



Kitsap 911 Executive Committee Meeting Minutes
02/28/2024
Via Zoom or In-Person at Kitsap 911

Attendees:	Guests:
Director, Dusty Wiley (Chair)	
Director, David Ellingson (Vice Chair)	
Director John Gese	
Director, Greg Wheeler	
Director, Rob Putaansuu	
Strategic Advisory Board Chair, Rick Lagrandeur	
Strategic Advisory Board Vice Chair, Joe Clark	Absent:
Acting Executive Director, Maria Jameson-Owens	Radio Program Manager, Scott Peabody
Finance Manager, Steve Rogers	
Technical Systems Manager, Brandon Wecker	
Attorney, Ken Bagwell	
Human Resources Manager, Rachael Taylor	
Asst. Director of Operations, Jamie Donley	
Executive Assistant, Barrie Hillman	
Training Supervisor, Chris Law	
Assistant Radio Program Manager, Mark Nelson	
Professional Standards Manager, Jenn Andrews	

Call to Order. Vice Chair, Dave Ellingson, called the meeting to order at 1300.

Public Comment: None

Additions:

Budget Amendment needs to be an action item for vote to take it forward to the Board.

Director Ellingson indicated that the Performance Measures item for the Board meeting will be moved to staff reports.

Approval of Minutes from February 14, 2024

Director Dusty Wiley made a motion to approve minutes from February 14, 2024. Motion was seconded by Director Ellingson. Motion Passed.

Approval of Payment of Claims – Fund 89822 (Operating Fund):

**Director Wiley moved approval of A/P 6244 through 6299. Total \$601,754.27
Payroll dated 02/16/2024 Total: \$401,965.22
Motion was seconded by Director Gese. Motion Passed.**

Ratification of Executed Contract:

None

Action Items:

Executive Director Search Process

Director Ellingson asked the Kitsap 911 staff to leave the meeting. Director Ellingson summarized a few options for moving forward:

- Appoint Maria Jameson-Owens as Executive Director for the next 2.5 years until retirement and delay a director search but search for a deputy director.
- Start the Executive Director search now of which Ms. Jameson-Owens has indicated she would not put her name forward for a search. This would be a roughly \$60,000-70,000 cost.

The Directors discussed each option shortly but then consulted Attorney Ken Bagwell about going to executive session to discuss the qualifications of a candidate. Mr. Bagwell confirmed it would be appropriate to go to an executive session to continue the discussion.

Director Ellingson stated that according to RCW42.30.110.1g the Executive Committee would go into executive session for the purpose of discussing the qualifications of an employee for public service for ten minutes returning at 13:22. He confirmed there would be no action taken in the executive session but there may be action taken after the executive session.

The Executive Committee meeting resumed regular session at 13:22.

Acting Executive Director, Maria Jameson-Owens, confirmed that she would not apply for the position if a formal search was started now due to the short time left until she retires.

Director Wheeler moved to continue Maria as Acting Executive Director and to make her the chair of a search committee to search for a new Executive Director with a professional search organization. Director Putaansuu seconded. Motion passes.

Strategic Positioning Process

Director Ellingson indicated that the question is whether we should start the Strategic Positioning process as scheduled March 18th or delay it further. He felt that the new Executive Director would want to be part of that process.

Sheriff Gese indicated that he thinks it makes sense to postpone until we have a better idea of what lies ahead. Mayor Putaansuu and Director Wiley also agreed to delay for now. Director Ellingson indicated the Executive Committee will make that recommendation to the full board next week.

Ratification of Resolutions

Finance Manager, Steve Rogers presented several areas of amendment to the 2024 budget.

Operating Budget

The first change is to the beginning fund balance which reflects our actual beginning 2024 fund balance. Actual numbers always tend to vary from the initial estimate, so this isn't anything out of the ordinary. As reported in the December 2023 finance report, we came in about 1.5% under our operating budget last year, so only about \$230,000 of that difference is due to cost savings. The rest is unexpended capital projects money, savings from prior years, and higher-than-anticipated sales tax revenues.

Regarding sales tax revenues, there is a tapering-off of the explosive growth we've grown accustomed to. He shared a graph that shows the rates of growth from one year to the next. In 2019 and 2020, we saw essentially normal growth, but 2021 was a comparative anomaly, shooting up more than 16% in one year. 2022 still showed a larger than normal growth curve of 7.5%, but 2023's growth curve of 1.4% is the first time since the housing crisis of 2008 that we've seen a year-over-year increase of less than 2%. Mr. Rogers emphasized that is not trying to predict a recession or depression. This is instead an explanation about how we've been able to balance our operating budget without having to do a user fee increase these past few years by using these better-than-anticipated revenues, but that trend seems to be slowing down and rising inflation is always a factor to consider.

Mr. Rogers indicates that we should be okay for 2024, and 2025 is outside of the scope of this presentation, but we will need to take a hard look at Kitsap 911's future funding mix to be sure we have adequate resources to ensure public safety. He will have some recommendations starting in April.

Director Ellingson asked if the spike in sales tax revenue in 2022 was due to the new hospital being built. Mr. Rogers indicated that the hospital was part of it, but COVID relief funds and other factors contributed to the spike. There is less disposable housing income available to individuals now.

Mr. Rogers explained that the graph shows the increase in sales tax over the prior year, and we have had several volatile years, but the trend is that growth is slowing down.

Director Putaansuu confirmed he is seeing the same trend in Port Orchard sale tax revenues as well. Mr. Rogers continued to present on the resolution moving on to labor which shows an increase of about \$87,000. This is due to the Public Records Specialist position, which is currently filled by a part-time employee. At the time of the first 2024 budget presentation, plans for that position weren't final. Exhibit 3 of this resolution shows the difference has gone from 0.5 to 1.0. The sheer volume of public records requests and the unforeseen administrative burdens that the admin group has experienced recently are the reasons to request approval to change that position.

There is a decrease in computer software of \$20,000, but that's only a reclassification due to the implementation of new accounting guidance from the State Auditor's Office.

Changes between Applicant Medical Testing and Other Professional Service are reclassifications due to 1099 reporting requirements.

The increase in Lease Expenses is due to the backup center lease being finalized.

The SBITA Expense change is the other side of the software reclassification mentioned earlier, plus the addition of the annual cost for the new purchase order management software.

There is an increase for insurance on our building, boiler, vehicles, and other pieces of equipment and infrastructure. This increase is not due to any claims but is instead entirely due to a universal rate increase imposed by the insurance carrier which was far higher than anticipated.

The Repairs & Maintenance – Building line has an increase due to some needed equipment and furniture repairs, as well as replacements.

All in all, the total operating costs are expected to rise by about 1.3%.

Non-Operating Budget

For capital projects, the only changes to the placeholder budget that was passed last year are the addition of the Edge Frontier licenses project, the AV system replacement project, and the removal of the First Due Interface project.

In total, the capital projects budget increases by only \$15,000 [sic].

Radio Project Budget

For the radio project budget, the largest changes are in the beginning balance, and the expected capital outlay for the various radio and microwave projects. These costs are based on the milestone payments that Radio Program Manager, Scott Peabody, believes will take place during 2024, if the

current pace is maintained. Kitsap 911 won't spend any more than this, but it's possible that we could be carrying more than the \$760,000 ending balance forward into 2025.

The big takeaway from this is that we can fully fund all radio project activity using proposition 2 revenues for the entire year.

Again, 2025 is outside the scope of this amendment, we anticipate almost certainly having to incur some debt next year. What that looks like is still a bit up in the air, but the prediction is that we'll need to borrow about \$11M, but we'll have a broader conversation about future funding topics starting in April.

Director Ellingson asked what authorization do we have to bond right now? Mr. Rogers indicated we don't have authorization to bond right now, but we do have the Bond Reimbursement Resolution which allows us to replenish funds from tax exempt bond proceeds if the Board authorizes us to bond.

Full Time Equivalent (FTE) Change

Mr. Rogers closed with the FTE spreadsheet that shows the change to the public records specialist position from the prior approved .5 to 1.0 FTE.

Mr. Rogers asked for the Executive Committee's recommendation to take this resolution to the board meeting on March 5th for approval.

Director Putaansuu moved to approve of Resolution 2024-003 Amending the 2024 Operating, Radio Project, and other Capital Projects Budgets. Motion was seconded by Director Gese. Motion Passed.

Discussion Items

March 5, 2024 Board of Director's Meeting

Director Ellingson asked if there are any amendments to the agenda for the Board. He changed the Performance measures presentation to be part of the Staff Reports because we may not have enough time and it can be rescheduled to another meeting.

The primary topics on the Board Meeting Agenda currently are:

- Action Items
 - Executive Director Search Process
 - Approval of Board Minutes from 12/05/2023, 12/15/2023 and 01/30/2023
 - Election of Board Chair and Vice Chair
 - Appointment of Executive Committee
 - Approval of Resolution 2024-003 – 2024 Budget Amendment
- Discussion Items
 - Strategic Positioning Process
- Reports (time permitting)
 - Audit of Kitsap 911 Systems
 - Audit of Kitsap 911 Financials

- LMR Project Update
- Staffing Report
- Goals and Tech Project Report
- Finance Report
- Executive Committee Report –
- Annual Performance Measures

Staff Reports:

Staffing Report – Rachael Taylor

Human Resources Manager, Rachael Taylor, reported that there has been no change to our staffing since the last meeting; we currently have eight vacant positions on the dispatch floor.

We have one call receiver trainee on the floor about to be signed off. We have four in law enforcement dispatch training. We have three new trainees in their PCR academy and two assistant supervisors in training.

We have panel interviews this week for our trainee position. We plan to hire four trainees in April and another four in August.

We're hiring an administrative specialist and testing for that position will begin next week. We hope to have someone hired in early May.

We are fully staffed in our tech group.

Goals & Tech Projects Update – Brandon Wecker

Technical Services Manager, Mr. Wecker, reported on the following projects:

2019-3 - Replace UPS System

This is the project to replace the UPS at K911. We have selected the vendor and are in contract negotiations. Mr. Wecker will update the completion date once we have the contract completed.

2021-6 - Closest Unit Dispatch - Changing Gears Deployments

We are working with the final agency to complete their run card changes.

2022-13 - CAD to CAD with South Sound 911

This is the project to create an interface between our two CAD systems. South Kitsap, Gig Harbor, and Key Pen fire departments are meeting on February 27th. Once they have come to an agreement on how to move forward, we will be able to set a date for it to go live and start the burn in process.

2023-23 - Replace AV System

This is the project to upgrade and replace our building AV system with more room specific AV systems. We have reviewed and approved the cost sheet and begun ordering and receiving equipment.

2023-26 - Dispatch Floor Projects - Console Furniture, carpeting, soundproofing

These are the three projects to refresh the dispatch floor. We are currently evaluating the RFP responses for consoles. We have received temporary storage containers. We are scheduling the first round of flooring repair for our building which will be in our kitchen, and we are working on the full plan for the rest of the painting and flooring.

Continuous Improvement Progress (CIP) Reports

Training

Training Supervisor, Chris Law reported that the Training 2023 Continuous Improvement Progress Goals were to:

- Reduce the time a candidate spends from hire to sign-off by focusing on best practices for adult learning.
- Build Communications Training Officer (CTO) consistency and training delivery skills and improve training consistency by trainers attending workshops to enhance training for adult learners and to recognize how inconsistencies impact their training times.
- Professional Development (a shared goal with operations) – increase development in the industry for all employees to see an increase in employees joining other committees and/or the training program.

Ms. Law indicated that the 2024 Training goals include:

- Reduce time needed for certification (in all disciplines) from hire to sign-off and to achieve this, we will hold two CTO Workshops throughout the 2024 year with a focus on adult learning to improve the delivery of training curriculum to all new OPS employees. Achievement of this goal will be measured by comparing how long it took the 2024 trainees to achieve certification in all disciplines compared to the training time from the 2023 hiring.
- Increase the retention of new hire trainees, to include having them complete the PCR process and LE or Fire dispatching to sign-off – This can be accomplished by allowing a bit more time between PCR certification to start of dispatch training and potentially starting some trainees as fire first dispatchers. Successful achievement of this goal will be measured by the number of trainees who complete the initial PCR training then move on to radio dispatch training (either fire/LE or both) and successfully complete that certification through the employee probationary period.
- Continuing development for the CTO group around fostering an environment trainees feel safe to make errors and grow from. – We will have at minimum, two CTO workshops this year, with focused training on fostering a safe place for employees to make mistakes. This will be measured by a decrease in the number of trainees who quote a heaviness in too much feedback as the reason for not wanting to continue training partnered with successful completion of that portion of training with a desire to move on to the next phase.

Operations

Assistant Director of Operations, Jamie Donley shared that the 2023 CIP goals were:

- Reduce Overtime – Bring overtime to a reasonable level and work with HR on recruitment methods to make Kitsap 911 a place people want to work here and stay. By the end of 2022 we had worked almost 26% more overtime hours than 2021. We were on a steep upward trend that continued in the first part of 2023, but by the end of the year, we were down 6.43% from 2022.
- Intentional Culture – Continue applying what the Leadership Team and Supervisors learned from the School of Leadership and Intentional Culture Group with De Hicks to ensure that the culture expectations are not a directive but a value for all employees. For the past 4 years we've been working on our culture to make it a place that people want to work and want to stay here. We've found that employee engagement and productivity is directly influenced by a positive workplace culture. Throughout the year we talked about Intentional Culture at training days with employees, during our monthly supervisor meetings we continued discussions on what we learned in School of Leadership and conducted Stay Interviews with each employee. The way we measured this success was by employee satisfaction for 2023 compared to 2022. The Stay Interviews proved a profound change and Ms. Donley shared some quotes from those interviews that represented the success of this goal.
- Professional Development - Operation Supervisors met with employees about what they would like to do at Kitsap 911 or what path they see themselves taking. Each Supervisor followed up with employees who expressed interest in being promoted and going into supervisory roles, training, or committing to a committee. In 2023 we had five employees accepted into the Acting Lead role. We also held a Supervisor Assessment Center where three internal employees either were applying for Supervisor or Assistant Supervisor. From that assessment we had one internal candidate promoted to Supervisor and one who was promoted to Assistant Supervisor. Also, in 2023 we had three employees who expressed interest in going the training route. They were accepted into the Training group and have all become Certified Training Officers. Employees wanting to get involved in committees we had one accepted into the Peer Support Team, one into the Tech CCB Committee, and one accepted into the Telecommunicator Emergency Response Taskforce (TERT).

Ms. Donley shared the 2024 Continuous Improvement process for Operations are the same for 2023. This is due to seeing the importance of continuing these goals for one more year.

- Intentional Culture - continuing to conduct stay interviews with each employee and bring employees into the conversation to hear their perspectives and ensure the culture stays positive and inclusive. This will be measured by comparing 2023 Stay interviews with 2024. Success will be an increase in employee satisfaction and employee retention.
- Professional Development - We will continue to have check-ins and conversations with employees on where they want to go within Kitsap 911. Success of this initiative will be an increased number of employees joining committees, go into the training program, or supervisory roles.

- Reduce Overtime - We will continue to proactively review schedules quarterly during preparation, limit non-essential meetings, and training that would create overtime. The success of this initiative will be a decrease in the overall amount of overtime worked in 2024 compared to previous years.

Land Mobile Radio (LMR) Project Update – Brandon Wecker

Radio Program Manager, Scott Peabody, is on leave and Mr. Wecker presented on his behalf. He referenced slides that are attached below and provided a general summary of the items checked in green as those that have had significant progress completed.

In the center of Slide 1 is that puzzle icon that splits this project into 4 major projects. Blue is our main priority, user radios and user experience. Looking clockwise red are dispatch consoles, green is for infrastructure and yellow is microwave. Those color codes come from P25 specification for user needs. The second slide is what was shared last month. Comparing this to the work completed to date on Slide 1, we have 10% of radios on order. There is no promised date, but we expect some to arrive before March 31, 2024, because the vendor will want to recognize the sale in the first quarter. We can use these for early installations and testing. We expect these radios should arrive between April and May. When installed they will come with training material in the form of a card for mobiles and portables. We've cut over to the brand-new microwave system, we have begun work for the dispatch consoles and screens and some of the critical path items including DC power and bird deterrents on the sites. Overall, the progress has been tremendous.

Emerging Issues-

None

Good of the Order-

Ms. Jameson-Owens indicated that we had our onsite CALEA assessment, passed with flying colors and will be receiving our accreditation at the conference in July.

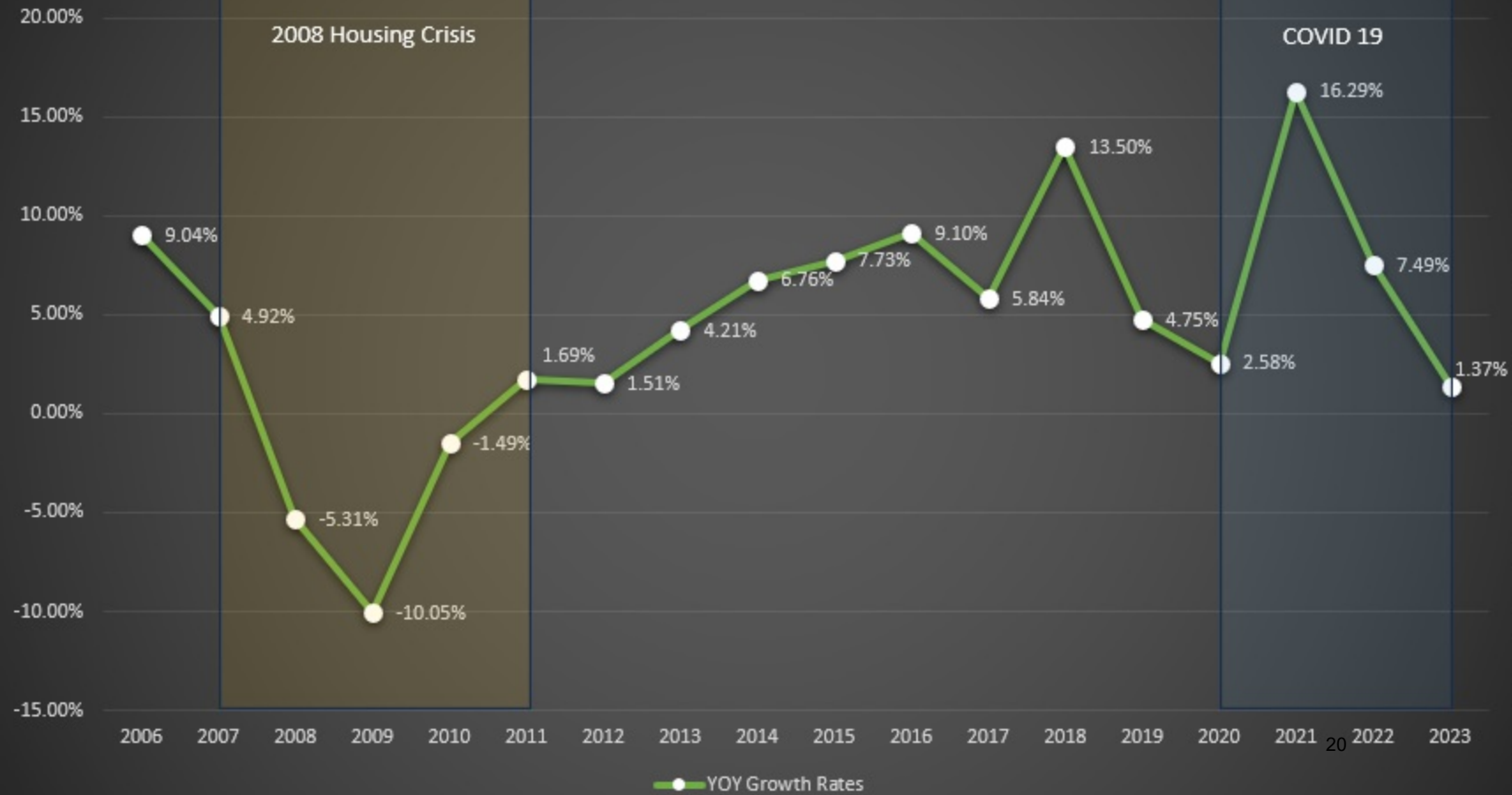
The meeting is adjourned at 1402.

The next regular meeting of the Kitsap 911 Executive Committee will be March 13, 2024.

Sales Tax Growth Rates

2008 Housing Crisis

COVID 19



Kitsap 911 Public Authority

Resolution 2024-003

Amending the 2024 Operating, Radio Project, and Other Capital Projects Budgets, and the 2024 Authorized Regular FTE Positions.

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, the charter requires the Board of Directors to adopt the budget and the Bylaws establishes the Service Fee Formula for certain agencies.

NOW, THEREFORE, BE IT RESOLVED by the Kitsap 911 Board of Directors as follows:

Section 1. 2024 Operating Budget Amended. The Board of Directors hereby amends the 2024 Operating and Other Capital Projects Budget, including operating revenues and appropriations as attached in Exhibit 1.

Section 2. 2024 Radio Project Budget Amended. The Board of Directors hereby amends the 2024 Radio Project Budget, including operating revenues and appropriations as attached in Exhibit 2.

Section 3. Authorized Regular FTE Positions. The Board of Directors hereby amends the 2024 Authorized Regular FTE Positions as attached in Exhibit 3.

Section 4. 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 5. Effective Date. This resolution shall become effective immediately upon adoption and signature as provided by law.

MOVED AND PASSED at a regular meeting of the Kitsap 911 Board of Directors on March 5, 2024, of which all Directors were notified, and a quorum was present.

KITSAP 911 BOARD OF DIRECTORS



DAVID ELLINGSON, CHAIR

ATTEST:



Maria Jameson-Owens, Acting Executive Director

Kitsap 911 Public Authority
2024 Budget Summary

**Amended
 2024**

1	Beginning Fund Balances		
2	308.31.00.0000	Beginning Restricted FSA Balance	11,721
3	308.31.00.0001	Beginning Restricted Balance	-
4	308.41.00.0001	Beginning Committed Balance	1,474,559
5	308.51.00.0001	Beginning Assigned Balance	1,883,796
6	308.91.00.0001	Beginning Unassigned Balance	3,772,619
7	Total Estimated Beginning Fund Balance		7,142,695
8	Operating Revenues		
9	Sales and Excise Tax		
10	337.16.00.0000	Emergency Communications Sales Tax 1	7,040,065
11	337.63.00.0000	Telephone Excise Tax	176,857
12	337.64.00.0000	Wireless Telephone Excise Tax	1,881,262
13	337.64.00.0001	Prepaid Wireless Telephone Excise Tax	283,092
14	337.65.00.0000	VoIP Telephone Excise Tax	305,113
15	361.40.00.0001	Penalties & Interest on Other Taxes	2,351
16	Subtotal Sales and Excise Tax		9,688,741
17	Service Fees and Surcharges		
18	342.80.50.0001	Service Fees (County, Cities, Fire Districts, Tribes Base Fees)	2,054,684
19	342.80.50.0002	Contract Revenues (Humane Society)	50,000
20	342.80.50.0004	Service Fees (Operating Surcharges i.e. i/Leads, First Due)	243,234
21	Subtotal Service Fees and Surcharges		2,347,918
22	Other Regular Revenues		
23	362.50.00.0000	Tower Leases	399,991
24	342.80.40.0002	Emergency Management Facility Maintenance Charges	-
25	334.01.80.0000	State E911 CPD Contract KC (WA State Military)	50,000
26	334.01.80.0000	Cyber Security Grant (WA State Military)	94,000
27	361.11.00.0001	Investment Interest	37,776
28	369.91.00.0000	Other Misc Revenue	9,367
29	Subtotal Other Regular Revenues		591,134
30	Grants and Other Revenues		
31	333.20.60.0000	State & Community HWY	970
32	342.80.50.0000	MCT NPRV Surcharges	99,541
33	Subtotal Grants and Other Revenues		100,511
34	Total Operating Revenues		12,728,304
35	Beginning Fund Balances and Total Operating Revenues		19,870,999

Kitsap 911 Public Authority
2024 Budget Summary

**Amended
 2024**

36	Operating Expenditures		
37	Operating Wages, Salaries, and Benefits		
38	528.32.10.0000	Regular Salaries	8,709,285
39	528.32.10.0001	Overtime Pay	755,747
40	528.32.10.0002	Retention Pay	-
41	528.32.10.0003	Sick Leave Payout	6,685
42	528.32.10.0004	Annual Leave Payout	27,644
43	528.32.10.0005	Shift Differential Pay	3,862
44	528.32.10.0006	Extra Help	44,583
45	528.32.10.0007	Out of Class Pay	5,000
46	528.32.10.0008	Miscellaneous Pay	86,177
47	528.32.10.0009	Salary/Benefit Attrition	(600,871)
48	528.32.10.0010	Recruitment Bonus	9,000
49	528.32.20.0001	Social Security	757,069
50	528.32.20.0002	PERS Retirement	918,095
51	528.32.20.0003	Medical Insurance	1,103,394
52	528.32.20.0004	Dental Insurance	80,454
53	528.32.20.0005	Life Insurance	9,342
54	528.32.20.0006	Meal Vouchers	20,084
55	528.32.20.0008	Unemployment Compensation	39,585
56	528.32.20.0010	Personnel Benefits	-
57	528.32.20.0011	Industrial Insurance	42,445
58	528.32.20.0012	PFMLA	21,182
59	528.32.20.0013	Out of State Payroll Taxes	1,000
60	Total Operating Wages, Salaries, and Benefits		12,039,763
61	Operating Supplies and Services		
62	Supplies and Fuel		
63	528.32.31.0000	Office Supplies	14,816
64	528.32.31.0001	Tech Supplies	1,560
65	528.32.31.0002	Employee Recognition	10,448
66	528.32.31.0003	Reference Materials	871
67	528.32.31.0004	Janitorial Supplies	7,124
68	528.32.31.0005	PEC Supplies	5,000
69	528.32.32.0000	Fuel-Generators	2,600
70	528.32.32.0002	Fuel-Towers	3,120
71	528.32.32.0003	Fuel Vehicle	7,696
72	Subtotal Supplies and Fuel		53,235
73	Computer Equipment and Software		
74	528.32.35.0000	Small Tools & Equipment	14,495
75	528.32.35.0001	Computer Software	349,699
76	528.32.35.0002	Computer Equipment	39,728
77	528.32.35.0003	Small Computer Equipment	13,000
78	Subtotal Computer Equipment and Software		416,922

Kitsap 911 Public Authority
2024 Budget Summary

**Amended
 2024**

79	Professional Services		
80	528.32.41.0000	Engineering & Architectural	5,200
81	528.32.41.0001	Applicant Testing and Screening	20,482
82	528.32.41.0002	Management Consulting	42,497
83	528.32.41.0003	Legal Services	12,762
84	528.32.41.0004	Other Professional Service	259,513
85	528.32.41.0005	Advertising	9,263
86	528.32.41.0006	Legal Settlement Costs	-
87	528.32.41.0008	Translation Services	4,486
88	Subtotal Professional Services		354,202
89	Communication and Travel		
90	528.32.42.0000	Telephone	75,218
91	528.32.42.0001	Cellular Telephone	23,067
92	528.32.42.0002	Postage	4,775
93	528.32.43.0000	Mileage	5,087
94	528.32.43.0001	Travel	47,097
95	528.32.43.0002	Per Diem	16,228
96	528.32.43.0003	Non-Employee Mileage	-
97	528.32.43.0004	Non Employee Travel	520
98	Subtotal Communication and Travel		171,992
99	Equipment Rental and Leases		
100	528.32.45.0000	Rental Expense	5,738
101	591.28.70.0000	Lease Expense	212,163
102	591.28.70.0001	SBITA Expense	26,577
103	Subtotal Equipment Rental and Leases		244,478
104	Building Insurance and Utilities		
105	528.32.46.0000	Insurance	123,754
106	528.32.47.0001	Utilities-Water	3,548
107	528.32.47.0002	Utilities-Sewer	5,280
108	528.32.47.0003	Electricity Cencom	129,106
109	528.32.47.0004	Electricity Tower Sites	30,060
110	528.32.47.0005	Utilities-Waste Disposal	7,003
111	528.32.47.0006	Utilities-Backup Internet & Cable	6,212
112	Subtotal Building Insurance and Utilities		304,963
113	Repairs and Maintenance		
114	528.32.48.0000	Repairs & Maintenance-Building	190,690
115	528.32.48.0001	Repairs & Maint-Improvements	12,480
116	528.32.48.0002	Repairs & Maint-Equipment	90,836
117	528.32.48.0003	Repairs & Maintenance-Computer Equipment	567,439
118	Subtotal Repairs and Maintenance		861,444
119	KCIS Network and Information Technology		
120	528.33.41.0011	KCIS Charges (I/Leads)	161,529
121	528.32.41.0013	KCIS Charges (Network & Security)	139,063
122	528.32.41.0016	KCIS Charges (GIS)	-

Kitsap 911 Public Authority
2024 Budget Summary

		Amended 2024
123	Subtotal KCIS Network and Information Technology	300,591
124	MCT Hardware and Software	
125	528.33.35.0000 Small Tools and Equipment (MCT System)	-
126	528.33.35.0001 Computer Software (MCT System)	35,814
127	528.33.35.0002 Small Computer Equipment (MCT System)	23,345
128	528.33.41.0013 Network and Support (MCT System)	2,059
129	528.33.42.0001 Cellular Telephone (MCT System)	223,600
130	528.33.48.0002 Repairs & Maint- Equipment (MCT System)	282
131	528.33.48.0003 Repairs & Maint-Comp Equip (MCT System)	79,359
132	Subtotal MCT Hardware and Software	364,459
133	Other Expenditures	
134	528.32.49.0000 Credit Card Processing Fees	18
135	528.32.49.0001 Bank Account Maintenance Fees	1,437
136	528.32.49.0002 Finance Charges & Late Fees	350
137	528.32.49.0003 Dues & Subscriptions	26,533
138	528.32.49.0004 Registration & Tuition	35,803
139	528.32.49.0005 Printing & Binding	1,889
140	528.32.49.0009 Other Miscellaneous	11,401
141	Subtotal Other Expenditures	77,431
142	Total Operating Supplies and Services	3,149,718
143	Total Operating Expenditures	15,189,481

Kitsap 911 Public Authority
2024 Budget Summary

**Amended
 2024**

144	Technical, Capital, and Other Non-Operating Projects		
145	Non-Operating Supplies and Services		
146	528.90.31.0000	Non-Op Office Supplies	-
147	528.90.35.0000	Non-Op Small Tools & Equipment	44
148	528.90.35.0001	Non-Op Computer Software	9,465
149	528.90.35.0002	Non-Op Computer Equipment	-
150	528.90.35.0003	Non-Op Small Computer Equipment	-
151	528.90.41.0000	Non-Op Engineering & Architectural	-
152	528.90.41.0002	Non-Op Management Consulting	-
153	528.90.41.0003	Non-Op Legal Services	-
154	528.90.41.0004	Non-Op Other Professional Services	-
155	528.90.41.0005	Non-Op Advertising	515
156	528.90.42.0001	Non-Op Cellular Telephones	-
157	528.90.42.0002	Non-Op Postage	-
158	528.90.43.0000	Non-Op Mileage	205
159	528.90.43.0001	Non-Op Travel	121
160	528.90.43.0002	Non-Op Per Diem	-
161	528.90.43.0003	Non-Op Non-Employee Mileage	-
162	528.90.43.0004	Non-Op Non-Employee Travel	-
163	528.90.45.0000	Non-Op Rental Expense	-
164	528.90.48.0000	Non-Op Repairs & Maint-Building	-
165	528.90.48.0002	Non-Op Repairs & Maint-Equipment	-
166	528.90.48.0003	Non-Op Repairs & Maint-Computer	-
167	528.90.49.0003	Non-Op Dues & Subscriptions	-
168	528.90.49.0009	Non-Op Other	-
169	Subtotal Non-Operating Supplies and Services		10,350
170	Non-Operating Projects		
171	1	MCT NPRVs	99,541
172	2	First Due Annual Maintenance	81,017
173	3	Secondary Edge Frontier Licenses	15,000
174	4	UPS Hardware Replacement	300,000
175	5	Data Logging Software	50,000
176	7	Replace AV System	50,000
177	8	Dispatch Floor Project - Carpet	150,000
178	9	Dispatch Floor Project - Soundproofing	150,000
179	10	Dispatch Floor Project - Console Furniture	500,000
180	11	Cybersecurity Upgrade Project	94,000
181	13	First Due Interface	-
182	Subtotal Non-Operating Projects		1,489,559
183	Total Technical, Capital, and Other Non-Operating Projects		1,499,909
184	Total Operating and Non-Operating Appropriation		16,689,390
185	Estimated Ending Fund Balance		3,181,609
186	Total Appropriation and Estimated Ending Fund Balance		19,870,999

Kitsap 911 Public Authority
2024 Radio Project Budget

		Amended 2024
1	Beginning Assigned Balance and Revenues	
2	Capital Project Assigned Revenues Beginning Balance	6,483,090
3	337.16.00.0001 Emergency Communications Sales Tax 2	7,040,065
4	Total Assigned Beginning Balance and Revenues	13,523,155
5	Capital Project Appropriation	
6	Microwave System	767,518
7	LMR Replacement Project	10,950,000
8	Capital Projects Labor	395,409
9	Backup Center	300,000
10	Logging Recorder Replacement	200,000
11	Data Logging Software	50,000
12	DC System Batteries	50,000
13	CAD to Radio Interface	50,000
14	Total Capital Project Appropriation	12,762,926
15	Estimated Radio Project Ending Balance (Assigned)	760,229
16	Total Appropriation and Ending Balance	13,523,155

Kitsap 911 Authorized Regular FTE Positions

Classification	Grade	Amended 2024
Administrative Specialist	Admin1	2.0
Administrative Assistant	EXAD2U	1.0
Public Records Specialist	PUBREC	1.0
Deputy Director	M4	1.0
Executive Director	ED	1.0
Finance Manager	M1	1.0
Human Resources Manager	M1	1.0
Assistant Director for Operations	M2	1.0
Professional Standards Program Manager	PM1	1.0
Public Safety Communications Assistant Supervisor	OS1	6.0
Public Safety Communications Supervisor	OS2	4.0
Public Safety Systems Analyst	T7	0.0
Public Safety Systems Engineer	T8	4.0
Public Safety Systems Master Technician	T6	2.0
Public Safety Systems Senior Technician	T4	1.0
Public Safety Systems Technician	T2	4.0
Public Safety Telecommunicator 1	OP2	12.0
Public Safety Telecommunicator 2	OP4	37.0
Public Safety Telecommunicator Trainee	OP1	0.0
Senior Public Safety Program Manager/Radio Engineer	PM1	1.0
Technical Services Manager	M2	1.0
Training Program Manager	PM1	1.0
Total		83.0

2024 CIP For Training Group at Kitsap 911

- 1. Reduce time needed for certification (in all disciplines) from hire to sign-off.** – to achieve this, we will hold two CTO Workshops throughout the 2024 year with a focus on adult learning to improve the delivery of training curriculum to all new OPS employees. Achievement of this goal will be measured by comparing how long it took the 2024 trainees to achieve certification in all disciplines compared to the training time from the 2023 hiring.
- 2. Increase the retention of new hire trainees, to include having them complete the PCR process and LE or Fire dispatching to sign-off** – This can be accomplished by allowing a bit more time between PCR certification to start of dispatch training and potentially starting some trainees as fire first dispatchers. Successful achievement of this goal will be measured by the number of trainees who complete the initial PCR training then move on to radio dispatch training (either fire/LE or both) and successfully complete that certification through the employee probationary period.
- 3. Continuing development for the CTO group around fostering an environment trainees feel safe to make errors and grow from.** – We will have at minimum, two CTO workshops this year, with focused training on fostering a safe place for employees to make mistakes. This will be measured by a decrease in the number of trainees who quote a heaviness in too much feedback as the reason for not wanting to continue training partnered with successful completion of that portion of training with a desire to move on to the next phase.

From CIP 2023 –

Reduce time from hire to sign-off – measured the timeline from 2022 hire to sign-off to the 2023 trainees' timelines to see if the changes we'd made to the academy and more training with the CTOs, created shorter/longer/same training timelines.

Build CTO consistency and training delivery skills – training consistency to policy versus style, attending workshops to enhance training for adult learners and how inconsistencies impact their training times.

Professional Development (Shared with OPS) – increase development in the industry for all employees. Hoping to see increase in employees joining other committees and/or the training program.



KITSAP 911 Memorandum

To: Executive Board, Kitsap 911
From: Jamie Donley, Assistant Director of Operations
Date: December 31, 2023
Subject: 2023 Continuous Improvement Process Report

Reduce Overtime

Since July of 2023, we have been consistently working fewer and fewer overtime hours, and as of today, we have worked about 263 fewer hours than we did at this same point in 2022. That might not sound like a lot overall, but to appreciate how incredible that is, you have to consider where we were headed last year compared to where we are headed this year.

By the end of 2022, we had worked 3,368.25 hours, almost 26%, more hours than we had in 2021. We were on a steep, upward trajectory that continued into the first part of this year; but as of today, not only did we not increase the number of overtime hours we worked, but we are about 2% lower year-over-year, and still trending downward.

Intentional Culture

For our Intentional Culture we have been doing the Stay Interviews this year with people reporting that they are happier and that they have more of a work life balance. The statements we have heard are:

How do you feel coming to work?

“No more impending doom due to getting mandated.”

“Good, now that OT is down is happy to be here.”

“It’s better because it is a more positive environment.”

What do you like most and least about working here?

“Teamwork is great! Love seeing everyone working together.”

“It is so welcoming being here and people are so helpful and positive.”

“The culture, it has really been great to come to work.”

What can we do more of or less of as your managers?

“Keep doing what we are doing.”

“Loves seeing the update emails on what we are doing and being in the loop.”

As of 12/31/2023 we have a few Stay Interviews left and in the process of scheduling them.

Professional Development

Professional Development throughout the year, Operation Supervisors met with employees about what they would like to do here or what path do they see themselves taking. Each Supervisor followed up with employees who expressed interest in being promoted and going into supervisory roles, training, or committing to a committee.

This year we've had 5 employees accepted into the Acting Lead role. One employee is fully trained while the other four will be trained or completing training in 2024. We also held a Supervisor Assessment Center this year where three internal employees either were applying for Supervisor or Assistant Supervisor. From that assessment we had one promoted to Supervisor who will start in January of 2024 and one who was promoted to Assistant Supervisor. That employee just finished Acting Lead training and will be moving onto Assistant Supervisor training in January.

Also, in 2023 we had three employees who expressed interest in going the training route. They were accepted into the Training group and have all become Certified Training Officers.

For employees wanting to get involved on committees we had one accepted into the Peer Support Team, one into the Tech CCB Committee, and one accepted into the Telecommunicator Emergency Response Taskforce (TERT).

Overall, with the amount of overtime and training Kitsap 911 has had this year, we believe we have had a successful year developing our employees and looking forward to a busy year ahead.

Executive Committee Radio Program Update

February 28, 2024

R. Scott Peabody, P.E.

speabody@kitsap911.org

360 552-8402



Progress – Radio Contract Signed 12/15/23

User Radios

- ✓ Ordered 10% of Radios For Early Installs and Testing
- ✓ Designed Radio ID Plan
- ✓ Licensed Marine Channels
- ✓ Ordered Test Equipment
 - Developing Channel Plans
 - Engaging Agencies in Developing Radio Profiles

Microwave

- ✓ Cutover to New Microwave
- ✓ Turning Off Old Microwave
- ✓ Started Disposal
- ✓ Design Review of Additional Sites
- ✓ Order Equipment by 1/31/24
 - Scheduling Factory Staging – Solar Eclipse



Dispatch Console System

- ✓ Project Kickoff
- ✓ Reviewed and Revised Design
- ✓ Ordered Equipment 2/20/24
- ✓ Begun Designing Screens

Radio Instructure

- ✓ DC Power Equipment
 - Shipping Mid-April, Permitted
- ✓ Tech Training
- ✓ Ordered P25 to CAD Interface
- ✓ Bird Deterrent Installed
- ✓ Site Visits to Verify Antenna Heights
- ✓ Logging Recorders Received
 - Preparing Equipment Order



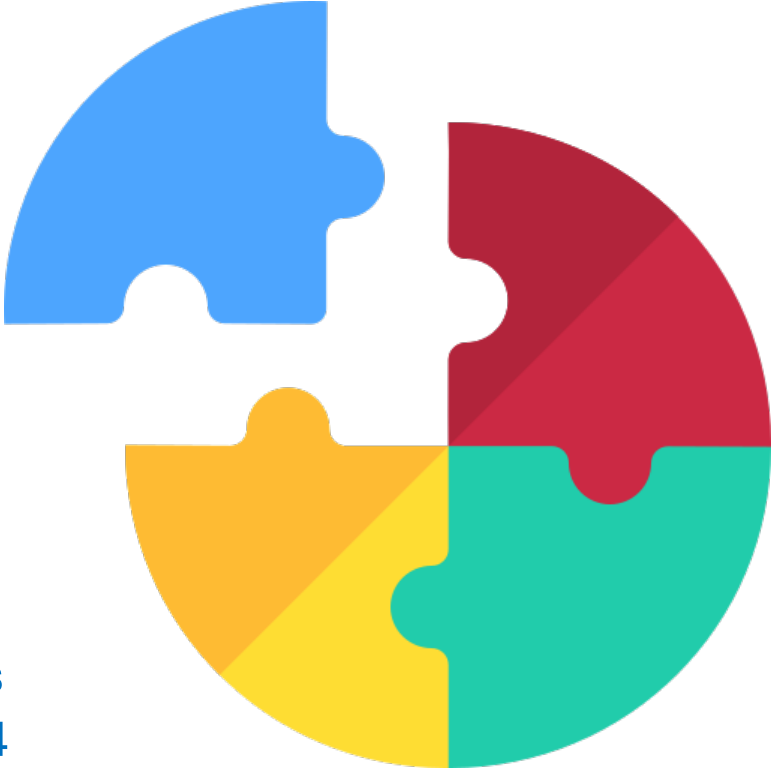
Progress – One Month After Radio Contract

User Radios

- Preparing Order For Early Installs and Test Radios
- Designing Radio ID Plan
- Engaging Agencies in Developing Radio Profiles

Microwave

- Now Cutover to New Microwave
- ✓ Design Review of Add'l Sites
- Order Equipment by 1/31/24



Dispatch Console System

- ✓ Project Kickoff
- Order Equipment ASAP
- Benchmarking Best Screen Designs

Radio Instructure

- ✓ DC Power Contract
- ✓ Tech Training
- ✓ Ordered P25 to CAD Interface
- Preparing Equipment Order
- Determining Antenna Heights

Kitsap 911 2024 Key Projects and Initiatives

Technical Projects			Estimated			
Proj/Task#	Project/Initiative		Priority	Start	Completion	Status
2019	1	Backup Center - Phase 1	3	9/30/2022	TBD	In Progress
2019	2	SUPPORT - RMS/JMS Replacement (Support KCIS)	3		6/30/2023	In Progress
2023	3	Replace UPS	5	4Q 2022	TBD	In Progress
2023	4	Data Logging Software	3	Q2 2023	TBD	Rescheduled
2023	5	Secondary Edge Frontier License	3	Q3 2023	Q3 2024	In Progress
2023	6	Improve redundancy of VX Rail Infrastructure	3	4/1/2023	Q1 2024	Complete
2023	7	Cyber Security Upgrade	3	Q4 2023	Q1 2024	Not Started
2023	8	Replace AV System	4	Q4 2023	Q3 2024	In Progress
2023	9	Dispatch Floor Project - Carpet	3	Q4 2023	Q2 2025	In Progress
2023	10	Dispatch Floor Project - Soundproofing	3	Q4 2023	Q2 2025	In Progress
2023	11	Dispatch Floor Project - Console Furniture	2	Q4 2023	Q2 2025	In Progress
2024	12	Backup Center - Phase 2	3	TBD	TBD	Not Started

Microwave Replacement Project (Multi-Year)			Estimated			
Task#	Milestone		Priority	Start	Completion	Status
MV	5	Project Completion	2	1/22/2024	Q1 2024	Complete

Microwave Expansion Project (Multi-Year)			Estimated			
Task#	Milestone		Priority	Start	Completion	Status
MVE	1	Add connections to three sites (involving changes at six sites). Additional Milestones coming	2	Q1 2024	Q4 2024	In Progress

LMR Replacement Project (Multi -Year)			Estimated			
Task#	Milestone		Priority	Start	Completion	Status
LMR	6	Project Kick off and begin system design work, additional Milestones coming	1	Q4 2023	TBD	In Progress