

# Kitsap 911 Board of Directors Meeting

March 3, 2020 (12:15 to 3:00)

Norm Dicks Building

Special Meeting

## A G E N D A

- |    |  |               |
|----|--|---------------|
| 1  | Call to Order  | Ellingson     |
| 2  | Public Comment (limited to 2 minutes per speaker)  | Ellingson     |
| 3  | Public Hearing   |               |
|    | Adoption of Resolution 2020-001 Establishing a fee schedule for providing copies of public records   | Kirton        |
| 4  | Adoption of Resolution 2020-002 Establishing Kitsap 911 Board of Directors Meeting Schedule for 2020 | Kirton        |
| 5  | Election of Chair and Vice Chair   | Ellingson     |
| 6  | Appointment of Executive Committee Members   | Chair         |
| 7  | Finance Report (End of Year- 2019)   | Rogers        |
| 8  | Performance Measures Report  | Jameson-Owens |
| 9  | Executive Committee Report   |               |
|    | Approved various warrants, payroll and electronic fund transfers                                     |               |
|    | Ratified various contracts   |               |
|    | Approved KC-030-08 E with Pierce County  |               |
|    | Adoption of Resolution 2019-07 Wage and Salary Ranges for unrepresented employees                    | Kirton/Wiley  |
| 10 | Goals and Tech Projects Report   | Wecker        |
| 11 | Good of the Order  | All           |
| 12 | Adjourn  | Chair         |

Next Meeting Scheduled for April 7, 2020



## Kitsap 911 Board of Directors Information Paper

**Issue :** Imposing Reasonable Charges for Providing Copies of Public Records

**Meeting Date:** March 3, 2020

**Action Requested:** Adopt Resolution 2020-001

**Background/Justification:** RCW 42.56.120 allows public agencies to impose reasonable charges for providing copies of public records. Although the law has changed since then our current fee schedule has been in place since 2007. The current RCW allows fees for elements that were not included in the RCW that was in place at the time our current schedule was adopted.

Most of our public records requests are for the audio and Computer Aided Dispatch (CAD) event chronology associated with a single small event. Fees for most requests like this would be waived under Section 5 of the proposed resolution as the cost of collecting the fee would exceed the fee itself. Requests for CAD records and audio associated with large events (ie the Tornado) or multiple events (ie CAD records for all events dispatched in the last 24 hours) would generate a fee. If the estimated fee exceeds \$25.00 (ie all events dispatched in the last 90 days) a 10% deposit is required.

The attached chart compares our current fee schedule with the proposed fee schedule and includes estimated charges at today's costs for certain items that have a proposed variable rate.

**Recommendation:** Adopt Resolution 2020-001, Imposing reasonable charges for providing copies of public records.

<b>Delivery Method, and Materials</b>	<b>Description</b>	<b>Current Fee</b>	<b>Proposed Fee</b>
Paper Copies	A per-page fee for paper copies of requested records (photocopies or printed) (8 ½ x 11, 8 ½ x 14, 11x17; double-sided or single sided)	\$.05 per page	\$.15 per page
Scanned Images	Public Records scanned into an electronic format	No fee	\$.10 per page
Electronic Delivery Method	Records uploaded to email, or cloud-based data storage service, or other means of electronic delivery.	No Fee	\$.05 per each 4 electronic files or attachments
	Records transmitted in electronic format	No Fee	\$.10 per gigabyte
Flash Drives, CD and other formats	Digital storage media or device, CD/DVD/Flash Drive/Other	\$5.00 flat rate	Actual Cost (approx. \$1.00 to \$5.00 depending on media)
Postage	Records delivered by US Postal Services	No Charge	Actual Cost
Mailing Materials	Material to package records for mailings	No Charge	Actual Cost (approx. \$.10)
	Any size manila envelope	No Charge	Actual Cost (approx. \$.90)
	Disc protector (cardboard, jewel case, etc.)	No Charge	Actual Costsd
**Customized service Charge	If the request requires the use of IT expertise to prepare data compilations, or provide customized electronic access services. RCW 42.56.120 (3)	No Charge	Actual Cost

# Kitsap 911 Public Authority

## Resolution 2020-001

### **Imposing Reasonable Charges for Providing Copies of Public Records.**

**WHEREAS**, on April 25, 2016 the Board of County Commissioners adopted ordinance 532-2016 enacting chapter 2.110 of the Kitsap County code (the “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; and

**WHEREAS**, Kitsap 911 (the “Authority”) is a public corporation organized pursuant to RCW 35.21.730; and

**WHEREAS**, RCW 42.56.120 allows public agencies to impose reasonable charges for providing copies of public records; and

**WHEREAS**, RCW 42.56.070 (7) requires public agencies provide notice and hold a public hearing prior to adopting a statement of costs; and

**WHEREAS**, Pursuant to RCW 42.56.120 (2) (b), Kitsap 911 finds that it is unduly burdensome to calculate the actual costs to provide records due to insufficient resources to conduct a comprehensive study to determine actual costs and the interruption of essential business that would result from conducting such a comprehensive study.

**NOW, THEREFORE, BE IT RESOLVED** by the Kitsap 911 Executive Committee as follows:

**Section 1. Fee Schedule Adopted.** Kitsap 911 reserves the right to charge fees to the requestor in accordance with the amounts provided in RCW 42.56.120 as amended by the legislature.

**Section 2. Alternative Fees Allowed.** Kitsap 911 may also use any other method authorized by the Public Records Act for imposing charges for public records including, but no limited to, charging a flat fee, charging a customized service charge, or charging based on a contract, memorandum of understanding, or other agreement with a requestor.

**Section 3. Customized Service Charges.** Kitsap 911 may include a customized service charge if a public records request would require the use of information technology expertise to prepare data compilations, or provide customized electronic access services when such compilation and customized access services are not used by Kitsap 911 for other purposes. Such charge shall be the actual cost of providing the customized access service. Kitsap 911 must notify the requestor in advance of the customized service charge to applied including an explanation of why the customized service charge service applies a description of the specific expertise, and a

reasonable estimate cost of the charge, and Kitsap 911 must provide the requestor the opportunity to amend the public records request in order to avoid or reduce of a customized service charge.

**Section 4. No Fees for Inspection.** Kitsap 911 will not charge a fee for the inspection of public records or for records available via a publicly available web link, unless the requestor has specifically requested that Kitsap 911 provide copies of such records through other means.

**Section 5. Fees Waived for Certain Low Volume Requests.** Fees except for customized service charges shall be waived for requests which are emailed as an attachment of less than 25MB, provided that large requests will not be broken into installments for the purpose of waiving fees.

**Section 6. Fees May Be Waived for Certain Public Agencies.** The Executive Director is authorized to waive fees for public agencies.

**Section 7. Fees Must be Paid in Advance.** In accordance with RCW 42.56.120 (4) Kitsap 911 collects fees prior to providing the records. If the estimated charge for fulfilling an entire request exceeds \$25.00, a deposit is required.

**Section 8. Severability.** If any provision of this Resolution or any provision of any document incorporated by reference shall be held invalid, such invalidity shall not affect the other provisions of this Resolution which can be given effect without the invalid provision, if such remainder conforms to the requirements of applicable law and the fundamental purpose of this agreement, and to this end the provisions of this Resolution are declared to be severable.

**Section 9. Effective Date.** This resolution shall become effective immediately upon adoption and signature as provided by law, and will apply to all open and new requests.

**MOVED AND PASSED** at a regular meeting of the Kitsap 911 Board of Directors on March 3, 2020 of which public notice was given, all Directors were notified, a quorum was present, and a public hearing conducted.

**KITSAP 911 EXECUTIVE COMMITTEE  
OF THE BOARD OF DIRECTORS**

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DAVID ELLINGSON, CHAIR

ATTEST:

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Richard A. Kirton, Executive Director

## Kitsap 911

### Public Records Request Fee Schedule

Delivery Method, and Materials	Description	Cost
Paper Copies	A per-page fee for paper copies of requested records (photocopies or printed) (8 ½ x 11, 8 ½ x 14, 11x17; double-sided or single sided)	\$.15 per page
Scanned Images	Public Records scanned into an electronic format	\$.10 per page
Electronic Delivery Method	Records uploaded to email, or cloud-based data storage service, or other means of electronic delivery.	\$.05 per each 4 electronic files or attachments
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Flash Drives, CD and other formats	Digital storage media or device, CD/DVD/Flash Drive/Other	Actual Cost
Postage	Records delivered by US Postal Services	Actual Cost
Mailing Materials	Material to package records for mailings	Actual Cost
	Any size manila envelope	Actual Cost
	Disc protector (cardboard, jewel case, etc.)	Actual Cost
Customized service Charge	If the request requires the use of IT expertise to prepare data compilations, or provide customized electronic access services a customized service charge will be applied.	Actual Cost
Deposit	When the estimated cost for fulfilling an entire request exceeds \$25, a deposit is required.	10% of estimated cost

Note: Charges above may be combined to the extent more than one type of charge applies to records responsive to a particular request.

# Kitsap 911 Public Authority

## Resolution 2020-002

### **Resolution 2019-005 Establishing the Kitsap 911 Board of Directors Meeting Schedule for 2020.**

**WHEREAS**, on April 25, 2016 the Board of County Commissioners enacted an ordinance adopting chapter 2.110 of the Kitsap County code, creating the Kitsap 911 Public Authority; and

**WHEREAS**, the Kitsap 911 Charter established the Kitsap 911 Board of Directors; and

**WHEREAS**, the ordinance, charter, and bylaws require the board to meet regularly, but not less than four times a year; and

**WHEREAS**, meetings of the Kitsap 911 Board of Directors must comply with 42.30 RCW (the Open Public Meetings Act); and

**WHEREAS**, 42.30.070 RCW states “The governing body of a public agency shall provide the time for holding regular meetings by ordinance, resolution, bylaws, or by whatever other rule is required for the conduct of business by that body.

**Section 1. Meeting Schedule** The following Kitsap 911 Board of Directors meeting schedule is adopted:

April 7, 2020 2:00 to 3:00 Regular Meeting at the Norm Dicks Government Center, Council Chambers

June 2, 2020 2:00 to 3:00 Regular Meeting at the Norm Dicks Government Center, Council Chambers

July 24th, 2020 12:00 to 4:00 Budget Meeting at Kitsap 911/CENCOM

October 6, 2020 12:15 to 2:15 Regular Meeting at the Norm Dicks Government Center, Council Chambers

December 1, 2020 2:00 to 3:00 Regular Meeting at the Norm Dicks Government Center, Council Chambers

March 2, 2021 2:00 to 3:00 Regular Meeting at the Norm Dicks Government Center, Council Chambers

**Section 2. Effective Date.** This resolution shall become effective immediately upon adoption and signature as provided by law.

**Section 3. Severability.** If any provision of this Resolution or any provision of any document incorporated by reference shall be held invalid, such invalidity shall not affect the other

provisions of this Resolution which can be given effect without the invalid provision, if such remainder conforms to the requirements of applicable law and the fundamental purpose of this agreement, and to this end the provisions of this Resolution are declared to be severable.

**Section 6. Effective Date.** This resolution shall become effective immediately upon adoption and signature as provided by law

**MOVED AND PASSED** at a special meeting of the Kitsap 911 Board of Directors on March 3, 2020 of which all Directors were notified and a quorum was present.

**KITSAP 911 BOARD OF DIRECTORS**

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DAVID ELLINGSON, CHAIR

ATTEST:

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Richard A. Kirton, Executive Director



# Executive Summary

## Kitsap 911 Board of Directors

**Summary:** For the twelve months ended December 31, 2019 (100.00% of the year elapsed), both revenues and expenditures concluded the year favorably.

**Revenues:** As of December 2019, we have received approximately \$11.1M (107.42%) of projected annual revenues, exceeding our annual forecast of \$10.4M by approximately \$800K (7.42%).

	Expected \$	Actual \$	Variance \$	
<b>Total Revenue</b>	<b>10.37 M</b>	<b>11.14 M</b>	<b>0.77 M</b>	●
Sales Tax	4.92 M	5.38 M	0.47 M	●
Excise Tax	2.50 M	2.54 M	0.04 M	●
Other Revenues	2.96 M	3.22 M	0.26 M	●

	Expected %	Actual %	Variance %	
<b>Total Revenue</b>	<b>100.00%</b>	<b>107.42%</b>	<b>7.42%</b>	●
Sales Tax	100.00%	109.51%	9.51%	●
Excise Tax	100.00%	101.70%	1.70%	●
Other Revenues	100.00%	108.78%	8.78%	●

We have received approximately \$5.4M (109.51%) of the total projected sales tax revenues, exceeding our annual forecast of \$4.9M by approximately \$500K (9.51%).

We have received approximately \$2.5M (101.70%) of the total projected excise tax revenues, which was roughly in line our annual forecast of \$2.5M by approximately \$42K (1.70%).

Other revenues received were also above expectations with \$3.2M (108.78%) received of the \$3.0M expected. Fluctuations in MCT hardware purchases and the timing of related reimbursements routinely cause fluctuations in this category. For December 2019, timing differences in the receipt of agency user fees was the primary driver behind the fluctuations. All agency user fees owed to Kitsap 911 for 2019 were received, including amounts that were previously reported as past-due.

**Expenditures:** As of December 2019, we have expended approximately \$11.2M (83.26%) of our total appropriation, including approximately \$9.8M (97.66%) of our total operating budget (excluding debt service), which was less than our year-to-date goal of \$13.5M.

	Expected \$	Actual \$	Variance \$	
<b>Total Expenditures</b>	<b>13.47 M</b>	<b>11.21 M</b>	<b>2.25 M</b>	●
Operating Salaries & Benefits	7.98 M	7.77 M	0.21 M	●
Operating Non-Labor	2.08 M	2.06 M	0.03 M	●
Debt Service	0.44 M	0.44 M	0.00 M	●
Capital Projects	2.96 M	0.94 M	2.02 M	●

	Expected %	Actual %	Variance %	
<b>Total Expenditures</b>	<b>100.00%</b>	<b>83.26%</b>	<b>16.74%</b>	●
Operating Salaries & Benefits	100.00%	97.37%	2.63%	●
Operating Non-Labor	100.00%	98.76%	1.24%	●
Debt Service	100.00%	100.00%	0.00%	●
Capital Projects	100.00%	31.79%	68.21%	●

We have expended approximately \$7.8M (97.37%) of our total salaries and benefits budget, which was less than our year-to-date goal of \$8.0M.

We have expended approximately \$2.5M (98.98%) of the total Operating Supplies, Services, Inter-fund, and Bond budget, which was approximately \$26k less than our annual goal of \$2.5M. As noted in the revenue section above, fluctuations in timing and amounts of MCT purchases can routinely cause variations in this category. For December 2019, the fluctuations were primarily due to the timing of certain expenditures, especially the annual liability insurance policy and the last LTGO Bond interest-only payment, as well as increases in expenditures for management consulting and tools and equipment.

**Reserves:** No reserves have been used year-to-date.

**Risks:** The year-to-date trend of actual revenues exceeding budget is generally in-line with expectations, notwithstanding an increasing concern of a stagnated economy. The December 2019 issue of the Puget Sound Economic Forecaster noted that “...a near-term recession is clearly possible... however, [it] just does not seem to be getting any closer.” In contrast to global, and certain national economic conditions, our region continues to show some signs of growth, namely in employment and wages. If these and other positive factors continue, we expect to see continued stability in our financial landscape. Areas of concerns, such as the negative impact of trade tariffs to the US economy, the inverted yield curve on US treasuries, and slowed housing permits, represent risks that are reflected in our conservative look toward the future.



# Kitsap 911

## Monthly Financials for the Month Ended 12/31/2019

Description	2019 Annual Budget	Jan - Dec Expected 2019 Budget %	Jan - Dec Actual 2019	Delta to Annual Budget	
				\$	%
<b>Revenues</b>					
Sales Tax	\$4,915,154	100.00%	\$5,382,569	(\$467,415)	109.51%
Telephone Excise Tax	2,497,353	100.00%	2,539,763	(42,410)	101.70%
Other Revenues	2,960,650	100.00%	3,220,704	(260,054)	108.78%
<b>Total Revenues</b>	<b>\$10,373,157</b>	<b>100.00%</b>	<b>\$11,143,036</b>	<b>(\$769,879)</b>	<b>107.42%</b>
<b>Expenditures</b>					
<b>Operating Labor</b>					
Salaries	\$5,895,189	100.00%	\$5,662,101	\$233,088	96.05%
Payroll Taxes	558,402	100.00%	502,926	55,476	90.07%
Benefits	1,907,334	100.00%	1,609,228	298,106	84.37%
Budgeted Attrition	(376,907)	100.00%	0	(376,907)	0.00%
<b>Total Labor</b>	<b>\$7,984,018</b>	<b>100.00%</b>	<b>\$7,774,255</b>	<b>\$209,763</b>	<b>97.37%</b>
<b>Operating Expenditures</b>					
Supplies	\$190,963	100.00%	\$337,325	(\$146,362)	176.64%
Professional Services	472,111	100.00%	431,959	40,152	91.50%
Communications	203,682	100.00%	220,449	(16,767)	108.23%
Travel	46,295	100.00%	31,846	14,449	68.79%
Advertising	5,995	100.00%	3,713	2,282	61.93%
Operating Rents/Leases	222,385	100.00%	117,396	104,989	52.79%
Insurance	113,307	100.00%	141,693	(28,386)	125.05%
Utilities	124,454	100.00%	137,724	(13,270)	110.66%
Repairs & Maintenance	647,218	100.00%	595,463	51,755	92.00%
Miscellaneous	55,683	100.00%	38,657	17,026	69.42%
<b>Total Non-Labor</b>	<b>2,082,093</b>	<b>100.00%</b>	<b>2,056,225</b>	<b>\$25,868</b>	<b>98.76%</b>
<b>Total Operating Expenditures</b>	<b>\$10,066,111</b>	<b>100.00%</b>	<b>\$9,830,480</b>	<b>\$235,631</b>	<b>97.66%</b>
<b>Debt Service</b>					
LTGO Bond 2005 Refgd - Principal	\$ 361,175	100.00%	\$361,175	0	100.00%
LTGO Bond 2005 Refgd - Interest	81,380	100.00%	81,380	0	100.00%
<b>Total Debt Service</b>	<b>\$442,555</b>	<b>100.00%</b>	<b>\$442,555</b>	<b>\$0</b>	<b>100.00%</b>
<b>Technology Expenditures</b>					
Capital Projects	\$2,871,000	100.00%	\$890,557	\$1,980,443	31.02%
Labor	89,177	100.00%	50,456	38,721	56.58%
<b>Total Technology Expenditures</b>	<b>\$2,960,177</b>	<b>100.00%</b>	<b>\$941,013</b>	<b>\$2,019,164</b>	<b>31.79%</b>
<b>Total Expenditures</b>	<b>\$13,468,843</b>	<b>100.00%</b>	<b>\$11,214,048</b>	<b>\$2,254,795</b>	<b>83.26%</b>



# Kitsap 911

## Fund Balance Summary

	as of 12/31/2019
<b>Net Fund Position</b>	
Temporary Investment Balance	\$ 4,056,901.13
Cash Balance	929,118.27
<b>Total Cash and Cash Equivalents</b>	<b>4,986,019.40</b>
Less: Warrants Outstanding	(164,988.27)
<b>Net Fund Position</b>	<b>\$ 4,821,031.13</b>

	as of 12/31/2019
<b>Cash and Investment Categories</b>	
<b>Fund Balances</b>	
Nonspendable	-
Restricted	\$ 2,824,616.60
Committed	1,741,622.36
Assigned	144,000.00
Unassigned	110,792.17
<b>Total Fund Balance</b>	<b>\$ 4,821,031.13</b>

### Definitions:

**Nonspendable:** These are amounts that according to laws or contracts cannot be spent. This category applies to items like permanent endowments when the donor stipulates that the principal amount of the contribution must be preserved and invested and only the earning can be used for governmental purposes.

**Restricted:** Indicates the portion of cash and investments balance that is subject to externally enforceable legal restrictions (imposed by creditors, grantors, donors, other governments, etc.). The restrictions may also be imposed by law through constitutional provisions or enabling legislation.

**Committed:** Indicates the portion of cash and investments' balance that represents resources whose use is constrained by specific limitations that the government imposes upon itself at the highest level of decision making (normally the governing body: e.g., board of commissioners, board of directors, board of supervisors, council, etc.) through a most binding formal action (e.g., resolution, ordinance, etc.) and that remains binding unless removed in the same manner. A motion, plan or stated management intent regarding how resources will be used does not meet the criteria.

**Assigned:** Indicates the portion of fund balance that reflects a government's intended use of resources. These are amounts intended to be used by the government for specific purposes that are neither restricted nor committed.

**Unassigned:** This is the amount remaining in the fund after classifying amounts as nonspendable, restricted, committed, or assigned. Unassigned amounts are technically available for any purpose.

**Warrants Outstanding:** This is the sum of payments made to vendors which have not yet cleared the bank as of the date of this balance sheet. It may be comprised of expenditures paid for out of any of the fund categories.



# Kitsap 911

## Fund Balance Detail

as of  
12/31/2019

<b>Nonspendable</b>	
None	
<b>Total Nonspendable</b>	<b>\$ -</b>
<b>Restricted</b>	
Stabilization Fund	\$ 1,720,492.00
Fire Alerting Project	867,050.60
Gold Mountain Lease	237,074.00
<b>Total Restricted</b>	<b>\$ 2,824,616.60</b>
<b>Committed</b>	
<u><b>Capital Projects and Technical System Upgrades</b></u>	
Multi-Factor Authentication	\$ -
Backup Center	315,000.00
ASAP to PSAP	149,500.00
NG911 Geospatial Routing	15,000.00
Closest Fire Unit Dispatching	14,937.50
Virtual Desktops for Dispatch Floor	25,000.00
Technology Monitoring System	69,874.91
Tower Site Upgrades	26,000.00
ACOM Replacement	270,594.73
Replace DC Plant at all sites except Carver and Gold	18,805.20
Furnishings upgrades/replacements	10,000.00
Data Interoperability, Phase 1	200,000.00
Radio Interoperability- Mason County	20,000.00
Equipment Room Cooling	70,671.68
Microwave Design/Prep	45,000.00
Text Discovery	5,176.79
Server Virtualization and Cyber Security	110,938.00
<b>Subtotal</b>	<b>1,366,498.81</b>
<u><b>Operations</b></u>	
Additional Payroll Costs due to 2020-2022 CBA	225,123.55
Election Costs for SB5272	150,000.00
<b>Subtotal</b>	<b>375,123.55</b>
<b>Total Committed</b>	<b>\$ 1,741,622.36</b>
<b>Assigned</b>	
Unplanned Equipment Replacement	\$ 144,000.00
<b>Total Assigned</b>	<b>\$ 144,000.00</b>

# Kitsap 911 2020 Key Projects and Initiatives

Technical Projects					
Proj/Task#	Project/Initiative			Due	Status
2019	1	Equipment Room Cooling		1/31/2020	Complete
2019	2	Multi-Factor Auth (Hardware/software solution)		4/30/2020	On track
2019	3	Rapid SOS (integration with CAD)		3Q 2020	Pending
2019	4	Informer for Mobile Responder		2020	Pending
2019	5	ASAP to PSAP (Implementation)		4Q 2020	Pending
2019	6	CAD Software Upgrade (CAD & Mobile MR6, windows 10 all CAD and MCT workstations)		2/28/2020	At risk
2019	7	CALEA reaccreditation		12/31/2020	On track
2020	8	Document Current Radio System Footprint		4/30/2020	On track
2019	9	Closest Fire Unit Dispatch		4Q 2020	On track
2019	10	SharePoint migration		7/31/2020	On track
2019	11	Technology Monitoring System (IT)		3/3/2020	On track
2019	12	Server Virtualization		6/1/2020	On track
2020	13	(RF) Technology Monitoring System (Plan)		3Q 2020	Pending
2020	14	Add tinting to front windows		2020	Pending
2020	15	Complete GIS Transition		4Q 2020	On track
2020	16	Curb repair and parking lot striping		2020	Pending
2020	17	Microwave System Design		9/15/2020	Pending
2019	18	Backup Center Phase 1 (Bldg&Current Capabilities) & 2 (begin enhancing capabilities)		2021	Pending
2019	19	ESChat		2Q 2021	Pending
2019	20	Alerting		2021	Pending
2019	21	SUPPORT - RMS/JMS Replacement (Support KCIS)		3Q 2021	Pending
2020	22	CAD Software Upgrade (9.4 or 9.5)/ Fault Tolerance Conversion (Plan)		5/15/2021	Pending
2020	23	Evaluate feasibility of bringing all IT functions in house		3Q 2021	Pending
2020	24	Facilitate discussion with fire RE Fire RMS		2021	Pending
2020	25	Facilitate discussions with LE re Data/Records/Report Writing Unit		2021	Pending
2020	26	Replace Digital Persona Software		2021	Pending
2020	27	Replace Helpdesk Software		2Q 2021	Pending
2020	28	Replace Inventory Control Software		2Q 2021	Pending
2020	29	Evaluate First Net		2022	On track
2020	30	Evaluate how to manage incoming data and media (NG911, Cameras, etc.)		2022	Pending
2019	31	Replace UPS		TBD	Pending
2019	32	Data Interoperability, Phase 1 (CAD-to-Cad Interface with one other entity) Implement with Pierce		12/31/2022	Pending