



2026 Board of Director's On-Boarding Notebook



Prepared 12-29-2025

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Section 1 – General Information



Agency Overview

Last Updated 12-29-2025

Kitsap 911 Public Authority

In July 2015 the CENCOM Board decided to bring our leadership under a single organization so that Kitsap 911 is more responsive to the changing needs and demographics in our region, more effective at managing our resources, more nimble (increasing our ability to quickly solve problems and take advantage of opportunities, and more transparent (making our plans and decisions more visible). Since that time CENCOM has been working through a transition plan to move from Kitsap County Central Communication, a department of Kitsap County, to Kitsap 911, Public Authority. Kitsap 911 Public Authority began operations on 12/26/2016.

Kitsap 911 is governed by the Board of Directors which is made up of the same elected officials that served on the CENCOM policy board. The three county commissioners and the sheriff, the mayors of Bainbridge Island, Bremerton, Port Orchard, and Poulsbo, three fire commissioners, and two Bremerton City Council members. The Board meets at least once per quarter. The meeting schedule may be located on our website at <http://www.kitsap911.org/policy-board-calendar/>.

The purpose of the board is to control and oversee Kitsap 911's operations and funds, correct any deficiencies, and assure that the purposes described in the Ordinance and Charter are reasonably accomplished. Some of the actions requiring approval of the Board are:

- Reviewing and adopting an annual budget, separate capital budget and amendments;
- Establishing appropriate fees for 911 emergency communications services provided by contract to other public agencies ("service fees");
- Approving all capital expenditures in excess of \$50,000;
- Appointment of the Kitsap 911 Executive Director;
- Establishing and amending the Service Fee Formula;
- Making and amending the Bylaws;
- Strategic Plan Adoption.

The Strategic Advisory Board is composed of police and fire chiefs of Kitsap 911 participating agencies. This board provides advice and input to the Kitsap 911 Board of Directors, Executive Committee, and the Executive Director on topics that may include:

- Significant administrative issues and policies, staffing and service levels, and funding.
- Budget proposals, operational procedures, and other matters related to day-to-day operations.

The Agency contains three Groups: Operations (OPS), Administrative (Admin), and Technical Services (TSG) managed by the Executive Management team.

The Agency's Organizational structure is depicted graphically on an organizational chart that is reviewed annually and is updated as needed.

The Assistant Director of Operations, Training Supervisor, and the Technology Manager report to the Deputy Director, who in turn reports to the Executive Director.

The Professional Standards Program Manager, Human Resources Manager, and Finance Manager report to the Executive Director.

Public Safety Communications Supervisors report to the Assistant Director of Operations.

EXECUTIVE MANAGEMENT

The Executive Director reports to the Kitsap 911 Board of Directors. The Deputy Director reports to the Executive Director.

In addition to the supervision of Operations, Administration, and Technical Services, Executive Management maintains responsibility of the following key functions:

- Overall administration, management, planning, organizing, and staffing of the department and in the development, enforcement and implementation of policies, procedures, and standards,
- Liaison to local, state, and federal officials,
- Lead negotiator for labor negotiations and labor management concerns, and
- Managing the Public Education function.

OPERATIONS GROUP (Ops)

This group is supervised by the Public Safety Communications Supervisors.

The group provides 9-1-1 call taking and radio dispatching (emergency and non-emergency) for law enforcement, fire, and emergency medical services providers within Kitsap 911's service area 24 hours a day, 7 days a week. The division coordinates responses with other public safety agencies (for example Washington State Patrol, US Coast Guard, US Navy, Animal Control, Health District, etc) and private services (for example ambulance companies, tow companies, etc). After hours requests for various public works departments and utility services are handled for certain emergency situations.

ADMINISTRATIVE (Admin)

This group is managed by the Executive Director.

The Administrative function of Kitsap 911 handles finance, human resources, purchasing, records retention, public disclosure, and duties of the clerk of the board. This group is comprised of a Public Records Specialist, two Administrative Specialists (HR and Finance), the Executive Assistant, the Human Resources Manager, and Finance Manager.

The Finance Manager and Finance Administrative Specialist oversee all accounting functions for Kitsap 911, including payroll, accounts payable, accounts receivable, budgeting, forecasting, and financial reporting. Their work ensures the organization's financial health, accuracy, and compliance with fiscal policies. The Human Resources Manager and HR Administrative Specialist manage core HR functions, including recruitment, employee benefits, and leave programs. Beyond traditional HR responsibilities, Kitsap 911 is committed to continuously enhancing and expanding the services and systems available to support its workforce. The HR team strives to position Kitsap 911 as an employer of choice while equipping employees with the resources, tools, and guidance they need to excel in their roles.

The Public Records Specialist is responsible for processing all public records requests in compliance with public disclosure laws. In addition to managing records requests, this role also oversees the creation, maintenance, and management of the agency's social media accounts, ensuring accurate and timely communication with the public. The Public Records Specialist plays a key role in promoting transparency, upholding legal standards, and enhancing community engagement through digital platforms. The Executive Assistant, established in 2024, plays a vital role in supporting the Executive Director, Leadership Team, and Board of Directors at Kitsap 911. This position is responsible for managing purchasing and contracts, serving as the primary contact for Board of Directors' communications, and assisting with major project planning. The Executive Assistant ensures smooth operations by coordinating administrative functions, facilitating communication, and providing organizational support for leadership and governance activities.

TECHNICAL SERVICES Group (TSG)

The Kitsap 911 Technical Services Group is supervised by the Technology Services Manager.

This division maintains the 911 Public Safety radio and telephone communications systems that are located at the dispatch center, backup center, and radio tower sites. These systems consist of radio dispatch consoles, 911 and business telephone systems, radio base stations, simulcast systems, tower antenna networks, logging recorder, console instant playback recorders, paging encoders, emergency AC and DC power systems, tower microwave networks, radio receiver voting systems, tower site alarm and monitoring systems, radio towers, and tower site facilities.

This division also maintains Kitsap 911's computer systems including administrative computers and Computer Aided Dispatch (CAD) software & hardware. The CAD software uses the latest mapping technology that is maintained in cooperation with the Kitsap County GIS staff. The Kitsap County Master Street Address Guide (MSAG) is managed by TSG and is used in conjunction with the telephone system to allow dispatchers to know the location of incoming 911 calls. TSG also staffs our centralized help desk, which provides support for all Kitsap 911 technical systems.

In addition to the maintenance responsibilities, the group is also active in the research and implementation of new communication system technologies to ensure the overall Public Safety Communications systems are state-of-the-art. TSG also serves as the facility maintenance lead for other related systems, such as HVAC, security, fire protection, lighting, transportation, storage, and general building maintenance.

EMPLOYEE ACCOUNTABILITY

Employees are accountable to only one supervisor at a time.

Operations Employees are accountable to the on-duty supervisor for their dispatch activities. Each will be assigned to a specific supervisor for all other purposes.

Employee evaluations are completed by each employee's assigned supervisor. Where employees work for multiple supervisors, it shall be the responsibility of the assigned supervisor to obtain input from all involved supervisors before the evaluation is completed.

Employees may be assigned to specific projects that cross organizational or supervisory lines. A project team leader will be assigned to oversee the project and provide direction to team members regarding project work. The team members' regular supervisors will remain responsible for all other supervisory matters. Project team leaders will be designated at the beginning of the project and team members will be informed of any changes that occur.



Adopted Board Expectations

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

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

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

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

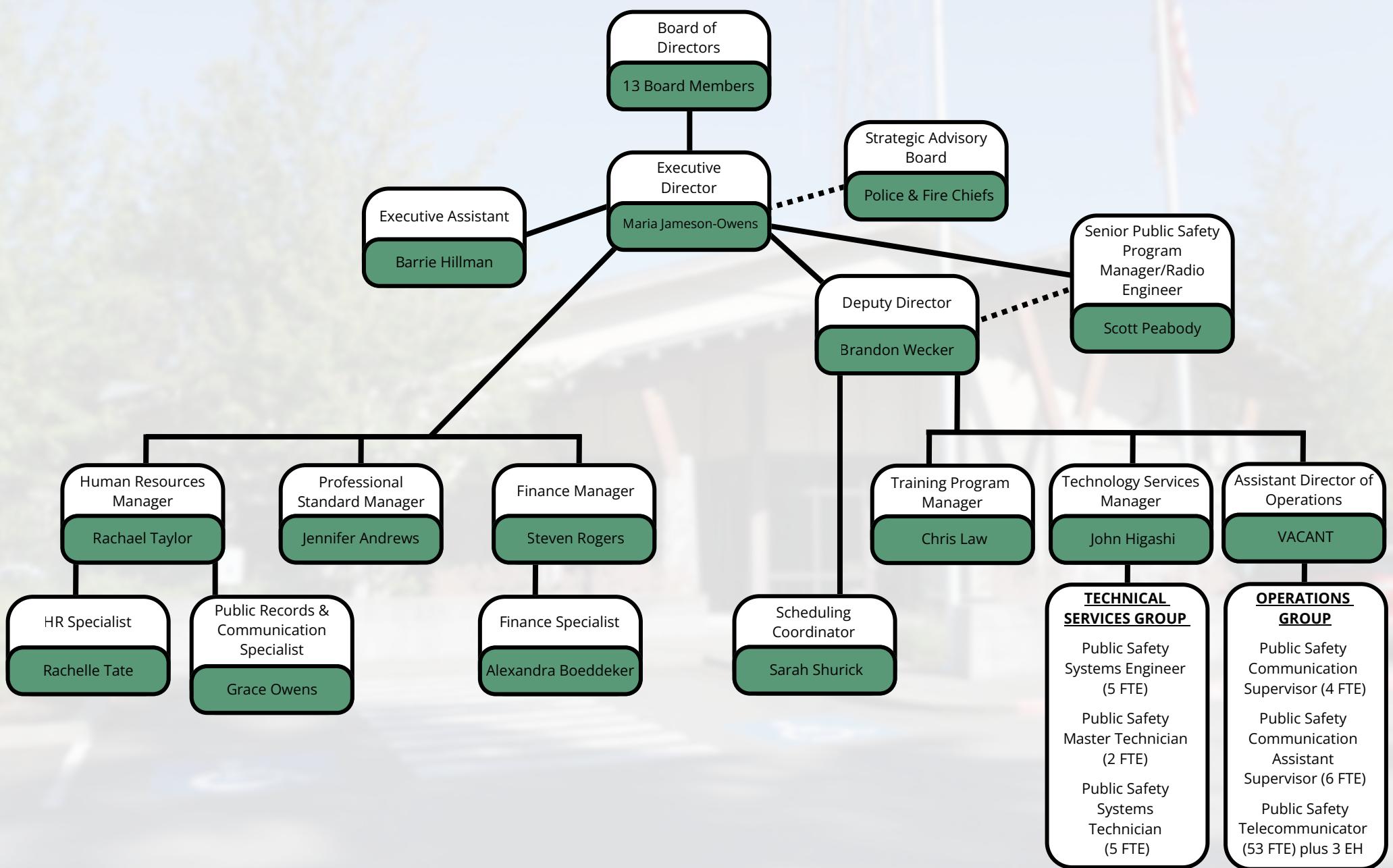


Kitsap 911 Employees that Present to the Board of Directors

Last updated 12-29-2025

Photo	Employee	Primary Reports to BOD	Current Major Projects
	Maria Jameson-Owens Executive Director mjameso@kitsap911.org 360-307-5820	Primary speaker on Board Agenda Strategic Initiative #1 – Board Education, Alignment & Structure Review	
	Brandon Wecker Deputy Director bwecker@kitsap911.org 360-307-5810	Strategic Initiative #5 – Enhance Service Management & Efficiency until new Assistant Director of Operations is hired	Computer Aided Dispatch (CAD) Replacement
	Steve Rogers Finance Manager srogers@kitsap911.org 360-307-5802	Strategic Initiative #2 – Review of Financial Policy Monthly Finance Reports Annual Budget	Enterprise Resource Planning (ERP) Request for Proposals
	Barrie Hillman Executive Assistant bhillman@kitsap911.org 360-307-5803	Primary liaison with BOD. Issues Consent Agenda, Meeting Packets and BOD communications	Website Rebuild
	Rachael Taylor Human Resources Manager rtaylor@kitsap911.org 360-3075821	Staffing Report Strategic Initiative #3: Comprehensive Hiring & Retention Plan	Executive Director Search Compensation Study
	John Higashi Technical Services Manager jhigashi@kitsap911.org 360-307-5860	Goals & Objectives	Projects reported as part of the Goals & Objectives report
	Scott Peabody Radio Project Manager speabody@kitsap911.org 360-553-8402	Land-Mobile Radio Project	Land Mobile Radio Project
	Chris Law Training Program Manager claw@kitsap911.org 360-307-5933	Strategic Initiative #4 – Comprehensive Training & Development Plan	
	Assistant Director of Operations	Currently vacant	

KITSAP 911 ORGANIZATION CHART





Kitsap 911 Definitions

Last updated 12-29-2025

Association of Public Safety Communications Officials (APCO) – This a national and state level association that provides public safety communications expertise, professional development, technical assistance, advocacy, and outreach.

Call Receiver – The person, regardless of their job title, who answers and processes a 911 call. This is the first level of training in Operations at Kitsap 911. Some calls are then routed by the Call Receiver to a Dispatcher assigned to take Fire or Law Enforcement calls.

Commission on Accreditation for Law Enforcement Agencies (CALEA) – this is Kitsap 911's credentialing authority that has established comprehensive standards that we must document proof of meeting annually and conduct an on-site credentialing visit with a CALEA assessor every three years. The Professional Standards Manager is responsible for managing this work.

Computer Aided Dispatch (CAD): A complex software system that is a mission critical platform that supports every 911 call and emergency response across our county. This system is being updated in 2026.

Console – Refers to the workstation where a telecommunicator conducts their work.

Criminal Justice Information Services (CJIS) – this is a division of the Federal Bureau of Investigation that provides information services to federal, state, and local law enforcement. It acts as the central repository of criminal justice information nationwide. This is where we search for criminal information on individuals. CJIS also establishes strict security protocols and training requirements that Kitsap 911 must abide by in order to access that information.

Dispatcher – A specific title earned by a Call Receiver who has completed all Call Receiving training to answer 911 calls and all Law Enforcement and Fire radio training to dispatch field units to calls for service. It takes about 18 months to become a fully trained dispatcher

EMS – Emergency Medical Services

Event –

Floor, the – The nickname of the room where the telecommunicators work.

Help Desk – This is a service that is offered to all member agencies to receive technical support for their communications equipment.

Land Mobile Radio (LMR): This refers to the county wide public safety radio system that member agencies use to communicate to Kitsap 911 and to each other. There are three types of radios:

portable (carried on your person), mobile (in a vehicle or boat) and base station (stationary in an operations center). The entire system is being updated to a digital P25 system in a multi-phase, multi-year project.

Member Agency – also known as User Agency, this is an agency that pays user fees per the Service Fee Formula in Kitsap 911's Bylaws and for which Kitsap 911 provides dispatching, equipment, support, maintenance per the Service Agreement.

Mobile Computer Terminal (MCT): A ruggedized laptop computer used in emergency response vehicles for the purpose of transmitting and receiving event information and other approved functions for which a computer is needed. Kitsap 911 purchases and maintains MCTs under the Service Agreement Communications Equipment Policy.

Non-Emergency Call Receiver (NECR) – This is a specific position that addresses non-emergency calls. We have one NECR who works day shift on weekdays.

Operations – Anything related to public safety call-taking and dispatch. It is a specific department at Kitsap 911.

PDR – Public Disclosure of Records

Public Records – Kitsap 911 has a dedicated Public Records Specialist who responds to all requests for information by the public.

Remote Kit – Kitsap 911 was the first agency in WA state to set up kits that allow telecommunicators to work from home or a mobile location. A work station that allows for full call-receiving and dispatching but is not located on the main Operations Floor is called a remote kit.

Service Agreement – This is the agreement outlining the terms of service that Kitsap 911 provides to the member agency and is signed by the member agencies and Kitsap 911's Board Chair.

Supervisor - This is a specific title to Operations. Kitsap 911 has four Supervisors and six Assistant Supervisors. The Shift Supervisor is responsible for the supervision of a shift of Operations employees responsible for taking and dispatching calls for emergency services.

Technical Services Group (TSG) – This is the technical department at Kitsap 911 that is made up of Help Desk, Radio Engineers, CAD Engineers, and Systems Engineers.

Telecommunicator – a person who is employed as an emergency telephone worker (call receiver) or public safety dispatcher whose primary duties are receiving, processing, and transmitting public safety information received from the 911 reporting system.

User Agency – also known as Member Agency, this is an agency that pays user fees per the Service Fee Formula in Kitsap 911's Bylaws and for which Kitsap 911 provides dispatching, equipment, support, maintenance per the Service Agreement.



Kitsap 911 Board of Directors Current Work Context

Last updated 12-29-2025

The purpose of this document is to provide context for new board members about the major decisions the Board of Directors have undertaken in the last year as well as a look at what decisions are upcoming.

2025 – What we have just accomplished

Implementing an Annual Board Retreat – Jan 2025

- The Current Context of Public Safety Boards and Kitsap 911
- The Functions, Dynamics and Disciplines of a Healthy Board
- The Roles and Responsibilities of the Kitsap 911 Board of Directors

Strategic Positioning Process

- 3-day facilitated process to identify trends that pose potential threats to Kitsap 911 and formulating Strategic Initiatives to address those trends over the next 18 to 24 months.
- Board approved 5 Strategic Initiatives and progress is reported quarterly to the Board

Revision to the Service Fee Funding Formula –

- A Funding Formula Committee was formed with representatives from member agencies including Chiefs and Finance Managers
- The Board approved a new funding formula in July 2025

Computer Aided Design (CAD) Replacement Project

- Kitsap 911 is preparing to implement a \$3.5 million upgrade to our CAD system—an essential technology platform at the heart of public safety operations. The CAD system is used to process every 911 call, prioritize incidents, and dispatch the appropriate law enforcement, fire, or EMS resources. It enables dispatchers to track units in real time, relay critical information to field personnel, and record time-sensitive details throughout the life of an incident. CAD is also integrated with GIS mapping, radio communications, and law enforcement databases, including the Criminal Justice Information Services (CJIS) network, which is used to run people, vehicles, and items for wants, warrants, stolen property, and other law enforcement queries.
- The Board approved the contract with Hexagon in December 2025 who was selected through a comprehensive Request for Proposal (RFP) process.

Land Mobile Radio Line of Credit (LMR)

- Proposition 2 sale tax revenues are the funding source to replace and upgrade all mobile and portable radios for Kitsap 911 member agencies to a digital P25 system.
- This is a multi-phased, multi-million dollar project that will have expenses that don't always align with the collection of sales tax revenue. Since the beginning of the project it has always been known that we must incur debt to allow the project to continue on schedule when expenses out pace revenue collection.
- The Board approved entering into a Line of Credit program with Holman Group in September 2025 and approved the first draw in November 2025.

Collective Bargaining Agreements

- Operations employees (telecommunicators) and Technical Services Group employees belong to the Kitsap 911 Guild.

- Management and the Guild successfully bargained for a new Collective Bargaining Agreement (CBA) for each group.
- The Board approved both CBAs in November 2025.

Board of Directors Effectiveness and Composition Study

- As part of Strategic Initiative #1, the Board approved having an outside company conduct an effectiveness and composition study.
- Mission Critical Partners is conducting the study and sharing findings in January 2026.

2026 – What we will be working on in 2026

Analyzing the Board of Directors Effectiveness and Composition Study

- The report will be shared in January 2026 with the intent for the Board to discuss and workshop possible outcomes at the February 2026 Board Retreat

Management Compensation Study

- The Board will approve entering into contract negotiations with the recommended vendor selected from a Request for Qualifications process to conduct a management compensation study
- The results of the study will inform the advertised salary range for the next Executive Director

Executive Director Search

- Maria Jameson-Owens will retire in October 2026
- The Board will approve entering into contract negotiations with the recommended vendor selected from a Request for Qualifications process to conduct the Executive Search
- The Board will designate three BOD members to search of the Executive Director Hiring Committee (EDHC) at the January 2026 meeting
- The EDHC will work with the Executive Search Consultant to review candidates and make a recommendation of top candidates to be interviewed by the Board.
- The Board will select the final candidate to make an offer to
- The new Executive Director will overlap with the current Executive Director for 2-3 months

2027 Budget Approval

- Approval of a fiscally sound and constitutionally balanced budget is an annual comprehensive task for the Board

Continual Progress on the Strategic Initiatives

- The Strategic Initiatives remain a central overarching set of goals for Kitsap 911 and the Board's work should provide the support and resources for staff to continue to meet those goals.

Section 2 – Governance Documents

KITSAP 911 BYLAWS

I. KITSAP 911 PUBLIC AUTHORITY

Kitsap 911 is a public authority ("Kitsap 911") established by Kitsap County, Washington, pursuant to RCW 35.21.730 through 35.21.757, and Ordinance No. 532-2016¹ ("Ordinance") adopted by the Board of County Commissioners on April 25, 2016. These Bylaws are subject to any limitations contained herein, the Ordinance, and the Charter of Kitsap 911.

II. POWERS AND DUTIES

Kitsap 911, through the Kitsap 911 Board of Directors, shall have final decision on all policy issues and shall exercise the powers and perform the duties as authorized by the Ordinance, the Charter, and as otherwise allowed by law.

III. BOARD OF DIRECTORS – COMPOSITION AND OPERATION

(A) Composition. The Kitsap 911 Board of Directors ("Board") shall be composed of the directors as established in the Charter.

(B) Alternates. Each director of the Board ("Director") may appoint an alternate to serve in the event of the Director's unavailability. Each alternate may vote and act on behalf of the unavailable Director. The names of alternates shall be provided in writing to the Board.

(C) Conditions. All directors shall serve without compensation from Kitsap 911. A director may only serve for such time that they are the duly appointed, acting, or elected officer of its represented member agency.

IV. OFFICERS, ELECTION, TERMS, DUTIES

(A) The officers of the Board are a Chair and a Vice Chair. At the first meeting of each year, the officers shall be elected by the Board and shall serve through the end of the year and until the election of the new officers. The Chair and Vice Chair shall be from different member agencies.

(B) In the event there is a vacancy in the office of the Chair, the Vice Chair succeeds to the office of Chair for the unexpired portion of the term. In the event there is a vacancy in the office of Vice Chair, the Board will elect a new Vice Chair to serve the unexpired portion of the term. In the event both offices become vacant, the Board will elect a new Chair and Vice Chair to serve the unexpired portion of the terms.

(C) The Chair or Vice Chair may be removed, with or without cause, by super majority vote of the directors, after providing 30 days written notice to the person to be removed.

(D) Duties of the Chair:

(1) The Chair is a member of the Board, and presides at the meetings of the Board;

(2) Create, appoint, and discharge Board committees unless otherwise provided in these By-laws;

(3) Call for the vote on all motions properly presented and seconded;

(4) Enforce the procedural rules of the Board during meetings;

(5) Participate in deliberations of the Board;

(6) Vote in all matters before the Board;

¹ enacting chapter 2.110 of the Kitsap County code

her abilities;

- (7) Ensure that the functions of the Board are carried out to the best of his or
- (8) Make reports as necessary to the Board; and
- (9) Execute, on behalf of Kitsap 911, all contracts, agreements, and other documents and papers duly authorized by the Kitsap 911 that may require signature.

(E) The Vice Chair performs the duties of the Chair in the absence of the Chair.

V. MEETINGS, QUORUM, VOTING:

(A) Meetings. The Board shall meet not less than four (4) times per year, and at a time and place designated by Resolution of the Board. No notice of the regular meeting shall be required once they are established. Special meetings may be called by the Chair or a majority of the Board upon giving notice in compliance with RCW 42.30.080. In an emergency, the Board may dispense with written notice, but must, in good faith, use best efforts to provide fair and reasonable notice to all Directors. Directors may participate in meetings by telephone or video conference, or other comparable means. All Board meetings shall be subject to and comply with the Open Public Meetings Act, Chapter 42.30 RCW.

(B) Rules of Order. Robert's Rules of Order shall be used as a guide to govern Board meetings. The Chair shall have the authority to make the final ruling on all issues of procedure.

(C) Quorum. At all meetings of the Board, a majority of the Directors then in office shall constitute a quorum.

(D) Voting. Each individual Director shall have one vote. Board decisions for approval require a vote of more than one-half of the votes cast when a quorum is present unless a super majority vote is required by these bylaws. A super majority vote requires at least two thirds of the votes cast when a quorum is present.

VI. EXECUTIVE COMMITTEE

(A) Powers and Duties. The Board may appoint the Kitsap 911 Executive Committee ("Executive Committee") to exercise certain, limited authority and make such decisions that are necessary to ensure the efficient operation of Kitsap 911. However, the Board shall retain final decision making authority for matters concerning the following:

- (1) The annual Kitsap 911 Operations budget and funding, cost share distributions, the Enhanced 911 Tax Revenue Fund and Five Year Expenditure Plan, and the accumulated Kitsap 911 Capital Reserve Fund;
- (2) Amendments to these Bylaws;
- (3) Strategic Plan Adoption;
- (4) Appointment of the Kitsap 911 Executive Director ("Executive Director");
- (5) Any other matter of major importance.

(B) Composition. The Executive Committee shall be composed of the following Committee Representatives ("Committee Members"):

- (1) One County representative, appointed by the Kitsap County Board of County Commissioners and the Kitsap County Sheriff;
- (2) One City of Bremerton representative, appointed by the Mayor of Bremerton;
- (3) One City representative, appointed by the Board members from the cities of Bainbridge Island, Port Orchard, and Poulsbo collectively;
- (4) One Fire Commissioner, appointed by the Kitsap County Fire Commissioners Association;
- (5) The Board Chair; and

(6) The Chair and Vice Chair of the Kitsap 911 Strategic Advisory Board, as non-voting members of the Executive Committee.

(C) Alternates. With the concurrence of the appointing authority, Executive Committee members may designate another Board Member or another county, city, or fire official to serve when a Committee Member is absent or unable to serve.

(D) Powers and Conditions. The Executive Committee shall make recommendations to the Board on matters reserved for Board action. The Executive Committee shall have and exercise its limited authority, as provided by the Board, to make such decisions as are necessary to ensure the efficient operation of Kitsap 911. These actions may include, but are not limited to the following:

- (1) Providing direction to and managing the performance of the Executive Director;
- (2) Authorizing budget amendments, including expenditures from the reserves;
- (3) Providing advice and recommendations to the Executive Director regarding labor agreements, staffing, or personnel issues; and
- (4) Providing recommendations to the Board of County Commissioners regarding excise tax levels and other such matters.

Draft Executive Committee meeting minutes will be distributed to the Board and any action taken by the Executive Committee shall be reported to the Board, at the Board's next regularly scheduled meeting, or at any special meeting convened for that purpose, and incorporated into the minutes thereof.

Committee Members shall serve without compensation from Kitsap 911.

(E) Officers. The Executive Committee shall have two officers, a Chair and Vice-Chair. The Chair shall preside at Executive Committee meetings. The Vice Chair will assume this role in the Chair's absence. At the first meeting of each year, the officers shall be elected by the Executive Committee and shall serve through the end of the year and until the election of the new officers. In the event of a vacancy of the Chair, the Vice Chair will serve the balance of the departed Chair's term. In the event of a vacancy of the Vice Chair, the Executive Committee will elect a new Vice Chair to serve the balance of the departed Vice Chair's term. In the event both offices become vacant, the Executive Committee will elect a new Chair and Vice Chair to serve the unexpired portion of the terms.

(F) Meetings. The Executive Committee shall meet at a time and a place designated by Resolution of the Executive Committee. No notice of the regular meeting shall be required once they are established. Special meetings may be called by the Chair or by a majority of the Executive Committee Members upon giving notice in compliance with RCW 42.30.080. In an emergency, the Executive Committee may dispense with written notice, but must, in good faith, use best efforts to provide fair and reasonable notice to all Committee Members. Committee Members may participate in meetings by telephone or video conference, or other comparable means. All Executive Committee meetings shall be subject to and comply with the Open Public Meetings Act, Chapter 42.30 RCW.

(G) Rules of Order. Robert's Rules of Order shall be used as a guide to govern Executive Committee meetings. The Chair shall have the authority to make the final ruling on all issues of procedure.

(H) Quorum. At all meetings of the Executive Committee, a majority of Committee Members then in office shall constitute a quorum.

(I) Voting. Each individual Committee Member shall have one vote. Executive Committee decisions for approval require a vote of more than one-half of the votes cast when a quorum is present.

VII. EXECUTIVE DIRECTOR

(A) Appointment. The Board is responsible for the appointment and termination of the Executive Director, and shall request a recommendation from the Executive Committee. The Executive Director shall have experience in technical, financial, and administrative fields and her or his appointment shall be on the basis of merit only. The Executive Director is at-will, serving at the pleasure and convenience of the Board.

(B) Authority and Duties. The Executive Director:

(1) shall be responsible to the Board, and shall advise the Board on the annual budget and amendments thereto and Kitsap 911 operating and personnel policies;

(2) shall administer Kitsap 911 in its day-to-day operations consistent with policies and directives of the Board;

(3) may appoint persons to fill positions, subject to Board authorization;

(4) unless previously approved in the adopted budget or amendments thereto, may approve contracts with third parties for goods, services, and equipment in amounts up to \$50,000.00. Contracts in excess of \$50,000.00 shall require Board approval; and

(5) may accept revenue (e.g., revenue contracts, grants, gifts) upon approval of the Executive Committee.

The Executive Director is not authorized to hire legal counsel or auditors without Executive Committee approval.

VIII. STRATEGIC ADVISORY BOARD

(A) Powers and Duties. The Board may appoint the Kitsap 911 Strategic Advisory Board ("SAB") to advise the Board and Executive Director and exercise certain, limited authority as delegated.

(B) Composition. The SAB shall be composed of the Chief/Sheriff or designee from each participating law enforcement or fire agency ("SAB Members").

(C) Duties. The SAB's duties shall be defined by the Board and may include:

(1) Advising the Board on significant administrative issues and policies, staffing and service levels, and funding.

(2) Providing advice and recommendations to the Executive Director regarding budget proposals, operational procedures, and other matters related to day-to-day operations; and

(3) Any other duties delegated by the Board or Executive Committee.

(D) Officers. The SAB shall have two officers, a Chair and Vice-Chair, one of which shall be from fire service and the other from law enforcement. The Chair shall preside at SAB meetings. The Vice Chair will assume this role in the Chair's absence. At the first meeting of each year, the officers shall be elected by the SAB and shall serve through the end of the year and until the election of the new officers. In the event of a vacancy of the Chair, the Vice Chair will serve the balance of the departed Chair's term. In the event of a vacancy of the Vice Chair, the SAB will elect a new Vice Chair to serve the balance of the departed Vice Chair's term. In the event both offices become vacant, the SAB will elect a new Chair and Vice Chair to serve the unexpired portion of the terms.

(E) Meetings. The SAB's regular meetings shall be at Kitsap 911 at a time designated by a majority of the SAB Members. No notice of the regular meeting shall be

required once they are established. Special meetings may be called by the Executive Director, Chair or any two SAB Members, giving all other SAB Members not less than twenty-four (24) hours advance written notice. In an emergency, the SAB may dispense with written notice, but must, in good faith, use best efforts to provide fair and reasonable notice to all SAB Members. SAB Members may participate in meetings by telephone or video conference, or other comparable means.

(F) Rules of Order. Robert's Rules of Order shall be used as a guide to govern SAB meetings. The Chair shall have the authority to make the final ruling on all issues of procedure.

(G) Quorum. At all meetings of the SAB, a majority of SAB Members shall constitute a quorum.

(H) Voting. Each individual SAB Member shall have one vote. SAB decisions for approval require a vote of more than one-half of the votes cast when a quorum is present.

IX. SERVICE AGREEMENTS

(A) Agreements. Service agreements with participating entities shall be entered into for the provision and funding of Kitsap 911 services as follows:

- (1) The service fee formula for services shall be pursuant to Subsection B below for the following entities:
 - (a) Bainbridge Island Fire & Rescue, Central Kitsap Fire & Rescue, North Kitsap Fire & Rescue, Poulsbo Fire Department, and South Kitsap Fire & Rescue;
 - (b) The Cities of Bainbridge Island, Bremerton, Port Orchard, and Poulsbo;
 - (c) Kitsap County; and
 - (d) The Port Gamble S'Klallam Tribe, and the Suquamish Tribe.
- (2) Kitsap 911 may enter into service agreements with other entities, not identified above, for services upon terms, conditions, and fees for services as established in the agreement.

(B) Service Fee Formula. The allocable proportion for each fire district, city, county and tribe (“User Agency”) shall be computed as follows:

(1) Calculate Calls for Service (“CFS”)

- (a) Determine Total CF Amount (the total amount paid by Law and Fire combined).
 - i. Multiply Kitsap 911's weighted operations budget x 13% (total change not to exceed a year-over-year increase of 7.5% or a decrease of 4.0%)
- (b) Determine Law and Fire Utilization Proportions (the percentage of the allocation paid for by Law and Fire).
 - i. Divide the number of frequencies dedicated to Law and Fire respectively by the total number of available frequencies.
- (c) Determine the Law/Fire Allocation (the dollar amount paid for by Law and Fire in total).
 - i. Multiply the Total CFS Amount by the respective Fire/Law utilization proportion
- (d) Determine the Respective Cost per Call for Law and Fire.

- i. Divide the respective Fire/Law Allocation by a trailing 3-year average of total Law/Fire calls (i.e., dispatched events), respectively

(e) Determine Each User Agency's CFS total.

- i. Multiply the respective Fire/Law Cost per Call by each User Agency's trailing 3-year average of total calls
- ii. Each User Agency's CFS total is the greater of the above or \$50,000
- iii. Prior to March 31, Kitsap 911 shall compare actual personnel costs to budgeted personnel costs. Should budgeted annual costs exceed actual costs by more than 6.0%, prior to April 30 of the same year, Kitsap 911 shall issue a refund to each User Agency for the calculated difference.

(2) Calculate Cost per Unit ("CPU")

- (a) Determine the total annual costs for all functionality necessary for the basic operation of the Unit (e.g., MCT, Radio), respective of Fire and Law utilization.
- (b) Multiply the respective Fire/Law total by 65% to determine the amount to be paid for each Fire/Law Unit.
- (c) Multiply the Fire/Law per-Unit cost by each User Agency's respective Unit count to determine each User Agency's total CPU.

(3) Calculate Surcharges

- (a) Determine the cost(s) and appropriate allocation methodology for any additions, customizations, and modifications, plus reasonable administrative costs (if applicable)

(4) Calculate the Total Amount Due from Each User Agency ("User Fee")

- (a) The User Fee due from each User Agency is its respective sum of CFS, CPU, and Surcharges.
- (b) User Fees are due in advance and may be paid quarterly or annually.

(C) Amendments to Service Fee Formula. The service fee formula set forth in Subsection B above may be amended by the Board by amending these bylaws pursuant to Section X below, which amendment shall require a super majority vote as defined in Section V(D) above. Sixty (60) days prior notice to the entities identified in Subsection B must be given before the Board can take action to amend the formula.

X. AMENDMENT OF BYLAWS

These Bylaws can be amended at any regular meeting of the Board, provided that these amendment(s) were submitted in writing at the previous regular Board meeting.

XI. SEVERABILITY

If any provision of these Bylaws or any provision of any document incorporated by reference shall be held invalid, such invalidity shall not affect the other provisions of these Bylaws which can be given effect without the invalid provision, if such remainder conforms to the requirements of applicable law and the fundamental purpose of this agreement, and to this end the provisions of these Bylaws are declared to be severable.

MOVED AND PASSED at a special meeting of the Kitsap 911 Board of Directors on July 9, 2025 of which all Directors were notified, and a quorum was present.

KITSAP 911 BOARD OF DIRECTORS


DAVID ELLINGSON, CHAIR DATE
7-9-25

ATTEST:


Maria Jameson-Owens, Executive Director

**CHARTER
of the
KITSAP 911 PUBLIC AUTHORITY**

ARTICLE I: NAME

Name. The name of Kitsap 911 shall be Kitsap 911.

ARTICLE II: AUTHORITY AND LIMIT ON LIABILITY

Section 2.01. Authority. Kitsap 911 is a public corporation organized pursuant to RCW 35.21.730 through 35.21.759, and Ordinance No. 532-2016¹ (the “Ordinance) of Kitsap County, Washington (the “County”).

Section 2.02. Limit on Liability. All liabilities incurred by Kitsap 911 shall be satisfied exclusively from the assets, credit, and properties of Kitsap 911, and no creditor or other person shall have any right of action against or recourse to the County, its assets, credit, or services, on account of any debts, obligations, liabilities or acts or omissions of Kitsap 911.

ARTICLE III: DURATION

The duration of Kitsap 911 shall be perpetual except as provided in the Ordinance.

ARTICLE IV: PURPOSE

As authorized by RCW 35.21.730 through RCW 35.21.759, Kitsap 911 is established exclusively to undertake, assist with, and otherwise facilitate the public function of providing a countywide enhanced 911 emergency communications system, and perform any other public function relating to providing a countywide enhanced 911 emergency communications system. Kitsap 911 shall have no purpose other than the public function of providing a countywide enhanced 911 emergency communications system. For the purpose of receiving the same immunities or exemptions from taxation as that of the County, Kitsap 911 constitutes a public agency and an authority and instrumentality of the County (within the meaning of Article VII, Section I of the Constitution of the State of Washington and within the meaning of those terms in regulations of the United States Treasury and rulings of the Internal Revenue Service prescribed pursuant to Section 103 of the Internal Revenue Code of 1986, as amended).

ARTICLE V: POWERS AND RESPONSIBILITIES

Section 5.01. Powers. Kitsap 911 shall have and may exercise all lawful powers conferred by State laws, the Ordinance, this Charter, and its Bylaws. Kitsap 911 in all its activities and transactions shall be subject to the powers, procedures, and limitations contained in the Ordinance.

¹ enacting chapter 2.110 of the Kitsap County code

Section 5.02 Provision of Services. Kitsap 911 shall provide enhanced 911 emergency communications services to public agencies desiring the same. Public agencies receiving such services shall pay fees for these services as established by the board of directors.

Section 5.03 Federal Communications Commission Licenses. Kitsap 911 shall review, renew, and update Kitsap 911's FCC licenses, and will assist public agencies receiving enhanced 911 emergency communications services from Kitsap 911 in reviewing, renewing, and updated their FCC licenses as requested.

Section 5.04. Actions Against Kitsap 911 and its Directors, Officers, Employees and Volunteers. The provisions of chapter 4.96 RCW shall apply to actions against Kitsap 911 and its directors, officers, employees, and volunteers.

Section 5.05. Definitions. The words and phrases in this Charter shall have the same meanings as defined in the Ordinance.

ARTICLE VI: BOARD OF DIRECTORS

Section 6.01. Obligations and Responsibilities of Board of Directors. Management of all Kitsap 911 affairs shall reside in a board of directors ("Board of Directors"), which shall control and oversee Kitsap 911's operations and funds, correct any deficiencies, and assure that the purposes described in the Ordinance and this charter are reasonably accomplished.

Section 6.02. Board of Directors Composition. The directors shall be as follows:

- (a) Three Kitsap County officials one of whom must be a county commissioner;
- (b) The Mayor of the City of Bremerton, or the fire chief, or chief of police as appointed by the Mayor of the City of Bremerton and two City Council Members as appointed by the Bremerton City Council;
- (c) The Mayor or a council member, fire chief, or chief of police appointed by the Mayor of the City of Poulsbo;
- (d) The Mayor or a council member, city administrator, fire chief, or chief of police appointed by the City Council of Bainbridge Island;
- (e) A Board member and alternate representing the City of Port Orchard which shall either be the Mayor, a Council Member or Chief of Police as appointed by the Port Orchard City Council;
- (f) Three Fire Commissioners appointed by the Kitsap County Fire Commissioners Association; and
- (e) The Kitsap County Sheriff.

Section 6.03. Alternates. Except as provided above, each director may appoint an alternate to serve in the event of the director's unavailability. Each alternate may vote and act on behalf on the unavailable director. The names of alternates shall be provided in writing to the chair of the board of directors.

Section 6.04. Conditions. A director may only serve for such time that he or she is the duly appointed, acting, or elected County commissioner, City mayor or council member, fire commissioner, or sheriff. All directors shall serve without compensation from Kitsap 911.

Section 6.05. Quorum. At all meetings of the board of directors, a majority of the board of directors then in office shall constitute a quorum.

Section 6.06. Committees. The board of directors may appoint committees as provided for in the Bylaws.

Section 6.07. Voting. The board of directors shall strive to operate by consensus. Each individual director shall have one vote. Unless a super majority vote is specifically required by this charter or the bylaws, Board decisions shall require a simple majority vote of more than one-half of the votes cast when a quorum is present.

Section 6.08. Officers. The board of directors shall have two officers, a Chair and Vice-Chair. Appointment, removal, and term of the officers shall be as established in the bylaws.

Section 6.09. Action Requiring Approval of the Board of Directors. Review and approval of the board of directors by resolution shall be necessary for any of the following actions:

- (a) Making and amending bylaws to govern Kitsap 911 board of director procedures.
- (b) Proposing amendments to the charter.
- (c) Appointing the executive director, who shall serve at the board of directors' pleasure and convenience.
- (d) Consistent with the Ordinance and this charter, determining what services shall be offered and under what terms they shall be offered.
- (e) Reviewing and adopting an annual budget, a separate capital budget, and amendments.
- (f) Establishing appropriate fees for 911 emergency communications services provided by contract to other public agencies ("service fees").
- (g) Adopt operating policy for Kitsap 911.
- (h) Establishing, amending, and eliminating classifications for all Kitsap 911 positions, fixing compensation, and adopting personnel policies.
- (i) Transferring or conveying interests in real estate other than release of a lien or satisfaction of a mortgage after payment has been received and execution of a lease for a term less than one year.

- (j) Contracting of debts, issuance of notes, debentures or Bonds, and mortgaging or pledging of Kitsap 911 assets or credit to secure the same.
- (k) Donating money, property, or other assets belonging to Kitsap 911.
- (l) Action by Kitsap 911 as a surety or guarantor.
- (m) All capital expenditures in excess of \$50,000, and all other transactions which: (i) the consideration paid, received, or exchanged by Kitsap 911 exceeds \$50,000; (ii) performance by Kitsap 911 extends over a period exceeding three years from the date of execution of an agreement therefor; or (iii) Kitsap 911 assumes duties to the County, State, United States, or other governmental entity.
- (n) Certificating annual reports and statements to be filed with the Clerk as true and correct in the opinion of the board of directors and of its members except as noted.
- (o) Consistent with chapter 4.96 RCW, adopt policies and procedures for managing actions against Kitsap 911, directors, officers, employees, and volunteers.
- (p) Instituting legal proceedings in Kitsap 911's name.
- (q) Hiring or retaining legal counsel and independent accountants and auditors.
- (r) Review the charter no fewer than every 10 years with the assistance of legal counsel.
- (s) Appoint and delegate authority to committees as provided in the bylaws.
- (t) Such other actions, duties, and responsibilities as the Ordinance or this charter shall repose in the board of directors or the board of directors may reserve.
- (u) Dissolution of Kitsap 911, upon approval by two-thirds of a quorum of the board.
- (v) Establishing and amending Service Fee Formula upon approval of two-thirds of a quorum of the board. For the purpose of this subsection, "Service Fee" means the fees established for the following entities:
 - Bainbridge Island Fire & Rescue, Central Kitsap Fire & Rescue, North Kitsap Fire & Rescue, Poulsbo Fire Department, and South Kitsap Fire & Rescue; the cities of Bainbridge Island, Bremerton, Port Orchard, and Poulsbo, Kitsap County, Port Gamble S'Klallam Tribe, and Suquamish Tribe.

ARTICLE VII: MEETINGS

Section 7.01. Board of Directors Meetings. The board of directors shall meet as established in the bylaws, but not less than quarterly. Minutes shall be kept in accordance with

chapter 42.32 RCW. Special meetings of the board of directors may be called as provided in the bylaws.

Section 7.02. Open Public Meetings. The Open Public Meetings Act, chapter 42.30 RCW, shall apply to all meetings of the board of directors or any committee thereof when the committee acts on behalf of the board of directors, conducts hearings, or takes testimony or public comment.

Section 7.03. Parliamentary Authority. Robert's Rules of Order shall guide meetings where they are not inconsistent with this charter or the bylaws.

Section 7.04. Minutes. The board of directors shall cause minutes to be kept of all regular or special meetings of the board of directors. The minutes shall include a record of individual votes on all matters requiring approval of the board of directors.

ARTICLE VIII: BYLAWS

The bylaws may be amended to provide additional or different rules governing Kitsap 911 and its activities as are not inconsistent with the laws of the State, the Ordinance, or this charter. The board of directors may provide in the bylaws for all matters related to the governance of Kitsap 911, including but not limited to matters referred to elsewhere in this charter.

ARTICLE IX: AMENDMENTS TO CHARTER AND BYLAWS

Amending the Charter and Bylaws. Amendments to the charter shall be as provided in the Ordinance. Amendments to the bylaws shall be as provided in Article VIII of the charter and the bylaws.

ARTICLE X. FISCAL AND BUDGET

Section 10.1. The Fiscal Year. The fiscal year shall coincide with the calendar year.

Section 10.2. Funding. Funding of Kitsap 911 operations and activities will include funds distributed to Kitsap 911 as allowed under RCW 82.14B.030 and RCW 38.52.500 et seq., and revenue generated from Service Fees. The bylaws shall prescribe the Service Fee Formula. By resolution, the board of directors may amend the Service Fee Formula upon approval by two-thirds of a quorum of the board, provided that least sixty days prior to the meeting at which a vote will be taken establishing or amending the Service Fee Formula, written notice of proposed Service Fee Formula amendments shall be given to each director, the Clerk, every city and fire district situated within the boundaries of Kitsap County, and any other entity as identified in Subsection 6.09(v) above and as prescribed in the bylaws.

Section 10.3. Budget Estimates. Within the times prescribed in the bylaws, the executive director shall provide in writing to each director detailed and itemized estimates of probable revenues and all expenditures required for the ensuing fiscal year, to include Kitsap

911's work plan and proposed service fees for enhanced 911 emergency communications services provided by contract to other public agencies.

Section 10.4. Adoption of Budget. Within the times prescribed in the bylaws, the board of directors shall fix and determine each item of the budget separately, and adopt an annual work program, budget, and service fees for the ensuing fiscal year that identifies anticipated activities, goals, revenues, and expenditures for completing the work program. No increase or decrease to the final budget shall occur without the approval of the board of directors.

Section 10.5 Excess of Expenditures, Liability. Expenditures made, liabilities incurred, or warrants issued in excess of any of the detailed budget appropriations or as amended by the board of directors shall not be a liability of Kitsap 911, but the official making or incurring such expenditure or issuing such warrant shall be liable therefor personally and upon his or her official bond.

Section 10.6. Accounting, Budgeting, and Reporting. Kitsap 911 shall be subject to the Budgeting Accounting & Reporting System (BARS) applicable local government, and shall comply with Local Government Accounting laws, including but not limited to Chapter 43.09 RCW.

XI. REGISTERED AGENT, CLAIMS, AND SERVICE

A. The registered agent for Kitsap 911 is the Executive Director. The identity of the agent and the address where he/she may be reached during normal business hours must be recorded with the County Auditor. A statement of the registered agent designation, executed by the Chair of the Board of Directors, shall be filed with the Secretary of State.

B. Claims for damages made under Chapter 4.96 RCW shall be filed with the Executive Director. The identity of the agent and the address where he/she may be reached during normal business hours must be recorded with the County Auditor.

C. Service of process under RCW 4.28.080 shall be by delivering a copy of the summons and complaint to Executive Director. The identity of the agent and the address where he/she may be reached during normal business hours must be recorded with the County Auditor.

D. Within 30 days of receipt of the filings described in this Article XI, Kitsap 911 shall file copies with the Clerk.

ARTICLE XII: COMMENCEMENT

Kitsap 911 shall commence its existence effective upon the issuance of its charter, as sealed and attested by the Clerk.

ARTICLE XIII: DISSOLUTION

Dissolution of Kitsap 911 shall be in the form and manner required by State law and the Ordinance.

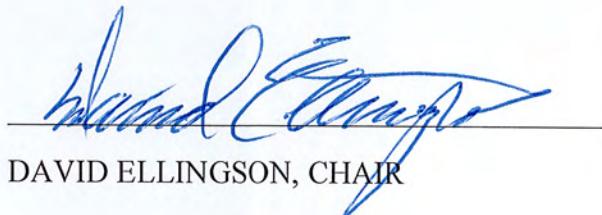
ARTICLE XIV: ORDER OF PRECEDENCE

In the event of an inconsistency between the charter and the Ordinance, the inconsistency shall be resolved by giving precedence to the Ordinance.

ARTICLE XV: APPROVAL OF CHARTER

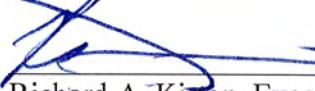
This charter was adopted as amended by Resolution No. 2018-008, moved and passed by two-thirds majority of the quorum at a regular meeting of the Kitsap 911 Board of Directors on December 4, 2018 of which all Directors were notified and a quorum was present.

KITSAP 911 BOARD OF DIRECTORS



DAVID ELLINGSON, CHAIR

ATTEST:



Richard A. Kirton, Executive Director

KITSAP COUNTY, WASHINGTON ORDINANCE NO. 582-2016

AN ORDINANCE creating the KITSAP 911 Public Authority; approving a charter therefor; establishing a Board of Directors to govern the affairs of Kitsap 911; and providing how Kitsap 911 shall conduct its affairs.

WHEREAS, since 1991 certain governmental entities situated in Kitsap County have been a party ("Parties") to an interlocal agreement establishing a joint board, known as "Cencom," providing for the joint and cooperative provision of 911 emergency communications services to citizens within the Parties' respective jurisdictions;

WHEREAS, since 1991, and subject to the oversight and consent of the Parties, the Cencom Policy Board has been the overall governing authority of the joint and cooperative undertaking, establishing policy, systems, and programs for Cencom's operations, developing Cencom's annual budget, funding, and cost share distribution, and determining staffing levels and supervising the Cencom director;

WHEREAS, since 1991, Kitsap County has served as the administrator for the Cencom joint board, equipping, operating, staffing, and maintaining facilities necessary to provide 911 communication services, issuing Limited Tax General Obligation Bonds to finance and refinance construct, equip, acquire, and improve 911 facilities and systems in furtherance of the joint and cooperative undertaking; and

WHEREAS, the Parties desire to continue to provide a county-wide operation of 911 emergency communications services by reorganizing and re-establishing Cencom as a Public Authority, changing the name of the new organization from "Cencom" to "Kitsap 911," transferring all Cencom assets and liabilities to Kitsap 911, and transferring all administrative functions heretofore performed by Kitsap County to Kitsap 911.

THE KITSAP COUNTY BOARD OF COMMISSIONERS ORDAINS AS FOLLOWS:

New Section. Section 1. A new Chapter 2.110 "Kitsap 911 Public Authority" is added to the Kitsap County Code as follows:

Chapter 2.110 – Kitsap 911 Public Authority

Sections:

- 2.110.010 – Purpose
- 2.110.020 – Definitions
- 2.110.030 – General Powers
- 2.110.040 – Liability
- 2.110.050 – Limitation of Powers
- 2.110.060 – Charter
- 2.110.070 – Effect of Issuance of Charter
- 2.110.080 – Board of Directors
- 2.110.090 – Quorum
- 2.110.100 – Meetings of the Board
- 2.110.110 – Bylaws
- 2.110.120 – Board Review and Approval

2.110.130 ~~Section 130~~ Charter Amendments

2.110.140 – Treasurer

2.110.150 – Funding

2.110.160 – Audits, Inspections, and Reports

2.110.170 – Fidelity Bonds

2.110.180 – Insurance

2.110.200 – Trusteeship

2.110.220 – Dissolution

2.110.240 – Construction and Order of Precedence

2.110.010 – Purpose. As authorized by RCW 35.21.730 through RCW 35.21.759, a public authority, to be known as “Kitsap 911,” is hereby created exclusively to undertake, assist with, and otherwise facilitate the public function of providing a countywide enhanced 911 emergency communications system, and perform any other public function relating to providing a countywide enhanced 911 emergency communications system. For the purpose of receiving the same immunities or exemptions from taxation as that of the County, Kitsap 911 constitutes a public agency and an authority and instrumentality of the County (within the meaning of Article VII, Section I of the Constitution of the State of Washington and within the meaning of those terms in regulations of the United States Treasury and rulings of the Internal Revenue Service prescribed pursuant to Section 103 of the Internal Revenue Code of 1986, as amended).

2.110.020 – Definitions. Unless the context clearly requires otherwise, the definitions in this section apply throughout this chapter.

(1) “Board of directors” or “board” means the governing body of Kitsap 911.

(2) “Director” means a member of the board.

(3) “Bylaws” means the rules adopted for the regulation or management of the affairs of Kitsap 911 and all subsequent amendments thereto.

(4) “Charter” means the articles of organization of Kitsap 911 adopted by this ordinance and all subsequent amendments thereto.

(5) “County” means Kitsap County, acting through the Kitsap County Board of Commissioners.

(6) “Clerk” means the clerk of Kitsap County Board of Commissioners or a person authorized to act on her or his behalf.

(7) “Public authority” or “authority” means the authority created under this ordinance.

(8) “Public agency” means any agency, political subdivision, or unit of local government of this State including, but not limited to, municipal corporations, quasi municipal corporations, special purpose districts, and local service districts; any agency of the State government; any agency of the United States; any Indian tribe recognized as such by the federal government.

(8) “Resolution” means a final action of a quorum of the board, evidenced by a written instrument signed by the chair of the board of directors.

(9) "State" (when used as a noun) shall mean the State of Washington.

(10) "Property" shall have the same meaning as in Article VII, Section 1 of the Washington State Constitution, and includes real and personal property, equipment and furnishings, cash, accounts receivable, and anything tangible or intangible that is capable of being owned or controlled to produce value or generate cash flow.

(11) "Final action" of the board of directors means a collective positive or negative decision or an actual vote by a majority of the board of directors then in office, upon a motion, proposal, or resolution.

(12) "Service Fee Formula" means the formula used to calculate fees charged to public agencies for enhanced 911 emergency communications system services provided by KITSAP 911.

2.110.030 – General Powers. Except as limited by the State constitution, laws, regulations, charter, or this ordinance, Kitsap 911 shall have and may exercise all lawful powers necessary or convenient to effect the purposes for which Kitsap 911 is organized, including the powers listed in this section.

(1) Acquire, construct, own, sell, lease, exchange, encumber, improve, use, transfer, or grant security interest in property.

(2) Contract with public and private entities.

(3) Employ and terminate personnel, with or without cause, and contract for personnel and services with public and private entities.

(4) Accept transfers, gifts, or loans of funds or property.

(5) Sue and be sued.

(6) Incur indebtedness and issue bonds and other instruments evidencing indebtedness.

(7) Transfer funds, property, property interests, or services.

(8) To exercise any other powers that are consistent with the purpose for which Kitsap 911 is organized, and are within the express or implied authority of and may be exercised by the County.

2.110.040 - Liability. Kitsap 911 is an independent legal entity exclusively responsible for its own debts, obligations and liabilities. All liabilities incurred by the authority shall be satisfied exclusively from the assets and credit of Kitsap 911, and no creditor or other person shall have any recourse to the assets, credit, or services of Kitsap County on account of any debts, obligations, liabilities, acts, or omissions of Kitsap 911.

2.110.050 - Limitation of Powers. In all activities and transactions, Kitsap 911 shall be limited as provided in this section.

(1) Kitsap 911 shall have no power of eminent domain or any power to levy taxes or special assessments.

(2) Kitsap 911 shall have no power to incur or create any liability that permits recourse by any party or member of the public to any assets, services, resources, or credit of the County. All liabilities incurred by Kitsap 911 shall be satisfied exclusively from the assets and credit of Kitsap 911, and no creditor or other person shall have any recourse to the assets, credit, or services of the County on account of any debts, obligations, liabilities, acts or omissions of Kitsap 911.

(3) The powers, authorities, or rights expressly or impliedly granted to Kitsap 911 shall not exceed Kitsap County's express or implied powers.

(4) Kitsap 911 is subject to all general laws regulating Kitsap County and its officers and officials, including, but not limited to:

- (a) Audits by the State auditor and accounting requirements in chapter 43.09 RCW;
- (b) Open public record requirements in chapter 42.56 RCW;
- (c) Open public meetings and other public process laws in chapter 42.30 RCW;
- (d) Preservation and destruction of public records in chapter 40.14;
- (e) Public works requirements in chapter 39.04 RCW;
- (f) Competitive bidding and prevailing wage laws in chapter 39.04 RCW;
- (g) Local government whistleblower laws in chapter 42.41 RCW;
- (h) The prohibition on using public facilities for campaign purposes in chapter 42.17A RCW;
- (i) The Code of Ethics for municipal officers in chapter 42.23 RCW;
- (j) Payments and advancements in chapter 42.24 RCW; and
- (k) The provisions of chapter 4.96 RCW for actions against 911 and its directors, officers, employees, and volunteers.

2.110.060 – Charter. The charter of Kitsap 911, Exhibit A of this ordinance, is hereby approved. The charter shall be issued in duplicate originals, each bearing the signature of the Kitsap County board of commissioners and attested by the Clerk. One original shall be filed with the Clerk; a duplicate original shall be provided to the authority. The charter shall not be codified.

2.110.070 - Effect of Issuance of Charter. Kitsap 911 shall commence its existence effective upon issuance of its charter. Except as against the State or the County in a proceeding to cancel or revoke the charter, delivery of a duplicate original charter shall conclusively establish that Kitsap 911 has been established in compliance with the procedures of this ordinance. A copy of the charter, and any amendments thereto, shall be provided to the State auditor.

2.110.080 - Board of Directors. All corporate powers of Kitsap 911 shall be exercised by or under the authority of the board of directors; and the business, property and affairs of Kitsap 911

shall be managed under the supervision of the board of directors, except as may be otherwise provided by law, this ordinance, or the charter.

(1) **Board directors.** The members of the board of directors shall be as provided in the charter. The board of directors shall include, at a minimum, the following five directors:

(a) One Kitsap County commissioner;

(b) The mayor, city council member, fire chief, or chief of police of the City of Bremerton;

(c) A mayor, city council member, city administrator, city manager, or chief of police of either the City of Port Orchard, the City of Poulsbo, or the City of Bainbridge Island;

(d) A fire commissioner or fire chief appointed by the Kitsap County Fire Commissioners Association; and

(e) The Kitsap County Sheriff.

(2) **Alternates.** Each director may appoint an alternate to serve in the event of the director's unavailability. Each alternate may vote and act on behalf of the unavailable director. The names of alternates shall be provided in writing to the chair of the board of directors.

(3) **Conditions.** A director may only serve for such time that he or she is the duly appointed, acting, or elected official of the County or city. All directors shall serve without compensation from Kitsap 911.

2.110.090 - Quorum. At all meetings of the board of directors, a majority of the board of directors then in office shall constitute a quorum.

2.110.100 – Meetings of the Board. The board shall meet as provided in the charter, but not less than quarterly. Minutes shall be kept in accordance with chapter 42.32 RCW.

2.110.110 – Bylaws. Within thirty days after issuance of the charter, the board of directors shall hold an organizational meeting, appoint a chair and vice chair, and adopt bylaws. The bylaws shall be consistent with the charter. In the event of a conflict between the bylaws and this ordinance or the charter, this ordinance or the charter, as the case may be, shall control. The power to alter, amend, or repeal the bylaws or adopt new ones shall be vested in the board except as otherwise provided in the charter.

2.110.120 – Board Review and Approval.

(1) At least quarterly, the board of directors shall review monthly statements of income and expenses which compare budgeted expenditures to actual expenditures. The board of directors shall review all such information at regular meetings, the minutes of which shall specifically note such reviews and include such information.

(2) Review and approval of the board of directors by resolution shall be necessary for any of the following transactions:

- (a) Transfer or conveyance of an interest in real estate other than release of a lien or satisfaction of a mortgage after payment has been received and execution of a lease.
- (b) Contracting of debts, issuance of notes, debentures or Bonds, and mortgaging or pledging of Kitsap 911 assets or credit to secure the same.
- (c) Donation of money, property, or other assets belonging to Kitsap 911.
- (d) Action by Kitsap 911 as a surety or guarantor.
- (e) Adoption of an annual budget and a separate capital budget, and amendments thereto.
- (f) Certification of annual reports and statements to be filed with the Clerk as true and correct in the opinion of the board of directors and of its members except as noted.
- (g) Adopting and amending the charter and bylaws.
- (h) Consistent with chapter 4.96 RCW, adopt policies and procedures for managing actions against Kitsap 911, directors, officers, employees, and volunteers.
- (i) Instituting legal proceedings in Kitsap 911's name.
- (j) Dissolution of Kitsap 911, upon approval by two-thirds of a quorum of the board.
- (k) Amending Service Fee Formula.

2.110.130 – Charter Amendments.

(1) Proceedings Preliminary to Amending the Charter. Any director may propose to amend the charter. Whether to consider a proposal to amend the charter requires final action by resolution of the board of directors adopted at a regular or special meeting of which thirty days advance written notice was given to each director. If the board of directors approves consideration of the proposal to amend the charter, information about the proposed charter amendment, including a copy of the proposed amendment in a format that strikes over material to be deleted and underlines new material and a statement of the amendment's purpose and effect, shall be provided to each member of the board of directors and to the Clerk at least thirty days prior to the meeting at which a vote will be taken on a resolution amending the charter.

(2) Action Amending the Charter. After the preliminary proceedings described in Section 2.110.130(1) have occurred, final action upon approval by two-thirds of a quorum of the board may be taken amending the charter. If the amendment differs materially from the proposed amendment considered during preliminary proceedings, then the preliminary proceedings described in Section 2.110.130(1) shall be repeated. After final action amending the charter, the amended charter shall be issued in duplicate originals, each bearing the signature of the board of directors. One original shall be filed with the Clerk and a duplicate original shall be retained by the authority.

2.110.140 – Treasurer. The treasurer for Kitsap 911 shall be the Kitsap County Treasurer, and a special fund with the County Treasurer shall be established and designated "Operating fund of Kitsap 911."

2.110.150 – Funding. Funding of Kitsap 911 operations and activities will include revenue generated by enhanced 911 sales, use, and excise taxes as allowed under RCW 82.14B.030 and RCW 38.52.500 et seq., and revenue generated from Service Fees consistent with the Charter, the bylaws, and Section 2.110.010. Revenue collected by Kitsap County pursuant to RCW 82.14B.030 and RCW 38.52.500 et seq., shall not be used to provide enhanced 911 emergency communications services beyond the boundaries of Kitsap County.

2.110.160 – Audits, Inspections, and Reports. Local government accounting laws, RCW 43.09.200 through RCW 43.09.2855, shall apply to Kitsap 911, and copies of all reports filed with the State auditor shall be filed contemporaneously with the Clerk. At any reasonable time and as often as the County or State Auditor deem necessary, Kitsap 911 shall make available for inspection, examination, auditing, and copying all of its records, including but not limited to contracts, invoices, payrolls, personnel records, inventories, and financial records. The County may require Kitsap 911 conduct a performance audit consistent with auditing standards adopted by the U.S. Government Accountability Office.

2.110.170 – Fidelity Bonds. Each official of Kitsap 911 responsible for handling accounts and finances shall file a fidelity bond in an amount determined by the board of directors to be adequate and appropriate, and may hold office only as long as such a bond continues in effect.

2.110.180 – Insurance. Kitsap 911 shall maintain in full force and effect public liability insurance in an amount sufficient to cover potential claims for bodily injury, death, or disability and for property damage, which may arise in connection with the acts or omissions of Kitsap 911, naming Kitsap County as an additional insured.

2.110.200 – Trusteeship. The County may, after a public hearing with notice to Kitsap 911, petition the Superior Court to impose a trusteeship over Kitsap 911. Any trustee appointed by the Superior Court shall take such actions as necessary during the trusteeship to achieve the object thereof as reasonable, including suspend and/or remove Kitsap 911 officials, manage the assets and affairs of Kitsap 911, exercise any and all Kitsap 911 powers as necessary or appropriate to fulfill outstanding obligations, restore the capability of Kitsap 911, and, if so authorized by the Superior Court, to oversee its dissolution in accordance with RCW 35.21.750.

2.110.220 - Dissolution.

(1) The board of directors may propose to the County that Kitsap 911 be dissolved. Such proposal must be made by resolution adopted by two-thirds of a quorum of the board of directors at a regular or special meeting of which thirty days advance written notice was given to each director, the Clerk, every city and fire district situated within the boundaries of Kitsap County, and any other entity as prescribed in the bylaws. Information about the proposed dissolution, including the grounds for dissolution and distribution of Kitsap 911 property, shall be provided to each member of the board of directors, the Clerk, every city and fire district situated within the boundaries of Kitsap County, and any other entity as prescribed in the bylaws at least fourteen days prior to the meeting at which a vote will be taken on the resolution. Within thirty days of adoption of a resolution approving dissolution of Kitsap 911, a copy of the resolution shall be delivered to the Clerk. The County may, after a public hearing, dissolve Kitsap 911. Upon dissolution, all Kitsap 911 property, net of all outstanding liabilities, shall be distributed as set forth in an agreed plan of distribution adopted by two-thirds of a quorum of the board of

directors and used only for enhanced 911 emergency communications systems consistent with chapter 82.14B RCW and RCW 38.52.500 et seq.

(2) The County may, after a public hearing with notice to Kitsap 911, petition the Superior Court to dissolve Kitsap 911 in accordance with RCW 35.21.750. Upon dissolution of Kitsap 911 and the winding of its affairs, and as determined by order of the Court, any remaining rights, assets, and property may be transferred to a qualified public entity or entities which will fulfill the purposes for which Kitsap 911 was chartered. Otherwise, all remaining rights, assets, and property shall vest in the County. Upon completion of dissolution proceedings, the Clerk shall indicate such dissolution by inscription of "charter cancelled" on the charter of Kitsap 911, and the existence of Kitsap 911 shall cease. The Clerk shall give notice thereof to the State auditor and to other persons as provided in the dissolution statement.

2.110.240 – Construction and Order of Precedence. This ordinance shall be liberally construed so as to effectuate its purposes and the purposes of RCW 35.21.730 through RCW 35.21.759. In the event of an inconsistency between the charter and this ordinance, the inconsistency shall be resolved by giving precedence to this ordinance.

New Section. Section 2. Severability. If any provision of this Ordinance or its application to any person or circumstance is held invalid or unconstitutional, the remainder of the Ordinance or its application to other persons or circumstances shall not be affected.

New Section. Section 3. Recitals. The recitals herein shall be findings of fact and are incorporated herein by reference but shall not be codified.

New Section. Section 5. Effective Date. This Ordinance shall take effect immediately.

ADOPTED this 25th day of April 2016.

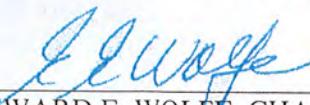
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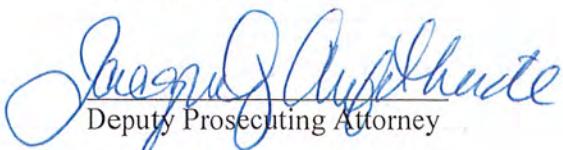
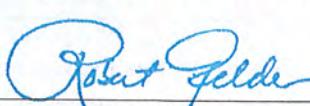
Dana Daniels, Clerk of the Board

BOARD OF COUNTY COMMISSIONERS
KITSAP COUNTY, WASHINGTON

EDWARD E. WOLFE, CHAIR


CHARLOTTE GARRIDO, Commissioner

APPROVED AS TO FORM:


Deputy Prosecuting Attorney
ROBER GELDER, Commissioners

Section 3 – Strategic Initiatives

Kitsap 911 Strategic Initiatives 2025-2027

Five initiatives that Kitsap 911 has adopted as goals to remain responsive, proactive and nimble to impactful trends expected over the next three years.

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





Five Strategic Initiatives

- Board Education, Alignment & Structure Review
- Review of Financial Philosophy
- Comprehensive Hiring & Retention Plan
- Comprehensive Training & Development Plan
- Enhance Service Management & Efficiency





#1 – Board Education, Alignment & Structure Review

- **Education:**

- Equip Board members with essential knowledge on Kitsap 911 operations, challenges, and industry trends through training, tours, and regular updates.

- **Alignment:**

- Foster a shared vision and strategic direction via annual workshops and ongoing engagement.

- **Structure Review:**

- Assess Board composition and governance to ensure fairness, efficiency, and adaptability.





#2 – Review of Financial Philosophy

- **Financial Principles:**
 - Reinforce transparent, accurate, and efficient financial practices.
- **Funding Formula:**
 - Assess and refine the formula for fairness and long-term stability.
- **Communication:**
 - Clearly convey our financial philosophy to stakeholders.





#3 – Comprehensive Hiring & Retention Plan

- **Attracting Talent:**

- Developing a robust recruitment process that actively targets qualified candidates with the skills necessary to meet the evolving needs of Kitsap 911.

- **Retention:**

- Creating an environment that fosters employee satisfaction, growth, and commitment, ensuring that high-performing employees are supported and encouraged to stay with the organization long-term.

- **Succession Planning:**

- Identifying key roles and responsibilities within the organization and preparing for potential leadership transitions, ensuring that talent pipelines are well-established and ready to fill vacancies as needed.





#4 – Comprehensive Training & Development Plan

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





#5 – Enhance Service Management & Efficiency

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





Kitsap 911 will complete these deliverables in the next 18-24 months:

- MJ- Host annual in-depth strategy workshops to align Board members around a shared vision and mission, address emerging challenges, external factors, and refine the Board's strategic direction, ensuring effective decision-making.
- MJ - Complete a third-party analysis of the current Board Structure and respond to the recommendations with the goal of continual improvement in meeting the Board's adopted expectations.
- SR - Review financial processes and policies to improve efficiency, accuracy, and transparency including upgrading the current accounting software.
- In progress – MJ Revise the Funding Formula to better align with current economic conditions.
- RT - Implement a mentorship and career development program for all staff, aimed at enhancing retention and professional growth.
- MJ - Hire a new Executive Director for retirement replacement.
- JD - Launch a non-emergency call line.
- JD - Complete a new Public Education Awareness campaign on self-service and non-emergency options.
- JD - Investigate AI technology to assist with call volume.
- CL - Revise and standardize the training curriculum and timeline for call-receivers and dispatchers to improve speed to proficiency and training outcomes.
- MJ -Identify and evaluate opportunities for service or infrastructure consolidation with member agencies to improve efficiency and reduce costs.





We are Kitsap 911, providing exceptional public safety emergency communications services every day

For more information contact
Executive Director, Maria Jameson-Owens
360-307-5800
mjameso@kitsap911.org





Board of Directors Discussion Item Summary

November 4, 2025 (12:30 to 2:00)

Agenda Item #13

Agenda Item: **Progress Report of Strategic Initiative #1 Board Education, Alignment, and Structure Review**

Submitted By: Maria Jameson-Owens

Title: Executive Director

Attachments:

Budgetary Impact (If Applicable)

Budgeted Amount:

Expenditure Required:

Budget Category:

Reviewed By: Brandon Wecker, Steve Rogers

Reviewed Date: October 28, 2025

Rationale:

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

Elements of this initiative are:

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

How We Will Accomplish:

Education

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

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

Alignment

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

Review Board Structure and Composition

- **Action 1:** Assess the current number of representatives from each agency to determine if the structure is equitable and reflective of the needs of Kitsap 911. Facilitate discussions with key stakeholders, including agency representatives and senior leadership, to understand their perspectives on the current structure. Use feedback from Board members and stakeholders to guide decision-making about any structural adjustments that may be needed.
 - **Timeline:** By the end of Q1 2026
 - **Progress:** In-progress. Consultant report expected at the December 2025 or January 2026 BOD meeting. This will also be a topic for the board retreat to be scheduled in February 2026.
- **Action 2:** Review best practices in governance for elected official Boards to determine if changes to the number of representatives, committee structures, or roles could improve efficiency and fairness.
 - **Timeline:** By the end of Q1 2026
 - **Progress:** This is incorporated into the ongoing Board structure review described above.
- **Action 3:** Explore the possibility of restructuring the Board to more equitably balance representation from various agencies, ensuring it aligns with Kitsap 911's strategic needs.
 - **Timeline:** By the end of Q1 2026
 - **Progress:** This is incorporated into the ongoing Board structure review described above.

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



Board of Directors Discussion Item Summary

December 2, 2025 (12:30 to 2:00)

Agenda Item #14

Agenda Item: Progress Report of Strategic Initiative #2 Review of Financial Philosophy

Submitted By: Maria Jameson-Owens

Title: Executive Director

Attachments:

Budgetary Impact (If Applicable)

Budgeted Amount:

Expenditure Required:

Budget Category:

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

Reviewed Date: November 25, 2025

Summary Statement:

To ensure long-term sustainability amid rising costs and public expectations, Kitsap 911 must regularly refine its financial philosophy. This initiative strengthens financial decision-making, transparency, and reliability.

Focus Areas:

1. **Financial Principles:** Reinforce transparent, accurate, and efficient financial practices.
2. **Funding Formula:** Assess and refine for fairness and long-term stability.
3. **Communication:** Clearly convey financial philosophy to stakeholders.

Work Plan:

1. **Action 1:** Review and update financial processes and policies to focus on long-term stability, responsible spending, and clear reporting. Work with leadership and the Board to ensure financial processes are current, efficient, and thorough.
 - **Timeline:** 3–6 months
 - **Progress:** In progress
2. **Action 2:** Review Funding Formula. Analyze and refine the existing funding formula including input from member agencies to ensure fairness, adequacy, and sustainability in supporting Kitsap 911's financial needs.
 - **Timeline:** 3–6 months.
 - **Progress:** Complete
3. **Action 3:** Communicate the financial philosophy to all stakeholders, enhancing transparency and trust.

- **Timeline:** Ongoing.
- **Progress:** Ongoing

Success Measurement:

- **Financial Stability:** Continued adherence to the budget, avoidance of deficit spending in the operating budget, a Board-approved update to the Funding Formula, and the establishment of an equipment and replacement fund to ensure long-term stability, both operationally and financially.
- **Transparency and Trust:** Clear and timely communication with stakeholders and enhanced trust in financial decisions.
- **Alignment:** Evidence of consistent decision-making across leadership based on the financial philosophy.

This initiative ensures Kitsap 911 remains transparent and financially and is prepared for future challenges.

Recommendation:

Discuss Proposed Strategic Initiative #2 - Review of Financial Philosophy at the April 2025 meeting with the intent of considering this initiative for approval at the May 2025 Board meeting.

Progress Summary:

Action 1 – we have divided this action into three main subcategories:

1. **Internal** – the first step of this includes a review of all financial policies. Once reviewed, any documents needing to be updated will be updated, anything out of date will be purged, and anything missing will be added. Once this is complete, the updated financial policies will be uploaded into our documents and records management software, and made available to management, employees, and any other relevant stakeholders. For this portion, we are currently in the review stage, and we expect to be done with this by the end of 2025.
2. **Stakeholder** – this includes improvements to how information is communicated to external stakeholders (e.g., board of directors, strategic advisory board). The focus for 2025 is to improve budget presentation materials so that the summarized and detailed information provided effectively communicates all significant elements of our budget and its execution. Success for this will be measured by the timely adoption of the budget by the Board of Directors. The draft documents and workbooks have all been created – the only remaining steps are to present the budget, consider and implement feedback provided by the Board, and for the Board to adopt the budget.
3. **Public-Facing** – this includes improvements to how financial information is presented to the general public. For 2025, this includes the creation of a simplified, more visual version of the budget which is expected to be made available on our website in December 2025.

Action 2 – Following numerous discussions with the Board of Directors, Strategic Advisory Board, and other stakeholders, the proposed changes to the Funding Formula have been

approved by the Board. This Action Item is complete, but analysis will be done for each budget cycle for at least the next three years to ensure the new funding formula works as intended.

Action 3 – This is an ongoing item, and to support the efforts to accomplish this, our focus will primarily be split between two initiatives:

- **Action 1** (detailed above)
 - By conducting a thorough review of our financial processes and policies, we will be more capable of producing the information that all of our stakeholders need to advise and to make informed decisions about Kitsap 911.
- **Enterprise Resource Management System (“ERP”) Replacement Project**
 - The work to replace our current ERP system began earlier this month, by identifying internal stakeholders and consulting with them to determine goals, objectives, pain-points, implementation concerns, and other pieces of information that are crucial to the development of an effective path forward. The following process and timeline are preliminary and subject to change, as we are still in the early planning stages, but our goal is to have a new ERP system validated and ready for use by early 2027:
 - **December 31, 2025:** Finalize Scope Statement(s) and Vendor Response Scoring Methodology
 - **January 2026:** Distribute the Request for Proposal (“RFP”)
 - **February 2026:** Review RFP Responses and Identify Possible Vendors
 - **March 2026:** Determine the Recommended Vendor Following Product Demos and Reference Interviews
 - **April 2026:** Final Legal and Contract Review
 - **May 2026:** Board Approval of the Contract
 - **June – December 2026:** Testing and Preliminary Implementation
 - **January – March 2027:** Finalize Implementation and Deployment
 - **Ongoing (following deployment):** Review and Revise Written Procedures and Workflows



Board of Directors Discussion Item Summary

October 7, 2025 (12:30 to 2:00)

Agenda Item #10

Agenda Item: **Progress Report - SI #3** Comprehensive Hiring and
Submitted By: Retention Plan Rachael Taylor
Title: Human Resources Manager
Attachments:

Budgetary Impact (If Applicable)

Budgeted Amount:

Expenditure Required:

Budget Category:

Reviewed By: Maria Jameson-Owens, Brandon Wecker

Reviewed Date: September 27, 2025

Summary Statement:

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

This initiative will focus on:

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

Expected Outcomes:

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

How We Will Accomplish These Goals

Attracting Talent:

- **Action 1:** Evaluate current recruitment processes, refine job descriptions and position competencies, and explore new recruitment channels to attract a diverse pool of candidates.
 - **Timeline:** 1st Quarter Annually
 - **Progress:** In progress
- **Action 2:** Hold in-person testing at Kitsap 911 to increase accessibility.
 - **Timeline:** Begin 4th Quarter 2025 and evaluate results
 - **Progress:** On hold due to classroom availability
- **Action 3:** Increase the number of community events we attend, including job fairs and career fairs at high schools to educate youth about 911 as a career.
 - **Timeline:** Begin 2nd Quarter 2025
 - **Progress:** Complete

Retention

- **Action 1:** Develop a retention strategy that includes competitive benefits, professional development opportunities, and employee engagement activities.
 - **Timeline:** 3rd quarter 2025 and reviewed annually
 - **Progress:** In progress
- **Action 2:** Hold quarterly check-ins with new employees to address any needs or concerns they have in their first year of employment.
 - **Timeline:** Began in 2024. Continuously moving forward.
 - **Progress:** Complete to date and ongoing

Succession Planning

- **Action 1:** Conduct an annual succession planning survey and follow-ups with employees who plan to leave in the short term and those who wish to promote.
 - **Timeline:** Annual
 - **Progress:** Sending survey in October 2025

- **Action 2:** Implement a mentorship and career development program to support internal growth and succession planning.
 - **Timeline:** 3rd Quarter 2025
 - **Progress:** Training in progress, launching 1st Quarter 2026

Success Measurement:

- Increased number of qualified candidates applying for open positions.
- Fill each new hire academy.
- Reduced turnover rates.
- Enhanced internal promotion rates and succession success.

Progress Summary:

Attracting Talent:

- **Action 1:** We have begun refining all job descriptions and position competencies to match the current needs of each position. We're continuing to explore new recruitment channels to attract a diverse pool of candidates, such as Reddit and high school career fairs.
- **Action 2:** We were unable to hold in-person testing at Kitsap 911 due to our classroom being unavailable during the testing window of our current recruitment. We will try this for our Spring 2026 recruitment to increase testing accessibility for all candidates.
- **Action 3:** We have increased the number of community events we attend from 24 in 2025 to 32 in 2026, including job fairs and career fairs at high schools to educate youth about 911 as a career.

Retention

- **Action 1:** We're continuing to strengthen our retention strategy by negotiating a collective bargaining agreement with our employee guilds that include competitive benefits and wages. With wellness being a top priority for our employees, our Wellness Committee has ramped up engagement in 2025, offering fun challenges and competitions, as well as ways to give back to the community we serve. Targeted professional development opportunities will come as part of our new professional development program.
- **Action 2:** We're continuing to hold quarterly check-ins with new employees to address any needs or concerns they have in their first year of employment.

Succession Planning

- **Action 1:** Our annual succession planning survey will go out to employees in October 2025, and we will follow-up with employees who plan to leave in the short term and those who wish to promote.
- **Action 2:** Effective 1st quarter 2026 we're introducing a professional development program that will focus on each individual and their career aspirations and give their leaders the tools they need to guide them towards their short- and long-term goals. We will also introduce our updated mentor program to encourage and support organic mentor relationships both during and after training. Training for employees on both of these programs will begin 4th quarter this year.



Board of Directors Action Item Summary

October 7, 2025 (12:30 to 2:00)

Agenda Item #10

Agenda Item: Strategic Initiative #4 Comprehensive Training & Development Plan

Submitted By: Maria Jameson-Owens

Title: Executive Director

Attachments:

Budgetary Impact (If Applicable)

Budgeted Amount: TBD

Expenditure Required: TBD

Budget Category: Human Resources

Reviewed By: Chris Law, Brandon Wecker, Rachael Taylor, Steve Rogers

Reviewed Date: September 29, 2025

Summary Statement:

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

This initiative will focus on:

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

Expected Outcomes:

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

How We Will Accomplish These Goals

New Hire Training

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

Ongoing Development

- **Action:** Develop and implement an ongoing professional development program that includes leadership workshops, career coaching, and support for individual Professional Development Plans (PDPs).
Timeline: Ongoing with annual evaluations
 - **Progress:** Combined with Initiative #3 to avoid duplication of efforts - Comprehensive Hiring and Retention Plan, Succession Planning, Action #2 - Implement a mentorship and career development program to support internal growth and succession planning.

Agency Collaboration

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

Timeline: Annually with targeted campaigns

- **Progress:** In Progress.

Success Measurement:

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

Progress Summary:

New Hire Training

Action: We conduct constant review of the Call Receiving Academy's delivery of instruction, instructor instruction, and processes throughout the duration of each academy itself. Feedback from the June and August Call Receiving Academies will be incorporated into the build of the January 2026 Call Receiving Academy.

Agency Collaboration

Actions: Assistant Director of Operations Jamie Donley attended two meetings with the Kitsap County Fire Training Consortium, and the Fire agencies were very excited to have us start attending their training and working together. We received great feedback from the one session attended by both firefighters and our dispatchers. This is going to be a great new training partnership.

Of the Law Enforcement user agencies contacted, Law Enforcement seems very onboard to partner with us as well and we have asked each of them to start thinking about what types of trainings we can both complete together and any ideas for things they would like to focus on as we move forward with this training relationship for our first meeting discussion.



Board of Directors Discussion Item Summary

November 4, 2025 (12:30 to 2:00)

Agenda Item #12

Agenda Item: **Progress Report of Strategic Initiative #5 Enhancing Service Management and Efficiency**

Submitted By: Jamie Donley

Title: Assistant Director of Operations

Attachments:

Budgetary Impact (If Applicable)

Budgeted Amount:

Expenditure Required:

Budget Category:

Reviewed By: Brandon Wecker, Maria Jameson-Owens, John Higashi, Rachael Taylor, Steve Rogers

Reviewed Date: October 28, 2025

Summary Statement:

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

Focus Areas:

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

Workplan:

Managing Service Complexity

- **Action 1:** Evaluate current service level expectations and adjust based on workforce capacity and operational priorities. This includes incorporating data from staffing trends, overtime analysis, and employee feedback from Stay Interviews to ensure service delivery is sustainable.
 - **Timeline:** Annually
 - **Progress:** Ongoing - Operations filled a scheduler position that is able to take some workload off Supervisors to allow them to be focused on professional development and performance .

Enhancing Call and Workflow Management

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

public with a clearly defined alternative.

- **Timeline:** Q3-Q4 2025
- **Progress:** A non-emergency phone number has been identified. We are currently working on the plan and will present it to management mid-November with implementation before end of 2025.
- **Action 2:** Research and evaluate AI-driven technologies and workflow automation solutions, including smart routing of calls based on urgency or caller needs.
 - **Timeline:** Research in Q2-Q3 2025; Pilot evaluation in Q1–Q2 2026
 - **Progress:** In review and research.
- **Action 3:** Research and evaluate paperless options to increase efficiency and reduce waste with regard to technology and workflow procedures.
 - **2025 Deliverable TSG**– Paperless Inventory Process
 - **2025 Deliverable Operations**–
 - Paperless data entries for agencies we serve.
 - Paperless trade/leave slips
 - Timeline: Research in Q2 2025; Pilot evaluation in Q3–Q4 2025, with annual review process for improvements.
 - **Progress:** TSG has gone paperless with inventory. Operations are paperless for agencies regarding data entry. TSG identified a digital scanner/fax that will be implemented before end of year.

Public Education & Alternative Resources

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

Success Measurement:

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

Conclusion:

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

Progress Summary:

Our fifth strategic initiative focuses on three key areas: managing service complexity, enhancing call and workflow management, and strengthening public education and alternative resources.

In Managing Service Complexity

We've appointed a dedicated scheduler to manage timekeeping, promotions, vacations, and leave coverage for both Operations and Technical Services. This has significantly reduced administrative workload and allowed supervisors to focus on their core responsibilities.

For Enhancing Call and Workflow Management, several actions are underway. The non-emergency phone number has been identified, and a detailed work plan is being finalized for management review in mid-November. We are also continuing to research artificial intelligence in 911 operations, attending conferences, webinars, and collaborating with other centers to identify best practices. Lastly, the Technical Services team has transitioned to paperless processes, including a new digital fax and scanning solution and the completion of a paperless inventory system for 2025, improving both efficiency and sustainability.

Under Public Education and Alternative Resources, the Public Education Committee is developing content to support the rollout of the new non-emergency number and to help the community better understand how Kitsap 911 fits into the broader public safety and emergency response system.

Section 4 – Financial Information



Kitsap 911 Funding Sources

Last updated 12-29-2025

Kitsap 911's revenue comes from the following sources:

- The 1st 1/10 of 1% of Kitsap County Sales Tax
- The 2nd 1/10 of 1% of Kitsap County Sales Tax (often called Proposition 2 or Prop 2) for this purpose:
 - *WHEREAS, it is the Board's intent that these revenues will be used to fund the radio system replacement and thereafter to create a committed Capital Improvement/Equipment Replacement Reserve, and to fund such capital improvements, equipment replacement and operating costs as the Board may authorize.*
- User Fees
 - Kitsap 911's Bylaws, Section IX Service Agreements establishes a service formula for each member agency (fire departments and law enforcement agencies mostly) to pay user fees for 911 dispatching services.
 - In July 2025, the funding formula was updated for the first time since 2008
- Radio Towers
 - Kitsap 911 owns the physical radio towers at eleven sites with nine tower sites in Kitsap County, one in Purdy, Pierce County and one near Port Ludlow in Eastern Jefferson County
 - The State Department, US Navy, US Coast Guard and several cellular telephone companies are among our tenants who rent space on these towers
 - Often the land the Tower is built on is owned by another entity that we usually pay to lease
 - We also lease tower space ourselves or have a reciprocal agreement with other counties or organizations to use space on their towers
 - Phase II of the Land Mobile Radio Project calls for the addition of more radio site towers in order to continually improve coverage
 - Our most recently acquired site that we have leased to build a tower site is the Norm Dicks Government Center. This project is now in the tower design phase.
- State Excise Tax
 - This is revenue collected by the state from cellular and landline telephone users specifically for 911 services and is distributed to the 911 centers in WA State.
- Other Revenue
 - Investment income from cash
 - Grants

1.0 Introduction

Kitsap 911's mission is to serve the citizens of Kitsap County through professional, timely, and effective 9-1-1 communications and the coordination of emergency services response. The Kitsap 911 Board of Directors¹ and Kitsap 911 staff are accountable to the citizens of Kitsap County for the wise and most effective/efficient use of financial resources necessary to accomplish Kitsap 911's mission.

Sound budgeting and fiscal policies that adhere to the principles of transparency, stability, sustainability, stewardship, responsibility, and accountability help Kitsap 911's elected officials and managers protect public interests, ensure public trust, and to allocate and use resources more effectively. They enhance the quality of decision making by encouraging practices that illuminate the key issues and choices facing the organization. They also help the Board, public, auditors, and others evaluate how effective management is in achieving the goals of the organization.

Good budgeting is a broadly defined process that has political, managerial, planning, communication, and financial dimensions. Good budgeting practices have a long-range perspective and are not simply an exercise in balancing revenues and expenditures. They effectively involve all stakeholders (elected officials, managers, staff, user agencies, and the public), focus budget decisions on results and outcomes, and reflect the needs and priorities of all stakeholders.

These principles guide all decisions and practices at Kitsap 911, particularly those related to financial matters.

This directive is intended to provide the basic framework for managing revenues and expenditures and provide guidelines for evaluating both current activities and proposals for future services. It is not meant to include all the concepts, assumptions, conventions, principles, or rules upon which generally accepted accounting principles are based.

2.0 Policy Statements

2.1 Governing Documents/ Regulations:

All business and accounting at Kitsap 911 must conform to:

1. Washington State Law (i.e. RCW Chapter 43.09, Chapter 82, and associated chapters of the Washington Administrative Code) and Budgeting, Accounting, and Reporting System (BARS) Manual for Cities, Counties, and Special Purpose Districts (Cash).
2. Kitsap County Ordinance 532-2016 and the Kitsap 911 Charter,
3. Governing Directives, (Policies and Procedures) adopted by the Kitsap 911 Board of Directors,
4. Policies, Procedures, and recommendations of the Washington State Auditor, and
5. Internal Kitsap 911 Policies (developed in accordance with Communications Center standards of the Commission on Law Enforcement Accreditation and the Best Practices recommendations of the Government Finance Officers Association).

Except as provided herein, if any of the above disagree, their order of precedence is as listed above.

¹ Board refers to the Kitsap 911 Board of Directors. The abbreviation BOCC refers to the Board of County Commissioners.

2.2 Ethics and Conflicts of Interest: Officials and employees involved in Kitsap 911's fiscal oversight and accounting functions (including but not limited to investments, procurement, and accounts payable) shall refrain from personal business activity that may conflict with the proper execution of the program, or may impair their ability to make impartial decisions. Potential conflicts must be reported to the Director (for employees) or the Board of Directors (for the director, deputy director, finance manager, and elected officials).

2.3 Basis of Accounting: Kitsap 911 uses cash basis accounting.

2.4 Budget Period: Kitsap 911 may establish either an annual or biennial budget with the calendar year(s) as the budget period.

2.5 Balanced Budget: The Kitsap 911 budget will be balanced upon adoption, meaning the beginning fund balance plus revenues equals expenditures plus ending fund balance. The Operations Section should also be structurally balanced meaning operating revenues equal or exceed operating expenditures in the current budget period and over the long term.

2.6 Ending Fund Balance(s): The ending fund balance will be equal to (or greater than) the minimum reserve required by the Stabilization and Equipment Replacement Fund/Reserve Policies.

2.7 Conservative Forecasts: Projections of revenues and expenses should be conservative. When in doubt, staff will err on the low side for revenues and on the high side for expenses. Kitsap 911 will not rely on a single source for sales tax revenue forecasts. Revenue forecast resources may include the Kitsap County Budget Office, the Washington State Economic and Revenue Forecast Council, the Bureau of Labor Consumer Price Index, and the budget offices of municipalities, other counties, 911 agencies, and special service districts. Staff will identify the sources used in the budget proposal. [see also- Evaluation of Revenue Stability in the Stabilization Policy]

2.8 Fund Management: All sums received by Kitsap 911 from any source shall be placed into a fund managed by the Kitsap County Treasurer, and all sums disbursed by Kitsap 911 shall be expended from this fund.

2.9 Investments: The Kitsap County Treasurer's office manages Kitsap 911's investments according to the procedures and requirements specified in Kitsap County's approved investment policy. Funds will be invested in a manner which provides the highest investment return with maximum security while meeting the daily cash flow requirements and conforming to all state and local statutes governing the investment of public funds.

2.10 Reserves: Reserves will be managed in accordance with the Stabilization and Equipment Replacement Fund/Reserve Policies.

2.11 Debt: Issuing debt commits revenues into the future and may limit the agency's flexibility to respond to changing service priorities, revenues, and cost structures. Debt must be managed prudently in order to maintain a sound fiscal position and protect credit quality. Debt must not be used to pay operating expenses. The use of short term credit (IE purchase accounts, credit cards, etc) and petty cash accounts is governed by the Kitsap 911 short term credit policy.

The use of long term credit must be approved by the Board of Directors. In order to avoid the use of long term credit adequate funds should be saved or alternative revenue sources including low interest intergovernmental loans should be explored. Proposals to use long term credit should be limited to funding a specific project, capital

improvement, or equipment replacement. Proposals to use long term credit must clearly identify the purpose and include a cost benefit analysis that evaluates the following:

- urgency of the project,
- useful life of assets to be purchased (lifespan should equal or exceed the maturity of the debt),
- structural features of the debt (payment schedule, interest rate, any provisions that restrict the liquidity of other Kitsap 911 assets, etc),
- comparison of total cost of completing the project with and without issuing debt,
- impact of the proposed debt on Kitsap 911's debt capacity,
- impact of the proposed debt on the strategic plan,
- impact of the proposed debt on future revenues (particularly user fees), and
- impact of the proposed debt on the long-range fiscal health of Kitsap 911.

Additionally, project proposals must comply with other relevant requirements of this policy.

2.12 Grants (and other one-time revenues): The use of grants and other one-time revenues must be sustainable and approved by the Board. Use should be limited to startup expenses, capital purchases, special projects, and early debt retirement. The use of grants and other one-time revenues to pay for ongoing expenditures must be approved by the Board and should be limited to stabilization (i.e. to cover approved expenditures that temporarily exceed revenues or allow for an orderly/incremental reduction in services) or situations compatible with the long term revenue plan.

A cost/benefit analysis will be performed for all potential grants. Grant opportunities should be considered if they would advance the Kitsap 911 strategic plan or Board Priorities, or resolve a critical infrastructure problem. Careful attention must be paid to both financial and operational impacts of any proposed grant (for example: matching requirements, staff time, etc). The revenue source to pay matching expenses and ongoing/support expenses not covered by the grant must be clearly identified. Grants will not be accepted if the impacts cannot be justified.

One-time revenues means any revenue that cannot be relied upon in future budget periods (for example, abnormal increases to regular revenue sources, sale of assets, temporary cost savings- including savings realized through refinancing of debt, etc). One time revenues may be available for more than one year, but are expected to be non-recurring. [see also- Evaluation of Revenue Stability section of the Stabilization Policy]

2.13 Staffing Levels: Emphasis is placed on improving individual and work group productivity rather than increasing authorized staffing levels. Kitsap 911 will request additional staff only after the need of such positions has been demonstrated and documented and when technical solutions or other tools to maximize productivity are unavailable or impractical. Staffing studies will be conducted regularly so that necessary increases can be implemented incrementally.

2.14 Budgeting Personnel Expenses: When appropriate, personnel expenses may be budgeted at less than 100% of authorized staffing levels. The Director or designee will evaluate retention trends, training schedules, and other relevant factors when preparing the budget and will inform the Board of the justification for budgeting below 100%. In the event that retention exceeds budgeted levels, the Director may transfer funds to cover the overrun without additional authorization from the Board. The Board must be informed of such action no later than the next Board of Director's Meeting. This section does not grant authority to exceed 100% of authorized staffing levels. "Authorized staffing" includes positions which are included on the budget document commonly known as "Schedule C1" minus any positions which have been temporarily defunded or permanently eliminated by the Kitsap

911 Board of Directors. Funds transferred from the Reserve for this purpose must be restored during the next budget period or as directed by the Board.

2.15 Personal Responsibility: Kitsap 911 employees who exceed their designated purchasing authority and obligate Kitsap 911 to a financial commitment which results in a financial loss may be held personally responsible and are subject to discipline. Kitsap 911 is entitled to recover the full amount of such loss from the employee.

2.16 Reimbursable Expenses: Kitsap 911 will reimburse employees for their necessary and reasonable travel and non-travel expenses incurred in the conduct of their official business for Kitsap 911 (In accordance with RCW Chapter 42.24 and Kitsap 911 Policies). Expenditures must be pre-approved by the Director or designee. In all cases, the employee should be able to demonstrate the public purpose served by the expenditure for which the reimbursement is requested and provide reasonable documentation supporting the expenditure. Expenses incurred under this policy will be appropriate to the circumstances and consistent with the best interests of Kitsap 911.

2.17 Budget Goals:

1. To ensure diversified annual financial resources that are sufficient to provide for regular and ongoing operations plus enough additional reserves to ensure sufficient:
 - a. cash flow,
 - b. equipment replacement, and
 - c. stabilization/ contingency funding.
2. To balance recurring operating expenses and debt service to recurring operating revenue.
3. To provide adequate liquidity to provide for limited interruptions in revenues (natural disasters, unexpected loss of revenue source, etc.).
4. To maintain public trust and confidence by utilizing resources in the most efficient manner possible.
5. To ensure the legal use of public assets through an effective system of internal controls and to ensure that all local, state, and federal rules are followed.
6. To ensure responsible use of public assets through an operating philosophy of cost control and responsible fiscal management.
7. To maintain a budgetary control system to ensure compliance with the approved budget policy.
8. To provide budget and accounting reports demonstrating the status of financial activity and results on a timely basis to the Management Team, and the Kitsap 911 Board of Directors.
9. To develop the annual budget in a format that is clear and understandable to the Board and the general public and allows for year to year comparisons.

2.18 Budget Schedule (and Instructions): The Director or designee will develop and distribute the Budget Schedule to key staff and stakeholders.

The Budget Schedule should include:

- dates of key events and deadlines,
- a description of the overall budget and planning process
- roles, responsibilities, and assignments,
- a copy of (or instructions for locating) this and other applicable policies.

The draft budget will be:

- presented to the Strategic Advisory Board in May, and
- delivered to Directors at least two weeks prior to the July Board of Directors meeting, and
- presented for Board action at the July Board of Directors meeting.

Note: If a biennial budget has been adopted the above timeline will apply to the second year of the budget cycle, and the Board will conduct budget reviews as necessary during the biennium.

2.19 Budget Organization: Kitsap 911's budget will be organized into four sections:

- Revenues: Fund balance and revenues from all sources.
- Operations Expenditures: Expenditures necessary to maintain current operations for the budget period including personnel expenses, general operating supplies and services, and repair and replacement of existing equipment not associated with a special project and not funded through the Equipment Replacement Fund/Reserve.
- Capitol and Technology Expenditures: expenditures associated with capital improvements, new technology initiatives, and equipment replacements including all projects funded through the Equipment Replacement Fund/Reserve. (Reported in project budget format, regardless of cost center, account code, etc).
- Surcharges and Special Project Expenditures: expenditures associated with surcharges, pass-through charges (i.e. I-Leads), and situations when tracking associated expenses as part of a project budget will improve budget transparency or is necessary for fee-for-use/ surcharge based billing . (Reported in project budget format, regardless of cost center, account code, etc).

Project Budgets that span multiple budget cycles will include the full appropriation necessary to implement the project along with an estimate of expenditures broken down for each budget cycle.

2.20 Budget Administration and Authority for Budget Adjustments: Expenditures approved by the Kitsap 911 Board of Directors (Appropriations) define Kitsap 911's spending limits for the budget period.

Beyond legal requirements, Kitsap 911 will maintain an operating philosophy of cost control and responsible fiscal management.

For purposes of maintaining adequate internal control of expenditures, the budget will be administered at a greater level of detail than that at which it is legally adopted.

Failure to realize budgeted revenues may necessitate corresponding reduction of expenditures in order to maintain the integrity of the budget.

Appropriations will be controlled by the following expenditure categories.

1. Personnel Expenses (Salaries and Benefits)
2. Non-Personnel Expenses (Supplies, Services, and other non-personnel expenses)
3. Reserve

Except as provided in the Stabilization and Equipment Replacement/Reserve policies, transfer between these expenditure categories must be approved by the Board of Directors.

As long as expenditures do not exceed the total appropriation, the director may transfer line item appropriation authority within each of the above categories without further approval of the Board.

If a proposed budget adjustment changes the total authorized appropriation, or includes a transfer between the above expenditure categories, the Director will verify that sufficient resources are available in the budget for the

adjustment and will present the proposal for consideration by the Board. The proposal will include the recommended funding source, an analysis of the fiscal impact and a review of all reserves and previously approved amendments since budget adoption.

2.21 Budget Monitoring and Reporting: Each division supervisor is responsible for monitoring their assigned budget line items and reporting deviations to the Finance Manager and Executive Director.

The Finance Manager will prepare fiscal status reports which will be distributed to the Board at least quarterly.

The report will provide an overview of financial activities with comparison to the approved budget. For multi-year projects, the report will include budgeted and expended figures for both the current budget period and for the entire project.

At the end of each budget period, the Finance Manager will report on the agency's financial status. The report will include a summary of performance measures. Once adopted by the Board the report will be posted on Kitsap 911's web page.

1.0 PURPOSE:

It is the policy of Kitsap 911 to establish uniform, efficient, and competitive bidding, purchasing, and other procurement policies consistent with State law, and to ensure that all public procurement is executed and managed at the highest professional and ethical standard and to achieve the greatest attainable levels of quality and value permitted by law.

The principles of transparency, stewardship, responsibility, accountability, and public value will drive all purchasing and contracting decisions.

2.0 REFERENCES:

RCW 39.04.152 – all sections
RCW §§ 9.18.120-150, 18.08, 18.43, 18.96, Title 39, 42.23, 43.19 and 60.28,
Washington State Constitution Article VIII Section 7, WAC 200-360-060. CALEA Standards: 2.4.4
Kitsap 911 Ordinance, Charter, and Bylaws
MRSC Purchasing and Contracting Statutory Requirements Tool

3.0 DEFINITIONS:

A/E Professional Services: Architect / Engineer services rendered by a consultant or any person, other than an employee of the agency, contracting to perform activities within the scope of the general definition of professional practice in RCW 18.08 (Architects), RCW 18.43 (Engineers and Land Surveyors) or RCW 18.96 (Landscape Architects).

Business Utilization Plan: In accordance with RCW 39.04.152(4)(b)(iv) Kitsap 911 shall establish a small, minority, women and veteran-owned business utilization plan if Kitsap 911 opts to use direct contracting for small public works projects less than \$150,000.

Competitive Bid: A request for bids on small public works projects submitted to the MRSC small works roster.

Consulting Services. Consulting services are professional services that have a primarily intellectual output or product and include architectural and engineering (A/E) services as defined in RCW 39.80.020.

Contract: an agreement between Kitsap 911 and one or more entities enforceable by law.

Change: any change, supplement, amendment, alteration or addendum to an existing Contract.

Direct Contracting: Entering in negotiation with one MRSC contractor per the requirements of RCW 39.04.152(4)(b).

Emergency: unforeseen circumstances beyond the control of Kitsap 911 that either present a real, immediate threat to the proper performance of essential functions; or

CALEA: 2.4.4

PURCHASING AND CONTRACTING

will likely result in material loss or damage to property, bodily injury, or loss of life, if immediate action is not taken.

Personal Services: involve technical expertise provided by a consultant to accomplish a specific study, project, task, or other work. These activities and products are mostly intellectual in nature. Personal Services do not include architectural and engineering (A/E) services.

Purchased Services: Purchased services are provided by vendors for routine, necessary, and continuing functions, mostly related to physical activities. These services are usually repetitive, routine, or mechanical in nature, support the agency's day-to-day operations, involve the completion of specific tasks or projects, and involve minimal decision making. Some purchased services require payment of prevailing wages in accordance with RCW 39.12.

Public Work: Construction, building, renovation, remodeling, alteration, repair, or improvement of real property other than ordinary maintenance, executed at Kitsap 911's cost, and as further defined in RCW 39.04.010. Ordinary maintenance, in the context of Public Works contracts and prevailing wages, is defined as work that is not performed by contract and that is performed on a regularly scheduled basis not less frequently than once per year to service, check, or replace items that are not broken; or work not performed by contract that is not regularly scheduled but is required to maintain the asset so that repair does not become necessary.

Responsive and Responsible Bidder: is a bidder who is appropriately registered or licensed, who meets the mandatory bidder responsibility criteria and any supplementary bidder responsibility criteria established by Kitsap 911 in accordance with RCW 39.04.010 and 350.

Request for Proposals (RFP): Solicitation of proposals for professional services, or equipment, materials or supplies not associated with Public Works.

Request for Statement of Qualifications (SOQ): Solicitation of statements of qualifications for a certain project or to establish an Architect and Engineering services roster.

Scope of Work (SOW): Invitations for bids or direct contract negotiation must include, at a minimum, an estimate for the scope of work including the nature of the work to be performed as well as the materials and equipment to be furnished. Detailed plans and specifications need not be included. See RCW 39.04.152(3).

Small Business: a business meeting certification criterion for size, ownership, control and personal net worth adopted by the office of minority and women's business enterprises in accordance with RCW 39.19.030

Small Works: work with an estimated cost less than \$350,000 excluding state sales tax.

Services: Services rendered by a consultant or any person other than an employee of the agency and other than A&E Services or services that would constitute a Public Work.

Taxes: All amounts and thresholds contained herein shall be inclusive of applicable sales and use taxes at the time of soliciting for bids/proposals.

4.0 PURCHASING ETHICS

Employees involved in any aspect of purchasing goods and services for Kitsap 911 will adhere to the Purchasing Code of Ethics:

- Obtain maximum value for each dollar spent,
- Decline personal favors, gifts, and gratuities,
- Grant all potential suppliers fair and equal consideration,
- Conduct business with potential and current suppliers in an atmosphere of good faith,
- Demand honesty in sales representation,
- Foster fair, ethical, and legal business practices,
- Protect Kitsap 911's interest by ensuring suppliers honor all terms of their contract.
- Strive to ensure that minority, women and veteran-owned small businesses have equal access to all bidding opportunities and that project awards are granted to them in accordance to the goals set forth in the Business Utilization Plan for small public works.

4.1 CONFLICT OF INTEREST

Employees will immediately disclose any potential conflicts of interest to the Executive Director. If the Executive Director finds that a conflict of interest exists, the Executive Director will take such action as is necessary to resolve the conflict.

In the event of a potential conflict of interest on the part of the Executive Director, Deputy Director, or Finance Manager, the potential conflict and plan for resolving the conflict will be reported to the Board of Directors.

5.0 PROCUREMENT PROCEDURES

A. The Executive Director or designee will review this policy annually.

5.1 PROCUREMENT MATRIX

The matrix below lists the least restrictive process allowed for each type or purchase/cost. A more restrictive process may always be used.

If the purchase is funded by a grant, additional purchasing requirements may be imposed by the granting agency.

Purchasing from a GSA, statewide master contract, or other municipal contract which has met Washington State requirements for competitive bidding and other procurement laws is allowed when doing so is determined to be in the best interest of Kitsap 911 and allowed by a cooperative purchasing agreement or similar arrangement between Kitsap 911 and the contracting entity.

Type of Purchase	Cost	Process
Public Works	Less than \$150,000	Small Public Works Roster (MRSC) Competitive Bid or Direct Contracting. Solicit quotes from or notify all appropriate contractors on Roster.
	\$150,000 to less than \$350,000	Small Public Works Roster (MRSC)- Competitive Bid Solicit quotes from or notify all appropriate contractors on Roster.
	\$350,000 or more	Formal Competitive Bid.
A/E Professional Services	Any	Consulting Services Roster (MRSC). If no contractor listed or no responsive bids are received staff will conduct a formal competitive bid in accordance with RCW 39.80.
Professional Services	Any	Any applicable MRSC roster. If no appropriate contractor is listed, Kitsap 911 Executive Director will establish a process using the method determined to provide the greatest attainable level of quality and value. Formal Bid not required but should be considered for high-cost services.
Purchased Services	Any	Any applicable MRSC Roster. If no appropriate contractor is listed, Kitsap 911 Executive Director will establish a process using the method determined to provide the greatest attainable level of quality and value. Formal Bid not required but should be considered for high-cost services.
Goods, equipment, supplies, or materials not connected with a public work	Less than \$10,000	Vendor List (MRSC) or alternate small purchase procedure. Single quotes allowed. Kitsap 911 Executive Director may use the MRSC Vendor list to obtain one or more quotes or an alternative method determined to provide the greatest attainable level of quality and value.
	\$10,000 to \$50,000	Vendor List (MRSC). Solicit at least three quotes. If no appropriate contractor listed Kitsap 911 will conduct a formal bid or consult with legal counsel and/or MRSC before proceeding.
	More than \$50,000	Formal Competitive Bid

5.2 PUBLIC WORKS

A. **Formal Competitive Bid.** For public works projects estimated to cost \$350,000 or more (including the cost of labor, material, equipment, and sales or use taxes) Kitsap 911 shall follow the bid procedures of RCW 35.23.352 and Chapter 39.04 RCW.

Kitsap 911 shall publish notice, at least one (1) time, and at least thirteen (13) days prior to the last date upon which bids will be received, calling for sealed bids. The publication of this notice should be in a newspaper of general circulation. The notice shall generally state the nature of the contemplated Public Work or improvement project, including a description or specifications, and it shall require that the bids be sealed and filed with Kitsap 911 within the time for submittal specified in the notice. All bids will be opened at the same time as specified in the notice.

Kitsap 911 may also include supplemental bidder responsibility criteria in the invitation to bid or in the bidding documents.

Bids will be awarded in accordance with subsection D below.

B. **Small Public Works Roster.** Kitsap 911 will use the Small Public Works Roster on MRSC for public works projects where the estimated cost is less than \$350,000. A project may not be broken into units or phases to avoid conducting a formal competitive bid.

Publication. At least once a year, MRSC shall, on behalf of Kitsap 911, publish in a newspaper of general circulation within Kitsap 911's service area a notice of the existence of the small works roster and solicit the names of contractors for the small works roster. MRSC shall add responsible contractors to the small works roster at any time that a contractor completes the online application provided by MRSC and meets minimum State requirements for roster listing.

Telephone, Written, or Electronic Quotations. Kitsap 911 shall obtain telephone, written, or electronic quotations for public works contracts from contractors on the appropriate small works roster to assure that a competitive price is established and to award contracts to a contractor who meets the mandatory bidder responsibility criteria in RCW 39.04.350(1). Kitsap 911 may establish supplementary bidder criteria under RCW 39.04.350 (2) to be considered in the process of awarding a contract.

1. A contract awarded from a small works roster will not be advertised. Invitations for quotations must include an estimate of the budget available for the project, the scope and nature of the work to be performed as well as materials and equipment to be furnished. However, detailed plans and specifications need not be included in the invitation.

2. Quotations will be from competitive bid from all appropriate contractors on the appropriate small works roster. Alternatively, Kitsap 911 may use direct contracting with one contractor on the roster following the rules for direct contracting in RCW 39.04.152. If choosing Direct Contracting Kitsap 911 must notify the remaining contractors on the appropriate small works roster that quotations on the work are being sought. Kitsap 911 has the sole option of determining whether this notice to the remaining contractors is made by:
 - a. publishing notice in a legal newspaper in general circulation in the area where the work is to be done;
 - b. mailing a notice to these contractors; or
 - c. sending a notice to these contractors by facsimile or email.
3. If the estimated cost of the work is \$150,000 or more and less than \$350,000, Kitsap 911 must solicit bids from all the appropriate contractors on the appropriate small works roster.
 - a. Kitsap 911 may not favor certain contractors on the small works roster over other contractors on the small works roster who perform similar services.
 - b. Should Kitsap 911 choose to utilize Direct Contracting for small public works less than \$150,000 and there are more than six contractors on the project list generated, Kitsap 911 will apply a policy of rotation in that it will not use the same vendor twice in the same year for similar projects. If there are less than six contractors on the project list generated, Kitsap 911 may choose the vendor based on the purchasing ethics indicated above.
 - c. At the time bids are solicited, Kitsap 911's representative shall not inform a contractor of the terms or amount of any other contractor's bid for the same project.
 - d. Bids will be awarded in accordance with subsection D below.

C. Performance Bond

If the Small Public Works Project is less than \$5000, no performance bond is required. If the project is between \$5,000 to less than \$150,000 Kitsap 911 may choose to hold 10% retainage in lieu of a performance bond. This information must be included in the original bid. If the project is \$150,000 or more, a performance bond is required.

D. Award.

All the bids or quotations shall be collected by the Executive Director or designee, and presented at the same time for consideration, determination of the lowest responsive and responsible bidder, and award of the contract.

Kitsap 911 shall evaluate the responsibility requirements provided within RCW 39.04.350 as well as all other supplemental bidder responsibility criteria established by Kitsap 911 applicable to the project.

Kitsap 911 shall award the contract for the public works project to the lowest responsive and responsible bidder provided that, if there is a reason to believe that the lowest acceptable bid is not the best price obtainable, all bids may be rejected, and Kitsap 911 may call for new bids.

A written record shall be made by Kitsap 911's representative of each contractor's bid on the project and of any conditions imposed on the bid. Immediately after an award is made, the bid quotations obtained shall be recorded, open to public inspection, and available by telephone or electronic inquiry. Kitsap 911 will report the results of the competitive bidding process on the MRSC portal.

5.3 CONSULTING SERVICES (A/E PROFSIONAL SERVICES)

Consulting Services Roster. Kitsap 911 may use a consulting services roster for consulting services.

Publication. At least once a year, MRSC shall, on behalf of Kitsap 911, publish in a newspaper of general circulation within Kitsap 911's service area a notice of the existence of the consulting services roster and solicit the names of consultants for the roster. MRSC shall add responsible consultants to the roster at any time that a consultant completes the online application provided by MRSC, uploads a Statement of Qualifications, and meets minimum State requirements for roster listing.

Review and Selection of the Statement of Qualifications Proposals. Kitsap 911 shall use the following process to select the most highly qualified Architectural or Engineering firm from the Consulting Services Roster to provide the required services:

- a) The Board of Directors shall establish criteria that the Executive Director, or their designee, must consider in evaluating Architectural or Engineering firms for a given project. Such criteria shall include a plan to ensure that minority and women-owned firms and veteran-owned firms are afforded the maximum practicable opportunity to compete for and obtain public contracts for architectural or engineering services. The level of participation by minority and women-owned firms and veteran-owned firms shall be consistent with their general availability within Kitsap 911's service area.
- b) The Board of Directors or their designee, shall evaluate the written statements of qualifications and performance data on file with Kitsap 911 at the time that architectural or engineering services are required.
- c) Such evaluations shall be based on the criteria established by the Board of Directors; and
- d) following evaluation of the written proposals and other relevant information, the Executive Director or designee may perform oral interviews with the firms rated the highest.
- e) The firm deemed most highly qualified to do the project will be selected. Kitsap 911 may choose not to consider the price or cost when determining which firm is the most qualified. After selection, Kitsap 911 may negotiate a contract for the services at a price that it determines is fair and reasonable, considering the estimated value of the services to be rendered, as well as the scope and complexity of the project. If a satisfactory contract cannot be negotiated, Kitsap 911 shall formally terminate the negotiations with that firm and attempt

to negotiate a contract with the next most qualified firm. The process continues until an agreement is reached or the search is terminated.

5.4 PERSONAL AND PURCHASED SERVICES (GENERAL)

- A. Kitsap 911 may procure Personal and Purchased Services using the method that it determines will provide the greatest attainable levels of quality and value, including through direct negotiation and contract. While not required, formal bidding should be considered for high-cost services.
- B. This Section does not apply to A&E Professional Services, which are governed by the requirements in Section 5.2.
- C. This Section does not apply to services that would constitute a Public Work, which are governed by the requirements in Section 5.4.
- D. Contracts for legal services must be approved by the Board of Directors regardless of cost.
- E. Some purchased services are subject to the prevailing wage requirements of RCW 39.12.

5.5 GOODS, EQUIPMENT, SUPPLIES, or MATERIALS (Non-Public Work)

- A. A formal bid process as outlined in Section 5.2.A PUBLIC WORKS, Formal Competitive Bid is required for purchase of any good, equipment, supply, or material costing more than \$50,000 (excluding shipping and taxes).
- B. Kitsap 911 may use a vendor list roster for purchase of goods, equipment, supplies, and materials not connected to a public works project where the cost is more than \$50,000 (excluding shipping and taxes). Kitsap 911 will attempt to obtain the lowest practical price for such goods and services.
- C. **Publication.** At least twice per year, MRSC shall, on behalf of Kitsap 911, publish in a newspaper of general circulation within Kitsap 911's service area a notice of the existence of the vendor list roster and solicit the names of vendors for the vendor list roster. MRSC shall add responsible vendors to the vendor list roster at any time when a vendor completes the online application provided by MRSC and meets minimum State requirements for roster listing.
- D. **Telephone, Written, or Electronic Quotations.** Kitsap 911 shall use the following process to obtain telephone or written quotations from vendors for the purchase of materials, supplies, or equipment not connected to a public works project:
 - 1. A written description shall be drafted of the specific materials, supplies, or equipment to be purchased, including the number, quantity, quality, and type desired, the proposed delivery date, and any other significant terms of purchase.

2. If the cost is between \$10,001 and \$50,000 the Executive Director or designee, shall make a good faith effort to contact at least three (3) of the vendors on the roster to obtain telephone or written quotations from the vendors for the required materials, supplies, or equipment.
3. If the cost is \$10,000 or less the Executive Director or designee may use the vendor list or the Executive Director may authorize an alternative small purchase procedure determined to provide the greatest attainable level of quality and value, including through direct negotiation and contract.
4. Kitsap 911's representative shall not share telephone or written quotations received from one vendor with other vendors soliciting for the bid to provide the materials, supplies, or equipment.
5. A written record shall be made by the Executive Director or designee of each vendor's bid on the material, supplies, or equipment, and of any conditions imposed on the bid by such vendor.
 - A. **Determining the Lowest Responsible Bidder.** Kitsap 911 shall purchase the materials, supplies, or equipment from the lowest responsible bidder, provided that whenever there is reason to believe that the lowest acceptable bid is not the best price obtainable, all bids may be rejected, and Kitsap 911 may call for new bids.

5.6 TELECOMMUNICATIONS EQUIPMENT

- A. **Authority.** Kitsap 911 may purchase telecommunications and data processing equipment or software pursuant to the RCW 39.04.270 "competitive negotiation" process.
- B. **Process.** Kitsap 911 shall publish a request for proposals (RFP) in a newspaper of general circulation at least 13 days before the last date on which the proposals will be received.
- C. **Content.** The RFP shall identify significant evaluation factors, including price, and their relative importance. Kitsap 911 shall provide reasonable procedures for technical evaluation of the proposals, identification of qualified sources, and selection for awarding the contract.
- D. **Award.** Kitsap 911 shall make the award to the qualified bidder whose proposal is most advantageous to Kitsap 911. Kitsap 911 may reject all proposals for good cause and request new proposals.

5.7 OTHER PUBLIC WORKS REQUIREMENTS

- A. **Bid Bond:** For contracts awarded through the small works process, a bid bond is optional. For contracts awarded through a competitive bidding process that are less than \$150,000, bid bonds will not be required unless special circumstances cause Kitsap 911 to require one; for

contracts of \$150,000 or more, a bid bond of not less than 10% shall be required.

B. Payment and Performance Bond and Retainage Requirements: Payment and Performance bonds in an amount of at least 100% of the Contract are required in addition to a retainage of not more than 10% of moneys earned by the contractor for the purpose of completion of projects and fulfillment of claims and liens, regardless of whether such contract is subject to an exemption to the competitive bidding requirements as provided by Section 4.7.

For contracts \$35,000 or less, at the option of contractor, Kitsap 911 may waive the requirement for a payment and performance bond (but not retainage) and instead retain fifty percent (50%) of the contract amount for a period of forty-five (45) days after final acceptance of the work or until receipt of all necessary releases from the Departments of Revenue, Labor and Industries, and Employment Security and settlement of any liens filed under RCW 60.28, whichever time period is greater.

C. Prevailing Wage: Kitsap 911 shall require contractors to pay prevailing wages on all Public Works contracts, regardless of whether such contract is subject to an exemption to the competitive bidding requirements as provided by Section 4.7. A "Statement of Intent to Pay Prevailing Wages" must be received from a contractor before any payment is made, and an "Affidavit of Wages Paid" must be received following final acceptance of the work; however, for contracts \$35,000 or less using the Small Works Roster process, the combined Intent and Affidavit is allowed.

D. Public Works Contracts \$1 million or more: Every bidder for a Public Works contract of \$1 million or more must submit (either with the bid or within one hour of the bid submittal time) the names of all subcontractors that will be used for heating, ventilation and air conditioning, plumbing, and electrical work.

E. Exceptions may be made as authorized by Washington State Law.

5.8 EXCEPTIONS TO BIDDING REQUIREMENTS.

In accordance with RCW 39.04.280 The competitive bidding requirements set forth in Sections 5.1 to 5.5 of this policy shall not apply to the situations described in this Section.

A. Sole Source / Special Market Conditions. The Executive Director may waive the bidding requirements upon a finding that either:

1. The procurement is clearly and legitimately limited to a single source of supply; or
2. The procurement is subject to special market conditions or involves special facilities or services.

If a waiver is appropriate, staff shall prepare a memo for the Executive Director outlining the reasons for the requested waiver. If the Executive Director authorizes the waiver, the purchase may be completed by direct negotiation. The memo evidencing the waiver granted

by the Executive Director shall be maintained with the contract.

- B. Emergency.** When any emergency requires the immediate procurement, execution of any contract, or any change order or amendment to an existing contract, the Executive Director shall have the power to make and enter into that contract, change order, or amendment without strict compliance to either the bidding or the contract approval requirements set forth in this section. The Executive Director shall issue a written basis for the emergency determination no later than two weeks following award of the contract and file the written opinion with Kitsap 911.
- C. Health care and investment contracts.** Contracts entered into by Kitsap 911 to provide employee health care insurance coverage or to provide employee investment services may be entered into through direct negotiations with Kitsap 911 and are not required to follow the competitive bidding requirements provided for in this policy.
- D. Interagency agreements.** Kitsap 911 may purchase non-A/E Services, equipment, supplies, materials and other property from other state or municipal entities, including but not limited to the Office of State Procurement (OSP) of the Washington Department of Enterprise Services, without being subject to the bidding requirements of this policy. Kitsap 911 shall ensure prior to such purchase that the contract for equipment, supplies, materials and other property was procured in a manner consistent with this Purchasing and Contracting policy, including all competitive bid requirements. For all such purchases, Kitsap 911 shall enter into an agreement with the entity authorizing such purchase or purchases.
- E. Federal agencies / contracts.** In accordance with Resolution 2017-008, Kitsap 911 may purchase non-A/E Services, equipment, supplies, materials, and other property from a federal agency (including GSA) without going through the additional processes described in this policy.
- F. Auctions.** Kitsap 911 may purchase supplies, equipment, or materials at auctions conducted by the United States government or any of its agencies, or by the State of Washington and any of its political subdivisions, without being subject to the bidding requirements of this policy. The Executive Director, Board of Directors Chair, or Board of Directors must pre-approve any upper bidding limit that exceeds any delegated purchasing/signing authority.
- G. Recycled products.** Nothing in this policy shall prohibit Kitsap 911 from preferentially purchasing products made from recycled materials or products that may be recycled or reused, pursuant to Chapter 43.19A RCW.

5.9 CHANGES TO CONTRACTS

- A. Change Order.** All material Changes to Contracts are required to be memorialized in writing in a change order or other equivalent document.

B. Bid Requirement. Bids are not required when unforeseen extra work becomes necessary under a valid preexisting contract. However, a change in scope and purposes deviating substantially from the original plans so as to constitute a new undertaking shall be reviewed by Kitsap 911 counsel to determine whether it constitutes a separate project and whether the change requires a separate contract process.

C. Minor Changes. The Executive Director may delegate to the Deputy Director or any manager other than the finance manager the authority to sign the following contract change orders or amendments, subject to terms and conditions acceptable to the designee:

- Change orders or contract amendments that involve only an extension of time for the contractor to perform.
- Individual change orders or contract amendments that do not exceed the original contract amount by more than \$25,000, if sufficient funds remain in the approved project budget to pay the change order or amendment amount.
- All change orders or contract amendments that do not cumulatively exceed twenty percent (20%) of the original contract amount, if sufficient funds remain in the approved project budget to pay the change order or amendment amount.

D. Major Changes. Any change order or amendments that exceed the amounts above must be signed by the Executive Director. If the Executive Director or Deputy Director are unavailable to execute the change order, and if a Kitsap 911 manager determines that an emergency exists that requires immediate approval of the change order or amendment, the manager may execute the change order or amendment and must subsequently inform the Executive Director as soon as practicably possible.

6.0 OTHER PROVISIONS

A. Real Property Interests. The Kitsap 911 Board of Directors specifically authorizes the Executive Director to do the following:

- To acquire and convey property interests by lease.
- To enter into all lease agreements where Kitsap 911 is the lessor.

B. Signature Authority. The Kitsap 911 Board of Directors specifically authorizes the following:

- The Chair of the Kitsap 911 Board of Directors may award any bid or sign any contract awarded under this policy.
- Except as otherwise provided herein, the Executive Director is authorized to award any bid, sign any contract, purchase, or rental agreement approved in the adopted budget or amendments thereto, as well as any contract, purchase, or rental agreement for \$50,000 or less awarded in accordance with this policy and the Kitsap 911 General Fiscal Policy provided that the Board of Directors shall ratify the Executive Director's approval at the next scheduled Board of Directors' meeting.
 - The Executive Director may delegate the authority to sign budgeted contracts valued at \$10,000.00 or less to any Kitsap 911 manager other than the Finance Manager.
 - The Executive Director may delegate the authority to sign budgeted contracts valued

at \$30,000 or less to the Deputy Director.

C. Posting. A list of all contracts awarded during the previous 24 months under this policy shall be posted on the Kitsap 911 website and maintained at the Kitsap 911 offices. The list will be updated regularly, no less than once every two months. The list shall contain the name of the vendor/contractor awarded the contract (including contractor's registration number if applicable), the type of process used to award the contract, the amount of the contract, a brief description of the type of work performed, and the date it was awarded.

7.0 DISPOSAL OF SURPLUS PROPERTY

The Board of Directors will approve disposal of real property and the removal of surplus personal property/capital equipment from the inventory prior to disposal.

The Executive Director is authorized to surplus other equipment or property the Executive Director determines is surplus to Kitsap 911's needs.

All Real Property and any personal property/equipment valued at more than \$50,000.00 will be disposed of in accordance with RCW Title 36 or RCW 39.33.020 (when sold to another governmental entity).

Methods of Disposal: The Executive Director may dispose of other surplus personal property/equipment in such a way to secure the best interests of Kitsap 911, for example:

- Public Auction
- Solicitation of written bids,
- Negotiated sale to one or more designated buyers including use of online sales services (such as eBay or Craig's list).
- Transfer to another government entity at or below reasonable market value
- Donation to an entity which has a user agreement with Kitsap 911
- Donation to a charitable or nonprofit organization.

If the Executive Director determines that due to damage, deterioration or obsolescence the property no longer has market value, the Executive Director is authorized to direct the salvaging of any recyclable material and the disposal of the remainder as refuse through appropriate methods of waste disposal.

Certain Kitsap 911 Employees, Board Members, and their spouses and dependents are prohibited from purchasing surplus items by Washington state law. These include those directly involved in declaring items surplus and those administering the sale.

Items found by employees in the course of their duties (except as provided below) shall be turned in as lost and found and if not claimed disposed of as surplus property. Items fitting into one of the following may be disposed of as is reasonable, under the circumstances: Perishable items, items that would create a health, sanitary, or safety problem if stored; items that would

CALEA: 2.4.4**PURCHASING AND CONTRACTING**

reasonably be considered garbage. State law specifically disallows employees from personally keeping any property found in the course of their employment.

Employees and employee associations (active and retired) will not receive any preferential treatment in the disposal or sale of surplus material.

Surplus personal property/equipment will not be gifted to any current or former employee.

Kitsap 911 Public Authority

Resolution 2025-007

Adopting the 2026 Budget, User Fees, and Authorized Regular FTE Positions.

WHEREAS, on April 25, 2016 the Board of County Commissioners adopted ordinance 532-2016 enacting chapter 2.110 of the Kitsap County code (the “Ordinance”), creating the Kitsap 911 Public Authority; approving a charter therefor; establishing a Board of Directors to govern the affairs of Kitsap 911; and providing how Kitsap 911 shall conduct its affairs; and

WHEREAS, Kitsap 911 (the “Authority”) is a public corporation organized pursuant to RCW 35.21.730; and

WHEREAS, the charter requires the Board of Directors to adopt the budget and the Bylaws establishes the Service Fee Formula for certain agencies.

NOW, THEREFORE, BE IT RESOLVED by the Kitsap 911 Board of Directors as follows:

Section 1. 2026 Budget Adopted. The Board of Directors hereby adopts the 2026 Budget, including all revenues and appropriations, both operating and non-operating, as attached in Exhibit 1.

Section 2. 2026 Service Fees Adopted. The Board of Directors hereby adopts the 2026 Service Fees as attached in Exhibit 2.

Section 3. 2026 Authorized Regular FTE Positions. The Board of Directors hereby adopts the 2026 Authorized Regular FTE Positions as attached in Exhibit 3.

Section 4. Severability. If any provision of this Resolution or any provision of any document incorporated by reference shall be held invalid, such invalidity shall not affect the other provisions of this Resolution which can be given effect without the invalid provision, if such remainder conforms to the requirements of applicable law and the fundamental purpose of this agreement, and to this end the provisions of this Resolution are declared to be severable.

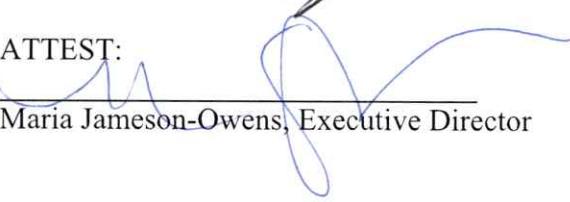
Section 4. Effective Date. This resolution shall become effective immediately upon adoption and signature as provided by law.

MOVED AND PASSED at a regular meeting of the Kitsap 911 Board of Directors on October 7, 2025, of which all Directors were notified, and a quorum was present.

KITSAP 911 BOARD OF DIRECTORS


DAVID ELLINGSON, CHAIR

ATTEST:


Maria Jameson-Owens, Executive Director

Kitsap 911 Public Authority

Budget Summary

2026

2026 Budget

		Regular	Proposition 2	Total
1	Total Estimated Beginning Fund Balance	\$ 5,245,000	\$ 3,354,580	\$ 8,599,580
2	Sales Tax	7,237,045	7,237,045	14,474,091
3	Excise Taxes	2,734,359	-	2,734,359
4	Service Fees and Surcharges	2,507,246	124,684	2,631,929
5	Other Regular Revenues	591,687	-	591,687
6	Proceeds from Debt Issuance	-	11,000,000	11,000,000
7	Grants and Other Revenues	83,402	-	83,402
8	Total Revenues	13,153,738	18,361,729	31,515,467
9	Total Beginning Funds and Revenues	\$ 18,398,738	\$ 21,716,309	\$ 40,115,047
10	Total Wages, Salaries, and Benefits	\$ 12,674,735	\$ 2,723,694	\$ 15,398,429
11	Supplies and Fuel	\$ 54,594	\$ 9,270	\$ 63,864
12	Computer and Other Equipment	81,370	35,020	116,390
13	Software	221,085	757,926	979,010
14	Professional Services	379,451	17,996	397,447
15	Communication	95,883	381,141	477,024
16	Training and Travel	108,832	6,000	114,832
17	Equipment Rental and Leases	221,605	60,887	282,492
18	Building Insurance and Utilities	312,392	39,758	352,150
19	Repairs and Maintenance	512,219	1,053,190	1,565,409
20	KCIS Network and Information Technology	-	76,180	76,180
21	MCT Hardware and Software	-	446,456	446,456
22	Debt Service	-	967,219	967,219
23	Other Expenditures	51,233	2,575	53,808
24	Total Operating Supplies and Services	2,038,662	3,853,618	5,892,280
25	Total Operating Expenditures	\$ 14,713,397	\$ 6,577,312	\$ 21,290,709
26	Capital and Other Non-Operating Projects	276,000	13,200,000	13,476,000
27	Total Capital and Other Non-Operating Projects	276,000	13,200,000	13,476,000
28	Total Appropriation	\$ 14,989,397	\$ 19,777,312	\$ 34,766,709
29	Estimated Ending Fund Balance	3,409,341	1,938,997	5,348,338
30	Total Appropriation and Ending Fund Balance	\$ 18,398,738	\$ 21,716,309	\$ 40,115,047
31	Operating (Deficit) / Surplus	(1,559,659)	784,417	(775,241)
32	Total (Deficit) / Surplus	(1,835,659)	(1,415,583)	(3,251,241)

Kitsap 911 Public Authority

Agency User Fees

2026

Agency	Calls for Service ("CFS")				Cost per Unit ("CPU")						Total Surcharges	Total User Fees 2026	Adjusted User Fees 2026		
	Fee Type	Per Call	Total Calls	Total CFS	Radios	Cost per	Total Cost	MCTs	Cost per	Total Cost	Total CPU	Adjusted CPU			
Kitsap County Sheriff	Law	\$ 7.90	79,182	\$ 625,437.81	348	\$ 120.25	\$ 41,847.00	124	\$ 633.92	\$ 78,606.08	\$ 120,453.08	\$ 40,151.03	\$ 2,446.88	\$ 748,337.77	\$ 668,035.71
Kitsap Medical Examiner	Law	7.90	488	3,854.58	25	120.25	3,006.25	0	633.92	-	3,006.25	1,002.08	2,820.37	9,681.20	7,677.04
Kitsap Animal Control	Law	7.90	6,366	50,283.36	10	120.25	1,202.50	5	633.92	3,169.60	4,372.10	1,457.37	1,389.37	56,044.83	53,130.10
Poulsbo PD	Law	7.90	11,757	92,865.45	61	120.25	7,335.25	25	633.92	15,848.00	23,183.25	7,727.75	2,446.88	118,495.58	103,040.08
Bainbridge Island PD	Law	7.90	9,342	73,790.00	61	120.25	7,335.25	23	633.92	14,580.16	21,915.41	7,305.14	2,502.37	98,207.78	83,597.51
Port Orchard PD	Law	7.90	16,378	129,365.52	74	120.25	8,898.50	25	633.92	15,848.00	24,746.50	8,248.83	1,810.88	155,922.90	139,425.23
Squamish PD	Law	7.90	9,129	72,107.57	51	120.25	6,132.75	15	633.92	9,508.80	15,641.55	5,213.85	1,969.88	89,719.00	79,291.30
Pt. Gamble PD	Law	7.90	6,913	54,603.97	48	120.25	5,772.00	20	633.92	12,678.40	18,450.40	6,150.13	1,866.37	74,920.74	62,620.47
Bremerton PD	Law	7.90	43,235	341,501.90	187	120.25	22,486.75	55	633.92	34,865.60	57,352.35	19,117.45	1,810.88	400,665.13	362,430.23
Bremerton Fire	Fire	14.65	10,644	155,931.78	76	120.25	9,139.00	11	881.35	9,694.85	18,833.85	6,277.95	34,709.95	209,475.58	196,919.68
North Kitsap F&R	Fire	14.65	3,423	50,146.04	93	120.25	11,183.25	11	881.35	9,694.85	20,878.10	6,959.37	31,345.23	102,369.37	88,450.64
Port Gamble Fire	Fire	14.65	293	4,292.37	0	120.25	-	0	881.35	-	-	-	2,583.39	6,875.76	6,875.76
Central Kitsap F&R	Fire	14.65	10,959	160,546.45	196	120.25	23,569.00	24	881.35	21,152.40	44,721.40	14,907.13	35,981.95	241,249.80	211,435.53
South Kitsap F&R	Fire	14.65	13,304	194,900.08	144	120.25	17,316.00	22	881.35	19,389.70	36,705.70	12,235.23	38,652.42	270,258.20	245,787.73
Poulsbo Fire/FD18	Fire	14.65	4,343	63,623.80	105	120.25	12,626.25	17	881.35	14,982.95	27,609.20	9,203.07	35,981.95	127,214.95	108,808.82
Bainbridge Island Fire	Fire	14.65	3,413	49,999.55	125	120.25	15,031.25	0	881.35	-	15,031.25	5,010.42	34,709.95	99,740.75	89,719.91
Total			229,169	\$ 2,123,250.25	1,604		\$ 192,881.00	377		\$ 260,019.39	\$ 452,900.39	\$ 150,966.80	\$ 233,028.72	\$ 2,809,179.34	\$ 2,507,245.74

Kitsap 911 Authorized Regular FTE Positions

Classification	Grade	2026
Administrative Specialist	Admin1	3.0
Executive Assistant	EXAD2U	1.0
Public Records Specialist	PUBREC	0.0
Deputy Director	M4	1.0
Executive Director	ED	1.0
Finance Manager	M1	1.0
Human Resources Manager	M1	1.0
Assistant Director for Operations	M2	1.0
Operations Program Manager	PM1	0.0
Professional Standards Program Manager	PM1	1.0
Training Program Manager	PM1	1.0
Public Safety Communications Assistant Supervisor	OS1	6.0
Public Safety Communications Supervisor	OS3	4.0
Public Safety Systems Analyst	T7	0.0
Public Safety Systems Engineer	T8	5.0
Public Safety Systems Master Technician	T6	2.0
Public Safety Systems Senior Technician	T4	1.0
Public Safety Systems Technician	T2	4.0
Public Safety Telecommunicator 1	OP2	12.0
Public Safety Telecommunicator 2	OP4	39.0
Public Safety Telecommunicator Trainee	OP1	0.0
Senior Public Safety Program Manager/Radio Engineer	PM1	1.0
Technical Services Manager	M2	1.0
Total		86.0

Kitsap 911 Public Authority

Resolution 2025-008

Amending the 2026 Budget Exhibit 2 User Fees.

WHEREAS, on April 25, 2016 the Board of County Commissioners adopted ordinance 532-2016 enacting chapter 2.110 of the Kitsap County code (the "Ordinance"), creating the Kitsap 911 Public Authority; approving a charter therefore; establishing a Board of Directors to govern the affairs of Kitsap 911; and providing how Kitsap 911 shall conduct its affairs; and

WHEREAS, Kitsap 911 (the "Authority") is a public corporation organized pursuant to RCW 35.21.730; and

WHEREAS, the charter requires the Board of Directors to adopt the budget and the Bylaws establishes the Service Fee Formula for certain agencies.

NOW, THEREFORE, BE IT RESOLVED by the Kitsap 911 Board of Directors as follows:

Section 1. 2026 Agency User Fees Amended. The Board of Directors hereby amends the 2026 Agency User Fees, including the related budgetary impacts to operating revenues and appropriations, as attached as Attachment 1 to this Resolution and Exhibit 2 in the 2026 Budget.

Section 2. Severability. If any provision of this Resolution or any provision of any document incorporated by reference shall be held invalid, such invalidity shall not affect the other provisions of this Resolution which can be given effect without the invalid provision, if such remainder conforms to the requirements of applicable law and the fundamental purpose of this agreement, and to this end the provisions of this Resolution are declared to be severable.

Section 3. Effective Date. This resolution shall become effective immediately upon adoption and signature as provided by law.

MOVED AND PASSED at a regular meeting of the Kitsap 911 Board of Directors on December 2, 2025, of which all Directors were notified, and a quorum was present.

KITSAP 911 BOARD OF DIRECTORS

Dave Ellingson, Chair

ATTEST

Maria Jameson-Owens

Maria Jameson-Owens, Executive Director

Kitsap 911 Public Authority

Exhibit 2 - Agency User Fees

2026

Agency	Calls for Service ("CFS")				Cost per Unit ("CPU")						Total Surcharges	Total User Fees 2026	Adjusted User Fees 2026		
	Fee Type	Per Call	Total Calls	Total CFS	Radios	Cost per	Total Cost	MCTs	Cost per	Total Cost	Total CPU	Adjusted CPU			
Kitsap County Sheriff	Law	\$ 7.90	79,182	\$ 625,537.80	348	\$ 120.25	\$ 41,847.00	124	\$ 633.92	\$ 78,606.08	\$ 120,453.08	\$ 40,151.03	\$ 2,446.88	\$ 748,437.76	\$ 668,135.71
Kitsap Medical Examiner	Law	7.90	488	3,855.20	16	120.25	1,924.00	0	633.92	-	1,924.00	641.33	2,820.37	8,599.57	7,316.90
Kitsap Animal Control	Law	7.90	6,366	50,291.40	10	120.25	1,202.50	5	633.92	3,169.60	4,372.10	1,457.37	1,389.37	56,052.87	53,138.14
Poulsbo PD	Law	7.90	11,757	92,880.30	61	120.25	7,335.25	25	633.92	15,848.00	23,183.25	7,727.75	2,446.88	118,510.43	103,054.93
Bainbridge Island PD	Law	7.90	9,342	73,801.80	61	120.25	7,335.25	23	633.92	14,580.16	21,915.41	7,305.14	2,502.37	98,219.58	83,609.31
Port Orchard PD	Law	7.90	16,378	129,386.20	74	120.25	8,898.50	25	633.92	15,848.00	24,746.50	8,248.83	1,810.88	155,943.58	139,445.91
Squamish PD	Law	7.90	9,129	72,119.10	51	120.25	6,132.75	15	633.92	9,508.80	15,641.55	5,213.85	1,969.88	89,730.53	79,302.83
Pt. Gamble PD	Law	7.90	6,913	54,612.70	48	120.25	5,772.00	20	633.92	12,678.40	18,450.40	6,150.13	1,866.37	74,929.47	62,629.20
Bremerton PD	Law	7.90	43,235	341,556.50	187	120.25	22,486.75	55	633.92	34,865.60	57,352.35	19,117.45	1,810.88	400,719.73	362,484.83
Bremerton Fire	Fire	14.66	10,644	156,041.04	76	120.25	9,139.00	11	881.35	9,694.85	18,833.85	6,277.95	30,525.96	205,400.85	192,844.95
North Kitsap F&R	Fire	14.66	3,423	50,181.18	93	120.25	11,183.25	11	881.35	9,694.85	20,878.10	6,959.37	31,177.69	102,236.97	88,318.24
Port Gamble Fire	Fire	14.66	293	4,295.38	0	120.25	-	0	881.35	-	-	-	2,569.50	6,864.88	6,864.88
Central Kitsap F&R	Fire	14.66	10,959	160,658.94	196	120.25	23,569.00	24	881.35	21,152.40	44,721.40	14,907.13	47,753.08	253,133.42	223,319.15
South Kitsap F&R	Fire	14.66	13,304	195,036.64	144	120.25	17,316.00	22	881.35	19,389.70	36,705.70	12,235.23	50,478.67	282,221.01	257,750.54
Poulsbo Fire/FD18	Fire	14.66	4,343	63,668.38	105	120.25	12,626.25	17	881.35	14,982.95	27,609.20	9,203.07	31,797.96	123,075.54	104,669.41
Bainbridge Island Fire	Fire	14.66	3,413	50,034.58	125	120.25	15,031.25	0	881.35	-	15,031.25	5,010.42	30,525.96	95,591.79	85,570.96
Total		229,169	\$ 2,123,957.14	1,595		\$ 191,798.75	377		\$ 260,019.39	\$ 451,818.14	\$ 150,606.05	\$ 243,892.70	\$ 2,819,667.98	\$ 2,518,455.89	

Kitsap 911 Public Authority

Resolution 2025-009

Adopting Wage and Salary Ranges for Unrepresented Employees.

WHEREAS, on April 25, 2016 the Board of County Commissioners adopted ordinance 532-2016 enacting chapter 2.110 of the Kitsap County code (the “Ordinance”), creating the Kitsap 911 Public Authority; approving a charter therefor; establishing a Board of Directors to govern the affairs of Kitsap 911; and providing how Kitsap 911 shall conduct its affairs; and

WHEREAS, Kitsap 911 (the “Authority”) is a public corporation organized pursuant to RCW 35.21.730; and

WHEREAS, The Kitsap 911 Board of Directors recognizes the need to establish fair and competitive wages and salaries for unrepresented employees.

NOW, THEREFORE, BE IT RESOLVED by the Kitsap 911 Board of Directors as follows:

Section 1. Wage Scales. The salary and wage scales in Attachment 1 from Resolution 2025-001 and Resolution 2025-005 is repealed and the salary and wage scales in Attachment 1 of this resolution are adopted. All wage and salary compensation of Kitsap 911 unrepresented employees shall be in accordance with this Salary and Wage Scale Schedule and any future amendments thereto.

Section 2. Wages for extra help employees, whose wages are not tied to the wage scales in Attachment 1, shall increase by 3%.

Section 3. Severability. If any provision of this Resolution or any provision of any document incorporated by reference shall be held invalid, such invalidity shall not affect the other provisions of this Resolution which can be given effect without the invalid provision, if such remainder conforms to the requirements of applicable law and the fundamental purpose of this agreement, and to this end the provisions of this Resolution are declared to be severable.

Section 4. Effective Date. This resolution shall become effective January 12, 2026.

MOVED AND PASSED at a regular meeting of the Kitsap Board of Directors on December 2, 2025 of which all Directors were notified, and a quorum was present.

KITSAP 911 BOARD OF DIRECTORS

Dave Ellingson, Board of Directors CHAIR

ATTEST:

Ken Bagwell, General Counsel

2026 Unrepresented Employees Salary Schedule

Table 1

2026 Management Pay Scales with 3% COLA Effective 1/12/2026					
Position	Minimum		Salary Spread	Maximum	
	Annually	Hourly		Annually	Hourly
Executive Director	\$ 273,370.24	\$ 131.43	0%	\$ 273,370.24	\$ 131.43
M4 - Deputy Director	\$ 177,626.25	\$ 85.40	35%	\$ 239,795.44	\$ 115.29
M3 - Vacant	\$ 161,673.55	\$ 77.73	35%	\$ 218,259.29	\$ 104.93
M2 - Tech Mgr & Asst. Dir Ops	\$ 158,594.55	\$ 76.25	35%	\$ 214,102.64	\$ 102.93
M1 - HR & Finance Mgrs	\$ 141,602.40	\$ 68.08	35%	\$ 191,163.24	\$ 91.91

Table 2

2026 Management Salary with 3% COLA				
		% of Max	Hourly	Annually
Assistant Director of Operations	M2	Vacant	Vacant	Vacant
Deputy Director	M4	100%	\$ 115.29	\$ 239,795.43
Executive Director	E.D.	100%	\$ 131.43	\$ 273,371.54
Finance Manager	M1	100%	\$ 91.91	\$ 191,163.23
HR Manager	M1	100%	\$ 91.91	\$ 191,163.23
Tech Manager	M2	87%	\$ 89.59	\$ 186,345.95

Table 3

2026 Admin & Technical Pay Scales							
Effective:	1/12/2026	3% COLA					
Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Admin 2	\$ 45.63	\$ 47.91	\$ 50.26	\$ 52.81	\$ 55.46	\$ 58.22	\$ 61.14
Admin 1	\$ 38.26	\$ 40.18	\$ 42.16	\$ 44.30	\$ 46.53	\$ 48.83	\$ 51.28
Office Clerk	\$ 21.98	\$ 23.07	\$ 24.24	\$ 25.44	\$ 26.72	\$ 27.82	\$ 29.45
PMRE 1	\$ 102.94						
TECMAN 2	\$ 81.13						
RPA 1	\$ 80.81						
2026 Admin & Technical Annual Salary							
Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Admin 2	\$ 94,910.40	\$ 99,652.80	\$ 104,540.80	\$ 109,844.80	\$ 115,356.80	\$ 121,097.60	\$ 127,171.20
Admin 1	\$ 79,580.80	\$ 83,574.40	\$ 87,692.80	\$ 92,144.00	\$ 96,782.40	\$ 101,566.40	\$ 106,662.40
Office Clerk	\$ 45,718.40	\$ 47,985.60	\$ 50,419.20	\$ 52,915.20	\$ 55,577.60	\$ 57,865.60	\$ 61,256.00
PMRE 1	\$ 171,292.16						
TECMAN 2	\$ 168,750.40						
RPA 1	\$ 168,084.80						