



Kitsap 911 Board of Directors Meeting on June 3, 2025

Via Virtual Meeting and Norm Dicks Governance Center

ATTENDING:

Board of Directors:

David Ellingson, Fire Commissioner (Chair)
Becky Erickson, City of Poulsbo Mayor
John Gese, Kitsap County Sheriff's Office
Clarence Moriwaki, City of Bainbridge Island
Bob Muhleman, Fire Commissioner
Rob Putaansuu, City of Port Orchard Mayor
Oran Root, Kitsap County Commissioner
Katie Walters, Kitsap County Commissioner
Greg Wheeler, City of Bremerton Mayor (Vice Chair)
Dusty Wiley, Fire Commissioner
Eric Younger, City of Bremerton

Staff:

Maria Jameson-Owens, Executive Director
Brandon Wecker, Deputy Director
Rachael Taylor, Human Resources Manager
Steve Rogers, Kitsap 911 Finance Manager
Jamie Donley, Associate Director of Operations
Chris Law, Training Supervisor
Barrie Hillman, Executive Assistant

Absent:

Jennifer Chamberlin, City of Bremerton
John Higashi, Technical Services Manager
Scott Peabody, Kitsap 911 Radio Program Manager
Christine Rolfes, Kitsap County Commissioner

Guests:

Chief Joe Clark, Bainbridge Island Police Department
Chief Rick LaGrandeur, North Kitsap Fire & Rescue
Chief Jeff Faucett, South Kitsap Fire & Rescue
Chief Pat McGanney, Bremerton Fire Department
Ken Bagwell
Bryce Odin
Dawn Perry
Alex Boeddeker
Jay Christian
Hannah Augustine
Shy Emerson
Stacy Miller
Shelby Morris
Jana Parker
Randy Dasho
Tammy Heaton
Jennifer Andrews
Mary Valerio
Drew Tetrick
Samantha Williams
Wendy Baker
Jill Busby
Nicole Burrell

Call to Order: Chair David Ellingson called the meeting to order at 1230.

Additions:

None.

Public Comment:

None.

Consent Agenda

Chair Ellingson introduced the consent agenda items.

Director Dusty Wiley moved to approve the Consent Agenda including approval of minutes from the Board of Directors 05-06-2025 meeting; the approval of payment of claims for A/P Warrant Numbers 7201 through 7255 totaling \$331,305.88; the payroll dated 05-09-2025 and 05-23-2025 totaling \$920,773.13; and the Use Tax dated April 2025 with a total increase of

\$1,909.23. Director Clarence Moriwaki seconds. Motion passed unanimously.

Employee Recognition

Executive Director Maria Jameson-Owens invited Dispatcher Hannah Augustine to speak about a day in the life of a dispatcher. The following are Ms. Augustine's prepared remarks.

I started at Kitsap 911 in 2022 and I was so excited. I was a true crime fan, had seen plenty of ER type shows, and had a passion for helping my community. I looked forward to getting to learn the job from the best, and my understanding at the time was I would answer some 911 lines, assist responders getting to the places they needed and then go home. Boy, was I in for a surprise. I was raised in a household that you only called 911 if your house was on fire or you were unable to breathe. I quickly learned how much more working at a 911 center was and how it would steadily take from me and my family as each shift passed by. Not only do we deliver babies, provide CPR instructions, and handle true emergencies, we process priority data for the entire County. We oftentimes are on a 911 line while also simultaneously dispatching units to a call. We critically think, prioritize, make decisions, and live in a state of fight or flight. You do not go home and shut that off. You take it with you. We provide resources to other agencies and act as the central hub of communication for public safety. We contact the Coast Guard, DEM, public works, State Patrol, RDC, PSE, the list literally goes on and on. We take on liability for the words we choose, the questions we ask and the decisions we make. We ride a rollercoaster of emotions handling an infant CPR, to processing a noise complaint, and then an order violation that comes in. Kitsap 911 is not just a phone number. It's a vital link between the public and life-saving help. Our center answers every 911 call in the county and dispatches the appropriate law enforcement, fire, or medical response managing resources across multiple agencies every hour of the day.

We answer the phone on the worst days for many callers and guide, instruct, and encourage them through their emergency. We maintain composure when we give CPR instructions to the parent of a child that is no longer breathing. We remain calm when we talk to a barricaded subject that thinks the only way out is through the ending of their life. We act on minimal information to make life or death decisions so that our user agencies and citizens can go home safely. Often times it feels impossible to juggle.

Kitsap 911 lost 23 operation employees in the last two years. Unlike public works or clerical jobs, to fully train a call receiver and dispatcher from onboard to sign off is roughly two years. So, as you can imagine, when we lose a person it's not a quick process to get that spot filled. The effect on the floor is more overtime, more days away from our families and loved ones. We choose to come to work each day, often times being extended into a twelve-hour day and forcing us to maneuver at home responsibilities in order to be able to man a console. It forces you to choose between missing Christmas morning or your child's birthday, or sometimes both. It gives you an unusual amount of guilt to call out sick knowing one of your coworkers is now going to be

mandated to often times work their 12th consecutive day in a row.

We always prepare for the worst: the domestic with a weapon, the CPR call, the house burning down, the agony of speaking to someone who has lost all hope, the child that has overdosed, to the sound of a gunshot and an open line. While it is easy to think that these calls are rare or few and far between, they happen more than you would like to know, and the weight of them linger in our minds for the rest of our lives. We have heard the screams of domestic violence victims, the agony in the cries of someone's home that is burning down and their small children that cannot be reached, the fatality collisions due to reckless decision making. The fear in Law Enforcement's voice when the "shots fired" or "fighting one" is said over the air. To the mundane: noise complaints, lift assists, traffic hazards, mail thefts. Taking 40 calls in a one-hour period from the same intoxicated behavioral health caller that is not reporting a crime or in need of a medical response is taxing. We continue to answer and treat each caller with dignity and respect. The homicide calls that leave us with more questions than answers. No matter the voice, the tone, or the duration it all lingers. We seek therapy and counseling to try to process the vicarious trauma and unimaginable things we have heard to hopefully come to points of contentment when we can file that away for the next one to enter.

We spend 12-hour days with people that started as strangers and became family. We learn to hold our bathroom and water breaks due to the unforeseen shortage in the staffing and the inability to leave a console unmanned. We continue to sacrifice pieces of ourselves, our families, our mental and physical health because somewhere inside of us we want to help people. We want to be there for the citizens of Kitsap County on their worst day and provide them some sense of comfort that they are not alone.

I do not envy the positions you hold or truly understand half of the decisions that you are presented to make. I do know that you have been encouraged to come and visit - sit amongst us and observe the work that we do. I have had the privilege of having Law Enforcement, Medics, Firefighters, and citizens sit and observe with me and the resounding common statement is "I could never do this job." The collective weight we feel is perfection. We are in the business where seconds matter, typos matter, decisions matter, every question we ask matters. We choose to come back each day and try again, to aim for that perfection and level of service. To continue to sacrifice for the people we will never know, never meet, and their stories that will live with us forever. We are the 1st first responder. I hope that when you are making decisions for Kitsap 911 and planning for the upcoming year that the people at Kitsap 911 are thought about. I too encourage you to come and observe, ask us questions, put a headset on. I am a mother. I am a military spouse. I am a sister. I am a daughter. I am 911.

Chair Ellingson thanked Ms. Augustine for her commitment, dedication and service which is exemplified every day by the job that she does. We are dependent on Kitsap 911 and are thankful for the sacrifices we are making.

Director Becky Erickson thanked Ms. Augustine for being here today indicating that her words were very touching. She asked what the Board could do to make her job easier. Ms. Augustine indicated there is a disconnect so having people making decisions and advocating on their behalf requires that they have a taste or concept of what dispatchers do. She encouraged the Board to come spend time on shift with her.

Director Moriwaki said it would be fun to do it as a group and that he remarks were the most articulate, thoughtful and heartfelt description of what her life is like. He can tell by her commitment that she really likes this work and he is grateful. Our citizens are served by her caring and professional service.

Action Items

Approval of Strategic Initiative #3

Ms. Jameson-Owens indicated that we reviewed Strategic Initiative #3 Comprehensive Hiring and Retention Plan at the last board meeting and there were no recommended changes.

Director Moriwaki moved to approve the Strategic Initiative #3 Comprehensive Hiring and Retention Plan. Director Bob Muhleman seconded the motion. Motion passed unanimously.

Director Moriwaki indicated that after Ms. Augustine's comments this is needed now more than ever and they need more help.

Discussion Items

Strategic Initiative #4

Training Supervisor Chris Law indicated that has been working in emergency telecommunications for 31 years, 26 at Kitsap 911 and there are no other people better to work with than the folks at Kitsap 911. While Kitsap 911 currently has a great training program, we are always seeking ways to do better, be faster, provide exceptional service, and remain a state-of-the-art Emergency Communication's Center.

This initiative focuses on our efficiency of new hire training, strengthening employees' skill sets, developing employees for future leadership opportunities while also delivering training to our current leaders, and finding new ways to collaborate with our partner agencies on training which will enhance our operational capabilities. These key areas were identified as continual goals during the strategic positioning process.

To increase efficiency of new hire training, we will continue to solicit feedback from our newly hired trainees related to the classroom experience and educational materials delivered, gather

instructor feedback, and obtain input from the trainees related to their on-the-job training experiences. Doing so will identify gaps in educational materials; help refine instructional methods and create more efficient learning paths.

To strengthen employee performance, including leadership development, we must invest in the growth and development of staff, ensuring we have a well-trained workforce capable of handling evolving challenges, improving response efficiency, and enhancing public safety. Leadership training fosters strong decision-making and communication skills, while career progression initiatives motivate employees to excel, reducing turnover and maintaining institutional knowledge. Preparing our staff for future roles will create a culture of continuous learning, resilience, and excellence. We can participate in leadership workshops, provide career coaching to all employees with a focus on career advancement, and continue holding our current operational quarterly training sessions, Certified Training Officer (CTO) workshops, Instructor workshops, and much more.

To increase our operational capabilities with our partner agencies, we need to establish regular inter-agency meetings which will foster open communication and alignment on training objectives, while joint training sessions will provide for a better understanding of procedures and best practices across all agencies. Additionally, creating workgroups comprised of members from all user agencies and members from Kitsap 911 will strengthen our partnerships, resolve challenges proactively, and foster a culture of continuous operational improvement.

We look forward to reporting back to the Board our success with achieving this initiative. We expect our initial training process to continue creating exceptional telecommunicators. We will provide employee coaching, which not only motivates employees to get further involved within the agency but also prepares them for career advancement. We will find ways to further enhance the leadership skills of our administration. Finally, we will be able to discuss all the trainings we will have completed with our partners and the positive impacts that made on our operational capabilities.

Director John Gese asked if incorporating wellness initiatives as well. Ms. Law indicated that we have an established wellness committee and peer support team who conduct those trainings.

Land Mobile Radio Debt Service Options

Finance Manager, Steve Rogers, indicated that the radio replacement project has been a massive undertaking, and planning for it started long before we broke ground. Originally, the thought was that we would need to issue a 20- or 30-year bond for the entire \$46 million project. Once we got Proposition 2, we realized that we would only end up needing to borrow around \$16 million. Additionally, the majority of what we need to buy in the last half of the project are assets that have useful lives of between 5-10 years – much shorter than the 20 or 30 years we would be paying on them if we bonded. It is clear to us that issuing a bond is no longer

the best course of action.

There is a much better solution through a company called Holman Capital. Thurston County Fire District #13 used them for a modernization project. Beacon Hill also used them for a water and sewer project. They have a financing tool called a Master Financing Agreement (MFA).

Mr. Peabody shared some [information](#) on how this program is structured. It also is much simpler than a bond and will probably end up costing significantly less than other options.

Step 1 of this process would be to sign the Agreement itself, long before we actually needed the money. Once that is signed, our guidance line of credit will be established, and when we need it later this year or early next year, we would take loans out against the line of credit. Unlike a normal line of credit though, which combines all drawdowns and spreads it out over one long term, this option gives us the flexibility to create individual, smaller loans with customizable terms, all without additional underwriting.

For example, say we need a loan for \$8 million to buy radios and \$6 million to build three new towers. Through just a board resolution, we could create a 7-year loan for just the radios and a 20-year loan for just the towers, so that the financing lines up with their useful lives. We would receive the cash within a month, interest rates are fixed and competitive, there is virtually no administrative burden, and our remaining line of credit would be left available to us for other capital projects down the road. There is no prepayment penalty and we could end up saving millions of dollars in interest.

Mr. Rogers compared Holman Capital's MFA option to bonding, as well as to traditional bank lending, and this tool is by far the best financing option we have, not only from an interest expense perspective, but also because of the various requirements of the project. The MFA stays in place into perpetuity and Kitsap 911's board will always have the flexibility to use it.

Director Rob Putaansuu indicated that this strategy makes very good sense. He said that the City of Port Orchard used this tool for the Tremont Project and the administrative costs are far less with this product. He confirmed it was a very positive experience.

Director Erickson concurs and said that the private sector is really good at lending money, better than the public sector.

Communications Equipment Policy

Ms. Jameson-Owens indicated that the Board may remember this being called the Mobile Computer Terminal (MCT) Policy. The Strategic Advisory Board (SAB) and Kitsap 911 have been discussing this policy over the past several years and it is necessary to update the policy to include radios as well.

The key additions to the new Communications Equipment Policy are an expanded scope. It now covers all communications, equipment, MCTs, mobile radios, portable radios, base stations and accessories. It establishes Kitsap 911 responsibility for purchasing and standardizing and repairing radios. It defines equipment packages with a new distinction between a full MCT package and an MCT-ready package which fulfills the gaps in coverage from the previous policy. This draft also defines operational cost responsibilities for both Kitsap 911 and user agencies. It defines repair accountability. Kitsap 911 covering normal wear and tear with agencies billed for abuse or neglect related damage. It expands user agency responsibility for annual inventory, projecting needs, internal issuance policy, maintenance, and coordination of programming, replacement and repairs. This draft was reviewed by the SAB who is recommending approval.

Chief Rick LaGrandeur, Chair of the SAB, shared that this document was created through collaboration between SAB and Kitsap 911 to ensure that the policy works for everyone involved. The SAB approved their recommendation to the Board to adopt the policy.

Ms. Jameson-Owens agrees that this policy is an improvement and adequately provides definition, explanation and funding for all of the key elements.

Director Moriwaki indicated that it was well thought out. He asked about the Bring Your Own Device (BYOD) language in the procedures. Ms. Jameson-Owens said it is an official term and that there needs to be agreement that the equipment works for both Kitsap 911 and the agency and then we work out the funding.

Proposed Funding Formula Version 2

Ms. Jameson-Owens indicated that at the May 6th Board Meeting, the group was presented with three funding options. The Board approved going forward with Option 2 that reduced the increase in user fees, split the cost per unit calculation and delays or reduces some planned projects and operational staffing goals. An updated notice was sent out on May 7th, 2025, providing the exact proposal being considered.

Mr. Rogers shared a [slide deck](#) with an overview of the funding formula changes based on the board's decision in the last meeting to keep Proposition 2 funds separate and to raise user fees by the lower amount proposed.

First, User Fees are divided into three cost categories: Calls for Service, which covers overhead and indirect costs, Cost per Unit, which covers the ongoing costs for the radios and MCTs, and Surcharges, which covers everything else.

Even though the overall increase is lower than the original amount that we brought forward, we are still proposing a 3-year implementation period to help user agencies more easily incorporate the change into their budgets. Additionally, we are proposing a move away from

monthly payments; going forward, agencies would have the option to pay either quarterly or annually, and if approved, these changes would go into effect in 2026.

In the Calls for Service portion instead of a flat amount that never changes, or a plug amount that fluctuates significantly due to capital projects, we are proposing that this section be based on the operating budget alone. It would be 13% of our total operating budget, and we would weigh our labor costs based on job function, which ultimately lowers the amount that agencies will be required to pay. This would allow for smooth increases based on the Consumer Price Index (CPI), but the maximum amount that it could fluctuate from year to year would also be capped to prevent big swings in either direction. The other big change here was the suggestion from the funding committee, which is if we over-budget our labor expenditures by 6%, we'll send everyone a refund for the difference.

The only changes we made to this allocation were to the "what," but the "how" is staying the same. Fire and Law will continue to pay a percentage of the total based on how many dispatch frequencies they're each using. From there, the Fire and Law amounts will be allocated down to the respective agencies based on a rolling 3-year average of their dispatched events. Again, this is how we allocate today, and we are not recommending any changes.

Cost per Unit is the new section and a "unit" is referring to a radio or MCT, and the costs associated with it are just for ongoing services. Kitsap 911 picks up the bill for any of the acquisition or replacement costs, so Fire and Law agencies only have to cover their respective costs for what is considered to be "core" functionality. In the first version that we presented, we passed on 100% of those costs, but with the new proposal that was approved in the previous meeting, we cut that down to 65%, and we'll do that by delaying or canceling some projects that we have on deck for 2026, if needed.

Lastly, the "Surcharges" section isn't changing at all from how we currently do things. If an agency wants to add something, then we all talk about it, go over the implementation and ongoing costs, and decide on an allocation methodology. Like Cost per Unit, they only pay for what they have and use, so this is an area that user agencies have a lot of control over, in terms of keeping costs down.

All of the other changes are just minor formatting or verbiage updates. He shared a table of the 2026 user fees as of right now. To create this estimate, we just applied a growth factor to our 2025 budget, and while we don't expect things to change very much, by the time numbers are finalized, there will probably be a little fluctuation because our 2026 budget won't be approved until the Fall; CPI could also be higher or lower than 2%, but we'll give everyone a complete rundown when we do our budget workshop later this year.

Director Katie Walters said that the Kitsap Coroner is now the Kitsap Medical examiner and

whether there has been any feedback from their office. Ms. Jameson and Mr. Rogers indicated that they have not had any feedback and will reach out to them.

Computer Aided Dispatch (CAD) Request for Proposals (RPF)

Deputy Director, Brandon Wecker indicated that we have completed a significant amount of the assessment of the RFP responders with regard to the Computer Aided Dispatch upgrade project. At this time, we have a clear leader by a significant margin as the most responsive and responsible bidder. As this is a public meeting, we will not be releasing the vendor's name as we still have to finalize the scoring with our RFP selection committee and complete one vendor project team meeting. However, he does not expect any drastic changes in the preliminary scores or changes to the vendor outcome. At the July Board meeting we will be including the full grading matrix for the Phase 2 evaluation of the RFP and will be naming the vendor selected. Prior to this meeting we will have reviewed the selection with the Strategic Advisory Board at their June meeting. Following the presentation at our July meeting we will be requesting the Board's approval to engage in contract negotiations with the selected vendor and will then bring the finalized contract back to you for review and signage at a future meeting.

Executive Director and Deputy Director CPI Salary Increase

Chair Ellingson indicated he requested this item be put on the agenda to consider the CPI increase for the Executive Director and Deputy Director's salaries. In January, the Board had excluded them from the standard CPI increase perhaps due to recent promotions and newness in their positions. The Executive Director's performance evaluation at the last Board Meeting demonstrates the work she has been doing. The Chair would like the Board to reconsider the 3% CPI increase to prevent wage compression and promote fairness.

Director Putaansuu asked if this should be in open session or closed session. Chair Ellingson confirmed that we are not discussing performance so open session is appropriate.

Director Putaansuu asked if we could get wage comparables to make an informed decision.

Director Oran Root said that we are looking at addressing the annual 3% inflation and we suspended this due to the circumstances we were in but he would like the nuts-and-bolts information of this decision.

Director Moriwaki said that he was concerned about the comparisons done a while back and that Bainbridge Island wasn't added as a comparable. When he does a salary study, he wants as broad a base as possible so we have a really clear picture of how other similar agencies are being compensated. This is useful and transparent information for the Board.

Director Erickson said a presentation will be helpful. She supports inflationary uplifts. She thinks Ms. Jameson-Owens is doing a great job and deserves compensation but let's get the details

hammered out and talk at the next meeting.

Chair Ellingson asked if Ms. Jameson-Owens could prepare that. She asked for clarification on exactly what information the Board needs because a compensation study takes a significant amount of time to prepare. She reiterated that all they are asking is to be given the 3% CPI increase to the Executive Director and Deputy Director that all other employees received in January.

Director Walters said that she thought that we would bring it back in January 2026. Ms. Jameson-Owens said the concern is the wage compression, especially if it is not approved again in January 2026. Her recollection was that it would be considered again further into the year.

Director Erickson requested that Ms. Jameson-Owens answer these questions in a very simple statement at the next meeting:

- When would the increase start?
- How much money is it?
- Are there any other compensation pieces included in addition to the CPI increase?
- Who it impacts?

Chair Ellingson and Director Root agreed with this direction.

August Board Meeting

Ms. Jameson-Owens said that at the time we set the 2025 Board Meeting Schedule there was comment that the August meeting is usually cancelled on Super Tuesday. If we get everything we need to do completed in July, it is possible for us to cancel August but that will impact the timing of the 2026 budget. We won't be able to bring the budget for discussion until September with earliest approval in October. Provided numbers to user agencies is the greatest incentive to stick to this schedule. This is just for discussion and we can see how we do at the July meeting before voting to decide.

Standing Reports

Strategic Advisory Board (SAB) Report

Chair of the SAB and North Kitsap Fire and Rescue Chief Rick LaGrandeur reported that the Funding Formula proposal had the full support of the SAB to move forward.

Ms. Jameson-Owens commented that the SAB has been extremely supportive, helpful, interactive and engaged on all of these projects. She appreciates the effort that they have put forth to help Kitsap 911 move these items forward.

Director Erickson asked if the fire agencies talk about the building pressure that Poulsbo and other areas are experiencing, including the pressure to build tall buildings. Are the agencies coordinating their capital requests to take the height of a new building into effect.

Chief LaGrandeur indicated that the height of the building is not as big of an issue as the coverage inside of the building. Many buildings have radio amplification systems such as Clearwater Resort. This is an on-going topic of discussion with the radio project to ensure that we are meeting the agencies' needs. As testing continues, we will have a better determination on what our needs are.

Director Ellingson commented that height is also a subject of impact fees. If the height of a building goes so high, it impacts the fire agencies' ability to provide a new ladder truck to reach the new height.

Director Erickson asked if there was a cooperative agreement for that increased capital so as we grow those kinds of things are taken into consideration.

Director Putaansuu said there are mutual aid agreements. Chief LaGrandeur said they have an automatic agreement that allows for a seamless response. The fire chiefs meet every week and if there is a response issue with a specific structure, we have those discussions.

Director Erickson acknowledged the mutual aid agreements but said that the agencies don't have a mutual aid agreement when it comes to buying capital.

Director Root asked who responds in the north if a ladder truck is needed. Chief LaGrandeur indicated they do not have a ladder truck but use mutual aid response to request a truck from Bainbridge Island, Central Kitsap or the Navy. Poulsbo Fire is getting a ladder truck in the near future.

Director Moriwaki asked to clarify that the SAB stands for Strategic Advisory Board. Chief LaGrandeur confirmed this.

Monthly Finance Report

Mr. Rogers reported that as of the end of April, our revenues were above, and our operating expenditures were below expectations.

We have received approximately \$6.9 million in revenues year to date, which is about \$587,000 above our projections. Sales tax came in about \$279,000 above expectations and excise taxes are now back to being in line with budget, but the timing of user fees and lease revenues is still the biggest driver of that overage so far this year.

Mr. Rogers offered more clarification to the question whether we could factor in any sales tax overages into the user fee conversation asked during the last meeting. If we could compensate using those surpluses, then we would love to do that but his answer was incomplete. Sales tax is seasonal, and historically, February has been the strongest month, which skews the outlook a little bit during the first half of the year. Take this year for example – in February, we received just under \$1.4 million, but in April, we received just over \$1 million. While it's true that we have \$279,000 more than we budgeted for at this point in the year, if you annualize our numbers, we are only looking at a surplus of 0.78% by the end of the year, which is only about \$55,000. As much as we would love to reduce user fees further based on sales tax performance, it is not a good idea, especially since the underlying premise of the revised option is keeping Proposition 2 separate from our other revenues. We are really only expecting an annualized surplus of \$24,000.

As for operating expenditures, we were under budget by about 5% year-to-date, which is a little lower than we were last month. As with sales tax, a lot of that is seasonality catching up with us, but labor was also right in line with projections. This might be a line item in need of an amendment later this year, but we will monitor it and keep the Board posted. Non-labor operating expenditures were about 24% under for the month, which is a 4% increase compared to March. The overage is primarily driven by fewer costs for repairs than were anticipated for this time in the year, but it seems like those might be starting to line up with expectations.

As for the Proposition 2-funded projects, the project is still moving along, and we have spent about \$2.1 million of the \$11.7 million that we have allocated. As for our other capital and non-operating expenditures, we have spent about \$152,000 so far this year, which is a big jump from the \$9,000 it was last month.

Our fund balances are looking healthy. We still have some room to run before we'll need to take on debt, but we are ramping up the radio deliveries, so that excess cash amount will be dwindling later this year.

Lastly, we haven't used any reserves to date and our primary risk at the moment are a slowing economy, as this would directly impact our primary source of revenues, and the tariffs, for obvious reasons.

Goals and Tech Report

Mr. Wecker Reported on the following [projects](#):

2019-1 Backup Center - The goal of Phase 1 is to bring online the new alternate location that meets or slightly exceeds the current Kitsap 911 backup functionality at the courthouse. The generator is shipping this month coming from Michigan and may arrive before the end of the month. Analog phone lines have been installed but the configuration and testing has not yet

been completed. We have Phase One Internet in place and used the center as our second quarter Training Day site. We project Phase One will be completed in Quarter 3 but we don't have a full estimate because we are not sure how long permitting and installation of the generator will take.

2023-2 Cyber Security Upgrade - This project is to provide Multi-Factor Authentication (MFA) at Kitsap. This project will be completed in time to meet the grant timeline in June and is currently being deployed. The new consoles are equipped with multi-factor authentication readers which are used for log-in.

2023-6 Dispatch Floor Project - Console Furniture - This project replaces the console furniture on the Kitsap 911 dispatch floor. We have the final vendor installation coming mid-June but we have pushed back the return move until after the Fourth of July holiday to minimize disruption to the dispatch floor. We will start moving on July 7 and the move is estimated to be completed by the end of August.

LMR Project Report

Mr. Wecker shared a [slide deck](#) on the status of the project as it relates to mobile replacements and project achievements. We have 650 mobile radios to replace and we have been exceeding our goal of replacing 30 per month with roughly 40 per month. We have ordered all the mobile radios needed to complete the law enforcement replacements and a large quantity was delivered yesterday. We have replaced roughly ¼ of the radios we need to replace.

The locations for replacement are working well and recently Bainbridge Island Police Department suggested using their garage space for their replacements. We have completed more than 90% of the Kitsap County Sheriff's Office and 80% of Bremerton Police Department's replacements.

Mr. Wecker shared that we have finished installing the first new base station radio at Multicare Emergency room in Bremerton. They are training new staff this week so this went in a little ahead of schedule. In addition, new radio software has been tested with two specific setups for Kitsap 911 and both are improving the user experience. One change was being able to dim the display and the other simplifies the user side of software updates on the dispatch console side. We are tentatively scheduled to update the radio system on the consoles to a new version on June 10th. The team also did seven full days of technical training this month as well. Coverage Design is complete and Radio Program Manager Scott Peabody, will do a special session on that with the Board in the future.

Mr. Wecker continued that the drive testing has been temporarily paused. Testing is very important because it measures and evaluates coverage and the actual quality of service that we are receiving. The initial drive test is especially important because it is our first look at this

coverage. It detected that the transmit power is too high and also two other problems at two of our sites. Tower crews are troubleshooting the problems and then we will resume drive testing. It takes about three weeks to collect the data and analyze the results but drive testing is not on the critical path.

Staffing Report

Ms. Taylor reported that we haven't lost any employees since the last meeting, however one full-time dispatcher moved to an extra help position due to the high overtime and lack of work life balance.

We have seven vacant positions on the dispatch floor. That number does not account for the two additional telecommunicator positions we added in 2025 – we have not begun recruiting for those positions.

We currently have three people in classroom training set to transition to floor training this month. We have three people in call receiver training and four people in law enforcement dispatch floor training. We also have another law enforcement dispatch academy set to start June 9th and we will have three employees in that class.

We have seven candidates in the background stage of recruitment for August when we plan to hire a minimum of four more trainees.

In our technical services group, our new Master Technician started last week and that makes us fully staffed in TSG.

We are fully staffed in our admin group.

Director Walters asked if we do any outside outreach to Leadership Kitsap or Rotary to tell our story and use another method to recruit.

Ms. Jameson-Owens indicated that we have a Public Education Committee that works hand in hand with human resources. We attend a lot of job fairs and community events. We are attending Kid's Fair this week. People want to hear from a dispatcher so they have to either go on their day off or we have to take them from the floor schedule which creates overtime. It is a balance that we try to meet and as staffing increases, we are better able to attend more events. Right now, we are seven short on the floor but with all those people in training, they are not helping the staffing levels yet. We are in a better place now than we have been in recent years.

Director Walters also said we should think of a great place to public Ms. Augustine's story and maybe the annual report is a good option.

Director Moriwaki said that the Ms. Augustine's script as handout makes the human element and suggested a condensed version as a Tik Tok video.

Upcoming Items

Chair Ellingsen emphasized the list of upcoming items that the Board needs to take action on.

Good of the Order

Director Walters suggested that we consider the body cameras that all law enforcement wear and whether Kitsap 911 could consider bringing in as centralized for all our agencies.

Chair Ellingson shared that Poulsbo Fire Department was visited by folks from the First Amendment organization who come in with cameras and sometimes masks and sunglasses requesting public records. Public Records are now electronic and they might be trying to incite a bad reaction to capture on video and post publicly. He recommends remaining calm if they visit.

Director Erickson said they had come to the City of Poulsbo right after the City had done an active shooter training and we all should be prepared for this. Ms. Jameson-Owens indicated they have come to Kitsap 911's front desk before.

Director Moriwaki said they had visited Bainbridge Island Public Works department. It is random and not really a sophisticated effort.

Director Putaansuu recommended proper signage in our buildings for areas not open to the public.

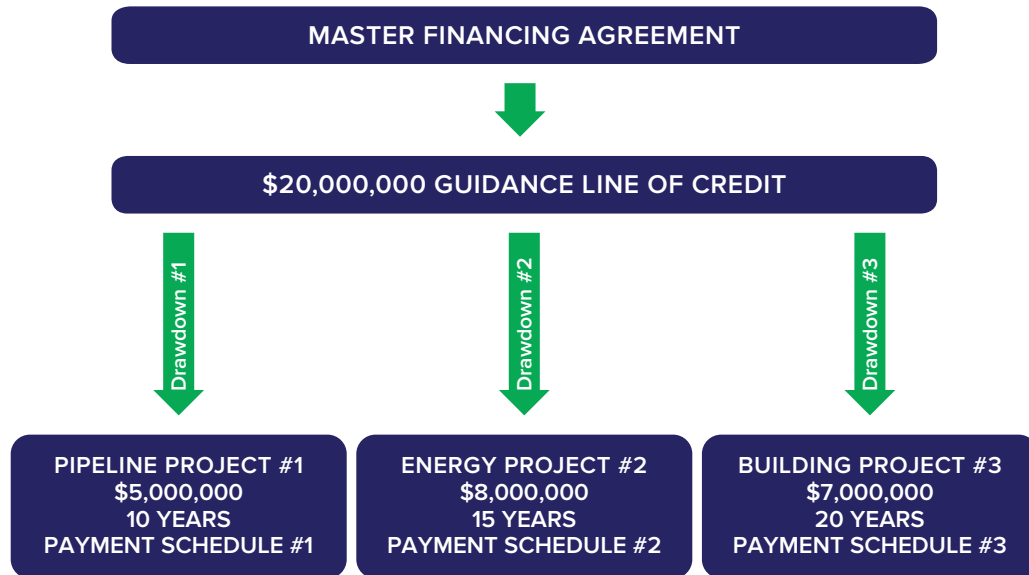
Ms. Jameson-Owens shared her appreciation to Hannah Augustine for speaking today on her own time and all of her colleagues who came on their own time as well to support her. Chair Ellingson reiterated his gratitude as well.

The Meeting adjourned at 1343.

***The next scheduled meeting of the Kitsap 911 Board of Directors is July 1, 2024, at 1230
Virtually or In-Person at Norm Dicks Government Chambers.***

MASTER FINANCING AGREEMENT

The Master Financing Agreement (“MFA”) documents the funding of multiple transactions under one comprehensive agreement. Each identified transaction will have its own payment schedule, market interest rate, and financing terms. The MFA is designed to comply with federal and state regulations.



WHAT WE FINANCE



INFRASTRUCTURE

- Roads & Bridges
- Pipelines
- Street Light Systems
- Water Treatment Plants
- Renewable Energy Plants



ENERGY

- Energy Performance Contracting
- Renewable Energy
- Central Plants



EQUIPMENT

- 911 Emergency Response Systems
- Patrol Calls
- Fire Trucks
- School Buses
- Public Safety Aircraft
- Energy Management System



FACILITIES

- Administrative Facilities
- School Facilities
- Fire Stations
- Police Stations
- Court Houses
- Transportation Garages

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BONDS vs DIRECT LENDING

AVOID RAISING TAXES WITH DIRECT LENDING

Financing capital projects, such as equipment, infrastructure, facility, energy needs and unfunded pension obligations, can be complex and time consuming. Allow me to contrast the differences between direct lending and traditional bond financing.



BONDS

May Require Voter Approval

- ▼ Bonds Backed by a Tax Rate Increase Typically Require Voter Approval

Early Payoff Lockout Period

- ▼ 30 Year Bond – No Prepayment Allowed Typically Years 1-10

Competitive Interest Rates

- ▼ Fixed and Variable Rate Options
- ▼ Rates Based Upon Movement of Treasury Yields

Interest Rate Set on the Day of Funding

- ▼ Borrower Does Not Know the Interest Rate Until the Day the Bonds are Sold to Investors
- ▼ Borrower Assumes Interest Rate Risk

Hire Team of Finance Professionals

- ▼ Rating Agency
- ▼ Trustee
- ▼ Financial Advisor
- ▼ Bond Legal Counsel
- ▼ Bond Insurer
- ▼ Investment Bank
- ▼ Annual Disclosure Requirements

High Fees

- ▼ Cost of Issuance Increases with Deal Size

Bond Financing Agreement

- ▼ Long Document
- ▼ Time Consuming
- ▼ Create Separate Agreements for Each Financing

Financings Up To 30 Years

- ▼ Finance Assets Up to Its Economic Useful Life

Longer Funding Cycle

- ▼ Establish Bond Campaign
- ▼ Place Bond Measure on the Ballot
- ▼ Await Election Day
- ▼ Voters Decide on Tax Increase to Pay For Bonds



DIRECT LENDING

No Voter Approval Required

- ▼ No Tax Rate Increase Necessary

Early Payoff Allowed

- ▼ Borrower Allowed to Payoff Debt on Any Scheduled Payment Date

Competitive Interest Rates

- ▼ Fixed and Variable Rate Options
- ▼ Rates Based Upon Movement of Treasury Yields

30-45 Day Rate Lock

- ▼ Interest Rate Held Firm to Provide the Municipality Time For Governing Body Approval
- ▼ Lender Assumes Interest Rate Risk

Use Your Internal Finance Team

- ▼ Executive Team
- ▼ Legal Counsel
- ▼ Submit Audited Financial Statements Annually

Low Fees

- ▼ One Low Fee Regardless of Deal Size

Master Financing Agreement

- ▼ Streamlined Document
- ▼ Create Multiple Loans Under One Agreement
- ▼ Reduced Administrative Time

Financings Up To 30 Years

- ▼ Finance Assets Up to Its Economic Useful Life

Quick Funding

- ▼ Fund in 30 – 45 Days



Proposed Funding Formula

June 03, 2025

Proposed Funding Formula

New Structure Overview

- User Fees equal the sum of three parts:
 1. Calls for Service (**Modified**)
 2. Cost per Unit (**New and Updated**)
 3. Surcharges (**Unchanged**)
- The overall increase is split over 3 years
- Payments can be made quarterly or annually (**New**)
- Changes (if approved) will take effect in 2026

Call for Service (Modified)

CHANGES

- Total CFS = 13% of the total **operating** budget (weighted, and excludes capital projects)
- Tied to CPI-U, but annual changes are capped (+7.5%/-4.0%)
- Actual labor expenditures > 6% under budget = refund for the difference (paid annually, if applicable)

NO CHANGE FROM EXISTING

- Fire/Law allocation based on utilization of available dispatch frequencies
- Agency allocations based on rolling 3-year average of dispatch events
- Subject to a minimum annual threshold of \$50K

Cost per Unit (New and Updated)

OVERVIEW

- A “Unit” refers to a radio or MCT (as well as future hardware/technology used)
- Includes only ongoing costs for “core” or essential functionality (e.g., internet, cell service)
- Excludes acquisition/replacement costs – these are paid for by Kitsap 911
- The Fire/Law cost per unit will differ due to inherently different core functionalities

CHANGES FROM ORIGINAL PROPOSAL

- User Agencies only pay 65% of the total Cost per Unit
- Kitsap 911 absorbs the remaining 35%

Surcharges (Unchanged)

OVERVIEW

- 100% of the ongoing and implementation costs for any other additions, customizations, etc.
 - For example: First Due, Mobile Responder, Axon video server hosting
- A surcharge may be for multiple agencies (but may also be for just one)
 - For example: Purvis is split between all fire agencies, while CAD-to-CAD is just South Kitsap Fire
- Kitsap 911 and stakeholders will work together to determine the allocation methodology
 - Allocation Methods: evenly by agency, based on Units, based on Calls for Service, etc.

2026 Draft User Fees

				Difference per year (3- year split)			CPI: 2.0%	CPI: 2.0%	
2025 User Fee Allocations			Total Difference		CPI: 2.0%	Total Allocation (Including Catchup Payment)			CPI: 2.0%
Agency	Original	Revised			2026 (CPI only)	2026 Total	2027 Total	2028 Total	2029 Total
Kitsap County	\$ 572,876.05	\$ 717,881.88	\$ 145,005.83	\$ 48,335.28	\$ 584,333.57	\$ 632,668.85	\$ 693,657.51	\$ 755,865.94	\$ 770,983.26
Kitsap Coroner	9,722.86	9,282.69	(440.18)	(146.73)	9,917.32	9,770.59	9,819.27	9,868.93	10,066.31
Kitsap Animal Control	50,000.00	55,761.47	5,761.47	1,920.49	55,761.47	55,761.47	55,761.47	55,761.47	55,761.47
Poulsbo PD	84,156.97	107,514.70	23,357.74	7,785.91	85,840.11	93,626.02	103,284.45	113,136.05	115,398.77
Bainbridge Island PD	88,561.20	110,978.66	22,417.46	7,472.49	90,332.42	97,804.91	107,233.50	116,850.66	119,187.67
Port Orchard PD	130,199.02	157,448.40	27,249.38	9,083.13	132,803.00	141,886.13	153,806.98	165,966.25	169,285.58
Suquamish PD	64,441.43	79,850.98	15,409.55	5,136.52	65,730.26	70,866.78	77,420.64	84,105.57	85,787.68
Pt. Gamble PD	51,028.89	68,140.88	17,111.99	5,704.00	52,049.47	57,753.47	64,612.54	71,608.79	73,040.97
Bremerton PD	321,726.31	391,135.29	69,408.98	23,136.33	328,160.84	351,297.17	381,459.44	412,224.96	420,469.46
Bremerton Fire	184,108.58	193,390.35	9,281.77	3,093.92	187,790.75	190,884.67	197,796.28	204,846.13	208,943.05
North Kitsap F&R	67,207.20	91,143.58	23,936.39	7,978.80	68,551.34	76,530.14	86,039.54	95,739.13	97,653.91
Port Gamble Fire	5,879.17	5,888.84	9.67	3.22	5,996.75	5,999.97	6,123.19	6,248.87	6,373.85
Central Kitsap F&R	188,674.22	223,555.73	34,881.51	11,627.17	192,447.70	204,074.87	219,783.54	235,806.38	240,522.51
South Kitsap F&R	222,103.69	248,863.88	26,760.19	8,920.06	226,545.76	235,465.82	249,095.20	262,997.16	268,257.10
Poulsbo Fire/FD18	87,557.71	114,162.99	26,605.28	8,868.43	89,308.86	98,177.29	109,009.27	120,057.89	122,459.05
Bainbridge Island Fire	72,375.50	87,618.36	15,242.86	5,080.95	73,823.01	78,903.96	85,562.99	92,355.20	94,202.30
Total	\$ 2,200,618.78	\$ 2,662,618.68	\$ 461,999.90	\$ 153,999.97	\$ 2,249,392.63	\$ 2,401,472.11	\$ 2,600,465.81	\$ 2,803,439.38	\$ 2,858,392.94

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

Board of Directors Radio Program Update

June 3, 2025

R. Scott Peabody, P.E.

speabody@kitsap911.org

360 552-8402



Topics

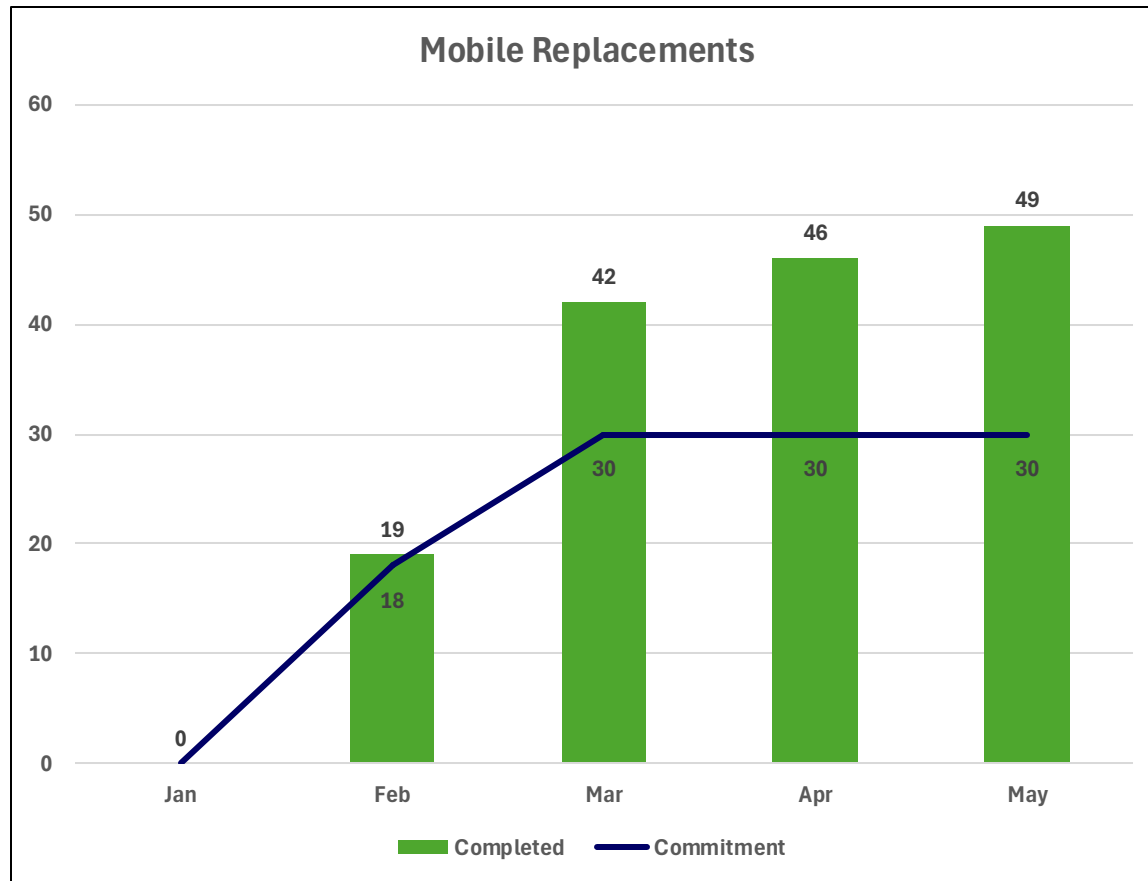


- Mobile Radio Replacement Progress
- Program Achievements Since Last SAB Meeting
- Drive Testing
 - Good News – Testing is Detecting Problems
 - Bad News – Testing On Hold Until Problems are Corrected (Scheduled for 6/3)



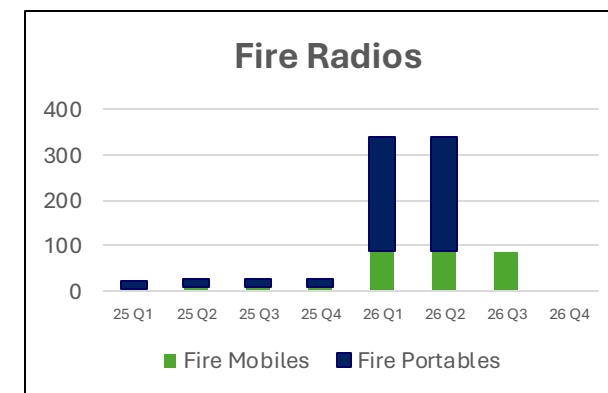
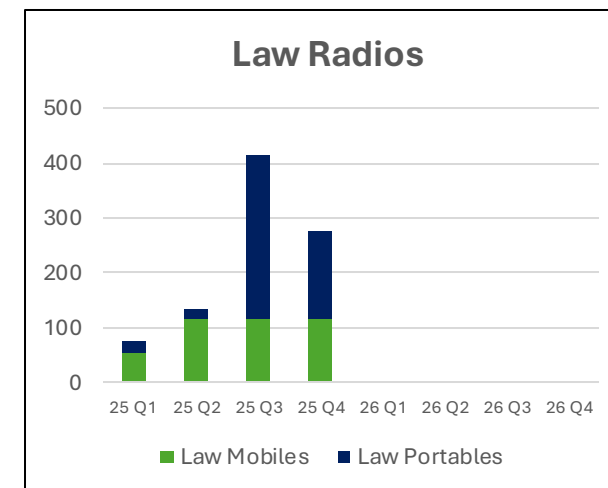


Mobile Radio Replacement Progress



Mobile Replacements Ahead of Original Plan

Original Plans

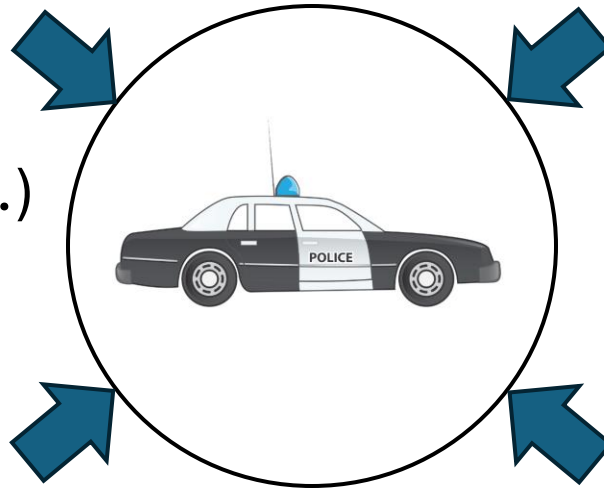


Mobile Radio Replacement Status

Mobile Radio Replacements are On Track

1. Mobile Replacement Radios

- 518 Mobiles Ordered
- 347 Mobiles Received
- 200-250 Replaced (est.)



2. Locations:

- South: DEM (Airport), Working Well
- North: Auto Glass Clinic Poulsbo, Proposed

4. People

- Schedulers (Agencies, RACOM, K911)
- Drivers (Agencies)
- Installers (RACOM)

3. Vehicles

- KCSO: 140 of 152 Done
- BPD: 68 of 83 Done
- PPD & POPD: On Deck

Achievements Since Last Meeting



1. User Radios

- 150th Mobile Replacement by RACOM (forecasted for 5/30)
- 1st Base Station Installation (Multicare Bremerton ER)
- New Radio Software Tested
 - Two Features for Kitsap
- 4th Radio Order Shipped 5/28
- Changed Radio Database from Excel to Smartsheet
- Role Changes: Terese Ungren Replaced John Sprague in Replacements Process



2. Dispatch Console System

- Installed New Software Release to Correct Software Bug
- Initial Ops Testing Done – 5/21
- Full Shift Testing – 5/28
- Cutover Scheduled for 6/10

3. Radio Infrastructure

- New L3Harris Software Deployed
- Drive Testing Paused

And ... 7 Full Days of Technical Training

Drive Testing

Measuring and evaluating the coverage and Quality of Service (QOS) of a radio network

Drive Testing Update

- **Good News – Drive Testing is Detecting Problems**
 - **Examples:**
 - **Transmit Power Levels Too High (Corrected)**
 - **Receive Cabling Issues at Suquamish and Teal Lake (In Process)**
- **Bad News – Testing On Hold for Tower Crew**
 - **Scheduled for 6/3**

Testing Takes About 3 Weeks to Collect Data and Analyze the Results

Backup Slides

