



Kitsap 911 Board of Directors Meeting

January 6, 2026 (12:30 to 2:00)

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

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

A G E N D A

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

[Click here to open the consent agenda.](#)

Recognition

5	Welcome New Board Members	(Chair)
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Action Items

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

6	Election of Chair/Vice Chair	(Chair)	Page 3
7	Approval to Enter Contract Negotiations with Compensation Study Vendor	(Jameson)	Page 7
	Approval to Enter Contract Negotiations with Executive Search Vendor	(Jameson)	Page 18

8	Formation of Executive Director Hiring Committee	(Jameson)	Page 35
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Discussion Items

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

9	Presentation of Board Effectiveness & Composition Study	(Jameson)	Page 36
10	T4 position	(Jameson)	Page 38
11	Board Self Review Preparation	(Jameson)	Page 39
12	Strategic Initiative #3 Progress Report	(Taylor)	Page 41
13	Strategic Initiative #4 Progress Report	(Law)	Page 45

Standing Reports

(As Time Permits)

14	Strategic Advisory Board Report	(Chief LaGrandeur)
15	Land Mobile Radio Report	(Peabody)
16	Monthly Finance Report	(Rogers)
17	Goals and Tech Project Report	(Higashi)
18	Staffing Report	(Taylor)
19	Up-Coming Items	<ul style="list-style-type: none">o Discussion: Enterprise Resource Planning RFP Update (Feb)o Discussion: Compensation Study Report Presentation (Feb)o Discussion: Executive Search Plan Presentation (Feb)o
20	Good of the Order	(All)

Adopted Board Expectations

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

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

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

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

Public Comment may be submitted to pubcomment@kitsap911.org. All comments received prior to 12:00 PM on January 5, 2026, will be included in the public comment report. Comments received after that will be distributed to Kitsap 911 Board members after the meeting concludes. Members of the public may also comment during the meeting via zoom by using the Q&A feature.

Zoom Webinar Link:

You are invited to a Zoom Event

When: 1st Tuesday of each month at 12:30

Event name: Kitsap 911 Board Meeting

Please click the link below to join the event:

https://events.zoom.us/ej/AmAmuSAxzscnbnomBbpsvm1UT13rE01-CAInff6iygmlmnSzvRIB~AOAaVmBsRsVKFQh1-hBQJNd9PrbEnMyQQ-7Zw_gkYkVxjDn81a-0byrq2m64w



Board of Directors Action Item Summary

Date (12:30 to 2:00)

Agenda Item #6

Agenda Item: **Election of Board Chair and Vice Chair**

Submitted By: Maria Jameson-Owens

Title: Executive Director

Attachments: Name attachments

Budgetary Impact (If Applicable) NA

Budgeted Amount:

Expenditure Required:

Budget Category:

Reviewed By: Brandon Wecker

Reviewed Date: December 29, 2025

Summary Statement:

The by-laws require that the Chair and Vice-Chair be elected at the first meeting of the year and that they represent different member agencies. A summary of the Board's history of chairs is listed below for reference.

Year	Chair	Vice-Chair
2001	Jay Weatherhill	Dusty Wiley
2002	Jan Angel	Dusty Wiley
2003	Jan Angel	Dusty Wiley
2004	Dave Ellingson	Carol Arends
2005	Dave Ellingson	Carol Arends
2006	Carol Arends	Chris Anderson
2007	Carol Arends	Josh Brown
2008	Josh Brown	Bob Muhleman
2009	Josh Brown	Bob Muhleman
2010	Bob Muhleman	Bill Knoblach
2011	Bob Muhleman	Bill Knoblach
2012	Patty Lent	Josh Brown
2013	Patty Lent	Josh Brown
2014	Rob Gelder	Dave Ellingson
2015	Dave Ellingson	Greg Wheeler
2016	Dave Ellingson	Greg Wheeler
2017	Dave Ellingson	Greg Wheeler
2018	Dave Ellingson	Greg Wheeler
2019	Dave Ellingson	Greg Wheeler
2020	Becky Erickson	Dave Ellingson

2021	Dave Ellingson	Greg Wheeler
2022	Dave Ellingson	Greg Wheeler
2023	Dave Ellingson	Greg Wheeler
2024	Dave Ellingson	Greg Wheeler
2025	Dave Ellingson	Greg Wheeler

Recommendation:

Nominate and vote on Chair and Vice Chair candidates.



Board of Directors Action Item Summary

January 6, 2026 (12:30 to 2:00)

Agenda Item #7

Agenda Item: Approve Contract Negotiations Vendor for Compensation Study & Executive Search

Submitted By: Maria Jameson-Owens

Title: Executive Director

Attachments: Statements of Qualifications (2)

Budgetary Impact (If Applicable) Enter Contract Amount

Budgeted Amount: \$80,000

Expenditure Required:

Budget Category: Human Resources

Reviewed By: Brandon Wecker, Steve Rogers, Rachael Taylor

Reviewed Date: December 30, 2025

Summary Statement:

The Board of Directors approved the Executive Hiring Plan at the November 4, 2025 Board meeting. The Phases of that plan are below.

Phase 1: Selection of Firms to Conduct Compensation Study and Executive Recruitment (RFQ Process)

Compensation Study

Kitsap 911 received four Statements of Qualifications from consultants specializing in Compensation Market Analysis, which were narrowed down to two selected for interviews, MGT Group and Cabot Dow & Associates.

After careful consideration the review panel is recommending Cabot Dow & Associates to conduct the managerial compensation study for Kitsap 911. Cabot Dow has extensive experience working with public safety agencies specializing in compensation and employee relations located in Bellevue, Washington. They provide a hands-on approach and methodology that ensures accuracy and a "good fit" for analyzing data relevant to the project. Their approach to research is more direct and personable with the goal of collecting raw data from source documents such as salary schedules, ordinances, bargaining agreements, etc. rather than requesting comparable agencies fill out a survey or using pre-established survey data. The estimated cost for the study is well within budget and Cabot Dow has been highly recommended by previous clients.

Executive Search

Kitsap 911 received seven Statements of Qualifications from consultants specializing in Executive Search, which were narrowed down to two selected for interviews, GMP Consultants and Karras Consulting.

After careful consideration the review panel is recommending Karras Consulting to conduct the Executive Director Search in 2026. Karras Consulting came with very high recommendations from other call centers and is a boutique firm located in Olympia, Washington who intentionally limits the number of searches they do in order to offer comprehensive and personalized service to their clients. They use an inclusive search process with collaborative engagement from stakeholders to ensure that the selected Executive Director possesses the leadership skills,

operational expertise and vision needed to enhance service delivery and public trust. They have a full understanding of the demands of leading emergency communications centers and their methodology combines a robust national search and rigorous vetting process. The estimated cost for the search is under budget.

Phase 2: Compensation Study

The goal is to complete the compensation study for presentation at the March 3, 2026 Board of Director's meeting and Cabot Dow has indicated they can meet this timeline.

Phase 3: Recruitment and Candidate Search

Typical Executive Director searches for Karras Consulting are 120 days which allow ample time for the target start date of August 1, 2026 for the new Executive Director.

Phase 4: Interview and Selection Process

The Executive Director Hiring Committee (EDHC) should include 2-3 Board members who will have an active role in initial meetings with Karras Consulting, reviewing an "A" and "B" list of candidates and making a recommendation of top candidates for the Board of Directors to interview.

Phase 5: Offer, Negotiation, and Onboarding

Karras Consulting is available to help guide the negotiation of the employment agreement as needed.

Recommendation

Move to approve entering into contract negotiations independently with Cabot Dow & Associates for the Managerial Compensation Study and with Karras Consulting for the Executive Director Search.

Cabot Dow Associates, Inc.
P.O. Box 1806
Bellevue, WA 98009

(206) 818-9184
cabotdow@cabotdow.com
www.cabotdow.com

December 4, 2025

Re: RFQ – Managerial Compensation Study
Principal Consultant – Cabot Dow, President

Kitsap 911
c/o Barrie Hillman, Contracts Manager
911 Carver Street W
Bremerton, WA 98312

Dear Ms. Hillman,

Attached is my response as President of Cabot Dow Associates (CDA) to Kitsap 911's Request for Qualifications for a Managerial Compensation Study, issued November 12, 2025.

Over the last ten years, CDA has completed classification and compensation studies and analyses for many Washington public safety agencies, cities, counties, and special districts and is ready and available to undertake this project for Kitsap 911. CDA proposes to apply its experience to collect, analyze, and evaluate compensation data for the Agency's executive positions in a framework that reflects the Agency's compensation philosophy and current executive personnel needs. We have performed compensation and classification work for 911 centers at Lewis, Mason, Norcom, Redmond, RiverCom, Secom, ValleyCom, and for SouthSound 911.

I have received, read, and understand the Request for Qualifications and look forward to the opportunity to assist Kitsap 911 with this project. Please do not hesitate to contact me with any questions you may have about this proposal.

Sincerely,

s/s Cabot Dow

Cabot Dow, President
Cabot Dow Associates, Inc.
P.O. Box 1806
Bellevue, WA 98009
www.cabotdow.com
P: (206) 818-9184
Cc: Alexandra Sheeks

PROPOSAL FOR MANAGERIAL COMPENSATION STUDY
KITSAP 911, BREMERTON, WASHINGTON
SUBMITTED BY CABOT Dow ASSOCIATES, INC.

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1. Introduction/Information

Kitsap 911 requests a managerial compensation study that includes examining and evaluating the Agency's compensation plan for six executive/managerial classifications; the study includes recommendations on external benchmarking methodology, appropriately applying market comparison data, and providing clear, well-reasoned recommendations for improvements to the Agency's executive compensation system.

Ultimately, CDA will conduct a market survey of at least eight comparable agencies, with inclusion of relevant private sector data, and will compile these results into an analysis that compares the employer cost of salaries, pay premiums, medical benefits, and paid leave for a model employee. The project will result in a final report explaining the study methodology, detailed total cost of compensation analysis for each position, and recommendations for compensation system improvement, with the goal of producing a fair and equitable pay structure for the next Executive Director.

CDA will provide communication to staff throughout the project and is available to participate in employee communications, meetings, and Board presentations.

Contact Information:

Cabot Dow Associates

Contact: Cabot Dow, President

Phone Number: 206-808-9184

E-Mail: cabotdow@cabotdow.com

Mailing Address: P.O. Box 1806, Bellevue, Washington 98009

Additional contacts/authorized representatives: Alexandra Sheeks, Principal Associate

2. Firm Profile

Cabot Dow Associates (CDA) is an experienced human resources team of consultants specializing in compensation and employee relations. CDA's clients are primarily public sector based, including cities, counties, 911 Centers, utilities, libraries, park districts, and transportation agencies. Our strong network of local government clients gives us a unique insight into the history and future development of the public sector employment landscape. We emphasize objective selection of comparable agencies, individual position comparisons based on descriptions provided, and equal application of compensation study results for all employees. We are advocates for fiscal responsibility and transparency in designing and recommending compensation systems, recognizing that our work is ultimately in service to the Agency's taxpayers.

Cabot Dow is President of Cabot Dow Associates, Inc. He offers more than 35 years of experience working with public and private sector clients in the full spectrum of human resources and collective bargaining matters, including compensation, negotiations, mediation, and arbitration hearings. Prior to entering the human resources and labor relations consulting field, he was the Assistant City Manager and Human Resources Director for the City of Bellevue, Washington.

CDA is based in Bellevue, Washington, and currently employs human resources subject matter experts, all of whom have worked in public sector agencies. The company maintains flexible hours to ensure a timely response to its clients. CDA is available by phone, e-mail, and virtual meetings. CDA is committed to providing economical, efficient, and responsive work.

Summary of Experience, Technical, and Professional Skills

- Qualifications include Graduate Education in Public Administration, University of Washington MPA from Evans School of Public Policy; training from PERC, FMCS, Cornell University, Harvard University, Queens College at Oxford University
- Specialization in human resources management and labor-management relations
- Advanced studies in HR Compensation and Conflict Resolution.
- Compensation, classification, job design, selection of comps, market analysis
- Experience in wage compensation issues, employee benefit and retirement programs, and application of Fair Labor Standards Act (FLSA) to local government.
- Working knowledge of applicable state and federal employee leave, EEO and labor laws

Cabot Dow Associates deals with a wide range of compensation and labor negotiations issues that face organizations of many sizes. This has been in the context of operating as Human Resources Directors, labor negotiators, compensation analysts and as staff advisors. CDA consulting has dealt with all of the personnel issues and sub-specialties facing organizations in human resource management and alternative dispute resolution. CDA specializes in compensation studies as well as collective bargaining under state and federal laws, e.g., Ch. 41.56 RCW, Washington State Collective Bargaining Law, overseen by the Public Employment Relations Commission, and National Labor Relations Act (NLRA), overseen by the National Labor Relations Board (NLRB).

Specific CDA experience in compensation, labor relations and human resources policies includes:

- Design of compensation plans
- negotiating and designing performance appraisal systems

- classification and incentive systems
- compensation package costing
- establishing personnel policies
- work scheduling
- FLSA related issues

Cabot Dow Associates has a suite of knowledge-based and technical resources available to perform the work in a field that requires skill in both qualitative and quantitative analysis. We use software applications that are accessible to all (i.e., Microsoft Office products) with the capability to provide advanced quantitative analysis of compensation data. We are well-versed in using various data-sharing and virtual meeting platforms.

3. Proposed Team

Alexandra Sheeks will be the Project Manager and Primary Consultant on the project. Cabot Dow, President of CDA, will be the Principal Consultant. Resumes for each individual are provided in Attachments A and B, respectively.

4. Past Performance

PROJECT: City of Redmond, Washington; 2025 Executive Market Analysis

Details: Salary study for twenty executive management positions; selection of market comparisons across western United States using regional price parity adjustment; comparison of formal salary ranges and practices with similarly sized cities based on population and total budget; recommendations for future salary adjustments and market analysis practices. Project Manager: Alexandra Sheeks

Time period: April – August, 2025

Contact: Cathryn Laird, Human Resources Director; 425-556-2125; claird@redmond.gov

PROJECT: Mason County, Washington; 2024 Non-Represented Compensation Study; Ongoing HR classification and compensation advisor; labor negotiations

Details: Extensive review of job classifications, including position description questionnaires (PDQ), job description revisions, FLSA analysis, internal equity analysis; total compensation study including salaries, benefits, paid leave; recommendations for compensation adjustments, salary benchmarking guidelines, and internal equity guidelines; managing appeal/review process for employees after study completion; conducting ongoing class/comp review for new and reclassified positions; labor negotiator for all contracts; Project Manager: Cabot Dow (negotiations); Alexandra Sheeks (compensation studies)

Time period: November 2022 – current

Contact: Kim Monroe, Human Resources Director; 360.427.9760 ext. 422; kmonroe@masoncountywa.gov

PROJECT: City of Des Moines, Washington; 2023 Non-Represented Employee Classification and Compensation Study

Details: Extensive review of job classifications, including position description questionnaires (PDQ), job description revisions, FLSA analysis, internal equity analysis; total compensation study including salaries, benefits, paid leave; recommendations for compensation adjustments, salary benchmarking guidelines, and internal equity guidelines; managing appeal/review process for employees after study completion; Project Manager: Alexandra Sheeks

Time period: November 2021- early 2024

Contact: Adrienne Johnson-Newton, Assistant City Manager/Human Resources Director 206.870.6722; ajohnson@desmoineswa.gov

PROJECT: City of Oak Harbor, Washington 2023 Non-Represented Employee Classification and Compensation Study

Details: Extensive review of job classifications, including position description questionnaires (PDQ), comprehensive job description revisions, FLSA analysis, internal equity analysis; total compensation study including salaries, benefits, paid leave; recommendations for compensation adjustments, salary benchmarking guidelines, and internal equity guidelines; Project Manager: Lindsay Smith

Time period: March – October 2023

Contact: Emma House, Human Resources Director, 360.279.4509; ehouse@oakharbor.org

Past compensation projects related to public safety organizations include South Sound 911 (2021 Non-Represented/Management compensation study), City of Bellevue, City of Lynnwood, City of Richland, Washington; Mason County.

5. Project Approach and Methodology

CDA provides a hands-on approach and methodology that ensures accuracy and a “good fit” for analyzing data relevant to the project. We offer a custom-designed product that is not based in proprietary programs; our project process has no “black boxes.” We use common software, such as Excel, to document survey findings. Our processes are simple, transparent, and replicable by staff. We see ourselves as a partner and an extension of the Agency’s Human Resources staff.

CDA is poised to provide a communication plan for the study process that includes information sharing with Agency management, and policymakers throughout the life of the study. We provide regular updates, check-in phone calls, and seek stakeholder input and “buy-in” at critical milestones in the project before moving forward. These milestones include selection of

comparable agencies for compensation and organizational comparisons, job description finalization, preliminary compensation results, and study outcome recommendations.

CDA proposes to perform the following work to accomplish the project objectives:

a. Compensation Analysis

CDA will conduct a market survey of 8 – 12 comparable agencies that are similar to Kitsap 911 based on criteria such as annual call volume, total budget, full-time equivalents, and Agency precedent, among other factors, in determining a comparable market.

CDA is the standard among compensation consultants in that we use “raw” data as much as possible for market comparisons. We don’t rely solely on pre-established survey data, but instead use source documents, such as salary schedules and ordinances, bargaining agreements, and analysis of job descriptions from comparable agencies to make the most accurate market matches possible. We do not typically send out surveys for comparable agencies to complete; instead, we request agency salary schedules, job descriptions, and benefit information and perform the analysis ourselves. We believe that this method provides more timely responses from comparable agencies and yields more accurate data for position matching. It allows us, as consultants, to gain a deep knowledge of both Kitsap 911’s and the comparable agencies’ compensation structure in order to make the best job classification matches as possible.

We will compile this data into a clear and readable format that will show a comparison of each position’s salary with the matching market data at the minimum, 50%, and maximum of the salary range. This data presentation will include the positions used in each comparable organization matching with the Agency’s position. Additionally, at the Agency’s determination, each position comparison will include a model of the total employer cost of compensation from a typically tenured employee. The model may include health insurance premiums and costs, retirement contributions, premiums, paid leave, and any other compensation items important to Kitsap 911. Total cost of compensation will be shown for each position and compared to the selected market as a net hourly amount. While salary information alone is useful, total compensation information shown from an employer cost perspective helps understand where the Agency’s competitive advantages and disadvantages may be to attract qualified candidates for executive roles. It also more clearly informs Kitsap 911 of the real costs of compensating employees beyond salaries alone.

CDA typically benchmarks every position included in a study; for unique positions that are unable to be matched adequately in the market, CDA will recommend a relevant benchmark in order to “slot in” those positions using common compensation practices, internal equity, and job factor analysis.

b. Recommendations

Based on the market study, CDA will propose recommendations for improvement to the Agency’s compensation and classification system, including salary levels and internal equity guidelines. We consider the market salary survey data to be of upmost importance in evaluating job values and determining correct salary levels for executive job classifications, while balancing these considerations with classification and workload analysis. Additionally, the study will yield insights

into the selected market's structural compensation methods that could inform Kitsap 911 about beneficial changes to its current executive pay practices. These could include best practices recommendations pertaining banding, step progression, salary range spread, and salary range differentials, to name a few.

c. Final Product

CDA will provide a final product that includes:

- Review of Kitsap 911's historical and potential comparables including recommendation for changes, if necessary.
- Review of Kitsap 911's existing executive job classifications and classification and compensation structure.
- Comparison of benchmark agencies with benchmark job position salaries at the minimum, median, and maximum of the salary range.
- Total compensation analysis for each position, comparing net hourly amounts for each comparable agency position in the selected market.
- Recommendations for a revised executive compensation plan (as well as compensation for other positions as required) based on the Agency's objectives and market findings, including instructions for future salary benchmarking by HR staff, pay compression prevention, and internal equity guidelines.
- A final report detailing the study, methodologies, and recommendations.

d. Project Facilitation

CDA will meet with HR staff at the beginning of the project to set goals, expectations, finalize the scope of work, and set target dates for project milestones. CDA is also available to meet with management staff and policy decision makers, as appropriate, to explain the study process, results, and impact on the organization. These meetings can include internal meetings and formal Board meetings.

6. Scope of Work and Timeline

CDA is available to begin the study upon award. The following timeline provides a list of the Agency's desired scope of work along with an estimated completion timeframe. Estimated timeframes depend on our understanding of the effort involved in completing each task and assumptions about the amount of time Agency staff will need for review and decision-making. The timeline assumes that the consultant will commence the project upon award.

Scope of Work Item	Description	Estimated Completion
1. Project Management Plan and Coordination		
1.1. Project Management	Staff work throughout project	Throughout project
1.2 Project management plan	Determine the final scope of work, establish schedules, milestones, deliverables, etc.	Early January 2026
2. Classification & Compensation Analysis		
2.1 Review background information	Review current job descriptions and benefit information. Provide job description format recommendations.	January 9
2.2 Comparable agency selection	Review current methodology for selecting comparable agencies; make recommendations for selection criteria and select comparable agencies; present to Agency staff for review.	January 9
2.3 Compensation survey	Collect market data and compile into tables showing comparisons of salaries and other compensation contributions.	January 23
2.5 Qualitative review and recommendations	Based on observed market practices, industry knowledge, and current assessment of Agency practices, recommend changes to executive pay schedules, practices and policies, as needed.	January 28
3. Meetings		
3.1 Project team meetings	Meet with HR staff at critical project milestones; briefing phone calls and emails throughout project.	Throughout project
3.2 Kick-Off Meeting	Meet with critical Agency staff to finalize project scope, timeline, etc.	January 7, 2026

Scope of Work Item	Description	Estimated Completion
3.3 Board meeting	Present findings and recommendations to Kitsap 911 Board	February 3, 2026
4. Deliverables		
4.1 Draft report	Summarize findings, present tabulated results of the total compensation survey.	January 23
4.2 Final report	Revise draft.	January 31, 2026
4.3 Follow-up	Respond to Board questions, finalize report, provide follow-up information to HR staff.	February 15, 2026
Estimated Completion		February

7. Cost Proposal

CDA offers to perform this Scope of Work for a fixed-priced sum of \$6,000 - \$8,000 depending on the final negotiations of the scope of work, product desired and follow-up expectations. This assumes that CDA will review approximately six executive/management positions and will perform a total compensation analysis that includes salaries and additional compensation items, such as health benefits, retirement contributions, longevity premiums, paid leave, etc. This sum includes all other scope of work items.

This amount does not include labor negotiations or other human resources consulting matters outside of the requested scope of work. Final price will be subject to final agreement upon Kitsap 911's scope of work.

Attachment A: Cabot Dow Resume

Consulting Practice Established (circa 1980)
Sole Proprietor

Education:

Bachelor's Degree in Industrial Relations from Bethel University, St. Paul, Minnesota
Master's Degree in Public Administration (MPA) from Evans Graduate School of Public Affairs, University of Washington, Seattle, Washington
Master's Thesis – Effective implementation of collective bargaining in local government in the State of Washington

Experience:

5 Years Founding Director – Washington Local Government Institute (LGPI)
5 Years Human Resources Director
5 Years Labor Relations Manager
8 Years Compensation Administrator
20 Years of experience working with public agencies throughout the State of Washington on a variety of compensation and labor negotiations projects
35 Years of experience with Washington State PERC
35 Years of experience with Washington State PECBA (41.56 RCW)
35 Years of experience representing public employers in the State of Washington in labor negotiations, mediation, and interest arbitration of police and fire contract disputes
Technical conflict resolution training under tutors from: Harvard, Cornell, FMCS, PERC, NPELRA.

Public Service:

Author of Model Labor Contract Language, LGPI Publication
Author of articles on labor negotiations, labor costing, mediation, interest arbitration
Periodic state and national speaker on labor relations topics, policy, and trends

Website:

Reference: Cabot Dow website
www.cabotdow.com

Attachment B: Alexandra Sheeks Resume

Education:

Master's Degree in Public Policy and Administration (MPPA) from Sacramento State University, California

Bachelor's Degree in Political Science and Economics, Sonoma State University, California

Experience:

2016 - Present: Consultant for Cabot Dow Associates

- Classification and Compensation Studies for South Sound 911; Mason County; City of Puyallup; Kitsap Regional Library, Jefferson County Library, Jefferson County; Island Transit; City of Federal Way; City of Kenmore; Link Transit; City of Maple Valley
- Compensation support for labor negotiations for various public agencies

2010 – 2015: Assistant to the City Manager, City of Woodinville, Washington

- Responsible for management of City Human Resources, including performing compensation studies; labor negotiations; personnel policy management; job analysis; public relations; research and analysis.

2006 – 2010: Management Analyst, City of Rancho Cordova, California

- Staff support; research and analysis; public relations



Executive Director Search

1802 Black Lake Blvd SW Suite 101 Olympia, WA 98512

Phone: 360-867-1410

<http://www.karrasconsulting.net>

A. Introduction:

December 3, 2025

Dear Kitsap 911 Employee Panel and Board of Directors,

Thank you for the opportunity to submit a proposal to provide executive search services for Kitsap 911. We are honored by the prospect of partnering with your organization to identify a visionary Executive Director who will lead Kitsap 911 in advancing its mission of providing exceptional public safety emergency communications services every day.

Our firm specializes in executive search services exclusively for public sector clients, with over 20 years of experience helping organizations like Kitsap 911 achieve transformative leadership transitions. We are uniquely positioned to support this critical recruitment with a proven track record of success, an unwavering commitment to public safety organizations, and an approach tailored to your strategic priorities.

We offer four distinctive qualities that make us a strong partner for Kitsap 911's Executive Director search:

1. Proven Expertise in Public Sector Executive Recruitment:

With hundreds of successful executive placements, we bring extensive experience in recruiting top leaders for PSAP organizations, public safety entities, emergency services, and government agencies. We understand the complexities of inter-agency collaboration, 911 operations, and emergency response leadership, ensuring we identify candidates who can navigate regulatory challenges, advance technological integration, and strengthen stakeholder relationships.

2. Inclusive Search Process:

Every recruitment we undertake involves collaborative engagement with key stakeholders. For Kitsap 911, we will work closely with board members, staff, labor, member agency leaders, municipal partners, and other critical partners to align the search with your strategic priorities. Our process ensures that the selected Executive Director possesses the leadership skills, operational expertise, and vision needed to enhance service delivery and public trust.

3. Personalized Leadership in the Search Process:

Your search will be conducted directly by the principals of our firm, ensuring the highest level of expertise and attention to detail. Dennis Karras served as the Washington State Human Resources Director for eight years, serving in two gubernatorial cabinets and was a Senior Vice President responsible for HR with a large nonprofit organization, while Marissa Karras brings extensive HR leadership experience in both the public and public sector sectors. Together, we have been directly involved in the recruitment and selection of hundreds of executives, providing a wealth of experience and insight to identify the ideal candidate for Kitsap 911's Executive Director role.

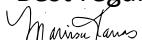
4. Comprehensive National Search with Targeted Outreach

We recognize that the Executive Director of Kitsap 911 must be a visionary leader with a deep understanding of emergency communication systems, inter-agency operations, and public safety innovation. Our methodology combines a robust national search, direct outreach to high-caliber candidates, and a rigorous vetting process to ensure Kitsap 911 selects a leader who can drive operational excellence, technological modernization, and regional collaboration.

Over 90% of our work comes from repeat business and referrals—proof of the trust and satisfaction we inspire in our clients. Our firm is dedicated to forging lasting partnerships and achieving exceptional outcomes. For Kitsap 911, we will provide a structured, transparent, and tailored approach to ensure the selection of an Executive Director who embodies strategic leadership, innovation, and an unwavering commitment to public safety and emergency communications.

Thank you for considering Karras Consulting for this important recruitment. Please do not hesitate to reach out with any questions or to discuss next steps.

Best regards,



Marissa Karras

Principal Consultant

Phone: 360.956.1336

Email: marissa@karrasconsulting.net

B. Company Information:

I. Background Information:

Karras Consulting is a executive search firm headquartered in Washington State. As a veteran owned, father/daughter-led business, we have successfully completed hundreds of Executive Director executive searches, with over 90% of our work coming from long-standing clients. Our strong track record is built on a foundation of consistent performance, timely delivery, and exceptional quality. Karras Consulting stands as a leader in executive search services, offering a problem-solving approach supported by a seamless network, proven processes, leadership assessments, and broad expertise, all aimed at helping clients maintain a competitive advantage through their people.

ii. Biographies:

Principals Dennis and Marissa Karras are personally involved in every search project from start to finish. Our commitment to quality means we limit the number of recruitments we take on at any given time, ensuring we deliver outstanding results without compromising the integrity or outcome of each search.



Dennis Karras, SPHR –Principal Consultant

Address: 1802 Black Lake Blvd SW, Suite 101 Olympia, WA 98512

E-Mail: dennis@karrasconsulting.net Phone: 360.867.1410

Dennis is Co-Founder & CEO of Karras Consulting and leads executive searches, management, and operations for the firm. Dennis has more than 25 years of state government executive and legislative experience, including 10 years as the State Director of Personnel under two previous Governors. As a member of their Executive Cabinets, he administered the statewide human resource management system covering approximately 90,000 employees in state agencies, colleges and universities. For eight years, he oversaw Washington State's Executive Search Services providing solutions for public agencies seeking dynamic executive-level leaders. During this time, Executive Search Services successfully placed over 300 executives in state and local government, higher education, and boards and commissions. Dennis also served more than six years as the Senior Vice President of Human Resources for the \$5 billion Washington State Employees Credit Union, the second largest not-for-profit credit union in Washington State. He has an undergraduate degree in liberal arts and a certificate from the University of Michigan's Graduate School of Business advanced Human Resource Executive Program.



Marissa Karras, Principal Consultant

Address: 1802 Black Lake Blvd SW, Suite 101 Olympia, WA 98512

E-Mail: marissa@karrasconsulting.net Phone: 360.956-1336

Marissa is Co-Founder & Vice President of Karras Consulting and leads executive level searches and business development for the firm. Marissa has extensive experience in the areas of executive recruitment and compensation. Over the past 20 years, she has played a key role in leading executive searches, career transition services, and developing compensation strategy. Prior to joining Karras Consulting, she was a in human resources leadership positions in the high-tech industry. She has also worked in human resources for both the Office of the Superintendent of Public Instruction and Washington State Department of Fish and Wildlife. Marissa is a 1999 graduate of the University of Washington Foster School of Business.

KARRAS

CONSULTING

Listed below is a sampling of our relevant experience conducting nationwide recruitments for senior leadership positions in the Puget Sound region (Dennis Karras and Marissa Karras were both engaged in each search listed below) for a full list of or recent searches please visit <https://karrasconsulting.net/what-weve-done/>

- Executive Director, South Sound 911
- Director, Pierce County Emergency Management
- Seattle King County Emergency Medical Services Director
- Director of Emergency Management, Multnomah County
- City of Olympia Fire Chief
- CEO, Association of Washington Cities
- Executive Director, MRSC
- Executive Director, Pacific NW Hydrogen Council
- Executive Director, Puget Sound Regional Council
- Executive Director, Washington State Institute for Public Policy
- Executive Director, Building Industry Association of Washington
- Executive Director, SEIU 775 Benefits Group
- CEO, Nisqually Indian Tribe
- Executive Director, Thurston Regional Planning Commission
- CEO, TVW
- Executive Director, Lewis County Economic Development Corporation
- City Administrator, City of Issaquah
- Executive Director, Port of Port Townsend
- Executive Director, WorkForce Central
- Executive Director, Puget Sound Clean Air Agency
- Executive Director, Transportation Choices Coalition
- President, Bates Technical College
- Executive Director, Public Ports Association
- Director, Washington State Department of Corrections
- Secretary, Washington State Department of Social and Health Services
- Commissioner, Washington State Department of Employment Security
- Executive Director, Freight Mobilities Strategic Investment Board
- Executive Director, Sound Cities Association
- CEO, Community Transit
- CEO, Sound Transit
- CEO, Pierce Transit
- Executive Director, Seattle Public Utilities
- Director, Washington State Department of Health
- King County Economic Development Director

iii. References

Executive Ryan Mello

Pierce County

Phone: 253-798-6602

Email: ryan.mello@piercecountywa.gov

Description of services provided: Executive Recruitments for South Sound 911 Executive Director, Transportation Choices Executive Director and Pierce Transit CEO.

Mayor Victoria Woodards

City of Tacoma

Phone: 253-677-9007

Email: victoria.woodards@cityoftacoma.org

Description of services provided: Executive recruitments for WorkForce Central CEO and Tacoma Pierce County Health Department Director.

Washington State Auditor

Pat McCarthy, State Auditor (Former County Executive, Pierce County)

Address: 302 Sid Snyder Avenue SW Olympia, WA 98501

Phone: 360-902-0361 (Teri Blair, Executive Assistant)

Email: mccarthyp@sao.wa.gov

Description of services provided: Executive recruitment for Deputy State Auditor and Director of Administrative Services and more than ten Director level searches when she served as Pierce County Executive.

C. Approach/Strategy Used to Perform the Search

i. Approach:

At Karras Consulting, our goal is not merely to conduct a search but to identify an extraordinary leader who embodies the skills, ethics, integrity, and experience required to uphold and enhance Kitsap 911's reputation and impact. We approach every recruitment through a lens of collaboration, equity, and thoroughness, ensuring that the selected Executive Director is uniquely positioned to lead Kitsap 911 in achieving its mission.

Due Diligence—Understanding Kitsap 911

We recognize that Kitsap 911 has a diverse array of key partners deeply invested in its future. To ensure a successful search, we will conduct thorough individual and group sessions with relevant staff and partners. These conversations are critical not only for guiding the search process but also for reinforcing the legitimacy of the Executive Director selection. Additionally, these discussions will help us identify and address any potential issues early on, while also providing a deeper understanding of the unique opportunities and challenges the role presents. This insight will enable us to engage in more meaningful conversations with potential sources and prospective candidates, ensuring a well-informed and strategic recruitment process.

Communication

Clear and consistent communication is crucial to the success of any recruitment process. Throughout the search for Kitsap 911's new Executive Director, we will maintain regular contact with the Hiring Committee, organization staff, and potential candidates. We are committed to attending scheduled Board meetings to provide timely updates, address questions from the Board, staff, and key partners, and ensure transparency throughout the process. Additionally, we will deliver weekly recruitment status reports to Kitsap 911 and hold multiple meetings with the organization to review the progress of the search and discuss potential candidates in detail.

Developing the candidate profile of the Executive Director

We will collaborate closely with you to establish the ideal candidate profile and qualifications for the Executive Director role. Our process begins with a thorough review of the position's responsibilities. This review serves two important purposes: First, it allows us to develop a deep understanding of the daily duties, ongoing roles, and strategic objectives of the position, which is essential in identifying the key qualities and experience needed in successful candidates. Second, it enables us to provide insights into the relevance of the current job description, desired qualifications, and performance standards. Once we have a solid grasp of the role, organizational culture, and key competencies required, Karras Consulting will craft a candidate profile for your approval. This profile will serve as the benchmark for evaluating all potential candidates.

Soliciting Input

An important step in our pre-search activities is to meet with the Board, agency staff, member agencies, partners and others to brainstorm the skills, abilities, knowledge and qualities necessary to succeed in the role. We will interview board members, staff, and partners whose insights are deemed critical to the process so we can gain perspective to help us best represent the opportunity and assess potential candidates. This will help us to complete the overall picture of your organization.

Finding Qualified Candidates:

Building a diverse and highly qualified applicant pool requires both attracting those actively seeking new opportunities and engaging exceptional talent not currently on the job market. One of our key strengths lies in identifying and recruiting passive candidates — professionals who are thriving in their current roles but, with the right opportunity, would be an ideal fit for the position. Our strategic approach ensures we capture the attention of these top-tier individuals, broadening the pool of qualified candidates and enhancing the overall success of the recruitment process.

Design advertising strategy

We go above and beyond the traditional job boards and print media advertising methods. We maintain an extensive candidate database. None-the-less we are experts at industry specific job boards and are able to maximize advertising resources by recommending best choices.

Networking

We leverage a broad network and extensive advertising capabilities to identify top-tier candidates. Our approach relies heavily on personal connections, ensuring we access the best talent available. Through interviews with key staff, partner organizations, and similar institutions, we gather valuable insights into the ideal qualities and skills needed in prospective candidates, allowing us to fine-tune our search and target individuals who are most likely to succeed in the role.

Diversity

Our team has established external outreach networks to support Kitsap 911 in reaching a diverse and culturally responsive pool of candidates. **In the past five years our average of placing women and BIPOC candidates in executive-level positions is more than 60%.**

We are known for conducting broad candidate outreach to indigenous peoples, people of color, the LGBTQI+ community, women, military veterans, and other underrepresented groups. We have developed strong contacts throughout the nation, and it is through these relationships that we are able to recruit qualified candidates from communities of color and historically marginalized populations.

In addition to identifying and attracting diverse talent we also ensure that every candidate is treated fairly throughout the hiring process. We strive to build a positive and consistent image of your organization in the minds of potential candidates. We ensure that candidates have a rewarding experience in their interactions with our firm and the organization throughout the recruitment and selection process.

Accept applications and resumes

Many people look good on paper. Others interview extremely well. But how can you judge who will really fit into your organization's vision and culture? We will help you evaluate the candidates' ability to "walk the talk." Assuming that to a certain extent the past is prologue, we create a profile of your organization and a profile of the candidate's experience. We will assist you in identifying the internal traits necessary to ensure that each candidate can lead your organization to success and it will be our responsibility to view each candidate in this light and measure her/his ability to match up.

Joint screening of applicants

Our selection process is designed for Kitsap 911 to participate in the screening process at key points during the recruitment. The three main opportunities for joint screening are: 1) Review of all candidates, 2) Review of "A" and "B" list recommendations and 3) Semi-finalist and finalist interview processes.

Prepare written summaries of candidates' qualifications

Karras Consulting will collaborate with the Hiring Committee to review the backgrounds of selected pre-qualified candidates. We will provide comprehensive written reports detailing each candidate's education, experience, and qualifications, clearly identifying areas where candidates excel and any potential challenges. The profiles will also include essential information such as salary expectations, relocation requirements, and other pertinent details to ensure a well-rounded understanding of each candidate.

Develop processes, resources and materials

We help to design appropriate and behaviorally based, content valid interview questions. We will draft recommended interview questions for your review. The more methodical and systematic the interview process, the more likely it is to produce the kind of information needed to make good judgments about an individual's chances for success. Employment liability releases are required of all viable candidates to limit exposure to legal liabilities.

Finalist Interview

The role of the Kitsap 911 Executive Director is wide ranging and a change in top leadership will have a significant impact on the Board, staff, and partners. Finalist interviews and forums will provide Board Members, staff and partners an opportunity to ask questions of finalists and weigh in on the search for their new leader.

Background checks and detailed reference checks

A thorough background check is critical because it provides an overarching picture of the behavioral pattern of the candidate. It is our practice to go beyond references listed on the resume. We find that candidate supplied references provide less balanced information about the candidate than information acquired from other supervisors, peers and subordinates. We go deeper, and consequently provide a more complete picture of each candidate's strengths and challenges.

We provide you with a comprehensive, written report for each finalist that reveals the background information we have gathered which is linked to the job's key competencies. We will identify where candidates exceed the requirements or any weaknesses that have been identified. In addition, our checks encompass elements such as identity verification, employment and education verifications, and a criminal background check.

Employment Offer

After Kitsap 911 has selected the top candidate, we are available and would welcome the opportunity to assist in negotiating the employment agreement.

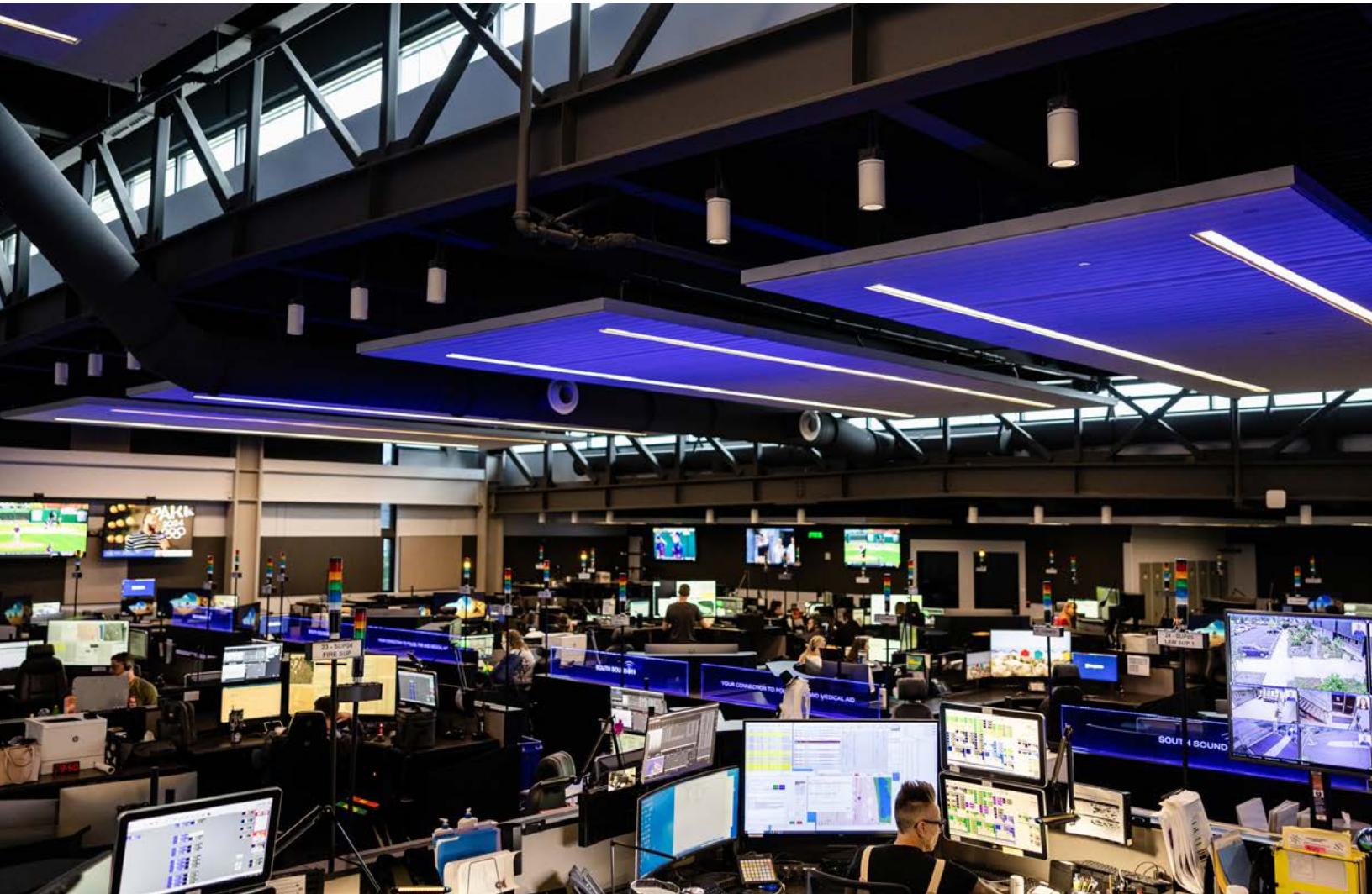


EXECUTIVE DIRECTOR

Recruitment Announcement

About South Sound 911

South Sound 911 is a regional public safety communications agency proudly serving Pierce County and its 37 (19 LE, 18 fire/EMS) partner jurisdictions. Established to improve emergency communications and enhance public safety, South Sound 911 provides 911 call receiving, dispatch services, and records management for law enforcement, fire, and EMS agencies across the region. With a commitment to collaboration, innovation, and operational excellence, South Sound 911 processes nearly one million calls for service annually.





South Sound 911 is governed by an 11-member Board of Directors and is committed to fostering strong partnerships with member agencies, advancing technology solutions, and ensuring the safety and well-being of residents, first responders, and the communities it serves. Primary revenues are comprised of sales tax, 911 excise tax, member allocations, and fees for services.

In 2021, South Sound 911 opened a new, purpose-built Public Safety Communications Center designed to support modern emergency communications and future growth. Located in Tacoma, the 76,000-square-foot facility brings together call takers, dispatchers, support services, administrative staff, and leadership under one roof to enhance coordination and efficiency. The facility features advanced technology infrastructure, resilient backup systems, secure access controls, and thoughtfully designed workspaces to support the well-being and performance of staff. This modern center serves as the operational heart of regional emergency communications in Pierce County and reflects the agency's commitment to innovation, collaboration, and excellence in public safety service delivery.

South Sound 911 employs 267 highly trained professionals, many of whom work various shifts to provide 24-hour service for 911, dispatch, law enforcement records management, information technology, and administration. Services provided by South Sound 911 include Emergency Call Taking & Dispatch, Background Checks, Concealed Pistol Licenses, Law Enforcement Records Management System, Criminal Justice Info Requests, Police and Sheriff Reports, Fingerprinting, Firearms Dealer Licenses, and Public Records Requests.

Mission

We will provide a modern, unified emergency communication and response system to protect and serve our communities and partner agencies.

Vision

We will collaborate with regional partners to protect lives, property and communities.

We will enhance public safety by:

- Assuring prompt responses to all emergencies and service requests
- Serving the public trust with reliable, interoperable, efficient and financially responsible systems
- Inspiring industry excellence with innovative technologies and staff

About the Position

The Executive Director is responsible for providing strategic leadership, operational oversight, and organizational direction in alignment with South Sound 911's mission and regional public safety goals. Reporting to the Board of Directors, the Executive Director works closely with elected officials, public safety executives, partner agencies, staff, and community stakeholders to ensure high-quality, responsive emergency communication services. The Executive Director oversees a complex and high-performing organization, guiding long-term planning, financial management, labor relations, technology integration, and service innovation. This leader must be a collaborative and forward-thinking executive who can build trust across agencies, champion continuous improvement, and uphold a strong commitment to public service and accountability.

Other key responsibilities include:

- Inspires and leads the agency to achieve high level performance, quality, accountability and excellence. Maintains an authentic and trusted leadership reputation.
- Fosters and leads a collaborative, caring work environment that empowers staff to thrive and work to their full potential. Leads and mentors the leadership team and staff to work with compassion.
- Prepares and administers the annual budget, including provisions for FTEs, operations, projects, facilities, and equipment.
- Collaborates with two unions with three bargaining units; engages in collective bargaining and administers collective bargaining agreements.
- Oversees communications, security and other facility functions.
- Participates in associated public safety communications operations committees, administrative or advisory boards and committees; Engages fire and police agencies and personnel; Performs outreach to member jurisdictions.
- Engages county executives, city managers and administrators, fire chiefs, chiefs of police, communication and technology managers

The Ideal Candidate

The new Executive Director must have demonstrated leadership skills and set a standard by intellectually and emotionally engaging people at all levels – from staff and Board Members to community partners and members. For this important role the Board seeks a dynamic, highly credible, unifying leader who is deeply committed to the success of South Sound 911; is a strategic big-picture thinker; and one who will be able to implement Board direction in delivering the level of services that members value.

The next Executive Director must be eager to make a personal investment in the long-term success of South Sound 911. Proven leadership experience and business acumen are essential. Candidates should bring strengths in both external relations and internal management with an ability to balance the two.



Performance Dimensions

LEADERSHIP:

- ***Lead courageously:*** Continuously build and defend the strength, reputation, and image of South Sound 911. Engage, motivate, and inspire staff around shared vision and mission. Demonstrate principled leadership, personal courage, and decisiveness.
- ***Build talent pools:*** Hire, mentor, develop, and manage staff. Continue to build and reinforce a cohesive, dedicated, highly effective team. Support efforts to hire a diverse workforce. Continuously work to retain highly valued staff.
- ***Foster collaboration:*** Provide the tools, systems and resources that create a supportive environment for working as a team. Strive for results. Set high standards of performance, be bold.

COMMUNICATION:

- ***Inspire trust:*** Communicate honestly, be trustworthy and consistent, follow through on commitments, and create an atmosphere of integrity, marked by fair, respectful behavior.
- ***Speak and write effectively:*** Explain direction and ideas with conviction in all settings; formal presentations, one-on-one and small and large meetings.

- ***Listen:*** Actively listen to members, Board, staff and partners.

- ***Promote open communication:*** Maintain an environment where communication is open and direct, encouraged, rewarded, and relevant.

- ***Marshal support:*** Coordinate and cooperate with members and groups having divergent viewpoints and needs. Help them find common ground.

CONSTITUENT RELATIONS AND COLLABORATION:

- ***Drive effective external communications:*** Develop and nurture mission-critical relationships with members, community partners; business and civic leaders; political leaders and the media. Be visible across in the community.

- ***Build consensus:*** Collaborate, facilitate, and develop relationships.

STRATEGIC PLANNING:

- ***Provide visionary insight:*** Be able to translate big picture vision and goals into both long and short-range plans that are comprehensive, realistic, and effective. Identify key opportunities to develop and strengthen South Sound 911's effectiveness.

- ***Manage change:*** Oversee the change management process, including successful communication strategies, involving others in the implementation of change and monitoring and reinforcing process and success. Create a work environment that encourages original and innovative solutions.

- ***Fearless commitment to vision:*** Create and communicate a vision that is aligned with the strategy and direction of South Sound 911. Clarify other's involvement in the vision, inspiring a sense of energy and ownership, creating a culture of high performance, diversity, and recognizing the efforts of others.





Desirable Qualifications

A bachelor's degree and at least ten years of experience in a senior leadership role within a substantial and complex organization that involves leading a diverse staff and management of significant funds. Communication Center or Public Safety experience is preferred.

Compensation

The annual salary range for this position is \$250K - \$300K depending on qualifications.

South Sound 911 offers a comprehensive and competitive benefits package. For more information on benefits offered please visit <https://southsound911.org/wp-content/uploads/2022/12/Benefit-Info.pdf>

APPLICATION PROCESS

If you are interested in this position, submit a cover letter and a current resume.

If you have questions regarding this announcement, please call Marissa Karras at 360-956-1336. The position will remain open until filled. In order to be considered for the first round of interviews, please submit your application materials by July 7, 2025 by visiting www.karrasconsulting.net and clicking on “view open positions.”

South Sound 911 is an equal opportunity employer and is strongly committed to enhancing the diversity of its workforce. We will provide assistance in the recruitment, application and selection process to applicants with disabilities who request such assistance.

Live and Work in a Great County

Pierce County offers a quality of life that is unsurpassed. From the high-energy urban center of the City of Tacoma, to the more relaxed pace of rural communities, Pierce County's distinctive Northwest lifestyle blends a progressive, creative culture with a casual nature. Pierce County boasts tremendous outdoor opportunities with miles of Puget Sound waterfront, Mt. Rainier National Park, 180 fresh-water lakes, alpine and cross-country skiing a short drive away and nationally ranked year-round golf courses in the vicinity, while also offering all the urban amenities. Major industries include health care, technology, agriculture, timber products and military installations. Pierce County's moderate climate combined with a contrasting geography of water and mountains encourage a wealth of year-round outdoor activities such as sailing, kayaking, fishing, skiing and hiking.



iii. Timeline

Below is an estimated project schedule and list of deliverables for the recruitment of a new Executive Director that allows for ample time to meet the goal of hiring by August 2026.

Activity	Timeframe
PHASE I <ul style="list-style-type: none"> • Meet with the Board, Hiring Committee, staff and key partners • Review job description, strategic plan, budget and other data • Develop candidate profile • Design job announcement • Develop recruitment strategy and timeline • Devise comprehensive advertising plan • Submit job announcement, outreach strategy and timeline for approval 	January - February
PHASE II <ul style="list-style-type: none"> • Commence national recruitment • Place advertisements • Target potential candidates (ongoing) • Assess candidate pools – monitor diversity (ongoing) • Karras Consulting conducts in-person and videoconference screening interviews (ongoing) • Provide weekly updates to Kitsap 911 on status of the recruitment (ongoing) • Recommend A and B list candidates to Hiring Committee • Develop interview questions 	March - April
PHASE III <ul style="list-style-type: none"> • Hiring Committee conducts semi-finalist interviews • Selection of finalists • Conduct background, reference, criminal and education checks of all finalists • Finalist interviews with Board • Provide Board with confidential background reports for all finalists • Selection of new Executive Director • Facilitate contract negotiations with selected candidate 	May - June

D. Estimate Fees and Guarantee

Karras Consulting works for a flat fee on a retained search basis. You know before you hire us exactly what the fixed costs of your search will be.

Our total professional fee is 23% of the top of the salary range for the position. **For this search we offer a not-to-exceed fee of \$34,900.** All related tasks required to successfully complete this recruitment including advertising costs, videoconference technology, client correspondence, targeted recruiting, interviewing, professional reference checks, printing of documents and materials, delivery and postage expenses, consultant travel and related expenses and background checks are included in this cost. Invoices are submitted phases, upon completion of work.

Fees and Expenses billed separately:

- Candidate Expenses: Travel expenses for finalist candidates to travel for in-person interviews will be billed to and paid directly by client.

It is our practice to bill in three installments for work performed. In the event that more than one executive is hired as a result of the work performed by Karras Consulting, 50% of the original fee will be due for each individual hired.

Client Satisfaction.

Karras Consulting guarantees every placed candidate for a period of twelve months from his/her start date. If a candidate is released by the client organization for performance-related issues during the first twelve months of his/her employment, Karras Consulting will conduct a new search to replace the candidate for no additional recruitment fee. This excludes candidates who leave for reasons other than job performance, such as organizational realignment and restructuring.

Fee for partial searches:

Karras Consulting offers a partial search service, conducting the first two phases of the recruitment process and presenting a slate of recommended candidates at a **discounted flat rate of \$24,900.** Kitsap 911 will manage the semi-finalist and finalist interview process. This fee also includes background checks on all finalists.



Board of Directors Action Item Summary

January 6, 2026 (12:30 to 2:00)

Agenda Item #8

Agenda Item: Formation of an Executive Director Hiring Committee

Submitted By: Maria Jameson-Owens

Title: Executive Director

Attachments: None

Budgetary Impact (If Applicable) NA

Budgeted Amount:

Expenditure Required:

Budget Category:

Reviewed By: Brandon Wecker, Steve Rogers, Rachael Taylor

Reviewed Date: December 30, 2025

Summary Statement:

In order to efficiently and effectively to inform and provide support to the Executive Search consultant, it is recommended that Kitsap 911 form an Executive Director Hiring Committee (EDHC) to participate in the following:

- Attend and contribute to an initial meeting(s) with the consultant to help provide information relevant to the search (Feb or Mar)
- Review the materials of a selected pool of applicants prescreened by the consultant (May or June)
- Participate in interviews with top candidates (June)
- Participate in the formation of a recommendation to the Board (July)

The hiring committee will consist of:

- Four Board members
- Four representatives from SAB, two law and two fire.
- Kitsap 911 Human Resources Manager, current Executive Director, and Executive Assistant
- Three Kitsap 911 employees representing Operations, Technical Services Group, and Admin

Due to the time-sensitive nature of the executive recruitment process, participation on the EDHC requires a commitment to timely and active engagement. Members are expected to:

- Be reasonably available to attend scheduled meetings, interviews, and review sessions
- Complete assigned reviews and feedback within established timeframes
- Assist as needed to ensure the recruitment process remains on schedule

Recommendation

Select four Board members to join the Executive Director Hiring Committee.



Board of Directors Discussion Item Summary

January 6, 2026 (12:30 to 2:00)

Agenda Item #9

Agenda Item: **Board Effectiveness and Composition Study**

Submitted By: Maria Jameson-Owens

Title: Executive Director

Attachments: Mission Critical Partners Final Report

Budgetary Impact (If Applicable)

Budgeted Amount:

Expenditure Required:

Budget Category:

Reviewed By: Brandon Wecker, Steve Rogers, Rachael Taylor, Barrie Hillman

Reviewed Date: December 30, 2025

Summary Statement:

Mission Critical Partners (MCP) will be on site to present their findings of the Board Effectiveness & Composition Study at the January 6, 2026 Board Meeting. The final report will be shared after the meeting.

The study was conducted to address the second goal of Strategic Initiative #1: Review Board Structure and Composition as part of and in preparation for the action items below.

- **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
- **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
- **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
- **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
- **Action 5:** Create a clear action plan for implementing changes, including changes needed to

- charter and bylaws and communicate these adjustments to all stakeholders.
 - o **Timeline:** 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.
 - o **Timeline:** Dependent on the outcome of the review.

Recommendation:

Following the vendor presentation, Board members are encouraged to ask clarifying questions during the meeting, then review the full vendor report in detail and be prepared to discuss potential next steps at a Board Retreat scheduled for February 2026.



Board of Directors Discussion Item Summary

Date (12:30 to 2:00)

Agenda Item #10

Agenda Item: Additional Radio Project Personnel

Submitted By: Maria Jameson-Owens

Title: Executive Director

Attachments: None

Budgetary Impact (If Applicable): Approx. \$154,000.00

Budgeted Amount: \$0

Expenditure Required:

Budget Category: Radio Project

Reviewed By: Brandon Wecker, Steve Rogers, Rachael Taylor

Reviewed Date: 12/29/2026

Summary Statement

When planning began for the Radio Project, we knew that additional staffing would be necessary to support the initial system implementation and ongoing maintenance, but we were uncertain about exactly when the additional support would be needed. The Project has progressed significantly since then, and due to the ever-increasing workload from the project, we have now reached that point.

Currently, radio system support is provided by one full-time employee (Scott) and one Extra Help employee, whose hours are expected to be reduced to 25 hours per week in 2026; additionally, one of our most tenured radio employees will be retiring within the next two months with another retiring shortly thereafter. If additional personnel are not added soon, not only do we risk falling behind on implementation tasks and compromising project quality, but most critically, we will lose vast amounts of valuable institutional knowledge.

To ensure the project remains on track, and to support a smooth transition between system implementation and long-term maintenance, we propose immediately adding one full-time, permanent position. This role would assist with implementation activities, gain hands-on knowledge of the system during deployment, and then continue thereafter as a permanent resource to provide ongoing maintenance. Establishing this position now ensures continuity, preserves institutional knowledge, and reduces reliance on short-term or temporary staffing during a critical period.

The estimated total annual cost for this position, including benefits, is approximately \$154,000. While this position is not included in the 2026 operating budget, it can be fully funded from sales tax revenues received in excess of our 2025 budget expectations.

Recommendation

Today, we are requesting discussion of this proposal with the intent of returning to the Board in February for final approval.



Board of Directors Discussion Item Summary

January 6, 2026 (12:30 to 2:00)

Agenda Item #11

Agenda Item: Preparation for Board Self-Review

Submitted By: Maria Jameson-Owens

Title: Executive Director

Attachments: None

Budgetary Impact (If Applicable)

Budgeted Amount:

Expenditure Required:

Budget Category:

Reviewed By: Brandon Wecker, Steve Rogers, Rachael Taylor

Reviewed Date: December 30, 2025

Summary Statement:

Early in 2025, the Board of Directors adopted the following expectations for their work on the Board:

- **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.

Board members are expected to regularly reflect on their performance and contributions to ensure effective governance and alignment with the agency's mission. The following criteria serve as a guide for self-evaluation:

- **Collaboration & Communication:** Do I foster a culture of teamwork, constructive dialogue, and respectful communication among board members and staff?
- **Active Engagement:** Am I consistently attending meetings, participating in discussions, and making informed contributions to decision-making?
- **Integrity & Ethics:** Do I uphold the highest ethical standards and act in the best interests of the agency?

- **Accountability & Growth:** Am I holding myself and my peers accountable while seeking continuous improvement and professional development?

By regularly assessing these areas, board members can strengthen their impact and contribute to a dynamic, mission-driven organization that adapts to evolving challenges and opportunities.

Recommendation

Please do some self-reflection on your performance as well as consider how you might rate the Board's overall performance as a whole for each of these expectations using this scale:

- **Rose:** What is working well / strengths / meeting or exceeding expectations
- **Thorn:** Challenges, gaps, or areas needing improvement

Consider what notes you would want to discuss with the group at the February Board Retreat.



Board of Directors Discussion Item Summary

January 6, 2026 (12:30 to 2:00)

Agenda Item #12

Agenda Item: Progress Report - Comprehensive Hiring and Retention Plan
Submitted By: 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: December 30, 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:** Begin during Spring 2026 Recruitment
- **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:** Complete to date and ongoing
- **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:** 2025 Succession Planning complete

- **Action 2:** Implement a mentorship and career development program to support internal growth and succession planning.
 - **Timeline:** 3rd Quarter 2025
 - **Progress:** Training is complete, programs have been launched.

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:** Spring 2026 recruitment we will offer in-person testing to increase accessibility for all candidates.
- **Action 3:** We increased the number of community events we attended in 2025 and will continue to look for new opportunities to educate the public about 911 as a career in 2026.

Retention

- **Action 1:** In 2025, we negotiated two collective bargaining agreements with our employee guilds that include competitive benefits and wages. With wellness being a top priority for our employees, our Wellness Committee ramped up engagement in 2025, and we will continue in 2026. 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 went out in October 2025, and we gained valuable information we are using to plan for 2026 recruitments. Additionally,

management is conducting stay interviews with all employees which include meaningful discussions 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 both 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, and an updated mentor program to encourage and support organic mentor relationships. Training was completed for all employees during 4th quarter training days.



Board of Directors Discussion Item Summary

January 6, 2026 (12:30 to 2:00)

Agenda Item #13

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: December 30, 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;
- **12/16/25 Update:** currently working to update all Primary Call Receiving Academy with the feedback received from the Spring and Summer 2025 classes. Most feedback was to clean up the aesthetic of the associated PowerPoint slides so it aligned more with the student manual units. In progress: new PCRA starts January 12th.

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.
- **12/16/25 Update:** Rachael Taylor handled this and delivered updates to all employees during 4th quarter training days.

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.
- **12/16/25 Update:** Attended monthly meetings in Nov/Dec with the Kitsap County Fire Training Consortium, scheduled 911 Fire dispatchers to attend the Multi-Company Fire drills all Kitsap Fire agencies participate in, where they will be putting out live fires, during Quarter 1, 2026 (January 27th-February 19th)
- **12/16/25 Update:** We have our first scheduled LE collaboration meeting on January 27th, 2026, to discuss our strategic initiatives. We will come up with a plan for training together as we have started with our Fire users. This is the kickoff meeting.

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.

12/16/25 Update: I reviewed the feedback from the 2025 Spring and Summer call receiving academies and have begun incorporating the feedback into the updates of the January 2026 call receiving academy. Almost all feedback was related to the aesthetic of the associated PowerPoints that align with the student manuals, updating some policy information, and aligning the curriculum with the WA State certification standards for training program approval. We are awaiting an answer on becoming a State certified training program, allowing us to certify our Telecommunicators in-house versus sending to a state class for Public Safety Certification.

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.

12/16/25 Update: I attended the November and December 2025 meetings with the Kitsap County Fire Training Consortium, where Kitsap 911 has been greatly welcomed! The feedback we received from having a seat in the consortium has been well received and many questions are already coming in about how to operate together more efficiently. These meetings are monthly and we will continue our attendance throughout 2026. For fire, there are scheduled live fire training simulations each quarter of 2026 where the consortium has asked for dispatchers to be present working through the drills with our users to create a more realistic scenario of training.

Our first meeting with our LE User agencies for collaboration is scheduled January 27th. I requested each attendee bring some topics they would like to see as partnered training during the 2026 year and received several ideas that are already in alignment with our Kitsap 911 thoughts as well, which is a great sign we are already in unison on making improvements before we have had a chance to sit down and acknowledge that fact.

Executive Summary

Kitsap 911 Board of Directors

Summary

For the year-to-date period ended November 30, 2025, revenues were above, and expenditures were below expectations. A large equipment reimbursement grant in July 2025 bolstered YTD revenues, and sales tax revenues are higher year over year, but with indications of possible stagnation. Year to date, operating expenditures are lower than budget, almost entirely due to the timing of the Radio Project. Significant recurring costs (e.g., LTE connection, radio system maintenance) were expected, and budgeted for in the 2025 budget, however due to an update to the Project's timeline, most of those payments are expected to begin in Q1 2026.

Revenues

As of November 30, 2025, we have received approximately \$20.12M (65.50%) of projected annual revenues, which was above our year-to-date forecast of \$18.09M by approximately \$2.04M (11.28%).

Sales Tax – We have received approximately \$13.81M (98.08%) of the total projected sales tax revenues, which was above our year-to-date forecast of \$12.91M by approximately \$890K (6.97%); half of this amount, approximately \$450K, is from Proposition 2, the proceeds for which are assigned for use on the Radio and other technological capital projects, as well as certain operating expenditures, as approved by the Board.

Excise Taxes – we have received approximately \$2.52M (92.73%) of the total projected excise tax revenues, which was in line with our year-to-date forecast of \$2.49M, over by approximately \$29K (1.16%).

Other Revenues – We have received approximately \$3.79M (27.24%) of the total projected for other revenues, which was above our year-to-date forecast of \$2.69M by approximately \$1.11M (41.24%). This variance from the YTD budget was primarily due to the receipt of a \$0.6M grant from the WA State Military Department in July 2025. This was a reimbursement for costs incurred for certain capital projects, including the replacement of dispatch console workstations, data logging recorder, and the uninterrupted power supply (UPS) system. Excluding this grant, other YTD revenues totaled \$504K (18.76%), primarily driven by investment interest revenues which are higher than originally anticipated due to the timing of the large milestone payments for the Radio Project; these were originally expected in early 2025 but are now likely to occur in December 2025 and Q1 2026.

Executive Summary

Kitsap 911 Board of Directors

Operating Expenditures

As of November 30, 2025, we have expended approximately \$13.96M (77.11%) of our total operating expenditures appropriation, which was under our year-to-date expectation of \$15.79M by approximately \$1.83M (11.59%).

Labor – We have expended approximately \$11.89M (86.03%) of our total operating salaries and benefits budget, which was under our year-to-date goal of \$12.44M by approximately \$541K (4.35%).

Goods and Services – We have expended approximately \$2.07M (39.78%) of the total non-labor operating expenditures, which was below our year-to-date goal of \$3.36M by approximately \$1.29M (38.39%). This variance from budget is primarily due to the timing of certain operating expenditures for the Radio Project. These costs were originally expected to start in early 2025, but given the revised timeline, they are likely to begin in Q1 2026 instead.

Proposition 2-Funded Capital Project Expenditures

As of November 30, 2025, we have expended approximately \$5.71M (37.70%) of our total annual appropriation of \$14.96M.

Other Capital Projects and Non-Operating Expenditures

As of October 31, 2025, we have expended approximately \$73K (96.09%) of our total annual appropriation of \$76K.

Debt and Cash Reserves

Debt – The financing agreement with Holman Capital closed on December 3, 2025, and the \$10M in loan proceeds were deposited into our Escrow account, as intended, and are available for use when needed. Debt service payments of approximately \$507K will be due semiannually beginning in June 2026.

Stabilization Fund – The Stabilization Fund is intended to be funded using non-Proposition 2 revenues only, however this may fluctuate from month to month, based on the performance of non-Proposition 2 revenues and YTD expenditures. No reserves have been used as of November 30, 2025.

Risks

A slowing economy poses the greatest risk to our revenues, primarily because Kitsap 911's main source of revenue is derived from taxable retail sales in Kitsap County. We will continue to monitor this and other risks over the coming months.

Kitsap 911 Public Authority
Budget Status Report
For the Eleven Months Ended November 30, 2025

	Year-to-Date Actual	YTD Budget	% of YTD Budget	Annual Budget	% of Annual Budget
REVENUES					
Sales and Excise Taxes					
Sales Tax	\$ 6,904,900	\$ 6,455,036	106.97%	\$ 7,040,065	98.08%
Sales Tax (Proposition 2)	6,904,900	6,455,036	106.97%	7,040,065	98.08%
Telephone Excise Taxes	2,520,843	2,491,824	101.16%	2,718,354	92.73%
Total Sales and Excise Taxes	16,330,643	15,401,896	106.03%	16,798,484	97.21%
Agency Fees and Surcharges					
Agency User Fees	2,269,476	2,017,234	112.50%	2,200,619	103.13%
NPRV MCT Surcharges	25,931	113,985	22.75%	124,347	20.85%
Total Agency Fees and Surcharges	2,295,407	2,131,219	107.70%	2,324,966	98.73%
State and Federal Funding					
State Military Grant	71,263	50,000	142.53%	50,000	142.53%
State and Community Highway Grant	1,752	1,963	89.25%	2,142	81.81%
Federal Grants	-	-	0.00%	-	0.00%
Other Grants	603,704	-	0.00%	-	0.00%
Total State and Federal Funding	676,719	51,963	1302.31%	52,142	1297.85%
Other Revenues					
Tower Lease Revenue	466,187	417,110	111.77%	455,029	102.45%
Investment Interest	339,668	77,150	440.27%	84,164	403.58%
Debt Proceeds	-	-	0.00%	11,000,000	0.00%
Miscellaneous Revenues	15,266	8,290	184.15%	9,043	168.81%
Total Other Revenues	821,121	502,550	163.39%	11,548,236	7.11%
TOTAL REVENUES	\$ 20,123,890	\$ 18,087,628	111.26%	\$ 30,723,828	65.50%
OPERATING EXPENDITURES					
Labor and Personnel					
Salaries and Wages - Ops	\$ 7,375,261	\$ 8,113,419	90.90%	\$ 8,437,955	87.41%
Benefits - Ops	1,637,079	1,804,823	90.71%	1,877,016	87.22%
Payroll Taxes - Ops	598,232	648,866	92.20%	674,821	88.65%
Subtotal Labor and Personnel - Ops	9,610,572	10,567,108	90.95%	10,989,792	87.45%
Salaries and Wages - TSG	1,750,256	1,849,051	94.66%	1,923,013	91.02%
Benefits - TSG	388,684	441,590	88.02%	459,254	84.63%
Payroll Taxes - TSG	144,187	151,987	94.87%	158,066	91.22%
Subtotal Labor and Personnel - TSG	2,283,127	2,442,628	93.47%	2,540,334	89.88%
Budgeted Attrition	-	(574,660)	0.00%	(622,548)	0.00%
Total Labor and Personnel	11,893,699	12,435,076	95.65%	12,907,577	92.15%
Debt Service					
Debt Service Payments - Principal	\$ -	\$ -	0.00%	\$ 150,000	0.00%
Debt Service Payments - Interest	-	-	0.00%	320,000	0.00%
Total Debt Service	-	-	0.00%	470,000	0.00%
Building and Tower Sites					
Lease/Rent Payments	315,365	567,648	55.56%	699,703	45.07%
Repairs and Maintenance - Facilities	133,150	116,325	114.46%	280,158	47.53%
Insurance	117,606	213,398	55.11%	213,398	55.11%
Utilities	206,784	181,709	113.80%	200,208	103.28%
Total Building and Tower Sites	772,905	1,079,080	71.63%	1,393,467	55.47%

Kitsap 911 Public Authority
Budget Status Report
For the Eleven Months Ended November 30, 2025

	Year-to-Date Actual	YTD Budget	% of YTD Budget	Annual Budget	% of Annual Budget
Computer and Other Equipment					
Repairs and Maintenance - Equipment	200,916	662,937	30.31%	1,462,023	13.74%
Software	451,398	432,845	104.29%	540,489	83.52%
Total Computer and Other Equipment	652,314	1,095,781	59.53%	2,002,512	32.57%
Supplies and Professional Services					
Supplies	30,999	54,841	56.53%	64,573	48.01%
Professional Services	267,217	435,414	61.37%	484,345	55.17%
Communications	260,222	515,044	50.52%	593,368	43.86%
Total Supplies and Professional Services	558,437	1,005,299	55.55%	1,142,287	48.89%
Other Operating Expenditures					
Travel and Training	36,516	95,294	38.32%	99,563	36.68%
Miscellaneous	47,599	81,042	58.73%	89,643	53.10%
Total Other Operating Expenditures	84,115	176,335	47.70%	189,206	44.46%
SUBTOTAL OPERATING SUPPLIES & SERVICES	\$ 2,067,771	\$ 3,356,495	61.61%	\$ 5,197,471	39.78%
TOTAL OPERATING EXPENDITURES	\$ 13,961,471	\$ 15,791,572	88.41%	\$ 18,105,048	77.11%
CAPITAL AND OTHER NON-OPERATING EXPENDITURES					
Proposition 2-Funded Projects					
LMR and Radio Replacement Projects	\$ 4,326,973			\$ 13,072,395	33.10%
All Other Projects	1,312,704			1,885,347	69.63%
Total Proposition 2-Funded Projects	5,639,677			14,957,742	37.70%
Other Non-Operating Projects					
Capital Projects	73,029			76,000	96.09%
Total Other Non-Operating Projects	73,029			76,000	96.09%
SUBTOTAL OTHER NON-OPERATING PROJECTS	\$ 5,712,705			\$ 15,033,742	38.00%
TOTAL EXPENDITURES	\$ 19,674,176			\$ 33,138,791	59.37%

Kitsap 911 Public Authority

Fund Balance Report As of November 30, 2025

Cash Balances		As of:	
		11/30/2025	10/31/2025
Beginning Cash and Cash Equivalents		11/30/2025	10/31/2025
Non-Custodial Cash in Bank		\$ 2,607,852.13	\$ 3,970,912.36
Investments		8,723,371.37	7,943,967.67
Total Cash and Cash Equivalents		\$ 11,331,223.50	\$ 11,914,880.03

Source of Funds		11/30/2025
Beginning Proposition 2 Balance		\$ 7,624,586.07
Net Change from Use of Funds		459,386.39
Ending Proposition 2 Balance		\$ 8,083,972.46
Beginning Balance from All Other Sources		\$ 4,290,293.96
Net Change from Use of Funds		(1,043,042.92)
Ending Balance from All Other Sources		\$ 3,247,251.04
Total Cash from All Sources		\$ 11,331,223.50

Stabilization Fund and Periodic Debt Analysis		
Stabilization Fund		
Ending Cash Balance (Excluding Prop 2)		\$ 3,247,251.04
17% of Budgeted Operating Expenditures		3,077,858.24
Regular Funds in Excess/(Deficit) of Threshold		\$ 169,392.80

Kitsap 911 2025 Key Projects and Initiatives

Technical Projects			Estimated			
Proj/Task#	Project/Initiative	Priority	Start	Completion	Status	
2019 1	Backup Center - Phase 1	3	9/30/2022	Q4 2025	Complete	
2023 2	Cyber Security Upgrade	3	Q4 2023	Q4 2025	Complete-	
2023 3	Replace AV System	4	Q4 2023	Q4 2025	Complete	
2023 4	Dispatch Floor Project - Carpet	3	Q4 2023	Q2 2025	Complete	
2023 5	Dispatch Floor Project - Soundproofing	3	Q4 2023	Q2 2025	Complete+	
2023 6	Dispatch Floor Project - Console Furniture	2	Q4 2023	Q4 2025	Complete	
2025 7	CAD Upgrade Part 1	1	9/1/2024	Q3 2025	Complete	
2025 8	Data Center Improvement	4	Q1 2025	Q1 2026	In Progress	
2025 9	SonicWall Replacement	2	Q1 2025	Q1 2026	In Progress	
2025 10	Firewall Cluster at Backup Center	3	Q4 2024	Q4 2026	In Progress	
2025 11	Windows Server Licensing	3	Q1 2025	Q3 2025	Complete+	
2025 12	Temp Sensors at all sites	4	Q1 2025	Q4 2025	Complete+	
2025 13	PowerRecall Implementation	4	Q1 2025	Q3 2025	Complete+	
2025 14	QA program	3	Q4 2024	Q3 2025	Complete+	
2025 15	CAD Upgrade Part 2	1	Q3 2025	Q3 2026	In Progress	
2025 16	Backup Center - Phase 2	3	Q1 2026	Q1 2027	Not Started	

Microwave Expansion Project (Multi-Year)			Estimated		
Task#	Milestone	Priority	Start	Completion	Status
MVE 1	Complete microwave hops to additional radio sites	2	Q2 2026	Q4 2026	Not Started

LMR Replacement Project (Multi -Year)			Estimated		
Task#	Milestone	Priority	Start	Completion	Status
LMR 1	Integration Testing of Radio System, Console system, CAD, etc.	1	Q2 2024	Q1 2025	Complete
LMR 2	Move Radio Equipment to Tower Sites	1	Q3 2024	Q1 2025	Complete
LMR 3	System Testing and Acceptance of Phase 1 Sites	1	Q1 2025	Q1 2026	In-Progress
LMR 4	DC Power Systems Replacement	2	Q4 2023	Q2 2025	Complete
LMR 5	Complete replacement of Law Portable Radios	1	Q1 2026	Q3 2026	Not Started
LMR 6	Phase 1 Coverage Testing	2	Q2 2025	Q4 2025	In Progress
LMR 7	Complete Replacement all Law Mobile Radios	1	Q1 2025	Q4 2025	Complete
LMR 8	Complete Replacement all Fire Mobile Radios	1	Q4 2025	Q2 2026	In Progress



Board of Directors Standing Report Summary

January 6, 2026 (12:30 to 2:00)

Agenda Item #18

Agenda Item: Staffing Report
Submitted By: Rachael Taylor
Title: Human Resources Manager
Attachments: None

Summary Statement:

Since the last board meeting, we haven't lost any employees. We recently had a call receiver signed off, so we now have 1 call receiver and 2 dispatchers in floor training. Our Primary Call Receiver (PCR) Academy begins on January 12th, and we have 4 new employees starting. We currently have 10 vacant operations positions, which will change to 6 after the academy starts.

Yesterday we posted our Telecommunicator position for an April start date. We are also planning to post the Assistant Director of Operations position later this month.

We are fully staffed in both our admin and technical services groups.
