



Kitsap 911 Board of Directors Meeting

June 3, 2025 (12:30 to 2:00)

Via Hybrid Option of Zoom or in-person at the Norm Dicks Governance Center

Mission Statement: We are Kitsap 911 providing exceptional public safety emergency communications services every day.

A G E N D A

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|---|---|---------|
| 1 | Call to Order | (Chair) |
| 2 | Additions to the agenda | (Chair) |
| 3 | Public Comment (Limited to 2 minutes per speaker) | (Chair) |
| 4 | Consent Agenda - All matters listed within the Consent Agenda have been distributed to each member of the Board as a separate document for reading and study, are considered routine and will be enacted by one motion of the Board with no separate discussion. If separate discussion is desired, that item may be removed from the Consent Agenda and placed on the Regular Agenda by a Board member or by citizen request. | (Chair) |
- [Click here to open the consent agenda.](#)
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Employee Recognition

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- | | | |
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| 5 | Experiences from a Dispatcher – Hannah Augustine | (Jameson) |
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Action Items

(These would be items previously discussed and/or routine items ready for action. Click blue text to view)

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| 6 | Approval of Strategic Initiative #3 | (Jameson) | Page 3 |
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Discussion Items

(New items not previously discussed, not ready for action.)

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- | | | | |
|----|--|-----------|-------------------------|
| 7 | Strategic Initiative #4 | (Law) | Page 6 |
| 8 | LMR Program Debt Financing Options | (Rogers) | Page 8 |
| 9 | Communications Equipment Policy | (Jameson) | Page 9 |
| 10 | Funding Formula Option 2 – Question/Answer | (Jameson) | Page 14 |
| 11 | CAD RFP Vendor Selection | (Wecker) | Page 15 |
| 12 | Executive Director and Deputy Director Salary Schedule | (Chair) | |
| 13 | August Board Meeting | (Jameson) | Page 16 |
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Standing Reports

(As Time Permits)

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- | | | | |
|----|--|--------------------|-------------------------|
| 14 | Strategic Advisory Board Report | (Chief LaGrandeur) | |
| 15 | Monthly Finance Report | (Rogers) | Page 17 |
| 16 | Goals and Tech Project Report | (Higashi) | Page 21 |
| 17 | LMR Project Report | (Peabody) | |
| 18 | Staffing Report | (Taylor) | |
| 19 | Up-Coming Items | | |
| | ○ Action: Funding Formula (July) | | |
| | ○ Action: Communications Equipment Policy (July) | | |
| | ○ Action: CAD Vendor Selection (July) | | |
| | ○ Action: Strategic Initiative #4 (July) | | |

- Discussion: Strategic Initiative #5 (July)
- Discussion: Strategic Initiatives #1 Progress Report (July)
- Discussion 2026 Budget Review (Aug or Sept)
- Action: Resolution to Approve LMR Financing (Aug or Sept)
- Discussion: Collective Bargaining Agreement Review (Sept)
- Action: Collective Bargaining Agreement Approval (Oct)
- Action: 2026 Budget (Sept or Oct)
- Discussion: 2026 Unrepresented Employees Salary Schedule (Nov)
- Discussion: Succession Planning (Dec)

20 Good of the Order

(All)

21 Adjourn

(Chair)

Adopted Board Expectations

Collaboration and Communication: Engage in open, honest, and constructive dialogue with fellow board members, agency staff, and stakeholders. Foster a culture of collaboration, active listening, and mutual respect.

Active Engagement: Thoroughly review materials in advance, consistently attend meetings, participate in discussions, and make informed contributions to decision-making.

Integrity & Ethics: Uphold the highest ethical standards and act in the best interests of the agency.

Accountability & Growth: Hold oneself, peers, and agency staff accountable while seeking continuous improvement and professional development.

Public Comment may be submitted to pubcomment@kitsap911.org All comments received prior to 12:00 PM on June 2, 2025. will be included in the public comment report. Comments received after that will be distributed to Kitsap 911 Board members after the meeting concludes. Members of the public may also comment during the meeting via zoom by using the Q&A feature.

Zoom Webinar Link:

When: June 3, 2025 at 1230

Event Name: Kitsap 911 Board Meeting

Please click the link below to join the event:

https://events.zoom.us/j/AvOxTLqL10Y9x5U-vsGbA0hfpBr5kKhO64Lmm0toZAxj1_zt-Kt~A7bs_PDTGIEQD8vE-EzJ2djfiY3789gbj-qk_6GPSe3M5UfJPg-kReg7byYSg



Board of Directors Action Item Summary

June 3, 2025 (12:30 to 2:00)

Agenda Item #6

Agenda Item: Strategic Initiative #3 Comprehensive Hiring and Retention Plan
Submitted By: Maria Jameson-Owens
Title: Executive Director
Attachments:

Budgetary Impact (If Applicable)

Budgeted Amount: TBD
Expenditure Required: TBD
Budget Category: Human Resources

Reviewed By: Director Ellingson, Director Wheeler, Maria Jameson-Owens, Brandon Wecker, Jamie Donley, John Higashi, Rachael Taylor, Steve Rogers
Reviewed Date: May 28, 2025

Summary Statement:

The trends identified in the strategic positioning process highlight a significant shift in the workforce, including reduced job commitment, evolving workforce expectations, and increased challenges in attracting candidates with the skills necessary for complex roles, as well as retaining highly skilled personnel. These changes, coupled with growing operational demands, necessitate the development of a proactive hiring and retention strategy to ensure that Kitsap 911 can effectively meet its staffing needs in this evolving environment. By adapting to these new workforce norms, Kitsap 911 can attract top talent, retain valuable employees, and prepare for leadership transitions in an increasingly competitive job market.

This initiative will focus on:

- **Attracting Talent:** Developing a robust recruitment process that actively targets qualified candidates with the skills necessary to meet the evolving needs of Kitsap 911.
- **Retention:** Creating an environment that fosters employee satisfaction, growth, and commitment, ensuring that high-performing employees are supported and encouraged to stay with the organization long-term.
- **Succession Planning:** Identifying key roles and responsibilities within the organization and preparing for potential leadership transitions, ensuring that talent pipelines are well-established and ready to fill vacancies as needed.

Expected Outcomes:

- Improved ability to recruit and hire high-quality candidates.
- Enhanced employee retention, reducing turnover and increasing institutional knowledge.
- Development of a succession plan to ensure continuity in key roles.

How We Will Accomplish These Goals

Attracting Talent:

- **Action 1:** Evaluate current recruitment processes, refine job descriptions and position competencies, and explore new recruitment channels to attract a diverse pool of candidates.

Timeline: 1st Quarter Annually

- **Action 2:** Hold in-person testing at Kitsap 911 to increase accessibility.

Timeline: Begin 4th Quarter 2025 and evaluate results

- **Action 3:** Increase the number of community events we attend, including job fairs and career fairs at high schools to educate youth about 911 as a career.

Timeline: Begin 2nd Quarter 2025

Retention

- **Action 1:** Develop a retention strategy that includes competitive benefits, professional development opportunities, and employee engagement activities.

Timeline: 3rd quarter 2025 and reviewed annually

- **Action 2:** Hold quarterly check-ins with new employees to address any needs or concerns they have in their first year of employment.

Timeline: Began in 2024. Continuously moving forward.

Succession Planning

- **Action 1:** Conduct an annual succession planning survey and follow-ups with employees who plan to leave in the short term and those who wish to promote.

Timeline: Annual

- **Action 2:** Implement a mentorship and career development program to support internal growth and succession planning.

Timeline: 3rd Quarter 2025

Success Measurement:

- Increased number of qualified candidates applying for open positions.
- Fill each new hire academy.

- Reduced turnover rates.
- Enhanced internal promotion rates and succession success.

Recommendation:

Discuss Proposed Strategic Initiative #3 - Comprehensive Hiring and Retention Plan at the May 2025 meeting with the intent of considering this initiative for approval at the June 2025 Board meeting.



Board of Directors Discussion Item Summary

June 3, 2025 (12:30 to 2:00)

Agenda Item #7

Agenda Item: Discuss Strategic Initiative #4 Comprehensive Training & Development Plan
Submitted By: Maria Jameson-Owens
Title: Executive Director
Attachments:

Budgetary Impact (If Applicable)

Budgeted Amount: TBD
Expenditure Required: TBD
Budget Category: Human Resources

Reviewed By: Chris Law, Brandon Wecker, Rachael Taylor, Steve Rogers
Reviewed Date: May 27, 2025

Summary Statement:

The trends identified in the strategic positioning process indicate significant shifts in workforce expectations, including the need for increased adaptability to new technologies and evolving job responsibilities. A strong professional development program that emphasizes leadership training, career progression, and inter-agency collaboration is essential to meet these challenges. By investing in a comprehensive training strategy, Kitsap 911 will improve new hire readiness, support ongoing staff development, and enhance operational coordination with partner agencies. These efforts will ensure the organization remains prepared to navigate the complexities of modern public safety services and support long-term organizational success.

This initiative will focus on:

- **New Hire Training:** Streamlining onboarding to accelerate skill acquisition and operational efficiency.
- **Ongoing Development:** Building a culture of continuous learning, leadership growth, and career progression.
- **Agency Collaboration:** Aligning training programs with partner agencies to ensure consistent procedures and effective coordination.

Expected Outcomes:

- Faster ramp-up time and increased job satisfaction for new hires.
 - Strengthened development and advancement of current employees.
 - Improved coordination and alignment in training practices across partner agencies.
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How We Will Accomplish These Goals

New Hire Training

- **Action:** Review and optimize the onboarding process by incorporating feedback from recent hires and trainers to improve curriculum and streamline learning paths.
Timeline: End of each academy

Ongoing Development

- **Action:** Develop and implement an ongoing professional development program that includes leadership workshops, career coaching, and support for individual Professional Development Plans (PDPs).
Timeline: Ongoing with annual evaluations

Agency Collaboration

- **Action 1:** Hold regular inter-agency meetings to align training objectives, share best practices, and foster open communication.
- **Action 2:** Conduct joint training sessions and develop standardized protocols and shared training resources across all agencies.
- **Action 3:** Establish multi-agency workgroups to proactively address challenges and improve collaboration.
- **Action 4:** Coordinate with Law Enforcement Training Coordinators to identify training needs and develop relevant training content (e.g., user materials for P25 portable radios).
Timeline: Annually with targeted campaigns

Success Measurement:

- Faster onboarding and improved performance of new hires
- Increased employee engagement and professional growth
- Positive feedback from employees and partner agencies on training effectiveness

Recommendation:

Discuss Proposed Strategic Initiative #4 – Comprehensive Training & Development Plan at the June 2025 Board meeting, with the intent of considering this initiative for approval at the July 2025 Board meeting.



Board of Directors Discussion Item Summary

June 3, 2025 (12:30 to 2:00)

Agenda Item #8

Agenda Item: Discuss the Options for Financing the Land Mobile Radio (LMR) Project to Aid with Cash Flow
Submitted By: Steve Rogers
Title: Executive Director
Attachments:

Budgetary Impact

Budgeted Amount: TBD
Expenditure Required: TBD
Budget Category: Long-Term Debt

Reviewed By: Maria Jameson-Owens, Brandon Wecker
Reviewed Date: May 27, 2025

Summary:

The radio replacement project is estimated to cost approximately \$46M, and to date, sales tax revenues from Proposition 2 have funded it; however, because only \$20.7M has been received to date, debt financing is required. This is in line with both our original funding plan, as well as the financial priorities outlined during Strategic Positioning (Strategic Initiative #2). The only remaining questions are about the timing, and which kind of debt instrument would be best.

Initially, it was thought that issuing a 20-year bond for nearly the entire project was the best course of action; however, as the project progressed, it was determined that Proposition 2 could fund over half of the project, and that most of the remaining amount would be spent on assets with useful lives of between 5-10 years (e.g., radios). Consequently, a line of credit was determined to be a more suitable choice, as it gives Kitsap 911 the ability to fund the remaining project milestones using multiple, smaller loans. It also provides the ability to finance only the necessary amount, customize each loan's amortization period, and pay off the balance early with no penalty, which is expected to result in lower financing costs overall, relative to a bond.

The addition of this line of credit strengthens Kitsap 911's financial stability, as each drawdown is subject to board approval, can only be used on capital projects, and is a tool that can be leveraged in the future, as and if needed.

Recommendation:

Discuss the line of credit financing option from Holman Capital, with board approval recommended during the board meeting on July 1, 2025.



Board of Directors Discussion Item Summary

June 3, 2025 (12:30 to 2:00)

Agenda Item #9

Agenda Item: Discuss the proposed Communications Equipment Policy
Submitted By: Maria Jameson-Owens
Title: Executive Director
Attachments: Board Review Draft Communications Equipment Policy 04-28-25

Budgetary Impact (If Applicable)

Budgeted Amount: TBD
Expenditure Required: TBD
Budget Category: Radio and MCT Equipment

Reviewed By: Strategic Advisory Board, Brandon Wecker
Reviewed Date: May 27, 2025

Summary:

As the Kitsap 911 Funding Committee was developing a proposed new Funding Formula, the Strategic Advisory Board (SAB) has been working on revising the existing Mobile Computer Terminal (MCT) Policy for the purpose of addressing radio equipment. As such the SAB has approved the attached new Computer Equipment Policy for consideration by the Board of Trustees. The overall goal of this policy is to equitably distribute the responsibility between Kitsap 911 and the member agencies for the costs of the primary and non-primary response vehicle equipment. This policy would replace the original MCT policy.

Recommendation:

Discuss the proposed Communications Equipment Policy for the June 2025 meeting with the intent of considering this initiative for approval at the July 2025 Board meeting.

Kitsap 911 Communications Equipment for User Agencies (Board Review Draft)

POLICY

It is the policy of Kitsap 911 to provide equipment to user agencies as part of the communications system in Kitsap County. This includes mobile radios, portable radios, Mobile Computer Terminals (MCTs), and associated equipment (i.e. docking stations, mounts, chargers, etc.).

PURPOSE

The purpose of this policy is to address communications equipment provided to user agencies by Kitsap 911. This includes the responsibilities of each party, funding, repair and maintenance.

SCOPE

This policy applies to all Kitsap 911 and all user agencies.

DEFINITIONS

Vehicle Set Up

Primary Response Vehicle (PRV): Vehicles that are regularly used by agencies to respond to events. These are further defined specifically for law enforcement and fire agencies.

Law Enforcement PRV: Vehicles operated by all commissioned officers (detective, patrol, traffic, etc.) and 1st line supervisors that respond to calls. This includes marine units and coroner vans.

Fire PRV: Vehicles operated by fire personnel to respond to events. These are units that respond from staffed fire stations (staffed by duty crews for 24-hour shifts) and include medic units, engines, aid units, ladder trucks, marine units, and battalion chiefs.

PRV Ready Vehicles (PRVR): Vehicles that have a ready MCT package (see definition below).

Non-Primary Response Vehicle (Non-PRV): Vehicles that are not regularly in service and responding to events for both law enforcement and fire agencies. These include but are not limited to spare vehicles, reserve vehicles, fire vehicles with x-ray and alpha designators, fire vehicles not staffed on a 24/7 basis, and any vehicle that is MCT ready.

Mobile Computer Terminals:

MCT: Mobile computer terminal used in emergency response vehicles for the purpose of transmitting and receiving event information and other approved functions for which a computer is needed (i.e. response applications, websites, and other software utilized by agencies).

Full MCT Package: This includes an MCT, docking station (if needed), cradle-point or similar wireless connection, and all associated cables and mounts.

Ready MCT Package: These are vehicles that do not have an MCT but are ready to use one at any time. They have a docking station, cradle-point or similar wireless connection, and all associated cables and mounts.

Radios:

Base Station Radios: These are radios fixed in a building to be utilized by user agencies and other organizations. Examples include fire station DOC, city emergency operations center, Kitsap County DEM and medical facilities who require radio communications capabilities.

Mobile Radios: These are radios installed and fixed on emergency response vehicles, including PRVs and Non-PRVs for both law enforcement and fire agencies.

Portable Radios: These are mobile, hand-held radios to be used by emergency responders from all user agencies.

PROCEDURES

MCTs

1. All MCT and associated equipment purchases will be made through Kitsap 911 to ensure all agencies are using the same equipment per required standards established by Kitsap 911, enabling the ability to maintain adequate spare counts and coordinate repairs and warranty replacements as needed.

For MCT purchasing, the requesting agency must advise Kitsap 911 if this is for a PRV or NON-PRV, as separate purchase orders will be made for each. If MCT purchases are made directly by the agencies, a BYOD (bring your own device) agreement must be coordinated with Kitsap 911 management to establish support guidelines and service expectations.

2. If additional MCTs are purchased for use in Non-PRVs, the user agency shall be responsible for the cost of ongoing regular repair and maintenance.
3. The following guidelines will be used for purchasing MCTs.
 - If an agency needs an MCT for a new (additional) PRV, the agency is responsible for the initial purchases and associated installation costs. The ongoing costs will be included in the user agency fees. After an MCT is added for a new PRV, it will become part of the respective agency's PRV inventory and future replacement will be funded by Kitsap 911 (see Funding Responsibilities).

If an agency needs equipment for a new (additional) PRVR, the agency is responsible for the initial purchases and associated installation costs. The ongoing costs will be included in the user agency fees. After equipment is added for a new PRVR, it will become part of the respective agency's PRVR inventory. Kitsap 911 will fund future replacement of a specific number of PRVRs for each agency, calculated as 25% of the agency's total PRVs. Agencies adding PRVRs beyond the funded number will be responsible for replacement. (see Funding Responsibilities).

- If an agency purchases a replacement vehicle for a PRV (keeping original vehicle as spare or not), all of the MCT equipment will be moved from the original vehicle and repurposed in the new vehicle. The agency will be responsible for all purchases and associated installation costs for the replacement.

If the agency wishes to keep the existing hardware (everything except the MCT) in the original vehicle as a spare vehicle that would accommodate an MCT from another vehicle that vehicle will be considered a Non-PRV and they will be responsible for the purchase, installation costs, etc. associated with equipping the new & original vehicle and any ongoing costs to maintain the spare hardware in the spare vehicle.

- If an agency wants to add a new (additional) Non-PRV, the agency will be responsible for all purchases, installation costs, all associated ongoing costs including, but not limited to, software, licensing and cellular service charges. These ongoing costs will be included in the user agency fees as a surcharge to their normal billing. This amount will be reviewed and adjusted yearly for any changes to the cost of software and/or services.

RADIOS

1. All mobile and portables radios and associated equipment purchases will be made through Kitsap 911 to ensure all agencies are using the same equipment per required standards established by Kitsap 911, enabling the ability to maintain adequate spare count and coordinate repairs and warranty replacements as needed.
2. Mobile radios will be provided for vehicles utilized by user agencies. These include:
 - Law enforcement agencies: Patrol vehicles, supervisor units, specialty units (i.e. SWAT, K9, marine, etc.)
 - Fire agencies: Engines, ladder trucks, command vehicles, ambulances, brush trucks, tenders, rescue units and utility vehicles.
3. User agencies are responsible for the funding and purchase of any radio accessories that do not come with the radios provided by Kitsap 911. Examples include radio straps and harnesses.

AGENCY RESPONSIBILITIES

1. Kitsap 911 is responsible for the repair (including payment) of damage done during normal use of radios (mobile, portable, and base station), PRV MCT, and PRVR equipment only. User agencies will be billed for any repair that is not considered normal use such as abuse and neglect.
2. User agencies are responsible for reporting any damage and operational issues for all radios and MCTs.
3. User agencies will maintain their own policies and procedures regarding the issuing of radios.

4. Any need for programming, replacement, or repairs shall be reported to Kitsap 911.
5. All user agencies shall be responsible for annual communications equipment reporting. This will include their current inventory of radios and MCTs and any projected purchase needs for the upcoming year.
6. Additional agency responsibilities specific to the P25 radio system are found in the P25 user radio equipment policy.

REPAIRS

Kitsap 911 will pay for normal wear and tear of radios (mobile and portable) and PRV MCT equipment only. Agencies will be billed for any repair that is not considered normal wear and tear, such as abuse and neglect. These charges will be included as a surcharge on their normal user agency fees.

FUNDING RESPONSIBILITIES

Kitsap 911 will fund the replacement of radios, PRV MCTs, and partially fund the replacement of equipment for PRVR vehicles. Kitsap 911 will fund a specific number of PRVRs for each agency, calculated as 25% of the agency's total PRVs. The timeline for replacement will be determined by ongoing evaluations of equipment, technology, and available funding. Kitsap 911 will work collaboratively with user agencies to determine the future needs regarding communications equipment, including projected lifespan of equipment and total projected inventory needs.

Ongoing annual operational costs shall be the responsibility of the user agencies. These costs shall be evaluated on an annual basis to determine need and projected costs for user agencies. Examples include, but may not be limited to:

- Agency-specific costs such as Mobile Responder and video server hosting
- Group-specific costs such as First Due Size-Up, nurse triage line (Fonemed), and station alerting (Purvis)
- Cellular fees for MCTs and radios



Board of Directors Discussion Item Summary

June 3, 2025 (12:30 to 2:00)

Agenda Item #10

Agenda Item: Proposed Funding Formula Update
Submitted By: Maria Jameson
Title: Executive Director
Attachments: None

Budgetary Impact (If Applicable)

Budgeted Amount: None
Expenditure Required: None
Budget Category: Revenue

Reviewed By: Steve Rogers, Brandon Wecker
Reviewed Date: 05/28/2025
Summary Statement:

Under the direction of the Kitsap 911 Board of Directors, the Kitsap 911 Funding Committee was formed for the purpose of reviewing and revising the current Funding Formula. The current formula had not increased agency fees since 2008 and did not address recurring costs to operate equipment. The Funding Committee was comprised of six Finance Managers (CKFR, SKFR, PO, BI, KCSO, and Kitsap 911), three Chiefs (SKFR, CKFR, BIPD), the Undersheriff, and Kitsap 911's Executive Director and Deputy Director. At the April 1, 2025, Board of Directors meeting, the Board was presented with a revised Funding Formula (Option 1) approved by the Kitsap 911 Funding Committee. The Board directed that further consideration to reduce costs be made.

At the May 6, 2025, meeting, the Board of Directors were presented with three Funding Formula options including Option 1 above; a reduced cost Option 2 that split the cost per unit calculation between Kitsap 911 and the agencies, reduced or canceled some capital projects, and operations staffing goals; and Option 3 to combine Proposition 2 revenue with other revenue. The Board of Directors approved to go forward with Option 2. An updated 60-day notice was sent out to user agencies on May 7, 2025 providing the exact proposal being considered.

Recommendation:

Review any questions board members have on funding formula update option 2 at the June board meeting. Vote on the By-Law update at the July board meeting.



Board of Directors Discussion Item Summary

June 3, 2025 (12:30 to 2:00)

Agenda Item #11

Agenda Item: Discuss the Computer Aided Dispatch (CAD) Request for Proposal Top Vendors
Submitted By: Brandon Wecker
Title: Deputy Director
Attachments:

Budgetary Impact (If Applicable)

Budgeted Amount: TBD
Expenditure Required: TBD
Budget Category: Capital Projects

Reviewed By: Maria Jameson-Owens, John Higashi
Reviewed Date: May 27, 2025

Summary:

Kitsap 911 released a Request for Proposals (RFP) for updating or replacing the Computer Aided Dispatch (CAD) system used by telecommunicators and all agency personnel to track, manage and communicate about 911 events. The RFP was issued because infrastructure of the current CAD system goes end of life in October of 2026 putting us outside of Criminal Justice compliance and the new system needs to be substantially replaced on or before this date to maintain compliance. Four proposals were submitted from 22nd Century Technology, Central Square Technology, Hexagon and Tyler Technology. All four vendors passed the initial pass/fail proposal requirements. The RFP review team made up of members of Operations and the Technology Services Group (TSG) attended meetings with multiple reference agencies for each vendor in late April and early May. All four vendors conducted in-person demonstrations of their CAD system and the system used by a Mobile Computer Terminal (MCT) for the review team as well as Fire and Law agency representatives in mid-May. TSG met with each vendor for a virtual technical roundtable discussion and demonstration in late May. Each vendor will be participating in Project Team virtual meetings with leadership representatives from the RFP review team in early June. The RFP review team will be meeting in the second week of June to finalize phase two scoring as outlined in the RFP. The status of the lead vendor based on preliminary scoring will be discussed during the Board of Director's meeting in June.

Recommendation:

Discuss the selection of the most responsive and responsible bidder of the RFP with the intention of voting to approve the vendor selected and provide notice to proceed with contract negotiations at the July Board meeting. With final contract approval occurring at a subsequent meeting.



Board of Directors Discussion Item Summary

June 3, 2025 (12:30 to 2:00)

Agenda Item #13

Agenda Item: Intention for August Board Meeting
Submitted By: Maria Jameson-Owens
Title: Executive Director
Attachments:

Budgetary Impact (If Applicable)

Budgeted Amount: None
Expenditure Required: None
Budget Category: N/A

Reviewed By: Brandon Wecker
Reviewed Date: 05-28-25

Summary:

At the December 3, 2024, Board Meeting the Board approved the 2025 Board Meeting Schedule but indicated their intention to consider cancelling the August 2025 Board Meeting. As things stand at the time of distribution of this meeting packet, if the August 2025 Board Meeting is cancelled the 2026 Budget will not be approved until October 2026, one month later than the typical target date of September 2025.

Recommendation:

Discuss whether to cancel the August Board Meeting, with the intention of making a final decision at the July Board Meeting.

Executive Summary

Kitsap 911 Board of Directors

Summary: For the year-to-date period ended April 30, 2025, revenues were above, and expenditures were below expectations.

Revenues: As of April 30, 2025, we have received approximately \$6.92M (22.52%) of projected annual revenues, which was above our year-to-date forecast of \$6.33M by approximately \$587K (9.27%).

We have received approximately \$4.73M (33.59%) of the total projected sales tax revenues, which was above our year-to-date forecast of \$4.45M by approximately \$279K (6.27%), however this overage is primarily due to seasonality; on an annualized basis, an annual surplus of only \$55K (0.78%) is expected. Total sales tax revenues are divided evenly between our two 1/10th of 1% allocations, each receiving approximately \$2.36M year-to-date.

We have received approximately \$910K (33.48%) of the total projected excise tax revenues, which was in-line with our year-to-date forecast of \$906K, over by approximately \$4K (0.44%).

We have received approximately \$1.28M (9.18%) of the total projected for other revenues, which was above our year-to-date forecast of \$0.97M by approximately \$304K (31.15%). For the current month, the variance from budget was primarily due to normal timing differences in the receipt of user agency payments and investment interest.

Operating Expenditures: As of April 30, 2025, we have expended approximately \$5.31M (29.31%) of our total operating expenditures appropriation, which was under our year-to-date expectation of \$5.58M by approximately \$273K (4.89%).

We have expended approximately \$4.47M (34.60%) of our total operating salaries and benefits budget, which was in-line with our year-to-date goal, under by approximately \$2K (0.03%).

We have expended approximately \$0.84M (17.76%) of the total non-labor operating expenditures, which was below our year-to-date goal of \$1.11M by approximately \$271K (24.42%).

Proposition 2-Funded Capital Project Expenditures: As of April 30, 2025, we have expended approximately \$2.06M (17.62%) of our total annual appropriation of \$11.72M.

Other Capital Projects and Non-Operating Expenditures: As of April 30, 2025, we have expended approximately \$152K (4.60%) of our total annual appropriation of \$3.32M.

Debt and Cash Reserves: As of April 30, 2025, no new debt obligations are expected within the next three months, and no reserves have been used.

Risks: A slowing economy poses the greatest risk to our revenues, primarily because Kitsap 911's main source of revenue is derived from taxable retail sales in Kitsap County; supply chain disruptions and shortages are also primary factors contributing to our inherent level of risk. We will continue to monitor these and other risks over the coming months.

Kitsap 911 Public Authority
Budget Status Report
For the Four Months Ended April 30, 2025

| | Year-to-Date Actual | YTD Budget | % of YTD Budget | Annual Budget | % of Annual Budget |
|---|------------------------|---------------------|--------------------|----------------------|-----------------------|
| REVENUES | | | | | |
| Sales and Excise Taxes | | | | | |
| Sales Tax | \$ 2,364,989 | \$ 2,225,365 | 106.27% | \$ 7,040,065 | 33.59% |
| Sales Tax (Proposition 2) | 2,364,989 | 2,225,365 | 106.27% | 7,040,065 | 33.59% |
| Telephone Excise Taxes | 910,074 | 906,118 | 100.44% | 2,718,354 | 33.48% |
| Total Sales and Excise Taxes | 5,640,052 | 5,356,847 | 105.29% | 16,798,484 | 33.57% |
| Agency Fees and Surcharges | | | | | |
| Agency User Fees | 969,604 | 733,540 | 132.18% | 2,200,619 | 44.06% |
| NPRV MCT Surcharges | 17,759 | 41,449 | 42.85% | 124,347 | 14.28% |
| Total Agency Fees and Surcharges | 987,364 | 774,989 | 127.40% | 2,324,966 | 42.47% |
| State and Federal Funding | | | | | |
| State Military Grant | - | 16,667 | 0.00% | 50,000 | 0.00% |
| State and Community Highway Grant | - | 714 | 0.00% | 2,142 | 0.00% |
| Other Grants | - | - | 0.00% | - | 0.00% |
| Total State and Federal Funding | - | 17,381 | 0.00% | 52,142 | 0.00% |
| Other Revenues | | | | | |
| Tower Lease Revenue | 166,037 | 151,676 | 109.47% | 455,029 | 36.49% |
| Investment Interest | 121,104 | 28,055 | 431.67% | 84,164 | 143.89% |
| Debt Proceeds | - | - | 0.00% | 11,000,000 | 0.00% |
| Miscellaneous Revenues | 4,395 | 3,014 | 145.81% | 9,043 | 48.60% |
| Total Other Revenues | 291,536 | 182,745 | 159.53% | 11,548,236 | 2.52% |
| TOTAL REVENUES | \$ 6,918,952 | \$ 6,331,962 | 109.27% | \$ 30,723,828 | 22.52% |
| OPERATING EXPENDITURES | | | | | |
| Labor and Personnel | | | | | |
| Salaries and Wages - Ops | \$ 2,724,123 | \$ 2,920,831 | 93.27% | \$ 8,437,955 | 32.28% |
| Benefits - Ops | 857,489 | 649,736 | 131.97% | 1,877,016 | 45.68% |
| Payroll Taxes - Ops | 265,248 | 233,592 | 113.55% | 674,821 | 39.31% |
| Subtotal Labor and Personnel - Ops | 3,846,859 | 3,804,159 | 101.12% | 10,989,792 | 35.00% |
| Salaries and Wages - TSG | 568,227 | 665,659 | 85.36% | 1,923,013 | 29.55% |
| Benefits - TSG | 35,957 | 158,972 | 22.62% | 459,254 | 7.83% |
| Payroll Taxes - TSG | 15,408 | 54,715 | 28.16% | 158,066 | 9.75% |
| Subtotal Labor and Personnel - TSG | 619,593 | 879,346 | 70.46% | 2,540,334 | 24.39% |
| Budgeted Attrition | - | (215,497) | 0.00% | (622,548) | 0.00% |
| Total Labor and Personnel | 4,466,452 | 4,468,008 | 99.97% | 12,907,577 | 34.60% |
| Debt Service | | | | | |
| Debit Service Payments - Principal | \$ - | \$ - | 0.00% | \$ 150,000 | 0.00% |
| Debit Service Payments - Interest | - | - | 0.00% | 320,000 | 0.00% |
| Total Debt Service | - | - | 0.00% | 470,000 | 0.00% |
| Building and Tower Sites | | | | | |
| Lease/Rent Payments | 134,120 | 157,969 | 84.90% | 699,703 | 19.17% |
| Repairs and Maintenance - Facilities | 29,856 | 16,968 | 175.96% | 280,158 | 10.66% |
| Insurance | 117,606 | 106,699 | 110.22% | 213,398 | 55.11% |
| Utilities | 71,479 | 69,072 | 103.49% | 200,208 | 35.70% |
| Total Building and Tower Sites | 353,061 | 350,707 | 100.67% | 1,393,467 | 25.34% |

Kitsap 911 Public Authority
Budget Status Report
For the Four Months Ended April 30, 2025

| | Year-to-Date Actual | YTD Budget | % of YTD Budget | Annual Budget | % of Annual Budget |
|---|------------------------|---------------------|--------------------|----------------------|-----------------------|
| Computer and Other Equipment | | | | | |
| Repairs and Maintenance - Equipment | 39,122 | 141,057 | 27.73% | 1,462,023 | 2.68% |
| Software | 189,258 | 238,691 | 79.29% | 540,489 | 35.02% |
| Total Computer and Other Equipment | 228,380 | 379,749 | 60.14% | 2,002,512 | 11.40% |
| Supplies and Professional Services | | | | | |
| Supplies | 10,871 | 30,242 | 35.95% | 64,573 | 16.83% |
| Professional Services | 110,355 | 127,595 | 86.49% | 484,345 | 22.78% |
| Communications | 97,849 | 153,564 | 63.72% | 593,368 | 16.49% |
| Total Supplies and Professional Services | 219,075 | 311,401 | 70.35% | 1,142,287 | 19.18% |
| Other Operating Expenditures | | | | | |
| Travel and Training | 13,249 | 27,728 | 47.78% | 99,563 | 13.31% |
| Miscellaneous | 26,059 | 41,622 | 62.61% | 89,643 | 29.07% |
| Total Other Operating Expenditures | 39,308 | 69,350 | 56.68% | 189,206 | 20.78% |
| SUBTOTAL OPERATING SUPPLIES & SERVICES | \$ 839,824 | \$ 1,111,206 | 75.58% | \$ 5,197,471 | 16.16% |
| TOTAL OPERATING EXPENDITURES | \$ 5,306,276 | \$ 5,579,214 | 95.11% | \$ 18,105,048 | 29.31% |
| CAPITAL AND OTHER NON-OPERATING EXPENDITURES | | | | | |
| Proposition 2-Funded Projects | | | | | |
| LMR and Radio Replacement Projects | \$ 1,410,769 | | | \$ 8,532,518 | 16.53% |
| All Other Projects | 653,779 | | | 3,185,000 | 20.53% |
| Total Proposition 2-Funded Projects | 2,064,548 | | | 11,717,518 | 17.62% |
| Other Non-Operating Projects | | | | | |
| Capital Projects | 152,406 | | | 3,316,224 | 4.60% |
| Total Other Non-Operating Projects | 152,406 | | | 3,316,224 | 4.60% |
| SUBTOTAL OTHER NON-OPERATING PROJECTS | \$ 2,216,954 | | | \$ 15,033,742 | 14.75% |
| TOTAL EXPENDITURES | \$ 7,523,230 | | | \$ 33,138,791 | 22.70% |

Kitsap 911 Public Authority

Fund Balance Report As of April 30, 2025

| Cash Balances | As of: | |
|--|-------------------------|-------------------------|
| Beginning Cash and Cash Equivalents | 04/30/2025 | 03/31/2025 |
| Non-Custodial Cash in Bank | \$ 2,213,227.38 | \$ 2,347,750.08 |
| Investments | 8,210,324.23 | 9,229,551.23 |
| Total Cash and Cash Equivalents | \$ 10,423,551.61 | \$ 11,577,301.31 |

| Source of Funds | 04/30/2025 |
|--|-------------------------|
| Beginning Proposition 2 Balance | \$ 8,806,796.54 |
| Net Change from Use of Funds | (1,030,180.27) |
| Ending Proposition 2 Balance | \$ 7,776,616.27 |
| Beginning Balance from All Other Sources | \$ 2,810,134.21 |
| Net Change from Use of Funds | (163,198.87) |
| Ending Balance from All Other Sources | \$ 2,646,935.34 |
| Total Cash from All Sources | \$ 10,423,551.61 |

| Stabilization Fund and Periodic Debt Analysis | |
|---|-------------------------|
| Stabilization Fund | |
| 17% of Budgeted Annual Revenues | \$ 3,353,050.83 |
| Funds in Excess/(Deficit) of Threshold | 7,070,500.78 |
| Total | \$ 10,423,551.61 |

| | |
|--|------------------------|
| Debt Financing Recommendation | |
| Minimum Excess Cash Level | \$ 2,500,000.00 |
| Funds in Excess/(Deficit) of Threshold | 7,070,500.78 |
| Funds in Excess of Minimum | \$ 4,570,500.78 |

| | |
|--|-----------|
| Debt Financing Recommended within 90 Days | No |
|--|-----------|

Kitsap 911 2025 Key Projects and Initiatives

| Technical Projects | | | Estimated | | |
|--------------------|--|----------|-----------|---------|-------------|
| Proj/Task# | Project/Initiative | Priority | Start | on | Status |
| 2019 1 | Backup Center - Phase 1 | 3 | 9/30/2022 | Q3 2025 | In Progress |
| 2023 2 | Cyber Security Upgrade | 3 | Q4 2023 | Q1 2025 | Late |
| 2023 3 | Replace AV System | 4 | Q4 2023 | Q2 2025 | Rescheduled |
| 2023 4 | Dispatch Floor Project - Carpet | 3 | Q4 2023 | Q2 2025 | In Progress |
| 2023 5 | Dispatch Floor Project - Soundproofing | 3 | Q4 2023 | Q2 2025 | Complete+ |
| 2023 6 | Dispatch Floor Project - Console Furniture | 2 | Q4 2023 | Q2 2025 | In Progress |
| 2025 7 | CAD Upgrade Part 1 | 1 | 9/1/2024 | Q3 2025 | In Progress |
| 2025 8 | Data Center Improvement | 4 | Q1 2025 | Q3 2025 | In Progress |
| 2025 9 | SonicWall Replacement | 2 | Q1 2025 | Q3 2025 | In Progress |
| 2025 10 | Firewall Cluster at Backup Center | 3 | Q4 2024 | TBD | In Progress |
| 2025 11 | Windows Server Licensing | 3 | Q1 2025 | Q3 2025 | Complete+ |
| 2025 12 | Temp Sensors at all sites | 4 | Q1 2025 | Q4 2025 | In Progress |
| 2025 13 | PowerRecall Implementation | 4 | Q1 2025 | Q3 2025 | Complete+ |
| 2025 14 | QA program | 3 | Q4 2024 | Q3 2025 | In Progress |
| 2025 15 | CAD Upgrade Part 2 | 1 | Q3 2025 | Q3 2026 | Not Started |
| 2025 16 | Backup Center - Phase 2 | 3 | TBD | TBD | Not Started |

| Microwave Expansion Project (Multi-Year) | | | Estimated | | |
|--|---|----------|-----------|---------|-------------|
| Task# | Milestone | Priority | Start | on | Status |
| MVE 1 | Complete microwave hops to additional radio sites | 2 | Q1 2025 | Q4 2025 | Not Started |

| LMR Replacement Project (Multi -Year) | | | Estimated | | |
|---------------------------------------|--|----------|-----------|------------|-------------|
| Task# | Milestone | Priority | Start | Completion | Status |
| LMR 1 | Integration Testing of Radio System, Console system, CAD, etc. | 1 | Q2 2024 | Q1 2025 | In Progress |
| LMR 2 | Move Radio Equipment to Tower Sites | 1 | Q3 2024 | Q1 2025 | In Progress |
| LMR 3 | System Testing and Acceptance of Phase 1 Sites | 1 | Q1 2025 | Q2 2025 | Not Started |
| LMR 4 | DC Power Systems Replacement | 2 | Q4 2023 | Q2 2025 | In Progress |
| LMR 5 | Complete replacement of Law Portable Radios | 1 | Q1 2025 | Q4 2025 | In Progress |
| LMR 6 | Phase 1 Coverage Testing | 2 | Q2 2025 | Q3 2025 | Not Started |
| LMR 7 | Complete Replacement all Law Mobile Radios | 1 | Q1 2025 | Q4 2025 | In Progress |