Kitsap 911 Board of Directors Meeting

March 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

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. **Click here to open the consent agenda.**	(Chair)	
	Recognition		
5	Kitsap 911 Employee of the Year 2025	(Jameson)	
	Action Items		
	(These would be items previously discussed and/or routine items ready for action. Click blue text to view)		
6	Managerial Compensation Study Report – Cabot Dow & Associates	(Jameson)	*Page 3*
	Discussion Items		
	(New items not previously discussed, not ready for action.)		
7	Executive Search Update	(Taylor)	*Page 4*
8	Performance Measures	(Wecker)	*Page 5*
9	Governing Directive-60 Update	(Jameson)	*Page 6*
10	Board Study Prioritized Recommendations	(Jameson)	*Page 21*
11	Strategic Initiative #2 Progress Report	(Rogers)	*Page 22*
	Standing Reports		
	(As Time Permits)		
12	Strategic Advisory Board Report	(Chief LaGrandeur)	
13	Land Mobile Radio Report	(Peabody)	
14	Monthly Finance Report	(Rogers)	*Page 25*
15	Goals and Tech Project Report	(Higashi)	*Page 32*
16	Staffing Report	(Taylor)	*Page 34*
17	Up-Coming Items ○ Discussion: Executive Search Update (Apr) ○ Discussion: Board Study Recommendations (Apr or May)		
18	Good of the Order	(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. All comments received prior to 12:00 PM on March 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: 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-CAlnff6iygmImnSzvRlB~A0AaVmBsRsVKFQh1-hBQJNd9PrbEnMyQQ-7Zw_gkYkVxjDn81a-0byrq2m64w

Board of Directors Action Item Summary

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

Agenda Item #6

Agenda Item: **Managerial Compensation Study Report**

Submitted By: Maria Jameson-Owens
Title: Executive Director
Attachments:

Budgetary Impact (If Applicable): TBD
Budgeted Amount:
Expenditure Required:
Budget Category: HR

Reviewed By: Brandon Wecker, Rachael Taylor

Reviewed Date: February 24, 2026

Summary Statement:

Alex Sheets from Cabot Dow & Associates will be on site to present the results of the managerial compensation study to the Board. In order to stay on schedule for the Executive Director Search process it is important that the Board choose the salary rate for the position description.

Recommendation:
Move to approve a salary rate for the Executive Director position.

Board of Directors Discussion Item Summary

March 3 (12:30 to 2:00)

Agenda Item #7

Agenda Item:	**Executive Search Update**
Submitted By:	Rachael Taylor
Title:	Human Resources Manager
Attachments:	None

Budgetary Impact (If Applicable) NA
Budgeted Amount:
Expenditure Required:
Budget Category:

Reviewed By:	Brandon Wecker, Steve Rogers, Maria Jameson-Owens
Reviewed Date:	February 24, 2026

Summary Statement:

The Executive Director Hiring Committee (EDHC) has met once in January for the purpose of approving the approach Alex Sheeks from Cabot Dow & Associates is using in comparables to Kitsap 911 for the managerial compensation Study. The EDHC will have met again on February 26, 2026 for the purpose of meeting Marissa Karras of Karras Consulting and reviewing the job position statement, timeline and marketing strategy. Additional updates will be provided at the Board Meeting.

Recommendation

Provide any feedback you have on the Executive Director Search at the board meeting.

Board of Directors Discussion Item Summary

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

Agenda Item #8

Agenda Item:	**Performance Measures**
Submitted By:	Brandon Wecker
Title:	Deputy Director
Attachments:	None

Budgetary Impact (If Applicable) NA
Budgeted Amount:
Expenditure Required:
Budget Category:

Reviewed By:	Maria Jameson-Owens, John Higashi, Steve Rogers, Rachael Taylor
Reviewed Date:	February 25, 2026

Summary Statement:

Deputy Director, Brandon Wecker, will be presenting Performance Measures for 2025 which is a comprehensive analysis of data that indicates the functionality and effectiveness of several aspects of Kitsap 911.

Recommendation

Provide any feedback you have on the Performance Measures report at the Board Meeting.

Board of Directors Discussion Item Summary

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

Agenda Item #9

Agenda Item:	**Revision to Governing Directive-60 for Purchasing and Contracting**
Submitted By:	Maria Jameson-Owens
Title:	Executive Director
Attachments:	Revised GD-60

Budgetary Impact (If Applicable) NA
Budgeted Amount:
Expenditure Required:
Budget Category:

Reviewed By:	Brandon Wecker, Steve Rogers
Reviewed Date:	February 24, 2026

Summary Statement:

There are two areas in this Governing Directive requiring edits:
Section 5.8(E) - Exceptions to Bidding – Federal Agencies/Contracts: Further clarification was needed when Kitsap 911 chooses to piggyback on a State or Federal purchasing contract in regard to the documentation required to be attached to the Purchase Order.

Section 6.0(B) - Other Provisions – Signature Authority: Due the increasing number of subscriptions that offer multi-year discounts, further clarity was required to determine how the total value of the purchase was calculated.

Please see specific changes in red text in the attached draft.

Recommendation:
Provide feedback on the revisions to Governing Directive 60 – Purchasing and Contracting as presented with the intention of approving changes at the April 2026 Board of Directors meeting.

1.0 PURPOSE:

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

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

2.0 REFERENCES:

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

3.0 DEFINITIONS:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4.0 PURCHASING ETHICS

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

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

4.1 CONFLICT OF INTEREST

Employees will immediately disclose any potential conflicts of interest to the Executive Director. If the Executive Director finds that a conflict of interest exists, the Executive Director will take such action as is necessary to resolve the conflict.
In the event of a potential conflict of interest on the part of the Executive Director, Deputy Director, or Finance Manager, the potential conflict and plan for resolving the conflict will be reported to the Board of Directors.

5.0 PROCUREMENT PROCEDURES

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

5.1 PROCUREMENT MATRIX

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

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

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

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

5.2 PUBLIC WORKS

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

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

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

Bids will be awarded in accordance with subsection D below.

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

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

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

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

2. Quotations will be from competitive bid from all appropriate contractors on the appropriate small works roster. Alternatively, Kitsap 911 may use direct contracting with one contractor on the roster following the rules for direct contracting in RCW 39.04.152. If choosing Direct Contracting Kitsap 911 must notify the remaining contractors on the appropriate small works roster that quotations on the work are being sought. Kitsap 911 has the sole option of determining whether this notice to the remaining contractors is made by:
   a. publishing notice in a legal newspaper in general circulation in the area where the work is to be done;
   b. mailing a notice to these contractors; or
   c. sending a notice to these contractors by facsimile or email.

3. If the estimated cost of the work is $150,000 or more and less than $350,000, Kitsap 911 must solicit bids from all the appropriate contractors on the appropriate small works roster.

   a. Kitsap 911 may not favor certain contractors on the small works roster over other contractors on the small works roster who perform similar services.
   b. Should Kitsap 911 choose to utilize Direct Contracting for small public works less than $150,000 and there are more than six contractors on the project list generated, Kitsap 911 will apply a policy of rotation in that it will not use the same vendor twice in the same year for similar projects. If there are less than six contractors on the project list generated, Kitsap 911 may choose the vendor based on the purchasing ethics indicated above.
   c. At the time bids are solicited, Kitsap 911's representative shall not inform a contractor of the terms or amount of any other contractor's bid for the same project.
   d. Bids will be awarded in accordance with subsection D below.

C. Performance Bond

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

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

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

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

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

5.3 CONSULTING SERVICES (A/E PROFSIONAL SERVICES)

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

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

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

A. The -Board of Directors shall establish criteria that the Executive Director, or their designee, must consider in evaluating Architectural or Engineering firms for a given project. Such criteria shall include a plan to ensure that minority and women-owned firms and veteran-owned firms are afforded the maximum practicable opportunity to compete for and obtain public contracts for architectural or engineering services. The level of participation by minority and women-owned firms and veteran-owned firms shall be consistent with their general availability within Kitsap 911's service area.

B. The Board of Directors or their designee shall evaluate the written statements of qualifications and performance data on file with Kitsap 911 at the time that architectural or engineering services are required.

C. Such evaluations should be based on the criteria established by the Board of Directors; and following evaluation of the written proposals and other relevant information, the Executive Director or designee may conduct oral interviews with the firms rated the highest.

D. The firm deemed most highly qualified to do the project will be selected. Kitsap 911 may choose not to consider the price or cost when determining which firm is the most qualified. After selection, Kitsap 911 may negotiate a contract for the services at a price that it determines is fair and reasonable, considering the estimated value of the services to be rendered, as well as the scope and complexity of the project. If a satisfactory contract cannot be negotiated, Kitsap 911 shall formally terminate the negotiations with that firm and attempt to negotiate a contract with the next most qualified firm. The process continues until an agreement is reached or the search is

terminated.

5.4 PERSONAL AND PURCHASED SERVICES (GENERAL)

A. Kitsap 911 may procure Personal and Purchased Services using the method that it determines will provide the greatest attainable levels of quality and value, including through direct negotiation and contract. While not required, formal bidding should be considered for high-cost services.

B. This Section does not apply to A&E Professional Services, which are governed by the requirements in Section 5.2.

C. This Section does not apply to services that would constitute a Public Work, which are governed by the requirements in Section 5.4.

D. Contracts for legal services must be approved by the Board of Directors regardless of cost.

E. Some purchased services are subject to the prevailing wage requirements of RCW 39.12.

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

A. A formal bid process as outlined in Section 5.2.A PUBLIC WORKS, Formal Competitive Bid is required for purchase of any good, equipment, supply, or material costing more than $50,000 (excluding shipping and taxes).

B. Kitsap 911 may use a vendor list roster for purchase of goods, equipment, supplies, and materials not connected to a public works project where the cost is more than $50,000 (excluding shipping and taxes). Kitsap 911 will attempt to obtain the lowest practical price for such goods and services.

C. **Publication.** At least twice per year, MRSC shall, on behalf of Kitsap 911, publish in a newspaper of general circulation within Kitsap 911's service area a notice of the existence of the vendor list roster and solicit the names of vendors for the vendor list roster. MRSC shall add responsible vendors to the vendor list roster at any time when a vendor completes the online application provided by MRSC and meets minimum State requirements for roster listing.

D. **Telephone, Written, or Electronic Quotations**. Kitsap 911 shall use the following process to obtain telephone or written quotations from vendors for the purchase of materials, supplies, or equipment not connected to a public works project:

1. A written description shall be drafted of the specific materials, supplies, or equipment to be purchased, including the number, quantity, quality, and type desired, the proposed delivery date, and any other significant terms of purchase.

2. If the cost is between $10,001 and $50,000 the Executive Director or designee, shall make a good faith effort to contact at least three (3) of the vendors on the roster to obtain telephone or written quotations from the vendors for the required materials, supplies, or equipment.

3. If the cost is $10,000 or less the Executive Director or designee may use the vendor list or the Executive Director may authorize an alternative small purchase procedure determined to provide the greatest attainable level of quality and value, including through direct negotiation and contract.

4. Kitsap 911's representative shall not share telephone or written quotations received from one vendor with other vendors soliciting for the bid to provide the materials, supplies, or equipment.

5. A written record shall be made by the Executive Director or designee of each vendor's bid on the material, supplies, or equipment, and of any conditions imposed on the bid by such vendor.

E. **Determining the Lowest Responsible Bidder.** Kitsap 911 shall purchase the materials, supplies, or equipment from the lowest responsible bidder, provided that whenever there is reason to believe that the lowest acceptable bid is not the best price obtainable, all bids may be rejected, and Kitsap 911 may call for new bids.

5.6 TELECOMMUNICATIONS EQUIPMENT

A. **Authority**. Kitsap 911 may purchase telecommunications and data processing equipment or software pursuant to the RCW 39.04.270 "competitive negotiation" process.

B. **Process**. Kitsap 911 shall publish a request for proposals (RFP) in a newspaper of general circulation at least 13 days before the last date on which the proposals will be received.

C. **Content**. The RFP shall identify significant evaluation factors, including price, and their relative importance. Kitsap 911 shall provide reasonable procedures for technical evaluation of the proposals, identification of qualified sources, and selection for awarding the contract.

D. **Award**. Kitsap 911 shall make the award to the qualified bidder whose proposal is most advantageous to Kitsap 911. Kitsap 911 may reject all proposals for good cause and request new proposals.

5.7 OTHER PUBLIC WORKS REQUIREMENTS

A. **Bid Bond**: For contracts awarded through the small works process, a bid bond is optional. For contracts awarded through a competitive bidding process that are less than $150,000, bid bonds will not be required unless special circumstances cause Kitsap 911 to require one; for contracts of $150,000 or more, a bid bond of not less than 10% shall be required.

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

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

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

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

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

5.8 EXCEPTIONS TO BIDDING REQUIREMENTS.

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

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

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

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

B. **Emergency**. When any emergency requires immediate procurement, execution of any contract, or any change order or amendment to an existing contract, the Executive Director shall have the power to make and enter into that contract, change order, or amendment without strict compliance to either the bidding or the contract approval requirements set forth in this section. The Executive Director shall issue a written basis for the emergency determination no later than two weeks following award of the contract and file the written opinion with Kitsap 911.

C. **Health care and investment contracts**. Contracts entered into by Kitsap 911 to provide employee health care insurance coverage or to provide employee investment services may be entered into through direct negotiations with Kitsap 911 and are not required to follow the competitive bidding requirements provided for in this policy.

D. **Interagency agreements**. Kitsap 911 may purchase non-A/E Services, equipment, supplies, materials and other property from other state or municipal entities, including but not limited to the Office of State Procurement (OSP) of the Washington Department of Enterprise Services, without being subject to the bidding requirements of this policy. Kitsap 911 shall ensure prior to such purchase that the contract for equipment, supplies, materials and other property was procured in a manner consistent with this Purchasing and Contracting policy, including all competitive bid requirements. For all such purchases, Kitsap 911 shall enter into an agreement with the entity authorizing such purchase or purchases.

E. **Federal agencies / contracts**. In accordance with Resolution 2017-008, Kitsap 911 may purchase non-A/E Services, equipment, supplies, materials, and other property from a federal agency (including GSA) without going through the additional processes described in this policy. If so, Kitsap 911 will require the vendor to provide documentation that includes sufficiently detailed specifications, deliverables, and other pertinent data (as needed) related to the purchase for which Kitsap 911 will issue a Purchase Order.

F. **Auctions**. Kitsap 911 may purchase supplies, equipment, or materials at auctions conducted by the United States government or any of its agencies, or by the State of Washington and any of its political subdivisions, without being subject to the bidding requirements of this policy. The Executive Director, Board of Directors Chair, or Board of Directors must pre-approve any upper bidding limit that exceeds any delegated purchasing/signing authority.

G. **Recycled products**. Nothing in this policy shall prohibit Kitsap 911 from preferentially purchasing products made from recycled materials or products that may be recycled or reused, pursuant to Chapter 43.19A RCW.

5.9 CHANGES TO CONTRACTS

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

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

C. **Minor Changes**. The Executive Director may delegate to the Deputy Director or any manager other than the Finance Manager the authority to sign the following contract change orders or amendments, subject to terms and conditions acceptable to the designee:
   1. Change orders or contract amendments that involve only an extension of time for the contractor to perform.
   2. Individual change orders or contract amendments that do not exceed the original contract amount by more than $25,000, if sufficient funds remain in the approved project budget to pay the change order or amendment amount.
   3. All change orders or contract amendments that do not cumulatively exceed twenty percent (20%) of the original contract amount, if sufficient funds remain in the approved project budget to pay the change order or amendment amount.

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

6.0 OTHER PROVISIONS

A. **Real Property Interests**. The Kitsap 911 Board of Directors specifically authorizes the Executive Director to do the following:
   1. To acquire and convey property interests by lease.
   2. To enter into all lease agreements where Kitsap 911 is the lessor.

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

$30,000 or less to the Deputy Director.

For purchases of a subscription, license, or similar service with an ongoing future cost, the level of approval required is determined based on the greater of either:

a. The total expenditure expected within the current year, or,
b. The sum of the non-cancellable portion of the agreement term.

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

7.0 DISPOSAL OF SURPLUS PROPERTY

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

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

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

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

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

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

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

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

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

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

Board of Directors Discussion Item Summary

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

Agenda Item #10

Agenda Item:	**Board Composition and Effectiveness Study Update**
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, John Higashi, Rachael Taylor
Reviewed Date:	February 24, 2026

Summary Statement:

The Board of Directors held their annual retreat on February 10, 2026 with ten Board members attending all or part of the retreat. The primary focus of the retreat was to process the recommendations made in Mission Critical Partners' Board Composition and Effectiveness Study and identify priorities to focus on in 2026.

The recommendation to restructure the Board to seven (or another) number of members emerged as the highest priority for the Directors which was dubbed the "Parent" recommendation. Several related recommendations were identified as "Children" to the Parent to also consider. These included how to more fully utilize the Strategic Advisory Board (SAB); how to utilize alternates; perhaps reconsidering the election cycles for the Chair and Vice Chair of the Board; and whether there should be term limits. Additionally, having some focused discussion on further clarifying the vision and role of the Board of Directors to better manage overlapping duties emerged as a productive next step. Overlapping duties and having a variety of resources of revenue was identified as an overarching tension that everyone (the Board, Kitsap 911, the agencies) experience and the hope is to find a "lens" to utilize when considering decisions that are laden with that tension.

The first steps identified were for Kitsap 911 staff to conduct some research on the legal allowances for making Board structure changes as defined in the Charter, By-Laws, and Ordinance. In addition, we should ensure that any Board structure change does not go against any of the voter approved propositions. And finally, to gather information from other 911 agencies to help inform about board structure and vision statements being used elsewhere.

Recommendation

Provide any feedback on the information presented at the Board meeting.

Board of Directors Discussion Item Summary

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

Agenda Item #11

Agenda Item:	**Progress Report of Strategic Initiative #2 Review of Financial Philosophy**
Submitted By:	Maria Jameson-Owens
Title:	Executive Director
Attachments:	

Budgetary Impact (If Applicable)
Budgeted Amount:
Expenditure Required:
Budget Category:

Reviewed By:	Brandon Wecker, Jamie Donley, John Higashi, Rachael Taylor, Steve Rogers
Reviewed Date:	February 24, 2026

Summary Statement:

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

Focus Areas:

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

Work Plan:

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

- **Progress: Ongoing**

Success Measurement:

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

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

Progress Summary:

Action Item 1 – We divided this action into three main phases:

1. **Internal** – This phase includes a review of all financial processes to determine where efficiencies can be gained through the implementation of new software, workflows, or other solution. If a change is made, all relevant written documentation (e.g., policies and procedures) will also need to be updated. While we have identified all major financial policies that may be affected by a new implementation, the documentation portion of this item is currently on hold, as it has been determined that significant improvements and efficiencies can be gained through the deployment of a new finance-focused ERP program (see Action Item 3 below).
2. **Stakeholder** – This includes improvements to how information is communicated to external stakeholders (e.g., board of directors, strategic advisory board). Several points of feedback were received throughout the 2025 budget process and during the board retreat held in February of this year. The focus for 2026 is to improve the monthly financial reports and annual budget presentation materials so that the information provided continues to be detailed and transparent but also incorporates as many of the requested changes as possible. Success for this will be measured by soliciting feedback from the Board of Directors, as well as the timely adoption of the 2027 budget.
3. **Public-Facing** – This includes improvements to how financial information is presented to the general public. For 2026, this includes the creation of a simplified, more visual version of the budget. This was originally intended to begin with the 2026 budget, but will instead begin with the 2027 budget, due to limited personnel resources and the higher criticality of the finance system RFP.

Action Item 2 – Following numerous discussions with the Board of Directors, Strategic Advisory Board, and other stakeholders, the proposed changes to the Funding Formula have been approved by the Board. This Action Item is complete, but analysis will be done for each budget cycle for at least the next three years to ensure the new funding formula works as intended.

Additionally, Section B. part 1 of the Funding Formula requires Kitsap 911 to complete an analysis of actual personnel costs annually, and to issue a refund for the difference, if budgeted costs exceed total actual costs by more than 6.0%. We have completed this analysis, and for 2026, actual costs exceeded budget by 0.41%; consequently, no refund is due.

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

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

Executive Summary
Kitsap 911 Board of Directors

Summary

For the month ended January 31, 2026, revenues and operating expenditures were both below expectations.

Revenues

As of January 31, 2026, we have received approximately $1.92M (9.37%) of projected annual revenues (line 21), which was below our year-to-date forecast of $2.05M by approximately $127K (-6.18%).

> **Sales Tax (Lines 2-3)** – We have received approximately $1.21M (8.28%) of the total projected sales tax revenues, which was above our year-to-date forecast of $1.13M by approximately $72K (6.33%); half of this amount, approximately $36K, 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 (Line 4)** – We have received approximately $220K (8.05%) of the total projected excise tax revenues, which was below our year-to-date forecast of $228K by approximately $8K (-3.37%). Wireless and VoIP revenues were in line with expectations, but landline revenues were over 75% lower than the monthly average. This is likely a temporary variance, but its exact cause is currently unknown.
>
> **Other Revenues (Lines 6-20)** – We have received approximately $498K (15.02%) of the total projected for other revenues, which was below our year-to-date forecast of $0.69M by approximately $0.19M (-27.70%), primarily driven by timing differences in the receipt of user fee payments.

Operating Expenditures

As of January 31, 2026, we have expended approximately $2.43M (11.41%) of our total operating expenditures appropriation (Line 63), which was under our year-to-date expectation of $2.51M by approximately $77K (-3.06%).

> **Labor (Lines 22-34)** – We have expended approximately $2.06M (13.40%) of our total operating salaries and benefits budget, which was under our year-to-date goal of $2.11M by approximately $44K (-2.07%).
>
> **Goods and Services (Lines 35-62)** – We have expended approximately $367K (6.22%) of our total non-labor operating expenditures budget, which was below our year-to-date goal of $400K by approximately $33K (-8.26%).

Proposition 2-Funded Capital Project Expenditures

As of January 31, 2026, we have expended approximately $1.33M (10.09%) of our total annual appropriation of $13.20M (Lines 64-68).

Executive Summary
Kitsap 911 Board of Directors

Other Capital Projects and Non-Operating Expenditures

As of January 31, 2026, we have expended approximately $10K (3.71%) of our total annual appropriation of $276K (Lines 69-73).

Debt and Cash Reserves

Debt (Line 83) – As of January 31, 2026, no amounts from the line of credit have been utilized. Debt service payments of approximately $484K will be due semiannually beginning in June 2026.

Stabilization Fund (Lines 84-88) – Kitsap 911 uses the GFOA's recommendation as its basis for unassigned funds in this reserve, which is two months (17%) of budgeted annual operating expenditures; for 2026, this amount is approximately $3.62M. It is management's intent to maintain this reserve using only non-Proposition 2 revenues, however the ability to this may fluctuate from month to month.

While no reserves have been used to date, as of January 31, 2026, the Stabilization Fund would have been underfunded by approximately 5.91%, without the inclusion of approximately $214K from Proposition 2 or other source of funds.

Labor Costs Reserve (Lines 89-95) – Kitsap 911 prepares its labor budget to include all expenditures which are reasonably foreseeable for all approved positions but allocates a percentage of it in a reserve to compensate for unforeseeable or unexpected fluctuations (e.g., employee attrition, major overtime events). For 2026, this was reduced to 3.0% ($476K), down from the 4.5% used historically, reflecting the significant recent and sustained improvements to employee retention.

It is management's intent to maintain this reserve separately from the Stabilization Fund and only using only non-Proposition 2 revenues, however this is only possible if the Stabilization Fund is overfunded by at least the amount needed by the Labor Cost Reserve.

While no reserves have been used to date, as of January 31, 2026, the Labor Cost Reserve could not have been separated from the Stabilization Fund as intended, without the inclusion of approximately $690K from Proposition 2 or other source of funds.

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 YTD Period Ended January 31, 2026

		Actuals			YTD Variance			YTD Variance		
		January	Year to Date	YTD Budget	$	%	Annual Budget	$	%
Revenues									
1	**Sales & Excise Taxes**								
2	Sales Tax	$ 602,540	$ 602,540	$ 566,661	$ 35,880	6.33%	$ 7,237,045	$ (6,634,505)	-91.67%
3	Sales Tax (Proposition 2)	602,540	602,540	566,661	35,880	6.33%	7,237,045	(6,634,505)	-91.67%
4	Telephone Excise Taxes	220,195	220,195	227,863	(7,668)	-3.37%	2,734,359	(2,514,164)	-91.95%
5	**Total Sales & Excise Taxes**	**1,425,275**	**1,425,275**	**1,361,185**	**64,091**	**4.71%**	**17,208,449**	**(15,783,174)**	**-91.72%**
6	**User Fees**								
7	User Fees - Member Agencies	413,665	413,665	616,329	(202,665)	-32.88%	2,465,318	(2,051,653)	-83.22%
8	User Fees - Non-Member Agencies	15,512	15,512	13,285	2,227	16.77%	53,138	(37,626)	-70.81%
9	Radio & MCT Repairs	-	-	10,390	(10,390)	-100.00%	124,684	(124,684)	-100.00%
10	**Total User Fees**	**429,177**	**429,177**	**640,004**	**(210,828)**	**-32.94%**	**2,643,140**	**(2,213,963)**	**-83.76%**
11	**State & Federal Funding**								
12	WA State E911 Program	-	-	-	-	0.00%	80,200	(80,200)	-100.00%
13	WA Traffic Safety Commission	-	-	-	-	0.00%	3,202	(3,202)	-100.00%
14	Other Grants	-	-	-	-	0.00%	-	-	0.00%
15	**Total State & Federal Funding**	**-**	**-**	**-**	**-**	**0.00%**	**83,402**	**(83,402)**	**-100.00%**
16	**Other Revenues**								
17	Tower Lease Revenue	46,675	46,675	44,592	2,083	4.67%	535,109	(488,434)	-91.28%
18	Investment Interest	16,610	16,610	3,148	13,462	427.65%	37,776	(21,166)	-56.03%
19	Other Misc Revenue	5,938	5,938	1,567	4,371	279.00%	18,801	(12,863)	-68.42%
20	**Total Other Revenues**	**69,224**	**69,224**	**49,307**	**19,917**	**40.39%**	**591,687**	**(522,463)**	**-88.30%**
21	**Total Revenues**	**$ 1,923,676**	**$ 1,923,676**	**$ 2,050,496**	**$ (126,820)**	**-6.18%**	**$ 20,526,678**	**$ (18,603,002)**	**-90.63%**

Kitsap 911 Public Authority

Budget Status Report for the YTD Period Ended January 31, 2026

		Actuals			YTD Variance			YTD Variance		
		January	Year to Date	YTD Budget	$	%	Annual Budget	$	%
Operating Expenditures - Payroll									
22	**Payroll - Admin & Operations**								
23	Salaries & Wages	$ 1,335,488	$ 1,335,488	$ 1,385,808	$ (50,319)	-3.63%	$ 10,060,333	$ (8,724,845)	-86.73%
24	Employment Benefits	309,194	309,194	306,610	2,584	0.84%	2,223,956	(1,914,761)	-86.10%
25	State & Federal Taxes	103,942	103,942	100,002	3,940	3.94%	866,686	(762,744)	-88.01%
26	**Total Payroll - Admin & Operations**	**1,748,625**	**1,748,625**	**1,792,420**	**(43,795)**	**-2.44%**	**13,150,975**	**(11,402,349)**	**-86.70%**
27	**Payroll - Tech. Services Group**								
28	Salaries & Wages - TSG	242,034	242,034	244,586	(2,551)	-1.04%	2,119,743	(1,877,709)	-88.58%
29	Employment Benefits - TSG	45,864	45,864	46,812	(948)	-2.03%	405,702	(359,838)	-88.70%
30	State & Federal Taxes - TSG	26,604	26,604	22,875	3,729	16.30%	198,250	(171,646)	-86.58%
31	**Total Payroll - Tech. Services Group**	**314,502**	**314,502**	**314,272**	**229**	**0.07%**	**2,723,694**	**(2,409,192)**	**-88.45%**
32	**Total Unadjusted Payroll Costs**	**2,063,127**	**2,063,127**	**2,106,693**	**(43,566)**	**-2.07%**	**15,874,669**	**(13,811,542)**	**-87.00%**
33	Budget Adjustment - Labor Cost Reserve	-	-				(476,240)	476,240	-100.00%
34	**Subtotal Payroll Costs**	**$ 2,063,127**	**$ 2,063,127**	**2,106,693**	**(43,566)**	**-2.07%**	**$ 15,398,429**	**$ (13,335,302)**	**-86.60%**

Kitsap 911 Public Authority

Budget Status Report for the YTD Period Ended January 31, 2026

		Actuals			YTD Variance			YTD Variance		
		January	Year to Date	YTD Budget	$	%	Annual Budget	$	%
Operating Expenditures - Other									
35	**Debt Service**								
36	Debt Service - Principal	$ -	$ -	$ -	$ -	0.00%	$ 289,640	$ (289,640)	-100.00%
37	Debt Service - Interest	-	-	-	-	0.00%	677,579	(677,579)	-100.00%
38	**Total Debt Service**	**-**	**-**	**-**	**-**	**0.00%**	**967,219**	**(967,219)**	**-100.00%**
39	**Building & Grounds**								
40	Leases & Rentals	8,120	8,120	24,044	(15,924)	-66.23%	288,528	(280,408)	-97.19%
41	Repairs & Maintenance	3,161	3,161	20,729	(17,568)	-84.75%	248,745	(245,584)	-98.73%
42	Insurance	113,143	113,143	-	113,143	0.00%	130,192	(17,049)	-13.10%
43	Utilities	1,733	1,733	18,496	(16,764)	-90.63%	221,958	(220,225)	-99.22%
44	**Total Building & Grounds**	**126,157**	**126,157**	**63,269**	**62,888**	**99.40%**	**889,423**	**(763,266)**	**-85.82%**
45	**Computer & Other Equipment**								
46	Software	12,546	12,546	85,893	(73,347)	-85.39%	1,030,712	(1,018,166)	-98.78%
47	Hardware - Computers & Radios	3,311	3,311	13,893	(10,582)	-76.17%	166,712	(163,401)	-98.01%
48	Hardware - Other Equipment	422	422	5,322	(4,900)	-92.08%	63,860	(63,438)	-99.34%
49	R&M - Computer & Radios	147,358	147,358	103,121	44,237	42.90%	1,237,457	(1,090,099)	-88.09%
50	R&M - Other Equipment	11,283	11,283	9,931	1,352	13.62%	119,171	(107,888)	-90.53%
51	**Total Computer & Other Equipment**	**174,920**	**174,920**	**218,159**	**(43,239)**	**-19.82%**	**2,617,912**	**(2,442,992)**	**-93.32%**
52	**Services & Supplies**								
53	Communications	23,208	23,208	61,210	(38,002)	-62.08%	734,524	(711,315)	-96.84%
54	Professional Services	33,006	33,006	39,469	(6,463)	-16.38%	473,627	(440,621)	-93.03%
55	Supplies	2,191	2,191	3,914	(1,723)	-44.02%	46,972	(44,781)	-95.34%
56	**Total Services & Supplies**	**58,405**	**58,405**	**104,594**	**(46,188)**	**-44.16%**	**1,255,123**	**(1,196,717)**	**-95.35%**
57	**Miscellaneous Expenditures**								
58	Training & Travel	6,235	6,235	9,569	(3,334)	-34.84%	114,832	(108,597)	-94.57%
59	Dues & Subscriptions	420	420	2,423	(2,003)	-82.67%	29,078	(28,658)	-98.56%
60	Other	899	899	2,061	(1,162)	-56.37%	24,730	(23,831)	-96.36%
61	**Total Miscellaneous Expenditures**	**7,554**	**7,554**	**14,053**	**(6,499)**	**-46.25%**	**168,640**	**(161,086)**	**-95.52%**
62	**Subtotal Operating Costs - Other**	**367,036**	**367,036**	**400,076**	**(33,039)**	**-8.26%**	**5,898,317**	**(5,531,280)**	**-93.78%**
63	**Total Operating Costs**	**$ 2,430,163**	**$ 2,430,163**	**$ 2,506,768**	**$ (76,605)**	**-3.06%**	**$ 21,296,745**	**$ (18,866,582)**	**-88.59%**

Kitsap 911 Public Authority

Budget Status Report for the YTD Period Ended January 31, 2026

		Actuals			YTD Variance			YTD Variance		
		January	Year to Date	YTD Budget	$	%	Annual Budget	$	%
Capital Projects									
64	**Proposition 2-Funded Projects**								
65	LMR Replacement Project	$ 223,452	$ 223,452	$ 808,333	$ (584,881)	-72.36%	$ 9,700,000	$ (9,476,548)	-97.70%
66	CAD System Upgrade	1,031,250	1,031,250	275,000	756,250	275.00%	3,300,000	(2,268,750)	-68.75%
67	Other Projects	77,174	77,174	16,667	60,508	363.05%	200,000	(122,826)	-61.41%
68	**Total Proposition 2-Funded Projects**	**1,331,877**	**1,331,877**	**1,100,000**	**231,877**	**21.08%**	**13,200,000**	**(11,868,123)**	**-89.91%**
69	**All Other Projects**								
70	Operations AI Integration	-	-	16,667	(16,667)	-100.00%	100,000	(100,000)	-100.00%
71	Finance ERP Replacement	-	-	6,667	(6,667)	-100.00%	80,000	(80,000)	-100.00%
72	Other Projects	10,251	10,251	24,000	(13,749)	-57.29%	96,000	(85,749)	-89.32%
73	**Total All Other Projects**	**10,251**	**10,251**	**47,333**	**(37,083)**	**-78.34%**	**276,000**	**(265,749)**	**-96.29%**
74	**Total Capital Projects**	**1,342,127**	**1,342,127**	**1,147,333**	**194,794**	**16.98%**	**13,476,000**	**(12,133,873)**	**-90.04%**
75	**Total Expenditures**	**$ 3,772,291**	**$ 3,772,291**	**$ 3,654,101**	**$ 118,189**	**3.23%**	**$ 34,772,745**	**$ (31,000,455)**	**-89.15%**

Kitsap 911 Public Authority

Fund & Reserve Balances as of January 31, 2026

Total Cash & Investment Balances

		12/31/2025	01/31/2026	Net Change	%
75	Cash	$ 4,206,826	$ 3,761,555	$ (445,271)	-10.58%
76	Investments	5,602,164	4,592,975	(1,009,189)	-18.01%
77	**Total Cash & Investments**	**$ 9,808,990**	**$ 8,354,531**	**$ (1,454,459)**	**-14.83%**
78	Net Outstanding Transactions	(901,584)	(1,378,743)	(477,158)	52.92%
79	**Total Available Cash & Investments**	**$ 8,907,405**	**$ 6,975,788**	**$ (1,931,618)**	**-21.69%**

Combined Cash & Investment Balances (by Source of Funds)

		12/31/2025	01/31/2026	Net Change	%
80	Proposition 2	$ 6,171,451	$ 4,948,136	$ (1,223,315)	-19.82%
81	All Other Funding Sources	3,637,539	3,406,394	(231,145)	-6.35%
82	**Total Cash & Investments**	**$ 9,808,990**	**$ 8,354,531**	**$ (1,454,459)**	**-14.83%**

Debt (Line of Credit) - Commencement Bank

		Beg. Balance	01/31/2026	Total Used LTD	%
83	**Line of Credit Available Balance**	**$ 10,000,000**	**$ 9,990,000**	**$ 10,000**	**0.10%**

Reserve Balance - Stabilization Fund

		01/31/2026	%
84	Total Annual Operating Budget	$ 21,296,745	
85	GFOA Recommendation		**17.00%**
86	**Minimum Unassigned Funds Required**	**$ 3,620,447**	
87	Ending Cash (Excl. Proposition 2)	3,406,394	
88	**Over / (Under-Funded) by**	**$ (214,052)**	**-5.91%**

Reserve Balance - Labor Costs

		01/31/2026	%
89	Total Annual Labor Budget	$ 15,874,669	
90	Labor Cost Reserve Assumption		**3.00%**
91	**Total Budgeted Labor Cost Reserve**	**$ 476,240**	100.00%
92	Reserve Used YTD	-	0.00%
93	**Ending Available Balance**	**$ 476,240**	**100.00%**
94	Stabilization Fund Surplus / (Deficit)	(214,052)	
95	**Over / Under-Funded (Excl. Prop. 2) by**	**$ (690,293)**	

Board of Directors Standing Report Summary

March 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

Review of 2026 Project List

2025-1 Data Center Improvement - This project to modernize power distribution in our equipment room for systems and servers have been completed. The new power distribution units have also been installed on the new CAD hardware. This has already proven to be beneficial with alerts and power usage readings to balance power loads and to prevent future risks.

2026-06 Kitsap 911 Website Rebuild - The vendor, D2 Creative, has been engaged through DES contract 20422 and the scope of work has been finalized as to the overall structure of the website required. The project has entered the Discovery phase where the project manager and vendor work with various Kitsap 911 employees to generate an overall vision for the design which is the next phase.

2026-07 Launch Non-Emergency Number with AI Integration - We have started the project to launch a dedicated non-emergency number. This will include advertising 10-digit non-emergency number to the public. Also being incorporated in this project is to integrate AI to assist with call routing and processing.

Kitsap 911 2026 Key Projects and Initiatives

Technical Projects				Estimated		
Proj/Task#		Project/Initiative	Priority	Start	Completion	Status
2025	1	Data Center Improvement	3	Q1 2025	Q1 2026	Complete-
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	In-Progress
2026	5	Temp Sensors at all Sites, Generator Room	4	Q1 2026	Q3 2026	In-Progress
2026	6	Kitsap 911 Website Rebuild	2	Q1 2026	Q2 2026	In-Progress
2026	7	Launch Non-Emergency Number with AI Integration	3	Q1 2026	TBD	In-Progress
2026	8	Finance ERP and Implementation	2	Q1 2026	TBD	Planning

Microwave Expansion Project (Multi-Year)				Estimated		
Task#		Milestone	Priority	Start	Completion	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	Q1 2026	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

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

Agenda Item #16

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. Our four January Primary Call Receiver (PCR) Academy trainees began their one-on-one floor training on February 23rd. We currently have eight vacant positions in operations, including the two positions we added in 2025. We have 11 candidates in backgrounds for our open telecommunicator trainee position, and we plan to hire up to five of them for our April academy.

On February 11th we held an assessment center for the open Assistant Director of Operations (ADO) position, and I'm pleased to report that we've made a decision. Internal candidates have not been notified at the time of this report, so we will announce the new ADO at the March Board meeting along with their start date.

On February 23rd we posted the Senior Systems Technician position to support the radio system implementation and ongoing maintenance, both internally and externally. We plan to have someone in place no later than May.

We are fully staffed in our admin group.