public function of providing a countywide enhanced 911 emergency communications system. For the purpose of receiving the same immunities or exemptions from taxation as that of the County, Kitsap 911 constitutes a public agency and an authority and instrumentality of the County (within the meaning of Article VII, Section I of the Constitution of the State of Washington and within the meaning of those terms in regulations of the United States Treasury and rulings of the Internal Revenue Service prescribed pursuant to Section 103 of the Internal Revenue Code of 1986, as amended).

ARTICLE V: POWERS AND RESPONSIBILITIES

Section 5.01. Powers. Kitsap 911 shall have and may exercise all lawful powers conferred by State laws, the Ordinance, this Charter, and its Bylaws. Kitsap 911 in all of its activities and transactions shall be subject to the powers, procedures, and limitations contained in the Ordinance.

Section 5.02 Provision of Services. Kitsap 911 shall provide enhanced 911 emergency communications services to public agencies desiring the same. Public agencies receiving such services shall pay fees for these services as established by the board of directors.

Section 5.03 Federal Communications Commission Licenses. Kitsap 911 shall review, renew, and update Kitsap 911's FCC licenses, and will assist public agencies receiving enhanced 911 emergency communications services from Kitsap 911 in reviewing, renewing, and updated their FCC licenses as requested.

Section 5.04. Actions Against Kitsap 911 and its Directors, Officers, Employees and Volunteers. The provisions of chapter 4.96 RCW shall apply to actions against Kitsap 911 and its directors, officers, employees, and volunteers.

Section 5.05. Definitions. The words and phrases in this Charter shall have the same meanings as defined in the Ordinance.

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ARTICLE VI: BOARD OF DIRECTORS

Section 6.01. Obligations and Responsibilities of Board of Directors. Management of all Kitsap 911 affairs shall reside in a board of directors ("Board of Directors"), which shall control and oversee Kitsap 911's operations and funds, correct any deficiencies, and assure that the purposes described in the Ordinance and this charter are reasonably accomplished.

Section 6.02. Board of Directors Composition. The directors shall be as follows:

- (a) All three Kitsap County Commissioners;
- (b) The Mayor of the City of Bremerton and two City Council members;
- (c) The Mayors of the Cities Port Orchard and Poulsbo, and the Mayor or City Council Member of Bainbridge Island;
- (d) Three Fire Commissioners appointed by the Kitsap County Fire Commissioners Association; and
- (e) The Kitsap County Sheriff.

Section 6.03. Alternates. Each director may appoint an alternate to serve in the event of the director's unavailability. Each alternate may vote and act on behalf of the unavailable director. The names of alternates shall be provided in writing to the chair of the board of directors.

Section 6.04. Conditions. A director may only serve for such time that he or she is the duly appointed, acting, or elected County commissioner, City mayor or council member, fire commissioner, or sheriff. All directors shall serve without compensation from Kitsap 911.

Section 6.05. Quorum. At all meetings of the board of directors, a majority of the board of directors then in office shall constitute a quorum.

Section 6.06. Committees. The board of directors may appoint committees as provided for in the Bylaws.

Section 6.07. Voting. The board of directors shall strive to operate by consensus. Each individual director shall have one vote. Unless a super majority vote is specifically required by this charter or the bylaws, Board decisions shall require a simple majority vote of a majority of the board of directors then in office more than one-half of the votes cast when a quorum is present.

Section 6.08. Officers. The board of directors shall have two officers, a Chair and Vice-Chair. Appointment, removal, and term of the officers shall be as established in the bylaws.

Section 6.09. Action Requiring Approval of the Board of Directors. Review and approval of the board of directors by resolution shall be necessary for any of the following actions:

- (a) Making and amending bylaws to govern Kitsap 911 board of director procedures.
- (b) Proposing amendments to the charter.
- (c) Appointing the executive director, who shall serve at the board of directors' pleasure and convenience.
- (d) Consistent with the Ordinance and this charter, determining what services shall be offered and under what terms they shall be offered.
- (e) Reviewing and adopting an annual budget, a separate capital budget, and amendments.
- (f) Establishing appropriate fees for 911 emergency communications services provided by contract to other public agencies ("service fees").
- (g) Adopt operating policy for Kitsap 911.
- (h) Establishing, amending, and eliminating classifications for all Kitsap 911 positions, fixing compensation, and adopting personnel policies.
- (i) Transferring or conveying interests in real estate other than release of a lien or satisfaction of a mortgage after payment has been received and execution of a lease for a term less than one year.
- (j) Contracting of debts, issuance of notes, debentures or Bonds, and mortgaging or pledging of Kitsap 911 assets or credit to secure the same.
- (k) Donating money, property, or other assets belonging to Kitsap 911.
- (l) Action by Kitsap 911 as a surety or guarantor.

- (m) All capital expenditures in excess of \$50,000, and all other transactions which: (i) the consideration paid, received, or exchanged by Kitsap 911 exceeds \$50,000; (ii) performance by Kitsap 911 extends over a period exceeding three years from the date of execution of an agreement therefor; or (iii) Kitsap 911 assumes duties to the County, State, United States, or other governmental entity.
- (n) Certifying annual reports and statements to be filed with the Clerk ~~of the Kitsap County Board of Commissioners as~~ true and correct in the opinion of the board of directors and of its members except as noted.
- (o) Consistent with chapter 4.96 RCW, adopt policies and procedures for managing actions against Kitsap 911, directors, officers, employees, and volunteers.
- (p) Instituting legal proceedings in Kitsap 911's name.
- (q) Hiring or retaining legal counsel and independent accountants and auditors.
- (r) Review the charter no fewer than every 10 years with the assistance of legal counsel.
- (s) Appoint and delegate authority to committees as provided in the bylaws.
- (t) Such other actions, duties, and responsibilities as the Ordinance or this charter shall repose in the board of directors or the board of directors may reserve.
- (u) Dissolution of Kitsap 911, upon approval by two-thirds of a quorum of the board.
- (v) Establishing and amending Service Fees upon approval by of two-thirds of a quorum of the board. For the purpose of this subsection, "Service Fee" means the base fee (excluding other incidental assessments and charges) fees established for the following entities:
Bainbridge Island Fire & Rescue, Central Kitsap Fire & Rescue, North Kitsap Fire & Rescue, Poulsbo Fire Department, and South Kitsap Fire & Rescue; the cities of Bainbridge Island, Bremerton, Port Orchard, and Poulsbo, Kitsap County; and the Port Gamble S'Klallam Tribe, and the Suquamish Tribe.

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ARTICLE VII: MEETINGS

Section 7.01. Board of Directors Meetings. The board of directors shall meet as established in the bylaws, but not less than quarterly ~~and within the boundaries of Kitsap County.~~ Minutes shall be kept in accordance with chapter 42.32 RCW. Special meetings of the board of directors may be called as provided in the bylaws.

Section 7.02. Open Public Meetings. The Open Public Meetings Act, chapter 42.30 RCW, shall apply to all meetings of the board of directors or any committee thereof when the

committee acts on behalf of the board of directors, conducts hearings, or takes testimony or public comment.

Section 7.03. Parliamentary Authority. Robert's Rules of Order shall guide meetings where they are not inconsistent with this charter or the bylaws.

Section 7.04. Minutes. The board of directors shall cause minutes to be kept of all regular or special meetings of the board of directors. The minutes shall include a record of individual votes on all matters requiring approval of the board of directors.

ARTICLE VIII: BYLAWS

The initial bylaws may be amended to provide additional or different rules governing Kitsap 911 and its activities as are not inconsistent with the laws of the State, the Ordinance, or this charter. The board of directors may provide in the bylaws for all matters related to the governance of Kitsap 911, including but not limited to matters referred to elsewhere in this charter.

ARTICLE IX: AMENDMENTS TO CHARTER AND BYLAWS

Amending the Charter and Bylaws. Amendments to the charter shall be as provided in the Ordinance. Amendments to the bylaws shall be as provided in Article VIII of the charter and the bylaws.

ARTICLE X. FISCAL AND BUDGET

Section 10.1. The Fiscal Year. The fiscal year shall coincide with the calendar year.

Section 10.2. Funding. Funding of Kitsap 911 operations and activities will include funds distributed to Kitsap 911 as allowed under RCW 82.14B.030 and RCW 38.52.500 et seq., and revenue generated from fees charged to agencies receiving enhanced 911 emergency communications and other services from Kitsap 911 Service Fees. The bylaws shall prescribe Service Fees. By resolution, the board of directors may amend Service Fees upon approval by two-thirds of a quorum of the board, provided that At least sixty days prior to the meeting at which a vote will be taken establishing or amending Service Fees, written notice of proposed Service Fees amendments shall be given to each director, the Clerk, every city and fire district situated within the boundaries of Kitsap County, and any other entity as identified in Subsection 6.09(v) above and as prescribed in the bylaws.

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Section 10.23. Budget Estimates. Within the times prescribed in the bylaws, the executive director shall provide in writing to each member of the board of directors detailed and itemized estimates of probable revenues and all expenditures required for the ensuing fiscal year, to include Kitsap 911's work plan and proposed service fees for enhanced 911 emergency communications services provided by contract to other public agencies.

Section 10.34. Adoption of Budget. Within the times prescribed in the bylaws, the board of directors shall fix and determine each item of the budget separately, and adopt an annual work program, budget, and service fees for the ensuing fiscal year that identifies anticipated activities, goals, revenues, and expenditures for completing the work program. No increase or decrease to the final budget shall occur without the approval of the board of directors.

Section 10.45 Excess of Expenditures, Liability. Expenditures made, liabilities incurred, or warrants issued in excess of any of the detailed budget appropriations or as amended by the board of directors shall not be a liability of Kitsap 911, but the official making or incurring such expenditure or issuing such warrant shall be liable therefor personally and upon his or her official bond.

Section 10.56. Accounting, Budgeting, and Reporting. Kitsap 911 shall be subject to the Budgeting Accounting & Reporting System (BARS) applicable local government, and shall comply with Local Government Accounting laws, including but not limited to Chapter 43.09 RCW.

XI. REGISTERED AGENT, CLAIMS, AND SERVICE

A. The registered agent for Kitsap 911 is the Executive Director. The identity of the agent and the address where he/she may be reached during normal business hours must be recorded with the County Auditor. A statement of the registered agent designation, executed by the Chair of the Board of Directors, shall be filed with the Secretary of State.

B. Claims for damages made under Chapter 4.96 RCW shall be filed with the Executive Director. The identity of the agent and the address where he/she may be reached during normal business hours must be recorded with the County Auditor.

C. Service of process under RCW 4.28.080 shall be by delivering a copy of the summons and complaint to Executive Director. The identity of the agent and the address where he/she may be reached during normal business hours must be recorded with the County Auditor.

D. Within 30 days of receipt of the filings described in this Article XI, Kitsap 911 shall file copies with the Clerk ~~of the Board of Commissioners.~~

ARTICLE XII: COMMENCEMENT

Kitsap 911 shall commence its existence effective upon the issuance of its charter, as sealed and attested by the Clerk ~~of the Kitsap County Board of Commissioners.~~

ARTICLE XIII: DISSOLUTION

Dissolution of Kitsap 911 shall be in the form and manner required by State law and the Ordinance.

ARTICLE XIV: ORDER OF PRECEDENCE

In the event of an inconsistency between the charter and the Ordinance, the inconsistency shall be resolved by giving precedence to the Ordinance.

ARTICLE XV: APPROVAL OF CHARTER

This charter was APPROVED by Ordinance No. _____, adopted by the Board of County Commissioners of Kitsap County, Washington, on the ___ day of ___, 2016.

BOARD OF COUNTY COMMISSIONERS
KITSAP COUNTY, WASHINGTON

EDWARD E. WOLFE, Chair

CHARLOTTE GARRIDO, Commissioner

ROBERT GELDER, Commissioner

ATTEST:

Dana Daniels, Clerk of the Board

KITSAP 911 BYLAWS

I. KITSAP 911 PUBLIC AUTHORITY

Kitsap 911 is a public authority ("Kitsap 911") established by Kitsap County, Washington, pursuant to RCW 35.21.730 through 35.21.757, and Ordinance No. _____ ("Ordinance") adopted by the Board of County Commissioners on _____, 2016. These Bylaws are subject to any limitations contained herein, the Ordinance, and the Charter of Kitsap 911.

II. POWERS AND DUTIES

Kitsap 911, through the Kitsap 911 Board of Directors, shall have final decision on all policy issues and shall exercise the powers and perform the duties as authorized by the Ordinance, the Charter, and as otherwise allowed by law.

III. BOARD OF DIRECTORS – COMPOSITION AND OPERATION

(A) Composition. The Kitsap 911 Board of Directors ("Board") shall be composed of the directors as established in the Charter.

(B) Alternates. Each director of the Board ("Director") may appoint an alternate to serve in the event of the Director's unavailability. Each alternate may vote and act on behalf on the unavailable Director. The names of alternates shall be provided in writing to the Board.

(C) Conditions. All directors shall serve without compensation from Kitsap 911. A director may only serve for such time that they are the duly appointed, acting, or elected officer of its represented member agency.

IV. OFFICERS, ELECTION, TERMS, DUTIES

(A) The officers of the Board are a Chair and a Vice Chair. At the first meeting of each year, the officers shall be elected by the Board and shall serve through the end of the year and until the election of the new officers. The Chair and Vice Chair shall be from different member agencies.

(B) In the event there is a vacancy in the office of the Chair, the Vice Chair succeeds to the office of Chair for the unexpired portion of the term. In the event there is a vacancy in the office of Vice Chair, the Board will elect a new Vice Chair to serve the unexpired portion of the term. In the event both offices become vacant, the Board will elect a new Chair and Vice Chair to serve the unexpired portion of the terms.

(C) The Chair or Vice Chair may be removed, with or without cause, by simple majority vote of the directors, after providing 30 days written notice to the person to be removed.

(D) Duties of the Chair:

(1) The Chair is a member of the Board, and presides at the meetings of the Board;

(2) Create, appoint, and discharge Board committees unless otherwise provided in these By-laws;

(3) Call for the vote on all motions properly presented and seconded;

(4) Enforce the procedural rules of the Board during meetings;

(5) Participate in deliberations of the Board;

(6) Vote in all matters before the Board;

- (7) Ensure that the functions of the Board are carried out to the best of his or her abilities;
 - (8) Make reports as necessary to the Board; and
 - (9) Execute, on behalf of Kitsap 911, all contracts, agreements, and other documents and papers duly authorized by the Kitsap 911 that may require signature.
- (E) The Vice Chair performs the duties of the Chair in the absence of the Chair.

V. MEETINGS, QUORUM, VOTING:

(A) Meetings. The Board shall meet not less than four (4) times per year, and at a time and place designated by Resolution of the Board. No notice of the regular meeting shall be required once they are established. Special meetings may be called by the Chair or a majority of the Board upon giving notice in compliance with RCW 42.30.080. In an emergency, the Board may dispense with written notice, but must, in good faith, use best efforts to provide fair and reasonable notice to all Directors. Directors may participate in meetings by telephone or video conference, or other comparable means. All Board meetings shall be subject to and comply with the Open Public Meetings Act, Chapter 42.30 RCW.

(B) Rules of Order. Robert's Rules of Order shall be used as a guide to govern Board meetings. The Chair shall have the authority to make the final ruling on all issues of procedure.

(C) Quorum. At all meetings of the Board, a majority of the Directors then in office shall constitute a quorum.

(D) Voting. Each individual Director shall have one vote. Board decisions for approval require a vote of more than one-half of the votes cast when a quorum is present unless a super majority vote is required by these bylaws. A super majority vote requires at least two thirds of the votes cast when a quorum is present.

VI. EXECUTIVE COMMITTEE

(A) Powers and Duties. The Board may appoint the Kitsap 911 Executive Committee ("Executive Committee") to exercise certain, limited authority and make such decisions that are necessary to ensure the efficient operation of Kitsap 911. However, the Board shall retain final decision making authority for matters concerning the following:

- (1) The annual Kitsap 911 Operations budget and funding, cost share distributions, the Enhanced 911 Tax Revenue Fund and Five Year Expenditure Plan, and the accumulated Kitsap 911 Capital Reserve Fund;
- (2) Amendments to these Bylaws;
- (3) Strategic Plan Adoption;
- (4) Appointment of the Kitsap 911 Executive Director ("Executive Director");
- (5) Any other matter of major importance.

(B) Composition. The Executive Committee shall be composed of the following Committee Representatives ("Committee Members"):

- (1) One County representative, appointed by the Kitsap County Board of County Commissioners and the Kitsap County Sheriff;
- (2) One City of Bremerton representative, appointed by the Mayor of Bremerton;
- (3) One City representative, appointed by the Board members from the cities of Bainbridge Island, Port Orchard, and Poulsbo collectively;

(4) One Fire Commissioner, appointed by the Kitsap County Fire Commissioners Association;

(5) The Board Chair; and

(6) The Chair and Vice Chair of the Kitsap 911 Strategic Advisory Board, as non-voting members of the Executive Committee.

(C) Alternates. The Executive Committee may designate another Committee Member as alternate to serve when a Committee Member is absent or unable to serve.

(D) Powers and Conditions. The Executive Committee shall make recommendations to the Board on matters reserved for Board action. The Executive 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 Kitsap 911. These actions may include, but are not limited to the following:

(1) Providing direction to and managing the performance of the Executive Director;

(2) Authorizing budget amendments, including expenditures from the reserves;

(3) Providing advice and recommendations to the Executive Director regarding labor agreements, staffing, or personnel issues; and

(4) Providing recommendations to the Board of County Commissioners regarding excise tax levels and other such matters.

Draft Executive Committee meeting minutes will be distributed to the Board and 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.

Committee Members shall serve without compensation from Kitsap 911.

(E) Officers. The Executive Committee shall have two officers, a Chair and Vice-Chair. The Chair shall preside at Executive Committee meetings. The Vice Chair will assume this role in the Chair's absence. At the first meeting of each year, the officers shall be elected by the Executive Committee and shall serve through the end of the year and until the election of the new officers. In the event of a vacancy of the Chair, the Vice Chair will serve the balance of the departed Chair's term. In the event of a vacancy of the Vice Chair, the Executive Committee will elect a new Vice Chair to serve the balance of the departed Vice Chair's term. In the event both offices become vacant, the Executive Committee will elect a new Chair and Vice Chair to serve the unexpired portion of the terms.

(F) Meetings. The Executive Committee shall meet at a time and a place designated by Resolution of the Executive Committee. No notice of the regular meeting shall be required once they are established. Special meetings may be called by the Chair or by a majority of the Executive Committee Members upon giving notice in compliance with RCW 42.30.080. In an emergency, the Executive Committee may dispense with written notice, but must, in good faith, use best efforts to provide fair and reasonable notice to all Committee Members. Committee Members may participate in meetings by telephone or video conference, or other comparable means. All Executive Committee meetings shall be subject to and comply with the Open Public Meetings Act, Chapter 42.30 RCW.

(G) Rules of Order. Robert's Rules of Order shall be used as a guide to govern Executive Committee meetings. The Chair shall have the authority to make the final ruling on all issues of procedure.

(H) Quorum. At all meetings of the Executive Committee, a majority of Committee Members then in office shall constitute a quorum.

(I) Voting. Each individual Committee Member shall have one vote. Executive Committee decisions for approval require a vote of more than one-half of the votes cast when a quorum is present.

VII. EXECUTIVE DIRECTOR

(A) Appointment. The Board is responsible for the appointment and termination of the Executive Director, and shall request a recommendation from the Executive Committee. The Executive Director shall have experience in technical, financial, and administrative fields and her or his appointment shall be on the basis of merit only. The Executive Director is at-will, serving at the pleasure and convenience of the Board.

(B) Authority and Duties. The Executive Director:

(1) shall be responsible to the Board, and shall advise the Board on the annual budget and amendments thereto and Kitsap 911 operating and personnel policies;

(2) shall administer Kitsap 911 in its day-to-day operations consistent with policies and directives of the Board;

(3) may appoint persons to fill positions, subject to Board authorization;

(4) unless previously approved in the adopted budget or amendments thereto, may approve contracts with third parties for goods, services, and equipment in amounts up to \$50,000.00. Contracts in excess of \$50,000.00 shall require Board approval; and

(5) may accept revenue (e.g., revenue contracts, grants, gifts) upon approval of the Executive Committee.

The Executive Director is not authorized to hire legal counsel or auditors without Executive Committee approval.

VIII. STRATEGIC ADVISORY BOARD

(A) Powers and Duties. The Board may appoint the Kitsap 911 Strategic Advisory Board ("SAB") to advise the Board and Executive Director and exercise certain, limited authority as delegated.

(B) Composition. The SAB shall be composed of the Chief/Sheriff or designee from each participating law enforcement or fire agency ("SAB Members").

(C) Duties. The SAB's duties shall be defined by the Board and may include:

(1) Advising the Board on significant administrative issues and policies, staffing and service levels, and funding.

(2) Providing advice and recommendations to the Executive Director regarding budget proposals, operational procedures, and other matters related to day-to-day operations; and

(3) Any other duties delegated by the Board or Executive Committee.

(D) Officers. The SAB shall have two officers, a Chair and Vice-Chair, one of which shall be from fire service and the other from law enforcement. The Chair shall preside at SAB meetings. The Vice Chair will assume this role in the Chair's absence. At the first meeting of each year, the officers shall be elected by the SAB and shall serve through the end of the year and until the election of the new officers. In the event of a vacancy of the Chair, the Vice Chair will serve the balance of the departed Chair's term. In the event of a vacancy of the Vice Chair, the SAB will elect a new Vice Chair to serve the balance of the departed Vice Chair's term. In

the event both offices become vacant, the SAB will elect a new Chair and Vice Chair to serve the unexpired portion of the terms.

(E) Meetings. The SAB's regular meetings shall be at Kitsap 911 at a time designated by a majority of the SAB Members. No notice of the regular meeting shall be required once they are established. Special meetings may be called by the Executive Director, Chair or any two SAB Members, giving all other SAB Members not less than twenty-four (24) hours advance written notice. In an emergency, the SAB may dispense with written notice, but must, in good faith, use best efforts to provide fair and reasonable notice to all SAB Members. SAB Members may participate in meetings by telephone or video conference, or other comparable means.

(F) Rules of Order. Robert's Rules of Order shall be used as a guide to govern SAB meetings. The Chair shall have the authority to make the final ruling on all issues of procedure.

(G) Quorum. At all meetings of the SAB, a majority of SAB Members shall constitute a quorum.

(H) Voting. Each individual SAB Member shall have one vote. SAB decisions for approval require a vote of more than one-half of the votes cast when a quorum is present.

IX. SERVICE AGREEMENTS

(A) Agreements. Service agreements with participating entities shall be entered into for the provision and funding of Kitsap 911 services as follows:

(1) The service fee formula for services shall be pursuant to Subsection B below for the following entities:

(a) Bainbridge Island Fire & Rescue, Central Kitsap Fire & Rescue, North Kitsap Fire & Rescue, Poulsbo Fire Department, and South Kitsap Fire & Rescue;

(b) The Cities of Bainbridge Island, Bremerton, Port Orchard, and Poulsbo;

(c) Kitsap County; and

(d) The Port Gamble S'Klallam Tribe, and the Suquamish Tribe.

(2) Kitsap 911 may enter into service agreements with other entities, not identified above, for services upon terms, conditions, and fees for services as established in the agreement.

(B) Service Fee Formula. The allocable proportion for each fire district, city, county, and tribe shall be computed as follows:

(1) Calculate the Total Base.

(a) Total Base = Number of Agencies X \$5,000

(2) Calculate the Total Console Share (the amount of the user share that needs to be split between police and fire.

(a) Total Console Share = Total Appropriations

(b) All other funding Sources – Total Base.

(3) Calculate the Police/Fire Split (Percentage of the Console Share paid for by police and by fire).

(a) Police Split = Number of Police Allocated Consoles / Total Number of Consoles.

(b) Fire Split = Number of Fire Allocated Consoles / Total Number of Consoles.

- and by fire).
- (4) Calculate the Police/Fire Share (actual dollar amount paid for by police and by fire).
 - (a) Police Share = Total Console Share X Police Split.
 - (b) Fire Share = Total Console Share X Fire Split.
 - (5) Calculate the Units of Use.
 - (a) Agency Units of Use= Average of the previous 3 full years of Agency's Units of Use, adjusted for annexations.
 - (b) Total (Police or Fire) Units of Use = Sum of each (Policy or Fire) Agency's Units of Use.
 - (6) Calculate the Cost per (police and fire) Unit of Use.
 - (a) Cost per Police Unit = Police Share / Total Police Units of Use.
 - (b) Cost per Fire Unit = Fire Share / Total Fire Units of Use.
 - (7) Calculate Surcharges- Repeat Steps 4 through 6 as needed to calculate any Per Unit Surcharges.
 - (a) Final Cost per Unit= Cost per Unit (from Step 6) + all per Unit Surcharges.
 - (8) Calculate each Agency's Allocation.
 - (a) Agency Allocation = (Agency Units of Use X Total Cost Per Unit)+ Base.

(C) Amendments to Service Fee Formula. The service fee formula set forth in Subsection B above may be amended by the Board by amending these bylaws pursuant to Section X below, which amendment shall require a super majority vote as defined in Section V(D) above. Sixty (60) days prior notice to the entities identified in Subsection B must be given before the Board can take action to amend the formula.

X. AMENDMENT OF BYLAWS

These Bylaws can be amended at any regular meeting of the Board, provided that these amendment(s) were submitted in writing at the previous regular Board meeting.

1.0 Introduction

~~CENCOMKitsap 911's-Kitsap 911'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 ~~CENCOMKitsap 911-Policy BoardKitsap 911 Board of Directors~~¹ and ~~CENCOMKitsap 911~~-staff are accountable to the citizens of Kitsap County for the wise and most effective/efficient use of financial resources necessary to accomplish ~~CENCOMKitsap 911's-Kitsap 911's~~ mission.

Sound budgeting and fiscal policies that adhere to the principles of transparency, stability, sustainability, stewardship, responsibility, and accountability help ~~CENCOMKitsap 911's-Kitsap 911'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 ~~CENCOMKitsap 911Kitsap 911~~, 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.

2.0 Policy Statements

2.1 Governing Documents/ Regulations:

All business and accounting at ~~CENCOMKitsap 911~~ 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 _____ and the ~~Kitsap 911 Charter~~,
3. Governing Directives, (Policies and Procedures) adopted by the ~~CENCOMKitsap 911-Policy-Kitsap 911 Board of Directors~~,
4. Policies, Procedures, and recommendations of the ~~Washington State-Kitsap County~~-Auditor, and
5. Generally Accepted Accounting Principles (GAAP) for Governmental Organizations as adopted by the Government Accounting Standards Board (GASB), and

¹ ~~The abbreviations-Board and CPB~~ refers to the ~~CENCOMKitsap 911-Policy-Kitsap 911 Board of Directors~~. The abbreviation BOCC refers to the Board of County Commissioners.

6. Internal [CENCOMKitsap 911-Kitsap 911](#) 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.

2.2 Ethics and Conflicts of Interest: Officials and employees involved in [CENCOMKitsap 911](#)'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 [CENCOMKitsap 911](#) Executive Committee (for the director, [deputy director](#), [finance manager](#), and elected officials).

2.3 Basis of Accounting: [CENCOMKitsap 911](#) uses ~~the modified accrual basis of accounting as outlined in the BARS Manual (See Governing Documents #1)~~ [cash basis accounting](#).

2.4 Budget Period: [CENCOMKitsap 911](#) may establish either an annual or biennial budget with the calendar year(s) as the budget period.

2.5 Balanced Budget: The [CENCOMKitsap 911](#) 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.

2.6 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.

2.7 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. [CENCOMKitsap 911](#) 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]

2.8 Fund Management: All sums received by [CENCOMKitsap 911](#) from any source shall be placed into a fund managed by the Kitsap County Treasurer, and all sums disbursed by [CENCOMKitsap 911](#) shall be expended from this fund.

2.9 Investments: [The Kitsap County Treasurer's office](#) manages [CENCOMKitsap 911](#)'s investments according to the procedures and requirements specified in [the Kitsap 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.

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

2.11 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 [Kitsap 911 short term credit 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 [CENCOMKitsap 911](#) assets, etc),
- comparison of total cost of completing the project with and without issuing debt,
- impact of the proposed debt on [CENCOMKitsap 911](#)'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 [CENCOMKitsap 911](#).

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

2.12 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 [CENCOMKitsap 911](#) 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]

2.13 Staffing Levels: Emphasis is placed in improving individual and work group productivity rather than increasing authorized staffing levels. [CENCOMKitsap 911](#) 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.

2.14 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~~ Board of Director's 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 CENCOMKitsap 911 Policy Board of Directors. Funds transferred from the Reserve for this purpose must be restored during the next budget period or as directed by the Board.

2.15 Personal Responsibility: CENCOMKitsap 911 employees who exceed their designated purchasing authority and obligate CENCOMKitsap 911 to a financial commitment which results in a financial loss may be held personally responsible and are subject to discipline. CENCOMKitsap 911 is entitled to recover the full amount of such loss from the employee.

2.16 Reimbursable Expenses: CENCOMKitsap 911 will reimburse employees for their necessary and reasonable travel and non-travel expenses incurred in the conduct of their official business for CENCOMKitsap 911 (In accordance with RCW Chapter 42.24 and Kitsap CountyKitsap 911 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 CENCOMKitsap 911.

2.17 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 CENCOMKitsap 911 Policy Board of Directors.
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.

2.18 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-Board of Directors meeting, and
- presented for Board action at the July CPB-Board of Directors 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.

2.19 Budget Organization: CENCOMKitsap 911'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.
- Capitol and Technology Expenditures: expenditures associated with capital improvements, new technology initiatives, and equipment replacements including all projects 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.~~

2.20 Budget Administration and Authority for Budget Adjustments: Expenditures approved by the CENCOMKitsap 911 Policy-Board of Directors (Appropriations) define CENCOMKitsap 911's spending limits for the budget period.

Beyond legal requirements, CENCOMKitsap 911 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~~Executive Committee.

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.~~

2.21 Budget Monitoring and Reporting: Each division supervisor is responsible for monitoring their assigned budget line items and reporting deviations to the ~~Director~~Finance Manager and Executive Director.

The ~~Director or designee~~Finance Manager 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~~the Finance Manager 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 Kitsap 911's web page.

CALEA: #####

General Fiscal Stabilization Reserve Policy

See Also: **

1.0 Purpose:

Adequate reserve levels are a necessary component of CENCOM's Kitsap 911's overall financial management strategy and a key factor in the measurement of the agency's financial strength.

The stabilization fund:

- provides for adequate monthly cash flow regardless of fluctuation or late payment/posting of revenues,
- minimizes the need for sudden decreases to service levels or midyear increases to user fees by providing a reasonable level of funding from which the agency can respond to unforeseen occurrences such as revenue shortfalls, natural disasters, or equipment failure, and
- allows the agency to take advantage of grant opportunities that occur outside of the regular budget cycle.

2.0 Policy Statements:

2.1 Fund levels are set by the CENCOM Policy Kitsap 911 Board of Directors as part of the budget process.

2.2 Effective with the 2017 budget the stabilization fund level is set at 12% of annual operating expenses plus debt service. By 2020 the stabilization fund will be increased to 17% of annual operating expenses plus debt service.

2.3 At least every five years, the Director will evaluate cash flow, revenue stability, equipment replacement fund levels, and the long range plan and recommend to the Policy Board Kitsap 911 Board of Directors any changes to the fund level or this policy.

2.4 Except as provided for in the General Fiscal Policy, all expenditures drawn from the stabilization fund shall require prior Policy Board approval of the Kitsap 911 Board of Directors or Executive Committee.

1.0 Purpose:

Adequate reserve levels are a necessary component of ~~CENCOM's~~ Kitsap 911's overall financial management strategy and a key factor in the measurement of the agency's financial strength.

The equipment replacement fund:

- minimizes reliance on debt,
- minimizes large increases in user fees resulting from the need to acquire or replace capital,
- insures the timely replacement of aging technology, equipment and systems, and
- allows the agency to take advantage of grant opportunities that occur outside of the regular budget cycle.

2.0 Policy Statements:

2.1 Fund levels are set by the ~~CENCOM Policy~~ Kitsap 911 Board of Directors as part of the budget process.

2.2 Each year, the Director will evaluate revenue projections, fund levels, equipment lifecycles, and the long range plan and recommend to the ~~Policy~~ Board any changes to the fund level or this policy.

2.3 All technical and capital project proposals will include an estimate of annual depreciation and an analysis of the impact funding depreciation will have on future budgets. 75% of the annual depreciation of all projects approved ~~after 2011~~ will be deposited into the Equipment Replacement Fund each year.

~~2.4 The Director will develop a plan to fund the replacement of equipment and capital items purchased before 2011. The plan will be presented to the board no later than the 2015 budget submission. The plan should balance the desire to minimize user fee increases with the goal of having the equipment replacement fund fully established (at 75% depreciation) as quickly as possible.~~

~~2.5~~ 4 The Director may authorize necessary expenditures for the emergency replacement of equipment without additional Policy Board approval, provided that such expenditures must be reported to the board at the first policy board meeting following the expenditure. All other expenditures drawn from the Equipment Replacement Fund shall require prior Policy Board approval.

1.0 PURPOSE:

It is the policy of Kitsap 911 to establish uniform, efficient, and competitive bidding, purchasing, and other procurement policies consistent with State law, and to ensure that all public procurement is executed and managed at the highest professional and ethical standard and to achieve the greatest attainable levels of quality and value permitted by law. The principles of Transparency, Stewardship, Responsibility, Accountability, and Public Value will drive all purchasing and contracting decisions.

2.0 REFERENCES:

RCW §§ 9.18.120, 9.18.150, 18.08, 18.43, 18.96, 39.04, 39.08, 39.12, 39.32, 39.33, 39.80, 43.19A and 60.28.
CALEA Standards: 2.4.4
Kitsap 911 Ordinance, Charter, and Bylaws

3.0 DEFINITIONS:

A/E Professional Services: **Architect / Engineer** Services rendered by a consultant or any person, other than an employee of the agency, contracting to perform activities within the scope of the general definition of professional practice in RCW 18.08 (Architects), RCW 18.43 (Engineers and Land Surveyors) or RCW 18.96 (Landscape Architects).

Contract: An agreement between Kitsap 911 and one or more entities enforceable by law.

Change: Any change, supplement, amendment, alteration or addendum to an existing Contract.

Emergency: Unforeseen circumstances beyond the control of Kitsap 911 that either a) present a real, immediate threat to the proper performance of essential functions; or b) will likely result in material loss or damage to property, bodily injury, or loss of life, if immediate action is not taken.

Public Work: Public Work means all work, construction, alteration, repair, or improvement other than ordinary maintenance, executed at Kitsap 911's cost, and as further defined in RCW 39.04.010. Ordinary maintenance, in the context of Public Works contracts and prevailing wages, is defined as work that is not performed by contract and that is performed on a regularly scheduled basis not less frequently than once per year to service, check, or replace items that are not broken; or work not performed by contract that is not regularly scheduled but is required to maintain the asset so that repair does not become necessary.

Request for Proposals (RFP): Solicitation of proposals for professional services, or

equipment, materials or supplies not associated with a Public Work.

Request for Statement of Qualifications (SOQ): Solicitation of statements of qualifications for a certain project or to establish an Architect and Engineering services roster.

Services: Services rendered by a consultant or any person, other than an employee of the agency and other than A&E Services or services that would constitute a Public Work.

Taxes: All amounts and thresholds contained herein shall be inclusive of applicable sales and use taxes at the time of soliciting for bids/proposals.

4.0 PURCHASING ETHICS

Employees involved in any aspect of purchasing goods and services for Kitsap 911 will adhere to the Purchasing Code of Ethics:

- Obtain maximum value for each dollar spent,
- Decline personal favors, gifts, and gratuities,
- Grant all potential suppliers fair and equal consideration,
- Conduct business with potential and current suppliers in an atmosphere of good faith,
- Demand honesty in sales representation,
- Foster fair, ethical, and legal business practices,
- Protect Kitsap 911's interest by ensuring suppliers honor all terms of their contract.

4.1 CONFLICT OF INTEREST

- A. Employees will immediately disclose any potential conflicts of interest to the Executive Director. If the Executive Director finds that a conflict of interest exists the Executive Director will take such action as is necessary to resolve the conflict.
 - a. In the event of a potential conflict of interest on the part of the Executive Director, Deputy Director, or Finance Manager, the potential conflict and plan for resolving the conflict will be reported to the Executive Committee.

5.0 PROCUREMENT PROCEDURES

5.1 SERVICES (GENERAL)

- A. Kitsap 911 may procure Services using the method that it determines will provide the greatest attainable levels of quality and value, including through direct negotiation and contract.

- B. This Section does not apply to A&E Professional Services, which are governed by the requirements in Section 5.2.
- C. This Section does not apply to services that would constitute a Public Work, which are governed by the requirements in Section 5.4.

5.2 A&E PROFESSIONAL SERVICES

- A. **Publication:** Kitsap 911 must publish, or otherwise announce to the general public, its requirement for A&E Professional Services. Kitsap 911 staff may comply with this requirement by:
 - 1. Publishing, in advance, notice for a project requiring A&E Professional Services in the manner outlined in this policy for competitive bids; or
 - 2. Annually announcing to the public Kitsap 911's projected requirements for any category or type of A&E Professional Service, and requesting that interested consultants submit statements of qualifications and performance data. At its discretion, Kitsap 911 may add architectural, engineering, or other consultants to its annual roster throughout the year so long as those consultants have submitted statements of qualifications and performance data. Kitsap 911 may also use architectural, engineering, or other consultants on any owner city roster.
- B. **Advertising:** All Requests for Statements of Qualifications shall be published in advance, concisely stating the general scope and nature of the project or work for which services are required; and providing the name, telephone number and e-mail of a staff contact who can provide additional details.
- C. **Evaluation of Qualifications:** Following receipt of statement of qualifications, Kitsap 911 shall evaluate the qualifications and performance data along with any information submitted regarding a proposed project. Following evaluation of the written proposals and other relevant information, Kitsap 911 may perform oral interviews with the firms rated the highest.
- D. **Selection:** Kitsap 911 shall select the firm most qualified to provide the required A&E Professional Services. The price or cost of the service may not be considered by Kitsap 911 when determining which firm is the most qualified. After selection, Kitsap 911 may negotiate a contract for the services at a price that it determines is fair and reasonable, considering the estimated value of the services to be rendered, as well as the scope and complexity of the project. If a satisfactory contract cannot be negotiated,

Kitsap 911 shall formally terminate the negotiations with that firm and attempt to negotiate a contract with the next most qualified firm. The process continues until an agreement is reached or the search is terminated.

5.3 NON-PUBLIC WORK MATERIALS, SUPPLIES OR EQUIPMENT

A. General Process and Authorization:

1. **Under \$30,000.** Kitsap 911 shall procure materials, supplies and equipment valued at less than \$30,000, excluding shipping and taxes, using the method that it determines will provide the greatest attainable levels of quality and value, including through direct negotiation and contract.
2. **Between \$30,000 and \$60,000.** For materials, supplies and equipment with an estimated value of more than \$30,000 but less than \$60,000, Kitsap 911 shall attempt to solicit and document at least three (3) verbal quotations for the contract.
3. **Between \$60,000 and \$100,000.** For materials, supplies and equipment with an estimated value of more than \$50,000 but less than \$100,000, Kitsap 911 shall attempt to solicit and document at least three (3) written quotations for the contract. For regularly made purchases, a list of comparable quotes may be maintained and updated annually, and purchases may be made from that list without soliciting bids or quotes for each purchase.
4. **More than \$100,000.** Kitsap 911 shall procure materials, and equipment with an estimated value of \$100,000 or more using a competitive procurement method, including but not limited to issuance of an RFP.

5.4 PUBLIC WORKS

A. GENERAL LIMITS AND PROCESS (NON-SMALL WORKS ROSTER).

1. **Under \$10,000.** Kitsap 911 shall procure Public Works projects estimated to cost less than \$10,000 using the method that it determines will provide the greatest attainable levels of quality and value, including through direct negotiation and contract.
2. **\$10,000 to \$40,000 (Single Trade).** Where the project involves a single craft or trade, Kitsap 911 shall procure Public Works projects estimated to cost from \$10,000 to \$40,000 using the method that it determines will provide the greatest

attainable levels of quality and value. Where feasible, Kitsap 911 shall obtain at least three quotes for the project, although it is not obligated to award the Contract solely on price. In every case, Kitsap 911 shall award the work to the supplier based on the best value to Kitsap 911.

3. **\$10,000 to \$50,000 (Multiple Trades).** Where the project involves multiple crafts or trades, Kitsap 911 shall procure Public Works projects estimated to cost from \$10,000 to \$50,000 using the method that it determines will provide the greatest attainable levels of quality and value. Where feasible, Kitsap 911 shall obtain at least three quotes for the project, although it is not obligated to award the Contract solely on price.
4. **\$40,000 or More (Single Trade) / \$50,000 or More (Multiple Trades).** For Public Works projects estimated to cost \$40,000 or more (where the project involves a single craft or trade), or \$50,000 or more (where the project involves multiple crafts or trades), Kitsap 911 shall follow the bid procedures of RCW 35.23.352 and Chapter 39.04 RCW, as follows:

Kitsap 911 shall publish notice, at least one (1) time, and at least thirteen (13) days prior to the last date upon which bids will be received, calling for sealed bids. Publication of this notice should be in a newspaper of general circulation. The notice shall generally state the nature of the contemplated Public Work or improvement project, including a description or specifications, and it shall require that the bids be sealed and filed with Kitsap 911 within the time for submittal specified in the notice.

Kitsap 911 may also include supplemental bidder responsibility criteria in the invitation to bid or in the bidding documents.

Kitsap 911 shall not only evaluate the responsibility requirements provided within RCW 39.04.350, but also all other supplemental bidder responsibility criteria applicable to a particular project. Kitsap 911 may award the bid to the lowest responsive and responsible bidder.

B. SMALL WORKS: ALTERNATIVE PUBLIC WORKS PROCEDURE.

1. **General.** Kitsap 911 may, as an *alternative* to the procedures established by Section 5.4.A, use the small works roster process where the estimated Contract amount for a Public Works project is \$300,000 or less.

2. **Authorization.** The Kitsap 911 Board or Directors finds that the small works roster provisions set forth in RCW 39.04.155 would provide an efficient process for the award and construction of small Public Works projects for Kitsap 911. The Kitsap 911 Board of Directors therefore authorizes staff to establish a small works roster procedure for Public Works contracts pursuant to RCWs 35A.40.210, 35.23.352, and 39.04.155.
3. **Authorization amounts.** For Public Works projects under \$35,000, Kitsap 911 shall attempt to obtain three written quotes from the small works. For Public Works projects between \$35,000 and \$150,000, Kitsap 911 shall attempt to obtain five written quotes from the small works roster. For projects over \$150,000, the entire roster must be notified.
4. **Contractors listed on small works roster.** The small works roster shall consist of all responsible contractors who have requested to be on the roster and, where required by law, are properly licensed or registered to perform such work in the State of Washington. As may be requested by Kitsap 911, contractors desiring to be placed on a roster must keep current records of any applicable licenses, certifications, registrations, bonding, insurance, or other appropriate matters on file with Kitsap 911.
5. **Publication.** Kitsap 911 may use the small works roster of Kitsap County or any of the cities or fire districts located within the boundaries of Kitsap County, the roster promulgated by the Municipal Research Services Center, or its own established roster on a per project basis. If Kitsap 911 elects to establish its own small works roster procedure for Public Works contracts, it shall publish at least once a year a notice of the existence of the roster and solicit the names of contractors for such roster in a newspaper of general circulation within the jurisdiction. Responsible contractors shall be added to a roster if they submit a written request and any records requested by Kitsap 911.
6. **Electronic rosters.** If Kitsap 911 wishes to maintain its own rosters or use rosters maintained by other agencies, it shall keep the roster on file in paper and/or electronic format.
7. **Telephone or written quotations.** Kitsap 911 shall obtain telephone, written, or electronic quotations for Public Works contracts from contractors on the small works roster to assure that a competitive price is established and to award contracts to the lowest responsible bidder, as defined in RCW 39.04.010 and RCW 39.04.350, as follows:

- a. Invitations for quotations shall include an estimate of the scope and nature of the work to be performed as well as materials and equipment to be furnished. However, detailed plans and specifications need not be included in the invitation.
 - b. Kitsap 911 may not favor certain contractors on the small works roster over other contractors on the small works roster who perform similar services. At the time bids are solicited, Kitsap 911's representative shall not inform a contractor of the terms or amount of any other contractor's bid for the same project.
 - c. A written record shall be made by Kitsap 911 of each contractor's bid on the project and of any conditions imposed on the bid. Immediately after an award is made, the bid quotes obtained shall be recorded, open to public inspection, and available by telephone or e-mail inquiry.
- 8. Determining lowest responsible bidder.** Kitsap 911 shall award the contract for the Public Works project to the lowest responsible bidder on the small works roster provided that, whenever there is a reason to believe that the lowest acceptable bid is not the best price obtainable, all bids may be rejected and Kitsap 911 may call for new bids under the small works roster. A responsible bidder will be a contractor who meets the mandatory requirements of RCW 39.04.350(1) and any supplemental bidder responsibility criteria established for the project under RCW 39.04.350(2).
- 9. Award.** All of the telephone bids or quotes shall be collected and presented at the same time to Kitsap 911 for consideration, determination of the lowest responsible bidder, and award of the contract.

5.5 TELECOMMUNICATIONS EQUIPMENT

- A. Authority.** Kitsap 911 may purchase telecommunications and data processing equipment or software pursuant to the RCW 39.04.270 "competitive negotiation" process.
- B. Process.** Kitsap 911 shall publish a request for proposals (RFP) in a newspaper of general circulation at least 13 days before the last date on which the proposals will be received.
- C. Content.** The RFP shall identify significant evaluation factors, including price, and

their relative importance. Kitsap 911 shall provide reasonable procedures for technical evaluation of the proposals, identification of qualified sources, and selection for awarding the contract.

- D. **Award.** Kitsap 911 shall make the award to the qualified bidder whose proposal is most advantageous to Kitsap 911. Kitsap 911 may reject all proposals for good cause and request new proposals.

5.6 OTHER PUBLIC WORKS REQUIREMENTS.

- A. **Bid Bond:** For contracts awarded through the small works process, a bid bond is optional. For contracts awarded through a competitive bidding process that are under \$100,000, bid bonds will not be required unless special circumstances cause Kitsap 911 to require one; for contracts of \$100,000 or more, a bid bond of not less than 5% shall be required.

- B. **Payment and Performance Bond and Retainage Requirements:** Payment and Performance bonds in an amount of at least 100% of the Contract are required in addition to a retainage of not more than 5% of moneys earned by the contractor for the purpose of completion of projects and fulfillment of claims and liens, regardless of whether such contract is subject to an exemption to the competitive bidding requirements as provided by Section 4.7.

For contracts \$35,000 or less, at the option of contractor, Kitsap 911 may waive the requirement for a payment and performance bond (but not retainage) and instead retain fifty percent (50%) of the contract amount for a period of forty-five (45) days after final acceptance of the work or until receipt of all necessary releases from the Departments of Revenue, Labor and Industries, and Employment Security and settlement of any liens filed under RCW 60.28, whichever time period is greater.

- C. **Prevailing Wage:** Kitsap 911 shall require contractors to pay prevailing wages on all Public Works contracts, regardless of whether such contract is subject to an exemption to the competitive bidding requirements as provided by Section 4.7. A “Statement of Intent to Pay Prevailing Wages” must be received from a contractor before any payment is made, and an “Affidavit of Wages Paid” must be received following final acceptance of the work; however, for contracts under \$35,000 using the Small Works Roster process, the combined Intent and Affidavit is allowed.

- D. **Public Works Contracts over \$1 million:** Every bidder for a Public Works contract of over \$1 million must submit (either with the bid or within one hour of the bid submittal time) the names of all subcontractors that will be used for heating, ventilation

and air conditioning, plumbing, and electrical work.

5.7 EXCEPTIONS TO BIDDING REQUIREMENTS.

The competitive bidding requirements set forth in Sections 5.1 to 5.5 of this policy shall not apply to the situations described in this Section.

A. Sole Source / Special Market Conditions. The Executive Director may waive the bidding requirements upon a finding that either:

1. The procurement is clearly and legitimately limited to a single source of supply; or
2. The procurement is subject to special market conditions or involves special facilities or services.

If a waiver is appropriate, staff shall prepare a memo for the Executive Director outlining the reasons for the requested waiver. If the Executive Director authorizes the waiver, the purchase may be completed by direct negotiation. The memo evidencing the waiver granted by the Executive Director shall be maintained with the contract.

B. Emergency. When any emergency requires the immediate procurement, execution of any contract, or any change order or amendment to an existing contract, the Executive Director shall have the power to make and enter into that contract, change order, or amendment without strict compliance to either the bidding or the contract approval requirements set forth in this section. The Executive Director shall issue a written basis for the emergency determination no later than two weeks following award of the contract and file the written opinion with Kitsap 911.

C. Health care and investment contracts. Contracts entered into by Kitsap 911 to provide employee health care insurance coverage or to provide employee investment services may be entered into through direct negotiations with Kitsap 911 and are not required to follow the competitive bidding requirements provided for in this policy.

D. Interagency agreements. Kitsap 911 may purchase non-A/E Services, equipment, supplies, materials and other property from other state or municipal entities, including but not limited to the Office of State Procurement (OSP) of the Washington Department of Enterprise Services, without being subject to the bidding requirements of this policy. Kitsap 911 shall ensure prior to such purchase that the contract for equipment, supplies, materials and other property was procured in a manner consistent with this Purchasing and Contracting policy, including all competitive bid requirements. For all such purchases, Kitsap 911 shall enter into an agreement with the entity authorizing such purchase or purchases.

- E. Federal agencies / contracts.** Kitsap 911 may purchase non-A/E Services, equipment, supplies, materials, and other property from a federal agency (including GSA) without going through the additional processes described in this policy. Kitsap 911 shall pass a resolution to authorize purchasing from a federal agency or through a federal government contract.
- F. Auctions.** Kitsap 911 may purchase supplies, equipment, or materials at auctions conducted by the United States government or any of its agencies, or by the State of Washington and any of its political subdivisions, without being subject to the bidding requirements of this policy.
- G. Recycled products.** Nothing in this policy shall prohibit Kitsap 911 from preferentially purchasing products made from recycled materials or products that may be recycled or reused, pursuant to Chapter 43.19A RCW.

5.8 CHANGES TO CONTRACTS

- A. Change Order.** All material Changes to Contracts are required to be memorialized in writing in a change order or other equivalent document.
- B. Bid Requirement.** Bids are not required when unforeseen extra work becomes necessary under a valid preexisting contract. However, a change in scope and purposes deviating substantially from the original plans so as to constitute a new undertaking shall be reviewed by Kitsap 911 counsel to determine whether it constitutes a separate project and whether the change requires a separate contract process.
- C. Minor Changes.** The Executive Director may delegate to the Deputy Director or any manager other than the finance manager the authority to sign the following contract change orders or amendments, subject to terms and conditions acceptable to the designee:
 - 1. Change orders or contract amendments that involve only an extension of time for the contractor to perform.
 - 2. Individual change orders or contract amendments that do not exceed the original contract amount by more than twenty-five thousand dollars (\$25,000), if sufficient funds remain in the approved project budget to pay the change order or amendment amount.
 - 3. All change orders or contract amendments that do not cumulatively exceed twenty

percent (20%) of the original contract amount, if sufficient funds remain in the approved project budget to pay the change order or amendment amount.

- D. Major Changes.** Any change order or amendments that exceed the amounts above must be signed by the Executive Director. If the Executive Director or Deputy Director are unavailable to execute the change order, and if a Kitsap 911 manager determines that an emergency exists that requires immediate approval of the change order or amendment, the manager may execute the change order or amendment and must subsequently inform the Executive Director as soon as practicably possible.

6.0 OTHER PROVISIONS

- A. Real Property Interests.** The Kitsap 911 Board of Directors specifically authorizes the Executive Director to do the following:

1. To acquire and convey property interests by lease.
2. To enter into all lease agreements where Kitsap 911 is the lessor.

- B. Surplus property.** Except for real property, or utility equipment and property as provided for in RCW 35.94.040, or property that is sold to another governmental entity that is valued over fifty thousand dollars (\$50,000), as provided for in RCW 39.33.020, the Executive Director is authorized to surplus equipment or property the Executive Director determines is surplus to Kitsap 911's needs, and the Executive Director dispose of such surplus equipment or property in such a way to secure the best interests of Kitsap 911.

- C. Contract Signing.** The Kitsap 911 Board of Directors specifically authorizes the following:

- a. The Chair of the Kitsap 911 Board of Directors, Executive Committee, or Finance Committee may sign any contract awarded under this policy.
- b. The Executive Director is authorized to sign any contract for less than \$50,000 awarded under this policy.
 - i. The Executive Director may delegate the authority to sign budgeted contracts under \$10,000.00 to any Kitsap 911 manager other than the Finance Manager.
 - ii. The Executive Director may delegate the authority to sign budgeted contracts under \$30,000 to the Deputy Director.



RFQ/Proposals for Legal Services
(LEAVE FOR REQUISITION NUMBER)

Closing Date:

Description:

Request for Qualifications/Proposals for Legal Services

Purpose: Kitsap 911 is seeking a qualified attorney/firm to serve as General Counsel for Kitsap 911. Anticipated legal services include consultation to the Kitsap 911 Board of Directors and Executive Director/Staff regarding general legal issues, contract negotiations/review, labor relations, and collective bargaining.

Background: Kitsap 911 was originally created in 1973 as Kitsap County Central Communications, a department of Kitsap County, governed as a joint board through an Interlocal Agreement. Kitsap 911 was formed as a Public Authority under RCW 35.21.730 through RWC 35.21.759 on April ##, 2016. Kitsap 911 is governed by thirteen elected officials representing Kitsap County, the Cities of Bainbridge Island, Bremerton, Port Orchard and Poulsbo and the Kitsap County Fire Commissioners Association. Kitsap 911 provides 24 hour, 365-day coverage to the entire county for 911 call receiving services and dispatch and serves all of Kitsap County Fire Departments, Police Departments, Tribal Agencies, Kitsap County and others.

Qualifications:

- Each attorney in the proposed team must possess a Juris Doctorate degree and have graduated from a law school accredited by the American Bar Association.
- Each attorney in the proposed team must be a member in good standing of the Washington State Bar Association.

- The proposed designated Kitsap 911 attorney should have a minimum of five (5) years' experience providing legal advice related to labor relations, collective bargaining, and other general legal matters as an attorney to a county or local government (city, junior taxing or special purpose district).
- It is desirable that the designated attorney have extensive knowledge of federal and state statutes, case law, regulations and policies relevant to local government or 911 service. .
- It is desirable that the designated attorney or member of the proposed team have extensive knowledge of Washington's Public Records act and Open Public Meetings Act.

Scope of Services:

Legal Services specifically related to:

- Labor relations, including involvement in negotiation of the collective bargaining agreement,
- Provide legal advice related to public records retention and release,
- Prepare and review resolutions, contracts, leases and other documents as requested.
- Serve as general counsel to and protect the interests of Kitsap 911,
- Monthly consultation hours range from 4-16 hours/month.

Standards of Performance:

- Attorney agrees to be available to provide to Kitsap 911 up to 20 hours/month, if requested,
- Attorney will respond to telephone and email requests within 1 business day, but preferably the same day,
- Attorney agrees to meet in person as requested by Kitsap 911,
- Attorney will bill monthly for services provided. The monthly bill will include an itemized statement showing the date, duration, and nature of services provided to Kitsap 911 during the billing period.

Term: A contract will be issued for one year, with option to renew annually for an additional 4 years. A copy of a typical contract is available upon request.

Proposal Submittals:

Section 1: Name, address, phone number and email address of attorney to be assigned to account,

Section 2: Brief history of the firm's experience and knowledge, not to exceed two pages, single space.

Section 3: Contact information for three local government clients.

Section 4: Any limitation upon your ability to appear for day and evening meeting with adequate notice.

Section 5: Proposed hourly rate(s) to be charged and explanation of any difference in rates for telephone, email, and in-person consultation including disclosure regarding use of para-legal and rate charged for para-legal time.

Section 6: Any other relevant information.

Submission Deadline and Process: All proposals are due by DATE at TIME. Proposals received after the due date/time will not be considered.

Kitsap 911 reserves the right to reject any or all submittals, waive technicalities or irregularities and to accept any submissions if such action is believed to be in the best interest of Kitsap 911. This RFQ does not obligate Kitsap 911 to accept or contract for any expressed or implied services.

Kitsap 911 shall not be responsible for any costs incurred by the respondent(s) in preparing, submitting, or presenting its response to the RFQ or to the interview process. Responding firm (or group) shall bear all costs relating to their response to this RFQ including time in preparation of an RFQ, copies submitted, and time spent in interviews or negotiation with Kitsap 911 prior to final selections.

Two copies of the proposal must be mailed or delivered in person prior to the submission deadline to:

Kitsap 911

Attention: Legal Service RFQ

911 Carver Street

Bremerton, WA 98312

Questions and other communications about this RFQ should be directed to Stephanie Browning at sbrowning@co.kitsap.wa.us or by phone at (360) 307-5801.

CONSULTATION FEE AND CONTRACT

Upon selection, the fee and contract will be negotiated with the Director and is subject to final approval from the Kitsap 911 Board of Directors.

Information Paper

CENCOM Policy Board

Subject: Budget Report (actuals as of February 29, 2016)

Summary: For the period of January through February 2016 revenues were above budget and expenses were below budget, with no significant outliers.

Revenues: We have received 16.2% (\$1.69M) of budgeted revenues through February 2016, with a goal of 15.3%.

Our sales tax revenue is above projection for 2016, with our YTD total 9.12% above the YTD budget. We have received 19.6% of the total budgeted sales tax revenue (goal is 18%).

Our telephone excise tax revenues are just below budget with 16% received of the 16.7% expected.

As of February, no State Grant money has been received.

All other revenues are tracking above projection with 13.2% received of the 11.8% expected. The "Other" revenue budget is divided evenly over twelve months, with the exception of the MCT lump-sum replacement revenue, which is budgeted in March.

Expenditures: We have expended 12.6% (\$1.46M of \$11.6M) of our **total** appropriation with a goal of 16.17%. We have expended 14.7% (\$1.32M of \$9M) of our **operating** appropriation with a goal of 16% in February 2016.

Within the operating expenditures, Salaries and Benefits are 6.14% below the YTD budget. We have expended 13.5% of the total Salaries and Benefits budget (\$886K of \$6.6M) with a goal of 14.6%. Supplies and Services (excluding Inter-fund and Bond Payments) are 14.19% below the YTD budget. We have expended 18.2% of the total Supplies, Services, Inter-fund, and Bond budget (\$443K of \$2.4M) with a goal of 19.8%.

Technical System Enhancements: We have expended 5.2% (\$135K of \$2.6M) through February 2016, with a goal of 4.1%. MCT replacement expenses are budgeted for March, and Acom Replacement is budgeted for September.

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

Risks: According to the Washington State Economic and Revenue Forecast, "Washington economy is expanding at a solid pace." On the good side is the better than expected growth of Washington employment, the increase of home prices and housing construction, increased consumer spending, and only a moderate increase in consumer price inflation. Also, personal income is up 4.3% from a year ago and vehicle sales have been high. On the down side, business growth investment has dropped, and Washington exports have declined 4.6% from 2014 to 2015.

Summary

(As of 2/29/2016)

Description	Goal	Adopted 2016 Budget	Year-To-Date Actuals 2016	Delta	
Total Revenues	15.3%	\$ 10,423,731.00	\$ 1,688,827.16	\$ (8,734,903.84)	16.2%
Operating Salaries and Benefits	14.6%	\$ 6,581,666.00	\$ 886,515.94	\$ 5,695,150.06	13.5%
Operating Supplies, Services and Interfund	19.8%	\$ 2,436,553.00	\$ 443,449.88	\$ 1,993,103.12	18.2%
Total Operating Expenses	16.0%	\$ 9,018,219.00	\$ 1,329,965.82	\$ 7,688,253.18	14.7%
Misc Technical Improvements (1034)	16.7%	\$ 135,452.00	\$ 2,222.98	\$ 133,229.02	1.6%
Backup Center (1035)	16.7%	\$ 100,981.00	\$ -	\$ 100,981.00	0.0%
ACOM Replacement(1036)	0.0%	\$ 500,000.00			0.0%
NG911(1037)	16.7%	\$ 399,025.00	\$ 132,283.73	\$ 266,741.27	33.2%
MCT Replacement (1038)	0.0%	\$ 1,461,495.00	\$ -	\$ 1,461,495.00	0.0%
Total Tech Improvements	4.1%	\$ 2,596,953.00	\$ 134,506.71	\$ 2,462,446.29	5.2%
Total Expenditures	16.17%	\$ 11,615,172.00	\$ 1,464,472.53	\$ 10,150,699.47	12.6%

Revenues

(As of 2/29/2016)

Description	Goal	Adopted 2016 Budget	Year-To-Date Actuals 2016	Delta	
Sales Tax	18.0%	\$ 3,785,184.00	\$ 741,603.52	\$ (3,043,580.48)	19.6%
Telephone Excise Tax	16.7%	\$ 2,527,074.00	\$ 403,520.43	\$ (2,123,553.57)	16.0%
State Grants	16.7%	\$ -	\$ -	\$ -	
Other Revenues	11.8%	\$ 4,111,473.00	\$ 543,703.21	\$ (3,567,769.79)	13.2%
Total Revenues	15.3%	\$ 10,423,731.00	\$ 1,688,827.16	\$ (8,734,903.84)	16.2%

Salaries & Benefits

(As of 2/29/2016)

Object Account	Account Description	Adopted 2016 Budget	Year-To-Date Actuals 2016	Delta	
5101	REGULAR SALARIES	\$ 4,360,613.00	\$ 515,517.87	\$ 3,845,095.13	11.8%
5102	OVERTIME PAY	\$ 308,359.00	\$ 55,450.57	\$ 252,908.43	18.0%
5103	LONGEVITY PAY	\$ 51,109.00	\$ 3,599.69	\$ 47,509.31	7.0%
5104	SICK LEAVE PAYOUT	\$ 4,365.00	\$ -	\$ 4,365.00	0.0%
5106	ANNUAL LEAVE PAYOUT	\$ 12,720.00	\$ 5,368.93	\$ 7,351.07	42.2%
5108	SHIFT DIFFERENTIAL PAY	\$ 3,000.00	\$ 158.84	\$ 2,841.16	5.3%
5109	EXTRA HELP	\$ 57,375.00	\$ 19,108.51	\$ 38,266.49	33.3%
5110	OUT OF CLASS PAY	\$ 45,505.00	\$ 7,992.85	\$ 37,512.15	17.6%
5190	MISCELLANEOUS PAY	\$ 68,914.00	\$ 16,923.98	\$ 51,990.02	24.6%
5201	INDUSTRIAL INSURANCE	\$ 81,469.00	\$ 10,194.44	\$ 71,274.56	12.5%
5202	SOCIAL SECURITY	\$ 367,609.00	\$ 46,430.56	\$ 321,178.44	12.6%
5203	PERS RETIREMENT	\$ 537,185.00	\$ 67,148.82	\$ 470,036.18	12.5%
5206	LEOFF RETIREMENT	\$ -	\$ 20.30	\$ (20.30)	
5216	DEPENDENT BENEFITS	\$ -	\$ 0.58	\$ (0.58)	
5220	UNEMPLOYMENT COMPENSATION	\$ 29,680.00	\$ -	\$ 29,680.00	0.0%
5229	BENEFITS BUCKET	\$ 831,600.00	\$ 138,600.00	\$ 693,000.00	16.7%
5299	Budgeted Attrition	\$ (177,837.00)		\$ (177,837.00)	
14.6%	Salaries and Benefits	\$ 6,581,666.00	\$ 886,515.94	\$ 5,695,150.06	13.5%

Operating Expenditures (As of 2/29/2016)

Object Account	Account Description	Adopted 2016 Budget	Year-To-Date Actuals 2016	Delta	
6971	LTGO Bond 2005 Refbg	\$ 470,733.00	\$ -	\$ 470,733.00	0.0%
5311	OFFICE/OPERATING SUPPLIES	\$ 37,624.00	\$ 2,500.02	\$ 35,123.98	6.6%
5321	FUEL CONSUMED	\$ 8,924.00	\$ 494.14	\$ 9,429.86	5.0%
5351	SMALL TOOLS & EQUIPMENT	\$ 10,354.00	\$ 5,128.91	\$ 5,225.09	49.5%
5352	COMPUTER SOFTWARE	\$ 10,385.00	\$ 1,782.48	\$ 14,592.52	10.9%
5353	SMALL COMPUTER EQUIPMENT	\$ 8,800.00	\$ 174.68	\$ 8,625.32	2.0%
5354	TELEPHONE EQUIPMENT	\$ 1,087.00	\$ 28.46	\$ 1,058.54	2.6%
5412	ENGINEERING & ARCHITECTURAL	\$ -	\$ (268.39)	\$ 268.39	
5413	PRE-EMPLOYMENT SCREENING	\$ 5,000.00	\$ 3,328.00	\$ 1,671.00	
5415	MANAGEMENT CONSULTING	\$ 33,500.00	\$ 2,800.00	\$ 30,700.00	8.4%
5416	COURT REPORTERS/legal svcs	\$ 2,460.00	\$ -	\$ 2,460.00	
5418	OTHER PROFESSIONAL SERVICES	\$ 21,448.00	\$ 3,752.07	\$ 17,695.93	17.5%
5421	TELEPHONE	\$ 34,175.00	\$ 2,875.88	\$ 31,299.12	8.4%
5422	CELLULAR TELEPHONES	\$ 14,211.00	\$ 352.50	\$ 13,858.50	2.5%
5425	POSTAGE	\$ 2,397.00	\$ 247.15	\$ 2,149.85	10.3%
5431	MILEAGE	\$ 4,543.00	\$ -	\$ 4,543.00	0.0%
5432	TRAVEL	\$ 26,591.00	\$ 159.71	\$ 26,431.29	0.6%
5433	PER DIEM	\$ 8,809.00	\$ -	\$ 8,809.00	0.0%
5438	NON-EMPLOYEE MILEAGE	\$ 106.00	\$ -	\$ 106.00	
5439	NON-EMPLOYEE TRAVEL	\$ 500.00	\$ -	\$ 500.00	0.0%
5441	ADVERTISING	\$ 2,000.00	\$ -	\$ 2,000.00	0.0%
5451	OPERATING RENTAL/LEASES	\$ 196,430.00	\$ 17,183.79	\$ 179,246.21	8.7%
5472	WATER	\$ 2,150.00	\$ 291.62	\$ 1,858.38	13.0%
5473	SEWER	\$ 3,461.00	\$ 620.44	\$ 2,840.56	17.9%
5474	ELECTRICITY	\$ 121,677.00	\$ 12,089.05	\$ 108,987.95	10.0%
5475	WASTE DISPOSAL	\$ 3,216.00	\$ 266.32	\$ 2,949.68	8.3%
5476	CABLE TV	\$ 936.00	\$ -	\$ 936.00	
5481	REPAIRS & MAINT-BUILDINGS	\$ 90,670.00	\$ 7,905.75	\$ 82,764.25	8.3%
5482	REPAIRS & MAINT-IMPROVEMENTS	\$ -	\$ -	\$ -	
5483	REPAIRS & MAINT-EQUIPMENT	\$ 70,647.00	\$ 3,951.17	\$ 67,065.83	5.0%
5484	REPAIRS & MAINT-COMPUTER EQUIP	\$ 328,923.00	\$ 240,132.42	\$ 88,990.58	73.1%
5492	DUES/SUBSCRIPTIONS/MEMBERSHIPS	\$ 7,772.00	\$ 495.00	\$ 7,277.00	6.4%
5493	BANK & CREDIT CARD SVC	\$ -	\$ -	\$ -	
5496	PRINTING & BINDING	\$ -	\$ -	\$ -	
5497	REGISTRATION & TUITION	\$ 12,553.00	\$ 922.00	\$ 11,631.00	7.3%
5499	OTHER	\$ 8,458.00	\$ 203.89	\$ 8,254.11	2.4%
5840	DEBT ISSUE COSTS	\$ -	\$ -	\$ -	
9912	WF LS. SERVICE CHARGES	\$ 10,705.00	\$ 1,784.16	\$ 8,920.84	16.7%
9913	WF LS. PROG MAINT & DEV CHGS	\$ -	\$ -	\$ -	
9917	WF GIS SERVICE CHARGES	\$ 3,130.00	\$ -	\$ 3,130.00	
9918	WF GIS MAPPING SVS	\$ 48,794.00	\$ -	\$ 48,794.00	0.0%
9921	WF COMMUNICATION	\$ 417.00	\$ 88.60	\$ 327.40	21.5%
9922	WF LS. PROJECTS	\$ 1,011.00	\$ 165.46	\$ 845.54	
9931	WF SUPPLIES	\$ -	\$ 122.92	\$ (122.92)	
9951	WF OPER RENTAL & LEASES	\$ 5,880.00	\$ 493.00	\$ 5,390.00	8.3%
9961	WF INSURANCE SERVICES	\$ 21,567.00	\$ 5,391.83	\$ 16,175.17	25.0%
9961	WF REPAIRS & MAINTENANCE	\$ -	\$ 82.42	\$ (82.42)	
9993	WF TRAINING	\$ -	\$ -	\$ -	
9996	INDIRECT COST ALLOCATIONS	\$ 221,483.00	\$ 55,370.75	\$ 166,112.25	25.0%
	1033				
5311	OFFICE SUPPLIES	\$ -	\$ -	\$ -	
5351	OFFICE EQUIPMENT	\$ 1,500.00	\$ -	\$ 1,500.00	0.0%
5352	COMPUTER SOFTWARE	\$ 2,670.00	\$ -	\$ 2,670.00	0.0%
5353	COMPUTER EQUIPMENT	\$ 20,000.00	\$ 646.72	\$ 19,353.28	3.2%
5354	TELEPHONE EQUIPMENT	\$ -	\$ -	\$ -	
5422	CELLULAR TELEPHONES	\$ 155,000.00	\$ 12,449.65	\$ 142,550.35	8.0%
5483	REPAIRS & MAINT-EQUIPMENT	\$ 20,000.00	\$ -	\$ 20,000.00	0.0%
5484	REPAIRS & MAINT-COMPUTER EQUIP	\$ 125,674.00	\$ 24,631.15	\$ 101,042.85	19.6%
9913	WF LS. PROG MAINT & DEV CHGS	\$ 82,487.00	\$ 13,749.50	\$ 68,747.50	16.7%
9915	WF MANAGEMENT CONSULTING	\$ 137,032.00	\$ 21,414.16	\$ 115,617.84	15.6%
9917	WF GIS SERVICE CHARGES	\$ 1,341.00	\$ 223.50	\$ 1,117.50	
9918	WF GIS MAPPING SVS	\$ 20,812.00	\$ -	\$ 20,812.00	0.0%
19.8%	Op. Supplies and Svcs (1031-1033)	\$ 2,436,553.00	\$ 443,449.88	\$ 1,993,103.12	18.2%

Tech Expenditures (As of 2/29/2016)

Object Account	Account Description	Adopted 2016 Budget	Year-To-Date Actuals 2016	Delta	
5311	OFFICE SUPPLIES		\$ -	\$ -	
5351	OFFICE EQUIPMENT	\$ 5,846.00	\$ -	\$ 5,846.00	
5352	COMPUTER SOFTWARE	\$ -			
5353	COMPUTER EQUIPMENT	\$ 35,000.00	\$ 2,222.98	\$ 32,777.02	6.4%
5412	ENGINEERING & ARCHITECTURAL		\$ -	\$ -	
5415	MANAGEMENT CONSULTING		\$ -	\$ -	
5419	OTHER PROFESSIONAL SERVICES	\$ 5,000.00	\$ -	\$ 5,000.00	0.0%
5432	TRAVEL	\$ -	\$ -		
5433	PER DIEM		\$ -		
	OPERATING RENTAL LEASES				
5481	REPAIRS & MAINT-BUILDINGS	\$ 5,500.00	\$ -	\$ 5,500.00	0.0%
5483	REPAIRS & MAINT-EQUIPMENT	\$ 10,000.00	\$ -	\$ 10,000.00	
5484	REPAIRS & MAINT-COMPUTER EQUIP	\$ 10,000.00	\$ -	\$ 10,000.00	
5499	OTHER	\$ 25,000.00	\$ -	\$ 25,000.00	0.0%
5641	COMPUTER EQUIPMENT	\$ 4,500.00		\$ 4,500.00	0.0%
5642	OTHER MACHINERY & EQUIPMENT		\$ -	\$ -	
5918	IF GIS MAPPING SVS.	\$ 34,606.00		\$ 34,606.00	0.0%
	Misc Tech Improvements (1034)	\$ 135,452.00	\$ 2,222.98	\$ 133,229.02	1.6%
5412	ENGINEERING & ARCHITECTURAL	\$ -	\$ -	\$ -	
5419	OTHER PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	
5642	OTHER MACHINERY & EQUIPMENT	\$ 100,981.00	\$ -	\$ 100,981.00	0.0%
5919	OTHER IF PROFESSIONAL SERVICE		\$ -	\$ -	
	Backup Center (1035)	\$ 100,981.00	\$ -	\$ 100,981.00	0.0%
5641	COMPUTER EQUIPMENT	\$ 500,000.00	\$ -		
	Acom Replacement (1036)	\$ 500,000.00	\$ -	\$ 500,000.00	0.0%
5101	REGULAR SALARIES	62,975.00	8,547.84		
5102	OVERTIME PAY		22.26		
5103	LONGEVITY	945.00	-		
5190	MISC PAY		300.00		
5201	INDUSTRIAL INSURANCE	963.00	125.38		
5202	SOCIAL SECURITY	4,890.00	655.73		
5203	PERS RETIREMENT	7,146.00	991.69		
5229	BENEFITS BUCKET	11,550.00	1,925.00		
5351	SMALL TOOLS & EQUIPMENT		-		
5352	COMPUTER SOFTWARE	2,871.00	-	\$ 2,871.00	
5353	SMALL COMPUTER EQUIPMENT		-		
5354	SMALL TELEPHONE EQUIPMENT		780.43		
5412	ENGINEERING & ARCHITECTURAL		18,731.89		
5415	MANAGEMENT CONSULTING		8,675.00		
5419	OTHER PROFESSIONAL SERVICES	24,985.00	46,187.02	\$ (21,202.02)	184.9%
5484	REPAIRS & MAINT-COMPUTER EQUIP		15,707.15		
5641	COMPUTER EQUIPMENT	282,700.00	29,634.34	\$ 253,065.66	10.5%
			\$ -		
	Next Generation 911 (1037)	\$ 399,025.00	\$ 132,283.73	\$ 266,741.27	33.2%
5353	SMALL COMPUTER EQUIPMENT	1,461,495.00	-		
	MCT Replacement (1038)	\$ 1,461,495.00	\$ -	\$ 1,461,495.00	0.0%



FINANCIALS

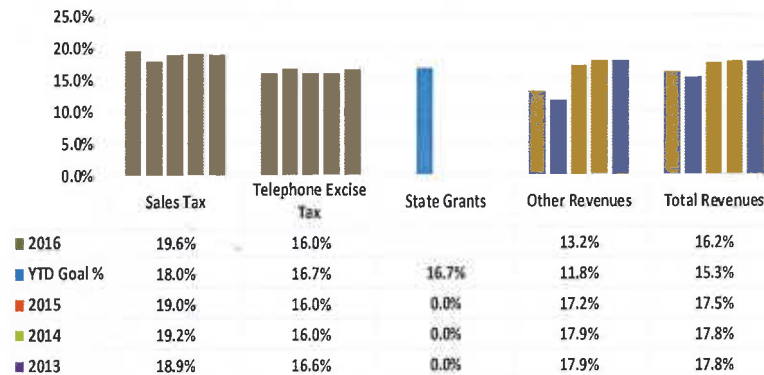
February 2016



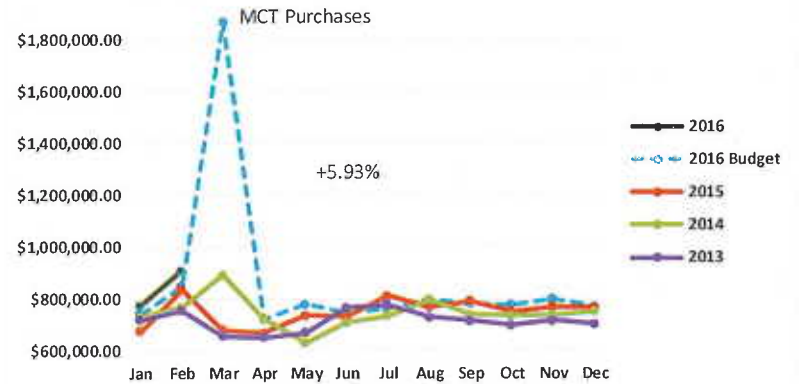
REVENUES

February 2016

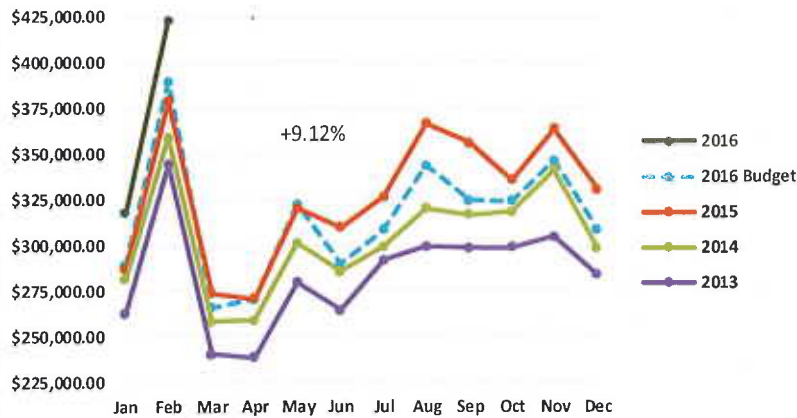
YTD REVENUE TO YTD BUDGET %



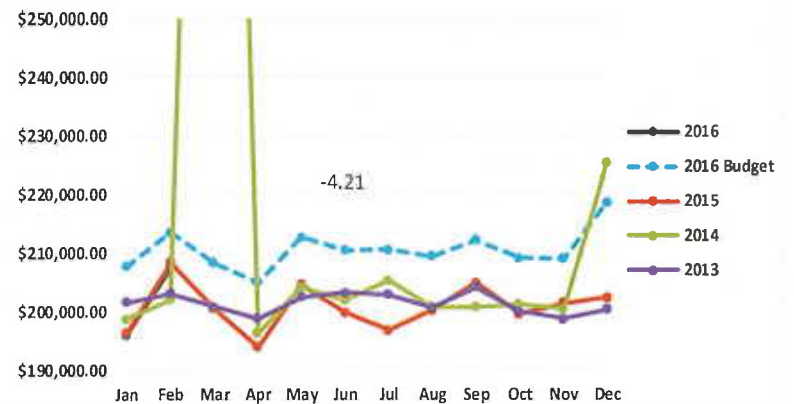
CENCOM REVENUE



CENCOM SALES TAX REVENUE



CENCOM TELEPHONE EXCISE TAX



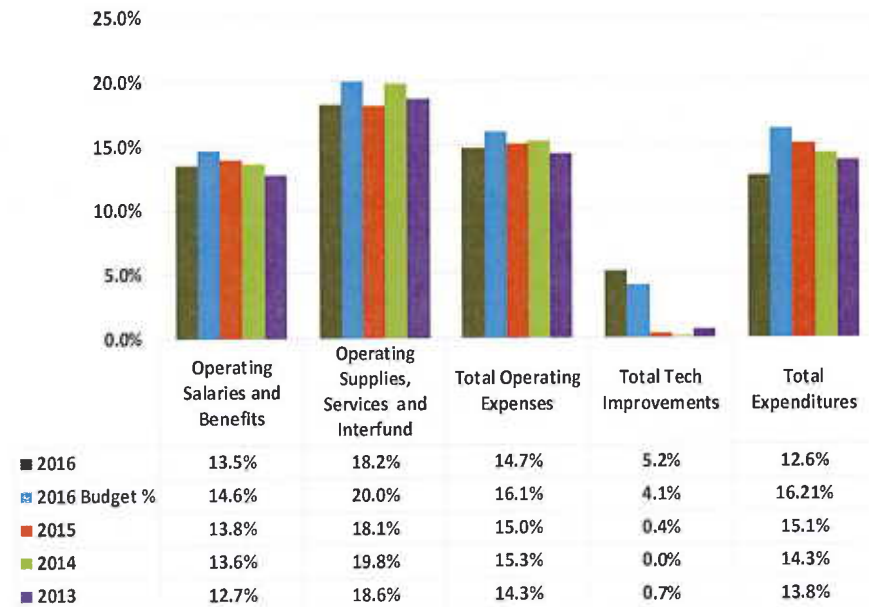


EXPENDITURES February 2016

YTD ACTUAL TO ANNUAL BUDGET \$

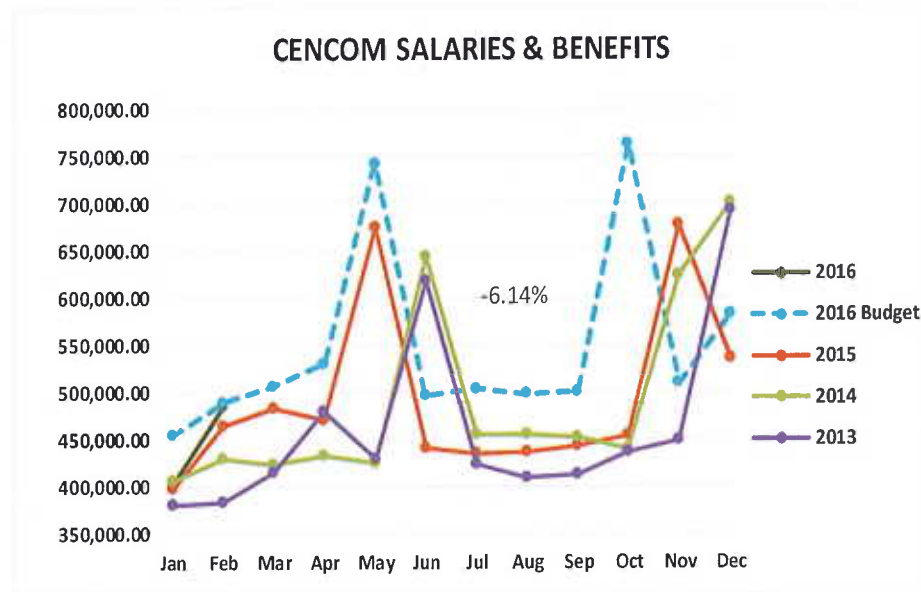


YTD ACTUAL TO YTD GOAL %





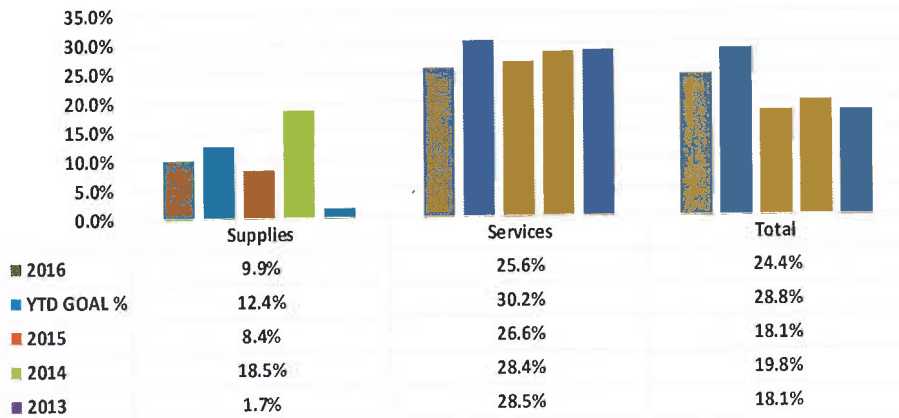
SALARIES & BENEFITS February 2016



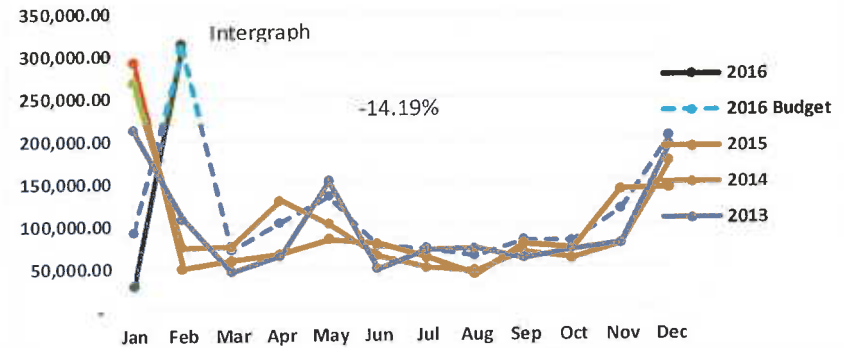


OPERATING SUPPLIES & SERVICES February 2016

YTD ACTUAL TO YTD GOAL %



CENCOM OPERATING SUPPLIES & SERVICES
1032, 1033



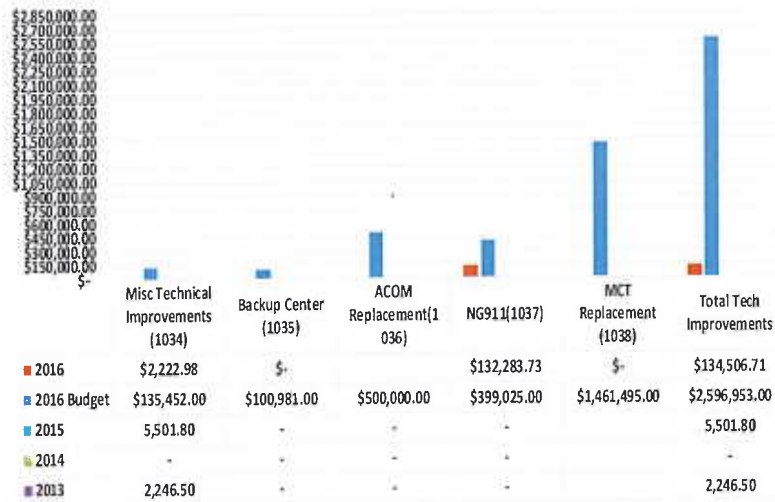


TECHNICAL EXPENSES

February

2016

YTD ACTUAL TO ANNUAL BUDGET \$



YTD ACTUAL TO YTD GOAL %

