



## **Kitsap 911 Board of Directors Meeting on July 1, 2025**

**Via Virtual Meeting and Norm Dicks Governance Center**

### **ATTENDING:**

#### **Board of Directors:**

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

#### **Absent:**

**Guests:**

Chief Joe Clark, Bainbridge Island Police Department  
Chief Rick LaGrandeur, North Kitsap Fire & Rescue  
Chief Jeff Faucett, South Kitsap Fire & Rescue  
Chief Jared Moravec, Bainbridge Island Fire Department  
Chief Jay Christian, Central Kitsap Fire & Rescue  
Chief Jim Gillard, Poulsbo Fire Department  
Ken Bagwell  
Bryce Odin  
Stacy Miller  
Janette Onizuka  
Michelle Moen  
Alex Boeddeker

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**Call to Order:** Chair David Ellingson called the meeting to order at 1232.

**Additions:**

None.

**Public Comment:**

None.

**Consent Agenda**

Chair Ellingson introduced the consent agenda items.

**Director Greg Wheeler moved to approve the Consent Agenda including approval of minutes from the Board of Directors 06-03-2025 meeting; the approval of payment of claims for A/P Warrant Numbers 7256 through 7325 totaling \$1,166,329.53; the payroll dated 06-06-2025 and 06-20-2025 totaling \$902,283.49; and the Use Tax dated May 2025 with a total increase of \$573.54. Director Clarence Moriwaki seconds. Motion passed unanimously.**

**Employee Recognition**

None.

**Action Items**

**Approval of Cost-of-Living Wage**

Chair Ellingson indicated that this is a carryover from last month.

Director Katie Walters requested that Executive Director Maria Jameson-Owens, and Deputy Director Brandon Wecker leave the room saying she believes it inappropriate to discuss someone's salary when they are in the room.

Director Walters asked what the current salaries are.

Finance Manager, Steve Rogers, indicated that Ms. Jameson-Owens' gross salary before benefits is \$257,670.40 annually. Mr. Wecker's gross salary before benefits is \$219, 980.80 annually.

Director Walters said the reason we chose to defer this is not based on performance but based on the fact that they are already fairly compensated.

Chair Ellingson said there was also a salary survey done comparing other comparable districts that had similar positions in place, including 911 Executive Directors from various agencies.

Director Walters said that with that survey we were also in disagreement with those comparables. For Kitsap County, this would be a director position and this is way beyond what the highest paid director is paid. She understands the compression but even the sheriff is paid less. From the standpoint of the County, we are in a hiring freeze right now and she doesn't see us paying out more at this point. She is going to vote no on this and doesn't support it. She understands that the other 911 employees have received their cost-of-living adjustment but this shouldn't just be an automatic go ahead.

Director Christine Rolfes recalled that one of the issues was that we didn't want to do this at the beginning of the year when each one was within six months of being hired. We tentatively agreed that it would be more appropriate to do further in the year. This is following the path we had talked about and the effective date was to be May 1, the one-year anniversary.

Director Rob Putaansuu stated that because neither employee is part of a Collective Bargaining Agreement, legally we, as a public agency, cannot make it retroactive.

Director Moriwaki asked what the amount would be if these cost-of-living increases were created. Chair Ellingson indicated it was on the screen. Director Moriwaki said that \$11,380 is equivalent to the amount their organizations are being asked to contribute and if we are trying to be consistent, he doesn't believe it is appropriate for this time. He agrees Director Putaansuu that it would be unusual to post-pay for the position.

Director Oran Root asked if prior to this did the Directors receive the cost-of-living increase. Chair Ellingson confirm this was the practice every year.

Director Root indicated he believed in taking care of our people and making sure we can retain the best we can. He noted that Kitsap County is in a hiring freeze and they are in a difficult place.

**Director Root moved to give the 3% increase as we would any other director and deputy director. Director Bob Muhleman seconded the motion.**

Director Putaansuu asked for clarification if that was immediately or retroactive. Director Root amended the motion to state the following.

**Director Root moved to give the 3% increase as we would any other director and deputy director effective July 1, 2025. Director Bob Muhleman seconded the motion. A roll call vote was taken. The motion passed 9 to 4 with Director John Gese, Director Eric Younger, Director Walters, and Director Clarence Moriwaki voting no.**

Director Jennifer Chamberlin: Yes

Chair Ellingson: Yes

Director Becky Erickson: Yes

Director Root: Yes

Director John Gese: No

Director Eric Younger: No

Director Moriwaki: No

Director Muhleman: Yes

Director Putaansuu: Yes

Director Rolfes: Yes

Director Walters: No

Director Wheeler: Yes

Director Dusty Wiley: Yes

### **Approval of Computer Aided Dispatch (CAD) Request for Proposal (RFP) Vendor Selection**

Deputy Director, Brandon Wecker, shared a slide deck and indicated that this project was begun in the fall of 2024 because the servers that run our Computer Aided Dispatch system will be at the end of life and end of support in October 2026. This means they need to be upgraded in order to maintain compliance with Criminal Justice Information (CJI) criteria and to maintain our ability to run data requests for law enforcement. When this was initially identified, we budgeted a total of \$1.5 million in 2025, with additional budgeted in 2026 and possibly 2027. The upgrade is additionally complex because an “in-place” upgrade with our current vendor to their newest version is not possible. Moving to that would not provide any substantial benefit to Kitsap 911 or its member agencies or fulfilled CJI requirements.

Mr. Wecker compared the intended upgrade to the equivalent of moving from Windows 7 to Windows 10 where the new system is fundamentally different right down to the core of the CAD system.

We are nearing the end of Project 2025-17 Phase 1 and will be making a vendor

recommendation. He shared the scores in the required proposal components of the four vendors with the focus being on user experience. The bulk of the scores were based on feedback from Kitsap 911 staff as well as staff from member agencies. One vendor clearly scored in the lead across all categories and in some cases, by a significant margin. In order to get an apples-to-apples comparison on pricing, we needed to normalize the costs proposed from the vendors. Some vendors provided additional equipment that needed to be removed; others needed to have the required five years of maintenance calculated and we needed to score the proposals evenly based on the technology proposed. No one received a perfect score in this area but the scores were based off the lowest cost, the most complete proposal and then adjusted for cost based on how far off from the lowest score the other vendors were. This cost breakdown not only took into account the out-of-the-box cost for software but any implementation services, reoccurring service fees, a commitment of five years of pricing and any other adjustments needed for a like to like comparison.

When we look at all the scores, we came up with a final score with one vendor the clear winner. This vendor rated consistently higher than all the others by the participating member agencies and our staff.

On June 24<sup>th</sup>, we presented this information to the Strategic Advisory Board (SAB) and addressed their questions. Afterward we received a unanimous motion to bring the recommendation to you. Today the recommendation from Kitsap 911 is that Hexagon be selected as the most responsive and responsible bidder for the CAD RFP.

Chief Rick LaGrandeur indicated this recommendation was well-received by the SAB with a unanimous vote to move forward with Hexagon.

**Director Moriwaki moved to approve going forward with the contract negotiations with Hexagon as the selected CAD vendor. Director Root seconded the motion. Motion passed unanimously.**

Director Erickson asked what the CAD system does. Mr. Wecker explained that it is the core system that dispatchers use for entering call information, routing mobile units, and changing gears. It is the primary system of the three: CAD, radio and phone for dispatching 911 calls. Director Erickson asked for more explanation. Mr. Wecker said it keeps track of where all the units are and recommends what units go to an event which the dispatcher then accepts. Dispatchers use CAD to track all the information about a call and feed it back to the users in the field while they simultaneously give and receive updates. It allows them to send messages back and forth. It interfaces with a variety of third-party interfaces such as First Due. It really does everything in terms of computer-aided dispatch operations.

#### **Approval of Strategic Initiative #4 – Comprehensive Training & Development Plan**

Ms. Jameson-Owens indicated that at the last board meeting the Board reviewed Strategic Initiative #4 – the Comprehensive Training and Development Plan. There were no recommended changes.

**Director Rolfes moved to approve Strategic Initiative #4 – Comprehensive Training & Development Plan. Director Moriwaki seconded the motion. Motion passed unanimously.**

Director Walters asked what the fiscal impact of this will be. Ms. Jameson-Owens indicated that this will be examining current programs in place and enhancing those as a cost benefit rather than a cost outlay at the moment. Director Walters said she was supportive of the presentation made last month.

#### **Approval of the Communications Equipment Policy**

Ms. Jameson-Owens said that the Board reviewed the updated Communication Equipment Policy at the June 2025 board meeting. No recommendations for changes were given. This policy was reviewed by the Strategic Advisory Board (SAB) who recommends its adoption by the Board. Kitsap 911 believes this policy is an improvement for both member agencies and Kitsap 911.

Chief LaGrandeur indicated that SAB is in support of moving forward with this policy.

**Director Moriwaki moved to approve the Communications Equipment Policy. Director Putaansuu seconded the motion. The motion passed unanimously.**

#### **Approval of the Cancellation of the August Board Meeting**

**Director Putaansuu moved to cancel the August Board meeting. Director Erickson seconded the motion. Motion passed unanimously.**

Director Rolfes reiterated that this does give us less time to work on the budget.

Ms. Jameson-Owens indicated that as long as the Board is okay with the expectation that their first look at the budget would be in September with the expectation of approving it in October so the other agencies can move forward with their budgets. Also depending on the outcome of the vote at the Special Board Meeting on July 8, if that does not pass, we will need additional direction with could result in another special meeting.

Director Walters said because we have changed our format to monthly meetings, to keep this in mind when we set our schedule for next year.

## Discussion Items

### **Proposed Funding Formula**

Ms. Jameson-Owens indicated At the May 6 board meeting; the board was presented with three Funding Formula options:

- Option 1: A higher user fee increase, recommended by the Funding Committee and SAB.
- Option 2: A reduced-cost model that split the cost-per-unit between Kitsap 911 and its member agencies, scaled back capital projects, and lowered staffing goals.
- Option 3: Combine Proposition 2 with other revenues.

After deliberation, the Board voted to move forward with Option 2, balancing fiscal responsibility with operational needs. A bylaw change is required to implement this funding formula, and a vote is scheduled for July 8 at 1400 via Zoom. Passing this change requires a 2/3 supermajority, or 9 out of 13 voting members.

After speaking with many of the Board, it is clear this change is at risk of failing either because members won't be present to vote or plan to vote no.

Ms. Jameson-Owens believes it is important to discuss this now—before the vote—so we can make informed decisions and avoid unintended consequences.

At the last meeting, Dispatcher Hannah Augustine shared the personal toll of the job: the long hours, emotional weight, and time away from loved ones. Her story was a powerful reminder of the real people behind the phones and radios—people who are deeply committed to their work but need support.

The Board has recognized the difficulty in hiring and retaining skilled dispatchers. The Board has acknowledged the need for more staffing, better training, and stronger mental health support. The Board has approved strategic initiatives on a comprehensive plan for hiring, retention, training and development.

Kitsap 911 is consistently looking to find ways to do more with less. Today we will be discussing Initiative #5 on enhancing service management and efficiency. The goal is to identify and implement strategies that enable us to deliver more—at a lower cost. However, without this funding change, we simply cannot meet the expectations of member agencies, the public, or this board.

If this funding formula isn't approved—and no alternative is adopted, Kitsap 911 will be forced to cut services. It's the only viable way to reduce costs. Personnel make up 80% of our

operations budget, and the remaining 20% offers little flexibility. Cutting overtime to cover vacancies would leave us with fewer call takers to answer 911 calls and fewer dispatchers to staff radios.

Kitsap 911 is an essential service. The public and our member agencies rely on us to provide increasing levels of support and faster response times. Simply put officers, firefighters, and Emergency Medical Technicians cannot respond to emergencies they don't know about. Someone has to answer the 911 call. Someone has to dispatch help. That someone is Kitsap 911

We are committed to finishing the radio project. But we are just as committed to making sure there are skilled, focused, and supported dispatchers on the other end of those radios. Because radios don't save lives. People save lives.

Ms. Jameson-Owens realizes board members are facing competing priorities between individual agencies and the broader needs of Kitsap 911. She understands the need to try to balance these demands. This change does just that.

One of Kitsap 911's greatest challenges is the Board's difficult position—balancing the needs of individual agencies with the responsibility to fund a shared, countywide service. This structure makes it hard to prioritize the overall needs of the 911 system and increases the risk of underfunding this life-saving service.

This vote is bigger than numbers on a spreadsheet. It is a test of commitment to the system your communities rely on—every hour of every day. Kitsap 911 has worked closely with member agencies and financial experts to develop the most viable funding options available. If this funding formula is not approved, she respectfully asks the Board to identify what alternative solutions are being considered to sustain essential services for emergency responders and the public.

She would appreciate hearing those alternatives today to help prepare not only for the July 8 vote, but also for the broader financial planning required for the 2026 budget.

Director Rolfes asked that the spreadsheet with the cost increases could be projected.

Director Putaansuu asked how many board members can't participate and that it is imperative that we all have a say on this. It was determined we may be missing one Board member and he is comfortable with that.

Director Walters wanted to clarify that this funding model is not spread evenly across everyone but it's the highest users of the County and Bremerton really getting the increase. Ms. Jameson-Owens indicated it is based on the units of use – how many dispatched events over a rolling

three-year period. This is the same as the last version of the Funding Formula as well as equipment usages and specific requirements by the agency.

Director Walters said this is her concern that the cost burden is putting on those who actually can't pay like the County. The medical examiner and the County are all out of the County's general fund and with our already \$8 million hole we are trying to fill this year. That is public safety on the other side; deputies we can't fund because we are going to have this increase. So, what do we get? We have a hiring freeze and we are asking everyone to look at efficiencies so paying this amount is going to be a decrease in public safety on the other side. We have this increase and we have the radios. The radios are a given, we have to pay for those. She would prefer that the funding model were a distribution across all users versus the high users just because of the cost burden to the County and the City of Bremerton.

Director Putaansuu said he respectfully disagrees. He is sympathetic to the County because we all have budget challenges and this economy is not as robust as it once was. This formula has been historically based on use. Most of us are seeing increases here and he acknowledged the County's is much higher. The Option #1 none of us were comfortable with but Option 2 deferred some capital projects. Option 2 was a compromise from what was requested by the fire districts and he intends to support Option 2.

Director Rolfes asked Mr. Rogers to confirm that the April 18 version he is projecting is the same as the May 7<sup>th</sup> packet version. Mr. Rogers confirmed it was as he was projecting from the spreadsheet rather than the pdf version.

Director Rolfes confirmed that if we were not changing anything, the amount less would be \$94,000. Mr. Rogers said that is the preliminary number pending the outcome of the 2026 budget. We are splitting up the increase over three years. Director Rolfes said that doesn't seem like an enormous cut felt throughout the system and asked Ms. Jameson-Owens to explain how \$94,000 translates into a devastating reduction in spending when it's an increase in spending, not a reduction.

Ms. Jameson-Owens said that our sustained stabilization fund is 17% or \$3.4 million. With this funding increase, we are going to start the budget with a beginning balance of \$1.9 million down from \$3.7 million. Without the funding formula, we are not going to be cutting a person, we are going to be not filling overtime to backfill positions. Being short on dispatch and short on call takers right now, to get up to minimum staffing, we have to pay overtime. We pay a lot of overtime and it's the only place we can make a \$94,000 cut on the operations side. That means we will have less call takers and less dispatchers. If we don't have enough dispatchers, we cannot staff a console. We have three law enforcement and two fire consoles right now. If we can't staff one, something has to change and usually it won't be fire because they only have 1.5 consoles staffed for the day. The law channel will require some deputies move back over to

the North console or to the South console. Port Orchard and Bremerton officers would move to another console. The amount of traffic on the radio increases. The number of officers the dispatchers are tracking increases. They are already at a point where they are oversaturated with units on the radio.

While \$94,000 may not seem like a lot, it's going to keep people on those radios and on the consoles for longer.

Additionally, the most significant aspect to this change is the bylaws. The issue that we have budgetarily is that user fees have not increased for 16 years and there has been no Consumer Price Index (CPI) increases. There has been no increase and no allocation of cost of usage in the subscription models. Nothing. Kitsap 911 has had to absorb those. The change in bylaws prevents us from being in this position in the future.

Director Wheeler said that the testimony we had from the staff member last month highlighted the life of an employee. With Option 2 we would still make up the difference on the backs of the employees, correct?

Ms. Jameson-Owens said she is trying to avoid that by decreasing overtime. It is going to be a choice but it is a dangerous choice because it leaves us short-staffed. In 2024 our dispatchers worked 17,000 hours of overtime. In 2025 so far it has been 8500 hours. They are burned out. They are tired so putting more on top of them can't happen.

Director Wheeler said that it then goes back to the public and the service the public has come to enjoy today will change. Ms. Jameson-Owens said that it is true with Option 2.

Director Putaansuu said Option 2 kept us whole and Option 1 provided more funding. What is being spoken to right now is not funding Option 2.

Director Wheeler said he is speaking to is Option 1 from the perspective of someone who has been on this Board for 16 years and had us climb out of a hole to where we do have a sustainable organization where we are able to attract and retain employees and provide a level of service that will work into the future. He is leaning towards Option 1.

Director Putaansuu said we had a robust discussion about that at the last Board meeting and he is certain that the folks who aren't comfortable with Option 2 are not going to be comfortable with Option 1 either. We have to move forward with something and Option 2 is a proposal that comes to middle ground.

Chair Ellingson said it spreads the increase over three years making it an easier pill to swallow.

Director Wheeler said he doesn't want to turn it into a three-option vote and if we have to choose the best of two bad options, he defers to that.

Director Rolfes requested information about how the console remodel was paid for and are there opportunities to recoup costs from remodeling the empty rooms.

Ms. Jameson-Owens said that the new consoles have been installed but we delayed moving employees back until after the 4<sup>th</sup> of July. The move starts July 7<sup>th</sup>. We received a grant from the State of Washington that paid for 50% of our consoles and we also had grants for the Unlimited Power Supply (UPS) upgrade and cybersecurity. We are getting about \$603,000 to pay for those consoles, which is why we were able to pay for them.

Once we move back, we will have the classroom available again and the space that the Department of Emergency Management (DEM) used to use. This room we allow other agencies to come in for training or classes. We are also looking at some of the ideas that the law enforcement agencies have asked about in terms of combining resources. Instead of every department having a records division, what is the option of combining those? This would be a lengthy research project but it is a model that South Sound 911 has been doing and there is potential cost savings there. If we did that, we might use that DEM space.

Director Gese said Ms. Jameson-Owens introduction resonated with him and he gives the same to the Commissioners. However, the Sheriff's Office is struggling and looking at budget cuts next year, possibly cutting deputy positions so those increases would be really felt on his end too. He would ask that we share the pain and the last thing we want to do is threaten each other with cutting service. We have to work together because the Sheriff's Office does not have a wealth of money and he is asking for Kitsap 911 to feel some of the pain he is feeling. Just like it wouldn't do any good to have 10 more deputies on the road if you don't have dispatchers, it also doesn't do any good to have 10 dispatchers and no deputies on the road. So, we have to figure this out.

Director Gese said that for 16 years, the Board has not done right necessarily by CENCOM by not increasing the use fees. Having the CPI increase in perpetuity is not something that we would normally agree to and he worries that gives CENCOM an advantage that doesn't address some of the issues we have to address as we go through economic downturns.

Ms. Jameson-Owens said that although there is a CPI increase there is also the potential of a refund to the agencies if the operations budget comes under a certain percentage at the end of the year. She continued that in no way is she threatening to do something – she simply has no other option but to cut \$94,000 from operations. Overtime eats up money. We still need to have people in the room answering 911 calls even if someone has to wait for an officer. It is a very difficult balance. Option 2 is the middle ground. We could really use Option 1 to bring

more people in but we can make Option 2 work. We can't make doing nothing work.

Director Wheeler said we know from data and metrics that the attrition was horrendous and we have the history of how the pressure of overtime and burning people out. If we are leaning towards Option 2, we need to check in and make sure this isn't permanent because it is not sustainable. We can't operate with the County being under threat and the tradeoff being the agency is under threat – that is not sustainable. So how do we establish a check-in? He doesn't want this to become the new normal and would like to get back to what a normal proper funding program would look like for Kitsap 911 but at the same time not at the expense of our County. The City of Bremerton is not proposing a hiring freeze today but he can't guarantee that into the future. It's going to take a little extra work but the Board is going to have to be looking at this more closely as this can't be the new normal.

Ms. Jameson-Owens said Option 2 is a step in the right direction but doing nothing is very detrimental.

Director Root said he agrees that Option 2 is the best option right now. This is the peaks and valleys versus the rolling hills effect on any organization. The rolling hills are much better than those peaks and valley because it costs more to climb that hill every single time. He agrees that we all want Option 1 but we need to maintain this rolling hill effect to keep going up and making sure that the Board gets Kitsap 911 what it needs to accomplish the mission without sinking the ship. Option 2 is the compromise.

Director Rolfes said that maybe it is to your detriment to have the elected officials on Kitsap 911's Board because they serve on 11 other Boards. She is on the Health Board and federal and state funding has been dramatically cut. She had to say don't come to the County to make up that gap. We are not going to give you more money and they have to rethink their budget. To the Cities, we are probably raising our jail bed prices again. The Humane Society is coming to all of the Cities with increases larger than Kitsap 911's because of liability insurance they have never had before. We are all seeing it and everybody's belt tightening so we are not being mean, we are trying to balance budgets.

### **Strategic Initiative #5 Enhancing Service Management and Efficiency**

Assistant Director of Operations, Jamie Donley introduced herself and said that as service demands continue to grow and evolve, Kitsap 911 must proactively adapt to remain efficient, responsive, and fiscally sustainable. This strategic initiative is designed to modernize how we manage complexity, optimize workload, and engage with the public—while working closely with our member agencies and regional partners to produce more with less. We're focusing on three key areas:

- Managing service complexity
- Improving call and workflow processes

- Enhancing public education around 911 services.

First, we are closely evaluating how our current service expectations align with workforce capacity. In collaboration with member agencies, we will explore opportunities to consolidate efforts, share responsibilities, and reimagine how work is completed—aiming to save time and money while maintaining reasonable workloads.

By coordinating with our partners, we can identify where duplication exists, where processes can be streamlined, and where joint solutions can maximize impact with fewer resources.

Second, we're improving call and workflow management. This includes the planned launch of a clearly defined non-emergency phone line by the end of 2025 to divert lower priority calls away from 911.

We are also exploring cost-saving innovations such as Artificial Intelligence (AI)-assisted call handling, smart routing, and digital workflows. Eliminating outdated practices—like printed data work, paper leave slips, and manual inventory—will reduce inefficiencies, cut administrative overhead, and improve agility across the system. These efforts not only enhance service delivery but reduce operational costs and free up resources for high-priority needs.

Finally, we recognize that educating the public is critical to long-term system efficiency. We will expand outreach campaigns in coordination with our member agencies to help the community better understand when and how to use 911, what alternatives exist, and what to expect during emergencies. Informed residents make smarter choices—reducing misuse of emergency lines and helping responders focus on true emergencies.

Together, these efforts will strengthen internal operations, foster regional collaboration, and reduce unnecessary strain on both personnel and infrastructure.

By working in partnership with our member agencies—and with other 911 centers where appropriate—we can better meet rising service demands while protecting the long-term viability of Kitsap 911. This initiative is not just about doing more. It's about doing it smarter—together.

Director Moriwaki said that he loves the idea of a non-emergency number. The City of Bainbridge has a dedicated phone line for fireworks calls and it really does work. He asked if this would be a specific staff person and would it help for calls that might be for social services.

Ms. Jameson-Owens indicated that Kitsap 911 is working with the SAB to look at other options such as having a dedicated 988 person directly associated with Kitsap 911 either in the center or virtually. Currently 988 doesn't have enough staffing to have an immediate response to every 911 call transferred so there will be potential delays. However, we are working on that process with the State office and 988. We are working with the SAB to determine specifically what calls go there. Another option is the nurse navigator line that Director Walters shared with her. This was considered several years ago but the cost was too high so we have a different

nurse triage line now. If there is a call with no need for Emergency Medical Services, we can transfer the line to the nurse triage and they walk them through the appropriate next steps. 911 Nurse Navigators is a similar process but can take a larger range of calls and a doctor can be connected to the caller. It can potentially take work load off of the 911 center and the emergency responders. We are researching what the agency needs are and the cost.

**Strategic Initiative #1 Board Education, Alignment and Structure Review**

Ms. Jameson-Owens said we have made good progress on Initiative 1 involving Board Education, Alignment, and Structure Review. In the essence of time, she will focus on Board Structure and Composition.

Action items 1 through 4 revolve around reviewing and evaluating the current structure by

- Gathering input from stakeholders,
- Reviewing best practices in governance for elect boards,
- Reviewing possible options for change,
- Presenting a recommendation for adjustments that improve fairness, effectiveness, and decision making.

In order to accomplish these actions, it is necessary to hire a consultant so there is no concern of bias impacting the final recommendations. She have met with three consulting groups thus far. One stands out as highly qualified and has prepared a 29-page proposal of how they will accomplish this project. The expense is budgeted in the 2025 budget for professional services that will cover this cost.

Prior to embarking on an agreement, she wants to ensure that the Board would like to move forward with hiring a consultant to do this work.

Director Moriwaki asked if there is a budget line item for new initiatives like this? Ms. Jameson-Owens indicated that we have a Professional Services line item that has \$40,000 in it.

Director Wheeler asked what the consultant would be focusing on. Ms. Jameson-Owens said the consultant has outlined a step-by-step process about doing initial information gathering remotely, then they would come do interviews with member agencies, SAB, Kitsap 911 staff and all the Board Members taking input on what is working and what is not. Then they look at what other agencies are doing, the effectiveness of the board, and the ideal number of board members who should be represented on the board. Kitsap 911 could do the work but the results could be perceived as being biased. A consultant is cleaner.

Director Wheeler and Director Rolfes indicated they are supportive.

Director Putaansuu confirmed that there is a process for selecting the firm. Ms. Jameson-

Owens indicated they reviewed three proposals and one stood out as the best.

Director Moriwaki confirmed the cost was less than \$40,000. Ms. Jameson-Owens confirmed it is.

### **Radio as a Service**

Ms. Jameson-Owens said we are now at a place in the radio project where we need to discuss non-member agency radios. Member agency radios are funded by Proposition 2 funds. Kitsap 911 member agencies are listed on the agenda item cover sheet. Non-member agencies are not eligible for Proposition 2 funds. A non-member agency is one that does not pay user fees to Kitsap 911. These include:

- Private Ambulance Companies
- Hospital
- Emergency Management
- Fire Marshal
- Juvenile Detention

To support interoperability and preserve the financial integrity of Proposition 2 funding, Kitsap 911 proposes a Radio as a Service model for non-member agencies. Under this model, Kitsap 911 would provide radios and on-going support in exchange for full cost recovery for all equipment needed, annual service, maintenance, and administrative fees, set up and programming fees, and costs for all non-warranty repairs. She asked for feedback from the Board on this proposal.

Director Moriwaki indicated that there was an error on the cover sheet listing Bainbridge and Poulsbo's police departments on the same line. Ms. Jameson-Owens indicated this was indeed an unintentional error.

Director Erickson asked if there is a policy in place to manage requests for radios from private organizations such as a towing service. Ms. Jameson-Owens indicated that the practice has been that requests for radios from a non-emergency responder is to have the SAB determine the impact and make a yes or no decision.

Director Rolfes asked if the chart of fees on the cover sheet was in addition to the user fee just discussed or part of it. Ms. Jameson-Owens said that chart is a list of member agencies and what they currently pay in user fees.

Director Rolfes asked what the fee for a non-member would be. Ms. Jameson-Owens indicated that the average cost of a radio is \$7,500 but that there are other options for these organizations. For example, the ambulance company may be a good example of one that can

use the phone app because they don't talk much on the radio and only indicate that they are responding. We have 50,000 licenses for the new radio systems phone app. The hospital has already paid for theirs. Emergency Management got a grant for theirs. There are other options other than \$7,500 for radios.

Director Walters asked what requests have been made by the Fire Marshals and Juvenile Detention. Ms. Jameson-Owens said that Juvenile Detention has not made a request yet and the Fire Marshal has asked for five radios.

Director Erickson asked if the radios given to other agencies have access to the secure channels. Ms. Jameson-Owens said no outside agency would be on the encrypted channels unless they are specifically authorized to be on those.

### Standing Reports

#### **LMR Project Report**

Radio Program Manager, Scott Peabody, shared a [slide deck](#) on the status of the project including percentage completion, the to-do list and the mobile replacement progress. This is a multi-stage program and the initial build was based on our existing sites. These can be done much faster because we already have the site leases. The permitting process is much faster and we don't have to go through lengthy negotiations and extensive engineering design. Stage 2 building of new sites will improve coverage and that will kick off near the end of 2025 and early 2026.

Mr. Peabody shared a slide of a tree design indicating the percentage of completion of the primary elements of the project. In the blue Financial box, we have 68% of the work done and 40% of it paid for. Partially that is a lag for billing and documentation but also managing cash flow. We have some big bills that will have to be paid in 2025. With User Radios, in total we are at 30% with about half the mobiles installed. The portables are easier to do but there are many more of them. Operational readiness is not ready to be done, which is normal for this stage. Infrastructure is 90% complete. Interoperability is 75% complete.

Mr. Peabody shared a slide of the To-dos organized by User Experience items and Infrastructure Items. There are 350 mobile radios to install, 1000 portable radios to distribute and 50 of the fixed base stations in fire and police stations to install. The new backup system is also being worked on to provide georedundancy. Training appears in many of the to-dos so we are ready when we cut over to the new system.

Mr. Peabody shared a slide about the mobile radio replacement progress. The process has been running substantially above the goal of 30 radios per month and we completed 42 in June. June included more difficult installations such as boats and smaller agencies where it is difficult to

keep a car out of service. There is potential to start the fire mobile installations early in the last part of 2025. The mobile installation site at the Department of Emergency Management will close in mid-July as the southern installations finish up. Next Monday we are opening up a new location in Poulsbo to work on the northern agencies. When we do fire, those are typically done at each of the agencies' sites where the mechanics are available. Bremerton Police Department is the first to be 100% done and Port Orchard Police Department is also complete.

Director Moriwaki asked what a radio personality is. Mr. Peabody said Motorola called their radio programming "code plugs" from back in the day when they actually plugged in software code with chips. Personalities are just the specific programming or configuration of the radio. Radios are more like computers than radios these days.

Director Moriwaki said he didn't see Bainbridge Island listed on the vehicles and asked when they are scheduled. Mr. Peabody said Poulsbo Police Department will be first due to immediate needs and then they will start weaving in Bainbridge Island Police Department and the Tribal Police Departments in third quarter and possibly by the end of July. An issue with the small agencies is that they don't have many spare vehicles so we have to tightly coordinate with when those vehicles are available. They vehicles have to be there when we start at the beginning of the day. One no-show throws the schedule in a tail spin.

### **Monthly Finance Report**

Finance Manager, Steve Rogers, reported that as of the end of May, our revenues were above, and our operating expenditures were below expectations.

We have received approximately \$8.7 million in revenues year to date, which is about \$728,000 above our projections. Sales tax came in about \$337,000 above expectations, excise taxes are a little less than 1% over budget, and other revenues are \$381,000 over expectations, which is again, primarily due to the one-off payments and tower lease revenues from earlier in the year.

Mr. Rogers share a slide showing the seasonality in sales tax in the last three months. In March, we received 6.8% more than expected year to date. In April, that dipped to 6.3%, and for May, we're at 5.9%. February is a strong month, but it artificially pumps up year-to-date revenues, and things tend to taper off for the remainder of the year.

As for operating expenditures, we were under our labor budget by about 7% year-to-date, and 9% under budget overall. This isn't surprising because when we made the 2025 budget, we thought we'd start to see a few of the new Proposition 2 related operating costs popping up by this point in the year, but like we've talked about during our debt discussions, we expect a lot of those to come online closer to Quarter 4 2025 or possibly into next year. We're still staying tight with our spending for both Proposition 2 and non-Proposition 2 revenues to conserve as

much cash as possible.

As for the Proposition 2-funded projects, the project is still moving along, and so far, we've spent about \$2.2 million of the \$11.7 million that we've allocated. As for our other capital and non-operating expenditures, we've spent about \$85,000 so far this year, after a couple of reclassifications.

Our fund balances are still looking good, and we are still looking good for our debt timing later this year. We are still ramping up the radio deliveries, so that excess cash amount will start to start coming down 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.

Director Rolfes said that if she saw an update like and we were talking about raising taxes, she would say it was not needed. This report doesn't say that we need to raise our fees. Mr. Rogers said that the majority of the overage is from a back payment for a tower lease. We are also getting a grant for the equipment but he does not believe it wise to plan the budget off of revenues we can't predict. The only predictable one is sales tax and seasonality plays a big part of that. February artificially pumps up what our year end numbers look like. The economy is slowing and we try to project conservatively. As we have shown in prior meetings, the margin we have to work with at the end of the year is getting really, really close especially if we leave Proposition 2 out of all our revenue discussions. He encourages them not to be fooled by the February pump up and other one-off revenues.

Director Walters asked if Mr. Rogers could break out Proposition 2 so they can the comparison of the two types of revenue. Mr. Rogers said that in the financial report there is a second page which shows the fund balance and at the moment there is \$7.98 million in the Proposition 2 balance and 2.8 million in the other revenue.

Chair Ellingson said to remember that operational costs for the new radio system can't be rolled into the Proposition 2 funds and those have to be reported separately.

### **Strategic Advisory Board (SAB) Report**

Chair of the SAB and North Kitsap Fire and Rescue Chief Rick LaGrandeur reported the SAB is interested in the 988 possibility and excited to hear more about that. They are also interested in the non-emergency number for Kitsap 911. He also said that all the agencies have been asked to come up with a list of all the new vehicles we are going to need in 2026 so they can plan to purchase accordingly for the radio project.

Good of the Order

Chair Ellingson indicated that it was National Ice Cream Day and that the weather is cooperating for an ice cream stop on the way home.

**The Meeting adjourned at 1404.**

***The next scheduled meeting of the Kitsap 911 Board of Directors is September 2, 2025, at 1230 Virtually or In-Person at Norm Dicks Government Chambers.***

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# Board of Directors Radio Program Update

July 1, 2025

R. Scott Peabody, P.E.

[speabody@kitsap911.org](mailto:speabody@kitsap911.org)

360 552-8402



# Topics

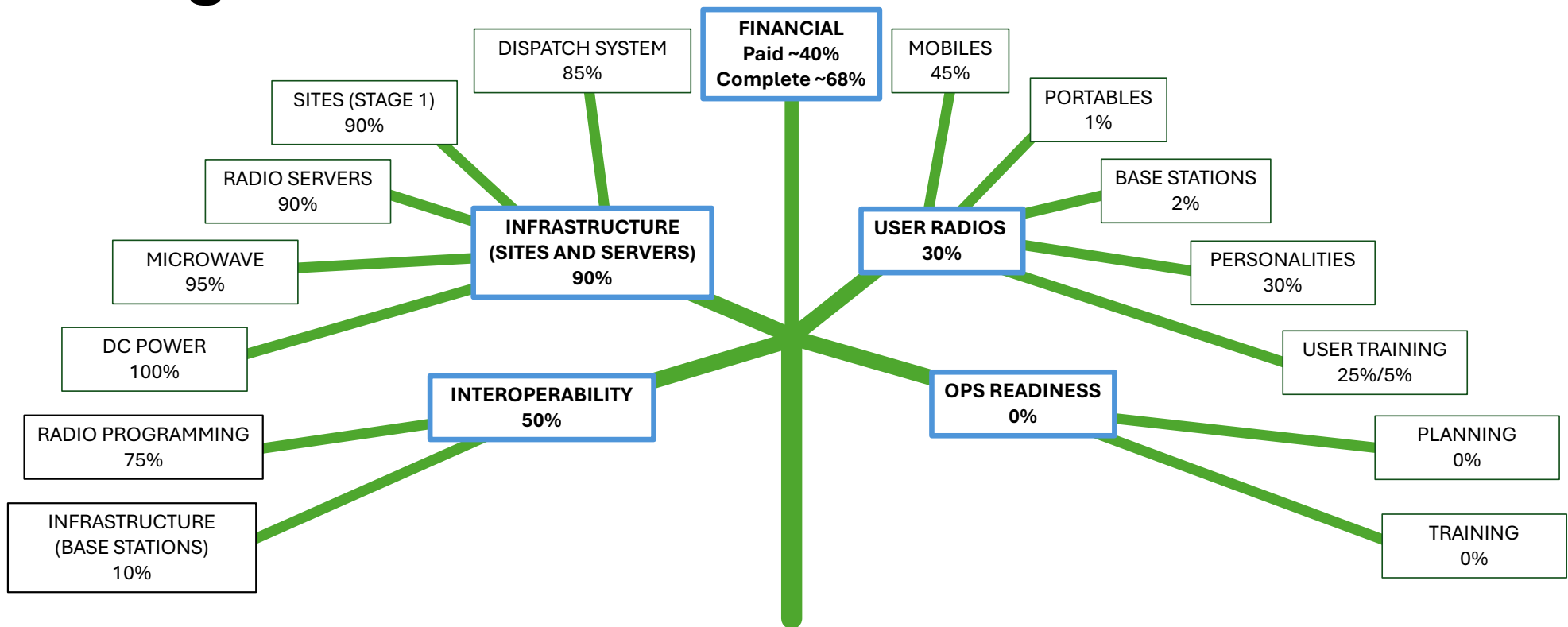


- Are We Done Yet?
  - Percentage Completion
  - To Do List
- Mobile Radio Replacement Progress



# Are We Done Yet? Percentage Complete?

## Stage 1: 15 Towers



# To Do List

## User Radio Tasks

- Program and Install ~350 Mobiles
- Program and Distribute 1000 Portables
- Program and Install 50 Base Stations
- Engage Agencies for Input
- Finish 80 Radio Personalities
- Train (&Train) All Public Safety Users

## Dispatch Console Systems

- Upgrade and Test Main System
- Move Newberry Hill System
- Train Dispatchers on P25 System
- Acceptance Test (Geo-redundancy)

## Operations Readiness

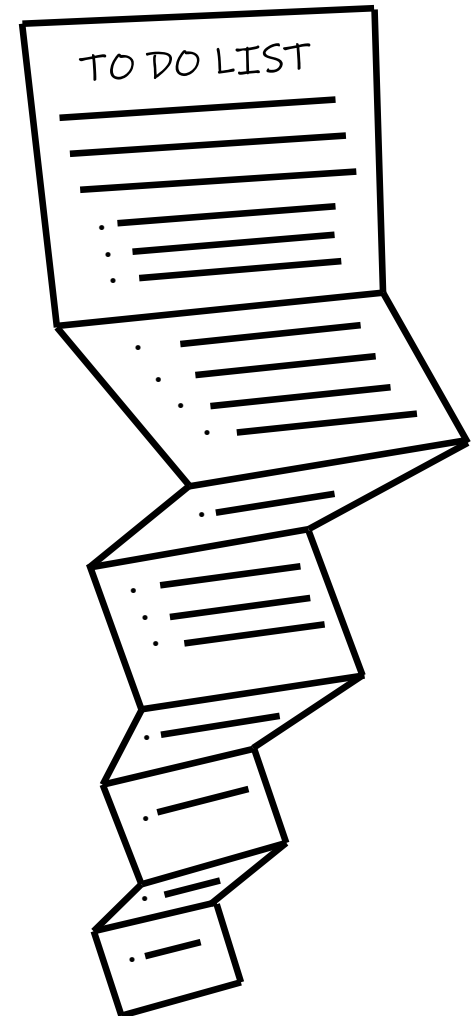
- Plan, Coordinate, and Train&Train&Train

## Infrastructure (Sites and Servers)

- Close Punchlist Items
- Site Acceptance at 15 Sites
- Finish Servers Configurations
- Optimize RF Coverage
- Acceptance Test (Geo-redundancy)
- Coverage Acceptance Drive Test
- Plan Stage 2 Coverage Improvements
- Plan VHF System Refresh
- Logging Recorders Reconfiguration
- Add FIPS Compliance to Microwave

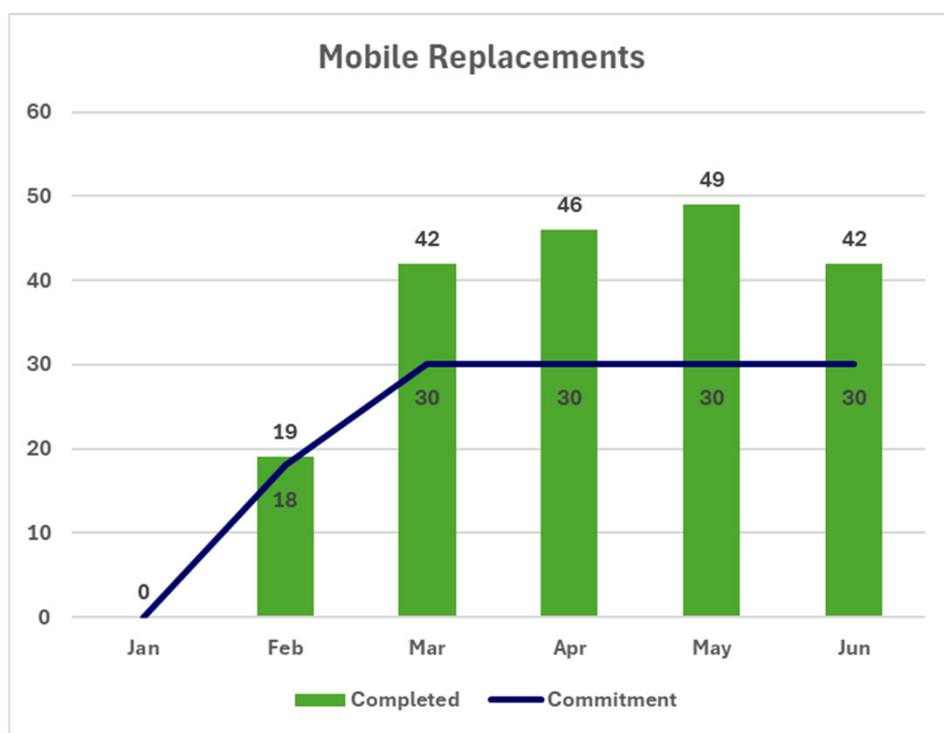
## Interoperability

- Add Interop Channels to Radios
- Execute Channel Sharing Agreements
- Work with Pierce County for Roaming
- Install Interop Base Stations
- Test and Train
- ...



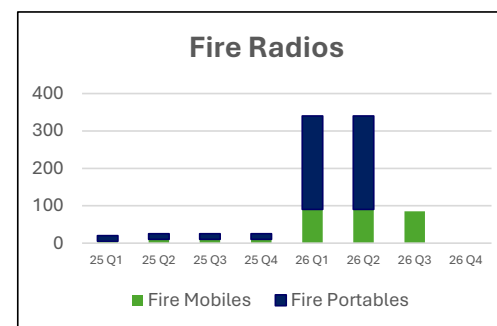
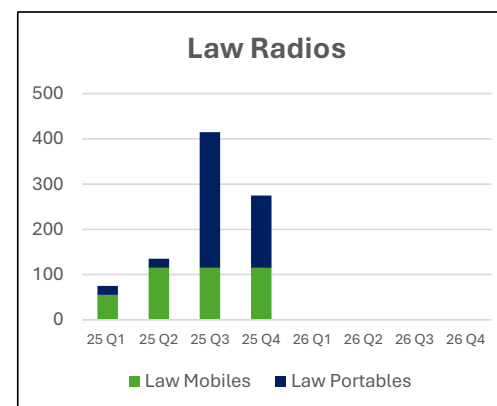


# Mobile Radio Replacement Progress



Mobile Replacements Ahead of Original Plan

## Original Plans

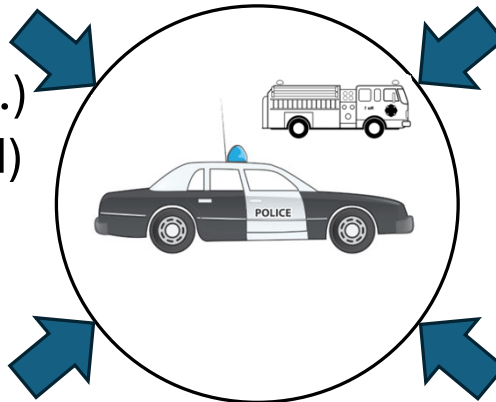


# Mobile Radio Replacement Status

## Mobile Radio Replacements are On Track

### 1. Mobile Replacement Radios

- 347 Mobiles Received
- 250-300 Replaced (est.)
- (515 Portable Received)



### 2. Locations:

*Closing Mid-July*

- South: DEM (Airport), Working Well
- North: Auto Glass Clinic Poulsbo  
*Opening Soon*

### 4. People

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

### 3. Vehicles

- KCSO: 99% Done
- BPD: 100% Done
- POPD: 100% Done
- DEM, KAC, KME: In Progress
- PPD: Scheduled 7/7 in Poulsbo