



Kitsap 911 Board of Directors Meeting

July 1, 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.](#)
-

Employee Recognition

- 5 None
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Action Items

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

- | | | | |
|----|--|-----------|-------------------------|
| 6 | Approval of Cost-of-Living Wage Increase for ED and DD | (Chair) | Page 3 |
| 7 | Approval of the CAD RFP Vendor Selection | (Wecker) | Page 5 |
| 8 | Approval of Strategic Initiative #4 | (Jameson) | Page 8 |
| 9 | Approval of the Communications Equipment Policy | (Jameson) | Page 10 |
| 10 | Approval of the Cancellation of the August Board Meeting | (Jameson) | Page 15 |
-

Discussion Items

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

- | | | | |
|----|---|-----------|-------------------------|
| 11 | Funding Formula – No Action Results | (Jameson) | Page 16 |
| 12 | Strategic Initiative #5 | (Donley) | Page 18 |
| 13 | Strategic Initiative #1 Progress Report | (Jameson) | Page 20 |
| 14 | Radio as Service | (Jameson) | Page 23 |
-

Standing Reports

(As Time Permits)

- | | | | |
|----|--|--------------|-------------------------|
| 15 | Land Mobile Radio Report | (Peabody) | |
| 16 | Strategic Advisory Board Report | (LaGrandeur) | |
| 17 | Monthly Finance Report | (Rogers) | Page 25 |
| 18 | Goals and Tech Project Report | (Higashi) | Page 29 |
| 19 | Staffing Report | (Taylor) | |
| 20 | Up-Coming Items | | |
| | o SPECIAL MEETING: Funding Formula July 8 at 1400 Zoom Only | | |
| | o Discussion: 2026 Budget Review (Aug or Sept) | | |
| | o Discussion: LMR Master Finance Agreement (Sept) | | |
| | o Discussion: Collective Bargaining Agreement Review (Sept) | | |
| | o Action: Collective Bargaining Agreement Approval (Oct) | | |

- Action: 2026 Budget (Sept or Oct)
- Action: Resolution for LMR Line of Credit Draw (Oct)
- Discussion: 2026 Unrepresented Employees Salary Schedule (Nov)
- Discussion: Succession Planning (Dec)

21 Good of the Order

(All)

22 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 30, 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: July 1, 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

July 1, 2025 (12:30 to 2:00)

Agenda Item #6

Agenda Item: Cost of Living Increase to Executive Director and Deputy Director Salaries
Submitted By: Dave Ellingson
Title: Board of Directors Chair
Attachments:

Budgetary Impact (If Applicable)

Budgeted Amount: 3% increase for all employees in 2025
Expenditure Required: \$11,380.54 (including taxes) for 2025
Budget Category: Human Resources

Reviewed By: Steve Rogers, Rachael Taylor
Reviewed Date: 06-24-25

Summary:

In January 2025, the Kitsap 911 Board of Directors approved a 3% cost-of-living salary increase for all non-represented employees, with the exception of the Executive Director and Deputy Director. At that time, the Board stated it would revisit this matter later in the year, after both individuals had spent more time in their respective roles.

At the June 3, 2025, Board meeting, the Chair asked the Board to consider extending the 3% cost-of-living adjustment to the Executive Director and Deputy Director. This recommendation was made to help prevent wage compression and to support consistent and equitable treatment of all non-represented employees at Kitsap 911.

The Board requested the following additional information ahead of a decision at the July 2025 meeting:

- **Effective Date:**
Proposed to be retroactive to May 1, 2025 — one year from the Executive Director's promotion date.
- **Affected Positions:**
Executive Director and Deputy Director. All other non-represented and represented staff received the 3% cost-of-living adjustment at the beginning of 2025.
- **Financial Impact:**
\$11,380.54 (including taxes)

- **Additional Compensation Components:**

None. This proposal is solely for the 3% cost-of-living adjustment.

Recommendation:

Move to approve 3% cost of living increase for the Executive Director and Deputy Director effective May 1, 2025.



Board of Directors Action Item Summary

July 1, 2025 (12:30 to 2:00)

Agenda Item #7

Agenda Item: Approve Moving Forward with Contract Negotiations with the Selected Computer Aided Dispatch (CAD) Top Vendor

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: June 24, 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. The RFP review team met with each vendor's Project Team in early June.

The RFP review team has met in 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 July Board of Director's meeting.

Recommendation:

Move to approve Moving Forward with Contract Negotiations with the Selected Computer Aided Dispatch Top Vendor.

CAD RFP GRADING MATRIX

The components listed below were the grading categories list in the Request for Proposal for Selection Criteria. In the event of a tied score vendors are listed alphabetically.

1 - Top Graded Vendor
2
3
4 - Lowest Graded Vendor

FINAL VENDOR GRADES AND ORDER

Hexagon	Minimum Requirement	Pass
	Phase 1 - Evaluation	Pass
	Total Graded Score	166.96
Central Square	Minimum Requirement	Pass
	Phase 1 - Evaluation	Pass
	Total Graded Score	122.35
Tyler Technologies	Minimum Requirement	Pass
	Phase 1 - Evaluation	Pass
	Total Graded Score	121.25
22nd Century Technologies	Minimum Requirement	Pass
	Phase 1 - Evaluation	Pass
	Total Graded Score	45.85

Total Points Available: 200

Component	Vendor	Rating
Project Understanding and Approach RFP Points Available: 20	Hexagon	16
	Central Square	13
	Tyler	12.5
	22nd Century	5.1

Qualifications and Experience RFP Team Calls Points Available: 10	Hexagon	7
	Central Square	5
	Tyler	4.5
	22nd Century	3

Computer Aided Dispatch System and Services RFP and Onsite Demo Points Available: 15	Hexagon	14.1
	Central Square	9.6
	Tyler	8
	22nd Century	1

Dispatch Console System Software and Services RFP and Onsite Demo Points Available: 30	Hexagon	28.2
	Tyler	23
	Central Square	19.2
	22nd Century	3

Mobile Computer System Software and Services RFP and Onsite Demo Points Available: 15	Hexagon	12.9
	Central Square	9
	Tyler	9
	22nd Century	2

Configurability and Interfaces RFP and Onsite Demo Points Available: 20	Hexagon	18.8
	Central Square	12.8
	Tyler	12
	22nd Century	3

Component	Vendor	Rating
Interviews with Project Teams RFP Team Calls Points Available: 10	Hexagon	8.33
	Central Square	4
	Tyler	4
	22nd Century	2

Reference Interviews RFP Team Calls Points Available: 10	Hexagon	7.63
	Central Square	5.25
	Tyler	4.75
	22nd Century	4.25

Expected Delivery of Performance based on past performance RFP Team Calls Points Available: 15	Hexagon	14
	Central Square	8
	Tyler	8
	22nd Century	2

System Demonstrations Onsite Demo Points Available: 10	Hexagon	9
	Central Square	6.5
	Tyler	5.5
	22nd Century	0.5

Annualized Costs RFP Points Available: 40	Hexagon	31
	Central Square	30
	Tyler	30
	22nd Century	20



Board of Directors Action Item Summary

July 1, 2025 (12:30 to 2:00)

Agenda Item #8

Agenda Item: 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: June 24, 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.
-

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:

Move to approve Strategic Initiative #4 – Comprehensive Training & Development Plan as presented.



Board of Directors Action Item Summary

July 1, 2025 (12:30 to 2:00)
Agenda Item #9

Agenda Item: Communications Equipment Policy
Submitted By: Maria Jameson-Owens
Title: Executive Director
Attachments: Final 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: June 24, 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.

At the June 3, 2025 Board meeting, the Board of Directors was presented the draft of the Communications Equipment Policy and provided opportunity to ask questions and discuss. No further directives were given on this policy.

Recommendation:
Move to approve the Communications Equipment Policy.

Kitsap 911 Communications Equipment for User Agencies

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 Action Item Summary

July 1, 2025 (12:30 to 2:00)

Agenda Item #10

Agenda Item: 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: 06-24-25

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 Board approves all Action Items on July 1, 2025 Meeting Packet agenda, the August 2025 Board meeting can be cancelled without significant impediment to the Kitsap 911 monthly workflow barring any unforeseen emergent events. However, by cancelling, the Board understands that the 2026 Budget will be presented in September 2025 and must be approved by October 2025 in order to properly inform the budget processes of member agencies. Should emergent issues arise in July, a virtual meeting may be called on August 5, 2025.

Up-Coming Items

- 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)

Recommendation:

Move to keep or cancel the August Board Meeting.



Board of Directors Discussion Item Summary

July 1, 2025 (12:30 to 2:00)

Agenda Item #11

Agenda Item:	Funding Formula – No Action Results
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:	06/24/2025
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.

At the June 3, 2025 meeting, the Board of Directors were presented with a detailed overview of Option 2 – Revised Funding Formula providing opportunity for the Directors to ask questions and discuss. There were no additional questions other than to correct the Kitsap Coroner to the Kitsap Medical Examiner and confirm the Medical Examiner had seen the

proposal. There were no additional directions given to management by the Board of Directors.

The purpose of this discussion is to gain a clear understanding of what the results to the budget are should the Board not make a change to the existing Funding Formula in the bylaws. A change to the bylaws requires a 2/3rd super majority vote of the entire board or 9 out of 13 members voting for the change. Information on the negative impacts to Kitsap 911 will be shared in preparation for the Special Board Meeting taking place on July 8, 2025.

Recommendation:

Address any board member questions regarding the Funding Formula without making changes at the July 1 Board meeting. Vote on the Bylaws revision at the special Board meeting on July 8, 2025.



Board of Directors Discussion Item Summary

July 1, 2025 (12:30 to 2:00)

Agenda Item #12

Agenda Item: Discuss Strategic Initiative #5 Enhancing Service Management and Efficiency
Submitted By: Maria Jameson-Owens
Title: Executive Director
Attachments:

Budgetary Impact (If Applicable) Cost of annual workshop if facilitated

Budgeted Amount:

Expenditure Required:

Budget Category:

Reviewed By: Brandon Wecker, Jamie Donley, John Higashi, Rachael Taylor, Steve Rogers

Reviewed Date: June 24, 2025

Summary Statement:

As Kitsap 911 faces increasing service demands, an evolving population, and rising expectations, adapting processes, optimizing technology, and improving efficiency are essential. This initiative aims to enhance service management, ensure effective resource allocation, and support a responsive, engaged workforce.

Focus Areas:

- **Managing Service Complexity:** Aligning service level expectations with workforce capacity and available resources.
- **Enhancing Call and Workflow Management:** Implementing strategies to efficiently manage non-emergency calls, refine call triage, explore smart call routing, and streamline workflows through process improvements and technology enhancements.
- **Enhancing Public Education & Alternative Resources:** Expanding outreach efforts to educate the public on 911 alternatives, self-service resources, and the role of Kitsap 911.

Workplan:

Managing Service Complexity

- **Action 1:** Evaluate current service level expectations and adjust based on workforce capacity and operational priorities. This includes incorporating data from staffing trends, overtime analysis, and employee feedback from Stay Interviews to ensure service delivery is sustainable.
 - **Timeline:** Annually

Enhancing Call and Workflow Management

- **Action 1:** Launch a new non-emergency phone number by the end of 2025 to divert lower priority calls away from emergency lines. This effort will reduce call congestion and provide the public with a clearly defined alternative.
 - **Timeline:** Q3-Q4 2025

- **Action 2:** Research and evaluate AI-driven technologies and workflow automation solutions, including smart routing of calls based on urgency or caller needs.
 - **Timeline:** Research in Q2-Q3 2025; Pilot evaluation in Q1–Q2 2026
- **Action 3:** Research and evaluate paperless options to increase efficiency and reduce waste with regard to technology and workflow procedures.
 - **2025 Deliverable TSG–** Paperless Inventory Process
 - **2025 Deliverable Operations–**
 - Paperless data entries for agencies we serve.
 - Paperless trade/leave slips
 - **Timeline:** Research in Q2 2025; Pilot evaluation in Q3–Q4 2025, with annual review process for improvements.

Public Education & Alternative Resources

- **Action 1:** Increase public awareness of 911 alternatives through a strategic outreach campaign focused on the new non-emergency line and available self-service resources. Efforts will include social media, agency partnerships, and event-based outreach.
 - **Timeline:** Launch Q3 - Q4 2025; campaigns ongoing annually
- **Action 2:** Develop educational materials and events to inform the community about the role of Kitsap 911, how emergency dispatch functions, and why certain protocols exist. This will help manage public expectations and promote more appropriate use of services
 - **Timeline:** Ongoing, with annual evaluations.

Success Measurement:

- **Improved Service Efficiency:** Enhanced call triage and the use of non-emergency lines will optimize how calls are managed and dispatched.
- **Better Resource Utilization:** Staff will be better positioned to handle high-priority calls, with reduced overtime and burnout due to smarter workload distribution and technology support.
- **Stronger Public Engagement:** Increased awareness of 911 alternatives.

Conclusion:

By focusing on these interconnected strategies, Kitsap 911 will improve operational capacity, strengthen internal processes, and better serve the public. This initiative is critical for maintaining a responsive, sustainable, and trusted emergency communication system as we grow into the future.

Recommendation:

Discuss Proposed Strategic Initiative #5 - Enhancing Service Management at the July 2025 meeting with the intent of considering this initiative for approval at the August or September 2025 Board meeting.



Board of Directors Discussion Item Summary

July 1, 2025 (12:30 to 2:00)

Agenda Item #13

Agenda Item: Progress Report of Strategic Initiative #1 Board Education, Alignment, and Structure Review
Submitted By: Maria Jameson-Owens
Title: Executive Director
Attachments:

Budgetary Impact (If Applicable) Cost of Board Structure Review Consultant

Budgeted Amount:

Expenditure Required:

Budget Category:

Reviewed By: Brandon Wecker, Steve Rogers

Reviewed Date: June 24, 2025

Rationale:

As we navigate an increasingly complex landscape, it is essential that the Board of Directors has a deep understanding of the challenges and opportunities facing Kitsap 911. To ensure we remain focused and effective in decision-making, a comprehensive approach to strengthening the Board's knowledge, alignment, and organizational structure is the focus of this initiative.

Elements of this initiative are:

- **Education:** Provide targeted learning to help the Board understand Kitsap 911 operations, external pressures, and public safety trends.
- **Alignment:** Build a shared vision and support open dialogue to guide unified, strategic decision-making.
- **Structure Review:** Evaluate and refine the Board's structure to strengthen adaptability, accountability, and governance.

How We Will Accomplish:

Education

- **Action 1:** Provide new and existing board members with an overview of Kitsap 911's mission, services, and structure. Organize tours of the 911 center and shadowing opportunities to see operations firsthand.
 - **Timeline:** Onboarding for new members; annual refreshers for current members.
 - **Progress:** On-going – Five Board members have completed on-site observations at Kitsap 911. Additionally, a dispatcher presented to the Board in June, sharing detailed information on the duties, challenges, and impacts of the dispatcher role.

- **Action 2:** Present key metrics (e.g., call volumes, response times, budget) regularly, using easy-to-understand visuals.
 - **Timeline:** Annually
 - **Progress:** Complete – Performance measures were presented to the Board of Directors on March 4, 2025. The 2024 Annual Report was distributed on April 2, 2025.
- **Action 3:** Keep the board informed on industry changes, technology, and regulatory updates. Highlight real-life examples of Kitsap 911's impact on the community and its services.
 - **Timeline:** Regularly in meetings.
 - **Progress:** Updates will continue to be incorporated into regular Board meetings.

Alignment

- **Action 1:** Host at least one annual in-depth strategy workshop to align Board members around a shared vision and mission, address emerging challenges, external factors, and refine the Board's strategic direction, ensuring effective decision-making.
 - **Timeline:** Annual
 - **Progress:** Complete – The Board retreat was held on January 21, 2025.
- **Action 2:** Encourage continuous engagement that fosters candid conversations and strengthens collaboration among Board members, member agencies, and staff.
 - **Timeline:** Ongoing
 - **Progress:** Informal collaboration and engagement efforts among Board members, agencies, and staff are ongoing.

Review Board Structure and Composition

- **Action 1:** Assess the current number of representatives from each agency to determine if the structure is equitable and reflective of the needs of Kitsap 911. Facilitate discussions with key stakeholders, including agency representatives and senior leadership, to understand their perspectives on the current structure. Use feedback from Board members and stakeholders to guide decision-making about any structural adjustments that may be needed.
 - **Timeline:** By the end of Q1 2026
 - **Progress:** We have met with three consultant firms to discuss the Board structure and composition review. One consultant met our needs and presented a detailed proposal. Discuss the use of a consultant at the July 2025 BOD meeting.
- **Action 2:** Review best practices in governance for elected official Boards to determine if changes to the number of representatives, committee structures, or roles could improve efficiency and fairness.
 - **Timeline:** By the end of Q1 2026
 - **Progress:** This is incorporated into the ongoing Board structure review described above.
- **Action 3:** Explore the possibility of restructuring the Board to more equitably balance representation from various agencies, ensuring it aligns with Kitsap 911's strategic needs.
 - **Timeline:** By the end of Q1 2026
 - **Progress:** This is incorporated into the ongoing Board structure review described above.

- **Action 4:** Based on findings, recommend any adjustments to the Board structure, ensuring it enhances fairness, effectiveness, and the ability to make informed decisions.
 - **Timeline:** By the end of Q2 2026
 - **Progress:** Dependent on the outcome of the review.
- **Action 5:** Create a clear action plan for implementing changes, including changes needed to charter and bylaws and communicate these adjustments to all stakeholders.
 - **Timeline:** Dependent on the outcome of the review.
 - **Progress:** Dependent on the outcome of the review.
- **Action 6:** Set up a regular review process to evaluate the effectiveness of the new structure in promoting equitable representation and efficient decision-making.
 - **Timeline:** Dependent on the outcome of the review.
 - **Progress:** Dependent on the outcome of the review.

Progress Summary:

We have made strong progress on education and alignment elements. It is now time to begin the review of the Board's structure and composition. The best approach is to engage an outside consultant for this work, and we will present consultant proposals and quotes at the September Board meeting.

Recommendation:

Discuss initiating the Board Structure Review with a consultant at the July 1, 2025, meeting, with the intent to review the recommended consultant and estimated costs at the September meeting and approve the engagement at the October 2025 meeting.



Board of Directors Discussion Item Summary

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

Agenda Item #14

Agenda Item: Review Radio as a Service on Kitsap 911 Radio System
Submitted By: Maria Jameson- Owens
Title: Executive Director
Attachments:

Budgetary Impact (If Applicable)

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

Reviewed By: Scott Peabody, Brandon Wecker, John Higashi, Steve Rogers
Reviewed Date: June 24, 2025

Summary Statement:

As Kitsap 911 transitions to a modern, countywide digital P25 radio system, it is essential to differentiate the financial responsibilities of member and non-member agencies to preserve the integrity of the system and protect voter-approved funding. While the system aims to support broad interoperability, the primary mission of Kitsap 911 is to serve public safety agencies—including law enforcement, fire, and emergency medical services.

A clear and equitable cost structure must be established to differentiate the financial responsibilities of member agencies—whose participation is funded by Proposition 2 revenues—from non-member agencies, which do not contribute through member fees.

The following are Kitsap 911 Member Agencies:

Agency	2025 Member Fees	2026 Member Fees If User Fee Change is Approved
Kitsap County Sheriff's	\$ 572,876	\$ 632,669
Kitsap County Medical Examiner	\$ 9,723	\$ 9,771
Kitsap Animal Control	\$ 50,000	\$ 55,761
Bainbridge Island Poulsbo Police	\$ 88,561	\$ 97,805
Bremerton Police	\$ 321,726	\$ 361,297
Poulsbo Police	\$ 84,157	\$ 93,626
Port Orchard Police	\$ 130,199	\$ 141,886
Suquamish Police	\$ 64,441	\$ 70,867

Pt Gamble Police	\$ 51,029	\$ 57,753
Bremerton Fire Department	\$ 184,109	\$ 190,885
Noth Kitsap Fire & Rescue Fire	\$ 67,207	\$ 76,530
Port Gamble - Handled by NKFR, Paid by Port Gamble	\$ 5,879	\$ 6,000
Central Kitsap Fire & Rescue	\$ 188,874	\$ 204,075
South Kitsap Fire & Rescue	\$ 222,109	\$ 235,466
Poulsbo Fire Department	\$ 87,558	\$ 98,177
Bainbridge Island Fire Department	\$ 72,376	\$ 78,904

To support equitable access while preserving the financial integrity of Prop 2 funding, Kitsap 911 proposes offering a Radio-as-a-Service model to non-member agencies. Under this model, Kitsap 911 would provide radios, accessories, and ongoing support in exchange for full cost recovery through a structured agreement. Non-member agencies would be responsible for:

- Full cost of radio equipment and deployment
- Annual service, maintenance, and administrative fees
- Set-up and programming fees
- Costs for any non-warranty repairs

This model allows for system-wide interoperability and service consistency, while ensuring that Proposition 2 funds remain strictly allocated to Kitsap 911 public safety member agencies.

Next Steps:

The Board is asked to discuss the Radio-as-a-Service model at the July 2025 meeting, with the intent of considering it for formal approval at the September 2025 Board meeting. Approval would establish a clear policy framework for managing radio access and funding responsibilities based on membership status, ensuring that public safety agencies continue to receive priority support and taxpayer-funded resources are used as intended.

Executive Summary

Kitsap 911 Board of Directors

Summary: For the year-to-date period ended May 31, 2025, revenues were above, and expenditures were below expectations.

Revenues: As of May 31, 2025, we have received approximately \$8.72M (28.38%) of projected annual revenues, which was above our year-to-date forecast of \$7.99M by approximately \$728K (9.10%).

We have received approximately \$5.98M (42.45%) of the total projected sales tax revenues, which was above our year-to-date forecast of \$5.64M by approximately \$337K (5.98%). Total sales tax revenues are divided evenly between our two 1/10th of 1% allocations, each receiving approximately \$2.99M year-to-date.

We have received approximately \$1.14M (42.03%) of the total projected excise tax revenues, which was in-line with our year-to-date forecast of \$1.13M, over by approximately \$10K (0.88%).

We have received approximately \$1.60M (11.49%) of the total projected for other revenues, which was above our year-to-date forecast of \$1.22M by approximately \$381K (31.22%). 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 May 31, 2025, we have expended approximately \$6.63M (36.6%) of our total operating expenditures appropriation, which was under our year-to-date expectation of \$7.31M by approximately \$686K (9.38%).

We have expended approximately \$5.51M (42.70%) of our total operating salaries and benefits budget, which was under our year-to-date goal by approximately \$469K (7.84%).

We have expended approximately \$1.11M (21.43%) of the total non-labor operating expenditures, which was below our year-to-date goal of \$1.33M by approximately \$217K (16.3%).

Proposition 2-Funded Capital Project Expenditures: As of May 31, 2025, we have expended approximately \$2.22M (18.95%) of our total annual appropriation of \$11.72M.

Other Capital Projects and Non-Operating Expenditures: As of May 31, 2025, we have expended approximately \$86K (2.58%) of our total annual appropriation of \$3.32M.

Debt and Cash Reserves: As of May 31, 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 Five Months Ended May 31, 2025

	Year-to-Date Actual	YTD Budget	% of YTD Budget	Annual Budget	% of Annual Budget
REVENUES					
Sales and Excise Taxes					
Sales Tax	\$ 2,988,767	\$ 2,820,250	105.98%	\$ 7,040,065	42.45%
Sales Tax (Proposition 2)	2,988,767	2,820,250	105.98%	7,040,065	42.45%
Telephone Excise Taxes	1,142,644	1,132,647	100.88%	2,718,354	42.03%
Total Sales and Excise Taxes	7,120,179	6,773,148	105.12%	16,798,484	42.39%
Agency Fees and Surcharges					
Agency User Fees	1,192,054	916,925	130.01%	2,200,619	54.17%
NPRV MCT Surcharges	21,979	51,811	42.42%	124,347	17.68%
Total Agency Fees and Surcharges	1,214,033	968,736	125.32%	2,324,966	52.22%
State and Federal Funding					
State Military Grant	51,699	20,833	248.16%	50,000	103.40%
State and Community Highway Grant	-	892	0.00%	2,142	0.00%
Other Grants	-	-	0.00%	-	0.00%
Total State and Federal Funding	51,699	21,726	237.96%	52,142	99.15%
Other Revenues					
Tower Lease Revenue	175,042	189,596	92.32%	455,029	38.47%
Investment Interest	154,051	35,068	439.29%	84,164	183.04%
Debt Proceeds	-	-	0.00%	11,000,000	0.00%
Miscellaneous Revenues	4,583	3,768	121.62%	9,043	50.67%
Total Other Revenues	333,676	228,432	146.07%	11,548,236	2.89%
TOTAL REVENUES	\$ 8,719,587	\$ 7,992,041	109.10%	\$ 30,723,828	28.38%
OPERATING EXPENDITURES					
Labor and Personnel					
Salaries and Wages - Ops	\$ 3,375,075	\$ 3,894,441	86.66%	\$ 8,437,955	40.00%
Benefits - Ops	1,048,505	866,315	121.03%	1,877,016	55.86%
Payroll Taxes - Ops	324,765	311,456	104.27%	674,821	48.13%
Subtotal Labor and Personnel - Ops	4,748,345	5,072,212	93.61%	10,989,792	43.21%
Salaries and Wages - TSG	712,376	887,545	80.26%	1,923,013	37.04%
Benefits - TSG	35,957	211,963	16.96%	459,254	7.83%
Payroll Taxes - TSG	15,408	72,954	21.12%	158,066	9.75%
Subtotal Labor and Personnel - TSG	763,742	1,172,462	65.14%	2,540,334	30.06%
Budgeted Attrition	-	(263,386)	0.00%	(622,548)	0.00%
Total Labor and Personnel	5,512,086	5,981,288	92.16%	12,907,577	42.70%
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	203,198	219,977	92.37%	699,703	29.04%
Repairs and Maintenance - Facilities	39,952	20,142	198.35%	280,158	14.26%
Insurance	117,606	106,699	110.22%	213,398	55.11%
Utilities	90,369	85,349	105.88%	200,208	45.14%
Total Building and Tower Sites	451,125	432,166	104.39%	1,393,467	32.37%

Kitsap 911 Public Authority
Budget Status Report
For the Five Months Ended May 31, 2025

	Year-to-Date Actual	YTD Budget	% of YTD Budget	Annual Budget	% of Annual Budget
Computer and Other Equipment					
Repairs and Maintenance - Equipment	48,566	168,202	28.87%	1,462,023	3.32%
Software	291,170	286,338	101.69%	540,489	53.87%
Total Computer and Other Equipment	339,735	454,540	74.74%	2,002,512	16.97%
Supplies and Professional Services					
Supplies	13,723	36,279	37.83%	64,573	21.25%
Professional Services	139,889	174,890	79.99%	484,345	28.88%
Communications	122,845	155,225	79.14%	593,368	20.70%
Total Supplies and Professional Services	276,456	366,393	75.45%	1,142,287	24.20%
Other Operating Expenditures					
Travel and Training	15,951	29,802	53.52%	99,563	16.02%
Miscellaneous	30,323	47,619	63.68%	89,643	33.83%
Total Other Operating Expenditures	46,274	77,421	59.77%	189,206	24.46%
SUBTOTAL OPERATING SUPPLIES & SERVICES	\$ 1,113,590	\$ 1,330,520	83.70%	\$ 5,197,471	21.43%
TOTAL OPERATING EXPENDITURES	\$ 6,625,676	\$ 7,311,808	90.62%	\$ 18,105,048	36.60%
CAPITAL AND OTHER NON-OPERATING EXPENDITURES					
Proposition 2-Funded Projects					
LMR and Radio Replacement Projects	\$ 1,487,143			\$ 8,532,518	17.43%
All Other Projects	733,622			\$ 3,185,000	23.03%
Total Proposition 2-Funded Projects	2,220,766			11,717,518	18.95%
Other Non-Operating Projects					
Capital Projects	85,630			3,316,224	2.58%
Total Other Non-Operating Projects	85,630			3,316,224	2.58%
SUBTOTAL OTHER NON-OPERATING PROJECTS	\$ 2,306,395			\$ 15,033,742	15.34%
TOTAL EXPENDITURES	\$ 8,932,072			\$ 33,138,791	26.95%

Kitsap 911 Public Authority

Fund Balance Report As of May 31, 2025

Cash Balances	As of:	
Beginning Cash and Cash Equivalents	05/31/2025	04/30/2025
Non-Custodial Cash in Bank	\$ 2,623,139.62	\$ 2,213,227.38
Investments	8,192,527.41	8,210,324.23
Total Cash and Cash Equivalents	\$ 10,815,667.03	\$ 10,423,551.61

Source of Funds	05/31/2025
Beginning Proposition 2 Balance	\$ 7,752,809.31
Net Change from Use of Funds	233,707.98
Ending Proposition 2 Balance	\$ 7,986,517.29

Beginning Balance from All Other Sources	\$ 2,670,742.30
Net Change from Use of Funds	158,407.44
Ending Balance from All Other Sources	\$ 2,829,149.74

Total Cash from All Sources	\$ 10,815,667.03
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Stabilization Fund and Periodic Debt Analysis

Stabilization Fund	
17% of Budgeted Annual Revenues	\$ 3,353,050.83
Funds in Excess/(Deficit) of Threshold	7,462,616.20
Total	\$ 10,815,667.03

Debt Financing Recommendation	
Minimum Excess Cash Level	\$ 2,500,000.00
Funds in Excess/(Deficit) of Threshold	7,462,616.20
Funds in Excess of Minimum	\$ 4,962,616.20

Debt Financing Recommended within 90 Days	No
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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	Complete
LMR 2	Move Radio Equipment to Tower Sites	1	Q3 2024	Q1 2025	Complete
LMR 3	System Testing and Acceptance of Phase 1 Sites	1	Q1 2025	Q4 2025	Not Started
LMR 4	DC Power Systems Replacement	2	Q4 2023	Q2 2025	Complete
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