



Kitsap 911 Executive Committee Meeting Minutes
02/14/2024
Via Zoom or In-Person at Kitsap 911

Attendees:	Guests:
Director, Dusty Wiley (Chair)	Kitsap 911 attorney, Ken Bagwell
Director, David Ellingson (Vice Chair)	Dr. De Hicks
Undersheriff Russ Clithero for Director John Gese	Harriet Smith
Director, Greg Wheeler	
Strategic Advisory Board Chair, Rick Lagrandeur	
Strategic Advisory Board Vice Chair, Joe Clark	Absent:
Acting Executive Director, Maria Jameson-Owens	Director, Rob Putaansuu
Finance Manager, Steve Rogers	Director, John Gese
Technical Systems Manager, Brandon Wecker	
Radio Program Manager, Scott Peabody	
Attorney, Ken Bagwell	
Human Resources Manager, Rachael Taylor	
Asst. Director of Operations, Jamie Donley	
Executive Assistant, Barrie Hillman	
Administrative Specialist, Stephanie Browning	

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

Public Comment: None

Additions: None

Discussion Items: -**Strategic Positioning Process****(Jameson/Hicks)**

Acting Executive Director Maria Jameson Owens indicated that originally Kitsap 911 planned to conduct a strategic positioning process for March. Dr. De Hicks is at the meeting today to talk a bit about the process to help inform decision to move forward at this time.

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Dr. Hicks explained his background and long history of working with K911 and that this will be at least the third time he has worked with us for the strategic positioning process. He is also currently working with 200 other call centers. The only time he recommends pausing a strategic positioning process is if there is some major fundamental shift in the values, direction or governance structure that demands a rethinking. That is not the case at Kitsap 911. He recommends we continue with the process. He indicated that the timing to launch into a strategic positioning process now is very good because all the key players would be involved preparing a plan for the new executive director.

Director Ellingson emphasized how upheaval always occurs when a commanding officer leaves and suggests that some time to pause to analyze the indicators for hiring a new director first. What we might need most is to examine the current job description, do a salary survey and the field of current candidates to go down the path of hiring a permanent director.

Director Wheeler wonders if doing a parallel path for strategic positioning and an Executive Director Search is possible.

Director Ellingson reiterates this idea as proposing a two-step process of defining the process of hiring first and then set the stage for establishing strategic positioning from that point on.

Director Wheeler adds that part of the strategic positioning is establishing a solid foundation of where we are now, and this wouldn't need to be delayed. Any candidate would like a snapshot of where we are today.

Dr. Hicks explained that strategic positioning is a rapid cycle strategic planning process used for organizations that are well-established and this process does not change 50% of the direction of the organization. What it does is help you identify those high-level initiatives and create work plans that need to be launched in the next 18 –24 months. This is about looking at the landscape externally (taxation, political and social) and looking at internally at technology and staffing structure and asking ourselves, how do we position ourselves to take advantage of any of these challenges or scenarios coming our way. Most directors want some sort of playbook which helps them get up to speed better.

Dr. Hicks indicated that from his current knowledge of the market and industry there currently are very few quality candidates available in the field to step in as Executive Director right now. Dr. Hicks emphasized how Maria has functioned incredibly well in her position and is so well-set up to become the actual director. It is his recommendation that the Board appoints Maria as the director knowing she has 2.5 years to build up a new Deputy Director and set up succession planning for that before she retires. This job is very hard to do if you haven't been doing it as a career and people who are looking right now are looking because they have to be looking and he feels an executive search will result in Maria being named anyway until she retires. You can then move forward with strategic positioning as planned. The original succession plan was that Maria would become Executive Director eventually and that was why she was hired in that position in the first place.

Director Wiley expressed his support of this idea.

Undersheriff Clithero serving in Sheriff Gese's place indicated that the Sheriff last week was thinking holding off on strategic positioning was better but that he felt the Sheriff would support this idea as well.

Director Ellingson indicated that we are missing the small cities representative, and we do have time to consider this decision. It was decided to return to this discussion at the Feb 28 meeting and then Executive Committee will make a recommendation to the full board.

Attorney Ken Bagwell confirmed that according to the by-laws that the Executive Committee makes a recommendation to the board for the final decision on Executive Director appointment.

The guest made the comment via the chat function that this is a big decision and not one to take lightly.

Executive Director Recruitment

(Jameson/Hicks)

The Executive Committee will discuss further in the next Executive Committee meeting in order to make a recommendation to the Board for the next Board meeting. Dr. Hicks left the meeting at this point.

Audit of Kitsap 911 System Access

(Wecker)

Technical Services Manager, Brandon Wecker, shared that at 11:13 on 01/2/2024, TSG staff was notified to disable all access to Richard Kirton effective immediately. The first steps made were:

- Block all Office 365 Sign in's
- The password was reset
- Login logs were checked, and information given to Management
- Local Active directory logins for in building were disabled
- Local accounts on those devices were reset and blocked as well in the event of access still being possible

Monday morning TSG began systematically resetting all shared and service accounts where possible to ensure any known accounts could not be used as an entry way for any reasons along with deleting accounts that were named to him. Then we reset all shared service accounts and passwords and all known accounts. We also have been monitoring the log ins. On the 28th there a number of failed non-interactive log ins such as automated systems such as a phone attempting to check in, until such time as they were turned off or disabled or the sync happened with the new passwords. Since then, we have had zero attempts to log in and Kitsap County as they maintain our VPN and it is another way to log in. They showed the last log in to the Active Directory was on 06/01/2021. There have been no VPN logs as far back as they can trace (03/24/2022) and the Azure Active Directory goes back 30 days with no activity. We only have a few pending accounts to disable with shared passwords, but they are all third-party vendor accounts such as CDW. All Kitsap 911 accounts have been disabled or passwords changed. Mr. Wecker shared the spreadsheet we are using to track the status of accounts and will use in the future if ever needed. He confirmed that Kitsap 911 is secure.

Audit of Kitsap 911 Financials

(Rogers)

Financial Manager Steve Rogers indicated that Kitsap 911's funds and all of its financial data are completely secure, and it is business as usual. One of the first things we did was cut off the former

Executive Director's financial access. The Kitsap 911 credit card that was assigned to him was cancelled on that Monday morning, and we immediately started the process to remove him as a signer on all of our bank accounts, and that was completed later that week. Once that was done, we started to go back through all of the transactions on that credit card to confirm that all were legitimate. All transactions are reviewed as part of the accounts payable review process, so I am confident nothing will be found, but out of an abundance of caution, we will continue to work backward through all transactions to be 100% sure.

We have begun to notify our vendors and customers of the change. Any checks that go out to an existing vendor this year will also receive a new W-9 and a letter instructing them to contact me immediately if the former Executive Director was their primary point of contact.

We revoked his building access, but we also changed the combination of our safe, changed the physical location of our check stock, and destroyed his signature stamp.

We have been carefully documenting everything that we've done to safeguard the agency and the tax dollars that support it.

Our actions in response to this situation have been systematic and thorough, but the internal controls and policies that we had in place prior to it were equally comprehensive. In 2018 we moved to the practice of the segregation of duties. This made it so no one person, including me, could bypass the internal controls alone.

Our practice is to be focused on making sure we have preventive controls and detective processes in place; because of that, the financial position can be reported to you every month and our annual report submitted to the state auditor's office with confidence. Whether we are buying a \$46M radio system or a pencil, not a single dollar leaves our bank without us knowing exactly how it is being spent and what we have to do to account for it. I have prepared the financial statements and signed every annual report since Kitsap 911 separated from the county, and I am very proud of the fact that every single audit report we have ever had has been clean. So clean, in fact, that last year, our auditors didn't even leave us with any recommendations and commented that our documentation was some of the most thorough they'd ever seen, which allowed them to finish much faster than anticipated, saving us thousands of dollars.

Approval of Minutes from January 24, 2024

Director Dusty Wiley made a motion to approve minutes from January 24, 2024. Motion was seconded by Director Wheeler. Motion Passed.

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

**Director Wiley moved approval of A/P 6192 through 6243. Total \$194,134.21
Payroll dated 01-19-2024, 02-02-2024 and 02-03-2024 Total: \$867,769.31
Use Tax Dated January 2024. Total \$136.85**

Motion was seconded by Director Wheeler. Motion Passed.

Ratification of Executed Contract:

None

Ratification of Resolutions

Director Wiley moved approval of Resolution 2024-001: Declaring certain personal property and capital equipment as surplus. Motion was seconded by Director Wheeler. Motion Passed.

Mr. Rogers indicated this is a routine resolution that we do 2-4 times per year and Resolution 2024-001 allows us to remove a number of items from our inventory which have been slated for disposal. All assets in the attachment have been taken out of service due to obsolescence, and the majority of them are MCTs which are being bought back by our MCT vendor, Datec. The rest are being sold, scrapped, or thrown away depending on which method provides Kitsap 911 with the greatest economic benefit.

Director Wheeler moved approval of Resolution 2024-002: Acting Executive Director Wage. Motion was seconded by Director Wiley. Motion Passed.

This resolution signifies Acting Executive Director, Maria Jameson-Owens will be moved to the Executive Director pay scale as of the date of her appointment.

Action Items:

None

Staff Reports:

Finance Report – Steve Rogers

Budget Status

Using a new reporting format, Mr. Rogers shared that the budget status report shows money coming in and what that money is being spent on each month; The groupings and colors are different but the goal of this new format is to ultimately show, on a monthly basis, if our year-to-date revenues are over or short of what we need to cover our year-to-date expenses. The orange section at the bottom shows that, year to date, we have both a proposition 2 and non-proposition 2 revenue shortage. The proposition 2 deficit isn't anything to be concerned about though, because as you can see on the LMR Replacement line, we had a \$2M month, which was expected, but we had funds that carried over from 2023 to cover that.

The non-proposition 2 side is a little more complicated to explain. Yes, we have a \$167K deficit, but we had to pay \$119K for our annual insurance policies in January and the First Due software license normally gets paid in December but was paid in January this time around. I'm not overly concerned at this point but if we are still in this position in the middle of the year, that will be a different story. For the past several years, we have passed budgets that have included a deficit, so the fact that we have one running should not be a surprise but seeing it in a monthly report is new and I don't want you to be concerned.

Fund Balances

Mr. Rogers shared that the fund balance report is a hybrid of a balance sheet and a cashflow statement. We aren't a GAAP-basis government, so we don't have a true balance sheet, but being able to know exactly how our fund account is looking is still crucial. The two sections break down the same information in two different ways: the green section shows our beginning and ending balances and shows how much of our cash is in a bank account and how much is invested. The blue section shows our beginning and ending balances of our proposition 2 revenues, non-proposition 2 revenues, and custodial funds. Looking at the ending balances of the two sections, it's the same amount, but we don't have two funds with \$10.5M sitting in each of them – this is just two different ways to show how the money is flowing.

For proposition 2 funds, we have about \$5M currently. If our revenues continue to come in as predicted, and if the radio project proceeds the way Scott says it is, then we should end the year with about \$2M to carry over into 2025, so we shouldn't need to go out for any debt this year. We will almost certainly have to in 2025 though, but how much depends on how this year goes.

Capital Projects

Mr. Rogers indicated that the capital projects report shows a list of all projects that the board has approved, both in the current year and in years prior. This is not meant to show a current to-do list, but instead a list of projects with appropriated funds that are in process, recently completed or still need to get done.

As you recall, the Board approved a placeholder capital projects budget. The items that were included in that are in red, but I didn't want to put them in the 2024 column yet until after we've done the budget amendment. The only new item that was approved was the cybersecurity project that we received grant approval for, which is why that's in the 2024 column. We are finalizing the proposed budget amendment, which will be presented at the February 28th Executive Committee meeting where we'll be asking for your approval to take it to the full Board in March.

Staffing Report – Rachael Taylor

Human Resources Manager, Rachael Taylor shared that 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. In January we hired three new trainees who are currently in PCR academy. We have two assistant supervisors in training, one of them was a new hire in January. We posted our trainee position in January and had 220 applicants. At this time last year, we only had 67 applicants, so we're feeling optimistic about filling our academy beginning in April. We are currently in the testing phase of that recruitment. We plan to hire 4 trainees in April and another 4 in August.

We received one resignation since the last meeting – one of our administrative specialists accepted a position to further her career with Pierce County. We posted a finance specialist position yesterday and it will be open for two weeks. We are fully staffed in our tech group.

Goals & Tech Projects Update – Brandon Wecker

Mr. Wecker indicated the Technical Services Group has two new hires starting on Help Desk next week. He updated the following projects currently in process:

- 2019-3 - Replace UPS System. This is the project to replace the UPS at K911. We have selected and vendor and are in contract negotiations.
- 2021-6 - Closest Unit Dispatch - Changing Gears Deployments. We have updated all changing gears run cards to use closest unit. We are working with the final agency to complete their run card changes.
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- 2022-13 - Cad to CAD with South Sound 911. We have created a redundant edge frontier environment. We are closing in on punch list items and looking at starting in the burn in period next month.
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- 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.
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- 2023-26 - Dispatch Floor Projects - Console Furniture, carpeting, soundproofing. These are the three projects to refresh the dispatch floor. We currently evaluating the RFP responses.

Land Mobile Radio (LMR) Project Update – Scott Peabody

Mr. Peabody shared slides which are attached below that compared the work completed by the last Executive Committee meeting to the work completed by today's meeting which has been significant. They have ordered 10% of the radios for early installs and testing; designed the radio ID plan and licensed the marine channels. They have reviewed and revised the dispatch console system design and once I sign off, we will order that equipment. The DC power equipment is being shipped in April for the Radio Infrastructure and we already have the electrical permits. We have completed the Tech Training. In order to prevent ospreys from delaying installation, permitted bird deterrents were installed. They have verified the antenna heights with site visits which is critical information. The new logging recorders are being shipped on Friday. On the microwave project, the cutover is complete, and the old microwave has been turned off. The old equipment is part of the disposal resolution just voted on. They have completed design review of the additional sites and ordered the microwave equipment. Trying to schedule factory staging in first quarter to avoid the high demand for travel to Austin due to the April 8 eclipse.

The new mobile radios will get distributed as quickly as possible via putting new vehicles in service. The portables will get distributed two to three per agency for those people helping with testing. Improved coverage won't be evident until the infrastructure build is complete sometime late in the fourth quarter.

Director Ellingson asked that Mr. Peabody present this information to Fire Commissioners at their County Commissioner's meeting at the end of the month which he will do.

Director Ellingson indicated that the Board wants a monthly status report on the project and requested a paper report be provided to them as well as the quarterly report at the Board meeting.

Emerging Issues-

None

Good of the Order-

Sending out new meeting requests for Executive Committee meetings and Board meetings to accommodate a new webinar link and new meeting organizer.

The meeting is adjourned at 1357.

The next regular meeting of the Kitsap 911 Executive Committee will be February 28, 2024.