



# Kitsap 911 Board of Directors Meeting

February 3, 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

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1	<b>Call to Order</b>	(Chair)
2	<b>Additions to the agenda</b>	(Chair)
3	<b>Public Comment (Limited to 2 minutes per speaker)</b>	(Chair)
4	<b>Consent Agenda</b> - 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.](#)

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### Recognition

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5	Employee of the 4 <sup>th</sup> Quarter 2025	(Wecker)
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### Action Items

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

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6	<a href="#">Executive Director Hiring Committee</a> Addition	(Taylor)	<a href="#">Page 3</a>
7	<a href="#">Approval of Hiring T4 Position</a>	(Wecker)	<a href="#">Page 4</a>

### Discussion Items

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

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8	<a href="#">Annual Audit Report for Fiscal Year 2024</a>	(Auditor)	<a href="#">Page 5</a>
9	<a href="#">Board Retreat</a> Reminders	(Wecker)	<a href="#">Page 6</a>
10	<a href="#">Strategic Initiative #5 Progress Report</a>	(Wecker)	<a href="#">Page 8</a>
11	<a href="#">Strategic Initiative #1 Progress Report</a>	(Wecker)	<a href="#">Page 11</a>

### Standing Reports

(As Time Permits)

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12	<a href="#">Strategic Advisory Board Report</a>	(Chief LaGrandeur)
13	<a href="#">Land Mobile Radio Report</a>	(Peabody)
14	<a href="#">Monthly Finance Report</a>	(Rogers)
15	<a href="#">Goals and Tech Project Report</a>	(Higashi)
16	<a href="#">Staffing Report</a>	(Taylor)
17	Up-Coming Items <ul style="list-style-type: none"><li>○ Discussion: Enterprise Resource Planning RFP Update (Feb)</li><li>○ Action: Compensation Study Report Presentation; Setting salary for Executive Director Position Statement (Mar)</li><li>○ Discussion: Executive Search Plan Update (Mar)</li><li>○ Discussion: Performance Measures (Mar)</li></ul>	<a href="#">Page 14</a>
18	<a href="#">Good of the Order</a>	(All)
19	Adjourn	(Chair)

## Adopted Board Expectations

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

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

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

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

Public Comment may be submitted to [pubcomment@kitsap911.org](mailto:pubcomment@kitsap911.org). All comments received prior to 12:00 PM on February 2, 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: 1<sup>st</sup> 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~AOAaVmBsRsVVFQh1-hBQJNd9PrbEnMyQQ-7Zw\\_gkYkVxjDn81a-0byrq2m64w](https://events.zoom.us/ej/AmAmuSAxzscnbnomBbpsvm1UT13rE01-CAInff6iygmlmnSzvRIB~AOAaVmBsRsVVFQh1-hBQJNd9PrbEnMyQQ-7Zw_gkYkVxjDn81a-0byrq2m64w)



# Board of Directors Action Item Summary

February 3, 2026 (12:30 to 2:00)

Agenda Item #6

**Agenda Item:** Executive Director Hiring Committee

**Submitted By:** Rachael Taylor

**Title:** Human Resources Manager

**Attachments:** None

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**Budgetary Impact (If Applicable):** N/A

**Budgeted Amount:** \$0

**Expenditure Required:**

**Budget Category:** Human Resources

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**Reviewed By:** Maria Jameson-Owens, Brandon Wecker

**Reviewed Date:** 1/27/2026

## Summary Statement

During the January 6, 2026 Board of Directors Meeting, the Board approved forming an Executive Director Hiring Committee (EDHC) to serve as the finalist group review panel and to make the final hiring recommendation to the Board for the Executive Director position. At the internal kick-off meeting, Marissa Karras of Karras Consulting, who has been contracted to conduct the search, made the strong recommendation that two members of the Strategic Advisory Board (SAB) be added to the EDHC. One member should represent a law enforcement agency and one member should represent a fire agency. This approach allows for meaningful participation from stakeholders while keeping the committee at a manageable size. Additionally, Marissa has recommended a Project Manager from Kitsap 911 participate in EDHC functions along with the consultants (Karras), in a non-voting, advisory capacity. The Project Manager role is generally filled by a member of the leadership team who does not plan to apply for the position.

At the January 27, 2026 Strategic Advisory Board meeting, the SAB approved SAB Chair, Chief Rick LaGrandeur and SAB Vice Chair, Chief Joe Clark to join the EDHC, in order to be prepared if the Board chooses to go this direction.

## Recommendation

We request a motion to approve the addition of Chief Rick LaGrandeur and Chief Joe Clark to the Executive Director Hiring Committee and appoint Rachael Taylor, Kitsap 911 Human Resources Manager, as the Project Manager to participate with the EDHC in a non-voting, advisory capacity.



# Board of Directors Action Item Summary

February 3, 2026 (12:30 to 2:00)

Agenda Item #7

**Agenda Item:** Additional Radio Project Personnel

**Submitted By:** Maria Jameson-Owens

**Title:** Executive Director

**Attachments:** None

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

**Budgeted Amount:** \$0

**Expenditure Required:**

**Budget Category:** Radio Project

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**Reviewed By:** Brandon Wecker, Steve Rogers, Rachael Taylor

**Reviewed Date:** 1/27/2026

## 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 approval of this proposal to hire a T4 technician.



# Board of Directors Discussion Item Summary

February 3, 2026 (12:30 to 2:00)

*Agenda Item #8*

**Agenda Item:** Annual Audit Report – 2024

**Submitted By:** Steve Rogers

**Title:** Finance Manager

**Attachments:** None

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## Budgetary Impact (If Applicable)

**Budgeted Amount:** N/A

**Expenditure Required:** N/A

**Budget Category:** N/A

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**Reviewed By:** Maria, Jameson-Owens, Brandon Wecker

**Reviewed Date:** 01-27-2026

## Summary Statement:

The Washington State Auditor's Office (SAO) has completed the annual audit of fiscal year 2024 and will present their report at the February 03, 2026 Board Meeting. Following their remarks, the presentation materials will be sent to the Board, and the audit report will be made available on [www.kitsap911.org](http://www.kitsap911.org).

## Recommendation

No further action needed.



# Board of Directors Discussion Item Summary

February 3, 2026 (12:30 to 2:00)

*Agenda Item #9*

**Agenda Item:** **Board Retreat Reminders**

**Submitted By:** Brandon Wecker

**Title:** Deputy Director

**Attachments:** Draft Retreat Agenda

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## Budgetary Impact (If Applicable)

**Budgeted Amount:** N/A

**Expenditure Required:** N/A

**Budget Category:** N/A

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**Reviewed By:** Maria Jameson-Owens

**Reviewed Date:** 01-27-2026

## Preparation To-Dos:

The annual Kitsap 911 Board Retreat is scheduled for February 10, 2026 at 1230 at Kitsap 911, 911 Carver Street W, Bremerton, WA 98312. Please be sure you have reviewed the full Board Composition and Effectiveness Report emailed out on January 7, 2026 prior to the retreat. The draft agenda is attached which also details the Self-Review task that each Board member should reflect on prior to the retreat.



# Kitsap 911 Board of Directors Annual Retreat - Draft

February 10, 2026 (12:30 to 4:30)

In-Person at Kitsap 911, 911 Carver Street W, Bremerton, WA 98312

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

The public can view the retreat meeting via live stream in the lobby of Kitsap 911. There will be no public comment taken at this meeting and no online virtual meeting.

## A G E N D A

1	Call to Order	(Chair)
2	Additions to the agenda	(Chair)
3	Ice Breaker – 5 min	(Hillman)

### *Discussion Items*

4	Board Effectiveness & Composition Study	(Jameson)	<a href="#">Page</a>
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### *Additional Items as Time Allows*

5	Board Self-Review	(Jameson)	<a href="#">Page</a>
6	2025 Year End Financials Review	(Rogers)	<a href="#">Page</a>
7	Board Work Plan	(Jameson)	
7	2025 & 2026 Tech Goals and Projects	(Higashi)	<a href="#">Page</a>
8	Good of the Order	(All)	
9	Adjourn	(Chair)	

## Adopted Board Expectations

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

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

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

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

## Advance Assignment:

Prior to the retreat, please reflect on your individual and the whole Board's performance and contributions using these prompts:

- **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?



# Board of Directors Discussion Item Summary

February 3, 2026 (12:30 to 2:00)

Agenda Item #10

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

**Submitted By:** Brandon Wecker

**Title:** Deputy Director

**Attachments:**

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**Budgetary Impact (If Applicable)**

**Budgeted Amount:**

**Expenditure Required:**

**Budget Category:**

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

**Reviewed Date:** January 27, 2026

## Summary Statement:

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

## Focus Areas:

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

## Workplan:

### Managing Service Complexity

- **Action 1:** Evaluate current service level expectations and adjust based on workforce capacity and operational priorities. This includes incorporating data from staffing trends, overtime analysis, and employee feedback from Stay Interviews to ensure service delivery is sustainable.
  - **Timeline:** Annually
  - **Progress:** Ongoing – The Schedule position has already assisted with a large number of schedule tasks which freed up time for other departments. Additionally, we are nearly complete with all Stay Interviews with employees and will be complete by the end of February.

### Enhancing Call and Workflow Management

- **Action 1:** Launch a new non-emergency phone number by the end of 2025 to divert lower 7

priority calls away from emergency lines. This effort will reduce call congestion and provide the public with a clearly defined alternative.

- **Timeline:** Q2 2026
- **Progress:** We are reworking the plan and expect to see this go live before summer of 2026.
- **Action 2:** Research and evaluate AI-driven technologies and workflow automation solutions, including smart routing of calls based on urgency or caller needs.
  - **Timeline:** Research in Q2-Q3 2025; Pilot evaluation in Q1–Q2 2026
  - **Progress:** Working to pair with the Non-Emergency line.
- **Action 3:** Research and evaluate paperless options to increase efficiency and reduce waste with regard to technology and workflow procedures.
  - **2025 Deliverable TSG–** Paperless Inventory Process
  - **2025 Deliverable Operations-**
    - Paperless data entries for agencies we serve.
    - Paperless trade/leave slips
  - Timeline: Research in Q2 2025; Pilot evaluation in Q3–Q4 2025, with annual review process for improvements.
  - **Progress:** We will be performing an annual review in fall of 2026.

#### **Public Education & Alternative Resources**

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

#### **Success Measurement:**

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

#### **Conclusion:**

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

## Progress Summary:

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

In Managing Service Complexity our scheduler position has already assisted with a large number of scheduling tasks for both Operations and our Technical Services Group.

For Enhancing Call and Workflow Management we have taken a step back to review the proposed non-emergency plan and how it could partner with the AI solutions we have been reviewing. We are reworking the plan with a goal of going live with a pilot before the summer. As part of this we are looking at partnering with our public education committee, our member agencies, and the public relations firm used by the AI vendor to develop content and support the rollout of the new non-emergency number and to help the community better understand how Kitsap 911 fits into the broader public safety and emergency response system.



# Board of Directors Discussion Item Summary

February 3, 2026 (12:30 to 2:00)

*Agenda Item #11*

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

**Submitted By:** Maria Jameson-Owens

**Title:** Executive Director

**Attachments:**

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**Budgetary Impact (If Applicable)**

**Budgeted Amount:**

**Expenditure Required:**

**Budget Category:**

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**Reviewed By:** Brandon Wecker, Steve Rogers

**Reviewed Date:** January 27, 2026

**Rationale:**

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

Elements of this initiative are:

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

**How We Will Accomplish:**

**Education**

- **Action 1:** Provide new and existing board members with an overview of Kitsap 911's mission, services, and structure. Organize tours of the 911 center and shadowing opportunities to see operations firsthand.
  - **Timeline:** Onboarding for new members; annual refreshers for current members.
  - **Progress:** On-going – Our two new board members both visited Kitsap 911 in January and were able to observe with our call taking and dispatch staff.
- **Action 2:** Present key metrics (e.g., call volumes, response times, budget) regularly, using easy-to-understand visuals.

- **Timeline:** Annually
- **Progress:** We are working on the performance measures and annual report, we expect to deliver the performance measures at the March board meeting.
- **Action 3:** Keep the board informed on industry changes, technology, and regulatory updates. Highlight real-life examples of Kitsap 911's impact on the community and its services.
  - **Timeline:** Regularly in meetings.
  - **Progress:** Updates will continue to be incorporated into regular Board meetings.

## Alignment

- **Action 1:** Host at least one annual in-depth strategy workshop to align Board members around a shared vision and mission, address emerging challenges, external factors, and refine the Board's strategic direction, ensuring effective decision-making.
  - **Timeline:** Annual
  - **Progress:** Complete for 2025 – The Board retreat is planned for February 10<sup>th</sup>, 2026.
- **Action 2:** Encourage continuous engagement that fosters candid conversations and strengthens collaboration among Board members, member agencies, and staff.
  - **Timeline:** Ongoing
  - **Progress:** Informal collaboration and engagement efforts among Board members, agencies, and staff are ongoing.

## Review Board Structure and Composition

- **Action 1:** Assess the current number of representatives from each agency to determine if the structure is equitable and reflective of the needs of Kitsap 911. Facilitate discussions with key stakeholders, including agency representatives and senior leadership, to understand their perspectives on the current structure. Use feedback from Board members and stakeholders to guide decision-making about any structural adjustments that may be needed.
  - **Timeline:** By the end of Q1 2026
  - **Progress:** In-progress. Consultant report was delivered at the January board meeting and will be the primary discussion topic for the board retreat in February.
- **Action 2:** Review best practices in governance for elected official Boards to determine if changes to the number of representatives, committee structures, or roles could improve efficiency and fairness.
  - **Timeline:** By the end of Q1 2026
  - **Progress:** This is incorporated into the ongoing Board structure review described above.
- **Action 3:** Explore the possibility of restructuring the Board to more equitably balance representation from various agencies, ensuring it aligns with Kitsap 911's strategic needs.
  - **Timeline:** By the end of Q1 2026
  - **Progress:** This is incorporated into the ongoing Board structure review described above.
- **Action 4:** Based on findings, recommend any adjustments to the Board structure, ensuring it enhances fairness, effectiveness, and the ability to make informed decisions.
  - **Timeline:** By the end of Q2 2026

- **Progress: Dependent on the outcome of the review.**
- **Action 5:** Create a clear action plan for implementing changes, including changes needed to charter and bylaws and communicate these adjustments to all stakeholders.
  - **Timeline:** Dependent on the outcome of the review.
  - **Progress: Dependent on the outcome of the review.**
- **Action 6:** Set up a regular review process to evaluate the effectiveness of the new structure in promoting equitable representation and efficient decision-making.
  - **Timeline:** Dependent on the outcome of the review.
  - **Progress: Dependent on the outcome of the review.**

# Executive Summary

## Kitsap 911 Board of Directors

### Summary

For the year ended December 31, 2025, revenues were above, and expenditures were below expectations. The revenue overage was primarily driven by sales tax revenues received in excess of budget, a large equipment reimbursement grant received from the WA State E911 Office, and investment interest income. Operating expenditures were under budget almost entirely due to the timing of the Radio Project. Significant recurring costs (e.g., LTE connection, radio system maintenance) were originally budgeted for in 2025, however system acceptance is now expected in Q3 2026.

### Revenues

As of December 31, 2025, we received approximately \$31.85M of projected annual revenues (including the \$10.00M in debt proceeds), which was above our annual forecast of \$30.72M by approximately \$1.13M (3.67%) primarily driven by the following:

Sales Tax – We received approximately \$15.05M, which was above our annual sales tax revenue forecast (\$14.08M) by approximately \$973K (6.91%); half of this amount, approximately \$486K, 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 received approximately \$2.75M, which was in line with our annual excise tax revenue forecast (\$2.72M), over by approximately \$30K (1.09%).

Debt Proceeds – Our financing agreement with Holman Capital (via Commencement Bank) closed on December 3, 2025, from which we received \$10.00M in debt proceeds, which was less than the \$11.00M originally expected by \$1.00M.

Other Revenues – We received approximately \$4.05M, which was above our annual forecast (\$2.93M) by approximately \$1.12M (38.45%). This was primarily due to two factors:

- A \$0.6M partial reimbursement grant for certain capital projects (i.e., dispatch console workstation, data logging recorder, and uninterrupted power supply (UPS) system replacements) from the WA State E911 office. This was a one-time grant which we were not awarded again for 2026.
- Approximately \$369K from investment interest revenues, 77% of which was unbudgeted, given the Radio Project timeline that was used to develop the budget. More cash was able to be invested and for longer than expected during 2025, however cash balances are expected to decline sharply in 2026, due to changes in the project's timeline.

Excluding these factors, other revenues received for 2025 totaled approximately \$152K (5.02%), primarily driven by normal (and temporary) timing differences in the receipt of monthly user fees. Beginning in 2026, user fees are required to be paid either quarterly or annually, which is expected to reduce the budgetary impact from these timing differences going forward.

# Executive Summary

## Kitsap 911 Board of Directors

### **Operating Expenditures**

As of December 31, 2025, we expended approximately \$15.79M of our total appropriation for operating expenditures (\$18.11M), which was under our annual expectation by approximately \$1.90M (40.21%) primarily driven by the following:

Labor – We expended approximately \$12.96M of our total operating salaries and benefits appropriation (\$12.91M), which was over by approximately \$53K (0.41%). Each year, we attempt to estimate the impact from several labor factors, such as attrition, unfilled vacancies, overtime, and retirements; our total annual labor budget is then reduced by this amount, which has historically been 4.50% of the total, but that reduction is kept as a reserve. In 2025, there were fewer unfilled vacancies and better retention of newly hired employees than expected; as a result, labor costs were slightly higher than the adjusted annual total, and the overage was taken from the reserve. In the 2026 budget, the reserve percentage was reduced to 3.00% to account for the positive employment trend.

Goods and Services – We expended approximately \$2.83M of our total appropriation for non-labor operating expenditures (\$4.73M), which was below our annual expectations by approximately \$1.90M (40.21%). This variance is almost entirely due to the timing of the Radio Project, most notably seen in three budget areas:

- Debt Servicing – the 2025 budget included \$470K in debt service costs, as we originally expected to enter into a financing agreement in June 2025, with the first semiannual payment to be paid in December. Instead, with our closing date being December 3, 2025, our first payment is due in June 2026.
- Buildings and Infrastructure – the Radio Project includes plans for additional leases, repairs, renovations, insurance policies, and other operating costs which will come into play once certain milestones have been met. These milestones were conservatively budgeted for in 2025 however, thanks to a more refined timeline, these costs are now expected sometime in Q3 2026.
- Equipment and Other Hardware – similarly, the 2025 budget included the expectation that the costs for the new hardware, software, and LTE service required by the new radio system would be incurred in 2025. These costs are now expected sometime in Q3 2026.

The amount included in the 2025 operating budget for these Radio Project costs (which are funded by Proposition 2 revenues) was \$1.87M.

Excluding the impact of these factors, we expended approximately 99.05% of our non-labor operating budget, under by approximately \$27K (0.95%). For reference, in 2023 and 2024, we were under budget by \$66K (2.53%) and \$84K (2.18%), respectively, making this margin in 2025 the smallest in the previous three years.

# Executive Summary

## Kitsap 911 Board of Directors

### **Proposition 2-Funded Capital Project Expenditures**

As of December 31, 2025, we expended approximately \$7.97M (53.30%) of our total annual appropriation of \$14.96M.

### **Other Capital Projects and Non-Operating Expenditures**

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

### **Debt, Cash, and Fund 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, which follows the Government Finance Officer's Association ("GFOA") recommendation to maintain a minimum of 17% of annual operating expenditures as unrestricted cash, is intended to be funded using non-Proposition 2 revenues only.

No reserves were used during 2025, and as of December 31, 2025, there were sufficient funds derived from non-Proposition 2 sources to maintain the minimum balance as intended; however, of the \$560K in cash we have above the minimum required, approximately \$525K was derived from non-regular revenue sources and circumstances which will either not be present in 2026 or are not possible to predict. Excluding the impact from these factors, as of December 31, 2025, cash in excess of the Stabilization Fund minimum requirement equaled approximately \$34K.

Labor and Personnel – As of December 31, 2025, approximately \$53K (0.41%) of the "Budgeted Attrition" reserve was used. This fund accounts for the inherent unpredictability and variability in personnel costs due to attrition, unfilled vacancies, overtime, retirements, cash-outs of accrued leave, promotions/demotions, and other factors.

In 2025, the estimate (and reserve) for these factors was approximately \$623K, which is 4.5% of our total annual budgeted payroll costs. For the 2026 budget, this was reduced to 3.00% (\$476K), primarily due to improved employee retention and expected overtime predictability.

### **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 Twelve Months Ended December 31, 2025**

	Year-to-Date Actual	Annual Budget	% of Annual Budget
<b>REVENUES</b>			
<b>Sales and Excise Taxes</b>			
Sales Tax	\$ 7,526,366	\$ 7,040,065	106.91%
Sales Tax (Proposition 2)	7,526,366	7,040,065	106.91%
Telephone Excise Taxes	2,748,066	2,718,354	101.09%
<b>Total Sales and Excise Taxes</b>	<b>17,800,798</b>	<b>16,798,484</b>	<b>105.97%</b>
<b>Agency Fees and Surcharges</b>			
Agency User Fees	2,398,710	2,200,619	109.00%
NPRV MCT Surcharges	25,931	124,347	20.85%
<b>Total Agency Fees and Surcharges</b>	<b>2,424,641</b>	<b>2,324,966</b>	<b>104.29%</b>
<b>State and Federal Funding</b>			
State Military Grant	71,263	50,000	142.53%
State and Community Highway Grant	1,752	2,142	81.81%
Other Grants	603,704	-	0.00%
<b>Total State and Federal Funding</b>	<b>676,719</b>	<b>52,142</b>	<b>1297.85%</b>
<b>Other Revenues</b>			
Tower Lease Revenue	563,446	455,029	123.83%
Investment Interest	369,162	84,164	438.62%
Debt Proceeds	10,000,000	11,000,000	90.91%
Miscellaneous Revenues	16,279	9,043	180.02%
<b>Total Other Revenues</b>	<b>10,948,887</b>	<b>11,548,236</b>	<b>94.81%</b>
<b>TOTAL REVENUES</b>	<b>\$ 31,851,046</b>	<b>\$ 30,723,828</b>	<b>103.67%</b>
<b>OPERATING EXPENDITURES</b>			
<b>Labor and Personnel</b>			
Salaries and Wages - Ops	\$ 8,070,640	\$ 8,437,955	95.65%
Benefits - Ops	1,765,447	1,877,016	94.06%
Payroll Taxes - Ops	640,192	674,821	94.87%
<b>Subtotal Labor and Personnel - Ops</b>	<b>10,476,279</b>	<b>10,989,792</b>	<b>95.33%</b>
Salaries and Wages - TSG	1,906,699	1,923,013	99.15%
Benefits - TSG	421,107	459,254	91.69%
Payroll Taxes - TSG	156,465	158,066	98.99%
<b>Subtotal Labor and Personnel - TSG</b>	<b>2,484,271</b>	<b>2,540,334</b>	<b>97.79%</b>
<b>Total Labor and Personnel - Unadjusted</b>	<b>12,960,549</b>	<b>13,530,126</b>	<b>95.79%</b>
Adjustment for Budgeted Attrition Reserve	(622,548)	0.00%	
<b>Total Labor and Personnel</b>	<b>12,960,549</b>	<b>12,907,577</b>	<b>100.41%</b>

**Kitsap 911 Public Authority**  
**Budget Status Report**  
**For the Twelve Months Ended December 31, 2025**

	Year-to-Date Actual	Annual Budget	% of Annual Budget
<b>Debt Service</b>			
Debt Service Payments - Principal	\$ -	\$ 150,000	0.00%
Debt Service Payments - Interest	- -	320,000	0.00%
<b>Total Debt Service</b>	<b>- -</b>	<b>470,000</b>	<b>0.00%</b>
<b>Building and Tower Sites</b>			
Lease/Rent Payments	386,946	699,703	55.30%
Repairs and Maintenance - Facilities	170,768	280,158	60.95%
Insurance	117,606	213,398	55.11%
Utilities	249,681	200,208	124.71%
<b>Total Building and Tower Sites</b>	<b>925,001</b>	<b>1,393,467</b>	<b>66.38%</b>
<b>Computer and Other Equipment</b>			
Repairs and Maintenance - Equipment	674,337	1,462,023	46.12%
Software	458,274	540,489	84.79%
<b>Total Computer and Other Equipment</b>	<b>1,132,611</b>	<b>2,002,512</b>	<b>56.56%</b>
<b>Supplies and Professional Services</b>			
Supplies	34,361	64,573	53.21%
Professional Services	329,302	484,345	67.99%
Communications	288,063	593,368	48.55%
<b>Total Supplies and Professional Services</b>	<b>651,726</b>	<b>1,142,287</b>	<b>57.05%</b>
<b>Other Operating Expenditures</b>			
Travel and Training	48,012	99,563	48.22%
Miscellaneous	69,134	89,643	77.12%
<b>Total Other Operating Expenditures</b>	<b>117,146</b>	<b>189,206</b>	<b>61.91%</b>
<b>SUBTOTAL OPERATING SUPPLIES &amp; SERVICES</b>	<b>\$ 2,826,484</b>	<b>\$ 5,197,471</b>	<b>54.38%</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 15,787,033</b>	<b>\$ 18,105,048</b>	<b>87.20%</b>
<b>CAPITAL AND OTHER NON-OPERATING EXPENDITURES</b>			
<b>Proposition 2-Funded Projects</b>			
LMR and Radio Replacement Projects	\$ 6,545,527	\$ 13,072,395	50.07%
All Other Projects	1,426,994	1,885,347	75.69%
<b>Total Proposition 2-Funded Projects</b>	<b>7,972,521</b>	<b>14,957,742</b>	<b>53.30%</b>
<b>Other Non-Operating Projects</b>			
Capital Projects	73,029	76,000	96.09%
<b>Total Other Non-Operating Projects</b>	<b>73,029</b>	<b>76,000</b>	<b>96.09%</b>
<b>SUBTOTAL OTHER NON-OPERATING PROJECTS</b>	<b>\$ 8,045,549</b>	<b>\$ 15,033,742</b>	<b>53.52%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 23,832,582</b>	<b>\$ 33,138,791</b>	<b>71.92%</b>

# Kitsap 911 Public Authority

## Fund Balance Report

As of December 31, 2025

### Bank Balances - Cash and Investments

Beginning Cash and Investments as of:	12/31/2025	11/30/2025
Non-Custodial Cash in Bank	\$ 4,206,826	\$ 2,607,852
Investments	5,602,164	8,723,371
<b>Total Cash and Investments</b>	<b>\$ 9,808,990</b>	<b>\$ 11,331,224</b>

### Source of Funds - Proposition 2

	Total
Balance as of November 30, 2025	\$ 8,083,972
Net Change from Use of Funds	(1,912,522)
<b>Balance as of December 31, 2025</b>	<b>\$ 6,171,451</b>

### Source of Funds - All Other Sources

Balance as of November 30, 2025	\$ 3,247,251
Net Change from Use of Funds	390,288
<b>Balance as of December 31, 2025</b>	<b>\$ 3,637,539</b>

<b>Total Cash and Cash Equivalents</b>	<b>\$ 9,808,990</b>
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### Bank Balances - Debt Proceeds

Line of Credit - Commencement Bank	Total
Available Balance as of November 30, 2025	-
Deposits (Loan Disbursement)	\$ 10,000,000
Withdrawals (Documentation Fee)	(10,000)
<b>Available Balance as of December 31, 2025</b>	<b>\$ 9,990,000</b>

### Reserve Balances - Labor and Personnel

Total Reserve ("Budgeted Attrition")	\$ 622,548	100.00%
Reserve Used YTD as of December 31, 2025	52,972	0.41%
<b>Remaining Balance as of December 31, 2025</b>	<b>\$ 569,576</b>	<b>99.59%</b>

### Reserve Balances - Stabilization Fund

Stabilization Fund - Funding Status	Total
Ending Cash Balance (Excluding Prop 2)	\$ 3,637,539
Total Annual Budgeted Operating Expenditures	\$ 18,105,048
Funds Required per GFOA (17%)	3,077,858
<b>Regular Funds in Excess of Requirement</b>	<b>\$ 559,681</b>

### Stabilization Fund - Analysis of Funding Status

Regular Funds in Excess/(Deficit) of Threshold	\$ 559,681
Less: Unbudgeted Investment Income	(284,998)
Less: Timing Difference from Monthly User Fees	(198,091)
Less: Passthrough MCT Repair Costs	(25,931)
Less: YTD Misc. Revenue	(16,279)
<b>Funding Excluding Non-Regular Revenues</b>	<b>\$ 34,381</b>



# Board of Directors Standing Report Summary

February 3, 2026 (12:30 to 2:00)

Agenda Item #15

Agenda Item: **Tech and Goals Report**

Submitted By: John Higashi

Title: Technology Services Manager

Attachments: Tech & Goals Project List

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## Wrap Up of 2025 Projects:

**2019-01 Backup Center Phase 1** – The backup center vastly improves Kitsap 911's ability to maintain continuous operations should the primary building become compromised as compared to the Courthouse Backup Center. All the elements required for Phase 1 have been completed.



Garage



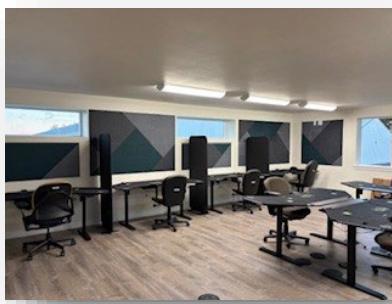
Generator



Bathroom



Kitchenette



Operations Room with 10 consoles



Conference area with Server Rack

**2025 -9 Sonic Wall Replacement** – The Sonic Walls are firewall hardware that protect the PURVIS Alerting System installed in most of the Fire stations in Kitsap County. When an event requiring Fire response is added to the Computer Aided Dispatch (CAD) system at Kitsap 911, the PURVIS system automatically sends signals over this secure network to initiate voice messages and alert tones to the appropriate fire station that play over their loudspeaker. The Juniper firewall installations for the fire stations were completed in December. The final maintenance work is set to be completed the week of January 26, 2026 to close out this project.

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## Review of 2026 Project List

At the start of each year, the projects that are being carried over from the prior year are renumbered. The list of 2026 projects will be reviewed at the February 3, 2026 Board Meeting. Please see the attached list of projects.

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### Narrative Notes: [This is where we emphasize the “return on investment”]

**Building Remodel:** Operations staff have reported high satisfaction with the new console systems and high appreciation of the responsiveness and effectiveness of Help Desk to resolve issues and problems as they arrived when settling into the new set up. All departments have enjoyed having the Classroom available for in-person quarterly trainings, weekly meetings, and agency committee meetings with a new audio-visual system making presentations easier and more engaging. The room previously known as the Emergency Operations Center (EOC) has been renamed the Multipurpose Room with the intention of using it for larger group meetings, events, or trainings. The audiovisual system has also been upgraded in this room.



*The Radio Team training on the Harris Radios with Racom techs in the newly remodeled Multipurpose Room.*

## Kitsap 911 2026 Key Projects and Initiatives

Technical Projects			Estimated			
Proj/Task#	Project/Initiative	Priority	Start	on	Status	
2025 1	Data Center Improvement	3	Q1 2025	Q1 2026	In Progress	
2025 2	SonicWall Replacement	2	Q1 2025	Q1 2026	In Progress	
2025 3	CAD Upgrade Part 2	1	Q3 2025	Q2 2027	In Progress	
2025 4	Backup Center - Phase 2	3	Q1 2026	Q1 2027	Planning	
2026 5	Temp Sensors at all Sites, Generator Room	4	Q1 2026	Q3 2026	Not Started	
2026 6	Kitsap 911 Website Rebuild	2	Q1 2026	Q2 2026	Planning	
2026 7	AI Integration for Operations	3	Q1 2026	TBD	Not Started	
2026 8	Finance ERP and Implementation	2	Q1 2026	TBD	Planning	

Microwave Expansion Project (Multi-Year)			Estimated		
Task#	Milestone	Priority	Start	on	Status
MVE 1	Complete microwave hops to additional radio sites	2	Q1 2025	Q4 2026	Not Started

LMR Replacement Project (Multi-Year)			Estimated		
Task#	Milestone	Priority	Start	Completion	Status
LMR 1	System Testing and Acceptance of Phase 1 Sites	1	Q1 2025	Q1 2026	In-Progress
LMR 2	Complete replacement of Law Portable Radios	1	Q1 2026	Q3 2026	Not Started
LMR 3	Phase 1 Coverage Testing	1	Q2 2025	Q4 2025	In Progress
LMR 4	Complete Replacement all Fire Mobile Radios	1	Q4 2025	Q2 2026	In Progress
LMR 5	Complete Replacement all Fire Portable Radios	1	Q1 2026	Q3 2026	Not Started



# Board of Directors Standing Report Summary

February 3, 2026 (12:30 to 2:00)

*Agenda Item #16*

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

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## Summary Statement:

Since the last board meeting, we haven't lost any employees. Our Primary Call Receiver (PCR) Academy began on January 12th, and we have 4 new employees in classroom training. We currently have six vacant positions in operations. We posted our telecommunicator trainee position earlier this month and we plan to hire four more telecommunicators for our August academy.

On February 11<sup>th</sup> we will hold as assessment center for the Assistant Director of Operations position. We've invited assessors from law enforcement and fire, as well as other 911 agencies, to help us determine the best internal candidate for the position. We plan to have someone in place by the end of this month.

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

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